SYRACUSE CITY

Syracuse City Council Work Session Agenda
November 17, 2020 – immediately following the City Council Regular Meeting, which begins at 6:00 p.m.
Electronic via Zoom Meeting
Streamed on Syracuse City Utah YouTube Channel

Public meeting will be held electronically in accordance with House Bill 5002, Open and Public Meetings Act Amendments, signed into law on June 25, 2020. Pursuant to written determination by the Mayor finding that conducting the meeting with an anchor location presents a substantial risk to the health and safety of those who may be present due to infections and potentially dangerous nature of COVID-19 virus, public meetings will be held electronically for the next thirty (30) days. The YouTube live stream of the meeting can be found at the following link.

Connect to the meeting using:
https://us02web.zoom.us/j/84811751595
Meeting ID: 848 1175 1595
Connect via telephone: +1-301-715-8592 US
Meeting ID: 848 1175 1595

a. Meeting called to order

b. Discussion regarding proposed amendments to Parks, Trails, and Recreation Impact Fee Analysis (IFA) and Impact Fee Facilities Plan (IFFP). (10 min.) *Council discussion, if necessary, will commence with **Councilmember Maughan.***

c. Discussion regarding proposed amendments to Arts Council Bylaws Amendments. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Savage.***

d. Discussion regarding concept of transitioning paramedic services from the County level to City level. (30 min.) *Council discussion, if necessary, will commence with **Councilmember Teague.***

e. Planning items:
   1. Potential General Plan Map Amendment pertaining to assignment of the newly created Indoor Storage Unit Zone. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Bingham.***
   2. Discussion regarding potential text amendment to Section 10.30.040 of the Syracuse City Code pertaining to regulations for farm animal pens/enclosures. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Bolduc.***
   3. Discussion regarding potential text amendment to Section 10.20.070 of the Syracuse City Code pertaining to zoning map amendments. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Maughan.***
   4. Discussion regarding potential text amendment to Section 10.92 of the Syracuse City Code pertaining to maximum dwelling units per building in the Mixed-Use Development (MXD) Zone. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Savage.***
   5. Discussion regarding potential text amendment to Section 10.40.030 of the Syracuse Code pertaining to tandem parking. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Teague.***
   6. Continued discussion of proposed Zoning Map amendment from Agricultural (A-1) and General Commercial (GC) to Mixed-Use (MXD) for property located at approximately 1850 W. 1700 S. (15 min.) *Council discussion, if necessary, will commence with **Councilmember Bingham.***
   7. Discussion regarding potential text amendment to Section 10.20.140 pertaining to plat amendments. (10 min.) *Council discussion, if necessary, will commence with **Councilmember Bolduc.***
   8. Continued discussion - review draft Economic Development Strategic Plan. (20 min.) *Council discussion, if necessary, will commence with **Councilmember Maughan.***

f. Biennial Review for Court and Records, Public Works, and Legal. (45 min.) *Council discussion, if necessary, will commence with **Councilmember Savage.***

g. First reading – proposed revisions of City Mission and Vision Statement. (5 min.) *Council discussion, if necessary, will commence with **Councilmember Teague.***

h. Adjourn.

~~~~~

In compliance with the Americans Disabilities Act, persons needing auxiliary communicative aids and services for this meeting should contact the City Offices at 801-825-1477 at least 48 hours in advance of the meeting.

CERTIFICATE OF POSTING

The undersigned, duly appointed City Recorder, does hereby certify that the above notice and agenda was posted within the Syracuse City limits on this 12th day of November, 2020 at Syracuse City Hall on the City Hall Notice Board and at http://www.syracuseut.com/. A copy was also provided to the Standard-Examiner on November 12, 2020.

CASSIE Z. BROWN, MMC
SYRACUSE CITY RECORDER
~~~~~

COUNCIL AGENDA

November 17, 2020

Agenda Item **"b"** DISCUSSION AMENDING THE PARKS, TRAILS, & RECREATION IMPACT FEE ANALYSIS (IFA) AND IMPACT FEE FACILITIES PLANS (IFFP)

Factual Summation

Any questions about this agenda item may be directed at Admin. Services Director Stephen Marshall, or Parks & Recreation Director Kresta Robinson.

We are bringing to the council a proposed update to the Parks, Trails, & Recreation Impact Fee Analysis (IFA) and Impact Fee Facilities Plan (IFFP). **See attached.**

This proposed change updates our costs with current values and adds the park maintenance facility into the plan. It also updates our park acreage and new parks not previously listed on the plan.

Because of these changes, the park, trails, & recreation impact fee would increase. The current fee is $2,393 per household. The proposed fee would increase to $2,749.70 per household. If the council approves this change, there would be a 90-day waiting period from the approval date (December 8th) to enact the fee increase (March 8, 2021). Below is a comparison of impact fees with other cities.

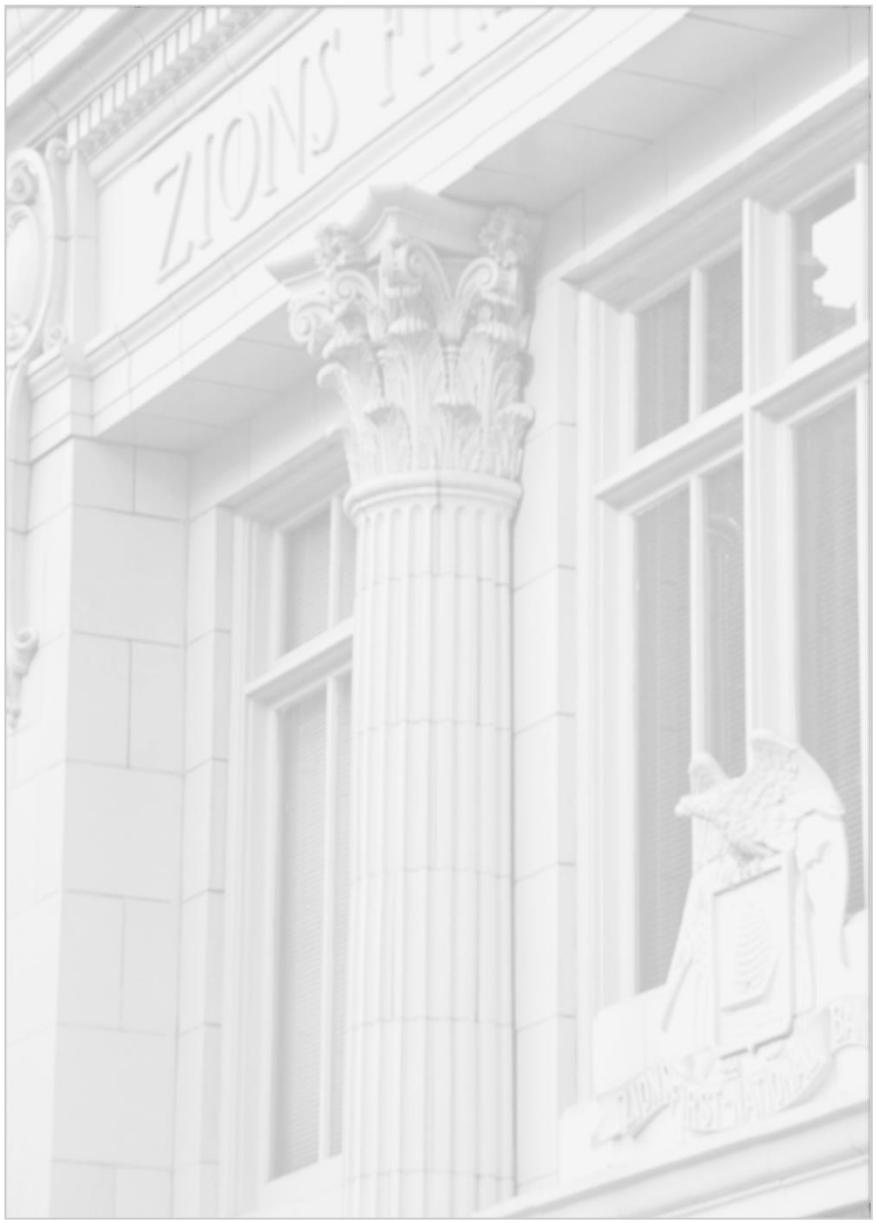
Salt Lake City	$5,173
Lindon	$5,097
Sandy	$4,156
South Jordan	$4,115
Spanish Fork	$3,959
American Fork	$3,856
Springville	$3,715
West Jordan	$3,201
Provo	$3,105
Herriman	$2,904
Orem	$2,813
Syracuse (Proposed)	$2,749
Lehi	$2,600
Syracuse (Current)	$2,393
Saratoga Springs	$2,388

Clearfield City	$2,339
West Valley	$2,285
St. George	$2,182
Layton	$1,873
Taylorsville	$1,290
Pleasant Grove	$1,019

Discussion Goals

The following items outline the goals of this discussion:

1. Determine if we want to update our parks, trails, & recreation IFA and IFFP as discussed above.



Syracuse City

DRAFT Parks, Trails and Recreation Impact Fee Analysis

ZIONS PUBLIC FINANCE, INC.

November 9, 2020

Table of Contents

Table of Contents 2
Summary of Impact Fee Analysis (IFA) 3
Impact on Consumption of Existing Capacity - *Utah Code 11-36a-304(1)(a)* 3
Impact on System Improvements by Anticipated Development Activity - *Utah Code 11-36a-304(1)(b)* 4
Relationship of Anticipated Impacts to Anticipated Development Activity - *Utah Code 11-36a-304(1)(c)* 4
Proportionate Share Analysis - *Utah Code 11-36a-304(1)(d)(i)(ii)* 4
Manner of Financing - *Utah Code 11-36a-304(2)(c)(d)(e)(f)(g)(h)* 5
Utah Code 11-36a 6
Impact Fee Analysis 8
Impact on Consumption of Existing Capacity 8
Demand Placed on Facilities by New Development Activity 8
Relationship of Anticipated Impacts to Anticipated Development 11
Proportionate Share Analysis 11
Costs Reasonably Related to New Development Activity 11
Impact Fee Credits 12
Manner of Financing 12
Certification 13

Summary of Impact Fee Analysis (IFA)

Syracuse City ("City") has completed a Parks, Trails and Recreation Impact Fee Facilities Plan which, along with input from the City, forms the basis for this Impact Fee Analysis. The City has determined that there is one service area citywide and that only residential development is considered to create demand for parks, trails and recreation facilities and therefore only residential growth has been considered in the determination of impact fees.

Projections for population growth in the City are as follows:

TABLE 1: PROJECTED POPULATION GROWTH, 2020-2030

Year	Population
2020	32,140
2021	33,048
2022	33,981
2023	34,940
2024	35,926
2025	36,940
2026	37,983
2027	39,055
2028	40,157
2029	41,291
2030	42,456

Source: Syracuse City

This IFA is organized based on the legal requirements of Utah Code 11-36a-304.

Impact on Consumption of Existing Capacity - *Utah Code 11-36a-304(1)(a)*

The analysis considers only *system* facilities in the calculation of impact fees. For the City, this has been determined to mean community parks. Neighborhood parks are considered *project* improvements and have not been included in the calculation of impact fees.

Existing service levels are based on the (2020) levels of service in the City for both parks and trails. Existing and proposed service levels are shown in the table below.

TABLE 2: EXISTING AND PROPOSED SERVICE LEVELS

	Existing	Proposed (Minimum)	Excess Capacity
Land (acres, with improvements, per 1,000 population) – Impact Fee Eligible	2.33	2.33	0
Land (acres, with improvements, per 1,000 population)	6.26	6.26	0
Investment per Capita	$1,039.61	$1,039.61	0

The City intends to at least maintain existing service levels for both parks and trails.

Impact on System Improvements by Anticipated Development Activity - *Utah Code 11-36a-304(1)(b)*

The table below shows the declining service levels that would occur in Syracuse, due to population growth, if no new facilities are added. Each of these declining service levels is discussed in more detail in the body of this report.

TABLE 3: IMPACTS TO SERVICE LEVELS DUE TO NEW DEVELOPMENT IF NO IMPROVEMENTS ARE MADE

Year	Population	Acres per 1000	Investment per Capita
2020	32,140	2.33	$1,039.61
2021	33,047	2.27	$1,011.07
2022	33,980	2.20	$983.31
2023	34,939	2.14	$956.32
2024	35,925	2.08	$930.07
2025	36,939	2.03	$904.54
2026	37,982	1.97	$879.70
2027	39,054	1.92	$855.56
2028	40,156	1.87	$832.08
2029	41,290	1.81	$809.23
2030	42,456	1.76	$787.00

Relationship of Anticipated Impacts to Anticipated Development Activity - *Utah Code 11-36a-304(1)(c)*

The demand placed on existing public park, trails and recreation facilities by new development activity is attributable to population growth. Syracuse has a 2020 population of 32,140 persons and as a result of anticipated development activity will grow to a projected 42,456 persons by 2030 – an increase of 10,316 persons. As growth occurs as a result of increased development activity, more parks and trails are needed to maintain existing service levels and to reach proposed service levels.

In order to maintain the existing level of service, the projected new development over the next ten years will require the construction or acquisition of new facilities in the amount of $10,724,572, as stated in 2020 dollars.

Proportionate Share Analysis - *Utah Code 11-36a-304(1)(d)(i)(ii)*

Costs Reasonably Related to New Development Activity

The cost of new system improvements required to maintain the service levels related to new development activity are based on the costs of system-wide park and trail facilities, and the consultant fees for the preparation of the Impact Fee Facilities Plan and the Impact Fee Analysis.

The total gross fee is $749.24 per capita. However, the actual fee charged will be based on the average household size of a residential unit.

TABLE 4: CALCULATION OF GROSS IMPACT FEE

	Cost per Capita	HH Size	Max Fee	Current Fee
Household Size	$749.24	3.67	**$2,749.70**	$2,393

Manner of Financing - *Utah Code 11-36a-304(2)(c)(d)(e)(f)(g)(h)*

An impact fee is a one-time fee that is implemented by a local government on new development to help fund and pay for all or a portion of the costs of public facilities that are needed to serve new development. Additionally, impact fees allow new growth to share in the cost of existing facilities that have excess capacity.

Impact Fee Credits

The Impact Fees Act requires credits to be paid back to development for future fees that may be paid to fund system improvements found in the IFFP so that new development is not charged twice.

Extraordinary Costs and Time Price Differential

It is not anticipated that there will be any extraordinary costs in servicing newly-developed park properties.

Utah Code 11-36a

Preparation of Impact Fee Analysis. Utah Code requires that "each local political subdivision… intending to impose an impact fee shall prepare a written analysis (Impact Fee Analysis or IFA) of each impact fee" (Utah Code 11-36a-303). This IFA follows all legal requirements as outlined below. The City has retained Zions Public Finance, Inc. (ZPFI) to prepare this Impact Fee Analysis in accordance with legal requirements.

Section 11-36a-304 of the Utah Code outlines the requirements of an impact fee analysis which is required to identify the following:

> anticipated impact on or consumption of any existing capacity of a public facility by the anticipated development activity;
>
> anticipated impact on system improvements required by the anticipated development activity to maintain the established level of service for each public facility;
>
> how anticipated impacts are reasonably related to the anticipated development activity
>
> the proportionate share of:
>
> > costs for existing capacity that will be recouped; and
> >
> > costs of impacts on system improvement that are reasonably related to the new development activity; and
> >
> > how the impact fee was calculated

Further, in analyzing whether or not the proportionate share of the costs of public facilities are reasonably related to the new development activity, the local political subdivision or private entity, as the case may be, shall identify, if applicable:

> the cost of each existing public facility that has excess capacity to serve the anticipated development resulting from the new development activity;
>
> the cost of system improvements for each public facility;
>
> other than impact fees, the manner of financing for each public facility such as user charges, special assessments, bonded indebtedness, general taxes, or federal grants;
>
> the relative extent to which development activity will contribute to financing the excess capacity of and system improvements for each existing public facility, by means such as user charges, special assessments, or payment from the proceeds of general taxes;
>
> the relative extent to which development activity will contribute to the cost of existing public facilities and system improvements in the future;

the extent to which the development activity is entitled to a credit against impact fees because the development activity will dedicate system improvements or public facilities that will offset the demand for system improvements, inside or outside the proposed development;

extraordinary costs, if any in servicing the newly developed properties; and

the time-price differential inherent in fair comparisons of amounts paid at different times.

Calculating Impact Fees. Utah Code 11-36a-305 states that for purposes of calculating an impact fee, a local political subdivision or private entity may include the following:

construction contract price;

cost of acquiring land, improvements, materials, and fixtures;

cost for planning, surveying, and engineering fees for services provided for and directly related to the construction of the system improvements; and

for a political subdivision, debt service charges if the political subdivision might use impact fees as a revenue stream to pay the principal and interest on bonds, notes or other obligations issued to finance the costs of the system improvements.

Additionally, the Code states that each political subdivision or private entity shall base impact fee amounts on realistic estimates and the assumptions underlying those estimates shall be disclosed in the impact fee analysis.

Certification of Impact Fee Analysis. Utah Code 11-36a-306 states that an impact fee analysis shall include a written certification from the person or entity that prepares the impact fee analysis. This certification is included at the conclusion of this analysis.

Impact Fee Enactment. Utah Code 11-36a-202 states that a local political subdivision or private entity wishing to impose impact fees shall pass an impact fee enactment in accordance with Section 11-36a-402. Additionally, an impact fee imposed by an impact fee enactment may not exceed the highest fee justified by the impact fee analysts. An impact fee enactment may not take effect until 90 days after the day on which the impact fee enactment is approved.

Notice of Intent to Prepare Impact Fee Analysis. A local political subdivision must provide written notice of its intent to prepare an IFA before preparing the Analysis (Utah Code 11-36a-503(1)). This notice must be posted on the Utah Public Notice website. The City has complied with this noticing requirement for the IFA by posting notice.

Impact Fee Analysis

Utah Code allows cities to include only system-wide parks for the purpose of calculating impact fees. Project-wide parks cannot be used to establish levels of service eligible to be maintained through impact fees. Based on input from the City and the consultants, a system-wide park is defined as a park that serves more than one local development area. System-wide parks in Syracuse include community parks.

This IFA is organized based on the legal requirements of Utah Code 11-36a-304.

1 Impact on Consumption of Existing Capacity

Utah Code 11-36a-304(1)(a): an impact fee analysis shall identify the anticipated impact on or consumption of any existing capacity of a public facility by the anticipated development activity

Demand Placed on Facilities by New Development Activity

Park Land and Park Improvements
Syracuse City currently has 74.9 systemwide park acres that qualify to be included in the calculation of impact fees. The existing level of service for parks then, for the purpose of calculating impact fees, is 2.33 acres per 1,000 residents, calculated by dividing the 74.9 eligible park acres by the 2020 population of 32,140 residents (which has been divided by 1,000).

The table below summarizes the improvements, along with the costs, that were used to determine an existing standard for park land and improvements. Cost estimates have been provided in consultation with the City.

TABLE 5: SYSTEM PARK LAND AND IMPROVEMENTS

Improvements (Less Jensen)	Total Units	Cost per Unit	Total Cost
Acres	74.9	$120,000	$8,988,000
Sod & Irrigation Acres	79.54	$105,851	$8,419,373
Asphalt Acres	14.53	$200,376	$2,911,463
Large Restroom	5.00	$250,000	$1,250,000
Small Restroom	7.00	$100,000	$700,000
Large Pavilion	8.00	$80,000	$640,000
Small Pavilion	7.00	$55,000	$385,000
Picnic Shelter	23.00	$10,000	$230,000
Tables	137.00	$750	$102,750
Benches	37.25	$250	$9,313
Grills	6.00	$400	$2,400
Drinking Fountain	14.00	$1,000	$14,000
Playground	10.00	$115,000	$1,150,000
Walking Path (Miles)	5.65	$177,408	$1,002,000
Baseball	6.00	$20,000	$120,000

Improvements (Less Jensen)	Total Units	Cost per Unit	Total Cost
Multi-Use Fields	13.00	$20,000	$260,000
Field Light	1.00	$5,000	$5,000
Trees	1069.00	$150	$160,350
Fishing Pond	1.00	$1,004,657	$1,004,657
Pond/Water Feature	2.00	$3,000	$6,000
Waterfall	3.00	$5,000	$15,000
Skateboard Park	1.00	$250,000	$250,000
Tennis	2.00	$60,000	$120,000
Pickleball Court	8.00	$33,000	$264,000
Basketball Court	4.00	$20,000	$80,000
Volleyball Court	4.00	$15,000	$60,000
Trailhead	3.00	$150,000	$450,000
Interactive Water Feature	1.00	$945,000	$945,000
Park Maintenance Facility	1.00	$2,500,000	$2,500,000
Old Emigrant Trail - Linear Feet	27,931	$49	$1,368,619
TOTAL			**$33,412,925**

With 74.9 existing park acres, the average cost for land and improvements is $446,100 per acre. Land costs are estimated at $120,000 per acre based on consultation with Syracuse City.

Existing park service levels will decline, due to new development activity, from the existing service level of 2.33 acres per 1,000 persons to 1.76 acres per 1,000 residents by 2030 if no improvements are made.

TABLE 6: PARK LAND AND IMPROVEMENT SERVICE LEVEL IMPACTS FROM NEW DEVELOPMENT ACTIVITY, 2020-2030

Year	Population	Acres per 1000	Investment per Capita
2020	32,140	2.33	$1,039.61
2021	33,047	2.27	$1,011.07
2022	33,980	2.20	$983.31
2023	34,939	2.14	$956.32
2024	35,925	2.08	$930.07
2025	36,939	2.03	$904.54
2026	37,982	1.97	$879.70
2027	39,054	1.92	$855.56
2028	40,156	1.87	$832.08
2029	41,290	1.81	$809.23
2030	42,456	1.76	$787.00

2 Impact on System Improvements by Anticipated Development Activity

Utah Code 11-36a-304(1)(b): an impact fee analysis shall identify the anticipated impact on system improvements required by the anticipated development activity to maintain the established level of service for each public facility;

The City will need to acquire additional park lands and trail miles and make park and trail improvements to maintain its existing service levels of improved parks. Impact fees will be used to maintain the existing service levels for parks and trails.

The figures in the following table were calculated by multiplying the existing service levels by the cost for each line item by the projected growth in demand over the next ten years.

Total costs anticipated over the next 10 years to maintain existing service levels given the projected growth in the City, is $10,724,572.

TABLE 7: SUMMARY OF NEW FACILITIES NEEDED TO MEET THE DEMANDS OF NEW GROWTH, 2020-2030

Year	Total Park Acres Needed	Growth in Acres Needed	Additional Cost Required
2020	74.9		
2021	77.0	2.1	$942,922
2022	79.2	2.2	$969,952
2023	81.4	2.2	$996,982
2024	83.7	2.3	$1,025,051
2025	86.1	2.4	$1,054,160
2026	88.5	2.4	$1,084,309
2027	91.0	2.5	$1,114,457
2028	93.6	2.6	$1,145,645
2029	96.2	2.6	$1,178,913
2030	98.9	2.7	$1,212,180
Growth, 2020-2030	**24.0**	**24.0**	**$10,724,572**

3 Relationship of Anticipated Impacts to Anticipated Development Activity

Utah Code 11-36a-304(1)(c): an impact fee analysis shall subject to Subsection (2), demonstrate how the anticipated impacts described in Subsections (1)(a) and (b) are reasonably related to the anticipated development activity;

The demand placed on existing public park facilities by new development activity is attributable to population growth. Syracuse has a 2020 population of 32,140 persons and as a result of anticipated development activity will grow to a projected 42,456 persons by 2030 – an increase of 10,316 persons. As growth occurs, more parks and trails are needed to maintain existing service levels and to reach proposed service levels.

4 Proportionate Share Analysis

Utah Code 11-36a-304(1)(d)(i)(ii): an impact fee analysis shall estimate the proportionate share of costs for existing capacity that will be recouped; and the costs of impacts on system improvements that are reasonably related to the new development activity;

Costs Reasonably Related to New Development Activity

The cost of new system improvements required to maintain the existing level of parks, trails and recreation services related to new development activity is based on the cost of system-wide park and trail facilities, as well as consultant fees for the preparation of the Impact Fee Facilities Plan and the Impact Fee Analysis.

The City will need to acquire an additional 24 acres of land over the next 10 years in order to maintain its existing service level of 2.33 acres per 1,000 persons. At a cost of $120,000 per acre, including improvements, the cost to the City will be $10,724,572. The proportionate share per capita, for new development, is $1,039.61

TABLE 8: PER CAPITA COST TO MAINTAIN LOS FOR PARK LAND AND IMPROVEMENTS

New Construction	
Existing Improvements	$33,412,924.80
Existing LOS per Capita	$1,039.61
Improvements Needed, 2020-2030	$10,724,571.63
Population Growth, 2020-2030	10,316
Cost per Capita, 2020-2030	**$1,039.61**

The Impact Fee Facilities Plan and Impact Fee Analysis consultant cost is $0.39 per capita.

TABLE 9: PER CAPITA CONSULTANT COSTS

Description	**Amount**
Consultant Costs	$4,000
Population Growth 2020-2030	10,316
Cost per Capita	**$0.39**

A credit must be made for the current impact fee fund balance of $2,999,484 which can be used to pay for the cost of new projects needed to maintain existing service levels.

TABLE 10: IMPACT FEE FUND BALANCE CREDIT

	Amount
Impact Fee Fund Balance	$2,999,484.00
Population Growth, 2020-2030	10,316
Credit per Capita	**($290.76)**

The total gross Parks, Trails and Recreation Impact Fee is $749.24 per capita.

TABLE 11: MAXIMUM ALLOWABLE IMPACT FEE

	Amount
New Improvements	$1,039.61
Consultant Fees	$0.39
Fund Balance	($290.76)
TOTAL	**$749.24**

The maximum fee per capita is then multiplied by the average household size in order to calculate the maximum impact fee of $2,749.70 that can be charged.

TABLE 12: MAXIMUM IMPACT FEE

	Cost per Capita	HH Size	Max Fee	Current Fee
Household Size	$749.24	3.67	**$2,749.70**	$2,393

5 Impact Fee Credits

Utah Code 11-36a-304(1)(e): an impact fee analysis shall, based on the requirements of this chapter, identify how the impact fee was calculated;

There are no bonds outstanding on parks or trails facilities and therefore no credits need to be made.

6 Manner of Financing

Utah Code 11-36a-304(2)(c)(d)(e)(f)(g)(h): an impact fee analysis shall identify, if applicable: other than impact fees, the manner of financing for each public facility such as user charges, special assessments, bonded indebtedness, federal taxes, or federal grants;

An impact fee is a one-time fee that is implemented by a local government on new development to help fund and pay for all or a portion of the costs of public facilities that are needed to serve new development. These fees are usually implemented to help reduce the economic burden on local jurisdictions that are

trying to deal with growth within the area. As a matter of policy and legislative discretion, a City may choose to have new development pay the full cost of its share of new public facilities if the facilities would not be needed except to service new development. However, local governments may use other sources of revenue to pay for the new facilities required to service new development and use impact fees to recover the cost difference between the total cost and the other sources of revenue. Additionally, impact fees allow new growth to share in the cost of existing facilities that have excess capacity.

At the current time, no other sources of funding other than impact fees have been identified, but to the extent that any are identified and received in the future, then impact fees will be reduced accordingly.

Additional system-wide park land and recreation facility improvements beyond those funded through impact fees that are desired to maintain a higher proposed level of service will be paid for by the community through other revenue sources such as user charges, special assessments, GO bonds, general taxes, etc.

Impact Fee Credits

The Impact Fees Act requires credits to be paid back to development for future fees that may be paid to fund system improvements found in the IFFP so that new development is not charged twice. Credits may also be paid back to developers who have constructed or directly funded items that are included in the IFFP or donated to the City in lieu of impact fees, including the dedication of land for system improvements. This situation does not apply to developer exactions or improvements required to offset density or as a condition for development. Any item for which a developer receives credit should be included in the IFFP and must be agreed upon with the City before construction begins.

In the situation that a developer chooses to construct facilities found in the IFFP in lieu of impact fees, the arrangement must be made through the developer and the City.

Extraordinary Costs and Time Price Differential

It is not anticipated that there will be any extraordinary costs in servicing newly developed park properties.

Certification

Zions Public Finance, Inc. certifies that the attached impact fee analysis:

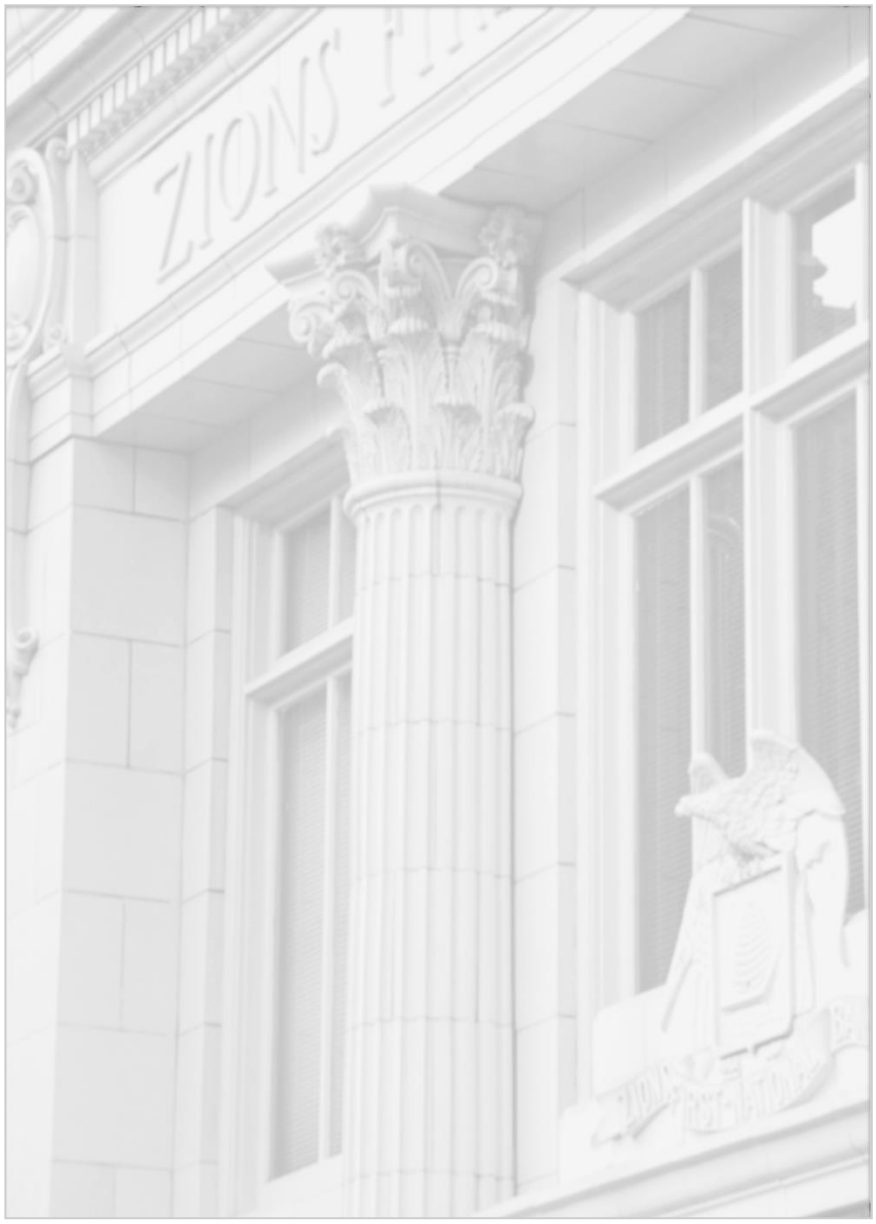
1. includes only the costs of public facilities that are:
    a. allowed under the Impact Fees Act; and
    b. actually incurred; or
    c. projected to be incurred or encumbered within six years after the day on which each impact fee is paid;

2. does not include:
    a. costs of operation and maintenance of public facilities;
    b. costs for qualifying public facilities that will raise the level of service for the facilities, through impact fees, above the level of service that is supported by existing residents;

c. an expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodological standards set forth by the federal Office of Management and Budget for federal grant reimbursement;

3. offsets costs with grants or other alternate sources of payment; and

4. complies in each and every relevant respect with the Impact Fees Act.



Syracuse City

DRAFT Parks, Trails and Recreation Impact Fee Facilities Plan

ZIONS PUBLIC FINANCE, INC.

November 9, 2020

Contents

Contents 2

Summary 3

Background 3
Identify the Existing and Proposed Levels of Service and Excess Capacity 3
Identify Demands Placed Upon Existing Public Facilities by New Development Activity at the Proposed Level of Service 4
Identify How the Growth Demands Will Be Met 4
Consideration of Revenue Sources to Finance Impacts on System Improvements 4

Utah Code Legal Requirements 5

Notice of Intent to Prepare Impact Fee Facilities Plan 5
Preparation of Impact Fee Facilities Plan 5
Certification of Impact Fee Facilities Plan 6

Existing Service Levels, Proposed Service Levels and Excess Capacity 6

Growth in Demand 6
Existing Service Levels 6
Park Land Area 6
Park Land and Improvements 7
Proposed Service Levels 8
Identify Excess Capacity 8

Identify Demands Placed on Existing Public Facilities by New Development Activity at Proposed Level of Service and How Those Demands Will Be Met 8

Demand Placed on Facilities by New Development Activity 8
Identify the Means by Which the Political Subdivision Will Meet the Growth Demands 9

Consideration of All Revenue Sources 10

Grants 10
Bonds 10
Interfund Loans 10
Transfer from General Fund 10
Impact Fees 11
Anticipated or Accepted Dedications of System Improvements 11

Certification 11

Appendix A – Park Facility Summaries 12

Summary

Background

Syracuse City has determined that there is one service area citywide and that only residential development is considered to create demand for parks, trails and recreation facilities and therefore only residential growth has been considered in the determination of impact fees.

Projections for population growth in the City are as follows:

TABLE 1: PROJECTED POPULATION GROWTH, 2020-2030

Year	Population
2020	32,140
2021	33,048
2022	33,981
2023	34,940
2024	35,926
2025	36,940
2026	37,983
2027	39,055
2028	40,157
2029	41,291
2030	42,456

Source: Syracuse City

Identify the Existing and Proposed Levels of Service and Excess Capacity

Utah Code 11-36a-302(1)(a)(i)(ii)(iii)

The IFFP considers only *system* facilities in the calculation of impact fees. For the City, this has been determined to mean community parks. Neighborhood parks are considered *project* improvements and have not been included in the calculation of impact fees.

Existing service levels are based on the (2020) levels of service in the City for both parks and trails, including all amenities. Existing and proposed service levels are shown in the table below.

TABLE 2: EXISTING AND PROPOSED SERVICE LEVELS

	Existing	Proposed (Minimum)	Excess Capacity
Land (acres, with improvements, per 1,000 population) – Impact Fee Eligible	2.33	2.33	0
Land (acres, with improvements, per 1,000 population)	6.26	6.26	0
Investment per Capita	$1,039.61	$1,039.61	0

The City intends to at least maintain existing service levels for both parks, trails and recreation. Parks, trails and recreation development in the City is one overall recreation system designed to meet the needs and desires of its residents for physical and leisure activities.

Identify Demands Placed Upon Existing Public Facilities by New Development Activity at the Proposed Level of Service

Utah Code 11-36a-302(1)(a)(iv)

The table below shows the declining service levels that will occur in Syracuse, due to population growth, if no new facilities are added. Each of these declining service levels is discussed in more detail in the body of this report.

TABLE 3: IMPACTS TO SERVICE LEVELS DUE TO NEW DEVELOPMENT IF NO IMPROVEMENTS ARE MADE

Year	Population	Acres per 1000	Investment per Capita
2020	32,140	2.33	$1,039.61
2021	33,047	2.27	$1,011.07
2022	33,980	2.20	$983.31
2023	34,939	2.14	$956.32
2024	35,925	2.08	$930.07
2025	36,939	2.03	$904.54
2026	37,982	1.97	$879.70
2027	39,054	1.92	$855.56
2028	40,156	1.87	$832.08
2029	41,290	1.81	$809.23
2030	42,456	1.76	$787.00

Identify How the Growth Demands Will Be Met

Utah Code 11-36a-302(1)(a)(v)

In order to maintain the existing level of service, the projected new development over the next ten years will require the construction or acquisition of new park and trail facilities in the amount of $10,724,571.63, as stated in 2020 dollars.

Consideration of Revenue Sources to Finance Impacts on System Improvements

Utah Code 11-36a-302(2)

This Impact Fee Facilities Plan includes a thorough discussion of all potential revenue sources for parks, trails and recreation improvements. These revenue sources include grants, bonds, interfund loans, transfers from the General Fund, impact fees and anticipated or accepted dedications of system improvements.

Utah Code Legal Requirements

Utah law requires that communities prepare an Impact Fee Facilities Plan (IFFP) before preparing an Impact Fee Analysis (IFA) and enacting an impact fee. Utah law also requires that communities give notice of their intent to prepare and adopt an IFFP. This IFFP follows all legal requirements as outlined below. The City has retained Zions Public Finance, Inc. (ZPFI) to prepare this Impact Fee Facilities Plan in accordance with legal requirements.

Notice of Intent to Prepare Impact Fee Facilities Plan

A local political subdivision must provide written notice of its intent to prepare an IFFP before preparing the Plan (Utah Code §11-36a-501). This notice must be posted on the Utah Public Notice website. The City has complied with this noticing requirement for the IFFP by posting notice.

Preparation of Impact Fee Facilities Plan

Utah Code requires that each local political subdivision, before imposing an impact fee, prepare an impact fee facilities plan. (Utah Code 11-36a-301).

Section 11-36a-302(a) of the Utah Code outlines the requirements of an impact fee facilities plan which is required to identify the following:

(i) identify the existing level of service
(ii) establish a proposed level of service
(iii) identify any excess capacity to accommodate future growth at the proposed level of service
(iv) identify demands placed upon existing facilities by new development activity at the proposed level of service; and
(v) identify the means by which the political subdivision or private entity will meet those growth demands.

Further, the proposed level of service may:

(i) exceed the existing level of service if, independent of the use of impact fees, the political subdivision or private entity provides, implements, and maintains the means to increase the existing level of service for existing demand within six years of the date on which new growth is charged for the proposed level of service; or
(ii) establish a new public facility if, independent of the use of impact fees, the political subdivision or private entity provides, implements, and maintains the means to increase the existing level of service for existing demand within six years of the date on which new growth is charged for the proposed level of service.

In preparing an impact fee facilities plan, each local political subdivision shall generally consider all revenue sources to finance the impacts on system improvements, including:

(a) grants
(b) bonds
(c) interfund loans
(d) transfers from the General Fund

(e) impact fees; and
(f) anticipated or accepted dedications of system improvements.

Certification of Impact Fee Facilities Plan

Utah Code states that an impact fee facilities plan shall include a written certification from the person or entity that prepares the impact fee facilities plan. This certification is included at the conclusion of this analysis.

Existing Service Levels, Proposed Service Levels and Excess Capacity

Utah Code 11-36a-302(1)(a)(i)(ii)(iii)

Growth in Demand

Impacts on recreation-related facilities will come from residential development only. Residential growth is projected as follows:

TABLE 4: PROJECTED POPULATION GROWTH, 2020-2030

Year	Population	Population Growth
2020	32,140	
2021	33,047	907
2022	33,980	933
2023	34,939	959
2024	35,925	986
2025	36,939	1,014
2026	37,982	1,043
2027	39,054	1,072
2028	40,156	1,102
2029	41,290	1,134
2030	42,456	1,166
Growth, 2020-2030		10,316

Population projections are for 10,316 new residents between 2020 and 2030.

Existing Service Levels

Park Land Area

Existing system parks are shown in the table below. System parks that were acquired through donations or grants have not been included in the level of service for impact fees.

TABLE 5: SYSTEM PARKS

Parks	Total Acres	Donated Acres	Eligible for Impact Fees
Bluff Ridge	5.5		5.5
Canterbury South	5	5	0
Centennial	7		7
Founders	16.2	16.2	0
Fremont	44	10	34

Parks	Total Acres	Donated Acres	Eligible for Impact Fees
Jensen	21.8	2	19.8
Legacy	8.8	8.8	0
Linda Vista	6	6	0
Linear Park (2000 W)	2	2	0
Monterey	1.01	1.01	0
North Canterbury	2.3		2.3
Regional Park	51.6	51.6	0
Rock Creek	18.9	18.9	0
Stoker	4.7	4.7	0
Trailside	6.3		6.3
TOTAL	**201.11**	**126.21**	**74.9**

The existing level of service for parks then, for the purpose of calculating impact fees, is 2.33 acres per 1,000 residents, calculated by dividing the 74.9 eligible park acres by the 2020 population of 32,140 residents (which has been divided by 1,000).

Park Land and Improvements

The table below summarizes the improvements, along with the costs, to determine an existing standard for park land and improvements. Cost estimates have been provided in consultation with the City.

TABLE 6: SYSTEM PARK LAND AND IMPROVEMENTS – IMPACT-FEE ELIGIBLE

Improvements (Less Jensen)	Total Units	Cost per Unit	Total Cost
Acres	74.9	$120,000	$8,988,000
Sod & Irrigation Acres	79.54	$105,851	$8,419,373
Asphalt Acres	14.53	$200,376	$2,911,463
Large Restroom	5.00	$250,000	$1,250,000
Small Restroom	7.00	$100,000	$700,000
Large Pavilion	8.00	$80,000	$640,000
Small Pavilion	7.00	$55,000	$385,000
Picnic Shelter	23.00	$10,000	$230,000
Tables	137.00	$750	$102,750
Benches	37.25	$250	$9,313
Grills	6.00	$400	$2,400
Drinking Fountain	14.00	$1,000	$14,000
Playground	10.00	$115,000	$1,150,000
Walking Path (Miles)	5.65	$177,408	$1,002,000
Baseball	6.00	$20,000	$120,000
Multi-Use Fields	13.00	$20,000	$260,000
Field Light	1.00	$5,000	$5,000
Trees	1069.00	$150	$160,350
Fishing Pond	1.00	$1,004,657	$1,004,657
Pond/Water Feature	2.00	$3,000	$6,000
Waterfall	3.00	$5,000	$15,000

Improvements (Less Jensen)	Total Units	Cost per Unit	Total Cost
Skateboard Park	1.00	$250,000	$250,000
Tennis	2.00	$60,000	$120,000
Pickleball Court	8.00	$33,000	$264,000
Basketball Court	4.00	$20,000	$80,000
Volleyball Court	4.00	$15,000	$60,000
Trailhead	3.00	$150,000	$450,000
Interactive Water Feature	1.00	$945,000	$945,000
Park Maintenance Facility	1.00	$2,500,000	$2,500,000
Old Emigrant Trail - Linear Feet	27,931	$49	$1,368,619
TOTAL			**$33,412,925**

With 74.9 existing park acres, the average cost for land and improvements is $446,100 per acre. Land costs alone are estimated at $120,000 per acre based on consultation with the City.

Proposed Service Levels

Parks and Trails
The City has determined that parks and trails have no excess capacity and that it desires to maintain existing service levels in the future, as new development occurs.

Identify Excess Capacity

The City does not have any excess capacity in any of its parks, trails or recreation facilities.

Identify Demands Placed on Existing Public Facilities by New Development Activity at Proposed Level of Service and How Those Demands Will Be Met

Utah Code 11-36a-302(1)(a)(iv)(v)

Demand Placed on Facilities by New Development Activity

Existing park service levels will decline, due to new development activity, from the existing impact-fee eligible service level of 2.33 acres per 1,000 persons to 1.76 acres per 1,000 residents, over the next 10 years, if no improvements are made.

Table 7: Park Land and Improvement Service Level Impacts from New Development Activity, 2020-2030

Year	Population	Acres per 1000	Investment per Capita
2020	32,140	2.33	$1,039.61
2021	33,047	2.27	$1,011.07
2022	33,980	2.20	$983.31
2023	34,939	2.14	$956.32
2024	35,925	2.08	$930.07
2025	36,939	2.03	$904.54
2026	37,982	1.97	$879.70

Year	Population	Acres per 1000	Investment per Capita
2027	39,054	1.92	$855.56
2028	40,156	1.87	$832.08
2029	41,290	1.81	$809.23
2030	42,456	1.76	$787.00

Identify the Means by Which the Political Subdivision Will Meet the Growth Demands

The City will need to acquire additional park lands and improvements to maintain its existing and proposed service levels. Service levels will decline, due to population growth, unless new facilities are constructed or acquired. Impact fees will be used to maintain the existing service levels for parks and trails.

The figures in the following table were calculated by multiplying the existing service levels by the cost for each line item by the projected growth in demand over the next ten years.

Table 8: Cost of New Construction Due to New Growth, 2020-2030

Year	Total Park Acres Needed	Growth in Acres Needed	Additional Cost Required
2020	74.9		
2021	77.0	2.1	$942,922
2022	79.2	2.2	$969,952
2023	81.4	2.2	$996,982
2024	83.7	2.3	$1,025,051
2025	86.1	2.4	$1,054,160
2026	88.5	2.4	$1,084,309
2027	91.0	2.5	$1,114,457
2028	93.6	2.6	$1,145,645
2029	96.2	2.6	$1,178,913
2030	98.9	2.7	$1,212,180
Growth, 2020-2030	**24.0**	**24.0**	**$10,724,572**

Total costs anticipated over the next 10 years, in order to maintain existing service levels given the projected growth in the City, is $10,724,572.

The City intends to maintain existing service levels by expanding facilities such as the following:

- Park land
- Shade structures/trees
- Large all-abilities playgrounds
- All ages playground/exercise equipment
- Parking
- Signage
- Dog park

Pickleball courts
Softball Complex
Athletic Fields
Running paths/sidewalks
Improved trail connectivity
ADA accessibility
Additional Trails
Expansion of restrooms
Pavilions

Recommendations are based on a holistic approach to recreation by offering a wide variety of recreational offerings throughout the City, including active and passive uses.

Consideration of All Revenue Sources

Utah Code 11-36a-302(2)

Grants

The City anticipates that future trail land will be acquired through easements and grants, as it has in the past, and has therefore not included any cost for trail land in the calculation of impact fees. The City is unaware of any potential grant sources for future parks, trails and recreation development. However, should it be the recipient of any such grants, it will then look at the potential to reduce impact fees.

While the City has been gifted some park property in the past, it has no future indication of any gifts that will be received by the City. Further, the City has conservatively excluded any gifted properties, or properties acquired through grant funds, from establishing its level of service used in the calculation of impact fees.

Bonds

The City does not have any existing bonds for parks, recreation and trails facilities. While the City could issue bonds in the future in order to fund parks, trails and recreation facilities, no bonds are currently being contemplated and therefore no costs associated with future bond issuance have been included in the calculation of impact fees.

Interfund Loans

The City has the option to purchase facilities through interfund loans but no interfund loans are currently in place.

Transfer from General Fund

To the extent that the City is able to generate net revenues in its General Fund, it may choose to transfer all or a portion of the net revenues to the City's capital fund. It is most likely that, if net revenues should be generated, they will be used to enhance existing service levels and not to offset the demands generated by new development which is anticipated to be paid for with impact fees.

Impact Fees
Because of the growth anticipated to occur in the City, impact fees are a viable means of allowing new development to pay for the impacts that it places on the existing system. This IFFP is developed in accordance with legal guidelines so that an Impact Fee Analysis for Parks, Trails and Recreation may be prepared, and the City may charge impact fees for Parks, Trails and Recreation.

Anticipated or Accepted Dedications of System Improvements
Any item that a developer funds must be included in the IFFP if a credit against impact fees is to be issued and must be agreed upon with the City before construction of the improvements.

Certification

Zions Public Finance, Inc. certifies that the attached impact fee facilities plan:

1. Includes only the costs of public facilities that are:
    a. allowed under the Impact Fees Act; and
    b. actually incurred; or
    c. projected to be incurred or encumbered within six years after the day on which each impact fee is paid;

2. Does not include:
    a. costs of operation and maintenance of public facilities;
    b. costs for qualifying public facilities that will raise the level of service for the facilities, through impact fees, above the level of service that is supported by existing residents;
    c. an expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodological standards set forth by the federal Office of Management and Budget for federal grant reimbursement;

3. Complies in each and every relevant respect with the Impact Fees Act.

Appendix A – Park Facility Summaries

Appendix A	Bluff Ridge	Canterbury South	Centennial	Founders	Fremont	Jensen	Legacy	Linda Vista	Linear Park (2000 W)	Monterey	North Canterbury	Regional Park	Rock Creek	Stoker	Trailside	Tuscany	TOTAL	TOTAL Less Jensen
Acres	5.5	5	7	16.2	44	21.8	8.8	6	2	1.01	2.3	51.6	18.9	4.7	6.3	4.73	205.84	184.04
Sod & Irrigation Acres	4.8	4.25	3.41	11.2	8.14	4.75	2.7	5.6	1.88	0.9	2.2	0	16.7	3.8	5.31	3.9	79.54	74.79
Asphalt Acres	0.63	0.75	2.35	3	1.86	2.19	0.78	0.4	0	0	0	0	1.64	0.35	0.33	0.25	14.53	12.34
Restrooms	1	1	1	2	1	1	1	1	0	0	0	0	0	1	1	1	12	11.00
Pavilion	0	1	3	2	1	3	1	1	0	0	0	0	1	1	0	1	15	12.00
Picnic Shelter	0	0	3	0	0	4	5	6	0	0	0	0	0	1	4	0	23	19.00
Tables	0	8	30	18	4	33	5	7	0	0	0	0	9	10	4	9	137	104.00
Benches	0	2	8	5	1	3	2	1	1	2	2	0	4	2	4	0.25	37.25	34.25
Grills	0	0	0	0	0	3	0	0	0	0	0	0	2	1	0	0	6	3.00
Drinking Fountain	1	1	2	2	1	1	1	1	0	0	0	0	1	1	1	1	14	13.00
Playground	0	1	1	1	1	0	1	1	0	1	0	0	1	0	0	2	10	10.00
Walking Path	1	1	1	1	1	1	1	1	1	1	1	0	1	0	1	1	14	13.00
Distance (miles)	0.35	0.28	0.3	0.53	0.06	0.838	0.21	0.4	0.31	0.2	0.12	0	1.5	0.05	0.25	0.25	5.648	4.81
Baseball	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	6	6.00
Multi-Use Fields	1	3	0	1	1	0	0	2	0	0	1	0	3	0	0	1	13	13.00
Field Light	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1.00
Trees	13	38	141	99	72	203	109	41		27	7	0	168	26	112	13	1069	866.00
Fishing Pond	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0.00
Pond/Water Feature	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	2	1.00
Waterfall	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	3	2.00
Skateboard Park	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1.00
Tennis	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	2.00
Pickleball Court	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	2	8	8.00
Basketball Court	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	4.00
Volleyball Court	0	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	4	4.00
Trailhead	0	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	3	2.00
Interactive Water Feature	0	0	1	0	0	0	0	0	0	0	0	0	0	0			1	1.00

COUNCIL AGENDA
Work Session
November 17, 2020

Agenda Item **"c"** Arts Council Bylaws Amendments

Factual Summation

- The Arts Council has forwarded the attached proposed amendments to their bylaws for Council consideration. The Council has the ultimate authority to approve or amend the bylaws.

- Major changes include:

    - Clarifying the distinction between board members and other members of the Arts Council.
    - Imposing a restriction on the number of consecutive terms that the Board Chairperson may serve, and requiring a "cooling off" period of the same length of time previously served, before being eligible to serve as chair again
    - Clarifies that "board decisions" may not be altered except in a public meeting
    - Assigns authority to appoint Committee Chairs to the board, by a majority vote
    - Permits the instigation of removal from office by majority vote, rather than a unanimous vote
    - Requires open positions on the board to be advertised.
    - Removes limit on Vice Chair President (Parks & Rec appointee) from voting only in the case of a tie.
    - Thirty-day time limit from the date of an event, for requests for reimbursements, and requirement for Activity Chair to approve the expenditure in advance of the purchase.
    - Duties of board members establish what constitutes "board decisions" – budgets, program spending, programming decisions like dates/shows, and contractual agreements with guest performers or directors.
    - Chair duties outlined – setting agenda and oversee board meetings
    - Board Member Administrative Chairs established without an exhaustive list of chairs and descriptions of their duties.
    - Board Member Activity Chairs similarly established.
    - Removal of description of specific chairs
    - Board duties about seasons and activities laid out

    - Conflicts of interest of board members, more specific examples and procedures to follow when possible conflict is identified.
    - Elimination of section defining standing committees.
    - Family member policy related to theatrical productions – board members or their family limited to one significant role every two shows.

- In order for all of the bylaws amendments to achieve efficacy, the City code should also be amended:

    - Section 3.45.030 will need to adopt the concept of an "executive board" in addition to the board. The bylaws amendments require that both a majority of the executive board and a majority of all board members must be present in order to make board decisions. (Article IV(1)(B)).
    - Subsection 3.45.030(A) would need to be amended to permit the Co-Chairperson to vote in all cases
    - Recommend adding term limits on leadership, if adopted under bylaws.

Discussion Goals

The following items outline the goals of this discussion:

1. Direct staff to make any changes the Council wishes to see in the draft.
2. Determine whether to place this item on a business agenda, on a work session, or to refer it back to the Arts Council with direction on changes.

BYLAWS OF
THE SYRACUSE CITY ARTS COUNCIL OF UTAH
September 24, 2020

ARTICLE I: NAME
The name of this Organization is the Syracuse City Arts Council.

ARTICLE II: OBJECTIVES AND PURPOSES
Section 1: The purposes of this Organization are:

A) First, to present live productions for the cultural education, entertainment, and inspiration of the community.

B) Second, to foster and develop the artistic talents and skills of families and individuals within Syracuse and the surrounding communities.

C) Third, to encourage and sponsor social activities designed to foster the foregoing purposes of the Organization.

Section 2: In the furtherance of these objectives, the Syracuse City Arts Council may collect admission fees, gratuities, and bequests; may buy or otherwise acquire, sell, or otherwise dispose of, and mortgage or otherwise hypothecate real, personal, and mixed property of all kinds and may, in general, exercise all powers granted by the Syracuse City Council in the State of Utah.

Section 3: The Syracuse City Arts Council is a not-for-profit organization. No member of the Board shall profit in any tangible way from its activities. All funds are to be disbursed in furtherance of the objectives set forth in Article II, Section 1. In the event of the dissolution of this Organization, all monies, property, and physical assets of the Organization shall be distributed for any worthy purposes in accordance with the recommendation of a majority of the votes cast, at a final meeting of membership called for that purpose, and accepted by the Mayor with the advice and consent of the City Council.

Section 4: The Organization is nonpolitical in character and shall not engage in political activities of any nature.

ARTICLE III: MEMBERSHIP
Any person of any age, race, creed, color, or sex may become a member of the Organization, and there shall be no differences among members regarding rights, privileges, activities, or duties. All participants in Arts Council activities or programs are Members of the Organization ~~are participants in some form~~.

ARTICLE IV: ORGANIZATION
Section 1: Board of Directors. The officers of this Organization, hereinafter referred to as the Board, shall be appointed as outlined in Syracuse City Code 3.45.020(A)-(B).

A) Chair ~~and Co-Chair~~. See Syracuse City Code 3.45.030(~~A~~C). The term of each elected Chair, as voted on by the members of the Board, shall be from September 1 to August 31. A Board member may serve as Chair a maximum of 2 consecutive years ~~consecutively~~ and is required to serve in a non-executive board position for the same length of time prior to being eligible to serve on ~~elected to another~~the executive board ~~role~~.

B) An executive board ~~is formed for the purpose of assuring that every quorum consists of Board officers as well as those serving as activity and administrative chairs. This executive board is outlined~~ organized under Syracuse City Code 3.45.03~~2~~0(A). In order to form a quorum, both a majority of the overall Board membership must be present, and a majority of the Executive Board must also be present. All board members are equal with one vote. No board member regardless of position is authorized to make decisions that are board decisions or alter a board decision outside of publicly noticed meetings.

C) Other Officers. See Syracuse City Code 3.45.020.

D) ~~Advisor~~Council Liaison. See Syracuse City Code 3.45.020(C).

Section 2: Committee Chairs. Board members are appointed by majority vote to~~shall~~ serve as Committee Chairs over different programs offered by the Syracuse City Arts Council. Those Committees may evolve, as the Board deems appropriate, according to the changing needs of the community. However, when there are more committees than Board members, the Board will appoint heads of specific Committees after publicizing and accepting letters of interest for a minimum of fourteen days. They will review all letters in a public meeting and select the best candidate by majority vote. To be considered for the position of Committee Chair, the candidate must have ~~served~~ participated within the Syracuse City Arts Council for a minimum of six months, unless the Board has no candidates who meet that requirement. In such cases, the Board may appoint the best volunteer by ~~unanimous~~ majority vote.

Section 3: Removal from Office. See Syracuse City Code 3.45.020(D). The Board may also instigate the removal of any Board member or Committee Chair ~~from office~~ by a ~~unanimous~~ majority vote of the remaining Board members after careful and appropriate consideration of facts and applicable information, garnered from the general membership of the Organization, City officials and/or employees, or other appropriate sources. Discussion of the potential removal may occur during a closed executive session pursuant to the provisions of Section 52-4-205 of the Open and Public Meetings ~~Law~~ Act for the purpose of discussing the character, professional competence, or physical or mental health of an individual, but the vote must take place in an open meeting. The Board may also accept and forward, to the Mayor and City Council, resignations from Board members who will no longer be eligible to serve due to ongoing scheduling conflicts or changes in residency from the City of Syracuse, Utah, to another community or State.
Section 4: Vacancy. See Syracuse City Code 3.45.020(E). The Board may consider volunteers to fill such vacancies after publicizing and accepting letters of interest for a minimum of fourteen days. Open positions are required to be posted consistent with City Code. They will review all letters in a public meeting, select the best nominee by majority vote, and forward said nominee to the Mayor. To be considered for the position of Board member, the candidate must have ~~served~~ participated within the Syracuse City Arts Council for a minimum of six months, unless the Board has no candidates who meet that requirement. In such cases, the Board may appoint the best volunteer by ~~unanimous~~ majority vote.
Section 5: Temporary Vacancy. If ~~an the event any~~ Board member is unable to serve for a period of not less than one nor more than six months, the Board may appoint, in a public meeting, a substitute to fulfill that member's duties during his/her absence. The Board may temporarily fill any vacant Board position, up to 20% of vacant Board positions, with a member of the Organization willing to serve in that position until the official appointment by Mayor and City Council. Temporary appointments shall be by majority vote of the sitting Board, and shall take place during a public meeting. The appointed individual shall be designated as an interim Board member.

ARTICLE V: MEETINGS
Section 1: Meeting Location and Written Notice. All meetings of the general membership and the Board shall be held at a Syracuse City public building or another convenient public meeting location, designated by the Board, within Syracuse City, Utah. Written notice of such meetings, containing a statement of the purpose, shall be made public not less than twenty-four hours in advance. Written notice shall be posted at no less than one City Office building as well as published on the Syracuse City's and Organization's websites.
Section 2: Special Meetings. The Board may schedule special meetings, subject to the requirements of appropriate notice, at the request of at least three Board members or receipt of a petition signed by at least ten members of the general membership.
Section 3: Board Meeting. See Syracuse City Code 3.45.030(C). The Board shall meet no less than once quarterly in order to discharge the duties of the Board and carry out the purposes and objectives of the Organization.
Section 4: Voting. The Board shall not conduct official business on behalf of the Organization, except in the presence of a properly-constituted quorum. A quorum shall consist of a majority of the appointed Board members. Participation through electronic means shall be adequate for creating a forum and voting on matters of the Organization. Each voting Board member present, either physically or via electronic means, shall be entitled to one vote. ~~The Vice Chair President shall only vote in the event of a tie vote.~~ The majority vote of the Board during a meeting shall constitute the act of the Organization.

ARTICLE VI: TERMS OF OFFICE
Section 1: Board Members. See Syracuse City Code 3.45.020(B).
Section 2: Chairperson of the Board. See Syracuse City Code 3.45.030(A).
Section 3: Committee Chairs. Committee Chairs shall serve until August 31st of the year during which they are appointed, or, in the case of Board members, shall serve until the end of their term. Board members serving as Committee Chairs may ask to Chair a different Committee, based on valid reasons and concerns, which the Board may approve by way of ~~unanimous~~ majority vote.

ARTICLE VII: FINANCES
Section 1: Policy. The Organization's basic financial policy shall be to raise and acquire funds for the purposes and objectives outlined in Article II Section 1 of these Bylaws, which may include the acquisition of funds and property to erect buildings suitable for those purposes and in keeping with the objectives of the Organization:

Section 2: Funds. The Organization shall allocate its properties and assets each year;

A) For the performance of its routine administrative and operational tasks, including, but not necessarily limited to, the budgeting of live productions, the administrative expenses of the Board, advertising, and correspondence as well as savings for growth investments and acquisition of real property to enable the Organization to accomplish its objectives as defined in Article II herein. The Board shall oversee the Funds on behalf of the Organization (See Article X, Section 2) but said Funds shall be under the custody of the city finance officer coordinated through the Treasurer and disbursed in accordance with direction of the Board.

B) Reimbursements. See Syracuse City Code 3.45.020(F). All requests for reimbursements shall be approved by and submitted to the applicable Committee Chair, or other member previously designated by the Board of Directors who is overseeing the expenses for that particular purpose or project, and accompanied by an original receipt of actual expenses incurred and a written explanation for each expense, unless a majority of the Board approves a reimbursement without an original receipt. An accounting of expenses paid since the last meeting shall be provided for board approval no later than 60 days from payment.

Requests for reimbursements must be submitted for approval by the Activity Chair prior to making the expenditure ~~by the Activity Chair~~. Requests for reimbursement for out of pocket expenses for events ~~past~~ more than 30 days ~~from~~after the event will not be honored and the expense is considered a donation~~s~~ to SCAC.

Section 3: Gifts, Gratuities, and Bequests. These funds shall be administered by the Board and handled in the following manner:

A) The solicitation mechanism for acquiring these funds shall be approved and designated by the Board.

B) Unless a donor specifies a purpose for their gift, the Board may use any donation, in keeping with the goals of the Organization, as it deems appropriate

Section 4: Banking Practices. All Working Funds of the Organization shall be maintained with Syracuse City. All checks, drafts, or orders for payment of money, notes, or other evidences of indebtedness issued in the name of the Organization shall be designated from the General Ledger account of the Organization with Syracuse City only after submission of a written request by the Treasurer upon appropriately approved forms designated by Syracuse City.

Section 5: Interest in Assets. No member of the Organization shall have any right, title, or interest in any property of the Organization. No person, whose membership in the Organization is terminated, whether by death, resignation, or any other means, shall have any right, title, or interest in any asset or property of the Organization.

Section 6: Compensation. See Syracuse City Code 3.45.020(F).

ARTICLE VIII: DUTIES OF BOARD MEMBERS

Section 1: General Duties of all Board members

(A) Attendance at regularly held board meetings. Consecutive absences as noted in city code without notification is considered abandonment of board position.

(B) Oversee and approve ~~All~~all financial matters such as setting annual budgets, budget adjustments, program spending, and general financial matters ~~requires a public hearing per state code and is voted on by a quorum meeting in a publicly advertised meeting~~.

(C) ~~All~~Make programming decisions such as concert dates and themes, shows, fundraising events, and performance opportunities ~~are to be voted on by a quorum of board members in a publicly noticed meeting~~.

(D) ~~All~~ Enter into contractual agreements - whether paid or unpaid - such as venue, program directors and producers, and SCAC commitments ~~are to be voted on by a quorum of board members in a publicly noticed meeting~~.

~~(D)~~(E) Board business shall be decided by majority vote by a quorum of the Board in a publicly-noticed meeting.

Section 2: Chair. As per City Code 3.45.030(A) the chair is to oversee proceedings and activities of the board and set the agenda for Board meetings. As the only official duty of the chair is to conduct proceedings, the chair may fill a committee chair assignment as well. The Chair may NOT act alone or make decisions on behalf of the entire board.

Section 3: The Vice Chair is a member of the city staff as outlined in Syracuse City Code 3.45.020.

Section 4: The Secretary shall ~~provide an~~distribute an agenda of upcoming meetings for publishing consistent with city regulations and keep accurate minutes of meetings.

Section 5: Treasurer. The Treasurer shall oversee the records of the Organization's finances and be responsible for an accounting of said funds at any meeting of the Board or its general membership when requested in advance of said

meeting. The Treasurer shall receive monies, monitor fund balances, and facilitate the payments of any applicable and approved indebtedness of the Organization as well as reimbursement of its members for approved expenses in accordance with the purposes and procedures outlined in Article VII and as directed by the Board.

Section 6: Board Member~~s~~ Administrative Chairs: Board members serving in positions such as publicity, sponsorships, grant writing, and similar positions carry out duties to support the general programming of the board within timelines set and budgets created in publicly noticed meetings.

Section 7: Board member~~s~~ Activity Chairs: Board members appointed to serve as activity chairs such as Music, Theater, or Youth Programs~~, or similar~~ report the progress and upcoming needs of each group. The chair oversees the fulfillment of board organized activities such as monitoring program budget, reporting progress, and any conflicts the board may need to resolve.

~~– Theater Committee Chair. When applicable, the Board member overseeing the Theatre Committee shall recruit committee members, organize and chair meetings and activities, and report, during monthly Board meetings, on the status of the productions, classes, Troupe, and any other related programs of the Committee.~~

~~Section 4: Board Member – Orchestra Committee Chair. When applicable, the Board member overseeing the Syracuse Symphony Orchestra Committee shall recruit committee members, attend Orchestra Board meetings and activities, and report, during monthly Board meetings, on the status of the Orchestra and any other related programs and organizations of the Committee.~~

~~Section 5: Board Member – Sponsorships Committee Chair. When applicable, the Board member overseeing the Sponsorship Committee shall recruit committee members, organize and supervise solicitation efforts, and report, during monthly Board meetings, on the status of such activities, volunteers, and sponsors.~~

~~Section 6: Board Member – Donations and Fundraising Committee Chair. When applicable, the Board member overseeing the Donations and Fundraising Committee shall recruit committee members, organize and chair meetings, supervise fundraising activities, and report, during monthly Board meetings, on the status of such fundraising efforts and donations to date.~~

~~Section 7: Board Member – Publicity Committee Chair. When applicable, the Board member overseeing the Publicity Committee shall recruit committee members, plan and ensure the successful implementation of all publicity efforts for the Organization, and report, during monthly Board meetings, on the status of such publicity efforts.~~

~~Section 8: Board Member – Technology Committee Chair. When applicable, the Board member overseeing the Technology Committee shall recruit committee members, manage communication for the Organization's website, provide technical support, oversee and manage all technical equipment and duties, and coordinate updates for all related websites.~~

~~Section 9: Board Member – Committee Chair. As the Board identifies new or different needs in the Organization for the purposes of meeting its objectives and purposes, the Board may establish new committees or dissolve current ones. Available Board members shall chair active committees as established herein and oversee the successful implementation of goals identified by the Board, recruit committee members, and report, during monthly Board meetings, on the status of said efforts.~~

~~Section 10: Secretary. The Secretary shall keep accurate and legible records of the Board's proceedings, including all minutes of meetings and decisions of the Board. He or she shall provide copies of the minutes to all Board members for adoption in a public meeting and file said approved minutes in the office of the City Recorder as public records and publish them, for the general public, on the Organization's website.~~

ARTICLE IX: DUTIES OF THE BOARD

See Syracuse City Code 3.45.040.

Section 1: Productions. The Board shall approve all productions of the Organization, along with a schedule of performances. The Board shall meet at the beginning of their year to confirm the season of activities including Plays, Musicals, Concerts, themes, and shows. It shall be advertised for the first available meeting in September. Public comment is welcome to offer suggestions, but the board makes all final decisions. Season planning may begin earlier so that final decision can be made prior to each SCAC calendar year. ~~Should contracts, music, or similar be unavailable for any project the board will vote to amend the season~~The Board may vote to amend the season in a publicly noticed meeting. ~~The Board shall use the report and recommendation of the Theatre Committee Chair as a guide in the selection of shows but shall not be bound thereby. The Theatre Committee shall recommend the Production Producer and Director for each show, and the Chair shall approve these positions by majority vote of the Board. In the case of~~

~~failure to fulfill their duties as Producer or Director, the Theatre Committee Chair shall assume full responsibility for the production. The Chair shall also rule on any matter referred to them by the Director or Producer or production staff.~~
Section 2: Conflict of interest from Board members: Board members choose to serve and put SCAC as their priority interest for the duration of their term. As a board member it would be inappropriate to take an~~d~~ active part in the promotion of a competing organization without the prior approval of the ~~b~~Board. Should a board member desire to take an~~d~~ active part in a comp~~l~~eting organization; such a conflict should be identified in advance to the B~~b~~oard as a possible conflict of interest. If the B~~br~~oard determines a conflict of interest exists it ~~could~~ may prescribe a leave of absence for conflicted board members during that period of time.

A. Possible conflicts of interest~~.~~:

i. Fundraising for an organization that directly competes for funding with SCAC
ii. Advertising for competing organizations without a prior approval of the board.
iii. Accepting a leadership role with a competing organization.
iv. Involvement that directly conflicts with time commitments directly associated with board responsibility.

Section 3: Finances. The Board shall approve the budgets for each Standing Committee.

ARTICLE X: DUTIES OF COMMITTEE CHAIRS

Section 1: Assets. Committee Chairs shall have custodianship of and be responsible for all purchases, sales, exchanges, and assignments of all real property owned or donated for use by the Organization, all monies approved for their Committee budgets, and the maintenance, repair, replacement, or modifications of any property owned or donated for use by the Organization according to the approval of the Board. The Committee Chairs will notify the Board of any plans for repairs or alterations of any programs or property under their jurisdiction.
Section 2: Budgets. Committee Chairs shall solicit the Board for additional monies as may be required by the Committee to the extent funds are available. It shall be the duty of the Committee to exercise prudent financial judgment in investment of the Organization's reserve funds so as to protect the purchasing power of such funds entrusted to it from the effects of inflation and general economic changes. To this end, such funds may be invested in production supplies, costuming, music, rights to shows, and other applicable theatrical needs

ARTICLE XI: FEES AND ADMISSION CHARGES

Section 1: Public Admission: Admission tickets may be sold to the general public for all productions of the Organization, unless otherwise determined by the Board. Prices for admission tickets shall be established by the Board.
Section 2: Social Events: Charges for attendance at social events shall be ~~established~~ recommended by the Committee in charge of the event, subject to approval by the Board.
Section 3: Programs, Workshops, and Educational Events: Fees associated with these events shall be set by the Board in a public meeting.
Section 4: Sponsorships. The Board may solicit sponsors for the benefit of providing the programs serving the purposes of this Organization and may do so by offering free attendance to any and all productions and events presented by the Organization as well as receipt of any other bonuses, e.g. recognition, extra admission tickets, etc., or benefits as chosen yearly by the Board.

~~**ARTICLE XII: STANDING COMMITTEES**~~

~~Section 1: Establishment. Committee Chairs may establish Standing Committees, with Board approval, and appoint members to assist in the conduct of the affairs of the Organization. Standing Committees shall consist of a Chair and a minimum of two members and may include, but are not restricted to:~~

~~A) Bylaws. If constituted, this Committee shall receive all suggestions for amendments of these Bylaws, prepare them in proper form and identify them as amendments to specific Articles and Sections, present them to the Board for consideration and recommendation, and submit the final draft to City Council for approval.~~

~~B) House Management. If constituted, this Committee shall serve as custodian of the Theatre and associated facilities and shall be responsible for its maintenance and appearance.~~

~~C) Box Office. If constituted, this Committee shall be responsible for the establishment and operation of the box office for all live productions, including the printing of tickets, the collection of admissions, and the transmittal of such funds, with a full accounting, to the Treasurer.~~

~~D) Nominations and Recommendations. If constituted, this Committee, prior to the March Board meeting, shall prepare a list of nominees, after consent of each nominee, for any vacant or upcoming Board appointment or reappointment. The Committee shall submit its report to the Board for consideration during the March meeting and subsequent recommendation to the Mayor.~~

~~E) Plays/Productions. If constituted, this Committee, under the direction of the Theatre Committee and by receiving suggestions from the general membership of the Organization, prospective directors, and others, and by the use of all available reference materials, shall select play titles and purchase or otherwise obtain sample copies of plays for reading. Plays shall be rated by each member of the Committee on quality of theme, situation, lines, characterizations, practicability for casting and production, potential audience appeal, and other criteria the Theatre Committee deems important. On the basis of the ratings, the Standing Committee shall select a sufficient number of plays to recommend for the ensuing season and present them to the Theatre Committee with synopses and its recommendations. Recommendations may include potential directors and possible season. The Committee shall verify that all plays selected are available for presentation by amateur performers. The report of the Standing Committee shall be presented by the Theatre Committee to the Board no later than March. The Standing Committee may submit receipts of expenses, approved by the Theatre Committee Chair, incurred in the discharge of its functions to the Treasurer for reimbursement.~~

~~F) Programs. If constituted, this Committee shall be responsible for preparation of the program for each theatrical production, including budget, design, execution on program, and working with the Publicity Chair for publicity needs.~~

~~G) Publicity. If constituted, this Committee shall prepare and arrange for all publicity for the Organization, including releases of a general character and those related to individual productions. Publicity activities shall be subject to prior approval of the Public Relations Committee Chair.~~

~~H) Lobby. If constituted, this Committee shall appoint a lobby coordinator and arrange for volunteers to serve as ushers and concession personnel for each performance.~~

~~I) Finances. If constituted, this Committee shall consist of the Treasurer, Secretary, and an assistant Treasurer. The Treasurer shall serve as Chairman, and the Committee shall prepare an annual budget for the next fiscal year for approval by the Board, during the April Board meeting, and City Council in April or May. The Committee shall conduct a quarterly review of all financial transactions and submit a report to the Board on the progress against the approved budget. The Board shall make these reports available, within a reasonable amount of time, to any member requesting such information.~~

~~J) Director/Producer. If constituted, this Committee shall identify candidate Directors and Producers and submit their names to the Theatre Committee for approval.~~

ARTICLE XIII: THEATRICAL POLICY

Section 1: Policy. The Syracuse City Arts Council states the following to be their basic theatrical policy:

A) That a goal of the Organization is to achieve a finished production of any live presentation.

B) That live shows may be presented to just the production actors' families, to sponsors, and/or to the general public or to any combination thereof as determined by the Board and Theater Committee.

C) That shows shall be selected with due regard for excellence, audience appeal, and production practicability.

D) That a minimum of one production shall be presented each year.

E) That further goals shall be to provide opportunities and media for the exercise and enhancement of creative talents and skills of Syracuse residents and other interested persons and improve the cultural education and development of the community through the presentation of theatrical productions.

Section 2: Casting. The selection of performers to fill the roles of a play shall be based solely on the candidates' abilities to portray and project the roles in question, and, in the case of season ticket plays, based on public auditions. Performers may be either residents or non-residents of Syracuse. The casting of a play shall be under the control of the Director with assistance of the Producer and other Theatre Committee members as deemed necessary. Advance public notice of auditions must be published, no less than fourteen days prior, on the Organization's website, at the auditioning location, and any other media approved by the Board. Auditions shall be held over a sufficient period of time to provide all interested persons an opportunity to appear. It is the Organization's policy not to employ professional actors.

Section 3: Should a member of the board or their family members be cast in a significant role in a show or concert production, (for example, lead, supporting, soloist) that same individual cannot be cast in a significant role~~the same for~~ in the next similar event to avoid the appearance of nepotism. We formally acknowledge that many are involved in the arts to support family members with interest and talent. For this reason it is not considered inappropriate to involve

family members of board members, cast members, or other volunteers in ~~some~~ smaller roles such as chorus, dancers, crew members, and production staff to make productions more of a family event.

Section 4: Directors. A Director shall be recommended for each play by the Theatre Committee prior to the beginning of the theatrical season. Due regard shall be given to the ability and experience of the candidates. The Director shall be responsible for the artistic interpretation and overall production of the presentation. Directors are selected by a majority vote of the ~~board~~Board.

Section 5: Production. Producers are recommended by the Theatre Committee prior to the theatrical season. A production staff shall be formed by each Producer to perform such functions as lighting crew, stage crew, makeup, and costumes. The Producer shall be responsible for the coordination of the efforts of the production staff, subject to the general supervision of the Director. The Producer may enlist the aid of residents and non-residents of Syracuse City in the formulation of the production staff and creation of rules for the conduct of the production aspects of the performance. The production staff shall assure that proper care is taken of the facilities used for the production whether rented, borrowed, or owned by the Organization.

ARTICLE XIV: FISCAL YEAR

The Fiscal Year of Organization shall run from September 1 to August 31.

ARTICLE XV: AMENDMENTS

Section 1: Method of Amending. Amendments to these Bylaws may be proposed, in writing, to the Standing Committee over Bylaws, if constituted, or to the Secretary for inclusion on an upcoming agenda, or by any resident for consideration at an upcoming meeting.

Section 2: Adoption. These Bylaws may be amended by a majority vote of the Board during any publicized Board meeting and approved by City Council, in a subsequent meeting, upon said recommendation of such vote.

ARTICLE XVI: PARLIAMENTARY AUTHORITY

Robert's Rules of Order, Revised, shall govern this Organization, except insofar as they may be inconsistent with these Bylaws.

COUNCIL AGENDA
November 17, 2020

Agenda Item **"d"** Paramedic Service Transition

Factual Summation

- Any question regarding this agenda item may be directed at City Manager Brody Bovero and Fire Chief Aaron Byington.
- In 2019 discussion began amongst EMS providers in Davis County about the transition of paramedic services from the Sheriff's Office to individual cities or districts. This presentation will summarize the findings.
- Please see attached PowerPoint presentation.

Discussion Goals

The following items outline the goals of this discussion:

1. Discuss the need to transition paramedic services to Syracuse City and the proposed timeline.

Syracuse Fire Department Paramedic Discussion

History of EMS in Davis County

1978	• DCSO Provides Ambulance Transport • DCSO Begins Paramedic Service
1994	• Layton City Begins Ambulance Transport
2001	• Layton City Begins Paramedic Service
2002	• DCSO Discontinues Ambulance Service • Clinton, Clearfield, Syracuse, Kaysville, Farmington
2005	• South Davis Metro Begins Paramedic Service
2023	• DCSO Discontinues Paramedic Service • Clinton, Clearfield, Syracuse, Kaysville, Farmington Begin

Paramedic Service (Currently)

9 Total Paramedic Units (8 partially funded)

4
Davis County Sheriff's Office

2021

2
Layton City Fire Department

3
South Davis Metro Fire

2018

Service Comparison

EMT Advanced

- 96 - 140 Hours of Training
  - Includes 10 - 20 hours of field internship and clinical training.
- Intermediate level of EMT training
  - Advanced life support techniques including IV access and medication administration.



EMT Paramedic

- 1200 - 1500 Hours of Training
  - Includes >700 hours of field internship and clinical training.
- Highest level of EMT training
  - Advanced airway techniques including intubation.
  - Advanced cardiac training and medication administration.



Paramedic Service Discussions

- **Standard of Care**
  - State Administrative Code R426-4-200
    - Two paramedics to the scene of 911 calls requiring Advanced Life Support
  - NFPA 1710
    - ALS on scene within 8 minutes from dispatch, 90% of the time
- **Why?**
  - As Davis County has grown the need for both paramedic service and law enforcement have also grown.
- **Issues**
  - Increased response times
  - One paramedic response
  - Billing and Supplies



Paramedic Service Discussions

- Discussed amongst Fire Chiefs for several years.
- **Spring 2019 – Discussions Began**
- **Fall 2019**
  - **Included:** City Managers, County Officials, Fire Chiefs, Sherriff's Office, Dispatch
  - **Study Areas (sub-committees): Coverage, Service Delivery, Revenue, Expenses**
- **Spring 2020**
  - Sub-committees reported findings
  - **Study Areas:** Transition Timeline, Interlocal Agreements, Education, Financial Aspects with County Tax.
- **Fall 2020**

Paramedic Service Discussions

Coverage Areas (11 paramedic units)

NFPA 1710: Advanced Life Support on-scene in less than 8 minutes from dispatch, 90% of the time. County GIS Map

- **North Davis County** (*Syracuse, West Point, Sunset, Clinton Clearfield, HA*FB)
  - Three paramedic units – Station #21, Station #31, Station #42
- **Layton City** (*Layton, South Weber, HAFB*)
  - Three paramedic units – Station #51, Station #52, Station #53
- **Central Davis County** (*Kaysville, Fruit Heights, Farmington*)
  - Two paramedic units – Station #61, Station #71
- **South Davis Metro Fire** (*Centerville, Bountiful, W. Bountiful, NSL, Woods Cross*)
  - Three paramedic units – Station #81, Station #82, Station #83

Paramedic Service Discussions

Service Delivery

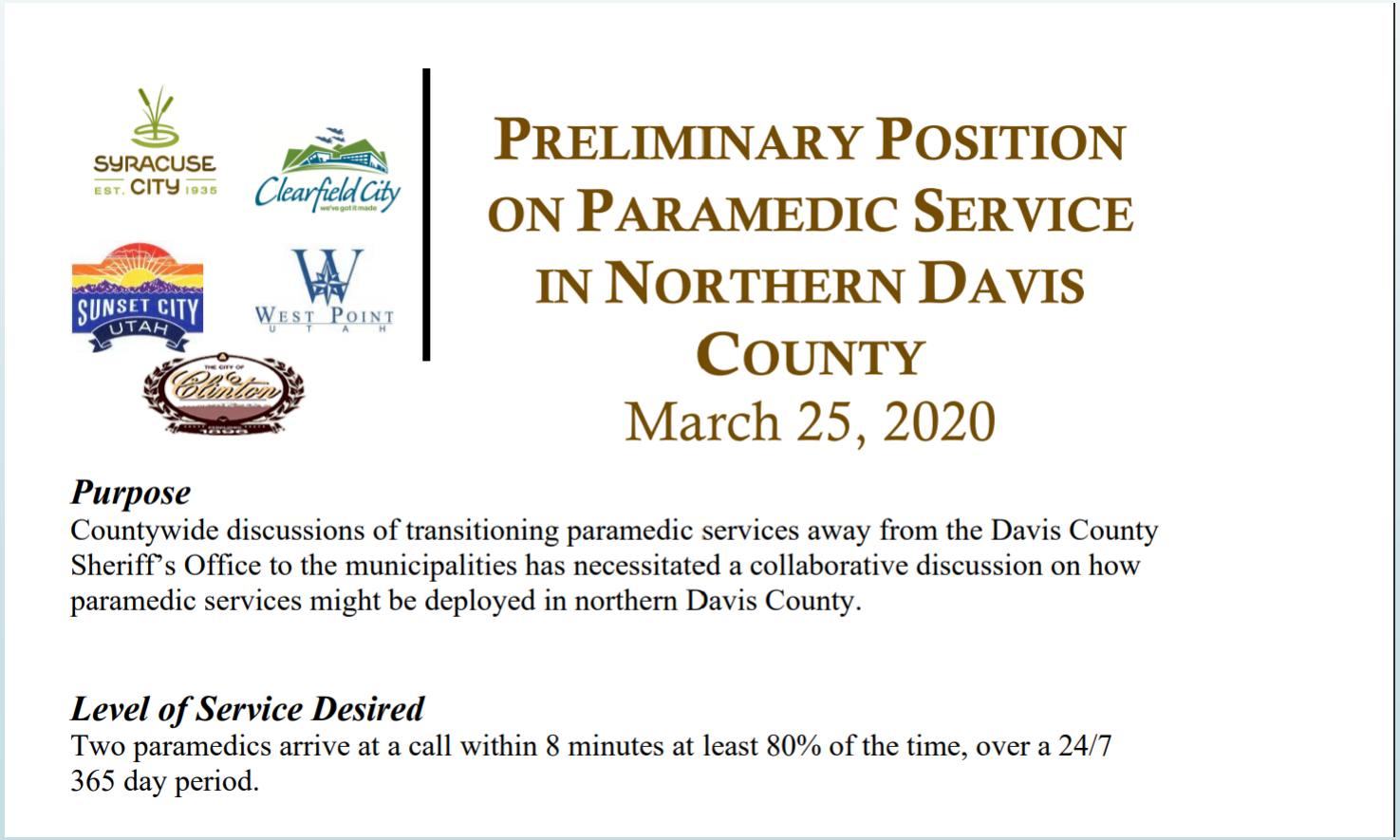
- **Borderless System** (regardless of geopolitical boundaries)
  - Continued use of mutual aid agreements
  - Automatic Vehicle Location (AVL) – dispatch closest ALS unit for emergencies.
  - Countywide paramedic training to ensure continuity
- **Response Units**
  - Paramedic response vehicles must be staffed with two licensed paramedics
  - All additional paramedic units must be non-transport mobile rescues

- State of Utah Emergency Medial Services System Act, Utah Code (26-8a-4)
- Utah Administrative Code R426, Emergency Medical Services, Sec. 4, Operations
- Davis County EMS Council

Paramedic Service Discussions

Organization

- Preliminary Discussions with Cities in North Davis Area



PRELIMINARY POSITION ON PARAMEDIC SERVICE IN NORTHERN DAVIS COUNTY

March 25, 2020

Purpose

Countywide discussions of transitioning paramedic services away from the Davis County Sheriff's Office to the municipalities has necessitated a collaborative discussion on how paramedic services might be deployed in northern Davis County.

Level of Service Desired

Two paramedics arrive at a call within 8 minutes at least 80% of the time, over a 24/7 365 day period.

Paramedic Service Discussions

Revenue

- State allowed billable rate $554.00 base plus supplies - per transport

2017	2018	2019
Total Calls – 991 EMS Calls – 682 (69%) ALS Calls – 321 (47%) ALS Transports – 186 (58%)	Total Calls – 1011 EMS Calls – 618 (61%) ALS Calls – 334 (54%) ALS Transports – 202 (60%)	Total Calls – 1048 EMS Calls – 686 (65%) ALS Calls – 336 (49%) ALS Transports – 176 (52%)
$43,390.08 (Est)	$50,067.72 (Est)	$44,851.84 (Est)

- Reduction in Part-Time Staffing

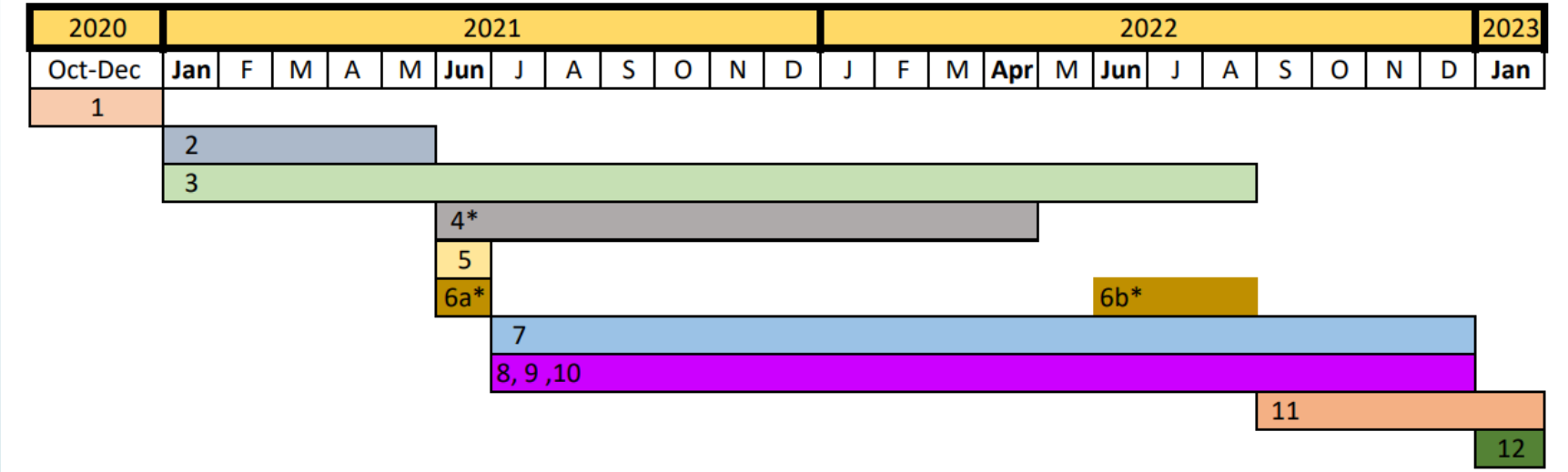
- County Tax Rate
  - Tax levy of 0.000123 (2019 rate) switches from county to cities
  - Additional $200k/yr to City with even transfer of rate.

Paramedic Service Discussions

- **Expenses**
  - $150,000 – Capital Expenses (first year)
  - $738,000 – Wages and Benefits (9) New Paramedics
    - FEMA SAFER Grant (Jan/Feb 2021)
      - 75% Wages and Benefits First Two Years (-$553,500)
      - 35% Wages and Benefits Third Year (-258,300)
  - $ 32,000 – Wages Current Paramedics
  - $ 45,000 – Operational Expenses

Paramedic Service Discussions

Transition Timeline



6. ‘a’ and ‘b’: Cities adjust tax rates to take on additional costs

7. Cities continue to pay County for paramedic service
1. Discussion with City Councils
8. Departments apply for and receive license for paramedic service
2. Adopt interlocal agreement with County and other Cities
9. Departments hire and train new personnel
3. Public information effort
10. Departments purchase necessary equipment and vehicles
4. Formation or merging of cities and service districts where needed
11. Cities begin providing paramedic services
5. County eliminates the county paramedic tax levy
12. County eliminates county paramedic services

COUNCIL AGENDA

November 17, 2020

Agenda Item "**e.1"** **Potential Amendment to the General Plan**

Factual Summation

The city recently created a new zone in the SU - Indoor Storage Unit Zone. The city needs to decide into which general plan designation the new zone should be inserted. The staff proposal is to make it an option within the industrial and commercial designations. Please see attached.

The Planning Commission reviewed the item and held a public hearing on November 3, 2020, and is recommending approval of the proposed amendment as enclosed.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

General Plan Map

Last Amended: 09/10/19

Legend

- Syracuse Municipal Boundary
- Parks, Agriculture, Wetlands (A-1)
- Civic (All Zones)
- Low Density Residential (A-1, R-1, R-2, R-3, Cluster, RPC)
- Medium Density Residential (Cluster, R-3, RPC, PRD, Neighborhood Services)
- High Density Residential (R-3, PRD, Neighborhood Services, Mixed Use, G.C., P.O.)
- Commercial (G.C., P.O., Mixed Use, Neighborhood Services)
- Industrial (Business Park, Industrial, Research Park, Mixed Use, G.C., P.O.,)
- Future West Davis Corridor & SR-193
- Future West Davis Corridor Interchange

su

su

GENERAL PLAN MAP

The General Plan Map is a guide for future development, identifying areas of the city where housing, business, industry, agriculture, and other land uses may be located. It is not a zoning designation and is not binding on the City Council, nor does it always follow parcel boundaries; parcels may have more than one general plan designation. Where there is a split, the general plan designation that occupies the majority of the parcel is the designation of that parcel, unless otherwise determined by the City Council with a recommendation from the Planning Commission. The General Plan Map designations are broad to include multiple zoning options. *See Table 1.* One designation may allow for multiple zones. Zoning decisions will be informed by the General Plan Map, but final land uses are always determined by the City Council. The following page will contain the General Plan Map.

General Plan Designation	Contemplated Zones
Low Density Residential	A-1, R-1, R-2, R-3, Cluster, RPC
Medium Density Residential	Cluster, R-3, RPC, PRD, Neighborhood Services
High Density Residential	R-3, PRD, Neighborhood Services, Mixed Use, G.C., P.O.
Commercial	G.C., P.O., Mixed Use, Neighborhood Services
Industrial	Business Park, Industrial, Research Park, G.C., P.O., Mixed Use
City Parks/Agriculture/Wetland	A-1
Civic	All zones

Table 1 – General Plan Map Designations and Corresponding Zones

Action Items

- Create a mixed-use zoning ordinance.
- Re-evaluate and make adjustments to the General Plan Map during open amendment periods.

COUNCIL AGENDA

November 17, 2020

Agenda Item "**e.2"**

Potential Amendment to 10.30 - Animals- Concerning Pens/Coops/ etc.

Factual Summation

The animal ordinance prohibits new pens/coops/enclosures etc from being built within certain distances to roads and adjacent houses. This ordinance was meant to prevent smells, noises, insects, etc related to the animals from nagitively impacting the adjacent households. An un-inteded consequence of this ordinance is that if a new road or home were to be built near an existing farm, the new development could significantly limit the construction of new animal enlclosures on the property. City Council would like to protect the rights of existing farms as much as possible and felt that a small adjustment could be made. Council is seeking the Planning Commission's advice as to what the appropriate number of feet an animal pen should be located to nearby homes and roads etc. Please see a draft potential rewording of the ordinance.

The Planning Commission reviewed the item and held a public hearing on November 3, 2020, and is recommending approval of the proposed amendment as enclosed.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

10.30.040 Animals.

(A) Animal Clinics. Such facilities shall require soundproof walls, if a part of a larger commercial building, and receive site plan approval. Clinics utilizing single-tenant buildings shall locate no closer than 100 feet from any residential dwelling unless it also incorporates soundproof walls.

(B) Animal Hospitals. Such facilities shall receive site plan approval and locate no closer than 200 feet from any residential dwelling.

(1) Animals taken outside the building to the exercise runs shall have continuous supervision by an employee of the facility.

(2) Hospitals shall be no closer than 200 feet to any adjacent primary structure, constructed with soundproof walls, and comply with Table D in SCC 10.30.080 for buffer yards.

(3) The lot size requirement for such facilities shall be no less than one acre.

(4) The property shall provide one-half of a parking space for each animal housed at the facility.

(5) Site plan shall include means for controlling dust, odor, and insects for the outdoor exercise runs, location of all existing and proposed structures, utilities, and landscaping.

(C) Farm Animal Keeping.

(1) Definitions.

“Adequate fencing” means, at a minimum, mesh, barbed wire, chain link, rail, or post fencing or metal fence panels.

“Farm animal keeping” means the keeping of animals or fowl, such as commonly used for food or fiber production or as a beast of burden, for recreational pleasure.

“Farm industry” means, generally, all phases of farm operation including, but not necessarily limited to, the keeping and raising of farm animals and/or fowl for domestic or commercial use, e.g., fur farms, livestock feed yards, pig farms, dairy farms, and similar uses as well as any accessory uses thereto, except commercial slaughter.

“Livestock” means domesticated cattle, sheep, goats, turkeys, swine, equines, camelidae, ratites, bison, elk, or any domesticated nonhuman vertebrate creature, domestic furbearer, or domestic poultry, raised, kept, or used for agricultural purposes.

(2) Farm Animal Keeping. In residential and agricultural zones where permitted, farm animals and fowl may be kept for family use outside the dwelling. All animal keeping guidelines shall be in accordance with the provisions as outlined in this section. All farm animals and fowl shall be kept within the subject property unless under direct supervision

and control of the property owner or designee. The number of animals or fowl permitted shall be governed by the following schedule except that dependent young may be kept in addition to these numbers:

(a) A-1 Agriculture and R-1 Residential Zones with Lots Containing a Minimum of 21,780 Square Feet. In zones where farm animal keeping is a permitted use, each lot containing a minimum of 21,780 square feet shall have an allocation of 40 points with an additional accrual of one point for each 1,089 square feet thereafter.

[Example, using schedule below: A lot size of 21,780 square feet would have an allocation of 40 points which would allow one horse for 20 points and two goats for 10 points each or two horses for 20 points each.]

With lots containing 21,780 square feet, farm animals may be kept; provided, that all pens, barns, coops, stables, corrals, and other similar enclosing structures to keep animals or fowl shall be not less than ~~50~~ 25 feet from dwellings on adjacent lots, not less than ~~20~~ 10 feet from a dwelling on the same lot, and not less than ~~150~~ 75 feet from a public street, except on corner lots where such structures shall be not less than ~~50~~25 feet from a public street.

(b) A-1 Agriculture and R-1 Residential Zones with Lots Containing a Minimum of 10,890 Square Feet. In zones where farm animal keeping is a permitted use, each lot containing a minimum of 10,890 square feet shall have an allocation of 12 points with an additional accrual of one point for each 1,361 square feet thereafter.

[Example, using schedule below: A lot size of 10,890 square feet would have an allocation of 12 points which would allow one goat for 10 points and one rabbit for two points or two turkeys for five points each and a pigeon for two points.]

With lots containing a minimum of 10,890 square feet with and less than 21,780 square feet, farm animals may be kept; provided, that all pens, barns, coops, stables, corrals, and other similar enclosing structures to keep animals or fowl shall be not less than 25 feet from dwellings on adjacent lots, not less than 10 feet from a dwelling on the same lot, and not less than 75 feet from a public street, except on corner lots where such structures shall be not less than 25 feet from a public street.

(c) To determine the square footage of a lot, use the following conversion:

Square footage = 43,560 x (lot size in acreage)

Example: 1/4 (0.25) acre lot

43,560 x (0.25) = 10,890 square feet

(d) Farm animals shall have points assigned to them based on the following groups:

(i)	Large animals such as horses, llamas, emus, ostriches or cows	20 points each

(ii)	Medium animals such as sheep or goats	10 points each
(iii)	Large fowl such as turkey or geese	Five points each
(iv)	Small fowl such as pheasant, pigeons, ducks or hens	Two points each
(v)	Small animals such as rabbits or pygmy goats	Two points each
(vi)	Pigs (provided their pens are at least 200 feet from neighboring dwellings)	100 points each

Exception 1: This provision shall not apply to certified breeds of potbellied pigs with the North American Potbellied Pig Association.

Exception 2: In zones where farm animal keeping is a permitted use, the point total shall not include the counting of the first six hens or six rabbits, or a combination of both not exceeding six.

(e) Animal owners shall contain animal waste runoff water from paddocks or stables so as not to contaminate residential water resources, public rights-of-way, or adjacent properties.

(f) In residential and agriculture zones, harvesting of livestock and noncommercial slaughter shall be conducted within the rear yard of the lot or in an enclosed building in an area not visible from the street or neighboring properties and shall be done in accordance with accepted animal husbandry practices or customary farming practices.

(g) Notwithstanding any other provision to the contrary in the Syracuse Municipal Code, farm industry and farm animal keeping are not subject to nuisance ordinance enforcement by the City on the basis of noise or odor if all of the following apply:

(i) Farm industry or farm animal keeping has occurred on the subject property for greater than two years and has been maintained without an interruption of greater than three years;

(ii) The subject property complies with the requirements of this Title, as amended, or any noncompliance has been determined to be a legal nonconforming use or legal noncomplying structure pursuant to Chapter 10.25 of this Title; and

(iii) The subject property operates in compliance with sound agricultural practices.

(h) Syracuse City refers to State Code for additional laws regulating animal cruelty. See Chapter 6.35 SCC for reference to the Davis County animal control ordinance.

(D) Dog Kennel Regulations. Parcels or lots with four dogs four months old or older are considered kennels and shall require a conditional use permit. The Land Use Authority shall review each request separately on its own merits and may revoke a conditional use permit as set forth in SCC 10.15.080. In no case shall a residential kennel permit be for more than four dogs.

(1) Owners of kennels shall obtain licensing for each dog from Davis County animal control and comply with all adopted animal control regulations not addressed in this title.

(2) All pens, runs, shelters, or similar structures housing dogs for residential kennels shall be no less than 100 feet from neighboring or abutting dwellings.

(3) In order to qualify for a residential kennel, the dogs' owner(s) shall acquire approval for a minor conditional use permit.

(4) All pens, runs, shelters, or similar structures housing dogs for commercial kennels shall be no less than 200 feet from a public street and at least 200 feet from all neighboring or abutting dwellings, and the owner of the parcel or lot shall acquire approval for a major conditional use permit.

(5) Commercial kennels shall be located on a minimum of five acres and must receive a minor conditional use permit.

(E) Household Pets. Property owners may keep dogs, cats, small animals and fowl as household pets in residential zones subject to the following conditions:

(1) Dogs, small animals, and fowl shall be kept in pens, or otherwise secured, unless housed within the dwelling unit. Cats are excluded.

(2) No person or persons at any one residence within the jurisdiction of this title shall at any one time own, harbor, license or maintain more than three cats and dogs in any combination, unless a dog kennel permit is acquired.

(3) All pens, coops, and structures shall be kept clean and free from objectionable odor and waste.

(4) Dogs, cats, small animals and fowl allowed shall be those species normally stocked and available at a state licensed pet store.

(5) Dogs require registering and licensing with Davis County according to county ordinance. Cats do not require registering and licensing.

