OGDEN ONBOARD

STRONG CONNECTIONS, STRONG NEIGHBORHOODS

TRANSIT-ORIENTED VISION AND IMPLEMENTATION STRATEGY

FEBRUARY 2019

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ACKNOWLEDGMENTS

Ogden Onboard is the result of many contributions from the people of Ogden who attended a meeting or participated online. Thank you! Special thanks goes to city leaders, decision makers, and partner representatives for their guidance and support.

Ogden City Council

Ben Nadolski, Chair
Angela Choberka, Vice Chair
Richard Hyer (Past Chair)
Bart Blair
Luis Lopez
Doug Stephens
Marcia White

Ogden City Planning Commission

Cathy Blaisdell
Angel Castillo
Dave Graf
Robert Herman
Minister Lillie Holman
Jennifer Sandau
Bryan Schade
Rick Southwick
Janith Wright

Project Executive Team

Tom Christopulos, Community & Economic Development Director, Ogden City

Eddy Cumins, Regional General Manager- Mt Ogden Business Unit, UTA

Paul Drake, Sr. Manager of Real Estate and TOD, UTA

James Ebert, County Commissioner, Weber County

Andrew Gruber, Executive Director, Wasatch Front Regional Council

Laura Hanson, Planning Director, UTA

Mike Hatch, Regional Director of Planning, Intermountain Healthcare

Richard Hyer, Vice Chair, Ogden City Council

Jay Lowder, Public Services Director, Ogden City

Kris Peterson, Region 1 Director, UDOT

Norm Tarbox, University Department Chair, Weber State University

Project Partners

Technical Advisory Committee

Justin Andersen, City Engineer, Ogden City

Trevan Blaisdell, Sr. Service Planner, UTA

Melissa Call, Communications Manager, Intermountain Healthcare

Fred Doering, Deputy Preconstruction Engineer, UDOT

Mark Halverson, Associate Vice President for Facilities & Campus Planning, Weber State University

Hal Johnson, Manager of Project Development, UTA

Kevin Leo, TOD Project Specialist, UTA

Greg Montgomery, Planning Director, Ogden City

Callie New, Transportation Planner, Wasatch Front Regional Council

Levi Roberts, AICP, Strategic Planner, UTA

Brooke Stewart, Weber County Commission Office

Glenn Symes, Policy Analyst, Ogden City Council

Project Management Team

Kevin Leo, TOD Project Specialist, UTA

Greg Montgomery, Planning Director, Ogden City

Levi Roberts, AICP, Strategic Planner, UTA

Glenn Symes, Policy Analyst, Ogden City Council

Consultant Team

Leland Consulting Group

Fehr & Peers

Somers-Jaramillo & Associates

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CHAPTER 1

THE PURPOSE OF OGDEN ONBOARD:

STRONG CONNECTIONS, STRONG NEIGHBORHOODS

PURPOSE AND BACKGROUND

Ogden has a strong past rooted in transportation, growth, and change. Today, the people of Ogden are proud of the city's unique identity and quality of life, with access to industry, education, and the outdoors. Community members are also interested in stronger connections across the city, including access to public transit. With new transit potential comes an opportunity to plan ahead for the desired type and scale of development that could take place along the future bus rapid transit corridor.

Ogden City and the Utah Transit Authority (UTA) have been studying high performance transit in Ogden for over a decade. Ogden Onboard is a continuation of work begun in 2005 to improve transit in Ogden. Most recently, the Ogden-Weber State University Transit Study (2015) recommended bus rapid transit (BRT) connecting Downtown Ogden and WSU via 25th Street.

"I look forward to a more transit oriented Ogden."

- public comment

Building on all this work, Ogden Onboard examines how the community envisions future development around future transit stations and identifies strategies to achieve this vision, focusing on:

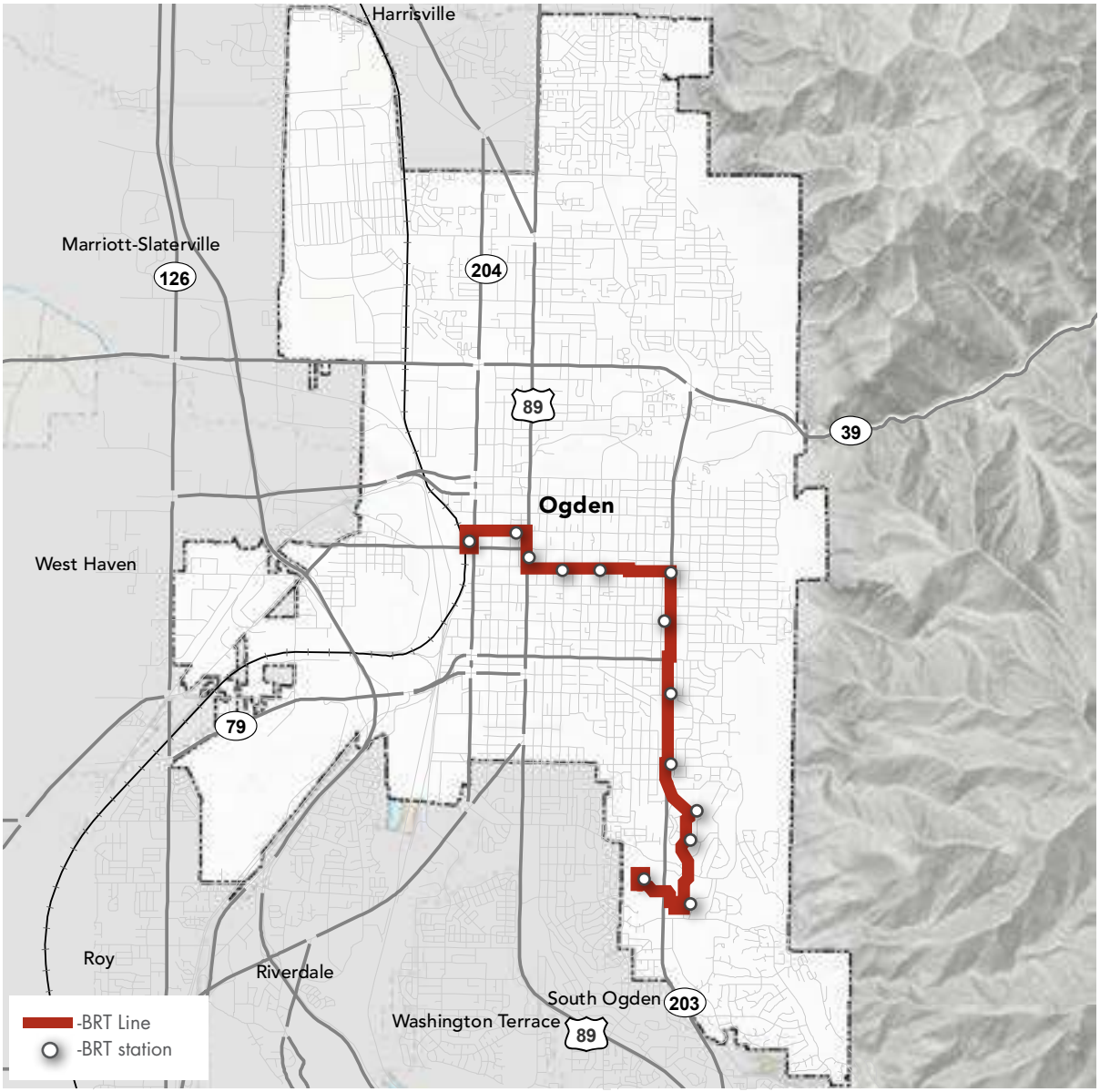
- Preserving a mix of equitable housing;
- Enhancing access to essential services;
- Creating well-designed and welcoming stops and station areas; and
- Providing improved active transportation connections and greater connectivity to the regional transit system.

The Study Area

Ogden City sits near the Great Salt Lake and at the foot of the Wasatch Mountains approximately 40 miles north of Salt Lake City. Along with the Frontrunner commuter rail system, Interstate 15 and Highway 89 provide convenient and direct connections with neighboring communities and to the larger region.

The Ogden Onboard study area focuses on the future bus rapid transit corridor connecting Ogden's intermodal hub and Downtown, with McKay-Dee Hospital and WSU shown in red below (Map 1). The corridor study area includes surrounding areas within a ½-mile distance from the BRT alignment.

MAP 1 Regional Context and Connectivity



Planning for TOD

UTA has created a framework for transit-oriented development, organized around a series of policies to guide the planning, design, and development of future transit stations and surrounding neighborhoods. Ogden Onboard combines two types of plans: corridor planning and station area planning.

Corridor planning is intended to assess land availability, public support, accessibility, and market strength to understand conditions for station areas in a defined corridor. Based on the vision and from Wasatch Choice 2040/50, the system analysis describes which stations are better suited for development.

Station area planning identifies where opportunities and constraints occur within a station area, identifies opportunities for affordable housing, describes a preferred vision shared by the community within and around the station area, and provides strategic recommendations that may be pursued by both UTA and the respective local government to help facilitate implementation.

WHAT IS BRT? TOD?

Bus rapid transit (BRT) is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities. It does this through the provision of dedicated lanes, with busways and iconic stations. Because BRT contains features similar to a light rail or metro system, it is much more reliable, convenient and faster than regular bus services.

Transit-Oriented Development (TOD) is the centered growth described in Wasatch Choice 2040/50. Compact, intense centers that surround transit infrastructure have the capability of becoming Transit-Oriented Development. To orient development around transit, the following five qualities are typically considered during planning and implementation:

- **Proximity to transit:** a comfortable walking distance (about ½-mile) most people are willing to travel to reach transit;
- **Compactness:** a greater number of people living, working, or recreating near transit stations;
- **Accessibility:** comfortable, convenient, and safe connections for all modes;
- **Mixture of choices:** a variety of places to shop, play, live, and work within a station area; and
- **Sense of place:** a cohesive arrangement of streets, buildings, and public spaces.

Source: UTA TOD Policies and Procedures, 2019.

THE CASE FOR TRANSIT-ORIENTED NEIGHBORHOODS

Travel behavior: Young people aged 16-34 drove 23 percent fewer miles on average in 2009 than they did in 2001.[1]

Connected lifestyles and technology: Millennials are more likely to want to live in urban and walkable neighborhoods and are more open to non-driving forms of transportation than older Americans. They are also the first generation to fully embrace mobile Internet-connected technologies, which are rapidly spawning new transportation options.[2]

Housing affordability: Across the country and in the region, housing affordability continues to be a major issue as the gap between income and housing costs widens. Between 2005 and 2016, the rate of renter households spending more than 30 percent of income on housing has grown steadily.[3]

Air quality and congestion issues: Total annual vehicle miles travel is anticipated to increase from 1 million in 2014 to over 3.7 million in 2040, leading to worsening air quality issues, more time stuck in traffic, and an overall decrease in productivity.[4]

Development patterns: Since 2010, nearly 60% of new apartment units constructed in Salt Lake County have been within ½-mile of a fixed rail station.[5]

Public health: With an alarming increase in physical inactivity, neighborhoods that are compact, walkable, and accessible to a range of active transportation options can help encourage walking, biking, and transit use.

1 *From A New Direction: Our Changing Relationship with Driving and the Implications for American's Future, US PIRG Education Fund Frontier Group, Spring 2013.*
2 *From A New Direction: Our Changing Relationship with Driving and the Implications for American's Future, US PIRG Education Fund Frontier Group, Spring 2013.*
3 *UTA TOD Strategic Plan and State of Utah Affordable Housing Assessment Plan*
4 *UTA TOD Strategic Plan and WFRC Travel Demand Model*
5 *UTA TOD Strategic Plan and Envision Utah analysis*

Study Process

Beginning in November 2017, Ogden City, UTA, and the consultant team (the project team) began the study process built on a multi-phased approach to understand the potential for transit-oriented development along the corridor. This multi-layered approach combined information on existing conditions and future trends, with community and stakeholder ideas and interests.

Community Needs and Future Vision

The project team relied on an array of events and tools to hear from a wide cross section of the community throughout the study process. In early 2018, the Vision Workshop and pop-up events helped identify key opportunities and challenges along the corridor, while the online survey and project portal provided an easy-to-access resource to discuss specific ideas and locations, and share information. The study process also involved a series of interviews, presentations, and focus group meetings, and ongoing meetings with the project advisory committee and Executive Team to review draft materials and provide overall direction on the project. Appendix A and G provide additional detail related to key needs and the vision.

Baseline Analysis

The Market Analysis, Form Book, and Transportation Baseline provided information and direction to form recommendations, potential priorities, and station concepts. The Market Analysis (Appendix B) highlighted opportunities along the corridor based on observed supply and demand characteristics, real estate trends, and through interviews with lenders, real estate experts, and developers familiar with the regional market. The analysis also examined TOD potential through a set of evaluative criteria, including number of residents and employees, block size, condition of

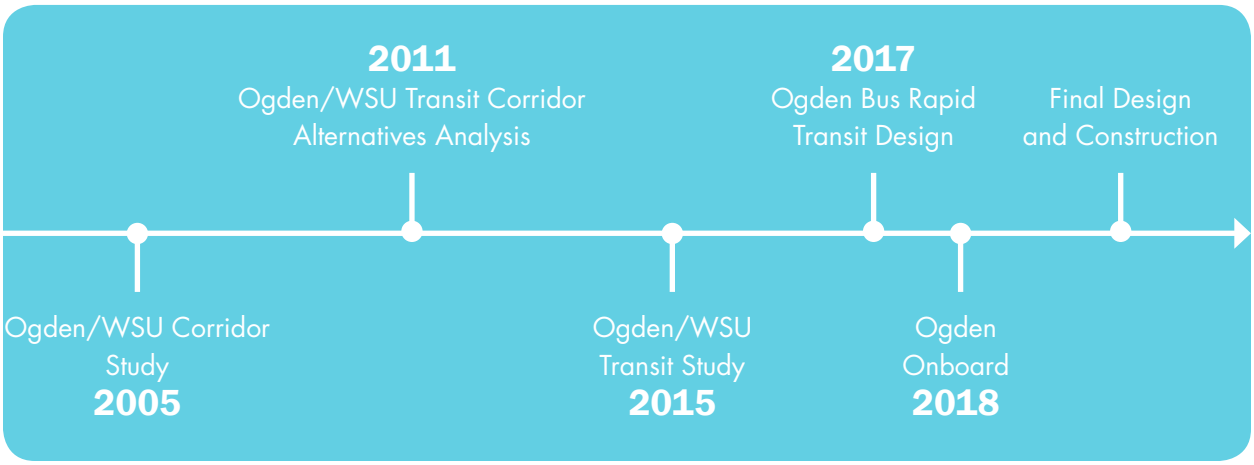
sidewalks and crossings, and other factors. The Form Book and Transportation Baseline (Appendix C and E) describe conditions along the corridor related to land use, urban form, transportation, transit, and connectivity.

Recommendations and Implementation

The project team presented information from the Baseline Analysis to the community at the Design Charrette in the summer of 2018. This public event allowed interested members of the community and project partners to create their own ideas and designs for how future growth should occur around station areas. Results of the charrette informed the locations of priority station areas, as well as targeted improvements needed along the entire corridor. Together with the Housing Strategy (Appendix F), this information formed the basis of recommendations and priorities for the study and plan.

The project team presented the draft plan for public review at the project open house in February 2019. The draft plan was also available on the project website for public review. The website included an online comment form for questions and comments on the draft plan.

FIGURE 1.1 BRT Timeline



Background

The Ogden/Weber State University Transit Project Study (2015) identified a Locally Preferred Alternative (LPA) for BRT connecting opposite ends of the city. The selection of the LPA was based on an 18-month study to evaluate transit alternatives including streetcar and BRT on two specific alignments (Figure 1.1). The City Council adopted the LPA to include a 5.3-mile BRT line between Ogden Intermodal Transit Center, Ogden's central business district, Weber State University, and McKay-Dee Hospital. The study team conducted extensive outreach with residents, businesses, special-interest groups and agencies during the process (image at right). Overall, regardless of the location and mode, the majority of people expressed support for a transit project in Ogden.

In Fall 2016, Ogden City, in collaboration with UTA, was awarded a grant from the Federal Transit Administration (FTA) to explore transit-oriented development planning and implementation along the proposed BRT corridor. The planning and design process for bus rapid transit construction occurred in parallel to the Ogden Onboard study process. Construction of BRT is scheduled to begin in 2020, with a 2022 opening. This schedule is contingent upon the award of federal grant funding, which is still pending.

Top: The Alternatives Analysis
Bottom: Focus group results from the analysis
Opposite page: Pop-up event at WSU

COMMUNITY AND PARTNER ENGAGEMENT

A goal of this project is inclusive participation, to allow multiple and varied opportunities for a wide range of community members, property and business owners, developers and transit users to provide meaningful input. During the course of the study, Ogden City and UTA heard from interested residents and businesses, key community, business and civic leaders, as well as project partner representatives, City staff and elected officials. Through online and in-person activities and tools, multi-layered ideas and interests were developed that informed the vision.

Getting information to the community about this project and receiving valuable input about future ideas took a concerted effort. As an initial first step in the process, the project team collaborated to develop the Public Engagement and Communications Plan as a framework for the engagement process.

Throughout the study process, the team relied on the Public Engagement and Communications Plan to ensure two-way communication and involvement with many different audiences in Ogden. This included underserved communities, key community, business and civic leaders, as well as City staff and elected officials.

"A goal of this project is inclusive participation, to provide multiple and varied opportunities for a wide range of community members, property and business owners, developers and transit users to provide meaningful input."

OGDEN ONBOARD COMMUNITY PARTICIPATION BY THE NUMBERS

300 on Email list

200+ Facebook "Likes"

139 Survey respondents

40+ at WSU Pop-up Event

50+ at Hospital Pop-up event

25+ at Vision Workshop

40+ at Design Charrette

40+ at Draft Plan Open House

7 Focus Group meetings/ Interviews

4 Interviews with housing experts

10 Advisory Committee meetings

Public Engagement Goals

1. **Continue to Build Relationships in Ogden.** Building on the BRT process, this Study will continue the conversations with the people of Ogden and create opportunities for stakeholders and the general public to meet and engage with others interested in public transit and development along the Ogden BRT Corridor.

2. **Ensure clarity and transparency.** This Study will continue the momentum and conversation from the Transit Project Study (2015) around public transportation, development and change along the corridor, with a focus on easy-to-understand and accessible information.

3. **Create Opportunities for Inclusive Participation.** Provide multiple and varied opportunities for a wide range of community members and partners to provide meaningful input.

4. **Collaborate and Inform Decision-Making.** Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the Study.

5. **Build Long Term Capacity and Support for Public Transit and Transit-Oriented Development.** Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the planning and analysis work of this Study.

FIGURE 1.2 Infographic Poster Used at Community Events

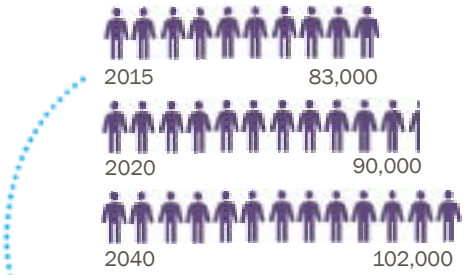
OGDEN ONBOARD

READINESS FOR TRANSIT-ORIENTED DEVELOPMENT (TOD)

THE INGREDIENTS FOR TOD IN OGDEN

OGDEN IS GROWING

Total population (2015-2040)[1]



50%

Approximate share of Ogden's total population and employment that's within the corridor study area [1]

135 MILES

Amount of planned bicycle improvements in Ogden[3]

PLACES THAT ATTRACT PEOPLE

Places to eat and drink, and for relaxing and recreation are top destinations along the corridor[4]

4.5 MILLION

Average vehicle miles traveled each day on urban streets in Weber County[2]

60% OF HOUSEHOLDS=MARKET FOR TOD

Corridor households by family type[5]

5,000

Average daily transit boardings of existing corridor bus routes [1]

Sources: 1. Transit Project Study Alternatives Analysis, 2015; 2. UDOT, 2016; 3. Ogden Bicycle Master Plan, 2016; 4. Ogden Onboard Online Opportunities Survey, 2018; 5. ACS (from ESRI) and Leland Consulting Group

CHAPTER 2

BARRIERS AND OPPORTUNITIES

THE CONTEXT FOR TRANSIT-ORIENTED DEVELOPMENT

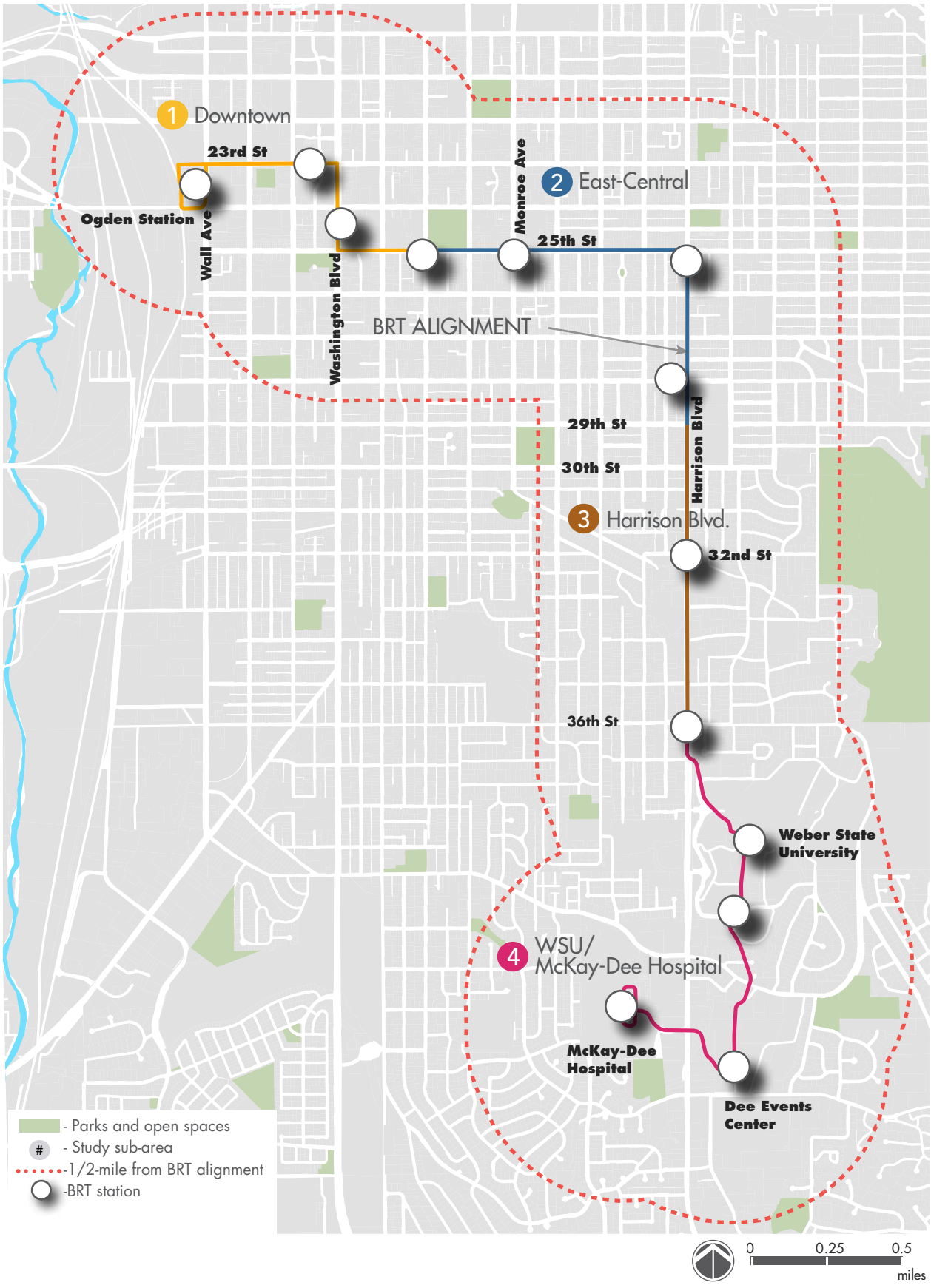
Today, the Ogden region is experiencing rapid growth generating a demand for housing, jobs, and reliable transportation. The planning process examined multiple layers of information to understand current conditions and future trends related to land use and housing, transportation, and development potential.

