

7. MOVING FORWARD

Bringing the Vision to Reality

Plan Implementation Recommendations

Plan implementation takes place over many years and is the result of large and small actions by the private and public sector, sometimes in partnership. It is understood that the future will bring unforeseen opportunities and challenges. The recommendations in this Plan are intended to provide guidance for future actions on route to achieving the plan vision.

Three general types of public sector implementation activities can be focused on by the City, including **1) regulatory/policy; 2) public investment; and 3) partnerships**. Public sector actions can create a positive environment that enables actions by other groups, such as property owners, developers, neighborhood organizations, districts or homeowners. While public actions can help set the stage, in most cases it is private actions (such as constructing new buildings and houses, opening new businesses, and attracting new residents) that are the most critical elements to achieving a plan's vision.

1. REGULATORY AND POLICY STRATEGIES

Regulatory and policy strategies change City codes or regulations to direct and facilitate desired outcomes. Typical examples include zoning code text and map amendments, engineering requirements for infrastructure improvements associated with development projects, and parks and recreation requirements regarding development and access to public parks and trails, and street tree plantings. Zoning ordinance updates will strengthen design standards and promote land development consistent with the General Plan's land use vision.

Updates to the specific zoning Chapters and Sections outlined in **Ap-**



pendix D are recommended as next steps to implement new land use concepts. These amendments, and other zoning ordinance updates are encouraged to advance General Plan recommendations. Coordination with Engineering and Parks will be needed to address site planning, street, utility and subdivision standards that may require update.

As market influences and demand for more compact housing choices such as twin homes, townhomes, and apartment flats are proposed, design standards in the zoning code should require best practices in pedestrian-oriented, walkable design principles, and quality materials to encourage long-term neighborhood viability, desirability and stability.

2. PUBLIC INVESTMENT STRATEGIES

Public investment strategies are those involving public funding of public infrastructure and facilities, land purchase or preservation for public purposes, and conducting more detailed planning and design of various projects and initiatives. Construction of new public infrastructure and redevelopment of aging, blighted, contaminated, or underutilized properties or infrastructure supports land use development with critical access and services, and quality of life enhancement. When there is outside interest to invest in a new community such as Layton, the existing condition of a community's infrastructure and surrounding development is an important key consideration. Large, new investment consideration into any community is far more amenable if there is evidence of community investment, and overall concern toward the appearance, condition, and functionality of its infrastructure.

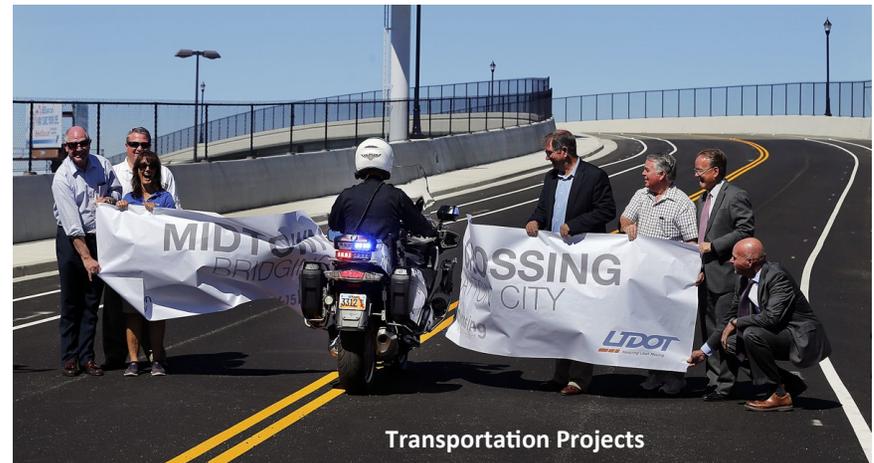
Typical project examples include public investment in street reconstruction, bike lane installation, bus stops and shelters, land acquisition for park and trail corridors, and recreational facility improvements. The City takes the lead in designing and constructing a variety of local projects, which may use City funds and other funding sources.

Funding sources for **Recreational Park and Trail Projects** include impact fees, City Prop 1 funds, City RAMP Tax, County Prop 1 funds, TAP (Transportation Alternatives Program) grants (through Wasatch Front Regional Council and UDOT), Utah Outdoor Governor's Grant, Recreational Trail Program (RTP), County TTAB grants, Community Development Block Grant (CDBG) and general City funds.

Funding sources for **Transportation Projects** include impact fees, general City funds, City Prop 1 funds, TAP grants, and the TIP (Transportation Improvement Program) through Wasatch Front Regional Council. County Prop 1 funds have supported transit service such as the Midtown Trolley service between FrontRunner Stations in Layton and Clearfield.



Recreational Park and Trail Projects



Transportation Projects

Entities such as UDOT and UTA manage state and federally funded projects that serve Layton specifically (such as the Midtown Crossing Bridge over I-15 and bus stop improvements), and facilities that serve Layton and our neighboring communities (such as the West Davis Corridor, Highway 89 Reconstruction and the FrontRunner commuter rail service). The General Plan Elements serve as a critical resource to represent Layton's future land use and transportation goals in planning for these major improvements.

