CITY OF OREM
PLANNING COMMISSION MEETING
56 North State Street, Orem, Utah
June 15, 2022

This meeting may be held electronically to allow a Commission member to participate.

3:30 PM PRE-MEETING – AGENDA REVIEW, CITY COUNCIL CONFERENCE ROOM, 56 NORTH STATE STREET, OREM, UT

1 Nominate new Vice-Chair

4:30 PM REGULAR SESSION – CITY COUNCIL CHAMBERS

1. CALL TO ORDER

2. INVOCATION/INSPIRATIONAL THOUGHT: BY INVITATION

3. 4:30 PM SCHEDULED ITEMS

3.1 PUBLIC HEARING – Vacating Lot 1 of Tucker Subdivision, Plat B and approving the preliminary plat of Rolling Sand Subdivision, Plat A located generally at 1765 South Sandhill Road in the R8 zone.

3.2 PUBLIC HEARING - Amending Article 22-5-3(A) and the zoning map of the City of Orem by rezoning the property located at approximately 659 South 350 West from the R8 zone to the R6 zone.

3.3 PRELIMINARY PLAT – Approving the preliminary plat of Bastian Residence Subdivision located generally at 172 West 1800 South in the R8 zone.

3.4 PUBLIC HEARING - The Economic Development Division requests the Planning Commission review and make a recommendation to the City Council to amend Chapter 5, Economics, of the Orem General Plan and recommend the adoption of the Orem Economic Development Strategic Plan by amending Appendix E of the Orem General Plan.

4. MINUTES REVIEW AND APPROVAL

4.1 Review and approve minutes from May 18, 2022

5. ADJOURN

5.1 Next meeting scheduled for Wednesday, July 6, 2022

THE PUBLIC IS INVITED TO PARTICIPATE IN ALL PLANNING COMMISSION MEETINGS.
If you need a special accommodation to participate in the Planning Commission Meetings and Study Sessions, please call the Development Services Office at least 3 working days prior to the meeting.
(Voice 801-229-7183)

This agenda is also available on the City's webpage at orem.org

Item #: 3.1	Planning Commission June 15, 2022	OREM
Prepared By: Cheryl Vargas		
Applicant: Zion's Commercial Investments/Howie Nelson	**PUBLIC HEARING** – Vacating Lot 1 of Tucker Subdivision, Plat B and approving the preliminary plat of Rolling Sand Subdivision, Plat A located generally at 1765 South Sandhill Road in the R8 zone.	

NOTICES:

- Posted in 2 public places
- Posted on City webpage and City hotline
- Faxed to newspapers
- E-mailed to newspapers
- Posted at utah.gov/pan

SITE INFORMATION:

- **General Plan Designation:**

Low Density Residential

- **Current Zone: R8**
- **Acreage: .62**
- **Neighborhood: Lakeview**

ACTION:
The Planning Commission is the final approving authority regarding this request.

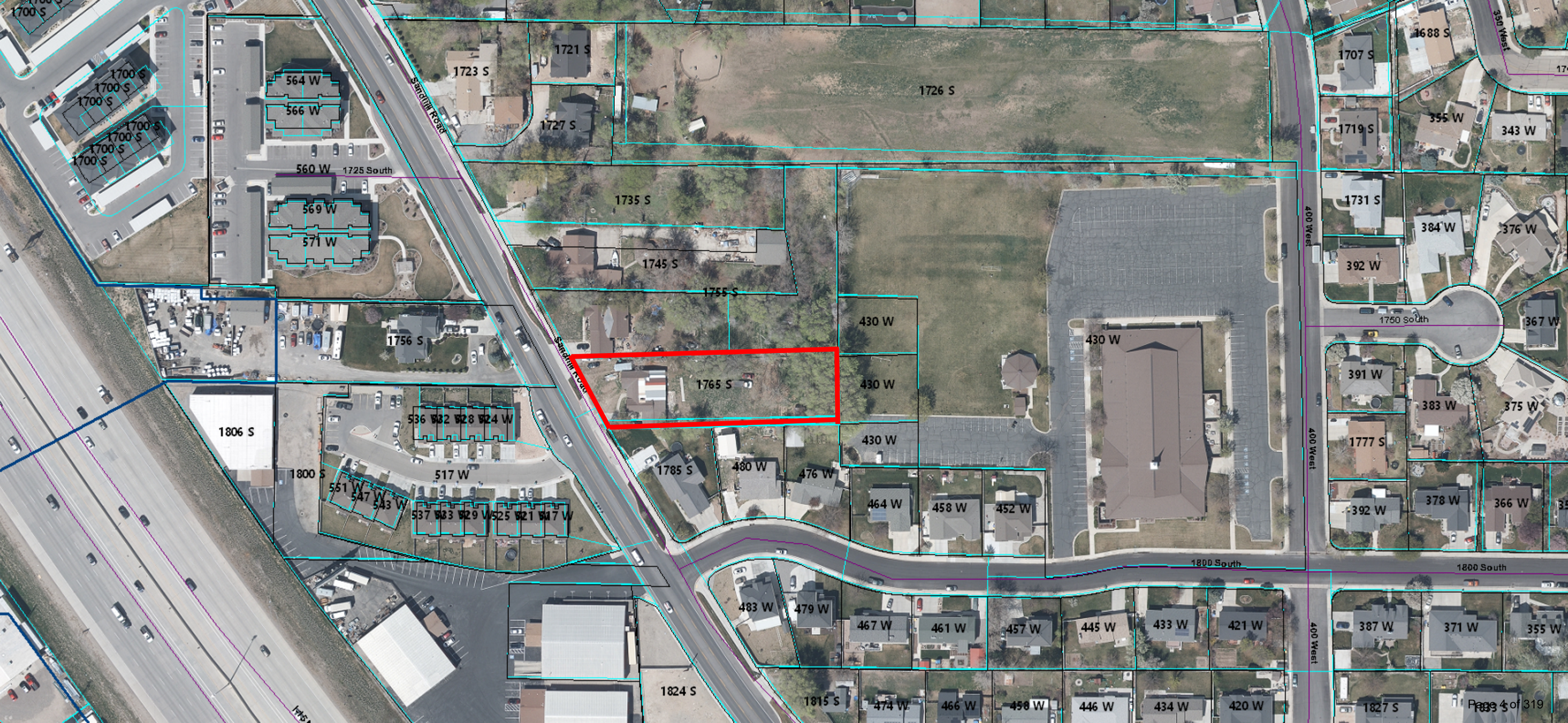
REQUEST: The applicant requests the Planning Commission vacate Lot 1 of Tucker Subdivision, Plat B and approve the preliminary plat of Rolling Sand Subdivision, Plat A located generally at 1765 South Sandhill Road in the R8 zone.

BACKGROUND:
Rolling Sand Subdivision, Plat A is currently one lot of record and Lot 1 of Tucker Subdivision, Plat B which is part of an existing plat in the R8 zone. The applicant would like to divide the lot of record into two lots and clean up some property lines between Lots 1 and 3, which is why Lot 3 has been included in the proposed plat. Link to Preliminary Plat code (17-4):

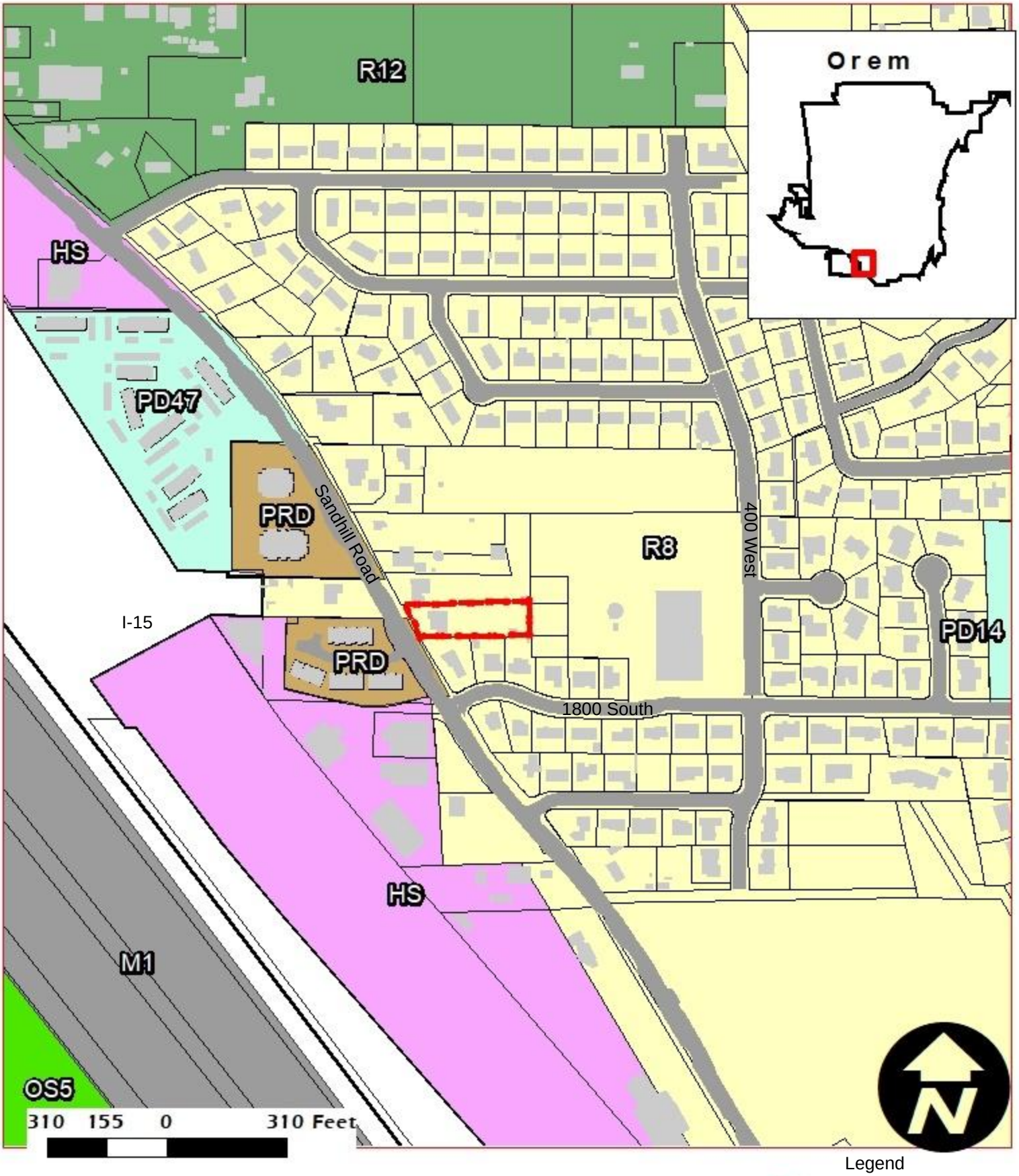
All three lots meet the minimum lot size requirements from the R8 zone of 8,000 square feet and the deep lot meets the minimum lot size of 8,000 square feet plus 125%, which is 10,000 square feet. Lot 1 is 13,030 square feet, Lot 2 is 13, 997 square feet and Lot 3 is 12,365 square feet. Lots 1 and 3 both have existing homes on them that will remain. Lot 2 is a vacant lot. Link to Deep Lot Development code (17-8-1):

Lot 1 meets the minimum lot frontage for the R8 zone of 80 feet with 96.99 feet of frontage. The Access & Public Utility Easement meets the required twenty feet in width requirement and will be concrete.

RECOMMENDATION: The Development Review Committee determined this request complies with Orem City Code. Staff recommends the Planning Commission vacate Lot 1 of Tucker Subdivision, Plat B and approve the preliminary plat of Rolling Sand Subdivision, Plat A located generally at 1765 South Sandhill Road in the R8 zone.


1700 S
564 W
566 W
1723 S
1721 S
1727 S
1726 S
Sandhill Road
560 W
1725 South
569 W
571 W
1735 S
1745 S
1755 S
1756 S
1765 S
430 W
1806 S
536 W
532 W
528 W
524 W
1800 S
517 W
551 W
547 W
543 W
537 W
533 W
529 W
525 W
521 W
517 W
1785 S
480 W
476 W
464 W
458 W
452 W
1688 S
1707 S
1719 S
355 W
343 W
1731 S
384 W
376 W
392 W
400 West
1750 South
367 W
391 W
383 W
375 W
1777 S
392 W
378 W
366 W
350 West
1800 South
483 W
479 W
467 W
461 W
457 W
445 W
433 W
421 W
387 W
371 W
355 W
1824 S
1815 S
474 W
466 W
458 W
446 W
434 W
420 W
1827 S

Rolling Sand Plat A



Legend

1765 S Sandhill Road

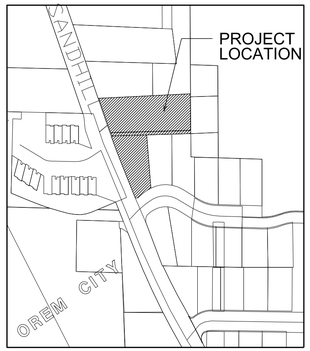
Buildings

Parcels

Preliminary Plat
R8
.62

NEIGHBORHOOD
Lakeview

ROLLING SAND PLAT "A"
PRELIMINARY PLAT

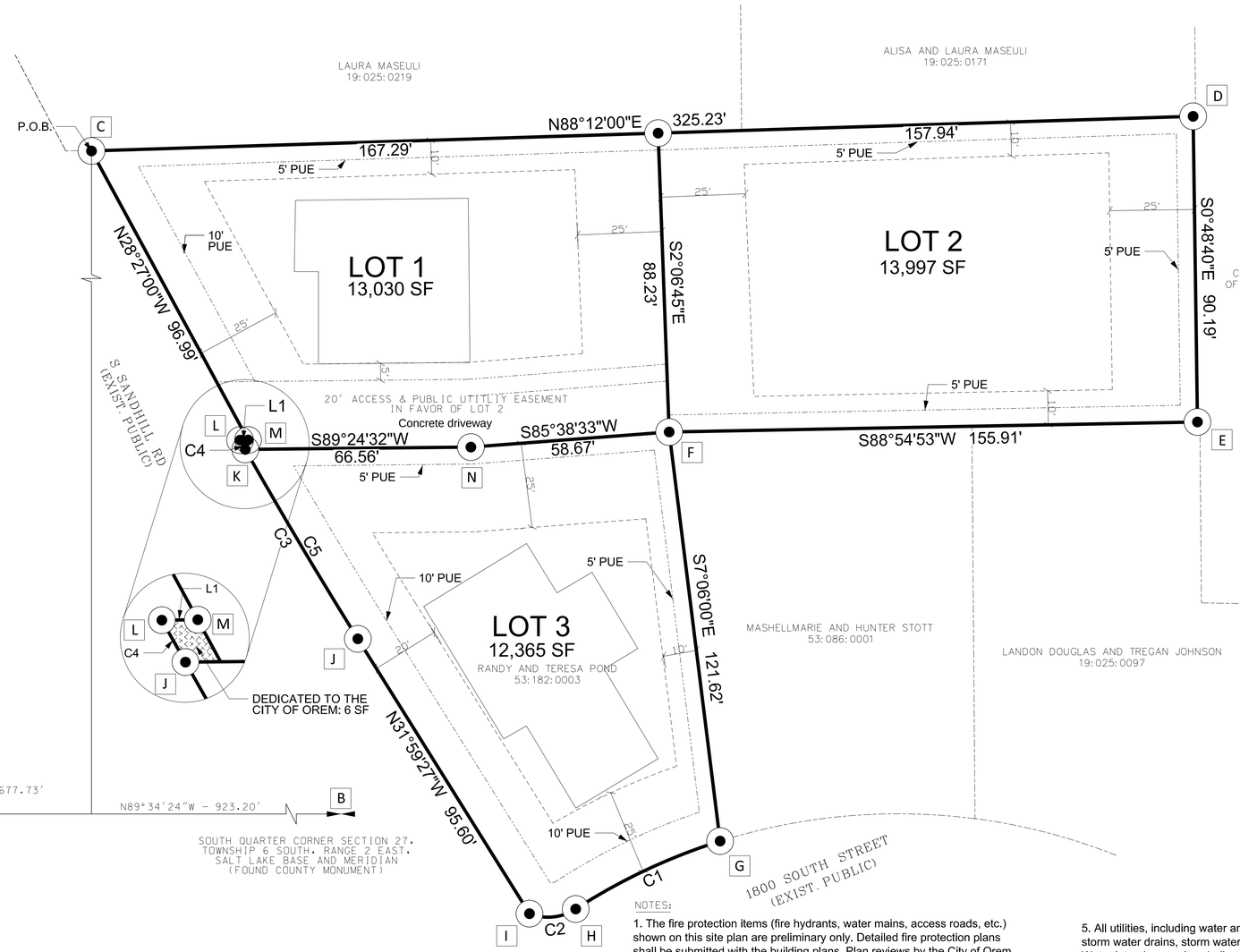


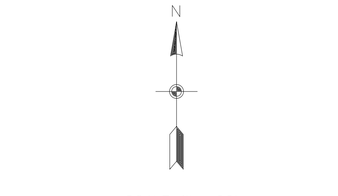
VICINITY MAP

LINE TABLE		
NAME	LENGTH	DIRECTION
L1	2.36	N 89°15'42" E

CURVE TABLE					
NAME	RADIUS	ARC LENGTH	DELTA	CHORD DIRECTION	CHORD LENGTH
C1	175.00	47.23	15°27'52"	S 64°48'30" W	47.09
C2	15.00	14.24	54°22'39"	S 84°16'18" W	13.71
C3	1462.00	68.16	2°40'16"	N 30°39'19" W	68.15
C4	1462.00	3.16	0°07'25"	N 29°22'54" W	3.16
C5	1462.00	65.00	0°32'51"	N 30°43'02" W	65.00

STATE PLANE COORDINATES NAD 83		
LTR	NORTHING	EASTING
A	7263788.04	1580704.34
B	7263768.11	1583381.23
C	7265348.61	1582458.32
D	7265358.82	1582783.30
E	7265268.67	1582784.58
F	7265265.71	1582628.74
G	7265145.06	1582643.76
H	7265125.02	1582601.17
I	7265123.65	1582587.53
J	7265204.71	1582536.90
K	7265260.57	1582503.71
L	7265263.32	1582502.16
M	7265263.35	1582504.52
N	7265261.26	1582570.25
GRID FACTOR = 0.999711		





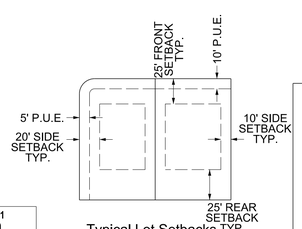
BOUNDARY DESCRIPTION

A PARCEL OF LAND SITUATE IN THE EAST HALF OF THE SOUTH WEST QUARTER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, OREM, UTAH COUNTY, UTAH, SALT LAKE BASE AND MERIDIAN, MORE PARTICARLY DESCRIBED AS FOLLOWS;

BEGINNING AT A POINT LOCATED 923.20 FEET NORTH 89°34'24" WEST ALONG THE SECTION LINE AND 1574.07 FEET NORTH FROM THE SOUTH QUARTER CORNER OF SAID SECTION 27; AND RUNNING THENCE NORTH 88°12'00" EAST A DISTANCE OF 325.23 FEET, THENCE SOUTH 0°48'40" EAST A DISTANCE OF 90.19 FEET, THENCE SOUTH 88°54'53" WEST A DISTANCE OF 155.91 FEET TO THE NORTHEAST CORNER OF LOT 1 TUCKER SUBDIVISION PLAT "B" AS RECORDED IN THE UTAH COUNTY RECORDERS OFFICE FILING NUMBER 6819-81, THENCE ALONG SAID LOT 1 FOR THE FOLLOWING 3 COURSES: 1) SOUTH 7°06'00" EAST A DISTANCE OF 121.62 FEET TO A POINT ON A NON-TANGENT CURVE, 2) ALONG AN ARC 47.23 FEET OF A NON-TANGENT CURVE TO THE LEFT, HAVING A RADIUS OF 175.00 FEET, THE CHORD OF WHICH IS SOUTH 64°48'30" WEST FOR A DISTANCE OF 47.09 FEET 3) ALONG AN ARC 14.24 FEET TO THE RIGHT, HAVING A RADIUS OF 15.00 FEET, THE CHORD OF WHICH IS SOUTH 84°16'18" WEST FOR A DISTANCE OF 13.71 FEET TO A POINT ON THE EASTERNLY RIGHT OF WAY OF SANDHILL ROAD AS RECORDED IN ENTRY NUMBER 87711:2006, THENCE FOLLOWING SAID RIGHT OF WAY FOR THE FOLLOWING 2 COURSES: 1) NORTH 31°59'27" WEST A DISTANCE OF 95.60 FEET, 2) ALONG AN ARC 68.16 FEET TO THE RIGHT, HAVING A RADIUS OF 1462.00 FEET, THE CHORD OF WHICH IS NORTH 30°39'19" WEST FOR A DISTANCE OF 68.15 FEET, THENCE NORTH 89°15'42" EAST A DISTANCE OF 2.36 FEET, THENCE NORTH 28°27'00" WEST A DISTANCE OF 96.99 FEET TO THE POINT OF BEGINNING.

SAID PARCEL OF LAND CONTAINS 0.90 ACRES (39,398 SF).

NOTE: BASIS OF BEARING IS NAD 83 HORIZONTAL DATUM, NORTH 89°34'24" WEST IN BETWEEN THE SOUTH QUARTER CORNER AND SOUTHWEST CORNER OF SAID SECTION 27.



Typical Lot Setbacks TYP.
Detail (N.T.S.)
Single Family

ZONE: R1-8

LEGEND

- SUBDIVISION BOUNDARY
- PUBLIC UTILITY EASEMENT
- BUILDING SETBACK LINE
- FOUND SECTION CORNER
- 5/8" REBAR & CAP (BOUNDARY)

NOTES:

1. The fire protection items (fire hydrants, water mains, access roads, etc.) shown on this site plan are preliminary only. Detailed fire protection plans shall be submitted with the building plans. Plan reviews by the City of Orem Fire Prevention Bureau shall be completed prior to the issuance of a building permit. The plan reviews by the City of Orem Fire Prevention Bureau may identify additional fire protection requirements mandated by the International Fire Code. Fire hydrant foot valves shall be installed at the connection point with the main water lines.

2. All landscaped areas shall have an automatic, underground sprinkling system which includes a back-flow device to the building. Back-flow devices shall be installed and tested in accordance with Section 21-1-14 of the Orem City Code. Water meter sizes shall be determined by the City of Orem Building Division at the time of building permit approval or when there is a request to change the water meter size. Water meters shall be located at the back of sidewalk or curb in an area that is accessible for reading and servicing. Water meters shall not be located within areas enclosed with fences or within ten feet (10') of any existing or proposed structure.

3. If required by CHAPTER 20 of the Orem City Code or by the applicant's Permit for Industrial Wastewater Discharge, a sampling manhole and fat and oil separator/grease trap shall be installed in accordance with the City of Orem Standards and Specifications.

4. All signage shall comply with the requirements of the Orem City Code.

5. All utilities, including water and sewer laterals, water and sewer mains, storm water drains, storm water sumps, sewer manholes, water valves, etc., Water laterals or mains shall not be located under covered parking areas and shall be installed according to CHAPTER 21 of the Orem City Code.

6. All roof drainage shall be routed through on-site storm water management facilities or to landscaped areas.

7. At the time of construction, the City of Orem may determine based on professional experience and judgment and at its sole discretion, the need for the Owner/Developer to pay for, remove, and replace any existing substandard improvements such as curbs, gutters, sidewalks, drive approaches, driveways, decorative concrete, wheelchair ramps, etc., or any unused drive approaches.

8. All construction shall conform to the City of Orem construction standards and specifications unless the improvement is within the UDOT right-of-way, in which case the construction shall conform to UDOT construction standards and specifications.

Note:
No driveway or drive access may be loacted within twenty-five feet (25') of an existing fence which is greater than three feet (3') in height. Doing so would result in the fence being within the Clear Vision Area asssociated with the drive way or drive access as described in Section 22-14-19

1-800-662-4111
811
Know what's below. Call before you dig.

DEVELOPER:
HOWARD NELSON
SUPERIOR REAL ESTATE
AND CONSTRUCTION
801-318-5233
1949 West, 1600 North,
Provo, Utah, 84604

SURVEYOR:
DUDLEY AND ASSOCIATES
ENGINEERS PLANNERS SURVEYORS
353 EAST 1200 SOUTH, OREM, UTAH
801-224-1252

ENGINEER:
MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

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REGISTERED PROFESSIONAL ENGINEER
MAY 06, 2022
NO. 174774
MATT W. BROWN
STATE OF UTAH

No.	Date	By	REVISIONS	Notes

Designed MMB
Drawn JTB
Checked MWB
Date FEB 2022

Title: ROLLING SAND PLAT A
Location: OREM, UT
Drawing Name: PRELIMINARY PLAT

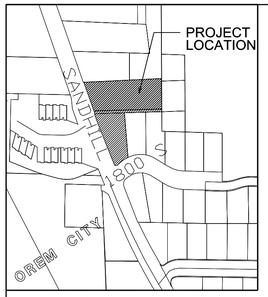
PROJECT NO. 2021.053

SHEET NO. 1.00

ROLLING SAND PLAT "A"

INCLUDING A VACATION OF LOT 1, TUCKER PLAT "B" SUBDIVISION

Proposed Final Plat



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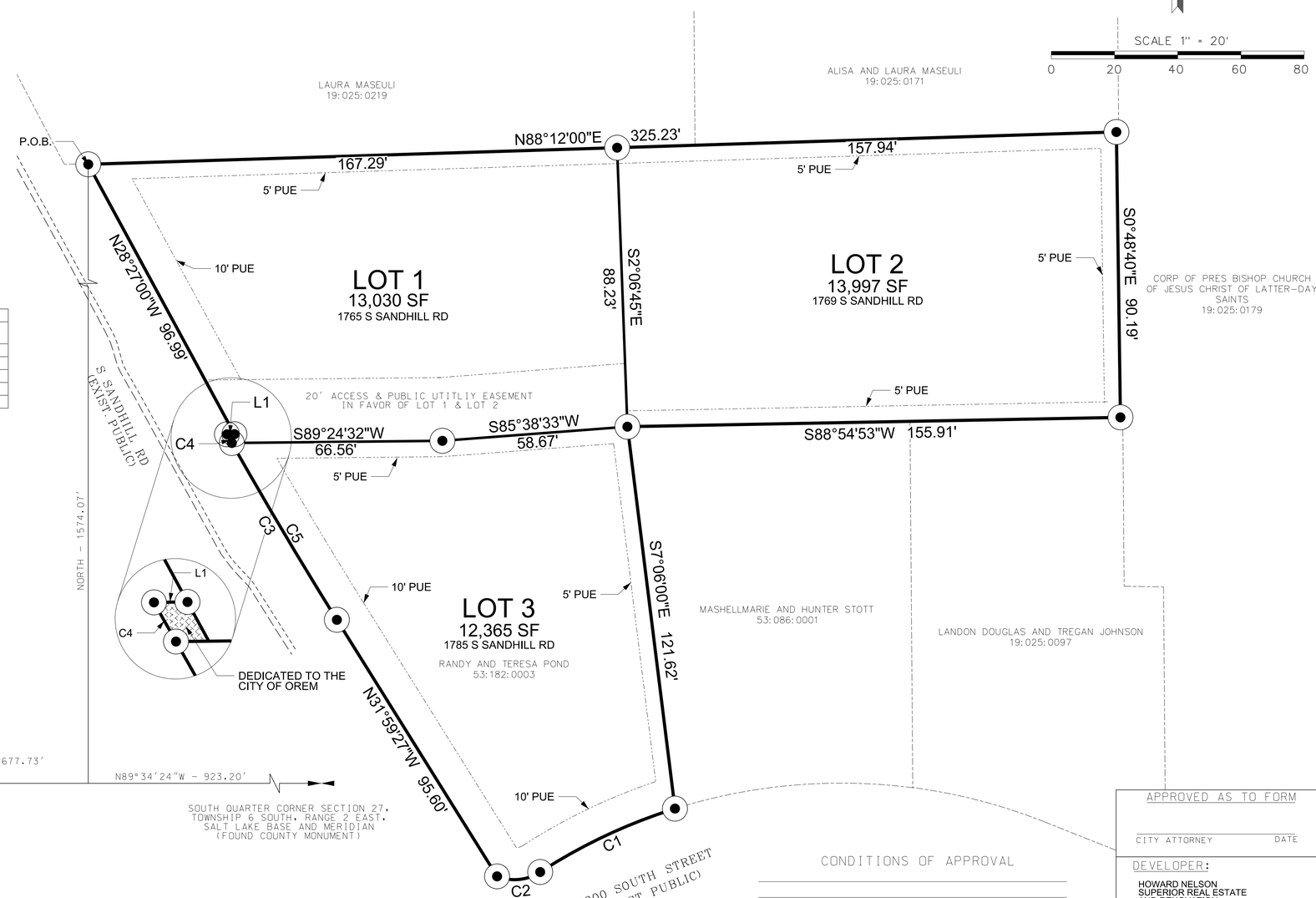

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DEDICATION TO THE CITY OF OREM: 6 SF.

NOTE:
THE STORM WATER FROM LOT 2 CANNOT MOVE TO LOT 1.

SURVEYOR'S CERTIFICATE

I, ROGER D. DUDLEY, DO HEREBY CERTIFY THAT I AM A PROFESSIONAL LAND SURVEYOR, AND THAT I HOLD LICENSE NO. 147089 IN ACCORDANCE WITH TITLE 58, CHAPTER 22 OF THE PROFESSIONAL ENGINEERS AND LAND SURVEYORS LICENSING ACT, UTAH CODE ANNOTATED, 1953 AS AMENDED. I FURTHER CERTIFY BY AUTHORITY OF THE OWNERS, I HAVE MADE A SURVEY OF THE TRACT OF LAND SHOWN ON THIS PLAT AND DESCRIBED BELOW IN ACCORDANCE WITH SECTION 17-23-17, AND HAVE SUBDIVIDED SAID TRACT OF LAND INTO LOTS, BLOCKS, STREETS, AND EASEMENTS AND THE SAME HAS BEEN CORRECTLY SURVEYED AND STAKED ON THE GROUND AS SHOWN ON THIS PLAT AND THAT THIS PLAT IS TRUE AND CORRECT.

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SAID PARCEL OF LAND CONTAINS 0.90 ACRES (39,398 SF).

NOTE: BASIS OF BEARING IS NAD 83 HORIZONTAL DATUM, NORTH 89°34'24" WEST IN BETWEEN THE SOUTH QUARTER CORNER AND SOUTHWEST CORNER OF SAID SECTION 27.

DATE — ROGER D. DUDLEY (SEE SEAL BELOW)

OWNER'S DEDICATION

KNOW ALL BY THESE PRESENTS THAT WE, ALL OF THE UNDERSIGNED OWNERS OF THE PROPERTY DESCRIBED IN THE SURVEYOR'S CERTIFICATE HEREON AND SHOWN ON THIS MAP, HAVE CAUSED THE SAME TO BE SUBDIVIDED INTO LOTS, BLOCKS, STREETS AND EASEMENTS AND DO HEREBY DEDICATE THE STREETS AND OTHER PUBLIC AREAS AS INDICATED HEREON FOR PERPETUAL USE OF THE PUBLIC.

IN WITNESS HEREOF WE HAVE HEREUNTO SET OUR HANDS THIS _____ DAY OF_____, 20 ___

CORPORATION

SIGNATURE — PRINT NAME
TITLE — ZIONS COMMERCIAL INVESTMENT
SIGNATURE — PRINT NAME
TITLE — SUPERIOR REAL ESTATE AND RENOVATORS

PRIVATE

SIGNATURE (RANDY POND) — PRINT NAME
SIGNATURE (TERESA POND) — PRINT NAME

ACCEPTANCE BY LEGISLATIVE BODY

THE CITY OF OREM, APPROVES THIS SUBDIVISION AND HEREBY ACCEPTS THE DEDICATION OF ALL STREETS, EASEMENTS AND OTHER PARCELS OF LAND INTENDED FOR PUBLIC PURPOSES FOR THE PERPETUAL USE OF THE PUBLIC
THIS _____ DAY OF _____, A.D. 20 ___

DEVELOPMENT SERVICES DIRECTOR

APPROVED BY ENGINEER (SEE SEAL BELOW) — ATTEST CLERK-RECORDER (SEE SEAL BELOW)

COUNTY RECORDER

APPROVED AS TO FORM

CITY ATTORNEY — DATE

CONDITIONS OF APPROVAL

DEVELOPER:

HOWARD NELSON
SUPERIOR REAL ESTATE AND RENOVATION
801-318-5233
1949 West, 1600 North,
Provo, Utah, 84604

SURVEYOR:

DUDLEY AND ASSOCIATES
ENGINEERS PLANNERS SURVEYORS
353 EAST 1200 SOUTH, OREM, UTAH
801-224-1252

ENGINEER:

MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

PLAT A
ROLLING SAND SUBDIVISION
A RESIDENTIAL SUBDIVISION
INCLUDING A VACATION OF LOT 1, TUCKER PLAT "B" SUBDIVISION
OREM CITY — UTAH COUNTY, UTAH
SCALE: 1" = 20 FEET

SURVEYOR'S SEAL	NOTARY PUBLIC SEAL	CITY-COUNTY ENGINEER SEAL	CLERK-RECORDER SEAL

CORPORATE ACKNOWLEDGEMENT

STATE OF UTAH } S.S.
COUNTY OF UTAH }

THE FOREGOING WAS ACKNOWLEDGED BEFORE ME THIS_____DAY OF _____, A.D. 2022 BY_____, WHO REPRESENTED THAT HE/SHE IS THE MANAGER OF_____LLC. AND HAS AUTHORITY TO EXECUTE THIS INSTRUMENT.

MY COMMISSION NUMBER _____ MY COMMISSION EXPIRES _____

SIGNED (TO NOTARY PUBLIC COMMISSIONED IN UTAH) — PRINTED FULL NAME OF NOTARY

CORPORATE ACKNOWLEDGEMENT

STATE OF UTAH } S.S.
COUNTY OF UTAH }

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COUNTY OF UTAH }

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MY COMMISSION NUMBER _____ MY COMMISSION EXPIRES _____

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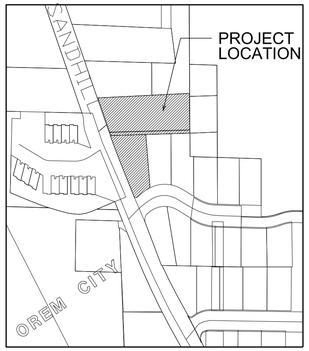
Demolition Plan



VICINITY MAP

N

SCALE (FEET)

0 20 40 60 80

MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

REGISTERED PROFESSIONAL ENGINEER
MAY 06, 2022
NO. 174774
MATT W. BROWN
STATE OF UTAH

No.	Date	By	REVISIONS Notes

Designed MWB
Drawn JTB
Checked MWB
Date FEB 2022

DEVELOPER:
HOWARD NELSON
SUPERIOR REAL ESTATE
AND CONSTRUCTION
801-318-5233
1949 West, 1600 North,
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801-224-1252

ENGINEER:
MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

Title: ROLLING SAND PLAT A
Location: OREM, UT
Drawing Name: PRELIMINARY REMOVAL PLAN

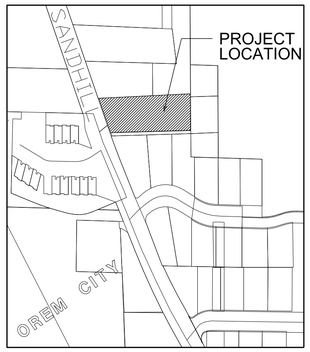
PROJECT NO. 2021.053

SHEET NO. 1.01

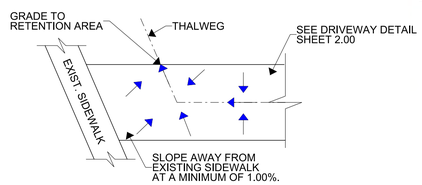
1-800-662-4111 811 Know what's below. Call before you dig.

PRINT DATE: 5/6/2022

Grading Plan



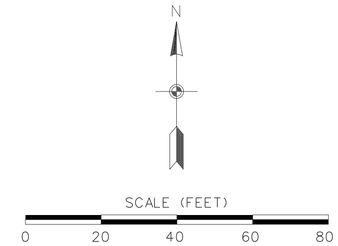
VICINITY MAP



CONTRACTOR TO GRADE DRIVEWAY
AS SHOWN TO DIRECT FLOW ON DRIVEWAY
TO RETENTION AREA.

DRIVEWAY FLOW DIRECTION DETAIL

NTS



(XXXX.XX) FINISHED GRADE ELEVATION

FLOW ARROW

NOTE:
THE STORM WATER FROM LOT 2
CANNOT MOVE TO LOT 1

1-800-662-4111
811
Know what's **below.**
Call before you dig.

DEVELOPER:
HOWARD NELSON
SUPERIOR REAL ESTATE
AND CONSTRUCTION
801-318-5233
1949 West, 1600 North,
Provo, Utah, 84604

SURVEYOR:
DUDLEY AND ASSOCIATES
ENGINEERS PLANNERS SURVEYORS
353 EAST 1200 SOUTH, OREM, UTAH
801-224-1252

ENGINEER:
MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

MW BROWN ENGINEERING, INC
Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

REGISTERED PROFESSIONAL ENGINEER
5/6/2022
NO. 174774
MATT W. BROWN
STATE OF UTAH

No.	Date	By	REVISIONS Notes

Designed MWB
Drawn JTB
Checked MWB
Date FEB 2022

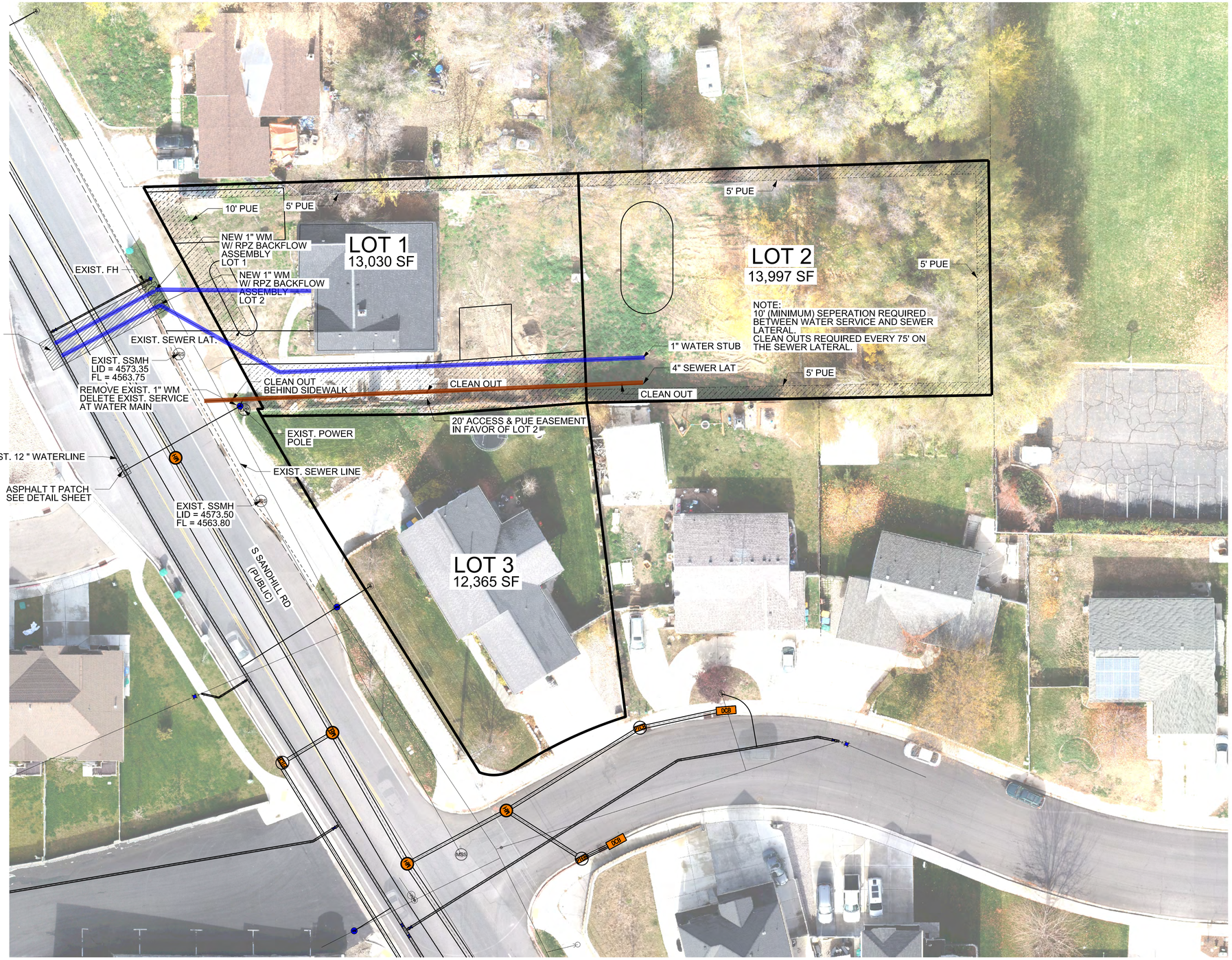
Title: ROLLING SAND PLAT A
Location: OREM, UT
Drawing Name: PRELIMINARY GRADING PLAN

PROJECT NO.
2021.053

SHEET NO.
1.02

PRINT DATE: 5/6/2022

Utility Plan



N

SCALE (FEET)

0 20 40 60 80

1-800-662-4111
811
Know what's below.
Call before you dig.