(6) Requests for reasonable accommodation from the regulations of this section due to disability under the Americans with Disabilities Act or Fair Housing Act shall be administered as provided in SCC 10.20.115.

(F) Stables, Public.

(1) Stables shall require a minimum of four acres.

(2) The number of animals shall be no more than four per each acre of property in the stable use.

(3) The property shall provide one-half of a parking space for each animal housed at the facility.

(4) Property owners shall provide toilet facilities and shall maintain such facilities in a sanitary condition.

(5) The applicant shall submit a plan to the Land Use Authority for control of dust, odor, and insects.

(6) The applicant shall submit a site plan showing the location of all existing and proposed structures and utilities and landscaping.

(7) All utilities servicing the stable shall be underground.

(8) No stable shall be located within 200 feet of any residential dwelling unit.

(9) Public access to the facility shall be from dawn to dusk.

(10) Horse exercise areas such as working yards, walker equipment areas, or paddocks shall use dust control by means of constructed water delivery systems or chemically treated exercise surface areas.

(G) Vietnamese Potbellied Pigs. Vietnamese potbellied pigs shall be considered household pets for the purposes of this title and shall be allowed in any residential or agricultural zone subject to the following conditions:

(1) No more than two pigs may be kept per household, together with dependent young up to four months in age.

(2) The animals shall be purebred miniature Vietnamese potbellied pigs certified by the North American Potbellied Pig Association. The Land Use Authority may require proof of certification records as a condition of approval.

(3) The animals may not exceed 100 pounds in weight.

(H) Rabbits and Hens. Residents may keep rabbits and hens outside the dwelling subject to the following conditions:

(1) The residents shall have no more than six hens or six rabbits, or a combination of both not exceeding six, excluding dependent young.

(2) The animals shall be kept in pens, coops, or contained in a fenced area.

(3) All pens, coops, and cages shall be kept clean and free from objectionable odor and waste.

(4) Roosters are not permitted in any residential zones, excluding R-1 residential zone lots that have a minimum size of 21,780 square feet.

COUNCIL AGENDA

November 17, 2020

Agenda Item "**e.3"**

Potential Amendment to 10.20 - Zoning Map Amendments

Factual Summation

The ordinance requires that all proposed zoning map amendments match the general plan map. This ordinance was meant to require developers to 'stick to the plan'. An un-inteded consequence of this ordinance is that at times, a developer's proposal may be less intense than the general plan and regardless, would still require an amendment to the general plan as well as the zoning map which adds cost and time to a proposal that from the City Council's perspective would be acceptable because of the lower intensity. This assumes that the city desires the lowest intensity development as possible in all locations as a default. From initial discussions by City Council, a 'downzone' could potentially be acceptable as a deviation from the general plan. Council is seeking the Planning Commission's advice as to if it would be appropriate to modify the part of ordinance that requires the zoning map from following the general plan exactly. Please see a draft potential rewording of the ordinance.

The Planning Commission reviewed the item and held a public hearing on November 3, 2020, and is recommending approval of the proposed amendment as enclosed.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

10.20.070 Zoning map and text amendments.

…

(E) Approval Standards. A decision to amend the text of this title or the zoning map is a matter of legislative discretion by the City Council and not controlled by any one standard. However, such changes shall be consistent with the current general plan and general plan map, except A-1, R-1 and R-2 zones may be applied to properties with a general plan designation of medium or high density residential. ~~, and i~~In making an amendment, the City Council should also consider:

(1) Whether it would be harmonious with the overall character of existing development in the vicinity of the subject property, or in cases of text amendments, in areas governed by the amended text;

(2) Whether it would be consistent with the standards of any applicable overlay zone and, in cases of text amendments, harmonious with areas governed by the amended text;

(3) The extent to which it may adversely affect adjacent property; and

(4) The adequacy of facilities and services intended to serve the subject property, including but not limited to roadways, parks and recreation facilities, police and fire protection, schools, storm water drainage systems, water supplies, and waste water and refuse collection.

COUNCIL AGENDA

November 17, 2020

Agenda Item "**e.4"** **Potential Amendment to 10.92 - MXD**

Factual Summation

The Mixed Use Development ordinance limits the number of dwelling units to a building to 24 maximum. This ordinance was meant to prevent overly massive buildings that are imposing and out of scale with surrounding development. City Council discovered that a building in a recently proposed MXD project exceeded 24 units. However, due to it's unique design on a corner, and 'L' shape, council felt that in this narrow circumstance perhaps more than 24 units in one structure could nevertheless be allowed. Council is seeking the Planning Commission's advice as to under which circumstances would more than 24 units per building, if at all. Please see a draft potential rewording of the ordinance.

Also, the MXD ordinance requires that resident parking shall be located no further than 100 feet from the unit. The intent of this is to ensure that parking is well designed and convenient for future residents. However, in order to calculate the measurement for each unit is complicated and may also result in un-intended consequences relating to the site layout of the property. It is proposed that in the spirit of adding flexibility in site layout, that the 100' requirement be amended.

The Planning Commission reviewed the item and held a public hearing on November 3, 2020, and is recommending approval of the proposed amendment as enclosed.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

Chapter 10.92
MIXED USE DEVELOPMENT ZONE (MXD)

Sections:

10.92.010 Purpose.

10.92.020 Permitted uses.

10.92.030 Conditional uses.

10.92.040 Development standards.

10.92.050 Development process.

10.92.060 Off-street parking and loading.

10.92.070 Signs.

10.92.010 Purpose.

To create a zone which will provide traditional neighborhoods where residents can work, play, shop, and live that are strategically designed to create a symbiotic relationship by allowing for a combination of commercial and residential uses. These neighborhoods are meant to boost the city's daytime population, which is anticipated to support local businesses and increase sales tax revenue. This zone will be the most urban atmosphere within the city. Projects within the zone are anticipated to provide context-sensitive architecture, art, entertainment, convenience, alternate housing types, affordability, and active lifestyles through recreation amenities on site and improved sidewalk connections to destinations off site. Residential use may be applied to existing commercial areas, or commercial uses inserted into existing residential areas if the goal is to increase jobs and/or increase sales tax, and the development scale is compatible with its surroundings. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

10.92.020 Permitted uses.

The following uses, and no others, are permitted by right provided the parcel and/or building meet all other provisions of this title and any other applicable ordinances of Syracuse City:

(A) Restaurants;

(B) Professional office;

(C) Professional nonretail services;

(D) Retail, no automotive maintenance, gas, or repair;

(E) Churches, synagogues, and temples;

(F) Dwellings, multifamily, up to 24 attached per building;

(G) Dwellings, townhomes, up to six attached per building;

(H) Dwellings, single-family detached;

(I) Household pets;

(J) Public and quasi-public buildings;

(K) Club houses and recreational facilities;

(L) Public parks. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

- More than 24 units may be permitted only if all of the following apply: the building is an "L" shape and the building is oriented on a corner facing a major street, and provides amenities in the apex of the two sides as described in 10.92.040 (d) and (D) (2) and no single building elevation is longer that permitted by (F) Architecture, Item10 and the building shall not exceed a combined total of 34 units plus amenities.

10.92.030 Conditional uses.

The following, and no others, may be conditional uses permitted after application and approval as specified in SCC 10.20.080:

(A) Minor home occupations (minor);

(B) Accessory dwellings (major, allowed with single-family detached units only);

(C) Temporary commercial uses (see SCC 10.35.050) (minor);

(D) Accessory structures (minor). [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

10.92.040 Development standards.

All lots shall be developed and all structures and uses shall be placed on lots in accordance with the following standards:

(A) Minimum Lot Standards.

(1) Lot width: no minimum or maximum.

(2) Front yard setback: 20 feet minimum, 40 feet maximum. Fifteen feet minimum allowed if adjacent to an enhanced streetscape featuring all of the following: widened sidewalk, on-street parallel parking, and outdoor cafe style seating. Measured from the back of right-of-way or private drive to front building foundation.

(3) Side yard setbacks: as measured from foundation to adjacent property line; 10 feet minimum or as approved by Planning Commission. As measured between building foundations, 16 feet minimum.

(4) Rear yard setback: as measured from foundation to adjacent property line or between buildings, 20 feet.

(B) Density. Unit densities and housing product types shall be distributed on site with extreme sensitivity to adjacent development type and density. Units per acre shall be tapered down when near property boundaries of single-family development. Density is form based, no minimum units per acre.

(C) Mixed Use Required.

(1) One hundred percent residential projects are prohibited.

(2) Apartment complex sales offices may not be the project's sole commercial space.

(3) The development agreement shall require that the commercial component of the project cannot be omitted and shall run with the land.

(4) The developer may partner with owners of off-site commercial projects to develop the required commercial square feet of the proposed project. This may be accomplished by building new buildings on empty pad spaces, attracting tenants that sign long-term leases in empty building space, enhancing circulation with cross access agreements, or assisting in the enhancement of the partner site in other mutually beneficial ways. City Council, with recommendation from Planning Commission, must find a direct benefit between the proposed residential units and the commercial project to exercise this option. This option is available at the developer's request with the consent, desire, and agreement to partner from the owners of the existing commercial project. The agreed to enhancements to the partner site in this option must be completed before the first residential unit receives final occupancy. Details of the partnership obligations are to be included in the development agreement and shall be binding.

(a) The commercial component of the project may be split on and off site. The combined total commercial square footage provided shall be greater than or equal to the required

square footage of commercial which is based upon the height of the proposed buildings. Distribution of on- and off-site commercial square footages shall be based on the assessment of unique site characteristics that lends itself to commercial viability and by the following:

(i) Properties within the town center overlay zone may build on- and off-site commercial in any combination, but no more than 70 percent of the required commercial may be located off site. The partner site must be located next door, sharing a property line with the proposed mixed use project.

(ii) Properties outside the town center overlay may build on- and off-site commercial in any combination. The partner site must be within one-quarter mile of the proposed mixed-use project.

(5) For a space to qualify as counting toward the required commercial square footage, it must not be accessory to the residential units, meaning to have separate utility connections, dedicated parking that is near the business entrance, a separate entrance, separate restroom, and appropriate fire separation between differing uses. Office, medical office, assisted living, retail space, or other uses deemed beneficial by City Council are to be considered commercial. Industrial uses like warehousing or storage units are not considered to be commercial uses. Also, parking areas, trash, outdoor dining, or other outdoor storage areas do not count towards the required commercial square footage.

(D) On-Site Amenities and Landscaping.

(1) Common Space Amenities. The project shall develop common space amenities proportionate to and in relation to the scale and resident demographics of the proposed project. Amenities shall be privately owned and managed by an HOA. Amenities must be chosen from the following list as required in the following table:

Number of Units	Amenities Required
0 – 20	1
20 – 40	2
40 – 60	3
60 – 80	4
80 – 100	5
100 +	6

(2) List of Amenity Examples. Select from list the number required from table above:

(a) Water amenities (for example: pools, hot tubs, steam room);

(b) Sport amenities (for example: tennis, pickleball, lighted basketball courts);

(c) Community gathering amenities (for example: play structure, village green, pavilion, outdoor kitchen);

(d) Other amenities deemed appropriate by the Planning Commission.

(3) Open Space. A minimum of 20 percent of the project area shall be landscaped.

(4) Street Trees. One street tree shall be planted at least every 30 feet along adjacent public street frontages in accordance with the street tree species guide in SCC 10.30.070.

(5) Buffering between land uses as required in SCC 10.30.080.

(6) In-Lieu Fee for Required Open Space or Amenity. An in-lieu fee may be accepted for the development of a nearby City park under the following conditions:

(a) The developer initiates a request to pay a fee in lieu of required common space by petitioning the City at the same time that the concept plan is under review.

(b) The proposed project shall be located within one-half mile (measured in a straight line) of an existing or future Syracuse City park as identified in the adopted parks master plan. Measurement shall be made from the nearest property line of the park to the nearest property line of the development project.

(i) The in-lieu fee shall not be approved if any portion of the proposed development is further than one mile from the nearest receiving park property boundary.

(ii) The park property to receive the fee money shall be identified and approved in conjunction with the concept plan.

(c) Qualification of an off-site location to receive in-lieu-of-common-space fees shall be approved by City Council based upon the development needs and priorities stated in the adopted parks master plan, and such qualification shall be decided at the time that the Council reviews the concept plan.

(d) The spending of in-lieu fees shall be limited to the determined off-site receiving location and for no other civic or private use.

(e) If the City Council does not accept the request for in-lieu fees based off the qualifiers stated herein, the development shall build the on-site common space as required by the MXD zone.

(f) If a fee is accepted in lieu of common space, the project will nevertheless be required to build at a minimum: 15 percent landscaping of the total project land area. All on-site landscaping and common space amenities shall be maintained by an HOA.

(g) The fee money will be due to the City prior to recording of the final subdivision plat proportionate to each phase or prior to accepting a building permit, as applicable.

(h) Development may be allowed on the land that has been accounted for through the collection of in-lieu fees at a density not to exceed the maximum prescribed by the zone.

(i) In-lieu fees shall be calculated on an individual basis. In-lieu fee amount shall be roughly equivalent to the value of forgone on-site common space area(s) and improvements. Fees shall be determined using mutually accepted methods for cost estimating the dollar amount needed to build the equivalent park improvements and acquire the land needed for said park space. Credit for on-site common space developed beyond the minimum 15 percent identified in subsection (D)(6)(f) of this section, and actually built within the development, may be subtracted from the estimated fee due.

(j) The agreed-upon fee amount, percentage of provided on-site and off-site in-lieu fee, and park development cost per square foot shall be included in a development agreement.

(E) Site Design.

(1) Buildings shall be positioned on the site so that all first-floor front doors face the public road or private drive.

(a) Where front and rear frontage to two roads or driveways exists, the road or driveway with the largest width and traffic counts shall be the direction the front door faces.

(b) If frontage to the intersection of two roads or drive aisles exists, the building entrance(s) shall face toward the point of intersection of the two centerlines with a chamfered edge.

(c) Entryways shall not face toward the rear or side lot line of abutting property with single-family residential zoning or use.

(2) Terminating vistas shall be incorporated by centrally and prominently placing public art, landscaped monument signage, or building facades perpendicularly at the visual endpoint of streets and drive aisles.

(3) Garage doors shall not face public roads. Where double frontage exists, the garage door may face the lesser of the two roads or be side-facing.

(4) The development design shall include direct automobile access to a public roadway on a full-width publicly dedicated right-of-way or private drive meeting International Fire Code (IFC) standards.

(5) All building entrances shall be directly connected to the public sidewalk with pedestrian walkways. These walkways must use differing material when crossing driveways. Decorative landscaping shall be included for one and one-half feet on one or both sides of all private walkways leading to front doors and/or residential breezeways.

(6) Cross-access for automobiles and pedestrians to and from abutting properties is required where possible.

(7) On-site and off-site pedestrian sidewalks and shortcuts are required to increase access to adjacent shopping, employment, parks, or other amenities.

(F) Architecture.

(1) Vertical mixed use motif architecture is required on all buildings within the mixed use zone.

(2) Vertical mixed use motif is defined as containing the following elements:

(a) Horizontal and/or vertical variation in wall or roof plane between each unit intended to give the appearance of multiple buildings built over a long period of time;

(b) Varying window size and height with each segment;

(c) Roofs of varying styles with each segment;

(d) Large first floor windows and/or storefronts covered by canopy or trellis;

(e) First floor storefronts with varying styles on each segment such as bay or recessed entries;

(f) Entrance door on chamfered angle when on corner;

(g) A design including similar architectural features to the example image below, but not construed as a requirement to match exactly:



(3) Building Height.

(a) Maximum allowed height and resulting densities will be allotted based on the provided square feet of leasable commercial space using the ratios below. Calculations for the entire project will be based on the tallest building.

(i) Required Commercial Square Feet to Maximum Height Ratios.

A. One story/maximum 15 feet allowed if: 12 square feet commercial/1,000 square feet residential.

B. Two story/maximum 30 feet allowed if: 24 square feet commercial/1,000 square feet residential.

C. Three story/maximum 40 feet allowed if: 36 square feet commercial/1,000 square feet residential.

(b) Buildings located within 85 feet (measured from foundation to property line) to existing single-family detached homes, or one-story attached duplex, triplex, or fourplex, shall be a maximum of two stories and/or 30 feet, whichever is shorter.

(c) Nonhabitable towers, parapets, or other decorative architectural features, excluding roof structure, shall be allowed, but not to exceed 45 feet.

(4) If commercial spaces have residential above or below, they shall be designed to meet building and fire codes to support the commercial use.

(5) All buildings and project site areas are required to meet the design standards found in Chapter 10.28 SCC.

(6) If no commercial exists on the bottom floor and if the building is directly abutting a road, or is on a corner, its facades shall at a minimum be designed with the mixed use motif architecture as defined above.

(7) If a building is located on the corner of two roads, the building shall have a prominent tower or architectural feature of greater height than the rest of the building. The tower or feature shall be rotated so the center point of its outer wall faces the point of intersection of the two road centerlines.

(8) Buildings which are entirely residential without leasable commercial space mixed in the same building are only allowed if all the following apply:

(a) Are within 1,320 feet of existing retail or office building(s) measured in a straight line between the closest portion of each building; and

(b) Are connected and accessible to adjacent commercial or office building(s) with a paved ADA-compliant pedestrian walkway.

(9) On-site buildings which are entirely commercial are permitted only if all of the following apply:

(a) Are located with frontage on a street or corner, or part of a contiguous block of commercial buildings which do have frontage; and

(b) Conform to the vertical mixed use architectural motif; and

(c) Have at least two stories.

(10) Maximum building length is 200 feet.

(11) Horizontal rooflines shall vary at a minimum of every 30 feet. Variation can be accomplished by:

(a) Vertical offset in ridge line;

(b) Gables;

(c) Parapets;

(d) Cornices;

(e) Dormers;

(f) Vegetated terraces;

(g) Trellises; or

(h) Other architectural features such as portals, balconies, or porches.

(12) Buildings designed with completely flat facades and monotone color schemes are not permitted.

(13) All buildings must have articulation of all facades.

(14) At least one significant horizontal facade variation in the wall plane is required at least every 60 feet.

(15) Duplicating building facades adjacent to each other on the same side of the street or in a repeating pattern shall not be allowed. This may be accomplished by varying the number of stories, roof type (including shed, gable, hip, Dutch, dormer roofs, etc.), or ridgeline directions to create variation. Color variation alone is not sufficient.

(16) Architectural variation between each building segment is required.

(17) Garages shall not be the major architectural feature of any building.

(18) All units abutting to a public roadway shall utilize rear or side facing garages.

(19) Entrances shall be pronounced with porticos, awnings, arches, columns, gables, porches, stoops or other three-dimensional architectural features.

(20) Front doors to ground level apartment units shall face the road or front of the building and not towards a shared hallway.

(21) The stairway leading to upper level units shall be located on the front of the building with a prominent architectural storefront creating a welcoming and defined entrance lobby. Window or blade signage located on the storefront should clearly label the building number and project name.

(22) First floor apartment, townhome, and single-family unit entryways shall feature a covered front porch with enough space for two chairs and a walkway.

(23) A minimum of three colors and materials per exterior elevation is required.

(24) Exterior surface materials on every facade shall meet the requirements for front exterior walls found in SCC 10.30.020(B) with the exception that no vinyl siding shall be permitted on any side. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

10.92.050 Development process.

All projects within the mixed use zone shall enter into a development agreement with the city. The agreement must be approved by City Council concurrently with the rezone request. The agreement shall include the square footage of all proposed uses and the number of proposed residential units. Colored concept plans and exterior elevations shall be included as exhibits in the development agreement.

Upon application for the mixed use development zone, the developer shall provide colored architectural elevations and colored concept plans showing the architecture and design of the proposed development. Elevation drawings shall include building materials and a table showing the square footage of each material, building height, and the total square footage of each facade. The concept plan shall include the location of each proposed building labeled with use and square footage, parking areas and number of stalls, existing buildings, existing mature trees, proposed amenities, landscape areas, proposed trees, and shrubs. The plan shall also include a table of the total site acreage, total combined building square footage, square footage of each proposed building, square footage of each use in each building, number of residential units in each building, number of commercial and/or office spaces, number of parking spaces, and total square footage of landscape areas. Upon zoning approval, the development plans shall be a binding zoning document that runs with the land.

If zoning is granted, prior to construction all projects shall: submit a site plan application to be reviewed by the Architectural Review Committee and Planning Commission as detailed in SCC 10.20.090, submit a building permit application, and complete a pre-construction meeting with the Building Department. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

10.92.060 Off-street parking and loading.

No off-street parking stalls shall be allowed to be located between the front building facade and the public right-of-way or within any front yard. Enclosed garages are not required for residential units within the mixed use zone. Parking for residential units shall be provided at a minimum ratio of two stalls per unit – one stall for the resident and one stall for visitors. Resident parking shall be located ~~no further than 100 feet from the unit.~~ Shared parking agreements with adjacent commercial uses for visitor parking are encouraged. Otherwise, off-street parking and loading shall be provided as specified in Chapter 10.40 SCC. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

10.92.070 Signs.

The signs permitted in this zone shall be those allowed in residential or commercial zones as applicable, as specified in Chapter 10.45 SCC. Home occupation businesses shall be limited to first floor window or first floor blade signs not to exceed four square feet. Businesses located in buildings with residential units on upper floors shall not install signage higher than the first floor. [Ord. 20-11 § 1 (Exh. A); Ord. 19-17 § 1 (Exh. A).]

The Syracuse City Code is current through Ordinance 20-18, passed August 11, 2020.

Disclaimer: The city clerk's office has the official version of the Syracuse City Code. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

City Website: https://syracuseut.gov/
City Telephone: (801) 614-9633

Code Publishing Company

'no further than 100 feet from the building in which the unit resides, measured in a straight line between the closest edge of the parking stall to the closest edge of the building.'

COUNCIL AGENDA

November 17, 2020

Agenda Item "e.5"

Potential Amendment to 10.40- Parking- Concerning Tandem Parking

Factual Summation

The Off Street Parking ordinance prohibits tandem parking. This ordinance was meant to prevent unrelated people from being parked behind each other in a commercial or multi family setting. The resulting shuffle would be cause for conflict and inneficient circulation patterns. City Council discovered that a recently proposed MXD project proposes tandem parking. Council felt that in this narrow circumstance perhaps tandem parking could be allowed. Council is seeking the Planning Commission's advice as to under which circumstances tandem parking could be allowed in a mixed use development, if at all. Please see a draft potential rewording of the ordinance.

The Planning Commission reviewed the item and held a public hearing on November 3, 2020, and is recommending approval of the proposed amendment as enclosed.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

Chapter 10.40
OFF-STREET PARKING

Sections:

10.40.010 Purpose.

10.40.020 Effect of chapter.

10.40.030 General provisions.

10.40.040 Minimum and maximum parking spaces.

10.40.050 Off-street loading.

10.40.060 Access to off-street parking and loading spaces.

10.40.070 Parking development, standards, and maintenance.

10.40.080 Other parking provisions.

10.40.010 Purpose.

The purpose of this chapter is to provide regulations for off-street parking and loading and sufficient access to such facilities for each type of land use so as to reduce street congestion and traffic hazards and prevent the need to park on public streets. [Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-010.]

10.40.020 Effect of chapter.

The regulations as contained in this chapter shall apply and govern in all zones. [Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-020.]

10.40.030 General provisions.

Off-street parking shall comply with the following requirements:

(A) Off-Street Parking Space Required. Any use of land or main building or structure in the City shall provide sufficient off-street parking spaces, as outlined in this chapter, along with adequate provisions for ingress and egress by standard-size automobiles and adequate loading facilities at the time anyone establishes a use or erects a building.

(B) Location of Off-Street Parking. Parking areas, as required by this chapter, shall be hard surfaces located on the same lot as the main building or structure. However, in cases other than a dwelling where, due to size or location, the land owner cannot provide the required parking on site, they may provide such parking on other property not more than 300 feet from the nearest point of the main parcel, provided the off-site location would not require persons to cross a public street.

(C) Prohibited Locations.

(1) It shall be unlawful to park a motor vehicle, trailer, or boat in a front yard or side yard, as defined in SCC 10.10.040, on any residential property, except as provided in subsections (C)(4) and (5) of this section.

(2) On any property:

(a) Located within a zone other than a residential or agricultural zone, it shall be unlawful to park a motor vehicle, trailer or boat, except in areas improved for parking;

(b) Which is undeveloped and located within a residential or agricultural zone, it shall be lawful to park a motor vehicle, trailer or boat on that parcel, so long as grass and weeds on the parcel are maintained to a height below six inches.

(3) No one shall develop any portion of a front yard, as required in this title, as a public parking area in conjunction with a permitted multifamily, commercial, or industrial use without approval at site plan review.

(4) No one shall pave or improve any portion of a required front yard, other than approved parking and driveways leading directly to or adjacent to a garage, so as to encourage or make possible the parking of vehicles therein. Residents may use paved driveways leading directly to or adjacent to a garage as an approved parking area for additional vehicles to meet the requirements of this chapter. This section shall not be interpreted to prohibit the establishment of semi-circular, pull-through or hammerhead pull-out driveways, as provided in SCC 8.10.200.

(5) On residential properties, vehicles and trailers may be parked in the side yard, as defined in SCC 10.10.040. Additionally, side yard parking for corner lots may only occur if an opaque fence of at least six feet in height separates the parked vehicle from the right-of-way running along the side of the corner lot.

(6) The provisions of this section do not prohibit the parking of vehicles or equipment kept for agricultural use in any yard area of properties in the A-1 or R-1 zones.

(7) All vehicles on the property shall be licensed and operable. The owner of any vehicle that has been inoperable or unlicensed for longer than four months shall remove said vehicle from the property or store it in a completely enclosed structure, including any and all vehicle parts. If a vehicle is under restoration, the vehicle owner shall possess a current and valid restoration permit from the City Community Development Department. Restoration permits shall expire one year from the date of issuance, and only one restoration permit may be issued at a time for each licensed driver at the residence.

(D) No Parking Reduction. No one shall reduce the number or size of parking stalls needed for off-street parking in connection with an existing building nor utilize the same for any purpose other than for off-street parking and shall maintain the space in perpetuity as long as the requirement for said off-street parking is necessary.

(E) Tandem Parking. This chapter prohibits tandem parking except for ~~single-family and two-family dwellings~~ Residential units of the same household. In this case, the parking space may be within the driveway area in the required front yard and/or in front of the unit's enclosed garage.

(F) Enlargements, Change of Use, Etc. No one shall enlarge, alter, convert, or change the use of a building or structure unless they provide, and thereafter maintain for such building and its use, a minimum number of parking spaces as hereinafter required. However, if such alteration, enlargement, conversion, or change does not increase the number of required parking spaces by more than 15 percent, then no additional parking spaces need be provided.

(G) Uses Not Mentioned. In the case of a use not specifically mentioned herein, the requirements for the most similar use so mentioned, as decided by the Land Use Authority, shall apply. [Ord. 16-21 § 1 (Exh. A); Ord. 13-15 § 1; Ord. 11-02 § 1 (Exh. A); Ord. 09-10 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-030.]

10.40.040 Minimum and maximum parking spaces.

Each land use as listed below shall provide the required off-street parking. For any use not listed, the requirements for the most similar use listed shall apply. The Land Use Authority shall determine which listed use is most similar. In special cases where there is not a similar use, the Land Use Authority, in consultation with the developer, shall establish the minimum and/or maximum parking space requirement. Any entity that conducts a business in or from a residence, or to which employees come to a residence for work, shall obtain site plan approval subject to the following condition: the site provides two off-street parking spaces per single-family residence plus an additional one-half off-street parking space for every full-time, part-time, or contract employee or worker who visits the residence or provides services at the residence during an average week.

Uses	Unit Measure	Min.

Uses	Unit Measure	Min.
Single-family dwellings	Per dwelling unit	2
Two-family dwellings	Per dwelling unit	2
Three-family dwellings	Per dwelling unit	2
Four-family dwellings	Per dwelling unit	2.5
Planned residential development (PRD) family dwellings	Per dwelling unit	2.5
Hotel and motel	Per room or suite	1.5
Intensive commercial businesses, stores, and shops	Per 1,000 square feet retail floor area	3
Less intensive commercial businesses, including autos, lumber, appliances, sales, etc.	Per 1,000 square feet retail floor area	1.5
Convenience stores, service stations, mini-marts	Per 1,000 square feet floor area	3.5
Indoor recreation facilities	Per 3 persons permitted capacity	1
Outdoor recreation facilities	Per player	1
Day cares, preschools, and nursery schools	Per teacher, plus dropoff loading area per seven students	1
Offices and personal services	Per 1,000 square feet floor area	2.5
Fast food or drive-in restaurants, sit-down restaurants, and bars	Per 1,000 square feet of dining area	15
Auditoriums, assembly halls, theaters, churches, and funeral homes	Per seat	0.5
Dental and medical clinics	Per 1,000 square feet floor area	2.5
Hospitals	Per patient bed	1
Hospitals, animal	Per 1,000 square feet floor area	2.5
Nursing homes	Per bed	0.5
Manufacturing uses, research, wholesale	Per 1,000 square feet floor area (excluding floor space used exclusively for storage)	1.25

[Ord. 16-13 § 1 (Exh. A); Ord. 11-04 § 7; Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; Ord. 04-12; amended 1991; Code 1971 § 10-8-040.]

10.40.050 Off-street loading.

(A) Off-Street Loading Required. For every building or part thereof having a floor area of 10,000 square feet or more which is to be occupied by a commercial or industrial use, to or from which

deliveries are regularly made by motor vehicle, the property owner shall provide and maintain on the same lot with the building at least one off-street loading space. In buildings larger than 10,000 square feet, the property owner shall provide a second loading space for the next 30,000 square feet or fraction thereof plus one additional loading space for each increment of 40,000 square feet thereafter.

(B) Size of Off-Street Loading Space. Each loading space shall be not less than 14 feet wide, 25 feet long, and 14 feet high.

(C) Location of Loading Space. Required loading spaces may occupy any required yard except the front yard. The design and arrangement of the loading space shall be such that no part of the space would permit loading or unloading or service from a public street or sidewalk. No loading space shall be located closer than 50 feet from a residential boundary except when screened by a six-foot wall or solid fence. [Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-050.]

10.40.060 Access to off-street parking and loading spaces.

(A) Ingress and Egress. All uses shall provide adequate ingress and egress as follows:

(1) Residential driveway approaches shall have a maximum width of 50 percent of the lot width. Measuring a driveway approach width shall be parallel with the street right-of-way boundary and at the trough of the cut. Property owners shall maintain a minimum five feet of full height curbing between cuts. Where multiple cuts for frontages exist, the maximum of all cuts shall not exceed the total width allowed for the frontage of the lot. Where a proposed driveway approach and associated paving in the public right-of-way in asphalt, concrete or any other impervious surface will encase, cover or in any way come into contact with any public utility located in the public right-of-way the property owner shall provide adequate expansion joints in the paving surface as to allow ease of access to such public utilities. In such cases where this situation exists, in addition to the required excavation permit, the property owner shall submit a design detail for protecting the allowed access of any utilities that may be affected by the proposed excavation work.

(2) Commercial and industrial uses shall have a maximum of one driveway approach for each 100 feet of public street frontage. Said driveway approaches shall be no more than 35 feet in width nor less than 16 feet (for one-way traffic). Where a proposed driveway approach and associated paving in the public right-of-way in asphalt, concrete or any other impervious surface will encase, cover or in any way come into contact with any public utility located in the public right-of-way the property owner shall provide adequate expansion joints in the paving surface as to allow ease of access to such public utilities. In such cases where this situation exists, in

addition to the required excavation permit, the property owner shall submit a design detail for protecting the allowed access of any utilities that may be affected by the proposed excavation work.

(B) Spacing. Driveway approaches shall not be located closer to each other than 100 feet in all commercial and industrial zones.

(C) Distance from Intersections. No residential driveway approach shall be located closer than 20 feet to the intersection of two streets. This measurement shall be made along the front property lines/street right-of-way lines to the point of intersection of the two lines. For commercial and industrial uses and apartments with 17 or more parking spaces, the driveway approach shall be no closer than 40 feet to the intersection of two streets. [Ord. 11-04 § 5; Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1994, 1991; Code 1971 § 10-8-060.]

10.40.070 Parking development, standards, and maintenance.

(A) Size. Each off-street parking space shall be no less than nine feet by 20 feet, except as otherwise provided.

(B) Small Car Parking Spaces. In all parking areas containing 25 or more parking spaces, the developer may reduce the size of a maximum 25 percent of the required parking spaces for use by small cars, except for residential uses where the property owner/manager assigns parking spaces to specific dwelling units. Small car parking spaces shall include signage clearly marking the stall as “Compact Only” or “Small Car Only” and shall be a minimum of nine feet by 15 feet in dimension.

(C) Handicapped Parking. All buildings and uses on the site shall have appropriate means of access for disabled persons. Said access shall meet the requirements of the building code and all standards of the Americans with Disabilities Act shall be followed in order to provide safe and convenient access for the disabled.

(D) Surfacing. All public parking areas, private multifamily residential parking areas, with five or more vehicles and private industrial parking areas with three or more parking spaces (including driveways and loading spaces) shall have asphalt or concrete paving, appropriate bumper guards so cars do not project across sidewalks or property lines, and striping to provide the orderly arrangement and movement of vehicles.

(E) Drainage. All parking areas as described in subsection (D) of this section shall have proper grading for drainage and provisions for curb, gutter, and waterways as submitted in an accepted site plan approved by the City Engineer.

(F) No Backing onto Public Streets. The design of all parking areas described in this section shall eliminate the need for vehicles to back out into a public street.

(G) Screening and Landscaping. As a condition of approval at the site plan review stage, the Land Use Authority may require all public and private parking areas, except single-family and two-family dwellings, to have effective screening, such as fencing or landscaping.

(H) Lighting. The arrangement of lighting used to illuminate any off-street parking area shall reflect the light away from adjoining property in residential districts as per Chapter 10.45 SCC.

(I) Design of Parking Area. All parking areas shall comply with the standards set forth in the Table of Parking Standards in SCC 10.40.080. [Ord. 11-02 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-070.]

10.40.080 Other parking provisions.

(A) Joint Use Parking Areas. When two dissimilar uses are located next to each other and the demand for parking in conjunction with those uses would not conflict, the Planning Commission may authorize the use of such combined facilities requiring the maximum number of parking spaces for the larger use. A use may provide a shared parking area for similar adjacent uses as long as the total off-street parking spaces equal the minimum requirement for each individual use. If the common facilities are located on more than one lot, the developer must file a covenant, for the preservation of the parking facilities, with the City.

(B) Additional Off-Street Parking Areas. Additional off-street parking areas for common public use is required in residential zones and subdivisions where:

(1) Street widths are at or less than 35 feet between the top-back-of-curb (TBC) on either side of the street; or

(2) Street widths are at or less than 30 feet of pavement in areas without curb, measured from the edge of asphalt of concrete. The layout, spacing, and number of stalls shall be recommended by the City Engineer and approved by the Land Use Authority and shall include:

(a) A minimum of one stall for two dwelling units.

(b) A solid paved surface with proper dimensions, and painted markings.

(c) Properly designed drainage into a storm water collection system and shall be subject to the same storm water detention requirements as the entire subdivision.

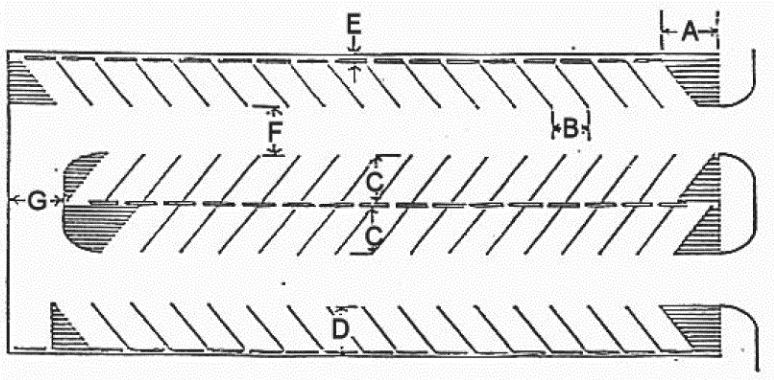
(d) ADA accessibility incorporated into the design based upon the requirements of the entire subdivision.

(e) Any given dwelling unit may not be located greater than 350 feet in walking distance on paved surfaces from any parking area.

(f) A homeowners' association (HOA) to maintain all public off-street parking areas within the subdivision.

Table of Parking Standards

Parking Angle		45 degrees	60 degrees	90 degrees
(Letters refer to the diagram below)				
Offset	A	18'	11'	3'
Car Space	B	12'	10'	9'
Stall Depth	C	17'	19'	20'
Stall Depth	D	19'	21'	22'
Overhang	E	2'	2.5'	3'
Driveway	F	14'	18'	26'
Turnaround	G	17'	14'	14'



[Ord. 11-02 § 1 (Exh. A); Ord. 09-10 § 1 (Exh. A); Ord. 09-09 § 1 (Exh. A); Ord. 08-07 § 1 (Exh. A); Ord. 06-27; Ord. 06-17; amended 1991; Code 1971 § 10-8-080.]

The Syracuse City Code is current through Ordinance 20-18, passed August 11, 2020.

Disclaimer: The city clerk's office has the official version of the Syracuse City Code. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

City Website: https://syracuseut.gov/

City Telephone: (801) 614-9633

Code Publishing Company

COUNCIL AGENDA

November 17, 2020

LEGISLATIVE ITEM

Agenda Item "**e.6"**

Proposed Amendment to the Zoning Map - A1- MXD, Dahl

Factual Summation

Please review the following information. Any questions regarding this agenda item may be directed to Noah Steele, Community and Economic Development Director.

Location:	1600 West 1700 South (Antelope/SR 108)
Current General Plan:	High Density Residential
Current Zoning:	A-1
Proposed Zoning:	MXD
Total Site Area:	15.015 ac

Summary

-The MXD zone requires detailed plans to be provided up front. These plans have been included in the packet.
- Staff has evaluated the plans for compliance with the requirements of the ordinance. Any outstanding issues would be worked out during the site plan process with Planning Commission should the zoning be granted.

-Planning Commission reviewed the item during their meeting on 8-18-20. They also held a public hearing where the neighbors expressed concern over the proposed building heights, the pedestrian connection, storwater detention, water pressure, connection on Dahl Lane, noise, property values, school capacity, and privacy to summarize. Planning Commission heard the comments and discussed the project at length where ultimately they unanimously voted to forward a recommendation for approval.

-City Council reviewed the item during their work meeting on 8/25/20 and forwarded on to the next meeting for a vote.

-The project was reviewed again by City Council on 9/8/20. There were discussions surrounding the feasiblity of the office portion and how to ensure that the office will indeed be built. Ways to minimize impacts to the neighbors to the south ware also discussed. The item was tabled so council could have more time to discuss the application.

-The item was again discussed on 9-22-20 where the council continued discussion on architecture and the office buildings. It was requested that elevations for the second office building be provided which the developer has since furnished and are included in the packet.
- On October 13 council discovered various conflicts with the proposed plan to various land use ordinances and tabled the item until potential amendments to the ordinance could be properly discussed.
-Now that the ordiance amendments are nearing completion, and a revised site plan has been created, the applicant desires to continue the process for the zoning amendment.

Goals of Discussion

Decide if this item needs more discussion during the next work session or if it is ready to be scheduled on a businesses session for a vote.

Entitlement Process:

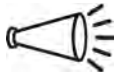
1. Rezone/General Plan Map Amendment



1.1. Submit Application - download available at https://syracuseut.gov/162/Planning



1.2. Staff Review



1.3. Public Noticing

- post sign on property
- place ad in legal section of Standard Examiner
- Send postcards to properties within 300 feet
- Post on Utah Public Notice website https://www.utah.gov/pmn/index.html
- Post on bulletin at city hall



1.4. Planning Commission – Public Meeting – meets on 1st and 3rd Tuesday @ 6pm.

- Present staff review
- Developer answer questions
- Hear public comments
- Forward a recommendation to City Council or potentially table for more discussion



1.5. City Council Work Session – Public Meeting – meets on 4th Tuesday @ 6pm

- Review Planning Commission Recommendation
- Developer answer questions
- Decide if needs to be tabled for more discussion or if ready for a vote in business meeting



1.6. City Council Business Session – Public Meeting – meets on 2nd Tuesday @ 6pm

- Review Planning Commission Recommendation
- Developer answer questions
- Make final decision yes or no. - If yes, proceed to site plan process

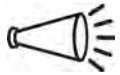
2. Site Plan



2.1. Submit Application - download available at https://syracuseut.gov/162/Planning



2.2. Staff Review



2.3. Public Noticing

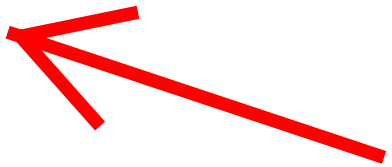
- post sign on property
- place ad in legal section of Standard Examiner
- Send postcards to properties within 300 feet
- Post on Utah Public Notice website https://www.utah.gov/pmn/index.html
- Post on bulletin at city hall



2.4. Planning Commission – Public Meeting – meets on 1st and 3rd Tuesday @ 6pm.

- Present staff review
- Developer answer questions
- Hear public comments
- Make final decision yes or no. If yes, proceed to building permit process.





3. Building Permit



3.1. Submit Application - download available at https://syracuseut.gov/160/Building



3.2. Staff Review



3.3. Pickup Permit

- Pay fees (inspection, impact, connection, etc)
- Preconstruction meeting for commercial projects



3.4. Construction

- Inspections at each step (footings, framing, roofing, final, ect.)
- Certificate of Occupancy (only after everything is signed off by building, PW, Fire, and Planning)

Rezone Application

Syracuse City Community Development
1979 West 1900 South, Syracuse, UT 84075
Phone: (801) 825-1477 ext 4 Website: www.syracuseut.com
Fax: (801) 614-9626 Email: planning@syracuseut.com

Updated 7/10/17

Subject Property Information

Property Address or Approximate Coordinate:		Total Acreage of Parcel:
1600 West 1700 South		Approximately 15.015
Parcel Identification Number (as recorded with Davis County):	Current Zone	Proposed Zone:
See attached list of Tax Id.	GC and A-1	MXD

Brief Description of Purpose for Rezone and Reasons Supporting the Request

To Develop a Mixed USE project including Mulkti family unitsd and Commercial office space.

Subject Property Owner Contact Information

Name(s) of every person or company the applicant represents:
See Attached list.

Mailing Address:	City:	State:	ZIP:

Office Phone:	Cell Phone :	Email:

Applicant Contact Information (if different from Property Owner)

Name (and agent, if any):
Jerry Preston

Mailing Address:	City:	State:	ZIP:
PO Box 980	Farmington	Utah	84025

Office Phone:	Cell Phone:	Email:

I hereby certify that the requested Rezone would comply with all required conditions and standards of the Syracuse City Land Use Ordinance, be harmonious with neighboring uses, fit the goals of the community's General Plan, and impose no insatiable demands for public services. I read the Syracuse Land Use Ordinance relative to rezoning and understand that submitting this application does not guarantee approval and is subject to the discretion of the City Land Use Authority and compliance with all requirements of Syracuse City's Municipal Code. I hereby accept responsibility for meeting all requirements outlined herein, including payment of all fees and attending City Land Use Authority meetings as notified by the Community Development Department, and understand that failure to do so may result in postponement of action by said Authority. I also understand that approval shall not relieve me of the responsibility to comply with applicable local and State zoning, health, building, or fire regulations.

Property Owner Signature Date

Applicant Signature Date

FOR OFFICE USE ONLY

Date Received and Paid:	Received by:	Receipt #

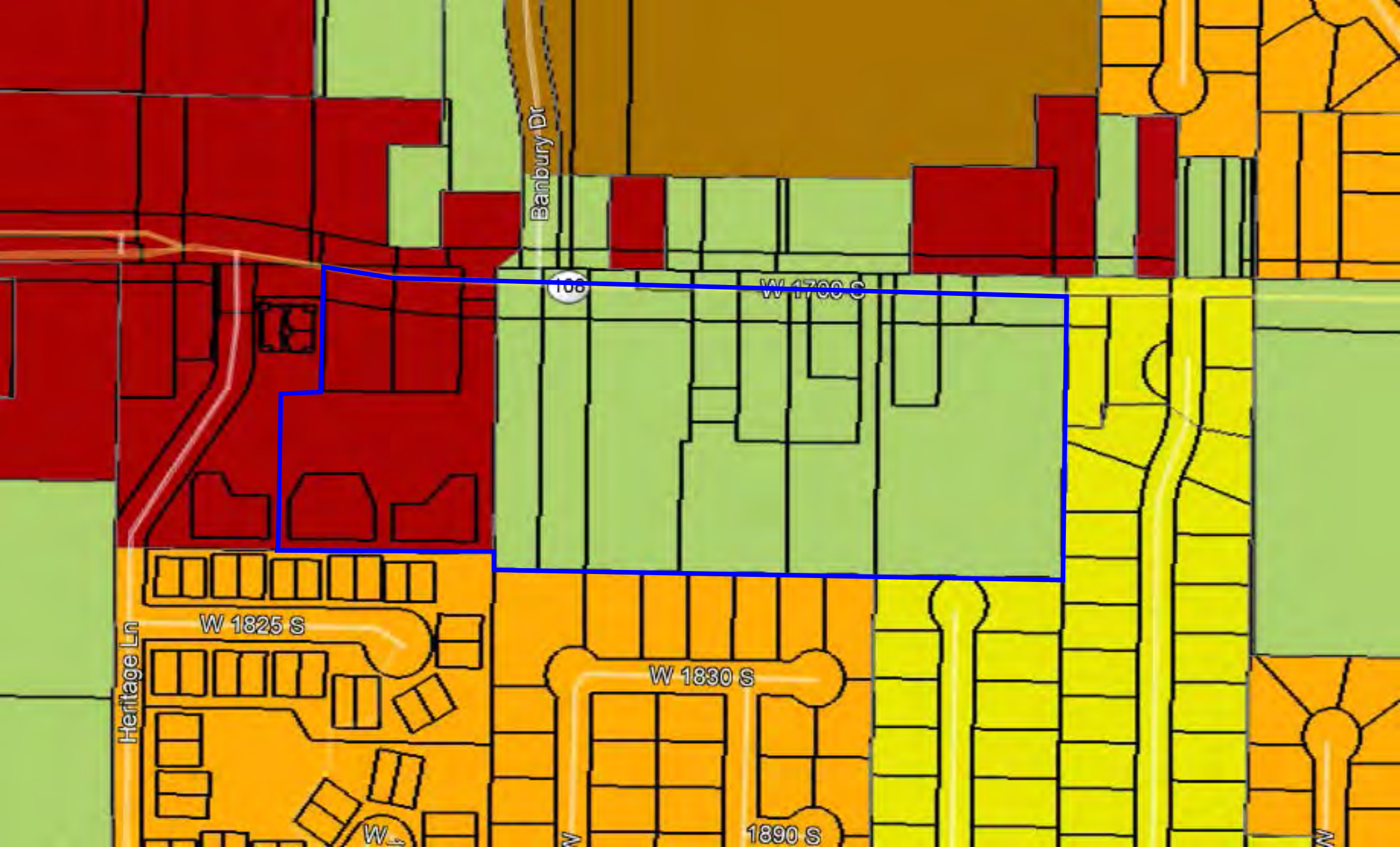
Payment Type: ☐ Cash ☐ Credit Card ☐ Check#_____

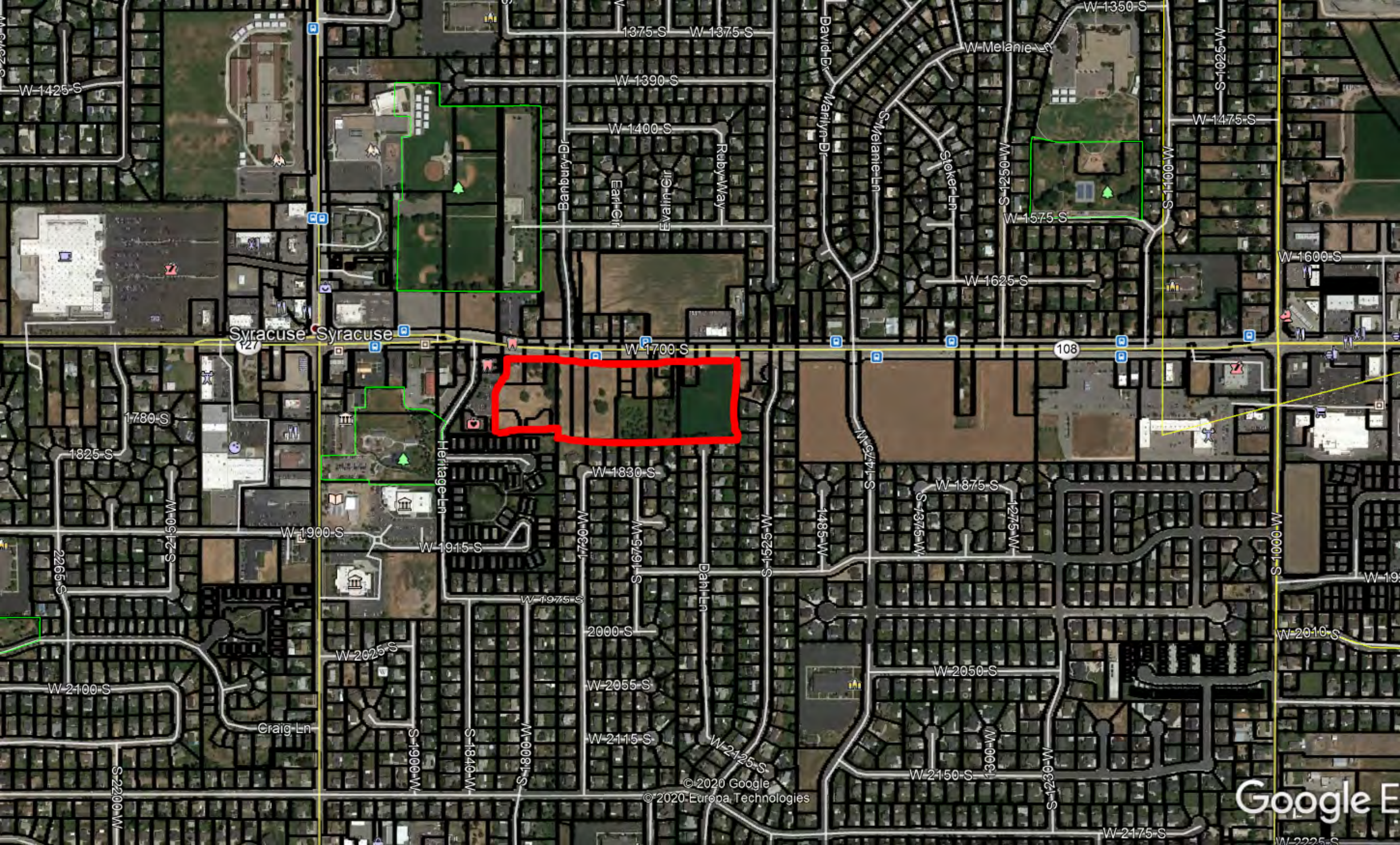
Land Use Authority Date:

City Council Decision and Date:

Application and Noticing Fees:

$425	Application Fee		$ 425
$20	per Public Notice Sign	_____Signs	$_____
$100	Noticing Fees	____	$_____
		Total	$_____


Banbury Dr
W 1760 S
W 1825 S
Heritage Ln
W 1830 S
1890 S


W-1425-S
1375-S
W-1375-S
W-1390-S
W-1400-S
Banbury-Dr
Earl-Cir
Evalin-Cir
Ruby-Way
David-Dr
Marilyn-Dr
W-Melanie-Ln
S-Melanie-Ln
Stoker-Ln
W-1350-S
S-1025-W
W-1475-S
W-1250-S
W-1575-S
W-1600-S
W-1625-S
Syracuse
Syracuse
127
W-1700-S
108
1780-S
1825-S
Heritage-Ln
W-1830-S
W-1875-S
S-1475-W
1485-W
1275-W
S-1375-W
W-1900-S
W-1915-S
S-2150-W
2265-S
1730-W
1675-W
S-1525-S
Dahl-Ln
W-1975-S
2000-S
W-2010-S
W-2025-S
W-2050-S
W-2100-S
W-2055-S
Craig-Ln
S-1900-W
S-1840-W
W-2115-S
W-2125-S
W-2150-S
S-2200-W
W-2175-S
© 2020 Google
© 2020 Europa Technologies
Google E

shall recommend approval, approval with modifications, or denial of the proposed amendment and submit its recommendation to the City Council for review and decision.

(4) The City Council may schedule and hold a public meeting on the application as provided in SCC 10.20.040 and 10.20.050. At the public meeting the City Council shall approve, approve with modifications, or deny the proposed amendment.

(E) Approval Standards. A decision to amend the text of this title or the zoning map is a matter of legislative discretion by the City Council and not controlled by any one standard. However, such changes shall be consistent with the current general plan and general plan map, and in making an amendment, the City Council should also consider:

(1) Whether it would be harmonious with the overall character of existing development in the vicinity of the subject property, or in cases of text amendments, in areas governed by the amended text;

(2) Whether it would be consistent with the standards of any applicable overlay zone and, in cases of text amendments, harmonious with areas governed by the amended text;

(3) The extent to which it may adversely affect adjacent property; and

(4) The adequacy of facilities and services intended to serve the subject property, including but not limited to roadways, parks and recreation facilities, police and fire protection, schools, storm water drainage systems, water supplies, and waste water and refuse collection.

(F) Appeal of Decision. Any party adversely affected by a decision of the City Council to amend the text of this title or the zoning map may, within 30 days after such decision, appeal to the District Court as provided in Section 10-9a-801 et seq., Utah Code Annotated 1953, as amended.

(G) Effect of Approval. Approval of an application to amend the provisions of this title or the zoning map shall not constitute an approval of any conditional use, site plan, or other permit. Obtaining approval of such permits shall be in accordance with applicable provisions of this title.

(H) Effect of Disapproval. City Council denial of an application to amend the provisions of this title or the zoning map shall preclude the filing of another application covering substantially the same subject or property, or any portion thereof, for one year from the date of the disapproval, unless the Planning Commission determines a substantial change in circumstances occurred to merit consideration of the application or the

ECONOMIC DEVELOPMENT (cont.)

West Davis Corridor and Antelope Drive

The West Davis Corridor interchange will increase traffic flows in this area, creating opportunities to provide services and products to visitors of Antelope Island State Park and commuters. With the West Davis Corridor providing shorter commute times to Salt Lake International Airport and Salt Lake City, hospitality and regional employment centers become more feasible. These uses should be a priority for this node with medium to high-density housing, highway commercial, and big box retail as secondary priorities. This area will receive pressure to install billboards; these should remain prohibited as they currently are in the adopted Sign Ordinance.

2000 West and Antelope Drive (Town Center)

This focus area is generally accepted as the center of town. As such, it should remain the hub for economic development activities in the city where the highest residential and commercial densities are permitted. This node should become a mixed use area including residential development. Unified architectural and urban design themes reflecting the three themes identified above should be used to create a cohesive sense of place. Pedestrian activity should be prioritized with quality pedestrian amenities. Parking standards should be adjusted to allow for infill development in underused portions of large parking lots. This node should be designed as the best location to congregate for civic and celebratory events like voting, firework shows, parades, and Christmas tree lighting. A vibrant and active center of town contributes to a strong sense of place and identity.

1000 West and Antelope Drive

This focus area is currently anchored by a neighborhood grocery store. This area will likely continue to provide local neighborhood products and services. Commercial activity should be clustered closest to the intersection. Within the Shadow Point commercial development, there is a large, vacant anchor tenant building pad. Incentivizing investment to this under-utilized location should be a priority of the City. The site is shovel-ready and filling this space would likely spur additional investment. The properties further from the intersection should transition to office and commercial space with residential components. Medium-density residential is also appropriate in this node and should be used to provide a buffer where commercial uses and arterial roads are adjacent to single family homes.



Infill commercial development along Antelope Drive.

HOUSING

Our housing stock is about 92 percent single-family homes. Very few of those are attached housing units, and most were built prior to 1990. The City's preference is to remain a predominantly bedroom community maintaining the majority of our housing stock as single family dwellings. The city acknowledges that as population increases, a broader diversity of housing types will be needed and desired by our residents. Basement apartments and backyard cottage apartments also known as accessory dwelling units (ADU) are viewed as a preferred way of providing housing options, while also giving a financial boost to the homeowner. Townhomes are another acceptable option but should be limited to locations along arterial roads and major intersections. Townhomes are generally preferred over apartments. Apartments could be an appropriate use if located adjacent to existing commercial, along state highways, or near the West Davis Corridor interchanges. Attached housing is not wanted unless it is well designed to match the architecture and building height of surrounding development.

Moderate-Income Housing

The City sees the need to provide affordable housing options to its residents. As property values increase, so does the cost of houses. This creates a challenge to affordability, even apartments, townhomes, and ADU's can become un-affordable. Oftentimes, households that spend a large percentage of their income for housing struggle to afford adequate healthcare, education, and property maintenance. Also, when budgets are tight, fewer dollars are disposable to spend locally on entertainment and goods. The state requires that each city adopt an affordable housing component in its general plan to address this problem. In an effort to comply with the state affordable housing laws and plan for our future housing needs, an analysis of our housing stock has been provided in appendix 2.

In summary, our analysis found that recent increases in home values mean many of our residents will struggle to purchase a single-family home, even those earning an average wage. The average household brings in $75,961. per year. With that income, the average household could afford a $332,000 home. The average home purchase price in Syracuse in 2019 was $387,450. This of course is higher, meaning that prospective residents either stretch the budget, move elsewhere, or move into attached housing that usually costs less, but is at low supply. Research suggests that the concept of supply and demand is at play here. Syracuse can help alleviate the issue by increasing the supply of housing with the housing types for which there is market demand. Below is the city's preferred strategies chosen from the list of 23 affordable housing action items required by state law 10-9a-403(2)(b)(iii).

Action Items

The following is a list of items to focus on moving forward:

- Study barriers to creating ADU's on single family lots.
- Apply for a TLC grant with Wasatch Front Regional Council to commission a Housing Plan
- Create a mixed-use development zone
- Plan for increased supply and diversity of housing stock



GENERAL PLAN MAP

The General Plan Map is a guide for future development, identifying areas of the city where housing, business, industry, agriculture, and other land uses may be located. It is not a zoning designation and is not binding on the City Council, nor does it always follow parcel boundaries; parcels may have more than one general plan designation. Where there is a split, the general plan designation that occupies the majority of the parcel is the designation of that parcel, unless otherwise determined by the City Council with a recommendation from the Planning Commission. The General Plan Map designations are broad to include multiple zoning options. *See Table 1.* One designation may allow for multiple zones. Zoning decisions will be informed by the General Plan Map, but final land uses are always determined by the City Council. The following page will contain the General Plan Map.

General Plan Designation	Contemplated Zones
Low Density Residential	A-1, R-1, R-2, R-3, Cluster, RPC
Medium Density Residential	Cluster, R-3, RPC, PRD, Neighborhood Services
High Density Residential	R-3, PRD, Neighborhood Services, Mixed Use, G.C., P.O.
Commercial	G.C., P.O., Mixed Use, Neighborhood Services
Industrial	Business Park, Industrial, Research Park, G.C., P.O., Mixed Use
City Parks/Agriculture/Wetland	A-1
Civic	All zones

Table 1 – General Plan Map Designations and Corresponding Zones

Action Items

- Create a mixed-use zoning ordinance.
- Re-evaluate and make adjustments to the General Plan Map during open amendment periods.

General Plan Map

Last Amended: 09/10/19

Legend

- Syracuse Municipal Boundary
- Parks, Agriculture, Wetlands (A-1)
- Civic (All Zones)
- Low Denisty Residential (A-1, R-1, R-2, R-3, Cluster, RPC)
- Medium Density Residential (Cluster, R-3, RPC, PRD, Neighborhood Services)
- High Density Residential (R-3, PRD, Neighborhood Services, Mixed Use, G.C., P.O.)
- Commercial (G.C., P.O., Mixed Use, Neighborhood Services)
- Industrial (Business Park, Industrial, Research Park, Mixed Use, G.C., P.O.,)
- Future West Davis Corridor & SR-193
- Future West Davis Corridor Interchange

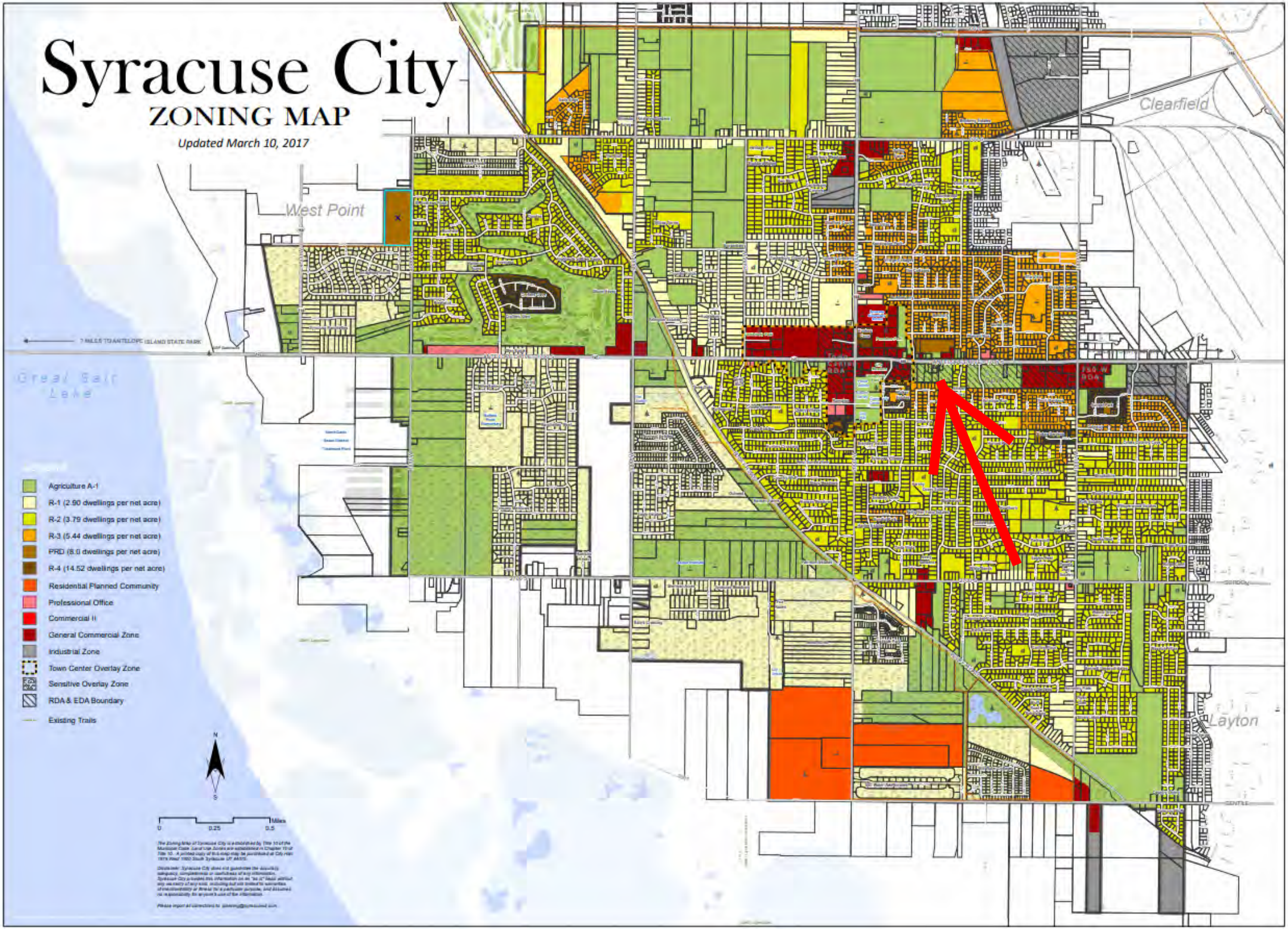
N

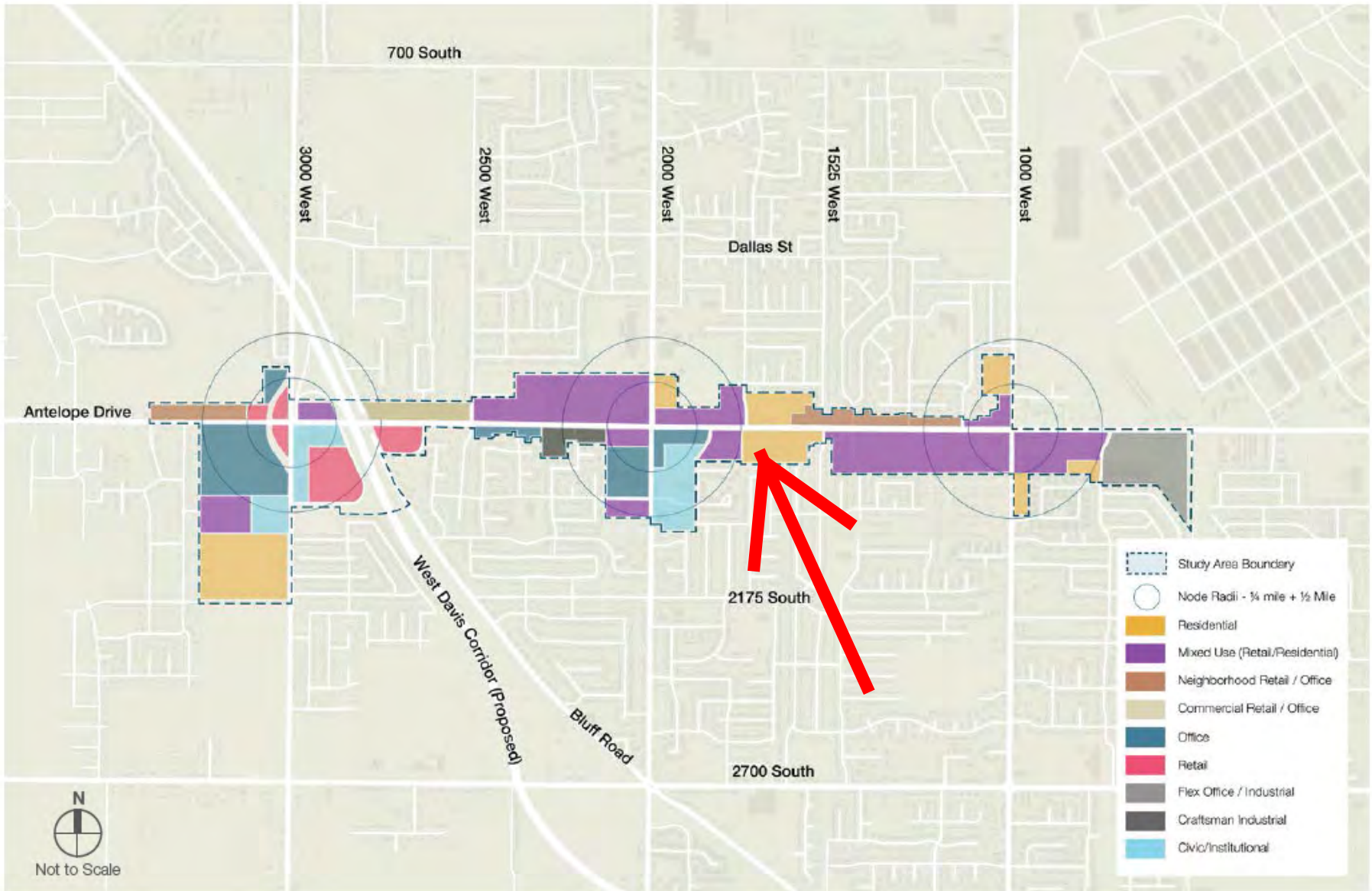
0 1 Miles

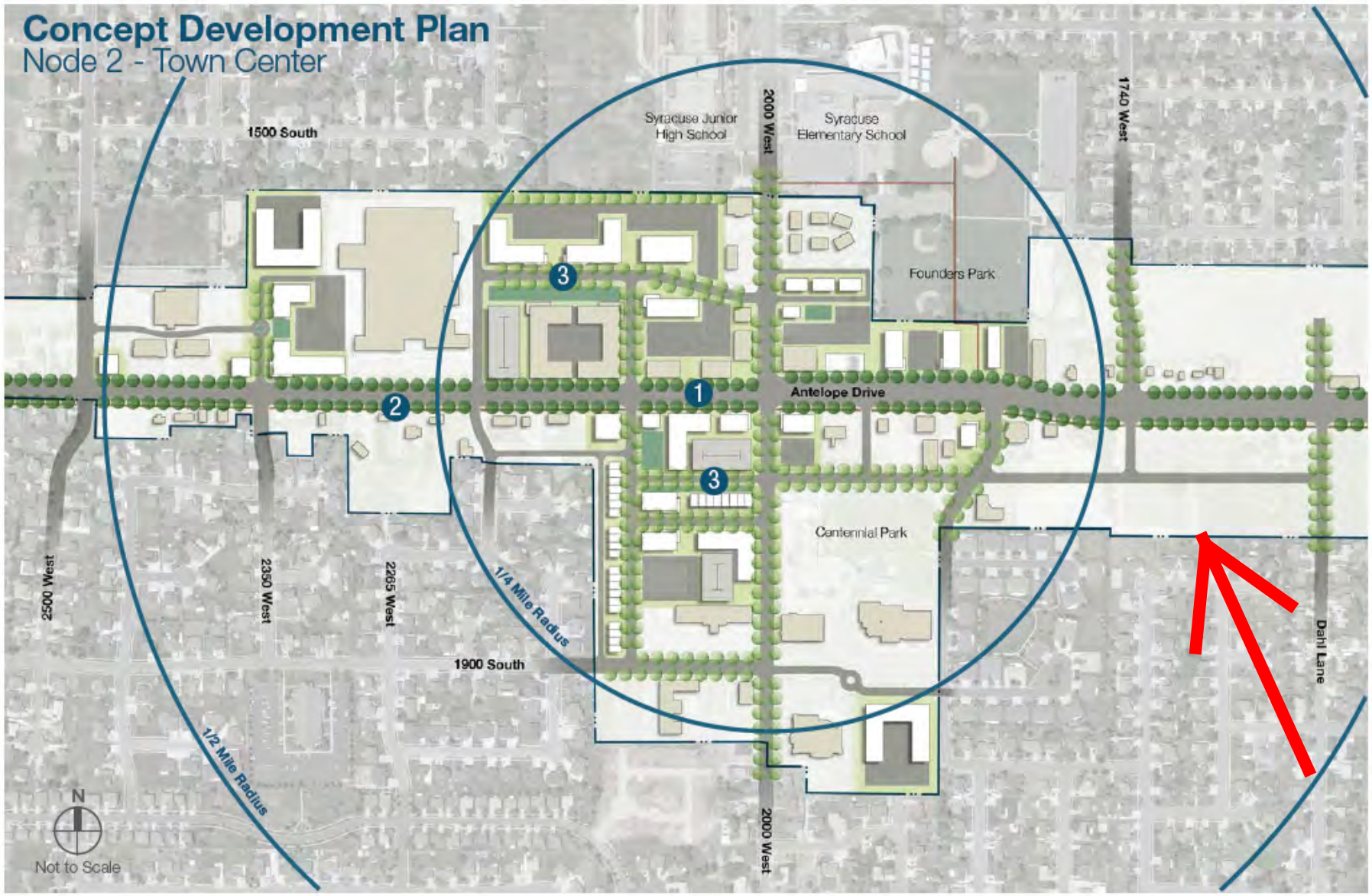
Syracuse City

ZONING MAP

Updated March 10, 2017




700 South
3000 West
2500 West
2000 West
1525 West
1000 West
Dallas St
Antelope Drive
West Davis Corridor (Proposed)
Bluff Road
2175 South
2700 South
N
Not to Scale
Study Area Boundary
Node Radii - ¼ mile + ½ Mile
Residential
Mixed Use (Retail/Residential)
Neighborhood Retail / Office
Commercial Retail / Office
Office
Retail
Flex Office / Industrial
Craftsman Industrial
Civic/Institutional


Concept Development Plan
Node 2 - Town Center
1500 South
Syracuse Junior High School
Syracuse Elementary School
2000 West
1740 West
Founders Park
Antelope Drive
Centennial Park
2500 West
2350 West
2265 West
1900 South
1/4 Mile Radius
1/2 Mile Radius
Dahl Lane
N
Not to Scale

Town Center - Land-Use

INTENT

The land-uses in this node integrate both the Town Center and Mixed-Use place types together in order to synergize the energies of both. This creates a place where professional offices can tuck next to commercial retail and restaurants, and adjacent to open space. This is a not just a commercial center, but a livable place where you can eat your lunch or walk your dog.

Buildings are encouraged to be vertically mixed-use, wherever feasible, with ground floor retail on office and residential buildings. However, focus should be on lining the Antelope Drive, first and foremost, with the newly created internal streets becoming a a secondary priority for creating a walkable retail street.



Review for compliance with the Mixed-Use Development Zone (MXD) Chapter 10.92

Completed by: Noah Steele
Date Completed: 11-11-20
Plans Reviewed: 11-10-20 site plan, 7-15-20 elevations, 9-24-20 updated elevations for Office2 and Building C

Existing Ordinance	Staff Analysis
10.92.010 Purpose To create a zone which will provide traditional neighborhoods where residents can work, play, shop, and live that are strategically designed to create a symbiotic relationship by allowing for a combination of commercial and residential uses. These neighborhoods are meant to boost the city's daytime population, which is anticipated to support local businesses and increase sales tax revenue. This zone will be the most urban atmosphere within the city. Projects within the zone are anticipated to provide context-sensitive architecture, art, entertainment, convenience, alternate housing types, affordability, and active lifestyles through recreation amenities on site and improved sidewalk connections to destinations off site. Residential use may be applied to existing commercial areas, or commercial uses inserted into existing residential areas if the goal is to increase jobs and/or increase sales tax, and the development scale is compatible with its surroundings. [Ord. 19-17 § 1 (Exh. A).]	The new residents are likely to frequent the town center businesses and nearby Centennial Park. Please review photos of surrounding development and concept renderings to decide if design is 'context sensitive'. Surrounding building heights are about 20-30' tall but the proposed buildings are about 40'. Many on site amenities like pool, hot tub, clubhouse. This has a large 3 story office building proposed as part of the project.
10.92.020 Permitted Uses The following uses, and no others, are permitted by right provided the parcel and/or building meet all other provisions of this title and any other applicable ordinances of Syracuse City: (A) Restaurants, no single tenant/stand-alone; (B) Professional office; (C) Professional nonretail services; (D) Retail, no automotive maintenance, gas, or repair; (E) Churches, synagogues, and temples; (F) Dwellings, multifamily, up to 24 attached per building; (G) Dwellings, townhomes, up to six attached per building; (H) Dwellings, single-family detached; (I) Household pets;	Multi-family Dwellings permitted under F. Office permitted under (B) Retail permitted under (D). Other commercial uses unknown at this time. Building 'A' has 34 units. Max of 24 per building – Pending ordinance amendment

(J) Public and quasi-public buildings; (K) Club houses and recreational facilities; (L) Public parks. [Ord. 19-17 § 1 (Exh. A).]	
10.92.030 Conditional Uses The following, and no others, may be conditional uses permitted after application and approval as specified in SCC 10.20.080: (A) Minor home occupations (minor); (B) Accessory dwellings (major, allowed with single-family detached units only); (C) Temporary commercial uses (see SCC 10.35.050) (minor); (D) Accessory structures (minor, allowed with single-family detached only). [Ord. 19-17 § 1 (Exh. A).]	Will have accessory structures that will require CUP
10.92.040 Development Standards All lots shall be developed and all structures and uses shall be placed on lots in accordance with the following standards: (A) Minimum Lot Standards. (1) Lot width: no minimum or maximum. (2) Front yard setback: 20 feet minimum, 40 feet maximum. Fifteen feet minimum allowed if adjacent to an enhanced streetscape featuring all of the following: widened sidewalk, on-street parallel parking, and outdoor cafe style seating. Measured from the back of right-of-way or private drive to front building foundation. (3) Side yard setbacks: as measured from foundation to adjacent property line; 10 feet minimum or as approved by Planning Commission. As measured between building foundations, 16 feet minimum. (4) Rear yard setback: as measured from foundation to adjacent property line or between buildings, 20 feet.	Meets front setbacks – Meets side setbacks Meets rear setbacks
(B) Density. Unit densities and housing product types shall be distributed on site with extreme sensitivity to adjacent development type and density. Units per acre shall be tapered down when near property boundaries of single-family development. Density is form based, no minimum units per acre.	Neighbors are arguing that the three-story apartment next to one-story residential is not showing 'extreme sensitivity'. Developer argues that 85' off the boundary is 'sensitive', and 'tapered down'.

(C) Mixed Use Required. (1) One hundred percent residential projects are prohibited. (2) Apartment complex sales offices may not be the project's sole commercial space. (3) The development agreement shall require that the commercial component of the project cannot be omitted and shall run with the land. (4) The developer may partner with owners of off-site commercial projects to develop the required commercial square feet of the proposed project. This may be accomplished by building new buildings on empty pad spaces, attracting tenants that sign long-term leases in empty building space, enhancing circulation with cross access agreements, or assisting in the enhancement of the partner site in other mutually beneficial ways. City Council, with recommendation from Planning Commission, must find a direct benefit between the proposed residential units and the commercial project to exercise this option. This option is available at the developer's request with the consent, desire, and agreement to partner from the owners of the existing commercial project. The agreed to enhancements to the partner site in this option must be completed before the first residential unit receives final occupancy. Details of the partnership obligations are to be included in the development agreement and shall be binding. (a) The commercial component of the project may be split on and off site. The combined total commercial square footage provided shall be greater than or equal to the required square footage of commercial which is based upon the height of the proposed buildings. Distribution of on- and off-site commercial square footages shall be based on the assessment of unique site characteristics that lends itself to commercial viability and by the following: (i) Properties within the town center overlay zone may build on- and off-site commercial in any combination, but no more than 70 percent of the required commercial may be located off site. The partner site must be located next door, sharing a property line with the proposed mixed use project.	~~50,800 sf~~ 43,000 sf commercial provided in a stand-alone three-story office building and a second two story office building where the 'old white house' stands. Multiple landowners but everything provided on-site.

(ii) Properties outside the town center overlay may build on- and off-site commercial in any combination. The partner site must be within one-quarter mile of the proposed mixed-use project. (5) For a space to qualify as counting toward the required commercial square footage, it must not be accessory to the residential units, meaning to have separate utility connections, dedicated parking that is near the business entrance, a separate entrance, separate restroom, and appropriate fire separation between differing uses. Office, medical office, assisted living, retail space, or other uses deemed beneficial by City Council are to be considered commercial. Industrial uses like warehousing or storage units are not considered to be commercial uses. Also, parking areas, trash, outdoor dining, or other outdoor storage areas do not count towards the required commercial square footage.	Meets ordinance.
(D) On-Site Amenities and Landscaping. (1) Common Space Amenities. The project shall develop common space amenities proportionate to and in relation to the scale and resident demographics of the proposed project. Amenities shall be privately owned and managed by an HOA. Amenities must be chosen from the following list as required in the following table: Number of Units: Amenities Required 0 – 20 : 1 20 – 40 : 2 40 – 60: 3 60 – 80: 4 80 – 100: 5 100 +: 6 (2) List of Amenity Examples. Select from list the number required from table above: (a) Water amenities (for example: pools, hot tubs, steam room);	Meets ordinance. Clubhouse, gym, pool, hot tub, tot lot, green open spaces.

(b) Sport amenities (for example: tennis, pickleball, lighted basketball courts); (c) Community gathering amenities (for example: play structure, village green, pavilion, outdoor kitchen); (d) Other amenities deemed appropriate by the Planning Commission.	
(3) Open Space. A minimum of 20 percent of the project area shall be landscaped.	appear to meet ordinance.
(4) Street Trees. One street tree shall be planted at least every 30 feet along adjacent public street frontages in accordance with the street tree species guide in SCC 10.30.070.	Yes
(5) Buffering between land uses as required in SCC 10.30.080.	Buffer C is required which is 6' vinyl, composite, or Precast concrete fence with 10' wide landscape with 1 tree and 5 shrubs every 50'. 8' vinyl fence proposed – Planning Commission to make recommendation on fence type during site plan if zoning granted.
(6) In-Lieu Fee for Required Open Space or Amenity. An in-lieu fee may be accepted for the development of a nearby City park under the following conditions:	
(a) The developer initiates a request to pay a fee in lieu of required common space by petitioning the City at the same time that the concept plan is under review.	No in-lieu
(b) The proposed project shall be located within one-half mile (measured in a straight line) of an existing or future Syracuse City park as identified in the adopted parks master plan. Measurement shall be made from the nearest property line of the park to the nearest property line of the development project.	
(i) The in-lieu fee shall not be approved if any portion of the proposed development is further than one mile from the nearest receiving park property boundary.	
((6) In-Lieu Fee Continued) (ii) The park property to receive the fee money shall be identified and approved in conjunction with the concept plan.	
(c) Qualification of an off-site location to receive in-lieu-of-common-space fees shall be approved by City Council based upon the development needs and priorities stated in the adopted parks	

	master plan, and such qualification shall be decided at the time that the Council reviews the concept plan. (d) The spending of in-lieu fees shall be limited to the determined off-site receiving location and for no other civic or private use. (e) If the City Council does not accept the request for in-lieu fees based off the qualifiers stated herein, the development shall build the on-site common space as required by the MXD zone. (f) If a fee is accepted in lieu of common space, the project will nevertheless be required to build at a minimum: 15 percent landscaping of the total project land area. All on-site landscaping and common space amenities shall be maintained by an HOA. (g) The fee money will be due to the City prior to recording of the final subdivision plat proportionate to each phase or prior to accepting a building permit, as applicable. (h) Development may be allowed on the land that has been accounted for through the collection of in-lieu fees at a density not to exceed the maximum prescribed by the zone. (i) In-lieu fees shall be calculated on an individual basis. In-lieu fee amount shall be roughly equivalent to the value of forgone on-site common space area(s) and improvements. Fees shall be determined using mutually accepted methods for cost estimating the dollar amount needed to build the equivalent park improvements and acquire the land needed for said park space. Credit for on-site common space developed beyond the minimum 15 percent identified in subsection (D)(6)(f) of this section, and actually built within the development, may be subtracted from the estimated fee due. (j) The agreed-upon fee amount, percentage of provided on-site and off-site in-lieu fee, and park development cost per square foot shall be included in a development agreement.	

(E) Site Design. (1) Buildings shall be positioned on the site so that all first-floor front doors face the public road or private drive. (a) Where front and rear frontage to two roads or driveways exists, the road or driveway with the largest width and traffic counts shall be the direction the front door faces. (b) If frontage to the intersection of two roads or drive aisles exists, the building entrance(s) shall face toward the point of intersection of the two centerlines with a chamfered edge. (c) Entryways shall not face toward the rear or side lot line of abutting property with single-family residential zoning or use. (2) Terminating vistas shall be incorporated by centrally and prominently placing public art, landscaped monument signage, or building facades perpendicularly at the visual endpoint of streets and drive aisles. (3) Garage doors shall not face public roads. Where double frontage exists, the garage door may face the lesser of the two roads or be side-facing. (4) The development design shall include direct automobile access to a public roadway on a full-width publicly dedicated right-of-way or private drive meeting International Fire Code (IFC) standards. (5) All building entrances shall be directly connected to the public sidewalk with pedestrian walkways. These walkways must use differing material when crossing driveways. Decorative landscaping shall be included for one and one-half feet on one or both sides of all private walkways leading to front doors and/or residential breezeways. (6) Cross-access for automobiles and pedestrians to and from abutting properties is required where possible. (7) On-site and off-site pedestrian sidewalks and shortcuts are required to increase access to adjacent shopping, employment, parks, or other amenities.	Meets ordinance Meets ordinance meets ordinance none provided, may be developed further during site plan. Meets ordinance Will need UDOT approval for connection to Antelope. Proof of approval needed before building permit. Elevations show front doors facing out and but sidewalks to each front door missing, only provided to stairway entry. Meets ordinance. Cross access to Heritage and Dahl provided. Dahl Lane –Change label to 'private driveway with public cross access easement'. Contingent on UDOT approval. A sidewalk to Walker Estates was proposed but faced extreme opposition by residents. Sidewalk has since been removed.

(F) Architecture. (1) Vertical mixed use motif architecture is required on all buildings within the mixed use zone. (2) Vertical mixed use motif is defined as containing the following elements: (a) Horizontal and/or vertical variation in wall or roof plane between each unit intended to give the appearance of multiple buildings built over a long period of time; (b) Varying window size and height with each segment; (c) Roofs of varying styles with each segment; (d) Large first floor windows and/or storefronts covered by canopy or trellis; (e) First floor storefronts with varying styles on each segment such as bay or recessed entries; (f) Entrance door on chamfered angle when on corner; (g) A design including similar architectural features to the example image below, but not construed as a requirement to match exactly:	Meets ordinance. Front elevations for all buildings provided. Either flat or pitched roof of smaller office building needs to be decided which is preferred. Meets Ordinance. Three different elevations provided to ensure variety.
	See screenshot of proposed project below

	
<u>Old text</u> (3) Building Height. A maximum height of 35 feet from ground to the top of the roof structure. Buildings located adjacent to existing single-family detached homes shall be a maximum of two stories and/or 30 feet, whichever is shorter. A bonus height up to 40 feet or three stories, whichever is shorter, is permitted for buildings with leasable first-floor commercial. Non-habitable towers, parapets, or other decorative architectural features, excluding roof structure, shall be allowed over 35 feet but not to exceed 45 feet.	

<u>New text</u> (3) Building Height. (a) Maximum allowed height and resulting densities will be allotted based on the provided square feet of leasable commercial space using the ratios below. Calculations for the entire project will be based on the tallest building. (i) Required Commercial Square Feet to Maximum Height Ratios. A. One story/maximum 15 feet allowed if: 12 square feet commercial/1,000 square feet residential. B. Two story/maximum 30 feet allowed if: 24 square feet commercial/1,000 square feet residential. C. Three story/maximum 40 feet allowed if: 36 square feet commercial/1,000 square feet residential. (b) Buildings located within 85 feet (measured from foundation to property line) to existing single-family detached homes, or one-story attached duplex, triplex, or fourplex, shall be a maximum of two stories and/or 30 feet, whichever is shorter. (c) Nonhabitable towers, parapets, or other decorative architectural features, excluding roof structure, shall be allowed, but not to exceed 45 feet.	Meets ordinance – 6,944 required – 43,000 provided. Office height is 40’ with tower up to 45’ Building A is 33’ but with corner tower to 45’. Building B is 39’ Building C is 41’9” to tower and 33’ to roof. Buildings located 85’ from property line except garages as allowed as accessory structure CUP.
(4) If commercial spaces have residential above or below, they shall be designed to meet building and fire codes to support the commercial use.	Will ensure compliance at future site plan/building permit as applicable
(5) All buildings and project site areas are required to meet the design standards found in Chapter 10.28 SCC.	Will ensure compliance at future site plan/building permit as applicable
(6) If no commercial exists on the bottom floor and if the building is directly abutting a road, or is on a corner, its facades shall at a minimum be designed with the mixed-use motif architecture as defined above.	Meets ordinance

(7) If a building is located on the corner of two roads, the building shall have a prominent tower or architectural feature of greater height than the rest of the building. The tower or feature shall be rotated so the center point of its outer wall faces the point of intersection of the two road centerlines.	Meets ordinance
(8) Buildings which are entirely residential without leasable commercial space mixed in the same building are only allowed if all the following apply: (a) Are within 1320 feet of existing retail or office building(s) measured in a straight line between the closest portion of each building; and (b) Are connected and accessible to adjacent commercial or office building(s) with a paved ADA-compliant pedestrian walkway; and (c) Are located entirely without any road or corner frontage.	Interior buildings are all residential but qualify to do so per this section.
(9) Buildings which are entirely commercial are permitted only if all the following apply: (a) Are located with frontage on a street or corner, or part of a contiguous block of commercial buildings which do have frontage; and (b) Conform to the vertical mixed use architectural motif; and (c) Have at least two stories.	Meets ordinance.
(10) Maximum building length is 200 feet.	Meets ordinance
(11) Horizontal rooflines shall vary at a minimum of every 30 feet. Variation can be accomplished by: (a) Vertical offset in ridge line; (b) Gables; (c) Parapets; (d) Cornices; (e) Dormers; (f) Vegetated terraces; (g) Trellises; or	Meets ordinance

(h) Other architectural features such as portals, balconies, or porches.	
(12) Buildings designed with completely flat facades and monotone color schemes are not permitted.	Meets ordinance
(13) All buildings must have articulation of all facades.	Insufficient information to determine. Future site plan application will add detail. Only have front elevations at this point.
(14) At least one significant horizontal facade variation in the wall plane is required at least every 60 feet.	Meets ordinance on front façade.
(15) Duplicating building facades adjacent to each other on the same side of the street or in a repeating pattern shall not be allowed. This may be accomplished by varying the number of stories, roof type (including shed, gable, hip, Dutch, dormer roofs, etc.), or ridgeline directions to create variation. Color variation alone is not sufficient.	Applicant has created 3 different elevations to provide variety.
(16) Architectural variation between each building segment is required.	Meets ordinance
(17) Garages shall not be the major architectural feature of any building.	Meets ordinance. 'Tuck under' garages do not face road. Detached garages are around perimeter away from road.
(18) All units abutting to a public roadway shall utilize rear or side facing garages.	Meets ordinance
(19) Entrances shall be pronounced with porticos, awnings, arches, columns, gables, porches, stoops or other three-dimensional architectural features.	Meets ordinance
(20) Front doors to ground level apartment units shall face the road or front of the building and not towards a shared hallway.	Meets ordinance
(21) The stairway leading to upper level units shall be located on the front of the building with a prominent architectural storefront creating a welcoming and defined entrance lobby. Window or blade signage located on the storefront should clearly label the building number and project name.	Meets ordinance

(22) First floor apartment, townhome, and single-family unit entryways shall feature a covered front porch with enough space for two chairs and a walkway.	Mees ordinance
(23) A minimum of three colors and materials per exterior elevation is required.	Meets ordinance
(24) Exterior surface materials on every facade shall meet the requirements for front exterior walls found in SCC 10.30.020(B) with the exception that no vinyl siding shall be permitted on any side. [Ord. 19-17 § 1 (Exh. A).]	Materials – Elevation A - not compliant - brick 40%, cement 45%, stucco 15% , Elevation B – not compliant - Brick 29%, Cement 56%, Stucco 15%, Elevation C – Compliant - Brick 28%, Cement board 72%, Office 1 – not compliant - not provided. Office 2 appears to be compliant, but numbers not provided. 10.30.020 (B) says option 2 is 30% brick if cement board – if stucco (option 1), brick rock stone has to be 75%.
10.92.050 Development Process All projects within the mixed-use zone shall enter into a development agreement with the city. The agreement must be approved by City Council concurrently with the rezone request. The agreement shall include the square footage of all proposed uses and the number of proposed residential units. Colored concept plans and exterior elevations shall be included as exhibits in the development agreement. Upon application for the mixed-use development zone, the developer shall provide colored architectural elevations and colored concept plans showing the architecture and design of the proposed development. Elevation drawings shall include building materials and a table showing the square footage of each material, building height, and the total square footage of each facade. The concept plan shall include the location of each proposed building labeled with use and square footage, parking areas and number of stalls, existing buildings, existing mature trees, proposed amenities, landscape areas, proposed trees, and shrubs. The plan shall also include a table of the total site acreage, total combined building square footage, square footage of each proposed building, square footage of each use in each building, number of residential units in each building, number of commercial and/or office spaces, number of parking spaces, and total	Meets ordinance. Need updated colored concept plan. No material sf provided, only percentages. Percentages/sf not provided for office. Material sf and percentages provided for Elevation C only. Preserve large trees. There are lots of great big trees on site, would like to preserve as many as possible. Existing trees not identified on plan.

square footage of landscape areas. Upon zoning approval, the development plans shall be a binding zoning document that runs with the land. If zoning is granted, prior to construction all projects shall: submit a site plan application to be reviewed by the Architectural Review Committee and Planning Commission as detailed in SCC 10.20.090, submit a building permit application, and complete a pre-construction meeting with the Building Department. [Ord. 19-17 § 1 (Exh. A).]	
10.92.060 Off-street parking and loading No off-street parking stalls shall be allowed to be located between the front building facade and the public right-of-way or within any front yard. Enclosed garages are not required for residential units within the mixed-use zone. Parking for residential units shall be provided at a minimum ratio of two stalls per unit – one stall for the resident and one stall for visitors. Resident parking shall be located no further than 100 feet from the unit. Shared parking agreements with adjacent commercial uses for visitor parking are encouraged. Otherwise, off-street parking and loading shall be provided as specified in Chapter 10.40 SCC. [Ord. 19-17 § 1 (Exh. A).]	2 required. 2.1 stalls/unit for project provided. Industry average for apartments is 1.7 stalls per unit. Tandem parking not allowed per *10.40.030 (E)* – *Ordinance amendment pending*.
10.92.070 Signs. The signs permitted in this zone shall be those allowed in residential or commercial zones as applicable, as specified in Chapter 10.45 SCC. Home occupation businesses shall be limited to first floor window or first floor blade signs not to exceed four square feet. Businesses located in buildings with residential units on upper floors shall not install signage higher than the first floor. [Ord. 19-17 § 1 (Exh. A).]	Will be evaluated with future application as required.

Project Name: Dahl Mixed Use

Address: 1701 W Antelope Drive

Applicant: Jerry Preston – Elite Craft Homes

Summary of Proposed Project: Mixed Use of Residential Apartment and Commercial.

Applicable Ordinance and Staff Comments:

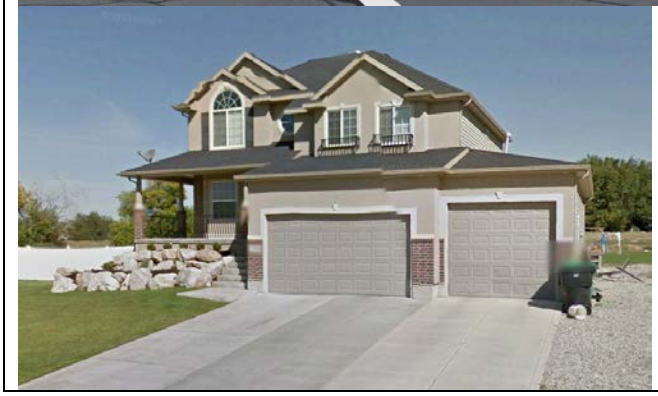
Ordinance Text	Staff Analysis
10.20.070 Zoning map and text amendments. (E) Approval Standards. A decision to amend the text of this title or the zoning map is a matter of legislative discretion by the City Council and not controlled by any one standard. However, such changes shall be consistent with the current general plan and general plan map, and in making an amendment, the City Council should also consider:	The General Plan map has designated this property as 'High Density Residential'. It is only one of three properties in the city with the designation chosen because of its frontage on a state road and proximity to existing commercial centers. A High-Density Residential map designation anticipates multiple possible current zoning options including: Cluster, R-3, Neighborhood Services, Mixed Use, G.C., and P.O. as zones contemplated to be appropriate within the designation. The housing section of the text of the general plan explains, "Apartments could be an appropriate use if located adjacent to existing commercial, along state highways, or near the West Davis Corridor interchanges. Attached housing is not wanted unless it is well designed to match the architecture and building height of surrounding development." The proposed project is located adjacent to an existing office center called 'Heritage Lane Commercial Plaza, and along SR-108 also known as Antelope Drive. The words 'well designed' and 'matching' are somewhat subjective and up for interpretation by council. The proposed development features brick, stucco, arches, towers, warm colors, is three stories tall, and has some flat roof parapets and towers. The surrounding development to the south is one- and two-story single-family homes and a 55+ community called 'Walker Estates'. Walker Estates is one story duplexes with brick facades. Heritage Lane Commercial Plaza is one story featuring stucco and brick. Please refer to pictures below and compare to provided elevation drawings of proposed structures to evaluate if they are 'well designed' or 'matching'.
(1) Whether it would be harmonious with the overall character of existing development in the vicinity of the subject property, or in cases of text amendments, in areas governed by the amended text;	Once again, the word 'harmonious' can be a subjective term up for interpretation by council based off their familiarity with the existing surrounding development.
(2) Whether it would be consistent with the standards of any applicable overlay zone and, in cases of text amendments, harmonious with areas governed by the amended text;	This is not part of an overlay zone or part of a text amendment.

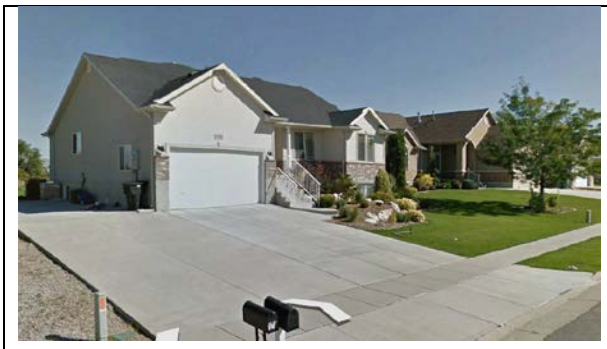
(3) The extent to which it may adversely affect adjacent property; and	This project, just like any new residential development, will add traffic, noise, light, and even smells to the neighborhood. Analyzing whether the development will adversely affect the adjacent property is also somewhat subjective, but the effects can be mitigated by landscape buffering and added distance between the new and existing structures. The project is proposing a landscape buffer with one tree and 5 shrubs every 50 feet along the south and west edges and has located enclosed one-story garages and 2 dumpsters along the southern property line in some areas and a detention basin on the western edge. The closest building to the southern line is approximately 85 feet away and is a 3-story apartment building. The closest building to the eastern line is approximately 85 feet away and is a three story apartment buidling.
(4) The adequacy of facilities and services intended to serve the subject property, including but not limited to roadways, parks and recreation facilities, police and fire protection, schools, storm water drainage systems, water supplies, and wastewater and refuse collection.	There have been many concerns expressed over capacity of roads and other city provided services: Roadways – The vast majority of the project's traffic will utilize the UDOT owned and maintained Antelope Drive which is a 5-lane major arterial that is 110' wide. The 2017 AADT (annual average daily traffic) on Antelope in this section is 26,000 cars per day. According to the Institute of Transportation Engineers 'Trip Generation Manual', residential apartment complex of three stories will generate approximately 5.44 daily trips per unit. The proposed 254 units will add approximately 1,381 trips per day. While this does add to the traffic on Antelope, there is capacity on the facility to absorb the added trips as it was widened in 2006 with population build out projections in mind. The most impacted local roads will be Heritage Land and Dahl Lane. It is anticipated that most traffic from the development will utilize Antelope Drive instead of driving south on Dahl and Heritage as there are not any major landmarks within the area and speed limits are lower than Antelope. Dahl lane has been stubbed at the property line for many years in anticipation of future development. The city's maximum cul-de-sac length and maximum block length requirements preclude Dahl land from becoming a permanent dead end road. This connection will improve fire response times to the neighborhood and will provide better circulation for the neighborhoods to the south who would be able to access Antelope more directly after the extension. The project design features two driveways to Antelope and a cross access connection to the existing office plaza to the west which will help disperse traffic and add options. The city's transportation master plan can be found online here. https://www.syracuseut.gov/DocumentCenter/View/579/Transportation-IFFP-PDF?bidId= All impact fees will be collected on the project to contribute in bringing the plan into fruition.