Planning projects provide additional focus and study to implement General Plan recommendations. These include infrastructure project planning and design, as well as land use, economic and urban design studies to supplement City Staff capacity. For example, Layton City received a ‘Transportation and Land Use Connection’ grant through the Wasatch Front Regional Council to support this General Plan update process. The following planning efforts and studies support key land use initiatives recommended in this Plan:

Joint Land Use Study, Hill Air Force Base – Layton’s engagement in a Joint Land Use Study (JLUS) will support a comprehensive, regional long range planning effort between a military installation (Hill Air Force Base) and surrounding local communities. The JLUS is to be funded through a grant supported by the Office of Economic Adjustment, U.S. Department of Defense with a small local match required. The purpose of the grant is to identify threats to the existing and projected Base operations, and to provide opportunity for surrounding jurisdictions to voice their concerns. The goal of the study is to develop a long range plan that will help guide regional growth in surrounding communities while providing opportunity for the local military installation to successfully grow and operate at its intended capacity. Hill Air Force Base, eleven surrounding communities, and two counties have initiated this 18-24 month process following a recommendation from the Base and consideration by the Department of Defense. Hill Air Force Base is the largest employer in Utah with 25,500 military and civilian employees, \$1.38 billion payroll, and a \$3.4 billion annual economic impact on the Utah economy.

Economic Development Plan – Create an Economic Development Plan (EDP) as an element of the General Plan that serves as a resource to define commercial market demand and opportunity in Layton. An EDP should be produced through observations of existing development patterns, proposed development, existing and proposed zoning regulations, traffic patterns, traffic options and access, demographics, and



other market forces such as quality of life, education, workforce and housing availability. The EDP is to provide insight into local market potential, market loss, and opportunity, and provides guidance and strategy for future planning and development. In addition, the EDP can identify the feasibility of reserve land for recommended uses (especially Business Centers), refine market demand data for various types of retail and industrial land uses and identify job sectors served by the local workforce. The EDP should propose strategies to identify and attract employment opportunities that support families and home ownership based upon existing market conditions and the local economic environment.

Main Street Reconstruction – Study of the potential redesign and reconstruction of Main Street is needed to support Transit-Oriented Development (TOD) near the FrontRunner Station. Multi-modal transportation options and opportunities are key design elements commonly found in the most successful main streets and downtowns. Planning and design efforts should reference the Transportation Master Plan to accommodate vehicle movements along Main Street, as well as the Parks and Recreation Master Plan to provide for safe and convenient

pedestrian and bike facilities in support of a city-wide trails master plan. This includes crossing Main Street with a signalized intersection, and a pedestrian bridge along the Kays Creek Trail to connect TOD on east and west sides of the FrontRunner Station.

Other Potential Planning Studies

- The potential for a transit loop connecting the FrontRunner Station in Historic Downtown to a West Layton Town Center and West Davis Business Center.
- Future shuttle system to connect major employers to transit centers, such as Layton Hospital (Intermountain Hospital) to FrontRunner, and improved, multi-modal access to Hill Air Force Base.
- Fiscal and economic impacts of growth, including cost of services relative to various land use types and residential densities, compared to the City's ability to deliver desired services and amenities.
- Safe routes to schools in partnership with Davis School District.

3. PARTNERSHIP STRATEGIES

Partnership strategies represent the most diverse category of implementation activities and may include federal, state, county and/or local participation. The City has contributed to multiple projects as a public partner, making possible important investments that support Layton's economic development and tax base. Public/private or public/public partnerships strategies are critical to economic development as land becomes scarce and construction costs increase.

Strategies may include constructing and connecting a public infrastructure network such as a road, water line or sewer line which provides access and in turn supports growth. Transportation access, support for innovative workforce solutions and the development of a skilled workforce, and promoting workforce housing opportunities are all key to economic development success. Continuing to invest public funds toward the maintenance of existing infrastructure is also vital for



attracting new growth and private investment.

Public infrastructure is a common obstacle for new development due to the high cost of design, construction and materials. Quite often public infrastructure requirements go beyond what is needed for a single proposed development and are designed to serve existing or future development. In these instances the City has mechanisms such as impact fees and payback agreements to help facilitate the construction of said improvements. Sometimes access to existing utilities goes far beyond property boundaries for a proposed development making it infeasible, and a connection may provide benefit to Layton City. During these instances the City may choose to connect utilities or infrastructure to improve a utility system or to support new development.

Other contributions and partnerships include financial support using tax increment gained through urban renewal. Urban renewal areas have various names based upon Utah Code and have included the following: redevelopment areas, economic development areas, community development areas, and community reinvestment areas. Urban renewal areas allow new growth to pay for itself over time, including costly public infrastructure, without the need to increase property tax-

es City wide. Tax increment financing (TIF) funding is a fund only collected in urban renewal areas. TIF funding is provided through property taxes within these urban renewal areas equal to the same rate normally applied. However, when property is developed or redeveloped and property values increase based on new investment and increased value, the urban renewal agency is able to collect the difference in property taxes paid. These funds are commonly used to pay for major public infrastructure projects often serving multiple areas or developments.

TIF funds also allow new business and new development to occur where it may not otherwise and costs are reimbursed over time. This tool has supported various public private partnerships, spurring new development and investment in Layton City without placing an additional tax burden on its residents.

Urban renewal with TIF funding has assisted in the development and redevelopment of the following urban renewal project areas:

- South Main Street TOD Redevelopment
- South Main/Fort Lane RDA Project Area
- East Gate Business Park Economic Development Project Area
- Antelope Drive Community Development Project Area

Other potential urban renewal community reinvestment areas or projects may include, but not be limited to the following (or similar):

- Layton Hills Mall Reinvestment
- Potential shared transportation systems, including shared car programs, shared bike organizations, or other private alternative transport systems.
- Pedestrian bridge connecting the Intermountain Health Care property west of the FrontRunner Station to the FrontRunner Station.
- Trail Easements and Public Open Space Access
- Public/Private partnerships such as private developments reserv-



ing public open space for public purposes, such as a PRUD open space designation for public park, trail or future school site, or regional storm water detention facility.

- Public regional storm water detention facility supporting private development.
- Transportation system connecting the FrontRunner Layton Station at south Main Street to Hill Air Force Base