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Office: (801) 377-1790 Fax: (801) 377-1789
578 East 770 North, Orem UT 84097

REGISTERED PROFESSIONAL ENGINEER
MAY 02, 2022
NO. 174774
MATT W. BROWN
STATE OF UTAH

No.	Date	By	REVISIONS	Notes

Designed MMB
Drawn JTB
Checked MWB
Date FEB 2022

Title: ROLLING SAND PLAT A
Location: OREM, UT
Drawing Name: PRELIMINARY UTILITY PLAN

PROJECT NO.
2021.053

SHEET NO.
1.03

PRINT DATE: 5/6/2022

Street View

CODE OF ORDINANCES

CHAPTER 17. SUBDIVISION ORDINANCE

Article 17-4. Preliminary Plats

Contents:

17-4-1. Preliminary plat required.

17-4-2. Application for preliminary plat approval.

17-4-3. Content of preliminary plat and required documents.

17-4-4. Parcels previously divided.

17-4-5. Review and approval procedures.

17-4-6. Street or easement dedication may be required.

17-4-7. Validity of preliminary plat approval.

17-4-8. Corridor Preservation

17-4-1. Preliminary plat required.

A. The purpose of the preliminary plat is to review and plan for the overall development of the subdivision and the land surrounding the subdivision.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. A preliminary plat must be approved for a parcel before a final plat can be approved for that parcel. An applicant may request simultaneous preliminary and final plat approval, but bears the risk of having either or both rejected.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-2. Application for preliminary plat approval.

A. The developer shall submit an application for preliminary plat approval to the Development Services Department. The time frame for when an application must be submitted in order to be heard at a given Planning Commission meeting shall be set by policy of the Development Services Department.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. The application for preliminary plat approval shall include the following:

1. Four (4) full size copies and one computer aided design (CAD) drawing on a computer disk formatted and compatible with the City's computer system of each sheet of the preliminary plat.

2. All documents required in Subsection 17-4-3(C) below.
3. Payment of the applicable fee.

C. An application for preliminary plat approval shall expire if the application has not been approved or scheduled for review and approval by the approving authority within twelve months after the date it was submitted. An application for preliminary plat approval shall also expire immediately following the passage of six months of no activity with respect to the application. The City shall provide written notice of a pending expiration to the applicant at least (30) days prior to the date that the application is deemed to have expired. Upon expiration, an application for preliminary plat approval shall be considered null and void and a new application must be submitted and fees paid.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-02-0001, Rep&ReEn 01/08/2002; Ord. No. O-2019-0027, Amended 8/27/2019)

Effective on: 9/17/2019

17-4-3. Content of preliminary plat and required documents.

A. The preliminary plat shall be drawn on standard drafting medium, the dimensions of which shall not exceed twenty-four inches by thirty-six inches (24" x 36"), and shall be drawn to scale. The scale shall be indicated on each sheet, but shall not be less than one inch (1") = sixty feet (60').

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

B. The preliminary plat shall contain the following:
1. An arrow, indicating north, drawn on each sheet.
2. The proposed name of the subdivision. The City may reject a proposed subdivision name if the proposed name is similar to or may be confused with an existing subdivision name.
3. A vicinity drawing accurately locating the property shown on the plat.
4. The names and addresses of the property owner(s), the developer and the engineer or surveyor of the proposed subdivision.
5. The names and addresses of the current owners of all parcels immediately adjoining the proposed subdivision, and the boundary lines of such parcels.
6. Contours drawn at two-foot (2') intervals, unless waived by the City Engineer.
7. The boundary lines of the parcel to be subdivided and a description of the proposed outside boundary of the property contained within the preliminary plat that is referenced to two section corner monuments and is prepared by a licensed land surveyor. The section corner monuments and the point of beginning shall indicate computed “State Plane Coordinates.”
8. The dimensions and square footage of each lot.
9. The dimensions and locations of existing and proposed improvements, structures, easements, and topographical features within the parcel to be subdivided and within two hundred feet (200') of the proposed subdivision boundaries.
10. For each lot, the location and dimensions of existing and proposed irrigation systems and easements.
11. Final grade elevations, if required by the City Engineer.

12. Where the preliminary plat covers only a part of a larger unsubdivided or undeveloped area, the plat shall show the location of the subdivision as it forms part of the larger area, and shall include a sketch proposing a future street system of the unsubdivided or undeveloped area.
13. A storm water drainage plan, approved by the City Engineer that is designed to accommodate the water generated by a "twenty-five year storm" within the proposed subdivision.
14. The location of any areas of potential flood hazard, as defined in CHAPTER 10 of the City Code, within the subdivision boundaries or within 200 feet of the subdivision boundaries.
15. The location of any known fault lines located within 1,000 feet of any part of the subdivision as determined from the Utah County Hazards Map and any other source.
16. The location of existing structures within the preliminary plat boundaries, and a notation as to whether the existing structures will remain or be demolished.
17. The layout and location of future public streets. The City may require streets in the preliminary plat in such locations, sizes and of such design as may be necessary to provide adequate traffic circulation and access to the property contained within the preliminary plat and to other parcels of property in the surrounding area. Street connections shall be made to street connection points as shown in the Street Connection Master Plan.
18. A note indicating that no driveway or drive access may be located within twenty-five feet (25') of an existing fence which is greater than three feet (3') in height if to do so would result in the fence being within the Clear Vision Area associated with the driveway or drive access as described in Section 22-14-19.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-92-0019, Amended, 10/13/1992; Ord. No. O-02-0001, Amended, 01/08/2002; Ord No. 2014-0008, Amended 02/11/2014)

C. The following documents shall be included with the application:
   1. Any application request for a proposed change to any existing zone boundaries or any zone classification that is necessary for approval of the proposed subdivision.
   2. A preliminary title report prepared by a title company licensed to practice in the State of Utah which shows that the owner/applicant owns or represents the owner(s) of all of the property contained within the preliminary plat. The City may require that the owner/developer resolve any boundary overlaps, gaps or other title discrepancies before approval of the preliminary plat.
   3. A special report that details all environmental, geological, and engineering concerns for subdivisions proposed within a sensitive area.
   4. Any other documents related to the development that the City may reasonably require.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

D. A neighborhood meeting complying with the requirements of Section 22-14-20(I)(substituting "preliminary plat" for "site plan") shall be required whenever a preliminary plat shows or is required to show a street extending from or connecting to a street connection point as shown in the Street Connection Master Plan. The neighborhood meeting must be held before an application may be forwarded to the Planning Commission.

(Ord. No. O-2014-0008, Enacted 02/11/2014)

17-4-4. Parcels previously divided.

Any parcel of property which was originally part of a parcel now being subdivided, and which was divided off from the parcel being subdivided since January 1, 1954, shall be included in the preliminary plat of the proposed subdivision unless it has already been recorded as part of another subdivision or unless it is owned by someone other than the developer.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-5. Review and approval procedures.

A. The Development Services Director shall review each application submitted to determine the completeness of the application. He or she shall forward completed applications to the Development Review Committee (DRC).

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. The DRC shall review all applications for the purpose of determining compliance with all applicable City ordinances and the Orem Community Master Plan. If the development proposed in the application meets all the applicable regulations and standards, the DRC shall forward the application to the Planning Commission. Otherwise, it shall be returned to the applicant for appropriate modification. In no case shall the application proceed to the Planning Commission if it does not meet the regulations and standards imposed by all applicable ordinances. The DRC may establish a policy for forwarding applications to the Planning Commission subject to variances, waivers, modifications, or ordinance amendments being made by the appropriate body.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

C. Department Directors may make individual recommendations to the Planning Commission and the City Manager, which may be different from the recommendation of the DRC or the Planning Commission.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

D. The Planning Commission shall approve, conditionally approve or deny the application request.
   1. The Planning Commission shall approve the preliminary plat if it finds that the preliminary plat complies with all applicable ordinances and that there is no need to attach any conditions to the approval. The Planning Commission may impose conditions upon its approval if it finds that such conditions are reasonably necessary to meet the objectives of this Chapter.
   2. The Planning Commission may deny an application for preliminary plat approval for either of the following reasons:
      a. There is insufficient evidence to demonstrate that the applicant either owns or represents the owner(s) of all of the property contained within the preliminary plat. The Planning Commission may withhold approval of a preliminary plat if the owner/applicant has not resolved all boundary gaps, overlaps or other property disputes which affect the property contained within the preliminary plat; or
      b. The preliminary plat does not comply with all applicable City ordinances.
   3. If the Commission denies a request, it shall state the reasons for the denial.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-6. Street or easement dedication may be required.

The DRC may require that the owner dedicate to the City any or all of the street rights-of-way or easements designated on the preliminary plat as a condition of approval of the preliminary plat. The dedication shall be by appropriate deed from the owner to the City. The dedication shall also be made on the final plat. In determining whether or not a dedication will be required at the preliminary plat stage, the DRC shall consider, among other things, the necessity of the dedication for traffic circulation, the convenience of the public, and the development of on-site and off-site improvements, and recommendations from the Orem General Plan, the Orem Transportation Master Plan, and the Orem Street Connection Master Plan.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002; Ord. No. O-2017-0018, Amended, 06/13/2017)

17-4-7. Validity of preliminary plat approval.

A. An approved preliminary plat is valid for one (1) year. The Planning Commission may grant one (1) year extensions of the preliminary plat, provided the plat still complies with all applicable ordinances. No person or entity obtains a vested right to develop the property by reason of obtaining preliminary plat approval.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. If a final plat which covers only a portion of the approved preliminary plat is recorded within the one (1) year time limit or extension thereof, the validity of the unrecorded portion of the preliminary plat shall be extended for one (1) year from the date of recording the final plat.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

C. The preliminary plat must be amended if the developer desires to increase the number of lots in the subdivision, or change the grade or location of streets within the subdivision.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

D. The preliminary plat need not be amended to decrease the number of lots in the subdivision, to make minor lot boundary changes, or to make other minor changes if the Development Services Director finds that amending the preliminary plat is not necessary to protect the interest of the City or adjoining property owners.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

17-4-8. Corridor Preservation

The City may require that the area of future streets shown in the Orem Transportation Master Plan or the Orem Street Connection Master Plan that are not to be constructed or dedicated concurrent with the development contemplated by the preliminary plat, be shown on the preliminary plat as "corridor preservation." The City may prohibit or limit the construction or installation of improvements in the corridor preservation area in order to preserve such area for the construction of future streets. The City's right to require corridor preservation under this section shall be subject to the requirements of Utah Code Section 72-5-401 through 72-5-406 inclusive.

(Ord. No. O-2017-0018, Enacted, 06/13/2017)

CODE OF ORDINANCES

CHAPTER 17. SUBDIVISION ORDINANCE

Article 17-8. Supplementary Design Standards

17-8-1. Deep Lot (or Flag Lot) Development.

A. **Purpose**. The purpose of this section is to establish development criteria for subdivisions of parcels that may not contain the minimum lot width as specified in Section 22-6-8 of the Orem City Code. Parcels of this nature generally have only a private driveway or right-of-way leading from a dedicated street to the buildable area of the lot. These parcels shall be referred to as "deep lots" or "flag lots" and subdivisions containing deep lots shall be referred to as "deep lot subdivisions." The City may approve deep lots only when it is impossible or impractical to develop property according to normal subdivision standards.

(Ord. No. O-96-0002, Enacted, 01/02/1996; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended 01/26/1999; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

B. **Area and Width Requirements.** The area of a deep lot in the R5, R6, R6.5, R7.5, R8 and R12 zones must be at least 125% of the required area of a lot within the zone in which it is located. The required width and/or area of a lot in a deep lot subdivision may include the area of the private driveway only if:

1. The private driveway is included in the lot:
2. No more than ten percent (10%) of the required area of the lot consists of the area of the private driveway;
3. That portion of the private driveway is located adjacent to the lot in which it is included and is not in the nature of a "flag stem" (as shown in Appendix P) with respect to the lot in which it is included; and
4. No lot area reduction has been applied to the lot pursuant to Section 22-6-8(C).

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended 01/26/1999; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-02-0018, Amended, 06/11/2002; Ord. No. O-06-0025, Amended 10/24/06; Ord. No. O-07-0018, Amended 03/13/2007)

C. **Development Requirements**. A deep lot may be created and developed on a private drive or right-of-way in any residential zone provided all the following conditions exist:

1. No property located within a recorded subdivision is used to create a deep lot.
2. No private drive accessing a deep lot is allowed from a cul-de-sac bulb.
3. The property cannot be subdivided with public streets and standard size lots, either at the time of the application or in the foreseeable future. An adjacent property owner's unwillingness to develop his/her

property at the same time or in conjunction with a neighboring property owner does not require the City to approve a deep lot subdivision.

4. The deep lot has no frontage on a dedicated street except for the access, which may be a private drive or right-of-way. The access shall be no wider than twenty-six feet (26'). No part of a deep lot (except for the access) may be located within eighty (80) feet of any point of intersection between the access and the street from which it has access.
5. The private drive or right-of-way serving the property is paved with either concrete or asphalt at least twenty feet (20') in width if there are no more than two deep lots served by the drive and at least twenty-six feet (26’) in width if more than two deep lots are served by the drive. The private drive or right-of-way shall be designated on the final plat as a right-of-way easement for the perpetual use of the lots within the proposed deep lot subdivision and as a public utility easement. Concrete curbs measuring six (6) inches by eighteen (18) inches shall be installed on both sides of a private drive or right-of-way.
6. A private drive or right-of-way shall not service more than four (4) deep lots and each deep lot shall have no more than one (1) single-family dwelling per lot.
7. A house on a deep lot in the R5, R6, R6.5, R7.5, and R8 zones shall not exceed one story above grade except in the following situations:
   a. A house on a deep lot with a net area (excluding the area of any “flag stem”) of at least 15,000 square feet shall not be restricted to a single-story provided all setbacks to adjacent property lines are at least twenty-five (25) feet.
   b. An existing house with the two stories that was constructed on a deep lot prior to March 13, 2007, may have an addition that is two stories provided the house with the addition has two setbacks that are at least twenty-five (25) feet and the remaining two setbacks meet the requirements for side yard setbacks (for side yards with an attached garage) for the zone in which the lot is located.
8. The maximum height of a house on a deep lot in the R12, R20, ROS, and OS5 zones shall be twenty-seven (27) feet. However, a house on a deep lot in the R12, R20, ROS, and OS5 zones may be constructed to a height up to thirty-five (35) feet provided that all exterior setbacks (setbacks from adjacent parcels not a part of the deep lot subdivision) are equal to or greater than the height of the house.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-01-0014, Amended, 2/13/2001; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007; Ord. No. O-2014-0024, Amended 07/22/2014; Ord. No. O-2017-0019, Amended, 06/13/2017)

D. **Setbacks**. The minimum setbacks for the primary structure on a deep lot shall be as follows:

1. At least two (2) of the setbacks on all deep lots shall be at least twenty-five (25') feet.
2. All other setbacks for deep lots approved prior to March 13, 2007, shall conform to the side yard setback requirements outlined in Article 22-6.
3. For deep lots approved after March 13, 2007:
   a. If the height of the primary structure is twenty-seven (27) feet or less, the setback from the deep lot subdivision’s exterior lot boundary shall be a minimum of fifteen (15) feet. All other setbacks shall be at least twelve (12) feet (at least two of the setbacks shall be at least twenty-five feet as required by subsection (1)).
   b. If the height of the primary structure exceeds twenty-seven (27) feet, all exterior setbacks (setbacks from adjacent parcels not a part of the deep lot subdivision) shall be equal to or greater than the height of the structure. All other setbacks shall be at least twelve (12) feet (at least two of the setbacks shall be at least twenty-five feet as required by subsection (1)).

4. All primary structures shall be set back at least five feet (5') from a private drive accessing a deep lot.
5. Garage doors and carport entries that face a deep lot access shall be set back at least eighteen (18) feet from the private drive accessing the deep lot.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

E. **Buildable Area**. The preliminary plat shall delineate the total buildable area on each deep lot according to the setback requirements specified above. A deep lot must have a rectangular buildable area with at least forty (40) feet on each side and an area of at least one thousand six hundred (1,600) square feet.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

F. **Uses**. Only single-family uses shall be permitted on a deep lot.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

Item #: 3.2	Planning Commission June 15, 2022	OREM
Prepared By: Cheryl Vargas		
Applicant: Michael & Lisa Kelly	**PUBLIC HEARING** - Amending Article 22-5-3(A) and the zoning map of the City of Orem by rezoning the property located at approximately 659 South 350 West from the R8 zone to the R6 zone.	

NOTICES:

- Posted in 2 public places
- Posted on City webpage and City hotline
- Faxed to newspapers
- E-mailed to newspapers
- Posted at utah.gov/pan
- mailed notices to 103 residents within 500 feet of the property

SITE INFORMATION:

- General Plan: **Low Density Residential**
- Current Zone: R**8**
- Acreage: .32
- Neighborhood: **Stonewood**

ACTION:
The Planning Commission shall forward a recommendation to the City Council regarding the zoning text amendment request.

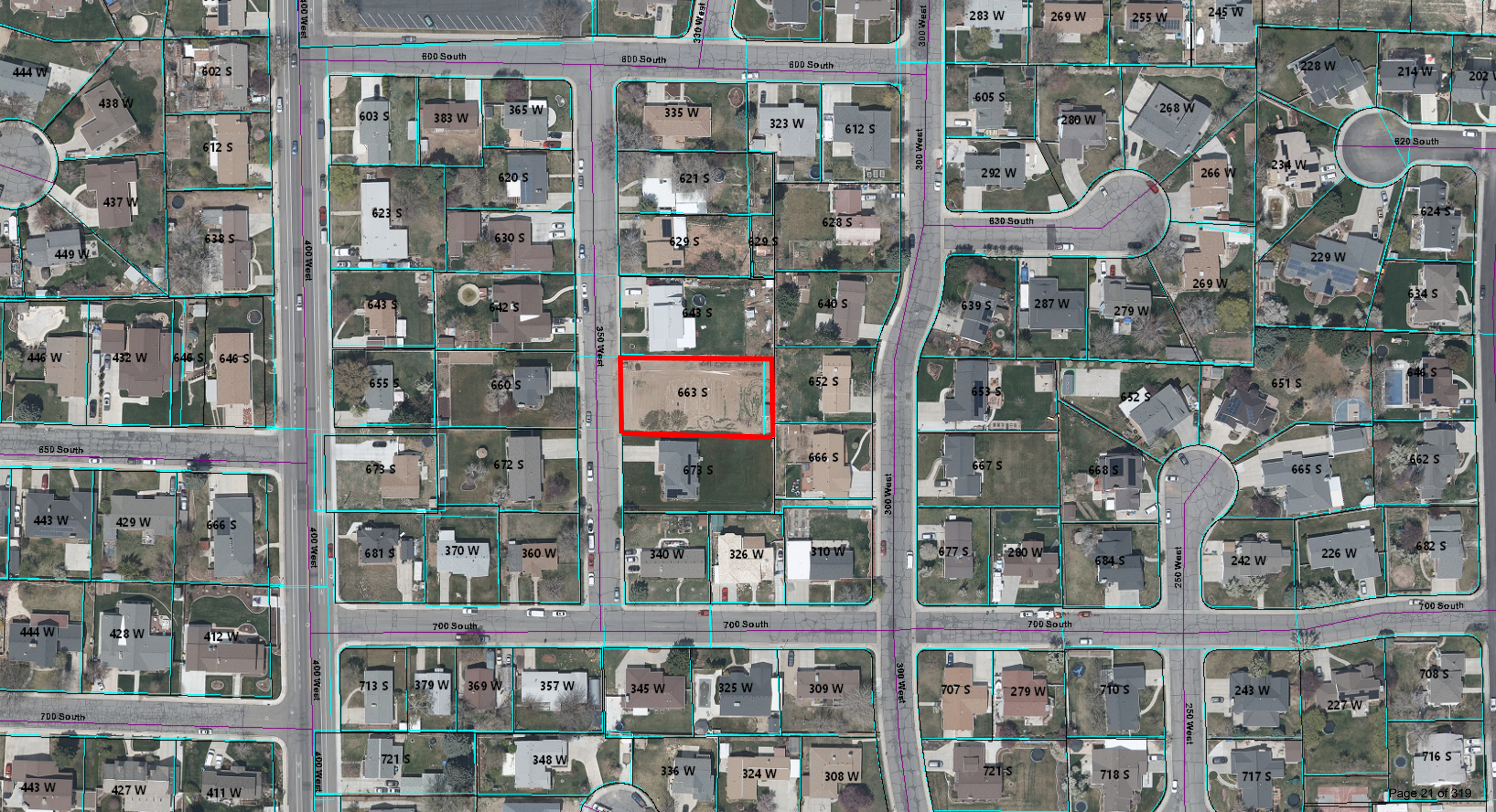
REQUEST: The applicant requests the City amend Section 22-5-3(A) and the zoning map of the City of Orem by rezoning the property located at approximately 659 South 350 West from the R8 zone to the R6 zone.

BACKGROUND:
The property owners own this parcel and the parcel to the south. They would like to subdivide this northern parcel into two (2) lots so two of their children with young families can build homes there. Link to Rezone code (22-1-5):

The current zoning for this lot is R8 but the lot is not quite large enough to be divided into two lots that meet the R8 zone lot size requirements. In the R6 zone, the lots have to be a minimum of 6,000 square feet and flag lots need to be one-hundred twenty-five percent (125%) of that which is 7,500.00. In this case, Lot 1 is 7,464 square feet and Lot 2 is 7,555 square feet which more than meets the R6 zone requirements. The frontage of Lot 1 also meets the minimum lot width requirement of 60 feet and is 87.83 feet wide. The twenty (20) foot Public Utility and Access Easement is part of the 87.83 feet. Link to Deep Lot Development code (17-8-1):

By providing this help to their children, the Kelly's feel they can help provide their neighborhood with some young families and help Orem retain its image as a family-friendly community.

RECOMMENDATION: Staff recommends the Planning Commission forward a positive recommendation to the City Council to amend Section 22-5-3(A) and the zoning map of the City of Orem by rezoning the property located at approximately 659 South 350 West from the R8 zone to the R6 zone.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324 W
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707 S
279 W
710 S
721 S
718 S
243 W
227 W
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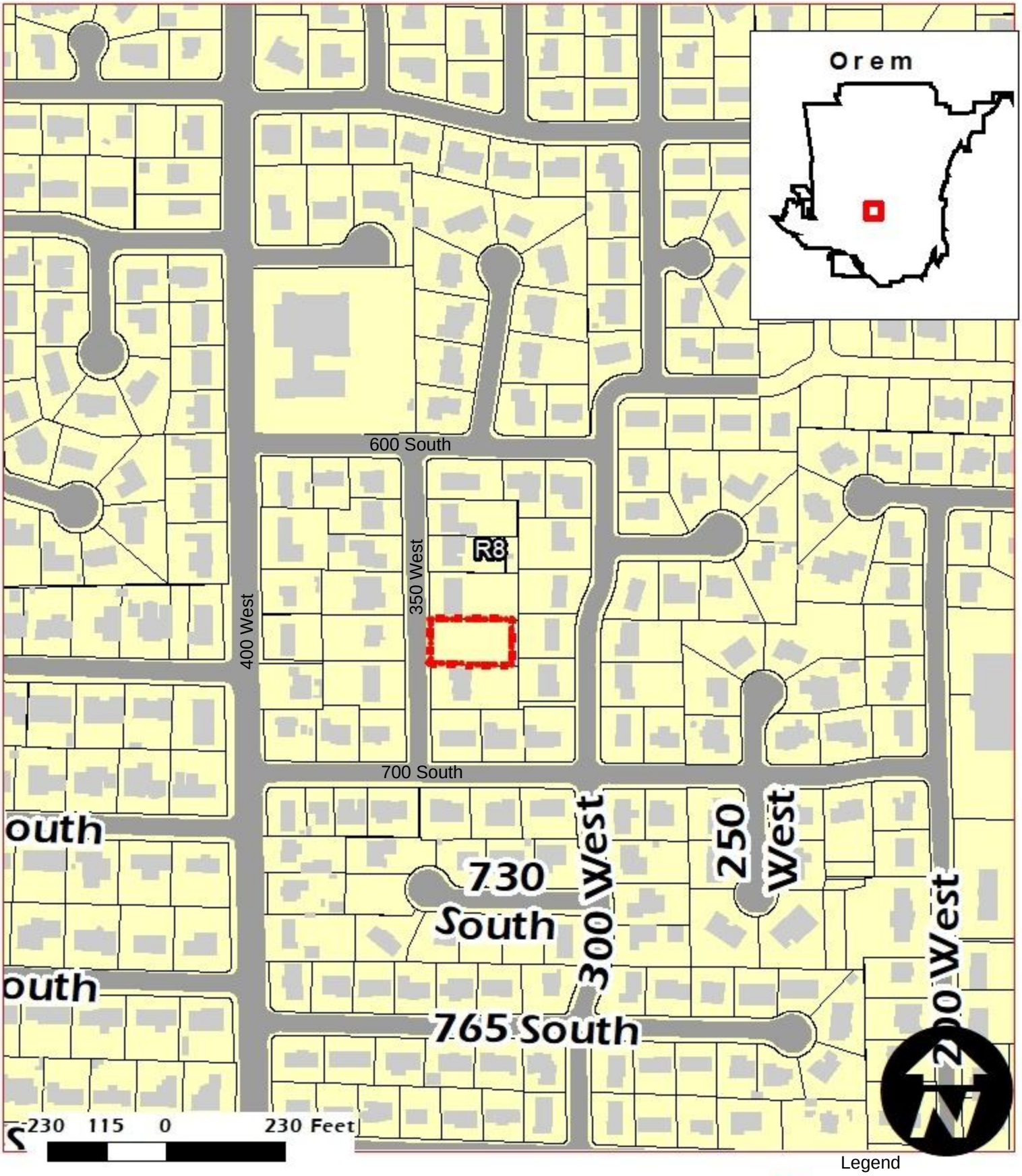
717 S
716 S

Kelly Lot Rezone



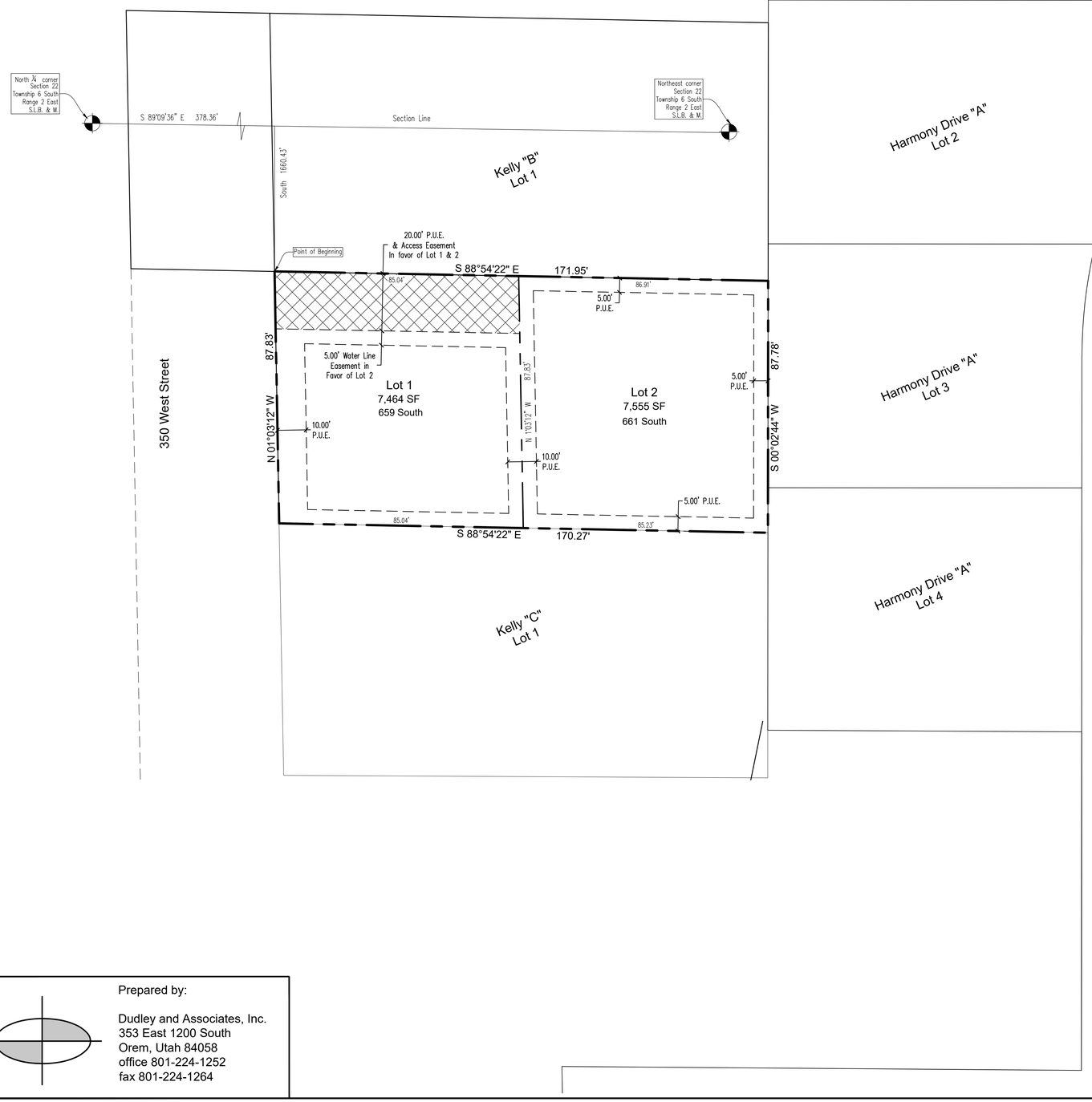
Rezone
R8 to R6
.32

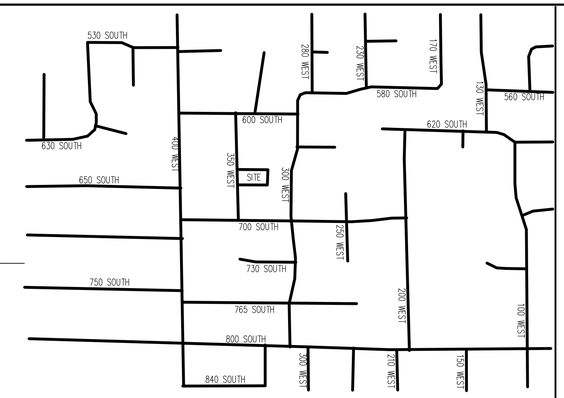
NEIGHBORHOOD
Stonewood

Legend
659 S 350 West
Buildings
Parcels

Proposed Final Plat

NORTH
1" = 20'





Vicinity Map

Note:

No driveway or drive access may be located within twenty-five (25') of an existing fence which is greater than three feet (3') in height.

GRAPHIC SCALE

20 0 10 20 40 80

(IN FEET)
1 inch = 20 ft.

Surveyor's Certificate

I, Roger D. Dudley , do hereby Certify that I am a Professional Land Surveyor, and that I hold Certificate No. 147809 as prescribed under the laws of the State of Utah. I further certify by authority of the owners, I have made a survey of the tract of land shown on this plat and described below, and have subdivided said tract of land into Lots, Blocks, Streets, and Easements and the same has been correctly surveyed and staked on the ground as shown on this plat and that this plat is true and correct.

Boundary Description

Commencing at a point located South 89°09'36" East along the Section line 378.36 feet and South 1660.43 feet from the North quarter corner of Section 22, Township 6 South, Range 2 East, Salt Lake Base and Meridian; thence South 88°54'22" East along Plat "B", Kelley Subdivision 171.95 feet; thence South 00°02'44" West along Plat "A" Harmony Drive Subdivision 87.78 feet; thence North 88°54'22" West along Plat "C" Kelley Subdivision 170.27 feet; thence North 01°03'12" West along 350 West Street 87.83 feet to the point of beginning.

AREA=15,019 sq. ft. or 0.34
Basis of Bearing = South 89°09'36" East along the Section line (NAD 27)

Roger D Dudley Date

Owner's Dedication

Know all men by these presents that we, all of the undersigned owners of all the property described in the Surveyor's Certificate hereon and shown on this map, have caused the same to be subdivided into Lots, Blocks, Streets, and Easements and do hereby dedicate the streets and other public areas as indicated hereon for perpetual use of the public.

In witness hereof we have hereunto set our hands this _____ day of _____, A.D. 20___.

Michael R. Kelly Lisa C. Kelly

Acknowledgement

STATE OF UTAH
COUNTY OF UTAH } S.S.

The foregoing instrument was acknowledged before me this_____day of_____, 20___, by __Michael R. Kelly & Lisa C. Kelly__, who represented that they are the __Owners__ of the _____Kelly Subdivision Plat "E"_____ and has the authority to execute this instrument.

My Commission Number _____ Signed (a Notary Public Commissioned in Utah)

My Commission Expires _____ Print name of Notary

Acceptance by the City of Orem

The City of Orem, County of Utah, approves this subdivision and hereby accepts the dedication of all Streets, Easements, and other parcels of land intended for public purposes for the perpetual use of the public. Signed this _____ day of _____, A.D. 20___.

Approved: City Engineer Approved: City Recorder

Occupancy Restriction Notice

The City of Orem has an Ordinance which restricts the occupancy of buildings within this subdivision. Accordingly, it is unlawful to occupy any building located within this subdivision without first having obtained a Certificate of Occupancy issued by the City.

County Recorder

Plat " E "

Kelly Subdivision

Subdivision

OREM CITY,_____ UTAH COUNTY, UTAH

SCALE: 1" = 20 Feet

SURVEYOR'S SEAL	NOTARY PUBLIC SEAL	CITY-COUNTY ENGINEER SEAL	CLERK-RECORDER SEAL

Approved as to Form

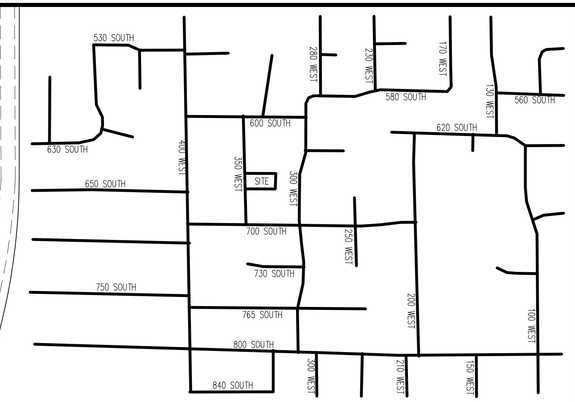
City Attorney Date

Prepared by:

Dudley and Associates, Inc.
353 East 1200 South
Orem, Utah 84058
office 801-224-1252
fax 801-224-1264

Proposed Preliminary Plat

NORTH
1" = 20'



Developer:

Lisa Kelly
673 South 350 West
Orem Utah 84058

Engineer:

Dudley and Associates, Inc.
353 East 1200 South
Orem, Utah 84058
801-224-1252

Site Data:

Zone = R-6.5
Total Area = 15,019 SF
Total Number of Lots 2

GRAPHIC SCALE

20 0 10 20 40 80

(IN FEET)
1 inch = 20 ft.

CAUTION!!! Notice to contractors

The Contractor is specifically cautioned that the location and/or elevation of existing utilities as shown on these plans is based on records of the carious utility companies and where possible from measurements taken in the field. the information is not to be considered exact or complete. The Contractor must notify the utility location center at least 48 hours prior to any excavation to request the exact location of the utilities in the field. It shall be the responsibility of the Contractor to relocate all existing utilities which conflict with the proposed improvements shown on the plan.

Know what's below. 811
Call 811 before you dig.
BLUE STAKES OF UTAH
UTILITY NOTIFICATION CENTER, INC.
www.bluestakes.org
1-800-662-4111

DUDLEY AND ASSOCIATES
ENGINEERS PLANNERS SURVEYORS
353 EAST 1200 SOUTH, OREM, UTAH
801-224-1252

Kelly Subdivision Plat "E"
Preliminary Plat
Orem Utah

Revisions

Date	5-13-2022
Scale	1"=20'
By	BHT
Tracing No.	L - 14718

Sheet No.
C - 2.0

600 South
R8
350 West
400 West
700 South

600 South
400 West
350 West
300 West
R8
R6
700 West

For more information, contact Cheryl Vargas at
(801) 229-7183 or chvargas@orem.org

City Council Chambers, 56 N State Street

City Council
Tue, Jul 12, 2022
6:00 pm

Planning Commission
Wed, Jun 15, 2022
4:30 pm

*** IMPORTANT DEVELOPMENT NOTICE ***

PUBLIC HEARING - Amending Article 22-5-3(A) and the zoning map of the City of Orem by rezoning the property located at approximately 659 South 350 West from the R8 zone to the R6 zone.

The property owners also own the parcel to the south of this parcel. They would like to subdivide this parcel into two (2) lots so two of their children with young families can build homes nearby. The current zoning for this lot is R8 but the lot is not quite large enough to be divided into two lots that meet the R8 zone lot size requirements. By providing this help to their children, they can help provide their neighborhood with some young families and help Orem retain its image as a family-friendly community.