	Utilities - All required utilities for the project are available in Antelope Drive, Heritage lane, and Dahl Ln. It has been reported that there is enough culinary water to serve the project and secondary irrigation water will be required to be dedicated to the city before development occurs. The project will contribute significant amounts of impact fees that can be used towards utility improvements as needed. Parks- The proposed development will be required to provide on site amenities, but the residents will also need access to our city parks and to our recreation programs. Two parks are located nearby in Centennial Park and Founders Park, but Founders requires crossing Antelope to get there. The parks are not to capacity for average leisure use, but the youth recreation programs has been growing and space on teams and practice space on fields can be competitive. The private on-site amenity package should alleviate some pressure. The project will contribute significant amounts of impact fees that can be used towards our parks. Schools – Education is not under the purview of the city but under the Davis School District. The city meets frequently with their planners to inform them of the high growth areas so they can plan accordingly. The district owns two elementary school sites on 2000 W and will build when the need is justified. Also, there is a junior high site on 700 s that is in West Point, but the south border is shared with Syracuse. It is anticipated that the demographic in this project will include some families, but the majority will be young married, and single adults, resulting in a lower than average percentage of added school aged children compared to single family development. Regardless, this project will add students to the system and the school district will have to plan accordingly. The project includes 3, 2, and 1-bedroom units. Fees – If/When the project applies for a building permit, impact fees will be assessed and charged that can be used to mitigate impacts to our systems. Here is the link to the consolidated fee schedule which lists each fee. https://syracuseut.gov/174/Impact-Fee-Plans . https://www.syracuseut.gov/DocumentCenter/View/147/Consolidated-Fee-Schedule-PDF . There are impact fees that will be collected for parks ($2,393 per household), transportation ($451 per unit), culinary water, secondary water, sewer, storm water, and public safety. In addition to impact fees, there will be connection fees inspection fees, and application fees, all designed to cover the cost of staff time and cost of providing services to the residents and tenants of the project. Fire and Police - The added population will result in added calls to the project for both fire and police. This added burden is planned for in the public safety impact fee facilities plan. The plan can be found here; https://www.syracuseut.gov/DocumentCenter/View/574/Public-Safety-IFFP-PDF?bidId= .




WALKER
ESTATES

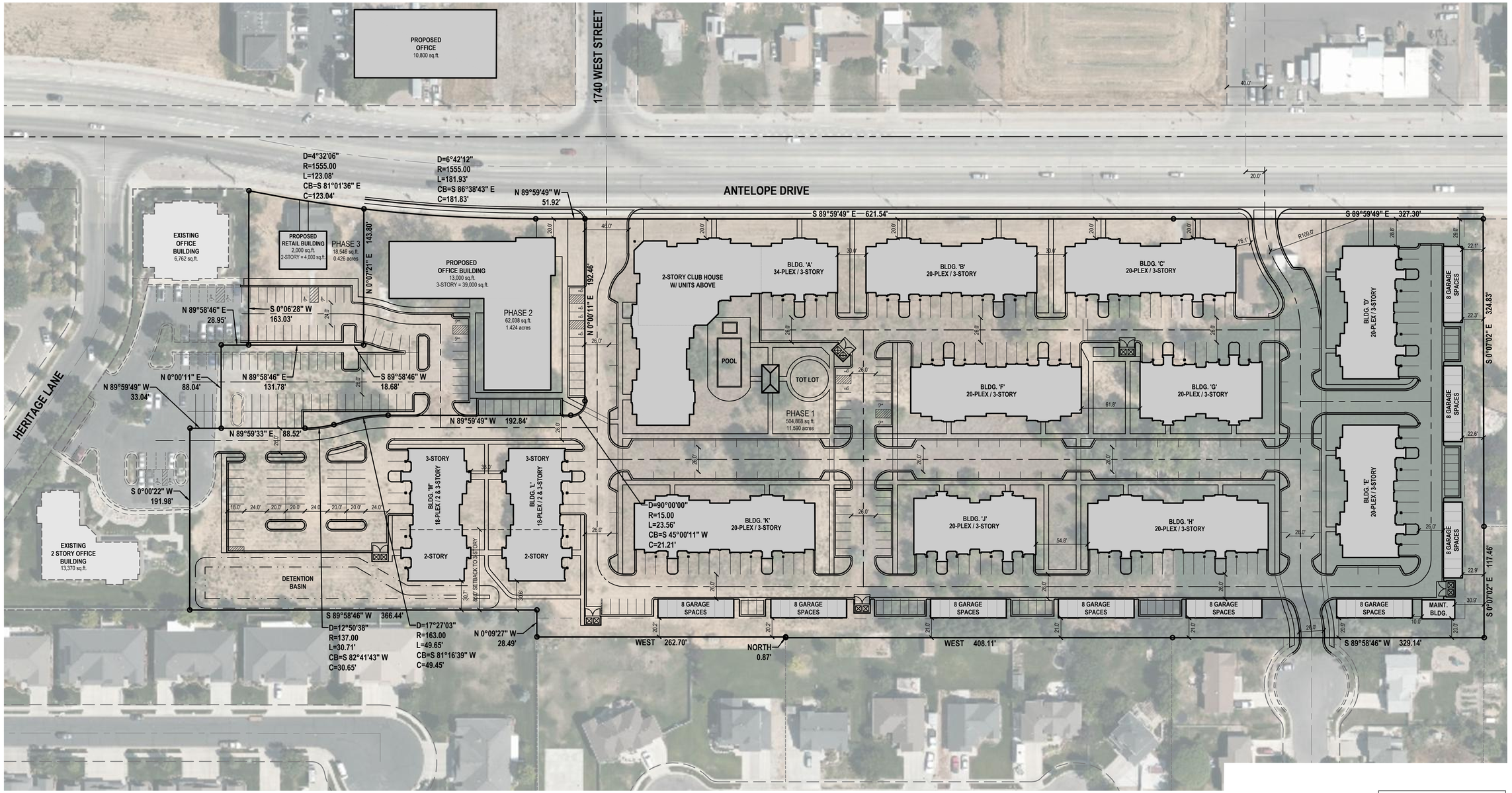






811 Know what's below. Call before you dig.

CALL BLUESTAKES @ 811 AT LEAST 48 HOURS PRIOR TO THE COMMENCEMENT OF ANY CONSTRUCTION.



HORIZONTAL GRAPHIC SCALE

50 0 25 50 100

(IN FEET)

HORZ: 1 inch = 50 ft.

PHASE 2 & 3 PARKING TABLE	
EXISTING HANDICAP STALLS	4
NEW HANDICAP STALLS	8
EXISTING STALLS	39
NEW STALLS	112
TOTAL BUILDING AREA	43,000 sq.ft.
TOTAL REQUIRED	129
TOTAL PROVIDED	163

PHASE 1 DENSITY TABLE	
RESIDENTIAL AREA	11.2 ACRES
NUMBER OF UNITS	250 UNITS
DENSITY	22.3 UNITS/ACRE

PHASE 1 PARKING TABLE	
HANDICAP STALLS	4
STANDARD STALLS	98
PARALLEL STALLS	75
GARAGE STALLS	72
TUCK-UNDER GARAGE STALLS	126
TANDEM STALLS	126
TOTAL STALLS	501
VISITOR PARKING	0.25 STALLS X UNIT = 63

PHASE 1 MIX TABLE			
1 BED	76	30.4%	1.5 STALLS X UNIT = 114
2 BED	110	44.0%	2 STALLS X UNIT = 220
3 BED	64	25.6%	2.5 STALLS X UNIT = 160
TOTAL UNITS	250		

ENSIGN
THE STANDARD IN ENGINEERING

LAYTON
1485 W. Hill Field Rd., Ste. 204
Layton, UT 84041
Phone: 801.547.1100

SALT LAKE CITY
Phone: 801.255.0529

TOOELE
Phone: 435.843.3590

CEDAR CITY
Phone: 435.865.1453

RICHFIELD
Phone: 435.896.2983

WWW.ENSIGNENG.COM

FOR:
CLIENT
CLIENT'S ADDRESS
CLIENT CITY STATE ZIP
CONTACT:
CLIENT CONTACT
PHONE: 801-000-0000

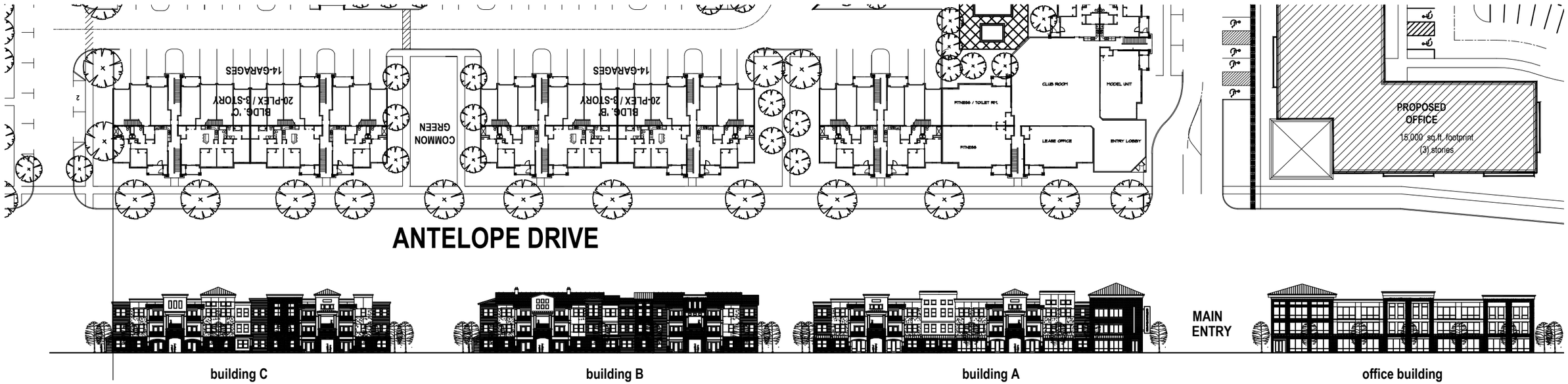
SYRACUSE APARTMENTS

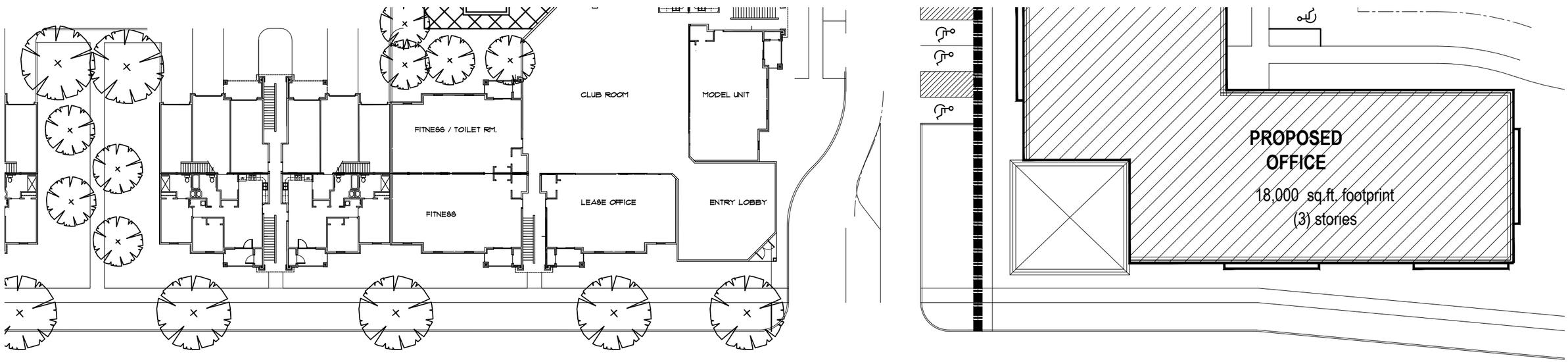
1750 WEST ANTELOPE DRIVE
SYRACUSE, UTAH

CONCEPT PLAN

PROJECT NUMBER 8072A
PRINT DATE 11/10/20
DRAWN BY M.ELMER
CHECKED BY C.PRESTON
PROJECT MANAGER C.PRESTON

1 OF 1


14-GARAGES
20-PLEX / 3-STORY
BLDG. 'C'
COMMON GREEN
14-GARAGES
20-PLEX / 3-STORY
BLDG. 'B'
CLUB ROOM
MODEL UNIT
FITNESS / TOILET RM.
FITNESS
LEASE OFFICE
ENTRY LOBBY
PROPOSED OFFICE
15,000 sq.ft. footprint
(3) stories
ANTELOPE DRIVE
MAIN ENTRY
building C
building B
building A
office building





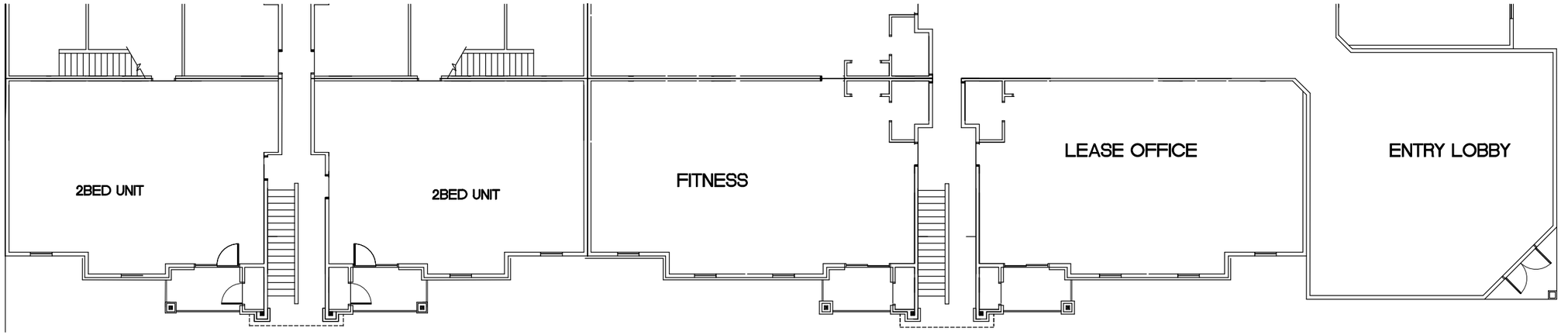
ANTELOPE DRIVE



EXTERIOR MATERIAL:	
BRICK:	40%
CEMENT BD:	45%
STUCCO:	15%

BLDG. 'A' FLOOR PLAN / STREET ELEVATION

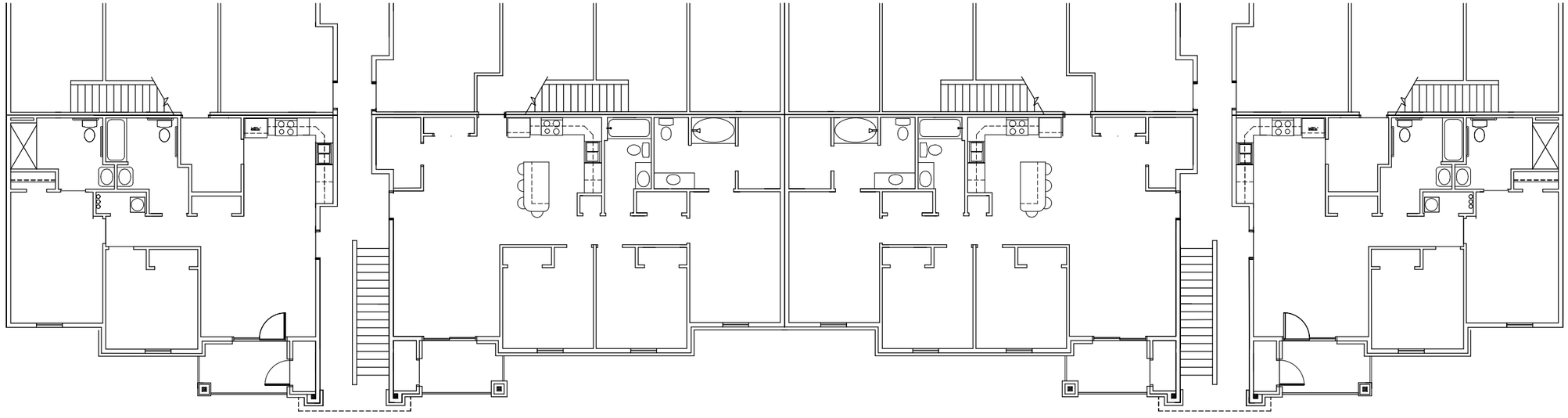
SCALE: 3/32" = 1'-0"





BLDG. 'A' FLOOR PLAN / STREET ELEVATION

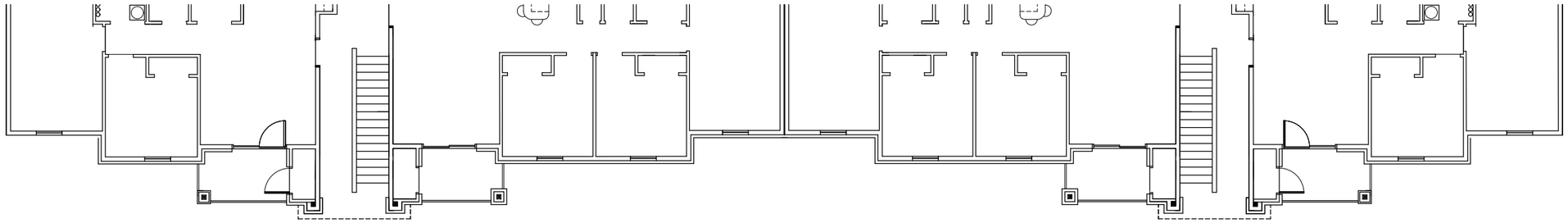
SCALE: 3/32" = 1'-0"

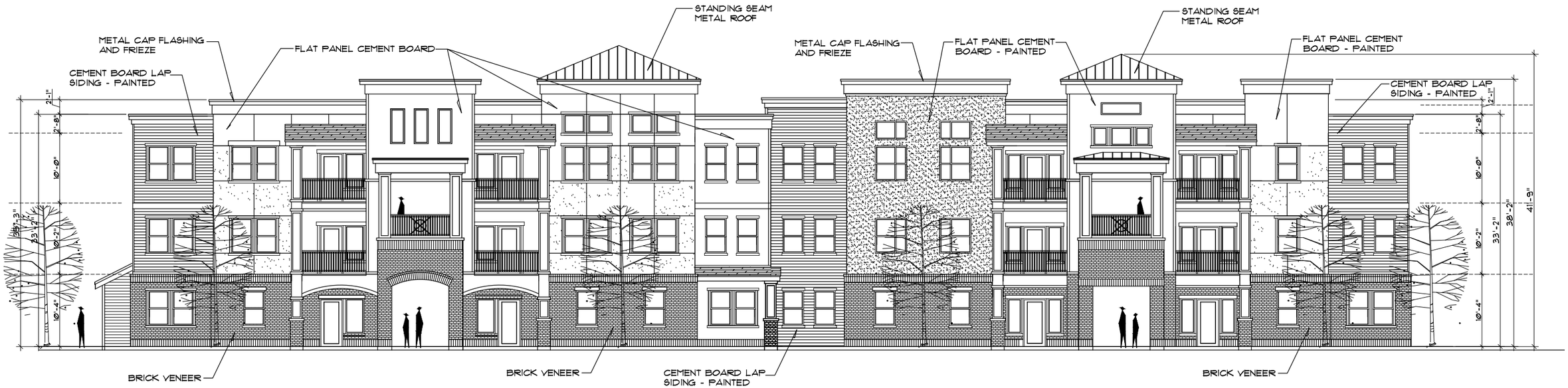




BUILDING 'B'
MAIN FLOOR PLAN / STREET ELEVATION

SCALE: 1/8" = 1'-0"





BUILDING 'C'
MAIN FLOOR PLAN / STREET ELEVATION

SCALE: 1/8" = 1'-0"

EXTERIOR MATERIAL:		
BRICK:	2,275	28%
CEMENT BD:	4,085	72%
TOTAL AREA:	6,360 S.F.	



OFFICE BUILDING
MAIN FLOOR PLAN / STREET ELEVATION

SCALE: 1/8" = 1'-0"



PROPOSED OFFICE BLDG. - STREET ELEVATION

OPTION 1



PROPOSED OFFICE BLDG. - STREET ELEVATION

OPTION 2



BUILDING 'B'
MAIN FLOOR PLAN / STREET ELEVATION

SCALE: 1/8" = 1'-0"

EXTERIOR MATERIAL:	
BRICK:	29%
CEMENT BD:	56%
STUCCO:	15%



BUILDING 'C'
MAIN FLOOR PLAN / STREET ELEVATION

SCALE: 1/8" = 1'-0"

EXTERIOR MATERIAL:	
BRICK:	28%
CEMENT BD:	52%
STUCCO:	20%




SYRACUSE
APARTMENTS










3FT 0IN
3FT 0IN


SPIRIT
SPIRIT
TRX





After recording, please send to:
Syracuse City
Attn: City Recorder
1979 W. 1900 S.
Syracuse, Utah 84075

DEVELOPMENT AGREEMENT
FOR THE DAHL MIXED USE PROJECT
(SYRACUSE CITY, DAVIS COUNTY, UTAH)

This Development Agreement (this "Agreement") is made and entered into as of this ____ _____ day of _____, 2020, by and between **Elite Craft Homes, LLC**, a Utah corporation (the "Developer"), and **Syracuse City**, a municipality and political subdivision of the State of Utah (the "City"), and their successors or assigns. City and Developer are jointly referred to as the "Parties" and each individually as a "Party."

RECITALS:

A. The Developer either owns or has under contract for purchase approximately ~~15.015~~13.439 acres of property located at approximately 1600 West 1700 South in Syracuse, Davis County, Utah, as more particularly described in **Exhibit A**, which is attached hereto and by this reference made a part hereof (the "Property"). The Owners of the properties are Dahl Properties, LC; Verl T. Dahl, Trustee; Kristin A Myers, Dallas Buttars, et al; Elite Craft Homes, LLC, et al; Kent C. Fox, Dusty Jo Jones, and Bradi-Lyn Crawford; Elite Craft Homes, LLC and Jaytren, LLC; Heritage Lane Commercial Plaza, NPC; Chris W. Thurgood Construction, Inc.; and Walker Estates, LLC ("Owners").

B. The Property is subject to the Planning and Land Use Ordinances of Syracuse City. The Property is currently zoned A-1 (Agricultural) and GC (General Commercial) but Developer and Owners have sought rezoning to a MXD (Mixed Use Development).

C. The purpose of the MXD Zone under the City Code is "provide traditional neighborhoods where residents can work, play, shop and live that are strategically designed to create a symbiotic relationship by allowing for a combination of commercial and residential uses."

D. Developer and City acknowledge that development in the MXD Zone requires a development plan and a development agreement specific to each area zoned as MXD.

E. The City Council of Syracuse City (the "City Council"), acting pursuant to its authority under Utah Code § 10-9a-102(2) *et seq*., as amended, and the Syracuse City Code (the "City Code"), and in furtherance of its land use policies, goals, objectives, ordinances, resolutions, and regulations, has elected to enter into this Agreement, concurrent with its decision of whether to grant the zoning application.

F. The Developer and City acknowledge that the development and improvement of the Property pursuant to this Agreement must comply with the requirements of the MXD Zone and will

provide certainty useful to the Developer and to the City in ongoing and future dealings and relations among the Parties pertaining to the development of the Project.

G. The City and Developer intend for this Agreement to provide Developer with vested entitlements for development of the Project. The City has determined that entering into this Agreement furthers the purposes of the Utah Municipal Land Use, Development, and Management Act, the City's General Plan, and the City's land use ordinances (collectively, the "Public Purposes"). As a result of such determination, the City has elected to move forward with the approvals necessary to approve the development of the Project in accordance with the terms and provisions of this Agreement and the Development Plan. This Agreement is a "development agreement" within the meaning of and entered into pursuant to the terms of Utah Code Ann. §10-9a-102(2).

NOW THEREFORE, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Developer and the City hereby agree to the following:

1. **Recitals; Definitions.** The Recitals set forth above are incorporated herein by this reference. Any capitalized term used but not otherwise defined in this Agreement shall have the meaning ascribed to such term in the City Code.

2. **Effective Date**. This Agreement is effective on the date the last party executes this Agreement as indicated by the date stated under that party's signature line (the "Effective Date").

3. **Compliance with Current City Ordinances.** Unless specifically addressed in this Agreement, the Developer agrees that the Project shall be developed in a manner that complies with applicable provisions of the City Code as they exist on the date of execution of this Agreement. The Developer understands that the Project is subject to Site Plan review and approval, and that Site Plan approval is contingent upon the Project's compliance with all relevant City ordinances. This Agreement does not modify the Planning Commission's authority related to Site Plan review.

~~POTENTIAL 3.1: The submitted plans are known to be out of conformance with the following sections of the Syracuse Land Use Code:~~

- ~~Section 10.92.020(F) – limiting all buildings to a maximum of twenty-four (24) residential units per building~~
- ~~Section 10.40.030(E) – Prohibiting tandem parking with any use other than single-family or duplex homes.~~

~~POTENTIAL 3.2: Pursuant to Section 10-9a-102(2) of the Utah Code, the City Council finds that it is appropriate for the use and development of land to apply the following land use controls to the Project based upon the specific circumstances of the site and development, notwithstanding the contrary ordinances identified in Subsection 3.1 of this Agreement:~~

- ~~Thirty-four residential units may be included in one building if all of the following apply:~~
  - ~~The building contains both commercial and residential uses;~~
  - ~~The building is bisected by a common area such as a fitness center or common amenity; and~~

- ~~The building is located on a corner and will be constructed with frontage along a collector or arterial road.~~
- ~~Tandem parking is permitted for multi-family residential buildings so long as additional parking for guests or residents is provided for through a shared parking agreement, in at least the same number of parking spaces as those identified as tandem.~~

~~This Subsection shall not affect or override any other provision of the Syracuse City Land Use Code.~~

4. **Contract Dependent upon Zoning Approval.** The Parties agree that the terms of this Agreement are only applicable if the City Council approves the pending zoning application. The approval of this Agreement may only occur in conjunction with an approval of that application. The approval of this Agreement shall be an administrative action.

5. **Zoning and Permitted Uses**. If zoning approval is provided by the City Council, then Developer shall develop and use the Property in accordance with the requirements of the Development Plan attached hereto as **Exhibit B** and applicable provisions of the City Code that are not inconsistent with this Agreement or the Exhibits hereto. The Project is a mixed-use development with no more than 254 residential units, unless that number is modified pursuant to Section 6.3.3 of this Agreement.

5.1. **Density**. The maximum density permitted for this project is 22.7 units per acre, which is no greater than 254 total residential units for the Development, unless modified pursuant to Section 6.3.3 of this Agreement.

5.2. **Common Space**. The Project contains 31.9% landscaped area, along with a clubhouse, club room, conference room, tot lot, swimming pool, hot tub, fitness center, outdoor BBQ stations, outdoor patios, pavilions and common green areas (the "Common Space"). The Common Space is shown on the Development Plan (Exhibit B). The Common Space will be owned and maintained by the property owner or an association of homeowners. It will also include the on-site stormwater detention basin required by state and local ordinances. The Common Space and amenities are to be used for calculation in this project only and may not be used as credit toward any other common space or amenity requirements at other developments or properties.

5.3. **Layout; Circulation and Connectivity**. The layout of the Project as shown in the Development Plan (**Exhibit B)** is hereby approved by the City. All internal roads within the Project will be privately owned and maintained, which shall be constructed in accordance with applicable City Codes and regulations.

5.3.1. **Construction of Private Drive with Public Access between Dahl Lane and Antelope Drive**. The Project shall connect to Dahl Lane where it currently terminates on the South side of the Project. The Developer shall grant to the City a perpetual, non-exclusive public access easement for the

private drive connecting Dahl Lane and Antelope Drive, as a condition of Site Plan approval. Those portions shall be privately owned and maintained by the property owner. The City shall have no responsibility for the maintenance, plowing or condition of the private drive within the Project. The private drive connecting Dahl Lane and Antelope Drive is a designated fire department access and shall be maintained as required under International Fire Code Appendix D. If UDOT approval for the proposed location is not approved due to concerns over alignment, then Developer shall amend the site plan so that a connection between Dahl Lane and Antelope is achieved using the access point that will be approved by UDOT.

5.4. **Building Height**. Homes built within the Project may not exceed forty-five feet (45') in height.

5.5. **Architecture and Other Code Requirements**. All homes and buildings within the Project shall meet the ~~architectural~~ standards established by ~~of~~ the City Code. The architectural theme and elevations are attached to this Agreement as **Exhibit C** and are incorporated into this Agreement by reference. The themes and elevations are crucial components of this Agreement and formed a key basis for the Project's approval and the zone change. Themes and elevations only may be reasonably modified by the home builder with the City's consent, which consent shall not be unreasonably withheld. The elevations and drawings in **Exhibit C** are attached as concepts and illustrative of themes only and may not necessarily comply with all City building requirements. The Parties acknowledge and agree that, notwithstanding the elevations' inclusion in this Agreement, before any buildings are built in the Project, the plans, elevations and designs must be approved by the City and must comply with all applicable city code requirements. Unless expressly stated, this Agreement or any plans submitted with the zoning application do not override City code requirements related to architecture, site planning, engineering, building codes and applicable City ordinances.

6. **Development Plan and Development Agreement.**

6.1. **Minimum Acres**. The Project is approximately 15.015 total gross acres.

6.2. **Landscaping.** Landscaping shall be installed by the Developer in accordance with landscaping plans to be approved by the City, which approval will not be unreasonably withheld.

6.3. **Commercial Component**. Developer, as part of the zoning application, promises to build 49,000 square feet of commercial property, including office and retail spaces, as indicated on the Development Plan. The inclusion of the commercial space is a substantial part of this Agreement and constitutes a crucial consideration by the Council in its zoning decision. In accordance with section 10.92.040(C)(3), the commercial component of the Development Plan may not be omitted and shall run with the land. A deed restriction shall be placed on the portions of the Project that are designated as commercial.

6.3.1. Transfer of Commercial Component. The Developer may transfer ownership of the commercial component separate from the remainder of the Project. However, the requirements of Section 6.3 shall remain in effect, even if the property has changed ownership and delays occur which are no fault of the Developer. Such transfer is subject to the City's approval, which shall be for financial ability to undertake that portion of the Project.

6.3.2. Surety. The construction of the commercial component is essential to the approval of this Agreement and the zoning for the Project. The Developer shall provide proof of a surety in the amount of one-hundred thousand dollars ($100,000.00) with the first site plan application filed on this Project, which guarantees that within six months of the approval of occupancy on the final residential building, the Developer or a successor in interest will file for a building permit on the commercial buildings shown on the Development Plan. The surety will also guarantee that construction on the building will commence within six months from the date the building permit is issued. If either of these two deadlines are not met, then the surety will be forfeited to the City as liquidated damages. Once construction has begun on the commercial component, the surety may be released for construction purposes. The recovery of the surety funds does not relieve the Developer or a successor in interest from the requirement to develop the commercial component of the Project, and the City may pursue any other lawful means to enforce this Agreement.

6.3.3. Market Forces. The Parties acknowledge the uncertain market for large office buildings in the current climate. Developer agrees that upon receiving zoning approval, it will employ at least one commercial real estate broker to market and promote the space, and maintain at least one broker at all times until the Office Building is constructed. If insufficient tenants can be found for the office space by December 31, 2023 despite these promotions, then the Developer may submit an alternative Site Plan that includes up to 24 residential units on the second and third floors of the Commercial component, so long as the minimum square footage of the development's commercial space is within the minimum space required under Chapter 10.92 of the Syracuse Municipal Code, and the Site Plan complies with all other applicable ordinances and other provisions of this Agreement.

6.4. **Wetlands**. The Project shall be developed in compliance with any wetlands delineation and mitigation plans approved by the US Army Corps of Engineers, if applicable. The City will not take ownership or maintenance of any wetlands, which maintenance shall become the responsibility of the Homeowner's Association upon its establishment.

7. **Homeowner Association or Sole Ownership.** The Development is contemplated as a mixed-use development, with apartment buildings that will remain under sole ownership. As such, all Common Areas and maintenance requirements shall be the responsibility of the sole owner of the property, or an association of owners in the case of commercial component transfer.

7.1. **Future Subdivision.** Should the Developer or a successor in interest later wish to sell condominium units into separate ownership, then they shall be required to undergo the subdivision process and receive City approval for that subdivision. In such a case, prior to the sale or subdivision of any lots, the Developer or a successor in interest shall first create an HOA which shall be responsible for maintenance of all Common Space and Common Amenities located within the Project. The HOA shall be formed at the time of recording of the final plat and shall be governed by enforceable and duly recorded Declaration Covenants, Conditions and Restrictions (the "CC&R's"), the form of which must be approved in advance by the City, which approval will not be unreasonably withheld. The use and restrictions of Common Spaces and the Common Amenities within the Project are private and will be governed by the CC&R's and such other rules, regulations and guidelines adopted by the HOA. All maintenance of the Common Space and Common Amenities shall be performed and managed by the HOA.

8. **Onsite Improvements**.

8.1. The Developer (and/or any subsequent owner of the Project) shall be responsible for the installation of all onsite parking, drive aisles, culinary water, secondary water, sewer, and storm drainage improvements sufficient for the development of the Project in accordance with the City Code. The water, sewer, stormwater detention basin, and storm drain connections shall be made where and as approved by the City, which approval will not be unreasonably withheld. The existing utilities for the property owners to the west are privately owned and approvals for connection to those mains shall be approved by the utility owner. The City does not object to connecting to those mains provided they are adequately sized to service the development. The City shall have no responsibility of maintenance related to the improvements; the City's liability for such infrastructure ends at the connection to the main line.

9. **Crime-Free Multi-Housing Program.** Developer and any successor in interest agrees to maintain a crime-free multi-housing program which provides for expeditious eviction of tenants who commit criminal activity in the Development. Developer also agrees to implement suggested Crime Prevention Through Environmental Design principles as suggested by the City, so long as the principles are consistent with City codes and may be implemented without undue expense. The City will cooperate with Developer in the operation of this program, including providing redacted police reports regarding criminal behavior to the Developer which occur in the Development without cost. Developer will cooperate with the City police department and report its actions with respect to any tenant for which a police report was submitted to the Developer or a successor landlord.

9.1 If the City implements a Good Landlord Program pursuant to Utah state law, then this Section will be superseded by that implementation, and the landlord will have the option of participating in the City's good landlord program.

~~9.~~10. **Culinary Water**.

~~9.1.~~10.1. Two connections to the City's culinary system are required.

~~9.2.~~10.2. The Developer shall connect into the existing culinary and secondary water lines in Dahl Lane and loop them through the Project.

~~10.~~11. **Water Share Contribution**. In connection with the development of the Project, upon the application for a building permit for the first building in the Development, Developer will transfer to the City all of the shares of water required for irrigation purposes, in accordance with Syracuse Municipal Code § 8.10.090. Credit will be given for portions of the Project that have previously conveyed water shares to the City, as per City code.

~~11.~~12. **Vested Rights**. To the maximum extent permissible under the laws of Utah and at equity, the City and Developer intend that this Agreement be construed to grant Developer all vested rights to develop the Project in fulfillment of the terms and provisions of this Agreement and the laws and ordinances that apply to the Property as of the effective date of this Agreement. The Parties intend that the rights granted to Developer under this Agreement are contractual and are in addition to those rights that exist under statute, common law and at equity. If the City adopts different ordinances in the future, Developer shall have the right, but not the obligation, to elect to submit a development application under such future ordinances, in which event the development application will be governed by such future ordinance(s). The Parties recognize that such plans based upon future ordinances may vary from the themes or elevations in the Development Plan. By electing to submit a development application under a new future ordinance, however, Developer will not be deemed to have waived its right to submit or process other development applications under the City Code that apply as of the effective date of this Agreement. This right does not allow the Developer to deviate from the Development Plan based upon a different interpretation of existing ordinances or codes.

~~12.~~13. **Assignment.** Neither this Development Agreement nor any of the provisions hereof can be assigned to any other party, individual or entity without assigning the rights as well as the responsibilities under this Development Agreement and without the prior written consent of City, which review is intended to assure the financial capability of any assignee. Such consent shall not be unreasonably withheld.

~~13.~~14. **Integration.** This Development Agreement contains the entire Agreement with respect to the subject matter hereof and integrates all prior conversations, discussions or understandings of whatever kind or nature and may only be modified by a subsequent writing duly executed by the parties hereto.

~~14.~~15. **Severability.** If any part or provision of the Agreement shall be adjudged unconstitutional, invalid or unenforceable by a court of competent jurisdiction, then such a decision shall not affect any other part or provision of this Agreement except that specific part or provision determined to be unconstitutional, invalid or unenforceable. If any condition, covenant or other provision of this Agreement shall be deemed invalid due to its scope or breadth, such provision shall be deemed valid to the extent of the scope or breadth permitted by law.

~~15.~~16. **Notices.**

Any notices, requests and demands required or desired to be given hereunder shall be in writing and shall be served personally upon the party for whom intended, or if mailed, be by certified mail, return receipt requested, postage prepaid, to such party at its address shown below.

To Developer:

Elite-Craft Homes, LLC
49 North Main Street
PO Box 980
Farmington, UT 84025-3519

To the City:

Syracuse City Attorney
1979 West 1900 South
Syracuse, Utah 84075

With a Copy to:

Syracuse City Manager
1979 West 1900 South
Syracuse, UT 84075

Any party may change its address or notice by giving written notice to the other party in accordance with the provisions of this section.

~~16.~~17. **Amendment.**

The Parties or their successors in interest may, by written agreement, choose to amend this Agreement at any time. Any amendment of a substantial provision of this Agreement shall require the prior approval of the City Council and must be recorded in the Davis County Recorder's Office to be effective.

~~17.~~18. **General Terms and Conditions.**

~~17.1.~~18.1. Termination of Agreement. The term of this Agreement shall commence on the Effective Date of this Agreement and shall continue in full force and effect until the earlier of the following events: (i) certificates of occupancy have been issued for all dwelling units to be constructed in the Project, or (ii) ten (10) years from the date on which this Agreement is recorded with the Davis County Recorder's Office; provided, however, that if Developer is not in breach of any material provisions of this Agreement when said 10-year period expires, and any portions of the Project have not been completely built-out, then this Agreement shall automatically be extended for an additional period of five (5) years. When public improvements have been constructed and accepted by County (after expiration of

applicable warranty periods), the Developer and/or the subsequent Owner/Developer shall be released from and have no continuing obligations with respect to such improvements.

~~17.2.~~18.2. Successors and Assigns. This Agreement shall be binding on the successors and assigns of Developer and future owners with respect to the portion of the Project they own. If any portion of the Property is transferred ("Transfer") to a third party ("Transferee"), the transferor and the Transferee shall be jointly and severally liable for the performance of each of the obligations contained in this Agreement unless prior to such Transfer, the transferor provides to City a letter from Transferee acknowledging the existence of this Agreement and agreeing to be bound thereby. Said letter shall be signed by the Transferee, notarized, and delivered to City prior to the Transfer. Upon execution of the letter described above, the Transferee shall be substituted as Developer or Owner under this Agreement and the transferor shall be released from any further obligations under this Agreement as to the transferred property. In all events, this Agreement shall run with and benefit the Property.

~~17.3.~~18.3. Default & Remedies. If either the Developer or the City fails to perform their respective obligations under the terms of this Agreement, the party believing that a default has occurred shall provide written notice to the other party specifically identifying the claimed event of default and the applicable provisions of this Agreement that is claimed to be in default. The party shall immediately proceed to cure or remedy such default or breach within sixty (60) calendar days after receipt of such notice. The parties shall meet and confer in an attempt to resolve the default but, in the event they are not able to do so, the parties shall have the rights and remedies available at law and in equity, including injunctive relief or specific performance, but excluding the recovery of monetary damages. Any delay by a Party in instituting or prosecuting any such actions or proceedings or otherwise asserting its rights under this Article shall not operate as a waiver of such rights.

~~17.4.~~18.4. Non-liability of City Officials or Employees. No officer, representative, agent, or employee of the City shall be personally liable to the Developer or any successor-in-interest or assignee of the Developer, in the event of any default or breach by the City or for any amount which may become due, the Developer, or its successors or assignee, for any obligation arising out of the terms of this Agreement.

~~17.5.~~18.5. Referendum or Challenge. Both Parties understand that any legislative action by the City Council is subject to referral or challenge by individuals or groups of citizens, including zoning approval. The Developer agrees that the City shall not be found to be in breach of this Agreement if such a referendum or challenge is successful and overturns the land use decision. In such a case, this Agreement is void at inception.

~~17.6.~~18.6. Ethical Standards. The Developer represents that it has not: (a) provided an illegal gift or payoff to any officer or employee of the City, or former officer or employee of the City, or to any relative or business entity of an officer or employee of the City; (b) retained any person to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, other than bona fide employees of bona fide commercial agencies established for the purpose of securing business;

(c) breached any of the ethical standards set forth in Utah Code Ann. § 10-3-1301 et seq. and 67-16-3 et seq.; or (d) knowingly influenced, and hereby promises that it will not knowingly influence, any officer or employee of the City or former officer or employee of the City to breach any of the ethical standards set forth in State statute or City ordinances.

~~17.7.~~18.7. No Officer or Employee Interest. It is agreed that no officer or employee of the City has or shall have any pecuniary interest, direct or indirect, in this Agreement or the proceeds resulting from the performance of this Agreement. No officer, manager, employee or member of the Developer, or any member of any such persons' families shall serve on any City board or committee or hold any such position which either by rule, practice, or action nominates, recommends, or supervises the Developer's operations, or authorizes funding or payments to the Developer. This section does not apply to elected offices.

~~17.8.~~18.8. Governing Law & Venue. This Agreement and the performance hereunder shall be governed by the laws of the State of Utah. Any action taken to enforce the provisions of this Agreement shall have exclusive venue in the Second District Court of the State of Utah, Farmington Division.

~~17.9.~~18.9. Annual Inspections. The Developer and subsequent purchasers acknowledge that pursuant to section 104 of the International Fire Code, as amended, the residential and commercial structures are subject to annual fire inspections.

(*Remainder of page is intentionally blank*)

IN WITNESS WHEREOF, the parties hereto have executed this Agreement by and through their respective duly authorized representatives as of the day and year first written above.

Elite-Craft Homes, LLC

By: _____

Its: _____

Date: _____

STATE OF UTAH)
: ss.
COUNTY OF DAVIS)

On this _____ day of _____, 2020, personally appeared before me _____, the authorized _____**,** whose identity is personally known to me, or proven on the basis of satisfactory evidence, to be the person who executed the Development Agreement on behalf of said company and who duly acknowledged to me that he/she executed the same for the purposes therein stated.

_____
Notary Public

SYRACUSE CITY

By _____
Mike Gailey, Mayor

Attest:

_____
Cassie Z. Brown, MMC
City Recorder

STATE OF UTAH)
: ss.
COUNTY OF DAVIS)

On this _____ day of _____, 2020, personally appeared before me Mayor Mike Gailey, the authorized signer of Syracuse City, whose identity is personally known to me, to be the person who executed the Development Agreement on behalf of Syracuse City, and who duly acknowledged to me that he executed the same for the purposes therein stated.

_____
Notary Public

Approved as to Form:

_____
Paul H. Roberts
City Attorney

EXHIBIT A

Description of the ~~Property/~~Project

~~**Parcel 12-085-0085**:~~

~~BEG 100 RODS E & 18 RODS S FR NW COR SEC 15-T4N-R2W, SLM; S 231.54 FT TO THE N LINE OF HILLS BORO SUBDIVISION PHASE 2; TH E 11 RODS, M/L; TH N 231.95 FT, M/L; TH W 5 RODS; TH N 2 RODS; TH W 5 RODS; TH S 2 RODS; TH W 1 ROD TO BEG. CONT. 1.06 ACRES.~~

~~**Parcel 12-085-0086**~~

~~BEG AT A PT 40 RODS W OF NE COR OF NW 1/4 OF SEC 15-T4N-R2W, SLM; TH S 529.58 FT, M/L, TO N LINE OF HILLS BORO SUB PHASE 2; TH W 9 RODS; TH N 231.95 FT, M/L, TO A PT 264 FT S OF S LINE OF A STR; TH E 130.5 FT; TH N 297 FT; TH E 18 FT TO THE POB. CONT. 1.00 ACRES~~

~~**Parcel 12-085-0115**~~

~~BEG AT A PT WH IS 1838.00 FT, M/L, S 89^40'57" E ALG THE SEC LINE & 86.96 FT S 0^19'03" W TO A PT 55.00 FT PERP'LY DISTANT S'LY FR THE CENTERLINE OF A PROJECT, OPPOSITE APPROXIMATE ENGINEERS STATION 54+93.01 FR NW COR SEC 15-T4N-R2W, SLM; TH S 89^40'46" E 34.00 FT; TH S 96.04 FT; TH E 90.0 FT; TH S 114 FT; TH W 124 FT; TH N 210.04 FT TO POB. CONT. 0.38 ACRES~~

~~**Parcel 12-085-0109**~~

~~BEG 555 FT W FR THE NE COR OF THE NW 1/4 OF SEC 15-T4N-R2W, SLB&M; & RUN TH S 14 RODS; TH W 80 FT; TH N 14 RODS; TH E 80 FT TO THE POB. CONT. 0.427 ACRES EXCEPTING THEREFR THE FOLLOWING: A PARCEL OF LAND IN FEE, FOR THE WIDENING OF THE EXISTING HWY STATE ROUTE 108 KNOWN AS PROJECT NO. 0108, BEING PART OF AN ENTIRE TRACT OF PPTY, SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD PARCEL OF LAND ARE DESC AS FOLLOWS: BEG AT THE NE COR OF SD ENTIRE TRACT, WH PT IS 555.00 FT N 89^40'57" W ALG THE SEC LINE FR THE N 1/4 COR OF SD SEC 15; & RUN TH S 00^19'03" W 86.97 FT TO A PT WH IS 55.00 FT PERP'LY DISTANT S'LY FR THE CENTERLINE OF SD PROJECT, OPPOSITE ENGINEERS STATION 57+55.77; TH N 89^40'46" W 80.00 FT TO THE W'LY BNDRY LINE~~

~~OF SD ENTIRE TRACT; TH N 00^19'03" E 86.97 FT ALG SD W'LY BNDRY LINE TO THE N'LY BNDRY LINE OF SD ENTIRE TRACT; TH S 89^40'57" E 80.00 FT ALG SD N'LY BNDRY LINE TO THE POB. CONT. 0.16 ACRES TOTAL ACREAGE 0.267 ACRES~~

~~Parcel 12-085-0119~~

~~BEG AT A PT 5 CHAINS W & S 0^19'03" W 86.98 FT FR NE COR OF NW 1/4 SEC 15-T4N-R2W, SLM; TH W 165 FT; TH S 75.03 FT; TH W 60 FT; TH S 69 FT; TH W 80 FT; TH N 144.03 FT; TH W 25 FT; TH S 442.625 FT; TH E 329.685 FT; TH N 442.625 FT TO THE POB. CONT. 3.15 ACRES ALSO: A TRACT OF LAND SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD TRACT OF LAND AND THE S'LY R/W LINE OF SR-108, WH PT IS 555.00 FT N 89^40'57" W ALG THE SEC LINE & 86.97 FT S 00^19'03" W FR THE N 1/4 COR OF SD SEC 15, SD PT BEING 55.00 FT PERP'LY DISTANT S'LY FR THE CENTERLINE OF SR-108 & RUN TH S 00^19'03" W 75.03 FT ALG SD W'LY BNDRY LINE TO THE S'LY BNDRY LINE OF SD TRACT; TH S 89^40'57" E 60.00 FT TO THE E'LY BNDRY LINE OF SD TRACT; TH N 00^19'03" E 75.03 FT ALG SD E'LY BNDRY LINE TO SD S'LY R/W LINE OF SR-108; TH N 89^40'46" W 60.00 FT TO THE POB. CONT. 0.103 ACRES TOTAL ACRES 3.253 ACRES~~

~~Parcel 12-085-0099~~

~~A TRACT OF LAND SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD TRACT OF LAND & THE S'LY R/W LINE OF SR-108; WH PT IS 1749.00 FT E ALG THE SEC LINE & 86.96 FT S FR THE NW COR OF SD SEC 15; & RUN TH S 89^59'49" E 89.00 FT ALG SD S'LY R/W LINE TO THE E'LY BNDRY LINE OF SD TRACT OF LAND; TH S 210.04 FT ALG SD E'LY BNDRY LINE TO THE S'LY BNDRY LINE OF SD TRACT OF LAND; TH W 89.00 FT ALG SD S'LY BNDRY LINE TO SD W'LY BNDRY LINE; TH N 210.04 FT ALG SD W'LY BNDRY LINE TO THE POB. CONT. 0.429 ACRES~~

~~Parcel 12-085-0089~~

~~A TRACT OF LAND IN FEE, BEING ALL OF THE REMAINDER OF AN ENTIRE TRACT OF PPTY, SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLM, THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE E'LY BNDRY~~

~~LINE OF SD ENTIRE TRACT & THE S'LY R/W LINE OF SD PROJECT, WH PT IS 1402.50 FT E ALG THE SEC LINE & 86.93 FT S FR THE NW COR OF SD SEC 15, AT A PT 55.00 FT PERP'LY DIST S'LY FR THE CENTERLINE OF SD PROJECT, OPPOSITE APPROXIMATE ENGINEERS STATION 50+57.60; & RUN TH S 441.07 FT TO THE S'LY BNDRY LINE OF SD ENTIRE TRACT; TH W 82.50 FT TO THE W'LY BNDRY LINE OF SD ENTIRE TRACT; TH N 441.08 FT TO SD S'LY R/W LINE OF SD PROJECT; TH E'LY 2.13 FT ALG THE ARC OF A 1555.00 FT RAD CURVE TO THE LEFT, CHORD BEARS S 89^57'28" E 2.13 FT; TH S 89^59'49" E 80.37 FT TO THE POB. CONT. 0.835 ACRES.~~

~~Parcel 12-085-0090~~

~~A TRACT OF LAND IN FEE, BEING ALL OF THE REMAINDER OF AN ENTIRE TRACT OF PPTY, SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLM, THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD ENTIRE TRACT & THE S'LY R/W LINE OF SD PROJECT, WH PT IS 1402.50 FT E ALG THE SEC LINE & 86.93 FT S FR THE NW COR OF SD SEC 15, AT A PT 55.00 FT PERP'LY DIST S'LY FR THE CENTERLINE OF SD PROJECT, OPPOSITE APPROX ENGINEERS STATION 50+57.60; & RUN TH S 441.07 FT ALG SD W'LY BNDRY LINE TO THE S'LY BNDRY LINE OF SD ENTIRE TRACT; TH E 82.50 FT ALG SD S'LY BNDRY LINE TO THE E'LY BNDRY LINE OF SD ENTIRE TRACT; TH N 441.07 FT ALG SD E'LY BNDRY LINE TO SD S'LY R/W LINE; TH N 89^59'49" W 82.50 FT ALG S'LY R/W LINE TO THE POB. CONT 0.835 ACRES~

~~Parcel 12-085-0095~~

~~A TRACT OF LAND SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD TRACT OF LAND & THE S'LY R/W LINE OF SR-108, WH PT IS 1485.00 FT E ALG THE SEC LINE & 86.94 FT S FR THE NW COR OF SD SEC 15; TH S 89^59'49" E 181.50 FT TO THE E'LY BNDRY LINE OF SD TRACT OF LAND; TH S 210.05 FT; TH W 16.42 FT, M/L; TH S 231.00 FT TO THE S'LY BNDRY LINE OF SD TRACT OF LAND; TH W 165.08 FT ALG SD S'LY BNDRY LINE TO SD W'LY BNDRY LINE; TH N 441.06 FT TO THE POB. CONT. 1.751 ACRES~

~~Parcel 12-085-0126~~

~~A TRACT OF LAND IN FEE, BEING ALL OF AN ENTIRE TRACT OF PPTY, SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLM. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT A PT 1666.50 FT (RECORD 101 ROD) E & 204.00 FT S FR THE NW COR OF SD SEC 15; & RUN TH E 82.50 FT (RECORD 5 ROD); TH S 60 FT (RECORD 16 ROD); TH W 82.50 FT (RECORD 5 ROD); TH N 60 FT TO THE POB. CONT. 0.118 ACRES~~

~~Parcel 12-085-0127~~

~~A TRACT OF LAND SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD TRACT OF LAND & THE S'LY R/W LINE OF SR-108 AT A PT 1666.50 FT (RECORD 101 RODS) E & 86.95 FT (RECORD 5.27 RODS) S FR THE NW COR OF SD SEC 15; & RUN TH E 82.50 FT (RECORD 5 RODS) ALG SD S'LY R/W LINE TO THE E'LY BNDRY LINE OF SD TRACT OF LAND; TH S 117.05 FT (RECORD 7.09 RODS) ALG SD E'LY BNDRY LINE; TH W 82.50 FT (RECORD 5 RODS) ALG THE S'LY BNDRY LINE OF SD TRACT OF LAND; TH N 117.05 FT (RECORD 7.09 RODS) ALG THE W'LY BNDRY LINE OF SD TRACT OF LAND TO THE POB. CONT. 0.222 ACRES~~

~~Parcel 12-085-0124~~

~~A TRACT OF LAND SIT IN THE NE 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W'LY BNDRY LINE OF SD TRACT OF LAND & THE S'LY R/W LINE OF SR-108 AT A PT 86.95 FT S & 1872.00 FT E OF THE NW COR OF SD SEC 15; & RUN TH E 90.00 FT ALG SD S'LY R/W LINE TO THE E'LY BNDRY LINE OF SD TRACT OF LAND; TH S 96.04 FT TO THE S'LY BNDRY LINE OF SD TRACT OF LAND; TH W 90.00 FT TO THE W'LY BNDRY LINE OF SD TRACT OF LAND; TH N 96.04 FT TO THE POB. CONT. 0.198 ACRES~~

~~Parcel 12-085-0097~~

~~A TRACT OF LAND IN FEE, BEING ALL OF THE REMAINDER OF AN ENTIRE TRACT OF PPTY, SIT IN THE NW 1/4 NW 1/4 OF SEC 15-T4N-R2W, SLB&M. THE BNDRY OF SD TRACT OF LAND ARE DESC AS FOLLOWS: BEG AT THE INTERSECTION OF THE W BNDRY LINE OF SD ENTIRE TRACT & THE S'LY R/W LINE OF SD PROJECT, AT A PT 55.00 FT PERP'LY DISTANT S'LY FR THE CENTERLINE OF SD PROJECT, OPPOSITE APPROXIMATE ENGINEERS STATION 46+81.92, WH PT IS 1019.20 FT E ALG THE SEC LINE & 57.48 FT S FR THE NW COR OF SD SEC 15; & RUN TH S 80^00'00" E 33.59 FT TO~~

~~PT OF TANGENCY OF A 1555.00 FT RAD CURVE TO THE LEFT; TH E'LY 89.47 FT ALG THE ARC SD CURVE, CHORD BEARS S 81^38'54" E 89.46 FT TO THE E'LY BNDRY FENCE LINE OF SD ENTIRE TRACT; TH S 143.68 FT, M/L, ALG SD E'LY BNDRY FENCE LINE TO THE S'LY BNDRY LINE OF SD ENTIRE TRACT KNOWN AS THE N LINE OF HERITAGE LANE COMMERCIAL PLAZA PUD; TH W 121.59 FT (116 FT OF RECORD) ALG SD S'LY BNDRY LINE; TH N 162.51 FT TO THE POB. CONT. 0.425 ACRES~~

~~Parcel 12-085-0104~~

~~A PART OF THE NW 1/4 OF SEC 15-T4N-R2W, SLM; BEG AT A PT ON THE N LINE OF SD 1/4 SEC, WH IS 1141.34 FT N 89^58'46" E ALG SD N LINE & S 00^07'21" W 76.34 FT FR THE NW COR OF SD 1/4 SEC; TH E'LY 119.06 FT ALG THE ARC OF A 1555.00 FT RAD CURVE TO THE LEFT, CHORD BEARS S 85^31'26" E 119.03 FT; TH S 0^06'28" W 134.32 FT; TH S 89^58'46" W 118.72 FT TO AN EXISTING FENCE LINE; TH ALG SD FENCE LINE N 00^07'21" E 143.65 FT TO POB. CONT. 0.377 ACRES~~

~~Parcel 12-380-0006~~

A parcel of land, situate in the Northwest Quarter of Section 15, Township 4 North, Range 2 West, Salt Lake Base and Meridian, said parcel also located in Syracuse City, Davis County, Utah. Being more particularly described as follows:

Beginning at a point on the southerly right-of-way line of Antelope Drive (1700 South Street), said point being North 89°58'46" East 1019.07 feet along the section line and South 00°01'14" East 56.96 feet from the Northwest Corner of said Section 15, and running thence along said southerly right-of-way the following three (3) courses and distance:

1) Easterly 123.08 feet along the arc of a 1655.26 feet-foot radius non-tangent curve to the left (center bears North 11°10'20" East and the long chord bears South 80°57'29" East 123.05 feet with a central angle of 04°15'37");

2) thence Easterly 181.92 feet along the arc of a 1599.36 feet-foot radius non-tangent curve to the left (center bears North 06°34'00" East and the long chord bears South 86°41'31" East 181.82 feet with a central angle of 06°31'01");

3) thence South 89°59'49" East 1000.75 feet;

thence South 00°07'08" East 442.29 feet to and along the westerly line of Allison Acres Subdivision No. 1 to the Northeast Corner of Lot 32, of Wheatland Estates Phase 1;

thence South 89°59'27" West 737.80 feet along the northerly lines of Wheatland Estates Phase 1 to and

along the northerly line of Hills Boro Subdivision Phase 2 to the easterly line of Hills Boro Subdivision Phase 1;

thence along the easterly and northerly lines of Hills Boro Subdivision Phase 1 the following two (2) courses and distances:

1) North 0.87 feet;

2) West 262.70 feet to the easterly line of Walker Estates;

thence along the easterly and northerly lines of Walker Estates the following two (2) courses and distances:

1) North 00°09'27" West 28.49 feet;

2) South 89°58'46" West 366.44 feet;

thence North 00°00'22" East 191.98 feet;

thence South 89°59'49" East 33.04 feet;

thence North 00°00'11" East 88.04 feet;

thence North 89°58'46" East 28.95 feet;

thence North 00°06'28" East 163.03 feet to the Point of Beginning.

Contains: 585,417 square feet or 13.439 acres.

~~**Parcel 12-380-0003**~~

~~ALL OF LOT 3 SUITE C, HERITAGE LANE COMMERCIAL PLAZA PUD CONTAINS 0.37 ACRES~~

~~**Parcel 12-380-0004**~~

~~ALL OF LOT 4 SUITE D, HERITAGE LANE COMMERCIAL PLAZA PUD CONTAINS 0.29 ACRES~~

EXHIBIT B

Development Plan

EXHIBIT C

Architectural Theme and Elevations

COUNCIL AGENDA

November 17, 2020

Agenda Item "e.7"

Potential Amendment to Ordinance 10.20.140
Relating to Plat Amendments

Summary
It has been requested to review the land use approval process for plat amendments. Table 1 of 10.20.140 says the land use authority for vacations or amendments of subdivision plat is the Planning Commission. A public hearing is required. The appellate body is the City Council. The process to appeal an administrative decision is detailed in 10.20.120. City Council reviewed this item in the October 27 meeting without arriving at any consensus.

Goals of Discussion
Decide if this should be sent to the Planning Commission for a recommendation and to provide instruction to staff on desired wording.

Decision to Be Made	Advisory Body	Land Use Authority	Appellate Body	External Appeal
Major home occupations (see Chapter 10.35 SCC)	Land Use Administrator	Planning Commission	City Council	District Court
Subdivision applications and plat approvals	Planning Commission (public hearing required at review of sketch plan)	City Council	District Court	30 days from decision by Land Use Authority
Vacations or amendments of subdivision plats	None	Planning Commission (public hearing and 10-day notice required)	City Council	District Court (30 days from decision by Land Use Authority)
Zoning variances	None	Board of Adjustment	District Court	30 days from decision by Land Use Authority
Exactions (constitutional takings)	City Recorder	Not applicable	City Council	Utah State Private Property Ombudsman

COUNCIL AGENDA

November 17, 2020

Agenda Item "e.8"

Economic Development Plan

Summary

As part of a multi-fauceted approach to economic development, the CED department, with the guidance and support of council, has embarked on a three step approach to ramping up the city's economic development efforts. First step was to work with EDCU in it's 'Development Ready Communities Program'. We have completed the program and been deemed 'development ready'. Second step was to engage with Zion's bank for a fiscal resiliency study in looking at our expenses and sources of revenue and estimate scenarios in which the city will need to plan ahead to remain solvent. From that, we have a financial model that enables us to analize the financial ramifications of different market conditions and land use assumptions. The third step, was to hire Better Cities to guide us in creating an economic development plan that will take into account steps 1 and 2, gather direction from council and stakeholders, analyse economic and demographic data, and provide valuable intel into the strategies to employ for the most efficient use of the city's economic development resources.

During the February 25, 2020 work session, Better Citites gave a presentation on the scope of work for our Economic Development Strategic Plan and recieved initial guidance and intstruction from council. They have now completed a draft plan according to the scope outlined and input recieved and need additional input and direction by the stakeholders (you all) about the specific goals and objectives that will take the analisys and ideas and cement them into our official strategy. It is desired to adopt the final plan by way of ordinance but only after the council is comfortable and confident in the plan.

During the August 25 work meeting, the council was introduced to the draft plan. It was decided that further discussion was needed on the item to further digest the plan. Council also provided initial input and observations to Better Cities staff. Corresponding edits to the plan have been made reflecting the council's comments. On September 22, council reviewed the latest revised draft and requested an internally produced vision document be created that summarizes the most important items from the study, solidifies the city's economic development vision, and provides specific guidance as to what are the specific action items that we believe will most likely bring the city's vision to fruition. Since that time, staff has worked with the task force (Lisa, Jordan, Mayor, Brody, and Noah) to create the summary document. On October 27, the summary document was reviewed and additional input recieved. Revisions are provided in the attached document.

Goals of Discussion

Review and discuss the summary document and draft plan, enumerate and prioritize goals and objectives. Identify if there are any missing goals or strategies. Decide if there is anything in the plan that we do not agree with. Lastly, decide approximate date to be on business meeting for adoption or if it needs more discussion on another work session.

Syracuse Prioritized Economic Plan- (P.E.P.)

Purpose Statement

As an accompanying piece to the Economic Development Strategic Plan (EDSP), which the city commissioned by Better Cities, the following visioning document was created. The document was created by a task force assigned by the mayor with the purpose to summarize the most important items from the lengthy EDSP, clarify the city's economic development vision, and provide specific guidance as to what specific action items are believed to bring the city's vision and EDSP to fruition. It can be known as the Prioritized Economic Plan or 'P.E.P.'

Economic Development Vision

Syracuse City will become financially sustainable through the coordination of land use development, strategic branding, tax increment incentives, and city policies, while staying within the overall mission and vision for the City.

Goals/objectives enumerated in this document:

- Establish the City as the "Un-I-15" alternative to 'typical' cities on the Wasatch Front.
- Support the development of experience-based businesses and activities to attract patrons to the City's business sector.
- Plan for a variety of housing types in strategic locations
- Attract Daytime Population and Employment Opportunities through targeting aerospace engineering, distribution, manufacturing, and general Class A office uses
- Boost Property Value
- Maximize the WDC Interchange Potential
- Maintain and grow sales tax revenue

Goals/Objectives Summary:

- Goal: Establish the City as the “Un-I-15" alternative to ‘typical’ cities on the Wasatch Front.

Due to Syracuse City’s unique location along the shores of the Great Salt Lake, and due to surrounding city’s existing regional shopping centers, the city may be facing stiff competition to attract large regional shopping centers or many national brand name retailers. This is because the spacing of competing businesses, population counts within 5 miles, and traffic metrics that these companies use to identify future locations are lower than our competing city’s. This may not entirely be a negative for the city as it affords an opportunity to attract unique shopping experiences that are more interactive and potentially more ‘Amazon Proof’. Diverse shopping choices are desirable for both our existing residents and potential visitors.

The city should actively seek out quality office, retail, and restaurant establishments that are unique or uncommon in the region. These businesses will afford existing residents as well as visitors a reason to stay within the city boundaries to work, shop, and play. There are extensive lists of companies provided in the plan that should be targeted. The city should also uphold design requirements that create unique amenities and experiences as well as bolster its streetscape to be conducive to a boutique shopping experience.

The leading idea from the plan that the city should pursue is to work to develop a boutique retail experiential shopping center like Gardner Village or Magnolia Farms. This village is envisioned to be comprised of historical buildings that could be saved from demolition with road widenings and other development projects. A target property needs to be identified and partnership fostered with the landowner that may want to operate under this business model. Once relocated, the historical buildings would be leased out to the boutique and local agriculturally based businesses. The city should budget money to assist in site development, building relocation costs, and ongoing business support for the project. Once there is a critical mass of boutique shopping businesses, the city could begin marketing and branding efforts as the place to ‘get away’ from the standard run of the mill and repetitive products found in traditional shopping centers.



Photo: Gardner Village

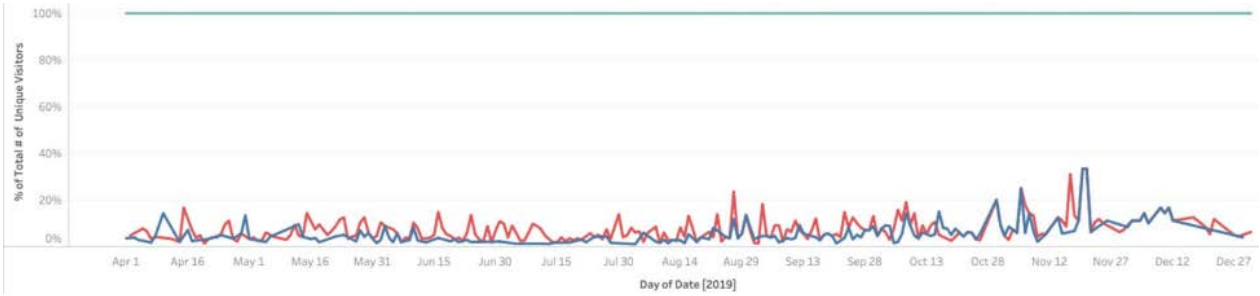
- Goal: Support the development of experience-based businesses and activities to attract patrons to the City's business sector.

It has been well documented that when there are regional sports tournaments, trails, events, and recreational activities that attract large numbers of people to a place, that the resulting economic impact from the gas, food, and even lodging that is purchased by both the local and visiting patrons can be significant. At times, the unique recreational activity is also a business such as axe throwing, shooting range, or bowling alley for example. These types of businesses often locate in retail centers and should be solicited to fill vacancies. A word of caution is that tourism-based economies can be seasonal and volatile but could be a boost to a well-rounded economic portfolio.

The leading ideas in this category include building the Shoreline Trail along the west edge of town, the Antelope Drive trail that would connect the Town Center to the AISP causeway, the regional park that would attract regional sports tournaments, the above mentioned 'Gardner Village' concept, and building a performing arts center. These places would attract large numbers of people as well as be convenient amenities to locals. The city should foster unique events such as races or festivals that will draw large numbers of people and keep our residents active and healthy.

The creation and programming of various event venues has the potential to spur additional sit-down restaurants and economic growth. More restaurant choices are a common request by citizens. The event venues could come in a variety of forms including a new performing arts center, reception center, or by programming the existing amphitheater on the Syracuse Arts Academy campus. The city should continue supporting the Syracuse Arts Council to program the facilities. There may also be the potential to partner with Davis County for tourism dollars.

The city is known as 'The Gateway to Antelope Island'. Boosting visitation to Antelope Island State Park could have positive economic impact to the city if we have the right businesses to entice the visitors to make a purchase within the city limits. The unique boutique businesses mentioned above, would be popular to fill this niche. Data suggests that many people visiting the island currently do not stop within the city in route to or from the park. Regardless, the city should continue work to meet regularly with AISP leadership, county tourism leadership, and state level leaders to bring investment to the park by way of improved amenities on the island and even off the island near the causeway on the east shores adjacent to Syracuse. On the island, a boardwalk and pier jutting out to the water would grant easy access for swimming, site seeing, and water sports.



Percentage of visitors who stopped at both Antelope Island and Smith's or Walmart. (Smiths is blue, Walmart is Red)

It has been envisioned that the area on the east shore near Syracuse could be improved to be a regionally significant open space with potentially a campground, fishing pond, shooting range, and miles of trails for hiking, birdwatching, horseback riding, and mountain biking. The city should consider partnering with the county and state to acquire the land for the park.

Once visitation and traffic to the area reach a critical mass, a hotel could be justified which would generate tourism spending and transient room tax. The enhanced open spaces would also be a boon for our citizens.

- Goal: Plan for a variety of housing types in strategic locations

Housing is an important element to economic development because to attract high quality employers, the cost of living of the area must be in line with the wages offered. If housing costs are out of reach for employees of a business, then it will be difficult to fill the positions needed to conduct business. Also, as mentioned earlier, retailers require certain amounts of population within a 5- and 10-mile circumference before locating their business in a new locale. This number varies by industry but often the number of 'rooftops' are a big factor in business expansion plans. The city should continue to add population in a variety of housing types to diversify the housing portfolio meeting the needs of all age and job categories. These new housing developments should be of high-quality design with a focus on crime reduction elements, and lasting construction materials. Another point to note is that population growth will result in added sales tax revenue to the city. The state distributes sales tax annually to cities on a per capita basis. Currently, the city receives about $90 per person per year in sales tax. As population increases, so will this disbursement.

It is important to foster desirable neighborhoods of various affordability levels to meet the housing demand for both our existing citizens, as well as for new people moving to the city.



Still Water Subdivision

- Goal: Attract Daytime Population and Employment Opportunities through targeting aerospace engineering, distribution, manufacturing, and general Class A office uses

Historically, Syracuse has been a bedroom community. A large portion of the population leaves the city each day to go to work. A diverse and fiscally sustainable local economy relies on its population to not just live there, but also to add to the local economic pie by manufacturing, creating, and exporting goods, services, and products. Currently, the city's commercial businesses are mainly focused on serving our immediate community in the form of medical office and neighborhood shopping centers. Attracting a wider variety of employment opportunities to the city will result in added economic prosperity for our residents. The added jobs should fill a full range of position types from entry level, all the way to executive.

The plan indicates that office is a complex and competitive space right now. To compete, the city will need to incentivize the use and encourage developers to design the project with unique amenity offerings different from the competition. Office is most feasible near the WDC corridor, along Antelope Drive, and in the Town Center. The mixed-use zone is producing some new office space by using the leverage of market demand for multifamily to extract some office space with each project. This has been a successful way of creating office that should be continued where the location is appropriate.



Unique Office Amenities

The industrial market is currently strong. The city has had some near success with large acreage users in distribution and warehousing. To land the 'big fish', the city will need to continue work with the few large acreage landowners that exist to build the required infrastructure, so the sites are 'shovel ready'.

The high priority items here are the construction of 2500 W and expanding high speed fiber internet throughout the city. The city currently has a fiber backbone in place along Antelope Drive and SR-193. This network needs to be expanded city wide to all homes and businesses. 2500 W will require right of way to be acquired and the budgeting process for the project should begin as soon as possible. A cohesive master plan of the 2500 W area is also needed. The city could look at using Tax Increment Financing (TIF) to potentially self-finance the 2500 W road project by issuing bonds, backed by the

expected TIF revenue. To do so, a project area would need to be created. Even if no bonds are used, a TIF project area could be advantageous in offering large employers tax rebates and other incentives.

Industrial areas include the Ninigret park area, Bluffridge Drive area, and the large parcels the church owns between 2000 W and 3000 W. These areas are where the city has the best chance of landing a large headquarters or major employer. The city should purposefully market these areas to aerospace industries given their proximity to Hill Air Force Base (HAFB). There is a list of companies in the plan that should be pursued. Also, relationships with the HAFB community should be fostered and should attend as many Airforce outreach activities and meetings as possible.

- Goal: Boost Property Value

The city should continue with its ordinances requiring high quality building materials and efficient development patterns. Large, spread out parking areas and traditional suburban commercial patterns are not the most efficient use of land from a property tax generating lens. As the city matures, there will be infill opportunities that should occur on the unused parking areas and remaining parcels, keeping in mind the highest and best use for each parcel. As our various commercial projects age, maintenance and upkeep should be a priority. The town center project has been subject to some aging and neglect and should be cleaned up. The center needs refreshing of the landscaping, repairing the clock tower, and remedying the problematic traffic circulation patterns. The city owns land in town center that should be used to incentivize reinvestment in the center. As the commercial areas and other areas in the city are well maintained and designed, this should also result in maintained property values for nearby homeowners contributing to the economic wellbeing of our residents. The property tax revenue received by the city helps balance the budget to pay for the services residents enjoy such as parks, roads, and police and fire protection.



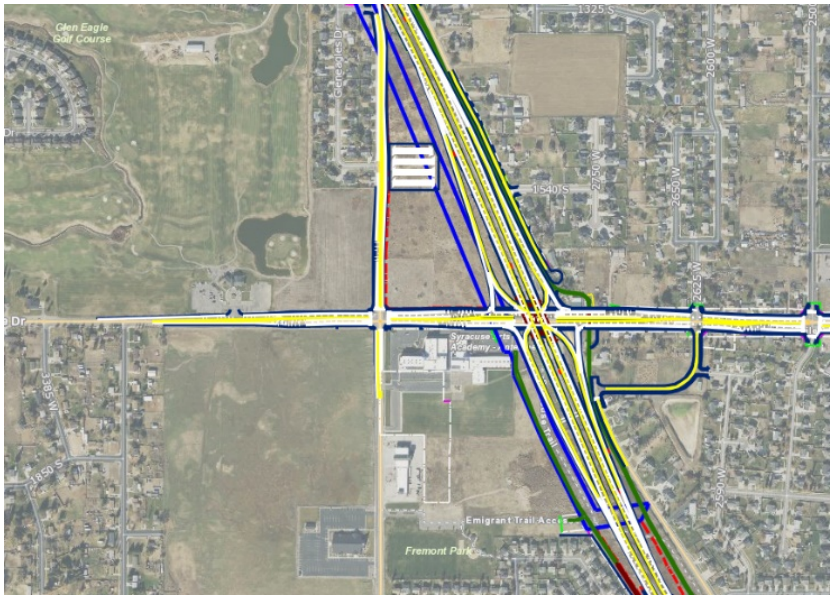
Town Center Clock Tower

- Goal: Maximize the WDC Interchange Potential

The city will benefit from three freeway interchanges. This is sure to spur development pressures around each interchange. It is envisioned that a regional office complex may be feasible near the Antelope Drive interchange. Being near the golf course could add a unique offering setting it apart from the competition. The 'IBI' study envisions a rich office and residential development near the new road. The city will have to be strategic in land use planning the areas based off the way other cities plan their interchanges, as to avoid flooding the market with the same proposed uses. The development surrounding the interchanges has the potential to compete with the city's town center. A conscious effort in land use planning will be needed to ensure that new development does not cannibalize the existing town center businesses.

The city should take advantage of any opportunities to purchase land owned by UDOT surrounding the interchange in order to expedite development of it at the highest and best uses that will contribute to the goals and vision of the city.

The new interchange on Antelope Drive is anticipated to improve access to Antelope Island State Park. The signage, branding, and interchange landscape design should all work in concert to contribute to the city's slogan of being the 'Gateway to Antelope Island'.



West Davis Corridor Antelope Drive Interchange

- Goal: Maintain and grow sales tax revenue

Sales tax remains to be a major revenue source for the city year after year. Sales tax comes to the city by way of point of sale and based off population. As more items are purchased in and more people move to the city, the sales tax revenue grows. However, the residents of Syracuse often shop outside of the city losing potential sales tax dollars. Efforts to promote shopping local should be pursued as well as attracting businesses that are desired by the residents. There are several prime undeveloped retail locations that should be preserved as such even if demand for other uses is high. Mainly, the hard corners located at the intersection of major roadways that have the access and visibility to support commercial retail or mixed use with retail on the first floor. The city must also establish realistic expectations for the square feet of retail that is feasible given the geographic and population constraints of the city. This geography may be the reason for the high vacancy rates the city experiences in its retail centers. The city may need to plan to more heavily rely on the population growth portion of sales tax to realize its revenue needs, rather than expect retail sales to expand in the competitive market that exists.

The city has seen a sharp spike in sales tax revenue from online retailers. This may neutralize the geographic disadvantages we may have in sales tax generation from point of sale taking pressure off attracting brick and mortar retailers. Regardless of source, sales tax revenue will help balance the budget to pay for expanded services that residents need and want such as parks, roads, and police and fire protection.



Syracuse Resident's Favorite Retail Locations – Cell Phone Tracking Data.

Action items mentioned in this vision document:

Establish the City as the "Un-I-15" alternative to 'typical' cities on the Wasatch Front.
-Actively seek out quality office, retail, and restaurant establishments that are unique or uncommon -in the region.
-Uphold design requirements that create unique amenities and experiences.
-Develop a boutique retail experiential shopping center like Gardner Village.
-Commission a public space signage plan; monuments, parks, wayfinding, marquee. etc.

Support the development of experience-based businesses and activities to attract patrons to the City's business sector.
-Seek out recreational types of businesses.
-Continue support of the Syracuse Arts Council who can help program existing and future venues.
-Meet regularly with Antelope Island State Park leadership, county tourism leadership, and state -level leaders to bring further investment in amenities on A.I.S.P.
-Acquire land along the east shoreline of the Great Salt Lake for a passive recreation park.
-Continue expanding the city's trail system

Plan for a variety of housing types in strategic locations
-Continue to add population in a variety of housing types to diversify the housing portfolio meeting the needs of all age and job categories.
-Continue to use the mixed-use zone to create office space.

Attract daytime population and employment opportunities through targeting aerospace engineering, distribution, manufacturing, and general Class A office uses
-Allocate budget as soon as possible for the 2500 W. project
-Purposefully target aerospace industries and foster relationships with the Hill AFB community.
-Make fiber available city wide to all homes and businesses.
-Establish tax increment (TIF) project areas around the WDC interchanges and over the large -properties along SR 193.

Boost Property Value
-Clean up the town center landscaping, parking, clock tower.
-Sell city land in town center for development

Maximize the WDC Interchange Potential
-Strategically plan land uses around each West Davis Corridor Interchange.
-Purchase land owned by UDOT surrounding the interchange to expedite development and protect town center uses.

Maintain and grow sales tax revenue
-Protect hard corners of two intersecting major roads for retail as much as feasible.
-Support existing businesses

Conclusion

As the strategies above are implemented, and the city's brand grows as a family friendly destination for outdoor recreation attracting people to our trails that will stop for gas, and as new employers create demand for lunch options, and as tourists flock to Antelope Island State park , the city's economic success will come to fruition. This success will be thanks to the of ongoing efforts by our entrepreneurs, city leaders, staff, and elected officials.



Jensen Nature Park

Syracuse City, Utah

Economic Development Strategic Plan

August 2020

Contents

Chapter 1 Executive Summary 1
Mission and Goals for the Plan 1
Increasing rooftops 1
Businesses 1
Outdoor recreation 1
Options 2
Strategy and Approach 2
Chapter 2 Place-Based Growth Strategy 3
Village Concept 4
About Gardner Village 4
History 4
Gardner Village Directory 6
Performing Arts Center 7
Arts-Friendly Neighborhoods 8
Attractive Amenities 9
Mindfulness Retreat Concept 11
Concepts and Standards 11
Case Studies 12
Implications – Place-Based Growth Strategy 18
Proposed Objectives 18
Proposed Action Steps 18
Proposed Performance Indicators 18
Chapter 3 Antelope Island State Park 19
Causeway Enhancements 23
Water Highway 26
Boulder Park 27
Nature Play Park 28
Pier or Boardwalk to the Water 29
Inflatable Playground Concept 30
Causeway from Syracuse to Antelope Island 31
Wildlife Safari 35
AISP Funding and Political Landscape 38
Implications – Antelope Island State Park 39
Proposed Objectives 39
Proposed Action Steps 39
Live up to our slogan "Gateway to Antelope Island" 39
Proposed Performance Indicators 39
Chapter 4 Demographics 40
Population 40
City Growth Patterns 41
County Growth Patterns 42
Race & Ethnic Profile 44
Age Comparison 45
Educational Attainment 47
School Comparison 47
Employment 49
Jobs by Industry 50

Aerospace Engineering Students—Northern Utah: Programs Participating in the American Society for Engineering Education (ASEE) 51
Income and Poverty 53
Implications – Demographics 56
Proposed Objectives 56
Proposed Action Steps 56
Proposed Performance Indicators 56
Chapter 5 Residences and Employers 57
The Missing Middle 58
Diversity of the Job Market 62
Utah's Position Relative to Other States 63
Implications – Residences and Employers 65
Proposed Objectives 65
Proposed Action Steps 65
Proposed Performance Indicators 65
Chapter 6 Office Development Feasibility 66
National Trends 66
Lease Rates and Office Demand 66
Landlord Expenses 66
Underwriting Requirements 67
Wasatch Front 67
Davis County 68
Primary Market 69
Development Pipeline 70
North Station Park 71
Falcon Hill Aerospace Research Park 71
Legend Hills 73
Implications – Office Development Feasibility 73
Proposed Objectives 73
Proposed Action Steps 73
Proposed Performance Indicators 73
Chapter 7 Transit-Oriented Development 74
Ogden Station 74
Roy Station 74
Clearfield Station 75
Layton Station 75
Office Space Evolution 76
Office Space Recommendations 83
Case Studies 83
Takeaways 86
Implications – Transit-Oriented Development 87
Proposed Objectives 87
Proposed Action Steps 87
Proposed Performance Indicators 87
Chapter 8 Industrial Feasibility 88
National Trends 88
Wasatch Front 88
Davis County 89
Primary Market 91

DRAFT

Development Pipeline 92
390 Exchange Place 92
SLC Global Logistics Center (Salt Lake City, UT) 92
Business Depot Ogden 93
Clearfield Freeport Center 93
Industrial Development Recommendations 94
Implications – Industrial Feasibility 94
Proposed Objectives 94
Proposed Action Steps 94
Proposed Performance Indicators 94
Chapter 9 West Davis Corridor 95
Farmington 95
Kaysville 96
Layton 97
Implications – West Davis Corridor 98
Proposed Objectives 98
Proposed Action Steps 98
Proposed Performance Indicators 98
Chapter 10 Market with User-Generated Content 99
Examples of User-Generated Content 99
GoPro 99
Tourism Australia 100
Leveraging UGC to Drive Visitation at Antelope Island 101
UGC in Syracuse 103
Punkin Chunkin 104
Rowley's Red Barn 104
Black Island Farms 105
Open Land 105
Implications – Market with User-Generated Content 106
Proposed Objectives 106
Proposed Action Steps 106
Proposed Performance Indicators 106
Appendix I - Review of Prior Plans 107
Syracuse City General Plan (Syracuse City) 107
Antelope Dr. Corridor Study (IBI) 109
Community Assessment (EDCUtah) 111
SWOT Results (City of Syracuse—Visioning Committee) 112
Theme Results 113
Implications – Prior Studies 113
Proposed Objectives 113
Proposed Action Steps 113
Proposed Performance Indicators 113
Appendix II – Interviews Report 114
Attractiveness of Syracuse 114
Offices 115
Retail, restaurants 116
Housing 116
"Medium- or high-density is a stab in the heart." 116
Housing—a balance of housing types 117

DRAFT

West Davis Corridor 118
Antelope Drive 118
Antelope Island 118
Sports & Recreation 119
The new Temple 119
Undevelopable land 119
Planning for the future 120
Preliminary options 120
Implications – Interviews 121
Proposed Objectives 121
Proposed Action Steps 121
Proposed Performance Indicators 121
Appendix III – Retail Market Profile 122
Retail Trade Area Mapping 124
Custom Retail Trade Areas 126
Mobile Data for Location Decisions 127
Opportunities & Recruitment 130
Retail Opportunities 130
Retail Recruitment 131
Development Opportunities 132
Community Branding Recommendation 133
Village Commercial Center 133
About Gardner Village 133
Antelope Island Visitation 134
Antelope Island – Drive Time Radius Visitor Demographics 134
Percentage Visitors by State 135
Number of Visitors 136
Length of Stay 140
Visitors at Local Stores 143
Source of Spending 144
Visitors' Favorite Places by Category 145
Retail Recruitment Prospects 147
Developer Recruitment Prospects 150
Appendix IV - Aerospace Engineering and Related Firms 151
Other Large Employers in Davis County 159
Aerospace and Defense Firms Elsewhere in the Intermountain West and Texas 159
Idaho (200+ employees) 159
Colorado (200+ Employees) 159
Nevada (200+ Employees) 160
New Mexico (200+ Employees) 160
Arizona (200+ Employees) 160
Texas (200+ Employees) 161

DRAFT

Figures

Figure 1—Gardner Village Boutique Shops 4
Figure 2—Gardner Village Landscaping 4
Figure 3—Gardner Village Water Tank Icon 5
Figure 4—Gardner Village Winding Stream 5
Figure 5—Gardner Village Conference Center 5
Figure 6—Gardner Village Reception Area 5
Figure 7—Hale Centre Theatres at the Mountain America Performing Arts Centre 7
Figure 8—Innovative stage at Hale Centre Theatre. Photo by UC&D Magazine, 2017 8
Figure 9—Tuacahn Amphitheatre 8
Figure 10—Golf Course Villas by Marriott 9
Figure 11—Shared lawn between homes in Daybreak, UT 9
Figure 12—Oquirrh Mountain Temple viewed from Daybreak, UT 9
Figure 13— https://americasrvwarranty.com/the-best-rv-clubs-a-quick-guide/ 9
Figure 14—RV Resort Concept 10
Figure 15—BigShots Golf 10
Figure 16—BigShots Golf—experience enhanced by software 10
Figure 17—Antelope Island Visitation in 2019 by Household Income 19
Figure 18—County Boundary Map 20
Figure 19—Roadway throughout Antelope Island 20
Figure 20—Fielding Garr Pioneer Ranch 21
Figure 21—Causeway connecting Antelope Island to Syracuse, UT 21
Figure 22—North Across Antelope Island from Frary Peak 22
Figure 23 - Antelope Island 22
Figure 24—AISP, Photo by Stephen Boyd, Oct 2018 22
Figure 25—Causeway Width Estimates 23
Figure 26—Mileposts along Causeway 24
Figure 27—Causeway Improvements Concept 25
Figure 28—Claytor Lake Gazebo, courtesy Virginia State Park Staff 25
Figure 29—Birdwatching Tower 25
Figure 30—Water Skijoring 26
Figure 31—ATV Tow Crew 26
Figure 32—Water Highway 26
Figure 33 - Inflatable Climbing Wall 30
Figure 34 - Inflatable Trampoline and Slide 30
Figure 35 - Inflatable Obstacle Course 30
Figure 36—Master Plan for the Calzada de Amador 31
Figure 37—A narrow section of the Calzada de Amador, Panama City, Panama. 32
Figure 38—Poolside Bar, Calzada de Amador, Panama City, Panama 33
Figure 39—Birdseye View, Causeway and Biomuseu, Calzada de Amador, Panama City, Panama 33
Figure 40—Birdseye View, Calzada de Amador, Panama City, Panama 33
Figure 41—Causeway and Biomuseu, Calzada de Amador, Panama City, Panama 33
Figure 42—Causeway and Expanded Attractions Area, Calzada de Amador, Panama City, Panama 34
Figure 43—Island Line, Colchester Causeway, Burlington, VT 34
Figure 44—Photo by Richard Due 35
Figure 45—Wilson Ring / AP 35
Figure 46—Yahara River Trail 35
Figure 47—Hogle Zoo 40-Acre Footprint 36
Figure 48—Hogle Zoo Location is Prime Real Estate 36
Figure 49—Birdseye View of 600-Acre Drive-thru Safari Loop 37
Figure 50—Drive Thru Safari at Circle G Ranch 37
Figure 51—350-Acre Alabama Safari Park 37

DRAFT

Figure 52—Senate District Boundary Map....38
Figure 53—House of Representatives District Boundary Map....38
Figure 54—City and County Decennial Population Trends....41
Figure 55—Syracuse Population Trends....41
Figure 56—City Population Growth Nominal Comparisons....42
Figure 57—City Population Growth (%) Comparison....42
Figure 58—Population Growth County Comparison....43
Figure 59—Percent County Population Growth....44
Figure 60—Race Profile Comparison....44
Figure 61—Hispanic/Latino Profile Comparison....45
Figure 62—Median Age over Time, Select Geographies....45
Figure 63—Demographic Changes (2010-2018)....46
Figure 64—Age Dependency Ratios....46
Figure 65—Educational Attainment, Population 25 years and above....47
Figure 66—Employment Status....49
Figure 67—Employment Data....49
Figure 68—Household Income by Number of Earners....50
Figure 69—Class of Worker Comparison....50
Figure 70—Number of Jobs by Industry....51
Figure 71—Median Household Income, 2010-2018....53
Figure 72—Regional Household Income Comparison....54
Figure 73—Income and Benefits by Income Bracket....54
Figure 74—Per Capita Income Comparison....55
Figure 75—Poverty Rate by Family Type....55
Figure 76—Poverty Rate by Age....56
Figure 77—Occupancy by Type....57
Figure 78—Housing by Structure Type....58
Figure 79—Missing Middle Housing Types....59
Figure 80—Age of Housing Stock....60
Figure 81—Comparison of Housing Stock by Price....60
Figure 82—Vacancy Rate by Type....61
Figure 83—Wasatch Front Market Rent Per SF, 2010-2025....67
Figure 84—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....68
Figure 85—Davis County Market Rent Per SF, 2010-2025....68
Figure 86—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....69
Figure 87—Davis County Market Rent Per SF, 2010-2025....70
Figure 88—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....70
Figure 89—North Station Park Development....71
Figure 90—Falcon Hill Aerospace Research Park....71
Figure 91—Legend Hills Development....73
Figure 92—Ogden Station....74
Figure 93—Layton Station....76
Figure 94—Kays Crossing Apartments....76
Figure 95—Office Jobs that “Should” Return to the Office....77
Figure 96—Office Jobs that "Should" Continue Working from Home....77
Figure 97—Post-COVID Office Types Map....78
Figure 98—New Office Design Concept....78
Figure 99—Cushman & Wakefield's Future of the Workplace....79
Figure 100—Lucid Technologies Stairwell / Bouldering Wall....80
Figure 101—Skullcandy Corporate Offices + Skate Ramp....80
Figure 102—Square, Inc. HQ Work Cubbies....80
Figure 103—Vivint Corporate Office + Shipping Container Office Space....81
Figure 104—Vivint Software Corporate Office + Basketball Court....81
Figure 105—Selgas Cano's Madrid Office....81
Figure 106— Amazon Menlo Park HQ....82
Figure 107—Biophilic Design at Amazon's Menlo Park HQ's....82
Figure 108— Camaraderie Event at VMWare's Campus....82
Figure 109—Soleil Technology Park....84
Figure 110—Millrock Park Development....84

DRAFT

Figure 111—Cereal Bar in Riverwoods Development....85
Figure 112—INOVA Dry Creek Park....86
Figure 113—Wasatch Front Industrial Property Rent per SF (2010-2025)....88
Figure 114—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....89
Figure 115—Wasatch Front Industrial Property Rent per SF (2010-2025)....90
Figure 116—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....90
Figure 117—Primary Market Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025....92
Figure 118—390 Exchange Place (Rendering)....92
Figure 119—SLC Global Logistics Center Phase I Site Plan....93
Figure 120—Boyer Company Building (Delivers Dec 2020)....93
Figure 121—Freeport Center....94
Figure 122—Most-viewed Antelope Island Videos....101
Figure 124 creekside tales....102
Figure 124 camykings....102
Figure 125—Magnolia Farms in Waco Texas....103
Figure 126—Apple Cannon at Beasley's Orchard in Hendricks County, IN....104
Figure 127—Large Undeveloped parcels in Syracuse....106
Figure 128—Local Retail Map....122
Figure 129—Retail Trade Area Map....124
Figure 130—Grocery Anchored Shopping Centers....126
Figure 131—Percentage Visitors by State....127
Figure 132—Antelope Island Visitors' Favorite Hotels....127
Figure 133—Antelope Island Visitors' Favorite Restaurants....128
Figure 134—Resident's Favorite Leisure....129
Figure 135—Resident's Favorite Restaurants....129
Figure 136—Resident's Favorite Shopping....130
Figure 137—Overview of Retail Properties in Syracuse....131
Figure 138—Walmart Area....131
Figure 139—Smith's Area & Syracuse 6 Theater Area....131
Figure 140—Land for Sale....132
Figure 141—Percentage Visitors by State....135
Figure 142—Percentage Visitors by State – Utah Omitted....135
Figure 143—Weekly Visitors Within Tri-County Area....136
Figure 144—Weekly Visitors Outside of Tri-County Area....137
Figure 145—Monthly Visitors Within Tri-County Area....138
Figure 146—Monthly Visitors Outside of Tri-County Area....139
Figure 147—Q1 Repeat Visitors Within Tri-County Area....140
Figure 148—Q4 Repeat Visitors Outside of Tri-County Area....141
Figure 149—Visitors at Davis County Hotels from Outside of Tri-County Area....142
Figure 150—Visitors at Local Stores....143
Figure 151—Sources of Spending from the USA....144
Figure 152—Sources of Spending from the Wasatch Front....145
Figure 153—Visitors' Favorite Places....145
Figure 154—Favorite Hotels of Antelope Island Visitors....146
Figure 155—Favorite Restaurants of Antelope Island Visitors146

DRAFT

Tables

Table 1—County Population Estimates by City (2020) 40
Table 2—Estimates of the Components of Resident Population Change 43
Table 3—District and State Comparison 47
Table 4—Elementary School Comparison 48
Table 5—Middle School Comparison 48
Table 6—High School Comparison 48
Table 7—Housing Ownership Costs as Percentage of Household Income (Units with a Mortgage) 61
Table 8—Wasatch Front Key Indicators by Property Class 67
Table 9—Davis County Key Indicators by Property Class 68
Table 10—Primary Market Key Indicators by Property Class 69
Table 11—Office Development Pipeline, Wasatch Front 70
Table 12—Under Construction and Proposed Office Projects in Davis County 72
Table 13—Soleil Tech Park Comparison, as of Q2 2020 84
Table 14—Millrock Park Comparison 85
Table 15—INOVA Comparison 86
Table 16—Wasatch Front Key Indicators by Class 89
Table 17—Wasatch Front by Secondary Type 89
Table 18—Davis County Key Indicators by Class 90
Table 19—Primary Market Key Indicators by Class 91
Table 20—Industrial Inventory by Secondary Type 91
Table 21—Industrial Development Pipeline, Wasatch Front 92
Table 22—Retail, Restaurant, & Recreation Businesses 122
Table 23—Wal-Mart Demographic Summary Report 123
Table 24—Smith's Demographic Summary Report 123
Table 25—Primary Sources of Spending in Syracuse 124
Table 26—Primary Visitors Demographics by Zip Code 125
Table 27—Available Retail Properties 130
Table 28—Available Land 132
Table 29—Primary Antelope Island Driving Distance Visitor's Demographics by Zip Code 134

Maps

Map 1—Location of Performing Arts Centers 7
Map 2—Office Properties within a 10-mile radius from Syracuse 69
Map 3—Roy Station 75
Map 4—Clearfield Station 75
Map 5—Industrial Properties within a 10-mile radius of Syracuse 91
Map 6—Farmington Zoning Map 95
Map 7—South Side of Kaysville/Farmington Exit (Planned) 95
Map 8—Kaysville Zoning Map I 96
Map 9—North Side of Kaysville/Farmington Exit (Planned) 96
Map 10—Kaysville Zoning Map II 97
Map 11—Northern Kaysville Access Point 97
Map 12—Layton Zoning Map 98
Map 13—Layton General Plan Map 98
Map 14—Current and needed TIF Areas 108
Map 15—Development Nodes 110
Map 16—East Gateway Node 110
Map 17—Town Center Node 111
Map 18—West Gateway Node 111

DRAFT

Chapter 1 Executive Summary

Better City was hired in early 2020 to conduct an economic study and retail analysis of the City of Syracuse (herein referred to as the "City"). This document represents the economic analysis of the city, including recommendations and strategy to help the community grow and diversify its local economy. The retail analysis of the community is provided as Appendix I, with the findings and insights from the retail analysis being referenced and used throughout the document.

Mission and Goals for the Plan

Syracuse desires to be a vibrant, successful city with good parks and trails—the kind of place where people want to live while maintaining their current way of life with nice, quiet, clean, green neighborhoods where kids are free to roam around and be safe.

At the same time, the city could face financial pressures. In the near term, one risk factor is the possible loss of sales tax revenues due to the Covid-19 lockdown and subsequent recession. More permanent is the loss of sales tax revenues from the RC Willey store relocating to Layton. This loss of property and sales tax is significant. The plan outlined herein identifies ways by which the City may make up for these potential and real lost tax revenues.

There is a risk that doing nothing may require either reduced services and delayed maintenance or to raise taxes to maintain current levels of service. To build and maintain a sustainable economic base without significant increases in property taxes requires a concerted effort to increase rooftops and to attract businesses. Distribution facilities along SR 193 may be the best solution, along with attracting offices for aerospace companies associated with Hill AFB. To accomplish these goals requires that the remaining land in Syracuse City be considered and planned as a whole rather than in a piecemeal fashion. It may be challenging to balance the desires and rights of some property owners to continue farming or preserve open space with economic development goals.

Increasing rooftops

Interviews with stakeholders and public meetings exhibit strong resistance to terms such as *apartments*, *multi-unit*, or *density*. This may be a reaction to the older, monolithic products that are present in surrounding communities. Well-designed neighborhoods such as those in Daybreak adjacent to the Oquirrh Mountain Temple could be welcomed by Syracuse residents, particularly if they are attractive, share in property taxes, and offer the opportunity for Syracuse's children to raise their family in the community where they grew up.

Businesses

The open land along SR 193 and the highway's future connection to the West Davis Corridor could prove highly attractive to distribution companies. Moreover, although it might prove unlikely for Syracuse to attract professional offices of the type sought by and already located in neighboring communities along I-15, aerospace companies should be encouraged to locate some of their new offices along SR 193, capitalizing on the potential interest in remote working.

Outdoor recreation

Syracuse is both recreation-oriented and family-oriented. Recommendations include building a large regional sports complex with wide sidewalks and places for tournaments, expanding and connecting the City's Parks and bike paths, making the City more walkable, and widening the causeway to Antelope

DRAFT

Island with a parkland along one side with bike paths and birdwatching towers. Becoming renowned for outdoor recreation and for pleasant walking and biking could attract employers which, in turn, would attract additional restaurants and shops.

Options

1. Stay as we are — a rural bedroom community with higher taxes where our children might purchase their second or third home, but not their first nor last.
2. Actively seek commercial development along 193—offices, distributors, and light industrial
3. Become a more vibrant neighborhood community with homes young families can afford, being a destination for outdoor recreation with open spaces, parks, and trails—the first choice for employees in nearby work centers such as Hill AFB

STRATEGY AND APPROACH

- Option 1 is not sustainable financially.
- Both option 2 and option 3 are recommended.
- Objectives, Action Steps, and Performance Indicators are proposed at the end of each of the following chapters.

THIS COLUMN IS INTENTIONALLY LEFT BLANK

DRAFT

Chapter 2 PLACE-BASED GROWTH STRATEGY

What attracts visitors to places is aligned with the same determinants that also make places attractive to residents and businesses. Recreational opportunities are one of these determinants and in many cases are not appropriately recognized as an economic development driver. The development of recreational attractions contributes to quality of life and improves a community's competitiveness to attract and retain skilled workforce and high wage employers. Recreational amenities are often patronized and enjoyed by visitors and residents alike and drive spending at local businesses. This is beneficial when such visitation can be repeatedly monetized through local purchases, dining out, or hotel room nights that generate sales, RAPZ, and lodging tax, respectively. Identifying and developing recreational opportunities is a component to effective place-based growth strategies.

Place-based strategies represent a new and interesting opportunity to revamp development strategies. They are pushing individuals in localities to think seriously about their futures rather than wait for solutions to fall like manna from heaven. For example, Toronto, Canada resorted to place-based approaches to boost the city's competitiveness and position it as a "knowledge city" and a viable host for high-technology services, science and technology, and culture. A similar development strategy has been implemented in Glasgow, Scotland, as part of a concerted effort to cope with industrial decline. Place-based approaches can yield significant positive economic and social development results. Engaging in a robust, comprehensive strategic planning process helps to insure a truly efficient deployment of scarce resources, and that it be made operational as designed.[1]

A place-based strategy focuses on using a community's public amenities to make economic progress. Syracuse is recreation-oriented and family-oriented, so ***family-friendly outdoor recreation*** might be an appropriate theme. What are Syracuse's current strengths and what can be developed to build on those strengths?

- Gateway to Antelope Island (which of itself would benefit from enhancement)
- Relatively flat ground – pleasant for walking and bike paths
- Plenty of space for development, most of which is conterminous
- Large tracts of heretofore undevelopable land to the west of the city
- Three interchanges at the terminus of the imminent West Davis Corridor
- Residents' desire to maintain an upscale countryside environment while growing

Place-based growth strategies should be combined with efforts to support user generated content to market the community and its available recreational offerings and attractions.