Building on past studies and plans, this chapter provides a snapshot of conditions facing the BRT corridor today, while highlighting key barriers and opportunities for transit-oriented development.

"The main thing that always keeps me from [biking] is the heavy traffic and high speeds, and small or nonexistant bike lanes. I am so afraid of getting hit by a car on my way to work and school."

- public comment

MAP 2 Ogden Onboard Corridor Study Area



CORRIDOR CHARACTER

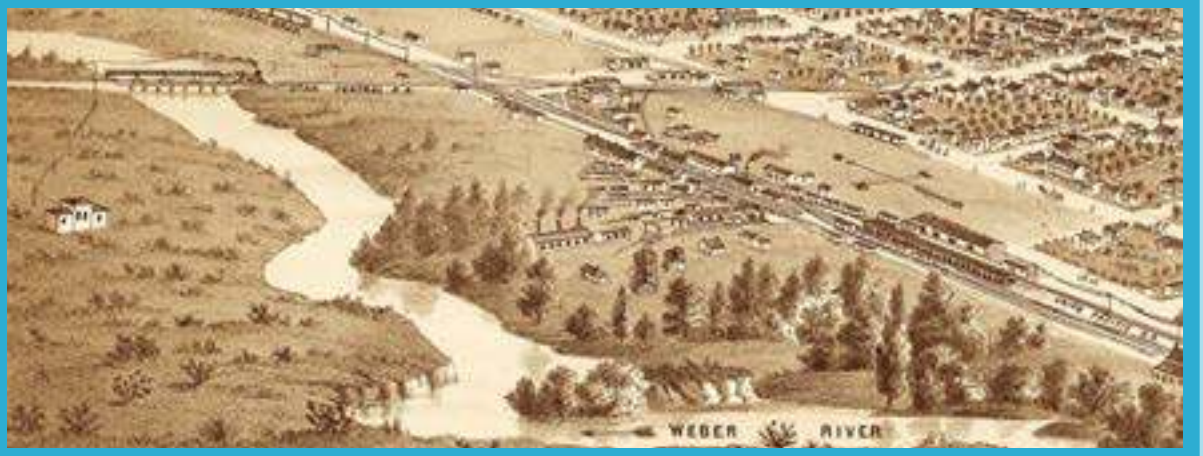
The BRT corridor connects a series of different neighborhoods, each with varying scales of development, predominant land uses, and urban form. The project team divided the corridor into four different study subareas to provide better understand and describe the unique conditions facing the larger study area. These include Downtown, East-Central, Harrison Boulevard, and WSU/McKay-Dee Hospital (Map 2: Ogden Onboard Corridor Study Area).

Historic Ogden: Built on Transportation

Ogden has always been a city built on transportation, from its early days as a railroad hub and role in the Transcontinental Railroad, to neighborhood trolleys, to modern day bus and commuter rail.

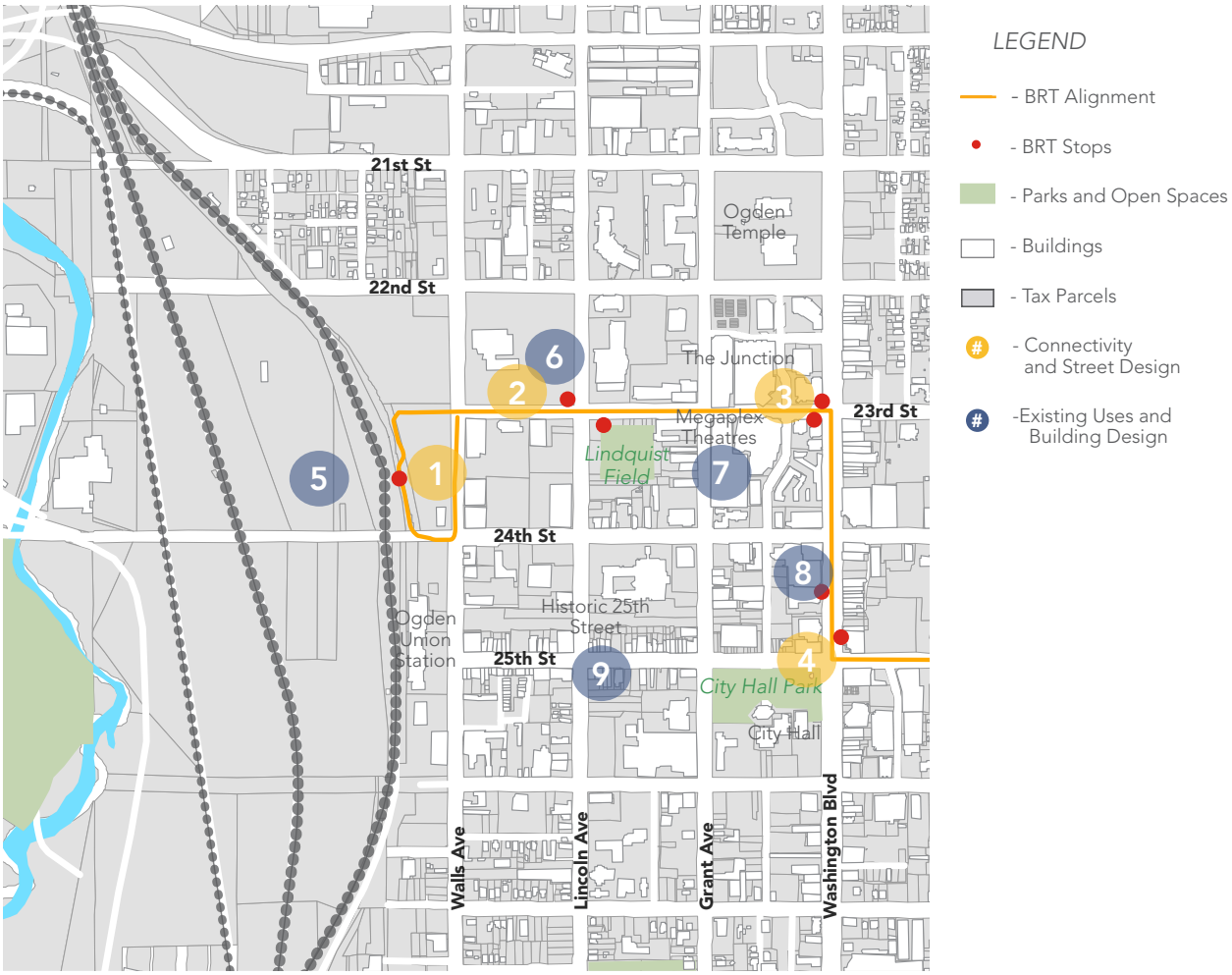
Top: Ogden Station and the Weber River (1875)
Bottom: Ogden Trolley (left) and Ogden Rail Depot (right)

Sources: University of Utah Marriott Library and Ogden Union Station



DOWNTOWN

MAP 3 Ogden Station Subarea



In Downtown Ogden, the BRT corridor connects the Intermodal Transit Center and Union Station to Washington Boulevard, with a range of civic, entertainment, and employment uses. Downtown is the civic, cultural, spiritual, and economic center of Ogden. While historic 25th Street and the Junction provide a walkable experience that is convenient to many different destinations, other areas are characterized with longer block lengths, underused spaces or expansive surface parking lots.

Wider streets form large blocks in a traditional grid pattern, with some mid-block connections. The majority of Ogden Station is in the Central Business District (CBD) or CBD Intensive District with development requirements that would encourage high density, transit-oriented development.

Connectivity & Street Design

1. Longer block lengths, non-buffered sidewalks and a wide street are found along Wall Ave. To the west, 24th St. provides the nearest crossing to West Ogden and I-15.

2. Diagonal parking exists along 23rd St. without a mid-block crossing.

3. Development of the Junction included reestablishing the smaller blocks with Kiesel Ave. that provides a more direct connection.

4. A hill east of Washington Blvd., separates downtown from the central bench. Pedestrians must navigate a wide five lane street crossing and climb a hill to go east.

Existing Uses & Building Design

5. West of Wall Ave. the landscape opens to an expansive area of rail yards and vacant land.

6. Extensive off-street parking and a lack of shade dominate the northwest corner of 23rd St. and Lincoln Ave.

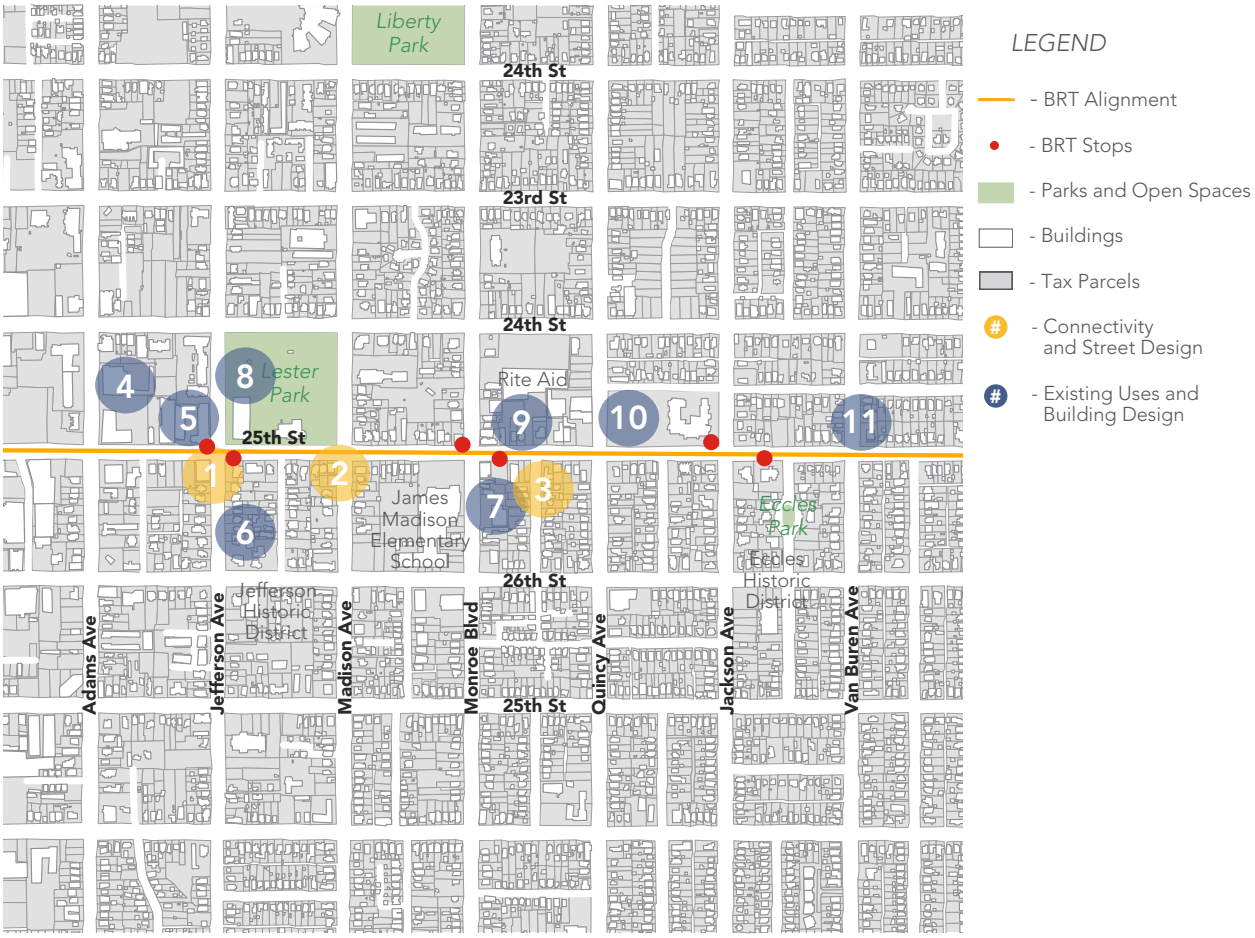
7. The Junction is composed of large-scale entertainment, housing and retail uses that form an almost uninterrupted multi-story building facade around the block.

8. From 22nd St. south past 25th St. is a continuous multi-story building facade fronting the street.

9. Historic 25th St. contributes to the historic and cultural character of Downtown, but there is extensive underdeveloped land just behind these buildings.

EAST-CENTRAL

MAP 4 25th and Monroe Subarea



Between Washington Boulevard and Harrison Boulevard, the alignment runs east/west along 25th Street. This section contains a mixture of historic homes, commercial and civic uses, including two historic districts and the recent arts district. Further east, land uses are primarily detached single family homes that take direct access to 25th Street. There is good overall connectivity with a traditional grid street pattern, with some larger blocks divided by a shorter grid system.

This area is primary zoned for multiple family or two-family residential, with the eastern side of Monroe Avenue zoned as Neighborhood Commercial. While the commercial zoning allows for a mixture of uses and no minimum lot area requirements, the height maximum is 35 feet. Residential zoning requires minimum lot areas that range from 4,000 to 5,000 square feet, including 40 to 50-foot lot width minimums. The Two-Family Residential Zone – East Central also limits residential uses to single and/or two-family dwellings.

Connectivity & Street Design

1. Exposed rail from the historic trolley and large historic homes exist along Jefferson Ave.
2. Continuous street trees along Madison Ave., along with more frequent curb-cuts on 25th St.
3. Block lengths are shorter along the south side of 25th St., east of Monroe Blvd.

Existing Uses & Building Design

4. Recent housing and a mixed-use building are found north of 25th St.

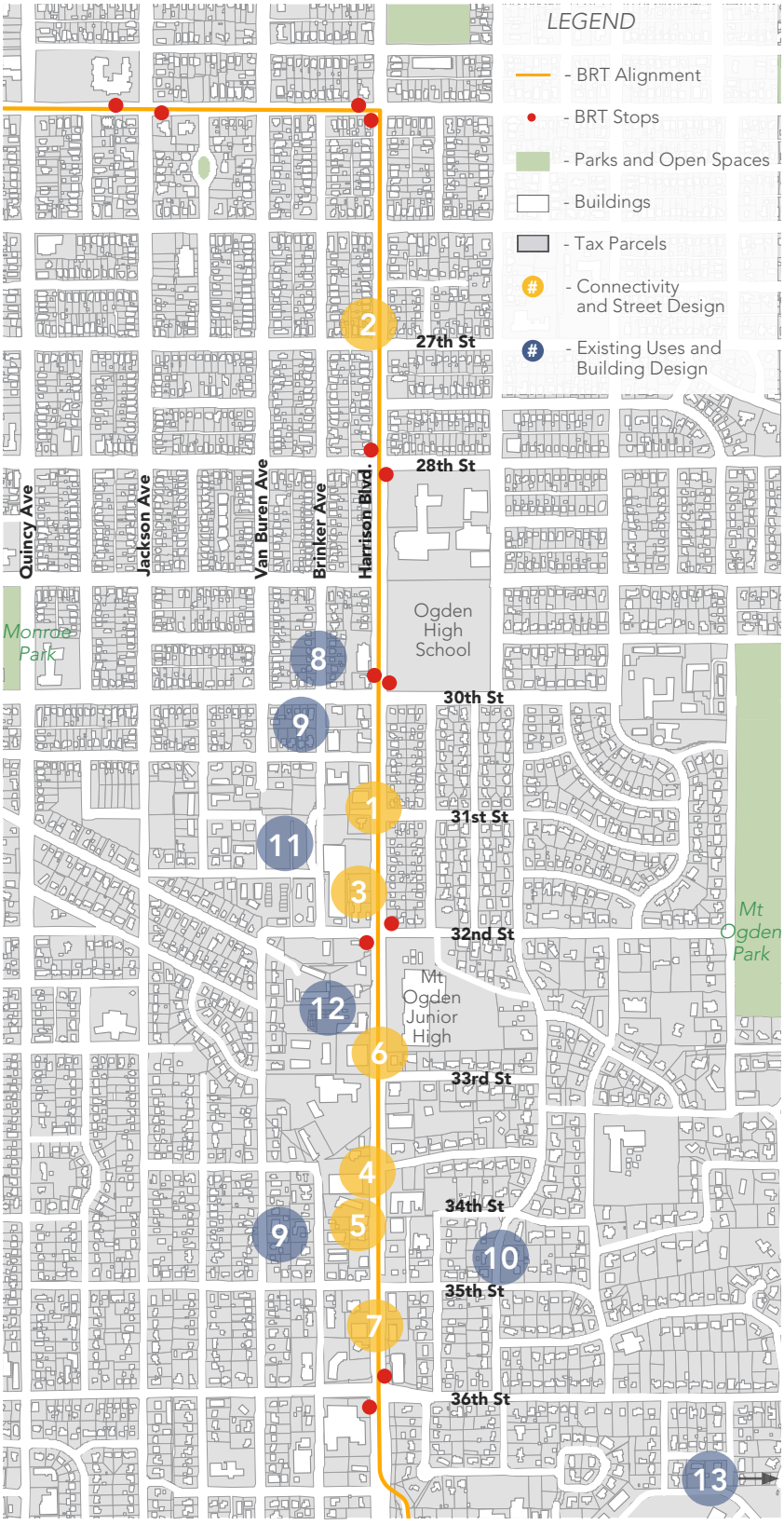
5. Historic gym building is located on 25th St.

6. Historic homes along Jefferson Ave. are part of the Jefferson Historic District.
7. Corner market and small-scale retail near James Madison Elementary.
8. Public library and Lester Park. Multi-story residential apartments near Monroe Blvd.

9. Multi-story residential apartments near Monroe Blvd.
10. Large auto-oriented Rite Aid and adjacent vacant property for potential redevelopment in the future.
11. Further east of Jackson Ave., land uses are primarily detached single family homes along 25th St.

Harrison Boulevard

MAP 5 32nd and Harrison Subarea



Harrison Boulevard is a major north/south regional connector street linking opposite ends of Ogden and homes, businesses and schools in between. Between 25th Street and 30th Street, single family homes take direct access onto Harrison Boulevard. Further south, the western street side includes commercial and office uses, and many parcels have surface parking between the building and street, creating an auto-oriented environment. Sidewalks along Harrison Boulevard are narrow or curb-tight, there are few crossings, and connectivity to adjacent residential neighborhoods off of Harrison Boulevard is inconsistent.

Most of this area is zoned residential, with commercial zoning along some of the west side of Harrison Boulevard. While there is some Multiple-Family Residential zoning west of Harrison Boulevard, the majority of existing uses are currently single family.

Connectivity & Street Design

1. Narrow sidewalks without a street buffer are common along most of Harrison Blvd.
2. Good connectivity to adjacent neighborhoods and shorter block lengths east of Harrison and north of 28th St.
3. Auto-oriented commercial uses with limited access to residential uses nearby.

4. Commercial uses are set back from the street with longer block lengths.
5. Lack of connectivity to neighborhoods to the west, south of 32nd St.
6. Lack of signalized crossing between 32nd St. and 36th St. within a 1/2-mile radius.
7. 36th St. is a major east/west connector to Washington Blvd.

Existing Uses & Building Design

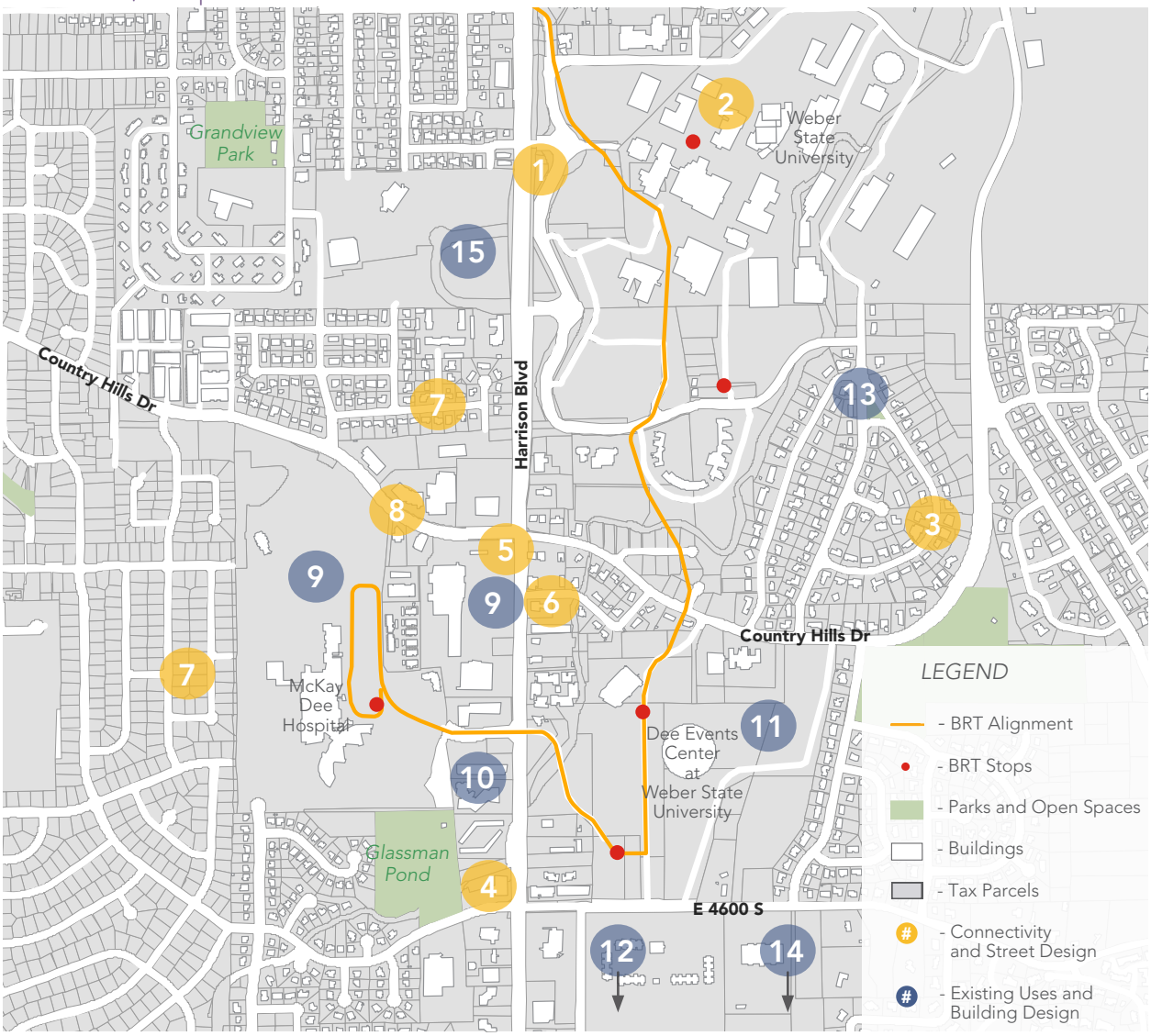
8. Smaller scale commercial uses exist near 30th St.
9. A lack of parks and public spaces within a short walking distance (multiple locations).
10. Predominately lower density, single family homes.