JEFF LAMBSON
156 E 1060 N
OREM, UT 84057

For more information, contact Cheryl Vargas at
(801) 229-7183 or chvargas@orem.org

City Council Chambers, 56 N State Street

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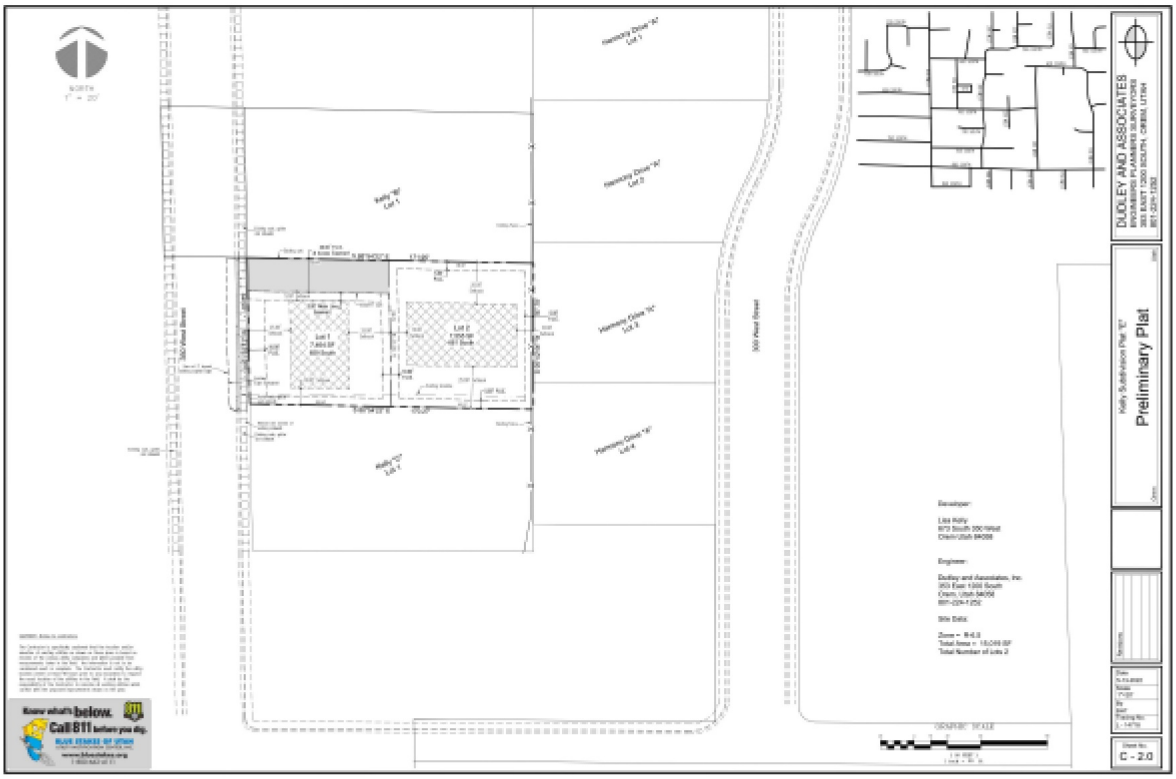
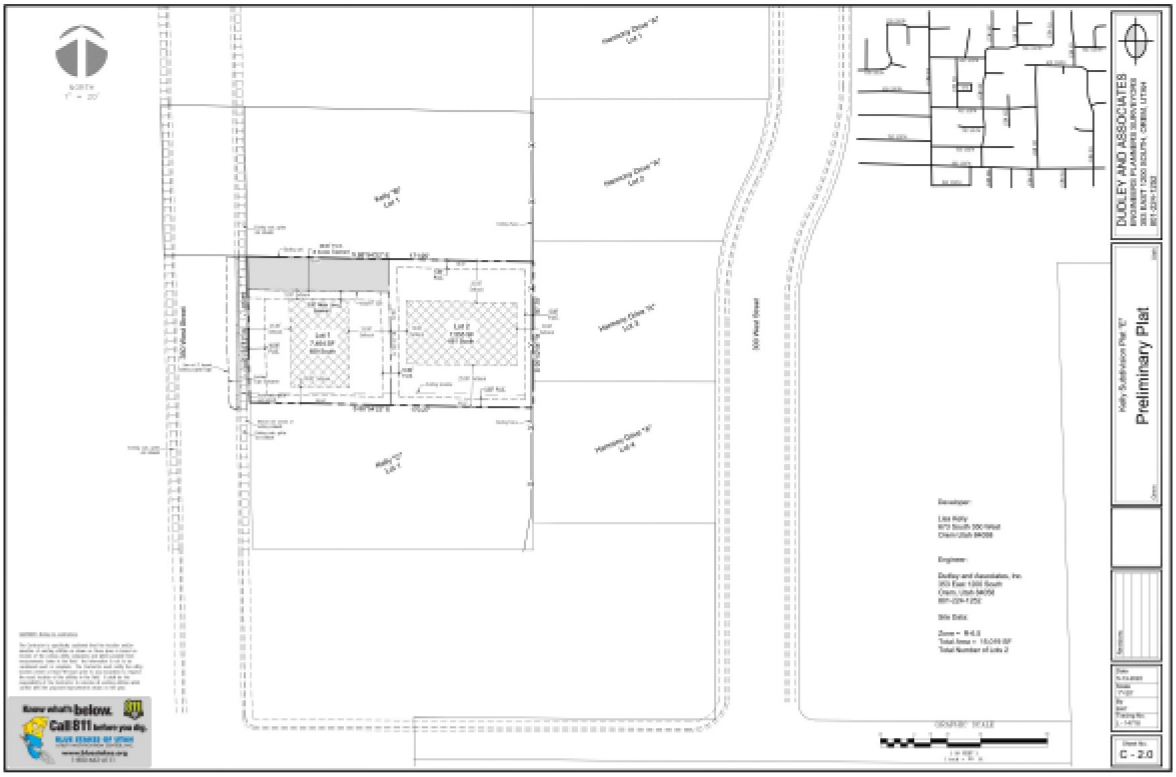
LANAE MILLETT
288 W 1500 N
OREM, UT 84057



orem.org/planning under "Current Planning (Public Hearing Notices)" tab



orem.org/planning under "Current Planning (Public Hearing Notices)" tab

CARTER, DENNIS B (ET AL)
PO BOX 1239
OREM, UT 84059

CORP OF PRES BISHOP CHURCH OF JESUS CHRIST OF LDS
50 E NORTH TEMPLE
SALT LAKE CITY, UT 84150

KRISTIE SNYDER
56 N STATE STREET
OREM, UT 84057

JEFF LAMBSON
156 E 1060 N
OREM, UT 84057

DAVE YOUNG
173 S COUNTRYSIDE LANE
OREM, UT 84058

JEPPSON, NATHAN & SUSAN
266 W 630 S
OREM, UT 84058

SCHRECK, KAELA (ET AL)
268 W 630 S
OREM, UT 84058

WHEELER, JOYCE (ET AL)
269 W 580 S
OREM, UT 84058

LOBO, JOSE OSCAR & LISA ANN
269 W 630 S
OREM, UT 84058

HOLBROOK, STEVEN E & DIANNA J
279 W 630 S
OREM, UT 84058

SHERWOOD, CATHERINE
279 W 700 S
OREM, UT 84058

BATES, GREGORY LANE & ANGELA PITTENGER
280 W 630 S
OREM, UT 84058

WARDROP, SPENCER
280 W 700 S
OREM, UT 84058

GLAZIER, ROBERT U & DARLENE S
283 W 580 S
OREM, UT 84058

THOMAS, DAVID C & NAOMI B
287 W 630 S
OREM, UT 84058

LANAE MILLETT
288 W 1500 N
OREM, UT 84057

SMITH, KRISTEN
290 W 580 S
OREM, UT 84058

HALL, MICHAEL J & JOANNE
292 W 630 S
OREM, UT 84058

PALMER, JAMES C & DIXIE H
308 W 730 S
OREM, UT 84058

JONES, MICHAEL L & DOROTHY B
309 W 700 S
OREM, UT 84058

STEPHENS, J ANDREW (ET AL)
310 W 700 S
OREM, UT 84058

MERRILL, JOSEPH JAY & BONNIE LOWE (ET AL)
311 W 730 S
OREM, UT 84058

LYMAN, KELLY
312 W 600 S
OREM, UT 84058

CARPENTER, DANIEL M & AMY E
319 W 730 S
OREM, UT 84058

MOSES, DARIN & DEANNE
323 W 600 S
OREM, UT 84058

COOK, GILBERT E & JERRY
324 W 730 S
OREM, UT 84058

JACOBS, BART & JANEAL (ET AL)
325 W 700 S
OREM, UT 84058

EREKSON, CHRISTOPHER & KISHKA
326 W 700 S
OREM, UT 84058

MERRILL, JOSEPH JAY & BONNIE LOWE (ET AL)
--OR CURRENT RESIDENT--
331 W 730 SOUTH
OREM, UT 84058

ABURTO, SALVADOR CARLOS & REYNA ISABEL
335 W 600 S
OREM, UT 84058

SWENSEN, MICHAEL D & AMY (ET AL)
336 W 730 S
OREM, UT 84058

GRAHAM, DAVID
340 W 700 S
OREM, UT 84058

CARDON, JARED & ADRIENNE
343 W 730 S
OREM, UT 84058

ELAINE SWENSEN ATKIN FAMILY TRUST 04-18-2017 THE (ET AL)
345 W 700 S
OREM, UT 84058

THOMPSON, FARRELL K & ANNA VEE
346 W 600 S
OREM, UT 84058

GREENLAND, AIMEE HOWLETT & CHARLES THOMAS
--OR CURRENT RESIDENT--
348 W 730 SOUTH
OREM, UT 84058

MAY, LEVI EUGENE & ALYSSA NICOLE
349 W 730 S
OREM, UT 84058

MAY, LEVI EUGENE & ALYSSA NICOLE
--OR CURRENT RESIDENT--
351 W 730 SOUTH
OREM, UT 84058

ELLERS, CORY & CAITLIN
357 W 700 S
OREM, UT 84058

HERNANDEZ-CERVA, ROSA ALEJANDRINA
360 W 700 S
OREM, UT 84058

MARLEY, KIRK B
365 W 600 S
OREM, UT 84058

SANCHEZ, GERONIMO D (ET AL)
369 W 700 S
OREM, UT 84058

BEAN, H HARDY
370 W 700 S
OREM, UT 84058

LIVINGSTON, JOYCE
379 W 700 S
OREM, UT 84058

HATCH, DORIAN M & JOYCE A
--OR CURRENT RESIDENT--
383 W 600 SOUTH
OREM, UT 84058

CORP OF PRES BISHOP CHURCH OF JESUS CHRIST OF LDS
--OR CURRENT RESIDENT--
400 W 600 SOUTH
OREM, UT 84058

PETERSON, ELLEN W (ET AL)
412 W 700 S
OREM, UT 84058

CHIN, KWAN & DIANE (ET AL)
429 W 650 S
OREM, UT 84058

BYE, JOSEPH & LINDA
432 W 650 S
OREM, UT 84058

THOMAS MACDONALD
489 NORTH PALISADES DR
OREM, UT 84097

HILL, ALLEN R & EDA C
573 S 330 W
OREM, UT 84058

SPENCER, NEIL & AMBER
576 S 330 W
OREM, UT 84058

LYONS, LAWRENCE DALE & LINDA W
602 S 400 W
OREM, UT 84058

PAGE, MARK M & SYDNEE
603 S 400 W
OREM, UT 84058

FINLEY, REBECCA M (ET AL)
605 S 300 W
OREM, UT 84058

SWAIN, ERIC C & STACIE
612 S 300 W
OREM, UT 84058

BURGON, BRUCE G & JEANNE N
612 S 400 W
OREM, UT 84058

MCHOOD, MICHAEL
620 S 350 W
OREM, UT 84058

KILLPACK, STEPHANIE & BENJAMIN LEE
621 S 350 W
OREM, UT 84058

SANCHEZ, ANGEL F
623 S 400 W
OREM, UT 84058

ALLRED, KEVIN L
--OR CURRENT RESIDENT--
628 S 300 WEST
OREM, UT 84058

GRAY, DANIEL T & BREANNA C
629 S 350 W
OREM, UT 84058

PEARSON, JOSEPH B & LORIE A
630 S 350 W
OREM, UT 84058

FULLMER, BENJAMIN
638 S 400 W
OREM, UT 84058

WRIGHT, W DOUGLASS & THERESA L
639 S 300 W
OREM, UT 84058

SCHMIDT, STANLEY M & KARLA J
640 S 300 W
OREM, UT 84058

DEBBY LAURET
641 S 1920 W
OREM, UT 84059

TESSEN, FORREST S & COLLEEN K
642 S 350 W
OREM, UT 84058

CHRISTENSEN, RAY L & DEBORAH A
643 S 350 W
OREM, UT 84058

ROBINSON, JAMES L & VANAE R
643 S 400 W
OREM, UT 84058

STAFFORD, JANICE WILSON & RICHARD W
646 S 400 W
OREM, UT 84058

KESLER, KATHERINE B (ET AL)
651 S 250 W
OREM, UT 84058

SAMPSON, SCOTT & KRISTIN (ET AL)
652 S 250 W
OREM, UT 84058

CRITCHFIELD, CARL JAY & LOIS J (ET AL)
--OR CURRENT RESIDENT--
652 S 300 WEST
OREM, UT 84058

KOWALLIS, MIKE B & ALLISON P
653 S 300 W
OREM, UT 84058

HALL, TED A & DEBORAH L
655 S 400 W
OREM, UT 84058

KELLY, PHILIP D & GRETA C
660 S 350 W
OREM, UT 84058

GIRAUD-CARRIER, CHRISTOPHE & ISABELLE
666 S 400 W
OREM, UT 84058

NELSON, STEVEN K & LESLIE KAY
667 S 300 W
OREM, UT 84058

ANDERSON, CLINTON SCOTT (ET AL)
668 S 250 W
OREM, UT 84058

TURNBOW, DOUGLAS B & TERESA
668 S 300 W
OREM, UT 84058

KELLY, BURTON C & JOANNE
672 S 350 W
OREM, UT 84058

KELLY, MICHAEL R & LISA C
673 S 350 W
OREM, UT 84058

STAFFORD, TEANCUM & ELEONOR
673 S 400 W
OREM, UT 84058

CRITCHFIELD, CARL JAY & LOIS J (ET AL)
--OR CURRENT RESIDENT--
677 S 300 WEST
OREM, UT 84058

SUNDAY, DONNA
681 S 400 W
OREM, UT 84058

LICONA, MARIE G
684 S 250 W
OREM, UT 84058

CHATTERLEY, RUTH W & LOUIS MATTHEW
707 S 300 W
OREM, UT 84058

WHEELER, DEAN R & ZINA H
710 S 250 W
OREM, UT 84058

NELSON, ALFRED ROSS & LEUANA M
713 S 400 W
OREM, UT 84058

HATCH, DORIAN M & JOYCE A
716 W 630 S
OREM, UT 84058

WRIGHT, DAVID R & CHERI (ET AL)
718 S 250 W
OREM, UT 84058

FINLAYSON, MATTHEW HAMBLIN & VANESSA RENEE
721 S 300 W
OREM, UT 84058

HOLT, CHRISTOPHER G & KELLI A
721 S 400 W
OREM, UT 84058

CRITCHFIELD, CARL JAY & LOIS J (ET AL)
725 S 200 W
OREM, UT 84058

GRANADOS, JUAN A & CAMIELLE
729 S 300 W
OREM, UT 84058

COX, WILLIAM ARTHUR & BETH TERRY (ET AL)
733 S 400 W
OREM, UT 84058

URQUILLA, MARIA
740 S 300 W
OREM, UT 84058

DAVID SPENCER
899 NORTH 550 EAST
OREM, UT 84097

TERRY PETERSON
1125 LYNNWOOD DRIVE
OREM, UT 84097

RYAN CLARK
1405 N. 1430 WEST
PLEASANT GROVE, UT 84062

ALLRED, KEVIN L
1723 E FAUNSDALE CIR
SANDY, UT 84092

JASON BENCH
1911 N MAIN STREET
OREM, UT 84057-2101

Michael & Lisa Kelly
673 S. 350 W.
Orem, UT 84058
michael_lisa@comcast.net
801-472-0925 (cell)

March 28th, 2022

Dear Neighbor,

We would like to hold a neighborhood meeting on April 5th at 6:30 p.m. at our home at 673 S. 350 W. in Orem, to discuss with you our desire to rezone the lot just north of us. "Pursuant to Orem City Code Section 22-1-5(G), this meeting is being held to discuss the project with you. This is an opportunity for you to review the plans and provide input and recommendations regarding the project. This application has not yet been reviewed by the City and is subject to change during the review process."

We desire to divide this deep lot into two parcels so that two of our children can build next to us. This means rezoning this piece of property from a zone 8 to a zone 6. This rezoning would only affect this one deep lot.

If you would like input and/or would like to discuss the zoning change for this lot, please join us on the 5th. Thank you so much!

Michael & Lisa Kelly

RECIPIENT	ALTERNATE	ADDRESS	ALTLINE	CITY	STATE	ZIP
JEFF LAMBSON		156 E 1060 N		OREM	UT	84057
LANAE MILLETT		288 W 1500 N		OREM	UT	84057
JASON BENCH		1911 N MAIN STREET		OREM	UT	84057-2101
KRISTIE SNYDER		56 N STATE STREET		OREM	UT	84057
CRITCHFIELD, CARL JAY & LOIS J (ET AL)		725 S 200 W		OREM	UT	84058
KESLER, KATHERINE B (ET AL)		651 S 250 W		OREM	UT	84058
SAMPSON, SCOTT & KRISTIN (ET AL)		652 S 250 W		OREM	UT	84058
ANDERSON, CLINTON SCOTT (ET AL)		668 S 250 W		OREM	UT	84058
LICONA, MARIE G		684 S 250 W		OREM	UT	84058
WHEELER, DEAN R & ZINA H		710 S 250 W		OREM	UT	84058
WRIGHT, DAVID R & CHERI (ET AL)		718 S 250 W		OREM	UT	84058
FINLEY, REBECCA M (ET AL)		605 S 300 W		OREM	UT	84058
SWAIN, ERIC C & STACIE		612 S 300 W		OREM	UT	84058
ALLRED, KEVIN L	--OR CURRENT RESIDENT--	628 S 300 WEST		OREM	UT	84058
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SCHMIDT, STANLEY M & KARLA J		640 S 300 W		OREM	UT	84058
CRITCHFIELD, CARL JAY & LOIS J (ET AL)	--OR CURRENT RESIDENT--	652 S 300 WEST		OREM	UT	84058
KOWALLIS, MIKE B & ALLISON P		653 S 300 W		OREM	UT	84058
NELSON, STEVEN K & LESLIE KAY		667 S 300 W		OREM	UT	84058
TURNBOW, DOUGLAS B & TERESA		668 S 300 W		OREM	UT	84058
CRITCHFIELD, CARL JAY & LOIS J (ET AL)	--OR CURRENT RESIDENT--	677 S 300 WEST		OREM	UT	84058
CHATTERLEY, RUTH W & LOUIS MATTHEW		707 S 300 W		OREM	UT	84058
FINLAYSON, MATTHEW HAMBLIN & VANESSA RENEE		721 S 300 W		OREM	UT	84058
GRANADOS, JUAN A & CAMIELLE		729 S 300 W		OREM	UT	84058
URQUILLA, MARIA		740 S 300 W		OREM	UT	84058
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GRAY, DANIEL T & BREANNA C		629 S 350 W		OREM	UT	84058
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CHRISTENSEN, RAY L & DEBORAH A		643 S 350 W		OREM	UT	84058
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~~KELLY, BURTON C & JOANNE~~ Mortensens		672 S 350 W		OREM	UT	84058
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SANCHEZ, ANGEL F		623 S 400 W		OREM	UT	84058
FULLMER, BENJAMIN		638 S 400 W		OREM	UT	84058
ROBINSON, JAMES L & VANAE R		643 S 400 W		OREM	UT	84058
STAFFORD, JANICE WILSON & RICHARD W		646 S 400 W		OREM	UT	84058
HALL, TED A & DEBORAH L		655 S 400 W		OREM	UT	84058
GIRAUD-CARRIER, CHRISTOPHE & ISABELLE		666 S 400 W		OREM	UT	84058
STAFFORD, TEANCUM & ELEONOR		673 S 400 W		OREM	UT	84058
SUNDAY, DONNA		681 S 400 W		OREM	UT	84058
NELSON, ALFRED ROSS & LEUANA M		713 S 400 W		OREM	UT	84058
HOLT, CHRISTOPHER G & KELLI A		721 S 400 W		OREM	UT	84058
COX, WILLIAM ARTHUR & BETH TERRY (ET AL)		733 S 400 W		OREM	UT	84058
WHEELER, JOYCE (ET AL)		269 W 580 S		OREM	UT	84058
GLAZIER, ROBERT U & DARLENE S		283 W 580 S		OREM	UT	84058
SMITH, KRISTEN		290 W 580 S		OREM	UT	84058

LYMAN, KELLY		312 W 600 S	OREM	UT	84058	
MOSES, DARIN & DEANNE		323 W 600 S	OREM	UT	84058	
ABURTO, SALVADOR CARLOS & REYNA ISABEL		335 W 600 S	OREM	UT	84058	
THOMPSON, FARRELL K & ANNA VEE		346 W 600 S	OREM	UT	84058	
MARLEY, KIRK B		365 W 600 S	OREM	UT	84058	
HATCH, DORIAN M & JOYCE A	--OR CURRENT RESIDENT--	383 W 600 SOUTH	OREM	UT	84058	
CORP OF PRES BISHOP CHURCH OF JESUS	--OR CURRENT RESIDENT--	400 W 600 SOUTH	OREM	UT	84058	
JEPPSON, NATHAN & SUSAN		266 W 630 S	OREM	UT	84058	
SCHRECK, KAELA (ET AL)		268 W 630 S	OREM	UT	84058	
LOBO, JOSE OSCAR & LISA ANN		269 W 630 S	OREM	UT	84058	
HOLBROOK, STEVEN E & DIANNA J		279 W 630 S	OREM	UT	84058	
BATES, GREGORY LANE & ANGELA PITTENGER		280 W 630 S	OREM	UT	84058	
THOMAS, DAVID C & NAOMI B		287 W 630 S	OREM	UT	84058	
HALL, MICHAEL J & JOANNE		292 W 630 S	OREM	UT	84058	
HATCH, DORIAN M & JOYCE A		716 W 630 S	OREM	UT	84058	
CHIN, KWAN & DIANE (ET AL)		429 W 650 S	OREM	UT	84058	
BYE, JOSEPH & LINDA		432 W 650 S	OREM	UT	84058	
SHERWOOD, CATHERINE		279 W 700 S	OREM	UT	84058	
WARDROP, SPENCER		280 W 700 S	OREM	UT	84058	
JONES, MICHAEL L & DOROTHY B		309 W 700 S	OREM	UT	84058	
STEPHENS, J ANDREW (ET AL)		310 W 700 S	OREM	UT	84058	
JACOBS, BART & JANEAL (ET AL)		325 W 700 S	OREM	UT	84058	
EREKSON, CHRISTOPHER & KISHKA		326 W 700 S	OREM	UT	84058	
GRAHAM, DAVID		340 W 700 S	OREM	UT	84058	
ELAINE SWENSEN ATKIN FAMILY TRUST 04-18-2017 THE (ET AL)		345 W 700 S	OREM	UT	84058	
ELLERS, CORY & CAITLIN		357 W 700 S	OREM	UT	84058	
HERNANDEZ-CERVA, ROSA ALEJANDRINA		360 W 700 S	OREM	UT	84058	
SANCHEZ, GERONIMO D (ET AL)		369 W 700 S	OREM	UT	84058	
BEAN, H HARDY		370 W 700 S	OREM	UT	84058	
LIVINGSTON, JOYCE		379 W 700 S	OREM	UT	84058	
PETERSON, ELLEN W (ET AL)		412 W 700 S	OREM	UT	84058	
PALMER, JAMES C & DIXIE H		308 W 730 S	OREM	UT	84058	
MERRILL, JOSEPH JAY & BONNIE LOWE (ET AL)		311 W 730 S	OREM	UT	84058	
CARPENTER, DANIEL M & AMY E		319 W 730 S	OREM	UT	84058	
COOK, GILBERT E & JERRY		324 W 730 S	OREM	UT	84058	
MERRILL, JOSEPH JAY & BONNIE LOWE (E	--OR CURRENT RESIDENT--	331 W 730 SOUTH	OREM	UT	84058	
SWENSEN, MICHAEL D & AMY (ET AL)		336 W 730 S	OREM	UT	84058	
CARDON, JARED & ADRIENNE		343 W 730 S	OREM	UT	84058	
GREENLAND, AIMEE HOWLETT & CHARLE	--OR CURRENT RESIDENT--	348 W 730 SOUTH	OREM	UT	84058	
MAY, LEVI EUGENE & ALYSSA NICOLE		349 W 730 S	OREM	UT	84058	
MAY, LEVI EUGENE & ALYSSA NICOLE	--OR CURRENT RESIDENT--	351 W 730 SOUTH	OREM	UT	84058	
DAVE YOUNG		173 S COUNTRYSIDE LANE	OREM	UT	84058	
DEBBY LAURET		641 S 1920 W	OREM	UT	84059	
CARTER, DENNIS B (ET AL)		PO BOX 1239	OREM	UT	84059	
RYAN CLARK		1405 N. 1430 WEST	PLEASANT	UT	84062	
ALLRED, KEVIN L		1723 E FAUNSDALE CIR	SANDY	UT	84092	
DAVID SPENCER		899 NORTH 550 EAST	OREM	UT	84097	
TERRY PETERSON		1125 LYNNWOOD DRIVE	OREM	UT	84097	
THOMAS MACDONALD		489 NORTH PALISADES DR	OREM	UT	84097	
CORP OF PRES BISHOP CHURCH OF JESUS CHRIST OF LDS		50 E NORTH TEMPLE	SALT LAKE	UT	84150	

Roll for ReZone Meeting, April 5th, 2022

Name	Phone #	Address
1. Colleen Tessen	801-390-9785	642 S. 350 W.
2. GRETA KELLY	801 222-0665	660 S. 350 W.
3. PHIL KELLY	"	"
4. RAY CHRISTENSEN	801 319 8040	643 S. 350 W.
5. Lisa Kelly	801-472-0925	673 S. 350W
6. Brock + Alison Egan	801-310-5919	1238 S. 50E Unit 2, Lehi
7. Jacob + Hannah Kelly	801-850-2231	352 S. 150 W. Orem
8. Michael Kelly	801-472-0924	673 S. 350W
9.		
10.		
11.		
12.		
13.		

Minutes for April 5th, 2022 Meeting for
Rezone of Michael & Lisa Kelly Property

Pre-Meeting Comments:

*Email from Matt & Ruth Chatterly on Wednesday March 30th: "Hi Kellys, We are totally in support of you making the changes you are hoping to. If you need a signature, etc. just let us know."

*Text from Angela Bates on Wednesday, March 30th: "We got your note about you lot. We support you 110% in whatever you want to do. That sounds so great! Is there anything we can do to help?"

*Text from Joe & Bonnie Merrill on Wednesday, March 30th: "Michael & Lisa – we won't be at your April 5th meeting. However, wanted to let you know we have no concerns with the rezone. We would support your desired changes. Keep smiling."

*Text from Leslie Nelson on Sunday, April 3rd:" Hey Lisa-I got your flier about changing the zoning of your lot. I think this sounds great and you have both Steven's and my support."

*Conversation with Dottie Jones on Thursday, March 31st: I support what you want to do with your rezone. It helps Orem to keep young families here. I don't know how young families are going to break into the housing market now. I wish we could do the same for our kids.

Agenda:

Welcome & Introductions

Proposed changes to property (show drawing)

Why we want to change

Ask for comments and concerns:

Take tour of property if wanted.

Neighborhood Meeting Minutes
April 5, 2022, 6:30 PM
Kelly Residence, 673 S 350 W Orem

Lisa: Let's go ahead and start then. We've talked to you, but in order to get the two houses on the lot we need to rezone it to an R6 instead of an R8. The back lot has to be 125% of the front lot. That's Orem's requirements.

Greta: I don't understand what that means.

Jacob: If the front one is 6000, the back has to be 125% of that, so around 8000.

Greta: What's the orientation of the houses? Are they facing north/south?

Lisa: It has to have a 20-foot driveway unless the front house will access the garage from the street. We're hoping they'd put the requirement down. Otherwise it has to be 20 feet. They'll be facing towards Ray.

Greta: So you want to look to Ray's house?

Hannah: We're putting a fence.

Greta: Just asking.

Hannah: Do we want the backyard facing Ray or to look at Ray?

Phil: The other factor is how much you want to shovel snow in the winter. If you're facing north, you'll always have to shovel. If you're south facing you might not have to shovel.

Brock: That's true.

Phil: So this driveway is a road the depth of the two lots?

Lisa: We're hoping not the whole depth, but it has to go to the driveway of the second house. They don't have house plans right now.

Greta: I wondered.

Phil: Just build one on top of the other. Decide who gets the steps and who doesn't. Or put an elevator in.

Brock: I was thinking an escalator.

Lisa: Ali and Brock as we talked on Sunday were saying they may want to come see your house plans. They'll probably go up. Jake and Hannah are thinking a rambler.

Hannah: We'll see.

Greta: Who goes in the front then? If one is a rambler?

Lisa: That's yet to be determined.

Lisa: This is a sketch. This is the street we drew here and that's the lot size. Back and front. I did the drive all the way to the back, but I think it'll just need to go to the drive.

Phil: It looks like you're giving them some of your property.

Michael: That's the actual property line.

Phil: So you have grass in that lot.

Michael: The trees are in the garden lot.

Jacob: If you want the trees, we can take them to your house.

Greta: We already moved 3 trees to the garden lot.

Michael: We were going to take out these other trees.

Phil: I don't understand this I guess. Where's the driveway?

Jacob: This is 350 W. This would be the width.

Phil: This is the house already.

Jacob: This line would be the sizes. About 6000 and about 8000 for the 125%. This would be the road going back.

Phil: But it may only come this far?

Lisa: We hope.

Greta: What's the sequence?

Lisa: We do this and then put in the application and questionnaire that goes to the planning committee. We might have to hire someone to do a site plan. Planning commission looks at it. If they think it's reasonable, it goes to the city council.

Phil: Is the driveway part of the square footage or separate?

Lisa: It's part of it.

Phil: So the total?

Lisa: It's about 14,000 square feet.

Phil: So the front lot would be a bit bigger than 6000?

Jacob: In the end. You can do an R6.5 but we don't quite have enough for that. It'll be closer to 6500 though.

Phil: And that includes the driveway. So your useable space is smaller.

Jacob: Right.

Phil: One of you could build a basement house. The other could be two stories up above. I've got all kinds of great ideas.

Jacob: I can tell. You have ideas. I will say that.

Lisa: Any concerns, comments, or questions? You lose your view of the Y. I know you're lamenting that.

Coleen: I'll look every day with my hand over my heart.

Phil: Can you see it?

Greta: We can't see it.

Phil: I thought it made more sense for the road to be on the south side for all the cars to congregate by your house. Does Ray care?

Lisa: Ray said to put the road on his side.

Hannah: And put a fence up.

Greta: So his kids can park on it?

Michael: No, just to have separation from them. There would be a boundary so their yard wouldn't run up to theirs.

Phil: Can the front house have a driveway from the street?

Jacob: We're going to look into it so there could be more space.

Lisa: We're hoping it would reduce the size of the road.

Jacob: We're not totally sure.

Phil: How long do you think it'll take to get approved?

Hannah: We've never done this before.

Jacob: Probably a month at least.

Phil: Do you want to build this year?

Jacob: If possible.

Greta: We would love to have families with children to build this ward back up.

Phil: We need younger families with children to build the primary and nursery.

Lisa: Orem in general needs younger families.

Coleen: But these young families can't afford it so they're going to Santaquin.

Phil: I wouldn't want to go to church in those communities. There would be so many kids.

Michael: We could use some more noise.

Phil: So maybe the front house could put a Y on their roof in the shingles.

Coleen: Paint it on a mountain backdrop. That's all I ask.

Phil: I don't see any problem with that. I have good ideas.

Coleen: You have great ideas.

Michael: Great ideas for spending other people's money.

Phil: Exactly. I'm good at spending other people's money.

Michael: It's easier than spending our own.

Coleen: I hope it works out just the way you want.

Lisa: The flags are out there if you want to look at it.

Michael: We've received texts from several neighbors in support.

CODE OF ORDINANCES

CHAPTER 17. SUBDIVISION ORDINANCE

Article 17-8. Supplementary Design Standards

17-8-1. Deep Lot (or Flag Lot) Development.

A. **Purpose**. The purpose of this section is to establish development criteria for subdivisions of parcels that may not contain the minimum lot width as specified in Section 22-6-8 of the Orem City Code. Parcels of this nature generally have only a private driveway or right-of-way leading from a dedicated street to the buildable area of the lot. These parcels shall be referred to as "deep lots" or "flag lots" and subdivisions containing deep lots shall be referred to as "deep lot subdivisions." The City may approve deep lots only when it is impossible or impractical to develop property according to normal subdivision standards.

(Ord. No. O-96-0002, Enacted, 01/02/1996; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended 01/26/1999; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

B. **Area and Width Requirements.** The area of a deep lot in the R5, R6, R6.5, R7.5, R8 and R12 zones must be at least 125% of the required area of a lot within the zone in which it is located. The required width and/or area of a lot in a deep lot subdivision may include the area of the private driveway only if:

1. The private driveway is included in the lot:
2. No more than ten percent (10%) of the required area of the lot consists of the area of the private driveway;
3. That portion of the private driveway is located adjacent to the lot in which it is included and is not in the nature of a "flag stem" (as shown in Appendix P) with respect to the lot in which it is included; and
4. No lot area reduction has been applied to the lot pursuant to Section 22-6-8(C).

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended 01/26/1999; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-02-0018, Amended, 06/11/2002; Ord. No. O-06-0025, Amended 10/24/06; Ord. No. O-07-0018, Amended 03/13/2007)

C. **Development Requirements**. A deep lot may be created and developed on a private drive or right-of-way in any residential zone provided all the following conditions exist:

1. No property located within a recorded subdivision is used to create a deep lot.
2. No private drive accessing a deep lot is allowed from a cul-de-sac bulb.
3. The property cannot be subdivided with public streets and standard size lots, either at the time of the application or in the foreseeable future. An adjacent property owner's unwillingness to develop his/her

property at the same time or in conjunction with a neighboring property owner does not require the City to approve a deep lot subdivision.

4. The deep lot has no frontage on a dedicated street except for the access, which may be a private drive or right-of-way. The access shall be no wider than twenty-six feet (26'). No part of a deep lot (except for the access) may be located within eighty (80) feet of any point of intersection between the access and the street from which it has access.
5. The private drive or right-of-way serving the property is paved with either concrete or asphalt at least twenty feet (20') in width if there are no more than two deep lots served by the drive and at least twenty-six feet (26’) in width if more than two deep lots are served by the drive. The private drive or right-of-way shall be designated on the final plat as a right-of-way easement for the perpetual use of the lots within the proposed deep lot subdivision and as a public utility easement. Concrete curbs measuring six (6) inches by eighteen (18) inches shall be installed on both sides of a private drive or right-of-way.
6. A private drive or right-of-way shall not service more than four (4) deep lots and each deep lot shall have no more than one (1) single-family dwelling per lot.
7. A house on a deep lot in the R5, R6, R6.5, R7.5, and R8 zones shall not exceed one story above grade except in the following situations:
   a. A house on a deep lot with a net area (excluding the area of any “flag stem”) of at least 15,000 square feet shall not be restricted to a single-story provided all setbacks to adjacent property lines are at least twenty-five (25) feet.
   b. An existing house with the two stories that was constructed on a deep lot prior to March 13, 2007, may have an addition that is two stories provided the house with the addition has two setbacks that are at least twenty-five (25) feet and the remaining two setbacks meet the requirements for side yard setbacks (for side yards with an attached garage) for the zone in which the lot is located.
8. The maximum height of a house on a deep lot in the R12, R20, ROS, and OS5 zones shall be twenty-seven (27) feet. However, a house on a deep lot in the R12, R20, ROS, and OS5 zones may be constructed to a height up to thirty-five (35) feet provided that all exterior setbacks (setbacks from adjacent parcels not a part of the deep lot subdivision) are equal to or greater than the height of the house.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-01-0014, Amended, 2/13/2001; Ord. No. O-02-0001, Ren&Amd 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007; Ord. No. O-2014-0024, Amended 07/22/2014; Ord. No. O-2017-0019, Amended, 06/13/2017)

D. **Setbacks**. The minimum setbacks for the primary structure on a deep lot shall be as follows:

1. At least two (2) of the setbacks on all deep lots shall be at least twenty-five (25') feet.
2. All other setbacks for deep lots approved prior to March 13, 2007, shall conform to the side yard setback requirements outlined in Article 22-6.
3. For deep lots approved after March 13, 2007:
   a. If the height of the primary structure is twenty-seven (27) feet or less, the setback from the deep lot subdivision’s exterior lot boundary shall be a minimum of fifteen (15) feet. All other setbacks shall be at least twelve (12) feet (at least two of the setbacks shall be at least twenty-five feet as required by subsection (1)).
   b. If the height of the primary structure exceeds twenty-seven (27) feet, all exterior setbacks (setbacks from adjacent parcels not a part of the deep lot subdivision) shall be equal to or greater than the height of the structure. All other setbacks shall be at least twelve (12) feet (at least two of the setbacks shall be at least twenty-five feet as required by subsection (1)).

4. All primary structures shall be set back at least five feet (5') from a private drive accessing a deep lot.
5. Garage doors and carport entries that face a deep lot access shall be set back at least eighteen (18) feet from the private drive accessing the deep lot.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

E. **Buildable Area**. The preliminary plat shall delineate the total buildable area on each deep lot according to the setback requirements specified above. A deep lot must have a rectangular buildable area with at least forty (40) feet on each side and an area of at least one thousand six hundred (1,600) square feet.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

F. **Uses**. Only single-family uses shall be permitted on a deep lot.

(Ord. No. O-97-0005, Enacted, 01/28/1997; Ord. No. O-99-0005, Amended, 01/26/1999; Ord. No. O-02-0001, Amended, 01/08/2002; Ord. No. O-07-0018, Amended 03/13/2007)

CODE OF ORDINANCES

CHAPTER 22. ZONING

Article 22-1. Administration

22-1-5. Amendments.

A. This Chapter, including the zone map, may be amended by first submitting any proposed amendment to the Planning Commission for its recommendation, which recommendation shall be forwarded to the City Council to determine whether or not a public hearing should be set.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-01-0021, Amended 06/12/2001)

B. Any person seeking to amend this Chapter or the zoning map shall submit a written petition to the Planning Commission designating the amendment desired and the reasons for the amendment. The petitioner shall also pay a fee established by resolution of the City Council. Upon the receipt of the petition and the appropriate fee, the Planning Commission shall consider the request. An application to amend this Chapter or the zoning map shall expire if the application has not been approved or scheduled for review and approval by the approving authority within twelve months after the date it was submitted. An application to amend this Chapter or the zoning map shall also expire immediately following the passage of six months of no activity with respect to the application. The City shall provide written notice of a pending expiration to the applicant at least (30) days prior to the date that the application is deemed to have expired. Upon expiration, an application for an amendment to this chapter including a zone map shall be considered null and void and a new application must be submitted and fees paid.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-01-0021, Amended 06/12/2001; Ord. No. O-2019-0027, Amended 8/27/2019)

C. An amendment to this Chapter shall be adopted only after a public hearing in relation thereto before the City Council, in which parties in interest and citizens shall have an opportunity to be heard.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-98-0048, Amended, 11/24/1998; Ord. No. O-01-0021, Amended 06/12/2001)

D. A request to change the zoning designation of property must be made by the City, the owner(s) of the property or the owner's authorized representative. However, the City may consider a request to change the zoning designation of property that is not made by the City, the owner(s) of the property or the owner's authorized representative under the following conditions:

1. The request is made in conjunction with a request to change the zoning designation of adjacent property and is necessary to avoid the creation of an island or peninsula; or
2. The applicant provides proof that the owner has consented to the application to change the zoning designation of the property; or

(Ord. No. O-99-0043, Enacted, 10/12/1999; Ord. No. O-01-0021, Amended 06/12/2001)

E. All proposed amendments to this Chapter shall be reviewed by the Planning Commission for its consideration and recommendations. Upon receiving the recommendation of the Planning Commission, or upon the Planning Commission's failure to act within thirty (30) days of receiving a request from the City Council to consider a proposed amendment to this Chapter, the City Council shall hold a public hearing on the proposed amendments. After closing the public hearing, the City Council may vote to approve, modify, or disapprove the proposed amendments, or may take any other action allowed by applicable laws. Proceedings to amend any provision of CHAPTER 22 shall be deemed to have been formally initiated by the City for purposes of Utah Code Section 10-9a-509(1)(a)(ii) upon the consideration of such proposal by the Planning Commission at a regularly scheduled meeting. The Planning Commission shall not be required to take any definitive action with respect to the proposal or to spend any given amount of time on the application in order for the proposed amendment to be deemed formally initiated. Any subsequent modification of the proposed ordinance amendment by City staff, the Planning Commission, or the City Council shall not alter the status of the application as having been formally initiated.

(Ord. No. O-07-0039, Enacted, 08/14/2007)

F. An application by a party other than the City to amend the zoning designation of property which has been denied by the City Council may not be resubmitted for a period of 12 months from the date of denial unless:

1. The application requests a zoning classification different from the previous request; or
2. The applicant demonstrates that there has been a substantial change in circumstances pertaining to the property, the project, or the surrounding area which materially supports the application for a change to the zoning designation of the property; or
3. Less than four (4) members of the City Council voted to deny the application; or
4. Four (4) or more members of the City Council voted to deny the application but at least three (3) of the City Council members who voted to deny the application request that the application be reconsidered. The request for reconsideration shall be made within fifteen (15) working days of the date of denial. The reconsideration shall then be handled according to the procedure outlined in the City Council Procedure Policies.

The Planning Commission shall be the final approving authority to determine whether one of the four exceptions enumerated above has been met. The decision of the Planning Commission may be appealed to the Board of Adjustment by filing a written appeal with the Department of Development Services within 30 days of the decision of the Planning Commission.

(Ord. No. O-99-0043, Enacted, 10/12/1999; Ord. No. O-01-0021, Amended 06/12/2001; Ord. No. O-07-0039, Renumbered 08/14/2007)

G. A neighborhood meeting must be held prior to the submission of an application to rezone any property. The applicant shall send a written notice of the neighborhood meeting to the owners of all property, as listed in the records of the Utah County Recorder, located within one thousand feet (1000') of the site if attached residential units will be allowed under the proposed rezone and within five hundred feet (500') if attached residential units will not be allowed under the proposed rezone. The notice shall be written on letterhead which includes the contact information of the applicant, including but not limited to a name, address, phone number, and an e-mail address. The notice must include the place, date and time of the neighborhood meeting, the existing zoning classification of the subject property and the zoning classification that the applicant is requesting for the property. The notice must also include the following language:

"Pursuant to Orem City Code Section 22-1-5(G), this meeting is being held to discuss the project with you. This is an opportunity for you to review the plans and provide input and recommendations regarding the project. This application has not yet been reviewed by the City and is subject to change during the review process."

All required notices shall be provided at least one week prior to the date of the meeting. The neighborhood meeting must be conducted at a location within the City boundaries. The neighborhood meeting shall be held on any weeknight after 6:00 p.m. or Saturday after 9:00 a.m. to provide the best opportunity for the neighbors to attend. The meeting shall not be held on a holiday or the day before or after a holiday. Phone calls or informal door-to-door contacts are not considered neighborhood meetings. The applicant shall keep detailed minutes of the content of the neighborhood meeting. The application for rezone shall include a list of all individuals who were notified of the meeting, a roster of attendees at the meeting, and a copy of the minutes from the meeting.

(Ord. No. O-04-0012, Enacted, 02/10/2004; Amended 06/12/2001; Ord. No. O-07-0039, Renumbered 08/14/2007; Ord. No. O-2013-0013, Amended 05/2/2013; O-2020-0008, Amended 5/26/2020)

Effective on: 9/17/2019

Item #: 3.3	Planning Commission June 15, 2022	OREM
Prepared By: Cheryl Vargas		
Applicant: Davies Design Build/Jackson Follett	**PRELIMINARY PLAT** – Approving the preliminary plat of Bastian Residence Subdivision located generally at 172 West 1800 South in the R8 zone.	

NOTICES:

- Posted in 2 public places
- Posted on City webpage and City hotline
- Faxed to newspapers
- E-mailed to newspapers
- Posted at utah.gov/pan

SITE INFORMATION:

- **General Plan Designation:**

Low Density Residential

- **Current Zone: R8**
- **Acreage: 1.75**
- **Neighborhood: Sunset Lakeview**

ACTION:
The Planning Commission is the final approving authority regarding this request.

REQUEST: The applicant requests the Planning Commission approve the preliminary plat of Bastian Residence Subdivision located generally at 172 West 1800 South in the R8 zone.