[1] Andrés Rodrigues-Pose and Callum Wilkie, "Revamping Local and Regional Development Through Place-Based Strategies," *Cityscape*, Vol. 19, No.1 (U.S. Dept. of HUD, 2017), pp 156-165

DRAFT

VILLAGE CONCEPT

One of the public comments received suggested locating a village type of commercial center where the oldest house in Syracuse is located. This village center would be like Gardner Village and would create a unique draw which brings people to shop and recreate in an area filled with boutique shops. A village commercial center works synergistically with a small-town feel which provides a high-end experience. This concept would do well in capturing visitation from AISP and serve as destination attraction for the surrounding region.

About Gardner Village

Gardner Village, located in West Jordan Utah, is a great example of a village commercial center. Gardner Village is a unique historic setting with boutique-style shops, dining, and event venues where you can host meetings, parties and weddings. Gardner Village is a favorite destination for women, attracts people from all over Utah, and an ever-growing tourist base from around the world. All the shops are owner operated and do not belong to a national chain. Leasing space varies from 312 sq. ft. up to approximately 8,600 sq. ft. to accommodate a variety of business needs, and the marketplace is on 8 acres. The area is enjoyable for the shopping experience inside the boutiques and for the charming atmosphere of the entire village.

History

Gardner Village began when a vacant Mill was converted into a furniture store and restaurant, while keeping many historic elements intact. The owner also owned the surrounding property, and put out an advertisement seeking historic buildings, which were then moved to the Gardner property. Historic homes, cabins, and even a train station were donated and renovated at the property to re-create a charming village, complete with a winding stream, brick-lined paths, and covered bridges.



Figure 1—Gardner Village Boutique Shops



Figure 2—Gardner Village Landscaping

DRAFT



Figure 3—Gardner Village Water Tank Icon



Figure 4—Gardner Village Winding Stream



Figure 5—Gardner Village Conference Center



Figure 6—Gardner Village Reception Area

Gardner Village Directory



1. Gardner Village Event Venue Office
2. Aunt Elsie's Trinkets & Treasures
3. A Great Escape
4. Cottage Retreat Spa & Salon
6. Willow Hill Yarn Company
7. Lulus Boutique
8. Boda Bridal
9. Simply Flowers
10. Chocolate Covered Wagon
11. The Art Cottage
12. Santa's Toys - Seasonal Shop
13. American Rust Co.
14. Spoiled Rotten Children's Boutique
15. Storybook Nook
16. Plum Dandy

18a. Utah Sports Collective
18c. Mystique Dining
20. Layers Beautiful Bedding
21. Neighborhood Bakery
23a. Down to Earth
23b. Village Management Office
24. The Gathering Place
29s. Pine Needles
29n. Shopaholics
29nw. Posh Paperie
30. CF Home Furniture & Design
31. Archibald's Restaurant
32. Camera Shy

Performing Arts Center

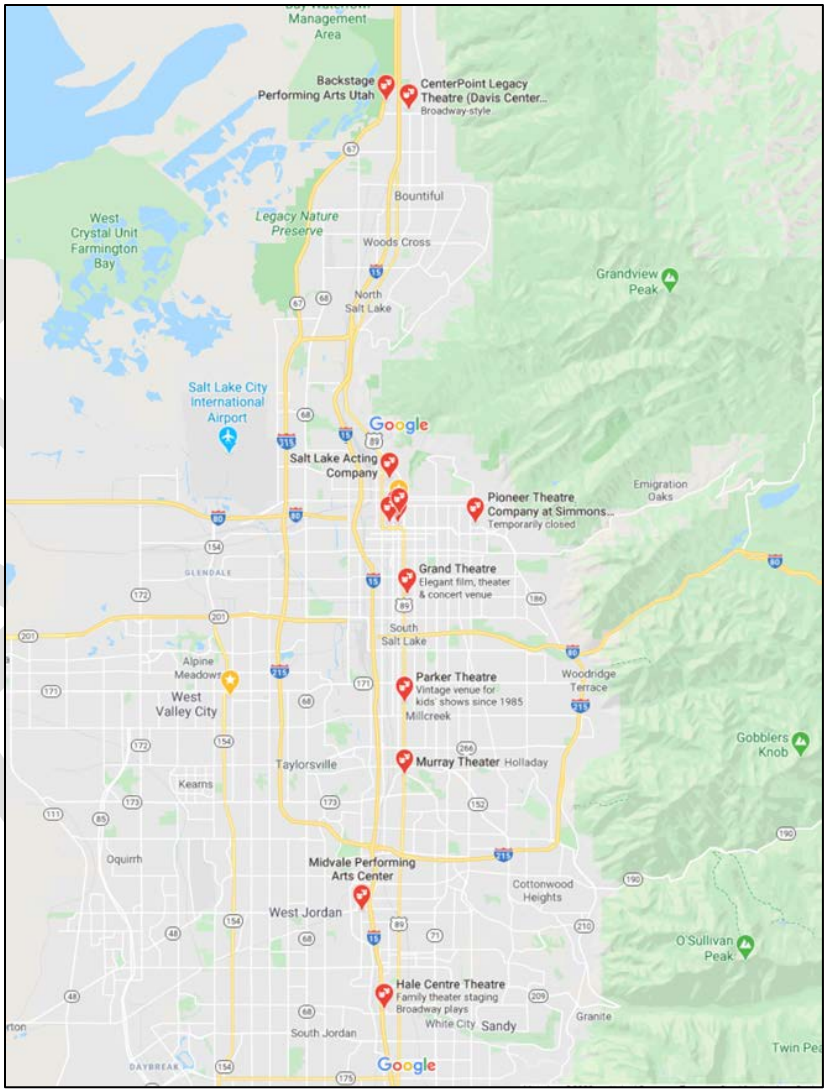
Performing Arts centers are popular in the Salt Lake Valley. As one travels north, however, there are few. That may change with the coming of the West Davis Corridor and the desire to construct an indoor performing arts center in Syracuse near the Antelope Drive interchange.

A Performing Arts Center can be a valuable resource to Syracuse: enlivening the city's culture, engaging minds, and providing opportunities for expression. Educators, for example, are recognizing the value of a well-rounded STEAM education (science, technology, engineering, art, math) wherein the Arts inspire self-discovery, expression, and creativity. It may well be that creativity was one of the most important steps in human development. What would our society be like without creativity?

The Hale Centre Theatre, for example, provides traditional plays and musical theatre productions on two innovative stages. Their mission is "to provide innovative, professional family theatre and theatre education that involves and elevates our community." With 24,000 season subscribers, it is said to be one of the nation's highest attended professional theatres. 500,000 patrons attend performances each year. Note that the most, if not all, productions are cast from within the community, using local artists.



Figure 7—Hale Centre Theatres at the Mountain America Performing Arts Centre



Map 1—Location of Performing Arts Centers

To build the Hale Centre Theatre, Sandy City financed more than half of the $80 million project cost with a $42 million bond which

the theatre would pay back over the next 27 years as part of a lease agreement. The Centre was to raise the remaining $38 million through private donations.

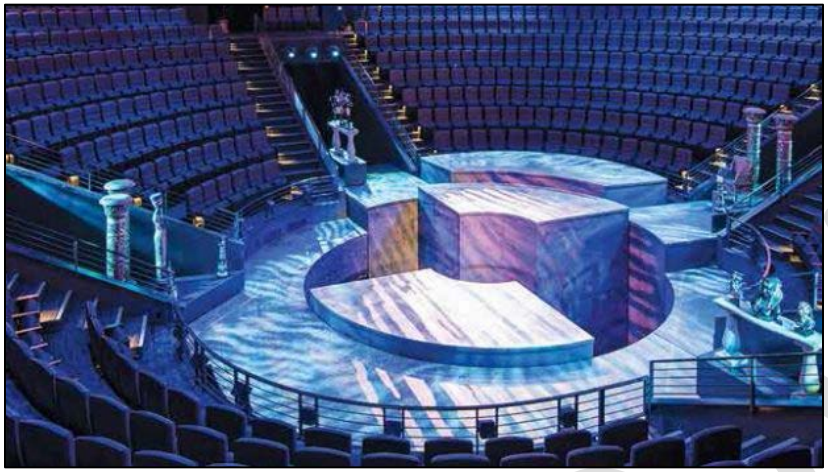


Figure 8—Innovative stage at Hale Centre Theatre. Photo by UC&D Magazine, 2017

Nationwide, more than half of all adults attend at least one arts and cultural event in a year, including live musical performances and live plays or musicals. According the National Endowment for the Arts, Utah leads the nation in attending live music, theater or dance performances, as well as in moviegoing. The creative industry in Utah is vibrant, providing over $700 million in total sales and $200 million in wages and salaries.

Festivals in Utah also contribute. The musical *Wicked* at the Eccles Theater last year had an economic impact on the state of nearly $40 million. The Sundance Film Festival alone generated almost $200 million towards the state's economy. The number 1 consideration for businesses to expand in Salt Lake City, for example, is the richness of the city's arts and culture scene.

The economic impact of the Tuacahn Center for the Arts in Ivins, UT, is estimated to be over $100 million to Washington County as patrons stay at hotels, eat at local restaurants, and shop. During 2019 more than 300,000 guests attended a production or concert at Tuacahn, half of whom are from Northern Utah and 30% from out-of-state. Tuacahn casts professional actors and employs more than 350 people in addition to more than 300 volunteers.



Figure 9—Tuacahn Amphitheatre

Arts-Friendly Neighborhoods

As Hill AFB grows, there could well be a need for corporate housing to rent on a temporary basis for relocating employees, military personnel, intern groups, and visitors. Syracuse may be uniquely positioned to provide a comfortable environment for such a complex. One would begin with a few villa-type residences to test the viability of the concept, perhaps renting initially through Airbnb, HomeAway, or VRBO, and later expanding the number of units and providing services as occupancy increases.

DRAFT



Figure 10—Golf Course Villas by Marriott

When Antelope Island, the causeway, and connection to Syracuse are enhanced, many visitors might wish to stay overnight. If that proves to be the case, a small hotel might be built at the same site.

Starter homes on small lots with shared lawns and driveways are examples of what can be built to serve as permanent residences or as corporate housing, or both.

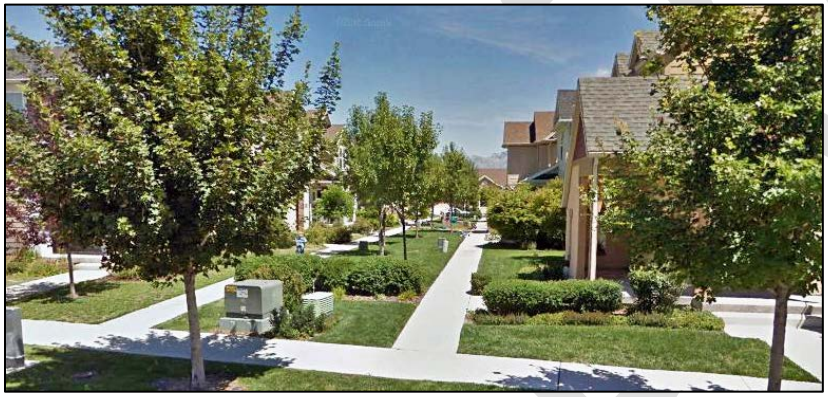


Figure 11—Shared lawn between homes in Daybreak, UT

A well-designed neighborhood such as the one above includes parks and park strips as part of a family-friendly environment.



Figure 12—Oquirrh Mountain Temple viewed from Daybreak, UT

Attractive Amenities

Many families travel in recreational vehicles and some stay at the RV park at Antelope Island. On the side of the causeway at Syracuse, it might prove beneficial to provide an upscale park. Regrettably, some view RV parks as crowded and unsightly.

Thoughtful planning and prudent investing can provide a park most would enjoy, such as the one below.



Figure 13— https://americasrvwarranty.com/the-best-rv-clubs-a-quick-guide/

DRAFT



Figure 14—RV Resort Concept

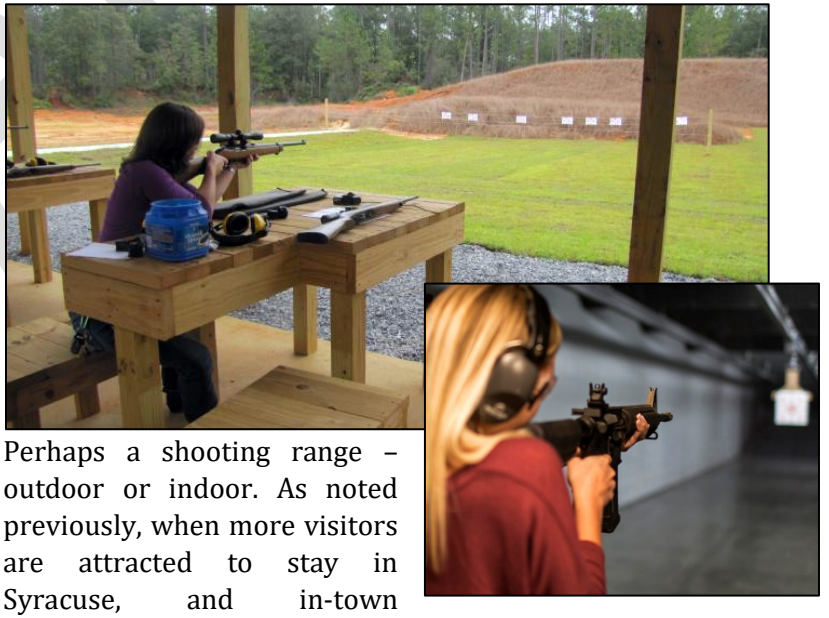
Visitors to Syracuse could be encouraged to stay longer with activities such as Big Shots Golf, a competitor to Top Golf that is targeting smaller markets. Land and tax increment could be structured to incentivize such a development.



Figure 15—BigShots Golf



Figure 16—BigShots Golf—experience enhanced by software



Perhaps a shooting range – outdoor or indoor. As noted previously, when more visitors are attracted to stay in Syracuse, and in-town employment grows, occupancy rates could justify a small hotel as well as restaurants, boutique shops, and who knows what else.

MINDFULNESS RETREAT CONCEPT

Mindfulness is a state of active, open attention to the present. This state is described as observing one's thoughts and feelings without judging them as good or bad.



SOURCE: *Psychology Today*

Mindfulness encompasses two key ingredients: awareness and acceptance. Awareness is the knowledge and ability to focus attention on one's inner processes and experiences, such as the experience of the present moment. Acceptance is the ability to observe and accept—rather than judge or avoid—those streams of thought.

The goal of mindfulness is to cultivate perspective on one's consciousness and identity that can bring greater peace mentally and relationally. Mindfulness may also be used in mindfulness-based therapies, to address stress, anxiety, or pain, and simply to become more relaxed.[2]

A mindfulness retreat could be an attractive complement to Syracuse's image as a quiet, restful, peaceful location along with everything else being contemplated for economic development. It might be that Syracuse could become a destination for a "mindfulness retreat" concept, with a unique ability for a salt lake float, a bath house, and a spa.

Concepts and Standards

There appear to be three organizations that conduct training in mindfulness and, to a certain extent, set standards for the practice.

1. UMASS Memorial Center for Mindfulness

The story of the Center for Mindfulness (CFM) begins in the 1970's at UMass Medical Center, where Dr. Jon Kabat-Zinn, PhD, began the original Stress Reduction clinic that soon developed into Mindfulness-Based Stress Reduction (MBSR). Since that time, more than 25,000 people have completed the 8-Week program with CFM and have worked with their own internal resources and abilities to respond more effectively to stress, pain, and illness.

2. UCSD Center for Mindfulness

The UC San Diego Center for Mindfulness (CFM) is a multi-faceted program of professional training, education, research, and outreach intended to further the practice and integration of

[2] https://www.psychologytoday.com/us/basics/mindfulness

DRAFT

mindfulness and compassion into all aspects of society. They offer a broad range of mindfulness-based programs and initiatives.

3. Center for Mindful Self-Compassion

The Center for Mindful Self-Compassion was originally founded in 2012 by the developers of MSC, Christopher Germer and Kristin Neff, and is now an international nonprofit organization.

Case Studies

Among the top mindfulness retreats in the US likely to be relevant examples to Syracuse are the following:

Shambhala Mountain Center link

Red Feather Lakes, CO, 600-acres



SOURCE: Shambhala Mountain Center

The Shambhala philosophy teaches the wakefulness of human goodness and being with diverse offerings of mindful practices and expansive landscape. Cellphones don't work there. Guests can create a personal retreat package or register for a weekend, a week, or a month. Most retreats are three to five days with over 100 programs including Yoga Retreats, Mindfulness, Meditation and Qigong Retreats, Art and Creativity Retreats. Lodging varies from tent platforms to single-gender dorms to lodge suites with modern amenities. There is vegetarian and vegan cuisine, as well as regular meals, ranging from Italian to Indian.

Red Feather Lakes, CO 80545, Phone: 888-788-7221

The Standard Spa link

Miami Beach, Florida

A full lineup of meditation experiences and workshops, including garden fire-pit meditations, crystal sonic-sound bath meditations, healing through chakras, breathwork, and kundalini and yoga workshops. The holistic approach incorporates fitness, nutrition, and bodywork, the Standard offers a hydrotherapy playground featuring an arctic plunge pool, mud lounge, Scotch hoses, infinity pool, and hamam, plus services such as acupuncture and life coaching. Fresh, raw, organic, and Mediterranean cuisine (even a hamburger) as well as a selection of juices and smoothies. Relax in algae-infused detoxifying mud. "Part recovery center, part hydrotherapy playground and part Ashram". The Spa offers both individual and group retreats and workshops.

40 Island Ave, Miami Beach, FL 33139, Phone: 212-645-4646

DRAFT

Rolling Meadows Retreat link

Brooks, Maine



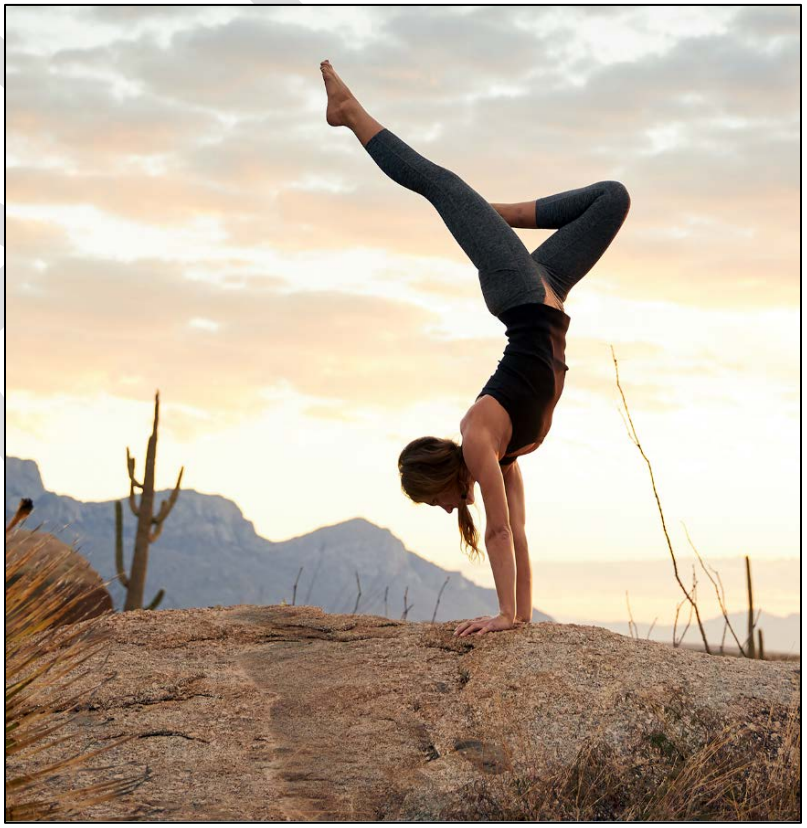
SOURCE: Rolling Meadows Retreat

Silent meditation and yoga retreat that hosts up to 11 people on Maine's northeastern coast. Designed to increase awareness and simplify life, a daily schedule of multiple meditation sessions, yoga, and free time. Talking is encouraged during guided sessions, which offer opportunities to ask questions and discuss ways to integrate experiences into daily life. Fresh vegetarian.

Miraval Resort and Spa link

Tucson, Arizona

Meditation from beginner to advanced, including floating meditation, mindful stress mastery, forgiveness meditation, and a labyrinth. Focuses on art and photography, integrative wellness, culinary exploration, and meditation. Outdoor treatment rooms and a full spa and bodywork with Ayurvedic, reiki, and Thai massage therapies. Menu with vegetarian and vegan options.



SOURCE: Miraval Resort and Spa

DRAFT

Stillpoint Lodge link

Halibut Cove, Alaska

inflatable kayaks, nature trails, paddleboard. Wellness activities at the lodge include massage, yoga, hot-tub and sauna and guided meditation. Scheduled group retreats and a cabin for private stays. Guided meditations, yoga, and a labyrinth for walking meditations. An organic garden and freshly caught halibut, salmon, oysters, and mussels - pescatarian menu.

46877 Stillpoint Trail, Halibut Cove, AK 99603, Phone: 907-299-7240



SOURCE: Stillpoint Lodge

Canyon Ranch Wellness Resort link

Lenox, Massachusetts

A variety of wellness events throughout the year including dance workshops, bereavement clinics and overall fitness workshops, visualization mediation, spiritual guidance, yoga, labyrinth, touch therapies, and full-service spa treatments. Programming options like tarot card reading, astrology, portrait drawing, mandala making, cooking classes, or a Rite of Passage ceremony. Chef-created meals, including vegetarian options

165 Kemble St, Lenox, MA 01240, Phone: 412-637-4100



SOURCE: Canyon Ranch Wellness Resort

DRAFT

The Esalen Institute link

Big Sur, California

Various meditation practices are offered, from Buddhist to tantric. A number of live-in courses and workshops which include Arts and Creativity, Body and Movement, Meditation and Spiritual, Mind and Psychology and Nature and Sustainability. A meditation roundhouse with cliffside hot springs (clothing optional), healing arts, meditation and mindfulness workshops, such as yoga, music, self-connection, stress-reduction, and fulfilling relationships between fathers and sons. Family-style communal dining with vegetarian and gluten-free options

Meals use local produce and organic raw foods from the garden

55000 CA-1, Big Sur, CA 93920, Phone: 888-837-2536



SOURCE: Canyon Ranch Wellness Resort

The Omega Institute for Holistic Studies link

Rhinebeck, New York

Six learning paths spanning health, healing, and sustainable living, with more than 350 workshops, yoga teacher training, and rest and rejuvenation retreats. Guided and self-practice Meditation is integrated into classes like Zen archery, moving meditations, or meditation-focused workshops that teach techniques such as Vipassana meditation. Two- or five-day R&R retreats. Yoga, shamanic healing, acupuncture, massage, henna, facials, and chakra portraits. Mostly vegetarian meals. Hot-air balloon rides, kayak, canoe, or rowboat are nearby.



SOURCE: Omega Inst.

Strata Integrated Wellness Spa link

Colorado Springs, CO

Offers a combination of modern clinical practices, nutrition, naturopathy, spa treatments, fitness, and other wellness services. Nine treatment rooms, a salt inhalation room, an herbal sauna, and a therapy room with an Austrian weightless environment bed. Salon services.

3314 Mesa Road, Colorado Springs, CO 80904, Phone: 719-428-2202

DRAFT

Green Mountain at Fox Run link

The oldest wellness and weight loss resort exclusively designed for women. The spa also addresses body image and total health The non-diet integrated health approach incorporates nutrition, fitness, and emotional and behavioral health. Guests stay between 1 and 4 weeks. 40 beds available in private or shared bedrooms. Three balanced healthy meals a day and snacks.

4416, 262 Fox Ln, Ludlow, VT 05149

Feathered Pipe Ranch link

Helena, MT

North America's first non-guru-based retreat center. Traditional indigenous American and Indian wellness practices. Weeklong retreats include hatha and vinyasa yoga, mindfulness, meditation, Ayurvedic instruction, and Mindful Unplug experiences to disconnect participants from the modern world and reconnect them with nature and the human body.

P.O. Box 1682, Helena MT 59624, Phone: 406-442-8196

Franciscan Spirituality Center link

La Crosse, WI

Open-door policy for all religious and cultural backgrounds. Programs and experiences include spiritual discussions, meditation accompanied by traditional Tibetan singing bowls, and dream workshops. Three hermitages, (simple self-catering cottages which can be hired on a daily basis).920 Market Street, La Crosse, WI 54601, Phone: 608-791-5295

Full Circle Retreat link

Viroqua, WI

Group programs are designed to help cultivate peace, stability and ease by focusing on one's own personal experiences. Guided retreat programs on weekends during the summer but extensions are welcome for one to practice meditation techniques.

Viroqua, WI 54665, Phone: 608-675-3828

Heartspring Sanctuary link

Alexander, NC

Accommodation in an historic cabin. Various three to five-day packages include accommodation, meals and treatments which include meditation, massage, energy sessions, life coaching, foot massage and detox programs.

Haney Road, Alexander, NC 28701, Phone: 828-216-4100

Mercy Center link

Burlingame, CA

Operated by the Sisters of Mercy. Both private (silent) and guided retreats for individuals and groups and "Unplugged" day visits. V Various prayer, massage and meditation.

2300 Adeline Drive, Burlingame, CA 94010, Phone: 650-340-7474

DRAFT

Coppertoppe Inn and Retreat Center link

Hebron, NH

Individual retreats and also guided mindfulness retreats. Yoga and tai-chi classes. Options for vegetarians, vegans and other dietetic requirements.

8 Range Rd, Hebron, NH 03241-7230, Phone: 603-744-3636

Sedona Wellness Retreat link

Sedona, AZ

Primarily aimed at people who want to change their lifestyle, lose weight and release toxins in their bodies. Treatments are based around healthy eating (mostly fresh organic vegetables and fruit) and various forms of fasting, complemented with activities like yoga, Qigong, and meditation to increase mindfulness.

125 Kallof Place, Sedona, AZ 86336, Phone: 928-239-4589

Spirit Mountain Retreat link

Idyllwild, CA

Can accommodate up to 15 people for one day retreat programs or five private bedrooms for a longer retreat. Private, couples' or group retreats include meditation, massage, spiritual guidance and creative activities aimed at encouraging.

25661 Oakwood Street, Idyllwild, CA 92549, Phone: 951-659-2523

Valley Mindfulness link

Florence, MA

Concentrates on teaching Mindfulness-based Stress Reduction (MBSR) and Mindful Self-Compassion (MSC). Eight-week courses. Also offer private courses or retreats and online courses.

45 Main St, Florence, MA 01062, Phone: 413-570-0312



SOURCE Sedona Wellness Retreat

DRAFT

IMPLICATIONS – PLACE-BASED GROWTH STRATEGY

The development of recreational attractions contributes to quality of life and improve a community's competitiveness to attract and retain skilled workforce and high wage employers as well as visitors, driving spending at local businesses.

Place-based strategies represent a new opportunity to revamp development strategies to boost a city's competitiveness, yielding significant positive economic and social development results. Marketing is best done through user-generated content.

Syracuse is recreation-oriented and family-oriented, so ***family-friendly outdoor recreation*** might be an appropriate theme. Likely options might include:

- A concept similar to Gardner Village, with a small-town feel drawing in people to shop and recreate.
- A performing arts center, of which there are several in the Salt Lake Valley, but few in Syracuse's market area.
- Mindfulness retreat
- *Recreation complex as described in the next chapter.*

Proposed Objectives

- Syracuse has a portfolio of family-oriented offerings that work together to build a unique image for the City.
- Syracuse is well-known as a "place" where people want to live, work, and visit.

Proposed Action Steps

- Create a place-based plan, identifying components, where to locate them, how each supports the others, and how to bring the portfolio to fruition.
- Develop expertise in encouraging user-generated content favorable to the City.

Proposed Performance Indicators

- % of target populations who would recommend Syracuse to their friends as a place to live, work, and visit.
- The number of visitors to Syracuse and Antelope Island

THE REST OF THIS COLUMN IS INTENTIONALLY LEFT BLANK

DRAFT

Chapter 3 ANTELOPE ISLAND STATE PARK

The City of Syracuse is considered a gateway community, in that visitors must travel through the City to access Antelope Island State Park (AISP). AISP attracts 523,590 visitors annually and represents a significant opportunity for the City. The map below shows the point of origin for visitors to Antelope Island in 2019. The park can attract visitors from across the United States.

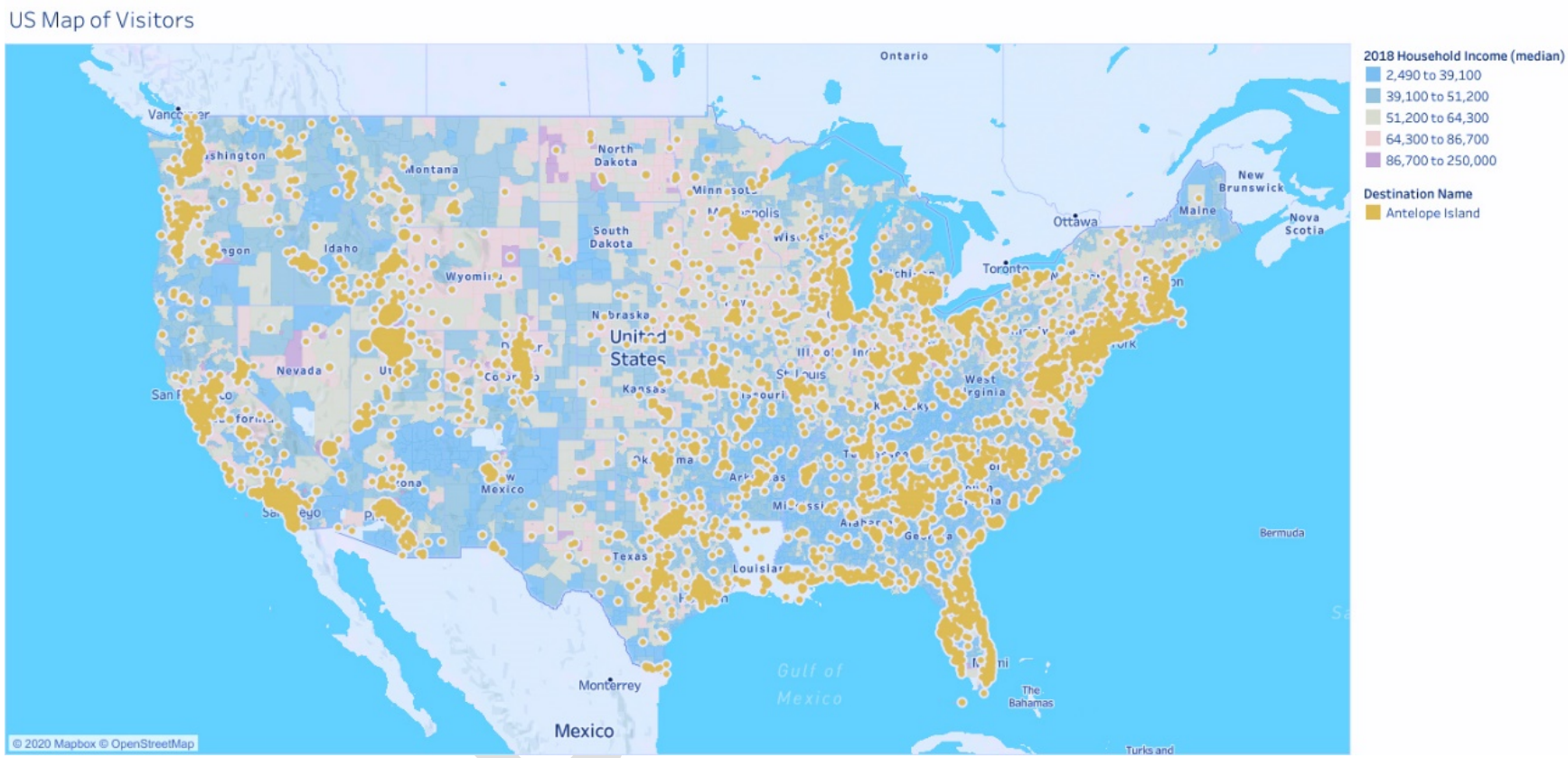


Image Courtesy: See Source

Figure 17—Antelope Island Visitation in 2019 by Household Income

The map below shows the closest counties to AISP as being Weber, Davis, and Salt Lake. There is no causeway connecting the southern tip of the island to Salt Lake County, requiring longer trips through Davis County and Syracuse to access the island.



Figure 18—County Boundary Map

Wildlife roaming unfenced around Antelope Island include Bison, Big Horn Sheep, Pronghorn, and Mule Deer. The theme of the park is to represent a historical western environment that is rugged and quiet – a wild place minutes from the Wasatch Front. Being simple is part of the park's charm.



SOURCE: State of Utah

Figure 19—Roadway throughout Antelope Island

In the past 10 years, visitation has doubled from 265,000 to about 510,000 expected this year. The park is open year-round. However, during the six weeks from the end of April through May and sometimes into June visitors might wish to stay in their cars – bug season.

Among amenities now at the park are:

- Visitors Center and Gift Shop
- Three campgrounds with a fourth under construction
- 50 miles of non-motorized trails
- Public beach with restrooms and showers
- Island Buffalo Grill (open seasonally)
- Fielding Garr Pioneer Ranch

DRAFT



SOURCE: State of Utah

Figure 20—Fielding Garr Pioneer Ranch

Improvements desired at the park include:

- Modernizing and expanding the Visitors Center
- Modernizing the three campgrounds
- Perhaps a lodge or small hotel with a conference center



SOURCE: State of Utah

Figure 21—Causeway connecting Antelope Island to Syracuse, UT

DRAFT



SOURCE: State of Utah

Figure 22—North Across Antelope Island from Frary Peak



Figure 23 - Antelope Island

The lack of hospitality infrastructure adjacent to the Park indicates that AISP may lack sufficient desirability as a recreational destination to warrant visitation volume, repeat visits, and lengths of stays that leave people tired and hungry. If that were the case, the private sector would have already reacted to the market demand and invested in uses that meet those needs.



Figure 24—AISP, Photo by Stephen Boyd, Oct 2018

This may be due to AISP being an underutilized place for the State of Utah, especially given the expected rapid growth in Davis and Weber Counties and anticipated growth. How can Antelope Island become a jewel among the State's parks – enhance for enjoyment by both visitors and residents? A candid assessment of the State Park leaves much to be desired. Among other things, Antelope Island is synonymous with barrenness, desolation, and flies. Despite this, local visitation has grown to be equal to out-of-state visitation which is likely a function of two variables: 1) growth in population and housing development within the tri-county area

resulting in increased visitation and 2) residents may view AISP as a recreational resource that is accessible and affordable when compared to alternative recreational opportunities.

Improving the desirability of Antelope Island State Park as a recreational destination will not only improve quality of life for residents in the tri-County area but also create / enhance the demand drivers for commercial uses in Syracuse. The State Park as it is presently positioned represents a lost opportunity to the stakeholders that currently benefit from its use including the City of Syracuse, Davis County Tourism Bureau, Davis County, and the State of Utah. Strategically repositioning the State Park and making consistent and phased investments to improve its offerings, attractiveness, and desirability as a recreation destination could fundamentally change the existing demand drivers of real estate in Syracuse. Phasing may result in smaller incremental projects but when taken together over a period could amount to a significant investment and recreational enhancement. Improving the desirability of AISP would start with making active transportation improvements to the causeway.

CAUSEWAY ENHANCEMENTS

This stretch of man-made roadway is the only vehicular access to the island and was originally built in 1967. According to the 2009 Antelope Island State Park Resource Management Plan 2009:

"Following several wet winters, the Great Salt Lake reached flood levels in the early 1980s, damaging both causeways as well as many park facilities and beach areas. Without access, the park had to be closed in June 1983, returning it to a nearly isolated state for 10 years. During much of this period, park personnel reached the island by boat. In 1987, the Division organized the first annual bison roundup to inoculate and improve the condition of the bison herd. Due to the efforts of several key legislators and Davis County, funding to repair the causeway was appropriated by the Utah Legislature in 1992. Davis County, through an agreement with the state, is responsible for maintaining the causeway, including the culverts. Antelope Island State Park collects an additional fee earmarked to help support causeway maintenance. In July 1993, AISP was officially reopened to the public."[3]

Note that funding for repairing the causeway was appropriated by the State legislature. Twenty-seven years after repairing the causeway and reopening AISP to the public, the causeway still leaves much to be desired. From shoreline to shoreline, the causeway is approximately 350 feet wide which varies more or less along its length, with a two-lane paved road through the middle. Approximate measurements of the road indicate that it is 40 feet wide with 12-foot travel lanes in both directions and 8-foot paved shoulders. On either side are 7-foot soft shoulders with a gentle slope that continues to the shoreline.

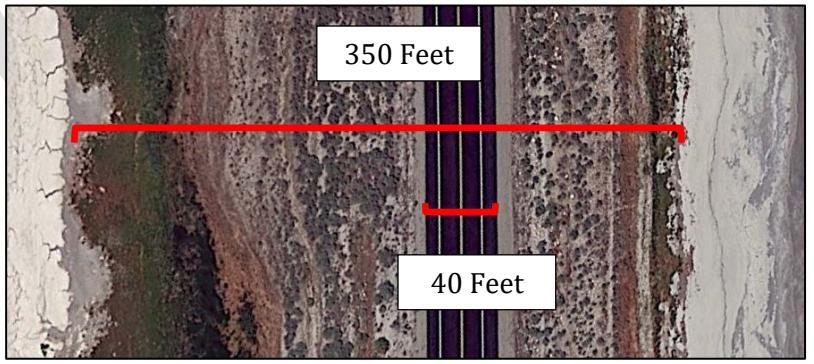


Figure 25—Causeway Width Estimates

[3] Antelope Island State Park Resource Management Plan 2009. Page 12.

DRAFT

Interestingly, the causeway when measured from the gate to the marina, is almost exactly 7-miles long. This is a unique characteristic that could be highlighted for purposes of attracting active transportation and events to the causeway and AISP.



Figure 26—Mileposts along Causeway

The 7-mile causeway appears to have adequate width to accommodate expansion. An initial phase could be the development of dedicated bike and pedestrian lanes in both directions. This can be accomplished by importing fill dirt and road base to raise the base elevations of the soft shoulder to the existing street grade and paving over it, engineered to meet street standards. This will provide bicyclists with a safe, dedicated route. This has and will continue to become more and more difficult to find in Davis and Weber counties. Preferred bicycling routes have historically been in flat rural areas which have seen an increase in road traffic due to new development as well as bicycle / vehicular conflict. Routes will continue to see interruption due to road intersections, curb cuts, pedestrian use, and vehicular traffic. Conversely, the causeway represents a 7-mile stretch of uninterrupted enjoyment with beautiful, majestic landscapes.

Marathon and ultrarunners frequent the causeway as well due to its isolation, lengths of uninterrupted road, and flat topography. A dedicated pedestrian lane will improve the safety of these runners and create separation from bicyclists and automobiles.

As biking and running across the causeway becomes more popular, additional improvements should be pursued to beautify the causeway and provide shade for the bike and pedestrian lanes. Future improvements could include adding a landscaped hard median, landscaped parking strip (also referred to a boulevard), and additional travel lanes in both directions. These could be accommodated by building up the base elevations of the gently sloping area between the bike and pedestrian lanes and the shoreline, relocating the dedicated bike and pedestrian lanes, restriping the road for additional travel lanes, and installing the landscaped medians.

It would also be good to have the upgraded bike path on Antelope Island connected to the proposed bike path across the causeway and connected to an updated trail system in Syracuse. Also desirable would be a more attractive entry to the causeway from Syracuse.

The landscaped median and parking strip could include vegetation such as trees, shrubs, and native grasses. These landscaped strips could be watered with drip irrigation lines buried beneath rip-rap or mulch. The State's Division of Water Quality indicated that Type II effluent as described in section 11.5 of Rule R317-3 from the North Davis Sewer District would not be allowable for use as drip irrigation. Just as there are springs and freshwater seeps on the Island, fresh water can be reached through the lakebed which could be used to irrigate native trees, shrubs and grasses planted along the green parkway on the causeway.

DRAFT

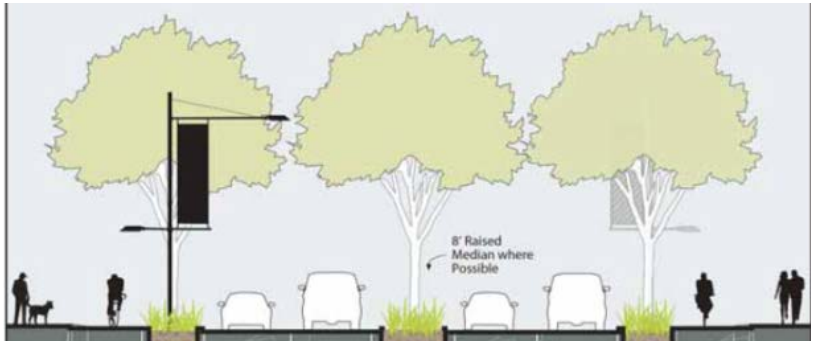


Figure 27—Causeway Improvements Concept

In addition to these improvements, additional fill dirt could be imported to build out attractions along the causeway. Over time, these could be developed at every mile interval, providing something different to do at each stop. These attractions could include turnouts for viewing areas, platforms for observing birdlife, flat-water equipment rental (kayaking, paddle boarding, etc.), exercise stations along a smaller 0.5-mile to mile stretch, picnic tables, gazebos, etc.



Figure 28—Claytor Lake Gazebo, courtesy Virginia State Park Staff



Figure 29—Birdwatching Tower

Water Highway

Another concept includes creating a channel next to the causeway to create a "water highway" that would provide safe and dedicated lanes for kayakers and paddleboarders. This concept could also include "water skijoring", which describes the activity of skiing whilst being pulled by a dog, horse, ATV, or motor vehicle.[4] The following are social media posts (user generated content) from a group enjoying these activities in an aqueduct in the Bonneville Salt Flats.

Should a channel be developed, the lakeside channel berm could be expanded to include a bridal and/or ATV trail that could accommodate the towing of water-skiers. This could be positioned as being more economical than renting a boat, safer than waterskiing in open water as not being as exposed to the elements, more convenient and accessible than waterskiing with a boat, better pacing than a tow cable, and no mechanical systems would be needed. A hydrology study would need to be done to determine the viability of this water highway concept. Utilizing the causeway as one side of the channel would mean only one additional berm would need to be developed.



Figure 30—Water Skijoring



Figure 31—ATV Tow Crew



Figure 32—Water Highway

[4] See Skijoring and Water Skijoring

BOULDER PARK

Bouldering is an exciting sport, with more than 9 million plus climbers and 600 related facilities in the United States. In bouldering, one can experience similar challenges as rock climbing, although the height is usually only 10-20 feet above the ground. With the popularity of nature play, boulders can also link to other structures, climbing ropes, or to a balance course.



SOURCE: snowkingmountain.com

Boulder parks use natural or manufactured rocks which can be fitted with climbing holds. The International Play Equipment Manufacturers Association and the Consumer Products Safety Commission maintain standards most providers comply with.

A boulder park in Jackson hole has three such rocks from easy to difficult as well as a picnic shelter, horseshoe pits, green space, and a playground with swing sets and slides – all free of charge.



SOURCE: jhtownpump.org

Wood fiber, sand and pea gravel can all be used as safety surfacing as well as rubber tiles, chips or poured-in-place.



SOURCE: jhtownpump.org

Boulder parks are designed to fit a community's environment. They can even be crafted from molds of real rocks to capture the diversity of climbing holds in nature, such as these rocks in Moab.



SOURCE: MoabBoulderPark (Facebook)

Syracuse could locate a boulder park near the causeway entrance. The profiles can be designed with specific areas for children, beginning climbers, or more advanced climbers. Landing surfaces could use recycled shredded rubber, rubber tiles or other material consistent with local codes. Coatings last and are proven even in downtown Jackson, Wyoming with piled snow during the winter months.

Nature Play Park

A nature play park could be added to the boulder park.



SOURCE: thprd.org—Tualatin Hills, OR



SOURCE: Oregon Parks and Recreation

DRAFT

Pier or Boardwalk to the Water

A brief boardwalk extends from the Island Buffalo Grill to the grassy strip. Why not consider extending the boardwalk all the way to the lake's water? At the water's edge visitors could rent kayaks or inflatables rentals.



SOURCE: abcnews.go.com - Myrtle Beach

Boardwalks consist of raised platforms, requiring the installation of footings into the substrate. The materials used to make boardwalks can vary based on substrate composition and other adjacent environmental factors, including salt, sunlight, moisture, and sediment composition. To withstand corrosion from the salt environment, for example, boardwalks could be constructed from wood or fiberglass framing with wood, composite, or vinyl.

Along the elevated boardwalk towers could be built for taking pictures of family members floating in the water or birdwatching. The boardwalk could also be a place to stroll while watching the lake's famous sunsets.



SOURCE: ournaturalheritage.org

DRAFT

Inflatable Playground Concept

Inflatable water features allow for a variety of activities that appeal to families and young adults. The City can combine these offerings with the other attractions to increase the number of activities that are available in and near the causeway.

The features can be small, like the iceberg below, or can be much larger and more complex features, such as slides, trampolines, slip-and-slides, and other obstacles.



SOURCE: Campingworld.com

Figure 33 - Inflatable Climbing Wall



SOURCE: Directinflatables.com

Figure 34 - Inflatable Trampoline and Slide



SOURCE: WGN-TV

Figure 35 - Inflatable Obstacle Course

DRAFT

Causeway from Syracuse to Antelope Island

Following are examples of causeways developed in other locations. The *Calzada de Amador*[5], located in Panama, used to be a strip of tarmac linking Panama City to three small islands. Panama developed a 15-year plan to enhance the mile-long causeway and today the Amador Causeway is home to some of Panama's top attractions and activities.



Figure 36—Master Plan for the Calzada de Amador

[5] https://www.lonelyplanet.com/articles/the-amador-causeway-panama-citys-booming-boardwalk

Below is a picture of a narrow section of the causeway after improvements had been made. Notice the dedicated bike and pedestrian lanes, benches, trees, and lighting.



Figure 37—A narrow section of the Calzada de Amador, Panama City, Panama.

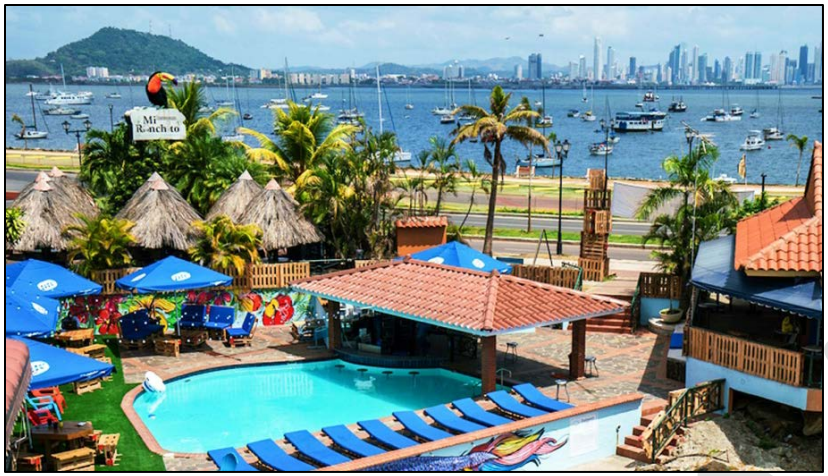


Figure 38—Poolside Bar, Calzada de Amador, Panama City, Panama



Figure 39—Birdseye View, Causeway and Biomuseu, Calzada de Amador, Panama City, Panama

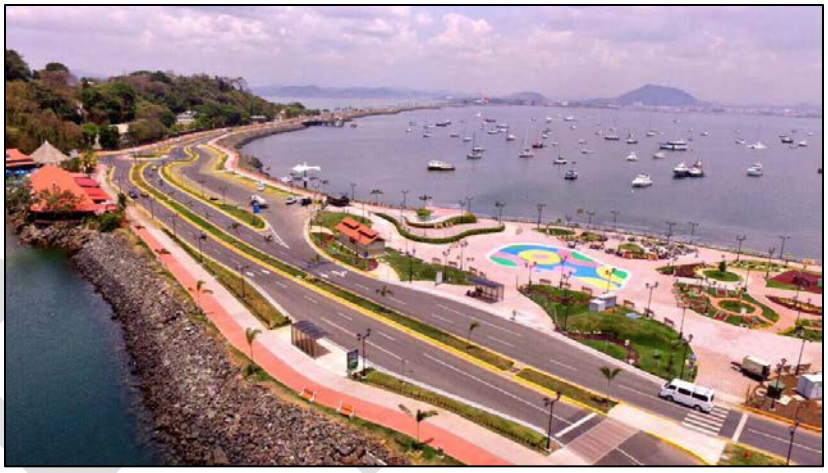


Figure 40—Birdseye View, Calzada de Amador, Panama City, Panama



Figure 41—Causeway and Biomuseu, Calzada de Amador, Panama City, Panama

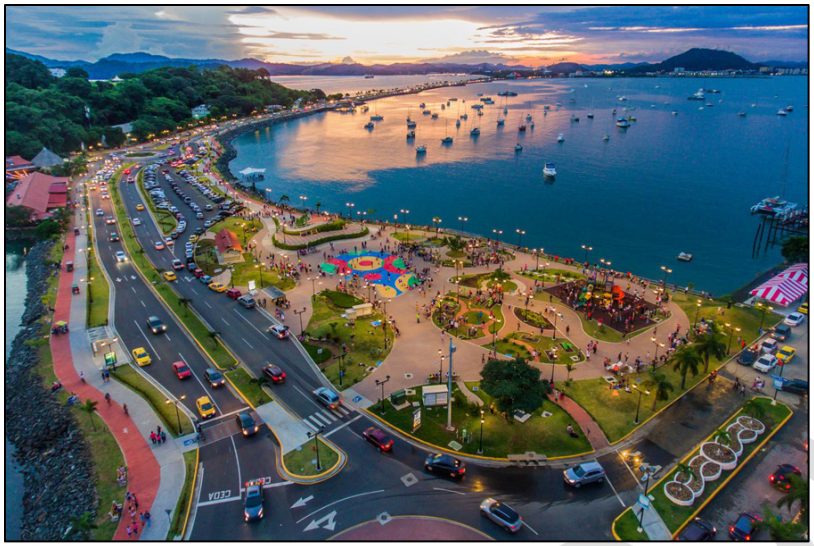


Figure 42—Causeway and Expanded Attractions Area, Calzada de Amador, Panama City, Panama

The Calzada de Amador is an example of causeway improvements that were deemed suitable in a tropical climate. The AISP causeway could be planned and developed with attractions and activities suitable to a temperate climate.

Another example is Vermont's Colchester Causeway, which is a converted former railroad route that connects with the Burlington Bike Path.[6]



Figure 43—Island Line, Colchester Causeway, Burlington, VT

[6] See https://www.railstotrails.org/trailblog/2010/december/01/vermonts-island-line/ and https://www.boston.com/travel/travel/2017/08/01/biking-across-lake-champlain-on-an-old-rail-causewayhttps://www.localmotion.org/island_line_trail_map



Figure 44—Photo by Richard Due



Figure 45—Wilson Ring / AP

The Lower Yahara River Trail along existing railroad tracks, connects parks and trails in Madison, Wisconsin.[7]



Figure 46—Yahara River Trail

Conversion to a causeway of a site where dredge spoils were deposited from boat channels provided the first public access to a national wildlife refuge on Cedar Bonnet Island, NJ.[8]

Wildlife Safari

Much of the experience at AISP is not unlike a safari. Many patrons stay in their vehicle in search of wildlife and drive up to meet it. How could this experience be enhanced? One concept to consider would be to introduce additional wildlife to the AISP or somewhere in Syracuse in free roam enclosures. Relocating animals from less than ideal environments and working in partnership with other organizations could create a win-win solution.

[7] https://madison.com/wsj/news/local/stunning-lower-yahara-river-trail-opens-sunday-after-years-of-anticipation/article_b65c3280-ce79-5534-b516-a209ed31bc57.html

[8] See State of New Jersey Press Release and 72 Causeway

Consider the Hogle Zoo in Salt Lake City, which is located on 40-acres, requires patrons to walk through the attractions (up-hill), and is located on prime real estate for redevelopment. The future of zoos in general is uncertain but some like Jon Coe, inventor of the Zoo360 concept for the Philadelphia Zoo speculate that "the top zoos … will evolve into … the "unzoo"–turning upside down the traditional approach of bringing animals to humans for their edification. The unzoo will reverse the setup, giving animals space to roam and bringing the humans into their environment.[9]



Figure 47—Hogle Zoo 40-Acre Footprint

AISP has plenty of land to accommodate these animals. At 42 square miles or approximately 26,880 acres, that is roughly 660 SF for every resident of Salt Lake, Davis, and Weber counties. The fact that the State Park is an island is also unique in that land access to and from the island is limited to the causeway, making it difficult for wildlife to "escape the island."

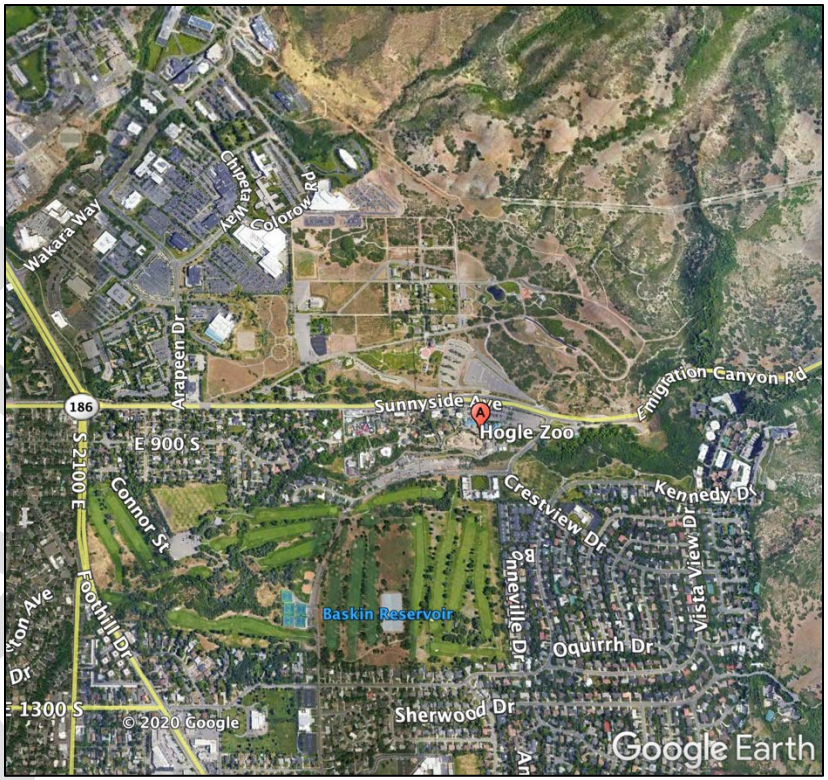


Figure 48—Hogle Zoo Location is Prime Real Estate

Another exotic animal enclosure is found at Lagoon with their Wild Kingdom Train. This would be another possibility to explore relocating these animals to a larger exhibit with more room to roam at AISP or in Syracuse.

A wildlife safari similar to the one found in Winston, Oregon, would likely be a large draw and increase visitation to AISP. This facility is a 600-acre drive-thru animal park that is focused on

[9] See Future of Zoos by Time Magazine.

DRAFT

conservation, education, and animals in wide open spaces and has over 200,000 visitors per year.



Figure 49—Birdseye View of 600-Acre Drive-thru Safari Loop



Figure 50—Drive Thru Safari at Circle G Ranch



Figure 51—350-Acre Alabama Safari Park

DRAFT

AISP Funding and Political Landscape

Funding improvements could come from the Utah Department of Transportation, RAPZ tax, Transportation Alternatives, Outdoor Recreation Grant, and a direct State appropriation. Also, the State Park recently increased the admittance fee to provide ongoing funding for the maintenance of the causeway.

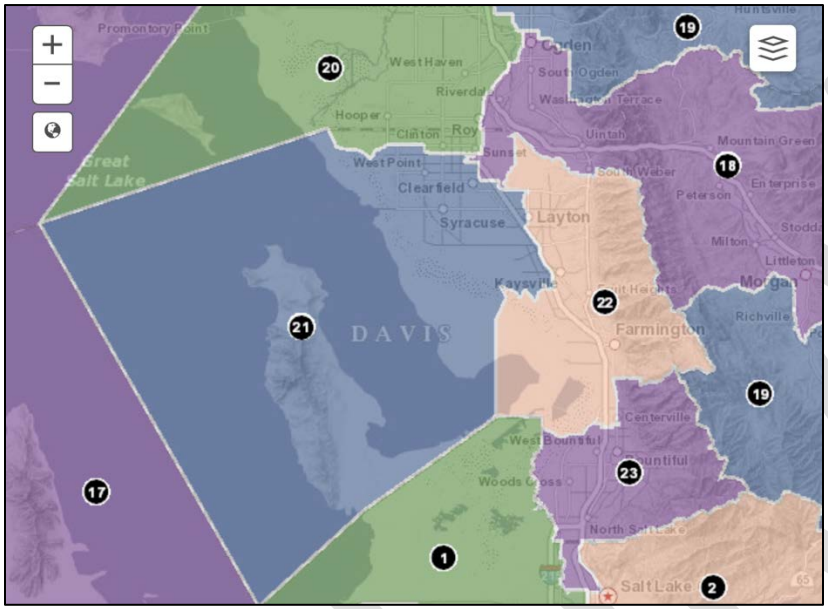


Figure 52—Senate District Boundary Map

The political landscape within the State of Utah favors Davis County. Currently, the President of the Senate is J. Stuart Adams, who represents parts of Davis County in Senate District 22. In addition to Senator Adams who represents District 22, Senators David Buxton and Jerry Stevenson represent districts 20 and 21, respectively and are all Republicans. See above for the Utah Senate district map.

The Speaker of the House is Brad Wilson, House District 15, whose district covers AISP. In addition to Representative Wilson, Representatives Paul, Lisonbee, Handy, Barlow, and Hawkes. represent districts 13, 14, 16, 17, and 18, respectively and are all Republicans. See below for the Utah House of Representatives district map.

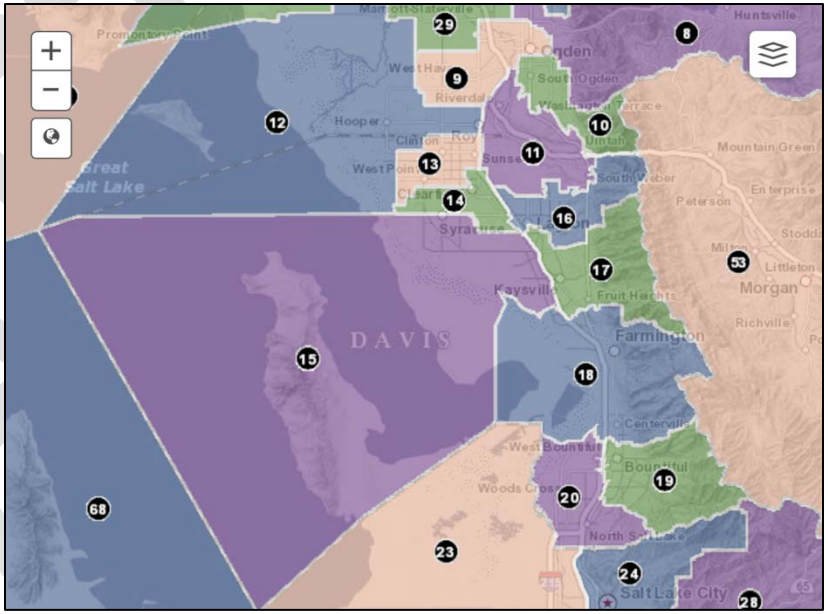


Figure 53—House of Representatives District Boundary Map

DRAFT

Implications – Antelope Island State Park

Syracuse is the gateway to Antelope Island, but not many stop on their way in and out. Enhancing the Syracuse entry point, the causeway, and Antelope State Park will improve quality of life for local residents and will also contribute greatly towards Syracuse truly becoming a destination "place".

Significant opportunities for the Syracuse entry point include creating a boulder park, a sports complex, and an RV park.

The 7-mile causeway could be beautified and made more functional by moving the roadway to one side and planting a green parkway along the other side with walking and bicycling paths among native trees, shrubs, and grasses. Over time, amenities could be added such as birdwatching towers and a water highway.

On Antelope Island itself, in addition to updating the three campgrounds and modernizing and expanding the visitors center, these enhancements are suggested: a pier or boardwalk to the water, an inflatable playground, and a paved bike path throughout the park, which would be connected to the causeway's bike path and on to the City's network of paths.

Proposed Objectives

- Greatly boost Syracuse and Antelope Island from being relatively obscure to becoming bright jewels among Utah's portfolio of attractions.
- Considerably increase visitation to Antelope Island and Syracuse, with far more visitors opting to stay overnight.

Proposed Action Steps

Live up to our slogan "Gateway to Antelope Island"

It may be an opportune time for Syracuse and AISP to pursue an appropriation for causeway improvements. It is recommended that the City work in partnership with AISP and other stakeholders in the region to secure funding for a master plan and engineering study focused on enhancing the causeway, including attractions and activities, followed by an effort to secure funding for the improvements. Examples of action steps:

Conduct a feasibility study to attract recreation-based activities to the area such as trails. Launch the "Gardner village'" idea by buying the John Diamond land, buying and relocating historic buildings. Develop a school curriculum for fieldtrips (float like a cork). A boardwalk around the pond (fishing), a camp site, RV park, or even a hotel. On-theme commercial enterprises such as, Chuck-A-Rama, a bike shop, and an Outdoor gear/ kayak/ hunting shop. Consider a nine-hole golf course or other golfing venues. Given the nature of the land neighboring the Syracuse entry to the causeway, a wetlands study might be advisable.

Proposed Performance Indicators

- % of the population along the Wasatch Front who would recommend visiting Syracuse and Antelope Island.
- % of visitors who would return and would recommend visiting Syracuse and Antelope Island
- Number of visitors to Antelope Island

DRAFT

Chapter 4 DEMOGRAPHICS

Analyzing demographic trends is important for understanding the past and future of the City's residents. An analysis was conducted to examine the City, the County, and surrounding counties with an eye toward how these trends related to economic development. The goal for demographic trends should be a variety of ages, occupations, incomes, and housing options so that the community is well diversified in its workforce and residents can age in place and stay in the community throughout their lifetime.

POPULATION

The Davis County Community and Economic Development Department estimates that the County has a total population of approximately 360,439. This estimate is believed to be more accurate and recent than the 2018 5-year estimates from the US Census Bureau.

As shown in Table 1, Syracuse represents approximately eight percent of the County total population and is currently the fifth-largest city in those terms. However, the City has a large amount of undeveloped land and is currently eighth in terms of population density, meaning that there is potential for the City to represent a more significant percentage of the County as it is further developed. According to the General Plan, the City's population is expected to exceed 60,000 residents.[10]

Currently, the most populous city in Davis County is Layton, which makes up more than a fifth of the County's population. Syracuse's proximity to Layton and distance from the I-15 corridor currently puts the community at a disadvantage for attracting regional commercial and business opportunities. Some of this may be mitigated by strategic development in parcels along the West-Davis Corridor.

City	Est. Pop. (2020)	% of Total
Layton	74,758	20.7%
Bountiful	44,469	12.3%
Clearfield	32,642	9.1%
Kaysville	31,350	8.7%
Syracuse	28,828	8.0%
Clinton	23,170	6.4%
Farmington	22,391	6.2%
Unincorporated	21,653	6.0%
North Salt Lake	20,277	5.6%
Centerville	17,802	4.9%
Woods Cross	11,514	3.2%
West Point	10,732	3.0%
South Weber	6,949	1.9%
West Bountiful	5,711	1.6%
Fruit Heights	4,945	1.4%
Sunset	3,248	0.9%
Total	360,439	100%

SOURCE: Davis Community and Economic Development

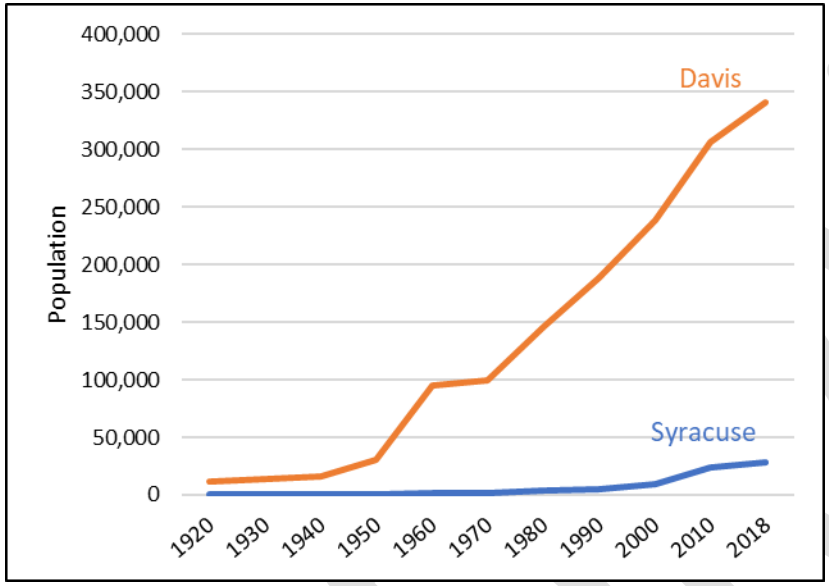
Table 1—County Population Estimates by City (2020)

Figure 54 shows the population growth of the City and the County since 1920. In the last century, Davis County has experienced rapid growth starting in the 1940's. Syracuse did not see its rapid growth until much later than the County. This is supported by the median age of buildings in the City, which are much newer on average than for the County as a whole.

[10] Syracuse City General Plan (2019), page 1.

DRAFT

It is likely that the County will see a slowdown in growth as cities—especially those landlocked by the Front Range and/or Salt Lake—reach full buildout. It is likely that Syracuse's growth rate will continue outpacing the County for several decades. As is evident in the General Plan, the City has been planning for this growth and will need to continue discussing needs and priorities as large parcels of land become a scarce resource within the State.

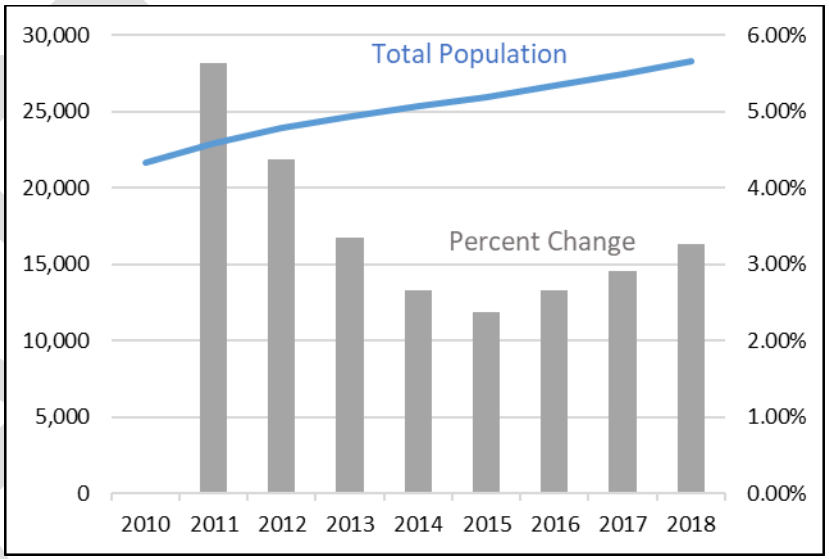


SOURCE: City and Town Intercensal Datasets

Figure 54—City and County Decennial Population Trends

City Growth Patterns

The City has seen consistent growth since 2010, with an average of 3.4 percent annually between 2010 and 2018. The City is expected to continue this growth for several years to come. Davis County Community & Economic development department estimates that the City will increase to approximately 32,065 by 2025. The City will need to work with developers now to ensure housing, infrastructure, and government services are able to accommodate this level of growth. It will be important to understand and predict what will be needed to support a larger population and if the tax base will be sufficient at buildout.

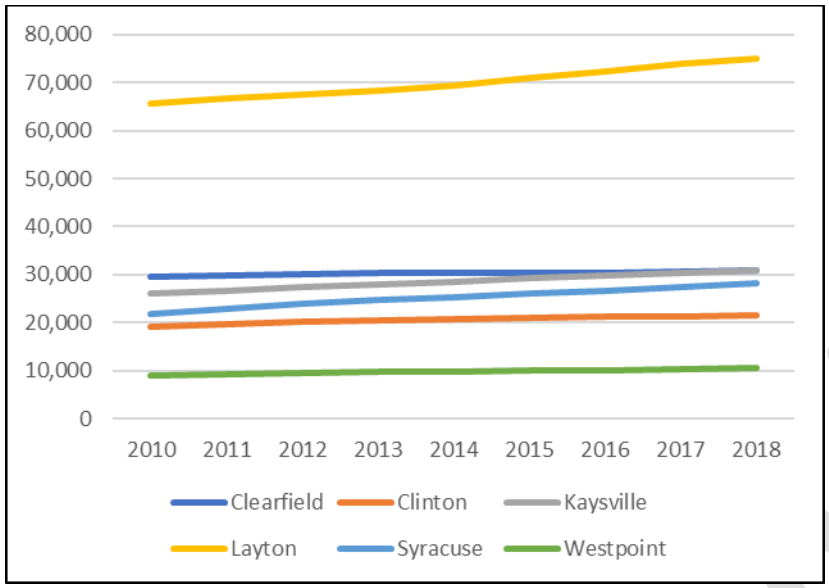


SOURCE: ACS 5-year Estimates (2010-2018 surveys)

Figure 55—Syracuse Population Trends

When compared to the population of surrounding communities, Syracuse sits in the middle of the pack. Due to its large land area and proximity to the air force base, Layton is more than double the population of all of its neighbors. Syracuse is catching up with Clearfield and Kaysville and might, if trends continue, pass them within the next five years. Syracuse's population grew an estimated 6,650 between 2010 and 2018.

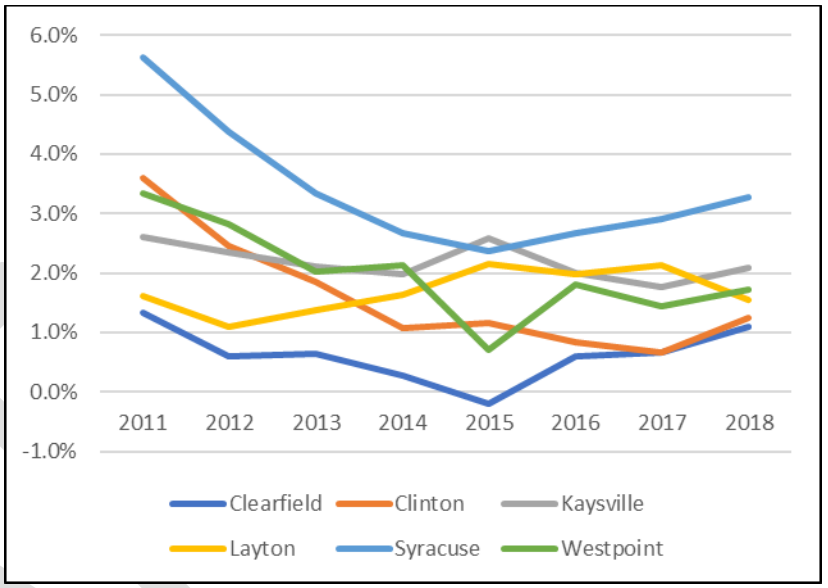
DRAFT



SOURCE: ACS 5-year Estimates (2010-2018 surveys)

Figure 56—City Population Growth Nominal Comparisons

When comparing these same estimates in terms of year-over-year growth, it becomes readily apparent that Syracuse is the fastest-growing community percentagewise, with an average increase of 3.8 percent between 2010 and 2018. Since 2010, Syracuse has grown a total of 30.7 percent, or almost a third.



SOURCE: ACS 5-year Estimates (2010-2018 surveys)

Figure 57—City Population Growth (%) Comparison

County Growth Patterns

It is well known that Davis County has experienced significant population growth since 2010, but it is also important to understand was factors are contributing to that growth and what it means for the County's cities.

More than three-quarters of the County's population increase is attributable to "Natural Increase", meaning that the number of new births exceeded the number of deaths (see Table 2). Between 2010 and July 1 of 2019, the County received an estimated 52,704 births and had an estimated 15,309 deaths. While this signifies a likely strain on the public-school system due to the number of children being enrolled, this is good news for the County's economy because there will be new workers entering the

DRAFT

workforce and replacing the high number of retirees expected to be leaving the workforce in the next two decades.

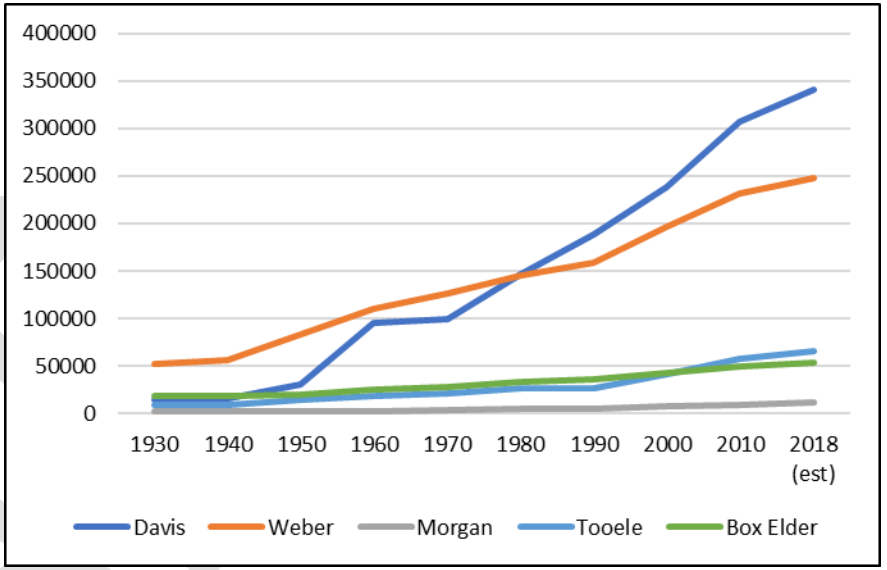
The remaining quarter of population change is attributable to "Net Migration". Under this category, migrants can be counted as international (if moving from a country outside the US or one of its territories) or domestic (if moving from state to state).[11] Because both these numbers are positive, it can be assumed that Davis County is a desirable location to live and is drawing people in from around the world as well as from other states.

Davis County	Total Population Change	Natural Increase			Net Migration		
		Total	Births	Deaths	Total	Internt'l	Domestic
Nominal Estimates	**48,989**	**37,395**	*52,704*	*15,309*	**11,734**	*2,381*	*9,353*
Percentage Estimates	**100.0%**	**76.3%**			**24.0%**		

SOURCE: US Census Bureau

Table 2—Estimates of the Components of Resident Population Change

Davis County has experienced more rapid growth than any of the surrounding Counties in Northern Utah. Weber County is the closest in terms of population, economic characteristics, and rates of growth. Both Tooele and Box Elder Counties are expected to see increased growth in the next century as Davis and Weber are fully built out and land prices become cost prohibitive. Syracuse's delayed growth means that it may end up competing with cities in Tooele and Box Elder, as opposed to other cities in Davis County, as people look for housing and jobs.

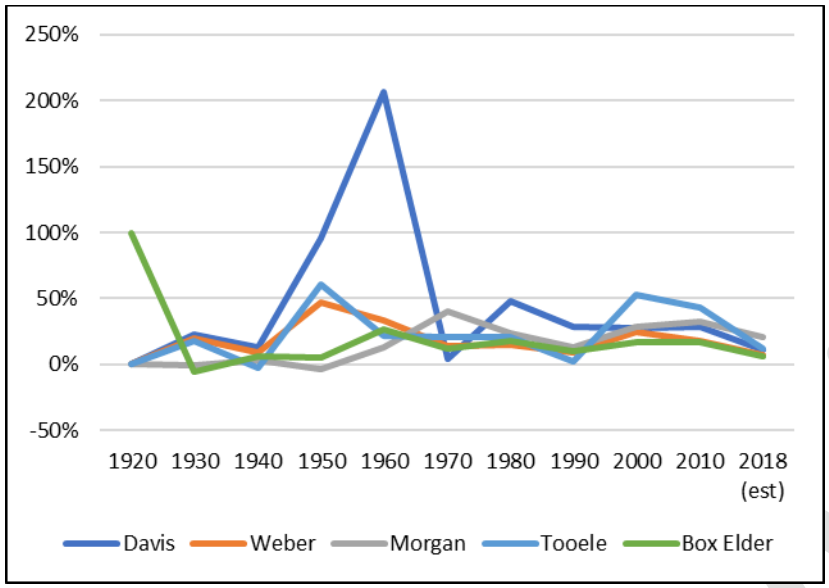


SOURCE: US Decennial Census Datasets

Figure 58—Population Growth County Comparison

When analyzed in terms of growth rates, Davis County had significant population growth between 1940 and 1960. Since then, it has been more on pace with surrounding counties (see Figure 59).

[11] Please note that these categories are not representative of immigrant status. A US citizen moving from outside the Country to Davis County would be categorized as an international migrant under these categories.

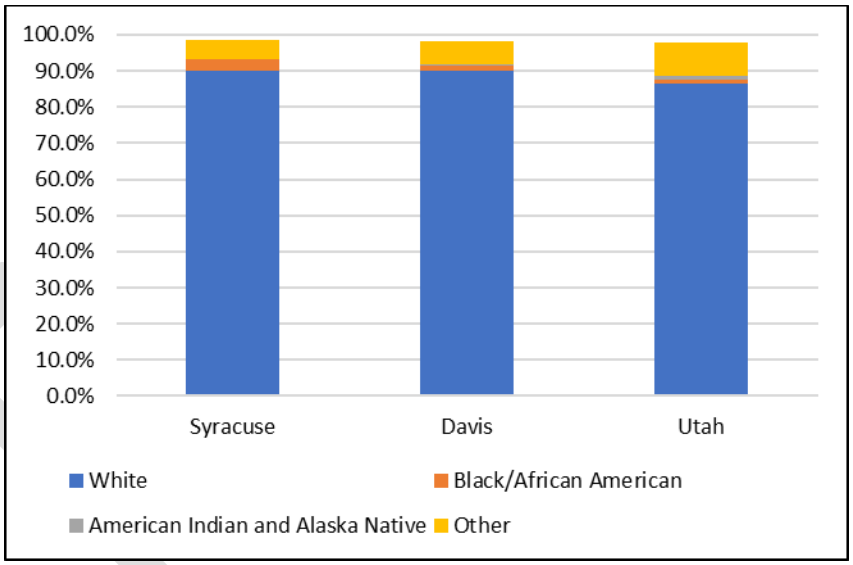


SOURCE: US Decennial Census Datasets

Figure 59—Percent County Population Growth

Race & Ethnic Profile

Approximately 90.1 percent of residents in the community identify as white. This is like the County (at 90 percent) and a big higher than the state (at 86.4 percent). However, the City is unique in that it has a much higher share of residents who identify as Black/African American (at 3.1 percent compared to the County's 1.3 percent and State's 1.2 percent). The City should identify this minority group's needs and foster Black/African American entrepreneurship and business ownership.

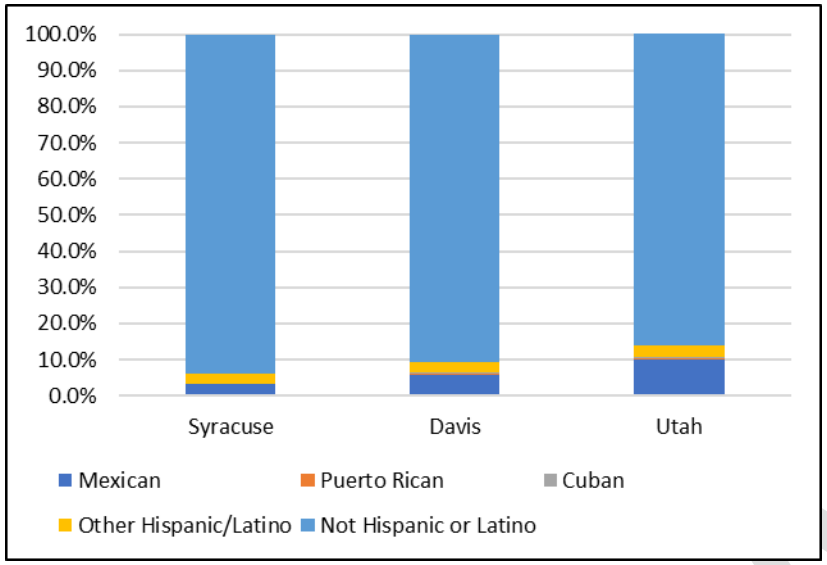


SOURCE: ACS 2018 5-year Estimates

Figure 60—Race Profile Comparison

Only around six percent of the City's residents identify as Hispanic or Latino. This is much smaller than the County's 9.4 percent and the State's 14 percent. The City should explore why the City is not appealing to this minority group (if it is) and see if it can do better to service this group's needs.

DRAFT

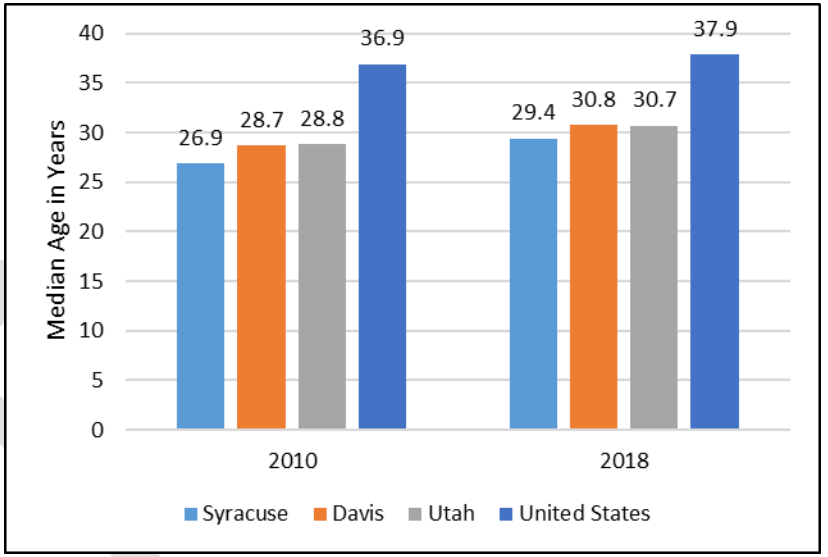


SOURCE: ACS 2018 5-year Estimates

Figure 61—Hispanic/Latino Profile Comparison

Age Comparison

As can be seen in Figure 62, the median age in the City increased slightly between 2010 and 2018. This trend is also reflected in the County and State and is unsurprising given the State's lowering birth rates and maturing neighborhoods. The City has a very low median age, which can be very beneficial because it means that the City will he a healthy working age population for many years to come.



SOURCE: ACS 2018 5-year Estimates

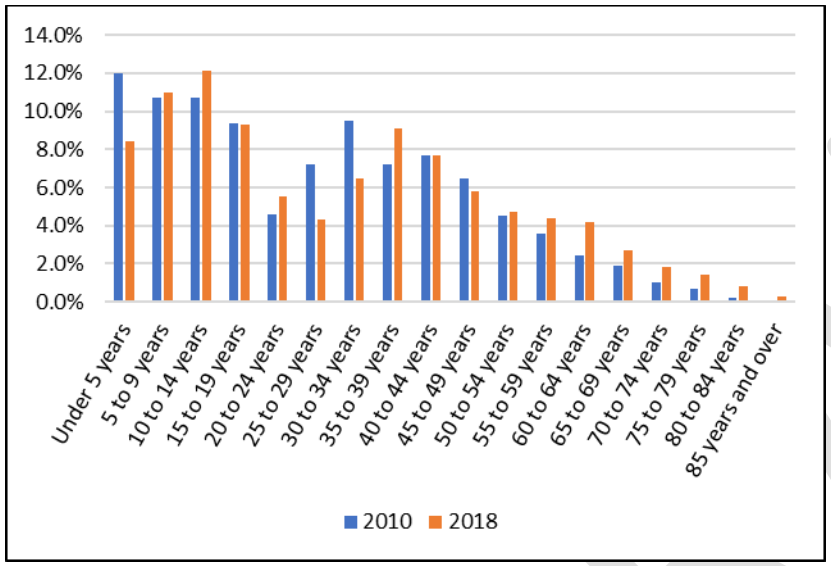
Figure 62—Median Age over Time, Select Geographies

Figure 63 shows the change in age composition of the City for 2010 and 2018. This is important because it can show what age groups are contributing the most to the increase in the median age. The age groups which experienced the largest decrease in share were those under five years (-3.6 percent), 30 to 34 years (-3 percent), and 25 to 29 years (-2.9 percent). The age groups which experienced the largest increase were 35 to 39 years (+1.9 percent), 60 to 64 years (+1.8 percent), and 10 to 14 years (+1.4 percent).

The increase in the median age is largely attributable to the highest age categories. There has been an increase in every age category above 40 to 49 years. The most likely contributor to this increase is the aging of the resident population.

DRAFT

The loss of the under 5 and 25 to 29 age categories is concerning because it indicates that there are fewer young families in the neighborhood then there were in 2010. When looked at with the housing data (discussed starting on page 58), it seems that the City is already becoming unaffordable for this family type.

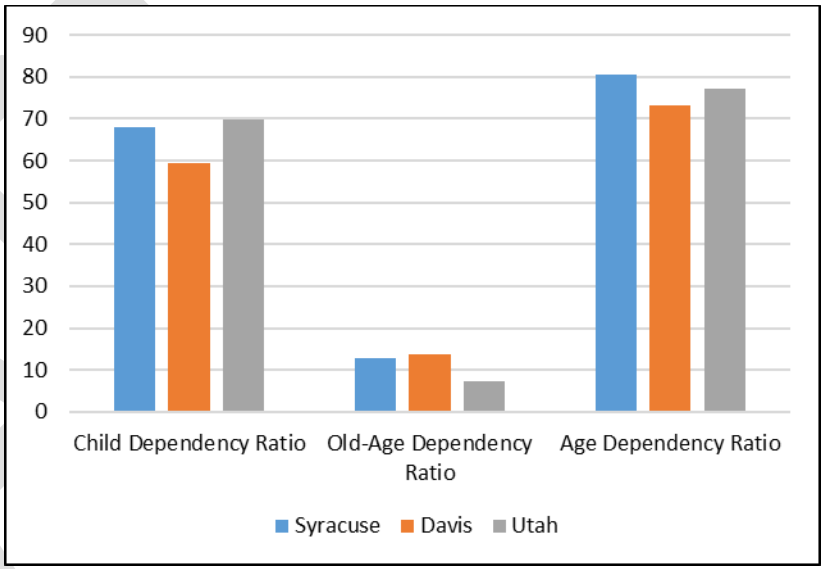


SOURCE: ACS 2018 5-year Estimates

Figure 63—Demographic Changes (2010-2018)

Another way to analyze the community in terms of age is by looking at age dependency ratios. Both children and those in their old age are dependent on working class individuals to support them, either through voluntary transfers to family members and friends or through governmental transfers such as CHIP, WIC, social security, and Medicaid.

Figure 64 shows dependency ratios at the City, County, and State. It is apparent that the City is more closely aligned with State than it is with the County. Overall, the City has a higher age dependency rate than the County and the State. This means that the City's workforce must support more age-dependent groups per capita. The City should keep this in mind as it evaluates economic development opportunities and the strains that some families may be facing as they try to support children and the elderly.



SOURCE: ACS 2018 5-year Estimates

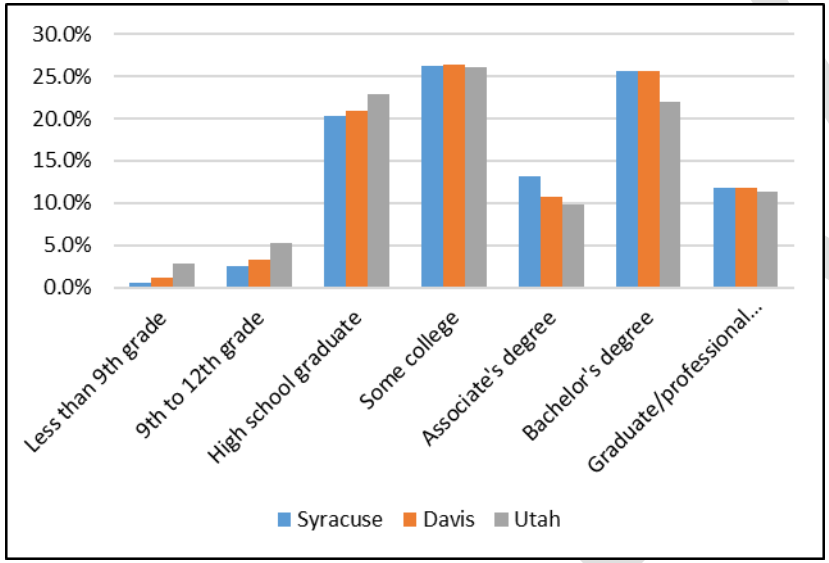
Figure 64—Age Dependency Ratios

DRAFT

EDUCATIONAL ATTAINMENT

Understanding education levels is critical for economic development. While an educated workforce is important for the modern economy, it should not be viewed as the best or most appropriate proxy for workforce readiness. The City should emphasize high school graduation (or equivalent) for its adult population, followed by creating and working through diversified workforce pathways to ensure that various occupations and careers are available for the City's residents.

The City has a highly educated workforce, with a higher share of its population with college experience than at the County or State levels. This is beneficial for high-skilled and technical careers and was one of the strengths mentioned in the EDCUtah report.



SOURCE: ACS 2018 5-year Estimates

Figure 65—Educational Attainment, Population 25 years and above

School Comparison

A quick analysis of the City's schools was performed to understand what role they play in economic development. Davis School District has 91 schools, making it one of the largest districts in the State. Overall, Davis District has high attainment and graduation scores, making it desirable for younger families (see Table 3).

		Utah	Davis District	Weber District	Salt Lake District
K-8th Grade	**Number of Schools**	1046	91	44	38
	ELA Proficiency	47.4%	52.4%	40.1%	44.7%
	Math Proficiency	47.2%	53.3%	42.2%	46.1%
	Science Proficiency	51.0%	54.7%	41.3%	48.1%
High School	**ELA Proficiency**	48.7%	61.3%	45.4%	42.2%
	Math Proficiency	38.0%	49.4%	31.9%	38.5%
	Science Proficiency	34.8%	42.2%	26.5%	36.1%
	ACT 18+	62.7%	68.9%	57.9%	51.9%
	4-year Grad. Rate	87.0%	95.3%	86.8%	76.7%

SOURCE: Utah State Board of Education

Table 3—District and State Comparison

Looking at Syracuse's Elementary Schools, it seems that they perform slightly lower than the district's average (with individual schools performing slightly above or below).

Elementary Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Bluff Ridge School	938	52.7%	58.5%	58.7%	72
Buffalo Point School	997	53.4%	49.3%	53.0%	68
Cook School	816	46.8%	47.8%	59.4%	72
Syracuse School	961	48.7%	44.5%	55.3%	71
Average	928	50.4%	50.0%	56.6%	71

SOURCE: Utah State Board of Education; Syracuse Arts Academy not included because it covers both Elementary and Middle

Table 4—Elementary School Comparison

When looking at the Jr. High level, Syracuse seems to be on par with surrounding middle schools (see Table 5).

Middle Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Legacy Jr High School	1442	53.7%	56.6%	55.5%	74
North Davis Jr High School	943	41.1%	45.4%	41.0%	74
Syracuse Jr High School	1266	47.7%	47.8%	47.5%	74
West Point Jr High School	1380	51.5%	55.6%	53.2%	72

SOURCE: Utah State Board of Education; Syracuse Arts Academy not included because it covers both Elementary and Middle

Table 5—Middle School Comparison

Syracuse high school is one of the best-performing High Schools in North Davis.

High Schools					
Name	Total Enrollment	ELA Proficiency	Math Proficiency	Science Proficiency	USBOE Total Score
Clearfield High School	1929	50.9%	34.9%	31.7%	127
Layton High School	1983	55.2%	40.6%	38.1%	135
Northridge High School	1898	47.7%	35.1%	27.2%	125
Syracuse High School	2199	57.8%	45.2%	38.7%	133

SOURCE: Utah State Board of Education

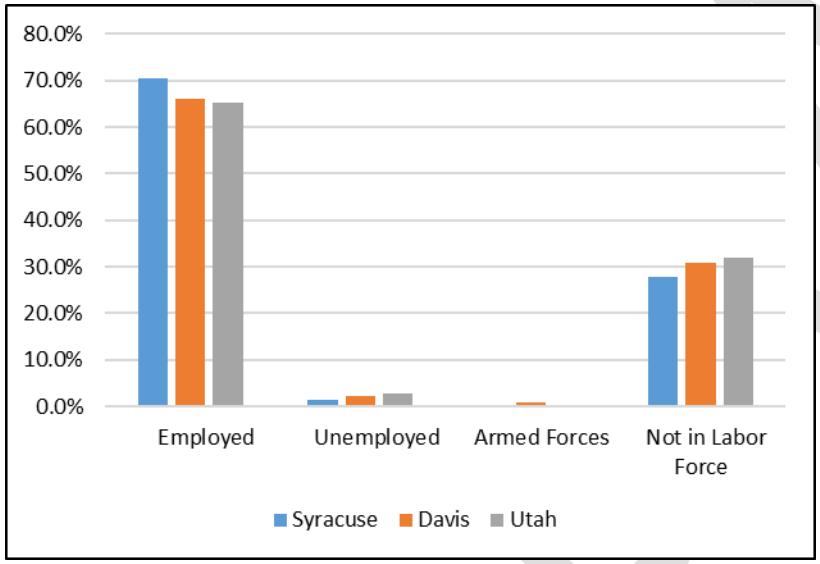
Table 6—High School Comparison

Overall, the City's schools perform well regionally are likely to be viewed as an asset for families looking to move into the area. The City should continue to support its schools and ensure that there is strong coordination between the high school and post-secondary schools.

DRAFT

EMPLOYMENT

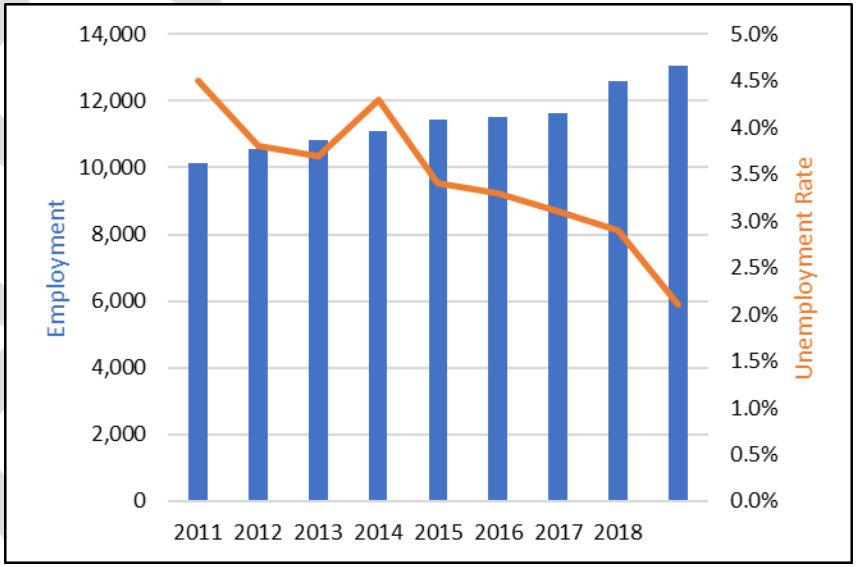
As of the 2018 survey data, employment in the City is very high, with more than 70 percent of the City's residents in the labor force. The City also has a relatively small amount of its population not in the labor force (27.7 percent). This means that residents in the community are participating in the labor market and contributing to the City's economic base. This estimate is particularly meaningful because of the City's low unemployment rate, signifying that most people who want to work (are in the labor force) can find jobs. It is likely that the economic recession has caused a large shift in these estimates, especially in the short term.



SOURCE: ACS 2018 5-year Estimates

Figure 66—Employment Status

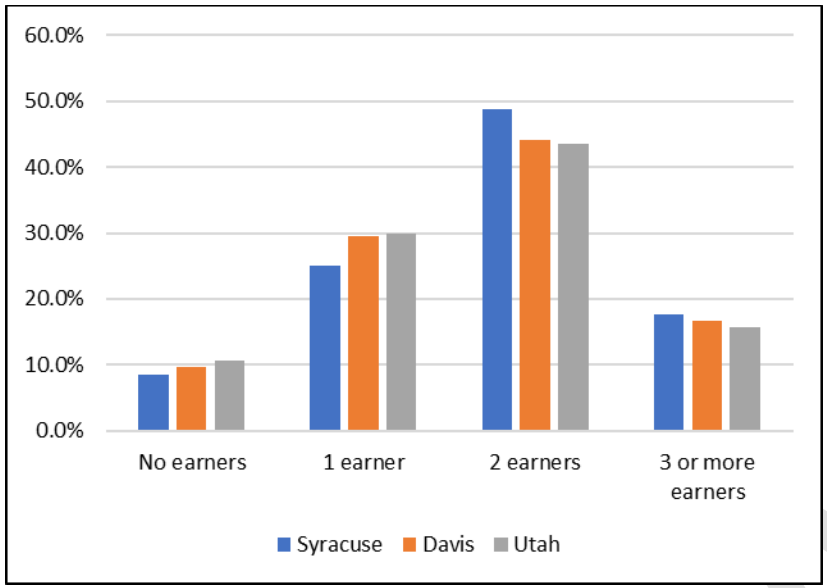
The City has experienced an increase in its total employment every year since 2010 (see Figure 67). This increase has occurred because of two factors: 1) positive population growth from employed individuals, and 2) a tightening labor market whereby those in the labor market are able to find suitable employment. It will be important, however, that the City seeing how the coming recessionary trends will impact employment, especially for families which had members who lost their jobs and are struggling to pay bills.



SOURCE: ACS 2018 5-year Estimates

Figure 67—Employment Data

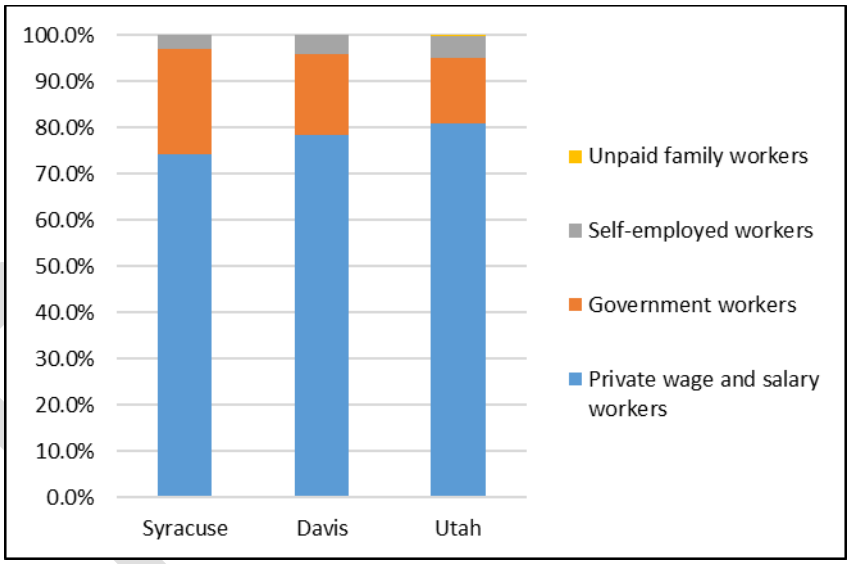
When looking at high employment, it became important to understand what that meant at the household level. As is shown in Figure 68, Syracuse has a higher share of its population with two or more owners when compared to the County or the State. Approximately 66 percent of the City's households have income from two or more earners.



SOURCE: ACS 2018 5-year Estimates

Figure 68—Household Income by Number of Earners

Breaking down the workforce into class of workers, it becomes apparent that the City is heavily reliant on private and government jobs (see Figure 69). Together, these job types make up approximately 97 percent of residents' employers. This means that only around three percent of the City's workers are self-employed. This is one percentage point lower than the County's share of entrepreneurs (at 4.1 percent). The City should try to champion local entrepreneurship so that it can further diversify its economic base and have locally owned businesses that are more willing to invest in the local economy.