11. Vacant land off of Harrison Blvd. near 31st St.
12. Strongs Canyon and connections to the trail system exist off of 36th St.

13. Several multi-story apartments are south of 32nd.

WSU / McKay-Dee Hospital

MAP 6 WSU/Hospital Subarea



WSU and McKay-Dee Hospital are major destinations in Ogden, for students, patients, visitors and staff. Along Harrison Boulevard, auto-oriented commercial uses and large surface parking areas dominate the streetfront. The two major institutional campuses also have different circulation patterns. While the WSU campus offers convenient and walkable pathways to and through campus, the McKay- Dee Hospital and Events Center have large parking areas that limit convenient linkages through these areas.

Zoning for this area includes the Professional/ Institutional Zone which limits heights for lots less than ten acres to 35 feet and a maximum lot coverage of 50 percent. The Community Commercial Zone along Harrison Boulevard also has a maximum building coverage of 50 percent

Connectivity & Street Design

1. Park-like promenade meanders along Harrison Blvd. on campus.
2. Pedestrian connections offer convenient linkages through the WSU campus.
3. Southeast of campus is a curvilinear street pattern.
4. Long block lengths south of Country Hills Dr. with limited pedestrian crossings and access to uses west of Harrison Blvd.

5. Along Harrison Blvd. there are narrow sidewalks with a lack of shade.
6. Single tenant drive aisles and limited connectivity to adjacent neighborhoods.
7. Lack of connectivity west of Harrison Blvd.
8. Country Hills Dr. provides a major east/west connection to Washington Blvd.

Existing Uses & Building Design

9. Extensive surface parking serving commercial uses and the hospital. Surface parking also serves as a park-and-ride for students who use shuttles to reach various points in the WSU campus (multiple locations).
10. Some multi-family and campus housing is located west of Harrison Blvd.
11. Extensive surface parking serving McKay Dee Events Center.
12. Large format strip commercial development south of Country Hills Dr.

13. Larger lot, lower density residential uses surround campus to the south and east.
14. Auto-oriented strip commercial extends south of campus.
15. The McKay-Dee North Campus contains a large underdeveloped landscape area between the building and streets.

KEY BARRIERS

Lower Population Growth, and Residential and Employment Density in Some Locations

Population growth has a direct result in the demand for housing and commercial and employment space (Table 2.1). Growth in the corridor has been slower than the wider region, although the growth rate for Downtown households is higher suggesting it has attracted significant regional growth. Different areas of the corridor also have different numbers of residents and employees.

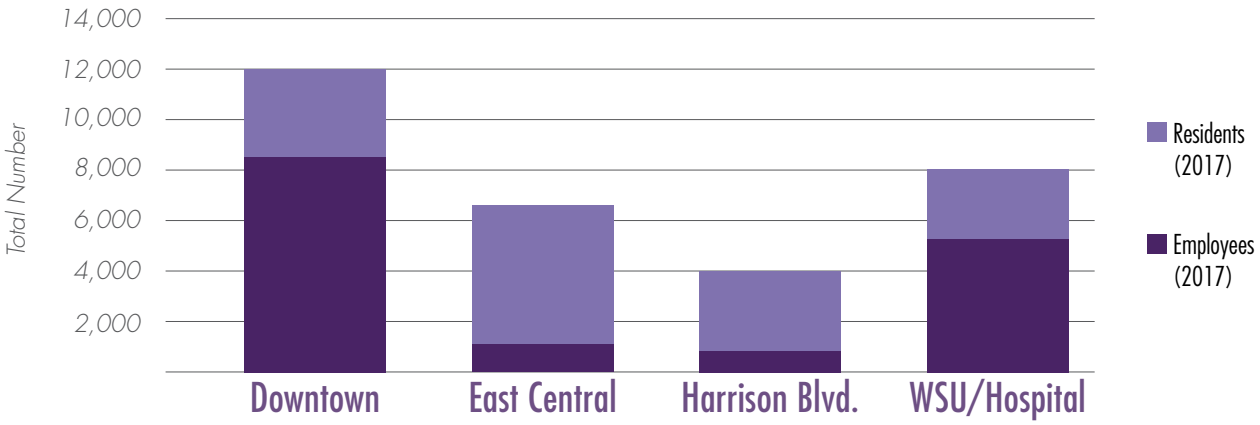
Neither the East Central nor Harrison Boulevard subdistricts are major areas of employment (Figure 2.1). However, East Central has the most residents along the corridor, while Harrison – despite being the smallest corridor subdistrict – has more residents than the WSU/Hospital area. It should also be noted that these numbers do not include students commuting to and from WSU. Map 7 on the following page shows density of new population and employment in the study area through 2050.

TABLE 2.1 Half-Mile Corridor Growth Projections, 2017-2037

	2017 est.	Est. '17-'40 Annual Growth Rate	2027 est.	2037 est.	10-year Growth Total	20-year Growth Total
Population	29,850	0.5%	31,350	33,000	1,500	3,150
Households	11,150	1.0%	12,300	13,600	1,150	2,450
Approximate Residential Unit Demand					1,100	2,400
Employment	20,200	1.2%	23,000	26,000	2,600	5,600
Approximate Commercial & Employment Space Demand (sq. ft)					790,000	1,680,000

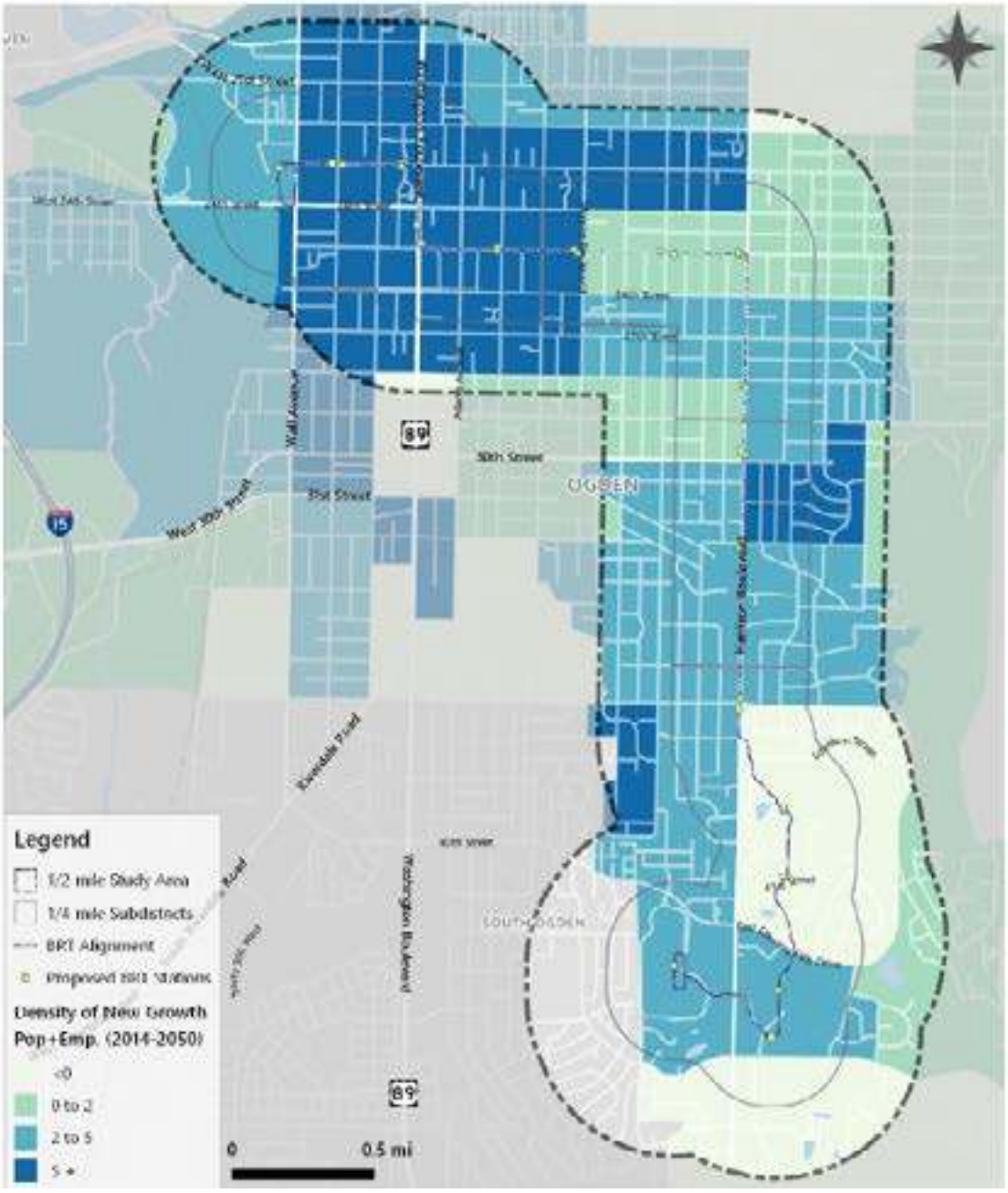
Source: ESRI, WFRC and Leland Consulting Group Note: commercial and employment space demand is based on 300 square feet per employee

FIGURE 2.1 Residents and Employees by Subdistrict, 2017



Source: ESRI and Leland Consulting Group

MAP 7 Annual Corridor Growth (Employment + Population) 2014-2050



Source: AGRC, WFRC, TIGER, and Leland Consulting Group

FIGURE 2.2 Average block size (acres), 2018

**WSU and McKay-Dee Hospital are large developments that follow a "campus-style" development pattern. Block sizes are therefore more difficult to accurately measure. Further, internal circulation and walkability is more prevalent in these developments. Source: WFRC.*

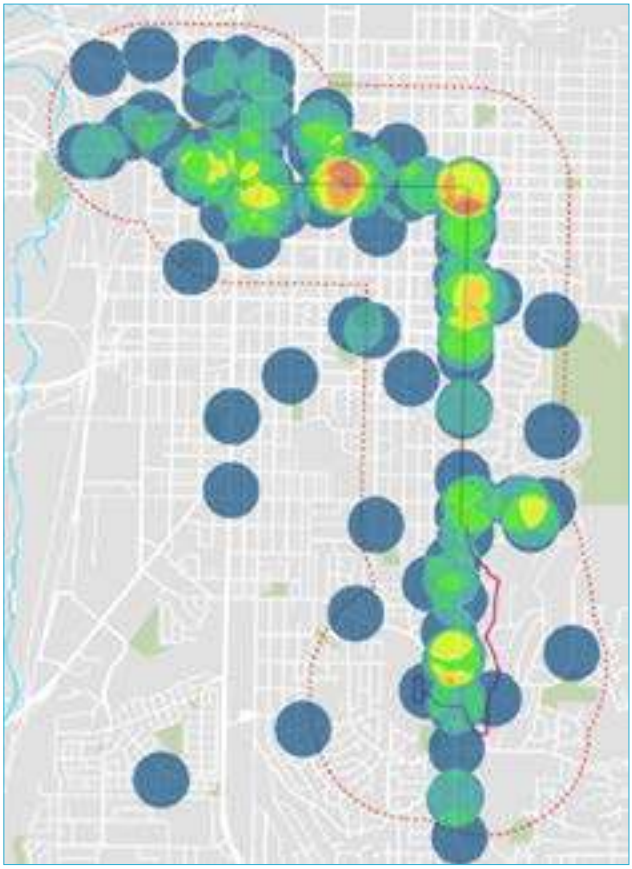
Large Block Lengths

Walkable centers and corridors function best when the areas have good physical form. Small block sizes with more street connections decrease the distance people must walk from one destination to another. Figure 2.2 (above) shows the average block size (in acres) within each quarter-mile subdistrict. Here, the subdistricts with the highest proportion of single-family development have the smallest average block size.

Gaps in the Active Transportation Network

For some Ogden residents, transit is the primary method of transportation to a wide range of services that are essential for everyday life: the grocery store, medical centers, schools, parks, government service buildings, and other destinations. It is also important for people living in affordable housing areas to have safe and comfortable walking and bicycling connections to transit – they may be more reliant on transit as a method of transportation, or may be able to spend less of their income on transportation by using public transit. Throughout the community engagement discussions, conditions for pedestrians, cyclists, and transit users was a top priority and concern.

FIGURE 2.3
Online Survey Results Showing Key Barrier Locations



Above: Results from the online survey. Yellow/ orange indicates locations with the most comments or greatest number of barriers. (Source: MIG

According to results from the online survey, heavy vehicle traffic, missing bicycle lanes, and feeling unsafe were some of the top issues identified by survey respondents. The most significant active transportation safety issues along the corridor are on Washington Boulevard which is where many bicycle collisions occur (Figure 2.3). While there are roughly two blocks of bike lane on Washington Boulevard near downtown, the remainder of the corridor has no bicycle facilities.

Socio-economic Conditions and Housing Supply

The Gardner Business Journal found that almost 20 percent of all renter-occupied households throughout Weber County remain severely cost burdened (meaning 50 percent or more of household income is going to housing costs), and more than seven percent of all owner-occupied households are severely cost burdened. Weber County also has 83 percent of tax credit units in very low economic prosperity tracts – most of which are located in Ogden – the highest concentration in the Wasatch Front region. The 2013 Housing Assessment and Plan for Weber County suggests that the problem with affordable housing in the region has more to do with quality rather than quantity. It explains that the existing number of affordable housing units is sufficient, but due to the age and condition of the existing housing stock, many low and moderate-income households may be living in substandard conditions.

Development Costs

Construction and land costs all contribute to potential opportunities for new development. While construction costs have rapidly been increasing, land costs differ based on the market, site condition, and location, among other factors. Low or no land costs for a prospective developer can make a significant difference for project feasibility. Ogden's land cost, on average, is relatively low relative to the rest of the Wasatch Front region. However, with such limited land available throughout the BRT corridor, land prices may inflate beyond the typical market as developers seek to build close to the alignment. Parking costs are often the most prohibitive part of a potential project's feasibility, especially when minimum parking requirements are inappropriately high.

Policy and Regulatory Barriers

Maximum lot coverage ranges from 40 to 60 percent in the multiple-family residential zones, which puts a limit on density and land use efficiency and is likely to be a significant barrier for TOD projects with structured parking, which may use up to 100 percent of the lot. Permitted housing densities in the City's existing multiple-family zones are significantly lower than typical TOD densities. For example, R-3 and R-4 allow projects with only up to nine units by right at densities of up to 20 and 26 dwelling units per acre; a project with 10 or more units requires a conditional use permit. Typically, TOD zoning will have significantly higher or even eliminate maximum densities or unit counts.

Environmental Conditions

Development within the UTA FrontRunner Station site is limited by a deed restriction on the use of the property from previous rail-related industrial uses that occurred on or near the site. The deed restriction allows the site to be used for office, commercial, industrial, and other non-residential uses, but prohibits residential, lodging, recreational uses, and other similar uses. Ultimately, the future potential of the UTA site for a mixture of uses envisioned by the community will be dependent on site remediation at the time of redevelopment. The Ogden River and smaller tributaries including Sullivan Hollow along Harrison Boulevard have specific designations for flood hazards. Ogden City has specific standards for development in floodways that must be met at the time of development review. These include requiring residential structures to have the lowest floor above the base flood elevation.

KEY OPPORTUNITIES

A Proud and Distinctive Identity

The Wasatch Mountains and the Weber and Ogden Rivers are prominent form-givers to the City. They act as visual and recreational amenities while posing some development constraints. The City of Ogden's General Plan provides a unified vision for the city, including policies and initiatives to enhance the community identity.

Bike and Small Vehicle Sharing

Ogden City has been proactive in its approach to encouraging more people to walk or bike. The 2016 Bicycle Master Plan identified high-priority locations for bike share stations and Ogden successfully secured funds in 2017 from Wasatch Front Regional Council's Transportation Alternatives Program to pay for kiosk installation for the first phase of bike share stations.

Major Destinations and Employment Centers that Anchor Each End of the Corridor

Over half of all jobs in the corridor are located Downtown and about one-third are in the WSU/ Hospital area. Weber State is one of the fastest growing universities in the state, seeing an increase of almost 700 students in its total enrollment from 2016 to 2017. The Utah System of Higher Education (USHE) forecasts WSU will grow by 2.3 percent per year over the next 10 years. This growth is likely to drive demand for new development in the southern sections of the corridor – particularly for student or market-rate multifamily housing.

City Policies and Economic Incentives

The corridor contains seven active and planned or proposed Redevelopment Areas (RDAs) and Community Reinvestments Areas (CRAs)– most of which are clustered downtown. RDAs and CRAs freeze the tax valuation for all taxable properties inside a swath of land that's been targeted by the city for reinvestment. These areas provide financial incentives that can greatly improve the feasibility of new development and are therefore important to consider when identifying opportunity sites. The City also offers homebuyer closing or mortgage cost support, redevelopment and resale of foreclosed homes for a discounted price, and tax increment financing for larger projects.

Higher Transit Ridership

The Ogden/WSU BRT will build upon and improve an already successful transit corridor, making it more convenient for a wider range of potential riders. Currently, Route 603 carries 1,500 riders/day. With improved frequency, speed, and stop amenities, it is projected that the new BRT route will serve 3,300 riders/day plus another 3,000 riders, as the BRT is planned to replace the existing Weber State Shuttle by providing a more direct connection through campus.

HISTORIC RESOURCES AND REVITALIZATION

Historical districts and historical buildings are also assets that make a neighborhood more likely to be redeveloped. Historical assets are treasured by a rising segment of the population — those whom economist Richard Florida terms the "Creative Class." This group, whose members generally work in cities in careers structured around innovation, represents the new direction of the US post-industrial economy. The group plays a large role in the trend toward the revitalization of historic town and city centers and the reuse of former industrial zones. As a result of these trends, the renovation of historic buildings is becoming more fashionable among real estate developers and consumers.

Source: Hook, Walter, Lotshaw, Stephanie, and Weinstock, Annie, More Development for Your Transit Dollar: An Analysis of 21 North American Transit Corridors, ITDP

Support for High Performance Transit

The BRT corridor is surrounded by six acknowledged Planning Communities. A majority of the six community plans envision to have better mass transit and to encourage an integrated transportation system that employs multiple modes and safer streets for all users, especially pedestrians and bicyclists. Throughout the community engagement events and online outreach efforts, many participants voiced their support for transit and excitement for the future.

A Diverse Community

Ogden is a community of different cultures. Most notable is the city's large Hispanic population. The proportion of the population of Hispanic origin is over double that of the region, with one in every two downtown residents of Hispanic origin, and two in every five in East Central. There are many multi-cultural businesses along or near the corridor, and different cultures, languages, and customs that help make the city vibrant and dynamic.

Gridded Street Network and Planned Active Transportation Projects

The majority of the corridor is connected by a gridded street network, formed by the original block pattern of the design for the city. In particular, there are several north/south and east/west streets that bisect the BRT corridor and provide good access to other parts of the city and region. The Ogden Bicycle Master Plan (2016) also contains recommendations for a range of bicycle facilities (both corridor and intersection level). Planned bike facilities along or near the corridor including bike lanes along streets paralleling 25th Street and along Harrison Boulevard.

Parks, Greenspaces, and Access to the Outdoors

The BRT corridor is also adjacent to various parks and open spaces including the Municipal Gardens, Lindquist Field, Lester Park, Dee Memorial Park and Glassman Pond to the south. Access to the trail network is also made through several easy/west streets off of Harrison Boulevard beyond the ½-mile study area . Various other parks and open spaces fall within a ¼-mile of the BRT corridor. Still, some areas of the corridor lack parks or greenspaces within a convenient walking distance, especially along Harrison Boulevard and near Ogden Station.

HEARING FROM OGDEN'S HISPANIC COMMUNITY

The planning team presented materials at Ogden's Hispanic Festival to hear from Ogden's Hispanic community. A Spanish translator was on hand at this event, as well as the two community-wide events. The festival was a great opportunity to hear from members of Ogden's Hispanic/Latino community; a target audience for engagement on the project. The display station (below) provided posters and handouts translated in Spanish.

REGIONAL MARKET CONDITIONS

- Construction boom across all property types
- Strong light-industrial growth
- Affordable housing market, relative to other regions in the West Coast and Mountain West
- Well-educated workforce
- Diversified economy with many employment options
- High quality of life
- High population and job growth
- Recent influx of major construction and development companies
- Market depth, which allows for investors to make significant investments
- Proximity to a major airport (SLC)
- Major growth in urban infill driven by Millennial demand for downtown living

MARKET CONDITIONS

The project team conducted a market analysis to establish key strengths, weaknesses, barriers, and opportunities relating to the real estate market based on observed supply and demand characteristics and real estate trends (Appendix B). The analysis conducted for the Ogden BRT corridor specifically highlighted these factors as they related to transit-oriented development.