BACKGROUND:
This property currently is a lot of record and shares an address with the property to the west which is in the PD14 zone. Approval of this preliminary plat and final plat will separate this property from the property to the west, divide it into two (2) lots and establish separate addresses for each lot. This property is also different from the property to the west as it is in the R8 zone. Link to Preliminary Plat code (17-4):

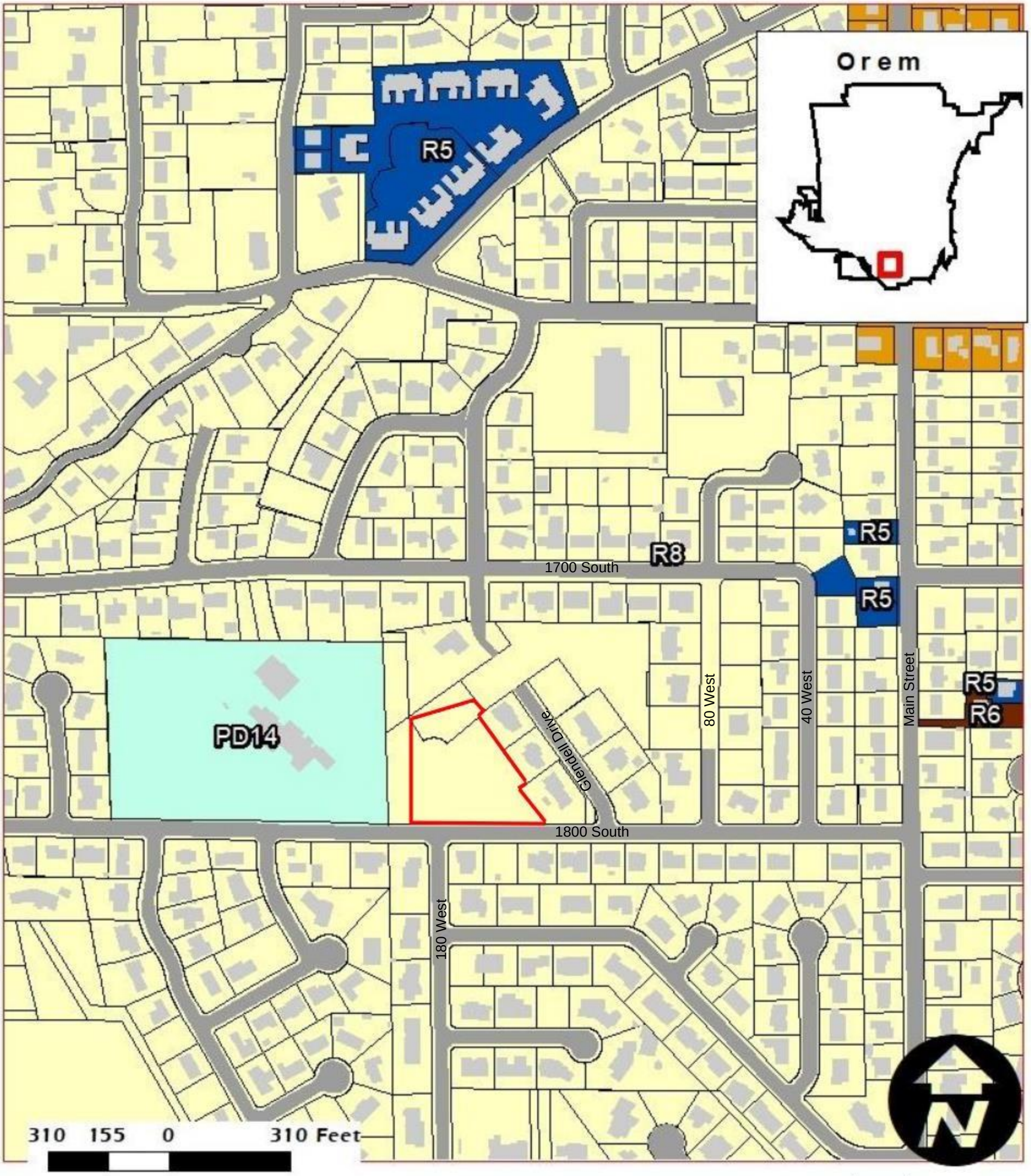
There are currently two (2) lots on the subject property. The applicant is requesting to move the smaller lot from the north east area of the property to the south east area of the property. This will give it its own address as well and provide access and frontage on 1800 South. Keeping this smaller lot on the north end of the property would make it land-locked with no direct access.

Both lots more than meet the lot size requirements for the R8 zone of 8,000 square feet. Lot 1 will be 63,351 square feet (1.454 acres) and Lot 2 will be 11,730 square feet. Both lots 1 and 2 are currently vacant with no existing structures.

RECOMMENDATION: The Development Review Committee determined this request complies with the Orem City Code. Staff recommends the Planning Commission approve the preliminary plat of Bastian Residence Subdivision located generally at 172 West 1800 South in the R8 zone.

269 W
255 W
235 W
223 W
211 W
195 W
1710 S
165 West
163 W
151 W
139 W
127 W
115 W
87 W
1715 S
1712 S
1722 S
1721 S
1726 S
1724 S
1746 S
1741 S
1738 S
1745 S
1752 S
1748 S
1763 S
1758 S
1761 S
40 West
240 W
Glendell Drive
1762 S
1775 S
1770 S
1773 S
240 W
1780 S
96 W
1780 S
80 West
68 W
1788 S
1800 South
1800 South
1800 South
1800 South
1800 South
285 W
265 W
1823 S
221 W
207 W
1818 S
1811 S
152 W
141 W
129 W
117 W
105 W
91 W
77 W
65 W
53 W
39 W
825 S
1838 S
180 West
168 W
152 W
132 W
124 W
1820 S
1818 S
1816 S
1814 S
1839 S
1855 S
1850 S
250 West
116 W
Westview Drive
Westview Drive
100 West
1853 S
219 W
1838 S
180 West
1826 S
45 West

Bastian



Preliminary Plat
R8
1.75 Acres

NEIGHBORHOOD
Lakeview

Legend
172 W 1800 South
Buildings
Parcels

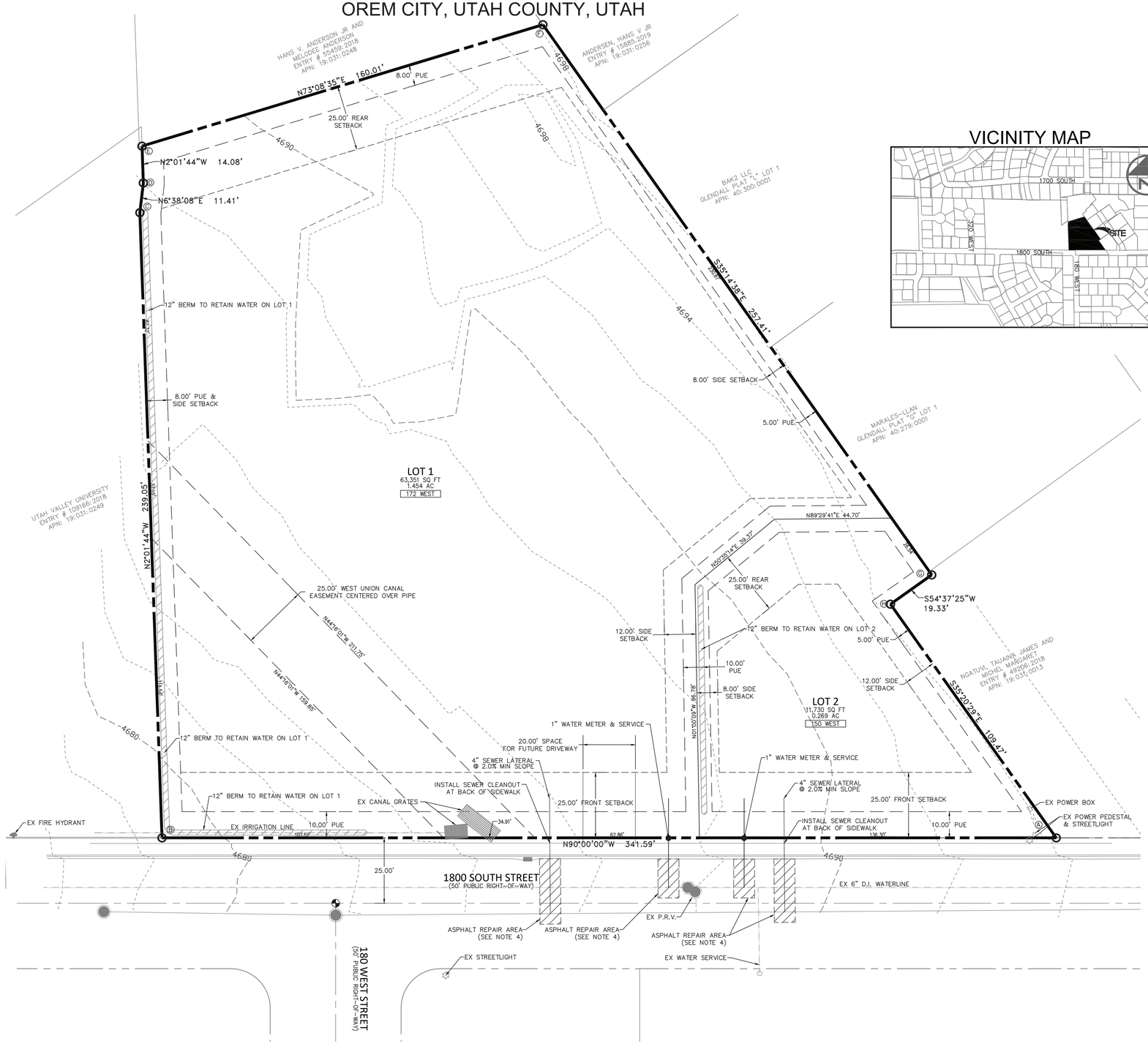
BASTIAN RESIDENCE

PRELIMINARY PLAT

LOCATED IN THE SOUTHEAST QUARTER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, SALT LAKE BASE AND MERIDIAN
OREM CITY, UTAH COUNTY, UTAH

CITY OF OREM STANDARD NOTES

1. THE FIRE PROTECTION ITEMS (FIRE HYDRANTS, WATER MAINS, ACCESS ROADS, ETC.) SHOWN ON THIS SITE PLAN ARE PRELIMINARY ONLY. DETAILED FIRE PROTECTION PLANS SHALL BE SUBMITTED WITH THE BUILDING PLANS. PLAN REVIEWS BY THE CITY OF OREM FIRE PREVENTION BUREAU SHALL BE COMPLETED PRIOR TO THE ISSUANCE OF A BUILDING PERMIT. THE PLAN REVIEWS BY THE CITY OF OREM FIRE PREVENTION BUREAU MAY IDENTIFY ADDITIONAL FIRE PROTECTION REQUIREMENTS MANDATED BY THE INTERNATIONAL FIRE CODE. FIRE HYDRANT FOOT VALVES SHALL BE INSTALLED AT THE CONNECTION POINT WITH THE MAIN WATER LINES.
2. ALL LANDSCAPED AREAS SHALL HAVE AN AUTOMATIC, UNDERGROUND SPRINKLING SYSTEM WHICH INCLUDES A BACKFLOW ASSEMBLY TO THE BUILDING. BACKFLOW ASSEMBLIES SHALL BE INSTALLED AND TESTED IN ACCORDANCE WITH SECTION 21-1-14 OF THE OREM CITY CODE. WATER METER SIZES SHALL BE DETERMINED BY THE CITY OF OREM BUILDING DIVISION AT THE TIME OF BUILDING PERMIT APPROVAL OR WHEN THERE IS A REQUEST TO CHANGE THE WATER METER SIZE. WATER METERS AND FIRE HYDRANTS SHALL BE LOCATED AT THE BACK OF SIDEWALK OR CURB IN AN AREA THAT IS ACCESSIBLE FOR READING AND SERVICING. WATER METERS AND FIRE HYDRANTS SHALL NOT BE LOCATED WITHIN AREAS ENCLOSED WITH FENCES OR WITHIN TEN FEET (10') OF ANY EXISTING OR PROPOSED STRUCTURE.
3. IF REQUIRED BY CHAPTER 20 OF THE OREM CITY CODE OR BY THE APPLICANT'S PERMIT FOR INDUSTRIAL WASTEWATER DISCHARGE, A SAMPLING MANHOLE AND FAT AND OIL SEPARATOR/GREASE TRAP SHALL BE INSTALLED IN ACCORDANCE WITH THE CITY OF OREM STANDARDS AND SPECIFICATIONS.
4. ALL SIGNAGE SHALL COMPLY WITH THE REQUIREMENTS OF THE OREM CITY CODE.
5. ALL UTILITIES, INCLUDING WATER AND SEWER LATERALS, WATER AND SEWER MAINS, STORM WATER DRAINS, STORM WATER SUMPS, SEWER MANHOLES, WATER VALVES, WATER LATERALS, WATER MAINS, WATER METERS, FIRE HYDRANTS, ETC. SHALL NOT BE LOCATED UNDER COVERED PARKING AREAS AND SHALL BE INSTALLED ACCORDING TO 21-1-6 OF THE OREM CITY CODE.
6. ALL ROOF DRAINAGE SHALL BE ROUTED THROUGH ON-SITE STORM WATER MANAGEMENT FACILITIES
7. AT THE TIME OF CONSTRUCTION, THE CITY OF OREM MAY DETERMINE BASED ON PROFESSIONAL EXPERIENCE AND JUDGEMENT AND AT ITS SOLE DISCRETION, THE NEED FOR THE OWNER/DEVELOPER TO PAY FOR, REMOVE, AND REPLACE ANY EXISTING SUB-STANDARD IMPROVEMENTS SUCH AS CURBS, GUTTERS, SIDEWALKS, DRIVE APPROACHES, DRIVEWAYS, DECORATIVE CONCRETE, WHEELCHAIR RAMPS, ETC., OR ANY UNUSED DRIVE APPROACHES.
8. ALL CONSTRUCTION SHALL CONFORM TO THE CITY OF OREM CONSTRUCTION STANDARDS AND SPECIFICATIONS UNLESS THE IMPROVEMENT IS WITHIN THE UDOT RIGHT-OF-WAY, IN WHICH CASE THE CONSTRUCTION SHALL CONFORM TO UDOT CONSTRUCTION STANDARDS AND SPECIFICATIONS.

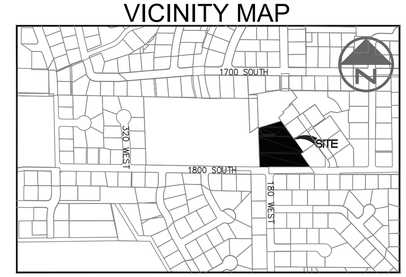


DATA TABLE

ADDRESS: 1857 EAST KINGS PEAK CIRCLE
LOT SIZE: 3,888 SQ FT

Scale 1" = 20 ft

VICINITY MAP



WILDING ENGINEERING
14721 South Heritage Crest Way
Bluffdale, Utah 84065
801.553.8112
www.wildingengineering.com

DRAWING NOTES:

1. DRIVEWAYS AND DRIVE ACCESSES SHALL NOT BE LOCATED WITHIN 25' OF AN EXISTING FENCE GREATER THAN 3' IN HEIGHT.
2. SETBACKS ARE TO BE CONSISTENT WITH THE OREM CITY R8 ZONE.
3. DRIVEWAYS ARE NOT TO BE PERMITTED OVER WATER METERS.
4. ASPHALT SAW-CUTS AND REPAIRS WITHIN 1800 SOUTH ARE TO BE CONSTRUCTED PER OREM CITY STANDARDS. SEE OREM CITY DETAIL M-3 FOR ADDITIONAL INFORMATION.
5. LANDSCAPING IS REQUIRED TO NOT ALLOW RUN-OFF INTO THE PUBLIC RIGHT-OF-WAY.
6. LANDSCAPING CONNECTIONS FOR IRRIGATION SYSTEMS ARE REQUIRED TO HAVE AN RPZ BACKFLOW ASSEMBLY.

LEGEND

EXISTING INDEX CONTOUR (10')
EXISTING CONTOUR (2')
SET 5/8 REBAR AND CAP (WILDING ENGINEERING)
(BOUNDARY LINE)
FOUND CL MONUMENT
ROW CENTERLINE
ADJACENT PROPERTY / ROW LINE

COMPUTED STATE PLANE COORDINATES		
#	NORTHING	EASTING
A	7265092.52	1585082.24
B	7265092.52	1584740.65
C	7265331.42	1584732.19
D	7265342.75	1584733.51
E	7265356.83	1584733.01
F	7265403.23	1584886.14
G	7265193.00	1585034.68
H	7265181.81	1585018.92

G:\DATA\22041 Bastian Property 1969 S 120 W Orem\dwg\22041 Bastian Prelim. Plat.dwg
PLOT DATE: Jun 05, 2022

NO.	REVISION	DATE
1	OREM CITY COMMENT	6/3/22

PROJECT INFORMATION

BASTIAN RESIDENCE
PRELIMINARY PLAT

OREM CITY, UTAH

DRAWN	CHECKED	PROJECT #
TMC	MEC	22041

LICENSED PROFESSIONAL ENGINEER No. 5251757 MIKE E. CARLTON 06/03/2022 STATE OF UTAH
ENGINEER'S STAMP

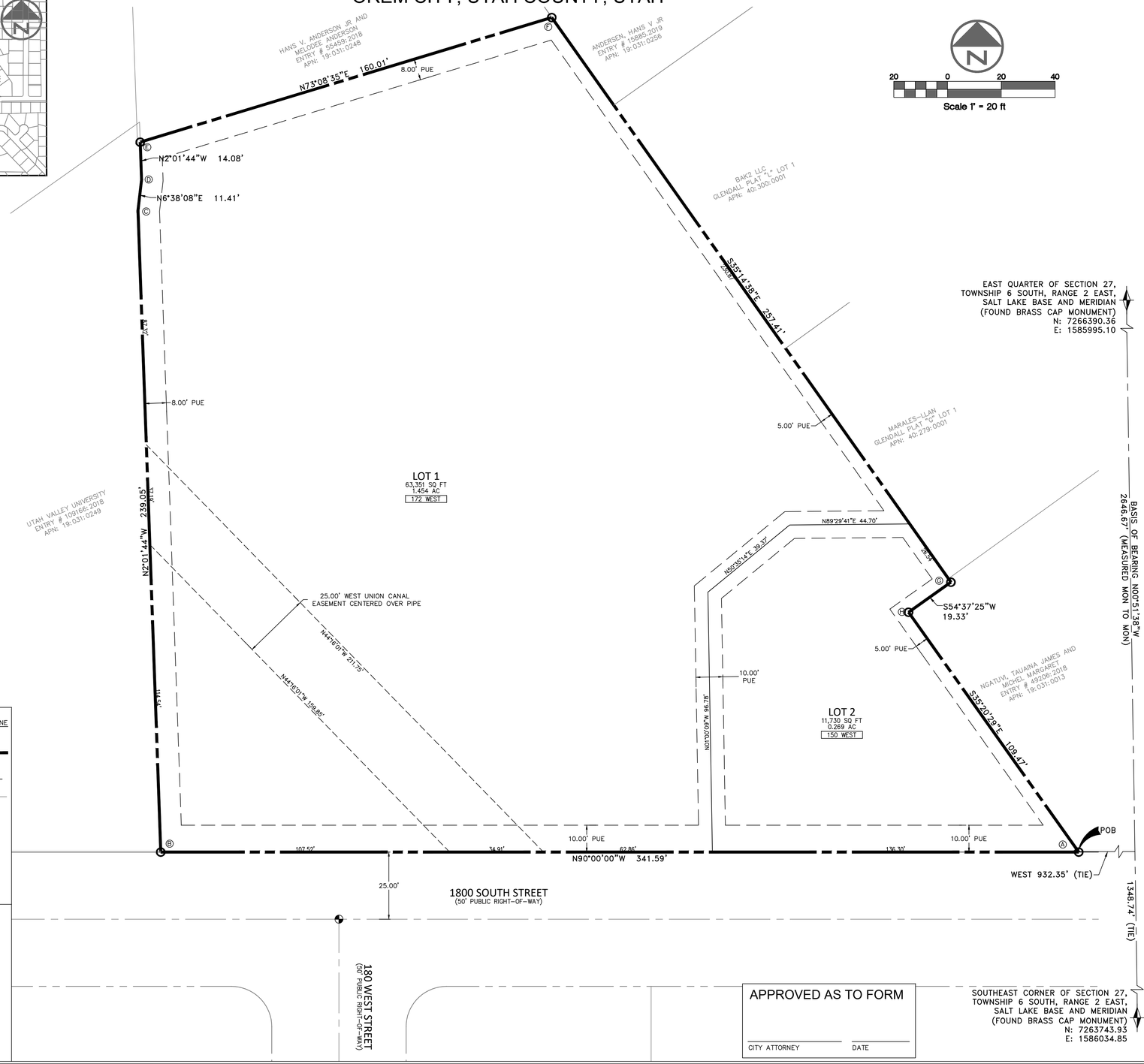
DATE 5/12/22
SCALE 1" = 20'
SHEET C101

BASTIAN RESIDENCE

A RESIDENTIAL SUBDIVISION

LOCATED IN THE SOUTHEAST QUARTER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, SALT LAKE BASE AND MERIDIAN
OREM CITY, UTAH COUNTY, UTAH

VICINITY MAP



NOTES

1. DRIVEWAYS AND DRIVE ACCESSES SHALL NOT BE LOCATED WITHIN 25' OF AN EXISTING FENCE GREATER THAN 3' IN HEIGHT.
2. SETBACK REQUIREMENTS SHALL BE CONSISTENT WITH THE OREM CITY R8 ZONE.

LEGEND

- FOUND SECTION CORNER
- SECTION LINE
- SET 5/8 REBAR AND CAP (WILDING ENGINEERING)
- (BOUNDARY LINE)
- FOUND CL MONUMENT
- ROW CENTERLINE
- ADJACENT PROPERTY / ROW LINE

COMPUTED STATE PLANE COORDINATES

#	NORTHING	EASTING
A	7265092.52	1585082.24
B	7265092.52	1584740.65
C	7265331.42	1584732.19
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H	7265181.81	1585018.92

WILDING ENGINEERING
14721 South Heritage Crest Way
Bluffdale, Utah 84065
801.553.8112
www.wildingengineering.com

APPROVED AS TO FORM

CITY ATTORNEY DATE

SURVEYOR'S CERTIFICATE

I, SHAD D HALL, DO HEREBY CERTIFY THAT I AM A PROFESSIONAL LAND SURVEYOR, AND THAT I HOLD LICENSE NO. 6269078 AS PRESCRIBED UNDER THE LAWS OF THE STATE OF UTAH. I FURTHER CERTIFY THAT BY THE AUTHORITY OF THE OWNERS, I HAVE MADE A SURVEY OF THE TRACT OF LAND SHOWN ON THIS PLAT AND DESCRIBED BELOW, AND HAVE SUBDIVIDED SAID TRACT OF LAND INTO LOTS, STREETS, AND EASEMENTS TO BE KNOWN AS BASTIAN RESIDENCE AND THE SAME HAS BEEN CORRECTLY SURVEYED AND STAKED ON THE GROUND AS SHOWN ON THIS PLAT AND THAT THIS PLAT IS TRUE AND CORRECT.

BOUNDARY DESCRIPTION

A PARCEL OF LAND LOCATED IN THE SOUTHEAST QUARTER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, SALT LAKE BASE AND MERIDIAN, THE BASIS OF BEARINGS IS NORTH 00°51'38" WEST BETWEEN THE SOUTHEAST CORNER AND THE EAST QUARTER CORNER OF SAID SECTION 27, SAID PARCEL BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT A POINT ON THE NORTHERLY RIGHT-OF-WAY OF 1800 SOUTH, SAID POINT BEING NORTH 00°51'38" WEST ALONG THE SECTION LINE A DISTANCE OF 1348.74 FEET AND WEST 932.35 FEET FROM THE SOUTHEAST CORNER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, SALT LAKE BASE AND MERIDIAN AND RUNNING THENCE WEST ALONG SAID 1800 SOUTH RIGHT-OF-WAY A DISTANCE OF 341.59 FEET; THENCE NORTH 02°01'44" WEST 239.05 FEET; THENCE NORTH 06°38'08" EAST 11.41 FEET; THENCE NORTH 02°01'44" WEST 14.08 FEET; THENCE NORTH 73°08'35" EAST 160.01 FEET TO THE BOUNDARY OF GLENDALL PLAT "L" AND "G" AND THE EXTENSION THEREOF, ON FILE IN THE OFFICE OF THE UTAH COUNTY RECORDER AS MAP # 8814 AND MAP # 8187, RESPECTIVELY, THENCE ALONG SAID BOUNDARY SOUTH 35°14'38" EAST 257.41 FEET; THENCE SOUTH 54°37'25" WEST 19.33 FEET; THENCE SOUTH 35°20'29" EAST 109.47 FEET TO THE NORTHERLY RIGHT-OF-WAY OF 1800 SOUTH AND THE POINT OF BEGINNING.

CONTAINING 1.724 ACRES, MORE OR LESS.

6/3/2022
DATE

SURVEYOR
(SEE SEAL BELOW)

OWNERS' DEDICATION

KNOW ALL MEN BY THESE PRESENTS THAT WE, ALL OF THE UNDERSIGNED OWNERS OF ALL OF THE PROPERTY DESCRIBED IN THE SURVEYOR'S CERTIFICATE HEREON AND SHOWN ON THIS MAP, HAVE CAUSED THE SAME TO THE SUBDIVIDED INTO LOTS AND EASEMENTS AND DO HEREBY DEDICATE THE EASEMENTS AS INDICATED HEREON FOR THE PERPETUAL USE OF THE PUBLIC.

ROBERT BASTIAN

AMY BASTIAN

ACKNOWLEDGEMENT

STATE OF UTAH }
COUNTY OF UTAH } S.S

THE FOREGOING INSTRUMENT(S) WAS ACKNOWLEDGED BEFORE ME ON THIS _____ DAY OF _____, 20____, BY AND WHO REPRESENTED THAT THEY ARE THE OWNERS OF THE ABOVE DESCRIBED PROERTY AND HAVE THE AUTHORITY TO EXECUTE THIS INSTRUMENT.

SIGNATURE

PRINTED NAME, A NOTORY PUBLIC COMMISSIONED IN UTAH

COMMISSION NUMBER

EXPIRATION DATE

ACKNOWLEDGEMENT

STATE OF UTAH }
COUNTY OF UTAH } S.S

THE FOREGOING INSTRUMENT(S) WAS ACKNOWLEDGED BEFORE ME ON THIS _____ DAY OF _____, 20____, BY AND WHO REPRESENTED THAT THEY ARE THE OWNERS OF THE ABOVE DESCRIBED PROERTY AND HAVE THE AUTHORITY TO EXECUTE THIS INSTRUMENT.

SIGNATURE

PRINTED NAME, A NOTORY PUBLIC COMMISSIONED IN UTAH

COMMISSION NUMBER

EXPIRATION DATE

ACCEPTANCE BY THE CITY OF OREM

OREM CITY ENGINEER

ATTEST BY CITY RECORDER (SEE SEAL BELOW)

BASTIAN RESIDENCE
A RESIDENTIAL SUBDIVISION
LOCATED IN THE SOUTHEAST QUARTER OF SECTION 27, TOWNSHIP 6 SOUTH, RANGE 2 EAST, SALT LAKE BASE AND MERIDIAN
OREM CITY, UTAH COUNTY, UTAH

SURVEYOR'S SEAL	NOTARY PUBLIC SEAL	CITY ENGINEER SEAL	CLERK-RECORDER SEAL
PROFESSIONAL LAND SURVEYOR No. 6269078 SHAD D HALL 6/3/2022 STATE OF UTAH			

Street View

CODE OF ORDINANCES

CHAPTER 17. SUBDIVISION ORDINANCE

Article 17-4. Preliminary Plats

Contents:

17-4-1. Preliminary plat required.

17-4-2. Application for preliminary plat approval.

17-4-3. Content of preliminary plat and required documents.

17-4-4. Parcels previously divided.

17-4-5. Review and approval procedures.

17-4-6. Street or easement dedication may be required.

17-4-7. Validity of preliminary plat approval.

17-4-8. Corridor Preservation

17-4-1. Preliminary plat required.

A. The purpose of the preliminary plat is to review and plan for the overall development of the subdivision and the land surrounding the subdivision.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. A preliminary plat must be approved for a parcel before a final plat can be approved for that parcel. An applicant may request simultaneous preliminary and final plat approval, but bears the risk of having either or both rejected.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-2. Application for preliminary plat approval.

A. The developer shall submit an application for preliminary plat approval to the Development Services Department. The time frame for when an application must be submitted in order to be heard at a given Planning Commission meeting shall be set by policy of the Development Services Department.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. The application for preliminary plat approval shall include the following:

1. Four (4) full size copies and one computer aided design (CAD) drawing on a computer disk formatted and compatible with the City's computer system of each sheet of the preliminary plat.

2. All documents required in Subsection 17-4-3(C) below.
3. Payment of the applicable fee.

C. An application for preliminary plat approval shall expire if the application has not been approved or scheduled for review and approval by the approving authority within twelve months after the date it was submitted. An application for preliminary plat approval shall also expire immediately following the passage of six months of no activity with respect to the application. The City shall provide written notice of a pending expiration to the applicant at least (30) days prior to the date that the application is deemed to have expired. Upon expiration, an application for preliminary plat approval shall be considered null and void and a new application must be submitted and fees paid.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-96-0002, Amended, 01/02/1996; Ord. No. O-02-0001, Rep&ReEn 01/08/2002; Ord. No. O-2019-0027, Amended 8/27/2019)

Effective on: 9/17/2019

17-4-3. Content of preliminary plat and required documents.

A. The preliminary plat shall be drawn on standard drafting medium, the dimensions of which shall not exceed twenty-four inches by thirty-six inches (24" x 36"), and shall be drawn to scale. The scale shall be indicated on each sheet, but shall not be less than one inch (1") = sixty feet (60').

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

B. The preliminary plat shall contain the following:
1. An arrow, indicating north, drawn on each sheet.
2. The proposed name of the subdivision. The City may reject a proposed subdivision name if the proposed name is similar to or may be confused with an existing subdivision name.
3. A vicinity drawing accurately locating the property shown on the plat.
4. The names and addresses of the property owner(s), the developer and the engineer or surveyor of the proposed subdivision.
5. The names and addresses of the current owners of all parcels immediately adjoining the proposed subdivision, and the boundary lines of such parcels.
6. Contours drawn at two-foot (2') intervals, unless waived by the City Engineer.
7. The boundary lines of the parcel to be subdivided and a description of the proposed outside boundary of the property contained within the preliminary plat that is referenced to two section corner monuments and is prepared by a licensed land surveyor. The section corner monuments and the point of beginning shall indicate computed “State Plane Coordinates.”
8. The dimensions and square footage of each lot.
9. The dimensions and locations of existing and proposed improvements, structures, easements, and topographical features within the parcel to be subdivided and within two hundred feet (200') of the proposed subdivision boundaries.
10. For each lot, the location and dimensions of existing and proposed irrigation systems and easements.
11. Final grade elevations, if required by the City Engineer.

12. Where the preliminary plat covers only a part of a larger unsubdivided or undeveloped area, the plat shall show the location of the subdivision as it forms part of the larger area, and shall include a sketch proposing a future street system of the unsubdivided or undeveloped area.
13. A storm water drainage plan, approved by the City Engineer that is designed to accommodate the water generated by a "twenty-five year storm" within the proposed subdivision.
14. The location of any areas of potential flood hazard, as defined in CHAPTER 10 of the City Code, within the subdivision boundaries or within 200 feet of the subdivision boundaries.
15. The location of any known fault lines located within 1,000 feet of any part of the subdivision as determined from the Utah County Hazards Map and any other source.
16. The location of existing structures within the preliminary plat boundaries, and a notation as to whether the existing structures will remain or be demolished.
17. The layout and location of future public streets. The City may require streets in the preliminary plat in such locations, sizes and of such design as may be necessary to provide adequate traffic circulation and access to the property contained within the preliminary plat and to other parcels of property in the surrounding area. Street connections shall be made to street connection points as shown in the Street Connection Master Plan.
18. A note indicating that no driveway or drive access may be located within twenty-five feet (25') of an existing fence which is greater than three feet (3') in height if to do so would result in the fence being within the Clear Vision Area associated with the driveway or drive access as described in Section 22-14-19.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-92-0019, Amended, 10/13/1992; Ord. No. O-02-0001, Amended, 01/08/2002; Ord No. 2014-0008, Amended 02/11/2014)

C. The following documents shall be included with the application:
   1. Any application request for a proposed change to any existing zone boundaries or any zone classification that is necessary for approval of the proposed subdivision.
   2. A preliminary title report prepared by a title company licensed to practice in the State of Utah which shows that the owner/applicant owns or represents the owner(s) of all of the property contained within the preliminary plat. The City may require that the owner/developer resolve any boundary overlaps, gaps or other title discrepancies before approval of the preliminary plat.
   3. A special report that details all environmental, geological, and engineering concerns for subdivisions proposed within a sensitive area.
   4. Any other documents related to the development that the City may reasonably require.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

D. A neighborhood meeting complying with the requirements of Section 22-14-20(I)(substituting "preliminary plat" for "site plan") shall be required whenever a preliminary plat shows or is required to show a street extending from or connecting to a street connection point as shown in the Street Connection Master Plan. The neighborhood meeting must be held before an application may be forwarded to the Planning Commission.

(Ord. No. O-2014-0008, Enacted 02/11/2014)

17-4-4. Parcels previously divided.

Any parcel of property which was originally part of a parcel now being subdivided, and which was divided off from the parcel being subdivided since January 1, 1954, shall be included in the preliminary plat of the proposed subdivision unless it has already been recorded as part of another subdivision or unless it is owned by someone other than the developer.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-5. Review and approval procedures.

A. The Development Services Director shall review each application submitted to determine the completeness of the application. He or she shall forward completed applications to the Development Review Committee (DRC).

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. The DRC shall review all applications for the purpose of determining compliance with all applicable City ordinances and the Orem Community Master Plan. If the development proposed in the application meets all the applicable regulations and standards, the DRC shall forward the application to the Planning Commission. Otherwise, it shall be returned to the applicant for appropriate modification. In no case shall the application proceed to the Planning Commission if it does not meet the regulations and standards imposed by all applicable ordinances. The DRC may establish a policy for forwarding applications to the Planning Commission subject to variances, waivers, modifications, or ordinance amendments being made by the appropriate body.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

C. Department Directors may make individual recommendations to the Planning Commission and the City Manager, which may be different from the recommendation of the DRC or the Planning Commission.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

D. The Planning Commission shall approve, conditionally approve or deny the application request.
   1. The Planning Commission shall approve the preliminary plat if it finds that the preliminary plat complies with all applicable ordinances and that there is no need to attach any conditions to the approval. The Planning Commission may impose conditions upon its approval if it finds that such conditions are reasonably necessary to meet the objectives of this Chapter.
   2. The Planning Commission may deny an application for preliminary plat approval for either of the following reasons:
      a. There is insufficient evidence to demonstrate that the applicant either owns or represents the owner(s) of all of the property contained within the preliminary plat. The Planning Commission may withhold approval of a preliminary plat if the owner/applicant has not resolved all boundary gaps, overlaps or other property disputes which affect the property contained within the preliminary plat; or
      b. The preliminary plat does not comply with all applicable City ordinances.
   3. If the Commission denies a request, it shall state the reasons for the denial.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

17-4-6. Street or easement dedication may be required.

The DRC may require that the owner dedicate to the City any or all of the street rights-of-way or easements designated on the preliminary plat as a condition of approval of the preliminary plat. The dedication shall be by appropriate deed from the owner to the City. The dedication shall also be made on the final plat. In determining whether or not a dedication will be required at the preliminary plat stage, the DRC shall consider, among other things, the necessity of the dedication for traffic circulation, the convenience of the public, and the development of on-site and off-site improvements, and recommendations from the Orem General Plan, the Orem Transportation Master Plan, and the Orem Street Connection Master Plan.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002; Ord. No. O-2017-0018, Amended, 06/13/2017)

17-4-7. Validity of preliminary plat approval.

A. An approved preliminary plat is valid for one (1) year. The Planning Commission may grant one (1) year extensions of the preliminary plat, provided the plat still complies with all applicable ordinances. No person or entity obtains a vested right to develop the property by reason of obtaining preliminary plat approval.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

B. If a final plat which covers only a portion of the approved preliminary plat is recorded within the one (1) year time limit or extension thereof, the validity of the unrecorded portion of the preliminary plat shall be extended for one (1) year from the date of recording the final plat.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

C. The preliminary plat must be amended if the developer desires to increase the number of lots in the subdivision, or change the grade or location of streets within the subdivision.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Rep&ReEn 01/08/2002)

D. The preliminary plat need not be amended to decrease the number of lots in the subdivision, to make minor lot boundary changes, or to make other minor changes if the Development Services Director finds that amending the preliminary plat is not necessary to protect the interest of the City or adjoining property owners.

(Ord. No. 661, Revised, 04/10/1990; Ord. No. O-02-0001, Amended, 01/08/2002)

17-4-8. Corridor Preservation

The City may require that the area of future streets shown in the Orem Transportation Master Plan or the Orem Street Connection Master Plan that are not to be constructed or dedicated concurrent with the development contemplated by the preliminary plat, be shown on the preliminary plat as "corridor preservation." The City may prohibit or limit the construction or installation of improvements in the corridor preservation area in order to preserve such area for the construction of future streets. The City's right to require corridor preservation under this section shall be subject to the requirements of Utah Code Section 72-5-401 through 72-5-406 inclusive.

(Ord. No. O-2017-0018, Enacted, 06/13/2017)

Item #: 3.4	Planning Commission June 15, 2022	
Prepared By: Kathi M. Lewis, Economic Development Division Manager		
Applicant: City of Orem Economic Development	PUBLIC HEARING - The Economic Development Division requests the Planning Commission review and make a recommendation to the City Council to amend Chapter 5, Economics, of the Orem General Plan and recommend the adoption of the Orem Economic Development Strategic Plan by amending Appendix E of the Orem General Plan.	

NOTICES:

- Posted in 2 public places
- Posted on City webpage and City hotline
- Faxed to newspapers
- E-mailed to newspapers
- Posted at utah.gov/pmn

SITE INFORMATION:

- Neighborhood Chair: **N/A**
- General Plan Designation: **N/A**
- Current Zone: **N/A**
- Acreage: **N/A**
- Neighborhoods: **N/A**

ACTION:
The Planning Commission shall provide a recommendation to the City Council regarding this request.

REQUEST: The Economic Development Division requests the Planning Commission review and make a recommendation to the City Council to amend Chapter 5, Economics, of the Orem General Plan and recommend the adoption of the Orem Economic Development Strategic Plan by amending Appendix E of the Orem General Plan.

BACKGROUND: The General Plan is a written guide for the future development of the City. Chapter 5 of the General Plan discusses economics.

In 2012, the Commission for Economic Development in Orem (CEDO) was integrated into the City of Orem and the Economic Development Division (EDD) was created. In 2014, in conjunction with Zion's Bank Public Finance, a new Economic Development Strategic Plan (EDSP) was completed. In 2021 the consulting firm Thomas P. Miller and Associates was hired to create a full and comprehensive updated EDSP to serve as a guide for the City's economic development and growth for the next five to ten years.

The purpose of the EDSP is to provide the City with a sustainable vision for growth to implement and encourage said vision. Many goals associated with the EDSP require zoning and land use coordination. Therefore, in Chapter 5 of the General Plan, reference to the EDSP as a guiding document for economic development should be included to ensure coordination between land development goals and economic development goals.

It is proposed that Chapter 5, Economic, of the Orem General Plan, be modified and the comprehensive update of the Economic Development Strategic plan dated June 2022 be adopted as Appendix E of the General Plan. The proposed changes are included.

Advantages

- The EDSP identifies a sustainable vision for economic growth and encourages said vision
- Adoption of the EDSP provides structure and a common agenda as the city moves forward with economic development
- The EDSP identifies how the City can gain a competitive advantage

Disadvantages

- None identified

RECOMMENDATION: The Development Review Committee recommends Chapter 5 of the General Plan be amended and the Economic Development Strategic Plan be adopted as Appendix E of the General Plan. The Project Coordinator requests the Planning Commission make a positive recommendation to the City Council to amend Chapter 5, Economics, of the Orem General Plan and recommend the adoption of the Orem Economic Development Strategic Plan by amending Appendix E of the Orem General Plan.

Proposed Chapter 5 of the General Plan:

The City of Orem is well-known and highly respected in the State of Utah as a great place to do business. It is also ~~additionally~~ known for its entrepreneurship, especially in technology-oriented companies, and. ~~Orem is known~~ as the regional retail hub of Utah County.~~, Orem accounts for one-third of retail sales countywide.~~ This economic vitality is exciting to businesses and is attractive to employers who are drawn to the strong workforce from area universities, the low cost of living, and the recreational opportunities in the City's backyard.

Even with all these advantages, Orem, like all cities, has its challenges. ~~The~~ While the City's regional market share of sales is declining, Orem's population continues to grow rapidly, increasing 11% in the past 10 years, from 88,328 in 2010 to 98,129 in 2020. ~~and growth in the City has slowed and is projected to be modest through 2040:~~ Orem continues to hold its position as the fifth-largest municipality in Utah. However, cities to the north, such as American Fork, ~~and~~ Pleasant Grove, and Lehi are also rapidly growing, creating strong competition in the Valley to attract employers and new retail. In addition, as the fastest growing community in Utah, Vineyard to the west ~~is beginning to show signs of growth and~~ may present significant competition in the future. These areas have a substantial advantage for development that Orem lacks - abundant vacant land. However, while vacant land allows easy, straightforward development, Orem has the opportunity to take economic growth and development to the next level by creating a more sophisticated urban environment that establishes Orem as not only the retail hub of the County, but the employment and entertainment hub as well.