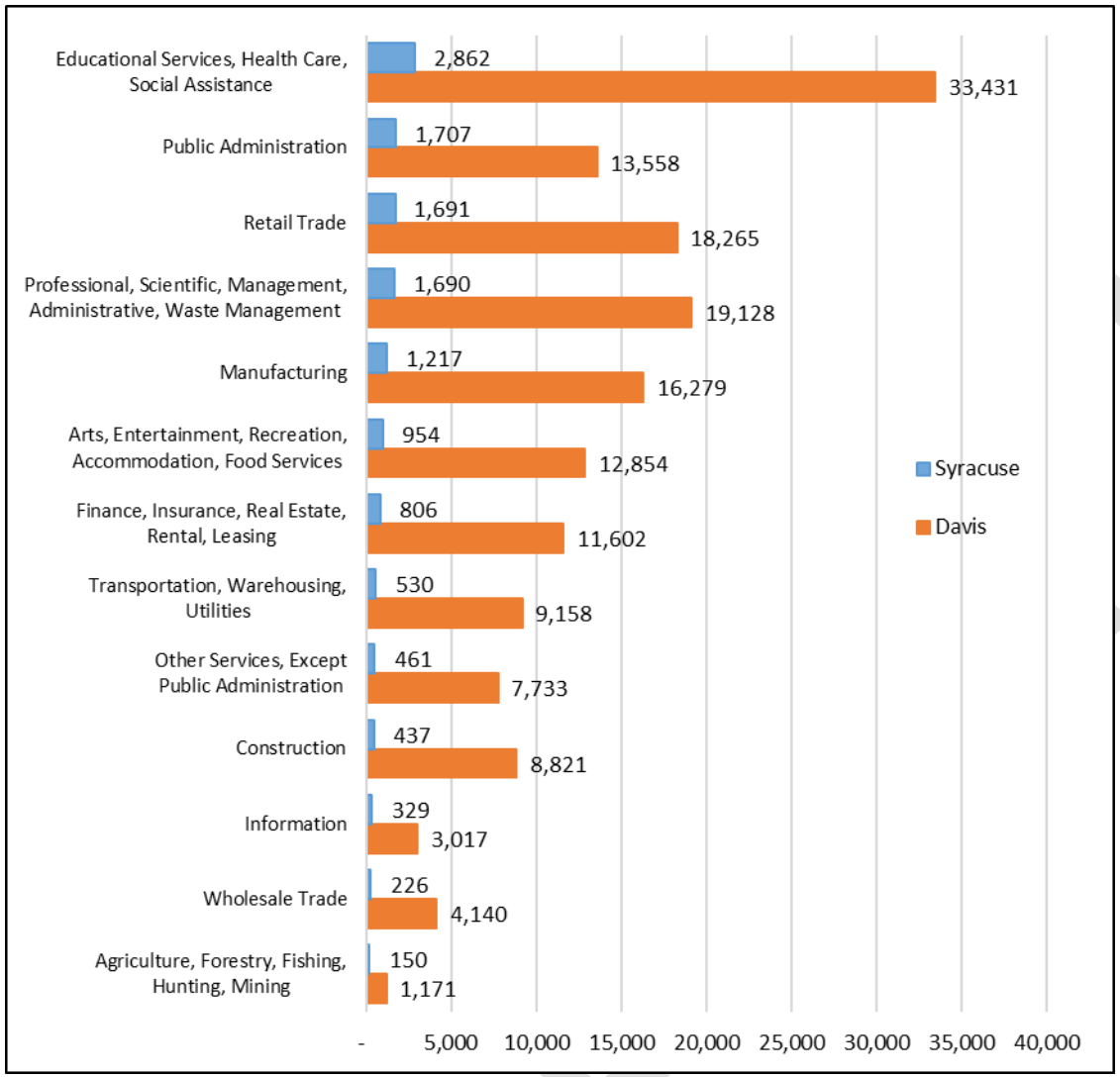
SOURCE: ACS 2018 5-year Estimates

Figure 69—Class of Worker Comparison

Jobs by Industry

Another important way to analyze employment is to look at the most common industries. As shown in Figure 70, the majority, or approximately 70 percent, of workers in the City are in the "Educational Services, Health Care, and Social Assistance" (2,862 workers); "Public Administration" (1,707 workers); "Retail Trade" (1,691); "Professional, Scientific, Management, Administrative, and Waste Management" (1,217); and "Manufacturing" (1,217). It is good that the City is well diversified in this manner and is not overly- reliant on one industry group, with the largest (Education, Healthcare, and Social Assistance) making up approximately 22 percent of total jobs. This will protect the City from industry-specific events.

DRAFT



SOURCE: ACS 2018 5-year Estimates

Figure 70—Number of Jobs by Industry

Aerospace Engineering Students—Northern Utah: Programs Participating in the American Society for Engineering Education (ASEE)

No Utah universities are noted in the ASEE 2018 list of the 71 participating **undergraduate** degree programs related to Aerospace engineering although the following three are listed with other undergraduate engineering degrees as follows:

- Utah State University (8)
- University of Utah (13)
- Brigham Young University (6)

Utah State University, with Aerospace M.S. and PhD degrees, is the only Utah school noted in the ASEE list of roughly 130 universities with **graduate** degree programs related to aerospace engineering, although the following three are listed with other graduate engineering degrees as follows:

- Utah State University (15)
- University of Utah (25)
- Brigham Young University (10)

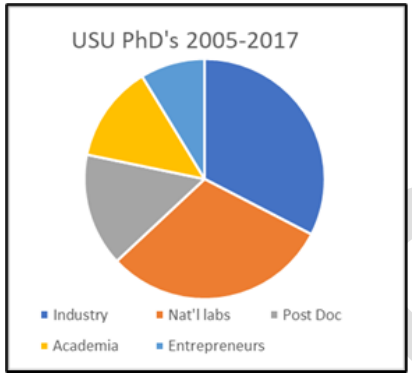
Utah State University

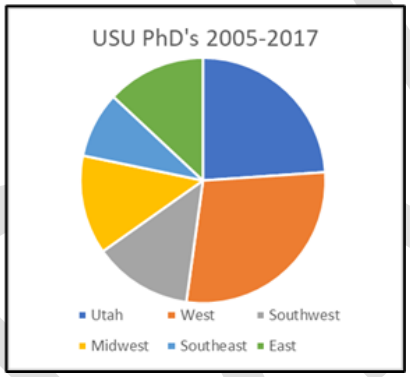
MS, Aerospace Engineering

PhD, Aerospace Engineering (began Fall 2015)

Previous employers of alumni:

- SpaceX
- Northrop Grumman
- Sandia National Lab
- Blue Origin
- NASA
- Boeing
- Hill Air Force Base
- Aerion
- Lockheed Martin





Weber State University

BS Mechanical Engineering

University of Utah

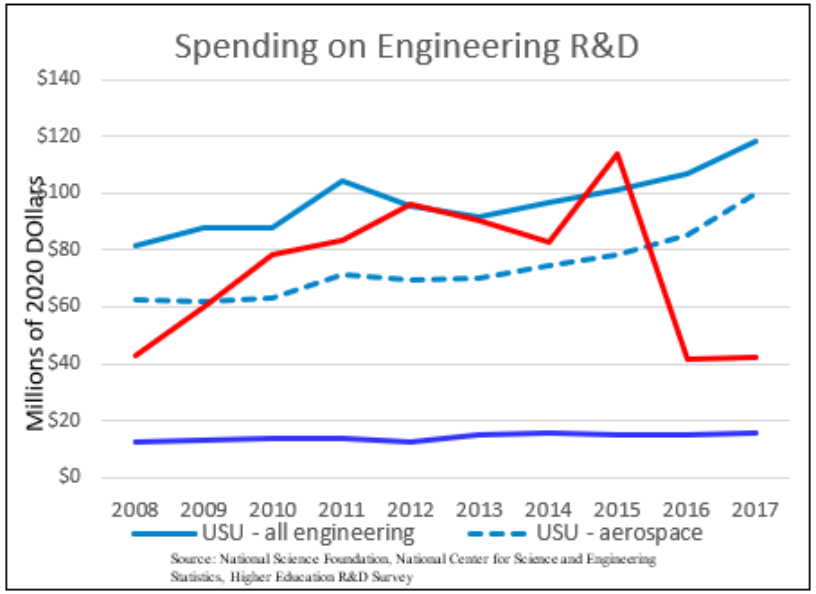
BS Mechanical Engineering with Aerospace emphasis

Westminster College

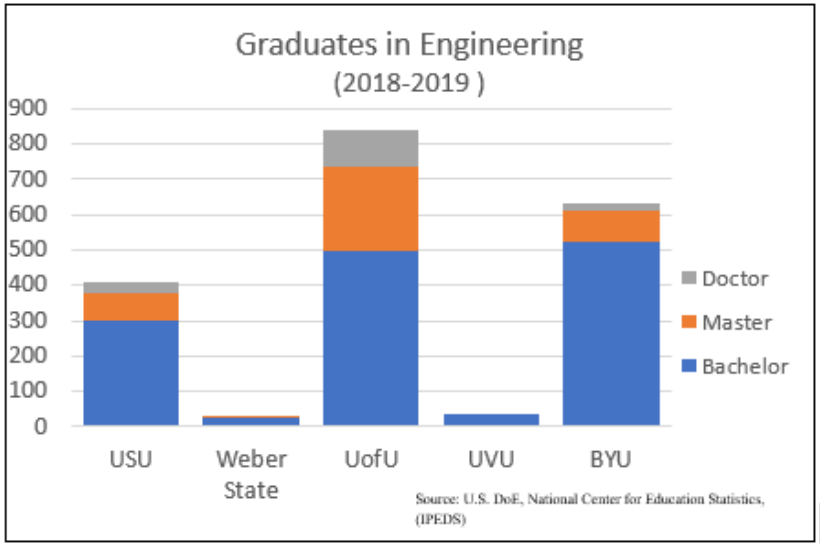
3-2 engineering program with Aerospace-related BS from USC or Washington U

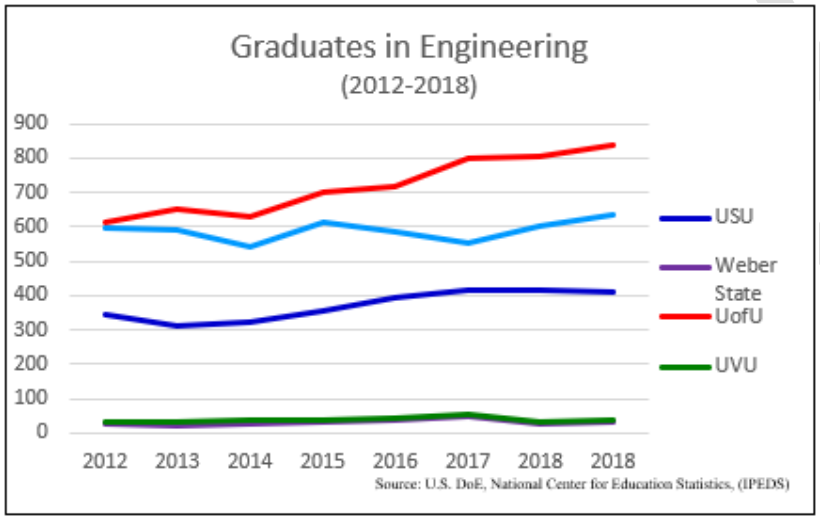
Brigham Young University

BS Mechanical Engineering with Aerospace emphasis.



DRAFT

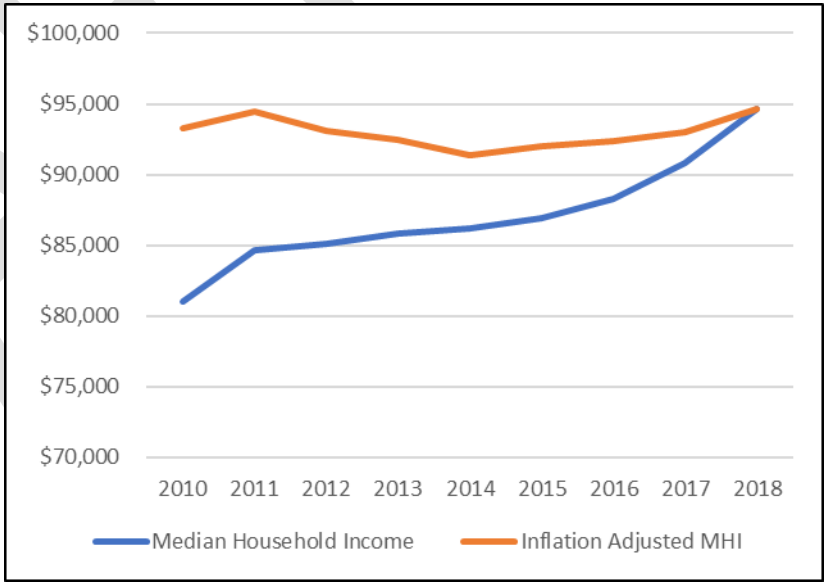




Income and Poverty

Income and poverty estimates were analyzed to understand the level of income, purchasing power, and rates of inequality and poverty the City is experiencing. These estimates will help guide the community as it determines what projects are viable and what type of development projects should be prioritized based on the community's goals and vision.

The City's median household income has increased continually year over year, from $80,994 in 2010 to $94,659 in 2018. However, when adjusted for inflation it become apparent that real household incomes have remained relatively flat over the period.

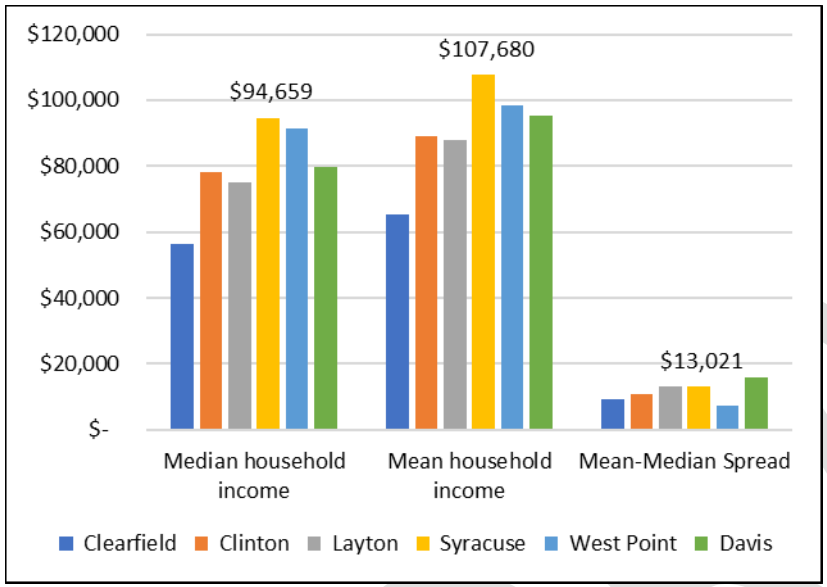


SOURCE: ACS 5-Year Estimates (2010-2018 surveys)

Figure 71—Median Household Income, 2010-2018

With a median household income of $94,659, Syracuse has some of the highest levels of income in the County. This is largely because of the City's very high labor force participation rates,

meaning that each household likely has two or more members contributing to household incomes. There is also a large spread between the mean and median incomes, suggesting that there is are some high-earning households which are pulling up the mean away from the median.

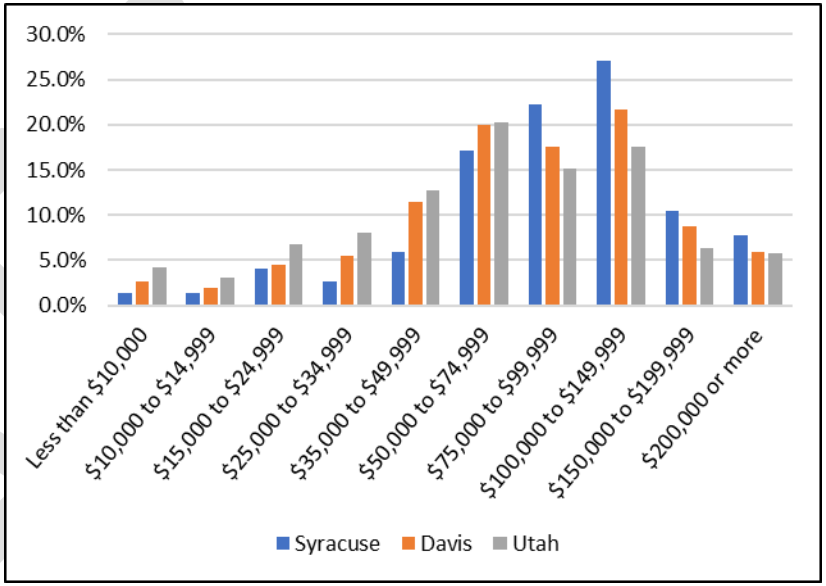


SOURCE: ACS 2018 5-year Estimates

Figure 72—Regional Household Income Comparison

Figure 73 breaks down income estimates into income brackets. The City has very high levels of income, with around 85 percent of households earning greater than $50,000 per year. The largest income bracket, representing more than 2,087 or 27.1 percent of total households, is the $100,000 to $150,000 bracket. As seen in the figure, Syracuse has a higher share of high incomes for every bracket above $75,000.

A key part of the retail analysis section of the document will be measuring how well the City is able to capture spending from its residents to support infrastructure and services.

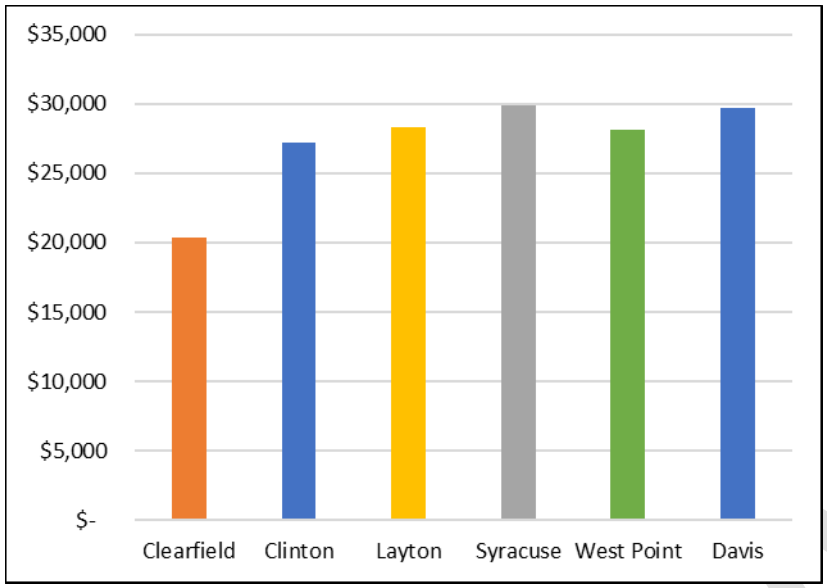


SOURCE: ACS 2018 5-year Estimates

Figure 73—Income and Benefits by Income Bracket

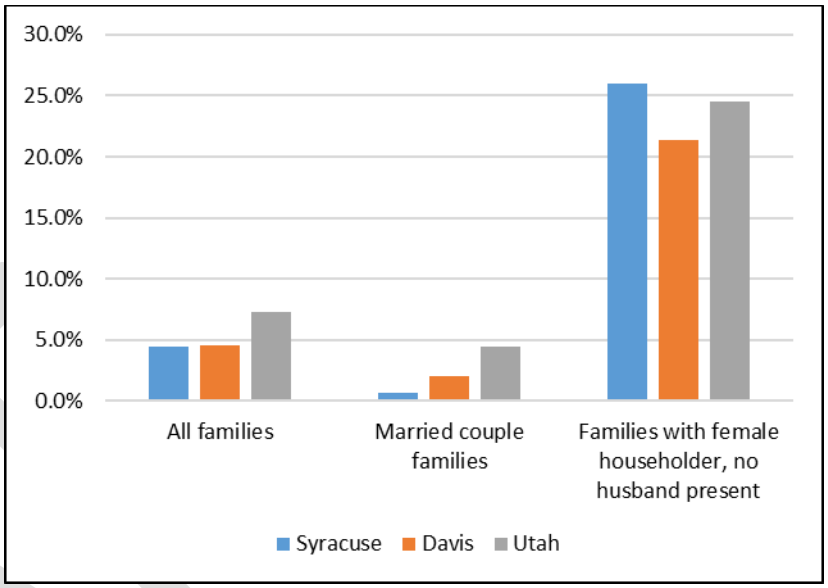
Knowing that the City has a smaller population base and high incomes, it should come as no surprise that the per-capita income in the City is also quite high, at $29,844 per person. This is slightly higher than the County's per capita income estimate and higher than most surrounding communities.

DRAFT



SOURCE: ACS 5-year Estimates

Figure 74—Per Capita Income Comparison



SOURCE: ACS 5-year Estimates

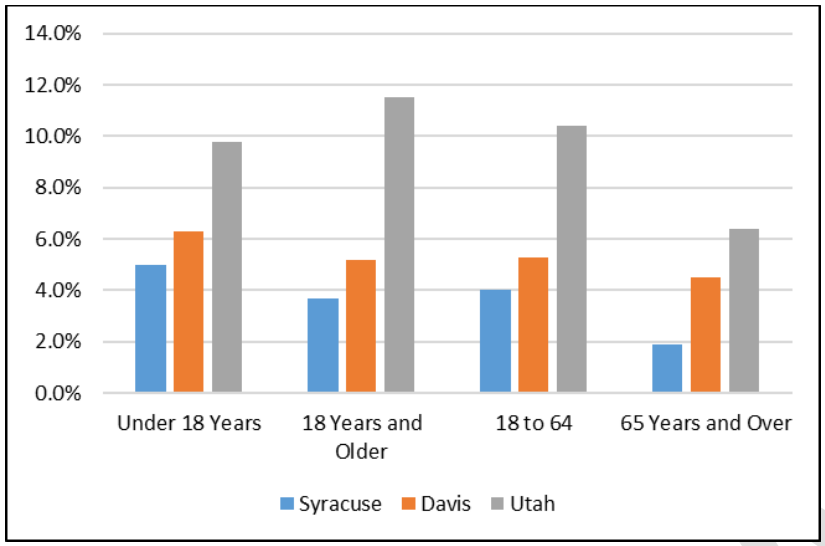
Figure 75—Poverty Rate by Family Type

The City needs to understand how many of its families live at or below the poverty line. Syracuse and Davis County each have low poverty rates, with less than five percent of all families in poverty. However, this should still be a concern for the community because it still represents more than 300 families who are living in poverty.

Families with a female householder and no husband are especially at risk, with more than a fourth of these families living in poverty (see Figure 75). The City should coordinate with appropriate State and nonprofit organization to services these families.

When broken down by age, poverty estimates show which groups are at highest risk. Children are at greatest risk of living below the poverty line, with five percent of the City's population below the age of 18 living below the poverty line. Those 65 years and over are the least likely to live below the poverty line.

DRAFT



SOURCE: ACS 2018 5-year Estimates

Figure 76—Poverty Rate by Age

IMPLICATIONS – DEMOGRAPHICS

Syracuse's distance from I-15 has kept the City from being the first choice for regional commercial and business opportunities. The West Davis Corridor should place Syracuse in a more favorable position to attract new businesses and may increase the rate of growth in resident population.

The school district's attainment and graduation scores may make it desirable for younger families to move to Syracuse. The City has a young, well-educated workforce, half of whom have earned a college degree. With two thirds of households having two or more earners, median household incomes are high, though a large majority work outside the City.

Proposed Objectives

- Ensure housing, infrastructure, and government services accommodate growth while maintaining the City's unique character.
- Improve residents' readiness to be hired in jobs which can be based in Syracuse.
- Further diversify the employment base.

Proposed Action Steps

- Continue to synchronize residential and commercial construction, infrastructure, and the provision of services in concert with the long-term plan.
- Champion local entrepreneurs to build within the City Encourage completion of technical certification or college degrees.

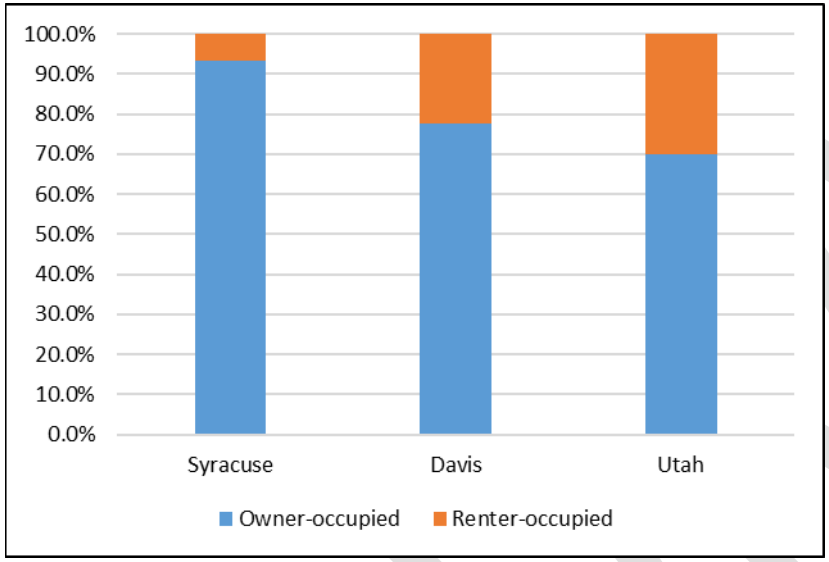
Proposed Performance Indicators

- % flex capacity in utilization of government sources
- $ value of businesses started and retained locally
- % of students who complete a degree or certification

DRAFT

Chapter 5 RESIDENCES AND EMPLOYERS

When analyzing the housing stock within the City, it is best to start with occupancy by type. This estimate captures both traditional rental units (such as apartments) as well as single family homes which are being rented out. As shown in Figure 77, Syracuse has a very high ownership rate, with more than 93 percent of total units being owner-occupied. This is much higher than the County's rate of 77.6 percent and State's level of 69.9 percent.



SOURCE: ACS 2018 5-year Estimates

Figure 77—Occupancy by Type

When looking at the units by structure type (see Figure 78), it seems that the most significant factor related to high ownership rates is that a vast majority of structures are single family detached homes. This is in line with the historical development of the community, the role the City plays in the regional economy as a bedroom community, as well as the voice of community members as discussed in the general plan and SWOT analysis.

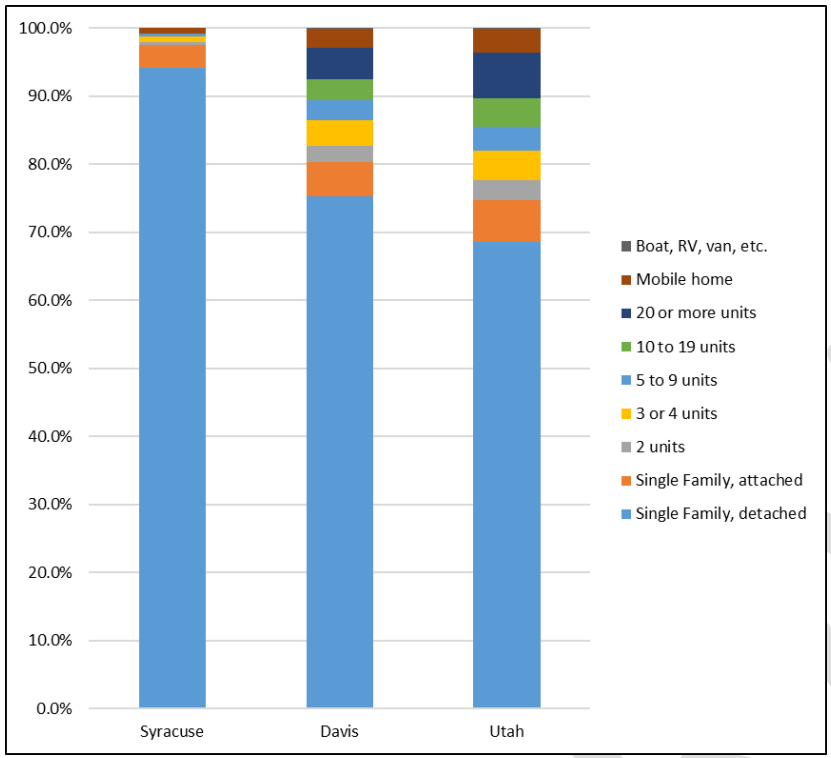
First, the Community experienced the majority of its growth between 1990 and 2010, with approximately two-thirds of all units constructed in those years (see SOURCE: ACS 2018 5-year Estimates

Figure 80). Because of the City's location and relatively inexpensive land, developers have found Syracuse a prime location for building large neighborhood communities. This is currently a popular housing type and has seen strong demand, as evidenced by the City's low vacancy rates.

Secondly, the City plays a role of a bedroom community, with most of the City's workers commuting an average of 26.7 minutes to work. Single family homes in suburban neighborhoods favor this economic condition and has driven most of the City's population growth.

Finally, the City's residents are not wanting multifamily housing types. According to the General Plan, residents favor ADUs, such as basement apartments, and backyard cottages for alternative housing. While this solution could certainly address housing affordability and increase the number of rental units available, it seems that, based on the low share of renters, few individual landowners are doing this.

DRAFT



SOURCE: ACS 2018 5-year Estimates

Figure 78—Housing by Structure Type

The Missing Middle

When looking at what a lack of multifamily housing could mean for the community, it is helpful to think of what is referred to as the "missing middle". Often when multifamily housing is brought up, community members think of large apartment buildings or acres of cookie-cutter townhomes, which is not what is being discussed here. But the missing middle refers to housing types that are denser than detached single-family units but that are smaller than midrise apartments (see *Figure 79*) and are strategically placed so that conform with and buffer single family developments. It will be important for the City to consider and champion for these units for several reasons:

Affordability—The City's current approach to housing means that the City is becoming unaffordable for lower-income families. Missing middle housing types are more affordable, per square foot, than detached single family homes and make housing more attainable for young couples, seniors, and households with only one earner.

Age in Place Housing Options—As the City's residents age, they will start looking for smaller, one-story patio homes that are easier to maintain. If the City does not provide this product type, seniors will be forced to leave the city to find this type of housing.

Retail and Commercial Considerations—Retailers often look for a certain number of households and income levels within a specific drive time to justify that there is adequate purchasing power to justify the cost of a new outlet or center. A lack of density will make the City less competitive and the City could lose out on a new retailer because there are not enough households. The City should add density, especially near larger intersections and on busy roads, so retailers will be willing to open in City boundaries.

Protection Against Consumer Preferences—Detached single-family units have been popular since the 1950's and is considered part of the American Dream. But younger millennials are pushing for walkable neighborhoods with smaller yards. While it is uncertain if this trend will continue, it raises a concern that the City's lack of housing diversity puts it at risk if consumer preferences steer away from single family homes toward more dense, walkable-unit options. The City will need to consider how diversifying its housing stock can protect against these kinds of trends.

DRAFT

The City should be able to leverage additional "Missing Middle" unit types so that it does not disrupt the small-town feels of the City's current neighborhoods. For more information on this type, visit missingmiddlehousing.com.

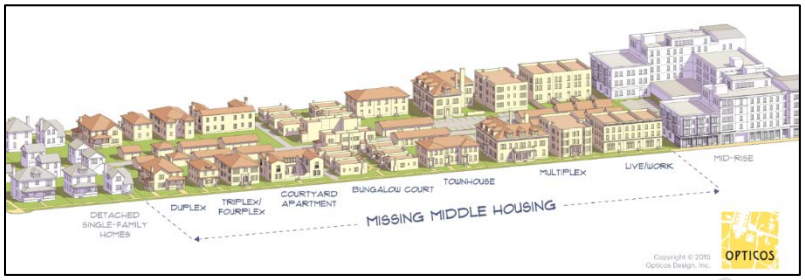


Figure 79—Missing Middle Housing Types

Below are examples of missing middle housing types that are complementary to Syracuse's current development patterns.

Side-by-Side Duplex

Sometimes referred to as twin homes, these units are attached by a single wall. They can be accessed from the front or a shared driveway.



Left: Hinesburg, VT (Source: NNECAPA Photo Library)
Right: Centerville, UT (Source: Google Maps)

Stacked Duplex

Consists of two units that are stacked on top of each other.



Source: Missingmiddlehousing.com

Mansion Homes

Mansion homes are units that are intended to look like large single-family units, but which have multiple entrances and shared walls.



Left: Mansion Home in South Jordan, UT (Source: Google Earth)
Right: Mansion home Example (Source: Coloradohomes.com

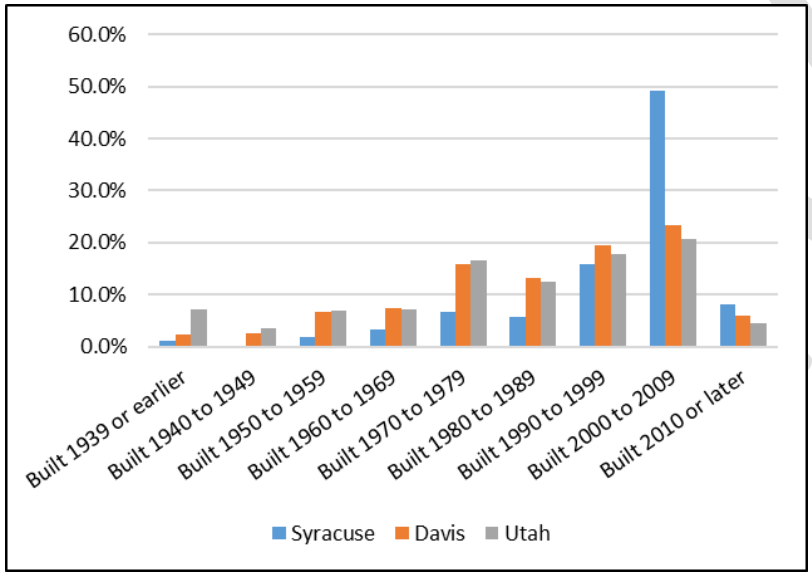
DRAFT

Live/Work

A small- to medium-sized structure (can be attached or detached) that consists of one dwelling unit above or behind a flexible ground floor space for product or service distribution.



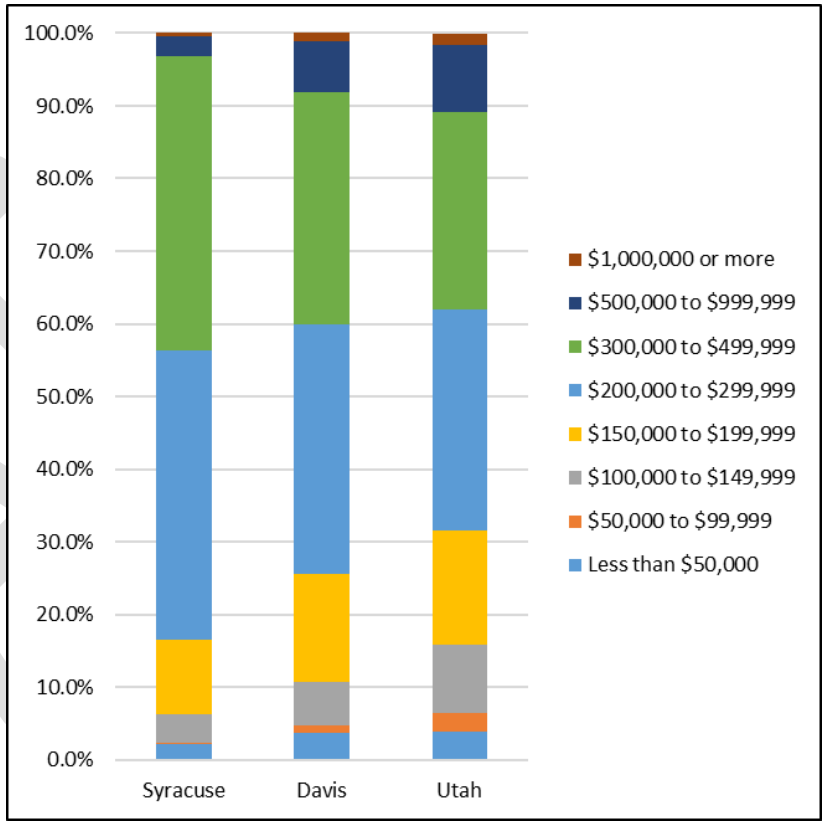
Left: Live/Work example (Source: Missingmiddlehousing.com)
Right: Live/Work in Park City, UT (Source: WFRMLS)



SOURCE: ACS 2018 5-year Estimates

Figure 80—Age of Housing Stock

Figure 81 shows a breakdown of the housing stock by price for the City, County, and State.



SOURCE: ACS 2018 5-year Estimates

Figure 81—Comparison of Housing Stock by Price

Given the City's median household income, relative age of the homes, and favorability of single-family types, a skew toward homes in the $200K-$500K range are the most common (making up a total of 80% of the housing stock).While there is certain a much smaller share of homes priced under this range, there is also

a noticeably small share of homes priced above this range. The City should evaluate how it can better serve both end of the market to have a more rounded housing stock.

To determine how affordable the homes are for the City's residents, it is best to compare ownership costs to total household income. Ownership costs in this survey are the sum of payments for mortgages, deeds of trust, contracts to purchase, or similar debts on the property (incl. first, second, home equity loans, and other junior mortgages); real estate taxes; fire, hazard, and flood insurance; utilities (electricity, gas, water, and sewer); fuels (oil, coal, kerosene, wood, natural gas, etc.); condominium fees (if applicable); and mobile home costs. Generally, households should attempt to purchase a home where monthly ownership costs will be 30 percent or less of household income.

Selected Monthly Owner Costs as a Percentage of Household Income	Syracuse	Davis County	Utah
Less than 20%	47.5%	48.2%	45.8%
20 to 24.9%	21.4%	18.5%	18.1%
25 to 29.9%	11.6%	12.5%	11.9%
30.0 to 34.9%	5.8%	6.4%	7.2%
35.0% or more	13.7%	14.3%	17.0%

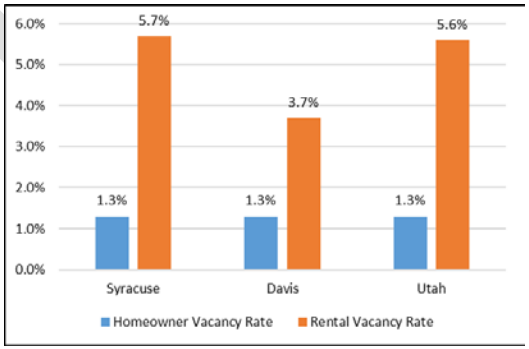
SOURCE: ACS 2018 5-year Estimates

Table 7—Housing Ownership Costs as Percentage of Household Income (Units with a Mortgage)

As shown in Table 7, Syracuse's households have done very well at following this rule. For units with a mortgage (which makes up more than 87 percent of the total units), a little less than half are spending 20% or less of their household income on housing costs. Approximately 80.5 percent of these households spend less than 30 percent or less. This is good news for the community because it means that its current residents are not cost burdened to live here and should shore up these household from foreclosure if economic recovery from COVID-19 takes a long time.

Syracuse's owner vacancy rate is on par with both the County and the State, at approximately 1.3 percent (see *Figure 82*). This is estimated to be around 93 units, which the City should monitor to prevent these units becoming blighted if they are not occupied in the short term.

The rental vacancy rate is higher than the County and similar to the State, but due to the relatively small share of rented units this estimate is likely to be highly volatile and could increase or decrease significantly by just one unit becoming vacant or occupied.



SOURCE: ACS 2018 5-year Estimates

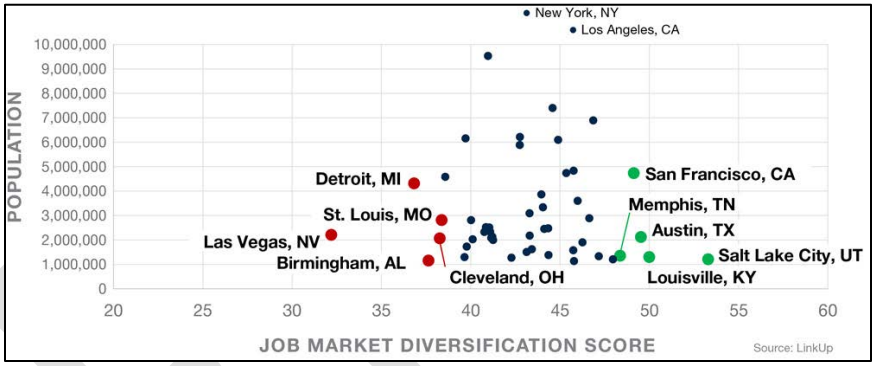
Figure 82—Vacancy Rate by Type

The City has an affordable housing stock and low vacancies; however, it is also becoming unaffordable for young families and too heavily weighted toward detached single-family units. It is unlikely that unaffordability will be a persistent issue as the housing stock ages and newer homes appear in the market. However, a lack of housing options, while providing economic benefits in the short term, should be addressed through "Missing Middle" unit types.

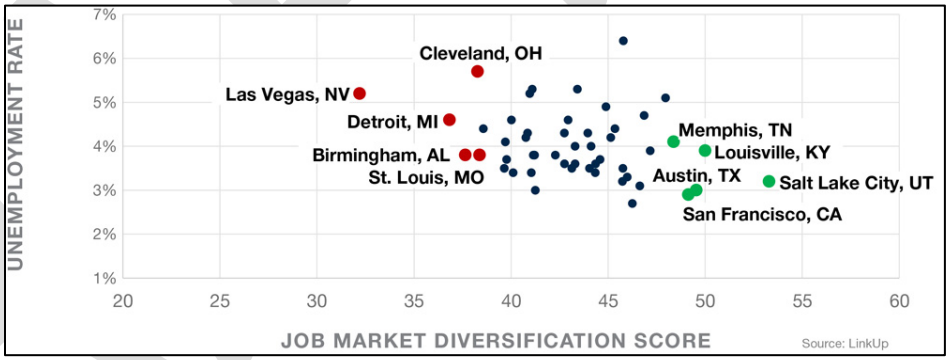
DRAFT

DIVERSITY OF THE JOB MARKET

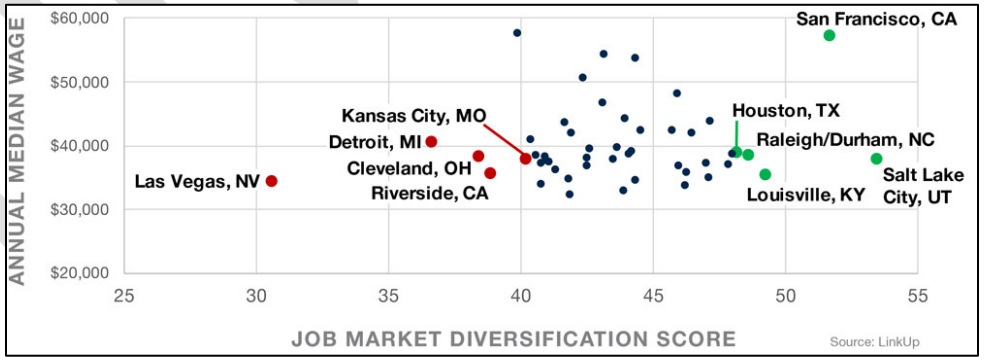
Every few years, LinkUp publishes a report on job market diversification, among large cities, in 2018, Salt Lake City[12] was ranked #1…



…which helps explain SLC's low unemployment rate…



…despite SLC's mid-range median wages:



[12] SLC is a reasonable proxy for the Wasatch Front given that Provo, for example also ranked #1 in job market diversity among mid-markets.

Utah's Position Relative to Other States

Utah is ranked #4 in CNBC's annual report of *America's Top States for Business in 2019*, driven by the economy (#3) and quality of life (#9) while being in the top 20 in other categories.

CATEGORY	SCORE	2019 RANK	2018 RANK	GRADE
Workforce	258	18	11	C+
Economy	297	3	2	A+
Infrastructure	193	17	10	B
Cost of Doing Business	217	18	23	B+
Quality of Life	219	9	12	B-
Education	99	20	34	B-
Technology & Innovation	96	21	19	C+
Business Friendliness	118	13	12	B
Access to Capital	50	19	18	B
Cost of Living	26	25	22	C+

Forbes ranks Utah as #3 among *Best States for Business*:

Rank	State	Business Costs Rank	Labor Supply Rank	Regulatory Environment Rank	Economic Climate Rank	Growth Prospects Rank	Quality of Life Rank
#1	North Carolina	4	9	1	13	13	16
#2	Texas	3	10	21	4	1	15
#3	Utah	23	2	6	8	7	9

Utah was ranked No. 1 in the nation for total job growth at 3.6%. Utah is also ranked No. 5 nationally in unemployment with a low rate of 2.8%.

"Utah is one of the top states in the nation for aerospace and defense employment with an employee base of roughly 30,000 people." Utah has high employee concentrations of aerospace engineers, materials scientists, machine operators, and many other aerospace related occupations" "Utah's Aerospace and Defense industry accounts for approximately 944 establishments and 31,390 jobs and is projected to grow by 2 percent per year over the next decade."

Utah is ranked #18 by PwC in **aerospace industry attractiveness**, held down by:

- Infrastructure (#36) (quality: roads, railroads, air infrastructure, electrical supply)
- Industry (#33) (size, growth, number of companies)
- Economy (#26) (GDP, Manufacturing output, exports)

Utah is ranked by Bureau of Labor Statistics regarding **Aerospace Engineers** (May 2019):

- #17 in total employment
- #16 in employment per 1,000 jobs
- #29 in annual median wage

DRAFT

IMPLICATIONS – RESIDENCES AND EMPLOYERS

Syracuse has a very high rate of owner-occupied housing. The vast majority of homes are single-family detached, which is in line with residents' and developers' preferences until now. The City's residents view most multi-family housing types as undesirable.

If continued, the City's current approach to housing could mean that the City may become unaffordable for those who are starting a family or starting their first real jobs as well as for those retiring and looking for smaller homes – Syracuse's own children and seniors could be forced to leave the city to live elsewhere.

Moreover, a lack of density makes a city less attractive to retailers, restaurants, and other businesses who would otherwise come and stay in Syracuse. There are many attractive options for residences in Syracuse's missing middle where homes share lawns and parks, for example.

Proposed Objectives

- Build and maintain Syracuse's character as a desirable place to live and work
- Provide homes for Syracuse's new families and seniors

Proposed Action Steps

- Identify a set of neighborhood and housing alternatives that are approved by a majority of Syracuse's residents.
- Work with owners of large parcels to free up space for these neighborhoods.
- Find developers proved to be willing and able to create great neighborhoods.

Proposed Performance Indicators

- Progress vs. milestones in identifying neighborhood alternatives.
- % of desired acreage made free for development.
- Number of qualified and proven developers who now work with Syracuse to develop great neighborhoods.

THIS COLUMN IS INTENTIONALLY LEFT BLANK

DRAFT

Chapter 6 Office Development Feasibility

The City has identified office uses as one of its development targets in the West Davis corridor. This section analyzes the current and projected office market to determine the feasibility of office development in Syracuse. National trends are first analyzed to discuss the supply and demand for office generally, followed by an analysis of the Wasatch Front (including Weber, Davis, Salt Lake, and Utah Counties), Davis County, and a 10-mile radius around Syracuse's city center.

National Trends

Office performed well after the Great Recession, with strong employment growth and service-based companies driving demand for the creative reuse of classic buildings as well as the development of accessible and sustainable new office towers and parks. There has been significant investment in office properties, especially in the Western United States, which saw $51.2 billion in office deals in 2019.[13]

However, these trends have been completely up ended by the coronavirus pandemic, which forced workers to work from home for several months to slow the spread of the virus. This forced many businesses to turn to online tools, such as video conferencing software and team collaboration tools, to replace in-person meetings and conferences. The coronavirus is likely to have a significant short-term impact, along with several considerations and significant uncertainty as to the medium-term impact of the virus.

Lease Rates and Office Demand

Lease rates have fallen as businesses have halted their plans to expand or upgrade their space. Several businesses have furloughed their workforce, waiting for states to ease restrictions and for consumer spending to rebound. This had led to a considerable softening in demand, driving lease rates down as tenants renegotiate their offer prices and landlords look to fill new vacancies.

As the economy recovers, it is unknown as to whether tenants will require more or less space than before. On one hand, tenants who are in dense buildings with little space between employees might look for larger spaces or look for less-dense communities that are safer and reduce health risks. On the other hand, some businesses may prefer newly found remote work alternatives and might require smaller offices to accommodate fewer local employees. Several large employers, such as Twitter, Facebook, and Microsoft, have embraced remote work as their new normal, with Twitter going so far as to announce that some of its employees can work remotely for as long as they want.[14] Other businesses might follow if their employees as just or even more productive as they were in the office.

Landlord Expenses

Landlords will see a rise in their expenses as they adjust to federal and state regulations. Cleanings will need to be done more frequently, with better chemicals. Tenants will demand more from their landlords to ensure that their workers are healthy and safe. These trends are likely to continue into the medium term,

[13] SOURCE: Integra Realty Resources, 2020 Viewpoint Office Report

[14] https://www.usatoday.com/story/tech/2020/05/22/coronavirus-remote-work-post-pandemic/5242420002/

DRAFT

especially if the virus has multiple waves and the risks of globalization and disease become more salient.

Underwriting Requirements

As uncertainty is added to office demand, lenders will increase their underwriting requirements to ensure that landlords will not go into foreclosure. This will mean lower loan-to-value ratios and stricter requirements from banks and other financial institutions.

WASATCH FRONT

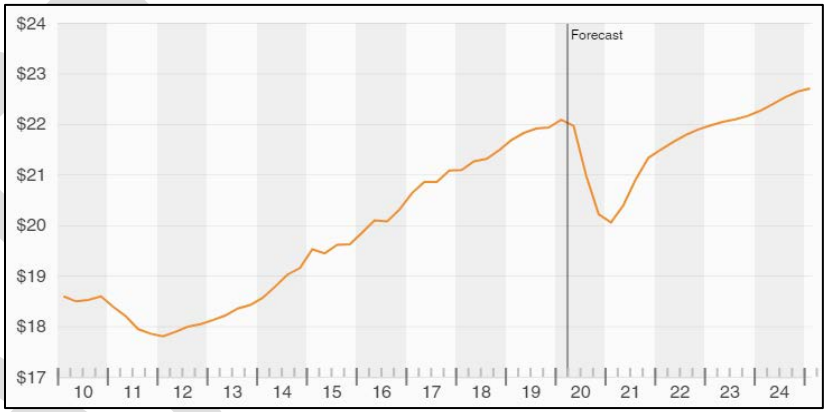
Office product in the Wasatch Front (Weber, Davis, Salt Lake, Utah counties) was in a growth phase for several years, with moderate employment growth providing upward pressure on lease rates. The tech sector and supporting businesses have demanded a significant amount of office space in Utah and Salt Lake counties, with some spillover into Davis and Weber counties. As of Q12020, the Wasatch Front area consisted of 4779 buildings and represented almost 110 Million square feet of office space (see Table 8).

Wasatch Front	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	264	31,763,841	2,290,448	7.2%	741,232	$27.46
Class B	2,802	64,307,325	4,210,464	6.5%	(34,988)	$19.80
Class C	1,703	13,836,503	603,771	4.4%	(43,998)	$14.57
Total	4,779	109,933,611	6,800,061	6.2%	662,246	$22.70
Class A&B	3,066	96,071,166	6,845,944	7.1%	706,244	$23.19

SOURCE: Better City, CoStar

Table 8—Wasatch Front Key Indicators by Property Class

However, the coronavirus pandemic is expected to have a significant impact on office space moving forward. Figure 83 shows the forecasted decrease in market rents, with prices not stabilizing until 2021 Q4 and not returning to the pre-pandemic prices until 2023.

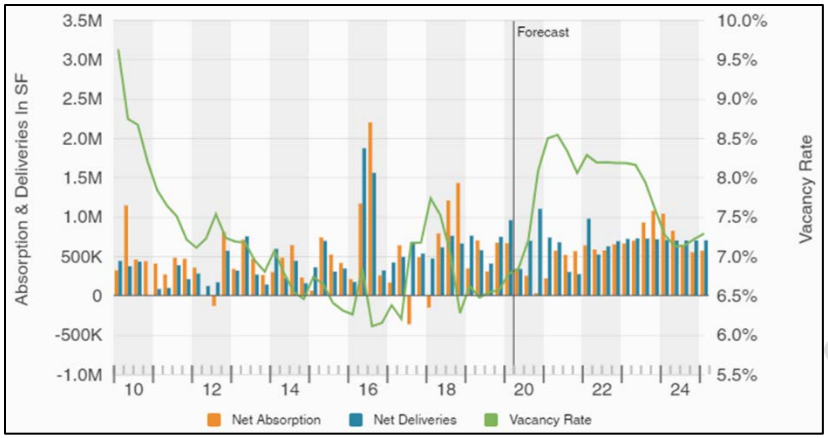


SOURCE: CoStar

Figure 83—Wasatch Front Market Rent Per SF, 2010-2025

Figure 84 forecasts that vacancies will increase past eight percentage points as new deliveries come online but absorption is soft. Many of the projects which have already broke ground will be seen through to completion, while several proposed project will be withheld or cancelled until the market becomes more favorable. This will lead to a decrease in the vacancy rate as demand increases and supply is more realistic with the demand after the virus.

DRAFT



SOURCE: CoStar

Figure 84—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Some leading indicators of the virus pandemic are already visible in the data, with vacancies increasing sharply from 6.8 percent at the end of 2019 to more than 7.5 percent at the end of May. Class B and Class C products, often occupied by smaller and less profitable firms that are more sensitive to changing economic conditions, will likely be harder hit than Class A offices. This might be a benefit to Syracuse as tenants of large B and C offices consider building satellite offices elsewhere. Class A buildings represent the newest and highest quality buildings in markets. They are often better-looking buildings with the latest construction, and with modern, high-quality building infrastructure.

DAVIS COUNTY

Davis County has seen strong office growth, with net absorption of more than 60,600 square feet between 2019Q1 and 2020Q1. However, the County still represents only a small portion of total office space in the region (at less than 5.6 percent; see Table 9).

Davis County	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	17	864,807	135,856	15.7%	40,054	$26.96
Class B	239	3,858,756	193,612	5.0%	25,935	$17.84
Class C	191	1,385,278	83,196	6.0%	(5,355)	$17.02
Total	449	6,112,169	412,664	6.8%	60,634	$19.65
Class A&B	256	4,723,563	329,468	7.0%	65,989	$20.79

SOURCE: Better City, CoStar

Table 9—Davis County Key Indicators by Property Class

Like the region, Davis county is forecasted to see a sharp drop in market rates, not reaching stability until 2023 or beyond. According to the forecast, market rates will not return to a pre-coronavirus level until 2023 Q1 (see Figure 85).



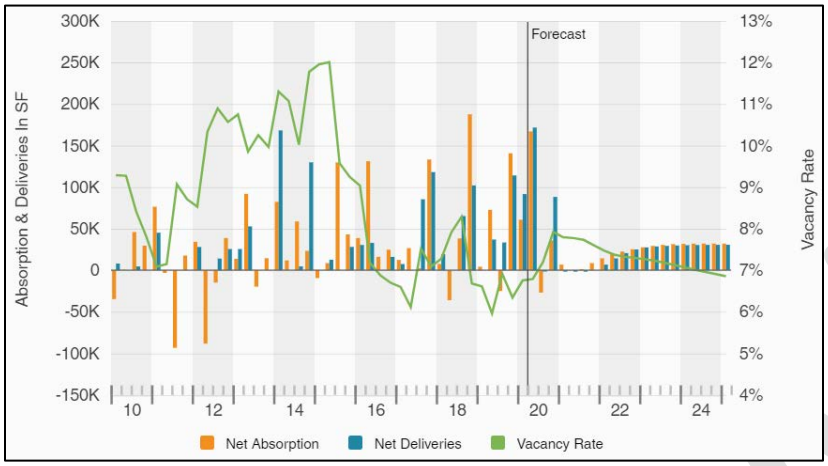
SOURCE: CoStar

Figure 85—Davis County Market Rent Per SF, 2010-2025

As shown in Figure 89, net deliveries are expected to outpace absorption, causing a sharp rise in the vacancy rate at the end of 2020. However, few deliveries are expected in 2021, which means

DRAFT

that the vacancy rate should stabilize much soon than the rest of the region.



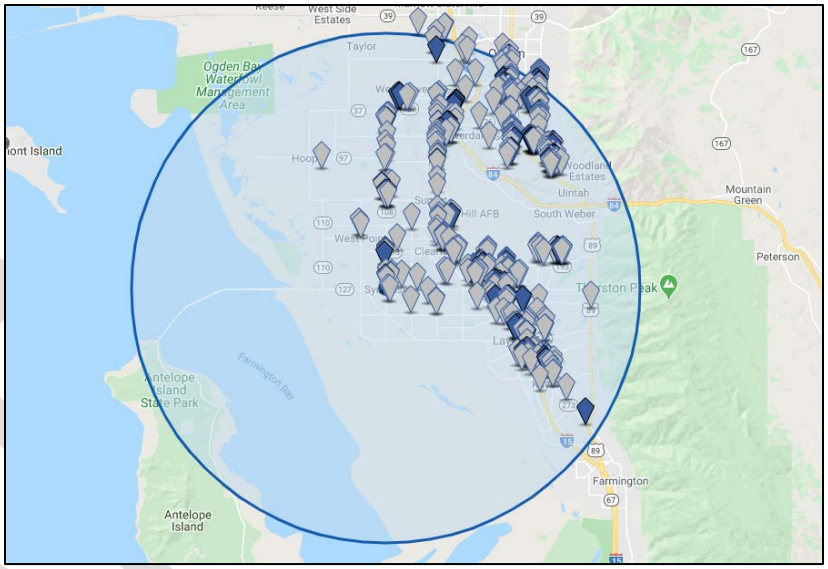
SOURCE: CoStar

Figure 86—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Primary Market

A primary market was constructed using a 10-mile radius from Syracuse city center. This analysis shows what office buildings the City would compete with if office were developed in the short term. As shown in Map 2, the City will be competing with properties along the I-15 corridor, Ogden's central business district, and Hill Air Force Base.

However, given a post-Covid-19 world, Syracuse could be competitive for any new, remote, offices as organizations at Hill Air Force consider spreading out to satellites. The City might particularly focus on the east-west route along SR 193 from the West Davis interchange to the Base. Being new, these should be developed as Class A facilities.



SOURCE: CoStar

Map 2—Office Properties within a 10-mile radius from Syracuse

10-mile Radius	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	14	576,969	77,123	13.4%	30,215	$27.20
Class B	273	4,540,037	294,935	6.5%	(28,901)	$16.36
Class C	185	1,463,688	42,667	2.9%	9,725	$14.77
Total	473	6,581,822	414,725	6.3%	11,039	$18.40
Class A&B	287	5,117,006	372,058	7.3%	1,314	$18.87

SOURCE: Better City, CoStar

Table 10—Primary Market Key Indicators by Property Class

The primary market consists of more than 6.5 million square feet of office space, two-thirds of which is Class B. Net absorption was positive for the quarter, especially in Class A product. However,

DRAFT

Class B is likely to perform better in the short term as tenants become more cost-conscience.

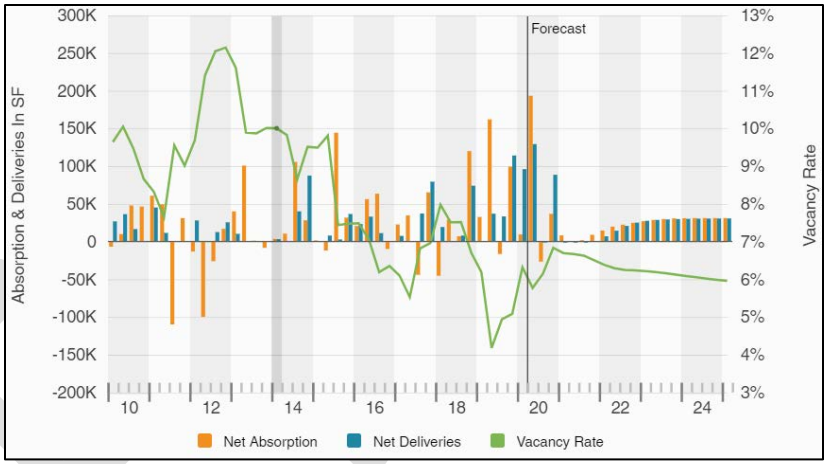
Market rates have experienced growth comparable to Davis County and are expected to experience a similar decline in rates for the remainder of 2020, with a rebound expected in 2021 and stabilization in 2022.



SOURCE: CoStar

Figure 87—Davis County Market Rent Per SF, 2010-2025

The primary market is well situated for the demand shock resulting from the coronavirus pandemic. The primary market has experienced high absorption so far this year, and with less than 100,000 SF forecasted to be added to the market it is actually forecasted that the primary market will continue to see a decrease in vacancies over the short term (see . This support the analysis presented earlier, that companies will favor larger spaces in less crowded cities and business parks.



SOURCE: CoStar

Figure 88—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Development Pipeline

There is approximately 9.8 million square feet of office in the development pipeline, with 3.8 million already under construction. Due to the coronavirus pandemic, it is unlikely that the 6 million square feet of proposed office will all occur, especially in the short term (see Table 11).

Geography	Under Construction SF	Proposed SF	Total Pipeline
Salt Lake, Utah, Weber	3,582,049	5,850,561	9,432,610
Davis	219,000	219,000	438,000
Sum	**3,801,049**	**6,069,561**	**9,870,610**

Table 11—Office Development Pipeline, Wasatch Front

There are several projects underway which will greatly impact the feasibility of office use in Syracuse. While this is not intended to be a survey of all development, it shows major projects which are planned or under construction in the surrounding cities.

DRAFT

North Station Park

Farmington has seen incredible success with its Station Park development, which has brought in millions of square feet of retail, entertainment, and housing. To complement and enhance the development, the City has also planned a 240-acre mixed-use development intended as a lifestyle community. The north station park development is planned to include 1.6 Million square feet of office, 100,000 square feet of retail, and 1,700 housing units.

This development will strongly appeal to younger professionals who are looking for immediate access to shopping, entertainment, and access to work, either in the development itself or because of its proximity to the nearby Frontrunner station. This area will be very appealing because of the nearby amenities, including Station Park, Lagoon, and short commutes via the I-15 corridor.



SOURCE: Inspire Development

Figure 89—North Station Park Development

Falcon Hill Aerospace Research Park

Falcon Hill is the first US Air Force public/private partnership and their largest enhanced use-lease The 550-acre development on the west side of Hill AFB, includes space for IT, communications, the Department of Defense, aerospace, military, and government contracting. It will be LEED certified, Class A office space, with retail, a hotel, and conference center planned in later phases.



SOURCE: R&O Construction

Figure 90—Falcon Hill Aerospace Research Park

However, Covid-19 could cause those facilities to be reconfigured to allow physical distancing, thus reducing the number of workers in those buildings, which in turn might cause companies to look elsewhere nearby for satellite offices, perhaps eastward along SR 193 towards the new interchange with the West Davis Corridor,

Combined, there is approximately 219,000 SF of office under construction and an additional 175,000 SF planned within Davis County (see **Error! Reference source not found.**).

Status	Address	City	Class	Land (AC)	True Owner	Building SF	Estimated Delivery
Under Construction	1075 W Farmington	Farmington	B	0.77	Brian Call	5,000	June 2020
Under Construction	612 N Kays Dr	Kaysville	B	1.75	Unknown	14,000	July 2020
Under Construction	1400 Legend Hills Dr	Clearfield	B	7.41	Unknown	200,000	May 2020
Proposed	147 E Union Ave	North Salt Lake	B	7.17	Daniel McGregor	1,000	Unknown
Proposed	1566 S 800 W	Woods Cross	B	0.52	Dell Nichols Commercial Real Estate	3,279	Unknown
Proposed	913 N 3200 W	Layton	B	0.21	PJF Corporation	4,500	Unknown
Proposed	179 S Main St	Layton	B	1.32	Francis McKay Winkel SR	89,000	Unknown
Proposed	320 Station Parkway	Farmington	B	3.47	CenterCal Properties	77,000	Unknown
Total				**22.61**		**393,779**	

SOURCE: CoStar, Better City

Table 12—Under Construction and Proposed Office Projects in Davis County

DRAFT

Legend Hills

The Legend Hills office complex has about 40 adjacent acres zoned for office and retail. The new RC Willey store is located adjacent to the site. Legend Hills will be the closest office park and direct competitor to office development along the West Davis corridor.



SOURCE: Colliers International

Figure 91—Legend Hills Development

Implications – Office Development Feasibility

Syracuse City identified office uses as one of its development targets. However, although Davis County has seen strong growth in offices, the City's distance from I-15 has hindered such development in Syracuse compared to surrounding cities where offices have been and are being built.

Nevertheless, the Covid-19 pandemic has caused many companies to reconsider their historic preference for large, centrally located offices. Reflecting on a post-pandemic world, organizations are considering reducing their uses of central locations in favor of more remote, satellite operations.

With the intersection of the West Davis Corridor with SR 193, Syracuse might well be in an advantageous position, particularly with organizations serving Hill Air Force Base, to attract offices and light industry to relocate along SR 193. This, however, will require working with owners of large properties to sell their lands for commercial as well as residential developments.

Proposed Objectives

- Attract commercial developments along SR 193 from the West Davis interchange eastward to 2000 W (or 1000 W).
- Make properties along SR 193 available for development.

Proposed Action Steps

- Conduct a feasibility study and develop a detailed picture of what development could look like along SR 193 and what benefits it would bring.
- Persuade owners of properties along SR 193 to sell.
- Identify target commercial organizations
- Persuade them of the advantages of locating remote operations along SR 193.
- Create TIF and other relevant financial incentives.
- Budget for construction and infrastructure.

Proposed Performance Indicators

- Progress vs. milestones.
- % of desired acreage made free for development
- % of acreage developed
- Net dollar value to the city of new developments

DRAFT

Chapter 7 TRANSIT-ORIENTED DEVELOPMENT

Part of UTA's vision with the frontrunner network is to leverage the rail line's stations to build "high-intensity developments, designed primarily for pedestrians and cyclists, and oriented toward transit hubs…" Known as Transit-Oriented Development (TOD), UTA has made significant progress toward this goal, with several of its stations in development or planning phases.

TOD often includes a mix of office, retail, and housing, combined with the ease and convenience of public transportation. Although Syracuse does not have a FrontRunner station within its borders, TOD should be considered in the City's strategy because of the unique role that it will play regionally because of walkability and access to transit alternatives such as the Frontrunner and bus rapid transit (BRT).

Frontrunner Stations in Weber and north Davis were analyzed to better understand their current development status and discuss their impact on the City's development strategy.

OGDEN STATION

Ogden City has seen significant redevelopment of its downtown core, increasing the market demand for land in the downtown area. UTA passed a resolution in March 2019, choosing Ogden as one of its top-priority TOD sites. The resolution is different than its more general visioning because it allows the agency to proactively work with communities to develop surplus UTA land adjacent to the stations; however, the decision does not mean that construction is imminent nor fast-moving.

According to a 2019 article from the Standard Examiner[15], Ogden City's plans to develop the grounds near Union Station include large public open spaces, museums, art galleries, high-density housing, retail, meeting and event space, and administrative offices. It is unclear what role UTA's land (highlighted in red in Figure 92) will play in that future development. Currently, the area is zoned as a Central Business District (CBD), with the general plan classifying the parcels as an urban mixed-use center.



SOURCE: Google Earth, Weber County Assessor

Figure 92—Ogden Station

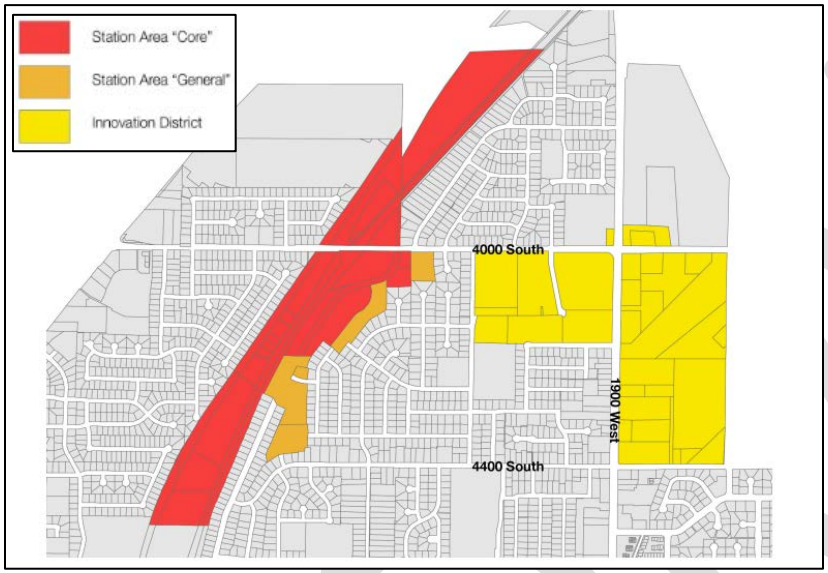
ROY STATION

Roy station is currently adjacent to single-family residential uses and is difficult to access, making development prohibitive. Additionally, the Roy Station is the least utilized station in the entire Frontrunner network. Roy leadership understand the role

[15] Shaw, Mitch. "Ogden, Clearfield FrontRunner stations tabbed for future development." *Standard Examiner.* March 29, 2019. Link here.

DRAFT

these 18 acres could play in the future and are working with UTA to develop the land immediately adjacent to the station, shown on Map 3 in red and orange. City leaders would like to rezone the areas using form-based code, freeing up the land for a wider range of uses than current zoning permits. However, form-based code may be difficult to adopt and would have significant impacts on development in the area if accepted.

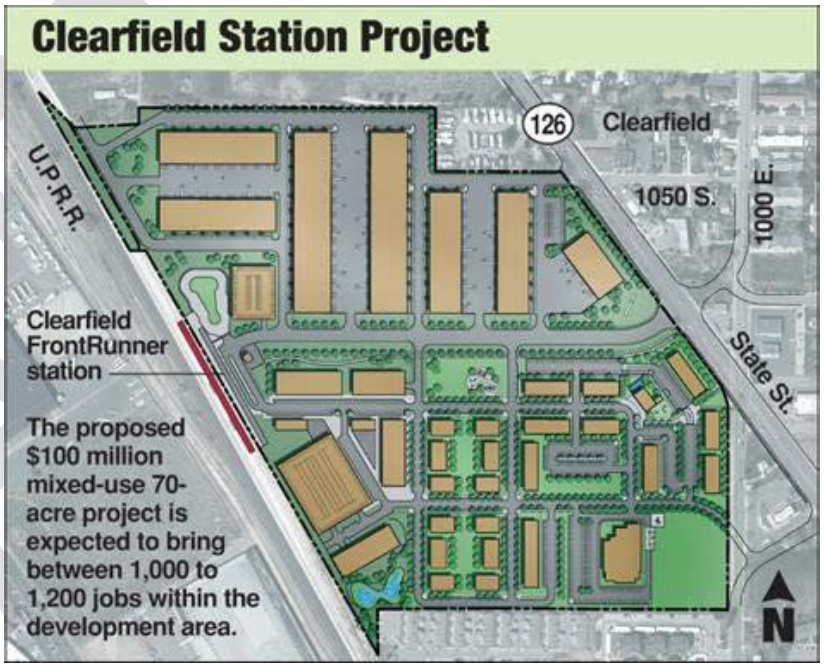


SOURCE: City of Roy

Map 3—Roy Station

Clearfield Station

Clearfield has already begun development in the Clearfield Station Area, which has approximately 70 acres of available land. The first phase of the project, the Clearfield Station Apartments, were completed in 2018. The station will continue to be developed in additional phases and seems to be well-positioned for traditional TOD in terms of a balanced walkable site comprised of office, high density residential, and retail components. If UTA's current plans are followed, the site will contain more than 3,000 residential units, parking, and 700,000 square feet of commercial and office space.



Source: Standard Examiner

Map 4—Clearfield Station

Layton Station

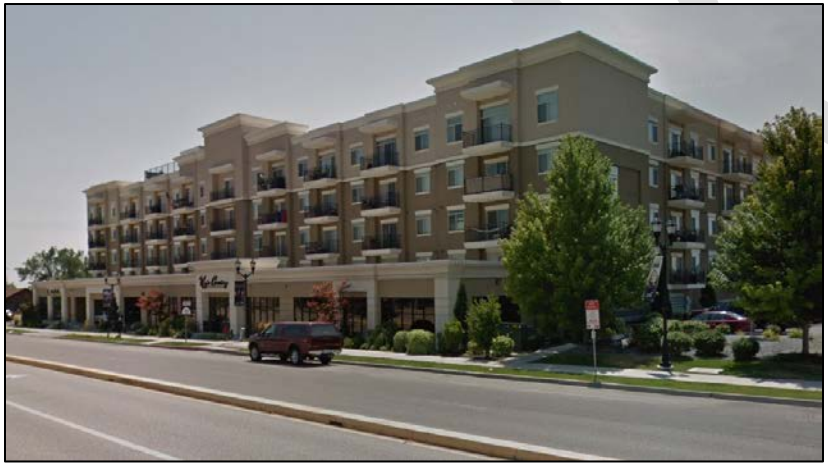
Layton Station's TOD is small but has seen good absorption. Kay's Crossing, a luxury apartment community, was completed in 2014. It features 156 units and has direct access to the transit station. There is development potential on the eastern side of Main Street (see highlighted area in Figure), but the land has not yet been

assembled for redevelopment purposes. A tax increment district was recently established which should increase development activity in the next few years.



SOURCE: Google Earth, Weber County Assessor

Figure 93—Layton Station



SOURCE: Google Earth

Figure 94—Kays Crossing Apartments

As the City determines what type of office uses would be appropriate along the West Davis Corridor and in other key nodes, it should be aware of what types of development is happening at the nearby FrontRunner stations and should be proactive in not targeting the same niches and industries.

Office Space Evolution

The City should focus on developing Class A office space, especially in industries that are highly represented in the region or which could provide support to activities at Hill Air Force Base. The key to having successful office projects with strong rental rates and occupancy will be in finding ways to encourage the private sector to develop differentiated and desirable product types that are unlike other offerings in the region. Competing sites along the I-15 corridor, frontrunner TOD sites, and WDC are likely to offer more abundant commercial amenities, transit access, and nicer finishes.

According to Cushman & Wakefield, one of the world's largest commercial real estate firms, the workplace will no longer be a single location but an ecosystem of a variety of locations and experiences to support convenience, functionality, and wellbeing.

Likely trends:

- Social distancing, elevator protocols, touchless sinks and paper towel dispensers, washing hands, wearing masks
- Disposable desk covers
- Frequent and visible sanitizing
- Cubicles or plexiglass or other dividers
- Meeting room seating placed further apart
- Outposts in areas where multiple people live
- Better IT security connecting homes and offices

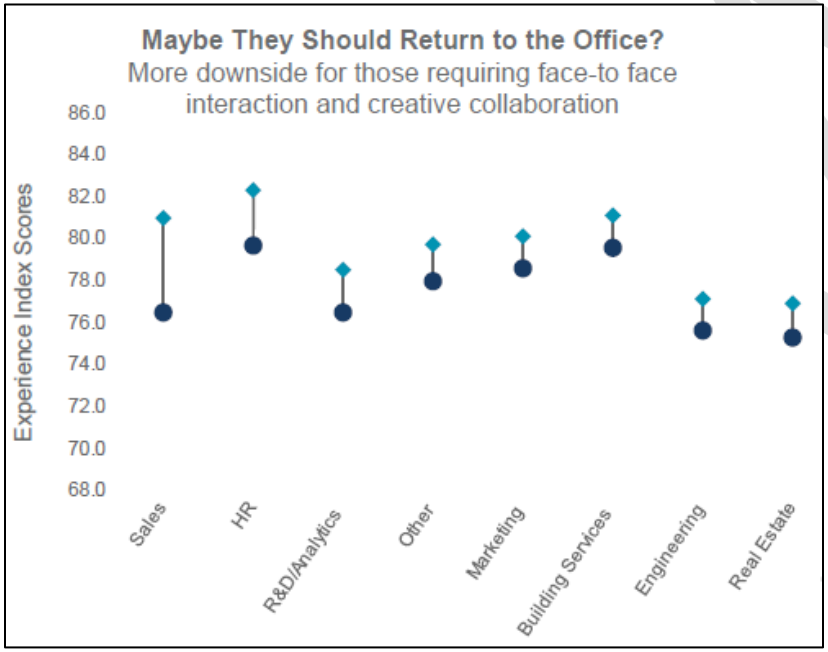
DRAFT

The work week may transition to one-three days at home or nearby satellite office and two-four days at the centralized office. This may entail desk-sharing and re-designed meeting rooms.

- Nationwide Insurance, by November 2020, is closing offices in six markets and having thousands of employees use a permanent work-from-home model.

Ford COO Jim Farley said recently many salaried employees can work from home, and the company could eliminate offices. The shutdown is "really an opportunity to redesign how we do work," he said.

Which people struggle the most working at home?

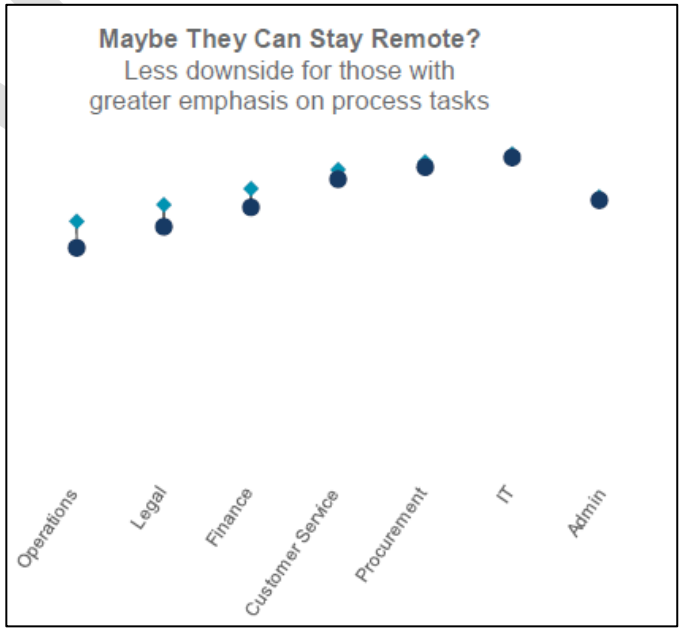


SOURCE: Cushman & Wakefield

Figure 95—Office Jobs that "Should" Return to the Office

These two charts from Cushman & Wakefield show the difference employees feel between working at home compared to working at the office. The larger the gap, the more downside is perceived by those who were previously office-based. Half of respondents feel they are personally connected to their company's culture. Nearly two-thirds of respondents agree that they are learning, although informal learning and mentoring are challenges. Goldman Sachs are concerned that having everyone working from home could potentially damage their culture. Morgan Stanley, on the other hand, believe that "we've proven we can operate with no footprint." Barclays are considering renting space in their branches for call center workers.

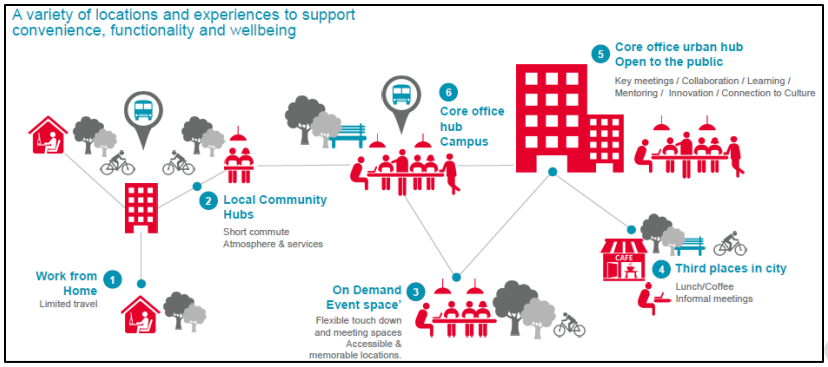
Which people appreciate the most working at home?



SOURCE: Cushman & Wakefield

Figure 96—Office Jobs that "Should" Continue Working from Home

DRAFT



SOURCE: Cushman & Wakefield

Figure 97—Post-COVID Office Types Map

MetLife believes there may be a permanent shift to remote working. They consider four factors:

- Workers who will permanently begin working from home full time
- Workers who will adopt flexible schedules such as working from home one or two days per week
- How firms will change space needs because of flex working
- How firms will change layouts to be better prepared for future pandemics.

Twitter is now letting employees work from home indefinitely. Several companies are looking into increase their use of co-working providers, such as WeWork and Knotel. Citigroup, for example, is considering opening satellite offices with short-term leases outside New York City.

According to *The Economist*, some bosses are predicting radical changes that will delight chief financial officers eyeing potential savings from dumping expensive city-center locations. Jes Staley, chief executive of Barclays, has said that large headquarters buildings may become a "thing of the past". Mr. Aubert "would be very surprised if corporations in professional services kept more than 50% of their real estate, and it might be significantly less".

McKinsey, a consulting firm, writes that "During the pandemic, many people have been surprised by how quickly and effectively technologies for videoconferencing and other forms of digital collaboration were adopted. For many, the results have been better than imagined. 80 percent of people questioned report that they enjoy working from home. Over time, some firms could reduce their real-estate costs by 30%."

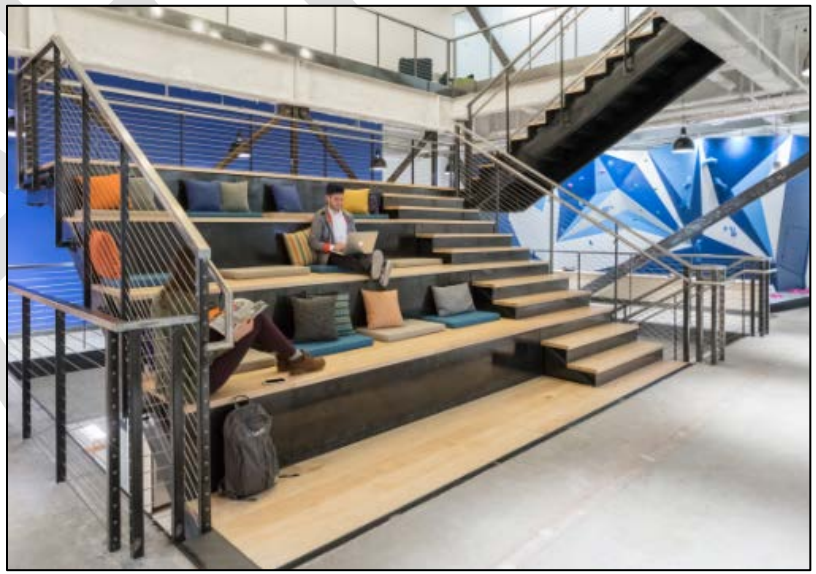


Figure 98—New Office Design Concept

Hybrids may develop, such as working one-to-three days at home or nearby satellite office and two-four days at centralized offices, reimbursing employees for home office expenses, including desks, desk chairs, ergonomic chair cushions, and fronting internet costs.

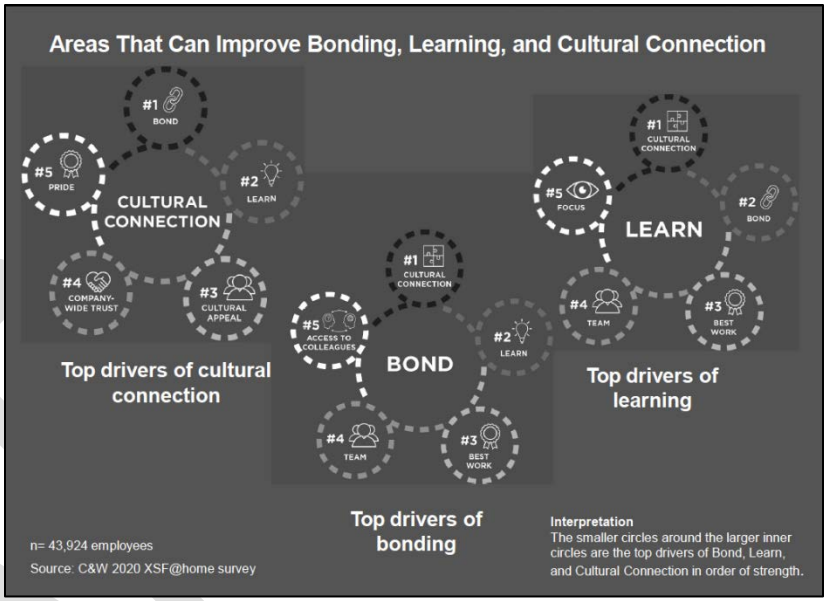
DRAFT

Syracuse can foster home and satellite offices by assembling land, marketing to relevant firms, boosting internet capabilities, beautifying the city, enhancing recreation and the arts, and by holistically managing growth according to the Strategic Plan.

COVID-19 has accelerated the adoption of a distributed workforce model that relies on software technologies and broadband infrastructure for virtual workplace connectivity. Considering this shift, office development post-COVID will likely have new and evolving characteristics than office development pre-COVID. Cushman & Wakefield recently released a Future of the Workplace report ("C&W Report") that includes several considerations that are not met by virtual environments. These include the continued need for employees to have personal connections and opportunities for learning.

Certain functions that require face-to-face interaction and creative collaboration will continue to need office space. Conversely, those functions that are task oriented can likely continue to be performed virtually. An article by McKinsey suggests:

"Organizations could create workspaces specifically designed to support the kinds of interactions that cannot happen remotely. If the primary purpose of an organization's space is to accommodate specific moments of collaboration rather than individual work, for example, should 80 percent of the office be devoted to collaboration rooms? Should organizations ask all employees who work in cubicles, and rarely must attend group meetings, to work from homes? If office space is needed only for those who cannot do so, are working spaces close to where employees live a better solution?" …



SOURCE: Cushman and Wakefield

Figure 99—Cushman & Wakefield's Future of the Workplace

"While some organizations have reduced … [real estate] … costs by thinking through footprints—taking advantage of alternative workplace strategies and reviewing approaches to managing space—many corporate leaders have treated them largely as a given. In a post–COVID-19 world, the potential to reduce real-estate costs could be significant."

"Organizations must also use this moment to break from the inertia of the past by dispensing with suboptimal old habits and systems. A well-planned return to offices can use this moment to reinvent their role and create a better experience for talent, improve collaboration and productivity, and reduce costs. That kind of change will require transformational thinking grounded in facts. Ultimately, the aim of this reinvention will be what good companies have always wanted: a safe environment where people can enjoy their work, collaborate

DRAFT

with their colleagues, and achieve the objectives of their organizations."[16]

In the future, the C&W report suggests a workplace ecosystem where employers may "provide a variety of locations and experiences to their workforce" combined with the ability to work remotely. Office space may be in amenity-rich environments with affordable quality of life, excellent broadband connectivity, and supportive services. Office space would be optimized to accommodate curated events, corporate academies, and an atmosphere that is conducive to creative collaboration and innovation. So, what does office space designed for employee bonding, expression of company culture, employee wellbeing and creativity look like? Following are examples of office space that has already been developed and may be a harbinger of additional evolutions in space design:

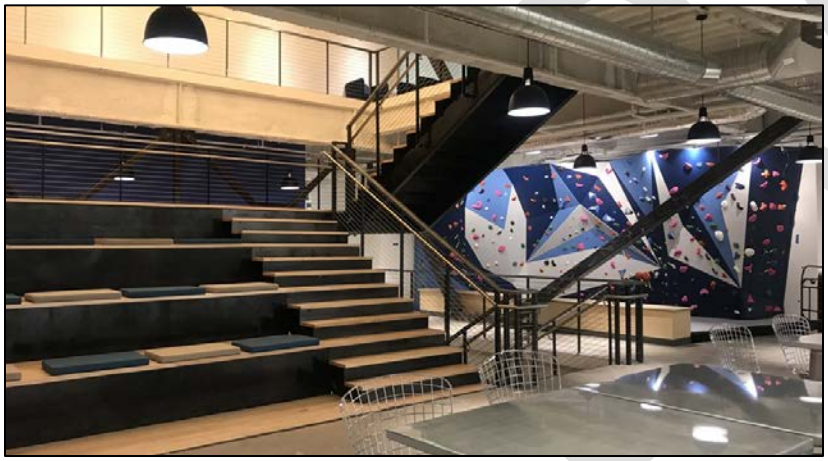


Figure 100—Lucid Technologies Stairwell / Bouldering Wall

These spaces provide opportunities for bonding and the expression of and connection to company culture.



Figure 101—Skullcandy Corporate Offices + Skate Ramp

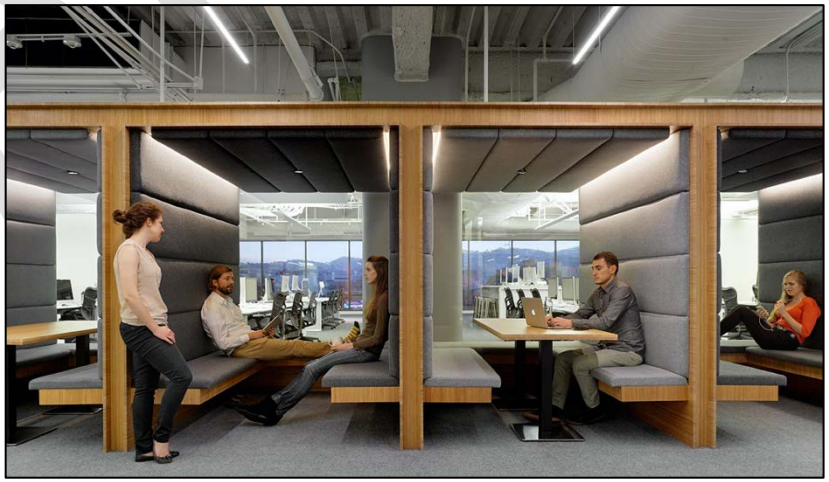


Figure 102—Square, Inc. HQ Work Cubbies

16 https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19#

Work cubbies provide space for small group interactions and alternative workspace for collaboration.

Vivint's office space, "embraces a type of work, play, live lifestyle that blurs the lines between the three and encourages a seamless melding of all aspects of life to improve employee happiness and retention and increase productivity."[17]

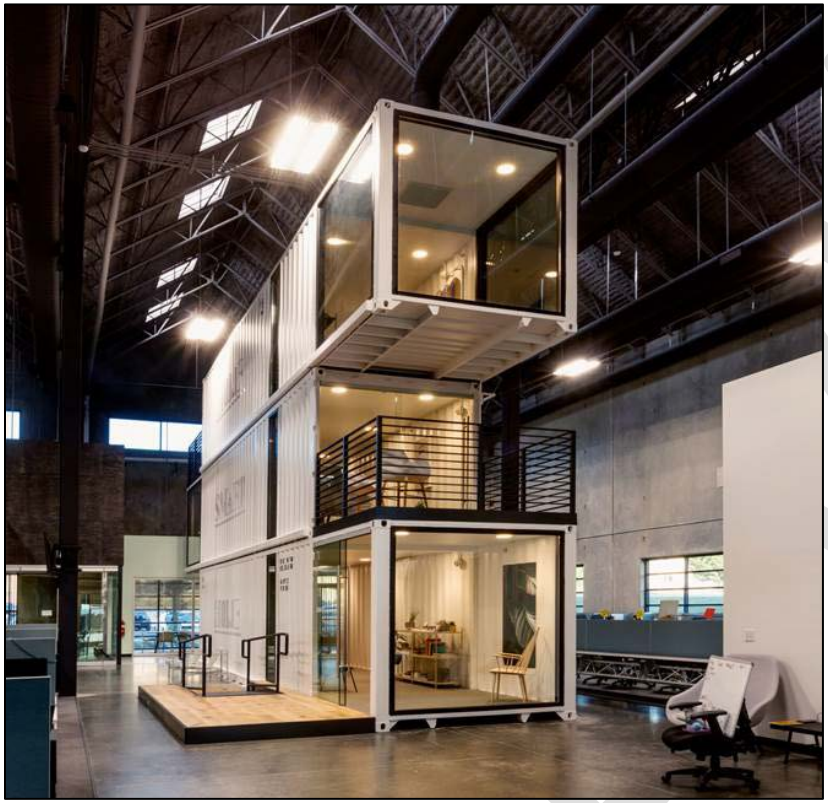


Figure 103—Vivint Corporate Office + Shipping Container Office Space



Figure 104—Vivint Software Corporate Office + Basketball Court



Figure 105—Selgas Cano's Madrid Office

This architectural firm designed and now occupies this unique office concept, integrated in the treescape of downtown Madrid.

[17] https://www.iida-intermountain.org/2018-best-awards-winners

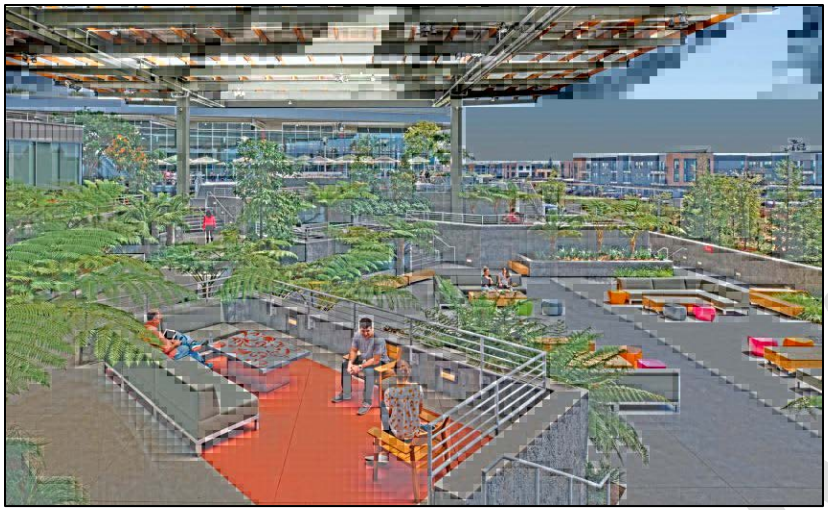


Figure 106— Amazon Menlo Park HQ



Figure 107—Biophilic Design at Amazon's Menlo Park HQ's[18]



Figure 108— Camaraderie Event at VMWare's Campus[19]

[18] https://guild.co/blog/why-is-biophilic-design-the-key-to-the-office-of-the-future/

[19] https://fortune.com/2016/03/14/vmware-best-companies/

An emerging trend in office design is the incorporation of natural elements that trigger positive biological responses, referred to as biophilic design. Utilized in Amazon's headquarters, the corporate giant invested heavily in bringing in natural environments in the workplace to improve wellbeing, productivity, and creativity.[20]

As seen above, tech companies have taken many creative liberties in the design of their office spaces. Although these examples highlight Class A product, they are excellent case studies of what office space and business parks / campuses may look like in the future. Bouldering / climbing walls, an indoor gym, skate ramp, and biophilic designs indicate a blending of work, life, and play. As the City pursues businesses to locate in the City, there may be opportunities to partner with the private sector in reinventing the traditional business park including the following characteristics:

- Amenities (dedicated or shared) focused on:
  - the expression of and connection to corporate culture;
  - employee wellbeing; and
  - bonding activities;
- Optimized designs that can accommodate:
  - large and small group interactions;
  - curated events
  - learning / corporate academies;
- Atmosphere that improves:
  - collaboration,
  - creativity and innovation, and
  - productivity;
- Locations that can:
  - enhance employee quality of life;
  - provide connectivity to nature;
  - offer high broadband speeds; and
  - provide flexible zoning to foster community hubs.

Office Space Recommendations

Syracuse's location makes the City less competitive for office development. To mitigate this, the City will need to work with developers who are willing to build unique and differentiated products that will allow the development to be a destination rather than a commodity.

Modern companies are looking for innovative, amenity-rich developments that support a modern workforce. Shared amenities such as electric vehicle charging areas, rooftop decks, greenspaces, infrastructure for alternative commuting, partnerships with local restaurants, and other amenities will make Syracuse's office products more enticing for companies that do not want a traditional, "vanilla" office experience.

Case Studies

Several developments have overcome similar problems with location, such as the Westlake Business Park in West Valley City, Utah. The park, shown in Figure 109, includes several amenities, including a campus environment, fitness center, bike storage, EV charging stations, covered parking, and includes the Stonebridge Golf Course and walking/jogging paths as part of the landscaping. The newest campus, called the Soleil Technology Park, will deliver in August 2020 and includes EV charging stations, covered parking, keyless entry, a food truck court, a common lounge with

[20] https://greenroofsaustralasia.com.au/news/biophilic-office-designs-drive-productivity-and-creativity

DRAFT

game space, a fitness center, and solar panels on the roof for balanced energy use.



SOURCE: CoStar

Figure 109—Soleil Technology Park

As shown in Table 13, the park is enjoying low vacancy rates and above-average rental rates compared to products within a 5-mile radius, putting it more on par with properties located in Salt Lake's business district.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Westlake Park	13	1,398,444	72,425	5.20%	$ 19.36
5-mile Radius	172	8,387,540	847,781	10.10%	$ 18.41
Salt Lake County	1,634	65,193,857	5,181,280	7.90%	$ 23.83

SOURCE: CoStar, Better City

Table 13—Soleil Tech Park Comparison, as of Q2 2020

Millrock Park is another development that is located away from the I-15 corridor, but which has experienced incredible success due to its unique positioning. Located at the mouth of Big Cottonwood Canyon, the 22-acre campus takes advantage of the topography so that each of the four buildings allows for an unobstructed 360-degree view from every building. In addition, the developer designed three-quarters of the parking stalls to be underground, so the park has significantly more greenspace. It is positioned directly south of the Old Mill Golf course and a mere 10 minutes from the Solitude and Brighton ski resorts. The complex also includes shared common space with a lounge.



SOURCE: Millrock.net

Figure 110—Millrock Park Development

The office park has enjoyed success, with an average gross rent per square foot of more than $32.33 per square foot. The park

DRAFT

commands rates much higher than comparable office properties within a 5-mile radius. However, the park has recently experienced high vacancy rates which have only been enhanced by the coronavirus pandemic.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Millrock Park	4	39,338	54,456	11.10%	$ 32.33
5-mile Radius	456	11,038,547	906,666	8.20%	$ 24.40
Salt Lake County	1,634	65,193,857	5,181,280	7.90%	$ 23.83

SOURCE: CoStar, Better City

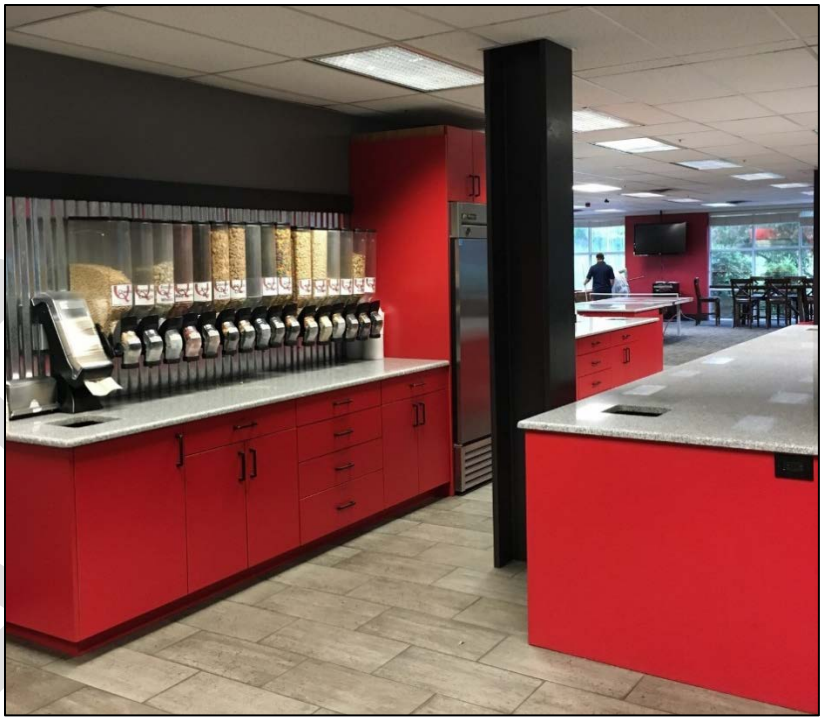
Table 14—Millrock Park Comparison

The Riverwoods business park in Provo Utah features 112 acres with views of Mount Timpanogos, access to Provo Canyon and Sundance ski resort, a water feature, charging stations, and nearby shopping including an AMC movie theater. Unlike the previous case studies, this park includes both Class A and Class B products.