Corridor Demographics

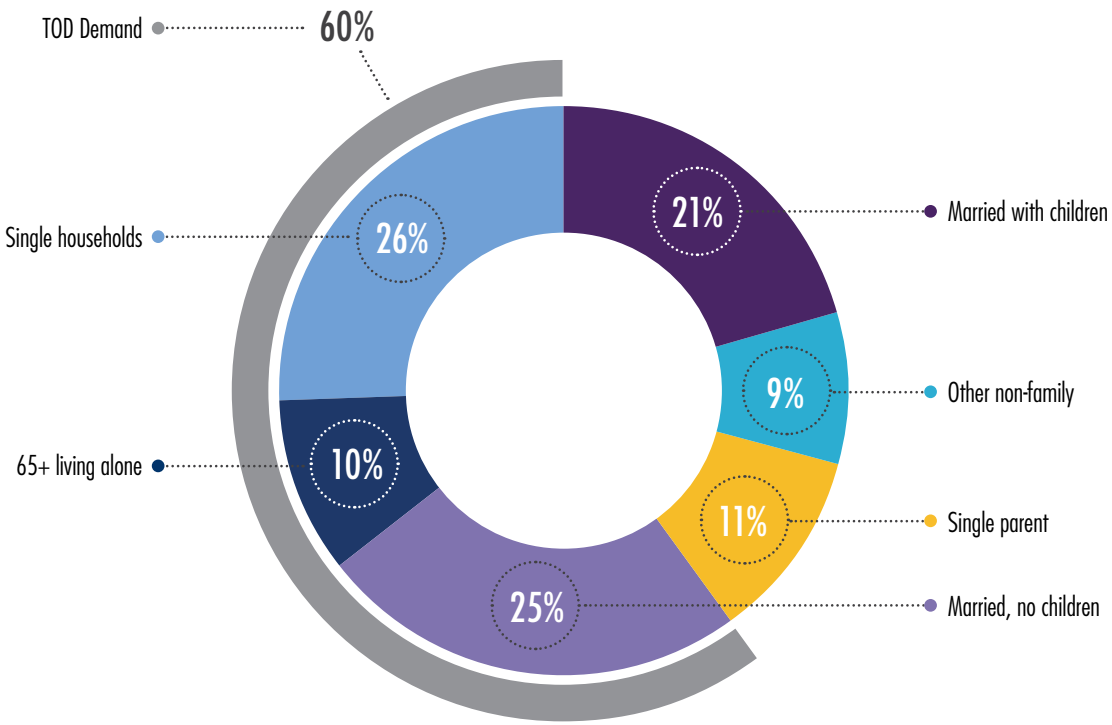
Approximately 60 percent of households in the corridor are considered the primary target market for TOD (Figure 2.4). The primary target market for TOD typically includes single households (especially 18 to 34-year-olds and seniors), households with no children, and transit-dependent households such as low-income families. The secondary market for transit-oriented development includes single parents and other non-family households (e.g., students). Married couples with children[1] are the most difficult to attract to TOD, and only account for 21 percent of existing households in the corridor.

Market Strength (Market Readiness)

Evaluating market variables—such as rents, vacancy rates, absorption trends, and construction trends—provides an indication of market strength. This, in turn, helps evaluate whether proposed project types are economically feasible under local real estate market conditions. For example, TOD is seldom feasible in "limited" markets, but may be feasible in "emerging" markets with public assistance, financing, incentives, or a bullish developer. "Strong" markets will typically accommodate most building types.

1 Traditionally, households with children have favored lower density housing types. However, if the transit service can accommodate flexible schedules, transit use could help ease affordability burdens for many families.

FIGURE 2.4 Households by Family Type, Corridor Study Area, 2015



Source: ACS (from ESRI) and Leland Consulting Group

Based on development trends and socioeconomic, economic, and real estate characteristics, the Ogden BRT corridor is an **EMERGING** market, and may be ideally suited for catalytic investments to enhance local market strength. Recent developments in Ogden have achieved higher rents and fast absorption rates, indicative of greater market support than historical trends. These upward trends show market momentum and may be leveraged for increased rates of development if land supply and the regulatory conditions allow. Typically, low-rise and mid-rise buildings would be feasible in an emerging market. Higher-density building types would typically require additional funding, incentives, or other public assistance in order to be feasible.

TOD Opportunities (Development Potential)

TOD opportunity is another phrase for development potential. These metrics evaluate where the regulatory, physical, and infrastructure framework of the station area is ready to support new development, and determine the potential capacity for new development. Criteria for opportunities include developable land (vacant and underutilized), transit-supportive zoning, and special districts (such as Redevelopment Agency project areas). Map 3 shows the location of opportunity sites within the study area.

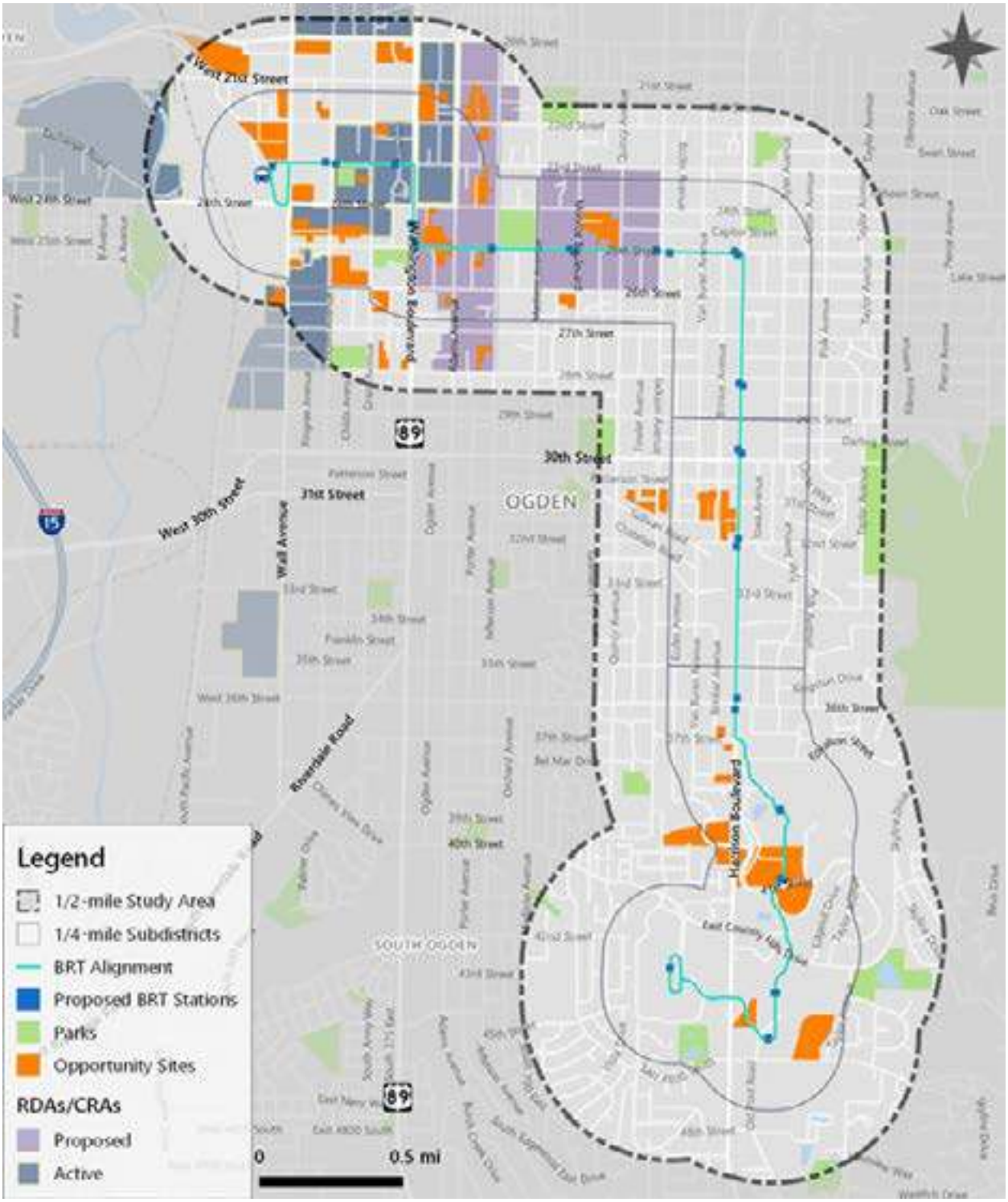
FIGURE 2.5 Economic and Redevelopment Areas

Source: AGRC, Weber County, WFRC, TIGER, Ogden City and Leland Consulting Group

Market Conditions and Opportunities Key findings:

- Most development opportunities are located at either end of the corridor (Map 8).
- Demand for additional housing development is anticipated to increase, driven by significant population growth throughout the region.
- Student housing is emerging as a favorable development type in the corridor due to national trends and local higher education institutions increasing efforts to recruit more out-of-state and international students.
- Several planned joint venture (public and private partnerships) projects will help to build market momentum, especially downtown, potentially increasing the feasibility of more significant and longer-term development projects nearby, such as the railyards.
- High-density housing projects generates demand for community-serving retail such as restaurants, cafés, coffee shops, and grocery stores.
- Redevelopment Agency projects areas in Downtown and East Central (Figure 2.5) provide significant development incentives to help bridge funding gaps for larger projects. Additional project areas in the corridor would increase development opportunities.
- TOD typically achieves rent premiums of between five to 20 percent above the market average for residential development, and 10 to 15 percent for commercial development, which would help bridge development feasibility gaps in the corridor.

MAP 8 Study Area Opportunity Sites



Source: AGRC, Weber County, WFRC, TIGER, Ogden City and Leland Consulting Group

CHAPTER 3

THE FUTURE OF OGDEN'S HIGH PERFORMANCE TRANSIT CORRIDOR

THE CORRIDOR VISION

Transit-Oriented Development is about creating an environment where housing is accessible and affordable, and where everyone can walk or ride safely to the park, school, work, or go shopping, all without needing to drive. Achieving this for the Ogden/Weber State Corridor requires a vision that inspires local leaders, developers and neighbors to think creatively about the possibilities of what the corridor can become. Based on extensive conversations and input from the community engagement process, this chapter presents the vision, goals, and station characteristics for Ogden's future BRT corridor.

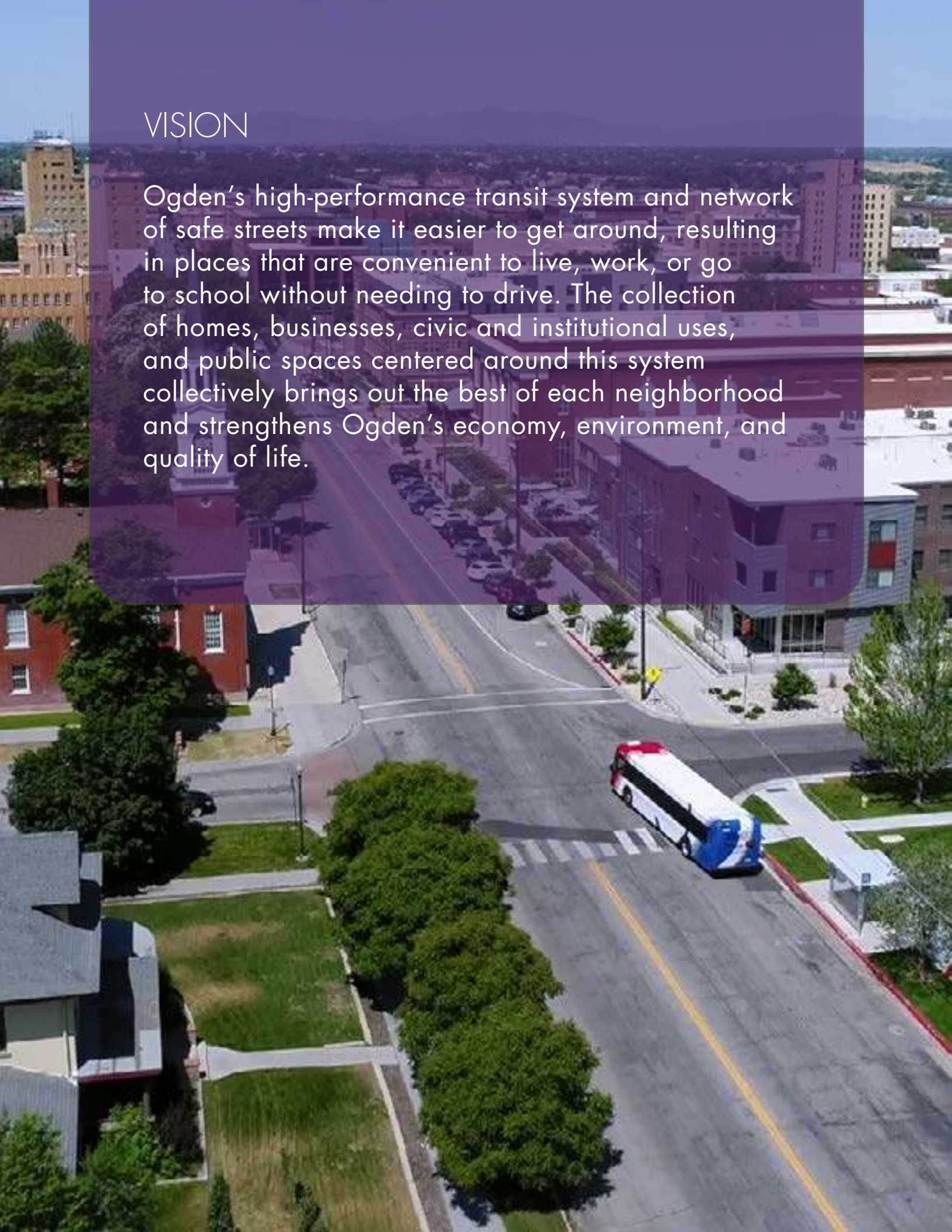
The vision for the Ogden's BRT corridor defines what the future holds for surrounding neighborhoods and station areas. The vision balances the best of existing neighborhoods and community assets with the infusion of high-performance transit and new investment, resulting in greater vitality, activity, and mobility.

"This is a rare opportunity to scale our local transit to be a national leader in accessible, green, and effective transit which integrates our diverse community."

- public comment

VISION

Ogden's high-performance transit system and network of safe streets make it easier to get around, resulting in places that are convenient to live, work, or go to school without needing to drive. The collection of homes, businesses, civic and institutional uses, and public spaces centered around this system collectively brings out the best of each neighborhood and strengthens Ogden's economy, environment, and quality of life.



Key Objectives from the Community

There were hundreds of interested community members that voiced their ideas for the future of the BRT corridor. During the Corridor Vision Workshop, there were several common themes that shaped the vision for Ogden Onboard.

"What would get you to walk/bike to a future BRT station?"

- Greater density and a mixture of uses
- Redevelopment of underused buildings
- Lower cost (or free) transit service
- Predictable service and real-time information
- Integrating bicycles with buses
- Improved safety, especially lighting
- Making transit more convenient than driving

"Where would you focus improvements?"

- Underdeveloped or under-performing commercial areas
- Monroe and 25th, and Rite-Aid site
- Areas with high ridership
- Existing activity centers (e.g. Transit HUB, WSU, Library)
- Surface parking areas, or new structured parking
- Safer conditions for pedestrians and cyclists along Harrison

TRANSIT-ORIENTED GOALS AND OBJECTIVES

There are three primary goals for transit-oriented development along the corridor, with multiple objectives that helped guide development of recommendations and design concepts in Chapters 4 and 5. The objectives also provide descriptions that explain how the community can achieve each goal. The goals feature example images of successful spaces and facilities used throughout the study process.

GOAL 1.

Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

1.1 Walking and cycling routes are direct and integrated

1.2 High quality transit is easily accessible

1.3 Improvements to transit should build on existing routes and stops

1.4 There is clear signage to direct you to and through the city

GOAL 2.

Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

2.1 There are safe, complete and accessible routes to walk, roll or bike

2.2 The streetfront is active and inviting, day and night

2.3 There is a diversity of housing options and types

2.4 Streets and public spaces encourage all walks of life to gather

GOAL 3.

Build **complete neighborhoods** with access to jobs, housing, and essential services.

3.1 Destinations are within a short walking distance of transit stations

3.2 There is a mixture of different uses all centered around transit

3.3 Historical, cultural and environmental assets are protected and showcased

3.4 New development is carefully designed to integrate within the local context and character of surrounding neighborhoods

STATION TYPES

Based on the vision, there are four potential BRT stations types for Ogden's future BRT Corridor (Figure 3.1 and Table 3.1). Station types help organize the range of potential ingredients for different station areas and describe how different conditions and opportunities will contribute to the overarching vision. Station types address the questions, "how will this location function in the future?" and "how will new development fit within existing neighborhoods."

FIGURE 3.1 Station Type Examples

URBAN CENTER

NEIGHBORHOOD CENTER

EMERGING CORRIDOR

INSTITUTIONAL CAMPUS

TRANSIT-ORIENTED INDICATORS

The station types each have unique characteristics that can be described by the following ingredients.

- **Land Use Mix:** A greater mixture of uses within a ¼-to ½-mile walking distance allows more people to walk or take transit to their destination. A nearby mix of housing, jobs and services also makes a more complete and self-reliant neighborhood.
- **Blocks and Connectivity:** Shorter and more direct routes provide more efficient ways to get around the neighborhood, especially on foot or bike.
- **Built Form:** The distance between buildings and the street, presence and location of parking, landscaping and other factors all influence places that are welcoming and safe for people walking, relaxing, or waiting for transit.
- **Building Height:** Multi-story buildings allow for a greater number of people to live closer to more destinations and activities, while also attracting more businesses and private investment.
- **Mobility:** Slower speeds, easy access to transit, bike routes, connected and accessible sidewalks and safe crossings all make it easier to walk, roll, bike or get to transit without relying on a car.

TABLE 3.1 Station Types and Characteristics

	Land Use Mix	Blocks And Connectivity	Built Form	Building Height	Mobility
URBAN CENTER	Greatest mix of uses including multi-family, commercial, office, civic, institutional and entertainment Mix of uses extends through multiple blocks from transit station	Smaller block sizes with pedestrian connections between longer block lengths Good connectivity at all intersections	Most buildings built to sidewalks and streets Most buildings with parking behind or beside the street and building front	Mid- to-high-rise buildings (3-6+ stories) Transitional, stepped building heights at edges of residential or historic neighborhoods (1-2 stories)	Good sidewalks and with highest priority to pedestrians Good bicycle routes and infrastructure Access to many transit routes with direct connections to surrounding neighborhoods and greater region
INSTITUTIONAL CAMPUS	Institutional/ civic uses are anchors to employment, services and housing Mix of uses oriented to the transit stop Mix of uses exists within a block from transit station Mix of attached single-family and multi-family homes	Larger block sizes with pedestrian connections between longer block lengths Good connectivity at most intersections Landscaped pedestrian connections linking institutional uses	"Main Street" buildings closest to transit street are built-to street Surface parking lots are tucked behind or beside buildings Larger scale buildings for healthcare/ education/ research	Some mid-rise buildings closest to transit street (3-5 stories) Taller buildings placed towards center of institutional campus Gradual transition to low-rise development away from institutional campus (1-2 stories)	Good sidewalks and bike routes Good connections to transit, bike routes, and sidewalks/ street crossings

	Land Use Mix	Blocks And Connectivity	Built Form	Building Height	Mobility
NEIGHBORHOOD CENTER	Mix of uses oriented to the transit stop at both street sides and each block corner Mostly lower density commercial uses along arterials Mix of single family and small-scale multi-family homes	Consistent gridded street network with pedestrian connections between larger block lengths Best connectivity directly from the station	Collection of buildings with parking behind or beside the street and building frontages nearest transit stops Landscaping and buildings brought close to street to provide sense of enclosure for pedestrians	Low-rise buildings (1-2 stories) Taller buildings at major intersections (3-5 stories)	Pedestrian-oriented closest to transit stops Quieter/slower residential streets away from transit stops Good sidewalks and access to bike routes Good access to transit stops and route transfers
EMERGING CORRIDOR	Commercial uses along arterials (one or both sides of street) Mix of single family and small-scale multi-family homes	Larger block sizes with some pedestrian connections between longer block lengths Best connectivity directly from the station, diminishing further away	New development built closer to the street with off-street parking behind or beside buildings Landscaped buffers separating busy streets from the sidewalk	Low-rise buildings (1-2 stories) Mid-rise residential and mixed-use buildings at corners and placed to preserve character of residential neighborhood (3-5 stories)	Good sidewalks and access to the bike network Access to one or more transit stops

FIGURE 3.2 Station Character

URBAN CENTER

LAND USE MIX

BLOCKS AND CONNECTIVITY

BUILT FORM AND BUILDING HEIGHT

MOBILITY

FIGURE 3.3 Station Character

NEIGHBORHOOD CENTER

LAND USE MIX



BLOCKS AND CONNECTIVITY



BUILT FORM AND BUILDING HEIGHT



MOBILITY


FIGURE 3.4 Station Character

AN EMERGING CORRIDOR

LAND USE MIX

BLOCKS AND CONNECTIVITY

BUILT FORM AND BUILDING HEIGHT

MOBILITY

FIGURE 3.5 Station Character

AN INSTITUTIONAL CAMPUS

LAND USE MIX



BLOCKS AND CONNECTIVITY



BUILT FORM AND BUILDING HEIGHT



MOBILITY

CHAPTER 4

TRANSIT-ORIENTED FRAMEWORK

FRAMEWORK OVERVIEW

The goals for Ogden Onboard outline the primary conditions needed to preserve and enhance a mix of equitable housing and access to jobs, services, and public facilities. These goals may be met by encouraging mixed-use, transit-served neighborhoods that promote local community and economic development by providing expanded housing options, commercial and retail spaces, community services, and other amenities that are integrated into safe, walkable neighborhoods.

This chapter presents a series of recommendations for the BRT corridor organized by the three goals for Ogden Onboard.

"[I would like to see] mixed use development that is dense enough to provide affordable housing for area incomes."

- public comment

GOAL 1

Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Improve Pedestrian Connectivity to Strengthen Access to Essential Services from the Transit Corridor

Ogden's BRT route will traverse a wide range of pedestrian environments: from the walkable Downtown to the sprawling university and hospital campuses. Different portions of the corridor need different modifications to create a safe, comfortable environment for transit users. There are several corridor-wide recommendations to enhance conditions for pedestrians, and that can help create stronger connections. Chapter 6 provides a detailed list of priority projects for the active transportation network.

Sidewalks

- Fix broken sidewalk sections and missing sidewalk gaps around station areas.
- Ensure that sidewalks have the appropriate grade and are not sloping into the roadway.
- Ensure a minimum 48" clear zone for pedestrians on the sidewalk by removing overgrown vegetation, and by relocating utility poles that may be blocking the sidewalk.
- Ensure that sidewalks along the corridor have curb ramps at intersections, to accommodate people in wheelchairs and other mobility devices.
- Curb ramps should have truncated domes and be directionally aligned with the crosswalks, rather than directing pedestrians into the intersection at a diagonal angle (Figure 4.1).