In 1983, the Commission for Economic Development in Orem (CEDO) was founded as a non-profit organization with a primary function to help build Orem's economy. At the time, steel was Orem's main industry and the City's economy was greatly affected by the ups and downs of the steel market. In addition to an unstable economy, jobs were scarce and Orem was losing its large base of local college graduates to other areas. In order to meet today's economic challenges, capitalize on the economic strengths of the City, grow the City's economic base, and increase coordination and collaboration between economic development staff and City staff, CEDO was integrated into the City of Orem in 2012 as the Economic Development Division ~~in 2012~~.

In 2014, the Economic Development Division joined forces with Zions Bank Public Finance to develop a new Economic Development Strategic Plan (EDSP) ~~to guide the City's economic development and growth over the five to ten years.~~ In 2021, the consulting firm Thomas P. Miller and Associates was hired to create a full and comprehensive updated EDSP to serve as a guide for the City's economic development and growth for the next five to ten years.

The purpose of the EDSP is to provide the City with a sustainable vision for economic growth and ~~to provide~~ a plan to implement and encourage said vision. Sustainable growth is a means of providing a balanced, vibrant economy in Orem. Additionally, it is a means of expanding the tax base and increasing assessed values. Public services and schools will benefit, enhanced employment opportunities will develop, and citizens will benefit from a higher quality of life.

As the City moves forward, economic development is to follow the recommendations in the Economic Development Strategic Plan dated July 2022 ~~December 2014~~, and more specifically, the Implementation and Action Plan Matrix located on pages 34-38 ~~103-105~~. The EDSP is to be consulted regularly ~~on regular basis~~ to ensure that ongoing land development and business development in the City of Orem meets ~~not only~~ land-use and ~~goals but~~ also meets economic development goals.

5.1 Economic Opportunities and Goals

The City of Orem is well-known and highly respected in the State of Utah as a great place to do business. It is also known for its entrepreneurship, especially in technology-oriented companies and as the regional retail hub of Utah County.

This economic vitality is exciting to businesses and attractive to employers who are drawn to the strong workforce from area universities, the low cost of living, and the recreational opportunities in the City's backyard.

5.1.1 Economic Challenges and Opportunities

Even with all these advantages, Orem, like all cities, has its challenges. While the City's regional market share of sales is declining, Orem's population continues to grow rapidly, increasing 11% in the past 10 years, from 88,328 in 2010 to 98,129 in 2020.

Orem continues to hold its position as the fifth-largest municipality in Utah. However, cities to the north, such as American Fork, Pleasant Grove and Lehi are also rapidly growing, creating strong competition in Utah Valley to attract employers and new retail. Vineyard to the west may present significant commercial competition in the future.

These areas have a substantial advantage for development that Orem lacks: abundant vacant land. However, while vacant land allows easy, straightforward development, Orem has the opportunity to take economic growth and development to the next level by creating a more sophisticated urban environment that establishes Orem as not only the retail hub of the County, but the employment and entertainment hub as well.

5.1.2 Orem's Economic Development Division

In 1983, the Commission for Economic Development in Orem (CEDO) was founded as a non- profit organization with a primary function to help build Orem's economy. At the time, steel was Orem's main industry and the City's economy was greatly affected by the ups and downs of the steel market.

In addition to an unstable economy, jobs were scarce and Orem was losing its large base of local college graduates to other areas. CEDO's original focus was on attraction and retention of businesses in areas not currently represented in the City.

In order to meet today's economic challenges, capitalize on the economic strengths of the City, grow the City's economic base, and increase coordination and collaboration between economic development staff and City staff, CEDO was integrated into the City of Orem in 2012 as the Economic Development Division.

In 2014, the Economic Development Division joined forces with Zions Bank Public Finance to develop a new Economic Development Strategic Plan (EDSP). In 2021, the consulting firm Thomas P. Miller and Associates was hired to create a full and comprehensive updated EDSP to serve as a guide for the City's economic development and growth for the next five to ten years.

5.2 Economic Development Strategic Plan

The purpose of the Economic Development Strategic Plan is to provide the City with a sustainable vision for economic growth and a plan to implement and encourage this vision. Sustainable growth is a means of providing a balanced, vibrant economy in Orem. Additionally, it is a means of expanding the tax base and increasing assessed values. Public services and schools will benefit, enhanced employment opportunities will develop, and citizens will benefit from a higher quality of life.

5.2.1 Implementation and Action Plan

As the City moves forward, economic development is to follow the recommendations in the Economic Development Strategic Plan dated June 2022, and more specifically, the Implementation and Action Plan Matrix located on pages 34-38 (see Figure 5.1). The EDSP is to be consulted regularly to ensure that ongoing land development and business development in the City of Orem meets land-use and also meets economic development goals.

Business Retention and Expansion

Strategies	Action Items	Timeline	Metrics for Success
Goal 1: Improve the Small Business Culture in Orem			
Make the Orem Business Alliance a Strategic Priority of the Economic Development Division	• Review and reevaluate business outreach goals • Create an asset map of economic development service providers • Review and reevaluate business outreach marketing strategy • Purchase and utilize a CRM system to collect and analyze primary information; capture trends; track business visits, and economic development strategy and goals	Short (1-2 years)	• Clear list of business outreach goals • # of economic development service providers identified • Adoption of CRM system
Engage Elected Officials in Business Outreach and Engagement	• Include city council members in business ribbon cuttings and outreach visits; promote these on social media and through other marketing channels. • Create an economic development bi-annual report for city staff, elected officials, and residents of Orem • Present the economic development bi-annual report to elected officials in a City Council Work Session every six months	Ongoing	• # of business outreach meetings with city council • # of businesses added to business outreach list • # of visits made with city council members or mayor
Lead by Example by Supporting Local Business	• Review city procurement policy with the city's procurement and budget manager; encourage the city to purchase from local vendors where appropriate • Work with the regional PTAC office to assist local businesses become approved Utah government vendors • Help major employers in Orem review and implement buy local procurement initiatives • Reinstate buy local campaigns, initiatives, and events through the Orem Business Alliance	Medium (2-3 years)	• # of local businesses approved as government vendors • # of buy local events or campaigns • # of collaborative initiatives started with local employers
Leverage University Assets to Support Business	• Continue to build strong partnerships with university leadership • Work with university leaders and faculty at Utah Valley University and BYU to facilitate practical education opportunities with local businesses • Connect educational organizations such as the UVU Entrepreneurship Institute, Mountainland Technical College, and the BYU Rollins Center for Entrepreneurship and Technology to support Orem businesses for capstone projects and internship opportunities • Consistently engage with student population through networking events, pitch competitions, lunch and learns, and mentorship meet and greets.	Medium (2-3 years)	• # of collaborative events led by universities and the city, jointly • # of internship opportunities offered • # of interns hired for full-time positions after completion of internship • % of graduate retention rate in Orem • $ committed to collaborative initiatives
Champions & Partners: Orem Economic Development Division, City Council, Local Colleges and Universities, Regional PTAC Office			

Business Attraction

Strategies	Action Items	Timeline	Metrics for Success
Goal 2: Launch a Business Attraction Campaign			
Prioritize Intentional Collaboration with Regional and State Economic Development Organizations	• Connect with state leadership on a regular basis • Convene regular meetings with state delegation to inform them of economic development goals and strategies • Research, identify, understand, and be prepared to utilize state capital tools and financial incentives (Resources include Go Utah, MAG, URA, Utah Alliance for Econ Dev, USEP, World Trade Center of Utah etc.)	Ongoing	• # of annual meetings with state leadership • Creation of a catalog of state capital tools and financial incentives
Take Inventory of Available Commercial, Industrial, and Office Properties	• Prioritize ongoing land and building inventory and availability • Conduct a market and cost analysis with a third-party service provider • Showcase and list available land and space to a targeted audience via City Economic Development website • Share monthly article postings on property in local newspapers, media, and showcase articles on the Economic Development website	Short (1-2 years), then ongoing	• # of properties identified for commercial or industrial development • Creation of structure to market available land • # of participants in real estate forums • # of article postings made in local media
Conduct a Target Industry Analysis	• Review the quantitative data, qualitative data, and retail gap analysis in this report to inform the basis of a target industry analysis • Develop an RFP soliciting professional firms to conduct a target industry analysis • Hire a professional firm with experience conducting a Target Industry Analysis for the purposes of business attraction	Medium (2-3 years)	• Publish of RFP • Identification of clear target industries
Utilize the Target Industry Analysis to Develop an Integrated Economic Development Marketing and Business Attraction Campaign	• Consider allocating appropriate resources to develop and execute a marketing and business attraction campaign • Consider developing an RFP soliciting professional firms to develop and manage an integrated marketing campaign • Focus marketing campaign on industries identified in the target industry analysis to assist in filling office space at University Place and Canyon Park Technology Center • Consider identifying and purchasing lead generation software • Identify and attend trade shows and conferences in identified target industries • Plan and host annual or bi-annual familiarization and/or site selector tours	Long (3-5 years)	• # of resources committed to marketing and business attraction campaign • Publish of integrated marketing campaign RFP • Purchase of lead generation software • # of trade shows and conferences attended by staff • # of site selection tours hosted
Champions & Partners: Orem Economic Development Division, Utah Governor's Office of Economic Opportunity, Mountainland Association of Governments, Utah Redevelopment Agency, Utah Alliance for Economic Development, Utah South Economic Partnership, World Trade Center of Utah			

Entrepreneurship and Innovation

Strategies	Action Items	Timeline	Metrics for Success
Goal 3: Foster an Environment That Allows Risk Takers and Innovators to Start and Grow New Businesses and Industries			
Take a Targeted Approach to Incubation and Acceleration	• Continue to support the Utah Valley Business Resource Center through collaboration, business client referrals, events, advertising BRC programming, etc. • Ensure leadership at Utah Valley University, BYU, and the Utah Valley Business Resource Center are integral partners in the Target Industry Analysis • Ensure that business development efforts at the BRC Incubation program are well-aligned with a target industry analysis • Consider partnering with Canyon Park Technology Center to create an additional business incubator • Advertise UTOPIA fiber to high-tech enabled companies	Ongoing	• # of referrals made to BRC • # of advertising and marketing events held by BRC • # of new businesses incubated • # of businesses graduated from incubation space into long-term space • # of businesses within BRC that fall under targeted industries
Focus on Culture Building	• Use the Orem Business Alliance to offer programming geared towards innovative and technology enabled companies and startups • Support the BRC in creating pitch competitions and business plan competitions • Facilitate the creation of peer-to-peer and mentorship networks • Connect with Utah Manufacturing Extension Partnerships (Utah MEP) • Network with local multi-cultural chambers to help facilitate specific programming and support services for aspiring and current entrepreneurs from historically underrepresented segments of the population	Short (1-2 years)	• # of programs presented to and/or created for startups • # of pitch competitions and business plan competitions hosted by BRC • # of peer-to-peer mentorship networks created • # of partnerships created with MEP and multi-cultural chambers • # of chamber programs facilitated

Entrepreneurship and Innovation

Strategies	Action Items	Timeline	Metrics for Success
Goal 3: Foster an Environment That Allows Risk Takers and Innovators to Start and Grow New Businesses and Industries			
Increase Access to the Full Spectrum of Capital	• Survey businesses during business outreach visits and at Orem Business Alliance meetings to assess their need for capital • Use survey results to inform strategic next steps • Work with private lenders and economic development partners to ensure available and accessible capital across the full business lifecycle – from ideation to succession. • Consider funding sources and financial incentives for property owners to make exterior improvements • Think creatively how to utilize the Utah Microloan Fund, Utah Microenterprise Loan Fund, Mountainland Association of Governments Small Business Loan Fund, and possibly Orem CDBG funding. • Consider creating Community Reinvestment Areas (CRDAs) along State Street to fund exterior improvements of businesses	Medium (3-5 years)	• # of businesses surveyed • # of CDAs created • Catalog of capital products for small businesses
Build Places for Entrepreneurs to Flourish	• Double down on efforts to activate, market, and fill Canyon Park Technology Center • Create a pipeline for incubator and accelerator companies to fill vacant space • Consider reevaluating zoning policy; enable creative mixed-use for vacant and underutilized properties • Look for opportunities to develop modern coworking space(s) at Canyon Park Technology Center and/or University Place	Medium (2-3 years)	• Catalog of available commercial and industrial properties • # of advertisements made for Canyon Park Tech Center • # of meetings with BRC and the Muller Group • # of new tenants in Canyon Park Tech Center • # of new coworking spaces created
Champions & Partners: Orem Economic Development Division, Utah Valley Business Resource Center, Utah Redevelopment Agency, Orem Business Alliance, Local Colleges and Universities, Multi-cultural Chambers, private lenders, RLF loan programs			

Quality of Life

Strategies	Action Items	Timeline	Metrics for Success
Goal 4: Enhance the Quality of Life for Orem Residents			
Focus on Outdoor Recreation and Tourism	• Consider creating a City of Orem Tourism Commission or Advisory Council • Work with the Utah Office of Tourism to promote Orem as destination • Research the option of creating a "Recreation District" in the remaining areas available for development from the mouth of Provo Canyon up 800 N all the way to State Street to encourage and facilitate recreation-based development	Short (1-2 years)	• $ increases in revenues from tourism-related industries • Improved health metrics • # of marketing campaigns planned which incorporate Orem's brand
Consider Creating a Forum for Community Discussion, Debate, and Research	• Research and identify ways to engage local and regional Universities, including Utah Valley University, Mountainland Technical College, Weber State University, Southern Utah University, Utah State University, BYU, and University of Utah (Kem C. Gardner Policy Institute) to participate and organize local community forums • Engage local philanthropic organizations to assess funding • Research best practice community ambassador and fellowship programs	Medium (2-3 years)	• Detailed research of forum • # of members or participants of forum • # of universities or other institutions participating • $ raised to support the forum
Allocate Resources for Façade Improvement, Placemaking, and Accessibility	• Explore Utah Main Street Designation for State Street • Work with UTA and UDOT to enhance multimodal transportation options • Enhance community gateways • Work with other departments within the city to develop a plan to invest in public, interactive art exhibits	Medium (2-3 years)	• State Street's designation of Utah Main Street • # of public transportation options added/ expansion of routes • # of public arts exhibits created • # of storefronts redeveloped
Review and Re-evaluate Local Zoning and Policies	• Commit to intentional and consistent dialogue with property owners and residents – ensure key city departments are collaborating to address concerns in an appropriate manner. • In targeted and strategic locations, consider revising and reducing restrictions on duplexes, fourplexes, and townhomes. • In targeted and strategic locations, consider zoning changes that will better facilitate medium-density development • Look for ways to support and consider allocating resources to the Neighborhood Improvement Team • Update neighborhood plans	Long (3-5 years)	• # of meetings held with a focus on the review of zoning policies • Updated neighborhood plans • Consideration of resources allocated to Neighborhood Improvement Team
Champions & Partners: Orem Economic Development Division, Development Services Department, Community Services Division, Local Colleges & Universities, Utah Office of Tourism, Orem Arts Council, Utah Transit Authority			

June 2022

City of Orem Economic Development Division

Economic Development Strategic Plan

THOMAS P. MILLER & ASSOCIATES

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Introduction

Orem, Utah

Nestled in the heart of Utah County, the City of Orem, Utah is a charming and proud community with a rich history and bright future. The fifth-largest municipality in Utah with 98,129 residents in 2020, Orem is known as a great place to live, raise a family, or start and grow a business. Often called the 'retail hub of Utah County,' Orem's economy has been known for its concentration of high-end retail establishments, a multitude of dining options, and its history of launching technology-enabled startups. To flourish in the mid-21st century, the city is poised to capitalize on existing assets and prepared to outline a vision for the future with intentionality and purposeful planning. With an evolving retail landscape in a post-COVID world, a growing population, and an emerging anchor in Utah Valley University increasing in regional prominence, the city is in position to take the appropriate steps to flourish in the next decade and beyond.

Project Scope

In May 2021, the City of Orem released a Request for Proposal (RFP) soliciting the services of a professional consulting firm to conduct a comprehensive update to build upon the 2014 Economic Development Strategic Plan (EDSP). According to the RFP, the purpose of the project was to explore existing economic conditions and create an updated EDSP with economic development goals, strategies, implementation steps, and indicators of success that reflect the vast differences in the economic environment as well as the city itself. Thomas P. Miller and Associates was selected to conduct the EDSP in July 2021.

Process and Methodology

Thomas P. Miller and Associates (TPMA or the Project Team) utilized an integrative methodology to develop the Economic Development Strategic Plan for Orem. The project consisted of three interconnected activities including analysis, alignment, and action.

The analysis phase of the project involved an extensive and comprehensive review of historical planning documents, a quantitative data scan and analysis, a retail gap analysis, best practice research, and numerous stakeholder engagement sessions to garner feedback and input from a wide cross-section of community leaders. To generate alignment, the project team considered existing physical and resource infrastructure that could facilitate a prosperous local community characterized by innovation, entrepreneurship, wealth generation, and resiliency. Lastly, the project team, informed by the results of the analysis and alignment phases, developed strategies and action steps for the city to consider in the short, medium, and long term to achieve a shared vision of Orem's economic future.

Defining an 'Economic Development Strategic Plan'

Economic Development Strategic Plans provide a community with an opportunity to envision their future and formulate the appropriate steps to achieve that desired future. A solid plan is critical for a prosperous future, long-term economic viability, and a high-quality of life for residents. When done correctly, the economic development strategic planning process facilitates conversations between public and private leaders, residents, students, faith leaders, optimists, skeptics, and other key community stakeholders.

Following a structure outlined by the International Economic Development Council, the project team has developed an economic development strategic plan that provides:

- A realistic appraisal of available resources, constraints, and opportunities;
- A formulation of a clear mission and shared vision;
- The development of achievable and measurable goals;
- The formulation and implementation of project action plans to reach these goals and identify who will champion them;
- The design of clear metrics of success.[1]

1 Girdwood, C. (2015). Introduction to economic development (Vol. 1). International Economic Development Council.

Summary of Findings

The key findings summarized below are informed by the project's discovery phase, the components of which are detailed in the appendices of this report. Document review, data analysis, focus groups, and interviews collectively provide insight into the current condition of Orem's economy. These findings are ultimately the basis for the recommendations provided at the conclusion of the report.

Highly Capable Population

A city's residents are its most important assets, and Orem is fortunate to attract residential and working populations that are well-prepared to contribute to the local economy in productive ways. Across a variety of metrics, Orem is young, healthy, educated, and growing rapidly.

When compared to the rest of the state and the country, educational attainment rates in Orem are exceptionally high; Utah Valley University and Brigham Young University are largely responsible for producing well-trained workers who are familiar with Orem's business environment and can positively contribute to its growing economy. An educated workforce is attractive to businesses which require highly skilled and well-educated workers, and the residents of Orem have much to offer.

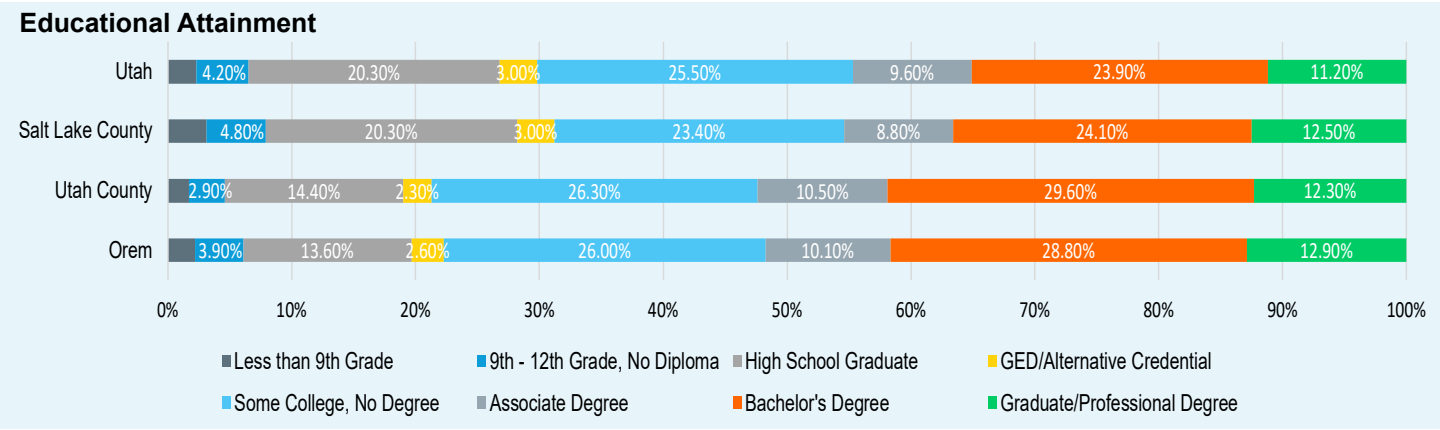

Figure 1: Educational Attainment. Source: Esri, 2021

Furthermore, the residents of Orem are young, active, and healthy. The median age of residents is just under 29 years, which is about 10 years younger than the national median. The population's health metrics compare favorably to both state and national averages. A prevalent recreational culture within the city is further reflected in the natural assets of the region – Mt. Timpanogos, for example, is a symbol of the energetic, adventurous culture which is demonstrated in the community's health and lifestyle habits. A healthy community improves all parts of the economy, and Orem is a very healthy city.

Health Metric	Utah County	Utah	U.S.
Average Male Life Expectancy (2019)	79.42	78.28	76.3
Average Female Life Expectancy (2019)	82.04	82.1	81.3
Obesity Population Percentage (2019)	31.40%	27.20%	42.40%
Smoking Population Percentage (2018)	7.00%	7.90%	14%
Diabetic Population Percentage (2019)	4.90%	8.50%	10.50%
Heart Disease Death Rate per 100,000 (2017-19)	300	286.4	317.4
Stroke Death Rate per 100,000 (2017-19)	71.4	69.5	72.3

Table 1: Orem Health Metrics. Sources: CDC; Utah's Public Health Indicator Based Information System

Many Marketable Assets for Business Attraction

In addition to a healthy, well-educated population, there are many characteristics of Orem's business environment that further benefit business development efforts. The City of Orem has a strong and well-established business startup culture; the resources available to emerging businesses support innovation and entrepreneurship. There's a history of high-performing technology companies starting in Orem, and the presence of entrepreneurs within the city contributes to its supportive business environment, which is attractive for up-and-coming companies.

Moreover, the city's strategic, central location affords businesses many geographic advantages. Only 45 minutes from Salt Lake City, Orem residents and businesses have easy access to a booming urban hub. As remote work becomes increasingly common, Orem's advantageous location could make it a prime location for businesses that prefer access to an urban center without the high rents and added hassle of metropolitan office space. Access to high-quality, reliable broadband services and high-speed UTOPIA Fiber increases the city's appeal to tech-focused or remote businesses.

Lastly, much of the built and natural environment is appealing to growing businesses. There exist some marketable, underutilized office spaces in the city that could be attractive to the right businesses. Canyon Park Tech Center, for example, has recently undergone a nearly $12 million renovation and is prepared to support businesses in a variety of industries. In addition, there are many quality-of-place amenities that are accessible for workers and residents within the city, like fitness centers, a library, trails, and more. Orem's active recreational culture can provide workers with a variety of leisure options to enjoy in their free time. Together, all these assets support a lively business environment in Orem, which can be marketed to target industries or businesses of interest.

Industry Mix and the Business Environment

Orem is anecdotally known as the "Retail Hub of Utah County," a distinction that is supported by many quantitative industry and occupation metrics. Service-related occupations are prevalent in the city, with a large share of Orem's working population finding employment in retail, restaurant, or other service industries.

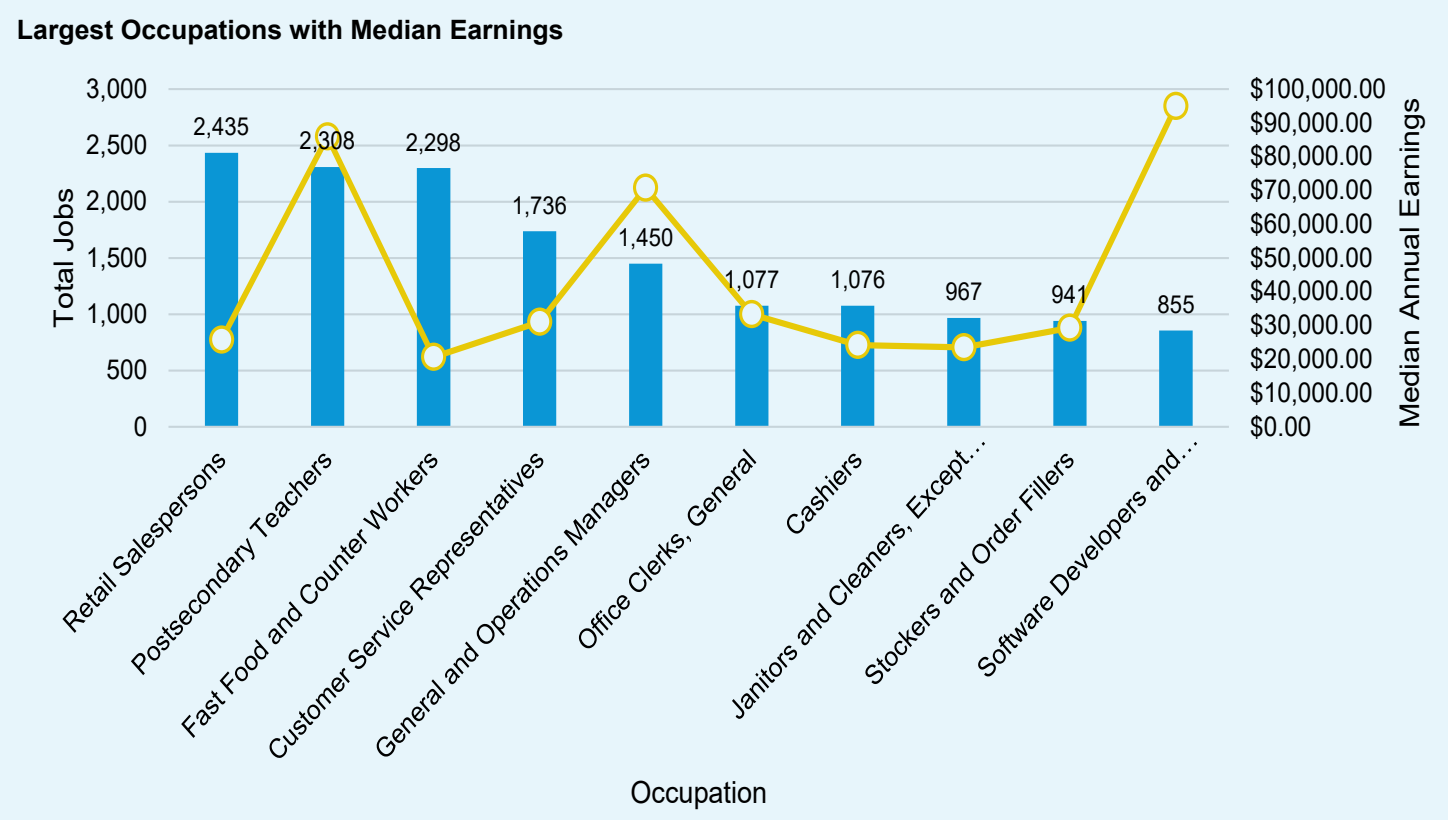

Figure 2: Top Occupations by Job Count with Median EarningsEducational Attainment. Source: EMSI, 2021.

A strong retail industry provides many benefits to the city; namely, retail businesses and restaurants improve the quality of life for residents and increase tax revenue collected by the city. It is important for communities to leverage their strengths in an economic development plan, and the retail industry is presently the cornerstone of Orem's economy. However, there are certainly dangers of overreliance on the retail industry. As housing costs rise and lodging becomes inaccessible for the working population, service industries might face staffing-related challenges. To keep the city from becoming overly dependent on retail or other service industries, the city's industry mix could be diversified through an intentional business retention, expansion, and attraction plan.

Some other developmental issues that are unrelated to housing are perceived to be hindering business growth as well, like the lack of a clear city center. A high-traffic, multi-lane highway intersects the city, and it's difficult for pedestrians to walk from business to business. University Place is home to a variety of retail vendors, but the mall is self-contained and is not well-connected to other parts of the town. Improvements to the built business environment could support the local business community while simultaneously creating a more enjoyable downtown area for residents to enjoy.

Reliance on Sales Tax Revenue

The primary goal listed in the 2014 EDSP was to "increase the sustainability of the City's tax base through increased property values." In part, this top-priority goal was put in place to help stabilize the city's tax base, leaving the city's budget and revenues less susceptible to economic downturns such as the one experienced in the years following the 2008 recession.

At the time of that plan's adoption, Orem had the highest percentage of its General Fund Revenues coming from sales taxes (34%) and the second-lowest percentage coming from property taxes (11%) when compared to the other cities in Utah County. The plan noted that most of these neighboring cities reported property taxes at around 20% of their General Fund Revenue, laying the groundwork for the top economic development goal of bolstering the property tax base.

Fiscal Year	Sales Taxes	% of Total Revenues	Property Taxes	% of Total Revenues
FY15	$18,839,327	32.78%	$7,305,594	12.71%
FY16	$19,471,579	36.17%	$6,424,109	11.93%
FY17	$20,722,179	36.79%	$6,416,808	11.39%
FY18	$22,198,446	37.34%	$6,597,887	11.10%
FY19	$22,736,417	37.16%	$6,657,969	10.88%
FY20	$23,737,723	38.77%	$6,895,505	11.26%
FY21	$28,004,565	39.90%	$7,060,159	10.00%
FY22 (Estimate)	$30,805,022	45.53%	$7,278,289	10.76%

Table 2: City of Orem Taxes and Revenues

The percentage of the city's revenues generated by property taxes has remained relatively constant since 2014. The reliance on sales tax, however, has steadily increased. Since Fiscal Year 2015, the percentage of the General Fund Revenue coming from sales taxes has increased dramatically, eclipsing the 45% mark in the estimates for Fiscal Year 2022 – an increase of over 13 percentage points since the last EDSP.

During the pandemic, sales tax revenues increased dramatically across most of the country. In fact, a report by the National Association of State Budget Officers shows that sales tax revenues grew by nine percent in FY21.[2] Utah was one of 42 states that reported year-over-year growth in sales taxes collected from summer of 2020 to summer of 2021.[3] There are a number of reasons for these increases (e.g., government stimulus checks and a shift in purchases from non-taxed service to taxable goods) including the move to begin collecting sales tax on out-of-state sales in the years leading up the pandemic. A ruling by the State Supreme Court 2019 helped bring this change about in Utah.

2 https://www.nasbo.org/reports-data/state-expenditure-report
3 https://www.forbes.com/sites/lizfarmer/2021/11/30/sales-taxes-in-2022---issues-to-watch-for-online-retailers/?sh=49a7c24d4b5a

While this increase in sales tax revenue is certainly a positive in the short term, the recent surge in the amount of sales taxes collected is itself a representation of the volatility of this form of revenue. Sales tax is deeply connected to consumer spending habits and therefore the overall conditions of the economy. An over-reliance on sales tax revenues can make the city susceptible to economic shocks or trends that do not always favor the local economy.

Growth Constraints

Orem's population has grown rapidly in the last twenty years, and the effects of such growth can be seen in many areas of the economy. Efforts to increase residential development to accommodate the growing population are unable to keep up. There's very little developable land remaining within city limits; only 8% of the total land within the city is developable, with only 3% zoned for residential development.

The combination of a growing population and limited developable land makes for a tight housing market. Compared to state and national levels, the vacancy rate in Orem is exceptionally low. Due to high demand and limited supply, housing prices are very high – the median sale price of a home in Orem is nearly $200,000 greater than the average home value for the rest of the United States. Despite elevated housing prices, though, the data indicate that Orem residents are not any more burdened by housing costs than the average American. While the housing market is suitable for high-earning households, it is more inaccessible for much of the working population in Orem, which earns relatively low wages.

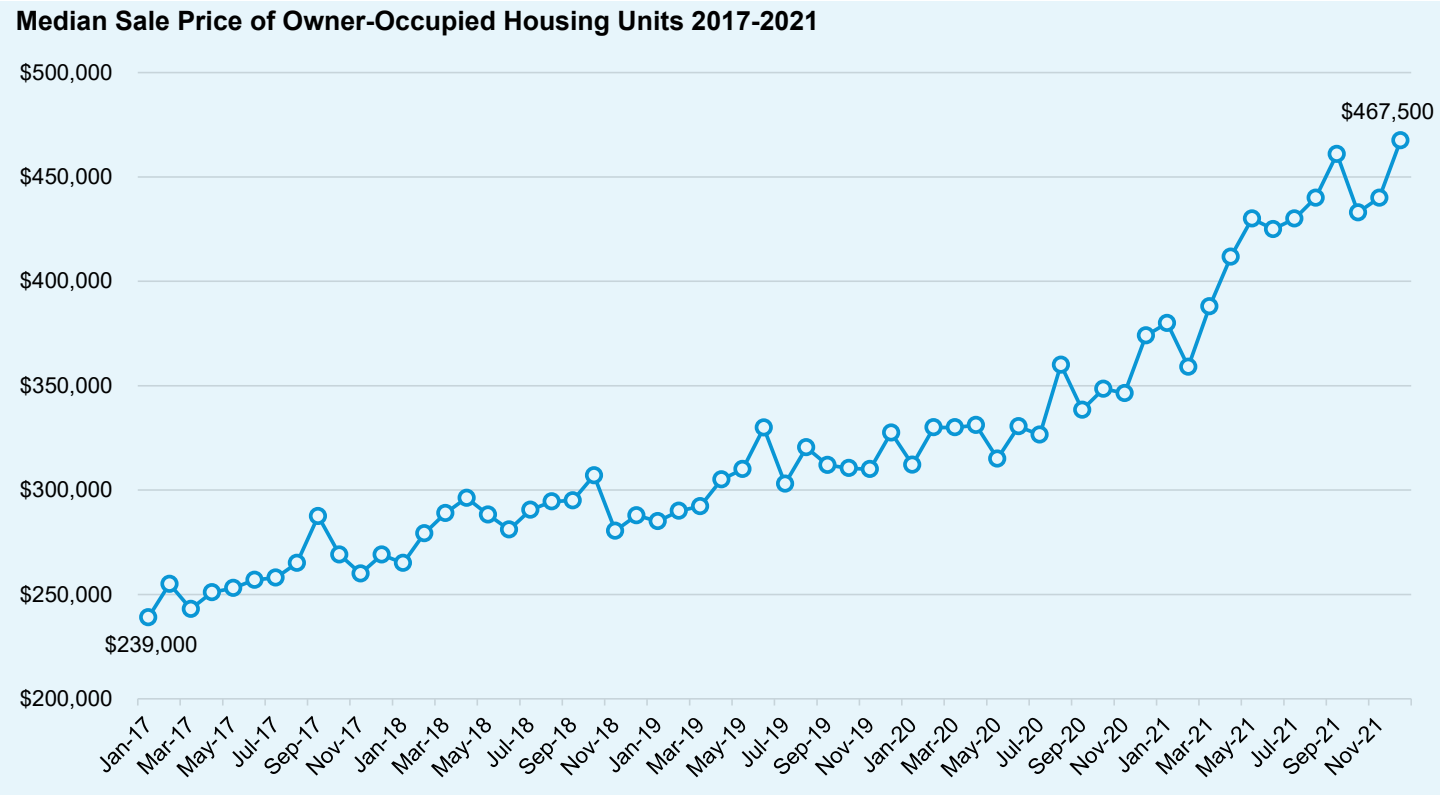

Figure 3: Median Sales Price of Owner-Occupied Units. Source: Redfin 2021

As a result of the types of available jobs in the city, the typical wages for those jobs, and the high housing costs, the residential and working populations in Orem are largely two different populations; approximately 78% of Orem's workers live outside of city limits, and about 77% of Orem residents work outside of city limits. Figure 4 shows the inflow of the working population and the outflow of the resident population for work. As of 2019, an estimated 46,763 workers lived in Orem, Utah. Of those, just over 10,500 individuals worked in the city and over 36,000 commuted elsewhere for work. According to these estimates from the U.S. Census Bureau, more Orem residents work jobs in Provo and Lehi (25.7% combined) than in their home city (22.6%). Conversely, many of the workers in Orem do not live within the city. There are about 49,000 workers employed in Orem, only about 10,500 of which live in the city.

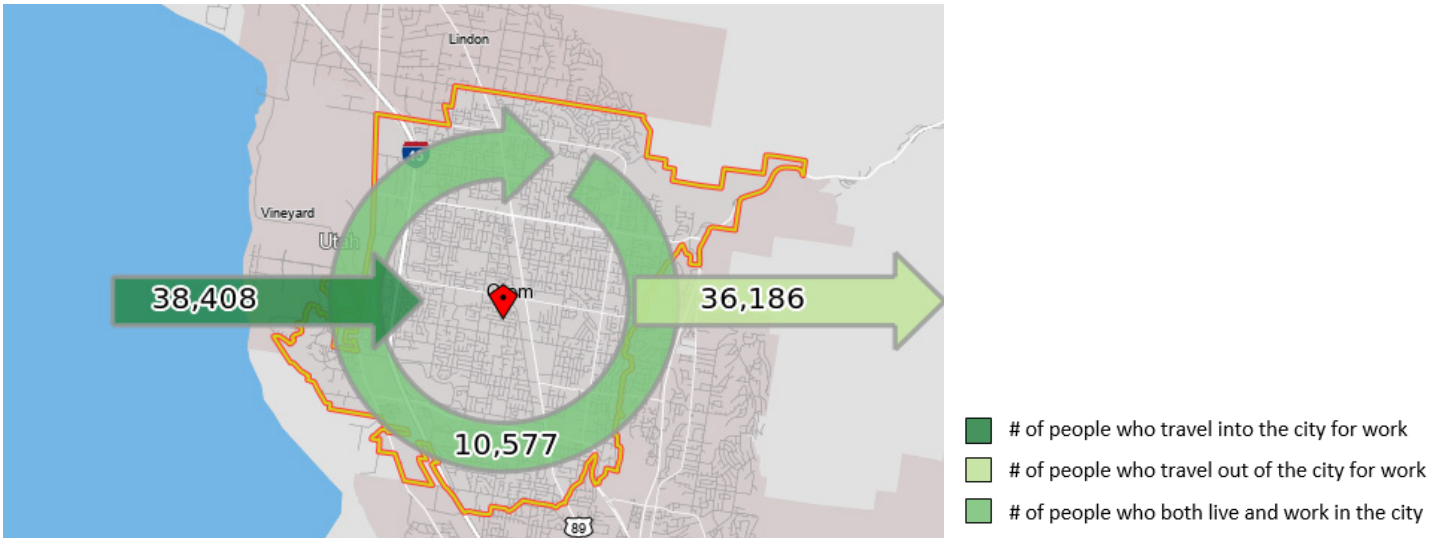

Figure 4: Orem Commuting Patterns. Source: OntheMap 2019

While these commuting data alone do not provide a full explanation for the significant differences between the working and residential populations of the city, the tension between high housing costs and the prevalence of low-wage jobs is likely a major cause. Ultimately, many of Orem's workers must choose between paying high housing costs to live close to work or living affordably elsewhere and commuting.

Because Orem is unaffordable for many workers, it can be difficult to attract or retain the talent required by up-and-coming businesses in any industry. Utah Valley University, for example, graduates many talented students every year, many of whom are unable to stay in the city following graduation due to high costs of living. Ideally, an economic strategy would outline a plan for retaining this talent, which could help support some of the growing industries described throughout the report, like software developers, market research analysts, or project management specialists. This talent cannot be expected to stay in Orem without adequate support from the city, and an intentional effort to retain talent should be made.

Limited availability of developable land makes further growth difficult due to an inability to create new housing and office space. The combination of a growing population and this lack of undeveloped space creates a growing imbalance between supply and demand in the housing market. The result is the rapid increase in housing costs as shown in Figure 3. This furthermore creates opportunities for neighboring cities, like Lehi and Vineyard in recent years, to become more economically competitive due to their ability to develop housing for a working population.

Population growth, housing costs, and land availability are all important issues to consider in the development of an economic plan, as each impacts the opportunities that are available for economic growth. A lack of developable land limits the city's ability to accommodate residential growth, but also hinders their ability to develop Class A office space for businesses in target industries, like growing and emerging tech companies. Both are important to consider as Orem plans for its economic future.

Strong Economic Development Leadership

Orem is fortunate to be under the leadership of a well-trained and thoughtful economic development team. According to the 2022 Milken Institute Best-Performing Cities Index, the Orem-Provo MSA demonstrated the best economic performance among large cities for the second year in a row.[4] The city has a track record of successfully implementing strategic plans, and it can be expected that the individuals responsible for managing future development efforts can reliably achieve ambitious goals.

The city's fiscal strength is a testament to the high-quality work of its Economic Development Division. A variety of economic development tools are utilized by the economic development team, and many have been very successful in stimulating growth in the past. Tax increment financing programs, often referred to as RDAs in Orem, have been implemented and are helpful for supporting development within the city. Similar methods could be used in a future plan.

Ultimately, the economic development leadership can be expected to engage the community, explore suitable development options, and make measurable progress in realizing Orem's economic potential.