This park has been able to draw in several up-and-coming companies, such as Qualtrics and Vivint, which are both significantly contributing to the area's local workforce. Syracuse will want to capture similar "satellite hubs" to have a similar effect.

The Park has slightly higher vacancy but also enjoys higher rental rates than the average of properties in a 5-mile radius.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Riverwoods	22	1,290,430	165,890	12.90%	$ 21.21
5-mile radius	434	8,821,532	920,648	10.40%	$ 19.44
Utah County	918	21,676,479	2,299,685	10.60%	$ 22.53



SOURCE: CoStar, Better City

Figure 111—Cereal Bar in Riverwoods Development

The Inova Park in southeast Denver is a suburban Class A office building which has leveraged its amenities to create a unique and differentiated product. The park is located next to a new TopGolf entertainment facility and the park includes a Food Truck Court, shuttle service to light rail, and a 285-unit apartment complex.



SOURCE: CoStar

Figure 112—INOVA Dry Creek Park

Looking at market data, the differentiated product type once again shows higher market rents when compared to the surrounding area and even the County as a whole. However, its more unique offering also increases vacancy rates, especially in times of economic hardship as was the case in Q2 2020, when this data was collected.

	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Market Rent ($/SF)
Inova Park	2	433,745	62,579	14.40%	$ 29.11
5-mile Radius	713	44,017,453	5,723,387	13.00%	$ 26.25
Arapahoe County	366	22,569,183	3,084,190	13.70%	$ 26.83

Table 15—INOVA Comparison

Takeaways

The City's current zoning and future land use plan allow for sufficient office space, which should suit the City's needs in the medium and long terms. The previous examples describe various approaches and amenities, but those adopted by the City should be decided in partnership with a developer and based on market research and specific feasibility studies. However, the City should engage with and push for unique products so that it can better compete with the surrounding communities which have better freeway access, are closer to an airport, or have a larger workforce base. The end goal should be attracting corporate headquarters or satellite offices that can build the daytime workforce.

The City should also pursue a partnership with Hill Air Force Base to provide overflow office space for contracted workers and/or base personnel. This will allow the city to capitalize on the region's largest employer and reduce turnover of leases.

Office should be built with destination placemaking in mind. City leadership should evaluate what role other uses could play in placemaking that will attract office tenants (examples above include golf course, golf entertainment center, fitness center, trails, etc.). Ideally office products should increase the quality of life of the workers and residents, be well-suited to Syracuse's unique character, and build the daytime workforce to increase demand at local shops and restaurants.

DRAFT

IMPLICATIONS – TRANSIT-ORIENTED DEVELOPMENT

Because Syracuse is distant from I-15 compared to neighboring cities and the City does not have a FrontRunner station, the City has been at a significant competitive disadvantage in attempting to attract traditional office development.

However, in a post-Covid-19 world, Syracuse could be competitive for any new, remote offices as organizations at Hill Air Force consider spreading out to satellites. The City might particularly focus on the east-west route along SR 193 from the West Davis interchange toward the Base. Being new, these should be developed as Class A facilities with attractive exteriors.

Syracuse City, therefore, should focus on developing Class A office spaces along SR 193, as noted in the previous chapter. Focus on particular niche opportunities is clearly needed given the strong competition from communities along I-15 and connected directly to FrontRunner stations.

The key to having successful office projects with strong rental rates and occupancy will be in finding ways to encourage the private sector to develop differentiated and desirable product types that are unlike other offerings in the region as well as being part of a differentiated ecosystem wherein the City can combine office spaces with outdoor recreation, arts and entertainment, and other amenities likely to be desirable to remote workers and potential new residents – destination placemaking.

Proposed Objectives

- Partner with Hill AFB to provide overflow or satellite space.
- Build offices with placemaking in mind
- Increase the quality of life for workers and residents
- Build the daytime workforce to increase demand at local shops and restaurants.

Proposed Action Steps

- *The same action steps as listed in Chapter 7 plus*:
- Pursue a partnership with Hill AFB and with companies located on or near the Base.
- Define components of and gain community consensus for the City's "place-making " plan.
- Engage with target developers to assure differentiated, unique products.

Proposed Performance Indicators

- Progress vs. milestones – partnership with Hill AFB
- Progress vs. milestones – "place-making" plan
- % of open space filled with construction plans meeting the city's criteria for differentiated, unique buildings.
- Public recognition of Syracuse's uniqueness.
- % utilization of office buildings

THE REST OF THIS COLUMN IS INTENTIONALLY LEFT BLANK

DRAFT

Chapter 8 INDUSTRIAL FEASIBILITY

The City's location and land prices makes the city well positioned for industrial development. This section analyzes industrial property types and the feasibility of industrial development in Syracuse.

NATIONAL TRENDS

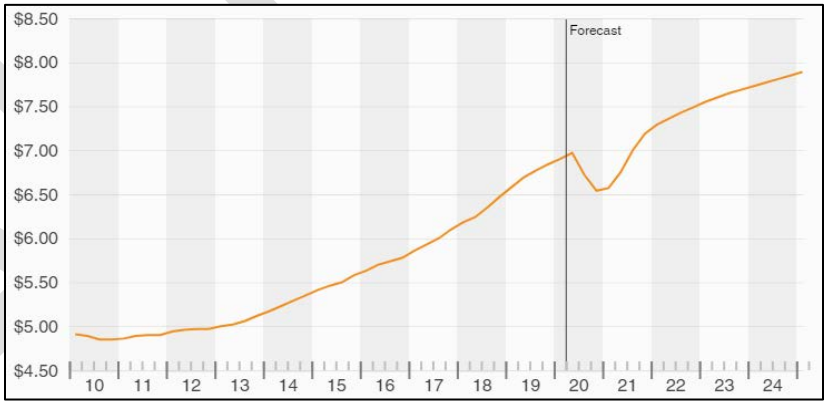
Industrial has performed very well in the last decade, seeing strong growth from supply-chain facilities and e-commerce distribution facilities. Industrial property investment and transaction rose across YoY for all regions within the United States and analysts predicted strong growth for 2020. The coronavirus pandemic has slowed, but not stopped this growth in industrial, which is expected to weather the storm of COVID-19 better than any other property type and to see recovery more quickly.

However, this recovery is not expected to be the same across the board. Markets heavily reliant on tourism and travel will see slower recoveries because of the lower demand from those sectors. Conversely, markets with e-commerce, cold storage, and mini-warehousing uses are expected to see strong gains, with demand expected to favor these uses as consumers move toward online shopping. Manufacturing facilities are also likely to see increased demand as supply chains reevaluate supply chains and move some operations back to the United States.

Impacts to smaller warehouse projects will be significant as the economy recovers, especially space occupied by small business owners. This will drive lenders to require lower LTVs and to practice stricter underwriting requirements for smaller or newer property that do not have a record of good tenancy. Industrial development is also expected to see a slowdown from softened demand and financing constraints.

WASATCH FRONT

Industrial has seen tremendous growth in the last ten years, with rental rates increasing approximately 40 percent from 2010 to 2020. It is expected that rental prices will fall for the remainder of the year before rising again in 2021 (see Figure 113).



SOURCE: CoStar

Figure 113—Wasatch Front Industrial Property Rent per SF (2010-2025)

Industrial inventory accounts for more than 214.6 Million square feet with around 45 percent of the total stock classified as Class B industrial (see Table 16). Class A was the only product type that saw positive absorption in 2020Q1.

DRAFT

Wasatch Front	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	124	24,721,939	2,984,236	12.1%	598,067	$ 6.50
Class B	2,162	96,654,891	3,218,165	3.3%	(91,498)	$ 6.77
Class C	4,160	92,822,665	1,720,919	1.9%	(165,906)	$ 5.50
Total	6,490	214,671,801	7,930,620	3.7%	341,863	$ 6.29
Class A&B	2,286	121,376,830	6,202,401	5.1%	506,569	$ 6.64

SOURCE: Better City, CoStar

Table 16—Wasatch Front Key Indicators by Class

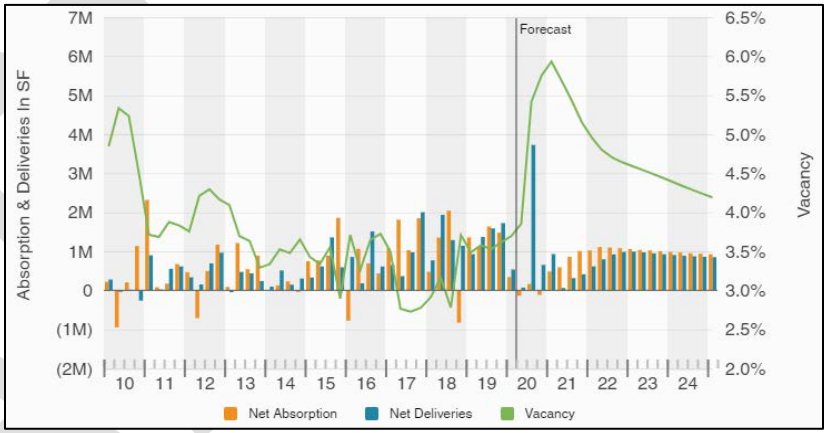
Looking at industrial properties by secondary type, the Wasatch Front contains a large share of Warehousing (48.1 percent), manufacturing (23.9 percent) and distribution (19.3 percent). These uses will be favorable for the region and should help the Wasatch Front stay stable during the recession and to recover quickly (see Table 17).

Wasatch Front	# Buildings	Inventory SF	Percent of Inventory	Market Rent ($/SF)
Warehouse	3,515	103,169,815	48.1%	$ 6.43
Manufacturing	1,436	51,308,482	23.9%	$ 5.99
Distribution	377	41,354,973	19.3%	$ 5.63
Service	768	6,484,890	3.0%	$ 10.45
No secondary type	143	3,149,682	1.5%	$ 7.57
Industrial Showroom	138	2,801,964	1.3%	$ 8.15
Food Processing	28	2,584,083	1.2%	N/A
Truck Terminal	44	1,862,358	0.9%	$ 6.84
Refrigeration/Cold Storage	14	1,396,291	0.7%	N/A
Industrial Telecom Hotel/Data Hosting	27	568,519	0.3%	$ 8.04
Total	6,490	214,671,801	100%	$ 6.29

SOURCE: Better City, CoStar

Table 17—Wasatch Front by Secondary Type

The Wasatch Front is expected to see more than 3.7 million square feet of industrial deliveries later this year. This might push vacancy rates to around six percent at the beginning of 2021, not returning to a normal level for several years due to softened demand.

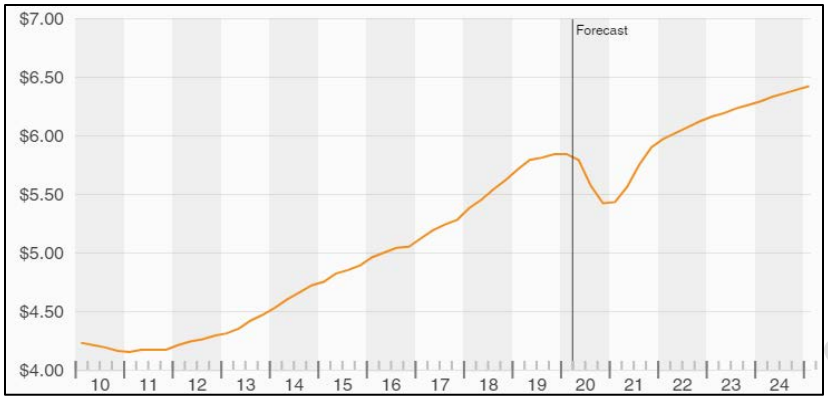


SOURCE: CoStar

Figure 114—Wasatch Front Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

DAVIS COUNTY

Davis County has experienced a significant amount of growth in industrial property types. Since 2010Q1, the County has added 1.1 Million square feet of industrial space, or more than 110,000 square feet per year. Despite additional space, rental prices have increased by more than 35 percent. However, because of the pandemic rental prices are expected to drop in the short term to approximately 5.5 per square foot before rebounding in 2021.



SOURCE: CoStar

Figure 115—Wasatch Front Industrial Property Rent per SF (2010-2025)

Davis County's inventory consists mostly of Class B and Class C product, with less than 300,000 square feet of Class A office spread out along the I-15 corridor. Because of this, prices for Class A and Class B product is higher than along the Wasatch Front generally. Davis County experienced negative net absorption of 170,000 during Q1, showing some weakness in industrial property within the County. However, this drop seems to be driven by the pandemic because the County has enjoyed positive absorption for seven out of the last 10 quarters. It is likely that absorption will increase as the industrial properties stabilize and the economy begins the process of recovery.

Davis County	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	8	286,677	82,120	28.6%	-	$ 7.80
Class B	263	10,204,078	335,486	3.3%	(98,307)	$ 8.33
Class C	385	14,059,199	126,592	0.9%	(71,750)	$ 4.47
Total	656	24,549,954	544,198	2.2%	(170,057)	$ 6.16
Class A&B	271	10,490,755	417,606	4.0%	(98,307)	$ 8.16

SOURCE: Better City, CoStar

Table 18—Davis County Key Indicators by Class

Davis County is not expecting delivery within its market in the short term. This will prove beneficial to the county because vacancies will remain fairly stable and will return to normalcy faster than the Wasatch Front and the primary market.

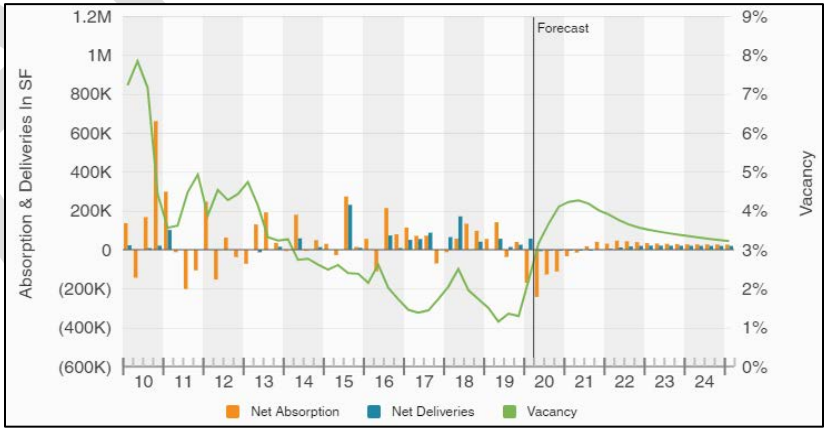
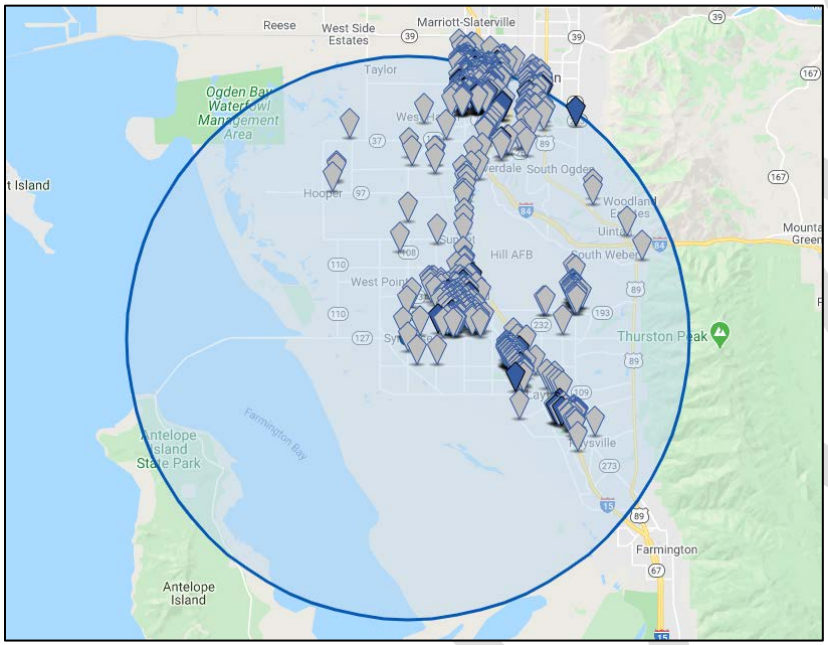


Figure 116—Davis County Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

DRAFT

PRIMARY MARKET

The primary market has seen an increase in industrial property of approximately one million square feet over the last 10 years, matching that of Davis County. Most of the properties added recently are in west Ogden, Kaysville, and at the southwest corner of Highway 193 and 1000 W. Syracuse is well positioned for industrial properties, especially on the northeast corner of the City's boundaries because of its proximity to the Freeport Center.



SOURCE: CoStar

Map 5—Industrial Properties within a 10-mile radius of Syracuse

Growth in the primary market has been strong with very low vacancies in all classes as of 2020Q1 (see Table 19). However, vacancies are expected to rise sharply, exceeding vacancies expected in Davis County and the Wasatch Front. The primary market is also expected to take longer to recover.

10-mile Radius	# of Buildings	Invetory SF	Vacancy (SF)	Vacancy (%)	Net Absorp. (SF)	Market Rent ($/SF)
Class A	5	137,557	-	0.0%	-	$ 7.80
Class B	284	10,164,841	389,213	3.8%	(112,077)	$ 7.40
Class C	433	14,271,369	204,090	1.4%	(158,178)	$ 4.49
Total	723	24,578,517	520,025	2.4%	(270,255)	$ 5.58
Class A&B	289	10,302,398	389,213	3.8%	(112,077)	$ 7.47

SOURCE: Better City, CoStar

Table 19—Primary Market Key Indicators by Class

As shown in Table 20, the primary market consists of primarily of warehousing and manufacturing (together making up more than 79% of the stock). This high level of concentration places some risk on the primary market and should be diversified if possible.

Primary Market	# Buildings	Inventory SF	Percent of Inventory	Market Rent ($/SF)
Warehouse	392	14,968,137	60.4%	$ 4.93
Manufacturing	173	4,772,985	19.3%	$ 7.97
Distribution	53	2,132,860	8.6%	$ 6.35
Refrigeration/Cold	4	905,977	3.7%	N/A
Food Processing	3	763,295	3.1%	N/A
Service	64	494,742	2.0%	$ 8.41
Industrial Showroom	24	487,818	2.0%	N/A
No secondary type	12	136,813	0.6%	$ 8.65
Industrial Telecom				
Hotel/Data Hosting	2	22,230	0.1%	N/A
Truck Terminal	1	8,000	0.0%	N/A
Total	728	24,762,591	100%	$ 5.58

SOURCE: Better City, CoStar

Table 20—Industrial Inventory by Secondary Type

DRAFT

There are only a few deliveries expected in the primary market this year. Despite this, vacancies are expected to see a share spike, not returning to a stable level for several years.

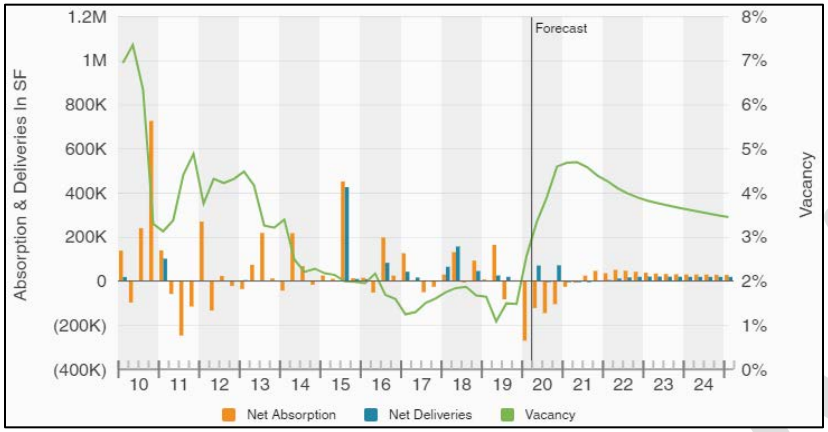


Figure 117—Primary Market Net Absorption, Net Deliveries, and Vacancy Rate, 2010-2025

Development Pipeline

Because of the recent strength of industrial property, significant investment has been made in new development of this type. The Wasatch Front has approximately 13.7 million square feet of industrial space in the pipeline, with 3.8 million square feet already under construction.

Geography	Under Construction SF	Proposed SF	Total Pipeline
Salt Lake, Utah, Weber	3,840,029	9,455,921	13,295,950
Davis	-	414,584	414,584
Sum	**3,840,029**	**9,870,505**	**13,710,534**

SOURCE: Better City, CoStar

Table 21—Industrial Development Pipeline, Wasatch Front

Davis County does not have any industrial property currently under construction; however, there are a few properties planned which may impact Syracuse's market for this type, along with some other large developments in surrounding counties.

390 Exchange Place

A 113,000 square foot warehouse is planned just north of 24th Street in Ogden, across the tracks from the Union Station. This building's proximity to rail and I-15 will make it very competitive in the market. However, the space is just proposed and will not deliver until 2021 at the earliest.



SOURCE: CoStar

Figure 118—390 Exchange Place (Rendering)

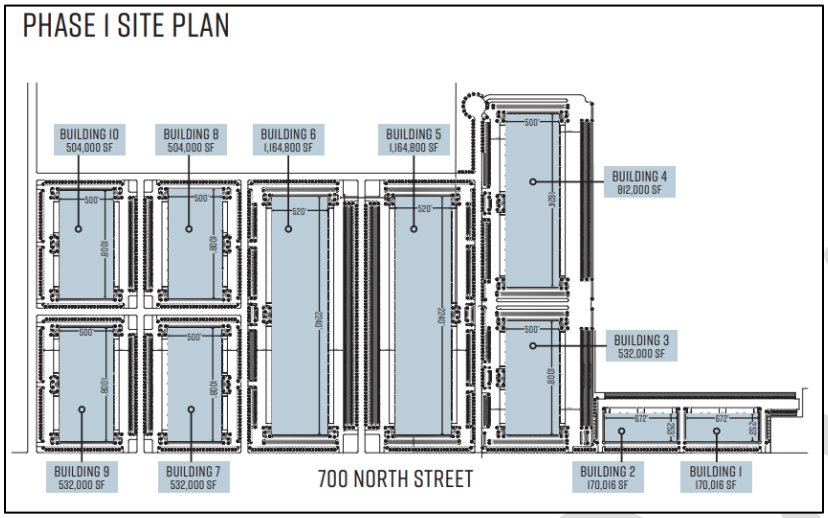
SLC Global Logistics Center (Salt Lake City, UT)

Buildings two and three of the SLC global logistics center near the Salt Lake City Airport are currently under construction and will add 808,000 square feet of distribution space. However, the two buildings are part of a much larger plan which will include more than 6 Million square feet of space to the market.

This property will be valuable because of its access to the SLC Airport and I-80 to the south. There is already more than 1,000 acres of industrial and office development in this area, giving it

DRAFT

clustering advantages for transportation- and airfreight-based companies.



SOURCE: CoStar

Figure 119—SLC Global Logistics Center Phase I Site Plan

Business Depot Ogden

Ogden's Business Depot is expected to see significant expansion over the next ten years. A 200,000 square foot building of industrial space in being constructed for the Boyer Company. Buildings like this are likely to come online as the BDO continues developing.



Source: CoStar

Figure 120—Boyer Company Building (Delivers Dec 2020)

Clearfield Freeport Center

The Freeport Center was built in 1942 as the Clearfield Naval Supply Depot, which was decommissioned in 1962. The land and buildings were converted to what is now the Freeport Center. Because of its unique history, the Center can offer huge amounts of warehousing and industrial space for an affordable price. Several businesses have been attracted to the Freeport Center because of the low cost of living, large talent pool, and Utah's "free port" law, which exempts inventory stored within the state from tax liability.

The Freeport Center offers more than 7 million square feet of space, with rentable sizes starting at 4,000 square feet. The center is home to several large employers, including Lifetime, ATK, and Americold. The Freeport Center has an additional 60 acres available for expansion.

DRAFT



Source: Google Earth

Figure 121—Freeport Center

Industrial Development Recommendations

Freeport's expansion area might take some time to develop, slowing Syracuse's development strategy in the short term. In the medium term, the 193-corridor will be well positioned to provide land for overflow space and for corporate/regional headquarters that are sheltered from the industrial park. The City should develop relationships with the Center's stakeholders so that it is ready to provide land and incentives for any users for which the Freeport Center direct is not the most suitable.

Implications – Industrial Feasibility

The City's location, open lands, and land prices position the City well for industrial development. Markets expected to see strong gains include e-commerce, mini-warehousing, and cold storage, with demand expected to favor these uses as consumers move toward online shopping.

In the longer term, manufacturing facilities are also likely to see increased demand as organizations reevaluate their supply chains and move some operations back to the United States and spread them out rather than locating centrally.

Syracuse should seek to develop commercial or light-industrial facilities along SR 193 in addition to, and probably in conjunction with, new office buildings through the previously-mentioned partnerships at Hill AFB and with Freeport Center stakeholders.

Proposed Objectives

- Build strong relationships with Hill AFB and Freeport Center organizations aimed at gaining warehousing and light-industrial facilities.
- Create an attractive and productive corridor along SR 193.

Proposed Action Steps

- Identify target warehousing and light-industrial types and organizations
- Develop relationships with those organizations and with developers willing and able to succeed within guidelines that will make the area attractive and productive.

Proposed Performance Indicators

- Progress vs. milestones – relationships at Freeport Center
- Progress vs. milestones – relationship with developers
- Dollar volume of business done along SR 193.

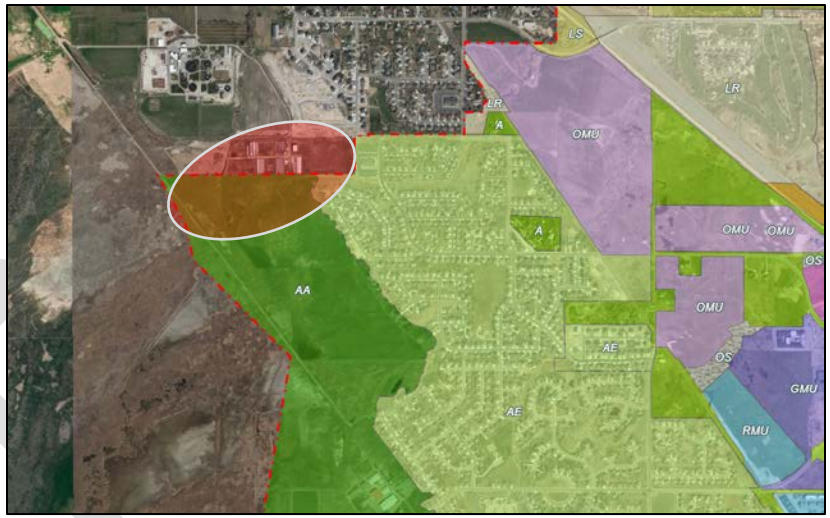
DRAFT

Chapter 9 West Davis Corridor

Syracuse has been forward-thinking regarding the West Davis Corridor. However, development in Syracuse will compete directly with other access points along the corridor. Current zoning and general plans for each community located along the corridor was analyzed to determine what type of development would be occurring and how that could impact Syracuse's plans for development of its access points.

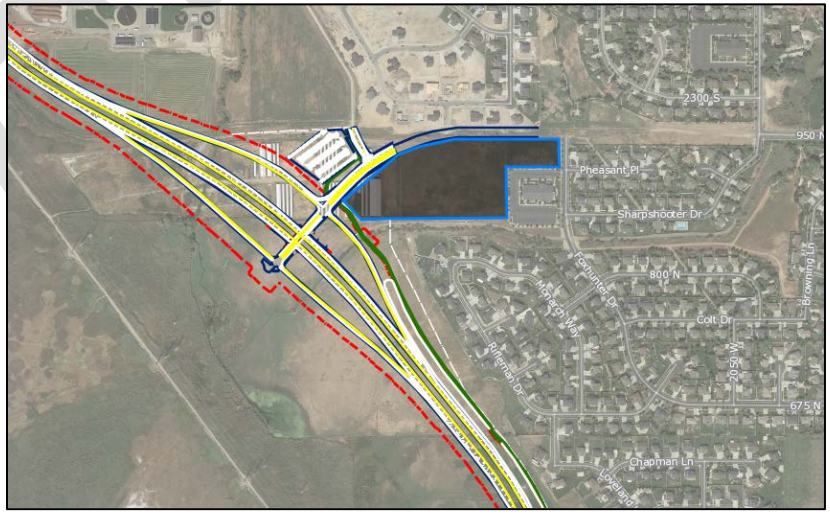
Farmington

Currently, all the parcels for the Farmington exit are zoned as agricultural and low-density residential, with no current plans showing otherwise. It is likely, however, that the City will update its general plan to include the access point, likely placing medium-to-high-density residential and possibly some industrial or office uses. The exits' position on the northern boundary of the city (see Map 6) will make it difficult for Farmington to develop more than approximately 10 Acres (highlighted in blue in Map 7).



SOURCE: Farmington City

Map 6—Farmington Zoning Map



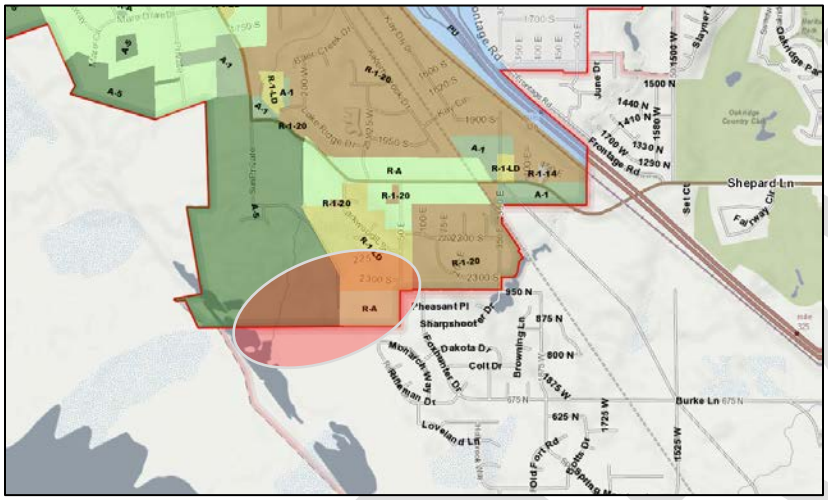
SOURCE: Better City, UDOT

Map 7—South Side of Kaysville/Farmington Exit (Planned)

DRAFT

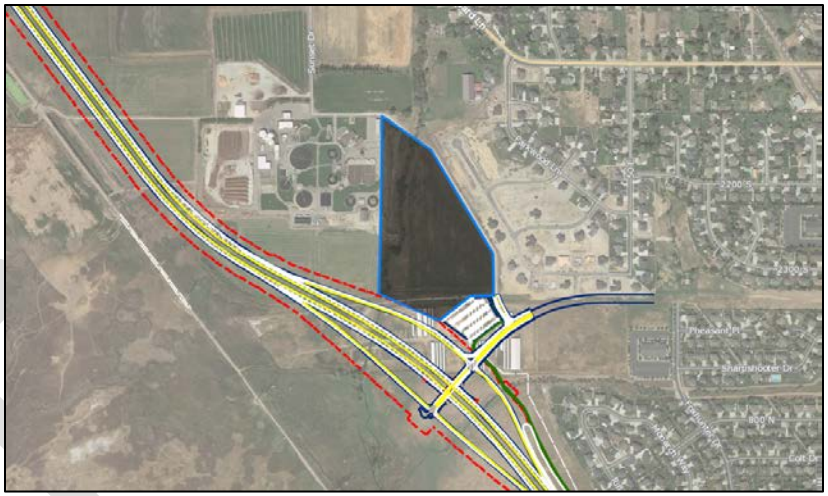
KAYSVILLE

Kaysville has two access points, both of which are well positioned and have some developable acreage. There is approximately 18 acres of undeveloped land on the southern side (currently zoned agricultural, see Map 8) which could be developed with commercial use and could capture some traffic from the planned park and ride users (see Map 9).



SOURCE: Kaysville City

Map 8—Kaysville Zoning Map I

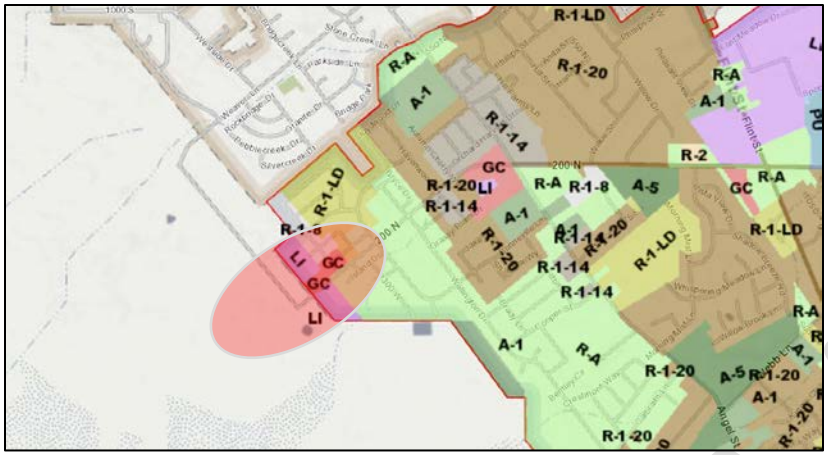


SOURCE: UDOT

Map 9—North Side of Kaysville/Farmington Exit (Planned)

The northern Kaysville access point is more defined, with some general commercial and light industrial already zoned (see Map 10). However, the planned corridor currently this area, so it is unclear if there could be any development or if the corridor will render this zoning obsolete.

DRAFT

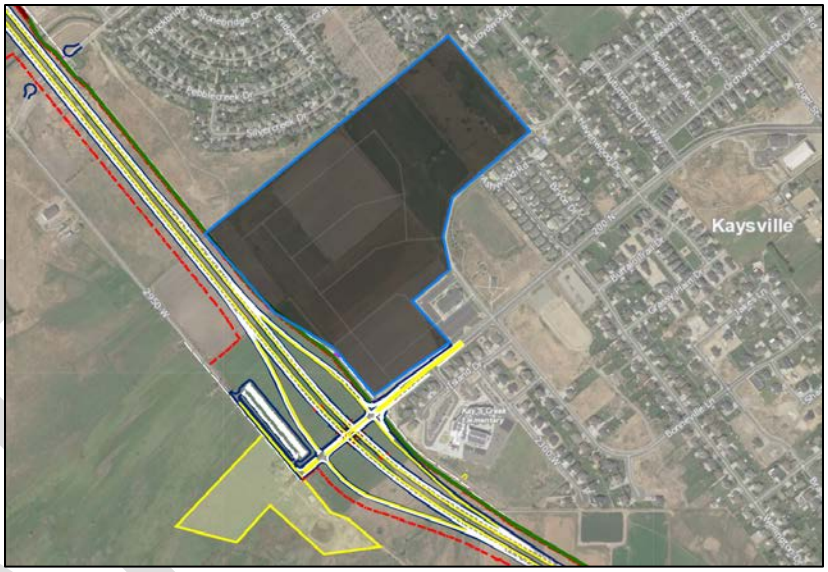


SOURCE: Kaysville City

Map 10—Kaysville Zoning Map II

There is approximately 60 acres on the northeast corner of the intersection which would be suitable for significant development of residential, commercial, or industrial uses (blue area in Map 11). However, the area is currently zoned residential and would need to be rezoned before allowing those types.

The land immediately to the south of the planned park and ride is designated as a mitigation area and will remain undeveloped (see area shown in yellow on Map 11).



SOURCE: UDOT

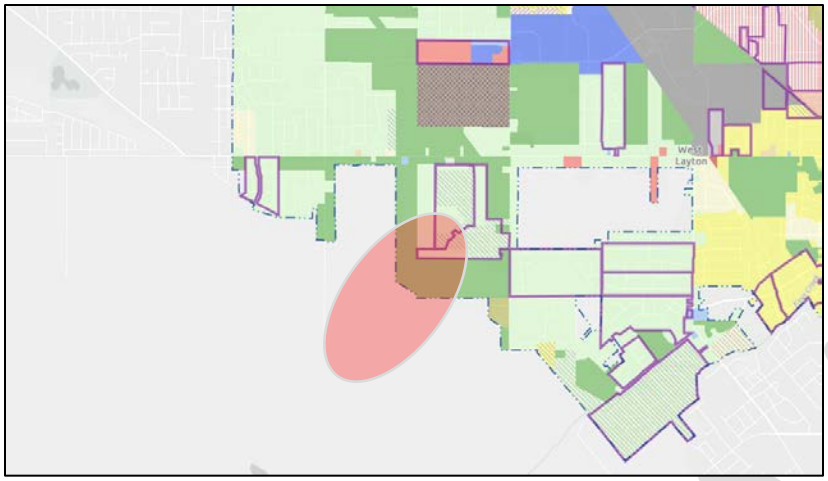
Map 11—Northern Kaysville Access Point

LAYTON

While currently zoned for agricultural uses (see Map 12), Layton has plans to develop a 320-acre business/research park. The park will connect the corridor to Gentile Street, providing great access for workers and residents. It is also planned that Layton Parkway will be extended to intersect near the corridor exit. If this park goes through as currently planned, it will take up a significant share of office and commercial absorption for several years.

The City should follow this development and understand how it is playing out before it moves forward on plans to develop office and commercial uses.

DRAFT



SOURCE: Layton City

Map 12—Layton Zoning Map



SOURCE: Layton City

Map 13—Layton General Plan Map

IMPLICATIONS – WEST DAVIS CORRIDOR

Development in Syracuse will compete directly with other access points on the new corridor.

Although the area around Farmington's interchange is zoned otherwise, the city could change its plans in order to place higher-density housing and possibly commercial uses. Kaysville's two access points also have developable acreage and the northern interchange is zoned commercial. Layton plans to develop a 320-acre business and research park.

With that much rivalry, it might not make much sense for Syracuse to compete with the three other cities for commercial operations at Syracuse's southern interchange with the West Davis Corridor. However, creating a differentiated environment eastward along SR 193 from the northern interchange might be advantageous.

Proposed Objectives

- Fully utilize the north West Davis Corridor interchange.
- Fully utilize the central West Davis Corridor interchange.
- Find the best use for areas abutting the south interchange.

Proposed Action Steps

- It might make sense to take another look at plans for the southern interchange.

Proposed Performance Indicators

- *Same performance indicators as for development of the two other interchanges with SR 193 and Antelope Drive*.
-

DRAFT

Chapter 10 Market with User-Generated Content

There are several ways of promoting a product, service, or offering. Three common ones are listed below:

1) Paid Media—This is traditional advertising, such as print, television, radio, or billboard ads
2) Owned Media—Functional-use media with some crossover into promotion, such as websites, blogs, Facebook pages, apps, etc.
3) Earned media—word-of-mouth promotion such as Facebook likes/comments, twitter posts or mentions, reviewers, and enthusiasts

While all three are valuable in terms of driving behavior, earned media comes at no cost to the provider or owner of the offering and is often much more effective than paid or earned media. This section describes one variation of earned media, known as user-generated content.

User-generated content (UGC) is unpaid advertising that is created and distributed by fans of a product or brand. It can include just about anything: testimonials, tweets, blog posts, videos, pictures, snaps, and more.

Key Findings:

- Two-thirds of consumers actively seek online reviews before making purchases.
- 88% of consumers trust online reviews as much as they trust the people they know.
- Three out of every four consumers rely on social media content to influence their purchasing decisions.
- 74% of millennial travelers say user-generated content has a greater impact on them than professional photos.
- Video is the preferred visual content option for users. The average engagement rate for Facebook video posts is twice that of non-video posts. Moreover, Facebook videos are shared 89 times more than other content.
- Snapchat now reaches more aged 13-34 in the US than Facebook or Instagram
- In addition to YouTube, Pinterest, Instagram, and Twitter, other UGC powerhouses include Devianart, Flickr, and Reddit. Many people scan the reviews on Amazon or Yelp.

Examples of User-Generated Content

GoPro

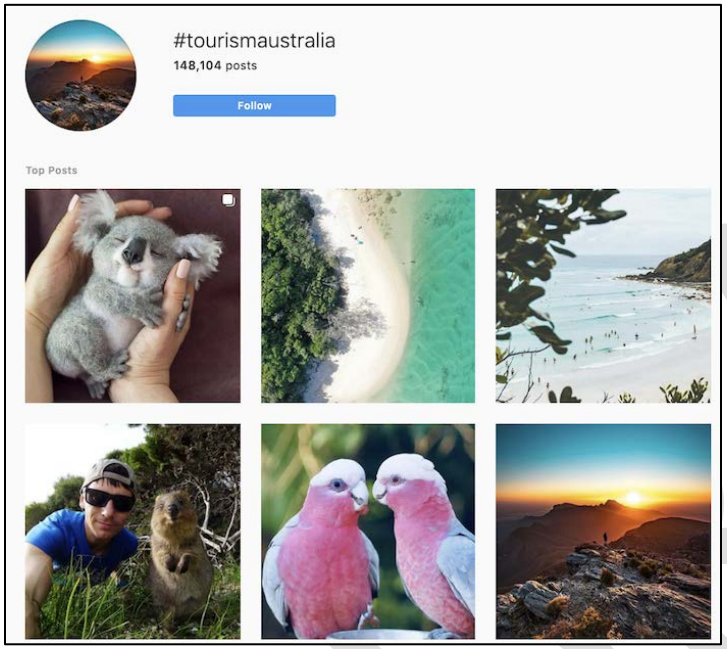
GoPro has delegated the power of marketing to its customers and constantly creates campaigns, contests, and challenges to encourage its users to create valuable & influential content for their campaigns.



DRAFT

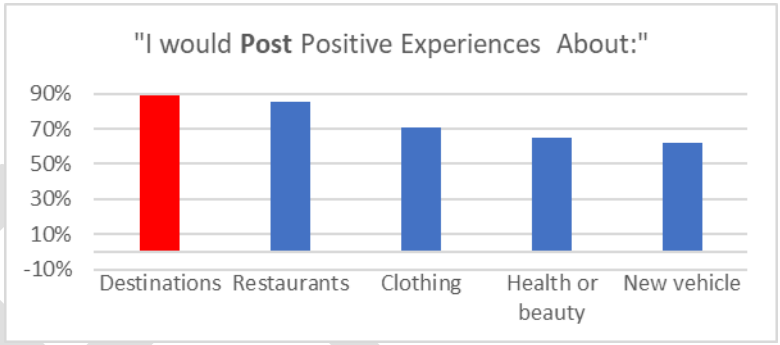
Tourism Australia

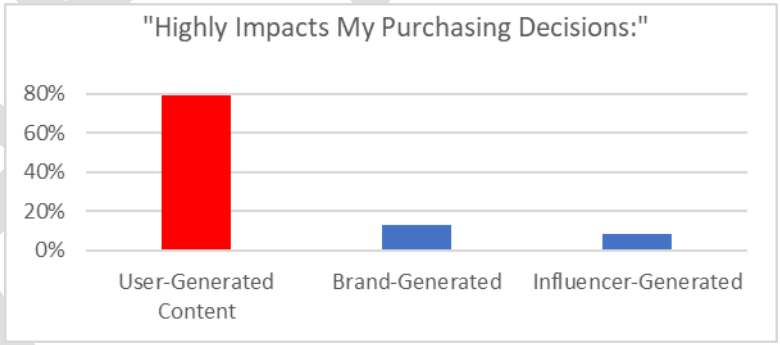
Tourism Australia's Social Media Program focuses on stimulating conversations about Australia through key platforms including Facebook, Twitter, Instagram and Pinterest[21].

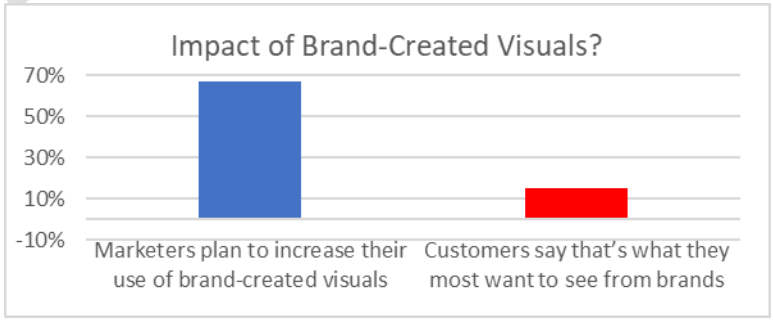


"Our Facebook page has a high level of engagement and concentrates on showcasing beautiful and unique images from all over Australia. **We mainly post user-generated content**, which encourages fans to continue sharing their own stories and experiences on an ongoing basis. Every Friday the best images from the week are chosen and featured in the Friday fan photo album, which receives thousands of likes, shares and comments."

Survey of User-Generated Content[22]







[21] Tourism Australia - link

[22] 2019 survey, US, UK, Australia by Stackla - link

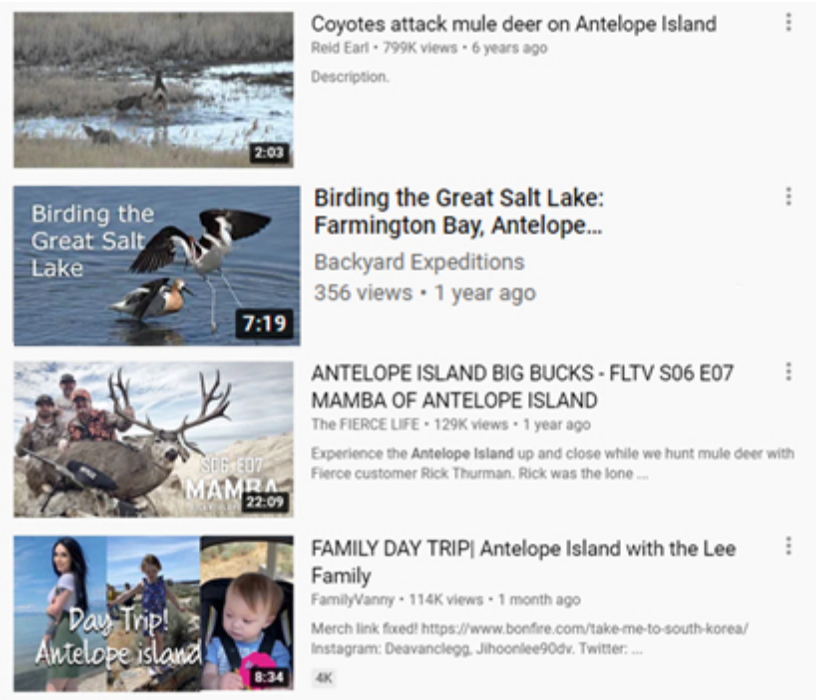
LEVERAGING UGC TO DRIVE VISITATION AT ANTELOPE ISLAND

The City should use UGC to increase visitation at Antelope Island State park. UGC can be a cost-effective way to help City leaders understand the experiences of content creators and leverage their input to create earned marketing.

When searching for "Antelope Island" on YouTube, the most-viewed videos fit into three categories:

1) Nature watching—The most-viewed video in the category (with more than 800,000 views) shows coyotes attacking a mule deer. Other nature videos show the annual bison round up, as well as panoramic or cinematic shots
2) Camping/Hunting—The second most-viewed video (with 752,000 views) comes from travel blogger Alyssa Ramos, who camped on a nearby island she travelled to by paddleboard. Other top videos show a hunter who won mule deer tags.
3) Daytrips and Tourism—Daytrips and tourism videos represent the remainder of the top videos. This category includes family vloggers, as well as professionally produced tourism videos from Utah State Parks and Recreation (34,000 views and the Davis Area CVB (20,000 views)

This list is a sampling of how the park is currently viewed and discovered. The City will need to help change the conversation so that the island is seen as a fun, safe, attractive area to visit.



SOURCE: Youtube.com

Figure 122—Most-viewed Antelope Island Videos

One of the best examples of positive UGC for the island comes from local vlogger LoganDBeck, who shares his videos in both English and Taiwanese. His video has more than 67,000 views, a majority of whom are from outside the United States.

DRAFT



美國沙漠鹽湖嗎，千萬不要游泳！ Antelope Island - Great Salt Lake (4K) - Life in Taiwan #158

67,398 views • Aug 22, 2018 1.8K 17 SHARE SAVE

These types of videos drive additional interest in the Stake Park while giving viewers an authentic opinion of the park.

As do Instagram posts…

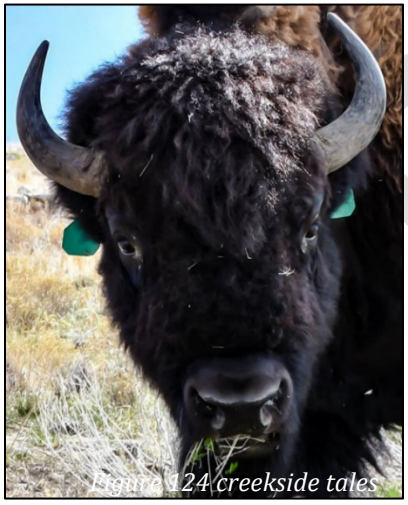


Figure 124 creekside tales

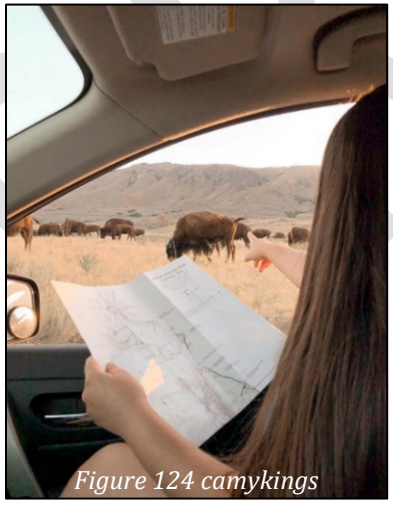


Figure 124 camykings

The City can use comments on videos and photos to gauge the level of interest in the park and how it is received from people all around the world.



ANTELOPE ISLAND TRAVEL VLOG | Utah Mini-Roadtrip Adventure

4,187 views • May 7, 2018 101 6 SHARE SAVE

Happy Hour With Matt 2 years ago
Awesome video!! I had no idea this place existed in Utah! Thanks for sharing!! Where will you be going next?
REPLY

Ben Turton 2 years ago
Thanks for the video
REPLY

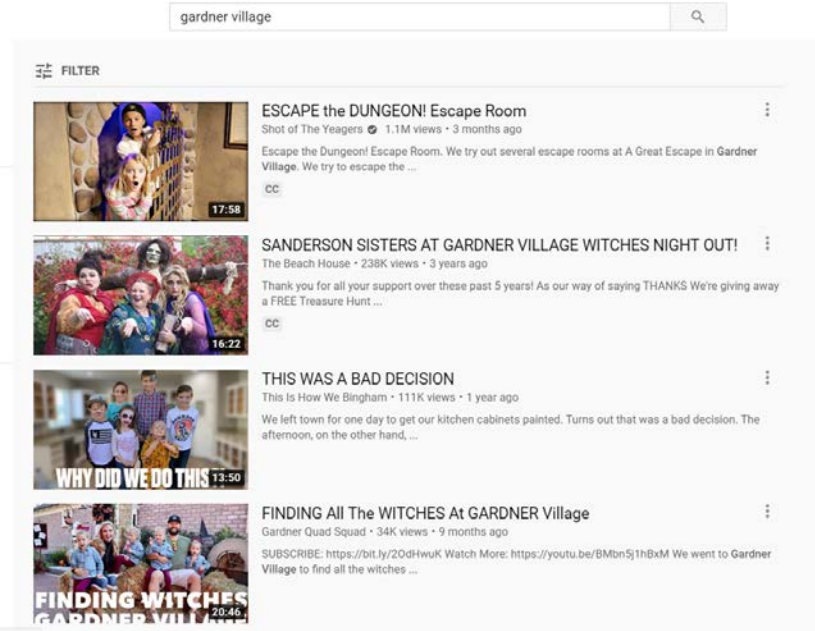
Gary Collins 2 years ago
Having fun with friends is priceless; even with annoying gnats eating your face (hint, cigars resolve that). Good video, Samery. I'm sure you needed the break.
REPLY

AYYUB 2 years ago
First
1 REPLY

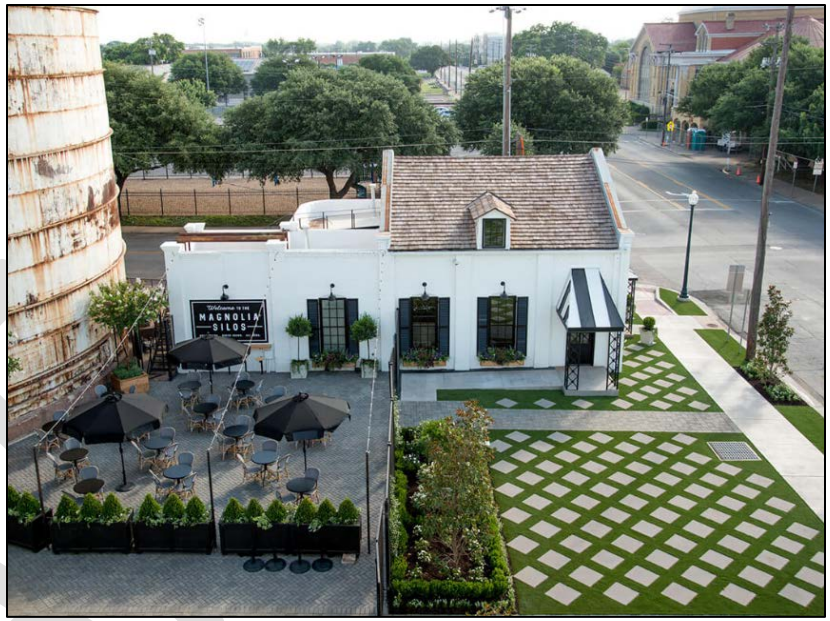
Angel Fights 1 year ago
Looks like fun
REPLY

Monica Martinez 2 months ago
This is a beautiful place to take a drive for sure but if you are coming to Utah there are so many other amazing places to go! I live a few blocks away from this island. Those mosquitoes are super annoying! One thing I can say for sure is the sunset is beautiful. I can see it from my deck every evening:)
REPLY

Gardner Village has done a great job of attracting vloggers with large view counts which show off the best of the attraction's offerings. The Village is able to provide a range of activities and events which are enjoyable for the vloggers and engaging for audiences. Top videos include the Village's dungeon escape room, which has more than 1.1 million views.



Magnolia Farms in Waco, Texas has had a significant impact on tourism to the City. Popularized by HGTV's Fixer Upper, Magnolia Farms has been able to include several modern amenities while still keeping the rustic, farmhouse charm.



SOURCE: https://magnolia.com/silos/

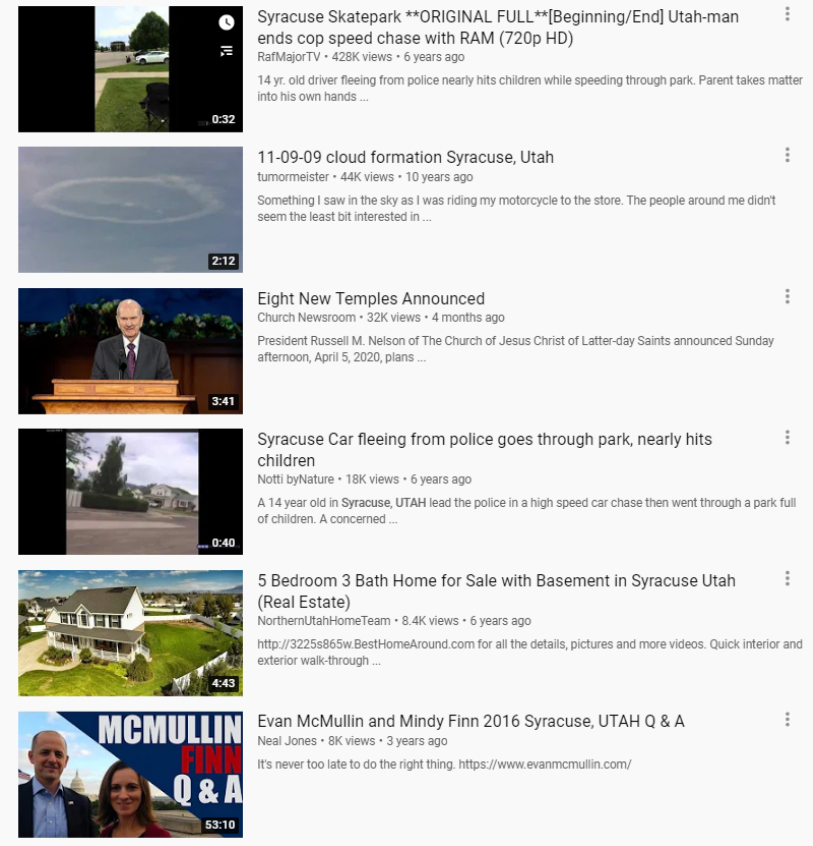
Figure 125—Magnolia Farms in Waco Texas

As the City evaluates what types of attractions it could leverage to drive visitation and enhance visitor's experiences, it should find similar ways to preserve the culture and heritage of the area while still providing modern amenities. One YouTube video of a visit here has had 198k views.

UGC IN SYRACUSE

A similar analysis was performed for the City of Syracuse. As was found with Antelope Island, there is not a concerted marketing effort that shows off Syracuse's amenities and attractions. The most viewed video is from a police chase in 2014 (with 428,000 views). The next most-watched video of a cloud formation only has 44,000 views.

DRAFT



Some examples that the City could use to improve its user-generated content is to include events that will draw people to the community for experiences, such as the Punkin Chunkin competition in Delaware, Rowley's Red Barn in Santaquin, and Black Island Farms.

Punkin Chunkin

Punkin Chunkin is an annual contest in which several teams compete to hurl a pumpkin solely by mechanical means for distance. The event was popularized by coverage of the event on the Science Channel with a peak of more than 30,000 spectators attending the event in 2016.

Syracuse should work with entrepreneurs to find events that can become a destination attraction that can draw people in and create popular UGC.

Rowley's Red Barn

Rowley's is a farm which has been able to draw people from all across the state due to its freshly-made apple juice, homemade ice cream, and events and activities including tractor racing, giant slides, apple cannons (see , hay pyramid, jumping pillows, and zip lines. The brand has been so successful that it has been able to expand to southern Utah. Syracuse has hundreds of acres of farmland and could leverage its culture and heritage to attract more visitors through similar types of attractions and events.



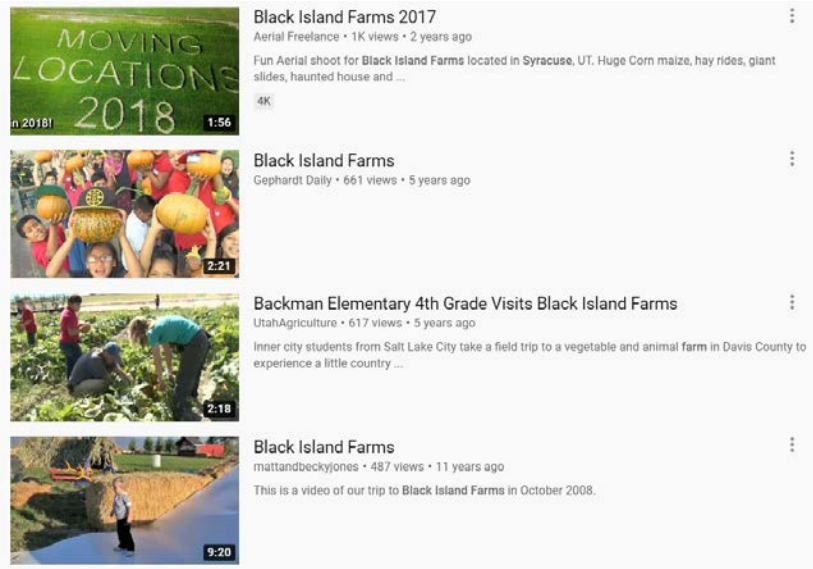
SOURCE: visithendrickscounty.com

Figure 126—Apple Cannon at Beasley's Orchard in Hendricks County, IN

DRAFT

Black Island Farms

Black Island farms is a 50-year business that is based in Syracuse, Utah. The farm includes an annual corn maze, cow train, straw pyramid, giant slide, chute slide, corn box, corn snake, pig races, and concessions. The City should approach Black Island Farm to generate better user-generated content and drive increased visitation to the community. The farm already has positive content on YouTube which could be expanded and enhanced by the City's resources.



OPEN LAND

On the Syracuse side of the causeway to Antelope Island are substantial tracts of land which could be enhanced with opportunities complementary to Syracuse's place-based strategy such as a motocross or BMX track, a cable park, or a shooting range. Also, in that area, a wholesale nursery or even a vineyard would help beautify and add value to what is now a rather dreary tract. As mentioned above, the interchange of the West Davis Corridor and Antelope Drive, a performing arts center would catalyze other development. So would a villa-type Airbnb resort near the golf course, phased in with just a small number of units to test the market and adding more units as the project stabilizes. An amenity such as BigShots Golf would round out family-friendly features in that location.

Trails and Open Spaces - There are several trails that that the City is working on connecting to form a cohesive and inviting trail network. The City is also working on the development of additional parks and other open spaces to enhance quality of life.

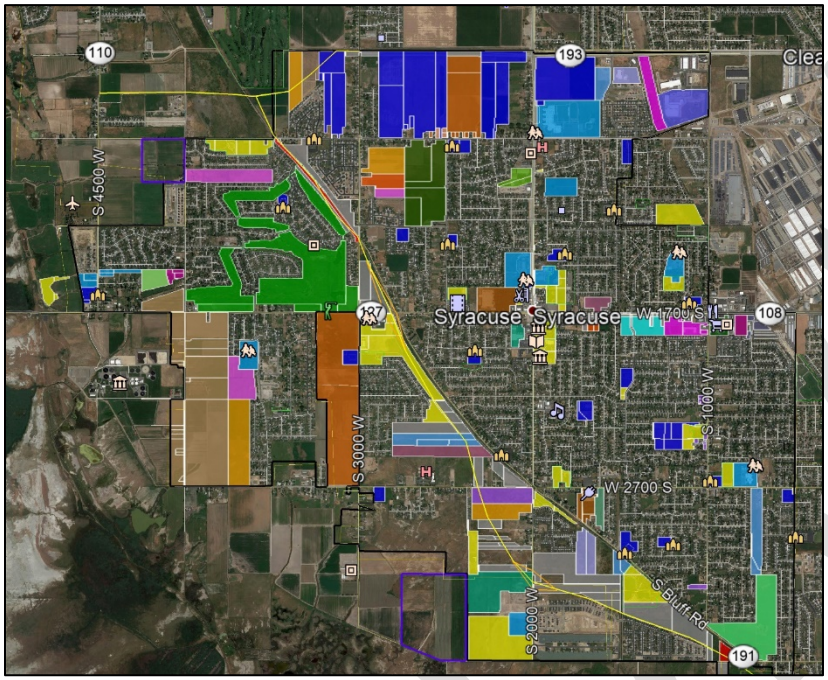
Other "**Undevelopable Land**" – Much of the land on the southern side of the City is below sewer fall and cost prohibitive for development purposes. However, this land may still be available for other opportunities such as outdoor recreation and other uses. The city already has 50 acres of land which is awaiting funding for use as a regional sports park.

Syracuse desires to be a vibrant, successful city with good parks and trails – the kind of place where people want to live while maintaining their current way of life with nice, quiet, clean, green neighborhoods where kids are free to roam around and be safe.

This can be accomplished by connecting all of Syracuse's potential assets into one cohesive place-based strategy. To do so requires

DRAFT

gathering support of the Syracuse community, Davis County, the State of Utah, and large property owners on the borders of Syracuse City. To accomplish these goals, it would be good if the remaining land in Syracuse City could be considered as a whole rather than be developed in a piecemeal fashion. For example, the map below shows undeveloped large properties in Syracuse City, most of which are contiguous to each other.



SOURCE: Better City, Google Earth

Figure 127—Large Undeveloped parcels in Syracuse

IMPLICATIONS – MARKET WITH USER-GENERATED CONTENT

User-generated content increasingly influences people's decision-making about products and services, particularly selection of destinations. Therefore, it is increasingly important to discover, curate, and display content created by people who love the brand. With an effective place-based strategy, Syracuse and Antelope Island State Park can become well-known and popular brands.

The City should use UGC to increase visitation at AISP. UGC can be cost-effective in helping City leaders understand the experiences of content creators and leverage their input to create earned marketing. Syracuse could improve its user-generated content by including events that draw people to the City for experiences.

Proposed Objectives

- Host events that draw visitors to Syracuse and AISP.
- Syracuse and AISP are seen as top Utah attractions.

Proposed Action Steps

- Form a group to develop and shepherd a joint strategy between Syracuse and AISP.
- Launch a public/private partnership to create events.
- Define a process to gain and market favorable UGC
- Identify how to best measuring reach, engagement, and referrals, for example, on social media

Proposed Performance Indicators

- Results on social-media: engagement, reach, referral
- Number of favorable posts on social media.
- % of attendees who would recommend the City's events.

DRAFT

Appendix I - Review of Prior Plans

A review of recent studies and plans was conducted to ensure that ideas and suggestions from prior reports were included in this study. A brief review of each plan is provided, along with key takeaways and important graphs, charts, or maps. The studies and their findings will be referenced throughout the document.

Syracuse City General Plan (Syracuse City)

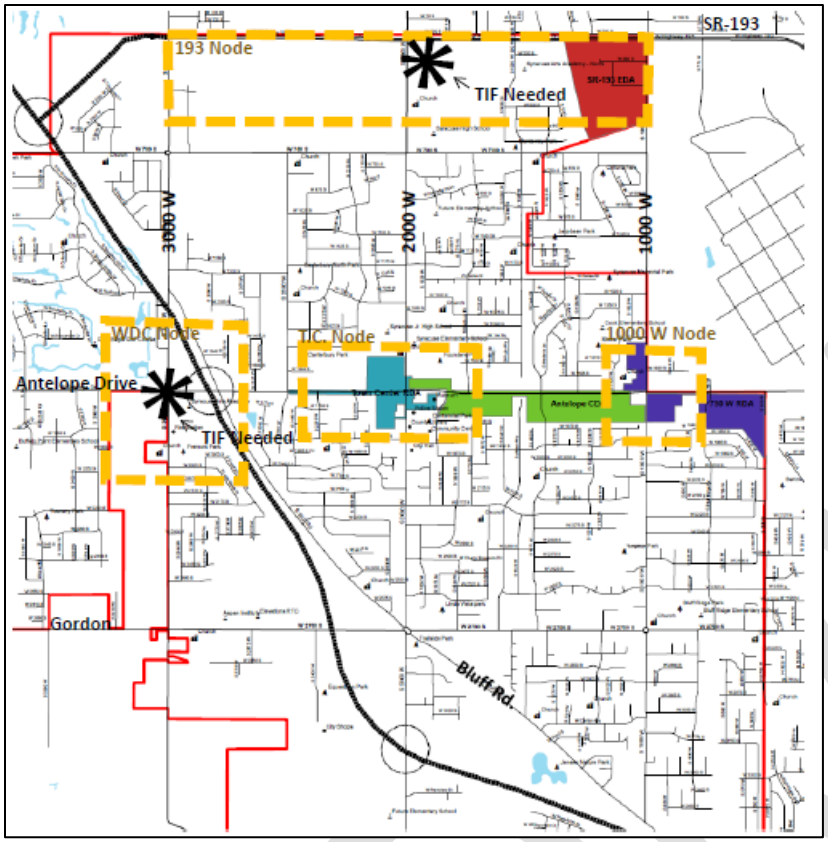
Date Completed: September 2019

Purpose of Document: aid in identifying preferred solutions to challenges and to lay a pathway toward achieving our long-term vision.

Key Findings:

- The document was necessary because of the announcement of the West Davis Corridor. The City Council felt it was necessary and appropriate to update the plan accordingly
- The City's population has tripled in the past 20 years and is expected to more than double in the next 30
- The City receives and average of 300 home permits per year
- The City is approximately 10 square miles, of which 35% is farmland, grazing, or fallow
- There are 400 acres of land that may be annexed for development in the future
- Growth is driven by proximity to employment centers (i.e. SLC, Ogden, Hill AFB) and family-friendly environment
- The transportation network is too automobile-oriented, making the school-age children, the elderly, and the disabled at risk due to high-speed traffic and wide roads
    - A more balanced approach to mobility should be taken
- The West Davis Corridor (WDC) is expected to be constructed in the next four or five years (2023-2024)
- The corridor will reduce commute times, increase traffic in the town center, improve access to Antelope Island State Park, and increase the speed of land development
- Development should be prioritized around the planned 2000 West interchange to broaden the tax base, provide economic development, and increase housing options with minimal impact to local roads and neighborhoods
- There should be active transportation infrastructure from the Town Center to Antelope Island Causeway
- According to the Department of Workforce Services, approximately 93% of Syracuse residents commute out of the City for work
    - There should be a focus on attracting employment opportunities for residents to increase daytime population
- The City's Redevelopment Agency will strategically use TIF to incentivize desired jobs or products (see Map 14).
    - Additional TIF areas should be established around the WDC interchange on Antelope Drive and the intersection of State Route 193 and 2000 West
- It is recommended that a comprehensive economic development plan be commissioned to further study and establish an economic development strategy for the entire city.

DRAFT



Map 14—Current and needed TIF Areas

- With shorter commute times, the WDC makes hospitality and regional employment centers more feasible
    - These uses should be a priority for this node
    - Medium-high-density housing, commercial, and big box retail as secondary priorities, although big box retail appears to be declining post-Covid-19.
    - Billboards should remain prohibited here
- Town Center (2000 West and Antelope Drive) should be cleaned up revitalized and to remain a hub for economic development in the City, where highest residential and commercial densities are permitted, a mixed-use area with residential development and walkability prioritized along with quality pedestrian amenities.
    - Use RDA funds to fix the clock, get the fountain going, clean up landscaping…)
    - Fill up vacancies, fill pads, a "'free land" contest: best proposal gets free land.
- The 1000 West and Antelope Drive node is anchored by a grocery store
    - Properties further from the intersection should transition to office and commercial space with residential components
    - Medium-density residential is also appropriate and should be used to provide a buffer
- State Route 193 between 1000 West and 3000 West features large contiguous tracts of land that front a newly-built state highway
    - As land develops regionally, these large parcels with proximity to urban centers will become rarer and more valuable
        - The City should not allow single-family development along this corridor to allow for higher-yielding land uses
        - These tracts of land would facilitate major employment centers, such as data centers, light industrial manufacturing, or office complexes
        - Medium- high-density residences should also be planned for this node as a buffer

DRAFT

- City residents prefer accessory dwelling units (ADUs), such as basement apartments and backyard cottage apartments, as a preferred way of providing housing options, although ADUs may not be sufficient to meet projected growth.
- Housing is becoming less affordable as housing prices rise year-over-year.

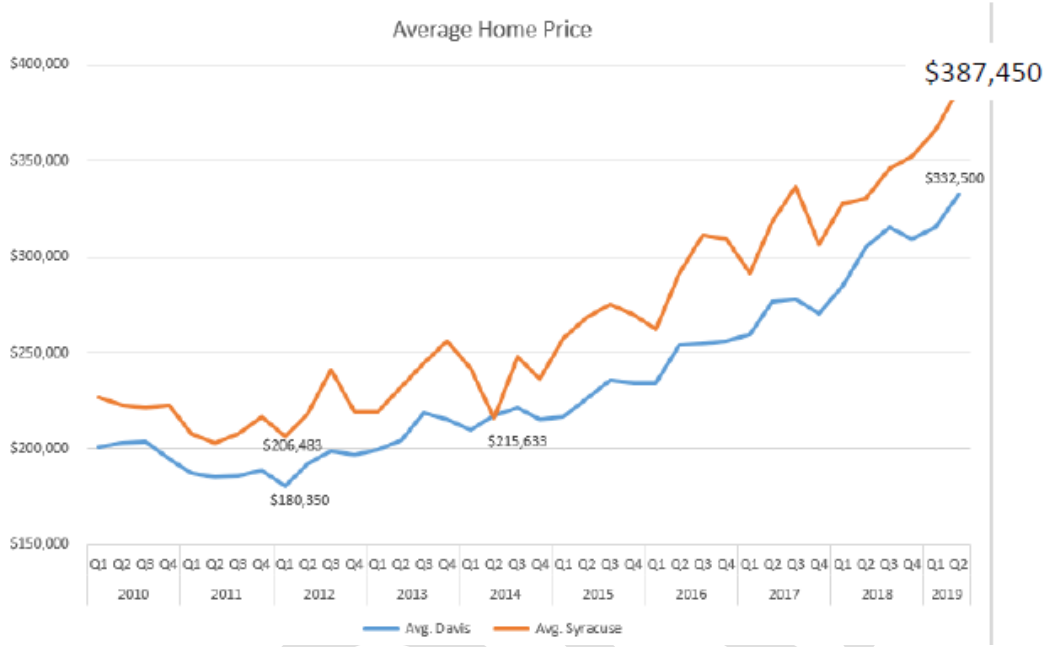


Chart 1—Avg. Housing Prices (Q1.2010-Q2.2019)

Davis County AMI	Dollars Earned (minimum)	% of Syracuse Residents	Sustainable Housing Costs	Sustainable Home Price
100%	$75,961.00	64.8%	$1,899.03	$332,000.00
80%	$60,798.00	26%	$1,519.95	$264,000.00
50%	$37,980.50	3%	$949.51	$162,200.00
30%	$22,788.30	6.2%	$569.71	$94,300.00

Chart 2—Housing Affordability based on Income

- The City has a target of 4.95 acres of city parks per every 1,000 residents
- The City encourages landowners who desire to continue farming their land to continue to do so, for as long as they like, without pressure from the City to develop
- As the City grows, it should look for opportunities to acquire land for parks and park amenities alongside community growth

Antelope Dr. Corridor Study (IBI)

Date Completed: October 2018

Purpose of Document: Vision and design guidelines that will guide the development within the study area along the Antelope Drive Corridor.

Key Findings:

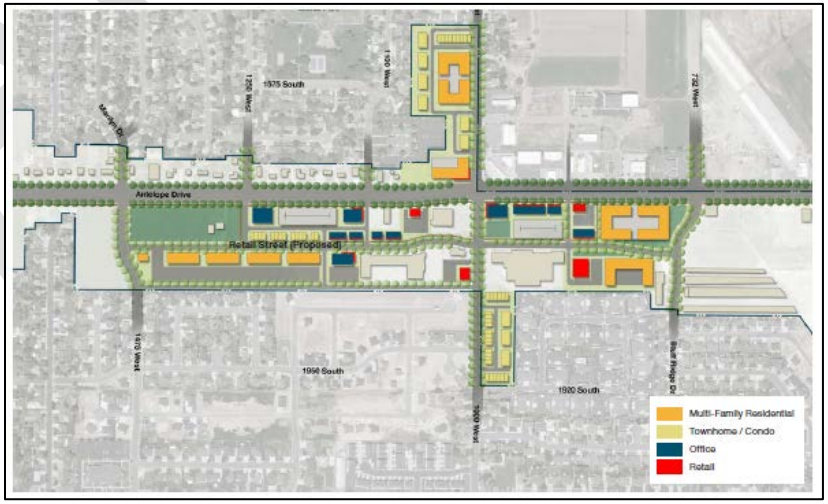
- West Davis Corridor will open the area for significant investment and increased travel to the City
- Three Overarching Goals
  - Increase Daytime Population
  - Capture Tourism
  - Improve Mobility and Safety

- Guiding Principles
    - Create Unique Nodes of Interest
    - Create Mixed-use neighborhoods
    - Create "Places"
    - Minimize impacts to existing neighborhoods
    - Develop a strong identity
    - Encourage high-quality development
    - Promote walkability and bikability
- Development of nodes along Antelope Drive is recommended, with a new one near the future West Davis Corridor (see Map 15).



Map 15—Development Nodes

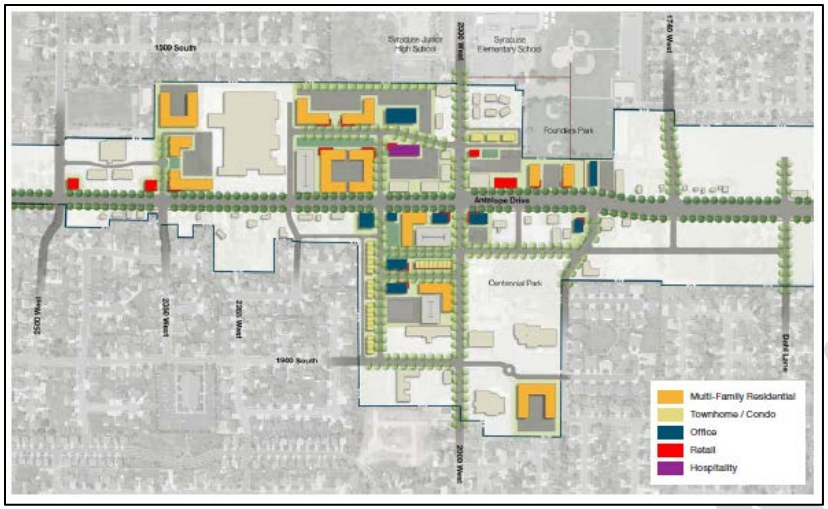
- Development of open spaces is important and should respond to the land uses in the area; each node should have 2-3 open spaces (i.e. smaller parks and plazas)
- There should be a major trail along antelope drive to promote multimodal options
- Syracuse is projected to double its population by 2060, from an estimated 26,750 to 53,389
- Businesses along the antelope drive corridor account for appx. 70% of the city's sales tax revenues
- RC Willey and Walmart account for 61% ($510,000) of the City's sales tax
- Include the West side in a CRA
- Future development is intended to be infill uses that will help create a walkable neighborhood/town center with buildings that address the street and add interest that encourages visitation
- East Node—Small village center with walkable neighborhood, grocery store, heritage farm park, and a farmer's market (see Map 16).



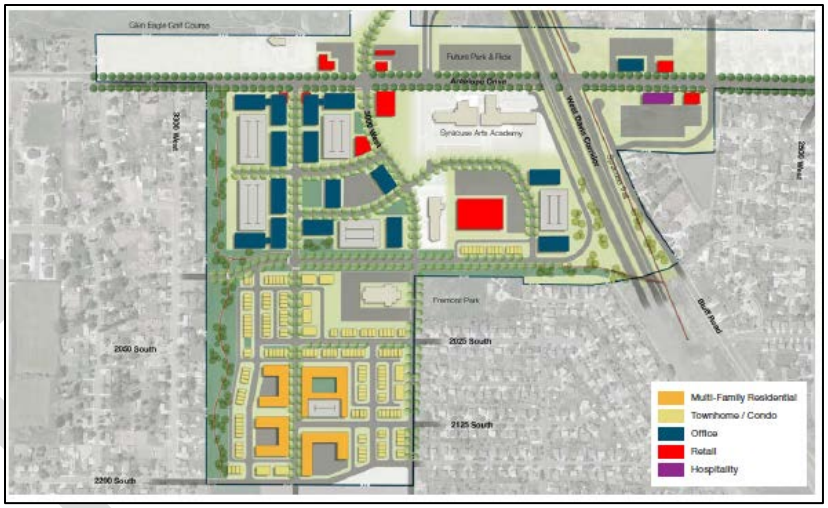
Map 16—East Gateway Node

- Town Center—Main commercial and retail uses in the City as well as the Civic Center with Centennial Park and Founder's Park (see Map 17).

DRAFT



Map 17—Town Center Node



Map 18—West Gateway Node

- West Gateway—The new gateway into antelope island and connected to the West Davis Corridor. Centered around office and other daytime uses to become a regional commercial center (see Map 18).

THE REST OF THIS COLUMN IS INTENTIONALLY LEFT BLANK

- The Clearfield FrontRunner station is less than three miles from the Town Center node and is serviced by Route 626. The need for Bus Rapid Transit will arise as the nodes are developed and are included as part of the plan.

COMMUNITY ASSESSMENT (EDCUTAH)

Date Completed: 2019

Purpose of Document: Strategic Planning Document

Key Findings:

- As of 2019Q2, total employment for the City was 5,110
- The average worker in the City of Syracuse earned annual wages of $42,464 (an increase of 4.3% in the region over the preceding four quarters)
- Cost of living is 2.9% higher in the City than the U.S. average

DRAFT

- The City had an estimated population of 27,444 and a labor force participation rate of 73%
- The City is experience significant outflow from daily migration
- The largest sector in the City is Educational Services (941 workers), followed by Retail Trade (814 workers) and Health Care and Social Assistance (800 workers).
- Arts, Entertainment, and Recreation has the highest location quotient (2.55)
- Major employers in the City include:
    - Walmart (250-449 employees)
    - Black Island Farms (100-249 employees)
    - RC Willey Home Furnishings (100-249)
    - Smith's Food and Drug (100-249)
    - Syracuse Arts Academy (100-249)
    - Syracuse RTC (100-249)
- Employers responsible for the most job postings in the community 2018Q4-2019Q1 include:
    - Syracuse City (21 ads)
    - SCI-Sorensen Companies (16)
    - Minnis Solar Consultants (15)
    - Walmart (14)
- The largest employment occupations include:
    - Education, Training, and Library Occupations (641 workers)
    - Office and Administrative Support Occupations (600 workers)
    - Sales and Related Occupations (596 workers)
- Location Quotients by Occupation include:
    - Education, Training, and Library Occupations
    - Construction and Extraction Occupations
    - Community and Social Service Occupations
    - Personal Care and Service Occupations
- The community as seen wage growth of 44.7% in the last five years
- Areas of Strength
    - Workforce (High participation, high educational attainment, low median age)
    - Miscellaneous Costs (Electricity Rates, state, and local sales tax rates)
    - Proximity to Major Markets (Close to large market, high county population, high city population)
- Areas of Opportunity
    - Proximity to Colleges & Universities (no colleges or universities in the community)
    - Quality of Life & Outdoor Recreation (higher cost of living, lower purchasing power, no professional sports team within the community, poor air quality

SWOT Results (City of Syracuse—Visioning Committee)

- Strengths
    - Strong Community, family-friendly atmosphere, adequate open space, and well-maintained recreational facilities
- Weaknesses
    - Few businesses, high traffic counts, low employment opportunities, lack of housing affordability, weak tax base
- Opportunities
    - Growth, improved accessibility through West Davis Corridor, tourism to Antelope Island, town center as development opportunity

DRAFT

- Threats
    - Poor planning, uncontrolled growth, need for residential density that may impact small-town character

Theme Results

- Many residents want a Farm (83% yes, 11% no), Craftsman (71% yes, 17% no), or Old Main Street (60% yes, 37% no) development theme.

IMPLICATIONS – PRIOR STUDIES

The west Davis Corridor can be a game-changer for Syracuse City, bringing growth – for good or ill – in population and the economy. 35% of the City is farmland, grazing, or fallow. An additional 400 acres of land can be annexed for development in the future.

Proposed Objectives

- Broaden the tax base, provide economic development, and increase housing options.
- Increase the daytime population to attract retail stores and restaurants.
- Maintain Syracuse's unique character.
- Minimize impact to local roads and neighborhoods

Proposed Action Steps

- Prioritize development around the planned interchanges at Antelope Drive and SR 193.
- Use TIF to attract employers and export jobs.
- Define what Syracuse's unique character is and who are the target audiences – residents, visitors, and businesses.

Proposed Performance Indicators

- Results of opinion surveys of residents
- % likelihood of targeted employers to invest in Syracuse
- % of TIF areas defined and approved
- Dollar value of TIF grants
- Number of new export jobs created

THE REST OF THIS COLUMN IS INTENTIONALLY LEFT BLANK

DRAFT

Appendix II – Interviews Report

[*Compendium of direct quotes from the stakeholders interviewed*]

Attractiveness of Syracuse

We are going through an identity crisis in Syracuse, moving away from a farming community with large lots and homes. We want to be a vibrant, successful city with good parks and trails—the kind of place where people want to live. The goal is to maintain our way of life—nice quiet clean neighborhoods where kids would be free to roam around and be safe.

One of the things that attracts people to Syracuse is that it is near the lake and we do not have a lot of traffic. However, we are in a high-growth phase, which can be exciting to be part of. Sadly, Syracuse seems to have a combination of people not wanting to pay taxes, being okay with a shotgun approach to doing many little things rather than launching a few great ones.

As to our appearance along main roads: there are only a couple of our buildings that are nice. It would be good to see real stone or brick on the buildings. Mowing, trimming, fences are not as well-maintained as surrounding communities. We are not very walkable.

A lot of our people really struggle with change. One of our greatest battles is to show them that things will actually be better and that coming generations will be able to live here. Nevertheless, it would be nice if new residential developments complemented our culture, providing more density, but looking great. A hallmark of our city should be to have good architectural standards—it makes a difference.

What is our competitive position relative to, say, Farmington and Layton? We have had pockets of development that just do not tie together. We have a lot of developers who want to build here but we do not have a concerted answer for them. Great companies coming here want to see that the city will be a good partner rather than having our hands out for immediate tax benefits, or private owners who immediately jack up their land prices.

We are really struggling with medium- and high-density. How can we mix commercial in with high-density? We view ourselves as higher-end and we want to keep it that way. But if we get a plan that reflects our rural, family-centered community we might have more credibility. We need to find middle ground. As we get more people here in Syracuse, that will drive growth of retail and other small businesses. We need to be balanced in our growth, with each sector growing at about the same pace—parks and trails, low-density homes, medium-density residences, offices, commercial retail, and light industrial.

Businesspeople said, "I love the town of Syracuse—let the leaders in the city know how much we appreciate them—from the fire marshal on up." And: "The City has strong standards, and we try to meet them. This is a good environment for business growth." An advantage for Syracuse is that there are not a lot of 100-acre pieces of ground in the region like we have. We could divide 50- to 100-acre blocks into large parcels that would be attractive to businesses. Note, however, that businesses considering expensive communities like ours are concerned about the fact that many of their workers cannot live here, and commuting to here is expensive, so they choose to locate nearer where their lower-income employees live.

DRAFT

OFFICES

Syracuse is a great place for professionals to practice. Attracting commercial offices is attractive—it is a matter, though, of persuading people to come here. We do have an educated population and north Davis County is short on office space. That is a niche we are trying to fill—office space along Antelope Drive around the interchange. Perhaps satellite offices for Northrup or Boeing, particularly as worries increase about concentrating large groups of people into central offices.

Having said that, attracting businesses to locate traditional offices here will be hard because we do not have the radius of rooftops that a lot of businesses want. We are more likely to attract professional services who do not need a large radius of population. "Let's think about remote workers; work on keeping business here in town."

Some say, "I would love to get remote workers, but we really need much more extensive high-speed internet service—fiber service is needed throughout the residential neighborhoods. We either need the current providers to step up their game or to find other options." Businesses along 193 or Antelope Drive might have access to Utopia now, but residential areas do not.

According to Jonathan Bell, Utah State Fiscal Analyst, there is an emerging trend of flight from urban back to rural. "Right now, we are seeing families throughout Utah beginning to move to rural communities including using the CARES payments to pay for their moves. In the past, bandwidth has prevented this, but that is changing as high-speed fiberoptic becomes more available to residences."

Once the West Davis Corridor is in, offices for aerospace companies would be a good element. Medical offices, perhaps in Syracuse, could become the medical office hub in NW Davis and Southern Weber County. Between 2000 & 3000 West there are some areas where professional buildings could do well—especially medical buildings near the treatment centers. Why not Silicon Slopes—we could attract a small component of that because of access to parks and open space. "If I'm working at an office at the intersection of WDC and Antelope, I could take a bike to the island and back during lunch—we could really market that more than other cities can."



In the future, we are likely to have hybrid businesses where a warehouse is in the back with the office and retail displays in the front, or even ghost kitchens for example—flex space such as is found in Lindon, UT. Having supporting columns every 30-50 feet or so they can rent out space of almost any size.

We need a good mix of commercial and residential, with open space. For example, we have talked about an outlet mall. The biggest are in Park City or Jeremy Ranch and nothing is close. We are in a good position to capitalize on the aerospace industry and to increase daytime employment, primarily light industrial manufacturing or warehousing. Indeed, warehouses and cold storage are attractive because of our proximity to the West Davis Corridor and eastward across 193 to I-15. That would be okay if the trucks are not on the other roads through town. 193 would be great but nearer the high school might create opposition.

DRAFT

People in Syracuse are beginning to see that businesses need to make money. Indeed, it would be good to offer incentives to bring them here. However, some seem to have been looking to get benefits immediately rather than looking long term. They seem desirous of turning a businessperson upside down and shaking out every dime they can find. What can we offer free-of-charge to attract businesses? Stuff that might cost a bit up front but would bring in a long-term tax and employment base. There may be some things we can do from a utility perspective. Or the city could acquire property and offer it at below-market rates to be recaptured through taxes later.

RETAIL, RESTAURANTS

The critical issue for restaurants failing in Syracuse has been the lack of daytime traffic. About 80% of our population works outside the city, so restaurants do not want to come here because there will not be a sufficient lunch crowd. Restaurants do not bring businesses; businesses bring restaurants. We need to bring in businesses that will drive daytime traffic. If we do so, then restaurants will follow.

In the future I see more reliance on internet shopping, on the acceleration of decline in big box stores, and a lot more emphasis on experiential opportunities. A store I would love to see here would be a good bakery, making goods right here, more specialized, better quality. "I don't know why someone has not opened a good bakery."

We have no hotels in Syracuse. We have a few small-end restaurants. There is one movie theater. If it could pull in a hotel, that could also support restaurants and retail. "I would like to put a hotel west of the golf course." A study showed the potential to sustain two hotels. It would be perfect to have a hotel right next to the golf course.

HOUSING

"My children cannot afford a home in Syracuse." "Our children will not be able to return because they cannot afford single-family homes in Syracuse and there is not much rental space here." "I do wish we had more housing opportunities for young families." "It would be good to provide housing in this community for demographics that support the community such as teachers, police, fire, journeymen, and apprentices."

The city needs more income, and that comes from rooftops. We have the land, but demand is growing faster than the supply of housing. Employers in the area would like to see more housing and the employee base needs it. Employers in the region provide a good array of different jobs—leadership, engineering, equipment workers—and they would like to see affordable housing in Syracuse, not low-income, because we pay better than average in the rest of the county. If employees cannot get housing nearby, it is more difficult to recruit. "Syracuse needs to make it affordable for someone earning $70k per year or so. Assuming they could afford a mortgage around $1,500 per month, that would imply a $300K home. However, most here are in the $400s.

We are missing the 20-somethings in our city. Due to a lack of housing diversity, we particularly lack lower-cost residences. It would be good to have starter- or entry-level homes, which we do not have today. Over 90% today are single-family attached. We have a huge gap in the 25-35 age range—smaller families, young professionals, singles of all ages leave and would only come back if there were something here for them.

"Medium- or high-density is a stab in the heart."

There is a huge resistance to starter homes, attached, or other types of higher-density homes. There is a great feeling in Syracuse

DRAFT

hoping we can stay clear of the compacted housing: "let's have bigger houses and more income."

- "Even apartment buildings are being considered!"
- "You know what kind of people live in those places?"
- "A lot of the houses that are coming in are rentals—very close together with no yards."
- "They are trying to stuff in as many as they can —millennials and younger."
- "I have heard awful things said about people who live in apartments: Crime! Nosiness!"

Words such as "Apartments" or "Light Industrial" are triggers that get a lot of people angry. One can sit through a lot of meetings where people came to speak in opposition. Some of us are not really welcoming to people of middle to low income. Many of the residents want this to be a bedroom community. But we need to expand the tax base. We need to get City and Chamber together and speak the same language.

We will have to win some over. Many people here are up in arms about reducing lot sizes. We need to find a way to make smaller lots happen. There is a fear that the kind of people who live in the newer places will be transient, impermanent. Some do not want anything with the word "apartment" in the name. Even Townhouses are resisted. Smaller lots are coming, but they are resisted.

Housing—a balance of housing types

"In Syracuse, there needs to be a variety of housing stocks, but we don't need to bring in apartment buildings. Fill the empty middle with attractive homes." Apartments are definitely opposed. A slight majority would be okay with apartments, but the rest are not happy. Many could accept 2-story townhomes. But not 3-story. "We keep getting requests for 3-story units. They are too big, too tall." A 2-story townhome along an arterial would work. We might get a one-story duplex and that would be okay. Most recognize and even advocate having more people, but they definitely want to preserve the high-quality standards of the city, which seems to be upscale compared to areas around.

One-third of our land is still available. We expect population to double so will need to have smaller lots. The single-family home on a ¼-acre lot or less will be the staple. Some see a growing segment in townhomes and multi-family, specifically in areas now zoned commercial or near our town center, 1000 West, and at interchanges along the West Davis Corridor.

It would also help the community to bring more of Hill AFB workers. There will always be a housing shortage at Hill AFB. Syracuse needs to recognize that other cities will be competing for people to locate there. We really need to consider more recession-proof ideas, such as rentals.

We have too much land zoned commercial. We need more residential. No housing that needs elevators. Should be garden-style apts. or townhomes. There is a variety of quite attractive middle-range home styles: Mansion homes, like Daybreak, Live-Work homes, and Courtyard apartments.

One product that is going to be successful will be single-family detached in tiny lots, differently from townhomes because they are detached. The trend is to build smaller and smaller lots, say 3500 sq. ft. lots, the homes of which have no shared walls and a little back yard. They are selling rapidly because that is what people can afford. Much better than a townhouse. We need to have a comprehensive, cohesive plan on future development, so it does not happen in scattered fashion.

DRAFT

West Davis Corridor

The biggest issue we have now is that we have no freeway access—people like to be a couple minutes from the freeway to get to large stores or work in the SLC-Ogden corridor. People would love to live here but for the lack of a freeway.

The West Davis Corridor makes Syracuse a good central point for transportation to the north, to the south and to the east, not just along Antelope Drive but also around the connection to 193. It will be a lot faster to get to the SLC airport along the corridor – less than half-an-hour rather than 45 mins or more. Perhaps the WDC will bring people into the city rather than just from the east, where our residents go for work. We need to have a plan so that we are ready when WDC comes. If we do not, good developers will have gone elsewhere. We should seek developers who want to leave a legacy, not just to build and immediately sell to whomever.

We will know by next year what UDOT will use and what is surplus land which we can persuade UDOT to let us help them find buyers. All developers are just waiting for the highway to start. It will benefit because people will be driving through Syracuse, so hopefully we could change our business infrastructure around each of the interchanges. The best place to locate new development is where Antelope and the Corridor meet. There is still some open space there.

I would put a class-A commercial property around the interchange at 193 & WDC. It would be great to have a retail center there like Farmington Center. How can we make WDC become an employment corridor? The whole area around West Davis Corridor will probably develop but could take a long time. The corridor should not affect too much to the north over the next ten years, mostly because it is planned to end in West Point. But later it might change a lot.

Antelope Drive

How should we develop the three major nodes along Antelope Drive at 1000W, 2000W, and WDC? Unfortunately, we have long swaths of what looks like blight along Antelope Drive. Moreover, some of our development has been poorly thought-out. So, we get empty buildings and potential developers shy away.

"I see high-density residential along Antelope Drive. It appears every vacant field up and down Antelope is desired for townhomes. Along Antelope Drive all we are getting is petitions for multi-unit housing. One hope is to attract more professional office space. Along Antelope Drive and 2000 West, we would like to see mostly commercial serving people stopping on the way to or from the Island.

Antelope Island

Each year we see half a million visitors to Antelope Island. One study showed that ~40% of the visitors to Antelope Island are foreign and ~30% are out-of-state visitors. Many come with RVs and we do not have an RV park on the Syracuse side. An RV park has some potential. We get inquiries from those visiting Antelope Island such as: "where can we stay?" There might be an opportunity if we could get businesses to realize how many come off Antelope Island. The folks managing Antelope would like us to have a hotel and other amenities.

"I love the concept of being a gateway to Antelope Island but don't see it. It's not a great destination—smell, bugs, desert." "I just don't think Antelope Island has much to offer. It is not Yellowstone." People go there for a short trip, either locals or people from elsewhere. It would be good to have something else for them to see. If we could come up with a lot of little things, people might stay the night here because there is something to do

DRAFT

- There are a lot of bike rides out to the island, but none of the bike companies were interested. Not much of Antelope island allows for motorized vehicles
- Could build stuff on the Island because there just is not much there – Great Salt Lake Museum
- *Idea—could the width of the causeway be doubled to provide dedicated lanes for walking and biking, nice landscaping with native grasses – gazebos and stops along the 7-mile causeway to activate for recreation, wildlife towers? It would be a worthwhile but massive undertaking.*

Sports & Recreation

Our community is recreation-oriented, family-oriented, and not averse to debt. "Recreation really resonates with me—biking, hiking, kayaks, climbing gyms, go-carts." People spending money on recreation would be great. It would be good to have a big sports complex like in Kaysville with big wide sidewalks and places for tournaments.

There is not a regional sports park in the area. Sports guys are traveling all over the place, including to Idaho. Talking about soccer & other tournaments. The land on the SW corner has been talked about for a regional sports park. We need the funding to put the sports park in place. Land was given to the city for us to develop.

Some might like to see western heritage reflected along a riding trail, biking trails, and hiking trails. Accommodation for horses and dogs would put icing on the cake in Syracuse. It is important to note that, although trails are nice here, they are not as well connected as one might wish. We would also like to see more good trails alongside the roads, particularly for bikes.

"It is good to have lots of parks, but ours do not seem to be as well-maintained as in neighboring cities." We would like to be known for trails—for walking, biking, horses, which would connect our parks together—we have a master plan for the park system, but it should be updated.

Everyone wants a nice trail system—more trees and more trails

More splash pads! "Farmington put pickle ball courts in, but Syracuse keeps coming to the community to pay for it. Can't we do that as part of our budget?" Our Rec is bursting at the seams. We need more parks and facilities. We are kind of struggling to keep up with parks. And we need more trees.

The new Temple

The Temple will bring a lot of people to the city. It would be good to work with the Church of Jesus Christ of Latter-Day Saints to develop the property around the temple, like how the Church worked with Tooele. The temple will be located on a 12-acre site at the intersection of 2500 West and 1025 South. The City needs to look at businesses that might take advantage of that. What will those visitors want? The surroundings will probably be single-family homes. One would also like a city park nearby.

Undevelopable land

North Davis Sewer does not allow any lift—gravity only. So west of 4000 W cannot be developed for buildings; it is used now for farming. But perhaps a sod farm, a shooting range, or storage area might work—something that does not generate sewer water. What about an RV park for those returning from Antelope Island? "That unused area might be a long-term opportunity, but let's look at other areas with higher priority." Moreover, if the lake starts rising again, we will want that area as a buffer.

DRAFT

PLANNING FOR THE FUTURE

We anticipate growth will continue. We are at a crossroads, but there are a lot of positive feelings about the past. A lot of people are pushing strongly for growth, but many people want to stay small: "Why worry about the tax base?" they say.

Many seem to be resisting doing anything about the inevitable growth—they want to kick the can down the road and delay the inevitable for as long as possible. We have been stuck in a stalemate for the past 10 years. A lot of good property has remained vacant due to resistance. If it were not for the few big retailers we have, we would be struggling.

The likely consequences of doing nothing are to either reduce services and delay maintenance or raise taxes. "What are you going to do to cut the city budget?" is a question raised in every election. Yet many also complain when the city tries to cut services. We do not have a good commercial base, so even though we do not have much debt, we would have to raise the tax rates if we cannot get more business here. Citizens are not very excited about paying taxes.

We need to determine what would be sustainable over the long term, to diversify and expand the tax base, and not just react in a knee-jerk fashion. That becomes more critical now that RC Willey is leaving. We really need to increase our tax base, making sure we have more coming in to help pay for capital projects coming in. But let us start with what we have now, the assets we have, what the community culture is.

We do have an advantage for Hill AFB due to less traffic conflicts and easier access for employees. We can maintain a rural feel and environment for workers with quick access to the base, the best place to live near the base.

One of the benefits we have is 193, a direct East-West route to the Base. 193 should be our economic engine. We want it to look good architecturally. But we really do not want it to be like SR201 in West Valley – huge industrial buildings. We want it to look and feel suburban – a place where you would like to go jogging.

We need to talk a lot about branding – capitalizing on recreation, outdoors, authenticity.

PRELIMINARY OPTIONS

1. *Stay as we are—a rural bedroom community where our children might purchase their second or third home.*
2. *Actively seek commercial development, particularly along 193*
    - *Offices—particularly to build daytime population to support restaurants*
    - *Flex-space with warehouse in the back and attractive retail in the front.*
    - *Light Industrial, particularly aerospace*
3. *Become a more vibrant neighborhood community*
    - *Homes young families can afford*
    - *First choice for employees in nearby work centers—AFB*
    - *Destination for recreation*
    - *Open space, parks, trails*

DRAFT

IMPLICATIONS – INTERVIEWS

Syracuse seems to have a combination of people not wanting to pay taxes, being okay with a shotgun approach, and doing many little things rather than launching a few great ones, while most residents want Syracuse to be a vibrant, successful city with a strong economy, good parks and trails—the kind of place where people want to live. The goal is a middle ground, to maintain a way of life with nice, quiet, clean neighborhoods where kids are free to roam around and be safe, where good architectural standards are a hallmark of the city, and where people want to visit and work.