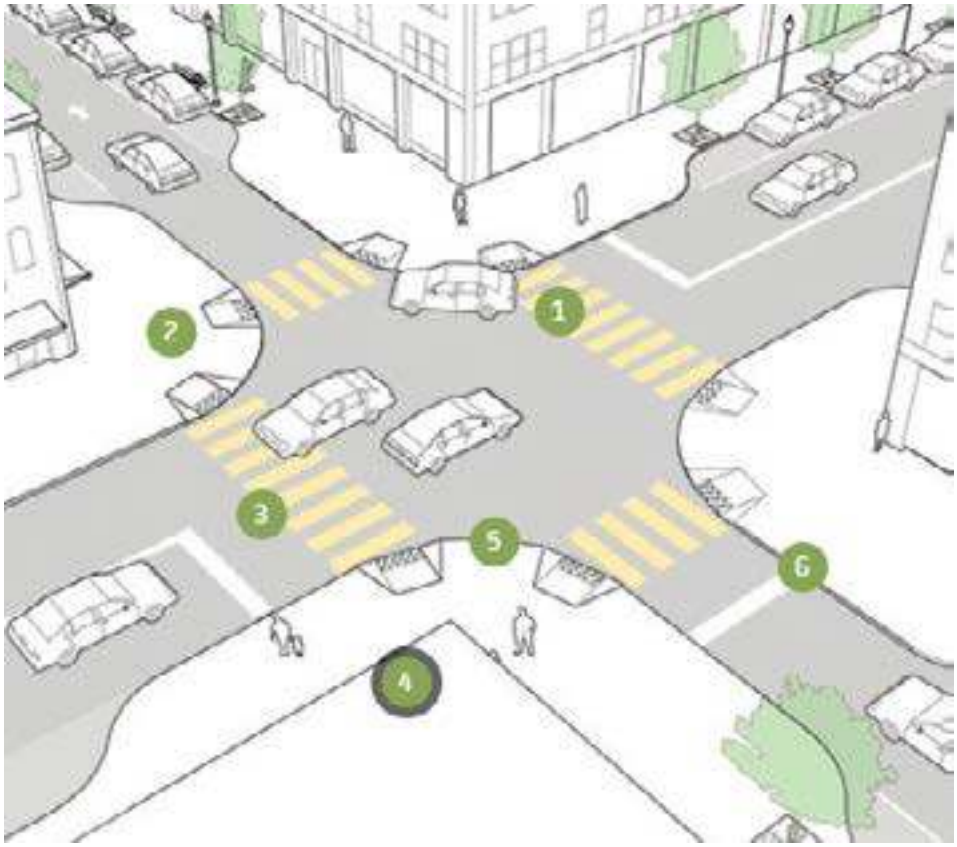
RECOMMENDATIONS FOR STRONG CONNECTIONS

- Improve pedestrian connectivity to strengthen access to essential services from the transit corridor.
- Integrate bicycle routes and infrastructure with station design
- Encourage small vehicle sharing to improve first/last mile connections

Crossings and Street Design

- Curb radii should be designed as tightly as possible to reduce pedestrian crossing distance and slow turning speeds without adversely affecting transit operations.
- Add crossing time to the pedestrian phases at intersections on Washington Boulevard and Harrison Boulevard, to ensure that slower-moving pedestrians can safely cross these roads within the time available.
- On 25th Street, slow traffic to improve conditions for pedestrians throughout the corridor. Strategies could include bulbouts at key intersections to encourage slower driving and increase pedestrian visibility; high visibility crosswalks at intersections near transit stations; speed feedback signs; and landscaped median refuges (Figures 4.1 and 4.2).
- Provide parkstrip landscaping to buffer pedestrians from high-speed traffic.
- Modify the 36th Street/Harrison Boulevard intersection to reduce the amount of pavement on 36th Street, and clarify lane locations.

FIGURE 4.1 Conventional Crosswalk Design Elements



#1 and #3 High visibility zebra or ladder crossings as wide or wider than walkway

#2 and #5 Curb ramps directionally aligned to crossings and sidewalks

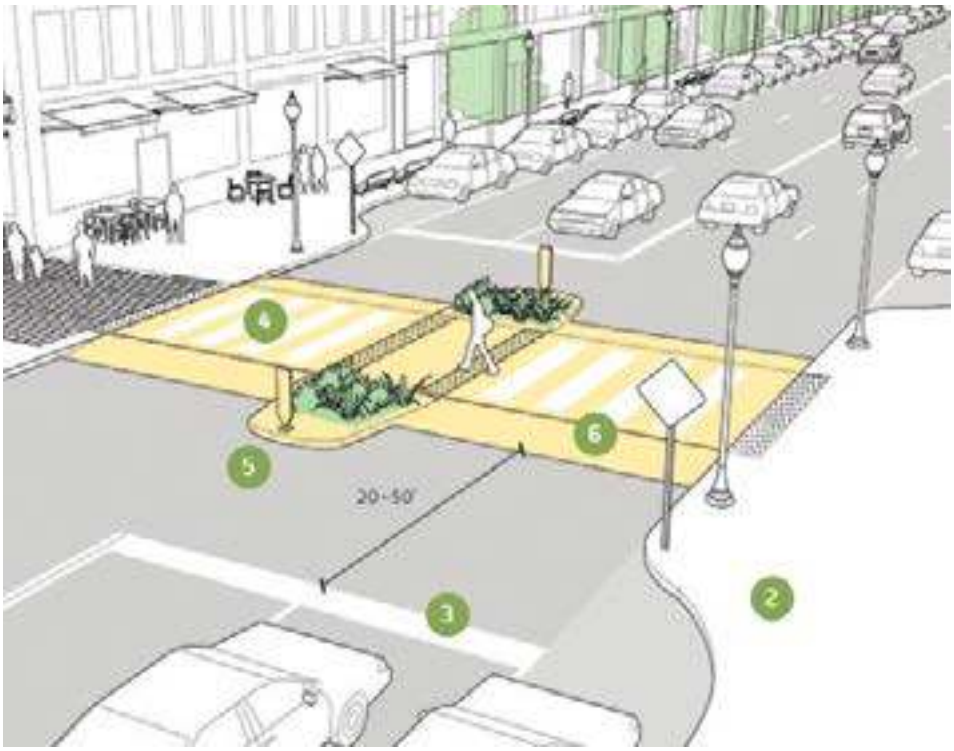
#4 Short crossing distances using sidewalk bulbouts and tight corner radii (Right--turn-on-red restrictions may be applied citywide or in special city districts and zones where vehicle pedestrian conflicts are frequent)

#6 Advanced stop bar at least 8 feet in advance of crossing

Where an unsignalized crossing exists at a transit stop, enhanced crossing treatments or actuated signals should be added. Transit stops should ideally be located so that pedestrians cross behind the bus or transit vehicle. Far side stop placement is preferable to near side or midblock placement and increases the visibility of pedestrians crossing behind the bus.

Source: nacto.org Urban Street Design Manual

FIGURE 4.2 Midblock Crossing Design Elements



#2 Daylighting in advance of a cross walk makes pedestrians more visible to motorists and cars more visible to pedestrians.

#3 Stop lines at midblock crossings should be set back 20–50 feet.

#4 Stripe the crosswalk, regardless of the paving pattern or material.

#5 Median or safety island for pedestrian refuge

#6 Raised crossings at connections to essential services

Actuated pedestrian signals (half signals), hybrid beacons, or rapid flash beacons may be considered at greenway crossings, midblock locations, or unsignalized crossings where infrequent crossings make a traffic signal or stop sign unnecessary. Fixed-time signals or passive detection are preferable to push-button detection.

Source: nacto.org Urban Street Design Manual

Integrate Bicycle Routes and Infrastructure with Station Design

Ogden's Bicycle Master Plan, adopted in 2016, is the guiding document for bicycle facilities in the city. The Plan was prepared with the knowledge of the planned BRT route, and routes were proposed in locations designed to complement, but not conflict, with the BRT buses. Overlap between proposed bicycle facilities and the BRT route is therefore minimal, but some improvements can be made along the BRT corridor to further enhance bicycle/bus interactions. Chapter 6 provides a detailed list of priority projects for the active transportation network.

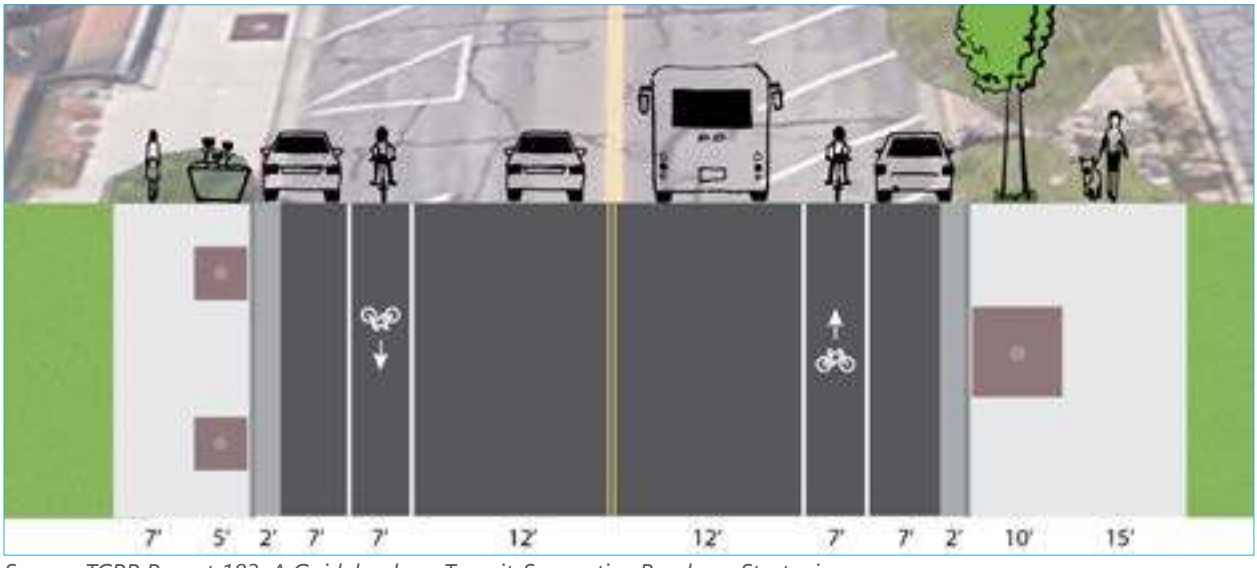
Shared bus/bicycle street design

Along 23rd Street, between Wall Avenue and Grant Avenue, the planned street design includes a section of the "Weber Wildcat": a proposed bike boulevard. In this location, best practices for shared bus/bike lanes should apply (TCRP Report 183: A Guidebook on Transit-Supportive Roadway Strategies provides design options for shared bus/bike facilities). 23rd Street also has angled on-street parking, which could be eliminated or modified to reduce conflicts between bikes, buses, and cars. If on-street parking is necessary, restriping the angled parking to parallel parking would improve visibility of cyclists to drivers pulling out of the parking spaces (Figure 4.3). However, if angled parking is necessary, require back-in parking to improve visibility of cyclists when pulling out. Parallel parking could also be used as a buffer to separate bus and vehicle traffic from cyclists, at the City's discretion.

MAKING BICYCLE PARKING WORK

According to the Bus Rapid Transit Planning Guide, "the provision of secure bicycle parking infrastructure is essential for cyclists to feel comfortable in leaving their bicycles prior to boarding the system… To an extent, the location of the bicycle parking facility can act as a marketing tool to encourage bicycle use. The more visible and attractive the cycling facility, the more likely it is to gain the attention of potential users."

FIGURE 4.3 Shared Bus/Bike Street Design



Source: TCRP Report 183: A Guidebook on Transit-Supportive Roadway Strategies

Bicycle lane behind transit stop

Washington Boulevard has bike lanes in downtown Ogden which overlap with the BRT route. The BRT station at Washington Boulevard should integrate the bike lane into bus stop design, in order to maintain a continuous route for cyclists and also reduce conflicts between cyclists and transit. One option is to create a raised bike lane behind the bus station platform, to allow cyclists to continue in a designated space rather than merging into vehicle traffic (see photo example above).

Cycle track

The 2016 Bicycle Master Plan proposed a "phased implementation" bike facility on Harrison Boulevard, which is intended to be a separated bikeway or cycle track that would offer some degree of separation from vehicle traffic. The proposed Harrison Boulevard design for the BRT includes a bike lane, which would improve current conditions for cyclists on Harrison Boulevard. However, the City and UDOT should continue to look for opportunities to implement a separated bikeway on Harrison Boulevard.

Turn boxes

The 2016 Bicycle Master Plan also calls for two-stage left turn boxes at 26th Street and 36th Street on Harrison Boulevard, coinciding with the BRT route. These boxes provide a designated space for cyclists to cross busy roads, by transitioning them from the right side bike lane of one street into the area near the stop bar on the cross street where they would like to turn left. This improves safety for cyclists by reducing the need for cyclists in a right-side bike lane to merge across multiple lanes of traffic to access a left-turn pocket at a signalized intersection. The boxes should be integrated into the final design for the BRT project.

Bicycle racks

Bike racks will be provided at the transit stops, as well as on buses. UTA and the City should ensure that bicycle racks are installed correctly and allow for proper and secure storage of bicycles. This includes a need to review placement to make sure that trees, signal cabinets, signs, or other obstacles are not blocking use of bike racks.

Encourage Small Vehicle (Micromobility) Sharing to Improve First/Last Mile Connections

Ogden City should Leverage small vehicle sharing (micromobility), such as bicycles and electric scooters, to better connect the neighborhoods to transit and destinations (see inset following page).

The City received funding for design and construction of an initial rollout of GREENbike docked bike share stations. Proposed bike share station locations along the BRT route include the FrontRunner station, 25th Street/Jefferson Street, and the hub on Weber State University campus. There are several strategies to encourage and manage small vehicle sharing.

- At the 25th Street/Jefferson Street proposed bike share station, construct the station so that riders access the bike share station docks from the street and not the sidewalk. This will reduce conflicts with transit passengers who are waiting for the bus or unloading from the bus.
- The bike share station at the WSU Intermodal hub sits in a large parking area, with few connecting bicycle or pedestrian facilities. WSU and Ogden City should to delineate pathways through the parking lots to provide comfortable passage for transit users, cyclists, and others throughout the campus.
- Consider vehicle storage "corrals" where onstreet parking spaces are repurposed for storing small vehicles such as scooter and bicycles.
- Consider digital parking zones or geofencing that prohibit parking of small vehicles in areas with high pedestrian volumes, or during peak hours or special events.
- Define specific neighborhoods where small vehicle sharing service is required to ensure equitable use across the city.

MICROMOBILITY: LAST MILE CONNECTIONS

Micromobility is a fast-growing form of small vehicles for rent or sharing for public use. Micromobility is appealing for shorter trips, such as a long walk to connect to a bus transfer, or to run a quick errand several blocks away. Vehicles can include everything from bicycles to scooters and are typically managed through an online membership program that charges a small fee to unlock, then additional costs depending on use. Vehicles can either be locked in a rental station (such as Salt Lake City's LimeBike), or dockless and tracked via GPS (such as Bird or Lime also found throughout Salt Lake and many other cities).

GOAL 2.

Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

Integrate and Connect Public Spaces with Station Areas and Prioritize User Comfort, Accessibility, and Placemaking

Public spaces, including parks, plazas, and greenspaces, deliver a range of community benefits and are central to welcoming and inclusive transit stations and transit-oriented neighborhoods. There are several design elements that should be used to guide new public spaces near transit stations and along the BRT corridor.

- Acquire or require dedication of plaza space based on station concepts (Chapter 5).
- Locate plazas in high visibility areas such as intersections, commercial areas and community nodes
- Encourage the design of adjacent buildings to orient windows, openings, and entrances towards the public space.
- Minimize shade from the adjoining buildings and do not locate public spaces on the north facing edge of a building.
- Design public spaces community gathering and play.
- Include amenities such as benches, trees and landscaping, pedestrian-scaled lighting and shade structures.
- Include special paving in the plazas to increase visibility and identity, and to define entrances and transitions to the sidewalk and transit stop.
- Work with partners to program spaces such as Downtown Alliance, Ogden-Weber Tech., and WSU.
- Interpret local history and culture through signage, art, and architecture and use of local artists and craftspeople.

RECOMMENDATIONS FOR INCLUSIVE PLACES

- Integrate and connect public spaces with station areas and prioritize user comfort, accessibility, and placemaking.
- Create a streetfront that is multi-functional and designed around a pedestrian scale.
- Create clearly defined gateways to neighborhoods and station areas.
- Use sustainable design elements in transit stations and street improvement and development projects.
- Implement a BRT Wayfinding Program.

Create a Streetfront that is Multi-Functional and Designed Around a Pedestrian Scale

Enhance street frontages and sidewalks by defining different sidewalk zones. The sidewalk zones are the sidewalk public spaces that front a building and consist of the Sidewalk Amenity Zone, Pedestrian Zone and Activity Zone (Figure 4.4).

Amenity Zone

The Amenity Zone can contain landscaping, seating, lighting and other urban furniture. The Amenity Zone design must incorporate accessibility and shall not block access to transit stops, intersections, and crossings.

Pedestrian Zone

The Pedestrian Zone is a clear pathway allowing flow of pedestrian movement and full accessibility along the sidewalk.

Activity Zone

Activity Zone provides space for activities such as outdoor dining in front of commercial uses and a buffer zone at residential uses. The Activity Zone must be designed to incorporate accessibility requirements.

Create Clearly Defined Gateways to Neighborhoods and Station Areas

New development projects and station design should encourage a strong sense of arrival. This should be accomplished by reinforcing primary entrances into different neighborhoods along the BRT corridor and at station areas.

- Construct entry gateways that frame views and create visual cues and sense of arrival.
- Use public art to establish gateway features that strengthen the character and identity of Ogden and of surrounding neighborhoods. Use landscaping, signs, structures or other features that identify the neighborhood.
- A corner land mark consisting of a combination of open space and architectural building design features can also be incorporated as part of the gateway features.

FIGURE 4.4 Station Amenities and Accessibility

Use Sustainable Design Elements in Transit Stations and Street Improvement and Development Projects

Future improvements should prominently feature the incorporation of sustainable technologies, including solar energy, native habitat restoration, and other methods to increase environmental sustainability, harmony with the Wasatch Front landscape, and visual interest for transit users and pedestrians.

- Prioritize sustainable design elements at neighborhood and station gateways where they will contribute to the identity of Ogden and celebrate the city's unique sense of place in the region.
- Integrate solar energy for transit station amenities and station power use.
- Control solar heat gain and glare using shade.
- Consider designing green infrastructure projects as interactive or educational spaces that provide additional social functions on site, particularly when used within public spaces.
- Utilize low-maintenance and native plants to improve natural function and reduce resource usage.

Implement a BRT Wayfinding Program

UTA should develop consistent branding at each station and along the corridor as part of BRT design project to make branding coordinated with transit amenities and station design. As part of their recent Transportation Master Plan, Ogden City developed a Wayfinding Design Guide to establish a consistent brand and style of wayfinding throughout the city.

The Wayfinding Design Guide provides a list and map of allowable destinations to include on wayfinding signs, in accordance with local guidelines and best practices on wayfinding. Wayfinding signage near the BRT stations should incorporate the templates and styles outlined in the Wayfinding Design Guide (a sample sign is shown here), and should be coordinated with Ogden City.

GOAL 3

Build **complete neighborhoods** with access to jobs, housing, and essential services.

Develop a TOD Overlay Zone for priority station areas

A TOD overlay is a floating zone that implements an array of development regulations that support transit usage and creates a vibrant neighborhood around a transit station. As its name implies, the overlay zone is placed on the zoning map over an existing zoning district(s). The overlay zone modifies, eliminates, or adds regulations to the base zoning designation by effectively controlling land use without increasing the complexity of zoning regulations. Ogden currently has several different overlay zones for street corridors (12th Street), sensitive areas, and floodplains. TOD-supportive zoning sets specific development standards for the area surrounding transit, encouraging transit use by requiring higher densities, a mix of uses, bicycle and pedestrian amenities, among other items. The overlay zone should extend a "walkable" distance around the station, providing specificity for the following characteristics.

Mix of Uses

Encourage a mix of land uses, including retail, multifamily, office, and institutional uses. Vertical mixed-use should be allowed but not required. While high minimum densities might deter initial development interest (as well as incremental or phased development), setting minimum limits for floor-area ratio and dwelling units per acre would likely encourage suburban, low-density development.

RECOMMENDATIONS FOR COMPLETE NEIGHBORHOODS

- Develop a TOD Overlay Zone for priority station areas.
- Expand Permitted Areas for Student Housing.
- Enhance existing policies to encourage greater residential infill.
- Consider refinements to parking policies near transit.
- Communicate development policies and incentives.
- Conduct a neighborhood housing study.
- Form a housing workgroup or task force.

Affordable Housing

While a TOD overlay will not create any affordable housing on its own, an overlay can be crafted to make sure the forms of affordable housing that best suit Ogden are permitted or incentivized. For example, density bonuses and reduced parking minimums for affordable housing should be considered as part of the overlay.

Compact Development

Permit higher-density projects near station areas and be flexible with developable lot dimensions to encourage infill projects. The City should consider higher thresholds for the overlay zone to encourage higher-density development within the BRT corridor. At minimum, new residential development should be encouraged to range between 20 to 30 units per acre.

Pedestrian and Bicycle Friendly Scale and Design

Encourage pedestrian-scaled development by requiring buildings oriented towards the street with parking behind rather than in front. Encourage development that is closer to the street through reduced setbacks, or zero lot line development.

Parking Management

Reduce parking minimums and encourage shared parking. Reducing parking minimums for projects in transit zones, especially for affordable housing, and allowing for more parking flexibility are two ways Ogden could reduce the cost for both developers and tenants. Through WFRC's Transportation and Land Use Connection Program, Ogden City will be studying adequate parking standards for Downtown, including refinements to zoning regulations to make appropriate revisions for parking. Ultimately, parking standards should vary based on the desired station type (Chapter 3). For example, station types with a higher mixture of employment and residential uses (such as the Urban Center and Institutional Campus station types) should have parking ratios of up to one space per dwelling unit or two per 1,000 square feet of commercial space.

MISSING MIDDLE HOUSING

For most of the corridor, "missing middle" is the recommended residential building type. Not only would these developments be consistent with the character of existing housing – particularly in the East Central and Harrison Boulevard subdistricts – but they are more feasible in the short-term and can help build momentum in the market. Several "missing middle" housing products have been recently built in the Ogden area – considerably more units than higher density residential units. One such example is the townhomes at The Meadows at Riverbend, pictured on the following page. Missing middle housing is typically "easier" to build because it allows a developer to take advantage of economies of scale and requires less initial investment or access to capital (and hence increased feasibility).