4 https://milkeninstitute.org/report/best-performing-cities-2022

Strategic Framework

The International Economic Development Council defines economic development as a "program, group of policies, or set of activities that seeks to improve the economic well-being and quality of life for a community by creating and retaining jobs that facilitate growth and provide a stable tax base." For economic development organizations to be successful, best practices suggest they must focus on four key strategic areas: business retention and expansion, business attraction, entrepreneurship and innovation, and quality of life. As such, the project team has structured the strategic framework for this Economic Development Strategic Plan around those four foundations of classic economic development practice.

The following strategic framework was informed by a process and methodology presented earlier in this document. The project team relied on a discovery phase which included historical document review, a quantitative data scan and analysis, a retail demand analysis, interviews with City of Orem staff members, and numerous on-site visits. In addition, the strategic framework was developed after a multitude of stakeholder engagement sessions, conducted both online and in-person, which included the following: city leaders; elected officials; local, regional, and state economic development organizations; local business owners; students; and residents of Orem. The stakeholder sessions, which are summarized in Appendix I, were designed to both inform the strategic recommendations early in the process and affirm the recommendations at the conclusion of the planning process. A final session was held in May of 2022 to collect a final round of feedback and review the recommendations presented below.

The Strategic Framework | Four Focus Areas

Business Retention and Expansion

STRATEGY 1:
Make the Orem Business Alliance a Strategic Priority of the Economic Development Division

STRATEGY 2:
Engage Elected Officials in Business Outreach and Engagement

STRATEGY 3:
Lead by Example by Supporting Local Business

STRATEGY 4:
Leverage University Assets to Support Business

Business Attraction

STRATEGY 1:
Take Inventory of Available Commercial, Industrial, and Office Properties

STRATEGY 2:
Conduct a Target Industry Analysis

STRATEGY 3:
Develop an Integrated Economic Development Marketing and Business Attraction Campaign

STRATEGY 4:
Prioritize Intentional Collaboration with Regional and State Economic Development Organizations

Entrepreneurship and Innovation

STRATEGY 1:
Increase Access to the Full Spectrum of Capital

STRATEGY 2:
Build Places for Entrepreneurs to Flourish

STRATEGY 3:
Focus on Culture Building

STRATEGY 4:
Take a Targeted Approach to Incubation and Acceleration

Quality of Life

STRATEGY 1:
Consider Creating a Forum for Community Discussion, Debate, and Research

STRATEGY 2:
Review and Re-evaluate Local Zoning and Policies

STRATEGY 3:
Focus on Outdoor Recreation and Tourism

STRATEGY 4:
Allocate Resources for Façade Improvement, Placemaking, and Accessibility

FOCUS AREA 1:

Business Retention and Expansion

Efforts and action steps designed to facilitate local business retention and expansion opportunities should be at the core of any economic development strategy. From a cost-benefit standpoint, dedicating and deploying resources to existing businesses in a community makes good financial sense. A comprehensive and sophisticated approach to business retention and expansion allows a community to support business owners that have already made an investment in the community. Supporting your existing business base is the most economical way to facilitate both job retention and job creation.

Supporting the existing business base in Orem should be the primary mission of the Orem Economic Development Division. While the project team is encouraged by current efforts, this strategic plan outlines ways that the city can elevate and enhance activities that will support that existing business base and open doors for potential future expansions and job creation.

Photo courtesy of The Woodbury Corporation

Strategy 1: Make the Orem Business Alliance a Strategic Priority of the Economic Development Division

The Orem Business Alliance, embedded in the Economic Development Division, is a collaborative group of organizations across Orem "focused on building the local business community and supporting and uplifting Orem businesses by providing opportunity for business networking, advocating for small businesses, and connecting Orem businesses to valuable resources." In addition, the Orem Business Alliance regularly meets with business owners, hosts monthly Lunch & Learn and new business Meet and Greet events, offers informational webinars, facilitates ribbon cuttings for new businesses, and highlights member businesses through their annual Stand-Out Orem Business Awards.

Action Steps:

- Review and reevaluate business outreach goals
- Create an asset map of economic development service providers, programs, and resources
- Review, reevaluate, and update the business outreach retention and expansion strategy
- Purchase and utilize a CRM system to collect and analyze primary information; capture trends; track business visits, and economic development strategy and goals

Throughout the process, the project team repeatedly heard concerns about businesses leaving or startups 'outgrowing Orem.' Orem should take every step possible to continue to build strong relationships with local businesses to alleviate these losses, including Implementing more ambitious and intentional business outreach goals through the Orem Business Alliance. In addition, city leadership should investigate and adopt Business Retention and Expansion best practices from across the country, including the two cited below. Best practices suggest that each community should have a 'gateway organization' that businesses turn to when looking to overcome a challenge or take advantage of an opportunity. The Orem Economic Development Division should strive to be that trusted partner and facilitate meaningful connections to both public and private sector service providers. In addition, the Division should consider adopting a Customer Relations Management (CRM) system to track visits, inventory key businesses and contacts, and capture primary data on the local businesses. More importantly, this intelligence gathered through business outreach should remain confidential, but aggregate information should be used to identify trends and ultimately inform strategy, policy, and programming to best support the business community.

Best Practices:

Grenada Mississippi Economic Development District

The Grenada County Economic Development District (GCEDD) has made business retention and expansion a priority for the last eight years; as a result, they've helped local businesses create more than 2,000 new jobs. To support local businesses, the GCEDD offers training, leadership and mentorship programs, incentive programs, and research focused on improving the local business environment. Roundtable events, surveys, and targeted incentive programs are important components of their well-rounded business retention and expansion strategy.

Virginia Beach Department of Economic Development

As is evidenced by their website's homepage, the Virginia Beach Department of Economic Development is focused on attracting new businesses, growing existing businesses, and supporting entrepreneurs in their efforts to start businesses. Some of their attractive workforce characteristics are highlighted, their top industries are showcased, and their strategic location is emphasized – all on the website's homepage. The Department provides other resources throughout the site that provide information on the business environment, key industries, business districts, and quality-of-life information, all of which are helpful resources to showcase in a business attraction effort.

Strategy 2: Engage Elected Officials in Business Outreach and Engagement

Throughout stakeholder engagement sessions, the project team heard about a disconnect between the business community and elected officials in Orem. While we believe Orem's elected officials are committed to supporting the business community, we believe city staff can help create more intentional interactions between elected officials and business owners in the city. More intentional interactions enhance the likelihood that elected officials can make policy and budget related decisions that will support business and enhance their ability to reinvest in their companies and in their workforce.

Action Steps:

- Include city council members in business ribbon cuttings and outreach visits; promote these on social media and through other marketing channels
- Create an economic development bi-annual report for city staff, elected officials, and residents of Orem
- Present the economic development bi-annual report to elected officials in a City Council Work Session every six months

City leadership can take two complimentary approaches to facilitate better engagement between business owners and elected officials. First, the Economic Development Division should facilitate more opportunities for the mayor and city council members to join them on business outreach visits. This should not be used as a political tool, but rather an opportunity for council members to gain a firsthand perspective on the opportunities and challenges facing business owners in Orem. In addition, visits by elected officials should be used to promote and support businesses – the economic development team can promote and share information on the visits through social media and the city website to increase visibility for businesses.

Second, city leadership and the Economic Development Division should commit to creating a bi-annual report to inform city staff, elected officials, and residents of the Division's activities and outcomes. This report should be both informative and serve to inform future budget and policy-related decisions. Information for consideration can include the number of business visits, the types of businesses visited, common trends, common challenges, and actions taken to support businesses. In addition, the project team encourages business outreach practitioners to consider how they can calculate and track the impact of the business visit. Metrics could include referrals made, programs and events offered, financing secured, and jobs indirectly created.

Best Practice:

City of Birmingham Small Business Council

The City of Birmingham's Department of Innovation and Economic Opportunity has created a system for involving the city mayor and his administration in local business support efforts. Launched in 2019, the Small Business Council (SBC) assists and advises the mayor on small-business strategies and practical matters. The SBC comprises 22 small business owners, startup founders, and other ecosystem builders, all of whom provide unique insights into the city's business environment.

Strategy 3: Lead by Example by Supporting Local Business

For years, study after study has demonstrated how supporting local businesses ultimately enhances local and regional economies. According to the Small Business Administration (SBA), approximately 68% of money spent locally stays local. That percentage goes toward the following: local taxes, which support local school districts, fire, police, and critical public services; compensation for employees; and local support services like accounting, legal, marketing, etc.

Action Steps:

- Review city procurement policy with the city's procurement and budget manager; encourage the city to purchase from local vendors where appropriate
- Work with the regional Procurement Technical Assistance Center (PTAC) office to assist local businesses become approved government vendors
- Help major employers in Orem review and implement buy local procurement initiatives
- Continue supporting buy local campaigns, initiatives, and events through the Orem Business Alliance

The City of Orem's Economic Development Division is in prime position to not only actively promote a 'buy local' campaign and culture, but the city is also in position to lead by example. City leadership can take several steps to actively support local small business. First, city leadership, in partnership with the city procurement manager and budget manager, should review current city procurement policies and procedures to ensure more city supplies and services are purchased through local vendors. City government is an anchor employer and should take steps to buy local when it's both economically and practically appropriate. Additionally, city procurement managers should look for opportunities to purchase from business owners from historically underrepresented communities. Further, city leadership should work with other local businesses to develop local procurement policies of their own.

Finally, city staff should work with economic development partners and local business owners to create, and support buy local campaigns, events, and initiatives. The project team understands that buy local campaigns have existed in the past in Orem; the team suggests that buy local campaigns be reinstated. More importantly, our experience suggests that buy local campaigns are most effective when developed and supported at the local level. The Orem Business Alliance is in prime position to lead the charge to implement, and support buy local campaigns, events, and celebrations.

Best Practice:

Buy Newark

Newark's 'buy local' campaign is focused on increasing the number of purchases made by Newark residents within their own community. Their campaign employs three strategies: institute formal local preferences, build the capacity of local businesses; and cultivate relationships with the local business community. Collectively, these strategies attempt to retain local resources, improving the local economy as a result.

Strategy 4: Leverage University Assets to Support Business

Established as a vocational school in 1941, Utah Valley University has grown into the largest university in the state of Utah. Featuring accolades such as the number one school in Utah for alumni earnings, number 2 in the state of Utah for 'best bang for your buck,' and the number 3 ranking for best return on investment in the nation[5]. Utah Valley University is an anchor institution that most communities can only dream of. The City of Orem should continue to take steps to build synergy with the university by recognizing and leveraging the human and intellectual capital residing in the community every day.

In addition to Utah Valley University, Brigham Young University (BYU) sits just outside city limits. Founded in 1875 by religious leader Brigham Young, this private research university offers over 180 undergraduate majors and 64 master's programs to over 30,000 students[6]. The city should continue to foster strong partnerships with BYU, tapping into its research capability and capacity to support local Orem technology and manufacturing companies.

Action Steps:

- Continue to build strong partnerships with university leadership
- Work with university leaders and faculty at Utah Valley University and BYU to facilitate practical education opportunities with local businesses
- Connect educational organizations such as the UVU Entrepreneurship Institute, Mountainland Technical College, and the BYU Rollins Center for Entrepreneurship and Technology to support Orem businesses for capstone projects and internship opportunities
- Consistently engage with student population through networking events, pitch competitions, lunch and learns, and mentorship meet and greets.

To strengthen these university relationships Orem can consider creating and hosting annual Orem Business Alliance Lunch and Learns to connect Orem businesses to students and faculty. Orem leadership should work with organizations like the UVU Entrepreneurship Institute, Mountainland Technical College, and the BYU Rollins Center for Entrepreneurship and Technology. Students and faculty should have clear pathways to support businesses on capstone projects, obtain internships, and connect with potential professional mentors. The overarching goal should be to enable students and faculty to support Orem businesses but to also foster an environment that allows students and faculty to innovate, create, and take risks to create the next generation of great Orem businesses.

FOCUS AREA 2:

Business Attraction

While business retention and expansion efforts are crucial to the mission of the Orem Economic Development Division, an intentional business attraction campaign should also be designed to attract businesses that can capitalize on local assets and complement the existing business environment. The attraction of new businesses to the city will diversify the industry mix, add new jobs, and stimulate novel economic growth. An overreliance on any single industry places the community in a precarious situation; an economic shock –like a pandemic—could cause conditions to change and the local economy could become destabilized. A business attraction campaign would provide the city with the opportunity to explore the potential for new, growing industries to add value to the community.

Orem's business environment is home to many valuable assets; an abundance of human capital, available Class A office space, and a strategic location all give Orem a competitive advantage in business attraction efforts. The city should aim to understand which businesses would best complement the city's economy, and then should leverage its assets to attract targeted businesses to the area.

Strategy 1: Take Inventory of Available Commercial, Industrial, and Office Properties

Repeatedly throughout the planning process, business and community leaders expressed concern about the growing inventory of vacant and underutilized commercial and retail space. In addition, the project team was informed of several parcels of land that were prime for development, but to date, no action has been taken. A common expression in economic development states that 'no product, no project.' In other words, if Orem does not have shovel-ready marketable land, or move-in ready quality commercial space, business attraction efforts will yield negligible results.

Action Steps:

- Prioritize ongoing land and building inventory and availability
- Conduct a market and cost analysis with a third-party service provider
- Showcase and list available land and space to a targeted audience via City Economic Development website
- Share monthly article postings on property in local newspapers, media, and showcase articles on the Economic Development website

The project team suggests that city leadership develop a formal process to inventory and catalog available land, and commercial and industrial space. This should be an ongoing exercise; it's paramount that economic development leaders have accurate and up-to-date insight on available land and buildings. This ongoing inventory should help inform development priorities in conjunction with both public and private sectors partners.

Further, city leadership should work with a third-party real estate advisory firm to conduct a market and cost analysis on available properties. This analysis should inform city leaders on the current market value of available land and space and help public partners and private developers and businesses ascertain development or redevelopment costs. In addition, the analysis should assess the status of infrastructure, to ensure that properties are marketable to potential tenants. Further, the analysis should provide a comparative analysis with similar cities to Orem competing in the business attraction game. Finally, city leadership should forge strong and sustainable relationships with the regional commercial real estate broker community, to ensure that both parties can successfully collaborate to market available properties.

Strategy 2: Conduct a Target Industry Analysis

No community can compete successfully for every business or industry. Before Orem can launch an extensive business attraction initiative, the project team strongly encourages city leadership to conduct a Target Industry Analysis. A Target Industry Analysis will enable Orem to better understand which industries best fit the economic assets and competitive advantages of the community, and which business types will contribute to achieving the community's vision for the future.

Action Steps:

- Review the quantitative data, qualitative data, and retail gap analysis in this report to inform the basis of a target industry analysis
- Develop an RFP soliciting professional firms to conduct a target industry analysis
- Hire a professional firm with experience conducting a Target Industry Analysis for the purpose of business attraction

To conduct a Target Industry Analysis city leadership can utilize some of the datasets presented in this plan, including the retail gap analysis, location quotient analysis, and industry and occupation trends. Further, by conducting more intentional and thorough business outreach visits to the existing business base, city leaders can supplement the quantitative analysis with a better understanding of the needs of the current businesses, including understanding potential suppliers, buyers, service providers, and strategic partners. Both tactics can be used to form the basis of a target industry strategy; however, the project team recommends that the city allocate resources in the future for a professional firm to conduct a more extensive and comprehensive report to increase clarity and to outline clear industry targets. More specifically, the project team recommends the city partner with a professional service firm with direct experience analyzing local market conditions and developing a target industry analysis for the purposes of business attraction.

Best Practice:

Economic Development Authority of Western Nevada

The Greater Reno-Sparks-Tahoe area is a fast-growing region in the United States, and its economic development authority is focused on attracting the right industries to the region. To ensure its industry attraction efforts were appropriately targeted, they conducted a targeted industry analysis which resulted in the identification of eight target industries. These industries include renewable energy, technology, advanced manufacturing, and others with potential for benefitting the regional economy.

Strategy 3: Utilize the Target Industry Analysis to Develop an Integrated Economic Development Marketing and Business Attraction Campaign

To successfully attract new business to the community, city leadership needs to dedicate resources to develop a comprehensive and integrated economic development marketing and business attraction campaign. Adequate resources are required to deploy the multitude of marketing tools required to connect with and influence both site selection firms and key business decision makers. An integrated approach should successfully position Orem as a competitive market for investment – this is achieved by product differentiation, price competitiveness, and market focus.[8]

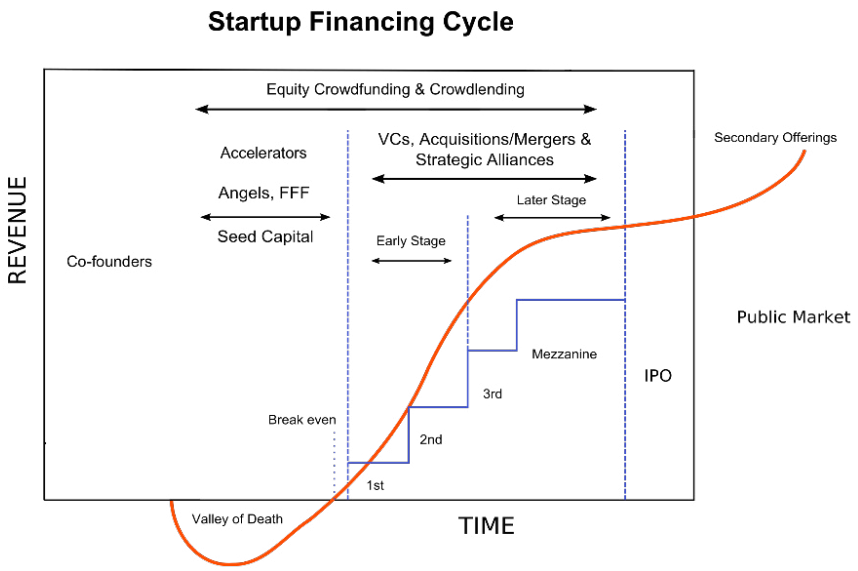

Figure 5: Startup Financing Cycle. Source: Kmuehmel

The qualitative and quantitative analysis in this plan can serve as the foundation for an integrated marketing campaign designed to position Orem as a competitive market. In particular, the SWOT analysis, Retail Gap Analysis, and the Industry and Occupation Analysis can inform the team how to position Orem appropriately. In addition, by completing Strategy 1 and Strategy 2 listed above, city leadership will be well-suited to begin developing a value proposition for site selectors and businesses to consider. While we believe this plan can inform early action and assist city staff in the development of a marketing campaign, the project team suggests that Orem hire a professional marketing firm to develop and execute the campaign – specifically a marketing firm with experience in economic development business attraction.

Action Steps:

- Consider allocating appropriate resources to develop and execute a marketing and business attraction campaign
- Consider developing an RFP soliciting professional firms to develop and manage an integrated marketing campaign
- Focus marketing campaign on industries identified in the target industry analysis to assist in filling office space at University Place and Canyon Park Technology Center
- Consider identifying and purchasing lead generation software
- Identify and attend trade shows and conferences in identified target industries
- Plan and host annual or bi-annual familiarization and/or site selector tours

Best Practice:

Watertown Development Company

Watertown, South Dakota's Watertown Development Company (WDC) was created in 1947 to establish, fund, and direct programs designed to promote and increase the commercial, financial, and economic vitality of the city. Their website markets many of the community's assets, like affordable housing, quality education systems, and a variety of recreational activities. In addition, it spotlights its top industries, as well as those it is most motivated to attract to the region.

Strategy 4: Prioritize Intentional Collaboration with Regional and State Economic Development Organizations

Best practices suggest that when localities win in the business attraction game, it is in part because they have formed strong partnership with statewide and regional economic development partners. As mentioned earlier in this plan, Utah is widely regarded as a very competitive state for economic development. Traditionally, business attraction projects are managed at the state level, and because of this, the project team suggests that city leadership focuses on building a stronger and more intentional relationship with the Governor's Office of Economic Opportunity. City staff should ensure they have full knowledge of the suite of financial tools and incentives offered through the state. In addition, city leadership should understand and activate the tools and resources offered by the Office of Outdoor Recreation and the Office of Tourism. Further, the project team encourages city leadership to explore the utility of the Utah Main Street program, which will be discussed later in this plan.

Action Steps:

- Connect with state leadership on a regular basis
- Convene regular meetings with state delegation to inform them of economic development goals and strategies
- Research, identify, understand, and be prepared to utilize state capital tools and financial incentives (Resources include Go Utah, Mountainland Association of Governments (MAG), Utah Redevelopment Agency (URA), Utah Alliance for Econ Dev, Utah South Economic Partnership (USEP), World Trade Center of Utah, etc.)

The project team encourages city leadership to create forums for city staff to meet with state leadership on a more consistent basis, take full advantage of the resources and technical assistance provided by the Office of Economic Development, and ensure that Orem's business attraction strategy is well-aligned with the office's statewide focus. Further, regular meetings and communication with the local delegation will ensure that elected representatives are aware, can communicate the community's priorities, and make policy, legislative, and budget related decisions that support Orem's economic development agenda.

Photo courtesy of The Muller Company

Focus Area 3:

Entrepreneurship and Innovation

One of Orem's greatest strengths is its highly capable population. Local colleges and universities graduate thousands of young, ambitious professionals every year, many of whom are eager to contribute to the economy in an innovative way. Entrepreneurial ventures greatly benefit the city, and the Orem Economic Development Division should actively support individuals or groups who are interested in hatching a new business within city limits.

There exist many resources available to prospective entrepreneurs in Orem, but the systems for connecting individuals to those resources could be improved. The local government, educational institutions, existing businesses, and other community actors share responsibility for creating a supportive environment for entrepreneurs. In this section, the project team has outlined several strategies for doing so. Orem has a history of incubating many highly successful startups, including LiveView Technologies, Blendtec, Pura, WordPerfect, Omniture, and it is in the city's best interests to ensure up-and-coming innovators feel supported in their efforts to build out the local economy in forward-thinking ways.

Strategy 1: Increase Access to the Full Spectrum of Capital

During various interviews and focus groups, stakeholders expressed concerns about the lack of adequate resources for small businesses. Most notably, numerous participants cited a lack of capital products and financial incentives for small businesses. While the project team believes there are several appropriate capital products in place in Orem, there is room for improvement in several areas. City leadership should conduct a citywide analysis to evaluate current capital offerings and work with appropriate partners to fill any noticeable gaps. City leadership should work with external partners to ensure that capital is available for businesses at all stages of the business lifecycle – through business ideation to succession, and every step in between.

Action Steps:

- Survey businesses during business outreach visits and at Orem Business Alliance meetings to assess their need for capital
- Use survey results to inform strategic next steps
- Work with private lenders and economic development partners to list, outline, and ensure available and accessible capital across the full business lifecycle – from ideation to succession.
- Consider funding sources and financial incentives for property owners to make exterior improvements
- Think creatively how to utilize the Utah Microloan Fund, Utah Microenterprise Loan Fund, Mountainland Association of Governments Small Business Loan Fund, and possibly Orem CDBG funding
- Consider creating Community Reinvestment Areas (CRAs) along State Street to fund exterior improvements of businesses

Several steps will help this process. First, the project team suggests that city leadership survey businesses during business outreach visits on their access and awareness of capital products. Informal surveying during business outreach visits can inform strategic implementation and support decisions to create new funding sources or recapitalize and amend current funding sources. Second, city leadership should consider redeploying interest earned on the city revolving loan funds to create and capitalize small business grant funds. These small grant funds can help small businesses access professional services or make physical improvements to their business exterior and façade. Third, the city should take inventory of available capital products for small businesses at the local and state level and take a more intentional approach to ensuring small businesses are aware of the variety of products available to them. This can be accomplished with a more intentional outreach and marketing approach from the city Economic Development Division. Lastly, the city should consider the continued use of Community Reinvestment Areas (CRAs) along State Street and other strategic corridors to help fund development, infrastructure, and exterior improvements to existing properties.

Strategy 2: Build Places for Entrepreneurs to Flourish

One potential solution to address some of the vacant or underutilized space in Orem is to think differently about how that space can be activated. The project team believes that city leadership can continue to support startup businesses and entrepreneurs by focusing on building out a physical ecosystem that allows them to startup, thrive, and grow. City leadership should work with the private sector, strategic economic development partners, and university leadership to build out coworking spaces, flexible space, and mixed-use space that appropriately accommodates the types of businesses already thriving in Orem, and those they are trying to attract through a business attraction campaign.

Action Steps:

- Double down on efforts to activate, market, and fill Canyon Park Technology Center
- Create a pipeline for incubator and accelerator companies to fill vacant space
- Consider reevaluating zoning policy; enable creative mixed-use for vacant and underutilized properties
- Look for and research opportunities to develop modern coworking space(s) at Canyon Park Technology Center and/or University Place

The project team believes the highest priority should be working with The Muller Company to fully activate and fill Canyon Park Technology Center. City leadership should continue to find ways to activate the space through events, programming, and host potential businesses for site tours. In addition, the city should consider helping the Utah Valley Business Resource Center (BRC) build a stronger partnership with The Muller Company. Companies participating in and leasing space at the BRC are in a natural pipeline to fill space at Canyon Park Technology Center. The goal of the incubation and acceleration program at the BRC should be to hatch those companies into long-term space – Canyon Park Technology Center is the perfect fit.

In addition, city leadership should consider reviewing current zoning policy and make the appropriate changes to allow commercial and industrial property owners to subdivide units to accommodate both light manufacturing, retail, warehousing, and shipping in the same location. Commonly referred to as 'flex space,' a change in zoning policy could facilitate better utilization of properties and the industry segments that can use this space are well-positioned to complement the current industry mix in Orem.

Best Practice:

Scottsdale Fashion Square

In 2019, the former Barneys New York at Scottsdale Fashion Square in Scottsdale, Arizona was repurposed as a coworking space. Partnering with national real estate company Industrious, the mall now features over 33,000 square feet of coworking space for entrepreneurs, small businesses, remote workers, and freelancers. The space embraces the 'live, work, play' ethos common across the country, and offers shared office space, coffee lounges, private offices, and access to a number of amenities.

Strategy 3: Focus on Culture Building

Building an entrepreneurial ecosystem is more than offering capital and physical spaces for business startups to flourish. The city must take intentional steps to build a culture that facilitates, supports, and nourishes risk-takers, innovators, and the next generation of great Orem business owners. City leadership can take several steps to harness the talent in the community and facilitate an ecosystem that produces and sustains high-potential 21st century businesses.

Action Steps:

- Offer programming geared towards innovative and technology enabled companies and startups through the Orem Business Alliance
- Support the BRC in creating pitch competitions and business plan competitions
- Facilitate the creation of peer-to-peer and mentorship networks
- Connect with Utah Manufacturing Extension Partnerships (Utah MEP)
- Network with local multi-cultural chambers to help facilitate specific programming and support services for aspiring and current entrepreneurs from historically underrepresented segments of the population

First, city leadership should continue its partnership with the Utah Valley Business Resource Center (BRC). More specifically, city leaders should support the BRC in creating innovative and exciting business plan and pitch competitions. Additionally, city leaders should integrate the Orem Business Alliance into efforts to support startups and entrepreneurs – offering support, sponsorship, and evaluators in business pitch competitions. Further, partnerships should be expanded to include local multi-cultural chambers to help facilitate specific opportunities and support services for aspiring and current entrepreneurs from historically underrepresented segments of the population.

Second, city leadership should work with regional partners to launch and support peer-to-peer networking groups and opportunities. Creating an ecosystem of people who can share ideas and experiences is the cornerstone of any great entrepreneurial ecosystem. Intentionally facilitating these opportunities is paramount to launching more organic opportunities for entrepreneurs to connect. In addition to peer-to-peer networks, city leadership should work through the Orem Business Alliance to create a network of mentors who are willing and able to support the next generation of business owners. Lastly, technical support should be offered through existing organizations like the Utah Manufacturing Extension Partnership, Utah State University, BYU, and private sector service providers.

Best Practice:

Fairfield Iowa Entrepreneurs Association

The Fairfield Entrepreneurs Association is committed to creating a culture of entrepreneurship in Fairfield, Iowa. The website boasts the creation of 5,000 new jobs, $300 million in investment and $2 billion in new equity through the association. A variety of programs are offered, including entrepreneurial coaching, financing programs, and relocation programs. Collectively, all the startup resources create a culture which encourages entrepreneurship.

Strategy 4: Take a Targeted Approach to Incubation and Acceleration

One of the most important economic development assets in Orem is the Utah Valley Business Resource Center. As an original funding partner, the City of Orem has both a financial and strategic incentive to fully support the efforts of the BRC. With that in mind, the project team encourages city leadership and the Economic Development Division to support the BRC through enhanced collaboration, business client referrals, events, programming, and shared resources. Further, it is imperative that the BRC has a key seat at the table should the city decide to move forward with a target industry analysis.

While the project team is encouraged by the efforts of the BRC, and more specifically its efforts to incubate and hatch businesses, there appears to be an opportunity to take a more targeted approach. Like in business attraction, incubator programs cannot support all businesses and industries. Because of this, city leadership, along with university and BRC leadership, should become more involved in the pipeline of incubator businesses the BRC supports. This can be accomplished by ensuring BRC leadership is heavily involved in the target industry analysis. The BRC incubator program should focus on technology-enabled, scalable businesses that support and complement the existing industry base in Orem. Further, the BRC should look to recruit businesses that have the appropriate talent pool to draw from. Building more intentional partnerships with Utah Valley University and BYU is a strategic step to ensure incubator businesses have access to talent as they grow and scale. Lastly, city leadership should be prepared to promote ongoing efforts to build out a citywide fiber network system. The potential Utah Telecommunications Open Infrastructure Agency (UTOPIA) network of fiber optic internet access is an asset that will be attractive to technology-enabled 21st century startups.

Action Steps:

- Continue to support the Utah Valley Business Resource Center through collaboration, business client referrals, events, serving on the BRC Executive Board, advertising BRC programming, etc.
- Ensure leadership at Utah Valley University, BYU, and the Utah Valley Business Resource Center are integral partners in the Target Industry Analysis
- Ensure that business development efforts at the BRC Incubation program are well-aligned with a target industry analysis
- Consider partnering with Canyon Park Technology Center to create an additional business incubator
- Provide information about UTOPIA fiber to high-tech enabled companies

Best Practices:

Des Moines Iowa Global Insurance Accelerator

Des Moines' Global Insurance Accelerator is a business accelerator designed specifically to support entrepreneurship and innovation in the insurance industry. The accelerator's investors and mentors are comprised mostly of insurance professionals, and the services provided are designed to bolster the growth of the industry in the city. Des Moines has identified the insurance industry as an appropriate business expansion target and provides resources for firms or individuals interested in contributing to the effort.

Cape Girardeau Codefi Co-Working Space

Codefi is an entrepreneurial system which partners with private and public groups to train workers and innovators in digital professions. Codefi builds and attracts software-focused companies and creates community spaces which can support the expansion of the digital economy in Missouri. In their coworking space they offer large office space, small working stations, and simple desk space to accommodate workers with a variety of needs.

Focus Area 4: Quality of Life

Ultimately, the local economy can flourish only as much as is allowed by its environment. Improvements to the quality-of-life assets in Orem are crucial for ensuring the economy continues to grow. Many challenges face the city in this regard; limited developable land, high housing costs, and poor pedestrian and transit infrastructure will begin to impact the economy more severely if unaddressed.

The Orem Economic Development Division, in partnership with other local government agencies and community actors, should prioritize the exploration of solutions which address these problems; other economic development strategies might be futile without improvements to the infrastructure, regulatory, and political environment within the city. In this section, strategies are provided for increasing public engagement, stimulating new economic growth, and improving the general quality of life afforded to Orem residents.

Strategy 1: Consider Creating a Forum for Community Discussion, Debate, and Research

Consistently through this process, the project team encountered fragmented and conflicting views on the direction and economic future for Orem. During onsite stakeholder sessions, participants ranked an inability to unify around a singular vision for the future as the number one challenge facing the community. The fact that the city's most recent EDSP was adopted over seven years prior and has not been fully revisited in the time since could be a contributing factor to this lack of a unified approach. Further discussion on the matter with community stakeholders yielded constructive and hopeful insights, but participants were unable to arrive at a consensus on a shared vision.

Action Steps:

- Research and identify ways to engage local and regional Universities, including Utah Valley University, Mountainland Technical College, Weber State University, Southern Utah University, Utah State University, BYU, and University of Utah (Kem C. Gardner Policy Institute) to take the lead in organizing local community forums
- Engage local philanthropic organizations to assess funding
- Research best practice community ambassador and fellowship programs

Based on these factors, the project team encourages city leadership to work with local and regional partners to explore the creation of a non-partisan forum for community discussion, debate, and research. The Utah Valley Chamber of Commerce, the Orem Business Alliance, and the Business Resource Center are all potential partners that can help establish forums for healthy community debate and discussion around Orem's future and can help identify and address any issues that may appear.

The project team recognizes that local universities each have some iteration of this concept and working with established groups would be deemed as an acceptable path forward. Whether creating a new organization or building a stronger partnership with existing organizations and initiatives, city leadership should ensure there is a place where healthy conversations can occur, and ideas can take action. This initiative should be anchored on a foundation of academic study and research, as well as constructive discussion that can crystallize a shared vision for the future of Orem.

Best Practice:

Jefferson Educational Society

The Jefferson Educational Society in Erie, Pennsylvania is a nonprofit organization that promotes civic engagement for societal progress. Through research and discussion about emerging ideas and events, the Jefferson Educational Society aims to facilitate collaboration in a more united community improvement effort. The Society offers courses, seminars, and lectures that can help members understand Erie's past, present, and future opportunities, and provides a platform for members to engage through.

Strategy 2: Review and Re-evaluate Local Zoning and Policies

Many of the concerns and frustrations voiced in the stakeholder engagement sessions revolved around zoning and the regulatory environment in Orem. While it's not uncommon, the project team believes these concerns can be addressed with a balanced approach to reviewing and revising certain policies to facilitate the right kind of growth in Orem. The project team encourages city leadership to allocate resources so that neighborhood plans across Orem can continue to be reviewed and updated. The neighborhood plans that were reviewed by the project team were useful and informative; however, these plans were developed between 2015 and 2020 and some have become quickly outdated due to recent, significant changes in the community and in the country. The COVID-19 pandemic and accelerated growth in the community will continue to shape future change. Continually updating plans may facilitate more substantive feedback from the residents and allow both the Economic Development Division and the Development Services Department to align policies and strategies to meet the needs of residents.

Action Steps:

- Commit to intentional and consistent dialogue with property owners and residents – ensure key city departments are collaborating to address concerns in an appropriate manner
- In targeted and strategic locations, consider revising and reducing restrictions on duplexes, fourplexes, and townhomes
- In targeted and strategic locations, consider zoning changes that will better facilitate medium-density development
- Continue to support and consider allocating resources to the Neighborhood Improvement Team
- Update neighborhood plans

Further, the project team encourages city leadership to consider reviewing and reevaluating zoning policies in Orem. While the project team doesn't suggest making drastic changes to zoning policy overnight, the team suggests that city leadership commit to consistent and constructive discussions with residents and property owners. Further, the project team encourages the Development Services Department, the Economic Development Division, and the Community Services Division to look for ways to enhance collaboration so the city is well-positioned to make strategic changes to zoning and policy when appropriate.

In addition, city leadership should look for ways to facilitate more mixed-use development in targeted and strategic locations. The project team often heard about the desire for more 'flex space'. Flex space, in this instance, refers to the ability to subdivide a unit with retail in the front of the building, and shipping, distribution, or logistics operations in the back half of the building. Lastly, the zoning office should look for ways to facilitate more medium-density residential accommodations in targeted and strategic locations. This includes duplex, four-plex, and townhouse style developments.

Lastly, the city of Orem should continue to refine the culture and approach to code enforcement. The project team heard many concerns about absentee landlords. In the project team's experience, overly combative code enforcement is rarely the answer. Instead, the city should continue to allocate resources to the Neighborhood Improvement Team and ensure that collaboration is occurring across key departments in the city hall.

Strategy 3: Focus on Outdoor Recreation and Tourism

Orem is an outdoorsman's paradise; with easy access to mountains, trails, and other recreational sites, the city is an ideal location for its active, healthy population. Local parks are largely considered to be one of Orem's greatest strengths; green space, playgrounds, and sports complexes attract visitors from beyond city limits. City Center Park hosts a weekly farmers market, and the city owns a 55-acre sports park on the southwest side of town. In addition, Sundance is only 15 minutes from Orem and is an excellent location for hiking, snowboarding, and skiing. Mount Timpanogos can be seen from anywhere in the city and is a beacon to adventurous hikers and mountain bikers.

All these features are marketable to residents and tourists alike. The natural environment is attractive to travelers, and the prevalence of the retail and restaurant industries only adds to its appeal for tourists. An expanded marketing strategy which promotes Orem as a destination could help generate local business and increase tax revenue. The effectiveness of this strategy is contingent upon the successful execution of the first strategy outlined in this section; a unified vision for the city is a requirement for its marketing under a single brand.

Action Steps:

- Consider creating a City of Orem Tourism Commission or Advisory Council
- Work with the Utah Valley Visitor's Center, Utah Office of Tourism, and Explore Utah Valley to include and promote Orem as destination
- Research the option of creating a "Recreation District" in the remaining areas available for development from the mouth of Provo Canyon up 800 N all the way to State Street to encourage and facilitate recreation-based development

Orem should not simply be a suburb of Salt Lake City, or as a commuting track between rural towns and urban hubs; the accessibility of the city should be increased. At present, there is no clearly defined city center. University Place is home to a variety of retail vendors and restaurants, but the mall is relatively self-contained and does not connect well to other parts of the city. The city center is not walkable, and it is difficult for residents to travel around Orem without a vehicle.

To attract tourists more effectively to the area, the city must be developed to accommodate travelers. Many tourists will not have easy access to personal transportation, which could justify further consideration to expand the city's public transit options. Additionally, visitors will likely be unfamiliar with many of the experiences Orem has to offer. An intentional effort should be made to provide visitors with resources that enhance their experience within the city.

Ultimately, the expansion of the tourism industry within the city will benefit all aspects of the economy. With increased revenues, the city can make improvements to infrastructure and quality-of-place amenities in the area, which will only attract more tourists and improve the lifestyles of current residents.

Best Practice:

Visit Richmond, Virginia

Richmond, Virginia's natural environment is one of the city's most valuable assets, and the city has successfully created a unified, marketable identity centered around outdoor recreation. The city hosts the country's largest music and sports festival, maintains more than 70 miles of mountain bike trails, and has been voted Outdoor Magazine's best river town. The recreation page on the city's website, titled "Outdoor RVA," spotlights some of its most popular recreational facilities and invites residents and tourists alike to get outside and enjoy the natural environment.

Strategy 4: Allocate Resources for Façade Improvement, Placemaking, and Accessibility

During stakeholder engagement sessions, and throughout the project team's preliminary discovery, the appearance of State Street was a topic of conversation. A major corridor for residents across the region traveling east and west, State Street has historically been the epicenter of the 'Retail Hub of Utah County". However, years of neglect and lack of focus have resulted in a corridor that looks dated and need of reimagination and reinvestment. The project team encourages city leadership to explore ways to revitalize the corridor with a focus on façade improvement, placemaking, and accessibility.

Action Steps:

- Explore Utah Main Street Designation for State Street
- Work with UTA and UDOT to enhance multimodal transportation options
- Enhance community gateways
- Work with other departments within the city to develop a plan to invest in public, interactive art exhibits

First, the project team highly encourages city leadership to explore a Main Street designation through the Governor's Office of Economic Opportunity. According to the website, "The Utah Main Street Program helps communities revitalize their economy, appearance, and image of downtown commercial districts. They do this by building a strategy centered around a community's unique heritage and attributes that make it a great place to live and visit. The program provides a framework and resources to support a community's downtown revitalization efforts." With a Main Street designation, city leadership, in partnership with business and residents, can tap into resources to revitalize the corridor, preserve the history and culture of the community, and enhance business facades, placemaking, sense-of-place, and accessibility.

Relatively speaking, the project team does not consider Orem to be a walkable city. However, the community has several assets in place that can improve that perception quickly and dramatically. City leaders should consider forging stronger relationships with the Utah Transit Authority, Utah Department of Transportation, Utah State University, and other strategic stakeholders to enhance multi-modal transportation options. Drastic measures are not required, instead, city leaders should focus on greater promotion of public transit options, implement more visible way-finding measures, consider community gateways at strategic locations, and promote walkability, bikeshare programs, and suburban trails throughout the community. Additionally, city leadership should coordinate with the Orem Arts Council to develop and implement public art installations to improve the aesthetic and appeal to strategic nodes across the city.

Best Practice:

Frederick Maryland Downtown Partnership

The Downtown Frederick Partnership is a nonprofit organization that is dedicated to improving the quality of life of Frederick, Maryland residents. Some of their objectives include increasing diversity, redeveloping old storefronts, opening restaurants and shops, and expanding access to public transportation. This program also manages the city's Main Street program, which is a program that has been active since 2001. The partnership's revitalization efforts have spurred innovation within the city and helped grow the local economy.