Proposed Objectives

- 80/20 consensus on Syracuse's future state
- Businesses say they will thrive here
- Economic strength from offices and light industry
- Attractive homes our children can afford

THIS COLUMN IS INTENTIONALLY LEFT BLANK

Proposed Action Steps

- Flesh out options 2 and 3
- Develop a clear, detailed, visually-compelling picture of what Syracuse should be like in 2030
- Gain consensus on the compelling 2030 development plan
- Attract offices – remote satellites for large companies
- Develop attractive, affordable neighborhoods

Proposed Performance Indicators

- % of residents who agree with the 10-year end state
- % of target businesses who say want to invest here
- # of new export jobs brought to Syracuse

DRAFT

Appendix III – Retail Market Profile

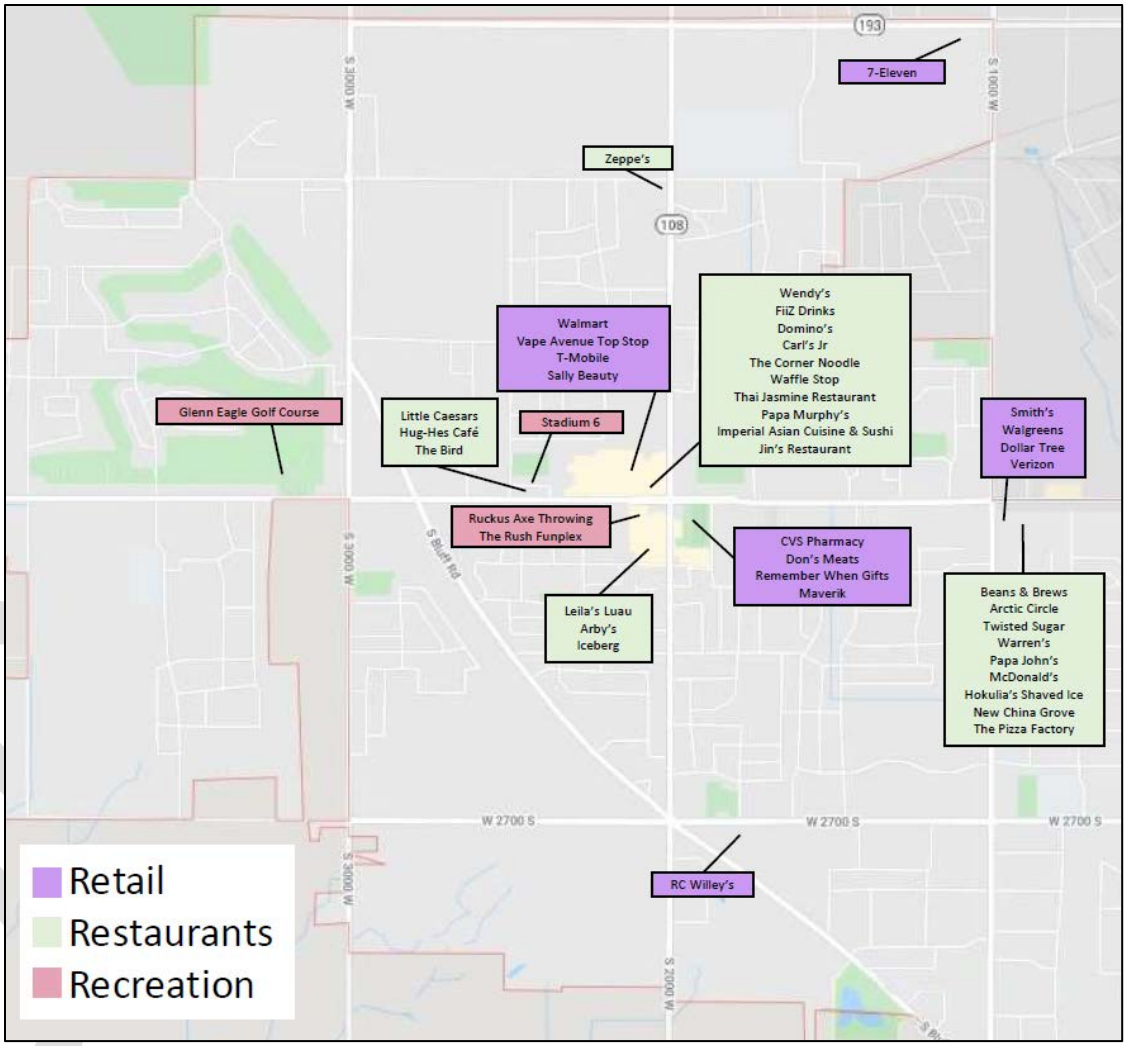
A review of businesses in Syracuse shows that there are more fast food places than sit down restaurants, most retail are grocery/pharmacy and fuel/gas stations, and there are only four recreation businesses. Out of all businesses registered in Syracuse, the largest categories are online sales/home based businesses, followed by contractors, dental offices, and preschools.

The table below provides the total number of businesses which are retail, restaurants, and recreation in Syracuse. The table also provides the percentage compared to the total number of businesses registered in Syracuse (384).

Type	Total	Percent
Retail Sales	8	2.1%
Fuel/Gas Station	3	0.8%
Grocery/Pharmacy	4	1.0%
Restaurant	9	2.3%
Fast Food	15	3.9%
Food Truck	3	0.8%
Recreation	4	1.0%

SOURCE: Syracuse, Better City

Table 22—Retail, Restaurant, & Recreation Businesses



SOURCE: Better City, Google Maps

Figure 128—Local Retail Map

The City is unlikely to attract more restaurants until there is greater demand, which is indicated by daytime population and proximity to offices or major employers.

Syracuse's retail businesses cater to residents. Because neighboring communities have greater density and are closer to main thoroughfares, they have been able to support big box retailers. For Syracuse to increase retail offerings, the City will need businesses which provide unique inventory or experiences—to attract from a larger market area by providing people with a reason to go out of their way to make a purchase. The construction of the West Davis Corridor (WDC) will likely create new opportunities for commercial development.

Population near Wal-Mart	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	11,947	65,581	142,915
2020 Estimate	11,047	61,251	133,631
White	93.3%	91.2%	90.4%
Black	1.0%	1.8%	2.1%
American Indian & Alaskan	0.6%	0.8%	0.9%
Asian	2.0%	2.5%	2.6%
Hawaiian & Pacific Island	0.6%	0.7%	0.7%
Other	2.6%	3.0%	3.4%
US Armed Forces	87	358	1,604
Households near Wal-Mart	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	3,341	17,837	42,289
2020 Estimate	3,078	16,633	39,511
Owner Occupied	90.5%	87.4%	75.8%
Renter Occupied	9.5%	12.6%	24.2%
Average Household Income	$108,491	$101,276	$88,653
Median Household Income	$96,457	$90,956	$79,239

SOURCE: CoStar

Table 23—Wal-Mart Demographic Summary Report

Population near Smith's	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	15,083	91,816	169,608
2020 Estimate	14,088	85,955	158,578
White	89.5%	89.8%	90.3%
Black	3.4%	2.3%	2.1%
American Indian & Alaskan	0.9%	0.9%	0.9%
Asian	2.5%	2.7%	2.6%
Hawaiian & Pacific Island	1.0%	0.8%	0.7%
Other	2.7%	3.5%	3.4%
US Armed Forces	84	1,393	1,970
Households near Smith's	**1 Mile**	**3 Mile**	**5 Mile**
2025 Projection	3,792	26,560	51,189
2020 Estimate	3,527	24,855	47,841
Owner Occupied	88.0%	73.3%	74.4%
Renter Occupied	12.0%	26.7%	25.7%
Average Household Income	$103,615	$88,625	$87,562
Median Household Income	$92,098	$77,478	$77,586

SOURCE: CoStar

Table 24—Smith's Demographic Summary Report

The demographic summary surrounding the two major grocery retail anchors in Syracuse are provided in the tables above.

Syracuse's key opportunity to capture greater spending would be by increasing the retail and recreational opportunities in the community. The prime location for this would be along 1700 South (including the planned WDC interchange), as currently the main draw for people to pass through Syracuse is as they go to-and-from Antelope Island.

DRAFT

Retail Trade Area Mapping

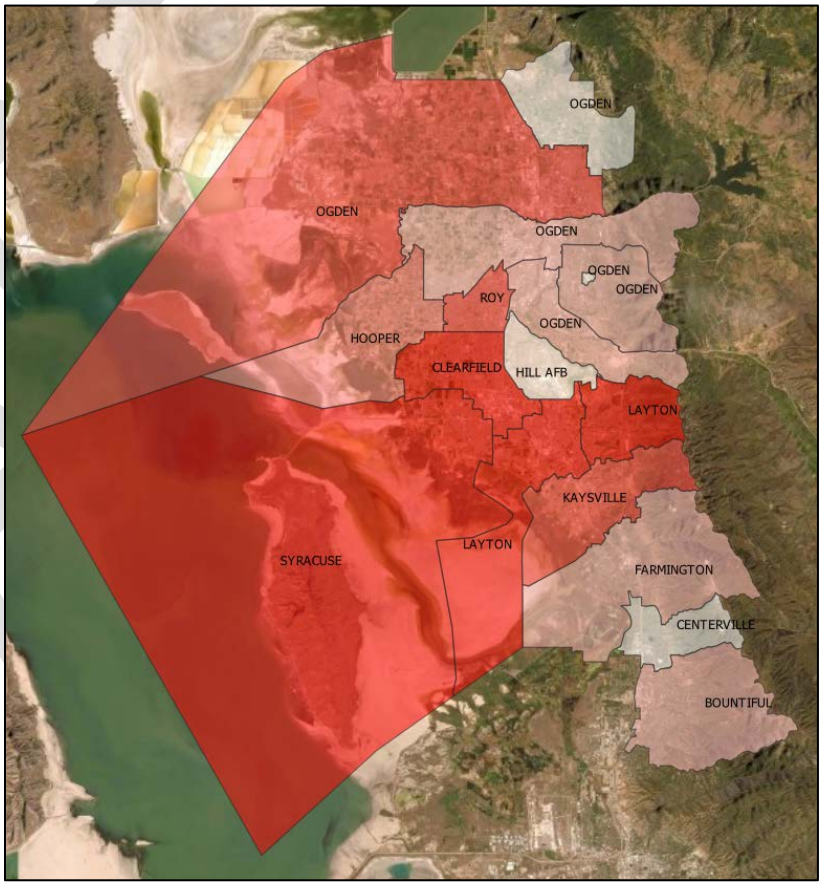
In order to delineate a boundary map of the Retail Trade Area, geolocation data from visitors to Syracuse and spending data from credit card expenditures in the City of Syracuse (specifically within the 84075 zip code) from May 2018 to January 2020 were analyzed.[23] The top spending zip codes are in Table 4, and the top visiting zip codes are in Table 5. The Retail Trade Area Map highlights communities with highest visitation, with heat map coloring based on average spending.

Top Spending Zip Codes		Spend Share
84075	Syracuse	43.33%
84015	Clearfield	16.83%
84041	Layton	12.01%
84040	Layton	2.01%
84067	Roy	1.57%
84037	Kaysville	1.34%
84404	Ogden	0.88%
84315	Hooper	0.70%
84405	Ogden	0.64%
84401	Ogden	0.63%
84025	Farmington	0.60%
84403	Ogden	0.55%
84054	North salt lake	0.48%
84010	Bountiful	0.48%
84601	Provo	0.41%
84414	Ogden	0.26%
84014	Centerville	0.25%

SOURCE: See Source

Table 25—Primary Sources of Spending in Syracuse

The overlap in these datasets show that for both visitation and spending in Syracuse, the communities of focus include Syracuse, Clearfield, Layton, Roy, Ogden, Kaysville, Hooper, and Farmington. Since data is based on zip codes, the Retail Trade Area Map also includes the municipalities that share their zip codes with these communities, including Riverdale and South Weber (Ogden zip code), Clinton and West Point (Clearfield zip code), and Fruit Heights (Kaysville zip code).



SOURCE: Better City, QGIS

Figure 129—Retail Trade Area Map

[23] For Consumer Data Privacy, the credit card spending data analyzes origination zip codes that meet a minimum transaction quantity threshold, typically 0.1 percent of the total reported transactions. Home location zip codes are based on device behavior patterns, anonymized for data privacy.

Visitation Data				ACS Demographic Information										
% Unique Visitors	Zip Code	City Name	Avg. Distance from Syracuse	Popu-lation	Median Income	Bachelor Degree or Higher	Female	Male	Median Age	25 to 34	35 to 44	45 to 54	55 to 64	65+
15.62%	84015	Clearfield	3	64,837	$62,057	21.4%	50.1%	49.9%	30	16%	14%	11%	8%	8%
10.92%	84075	Syracuse	1	27,610	$90,681	36.5%	48.4%	51.6%	30	11%	17%	12%	8%	6%
9.22%	84041	Layton	5	50,502	$62,906	27.2%	49.2%	50.8%	28	16%	15%	8%	8%	7%
7.36%	84067	Roy	6	38,803	$66,506	19.9%	49.4%	50.6%	31	17%	13%	10%	11%	10%
4.08%	84037	Kaysville	8	36,883	$93,214	48.4%	49.0%	51.0%	31	11%	12%	13%	10%	10%
4.07%	84404	Ogden	13	60,840	$55,885	16.4%	48.9%	51.1%	32	16%	15%	10%	10%	10%
3.12%	84403	Ogden	9	37,990	$60,453	32.1%	49.9%	50.1%	32	16%	12%	11%	11%	12%
2.73%	84405	Ogden	7	31,953	$62,006	28.2%	51.8%	48.2%	33	14%	13%	12%	10%	14%
2.52%	84401	Ogden	11	37,231	$44,951	20.4%	48.9%	51.1%	32	16%	13%	12%	11%	9%
2.24%	84010	Bountiful	18	46,086	$68,134	42.5%	51.0%	49.0%	33	15%	12%	10%	9%	16%
2.23%	84414	Ogden	16	29,833	$79,505	33.2%	50.9%	49.1%	33	13%	14%	12%	9%	12%
1.82%	84040	Layton	7	23,683	$90,796	39.3%	50.9%	49.1%	36	11%	12%	11%	16%	12%
1.81%	84315	Hooper	7	8,624	$95,478	23.9%	48.8%	51.2%	32	13%	16%	13%	10%	8%
1.41%	84025	Farmington	11	22,673	$97,440	45.8%	48.8%	51.2%	30	15%	15%	11%	8%	9%

SOURCE: See Source, American Community Survey

Table 26—Primary Visitors Demographics by Zip Code

Demographic information for each area is pulled from the American Community Survey and provides further insight on the people who live in the retail market area. Median income across the retail market area ranges from $44,951 to $97,440, while median age ranges from 28 to 36.

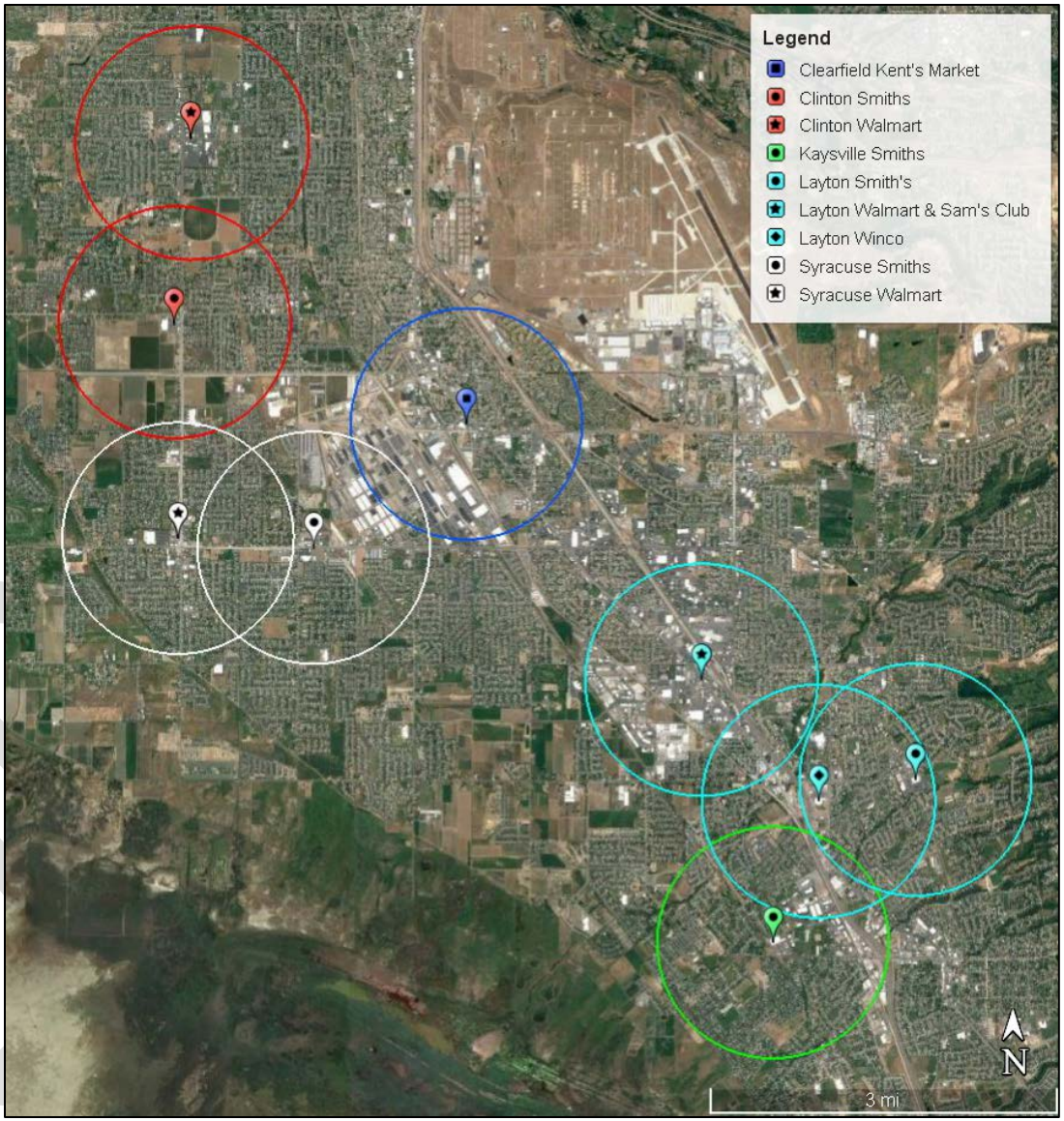
The communities within the retail market area are all located within 20 miles of Syracuse, with the highest spending coming from the communities within 10 miles of Syracuse.

Please note that Clearfield has such a high percentage of visitation likely due to their proximity to Syracuse and their significantly higher population.

DRAFT

Custom Retail Trade Areas

There are nine grocery anchored shopping centers in the area and within ten miles of Syracuse, two of which are in Syracuse. The rings in Figure 2 show the one-mile radius around each of these shopping centers. Note the lack of housetops within the Syracuse Smith's market radius due to the Freeport Center and the significant overlap with Walmart. This reduces the purchasing power within the primary market area for this store and the ability to capture market share. However, it is the closest store to a wide area of Syracuse, Clearfield, and Layton residents that live to the south and east. This may account for the high spending that is occurring in Syracuse from these zip codes.



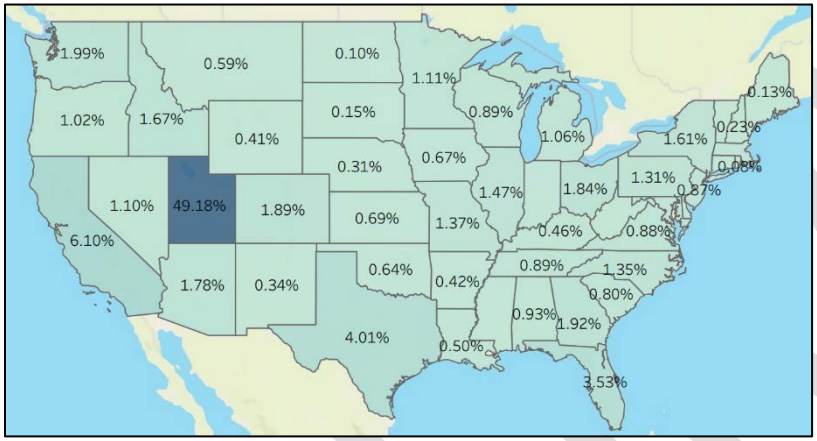
SOURCE: CoStar

Figure 130—Grocery Anchored Shopping Centers

Mobile Data for Location Decisions

Antelope Island Visitors

The Antelope Island Visitation Analysis (see pages 16-25) indicates that in 2019, visitors within 50 to 300 miles primarily came from Utah County, with some visitors from Idaho and Montana as well. The analysis of visitors from the United States showed that almost half (49.18 percent) of visitors to Antelope Island were from Utah, with the next highest visitation from California (6.10 percent), Texas (4.01 percent), and Florida (3.53 percent).

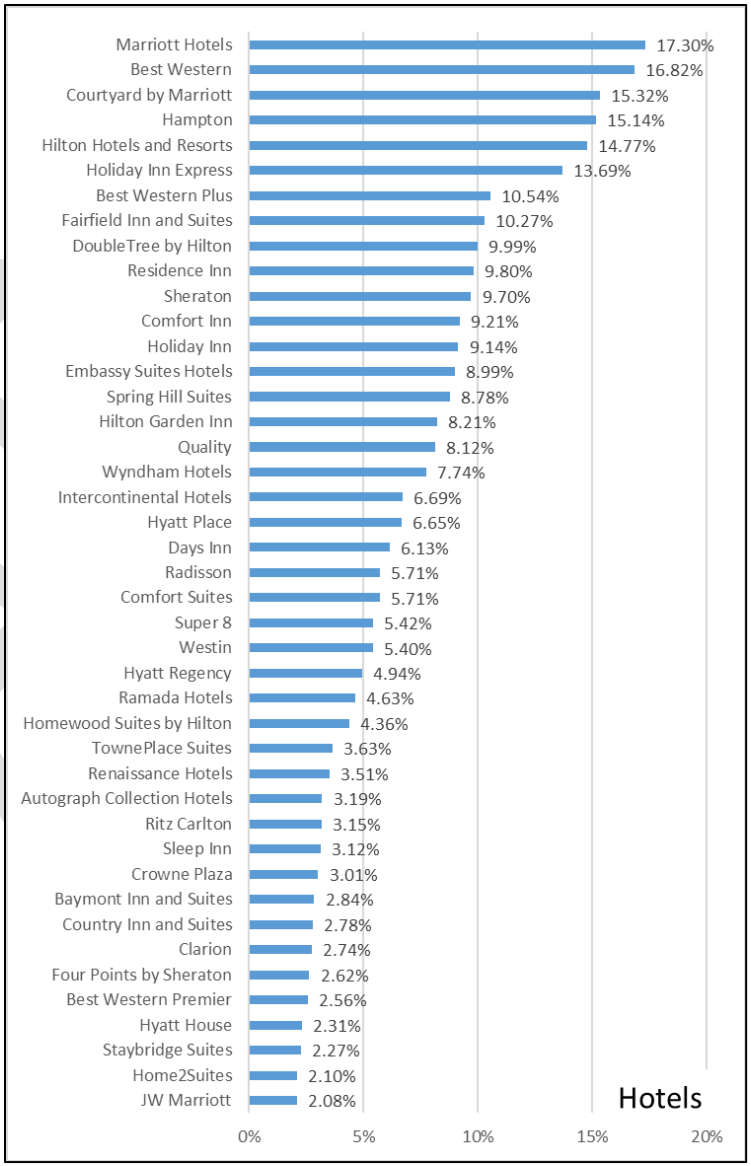


SOURCE: See Source

Figure 131—Percentage Visitors by State

Visitation is highest in July, followed by June. There is very low percentage of people who visit both Antelope Island and the Walmart or Smiths in Syracuse.

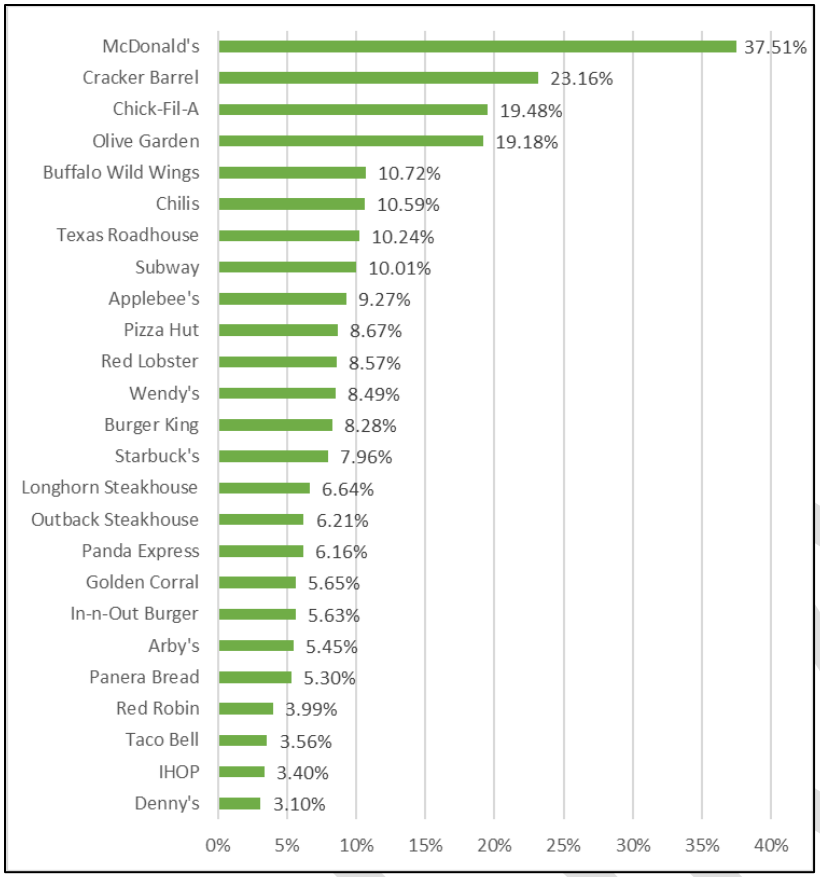
The favorite chains and most visited locations of those who patronized Antelope Island in 2019 are in the following Tables.



SOURCE: See Source

Figure 132—Antelope Island Visitors' Favorite Hotels

DRAFT



SOURCE: See Source

Figure 133—Antelope Island Visitors' Favorite Restaurants

Proximity to Antelope Island is a potential asset for Syracuse. Business recruitment efforts should consider what would appeal to people who are on their way to-and-from Antelope Island and those who are having daytrips, both for visitors from Utah as well as those from other states. Knowing where visitors are from will also enable Syracuse to conduct targeted marketing campaigns to inform visitors about other things to do in the area when they come to visit.

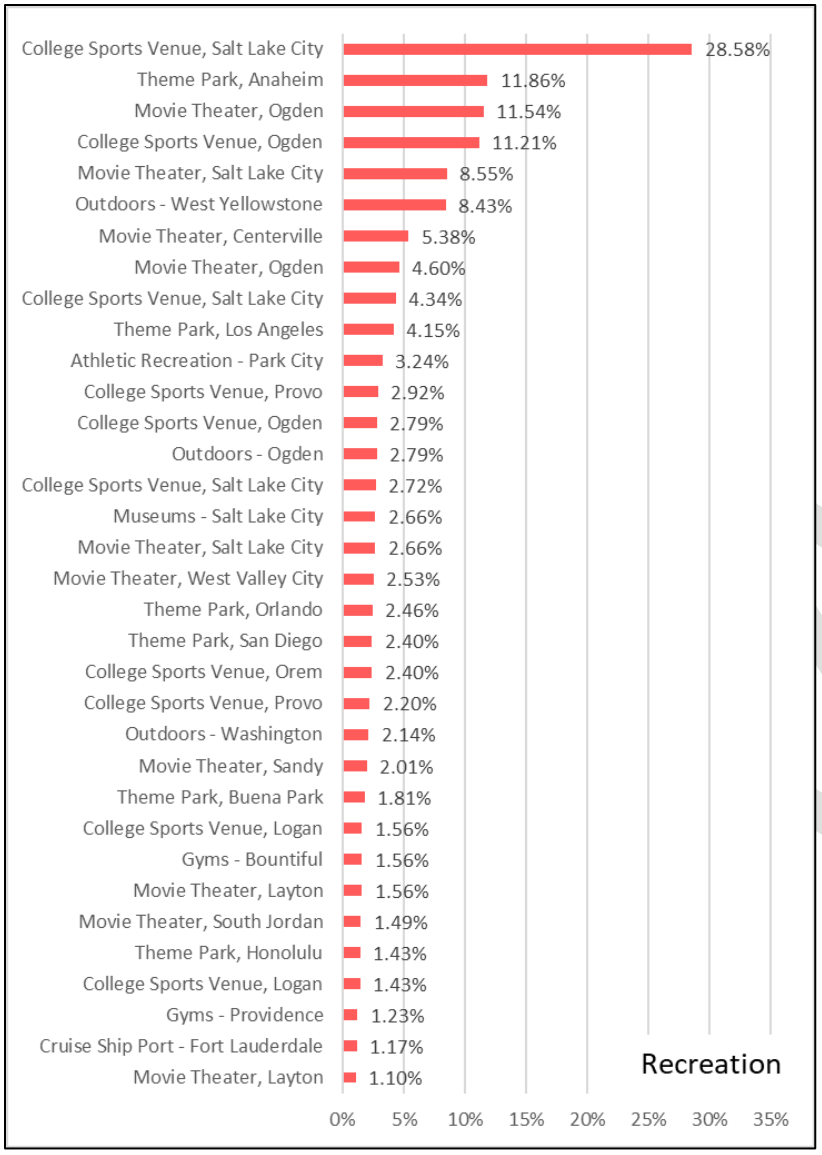
Resident Favorites

By utilizing mobile location technology that analyzes location data collected from mobile devices, an analysis of the favorite places for Syracuse residents was conducted through filtering the preferences on devices observed whose behavior patterns indicate they have a home residence in Syracuse. The following Tables show residents' preferred places to recreate, eat, and shop in 2019.

- Top leisure activity visitation was at movie theaters, gyms, college sports venues, and theme parks.
- Top restaurants included McDonald's, Cracker Barrel, and Olive Garden.
- Top retail shopping locations included Walmart, Gymboree Malls, and The Children's Place Malls.

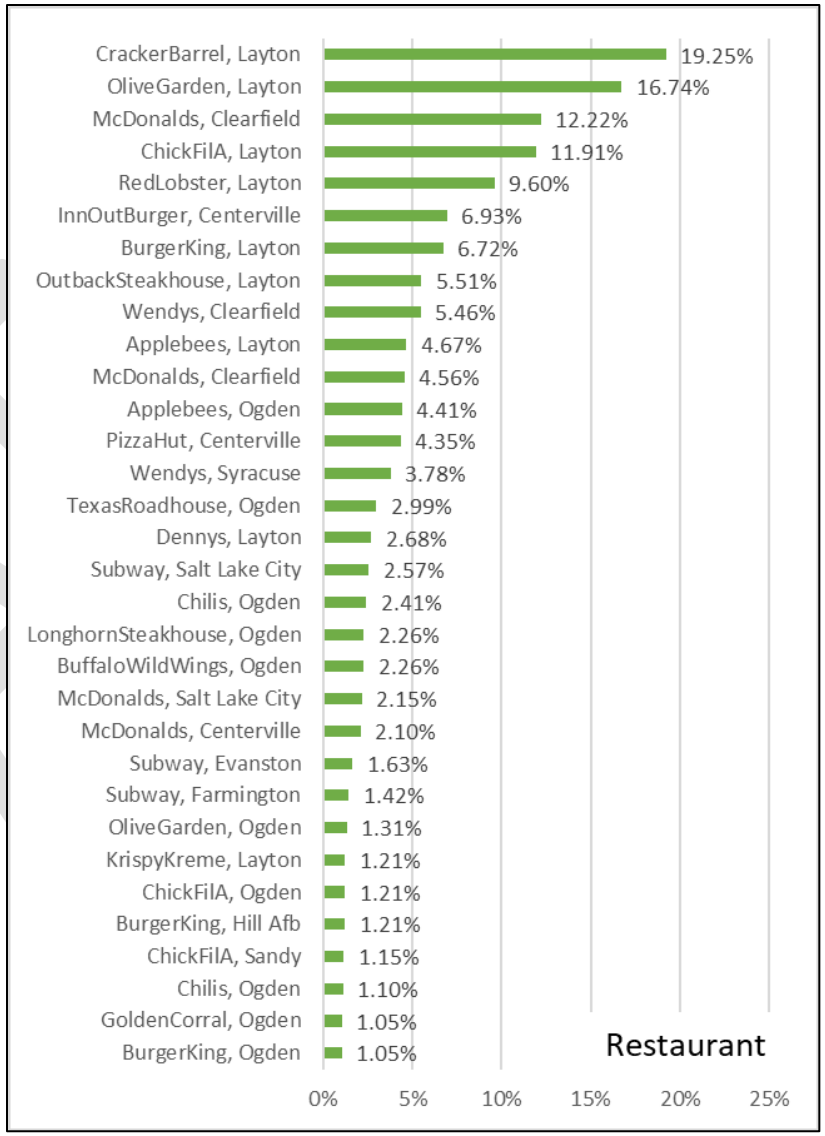
These shopping patterns indicate that visitation is primarily at places that cater to families with children. In addition to food, clothing is a major category, with some pet and hobby supply stores and sporting goods stores as well. While the specific stores identified here would not thrive in Syracuse, niche stores with unique appeal that would draw similar clientele would be ideal.

DRAFT



SOURCE: See Source

Figure 134—Resident's Favorite Leisure



SOURCE: See Source

Figure 135—Resident's Favorite Restaurants



SOURCE: See Source

Figure 136—Resident's Favorite Shopping

Opportunities & Recruitment

When recruiting companies, it is important to know the inventory of available properties to lease or purchase, as well as pads for development. Targeted recruitment can fill in the existing spaces and developable land. Along with area information, any business considering expanding or moving to a new location will want to know what space is available and at what cost.

Once Syracuse has embarked on its Place-Based-Growth-Strategy, it would be well to contact remaining big box retailers who might appreciate Syracuse's new ability to attract visitors. Consideration might be given to surviving and thriving retailers such as Costco, Home Depot, Lowes and remaining sporting goods retailers.

Retail Opportunities

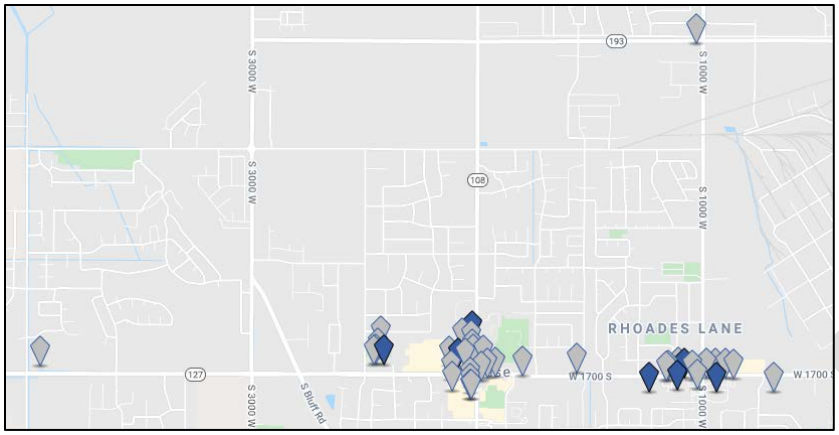
Retail locations in Syracuse are located mainly along the major intersections on 1700 South. According to CoStar, there are currently seven commercial properties available for lease in the City.

Property Address	SF	$/SF	Status
2000 W 1700 S	3,720	$23.00	Existing
2058 W 1700 S	4,000	$18.00	Existing
893-975 W 1700 S	5,110	$15.00	Existing
1043 W 1700 S	6,000	N/A	Proposed
1000 W 1700 W	6,000	N/A	Proposed
2432 W 1700 S	6,052	$16.00	Existing
1089 W 1700 S	25,765	N/A	Existing

SOURCE: CoStar

Table 27—Available Retail Properties

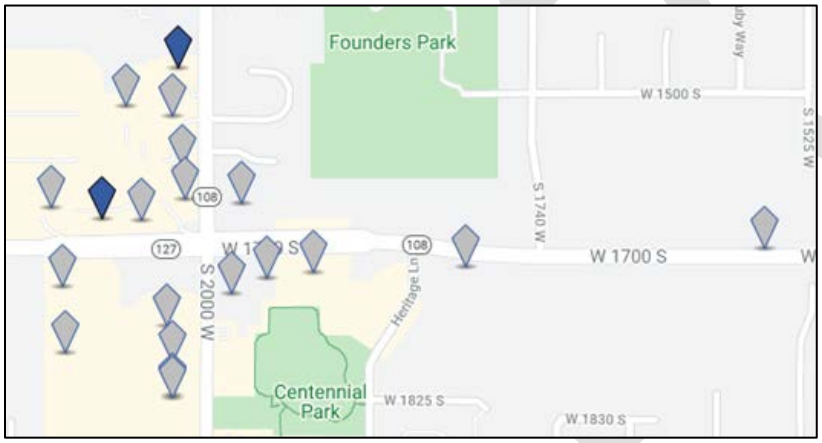
DRAFT



SOURCE: CoStar

Figure 137—Overview of Retail Properties in Syracuse

A close-up view of properties available for lease (indicated with blue markers) in the primary commercial nodes are shown in Figures 5 and 6.



SOURCE: CoStar

Figure 138—Walmart Area



SOURCE: CoStar

Figure 139—Smith's Area & Syracuse 6 Theater Area

Retail Recruitment

There are a variety of retail and recreation businesses that could be a good fit for Syracuse. A variety of concepts are outlined below.

Businesses which capitalize on outdoor assets can make use of a variety of attractions nearby, including Antelope Island, the trail network, and the Howard Slough Waterfowl Management Area (WMA). These could include businesses that facilitate exploration of Antelope Island and the trails, such as ATV Tour/Rental companies and Bicycle Tour/Rental companies. Because birdwatching is an activity done at Antelope Island and the Howard Slough WMA, businesses which provide supplies for birdwatching such as Birding Supply Stores or Camera Equipment Stores would work well. Plein Air Painting Supplies and Classes could also appeal to this audience. Outdoor enthusiasts could also make use of retailers which provide Outdoor Clothing and Supplies, as well as destination attraction activities to allow them to add more fun to their daytrip, such as Breweries, Zip Lines, Escape Rooms, or a variety of other areas to spend time relaxing and having fun.

Businesses which match appeal demonstrated in the visitation data would include options for those who are looking for retailers

geared towards families with children, possibly Children's Clothing Boutiques, Toy Stores, or Pet Supply Stores. The stores would ideally be very experiential and unique to give people more of a reason to come shop in Syracuse rather than one of the major big boxes in the region. A regular store in a strip mall without synergistic stores around it may struggle to get enough traffic to stay viable. For these types of stores, it would be particularly useful to identify multiple options which would pair well together and co-locate in an experiential development (such as a village commercial center, explained in the next section). Additionally, such an area would also be a good place to locate artisan businesses, such as bakeries, chocolate shops, cafes, stationary boutiques, or glass blowing studios.

Businesses which complement announced developments and could operate synergistically with them could also do well in Syracuse. The development of a temple for the Church of Jesus Christ of Latter-day Saints was announced, so an Event Center or Reception Hall may have appeal. The development of a regional sports park may spark additional interest and need in Sports Supply Stores.

A list of Retail Recruitment Prospects is provided below. These include a sampling of businesses from each of the categories described above.

A key factor which will help these businesses be successful is if their sales do not depend entirely on local sales. Ideally the retailers in Syracuse will also have an online presence which will allow them to sell their merchandise to a larger audience than the local market area provides. Because there are already a variety of online/home based businesses in Syracuse, small shopfronts could also provide options for existing online retailers to additionally sell wares through a physical location.

Development Opportunities

On CoStar there are seven land parcels listed for sale on or near 1700 South and one listed for lease on 700 South. Most of these pads are about an acre.

This list provides some immediate opportunities which can be presented when approaching businesses and developers who are looking for sites for ground up development projects.



SOURCE: CoStar

Figure 140—Land for Sale

Property Address	Acres	Price	Price/AC	Status
1066 W 1700 S	0.65	$569,000	$875,385	Sale
1556 S 2000 W	0.94	$249,000	$264,894	Sale
1563 W 700 S	1.00	N/A	N/A	Lease
2678 W 1700 S	1.04	$906,048	$871,200	Sale
2372 W 1700 S	1.09	$350,000	$321,101	Sale
2376 W 1700 S	3.57	$1,100,000	$308,123	Sale
1601 W Antelope Dr	10.00	$3,920,400	$392,040	Sale
4580 W 1700 S	235.00	$8,499,000	$36,166	Sale

SOURCE: CoStar

Table 28—Available Land

New developments are an opportunity for the community to brand itself, so developments should complement and support the City's goals and not be haphazard or disjointed in their goals, appearance, or functions. Office developments support

DRAFT

restaurants, hotels support event centers and experiential businesses, and residential developments support retail.

A list of Developer Recruitment Prospects is provided below.

Community Branding Recommendation

The City of Syracuse has a family-centric and high-income community without the bustle of many surrounding communities. Commercial development can strategically mirror these elements, to have a retail development which matches the area.

Village Commercial Center

A village commercial center could create a unique draw which brings people to shop and recreate in an area filled with boutique shops. A village commercial center works synergistically with a small-town feel and provides a high-end experience.

About Gardner Village

An example of this type of commercial center is Gardner Village, in West Jordan, with its unique historic setting and boutique-style shops, dining, and event venues for hosting meetings, parties, and weddings. Gardner Village is a favorite destination for women, attracts people from all over Utah, and an ever-growing tourist base from around the world. All the shops are owner operated and do not belong to a national chain. Leasing space varies from 312 sq. ft. up to approximately 8600 sq. ft. to accommodate a variety of business needs. The marketplace is on 8 acres.

Gardner Village started with a vacant Mill converted into a furniture store and restaurant. The owner also owned the surrounding property, and put out an advertisement seeking historic buildings, which were then moved to the Gardner property. Historic homes, cabins, and even a train station were donated and renovated at the property to re-create a charming village, complete with a winding stream, brick-lined paths, and covered bridges.

The pictures below provide an idea of the village setup and appearance. The area is enjoyable for the shopping experience inside the boutiques and for the charming atmosphere of the entire village.



DRAFT

ANTELOPE ISLAND VISITATION

Data covers January 31, 2018 to March 31, 2020 and is provided by See Source©. All the charts and figures in this report are from See Source. The data is derived from geo-analytics data (anonymously collected from mobile devices) and credit card spending data. Consumer Data Privacy is a top priority and visibility of potentially sensitive information is restricted. All geo-analytics and spending information is anonymized and aggregated so any individual device cannot be identified.

Antelope Island – Drive Time Radius Visitor Demographics

Table 8 is demographic information from US Census data correlated to visitors.

Key Visitor Data		ACS Demographic Information											
Place	Visitors	Population	Median Income	Bachelor or Higher	Female	Male	Median Age	Households w/Children	25 to 34	35 to 44	45 to 54	55 to 64	65+
Clearfield, UT	4.99%	64,837	$62,057	21%	50%	50%	30	46%	16%	14%	11%	8%	8%
Layton, UT	3.74%	50,502	$62,906	27%	49%	51%	28	45%	16%	15%	8%	8%	7%
Syracuse, UT	3.00%	27,610	$90,681	37%	48%	52%	30	53%	11%	17%	12%	8%	6%
Kaysville, UT	1.66%	36,883	$93,214	48%	49%	51%	31	47%	11%	12%	13%	10%	10%
Roy, UT	1.64%	38,803	$66,506	20%	49%	51%	31	39%	17%	13%	10%	11%	10%
Ogden, UT	1.38%	60,840	$55,885	16%	49%	51%	32	37%	16%	15%	10%	10%	10%
Bountiful, UT	1.06%	46,086	$68,134	43%	51%	49%	33	35%	15%	12%	10%	9%	16%
Layton, UT	0.97%	23,683	$90,796	39%	51%	49%	36	37%	11%	12%	11%	16%	12%
Farmington, UT	0.88%	22,673	$97,440	46%	49%	51%	30	47%	15%	15%	11%	8%	9%
Ogden, UT	0.87%	37,990	$60,453	32%	50%	50%	32	34%	16%	12%	11%	11%	12%
Hooper, UT	0.85%	8,624	$95,478	24%	49%	51%	32	44%	13%	16%	13%	10%	8%
Ogden, UT	0.84%	37,231	$44,951	20%	49%	51%	32	32%	16%	13%	12%	11%	9%
Ogden, UT	0.81%	29,833	$79,505	33%	51%	49%	33	44%	13%	14%	12%	9%	12%
Salt Lake City, UT	0.74%	35,841	$44,669	17%	48%	52%	31	36%	17%	14%	12%	8%	8%
Ogden, UT	0.72%	31,953	$62,006	28%	52%	48%	33	35%	14%	13%	12%	10%	14%
Herriman, UT	0.68%	44,128	$95,835	34%	51%	49%	26	62%	14%	18%	10%	6%	3%
West Jordan, UT	0.67%	47,200	$82,985	25%	49%	51%	29	55%	16%	17%	11%	7%	4%
Tooele, UT	0.63%	49,493	$68,417	23%	50%	50%	31	46%	14%	15%	11%	9%	9%
Salt Lake City, UT	0.56%	36,160	$63,650	46%	50%	50%	33	28%	20%	14%	11%	10%	12%
American Fork, UT	0.55%	46,939	$86,767	45%	49%	51%	27	50%	10%	14%	11%	9%	9%
Hill AFB, UT	0.54%	3,606	$52,525	31%	45%	56%	23	64%	26%	12%	3%	2%	0%
South Jordan, UT	0.53%	65,890	$99,682	41%	50%	50%	33	43%	13%	16%	12%	9%	9%
Salt Lake City, UT	0.53%	39,122	$52,962	26%	50%	50%	34	29%	17%	13%	12%	11%	12%
Midvale, UT	0.52%	33,343	$54,232	29%	50%	50%	31	30%	24%	16%	10%	8%	8%
Salt Lake City, UT	0.52%	40,665	$82,571	47%	52%	48%	40	26%	14%	13%	11%	14%	19%
Draper, UT	0.50%	46,111	$110,270	50%	49%	51%	32	49%	14%	16%	14%	9%	7%
Salt Lake City, UT	0.50%	22,202	$64,163	62%	49%	51%	37	16%	20%	14%	12%	13%	15%
Salt Lake City, UT	0.50%	22,507	$74,918	61%	50%	50%	35	25%	20%	18%	12%	11%	9%
Centerville, UT	0.49%	17,000	$84,397	48%	51%	49%	37	35%	10%	14%	12%	12%	15%
Salt Lake City, UT	0.49%	17,859	$40,909	57%	43%	57%	29	10%	33%	10%	7%	8%	9%

SOURCE: See Source, American Community Survey

Table 29—Primary Antelope Island Driving Distance Visitor's Demographics by Zip Code

Percentage Visitors by State

Figure 15 shows how 100 percent of visitation from the United States is divided among states according to 2019 geolocation data. Not shown are Hawai'i (0.19 percent) and Alaska (0.16 percent). Almost half of all visitors to Antelope Island are from Utah.

To better see which states—outside of Utah—visit Antelope Island, in Figure 16 Utah visitors were omitted. This enhanced visualization granularity clearly shows that the highest out-of-state visitation is from California, Texas, and Florida, respectively.

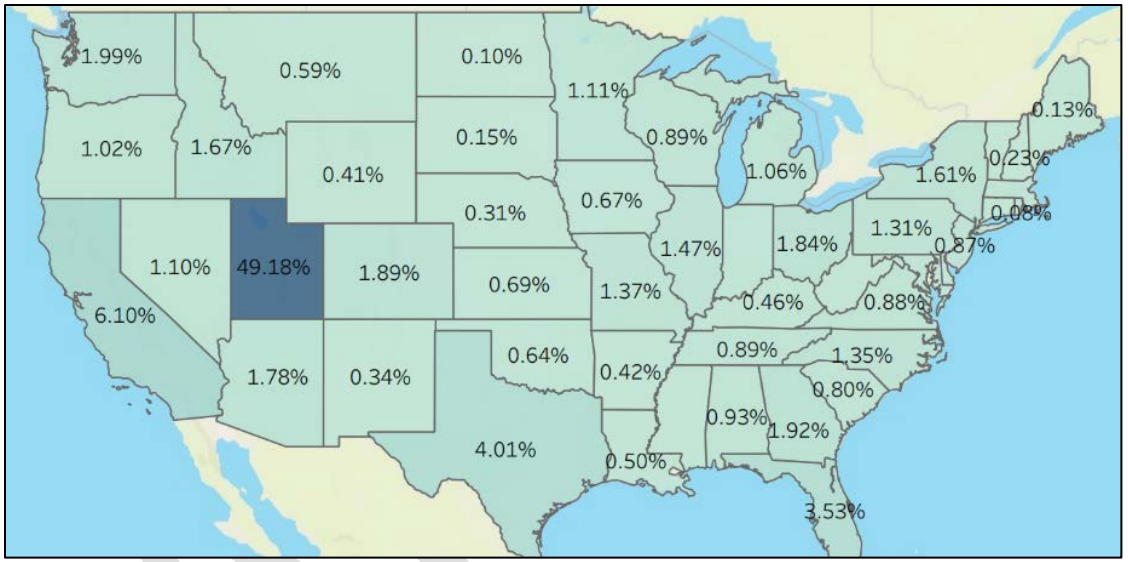


Figure 141—Percentage Visitors by State

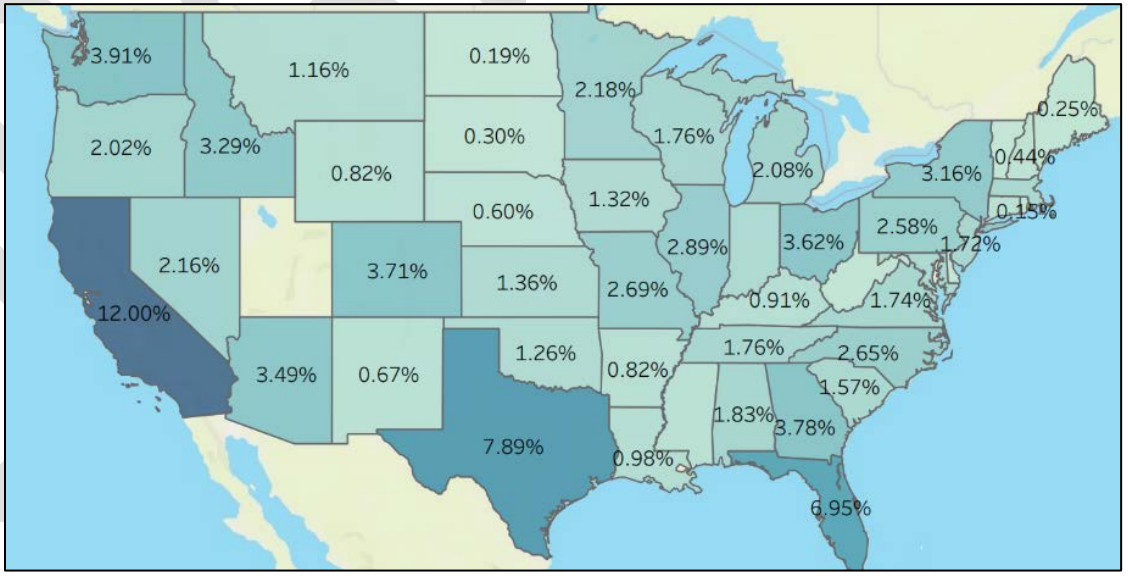


Figure 142—Percentage Visitors by State – Utah Omitted

Number of Visitors

Visitation from people living within the tri-county area (which includes Davis County, Weber County, and Salt Lake County) is generally highest in April, with small peaks in June or July and in September or October. Visitors from within the tri-county area also visit consistently throughout most of the year, with visitation at its lowest through the winter months.

Antelope Island visitation from people living outside of the tri-county area is generally highest in July, with much more consistently high visitation throughout the summer months.

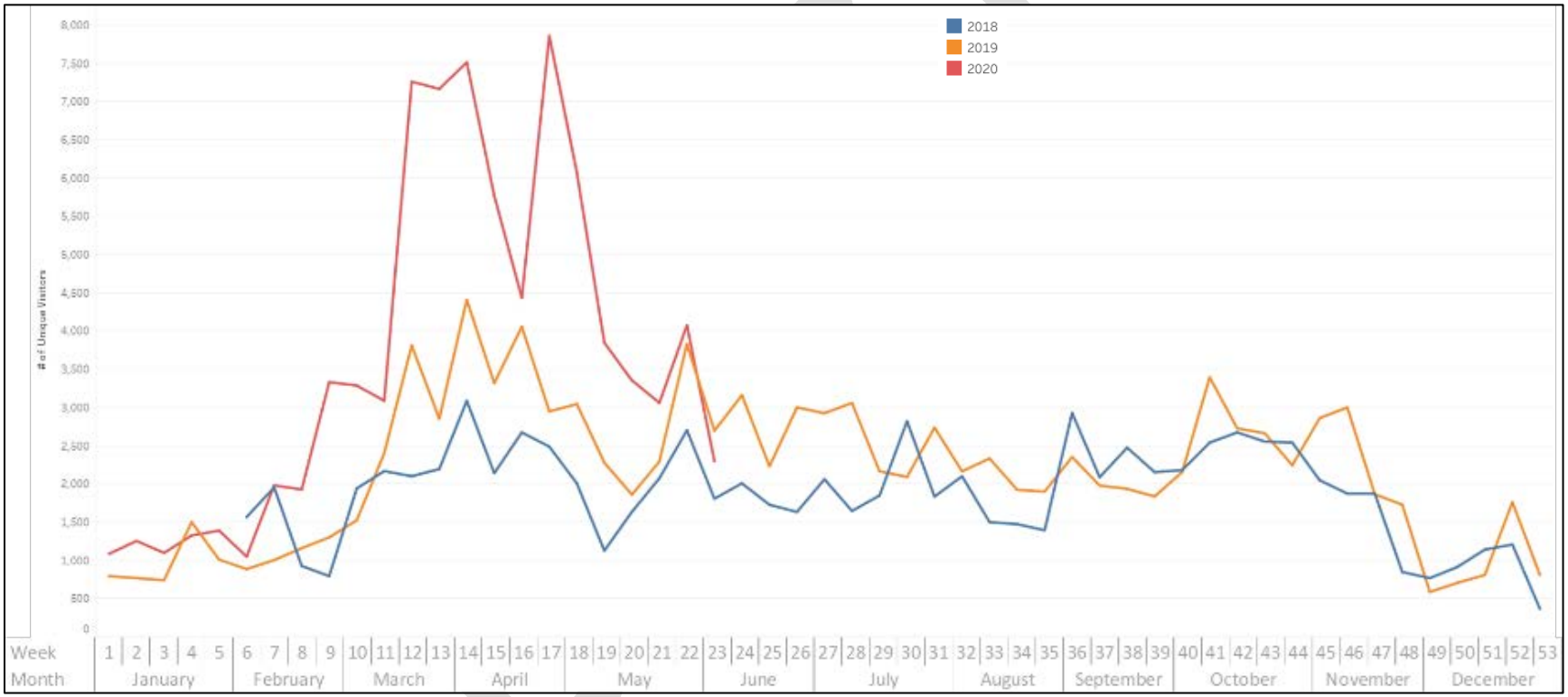


Figure 143—Weekly Visitors Within Tri-County Area

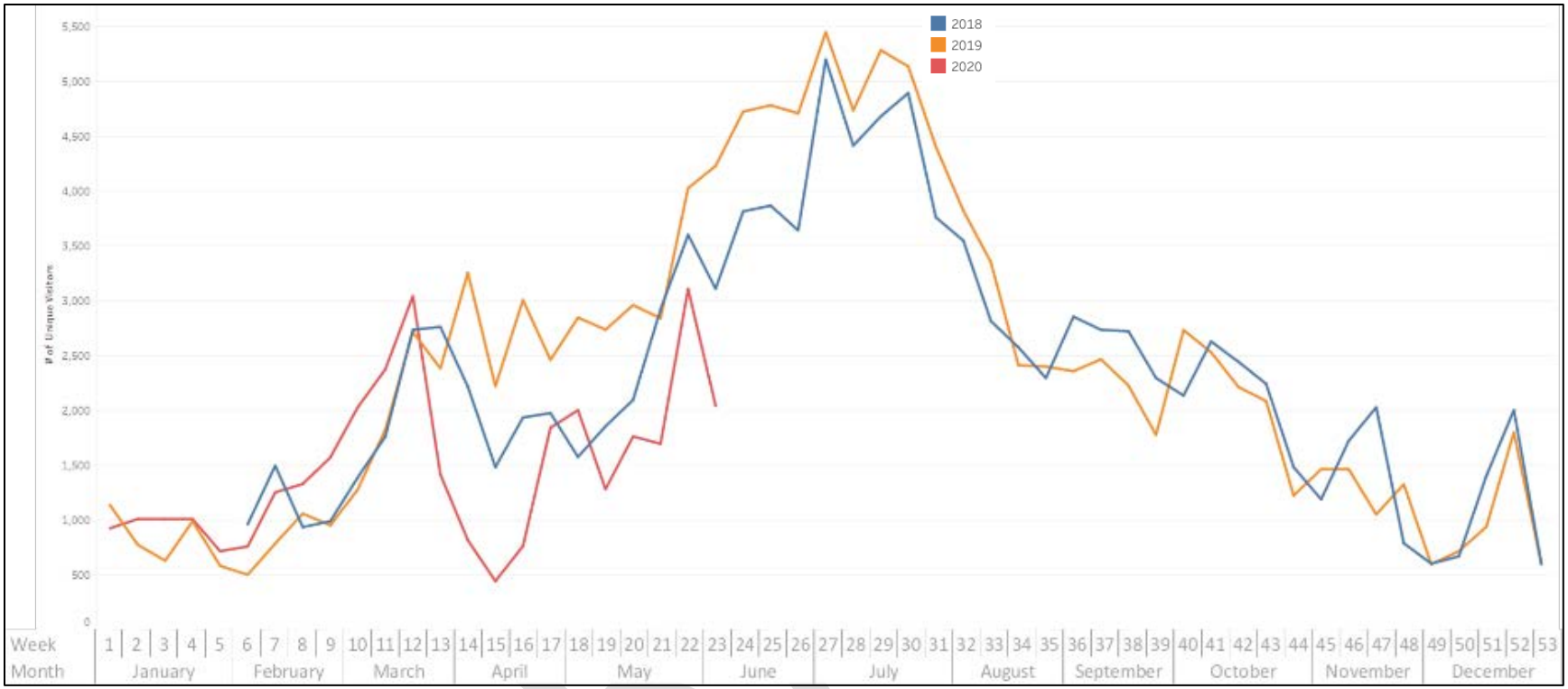


Figure 144—Weekly Visitors Outside of Tri-County Area

DRAFT

The major increase in visitation from individuals who live within the tri-county area in the spring of 2020 is attributed to COVID-19. Similar fluctuations were seen in other outdoor recreation areas throughout the country, as people sought outdoor activities which were safe to visit within their immediate area.

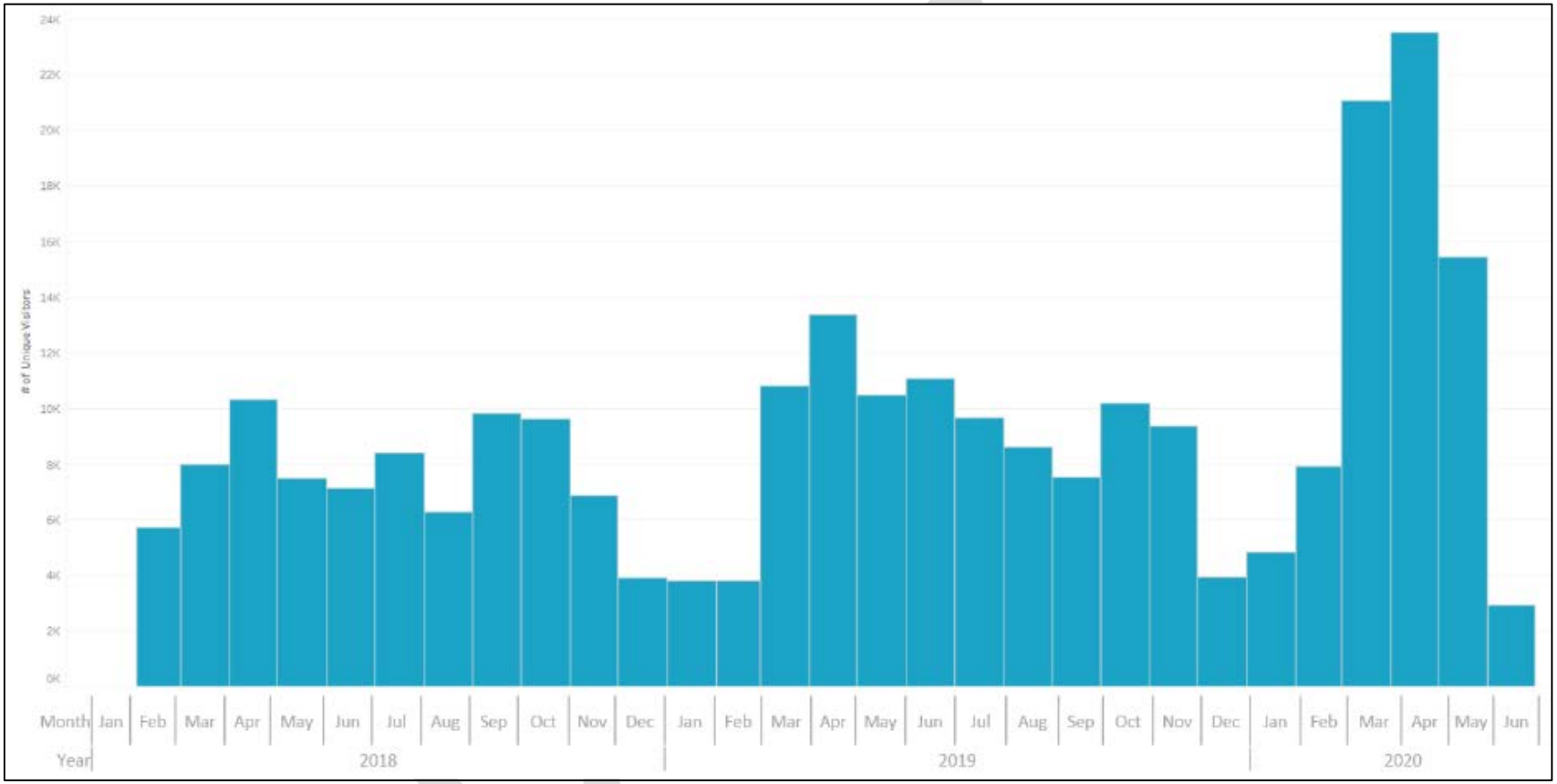


Figure 145—Monthly Visitors Within Tri-County Area

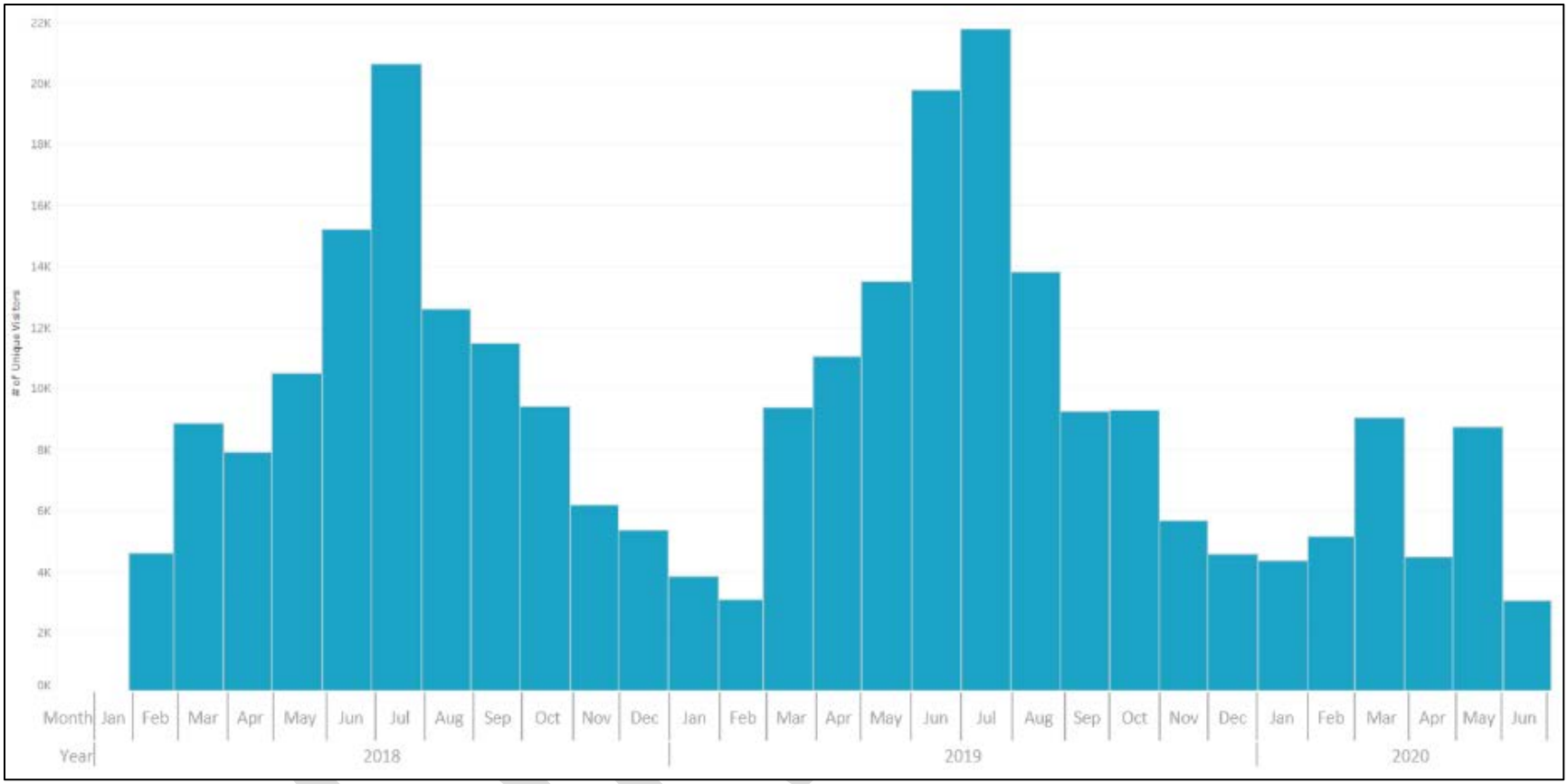


Figure 146—Monthly Visitors Outside of Tri-County Area

Length of Stay

The visitation data shows how many people visit Antelope Island on multiple days within a quarter. (Data is analyzed by quarter instead of by year since the goal is to see how often people are returning to Antelope Island within the course of a single trip.)

In 2019, visitors from within the tri-county area had slightly higher repeat visitation in Q1, shown in Figure 21. Visitors from outside the tri-county area had slightly higher repeat visitation in Q4, shown in Figure 22.

Most visitors to Antelope Island only visit this State Park once within a quarter.

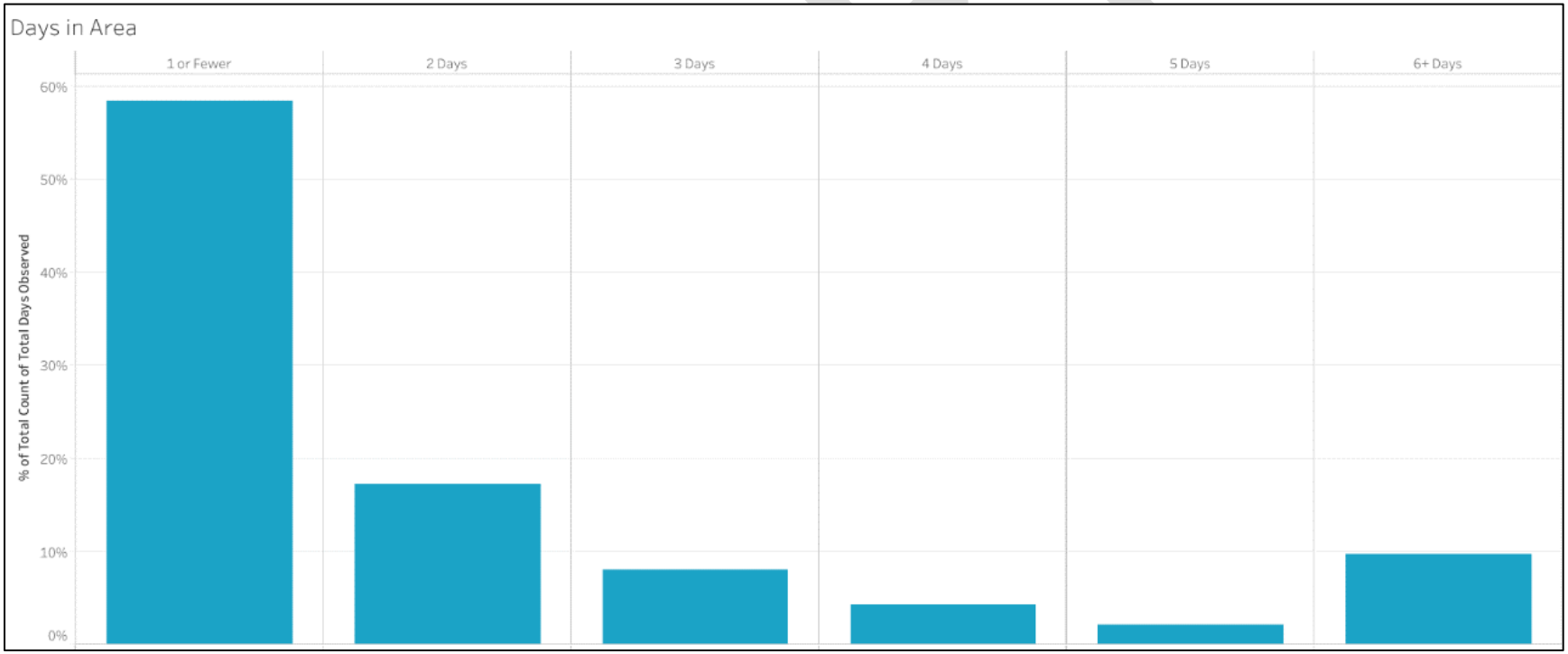


Figure 147—Q1 Repeat Visitors Within Tri-County Area

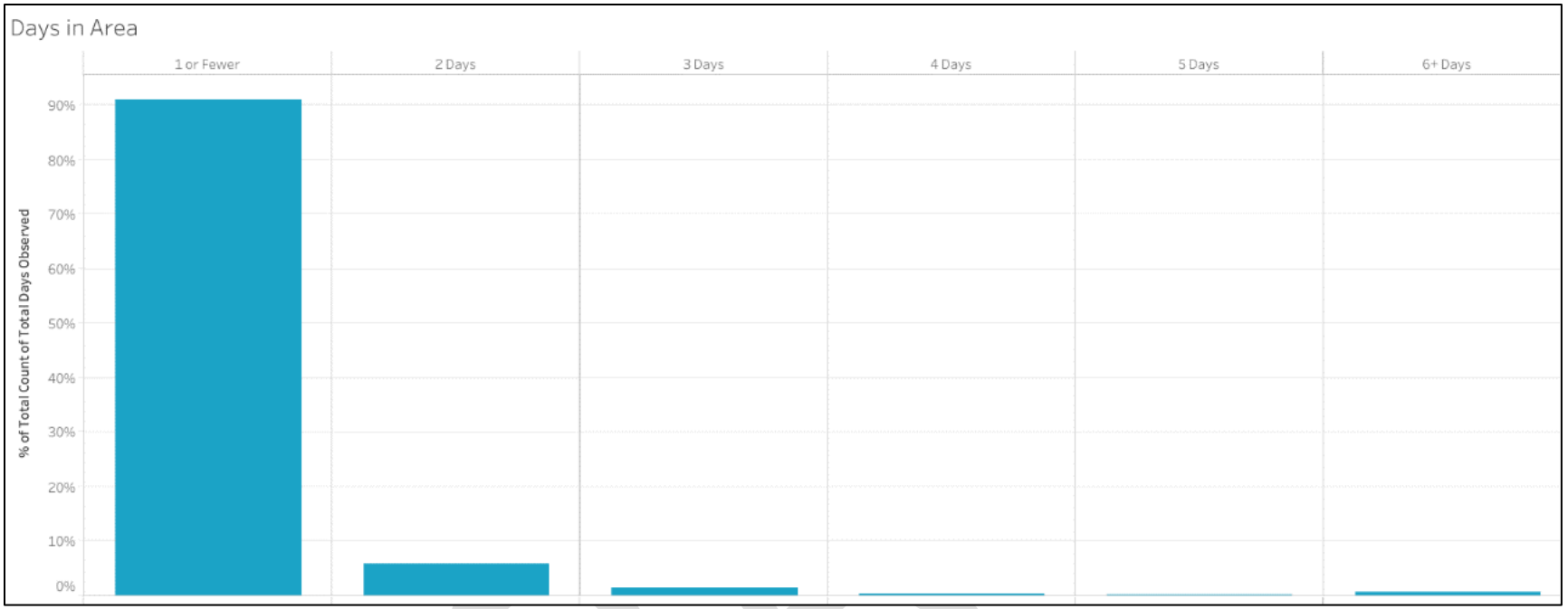
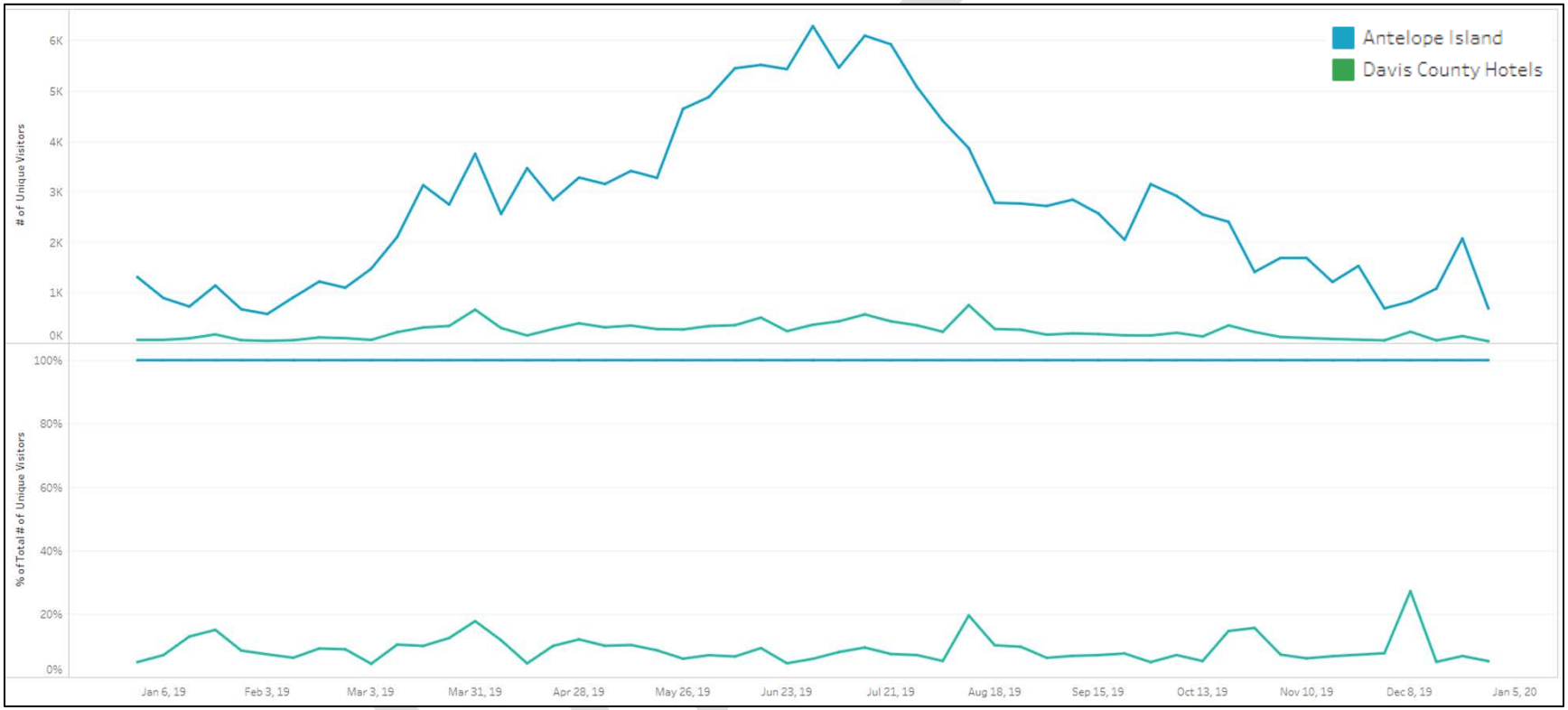


Figure 148—Q4 Repeat Visitors Outside of Tri-County Area

DRAFT

A comparison of people from outside of the tri-county area who visited both Antelope Island and a hotel within Davis County on the same day shows the likelihood that they are staying in the area and seeking out recreational activities. There does not appear to be a strong relationship which would indicate that there is opportunity to attract those that are visiting Davis County to stop at Antelope Island State Park.

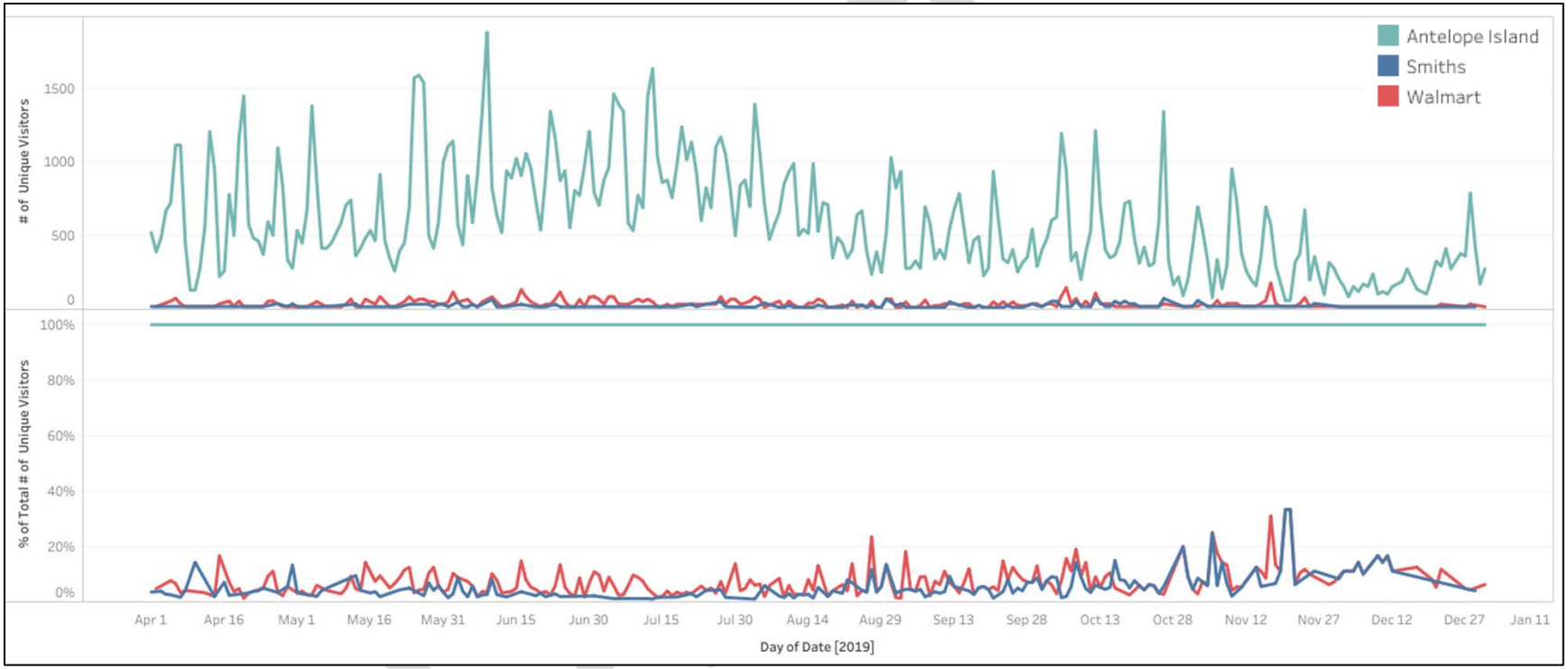


SOURCE: See Source

Figure 149—Visitors at Davis County Hotels from Outside of Tri-County Area

Visitors at Local Stores

Figure 24 shows how many Antelope Island visitors in 2019 (with a home address at least 25 miles from Syracuse in order to remove local shoppers) also visited the Smiths or Walmart in Syracuse. The top chart shows number of visitors at each location. The bottom chart shows the percentage of visitors who stopped at both Antelope Island and local stores. There does not appear to be a strong relationship between visitation at Antelope Island State Park and local stores (Smith's and Walmart).

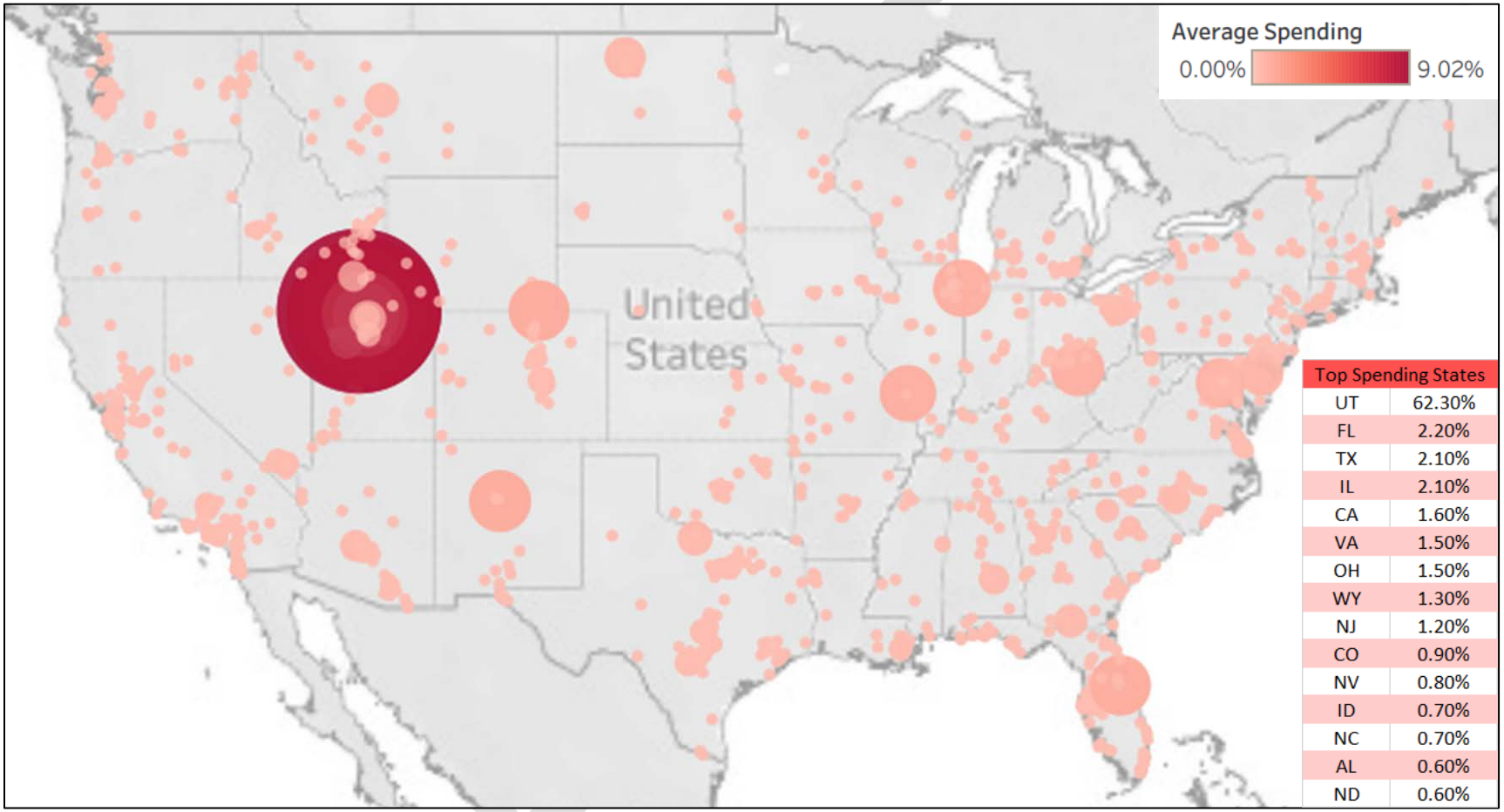


SOURCE: See Source

Figure 150—Visitors at Local Stores

Source of Spending

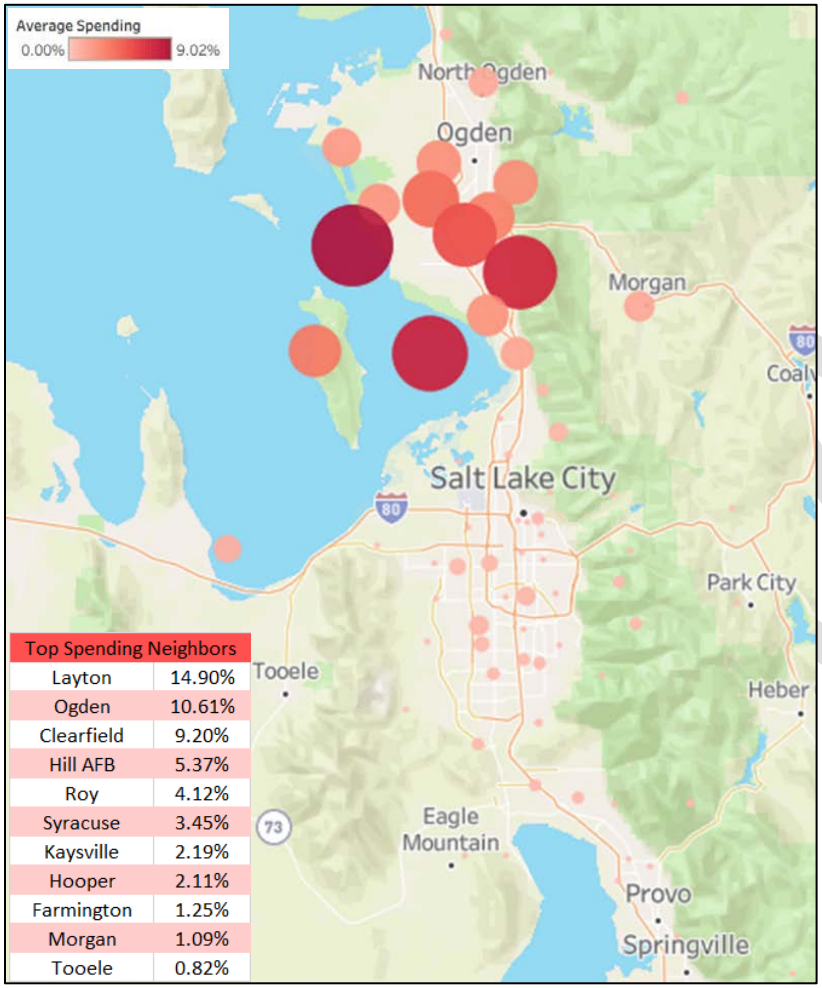
This shows the spend share in Syracuse from May 2018 to January 2020 based on the home location of Antelope Island visitors from the USA. Spending is broken down by zip code in the map, and by State in the table.



SOURCE: See Source

Figure 151—Sources of Spending from the USA

This shows the spend share in Syracuse from May 2018 to January 2020 based on the home location of Antelope Island visitors from the Wasatch Front. Spending is broken down by zip code in the map, and by City in the table.



Top Spending Neighbors	
Layton	14.90%
Ogden	10.61%
Clearfield	9.20%
Hill AFB	5.37%
Roy	4.12%
Syracuse	3.45%
Kaysville	2.19%
Hooper	2.11%
Farmington	1.25%
Morgan	1.09%
Tooele	0.82%

Figure 152—Sources of Spending from the Wasatch Front

Visitors' Favorite Places by Category

This shows the other locations at which visitors to Antelope Island (with a home address at least 150 miles from Syracuse) spend their time. Categories are defined by the location's primary activities. Bubble size indicates number of Antelope Island visitors who also visited that location in 2019.

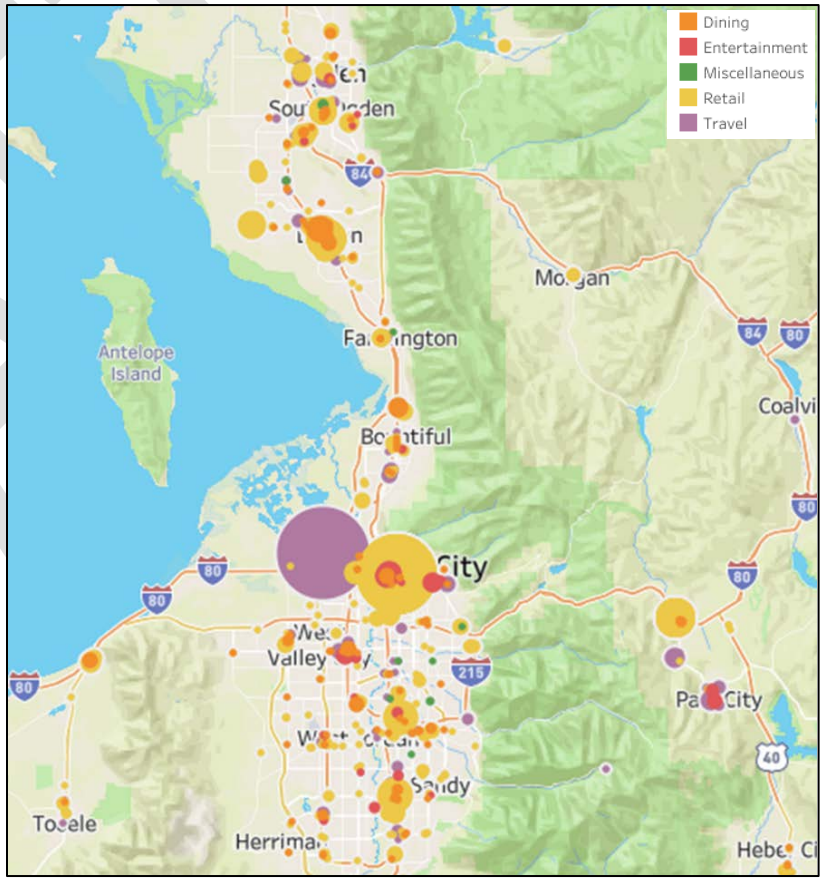


Figure 153—Visitors' Favorite Places

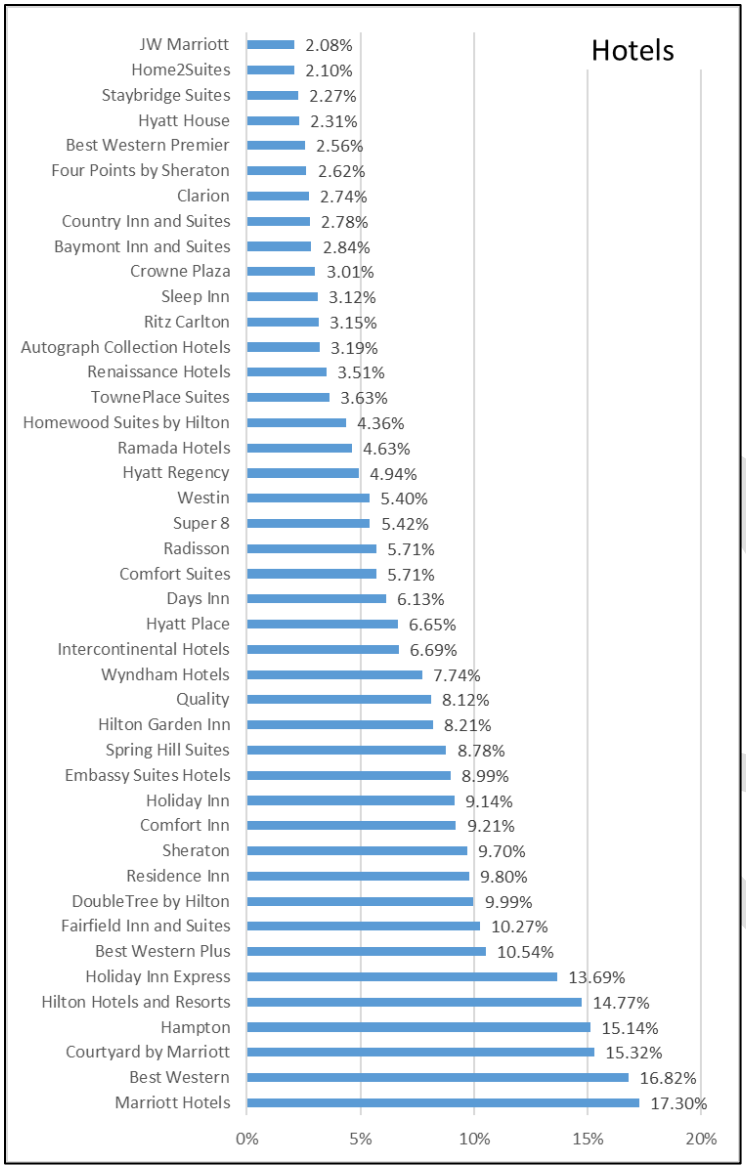


Figure 154—Favorite Hotels of Antelope Island Visitors

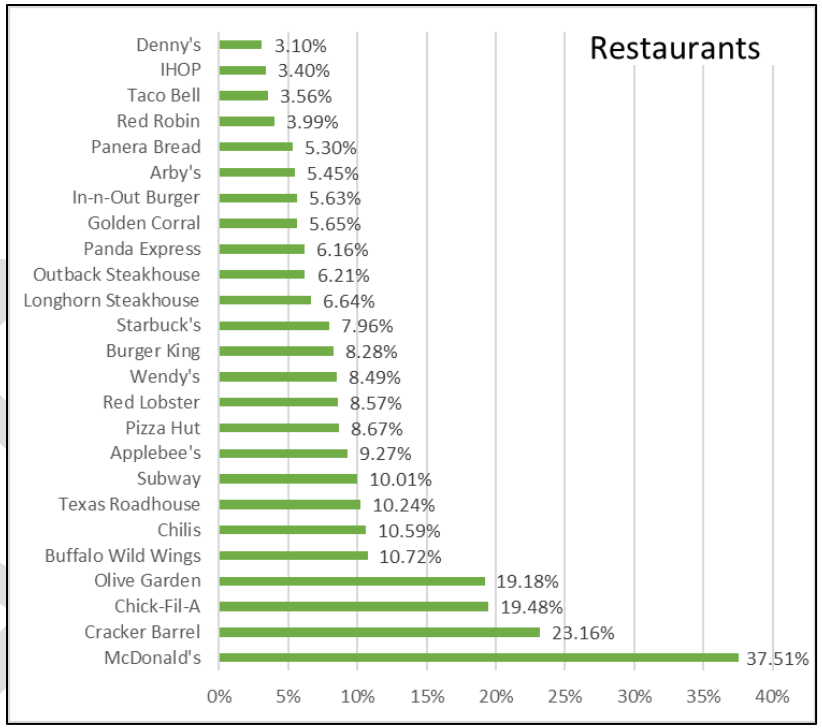


Figure 155—Favorite Restaurants of Antelope Island Visitors

Retail Recruitment Prospects

These retail recruitment targets were compiled to align with the types of business identified in the retail opportunities section of this report. Additionally, recruitment targets were selected primarily from businesses who already have a location in Utah, as many businesses look to expand within a region.