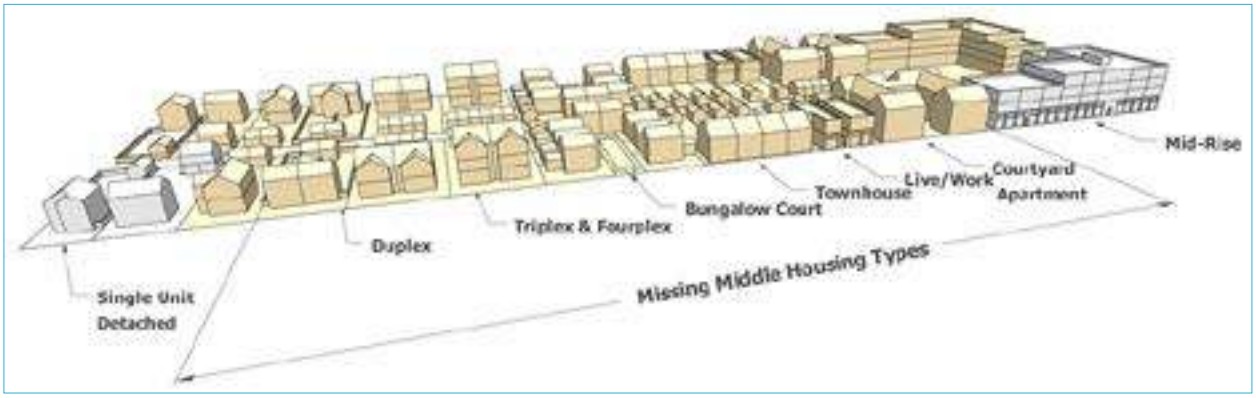


Image source: Opticos

Expand Permitted Areas for Student Housing

Weber State is one of the fastest growing universities in the state, seeing an increase of almost 700 students in its total enrollment from 2016 to 2017. This growth is likely to drive demand for new development in the southern sections of the corridor – particularly for student or market-rate multifamily housing. In keeping with nationwide student housing trends and the upcoming implementation of the high capacity BRT system, the City should permit student housing in the CBD zones, or consider encouraging student housing through an overlay zone. Doing so may require a reduction of current parking minimums (set at 0.7 stalls per bedroom).

Enhance Existing Policies to Encourage Greater Residential Infill

Without some flexibility, several existing policies are likely to deter prospective developers, especially where land supply is limited and redevelopment of existing properties would be required. There are two primary adjustments to existing zoning that would help support transit-oriented development, especially for multifamily housing.

Remove or reduce limits on lot coverage

Maximum lot coverage ranges from 40 to 60 percent in the multiple-family residential zones, which puts a limit on density and land use efficiency and is likely to be a significant barrier for TOD projects with structured parking, which may use up to 100 percent of the lot.

MAKING STUDENT HOUSING WORK

Depending on context, oversupply of student housing may cause a shortage of affordable housing, dramatically lower home ownership rates, or incentivize deferred maintenance as landlords wait for lucrative redevelopment opportunities. The goals in making space for student housing are to prioritize development or conversions in locations that make walking or taking public transit safe and convenient for residents, while limiting student encroachment in established neighborhoods.

Source: Making Space for Student Housing, PAS QuickNotes 75

Increase permitted densities in multifamily zones

Permitted housing densities in the City's existing multiple-family zones are significantly lower than typical TOD densities. Establishing a baseline or minimum unit density or floor area ratio (FAR) and eliminating maximum densities allows developers to determine the appropriate building size, unit mix, and other design features to reach the target.

Consider Refinements to Parking Policies Near Transit

Parking supply and pricing typically have a direct impact on the ability to create compact, healthy communities. Excess supply (overparking) can not only be detrimental to the overall multimodal effectiveness of an area but will often render a project infeasible due to high and often unnecessary costs. In addition, parking demands are likely to diminish significantly, particularly in urban cores, thanks to the rapid development of autonomous vehicle (AV) technologies, as well as ever-improving transit, bicycle, and pedestrian infrastructure and adoption.

Striking a balance between parking supply and development is a crucial challenge in developing the character of TOD. Right-sizing parking for TOD necessitates a multi-pronged approach to understanding the existing and projected parking utilization and available supply in and around a TOD project area, as well as the projected demand for new parking once the project is completed. Conducting a diagnostic parking study that is comprehensive and aligned with mobility choices is essential to this effort.

PARKING SOLUTIONS NEAR TRANSIT

State-of-the-art, off-street parking regulations can establish an area-wide cap at a level low enough to minimize traffic congestion. Other than parking caps and freezes, the next-best policy is to limit parking in locations served by BRT or other mass transit. State-of-the-art policy also requires any ground-floor parking to be structured and wrapped with ground-floor retail activity

(Source: More Development for Your Transit Dollar: An Analysis of 21 North American Transit Corridors, ITDP)

Parking best practices include:

- Maximum limits and transferable parking entitlements;
- Shared parking;
- In-lieu parking fees and centralized parking, and
- Increased availability by decreasing demand (e.g. through car sharing, transit subsidies and improvements, pedestrian and bicycle amenities, and vehicle trip reduction programs).

Communicate Development Policies and Incentives

Certain components of the city's land use code are misunderstood and may be deterring new development despite developer interest. For example, minimum lot widths are considered a barrier to development, despite the City allowing infill development on existing lots with widths less than 60 feet. Talking to the development community and clarifying these misconceptions is an immediate action and quick win which could lead to new residential development in the near-term.

Use Housing Studies to Inform Housing

Efforts by the Ogden Civic Action Network (CAN) and Ogden City through the Southeast Ogden Community Plan update, and other initiatives, should form the basis of information for additional discussion about needed housing along the corridor and throughout Ogden. Through these initiatives, the City should continue to work with partners to look at the rules that govern the types of housing allowed in its neighborhoods to identify strengths, weaknesses, opportunities, and required revisions to the code to help the City meet equitable housing and TOD goals.

While Ogden City's existing zoning code currently allows residential infill development through accessory dwelling units (ADUs), there may be additional opportunities for further infill and higher density development.

Lead the Discussion of Housing Needs by Working with Existing Advocates and Interests

Ogden City should take the lead organizing all the different partner organizations and activities that are interested in housing issues in Ogden. In weaker markets, partnerships and a shared understanding of regional housing needs and goals at both the local and regional level are typically required for housing development to occur.

In Ogden at present, many different agencies and organizations are working to create and maintain affordable housing. Strengthening the partnerships and collaboration between these organizations would leverage resources and potentially reduce overlap. One way to foster these additional partnerships would be to hold a forum on affordable housing through existing networks, in which various regional stakeholders meet to discuss ways to meet regional housing needs in a shared and collaborative environment.

CHAPTER 5

PRIORITY STATION CONCEPTS

Results from the study and from discussions with the community identified four priority stations with the greatest potential for transit-oriented development. This chapter presents concepts to illustrate the potential long-term future vision of each of the four priority station areas based on community interests and technical analysis by the project team. The illustrative concepts include a map of each station and of opportunity sites that hold the most potential to support the envisioned type of transit-oriented development for the station area.

"if the implementation can remain near the concept images this project will uplift our community."

- public comment

CONCEPT INGREDIENTS

Each of the priority station areas will require a range of strategic improvements to integrate new and redeveloped uses within existing neighborhoods, create more active and safe streets, and promote a stronger and cohesive identity.

TOD Character

While each station area should allow for a mixture of uses, some streets will contribute more to a bustling street environment than others. Commercial Edges will have buildings that frame the street with ground floor uses including a mix of retail, entertainment, and dining. Residential Edges will have ground floors with excellent visibility of and connection to the street. Gateway features will define and signify the edge of the station area and neighborhood, while placemaking opportunities will showcase and interpret unique history, culture, and environment. Public plazas will provide places for people to gather, play, and relax, helping to bring activity near transit stations and surrounding uses.

Built Form/Height

The Transit-Oriented Development Focus is the walkable distance and boundary where TOD development should be prioritized. This boundary represents the general location where a future overlay zone for TOD could be applied, as recommended in Chapter 4. Building heights should also reflect the intended station types profiled in Chapter 3. Taller buildings will be located closest to the transit stop, while transitioning to lower heights at the edges of station areas and near residential uses.

Connectivity

There are several different ingredients to support connectivity:

- **Through-Block Connection:** Pedestrian connections through large blocks.
- **Active Transportation Route:** Existing and planned routes that are safe and direct for cyclists, pedestrians and transit users.
- **Enhanced Crossing:** Contrasting or raised crossings, street bulbouts, pedestrian crossing signals, and improved lighting.
- **Other features:** These include a pedestrian promenade for Ogden Station and the Hospital/Harrison Station, and an improved connection to the 24th Street viaduct near the Ogden Station.

Opportunity Sites

Based on the data and information in the Market Analysis and findings gathered from stakeholder interviews with prominent developers in the region, city officials, and institutional representatives, the project team identified several opportunity sites along the corridor. The identification of opportunity sites allows various stakeholders to quickly direct resources and attention to catalyst activity on the corridor. These sites may be close to key origins, destinations, institutions, activity centers, or areas that display prime redevelopment opportunities.

OGDEN STATION: AN URBAN CENTER

FIGURE 5.1 Urban Form and Connectivity

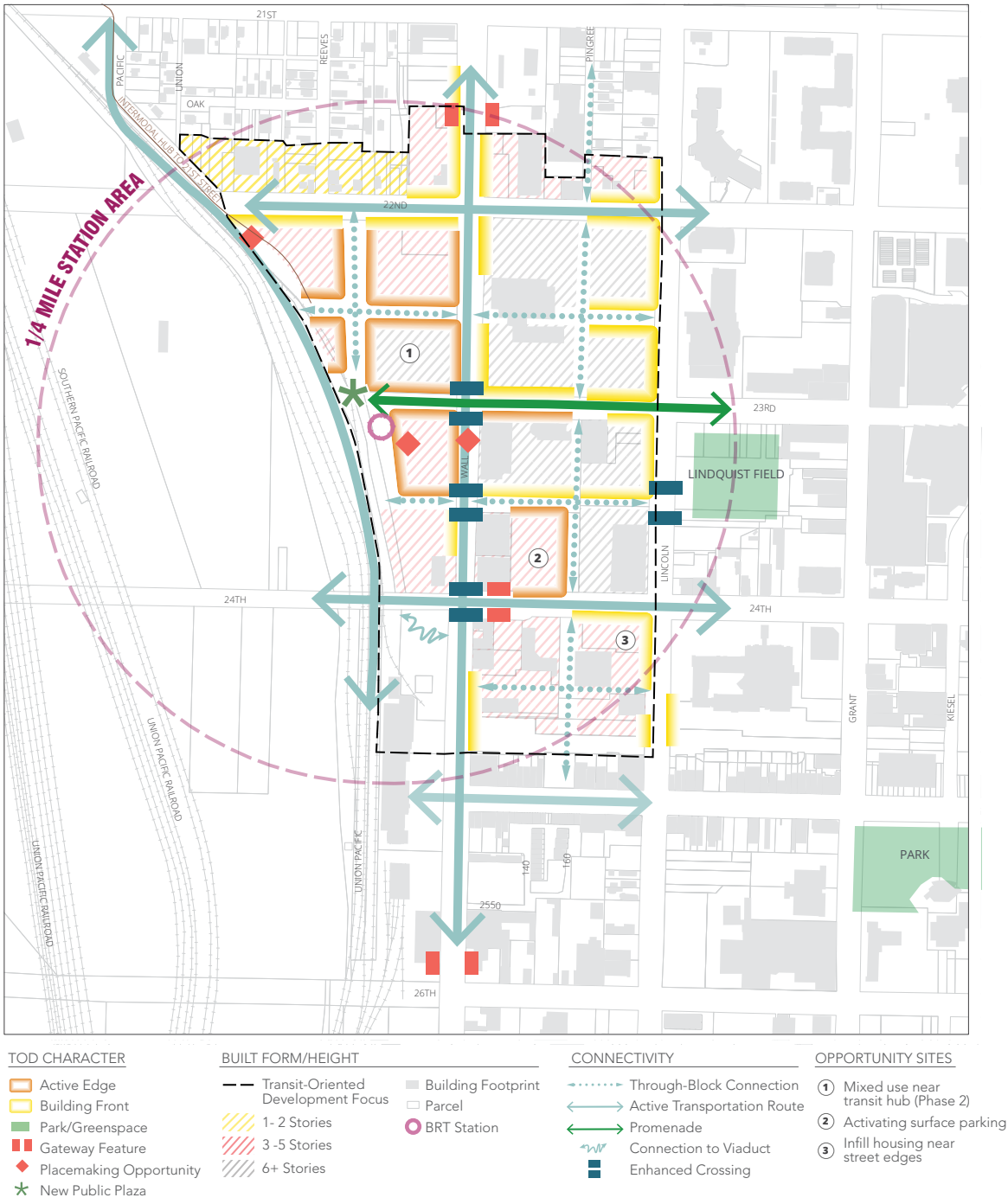


FIGURE 5.2 Reimagining the Streetscape (Ogden Station)

Ogden Station Illustrative: looking north near the future BRT stop

Future multi-story mixed-use buildings (Phase 2) bring residents and businesses close to the transit hub

Repurposing unused greenspace for landscaped sidewalks and separated bike routes

Incorporating iconic signage and artwork throughout the station

Creating active ground floors with direct access to the active transportation network

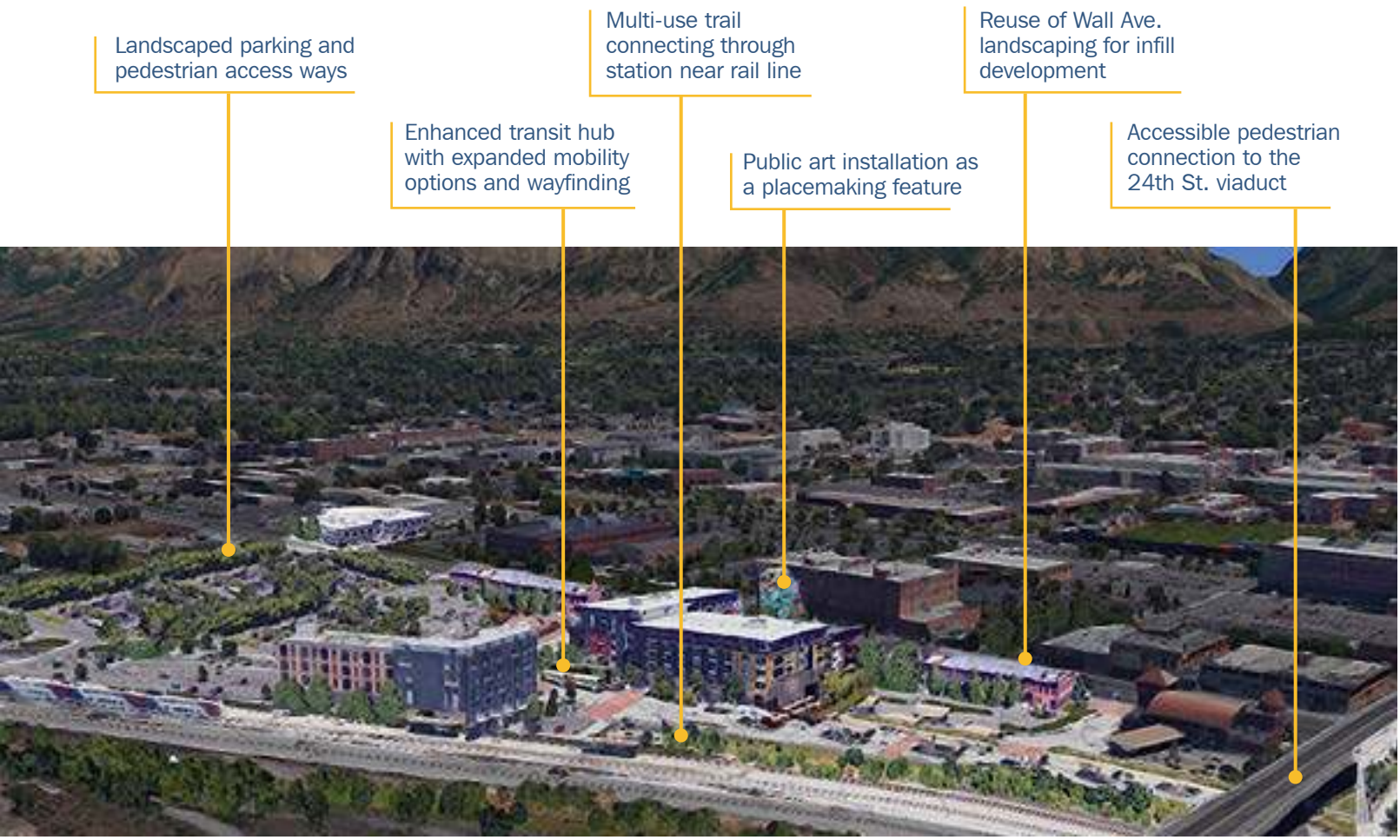
Enclosing the station with development that frames the transit stop and key transportation corridors

The Ogden Station area encompasses about 10 acres of vacant land, west of Wall Ave and south of 22nd Street—another publicly-owned property. This station will serve as the gateway and multi-modal hub for the city with housing, entertainment, employment and services within close proximity to transit. For the first phase of major development (Figure 5.3), non-residential uses, including office and commercial will be designed closest to the FrontRunner station, with landscaped surface parking and interconnected pedestrian routes to the north (south of 23rd Street). In the long-term future (Figure 5.4), mid to high-rise development will extend for multiple blocks surrounding the station. Existing surface parking and vacant land near the FrontRunner Station provides an ideal location for a mixture of uses, with new and enhanced active transportation connections and wayfinding that connect across Wall Ave. into Downtown. Overtime, underutilized land east of the station would provide opportunities for housing infill to encourage additional investment and transit-oriented development.

Development Opportunities

In general, Downtown presents the greatest opportunity for high-density, mixed-use development. Residential development should be mid-rise multifamily—at a density greater than 50 dwelling units per acre—and include some active ground floor use(s). Downtown has seen the most

FIGURE 5.3 Ogden Station Phase 1
Looking east from the railyards



development activity and momentum, largely because of other large public-private projects, such as The Junction and the planned Wonder Bread/ Hostess Factory redevelopment. This provides the foundation on which to increase development in the Downtown subdistrict.

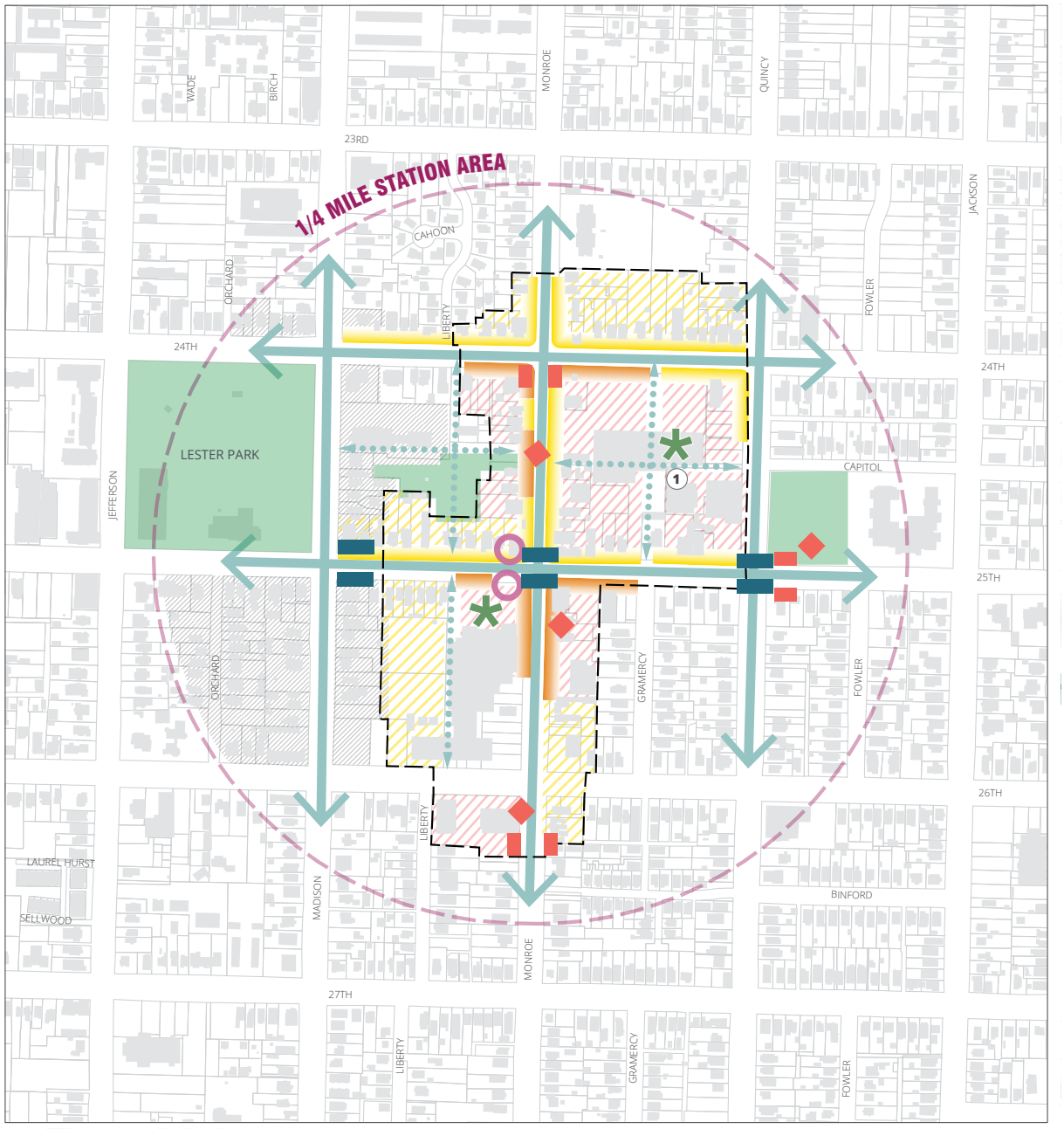
West of this site are the railyards, which present major growth potential for downtown Ogden in the long-term. However, in the near- and mid-term—once any environmental considerations are addressed—the market would likely support at least 500 units at Ogden Station. Over the long-term, podium (structured parking) projects would allow for significantly higher densities and a more complete build out.