Implementation Matrix

Business Retention and Expansion

Strategies	Action Items	Timeline	Metrics for Success
Goal 1: Improve the Small Business Culture in Orem			
Make the Orem Business Alliance a Strategic Priority of the Economic Development Division	• Review and reevaluate business outreach goals • Create an asset map of economic development service providers • Review and reevaluate business outreach marketing strategy • Purchase and utilize a CRM system to collect and analyze primary information; capture trends; track business visits, and economic development strategy and goals	Short (1-2 years)	• Clear list of business outreach goals • # of economic development service providers identified • Adoption of CRM system
Engage Elected Officials in Business Outreach and Engagement	• Include city council members in business ribbon cuttings and outreach visits; promote these on social media and through other marketing channels. • Create an economic development bi-annual report for city staff, elected officials, and residents of Orem • Present the economic development bi-annual report to elected officials in a City Council Work Session every six months	Ongoing	• # of business outreach meetings with city council • # of businesses added to business outreach list • # of visits made with city council members or mayor
Lead by Example by Supporting Local Business	• Review city procurement policy with the city's procurement and budget manager; encourage the city to purchase from local vendors where appropriate • Work with the regional PTAC office to assist local businesses become approved Utah government vendors • Help major employers in Orem review and implement buy local procurement initiatives • Reinstate buy local campaigns, initiatives, and events through the Orem Business Alliance	Medium (2-3 years)	• # of local businesses approved as government vendors • # of buy local events or campaigns • # of collaborative initiatives started with local employers
Leverage University Assets to Support Business	• Continue to build strong partnerships with university leadership • Work with university leaders and faculty at Utah Valley University and BYU to facilitate practical education opportunities with local businesses • Connect educational organizations such as the UVU Entrepreneurship Institute, Mountainland Technical College, and the BYU Rollins Center for Entrepreneurship and Technology to support Orem businesses for capstone projects and internship opportunities • Consistently engage with student population through networking events, pitch competitions, lunch and learns, and mentorship meet and greets.	Medium (2-3 years)	• # of collaborative events led by universities and the city, jointly • # of internship opportunities offered • # of interns hired for full-time positions after completion of internship • % of graduate retention rate in Orem • $ committed to collaborative initiatives
Champions & Partners: Orem Economic Development Division, City Council, Local Colleges and Universities, Regional PTAC Office			

Business Attraction

Strategies	Action Items	Timeline	Metrics for Success
Goal 2: Launch a Business Attraction Campaign			
Prioritize Intentional Collaboration with Regional and State Economic Development Organizations	• Connect with state leadership on a regular basis • Convene regular meetings with state delegation to inform them of economic development goals and strategies • Research, identify, understand, and be prepared to utilize state capital tools and financial incentives (Resources include Go Utah, MAG, URA, Utah Alliance for Econ Dev, USEP, World Trade Center of Utah etc.)	Ongoing	• # of annual meetings with state leadership • Creation of a catalog of state capital tools and financial incentives
Take Inventory of Available Commercial, Industrial, and Office Properties	• Prioritize ongoing land and building inventory and availability • Conduct a market and cost analysis with a third-party service provider • Showcase and list available land and space to a targeted audience via City Economic Development website • Share monthly article postings on property in local newspapers, media, and showcase articles on the Economic Development website	Short (1-2 years), then ongoing	• # of properties identified for commercial or industrial development • Creation of structure to market available land • # of participants in real estate forums • # of article postings made in local media
Conduct a Target Industry Analysis	• Review the quantitative data, qualitative data, and retail gap analysis in this report to inform the basis of a target industry analysis • Develop an RFP soliciting professional firms to conduct a target industry analysis • Hire a professional firm with experience conducting a Target Industry Analysis for the purposes of business attraction	Medium (2-3 years)	• Publish of RFP • Identification of clear target industries
Utilize the Target Industry Analysis to Develop an Integrated Economic Development Marketing and Business Attraction Campaign	• Consider allocating appropriate resources to develop and execute a marketing and business attraction campaign • Consider developing an RFP soliciting professional firms to develop and manage an integrated marketing campaign • Focus marketing campaign on industries identified in the target industry analysis to assist in filling office space at University Place and Canyon Park Technology Center • Consider identifying and purchasing lead generation software • Identify and attend trade shows and conferences in identified target industries • Plan and host annual or bi-annual familiarization and/or site selector tours	Long (3-5 years)	• # of resources committed to marketing and business attraction campaign • Publish of integrated marketing campaign RFP • Purchase of lead generation software • # of trade shows and conferences attended by staff • # of site selection tours hosted
Champions & Partners: Orem Economic Development Division, Utah Governor's Office of Economic Opportunity, Mountainland Association of Governments, Utah Redevelopment Agency, Utah Alliance for Economic Development, Utah South Economic Partnership, World Trade Center of Utah			

Entrepreneurship and Innovation

Strategies	Action Items	Timeline	Metrics for Success
Goal 3: Foster an Environment That Allows Risk Takers and Innovators to Start and Grow New Businesses and Industries			
Take a Targeted Approach to Incubation and Acceleration	• Continue to support the Utah Valley Business Resource Center through collaboration, business client referrals, events, advertising BRC programming, etc. • Ensure leadership at Utah Valley University, BYU, and the Utah Valley Business Resource Center are integral partners in the Target Industry Analysis • Ensure that business development efforts at the BRC Incubation program are well-aligned with a target industry analysis • Consider partnering with Canyon Park Technology Center to create an additional business incubator • Advertise UTOPIA fiber to high-tech enabled companies	Ongoing	• # of referrals made to BRC • # of advertising and marketing events held by BRC • # of new businesses incubated • # of businesses graduated from incubation space into long-term space • # of businesses within BRC that fall under targeted industries
Focus on Culture Building	• Use the Orem Business Alliance to offer programming geared towards innovative and technology enabled companies and startups • Support the BRC in creating pitch competitions and business plan competitions • Facilitate the creation of peer-to-peer and mentorship networks • Connect with Utah Manufacturing Extension Partnerships (Utah MEP) • Network with local multi-cultural chambers to help facilitate specific programming and support services for aspiring and current entrepreneurs from historically underrepresented segments of the population	Short (1-2 years)	• # of programs presented to and/or created for startups • # of pitch competitions and business plan competitions hosted by BRC • # of peer-to-peer mentorship networks created • # of partnerships created with MEP and multi-cultural chambers • # of chamber programs facilitated

Entrepreneurship and Innovation

Strategies	Action Items	Timeline	Metrics for Success
Goal 3: Foster an Environment That Allows Risk Takers and Innovators to Start and Grow New Businesses and Industries			
Increase Access to the Full Spectrum of Capital	• Survey businesses during business outreach visits and at Orem Business Alliance meetings to assess their need for capital • Use survey results to inform strategic next steps • Work with private lenders and economic development partners to ensure available and accessible capital across the full business lifecycle – from ideation to succession. • Consider funding sources and financial incentives for property owners to make exterior improvements • Think creatively how to utilize the Utah Microloan Fund, Utah Microenterprise Loan Fund, Mountainland Association of Governments Small Business Loan Fund, and possibly Orem CDBG funding. • Consider creating Community Reinvestment Areas (CRDAs) along State Street to fund exterior improvements of businesses	Medium (3-5 years)	• # of businesses surveyed • # of CDAs created • Catalog of capital products for small businesses
Build Places for Entrepreneurs to Flourish	• Double down on efforts to activate, market, and fill Canyon Park Technology Center • Create a pipeline for incubator and accelerator companies to fill vacant space • Consider reevaluating zoning policy; enable creative mixed-use for vacant and underutilized properties • Look for opportunities to develop modern coworking space(s) at Canyon Park Technology Center and/or University Place	Medium (2-3 years)	• Catalog of available commercial and industrial properties • # of advertisements made for Canyon Park Tech Center • # of meetings with BRC and the Muller Group • # of new tenants in Canyon Park Tech Center • # of new coworking spaces created
Champions & Partners: Orem Economic Development Division, Utah Valley Business Resource Center, Utah Redevelopment Agency, Orem Business Alliance, Local Colleges and Universities, Multi-cultural Chambers, private lenders, RLF loan programs			

Quality of Life

Strategies	Action Items	Timeline	Metrics for Success
Goal 4: Enhance the Quality of Life for Orem Residents			
Focus on Outdoor Recreation and Tourism	• Consider creating a City of Orem Tourism Commission or Advisory Council • Work with the Utah Office of Tourism to promote Orem as destination • Research the option of creating a "Recreation District" in the remaining areas available for development from the mouth of Provo Canyon up 800 N all the way to State Street to encourage and facilitate recreation-based development	Short (1-2 years)	• $ increases in revenues from tourism-related industries • Improved health metrics • # of marketing campaigns planned which incorporate Orem's brand
Consider Creating a Forum for Community Discussion, Debate, and Research	• Research and identify ways to engage local and regional Universities, including Utah Valley University, Mountainland Technical College, Weber State University, Southern Utah University, Utah State University, BYU, and University of Utah (Kem C. Gardner Policy Institute) to participate and organize local community forums • Engage local philanthropic organizations to assess funding • Research best practice community ambassador and fellowship programs	Medium (2-3 years)	• Detailed research of forum • # of members or participants of forum • # of universities or other institutions participating • $ raised to support the forum
Allocate Resources for Façade Improvement, Placemaking, and Accessibility	• Explore Utah Main Street Designation for State Street • Work with UTA and UDOT to enhance multimodal transportation options • Enhance community gateways • Work with other departments within the city to develop a plan to invest in public, interactive art exhibits	Medium (2-3 years)	• State Street's designation of Utah Main Street • # of public transportation options added/ expansion of routes • # of public arts exhibits created • # of storefronts redeveloped
Review and Re-evaluate Local Zoning and Policies	• Commit to intentional and consistent dialogue with property owners and residents – ensure key city departments are collaborating to address concerns in an appropriate manner. • In targeted and strategic locations, consider revising and reducing restrictions on duplexes, fourplexes, and townhomes. • In targeted and strategic locations, consider zoning changes that will better facilitate medium-density development • Look for ways to support and consider allocating resources to the Neighborhood Improvement Team • Update neighborhood plans	Long (3-5 years)	• # of meetings held with a focus on the review of zoning policies • Updated neighborhood plans • Consideration of resources allocated to Neighborhood Improvement Team
Champions & Partners: Orem Economic Development Division, Development Services Department, Community Services Division, Local Colleges & Universities, Utah Office of Tourism, Orem Arts Council, Utah Transit Authority			

SCERA SHELL OUTDOOR THEATRE

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Appendix I: Qualitative Findings & Stakeholder Engagement

Historical Context Review

Introduction

A key component of the project methodology for the Economic Development Strategic Plan, the project team conducted a document review by examining various historical planning documents and studies. The analysis provided the project team with insights into the demographic, social, and economic conditions of the region. In addition, the review and analysis of various plans helped inform the project team of previous and existing economic development related goals, strategies, and action steps. Further, the analysis was conducted to ensure the project team did not replicate or duplicate existing efforts. Thus, this analysis will position the project team to build upon existing efforts and earlier analysis to develop a contemporary study with appropriate goals, strategies, and action steps. The following plans were reviewed:

- Transportation Master Plan
- State Street Master Plan
- Geneva Road Area Plan
- Central Corridor Transit Study
- City Center Market Analysis
- University Place Final Project Plan
- University Place CDA Agreement
- University Place CDA Budget Document
- Orem Annual Report 2020
- Orem EDSP 2019 Update
- Orem EDSP 2014
- Aspen Timpview Neighborhood Plan
- Canyon View, Orchard, and Cascade Neighborhood Plan
- Geneva Heights, Orem Park, and Suncrest Neighborhood Plan
- Northridge, Heatheridge, and Windsor Neighborhood Plan
- Orem North and Sharon Park Neighborhood Plan
- Orem, Sharon, and Hilcrest Neighborhood Plan
- Stonewood-Lakeridge Neighborhood Plan
- Orem General Plan 2018
- MEDD Covid-19 Recovery Plan
- MEDD Covid-19 Appendix

Document Review Findings and Key Themes

Key findings and themes from the document review include:

- A lack of developable land puts Orem at a competitive disadvantage. There are little to no greenfield development opportunities to increase the inventory of in-demand commercial, industrial, and residential development.
- Cities to the north, such as Lehi, and cities to the west like Vineyard are rapidly growing, creating strong regional competition.
- As far back as 2010, Orem has aspired to be one of the most bicycle and pedestrian friendly cities in Utah. However, very little demonstrable progress has been made. In addition, previous transportation plans called for improved multi-modal transportation options.
- Previous economic development brand attributes include a prime location, young and skilled workforce, successful start-up culture, and a low cost of doing business.
- The Geneva Road area is a valued industrial asset with strong transportation infrastructure, a highly skilled workforce, and three residential neighborhoods in proximity. However, there remains some potential contamination concerns, limiting its use for potential residential development.
- The Central Corridor Transit study pointed out the need for more efficient transit serving north to south, and that transit improvement could catalyze economic and redevelopment opportunities.
- Previous plans called for strong urban design objectives on State Street, increased pedestrian access, and traffic-calming measures.
- It was recognized that Orem was able to accomplish many of the goals outlined in the 2014 Economic Development Strategic Plan, and the subsequent plan update in 2019.

Steering Committee Interviews

Introduction

Another component of the qualitative analysis, the project team conducted individual interviews with key city staff members. These interviews allowed the project team to garner contextual insights into previous economic development strategies, the progress of those initiatives, and the success of previous planning efforts. In addition, questions were posed to better understand the aspirations of city leadership, specifically the Economic Development Division. The project team recorded the interviews and took verbatim notes to eliminate the possibility of bias when reviewing, synthesizing, and using the feedback to inform strategy.

Key Findings

Key findings and themes from the individual interviews include:

- Goals, strategies, and action steps from the 2014 Economic Development Strategic plan were informed by strong data. The plan provided a clear blueprint with realistic and obtainable goals.
- City staff members want the new Economic Development Strategic Plan to focus on the four key pillars of traditional economic development: business retention and expansion, business attraction, entrepreneurship and innovation, and quality of life.
- There is a strong desire to learn how stronger and more intentional relationships can be forged with Utah Valley University and Brigham Young University. Interactive SWOT Engagement Sessions

Interactive SWOT Engagement Sessions

Process

On January 27th, 2022, the project team, in partnership with city staff members, hosted a preliminary stakeholder engagement session to solicit feedback on the vision for Orem's future, and community strengths, weaknesses, opportunities and threats. 12 individuals representing the regional economic development, education, healthcare, and business community participated in the session. Participants were polled at the conclusion of the session and responded as follows:

- 95% of participants were encouraged by the direction of the Economic Development Strategic Plan
- 100% volunteered to participate in future stakeholder engagement sessions

Key Findings

Key findings and themes from the SWOT sessions include:

- When asked about the vision for Orem's future, an overwhelming majority of participants cited the need for 'managed growth.' Further, participants recognized the need to respect the history of Orem, but to also embrace future possibilities.
- When asked about the most prominent challenges facing Orem, participants cited the housing challenges facing the city, which are exasperated by the lack of development ready land. Further, some participants suggested that economic development leadership at the city does not clearly communicate the services it can offer to the business community.
- When asked about economic development priorities participants suggested that communication and education about managed growth and smart development was paramount to success. Participants suggested that benchmarking similar cities and researching best practices was a first step to achieving this goal.
- When asked about potential solutions to the challenges facing Orem, participants focused on improved communication from city hall and offering forums for community discussion, debate, and research.
- When asked about barriers to success, participants cited a lack of financial incentives to facilitate redevelopment and renovation, and uncertainty about how to manage population growth and increasing housing costs.

On-Site Focus Groups

Process

The project team visited Orem in February 2022 to conduct four two-hour in-person workshops. The workshops were designed to further identify economic development priorities and solicit suggestions and recommendations to address those priorities. In these highly interactive sessions, participants were asked to rank ten issues facing Orem using a 1 to 10 scale (1 being top priority, 10 being lowest priority). Forty-five community stakeholders participated in the exercise. The results of this prioritization process are presented in Table 3 below:

Challenges	Votes
Housing challenges (quality, availability, and affordability)	29
Difficulty achieving consensus on Orem's vision for the future	20
Startup companies are outgrowing Orem	16
Lack of clearly defined target industry strategy	12
Lack of resources to conduct a business campaign strategy	9
Businesses do not have the resources they need to expand and grow	9
Lack of coordination between the public and private sectors	9
There is no clearly defined city center or sense of place	6
Orem resists being a university town	4
Lack of communication, education, accountability, and transparency about development	3
Widely held perception that there is a lack of locally owned businesses	3
Lack of plan for 1600 N	1
Traffic, parking, crime, and water	1
Lack of follow-through on State Street plan	1

Table 3: Prioritization of Challenges by Stakeholders

Key Findings

Key findings and themes from the focus groups include:

- Participants were focused on the need for more attainable housing options
- Participants believed there were opportunities to strengthen the relationship between the business community and the local universities and education providers
- Participants agreed there was a need for a forum to facilitate public discussion, debate, and research
- Participants agreed that the city Economic Development Division could better promote the resources available to the business community
- Participants were overwhelmingly optimistic about Orem's future, however, they recognized there was a need for more clearly articulate vision

Appendix II: Quantitative Data Analysis

Introduction

The plan's quantitative data analysis has been broken into three sections: population and socioeconomic analysis, housing market analysis, and business and workforce analysis. The data below have been used to guide the stakeholder engagement sessions and are ultimately the foundation of many of the recommendations provided at the beginning of the report.

Population & Socioeconomic Analysis

To understand the City of Orem's economy, it is important first to understand the broader context. Below, data has been provided to offer insight into the City's racial, educational, and financial makeup. In addition, health and age statistics are analyzed. An actionable strategic plan must be tailored to meet the specific needs of the community; the purpose of this overview is to highlight some of the community's defining characteristics.

Population Historical Trends & Projections

The City of Orem has seen substantial population growth in the last two decades. In 2000, the City's population was 84,464; by 2021, the population had increased by nearly 25%, or 20,000 residents. This growth is expected to continue for years to come, and the City's population is projected to surpass 109,000 by 2026. Population growth at the rate observed in Orem has implications for various aspects of the economy; these implications will be discussed and addressed in subsequent sections of the strategy.

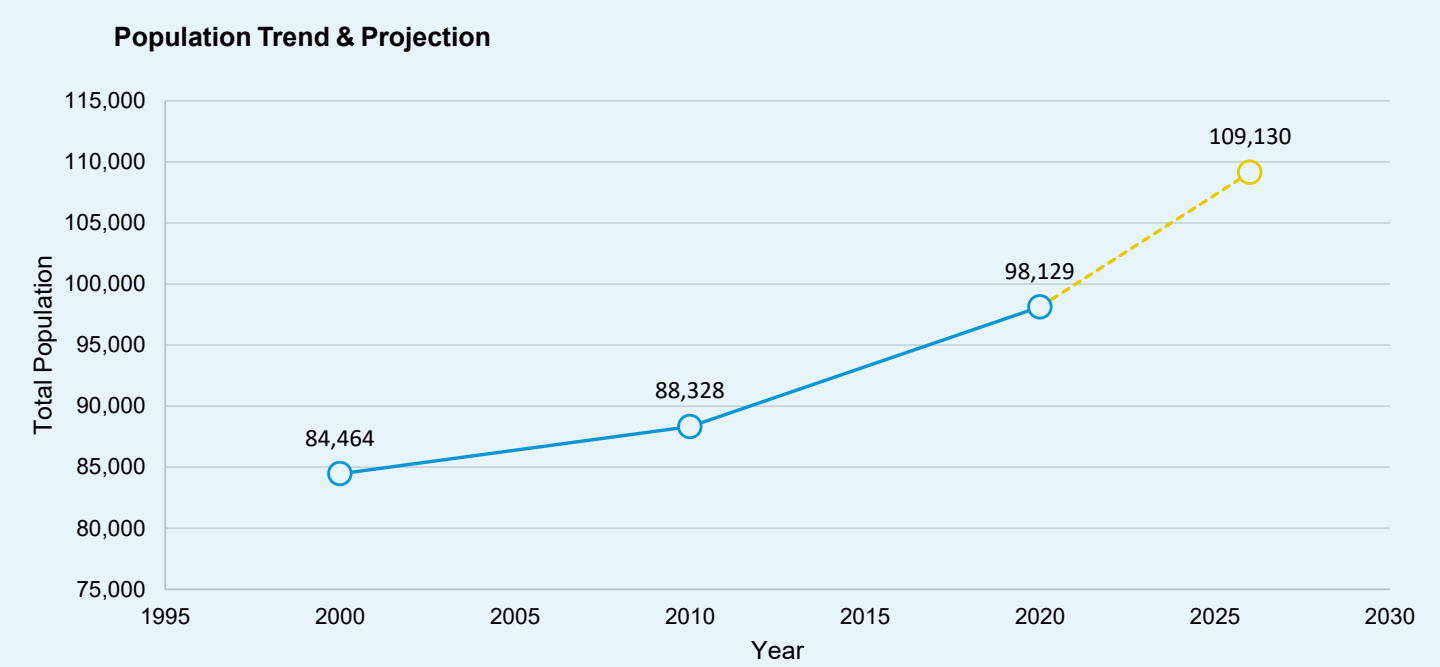

Figure 6: Population Trend & Projection. Source: 2020 U.S. Census and ESRI 2021

Population by Age

As the graph below indicates, Orem's population is young; in 2021, approximately 61% of the population was younger than 35 years. The City's median age in the same year was 28.8, which was exactly 10 years younger than the median for the rest of the United States. The City's unique population characteristics, specifically those which relate to age, will require an economic development strategy that considers the younger population's needs while continuing to provide for residents of all ages. The City's age distribution is predicted to remain relatively constant through 2026.

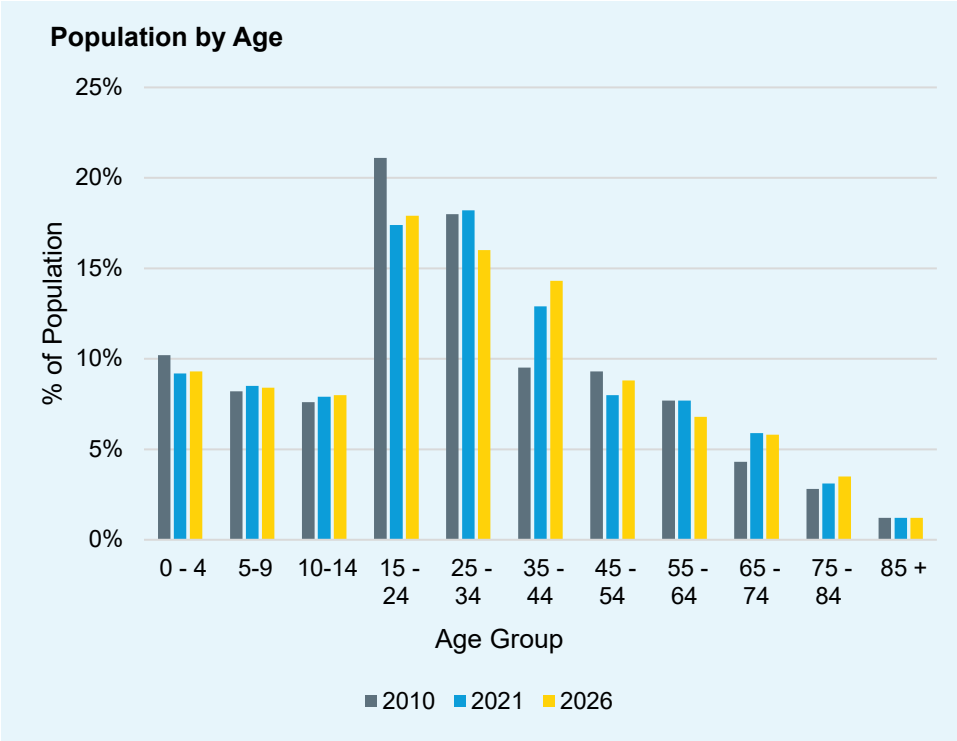

Figure 7: Population by Age. Source: ESRI 2021

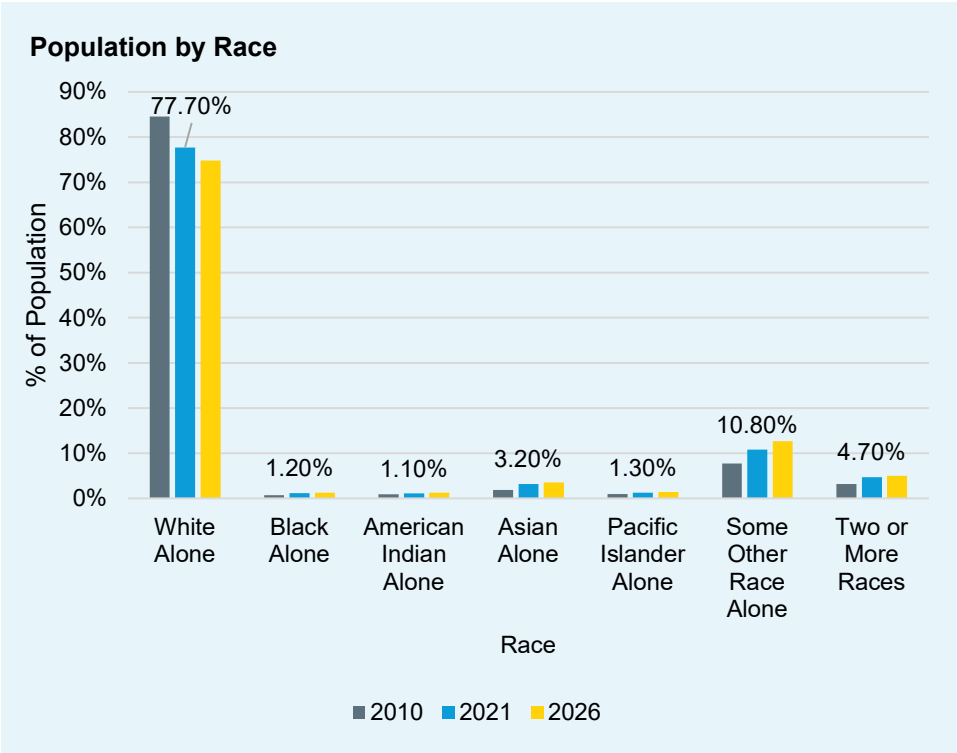

Figure 8: Population by Race. Source: ESRI 2021

Population by Race

The City of Orem's population is predominantly white. However, the City's diversity has increased since 2010, and is expected to continue its increase through 2026, albeit by relatively small margins. By 2026, slightly more than 25% of the population is projected to be comprised of non-white individuals.

Educational Attainment

As is evidenced in the graph below, Orem benefits from a very highly educated population. Approximately 41.7% of the population holds a bachelor's degree or higher, with only about 6% without any high school diploma or equivalent. A population with high educational attainment is well-positioned to attract investment from a variety of industries and can leverage its human capital in building its economy. Moreover, the rest of Utah County and neighboring Salt Lake County also have high educational attainment rates, which make the region more marketable.

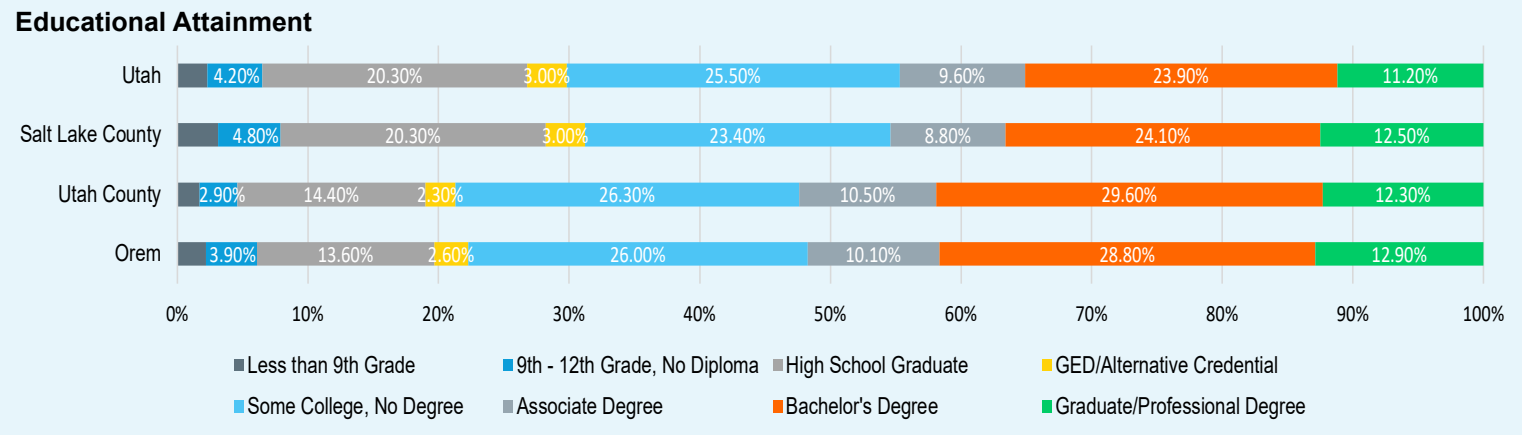

Figure 9: Educational Attainment. Source: Esri, 2021

Income and Earnings

Below, household incomes and earnings in Orem are provided for 2021 and projected to 2026. The median household income in Orem was $68,435 in 2021 and is expected to climb to $78,239 by 2026. The median is slightly greater in Orem than in the rest of the United States. Every income group above $50,000/year is expected to grow in the next five years. Despite an overall upward trend in income and earnings, an economic development strategy can address the needs of residents that fall at both ends of the spectrum.

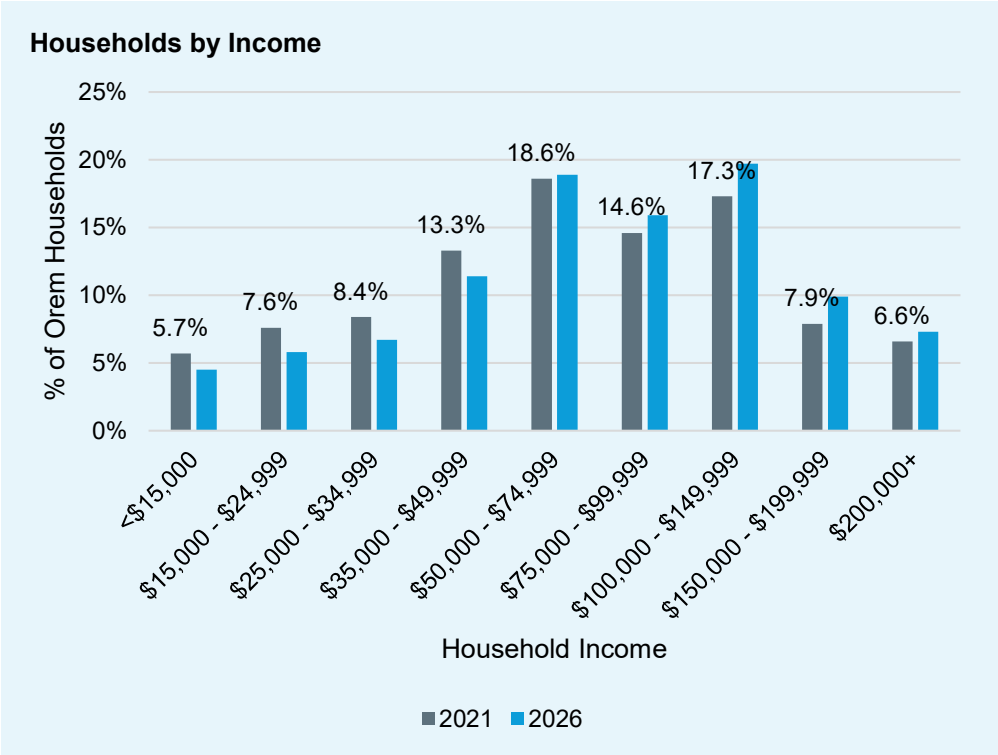

Figure 10: Household Income Estimates & Projections. Source: ESRI 2021

Health and Well-Being

The physical health and general well-being of the population can provide valuable information for an economic development strategy. A community with poor health metrics might require greater access to health services and facilities or could indicate a greater demand for specialized housing. Conversely, a healthy population suggests a strong health infrastructure, as well as the potential for development that tailors to an active community's recreational demand.

Utah County residents have life expectancies that are greater than or equal to the rest of Utah and the United States; the percentage of the population that smokes is 7 percentage points lower than that for the rest of the country. The obesity, heart disease, and stroke rates in Utah County are comparable to the rest of the state, but considerably lower than U.S. rates. The diabetic population is substantially smaller in Utah County than in Utah and the United States. These metrics indicate a healthy, active population, which invites unique opportunities for economic development.

Health Metric	Utah County	Utah	U.S.
Average Male Life Expectancy (2019)	79.42	78.28	76.3
Average Female Life Expectancy (2019)	82.04	82.1	81.3
Obesity Population Percentage (2019)	31.40%	27.20%	42.40%
Smoking Population Percentage (2018)	7.00%	7.90%	14%
Diabetic Population Percentage (2019)	4.90%	8.50%	10.50%
Heart Disease Death Rate per 100,000 (2017-19)	300	286.4	317.4
Stroke Death Rate per 100,000 (2017-19)	71.4	69.5	72.3

Table 4: Orem Health Metrics. Sources: CDC; Utah's Public Health Indicator Based Information System

Housing Market Analysis

Introduction

In this section, an overview of Orem's housing market is provided. Included is an analysis of the age of the existing housing stock, housing tenure, home and rent values, and vacancy rates. In addition, a cost burden analysis has been conducted in order to measure the financial burden of housing on Orem homeowners and renters. Finally, commuting patterns are analyzed, as is the City's pedestrian transportation infrastructure.

Housing by Year Built

Understanding the age of Orem's housing stock can be helpful for estimating the quality of housing available, as well as the rate at which the state of housing can be expected to decline in years to come. For example, an aging housing stock might require of greater investment from homeowners, as maintenance and upkeep costs are likely to be greater. Just under 60 percent of Orem's total housing units were built between 1970 and 2000; less than 11 percent were built after 2010. While most of the City's housing is not seriously outdated, there could be the potential to renovate or redevelop existing homes or properties to more effectively meet the community's needs.

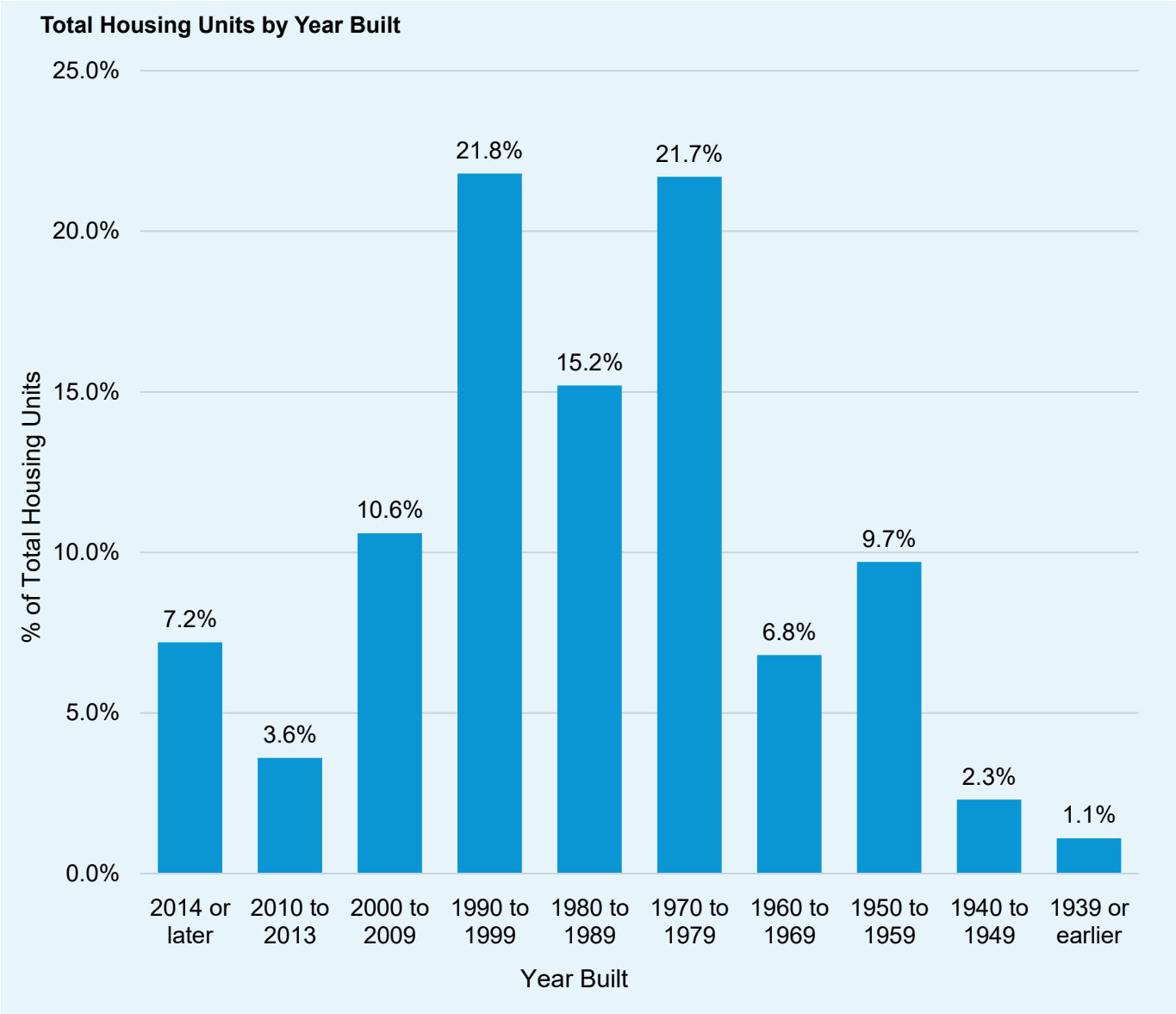

Figure 11: Housing by Year Built. Source: American Community Survey 2020 5-Year Estimates

Occupancy and Vacancy Rates

Vacancy rates in Orem are exceptionally low and have hovered between 3% and 4.5% for the past 20 years. They are expected to remain low through 2026. Low vacancy rates indicate high demand for housing; this high demand is apparent in much of the data and will be addressed in some of the recommendations provided in the report.

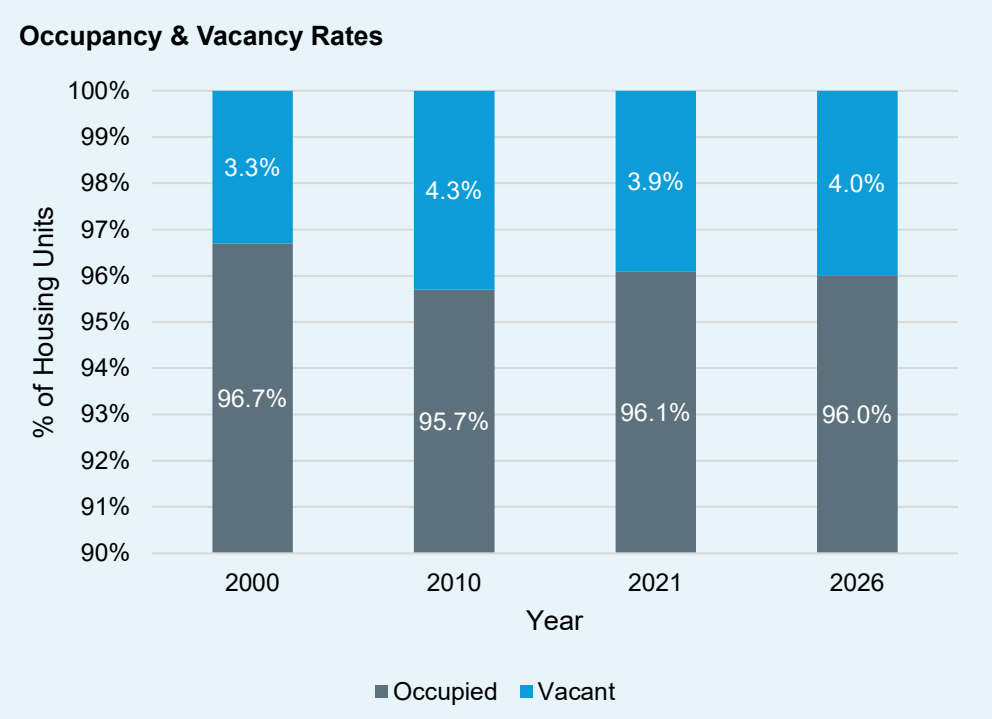

Figure 12: Occupancy & Vacancy Rates. Source: ESRI 2021

Owner vs. Renter Occupancy

The percentage of renter-occupied units in Orem has increased steadily since 2000; renter-occupied units in 2021 comprised a greater percentage of the total housing units by approximately 6.5 percentage points, compared to 2000. The ratio of owner-occupied and renter-occupied housing is expected to remain relatively constant in the next 5 years.