Recreation	**Indoor Fun**	
	Getout Games	https://getoutgames.com/
	A Great Escape	https://www.agreatescapeutah.com/
	Elevation Rock Gym	http://www.elevationrockgym.com/
	Quarry Climbing	https://quarryclimbing.com/
	iRock	http://www.irockutah.com/
	Outdoor Fun	
	Moab Boulder Park	https://www.facebook.com/MoabBoulderPark/
	U Pick Farm	https://howtostartanllc.com/business-ideas/berry-farm#start
	Zipline Utah	https://www.ziplineutah.com/
	Aqua Adventures	https://www.aqua-adventures.com/lesson/hydro-bike/
	Boats4Rent	https://boats4rent.com/boat_cat/hydro bike/
	Hydro Bikes	https://hydrobikes.com/pages/hydrobike-rental-locations

Artisan Treats & Shops	**Chocolate Shops/Cafes**	
	Ritual Chocolate	https://www.ritualchocolate.com/
	Millcreek Cacao Roasters	https://www.millcreekcacao.com/
	Amano Artisan Chocolate	http://amanochocolate.com/
	Crio Bru	https://criobru.com/
	Tandem Chocolates	http://tandemchocolates.com/
	Taste	https://havetaste.com/
	Bakeries/Cafes	
	Les Madeleines	http://lesmadeleines.com/
	Biscotti's Bakery & Café	https://www.biscotts.com/
	Fillings & Emulsions	https://www.fillingsandemulsions.com/
	Auntie Em's	http://www.auntieemspc.com/
	Schmidt's Pastry Cottage	https://www.schmidtspastry.net/
	Caputo's	https://caputos.com/
	Zapplz	https://www.zapplz.com/
	Stationary Boutique	
	Posh Paperie	https://poshpaperieutah.com/
	Tabula Rasa	www.tabularasastationers.com/
	Glassblowing & Glassware	
	Holdman Studios	www.holdmanstudios.com/
	Cira Studio	http://www.cira-studio.com/
	Artisan Jewelry	
	LilahV	https://www.lilahv.com/
	Ker-ij	https://havekerij.com/
	Street Bauble	https://www.streetbauble.com/
	The Copper Forge	www.thecopperforge.com/
	Leather Work	
	HBE Leather Works	www.hbeleatherworks.com/
	Rustico	https://www.rustico.com/
	Kodiak Leather Co.	https://kodiakleather.com/

DRAFT

Birdwatching		
	Art Supplies / Classes	
	Art Access	https://www.accessart.org/
	Art at the Main	http://artatthemain.com/
	Blick	https://www.dickblick.com/stores/utah/salt-lake-city/
	Draw Inc. (NPO)	https://drawinc.org/
	Imagination Station	https://www.imaginationstationartcraftsupplies.com/
	Color Me Mine	https://www.colormemine.com/
	The Art Box	https://www.artboxogden.com/
	Birding Supplies	
	America's Country Store	www.rockinecountrystores.com/
	Backyard Bird Shop	https://backyardbirdshop.com/welcome-newest-members-flock/
	Backyard Birds	https://www.facebook.com/pg/backyardbirdsslc/about/?ref=page_internal
	Bird Watcher's General Store	http://birdwatchersgeneralstore.com/
	Wild Bird Shoppe	https://www.wildbirdshoppe.com/
	Wild Birds Unlimited	https://saltlakecity.wbu.com/curbside-or-delivery
	Camera Equipment & Sales	
	ACME Camera Company	https://www.acmecamerarental.com/camshop
	Allen's Camera	https://allenscamera.net/
	Pixels	http://pixelsfoto.com/eshop/
	The Imagining Depot	http://theimagingdepot.com/

Visitation Data		
	Children's Clothing	
	Spoiled Rotten	https://spoiledrottenchildrensboutique.weebly.com/
	The Children's Hour	https://childrenshourbookstore.com/
	Over the Moon	https://www.otmboutique.com/
	Babinski's Baby	https://babinskis.com/
	Pet Supply Store	
	Paw Paw's	https://pawpawsdogwash.com/
	Barking Cat	https://www.thebarkingcatparkcity.com/
	The Dog's Meow	https://www.dogsmeow.com/
	Toy Store	
	2 Vagabonds	https://2vagabondsimports.com/
	Little Adventures	https://littleadventures.com/
	Red Balloon	https://www.redballoontoystore.com/
	Wigglish Toy Store	www.facebook.com/WigglishToyStore/

Development Pairing		
	Event Center	
	Oak Hills	https://www.oakhillsutah.com/
	Talia Event Center	http://taliaeventcenter.com/
	The 5th Floor	https://www.thefifthfloorutah.com/
	The Briar Wood	https://www.thebriarwood.net/
	The Copper Nickle	https://www.coppernickelevents.com/
	Western Garden	https://westerngardens.com/
	Sports Supply Store	
	Pro Image Sports	https://proimagesports.com/
	Green Adventure Sports	www.greenadventuresports.com/
	Safari Supply	https://safari-supply.com/
	L9 Sports	https://www.levelninesports.com/retail/ogden-utah-ski-and-bike-shop

DRAFT

Outdoor Enthusiasts		
	Outdoor Clothing	
	Columbia	https://www.columbia.com/home
	Fernweh Lifestyle	https://shop.fernwehlifestyle.com/
	Hillock Sports	https://www.hillocksports.com/
	Life is Good	https://www.lifeisgood.com/
	Northface	https://www.thenorthface.com/
	Northland Professional	https://www.northland-usa.com/
	Pendleton	https://www.pendleton-usa.com/
	Royal Robins	https://www.royalrobbins.com/
	Outdoor Retail	
	5.11 Tactical	https://www.511tactical.com/
	Backcountry	https://www.backcountry.com/
	Brigham Outdoors	https://www.brighamoutdoors.com/
	Cabela's	https://www.cabelas.com/home.jsp
	Campsaver	https://www.campsaver.com/
	Cotopaxi	https://www.cotopaxi.com/
	Gear 30	https://www.gearthirty.com/
	GearHeads	www.moabgear.com
	Recreation Outlet	https://recreationoutlet.com/
	Scott	https://www.scott-sports.com/us/en/
	Thee Outer Limit	http://stores.theeouterlimit.com/
	Tribe One	https://www.tribeoneoutdoors.com/
	Uncharted Supply Co	https://unchartedsupplyco.com/
	XT Outfitters	https://xtoutfitters.com/
	Other Recreation	
	Aqua x Zone	https://www.aquaxzone.com/
	Ropes Courses Inc.	https://www.ropescoursesinc.com/
	Zipline Utah	https://www.ziplineutah.com/

Outdoor Enthusiasts		
	Breweries	
	2 Row Brewing	https://2rowbrewing.com/home
	Avenues Proper	http://www.avenuesproper.com/
	Bewilder Brewing	https://bewilderbrewing.com/bewilder.html
	Bohemian Brewery	http://www.bohemianbrewery.com/
	Bonneville Brewery	https://bonnevillebrewery.com/
	Cerveza Zolupez Beer Co	https://zolupez.com/
	Desert Edge	https://desertedgebrewery.com/
	Edge of the World Brewery	https://www.edgeoftheworld.bar/home
	Epic Brewing	https://www.epicbrewing.com/
	Fisher Beer	http://www.fisherbeer.com/
	Hoppers	https://www.hoppersbrewpub.com/
	Kiitos Brewing	https://kiitosbrewing.com/
	Level Crossing Brewing	https://levelcrossingbrewing.com/
	Mountain West Cider	https://mountainwestcider.com/
	Proper Brewing Co	http://www.properbrewingco.com/
	RoHa Brewing	https://rohabrewing.com/
	Roosters Brewing Co	https://www.roostersbrewingco.com/
	Salt Flats Brewing	https://saltflatsbeer.com/
	Saltfire Brewing Co	https://www.saltfirebrewing.com/
	Shades Brewing	https://www.shadesbrewing.beer/
	Squatters Craft Beers	https://www.squatters.com/default.aspx
	Strap Tank Brewery	https://straptankbrewery.com/
	Talisman Brewing Co	https://www.talismanbrewingco.com/home
	TF Brewing	https://www.tfbrewing.com/
	The Hive Winery	http://www.thehivewinery.com/
	Toasted Barrel Brewery	https://www.toastedbarrelbrewery.com/
	UTOG Brewing Co	https://www.utogbrewing.com/
	Wasatch Brewery	https://www.wasatchbeers.com/
	Zion Brewery	https://www.zionbrewery.com/

DRAFT

Developer Recruitment Prospects

This list includes many prominent developers based in Utah. It is recommended to reach out to in-state developers first, then extending the reach if needed.

Business	URL	Retail	Office	Residential	Industrial	Hotel	Senior	Medical
Hamilton	https://www.hamiltonpartners.com/	✓	✓	✓	✓			
Woodbury	https://www.woodburycorp.com/	✓	✓	✓		✓		
Gardner	www.gardnercompany.net	✓	✓	✓				✓
Wright Development	https://www.wrightdevelopment.com/	✓	✓	✓				
Utah Property Management Assoc.	https://utpma.com/	✓	✓	✓				
Wadsworth	http://www.wadsdev.com/	✓	✓		✓	✓		
Boyer	https://www.boyercompany.com/	✓	✓		✓			✓
DRH Co.	https://www.thedrhcompany.com/	✓	✓					
Dakota Pacific	https://dakotapacific.com/	✓	✓					
Roderick	http://www.roderickrealty.com/	✓			✓			
Wasatch	http://wasatchgroup.com/		✓	✓	✓	✓		
JF Capital	https://jfcapital.com/		✓	✓			✓	
DAI Commercial	https://www.daicommercial.com/		✓			✓	✓	

DRAFT

Appendix IV - Aerospace Engineering and Related Firms

More than 30,000 Utahns are employed in the aerospace industry, with average wages of over $78,000 across 944 establishments. Utah ranks among the top five States for industry attractiveness and concentration of the tech workforce.

"The aerospace and defense industries are major contributors to the state's vibrant and healthy economy. These top-notch companies create a rippling effect that adds to the state's growing supply chain. Innovative technologies enable diversification and fuel growth within our economy," says Val Hale, executive director of the Utah Governor's Office of Economic Development.

Following are brief descriptions of aerospace firms with operations in Utah, including locations and contact information. Syracuse City can benefit in at least three ways through relationships with appropriate aerospace organizations:

1. Syracuse is attractive for aerospace employees to live here.
2. Those who are visiting, transferring to, or interning at aerospace firms need temporary residences which Syracuse can provide – in a countryside setting with nearby parks, bike paths and, as they develop, local restaurants.
3. Aerospace companies, especially those who are growing and located near Syracuse, will likely be interested in remote workspaces and remote offices due to changing attitudes towards high concentrations at their current sites. Syracuse has ample commercial and industrial space that could be developed to provide new types of remote workplaces.

Northrop Grumman

4,500 employees across Utah, 13 facilities

- Ogden – 890 Ogden Canyon, 801-399-0365 (conference center)
- Ogden – 4336 S 1650 W
- Hill AFB – 5816 D Ave
- Clearfield – 11th St.
- Clearfield – 14 13th St C
- Clearfield – S Freeport Indl. Pkwy., 801-775-1262
- Clearfield – 1436 Legend Hills Dr
- Layton – 1530 Layton Hills Pkwy, 801-217-5123
- SLC – 2211 W North Temple, 801-539-1200
- Magna – 5000 S 8400 W, 801-251-5911
- Magna – 7912 W 4100S
- Roy – EDC Project name: *Unity*, announced Jan 2020, Falcon Hill near Hill AFB, 2,250 jobs, $380M, 470k ft². Tax credit up to $60M over the 20-year life of the contract.



DRAFT

Boeing

760 employees in Utah

- Hill AFB – 6006 Wardleigh Rd
- Layton – 465 Marshal Way, 801-497-0170
- SLC – 1760 3300 W
- SLC – 1215 2200 W, 801-537-6400
- West Jordan – 10026 S Prosperity Rd
- EDC Project name: *Leo*, announced 2011, West Jordan, 104 jobs, 850k ft2. EDTIF tax credits



Janicki Industries

Advance composite materials and exotic metals

50+ employees

- Layton – 3838 N Fairfield Rd E
- EDC Project name: *Apple Blossom*, announced 2010, Logan, 50 jobs, $20M, 101k ft2. Tax credit

Kihomac

275+ employees

- Layton – 3800 N Fairfield Rd, 801-593-5440



DRAFT

BAE Systems

800 employees

- Clearfield – Falcon Hills Rd
- Clearfield – Falcon Hill Aerospace Research Park
- Roy – 1868-1882 4000 S St., 801-732-1103



Mission Support

Depot overhaul to DoD

20-49 employees

- Clearfield – Freeport Center Building Z-15, 801-773-7900

Williams International

Gas turbines

500-999 employees

- Ogden – 3450 Sam Williams Dr, 801-395-6531

Barnes Aerospace

Aircraft engine parts

100-249 employees

- Ogden – 1025 E Depot Dr, 860-409-4664
- Also, locations in Phoenix AZ, East Granby & Windsor CT, Lansing MI, West Chester OH

Borsight

Aviation systems

~140 employees

- Ogden – 3525 Airport Rd, 801-409-1488
- EDC Project name: *Hercules* announced Jan 2018, 95 jobs. $6M

DRAFT



Parker Hannifin

Motion and control technologies

?? Employees in Utah

- Ogden – 1425 W 2675 N, 801-786-3000
- SLC ~1700 S 5500 W, 801-209-9423
- West Valley City – 2220 3600 W, 801-972-3000
- EDC Project name: *737* announced Q1 2018. Ogden. 77 Jobs. $3M. EDTIF tax credit





Select Engineering Services

33 employees, $6M

- Layton – 1544 Woodland Park Dr, 801-399-1858

AES—Aerospace Engineering Support

Sheet metal, machining, metal coating

20-49 employees

- Ogden – 1307 2550 S, 801-394-9565

DRAFT

General Atomics

Diversified Defense

100-249 employees

- Layton – 579 Heritage Park Blvd, 801-525-5500
- Spanish Fork – 301 W 3000 N



L3 Harris Technologies

Defense Contractor

3,400 employees in Utah (HQ)

- SLC – 950 2200 W
- SLC – 640 2200 W
- SLC – 2645 S 300 W, 801-486-7481



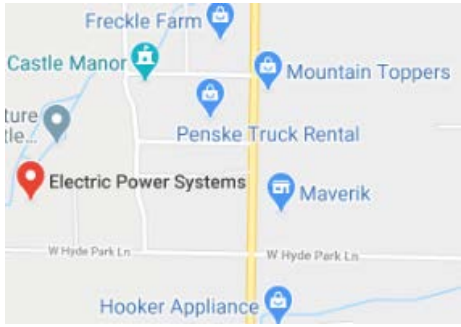
Electric Power Systems

Electric power systems—batteries

128+ employees

- North Logan HQ coming soon
- Logan, 120 W Cache Valley Blvd
- Hyde Park – 207 W 3700 N (near Logan)
- USU – Battery Limit & Stress Test Lab
- USU – Electric Vehicle Lab

EDC Project name: *Morgan*, announced Q2 2017, Logan, 128 jobs, $12M, 15k ft^2. EDTIF tax credit rebate.



DRAFT

ElectraFly

Drones, single-passenger VTOL multicopter

?? Employees

- North Salt Lake

Charon Technologies

Electronic security

?? Employees

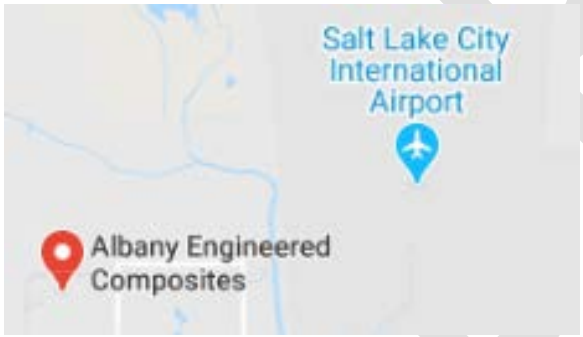
- EDC Project name: *Meechum 2*, announced Q1 2017 in Logan, 20 jobs, 1.5k ft²

Albany Engineered Composites

Advanced composites

500-999 employees

- SLC – 5995 W Amelia Earhart Dr, 801-537-1800



Hexcel

Advanced composites

600+ employees

- West Valley City – 6700 W 5400 S, 801-508-8000



Moog

Precision control systems

250-499 employees

- SLC – 2268 3270 W 801-974-7200

Advanced Composites

Fiber-reinforced composites

95 employees, $19M

- SLC – 2575 S 3270 S, 801-467-1204

DRAFT

Advance Manufacturing Technology

Prototype, design for manufacturability

67 employees, $13M

- SLC – 859 S 3600 W, 801-973-9462

Kaddas Enterprises

Thermoforming

51 employees, $10M

- SLC – 255 N Apollo Rd, 801-972-5400

Aerotek

Recruiting & staffing

47 employees, $9M

- North SLC – 395 W 1100 N, 801-292-0493

Vaporsens

Chemical detection

42 employees, $8M

- SLC – 615 Arapeen Dr,

OpsGear

Parachutes & all kinds of other stuff

42 employees, $8M

- SLC - 2140 South 3600 West, 385-242-9066

Katana Electronics

Circuit boards, cables, box builds

40 employees, $8M

- West Valley City – 1272 W. 2240 S

Backstreet Surveillance

Security cameras

38 employees, $8M

- SLC – 390 West Ironwood Drive, 801-431-3056

Radius Engineering

Net-shape & out of autoclave composites

37 employees, $7M

- SLC - 1042 West 2780 South, 801-886-2624

Atlantic Aviation

Servicing business aircraft

20-49 employees

- SLC – 239 N 2370 W, 972-905-2591

Parvus Corp.

Acquired by Curtis Wright, rugged embedded computing & communications equip.

20-49 employees

- SLC – 3222 S Washington St, 801-483-1533

DRAFT

Bemsco

Landing gear & precision parts

20-49 employees

- SLC – 1193 S 400 W, 801-487-7455

Optisys

Antenna design, metal 3D printing

16 employees

- West Jordan – 6764 Airport Rd, 801-664-5595

StealthGear USA

Holsters

128 employees, $25M

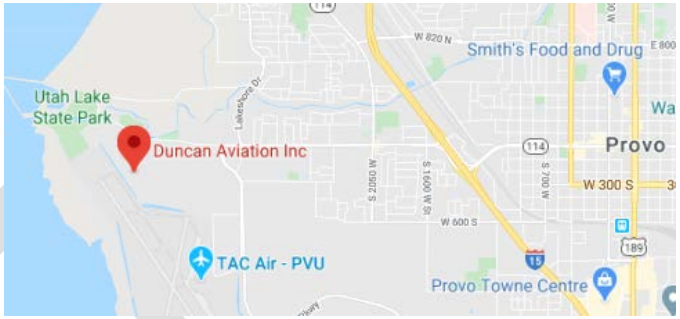
- American Fork

Duncan Aviation

Business jet support

700+ employees

- Provo – 22 South 3800 West, 801-342-5600
- EDC Project name: *Donut*, (renewal) announced Q3 2016, Provo, 700 jobs, $52M. 320k ft². EDTIF tax credit rebate.



IMSAR

High-performance radar

~100 employees

- Springville – 940 S 2000 W, 801-798-8440

Precision Cast Parts Corp

Acquired by Klune – machining, forging, kitting

100-249 employees

- Spanish Fork – 1800 N 300 W, 314-997-2100

SyberJet & Metalcraft Technologies

Subs of MSC Aerospace – long-range business jets

1,200+ employees

- Cedar City – 526 North Aviation Way, 435-238-7165
- EDC Project name: *Lady Hawk*, announced 2013, Cedar City, 1,200 jobs, $300M, 300k ft2. EDTIF tax credit

DRAFT

Ram Company

Solenoids, control valves

164 employees

- St. George – 3172 E Deseret Dr, 435-673-4603

ACT Aerospace

Aircraft composite development, design, & mfg.

140+ employees

- Gunnison, UT, 425 E 400 Nm 435-528-7199

Barnes Bullets

100 employees, $20M

- Mona, UT

Other Large Employers in Davis County

Lifetime Products

Plastics and durable goods, including sporting goods and outdoor furniture.

1,400 employees

- Clearfield – Freeport Ctr #D-11, 801-776-1532

Utility Trailer Mfg.

Refrigerated trailers

1,000 employees

- Clearfield – 1111 S 1000 W, 801-525-4300

Aerospace and Defense Firms Elsewhere in the Intermountain West and Texas

Idaho (200+ employees)

Unitech Aerospace

Composites

234 employees

- Hayden, ID - 10413 N. Aero Dr, 208-772-0533

Colorado (200+ Employees)

United Launch Alliance

2,500 employees, $1.8B

- Centennial, CO

Intelligent Software Solutions

700 employees, $750M

- Colorado Springs, CO

Arcmim

Precision machining

500-999 employees

- Longmont, CO – 7040 Weld County Road 20, 303-833-6000

DRAFT

Capco

343 employees, $67M

- Grand Junction, CO

Apogee Engineering

269 employees, $67M

Omitron

218 employees, $42M

- Colorado Springs, CO

Nevada (200+ Employees)

MRX Technologies

21,000 employees, $25B

- Las Vegas, NV

SOC

5,000 employees, $2.7B

- Hawthorne, NV

New Mexico (200+ Employees)

SolAero Technologies

512 employees, $100M

- Albuquerque, NM

Applied Technology Associates

378 employees, $74M

Sonic-Mill

Contract machining services

200-499 employees

- Albuquerque, NM – 7500 Bluewater Rd NW, 505-839-3535

Integrated Control Systems

200 employees, $39M

- Albuquerque, NM

Head Engineering Services

193 employees, $38M

Westech International

176 employees, $35M

Arizona (200+ Employees)

Honeywell Aerospace

- Phoenix, Glendale, Tucson, Tempe

Pacific Scientific Energetic Materials

705 employees, $200M

- Chandler, AZ – 7073 W Willis Dr, 480-763-3000

DRAFT

TAE Aerospace

482 employees $95M

- Scottsdale, AZ - 7879 E Beck Lane

Airtronics

87 employees, $64M

- Tucson, AZ – 1822 S. Research Loop, 520-881-3982

ArmorWorks

200 Employees, $63M

- Chandler, AZ, 33 S 56th St, 480-598-5700

Von Hanson's Meats

228 employees, $44M (most of business is in Minnesota)

- Chandler, AZ – 2390 Alma School Rd, 480-9174-2525

Precise Metal Products

Sheet metal fabrications & machined components

200-499 employees

- Phoenix, AZ – 4534 N 44th Ave, 602-272-2625

Windtech

Motor windings

200-499 employees

- Douglas, AZ – 91 G Ave, 520-364-7372

F&B Mfg.

Hydroforming, CNC machining

200-499 employees

- Phoenix, AZ – 4245 N 40th Ave, 602-272-3900

Mace Aviation

Composite & metallic aircraft structures

?? employees

- Mesa, AZ – 5456 E McDowell Rd, 480-641-1359

Texas (200+ Employees)

Aviall

1,500 employees, $3B

- Dallas, TX

MI Support Services

1,500 employees, $294M

- Denton, TX

A.E. Petsche Company

250 employees, $115M

- Arlington, TX

DRAFT

Barrios Technology

634 employees, $94M

- Houston, TX

Firefly Aerospace

240 employees, $62M

- Cedar Park, TX

Spacehab

296 employees, $58M

- Webster, TX

The Registrar Company

266 employees, $51M

- Plano, TX

All-Pro Fasteners

254 employees, $50M

- Arlington, TX

Mayday Mfg.

250 employees, $49M

- Denton, TX

Howell Instruments

217 employees, $43M

- Fort Worth, TX

RS&I

210 employees, $41M

- Houston, TX

DFW Instrument Corp

210 employees, $41M

- Addison, TX

GDC Technics

300 employees, $39M

- Fort Worth, TX

SVT GmbH

180 employees, $35M

- Katy, TX

Superior Machining & Fabrication

155 employees, $30M

- Muenster, TX

DRAFT

COUNCIL AGENDA
November 17, 2020

Agenda Item **"f"** Biennial Review for Court & Records, Public Works, and Legal

Background

- Any question regarding this agenda item may be directed at City Manager Brody Bovero, City Recorder Cassie Brown, Public Works Director Robert Whiteley, or City Attorney Paul Roberts.

- Attached you will find presentations for the "deep dive" review of these departments.

Biennial Review

As outlined in the City's Recruitment and Retention Policy:

> *Every 2 years, the City Council will conduct an in-depth review of each department. The primary purpose of the in-depth review is to discuss the operations, issues, overall direction of the department, and the goals of the City Council. The biennial in-depth review will also be a time to discuss any wage abnormalities or other special adjustments that the administration feels is needed. If wages scales of any position have moved more than 5% off of the 60th percentile (or whichever percentile the Council has set for that position) of the market, the City Council will examine the benchmarks and consider making adjustments to the wage scale and the associated wages of applicable employees of that position.*
>
> *The departments will be reviewed on a rotating basis as follows:*
> *Yr 1: Police, Fire, Park & Rec*
> *Yr 2: PW, CED, IT, Courts, Finance (Administrative Services, and Legal)*

This meeting will review Public Works, Court/Records, and Legal. The December meeting will cover CED and Administrative Services.

Discussion Goals

The following items outline the goals of this discussion:

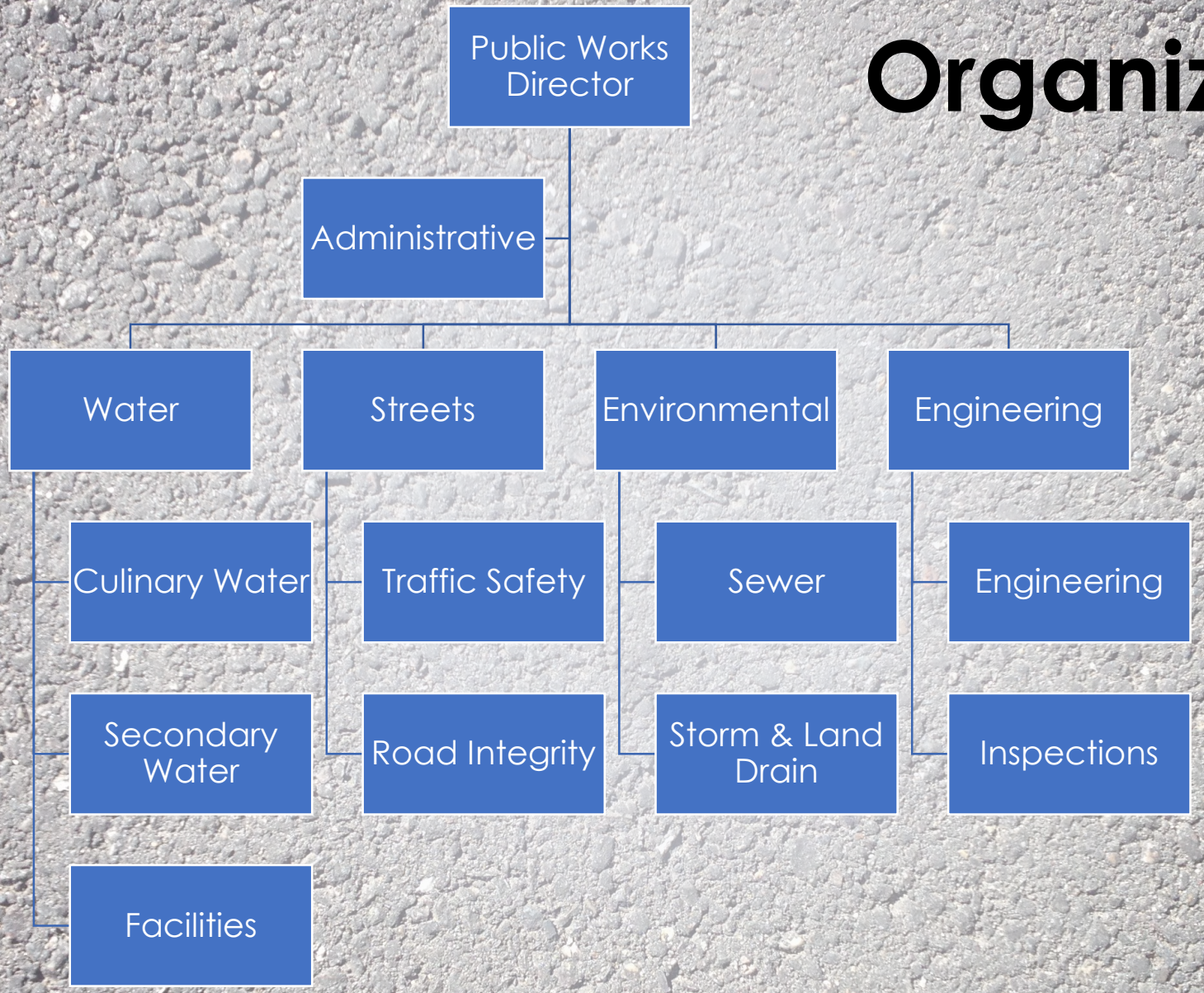
1. Conduct the biennial review for Public Works, Courts/Records, and Legal.

Syracuse Public Works

Deep Dive 2020



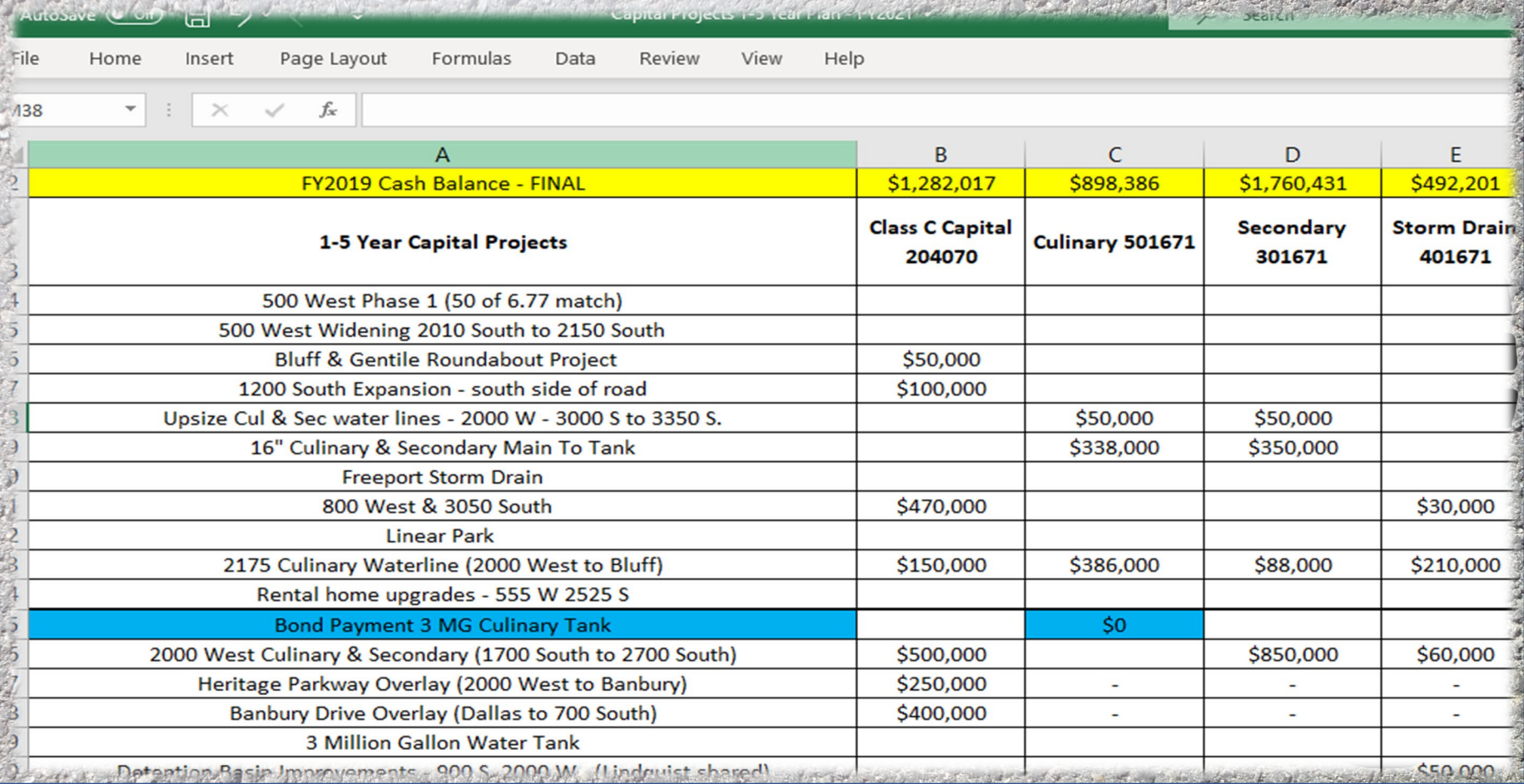
Organization



Citywide Vision Statement #1

We are a city with well maintained infrastructure, including roads, utilities, and parks, and provide services efficiently.

Five-year capital improvements plan for roads, updated annually.



File Home Insert Page Layout Formulas Data Review View Help

M38

	A	B	C	D	E
2	FY2019 Cash Balance - FINAL	$1,282,017	$898,386	$1,760,431	$492,201
3	**1-5 Year Capital Projects**	**Class C Capital 204070**	**Culinary 501671**	**Secondary 301671**	**Storm Drain 401671**
4	500 West Phase 1 (50 of 6.77 match)				
5	500 West Widening 2010 South to 2150 South				
6	Bluff & Gentile Roundabout Project	$50,000			
7	1200 South Expansion - south side of road	$100,000			
8	Upsize Cul & Sec water lines - 2000 W - 3000 S to 3350 S.		$50,000	$50,000	
9	16" Culinary & Secondary Main To Tank		$338,000	$350,000	
10	Freeport Storm Drain				
11	800 West & 3050 South	$470,000			$30,000
12	Linear Park				
13	2175 Culinary Waterline (2000 West to Bluff)	$150,000	$386,000	$88,000	$210,000
14	Rental home upgrades - 555 W 2525 S				
15	Bond Payment 3 MG Culinary Tank		$0		
16	2000 West Culinary & Secondary (1700 South to 2700 South)	$500,000		$850,000	$60,000
17	Heritage Parkway Overlay (2000 West to Banbury)	$250,000	-	-	-
18	Banbury Drive Overlay (Dallas to 700 South)	$400,000	-	-	-
19	3 Million Gallon Water Tank				
20	Detention Basin Improvements - 900 S. 2000 W. (Lindquist shared)				$50,000

Citywide Vision Statement #1

We are a city with well maintained infrastructure, including roads, utilities, and parks, and provide services efficiently.

Priority guidelines established for road and utility projects.

ENGINEERING – Capital Project Priority List

Capital projects are determined based upon the greatest need for infrastructure improvements throughout the service area. A list of capital projects for five years is reviewed and updated annually at a minimum. Updates include changes in projects, splitting or combining projects, reprioritizing projects, removing completed projects, adding projects, as well as updating anticipated construction costs as they may fluctuate with the current market.

Capital projects are included on the five-year list as highest priority based upon the following criteria, in no particular order:

- Deterioration of the road and underground utilities based upon failure or age or type of material. Including utility mains that are sized smaller than current standards.
- Other agencies, such as State Department of Transportation, neighboring cities, county, sewer district, or irrigation providers have projects on roads in the service area where local utilities may need to be improved due to deterioration, age, or a potential for failure,



Citywide Vision Statement #1

We are a city with well maintained infrastructure, including roads, utilities, and parks, and provide services efficiently.

Establish routine preventative maintenance.

PREVENTATIVE MAINTENANCE – Light Duty and Passenger Vehicles .....

PREVENTATIVE MAINTENANCE – Heavy Duty Vehicles .....

PREVENTATIVE MAINTENANCE – Specialized Equipment, Small Engines, and Trailers .....

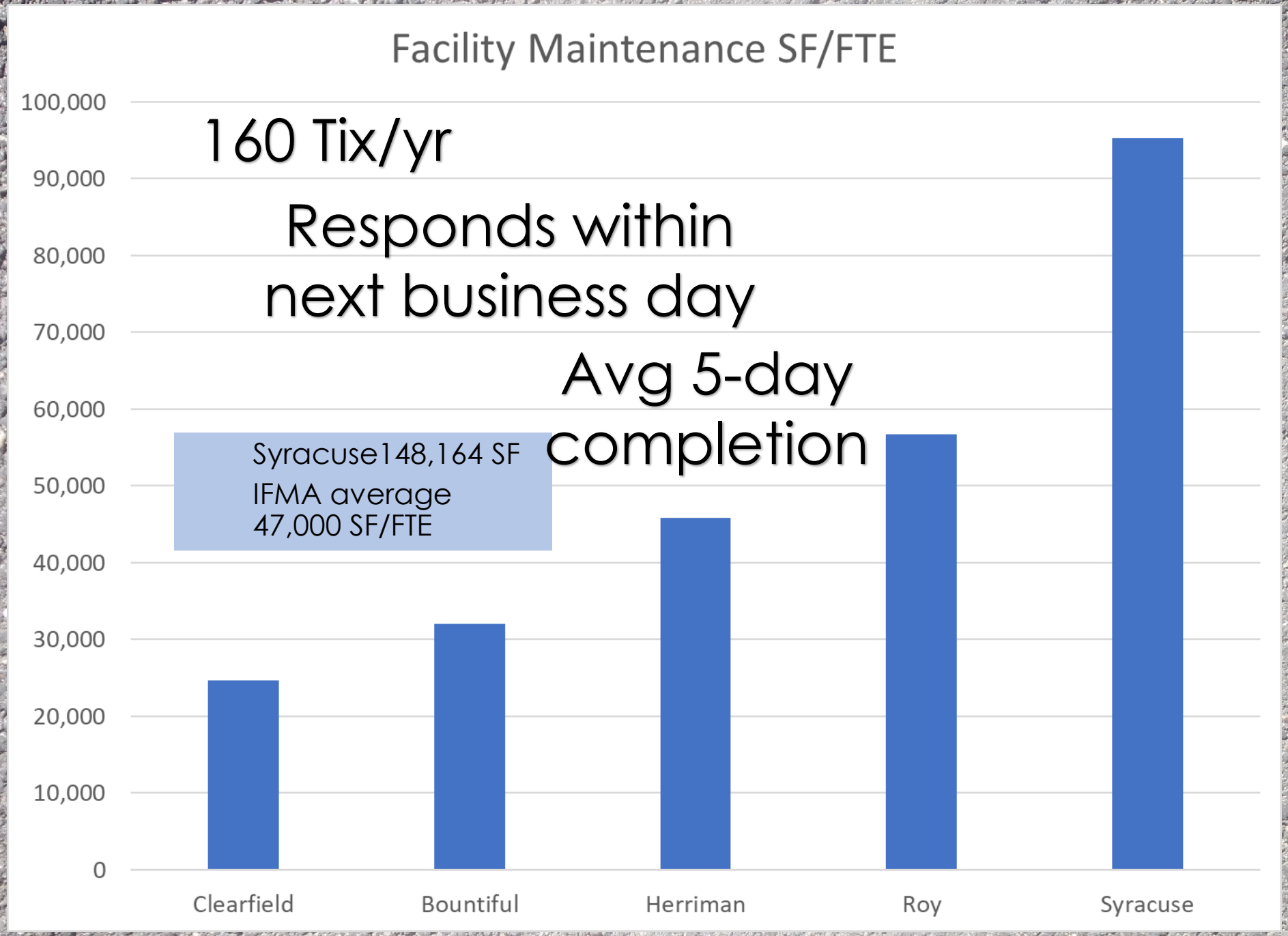
PREVENTATIVE MAINTENANCE – Snow Removal Equipment .....

BUILDINGS – Preventative Maintenance

This includes City Hall, Police Station, Fire Station, Museum, Public Works, and Jensen Park Visitors Center. The frequency of Preventative Maintenance checks occurs at different intervals based upon the need and manufacturers recommendation. The frequency categories are Bi-weekly, Monthly, Quarterly, Semi-annual, and Annual. The PM checks are consistently applied to all city buildings and are documented. The annual and semi-annual are contracted by a third-party to ensure compliance with current codes and safety regulations. The Community Center is included in the annual and semi-annual checks. City staff performs all other PM checks. The checks are as follows:

Bi-weekly	Monthly	Quarterly
Water Heater	Leaking faucets	Exhaust fans inspect/clean




Facility Maintenance SF/FTE
100,000
90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
160 Tix/yr
Responds within next business day
Avg 5-day completion
Syracuse148,164 SF
IFMA average 47,000 SF/FTE
Clearfield
Bountiful
Herriman
Roy
Syracuse

Public Works Vision Statement #1

Utilities provided by the City are affordable, but also cover the real cost of service

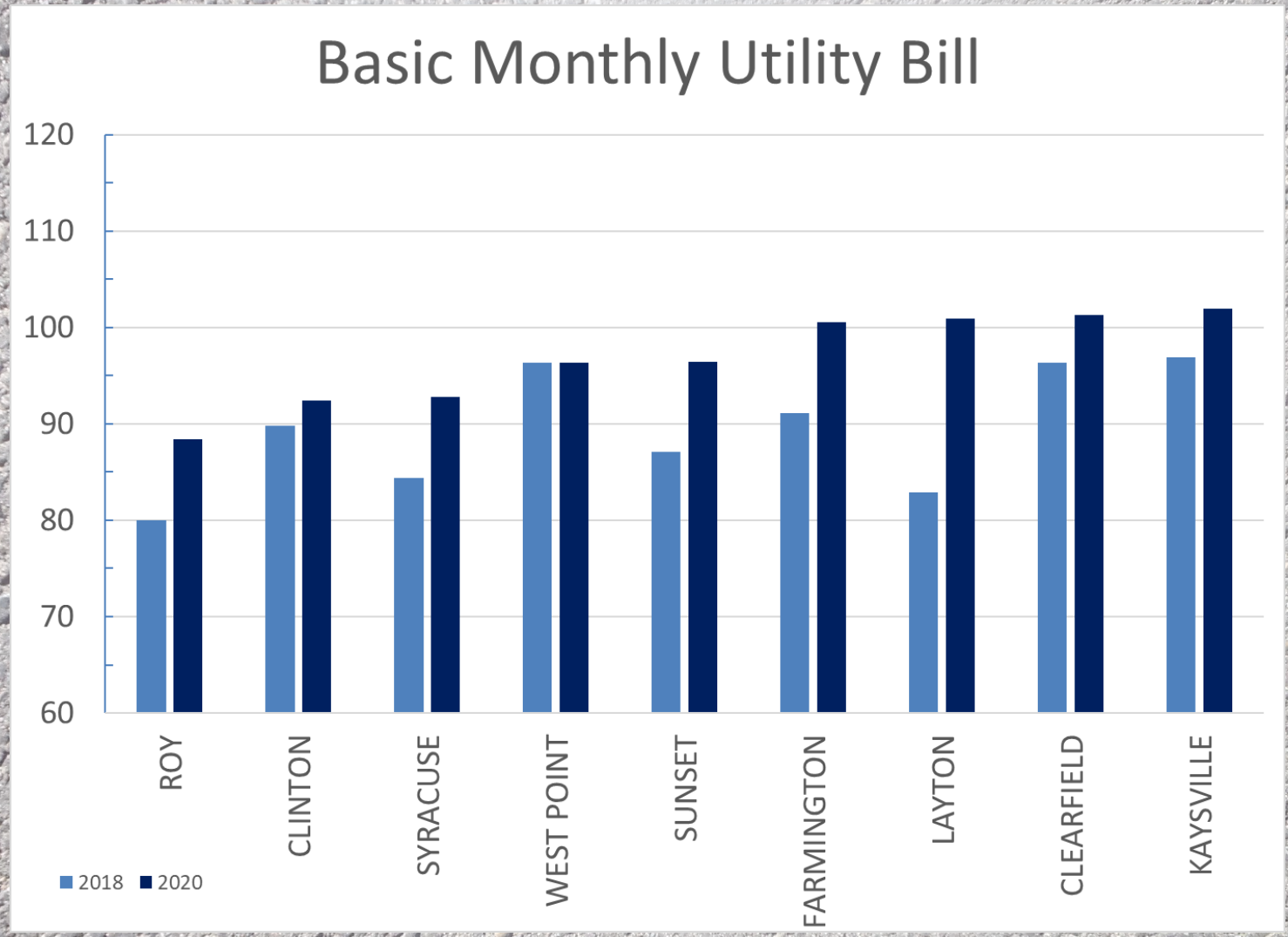
Utah Division of Drinking Water
Maximum affordable culinary water bill
1.75% x Median Adjusted Gross Income
2018 Syracuse MAGI is $73,100
$106.60/month (increased $6.03/month from 2 years ago)

Current Culinary Water Utility Bill
< 4000 gallons $20.04/mo (up $1.44/month from 2 yrs ago)
8000 gallons $21.08/month
12,000 gallons $21.08/month + $3.24 per 1000 gallons

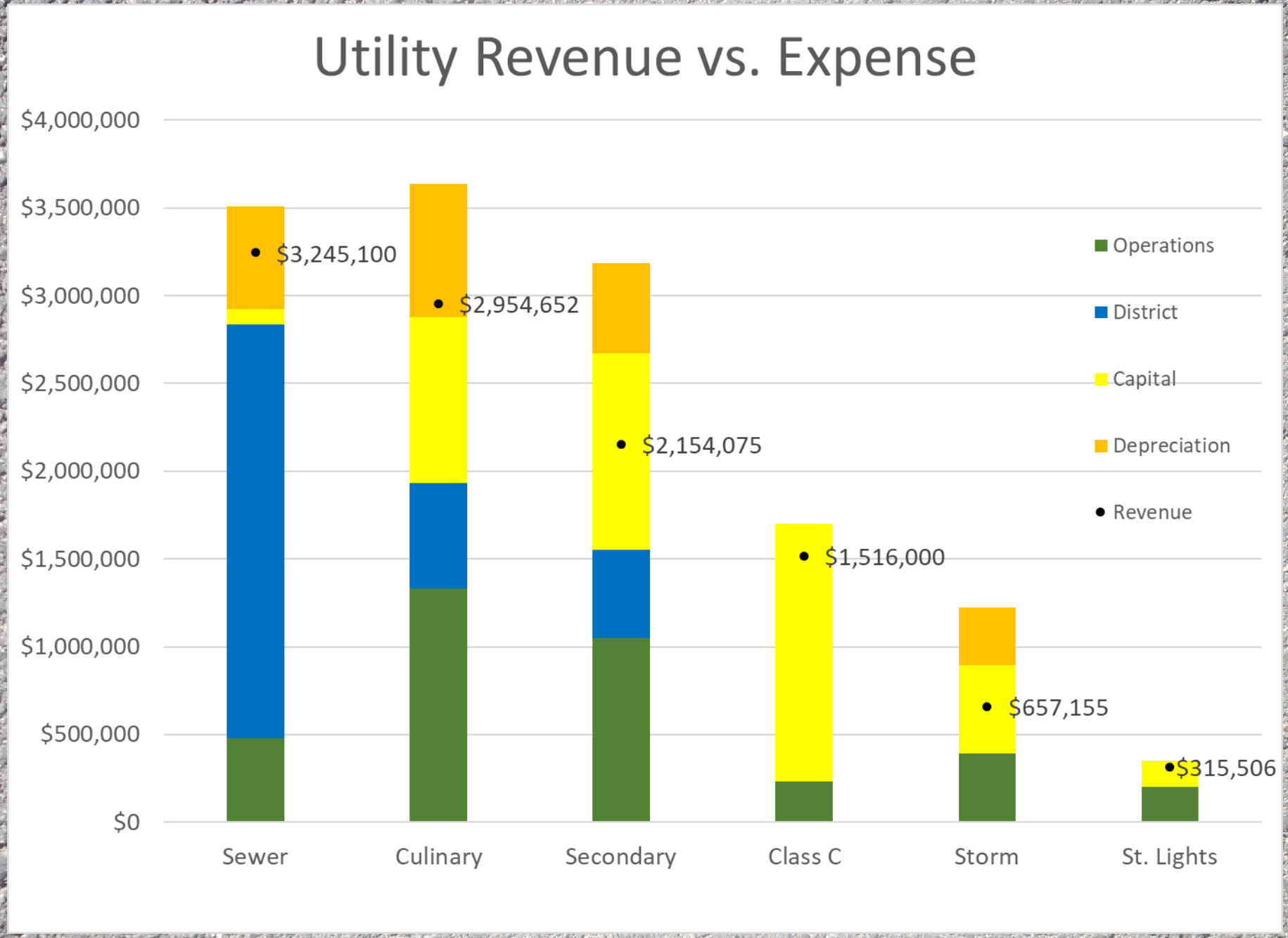


Public Works Vision Statement #1

Utilities provided by the City are affordable, but also cover the real cost of service



Utility Revenue vs. Expense



Public Works Vision Statement #2

Public Works and utility billing employees are customer service oriented.

Public Notification protocol developed

Based upon the audience size and the message urgency.

ADMINISTRATION - Public Notification

Communicating with the public is an essential function. The most effective method of communicating information can be accomplished by different methods. These methods depend upon the size of the audience and the urgency of the message. The method selection generally follows as indicated:

Audience	High Urgency	Medium Urgency	Low Urgency
Up to 100 households	In person doorstep	Notice left at door	Mail
Up to 25% city households	Social Media	Road Sign/Banner	Email
Up to 75% city households	Automated Phone	Public Meeting	Community event
Up to 100% city households	Television/Radio	Monthly Magazine	Website/ Utility Bill



Public Works Vision Statement #2

Public Works and utility billing employees are customer service oriented.

PUBLIC OUTREACH

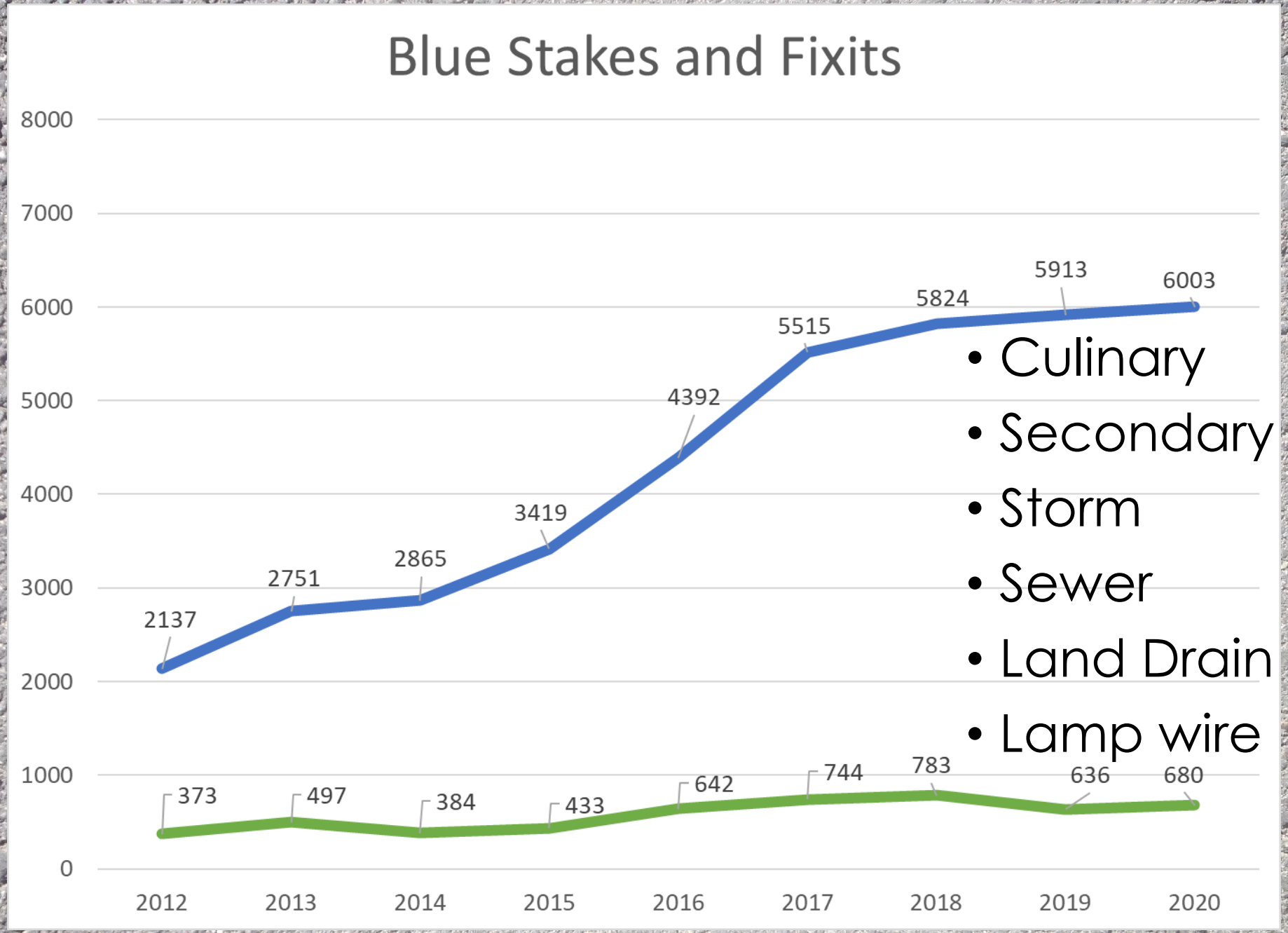
19 Facebook posts in 2020 so far. Reach an avg 3287/post.
(construction updates, illegal dumping, double left turn signal, tree planting and maintenance, earthquake, garbage pickup delays, main break, flushable items)

Approx. 1200 windshield flyers, winter street parking
Noticeable reduction in illegal parking.

95% of fix-its are responded to by the next business day.
Current software is not efficient in reporting.



Blue Stakes and Fixits



- Culinary
- Secondary
- Storm
- Sewer
- Land Drain
- Lamp wire

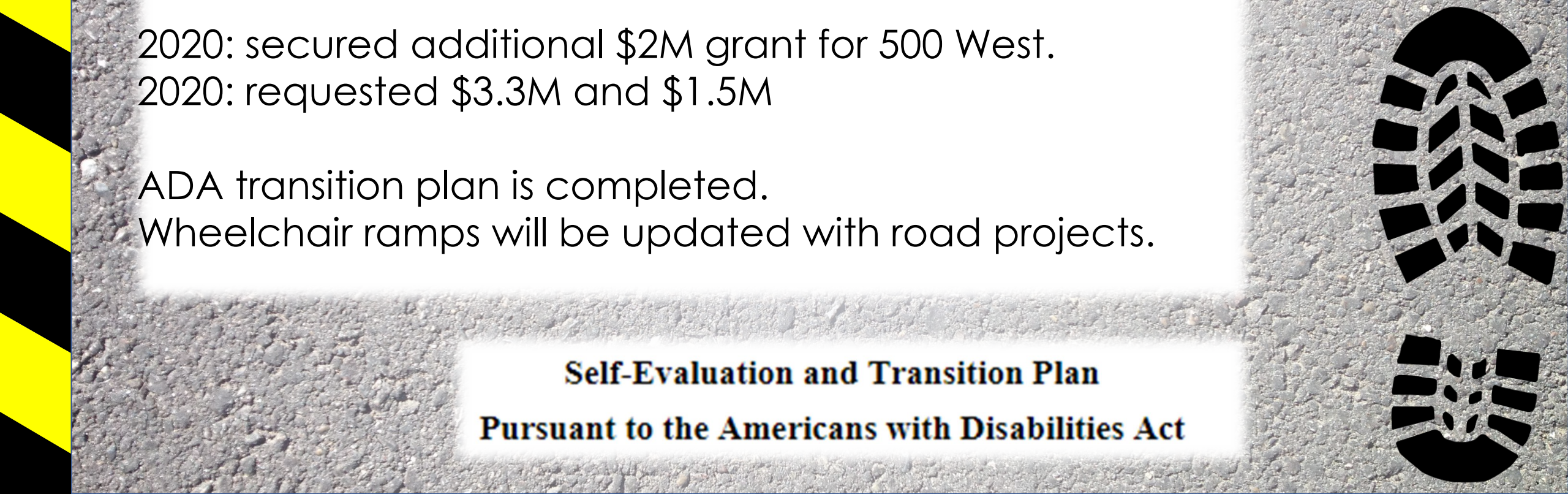
Public Works Vision Statement #3

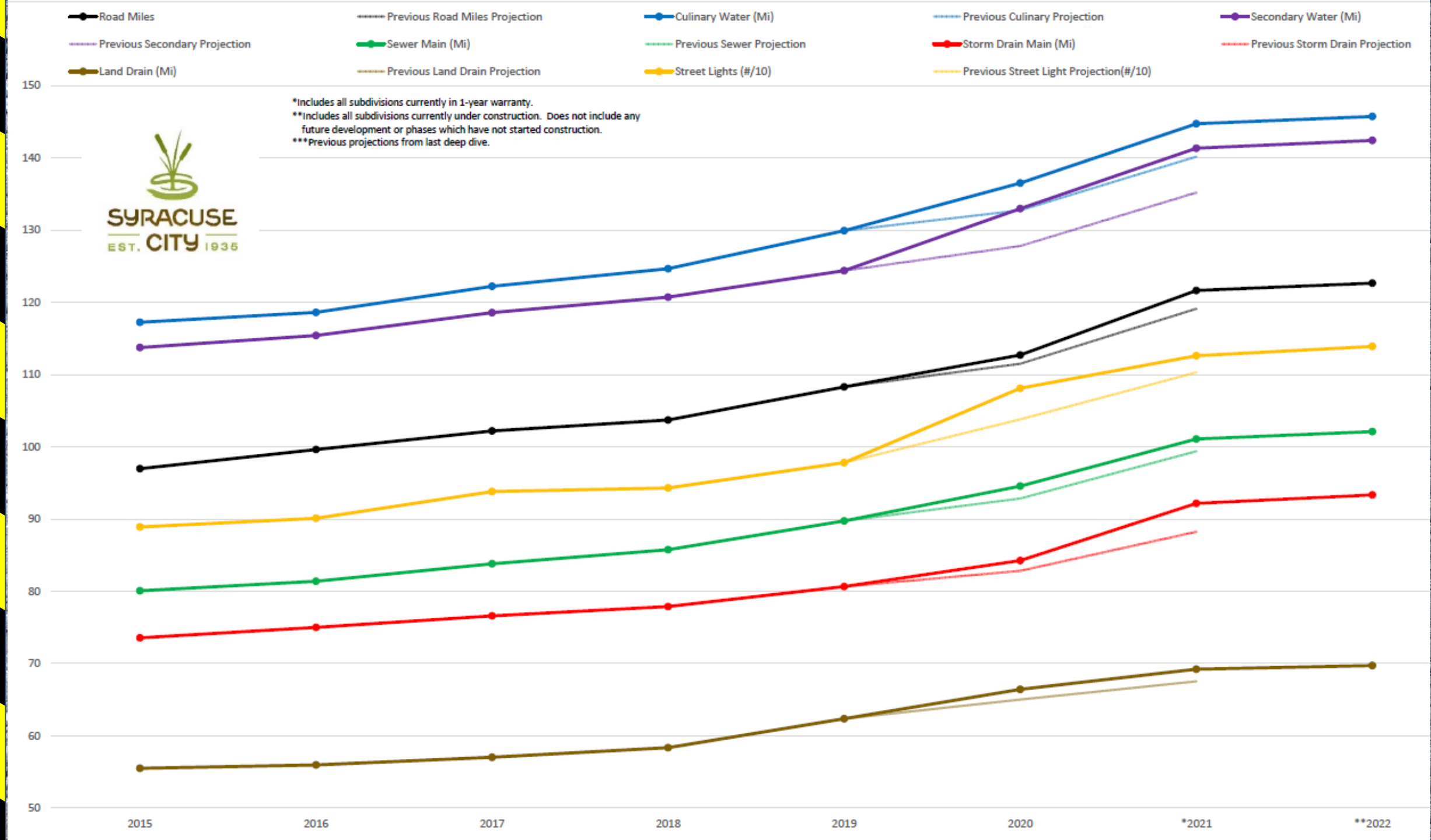
Syracuse City has a well-organized infrastructure replacement and maintenance schedule that ensures well maintained systems.

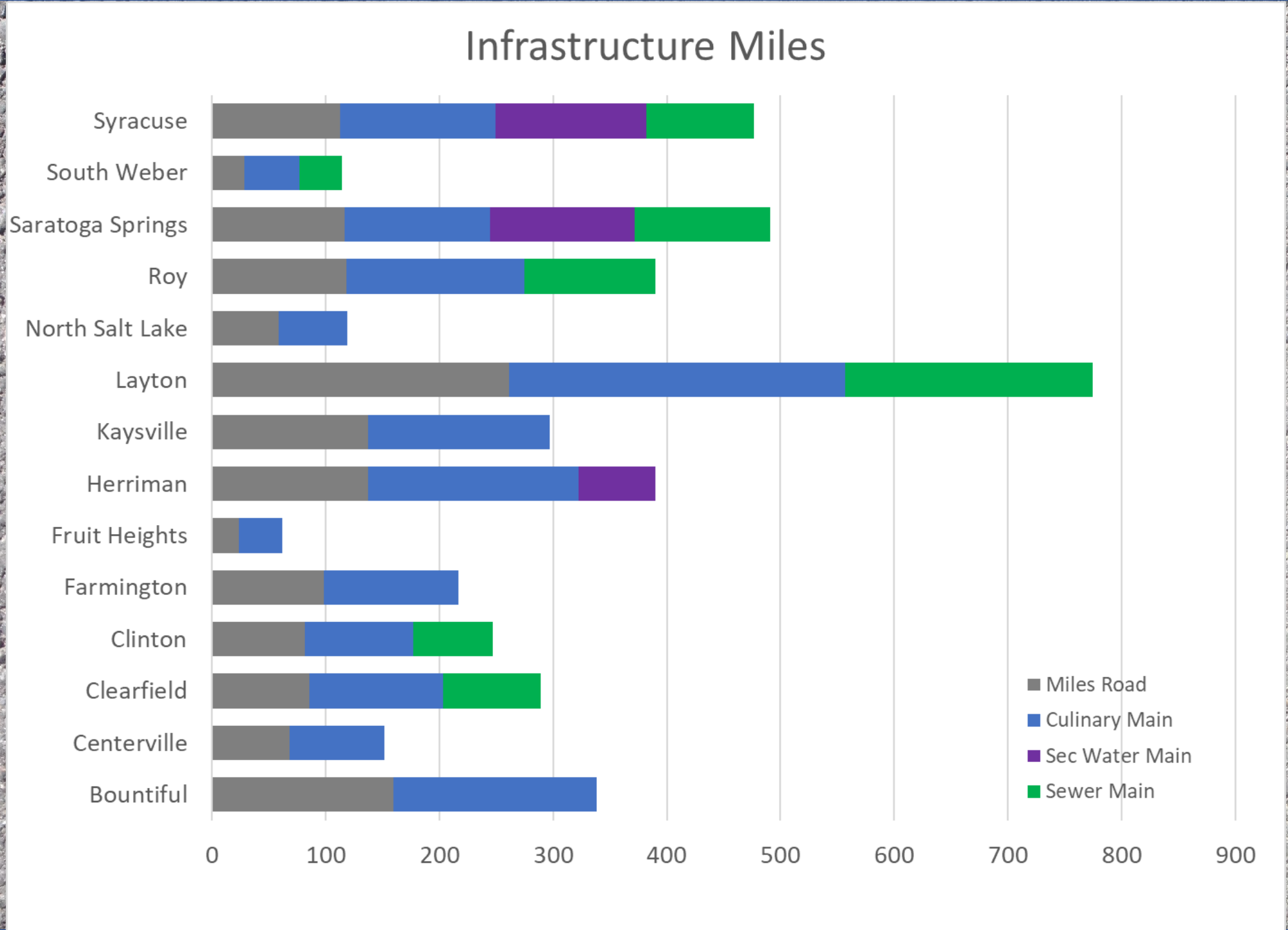
Acquired over $10M in grants for road projects since 2014.

2020: secured additional $2M grant for 500 West.
2020: requested $3.3M and $1.5M

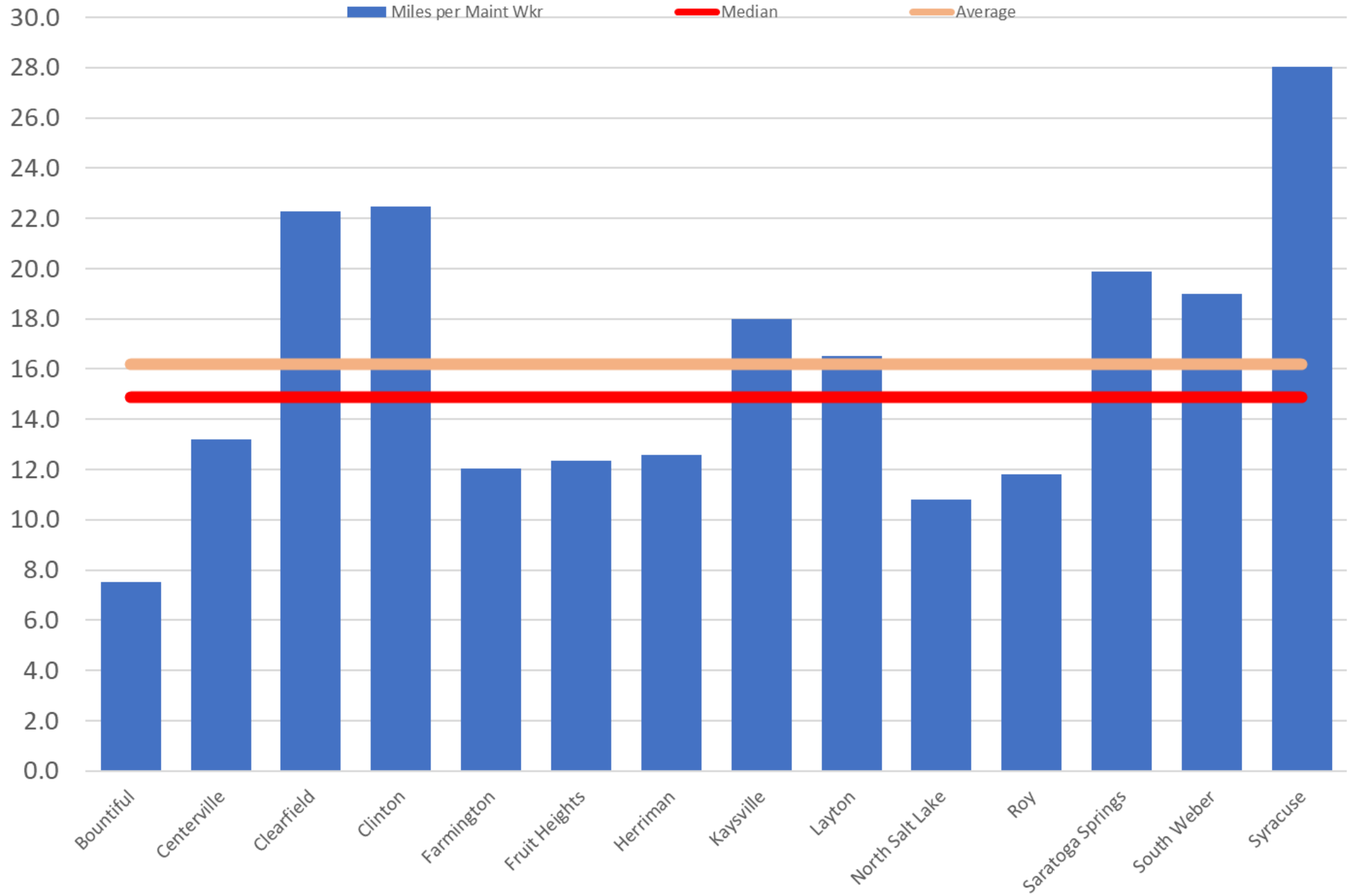
ADA transition plan is completed.
Wheelchair ramps will be updated with road projects.




Road Miles
Previous Road Miles Projection
Culinary Water (Mi)
Previous Culinary Projection
Secondary Water (Mi)
Previous Secondary Projection
Sewer Main (Mi)
Previous Sewer Projection
Storm Drain Main (Mi)
Previous Storm Drain Projection
Land Drain (Mi)
Previous Land Drain Projection
Street Lights (#/10)
Previous Street Light Projection(#/10)
*Includes all subdivisions currently in 1-year warranty.
**Includes all subdivisions currently under construction. Does not include any future development or phases which have not started construction.
***Previous projections from last deep dive.
SYRACUSE
EST. CITY 1935
150
140
130
120
110
100
90
80
70
60
50
2015
2016
2017
2018
2019
2020
*2021
**2022


Infrastructure Miles
Syracuse
South Weber
Saratoga Springs
Roy
North Salt Lake
Layton
Kaysville
Herriman
Fruit Heights
Farmington
Clinton
Clearfield
Centerville
Bountiful
0
100
200
300
400
500
600
700
800
900
Miles Road
Culinary Main
Sec Water Main
Sewer Main

Infrastructure Miles per FTE Maintenance Worker

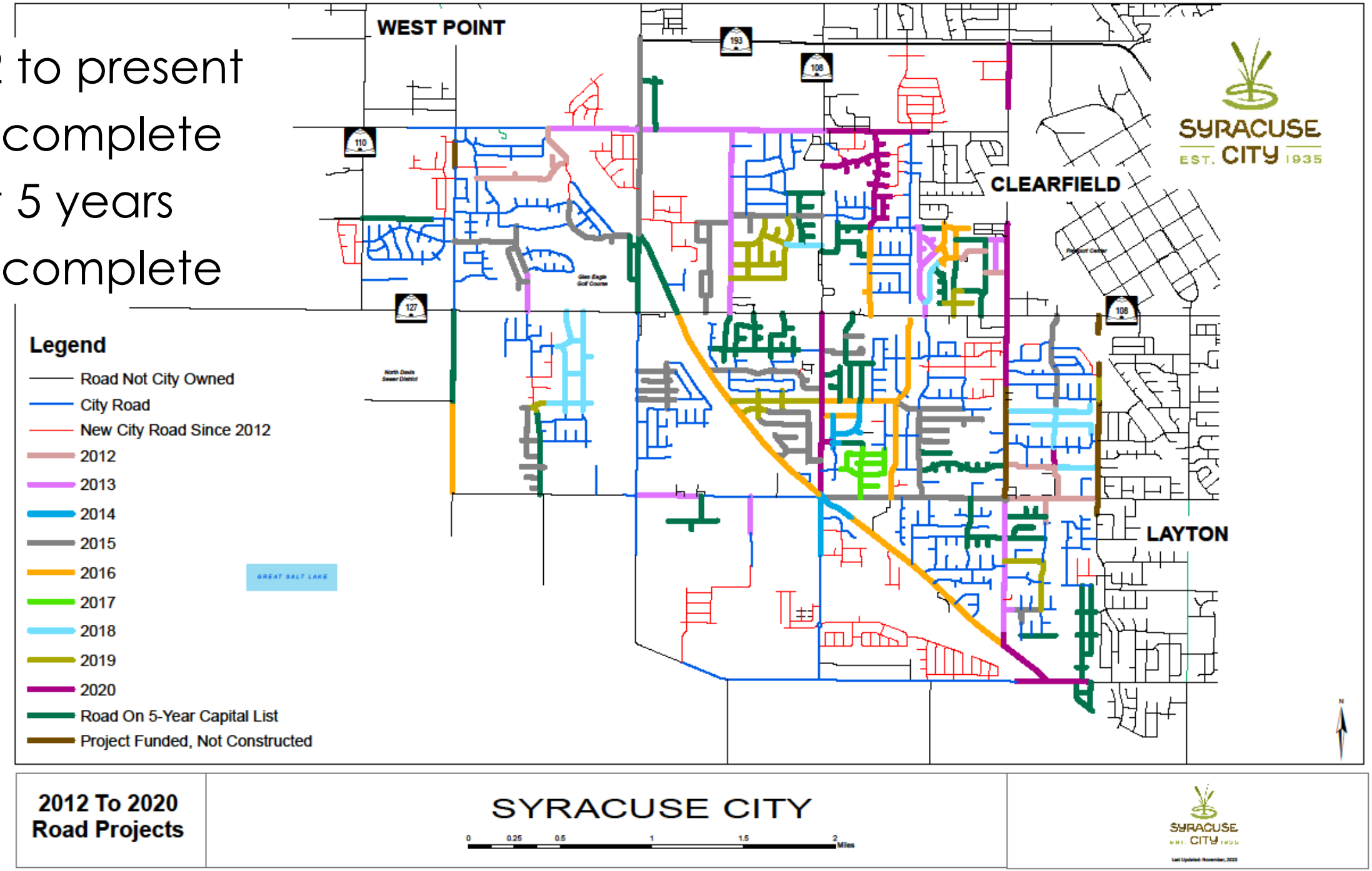


2012 to present

39% complete

Next 5 years

51% complete



Routine Duties for Streets

TRAFFIC SAFETY

- Signs
- Lights
- Pavement Markings
- Tree Trimming
- Snowplowing
- Roadside Mowing
- Street Sweeping

2-man crew

1-man crew

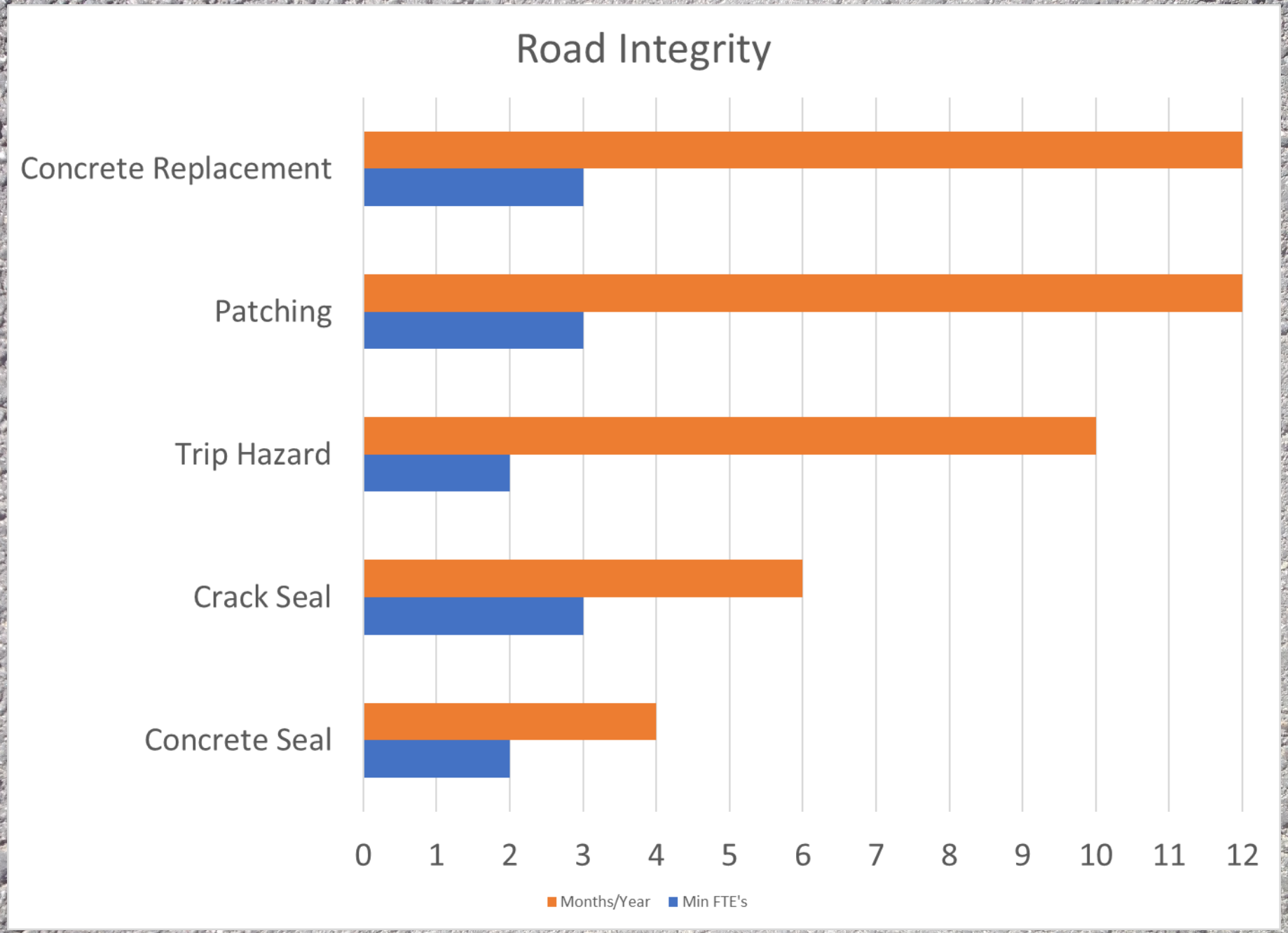
ROAD INTEGRITY

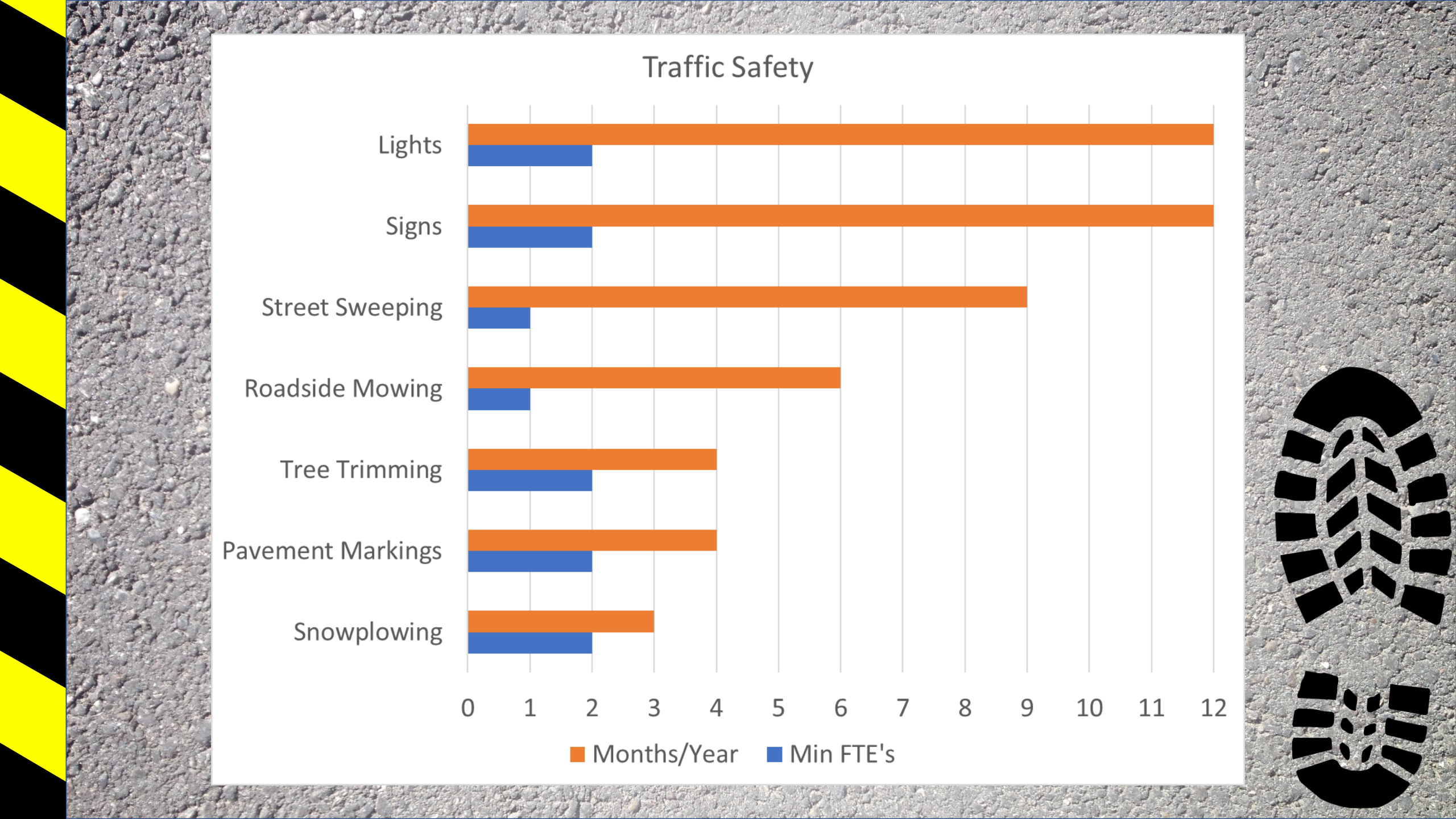
- Patching
- Crack Seal
- Concrete Replacement
- Concrete Seal
- Trip Hazards

3-man crew

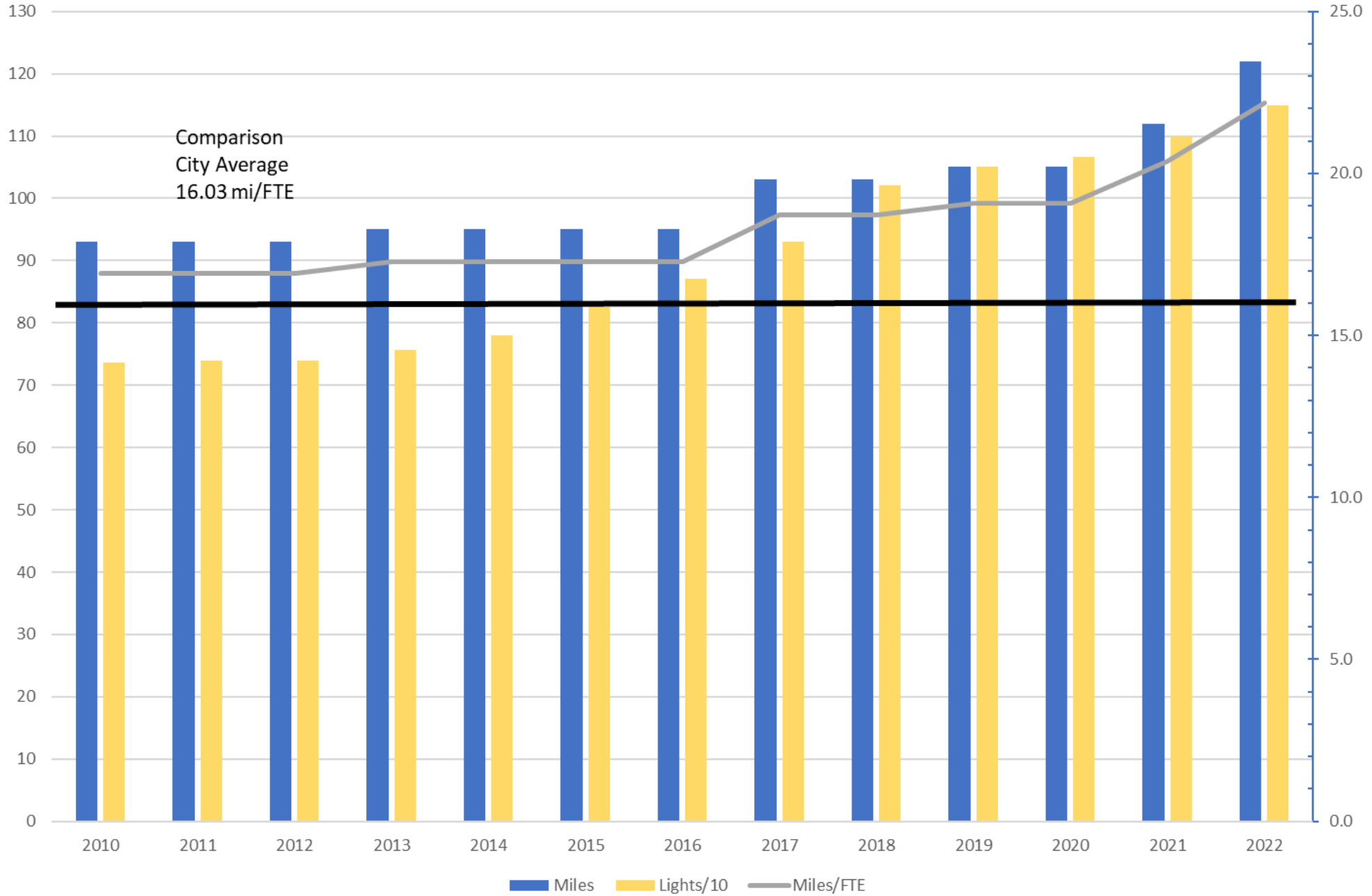
2-man crew




Road Integrity
Concrete Replacement
Patching
Trip Hazard
Crack Seal
Concrete Seal
0
1
2
3
4
5
6
7
8
9
10
11
12
Months/Year
Min FTE's


Traffic Safety
Lights
Signs
Street Sweeping
Roadside Mowing
Tree Trimming
Pavement Markings
Snowplowing
0
1
2
3
4
5
6
7
8
9
10
11
12
Months/Year
Min FTE's

Road Miles and Street Lights per Streets FTE



Goals for well maintained streets

Maintain increasing demand for road integrity by keeping up with:

Crack sealing roads
Sidewalk trip hazards
Asphalt surface preservation

- Two full time streets maintenance worker positions.
- The ability to advance one existing Maintenance Worker 3 to Crew Leader.



Keeping up with workload demands



Public Works Engineering

Engineering

- Capital Project Management
- Infrastructure Master Planning
- Engineering Standards
- Development Reviews
- Mapping

Inspections

- Capital Projects
- Developments
- Storm Water Permits
- Excavation Permits
- Contractor Coordination



Public Works Engineering

- High demands, heavy workload
- West Davis Corridor Project
- Mapping, accuracy and efficiency

Essential duties get delayed

- Mapping infrastructure
- Pre-development reviews
- Base-map for design work
- Interdepartmental mapping



Goals to improve efficiency

- Continue culinary water meter conversions to radio.
  - 38% complete (3400/8900)
  - Meter read collection
    - 14 days/month with a pickup truck prior to 2015.
    - 6.5 days/month with a Polaris Ace ATV 2015-2018.
    - 3.5 days/month with a Polaris Ace ATV and drive-by radios.
  - Cost Savings
    - Fuel (reduction of 7 to 10 gallons per day).
    - Tires, bearings, brakes, and maintenance.
- Add a full time CAD/GIS technician.
  - Infrastructure mapping
  - Development review assistance



Goals to improve efficiency

- Software for plan reviews
  - Bluebeam

- Software for improved fix-it-request reporting.



Thank you



Office of the City Recorder

City Mission & Vision Statement

10-Year City-Wide Vision Statements

4. The City will incorporate improvements, events, and services that create an overall feeling of connection and pride in the City by its residents.

Administration

1. Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.
2. Syracuse City Administration demonstrates transparency in conducting City business.

Office of the City Recorder

City Mission & Vision Statement

10-Year City-Wide Vision Statements

Justice Court

1. Syracuse City's justice court meets the needs justice in the City.
2. Syracuse City's justice court is administered fairly and efficiently.

Office of the City Recorder

City Recorder, Justice Court, Passport Acceptance Facility

City Recorder:

- Governing Body support, i.e. prepare Council agendas, packets, and minutes.
- Maintain City Code.
- Oversee contract routing process.
- Records Management, GRAMA compliance.
- Manager Passport Acceptance Facility.
- Supervise Justice Court staff.
- Election coordination.

Justice Court:

- Coordinate daily functions of Justice Court.
- Records Management.
- Knowledge of laws and legal codes.
- Public relations/customer service.
    - One Justice Court Clerk is also assigned to support City Administration.

Office of the City Recorder

Approximate time spent on tasks – City Recorder

Governing Body support	40%
Contract routing	10%
Records Management*/GRAMA	20%
Supervisory functions	10%
Election coordination (every other year)	15%
Maintain City Code	5%

***The City's latest electronic document management system has been functional for the past three years. It has improved internal service levels and efficiency as access to active and inactive records has become easier. I would like to begin working on an internal policy regarding ongoing electronic records management. Utah State Code Title 46 gives the City the ability to determine the records types for which an electronic record can serve as the record copy. Development and implementation of a policy to oversee those determinations could be part of updates to the City's Strategic Operational Plan, which will be discussed in greater detail in January 2021.**

Office of the City Recorder

Justice Court

Approximate time spent on tasks – Justice Court

Orders to Show Cause (OSC) and Delinquent Notices	20%
Calendar/criminal histories & drivers licenses	25%
Daily Phone Calls/Payments*	20%
Managing Community Service	5%
Scanning/Webex	15%
Time in Court Room	10%

Approximate time spent on tasks – Justice Court/Admin

Scheduling meetings and maintaining calendars for Mayor and City Manager	35%
Lunch with the Mayor – on hold	0%
Disaster Preparedness Committee administrative support.	15%

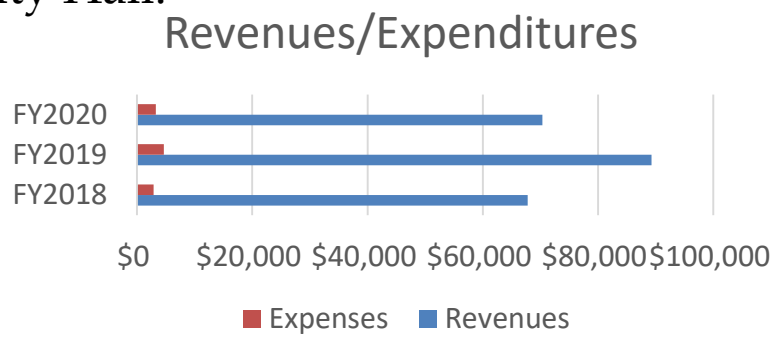
***The Justice Court implemented an online-payment program; this has reduced the amount of time spent in person and on the phone assisting customers with making payments. It is also a service level increase for defendants.**

Office of the City Recorder

Passport Acceptance Facility

- Service started in April 2016.
- Program is self-sustaining and generating additional revenue for Syracuse City.
- Staffed by one full-time Passport Acceptance Agent/Deputy Recorder and one part-time Passport Acceptance Agent. Back-up support is provided by employees in other Departments at City Hall.





Legal & Victim Services

Legal:

- Advice & Policy review
- Contracts
- Land Use/P.C.
- Ordinance/Council
- Department Head
- Training

- Prosecution
  - Court & Preparation
  - Clerical
  - Screening

Victim Services:

- Notification
- Support and communication
- Connect with resources
- In-court support
- Inter-department liaison
- Grant Management

- Supports both Syracuse & Clinton City

Legal & Victim Services

Strategic Operational Plan

<u>Administration Vision Statement #1</u>:
Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.

- Annual training for my department includes:
  - UMAA (Utah Municipal Attorney's Association)
  - UPC (Utah Prosecution Council)
  - Risk Conferences & Various Trainings
  - SWAVO (State-Wide Association of Victim Advocates)
  - Annual Crime Victims Conference
  - CJC Symposium (Children's Justice Center)



Legal & Victim Services

Strategic Operational Plan



<u>Justice Court Vision Statement #1</u>:
Syracuse City's justice court meets the justice needs in the City.

- Better victim support over the past 2 years has kept victims involved in and informed of the process.
- Shift to telephonic and webcam court has been difficult, but is profoundly more convenient for many
- Continued tele-court options after the pandemic

Legal & Victim Services

Strategic Operational Plan

<u>Justice Court Vision Statement #2</u>:
Syracuse City's justice court is administered fairly.

- Attempt to reach fair resolution under all the circumstances
- Youth Court referrals
- Decline cases of conduct driven by mental illnesses, when defendant accepts help
- Resolutions designed to correct underlying problems



Legal & Victim Services

Prosecution Secretary

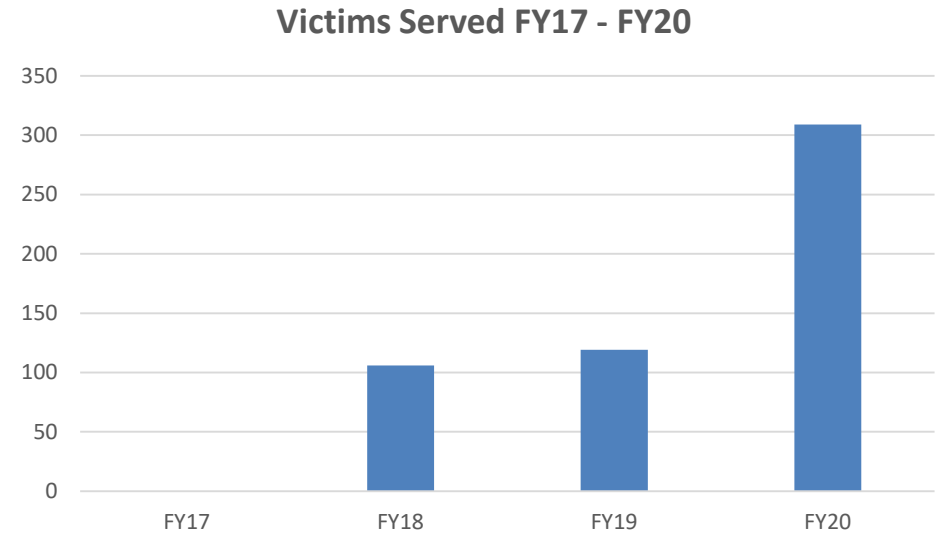
- During last deep dive, I requested a .25-time legal secretary
- Council approved position (combined with .25- time passport processing)
- Legal secretary processes all discovery requests, e-filing of screened charges
- Prior to hire, discovery requests would pile up for a week or longer.
- Electronic discovery has reduced costs
- It is now common to have a discovery response to attorneys who appear on the case within 24 hours of their request, including the delivery of bodycam/dashcam.



Legal & Victim Services

Victim Services

- Service began Oct 2017
- 80% of total cost paid by VOCA grant
- Share cost of 20% match with Clinton
- Bi-Annual reports to the Council

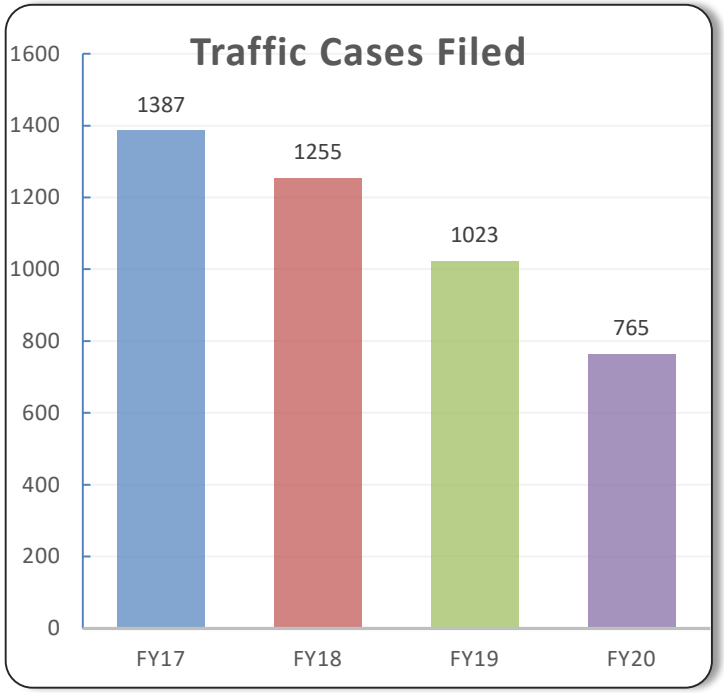


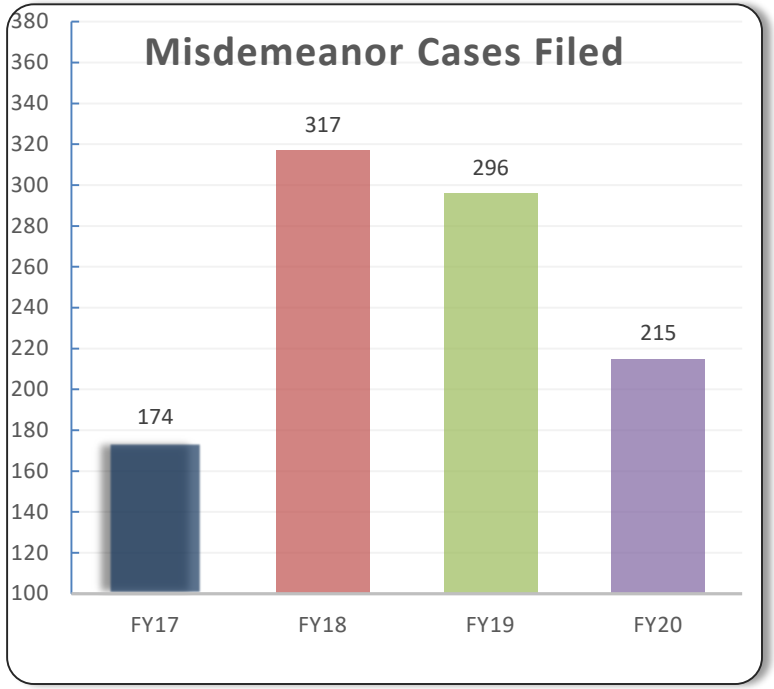
What changed in FY20?

- Approval for victim services to be temporarily offered to victims of felony crimes, filling the gap in coverage
- Police references in cases that might not see a court

Legal & Victim Services

Prosecution



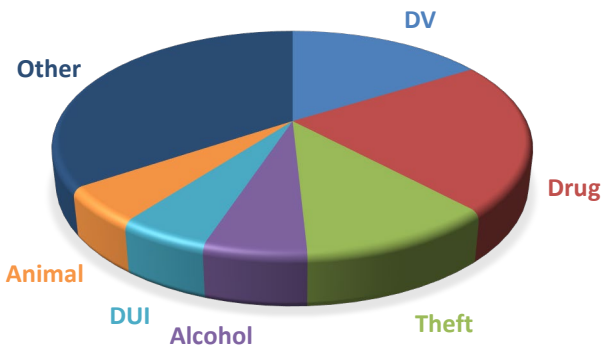


- Trends in Cases
- Data from Court database

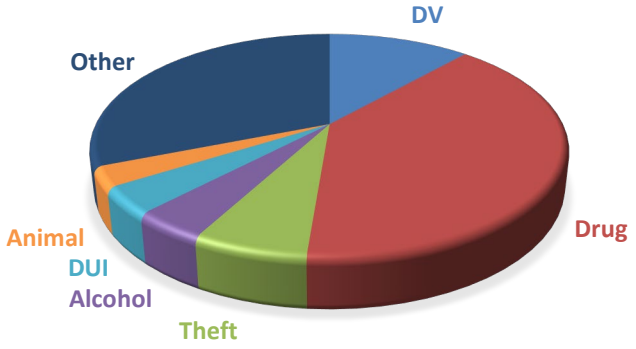
Legal & Victim Services

Prosecution

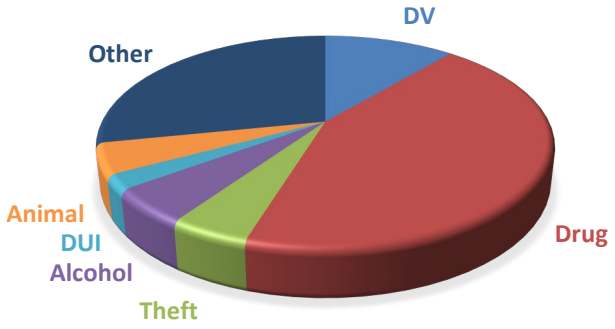
FY17 - TYPES OF CRIMINAL CHARGES



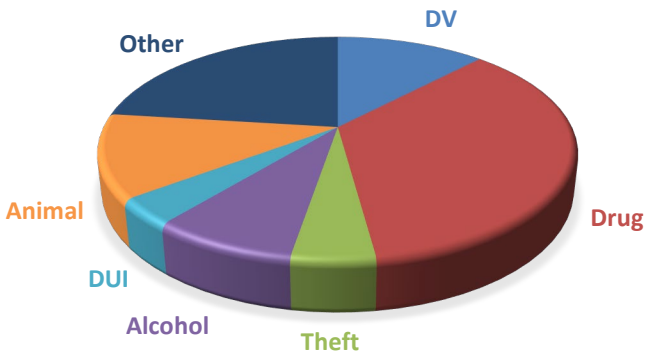
FY18 - TYPES OF CRIMINAL CHARGES



FY19 - TYPES OF CRIMINAL CHARGES



FY20 - TYPES OF CRIMINAL CHARGES



Biennial Benchmark

If wages scales of any position have moved more than 5% off of the 60th percentile (or whichever percentile the Council has set for that position) of the market, the City Council will examine the benchmarks and consider making adjustments to the wage scale and the associated wages of applicable employees of that position.

Syracuse City Recruitment & Retention Policy

Biennial Benchmark

Position	Change in Wage Scale (Avg%)	Departments Affected
Passport Agent/Deputy Recorder	9.6%	Courts & Records
City Recorder	6.0%	Courts & Records
City Attorney	10.4%	Legal
Victim Advocate	11.1%	Legal
Administrative Assistant	8.0%	Admin Services, Legal, PW, Court/Records
Adminstrative Professional	5.2%	Admin Services, PW, Court/Records
Street Maintenance Worker III	16.7%	PW
Street Maintenance Worker I	12.1%	PW
Water Maintenance Worker III	10.4%	PW
City Engineer	7.2%	PW
Public Works Director	5.2%	PW
Environmental Maint Worker II	5.4%	PW
Water Maintenance Worker II	6.9%	PW

Full Correction with wages and benefits: ~$100,000

COUNCIL AGENDA
November 17, 2020

Agenda Item **"g"** First Read – Revision of City Mission and Vision Statements

Factual Summation

- Any question regarding this agenda item may be directed at City Manager Brody Bovero.

- Attached you will find the latest adopted Mission and Vision Statements for the City and its associated departments.

Revision Process

- It is anticipated that the Council will discuss suggested amendments, additions, and deletions at the December work session, with a final consensus on the revision at the annual strategic goals retreat in January.

Discussion Goals

The following items outline the goals of this discussion:

1. Receive the mission and vision statements in order to begin suggested edits.

2. Review proposed process and ask any questions for staff.

Mission Statement

"To provide quality, affordable services for its citizens, while promoting community pride, fostering economic development, and preparing for the future."

10-Year City-Wide Vision Statements

1. We are a City with well-maintained infrastructure, including roads, utilities, and parks.
2. In preparation for future growth of the City, we will make plans to accommodate commercial businesses to serve the residents' needs and to support economic stability of the City.
3. We are a financially stable City, balancing the cost of services with the level of services that we provide. The City will have minimal or no debt.
4. The City will incorporate improvements, events, and services that create an overall feeling of connection and pride in the City by its residents.

Vision Statements on City Services

Police

1. The Syracuse PD is a well-trained, professional police force.
2. The Syracuse PD is responsive to crime and other community issues.
3. Syracuse City police officers are courteous and service-oriented.
4. Syracuse City police officers are part of the community and respected by the public.
5. The City's policies provide guidance on the expected levels of personnel in the police department.

Fire/EMS

1. Syracuse firefighters and EMS providers are professional, well-trained, and courteous.
2. The Syracuse FD/EMS has the equipment, training, and personnel to respond quickly.
3. Syracuse firefighters and EMS providers are part of the community and respected by the public.

Public Works/Utilities

1. Utilities provided by the City are affordable, but also cover the real costs of service.
2. Public Works and utility billing employees are customer service oriented.
3. Services provided by Publics Works are done in an efficient manner.
4. Syracuse City has a well-organized infrastructure replacement and maintenance schedule that ensures well-maintained systems.

Parks & Recreation

1. Syracuse City provides parks and open space for active and passive recreation, with equipment and space for a variety of activities. The Community Center is also equipped for multiple purposes to host a variety of activities.
2. There are a wide variety of programs provided by the Parks & Recreation Department.
3. The Parks & Recreation Department operates efficiently.
4. The programs offered by the Parks & Recreation Department are financially self-sustaining.
5. . Syracuse City has a well-organized park improvement and maintenance plan that outlines needed improvements and ensures well-maintained parks and equipment.

Community and Economic Development

1. Syracuse City has a clear and strategic plan for the community and economic development needs of the City.

2. The Community & Economic Development Department employees are knowledgeable and positive.

3. The Community & Economic Development Department communicates well with the business community.

Administration

1. Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.

2. Syracuse City Administration demonstrates transparency in conducting City business.

Information Technology

1. Syracuse City uses IT to improve communication with residents.

2. Syracuse City provides IT services in an efficient and organized manner.

3. Syracuse City uses technology to improve staff productivity.

4. Syracuse City's IT services are customer-oriented.

Justice Court

1. Syracuse City's justice court meets the justice needs in the City.

2. Syracuse City's justice court is administered fairly and efficiently.