Similarly, Ogden Station is one of the only station areas appropriate for major office development. However, to be a true TOD, parking will need to be structured—a far costlier endeavor than surface parking—which current market rents do not support. Speculative office is therefore likely to be a long-term aspiration but may result in up to 90,000-square-foot office structures if and when structured parking can be built, market demand increases, or a major tenant enters the market. Additionally, Ogden Station may be suited to the development of a new hotel over the mid- to long-term.

FIGURE 5.4 Ogden Station Phase 2
Looking east from the railyards

25TH AND MONROE STATION: A NEIGHBORHOOD CENTER

FIGURE 5.5 Urban Form and Connectivity



TOD CHARACTER

- Active Edge
- Building Front
- Park/Greenspace
- Gateway Feature
- Placemaking Opportunity
- Public Plaza/Greenspace

BUILT FORM/HEIGHT

- Transit-Oriented Development Focus
- 1- 2 Stories
- 3-5 Stories
- Building Footprint
- Parcel
- BRT Station
- Arts District

CONNECTIVITY

- Through-Block Connection
- Active Transportation Route
- Enhanced Crossing

OPPORTUNITY SITE

- (1) RiteAid site redevelopment

Transit-oriented development within the 25th and Monroe Station will balance the surrounding residential character with neighborhood-serving commercial uses, schools and civic facilities. The RiteAid site redevelopment will add more places to live and work while also creating new connections through this large block. Enhanced crossings on 25th and Monroe, continuous sidewalks and street trees, and a mixture of uses and public spaces fronting the intersection will activate the station.

Development Opportunities

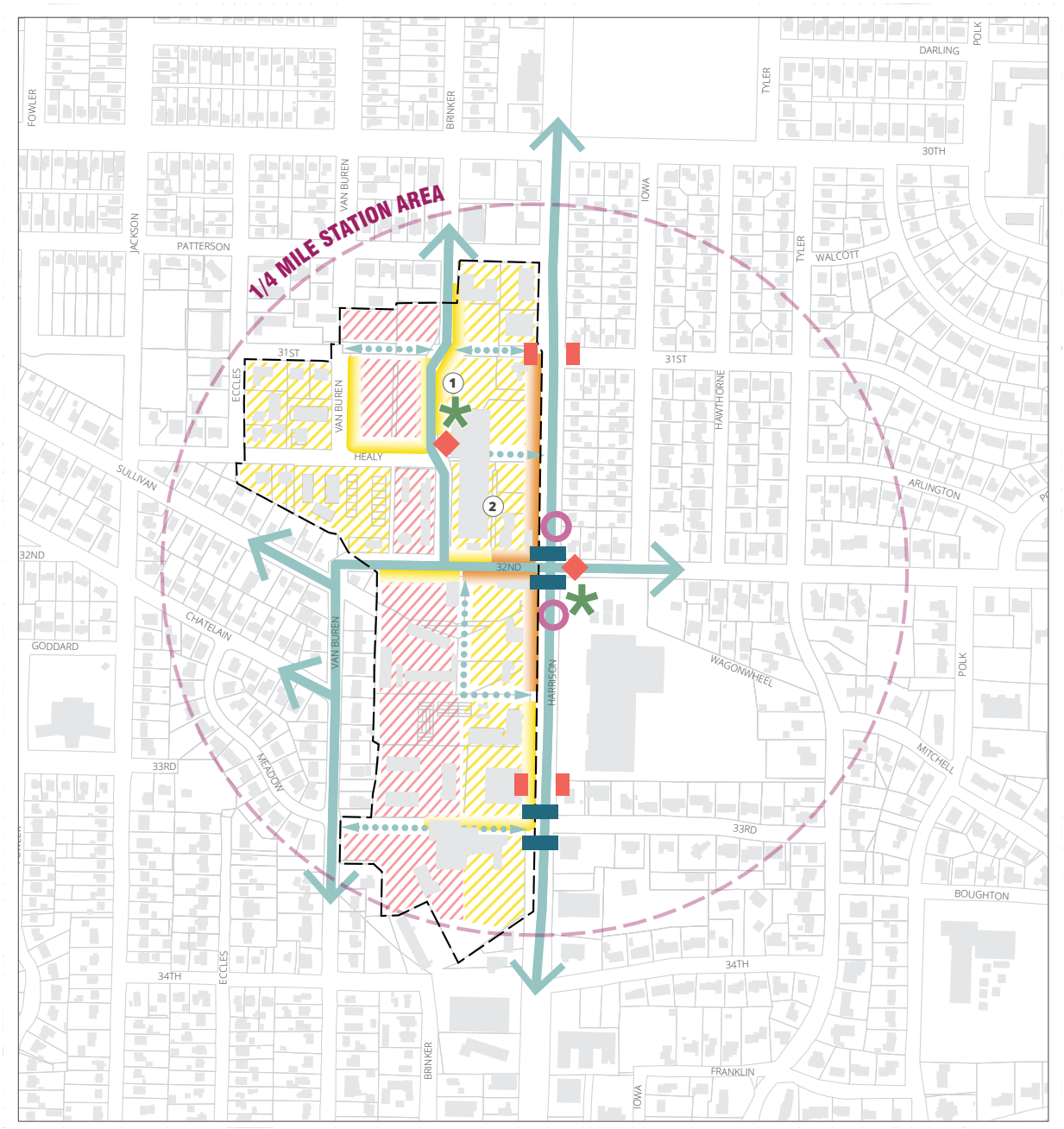
The 25th and Monroe station presents one of the few TOD opportunities in the East Central subdistrict, given its historic and single-family neighborhood character. The primary opportunity area is the Rite Aid block, where housing is expected to be the predominant land use, albeit at slightly lower densities than those proposed for Downtown due to the aforementioned surrounding neighborhood character and lower achievable rents in this area.

However, with almost an entire block to be redevelopment, higher intensity land uses, such as mid-rise housing could be centered on the Rite Aid site, with "missing middle" housing—such as townhomes, multiplexes, and cottage housing—and small commercial rehab projects positioned along the roads to provide a seamless transition to the surrounding neighborhood.

FIGURE 5.6 Key Elements of the 25th and Monroe Station
Looking north from Monroe

32ND AND HARRISON STATION: AN EMERGING CORRIDOR

FIGURE 5.7 Urban Form and Connectivity



TOD CHARACTER

- Active Edge
- Building Front
- Park/Greenspace
- Gateway Feature
- Placemaking Opportunity
- New Public Plaza

BUILT FORM/HEIGHT

- Transit-Oriented Development Focus
- 1- 2 Stories
- 3-5 Stories
- Building Footprint
- Parcel
- BRT Station

CONNECTIVITY

- Through-Block Connection
- Active Transportation Route
- Enhanced Crossing

OPPORTUNITY SITES

1. Housing infill
2. Commercial infill and facade improvement

The 32nd and Harrison Station will function as a transit-oriented village along the Harrison segment of the bus rapid transit corridor. At this station, the center-running bus will require safe and well lighted pedestrian crossings and transit stations between travel lanes. 32nd will also provide a convenient and direct route for pedestrians and cyclists to connect with adjacent neighborhoods and link with the city's active transportation network. On 32nd, new commercial and mixed-use buildings on the west side of Harrison will allow for a greater mixture of shopping, services and employment, while additional housing infill on vacant land west of Harrison will provide housing close to the transit station.

Development Opportunities

Opportunities for new development or redevelopment are high along Harrison Boulevard. The priority station near 30th Street, where there is a strip mall site and some adjacent underutilized land. Again, infill housing is likely the predominant land use in the target area. Townhomes and low-rise multifamily should be the target near-term development types. Market conditions and land supply limits the feasibility of dense, mixed-use development. Development east of Harrison is unlikely, while the west may see some smaller commercial spaces rehabilitated, but generally land supply is limited for significant new development.

FIGURE 5.8 Key Elements of the 32nd and Harrison Station
Looking west from 32nd

FIGURE 5.9 Reimagining the Streetscape (Harrison Boulevard)

32nd and Harrison Station Illustrative: looking west on 32nd

Improved pedestrian crossings, public spaces and activated corners add vibrancy to the corridor

Enclosing the intersection and creating a gateway with taller buildings at the western side of the intersection

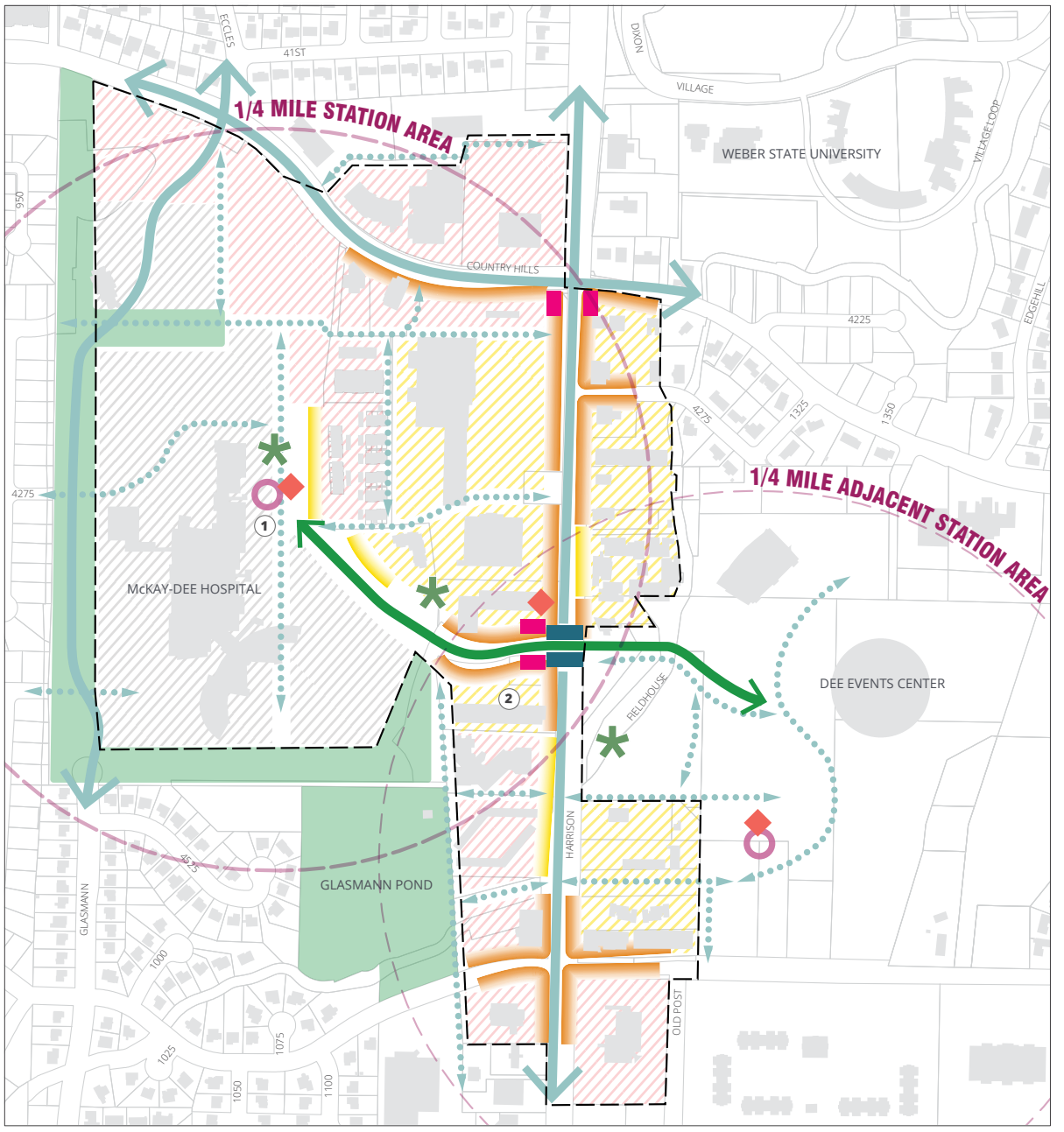
Reducing the distances between building entrances and the street

Adding street trees and landscaped sidewalks

Providing well-defined and accessible crossings that provide visual contrast to pedestrians, cyclists, and motorists

WSU/MCKAY-DEE HOSPITAL STATION: AN INSTITUTIONAL CAMPUS

FIGURE 5.10 Urban Form and Connectivity



TOD CHARACTER
- Active Edge
- Building Front
- Park/Greenspace
- Gateway Feature
- Placemaking Opportunity
- New Public Plaza

BUILT FORM/HEIGHT
- Transit-Oriented Development Focus
- 1- 2 Stories
- 3 -5 Stories
- 6+ Stories
- Building Footprint
- Parcel
- BRT Station

CONNECTIVITY
- Through-Block Connection
- Active Transportation Route
- Promenade
- Enhanced Crossing

OPPORTUNITY SITES
1. Transit enhancement and wayfinding
2. Hospital gateway and mixed-use infill

The station at McKay-Dee Hospital will allow for fast and direct transit service to Downtown and throughout the city and region. Given its destination, the station area has the potential to be a dense, mixed-use node with significant residential and employment activity. Existing employment, medical and healthcare uses, higher education opportunities and enhanced transit service (near the hospital and at WSU) will drive transit-oriented development near this station, including a range of housing types integrated behind or above existing commercial uses.

Improved connections between adjacent neighborhoods and across Harrison will provide more direct and varied routes for cyclists and pedestrians to access housing, jobs, education and services.

Development Opportunities

The WSU/McKay-Dee Hospital station area is unique to the corridor. There are opportunities for office, higher-density housing, and other supportive commercial uses. For example, healthcare and large institutional users tend to attract small-scale medical offices and other commercial spaces compatible with hospitals and large employment generators. Mid-rise residential with ground floor commercial uses is the preferable development type, albeit over a slightly longer time frame given the existing opportunities in Downtown—a more desirable and proven location.

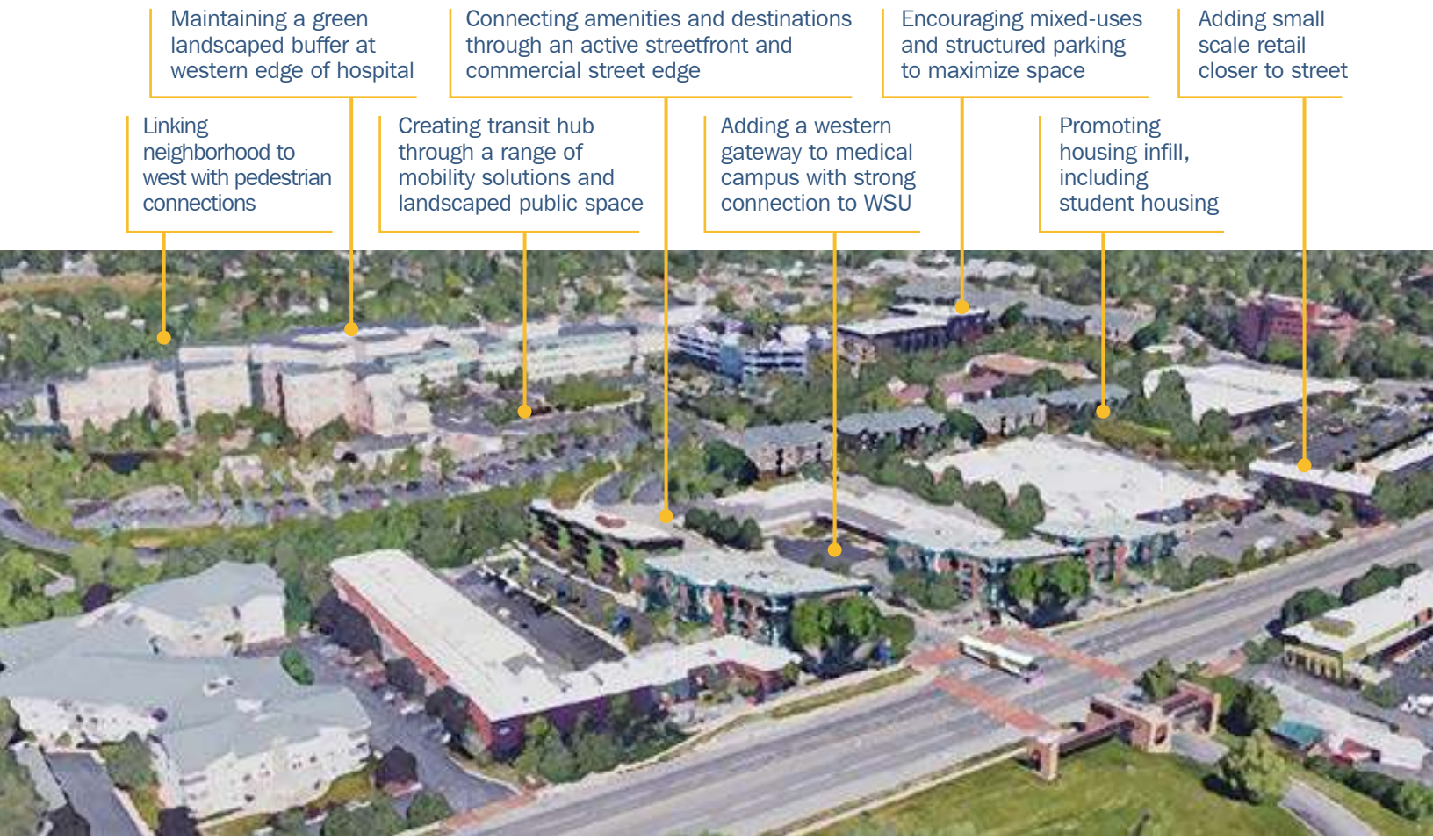


FIGURE 5.11 Key Elements of the WSU/Hospital Station
Looking west from WSU

CHAPTER 6


Another home by...
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Community
Development
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IMPLEMENTATION AND PHASING STRATEGY

Implementing the vision for Ogden Onboard will take a coordinated and sustained effort by many partners, both in the near future and longer-term. This chapter provides a comprehensive strategy to support transit-oriented development, summarizing important next steps to spur desired development and change; prioritizing recommendations and key projects; and identifying potential resources to support needed housing, active transportation improvements, and sustained economic development and community prosperity.

CATALYZING TRANSIT-ORIENTED DEVELOPMENT

With the lack of large, vacant, developable lots, and gaps in the active transportation network, it will be critical to concentrate on incentivizing infill development and targeted transportation improvements near priority station areas.

"I would love to see these improvements! Keep it up. This whole plan is great. I really hope it happens as planned."

- public comment

MEASURES OF SUCCESS:
LESSONS LEARNED IN EUGENE, OREGON

- Real estate developers and owners view permanence as an important factor for building around a BRT system. A key advantage of rail is that once the investment has been made, the real estate industry can usually rely on its permanence over the many decades it takes to maximize profits from high-density investments at or near those stations. However, even in the cities with a relatively low level of infrastructure, BRT may be viewed as permanent when there is a clear long-term commitment by the transit agency.
- The transit corridor must be amenable to high-density development, so the route needs to assure this opportunity. Corridors placed in areas without major employment or housing destinations are not likely to attract development, regardless of mode.
- Providing financial incentives for TODs at BRT stations does not appear to be as important for attracting developer interest. Developers are much more interested in an expedited permitting or rezoning process, as time is a critical factor in making development projects financially viable.

Source: Bus Rapid Transit and Economic Development: Case Study of the Eugene-Springfield BRT System, Arthur C. Nelson, et. al.

1. Continue Two-Way Communication About BRT

As an important first step, Ogden City and UTA should continue to keep the discussion about BRT and TOD open with the community. Using existing channels, including those involved with Ogden Onboard, the best opportunity to support the vision is to ensure that residents, workers, students, and visitors are aware of opportunities and potential changes. As an example, Ogden City offers many tools to support desired development, such as short turnaround time for permit processing. While these programs are well established, some are not well known or there is misconception that could hamper redevelopment efforts.

2. Focus Resources to Improve Access to Essential Service Near Priority Station Locations

The Ogden Transportation Master Plan identified high-priority locations for installing missing sidewalks, based on proximity to schools, proximity to neighborhood centers, and posted speed limits. Several high-priority locations coincide with proposed BRT station areas. Ogden City and UTA should coordinate on how to best utilize the available funds to meet shared transportation goals. It should be noted that UTA also receives a portion of the local-option sales tax that could be applied along the Ogden BRT corridor to improve transit access, and that these funds could be pooled with the funds that Ogden City receives to achieve more together.



Map 9 (page 89) shows the locations of essential service within the ½-mile corridor study area, and identifies the priority projects to improve access to these locations. The Implementation Matrix (presented in the following section) lists each of the priority projects shown on the map.

3. Coordinate and Refine BRT Design

The installation of supporting infrastructure around station areas can help catalyze private sector development. As the design of the BRT system progresses, there are several key next steps that should take place to ensure that improvements align with the corridor vision.

- Conduct a comprehensive inventory of broken sidewalks and missing curb ramps along the BRT corridor, and replace these to improve ADA accessibility along the route.
- Conduct a comprehensive inventory of bike racks along the BRT corridor and ensure that they are placed appropriately and securely for use.
- Ensure that the BRT Final Design appropriately addresses the sidewalk, ADA accessibility, parkstrip, and lighting concerns outlined in this study, especially on Harrison Boulevard.
- Ensure that the BRT Final Design appropriately addresses the integration of bicycle facilities as discussed in this study.
- Coordinate on the installation of prioritized missing sidewalk segments to support the BRT system.

4. Conduct a Development Opportunity Study (DOS) Program

A development opportunity study is typically a municipal program used to assist property owners in evaluating redevelopment potential on their existing properties by providing technical assistance to evaluate development options. Many property owners are not developers themselves and lack the expertise to evaluate possible redevelopment options. Technical assistance can help owners determine whether redevelopment is feasible and under what conditions. The goal of each study is to quickly test the feasibility of redevelopment before taking more extensive and expensive steps. The timeframe for completion should be a matter of weeks.

5. Increase and Facilitate Additional Partnerships

In weaker markets, partnerships and a shared understanding of regional housing needs and goals at both the local and regional level are typically required for housing development to occur. In Ogden at present, many different agencies and organizations are working to create and maintain affordable housing. Strengthening the partnerships and collaboration between these organizations would leverage resources and potentially reduce overlap. One way to foster these additional partnerships would be to form an affordable housing workgroup or task force (see Chapter 4), in which various regional stakeholders meet regularly to discuss ways to meet regional housing needs in a shared and collaborative environment.

6. Continue to Rely on Public Private Partnerships

Partnerships between local/municipal governments and private sector developers are a growing collaborative force in affordable housing development. Often, these partnerships will include local businesses as well as non profit housing providers and advocacy groups. Partnerships can include direct financial participation by partners or can simply be a shared agreement to coordinate resources, infrastructure, and policies. Anchor institutions throughout the corridor could be significant partners and form the basis of a new regional network, which may include other nonprofit or private entities that are inextricably tied to their locations because of real estate holdings, capital investment, history, or mission.

7. Prioritize Existing Funding and Investment Within Transit Zones

There are various ways jurisdictions can increase subsidy funding for affordable housing developers in transit zones. One approach would be to target existing local funding to transit. While grants and equity are the most helpful forms of assistance for affordable housing developments, these funding sources are also highly competitive, and success is not guaranteed. This in turn adds significantly to the overall development timeline, and therefore development costs, making the project more challenging to complete. Through a coordinated initiative, Ogden, Weber County, their respective housing authorities, and other agencies could instead devise a program to focus existing funding within transit zones, where low-income residents have the greatest access to critical transportation services and amenities.

8. Provide Bonuses for Affordable Housing Units in Major Projects

This model induces private developers to set aside units for lower income occupants by allowing greater density, either in the form of an increase in allowed dwelling units per acre, floor area ratio (FAR) or building height, which generally means that more housing units can be built on any given site. Typically, programs allow increases of between 10 and 20 percent over baseline permitted density in exchange for the provision of affordable housing.

9. Complete Necessary Steps to Redevelop the Ogden Station Site

The UTA-owned parcels within Ogden Station will require several steps towards redevelopment and ultimately to allow for mixed-use residential and public spaces that is envisioned for this station area. While restrictions on the site currently limit uses to non-residential only, site remediation can spur future residential uses and site redevelopment.

The City and UTA should use the vision and guidelines for the station type to guide future development desired for the station area and through the master planning process. Stakeholders and interested members of the public involved in Ogden Onboard should continue to organize and advocate for site redevelopment. In addition, the EPA has several different resources to support site revitalization that should be explored. Brownfield grants include funding sources that cover everything from assessment, to technical assistance, to cleanup.

As important next steps, UTA and the City should work together to spur site redevelopment and new commercial and office uses in the first phase, with the longer-term goal of cleaning the site for residential and mixed uses. Recommended steps include:

- Applying for an EPA Brownfields grant to study the extent of the contamination and the remediation actions necessary to prepare the site for development;
- Engaging with surrounding property owners to discuss the vision for the site and identify any additional concerns or barriers to redevelopment;
- Researching the restrictions on the site to fully understand the process required to build desired housing;
- Focusing on the southern parcels in early phases—working with UTA—to build a nucleus of activity that can extend north as the market allows and if and when funding becomes available;
- Market the property to Opportunity Fund investors that have access to significant capital.

10. Allow for an administrative review process to streamline review

Adoption of a future overlay for transit station areas would provide guidelines and standards to ensure new development conforms to the specific station type envisioned for the corridor. Similar to the City's 12th Street Overlay, a future overlay zone for station areas should accommodate two types of review: an administrative review (if the applicant seeks to meet the requirements of the overlay zone such as heights and lot coverage); and a special exception review (if the applicant seeks variations from the requirements). The review process should provide specific criteria to determine whether the proposed variation meets the intent and purpose of the overlay, allowing the Planning Commission to make a decision on whether the application can proceed, or whether additional evidence and hearings are required.

Above: Meeting notes from a project committee meeting.

PRIORITIZING RECOMMENDATIONS AND PHASING

The recommendations presented in Chapter 4 will require a range of capital projects, code and policy changes, and additional measures to support the envisioned future of the BRT corridor. The Implementation Matrix lists key recommendations and identifies responsibilities and general phasing for implementation. The matrix is not intended to prescribe a fixed timeline for implementation or limit other opportunities that might arise. Rather, the intent is to provide a guideline for interested parties to move strategies to their next steps.

Capital Improvements

Capital improvements include a range of projects related to active transportation, design, and wayfinding. The majority of these projects should occur in the short-term to spur private investment in and around priority station areas, and eventually throughout the BRT corridor. Map 9 shows the location of essential services within the study area, and Goal 1 priority projects listed in the matrix.

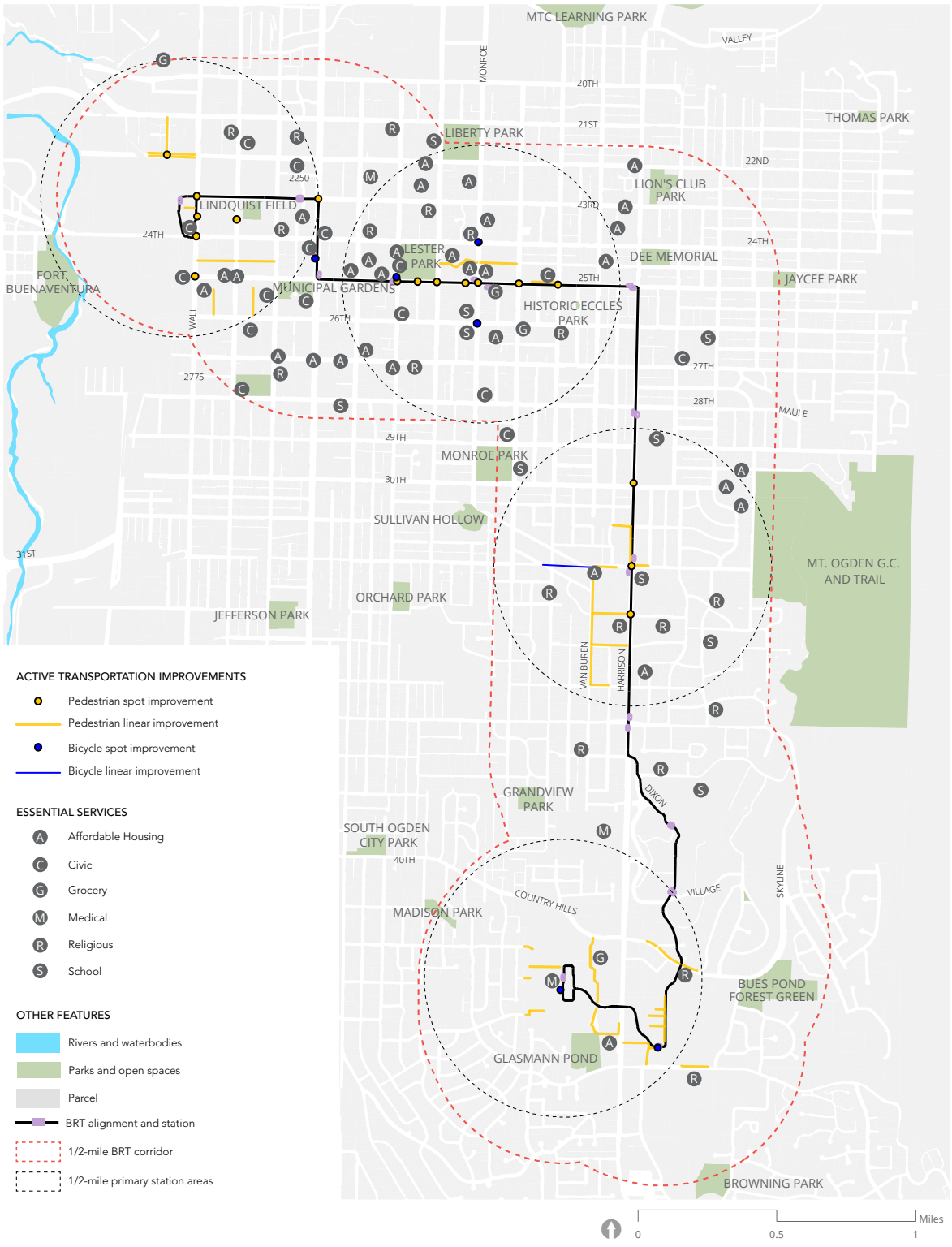
Code and Policy Changes

Code and policy changes mostly involve revisiting and revising, or creating regulations to help support future development. Most of these recommendations will need to occur in the short-term to set the policy and planning foundation for design, development, and investment.

Other Recommendations

There are several additional recommendations that will depend on partner involvement and interest, timing, and available resources. Most of these strategies will require several organizations and groups, with ongoing or committed involvement.

MAP 9 Access to Essential Services and Priority Projects



ACTIVE TRANSPORTATION IMPROVEMENTS

- Pedestrian spot improvement
- Pedestrian linear improvement
- Bicycle spot improvement
- Bicycle linear improvement

ESSENTIAL SERVICES

- A Affordable Housing
- C Civic
- G Grocery
- M Medical
- R Religious
- S School

OTHER FEATURES

- Rivers and waterbodies
- Parks and open spaces
- Parcel
- BRT alignment and station
- 1/2-mile BRT corridor
- 1/2-mile primary station areas

Source: Ogden City and MIG

IMPLEMENTATION MATRIX

GOAL 1. Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Add pedestrian cut-throughs and interior walkways to improve accessibility to stations along the corridor.	To WSU Intermodal Hub from 4600 South and from Harrison Boulevard	•		
	To McKay Dee Hospital from adjacent neighborhoods and surrounding streets	•		
	To 32nd Street/Harrison Boulevard station through shopping centers west of Harrison Boulevard	•		
	Through adjacent blocks near 25th Street/Monroe Boulevard station	•		
	Through blocks adjacent to Historic 25th Street near the FrontRunner station	•		
Improve sidewalk connectivity and conditions around priority station areas.	Fill in missing sidewalk on Country Hills Drive east of Harrison Boulevard	•		
	Fill in missing sidewalk on 4600 South between Harrison Boulevard and Taylor Ave.	•		
	Fill in missing sidewalk on 32nd Street, 34th Street, 35th Street, and Van Buren Avenue near 32nd Street/Harrison Boulevard station	•		
	Fill in missing sidewalk on blocks north of FrontRunner station and UTA-owned parcel west of Wall Avenue	•		
Consolidate driveways to reduce conflicts between pedestrians and vehicles.	Shopping center on the west side of Harrison Boulevard between 31st/32nd Streets	•		
	Office building on the north side of 25th Street between Quincy Avenue/ Jackson Avenue	•		
Provide mobility hubs for bike share, bike lockers, e-scooter rental, e-bike rental, and other first/last mile transportation options at key locations in Ogden.	City will need to consider operating agreements with shared mobility providers to address desired placement of rental kiosks and devices.		•	
Improve intersection conditions for active transportation users at key locations in priority station areas	– Add Pedestrian Hybrid Beacon (aka HAWK beacon) at 33rd Street/ Harrison Boulevard – Work with UDOT to study whether a pedestrian signal could be warranted based on safety or usage factors	•	•	
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 32nd Street/ Harrison Boulevard	•		

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City	WSU	•		Ogden City, STP, TAP, SRTS, CMAQ, Sales Tax
	Ogden City	IHC	•		
	Ogden City			•	
	Ogden City			•	
	Ogden City			•	
	Ogden City		•		Ogden City, STP, TAP, SRTS, CMAQ, Sales Tax
	Ogden City		•		
	Ogden City		•		
	Ogden City	UTA	•		
	Ogden City	UDOT		•	Ogden City, STP, TAP, SRTS, Sales Tax
	Ogden City			•	
	Ogden City	UTA, WFRC, WSU, service providers	•		Ogden City, STP, TAP, SRTS, CMAQ
	UDOT/ Ogden City	UDOT	•		Ogden City, STF, TAP, SRTS, CMAQ, Sales Tax
	UDOT/ Ogden City	UDOT	•		

IMPLEMENTATION MATRIX, CONTINUED

GOAL 1. Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
(Continued) Improve intersection conditions for active transportation users at key locations in priority station areas	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/ Madison Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/ Jefferson Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Jackson Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Quincy Avenue	•		
	Add center island traffic calming at 25th Street/Orchard Avenue	•		
	Add high-visibility crosswalk at 22nd Street/Reeves Avenue as area redevelops	•		
	Add pedestrian hybrid beacon for mid-block crossing at 24th Street/Wall Avenue, in accordance with the Ogden Transportation Master Plan	•		•
	Add bulb-outs to improve pedestrian visibility at intersections of 23rd Street/ Wall Avenue and 25th Street/Wall Avenue	•		
	Add directional curb ramps and truncated domes to improve ADA accessibility at 23rd Street/Washington Boulevard, and modify signal timing to allow more time for pedestrians to cross Washington Boulevard	•		
	Add bike detector loops per the Ogden Bicycle Master Plan at 24th Street/ Monroe Boulevard and 26th Street/ Monroe Boulevard intersections.	•		
Integrate bike facility design into station design to minimize conflicts between users	Design proposed bike share station at 25th Street/Jefferson Avenue to access bikes from street, not sidewalk, to reduce conflicts with transit riders	•		
	Integrate bike lane into station design on Washington Boulevard in front of Eccles Theater to reduce bus/bike conflicts	•		•
Coordinate and refine BRT design				•

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City		•		Ogden City, STF, TAP, SRTS, CMAQ, Sales Tax
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	UDOT/ Ogden City			•	
	UDOT/ Ogden City		•		
	UDOT/ Ogden City		•		
	Ogden City		•		
	Ogden City	Bike share provider (GREENbike)	•		Ogden City, CMAQ
	UTA	City, UDOT, adjacent business owners	•		
	UTA/Ogden City/ UDOT		•		Ogden City, IHC, WSU, Weber County, WFRC, Sales Tax

IMPLEMENTATION MATRIX, CONTINUED

GOAL 2. Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Integrate and connect public spaces with station areas and prioritize user comfort, accessibility, and placemaking.	Acquire or require dedication of plaza space based on station concepts	•		•
Create a streetfront that is multi-functional and designed around a pedestrian scale.			•	
Create clearly defined gateways to neighborhoods and station areas.				•
Use sustainable design elements in transit stations and street improvement and development projects.			•	
Implement a BRT Wayfinding Program.	Add wayfinding signage around stations to key destinations using Ogden's Wayfinding Design Guide	•		

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City	Downtown Alliance, Ogden-Weber Tech., WSU, Weber Arts Council	•		Ogden City, PPPs
	Ogden City	UTA	•		Ogden City, PPPs
	Ogden City		•	•	Ogden City
	Ogden City/UTA		•	•	Ogden City, Private Developer
	Ogden City	UTA to support grant writing, and station wayfinding with BRT construction	•		UTA, Ogden City

IMPLEMENTATION MATRIX, CONTINUED

GOAL 3. Build **complete neighborhoods** with access to jobs, housing, and essential services.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Develop a TOD Overlay Zone for priority station areas.	Create an overlay zone based on the station types and priority station concepts		•	
Expand Permitted Areas for Student Housing.	Review existing zoning		•	
Enhance existing policies to encourage greater residential infill.	Review existing zoning		•	
Consider refinements to parking policies near transit.	Revisit parking requirements concurrently with a new overlay zone		•	
Communicate development policies and incentives.	Work with partners to continue a two-way discussion about the vision			•
Use housing studies to inform housing.	Conduct a study in coordination with recommended housing work group			•
Lead the discussion of housing needs by working with existing advocates and interests.	Coordinate with existing groups and regional housing interests			•
Conduct a development opportunity study.	Involve interested property owners in understanding development potential			•

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City		•		Ogden City, TLC
	Ogden City/WSU	Downtown Alliance, neighborhood organizations	•		Ogden City
	Ogden City	Neighborhood organizations	•		Ogden City
	Ogden City		•		Ogden City, TLC
	Ogden City	WFRC, Downtown Alliance	•		Ogden City
	Ogden City			•	TLC, Ogden City
	Ogden City	Ogden Foundation, WSU Alliance, Ogden Housing Authority	•		Ogden City
	Ogden City		•	•	EPA Brownfields, TLC, Ogden City

FUNDING RESOURCES

There are several funding resources that Ogden City, UTA, and partner organizations should consider to help implement the vision and related strategies outlined in the Implementation Matrix.

Transportation

Several funding sources are available that can be utilized by local and regional governments to build the supporting infrastructure around Ogden's BRT line.

Safe Routes to School (SRTS) Program

The main goal of the SRTS Program is to assist and encourage students living with 1.5 to 2.0 miles of school to walk or bike. Available funding can be used for both non-infrastructure and infrastructure (physical improvements – primarily new sidewalks, but also school pavement markings, signage, bicycle parking, etc.) type projects. With several schools located within and near the corridor, the SRTS Program could fund many of the improvements identified under Goal 1 of the Plan.

The Surface Transportation Program (STP)

STP is administered by Wasatch Front Regional Council and provides federal funding that can be used on federal-aid highways (such as Harrison Boulevard) and for projects that reduce traffic demand (such as transit capital improvements or active transportation projects). Funding requirements stipulate that major highway or transit capacity improvements must be included in the first phase of the currently-adopted Regional Transportation Plan to be eligible.

The Federal Congestion Mitigation/ Air Quality (CMAQ) Program

This program is also administered by Wasatch Front Regional Council, provides funding to projects that improve air quality, which would include transit and active transportation facilities. Ogden City is eligible to act as a project sponsor for a funding application for transportation improvements. The CMAQ program would not only fund short-term projects like bicycle and pedestrian facilities, but also the promotion of alternative modes, including ridesharing, and Intelligent Transportation System, which are likely to have a significant impact over the long-term.

Transportation Alternatives Program (TAP)

TAP is a federal program administered by Wasatch Front Regional Council for the Ogden-Layton urbanized area.

TAP funds are used to build bicycle and pedestrian facilities. Eligible projects include construction, planning, and/or design of these facilities, and can be expanded to include traffic calming, lighting, and ADA accessibility projects. Many of the station area improvements outlined in this report could be candidates for TAP funds.

The Transportation and Land Use Connection (TLC) Program

The TLC program is a partnership between WFRC, Salt Lake County, UDOT, and UTA. Funds may be used to provide technical assistance to complete visioning efforts, produce plans, conduct studies, amend policy, or engage in any pre-development activities that support the program goals. These goals include: (1) maximizing the value of

investment in public infrastructure; (2) enhancing access to opportunity; (3) increasing travel options to optimize mobility; and (4) creating communities with opportunities to live, work, and play. The TLC program could provide significant funding for the strategic recommendations in goals 2 and 3 of the Ogden Onboard Plan.

Sales Tax

In 2015, Weber County voters passed a local option sales tax that could be used to fund transportation improvements. In 2019, this amount is estimated to contribute $1M for transportation needs in Ogden, with amounts anticipated to increase over time. Much of this funding is intended for new street construction, minor street repaving, or street reconstruction; roughly $350,000 per year is allocated for sidewalk, curb, and gutter replacement, and $25,000 per year is allocated to stripe Bicycle Master Plan projects as other roadway projects get completed.

Housing and Economic Development

The following tools have been and continue to be utilized throughout the country to incentivize the development of equitable TOD. Most of these resources are familiar to the public and private sectors in the Wasatch Front region but may not be utilized to the greatest extent possible, particularly in TOD.

Opportunity Zones and Opportunity Funds

The Opportunity Zone program is probably Ogden's most significant tool to generate further development activity in the corridor. Opportunity Zones were established by Congress in the Tax Cuts and Jobs Act of 2017. They offer investors a frictionless way to reinvest capital gains into qualified, low-income census tracts through Opportunity Funds, in exchange for a graduated series of incentives tied to long-term holdings. It is specifically designed to channel more equity capital into overlooked markets. EIG, a public policy organization, estimates that the program offers long-term investors a 3.0 percent higher annualized rate of return and after taxes than a comparable investment outside the program. In order to receive the full array of benefits, the latest date that gains on the sale of assets can be investment into a Qualified Opportunity Fund is December 31. With most of Downtown and East Central located in Opportunity Zones, the City has the opportunity to drastically increase opportunities for redevelopment by preparing for potential investment infusions and marketing the Zone. To attract investors, the City can:

- Prepare a point person or agency to play a coordinating/support role to connect investors and local needs on an ongoing basis;
- Develop a marketing prospectus that identifies priority investments; and/or
- Organize Opportunity Funds that aggregate capital for investment opportunities that could drive more focused outcomes.

Low Income Housing Tax Credits (LIHTC)

This resource is a dollar-for-dollar per capita tax credit allocated to each state to give incentives for the utilization of private equity in affordable housing development. The credits are inflation-adjusted and awarded to developers to leverage in affordable housing projects, with the amount of the tax credit determined by development costs, among other factors. It is estimated that approximately 90 percent of all affordable housing development in the United States has been at least partially funded through LIHTC.

New Markets Tax Credits (NMTC)

Similar to the LIHTC program, the NMTC program provides indirect subsidy through the sale of federal tax credits to incentivize development. NMTCs, however, are utilized to spur revitalization of low income communities by investing in non-housing elements such as small businesses, charter schools, community centers, etc. The intent is to create jobs and materially improve the lives of residents living in low-income communities.

Historic Tax Credits (HTC)

The 20 percent HTC is a financial incentive that supports investment in historic buildings. It can be an effective tool to create affordable housing, including mixed-use developments that have commercial space on the first floor and residences on the upper floors. However, there are only a few buildings in the corridor which may be eligible for these tax credits.

Federal Grants

There are many federal grant dollars that can be utilized to enhance development of affordable housing and community assets. Communities throughout the country are becoming more creative in their utilization of long-standing grant programs such as HOME, CDBG, EPA, and DOT to plan for and implement TOD with elements of social equity.

In particular, utilization of federal transportation dollars such as Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) for equitable TOD has become increasingly common. As noted earlier, WFRC currently administers these federal programs.

Cities trying to maintain affordable, transportation oriented units over time can begin by amending federal HOME block grants. Units built with HOME grants must remain affordable for a period ranging from five to 20 years but may increase in price after this period expires. Extending these periods is one way to maintain housing affordability near transportation lines. Due to the changing nature and availability of these grants and programs, there should be a dedicated staff person for grant coordination within Ogden City's staff.

Bonds

Municipal and State governments can use proceeds from the sale of tax exempt bonds to secure funding for affordable housing. Also known as mortgage revenue bonds and multifamily housing bonds, they help finance mortgages for low income first time home buyers and/or help fund the production of new units at rents that are affordable to low income families.

Public Private Partnerships

Ogden City has a proven record in partnering with private sector developers. Sustaining existing and creating new partnerships will continue to reap dividends and build market momentum. Partnerships can include direct financial participation by partners or simply be a shared agreement to coordinate resources, infrastructure, and policies.

Anchor institutions throughout the corridor could be significant partners and form the basis of a new regional network, which may include other nonprofit or private entities that are inextricably tied to their locations because of real estate holdings, capital investment, history, or mission.

Housing Trust Funds

Housing trust funds are government established funds created from a pool of fees and taxes levied on real estate development and/or other sources.

They provide gap financing for the construction and maintenance of affordable housing units from various sources of agreed upon public revenue rather than municipal budget allocations.

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Downtown
23rd St
Wall Ave
Washington Blvd
BRT ALIGNMENT
Harrison Blvd
30th St
3 Harrison Blvd.
36th St
Weber State University
4 WSU/ McKay-Dee Hospital
McKay-Dee Hospital
Dee Events Center
STRONG CONNECTIONS - STRONG NEIGHBORHOODS
2
OGDEN ONBOARD