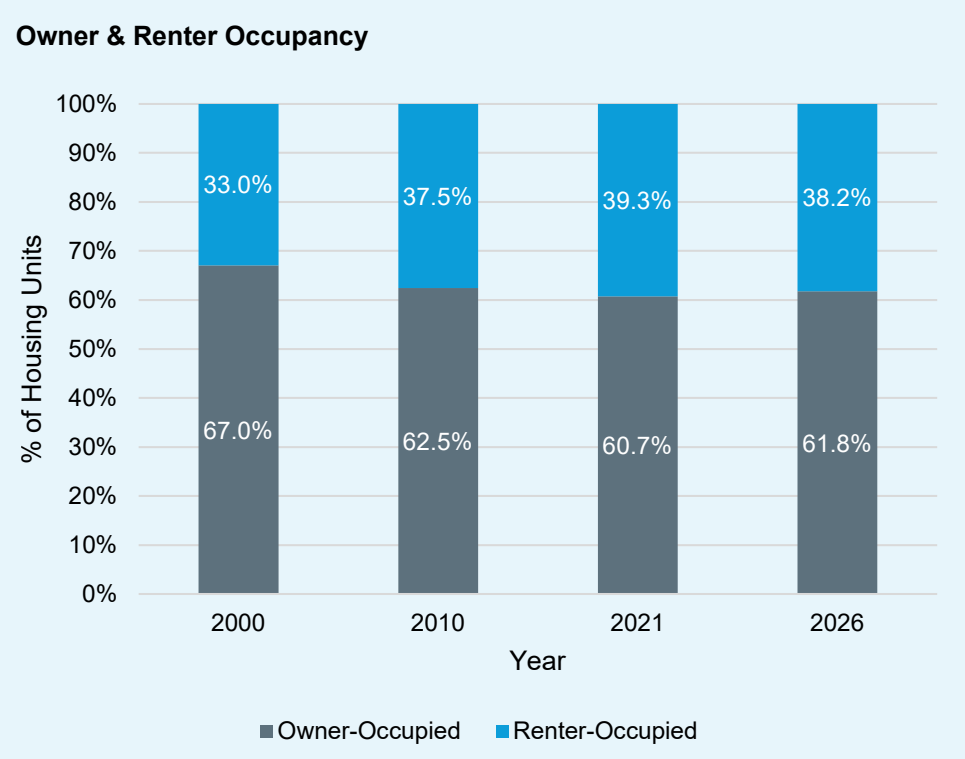

Figure 13: Housing Tenure. Source: ESRI 2021

Owner-Occupied Home Values

The owner-occupied home values are high in Orem. In December 2021, the median housing value as measured by sale price was $467,500. That was more than $200,000 greater than the United States' median home value of $264,021. Between January 2017 and December 2021, the median sale price of a home in Orem increased by $228,500, from $239,000 to $467,500; the median sale price increased by about 25% in 2021 alone. According to a third-party modeling company, the median home value in Orem is supposed to reach $468,000 by 2026; the fact that the city has nearly reached this price in 2021 means that housing costs in the city are far outpacing model projections. Elevated home values are a further indication of high demand for housing, which will be addressed in this report's recommendations.

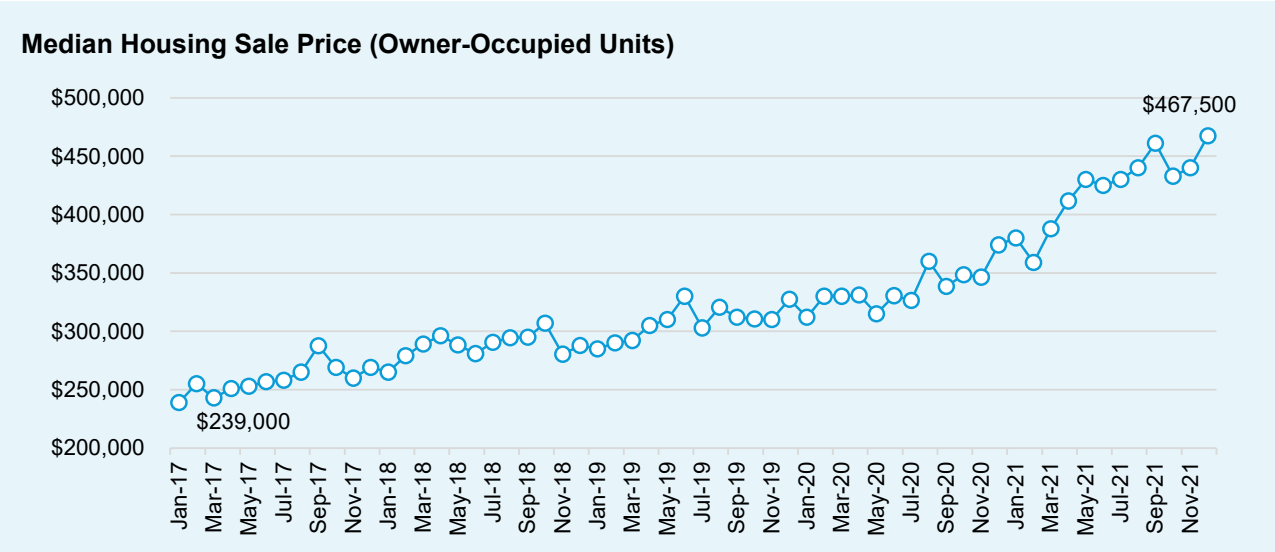

Figure 14: Owner-Occupied Home Values. Source: Redfin 2021

Renter-Occupied Unit Monthly Rents

Monthly rents, too, are high within the city. Approximately 52% of rental units are priced at more than $1,000 per month, and the average monthly rent falls between $1,000 and $1,250. Less than 8% of rental units cost less than $600 per month. A limited supply of for-rent units likely increases the prices of existing units.

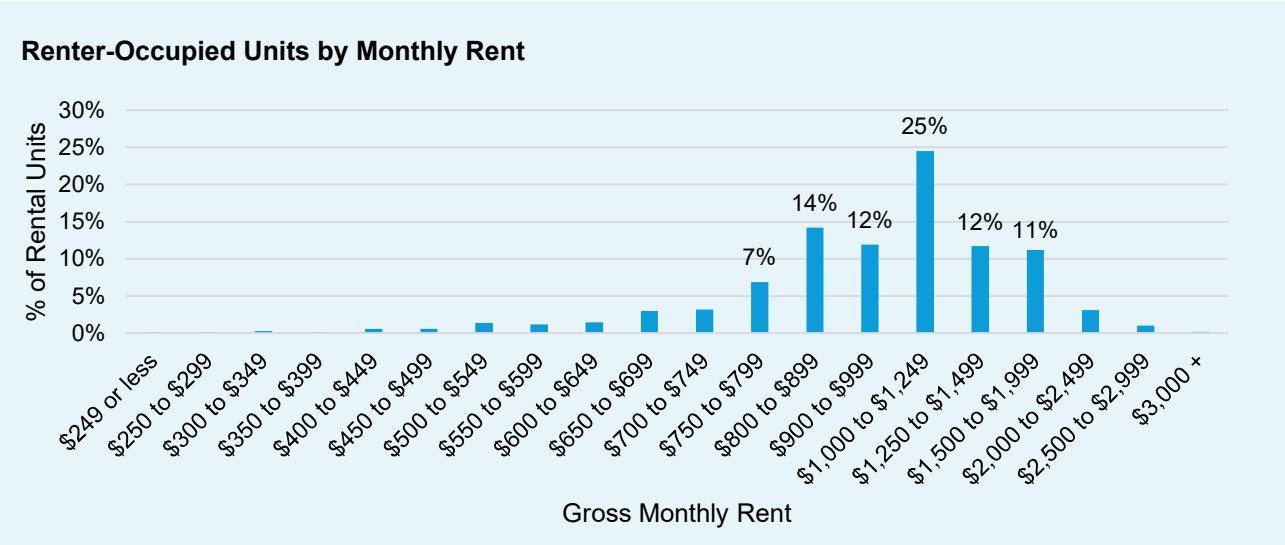

Figure 15: Renter-Occupied Units by Monthly Rent. Source: ESRI 2021

Housing Cost Burden Analysis

HUD defines a household as being moderately cost burdened if between 30% and 50% of their household income is spent on housing. If more than 50% of the household's income is spent on housing, it is considered to be severely cost burdened. Between 2014 and 2019, Orem saw a decrease in the share of owner-occupied households that were moderately or severely cost burdened from 22.68% to 18.47%. This share is lower than the United States' share of cost-burdened households, which was equal to 22.3% in 2019. In 2019, about 7.5% of homeowner households were severely cost burdened.

Renter households are considerably more cost burdened than homeowner households. In 2020, 41.42% of Orem's renter households were cost burdened, which is more than 7 percentage points lower than in 2014. The number of cost-burdened renter households is lower than the United States' percentage, though. In 2019, 17.38% renter households were severely cost burdened.

There are a couple of limitations with this data that are worth noting. First, the cost-burdened percentage of U.S. households is not necessarily a suitable comparison group for Orem; the national housing market behaves much differently than the local housing market, and the demographics of each region are much different. Thus, the overall health of one housing market cannot necessarily be gleaned from a comparison to another dissimilar region. Second, the most recent data available are from 2019; in 2020, the COVID-19 pandemic had a significant impact on the housing market. It is likely that the cost-burdened share of households in Orem will be much greater in 2022 than in 2019, but there are no data yet to show it.

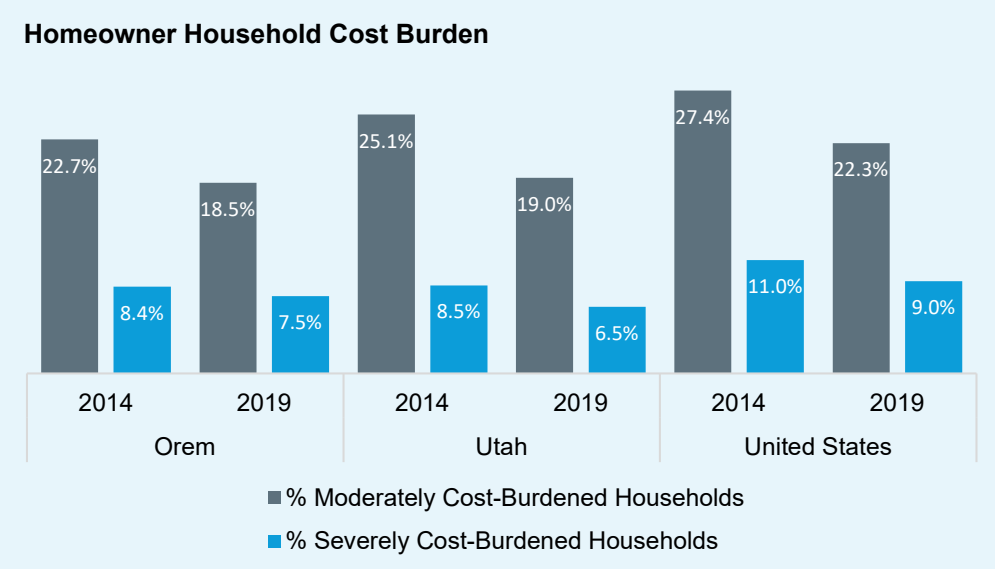

Figure 16: Homeowner Household Cost Burden. Source: American Community Survey

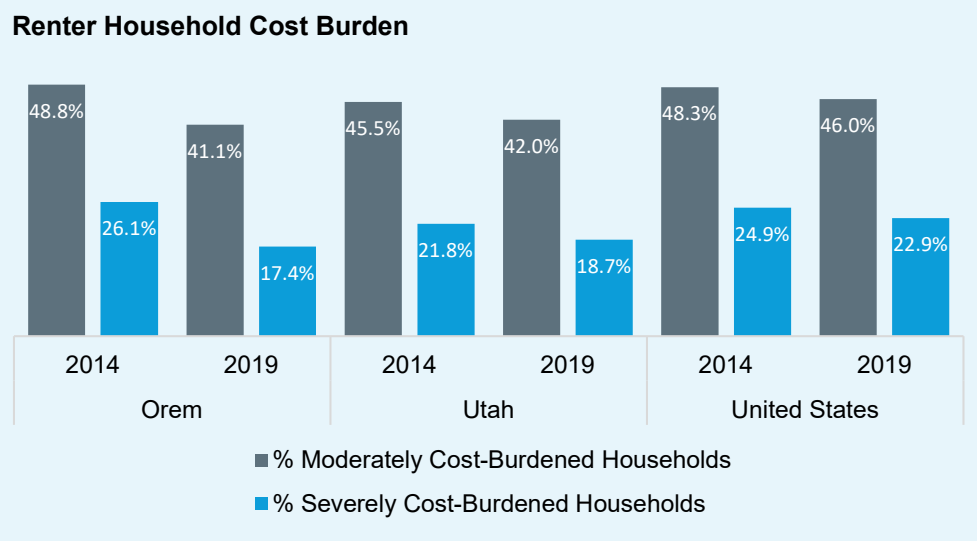

Figure 17: Renter Household Cost Burden. Source: American Community Survey

Housing Cost Burden by Income

Below, the distribution of cost-burdened renter and homeowner households at various income levels is provided for 2019. As one might expect, the most cost-burdened households are those who earn less than $20,000 per year; it is difficult to find housing which requires less than 30% of an occupant's income if that income is less than $20,000. Approximately 83.4% of individuals who fall below that income threshold was cost burdened in 2019. The share of cost-burdened households decreases as the income levels of each category increase. 51.96% of renters and 37.42% of homeowners who earn $75,000 or less are cost burdened. The table below indicates the percentage of Orem households that fall below each income threshold.

Occupant Percentages by Household Income

Household Income	% of Renter Households	% of Homeowner Households
$20,000 or less	10.4%	4.8%
$50,000 or less	51.7%	18.9%
$75,000 or less	74.6%	35.3%

Table 5: Units by HHI Bracket and Occupation Type. Source: ESRI 2021

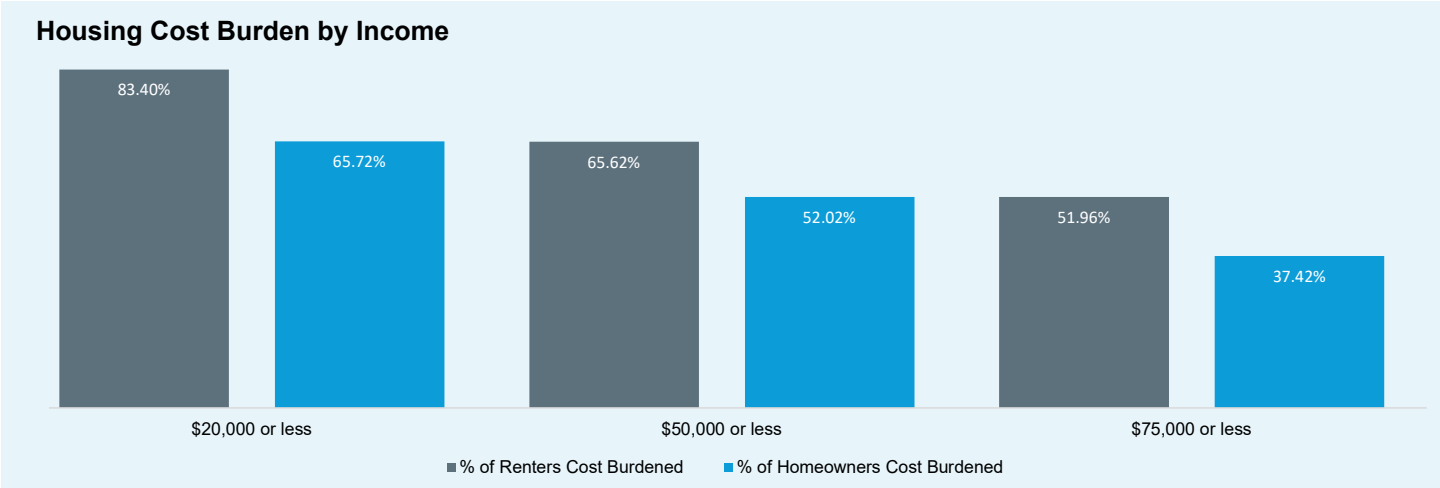

Figure 18: Cost Burden by Income. Source: American Community Survey

Neighborhood Walkability Analysis

A neighborhood walkability analysis can be helpful for gauging the transportation infrastructure within the city. According to WalkScore.com, Orem is a car-dependent city; by its metric of measuring walkability, Orem scores a 43 on a scale of 100. This means that most errands require a car. The transit score for Orem is slightly lower, at 33. There are some transit options available; there are about 10 bus lines and 1 rail line that run through the city. Figure 19 shows the public transit routes within the city.

While Orem's transportation score is lower as it relates to walkability and public transit options, the City scores highly on the biking scale. With a bike score of 58, Orem is considered bike-able and has some biking infrastructure to support cyclists.

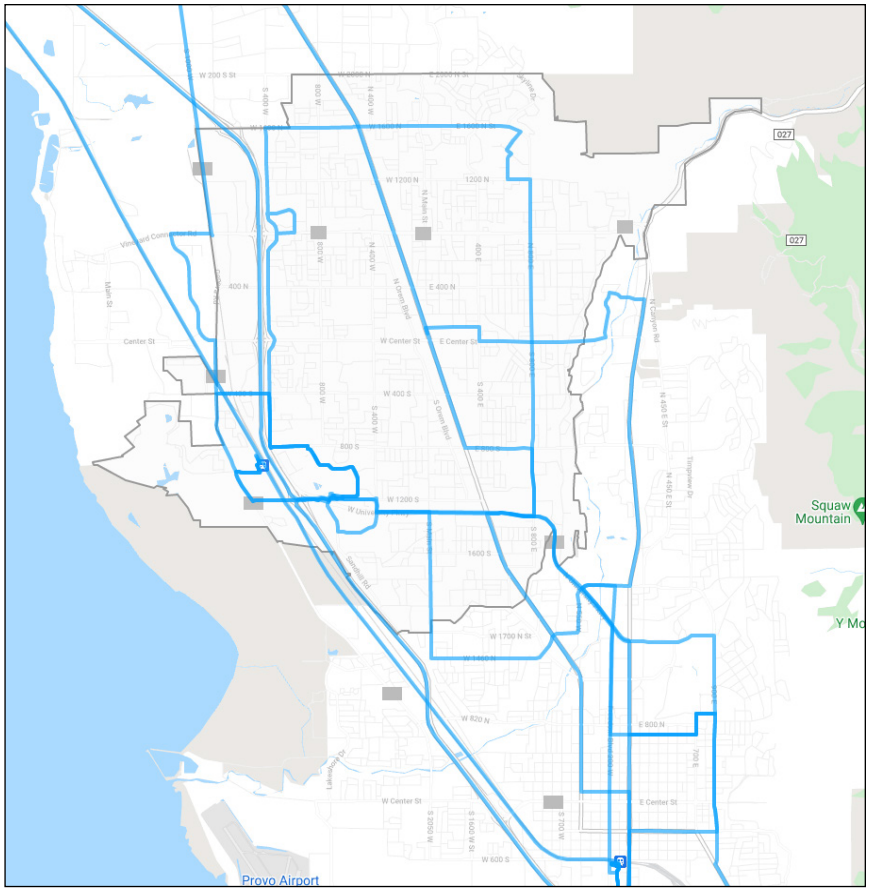

Figure 19: City of Orem Public Transit Routes. Source: Walkscore.com

Commuting and Traffic Patterns

As the following graph illustrates, slightly more than 36,000 resident workers are employed outside of Orem and must commute beyond its limits for work. Conversely, 38,400 workers live outside of the city and travel into it for work. Approximately 10,500 people both live and work within the city. The net number of commuters who travel into the region for work is 2,222. In other words, after accounting for the number of workers who travel out of the city for work, 2,222 workers travel into the city for work daily. This could indicate positive economic productivity within Orem, or plenty of jobs that attract residents of other cities or counties. Conversely, this could also highlight the lack of affordable housing within the city. If Orem's workers are unable to find suitable housing within the city, they must live outside of its limits and commute in for work.

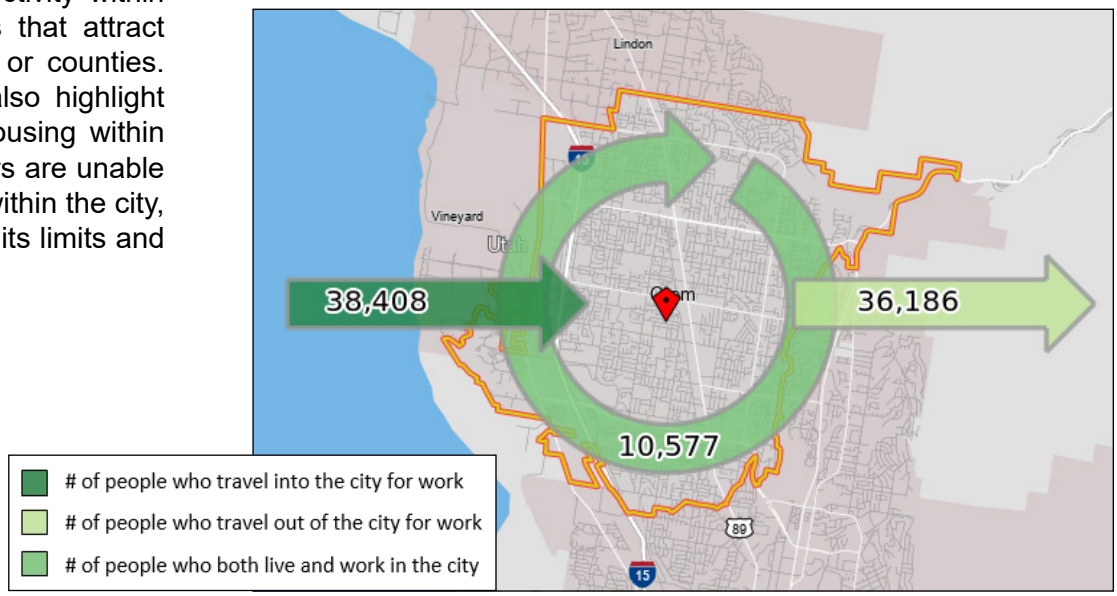

Figure 20: Commuting Patterns. Source: OntheMap, 2019

Business & Industry Analysis

Introduction

In this section, an analysis of Orem's major industries and occupations is provided, as well as an analysis of the City's workforce. In the first section, the highest-employing, fastest-growing, and most highly concentrated industries are highlighted. In the next, the area's top occupations are presented, along with a list of the hard skills most highly demanded by employers. Finally, the most up-to-date labor market information is provided, including unemployment and labor market participation rates.

Largest Industries

Within Orem, the public "Colleges, Universities, and Professional Schools" industry is, by far, the largest. More than 5,300 employees work in this industry, with the overwhelming majority likely finding employment in Utah Valley University (UVU). Quality-of-place industries, like those which include restaurants and shopping centers, also top the chart; collectively, the "Limited-Service Restaurant" and "Warehouse Clubs and Supercenters" industries employ more than 4,600 in Orem.

In the past, retail gap analyses have been used to measure the potential for capturing sales from surrounding areas, as well as reducing sales leakage to those areas. Due to data limitations and the influence of e-commerce on the retail industry, these analyses are less informative as an economic development tool now than they might have been in the past. For a full discussion of the utility of retail gap analyses in 2022, as well as an analysis of the available data, please refer to Appendix IV.

Some technology or web-related industries can also be seen in the Table 6, such as "Custom Computer Programming Services" and "Internet Publishing, Broadcasting, and Web Search Portals" industries, each employing just shy of 1,400 workers. All the top industries in Orem have seen growth in the past 10 years.

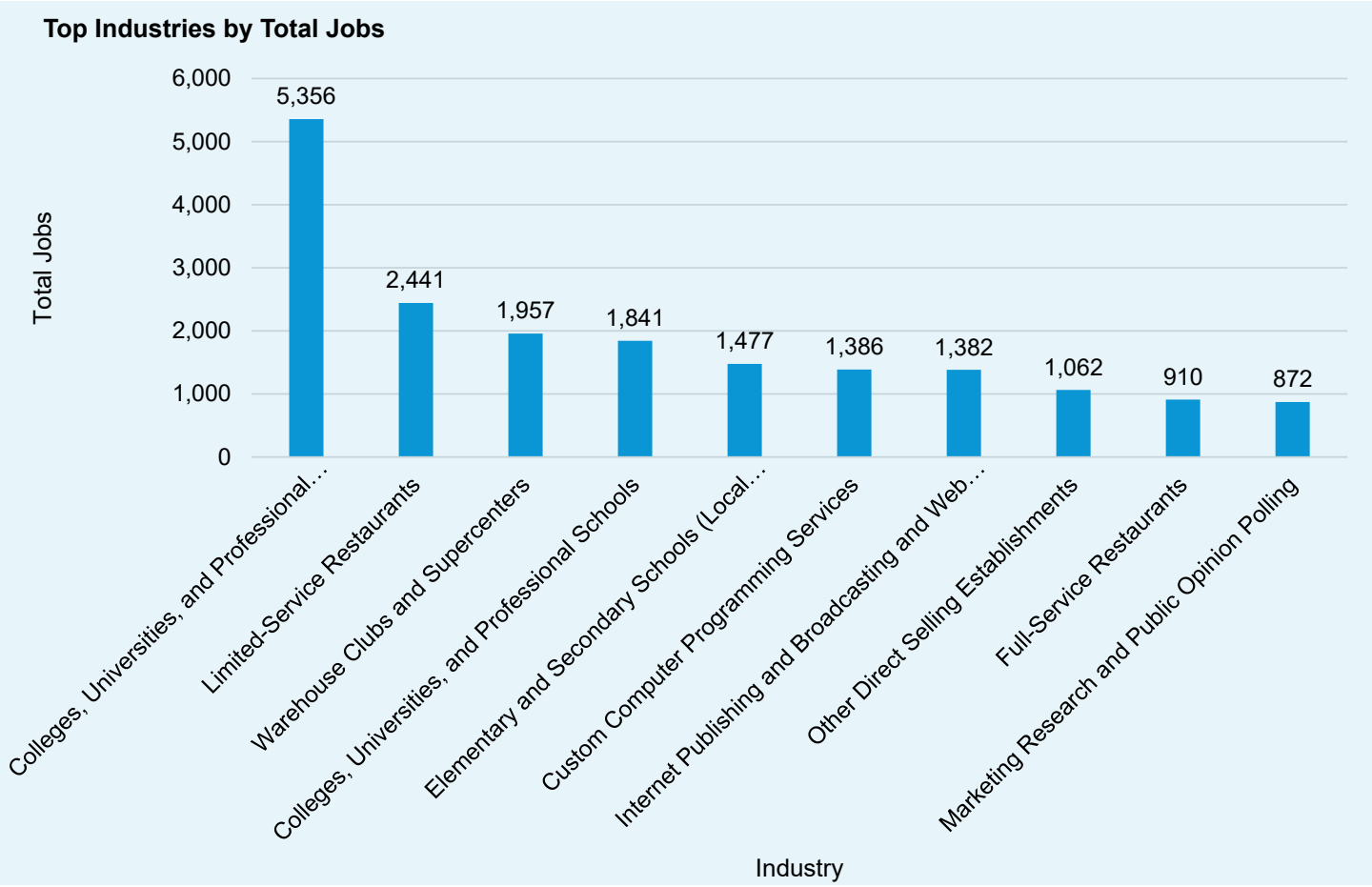

Figure 21: Top Industries. Source: EMSI 2021

Top Growing Industries

The "Colleges, Universities, and Professional Schools" industry saw limited growth since 2016, adding only 63 jobs. As Figure 21 demonstrates, this industry still employs more than any other industry in Orem, indicating its role as an anchor industry within the city. "Warehouse Clubs and Supercenters" saw the largest percent increase adding 526 jobs over the five-year span. With 270 new jobs, Direct Selling continues to be a large and growing industry in the area, following the national growth trends.

Custom Computer Programming Services also saw substantial growth since 2016, adding 320 jobs. This is also a top employer, and its growth implies potential for additional investment. Restaurants, shopping centers, and other direct selling establishments have seen considerable growth, as have some building contractors. Additionally, the "Marketing Research and Public Polling Opinion" industry also added nearly 600 jobs in the last 10 years.

NAICS	Industry	2021 Jobs	2016-2021 Change
902612	Colleges, Universities, and Professional Schools (State Government)	5,356	1.18%
722513	Limited-Service Restaurants	2,441	16.64%
452311	Warehouse Clubs and Supercenters	1,957	26.88%
611310	Colleges, Universities, and Professional Schools	1,841	13.43%
903611	Elementary and Secondary Schools (Local Government)	1,477	4.90%
541511	Custom Computer Programming Services	1,386	23.07%
519130	Internet Publishing and Broadcasting and Web Search Portals	1,382	-1.17%
454390	Other Direct Selling Establishments	1,062	25.44%
722511	Full-Service Restaurants	910	1.46%
541910	Marketing Research and Public Opinion Polling	872	17.48%

Table 6: Top NAICS Industry by 2021 Job Count. Source: EMSI 2021

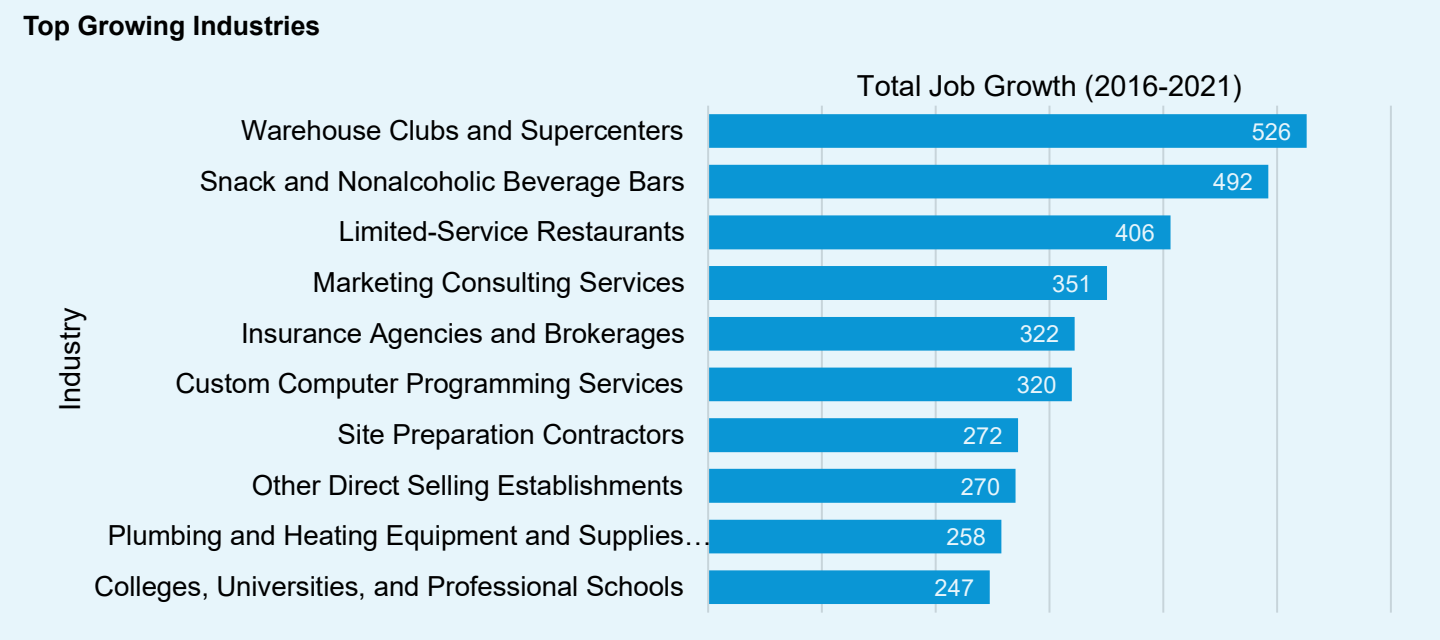

Figure 22: Top Growing Industries. Source: EMSI 2021

Most Highly Concentrated Industries

Location quotient (LQ) is a metric used to compare the concentration of industries within the region to the national average. Any LQ greater than 1 indicates that the industry is more highly concentrated in Orem than in similar regions. For the purposes of this metric, the following industry information was collected using a broader definition of industry groups (3-digit vs. 6-digit) than the tables relating to job count and growth in the previous sections. LQ scores are more easily skewed by the more detailed industry data.

Industries with high location quotients are often, but not always, significant exporting industries. Their retention and growth within the city are important because they're useful for attracting money into the city from buyers outside of its borders.

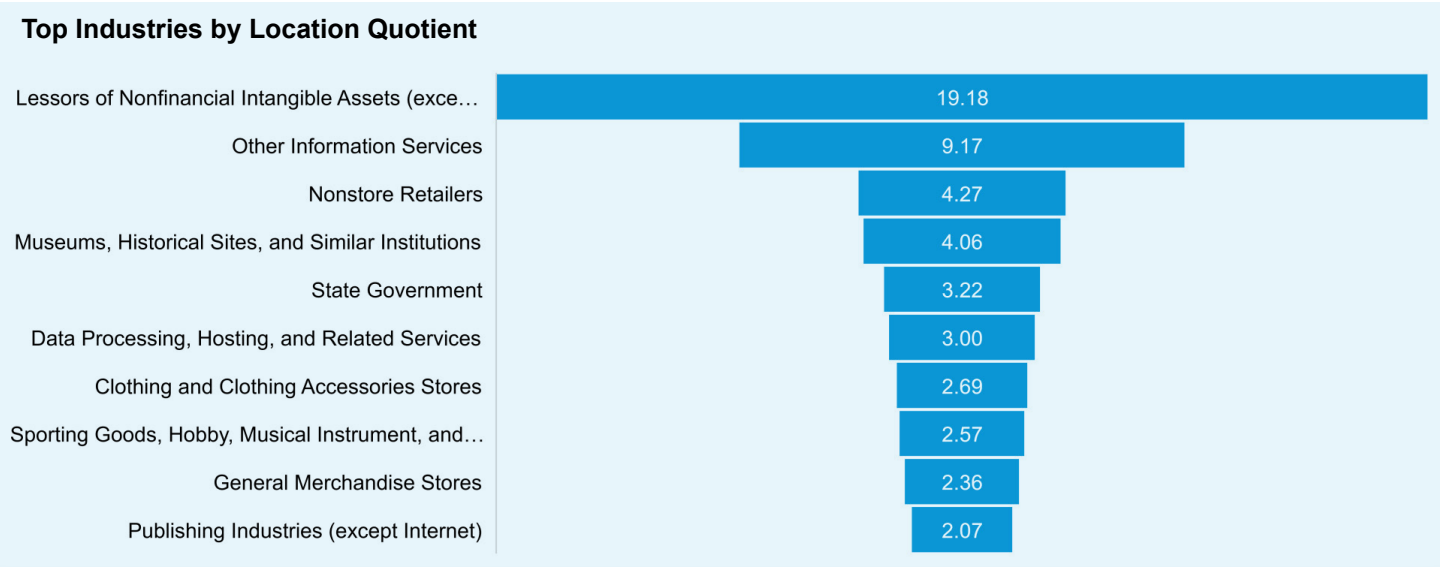

Figure 23: Industry Concentration. Source: EMSI 2021

For Orem, the "Lessors of Nonfinancial Intagible Assets (except Copyrighted Works)" industry is the most highly concentrated industry in the city. This industry has an LQ of 19.18, which means that this industry is over 19 times more concentrated in Orem than the national average, adjusted to scale. However, this industry is also quite small, employing only 97 workers in 2021. "Other Information Services" (9.17) and "Nonstore Retailers" (4.27), inclduing the Direct Sellers mentioned in the previous section, round out the top three 3-digit industry codes as most highly concentrated industries within Orem.

NAICS	Industry	Location Quotient	2021 Total Jobs
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	19.18	97
519	Other Information Services	9.17	1,563
454	Nonstore Retailers	4.27	1,177
712	Museums, Historical Sites, and Similar Institutions	4.06	184
902	State Government	3.22	5,694
518	Data Processing, Hosting, and Related Services	3.00	408
448	Clothing and Clothing Accessories Stores	2.69	864
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	2.57	496
452	General Merchandise Stores	2.36	2,203
511	Publishing Industries (except Internet)	2.07	558

Table 7: Top NAICS Industry by Location Quotient. Source: EMSI 2021

Top Industry GRP

Gross Regional Product, or GRP, measures the final market value of all goods and services produced in the region of study. GRP is the sum of total industry earnings, taxes on production & imports, and profits, minus subsidies. The industries presented in Figure 24 have the highest GRPs in the the three Orem ZIP codes of 84057, 84058, 84097. This geographical selection was made based on the most applicable available data for the City of Orem and should represent a more accurate picture of the city than would data relating to the Provo-Orem Metropolitan Statistical Area (MSA).

In 2021, the "Internet Publishing and Broadcasting and Web Search Portal" industry produced approximately $637 million in value. The "Lessors of Nonfinancial Intagible Assets" and "Custom Computer Programming Services" industries produced $409 million and $288 million, respectively.

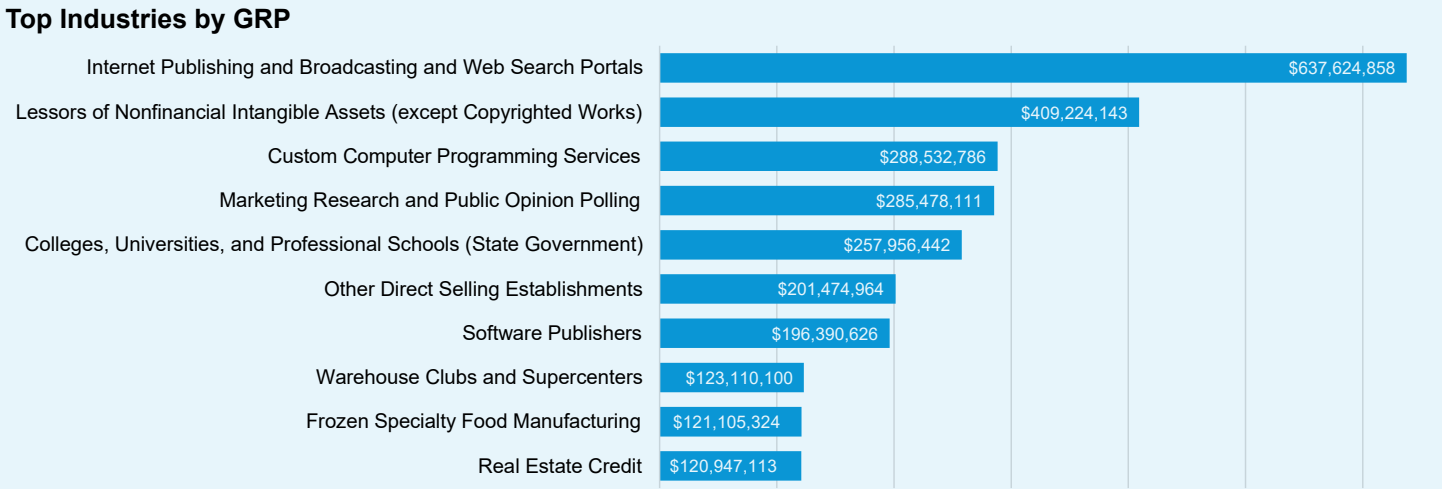

Figure 24: Top Industries by GRP. Source: EMSI 2021

Top Industry Earnings

The total industry earnings for a region include wages, salaries, supplements, and proprietor income. The "Customer Computer Programming Services" industry earned the most in 2021, approximately $275 million. The "Colleges, Universities, and Professional Schools (State Government)" and "Marketing Research and Public Opinion Polling" industries earned $258 million and $248 million, respectively. Many of the top earning industries are also top employers within the city.

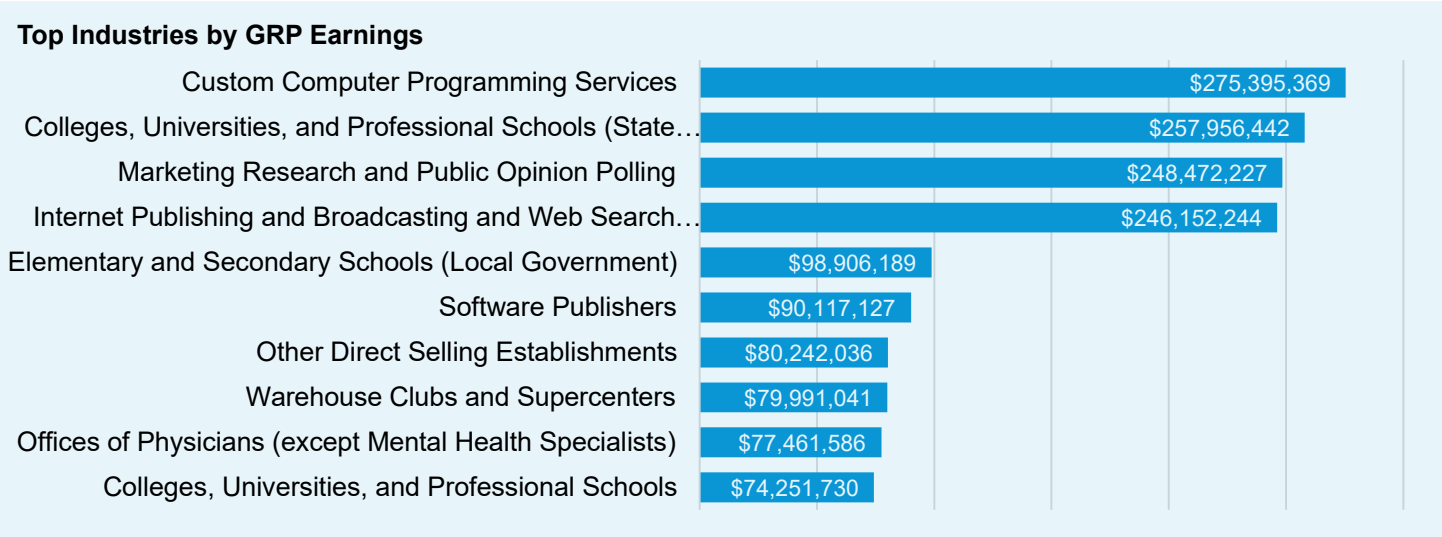

Figure 25: Top Industries by GRP Earnings. Source: EMSI 2021

Workforce Characteristics

Largest Occupations

The top occupation in Orem by total jobs is “Retail Salesperson” followed by “Postsecondary Teachers.” The next several occupations listed in Figure 26 connect to the retail or restaurant industries; “Software Developers and Software Quality Assurance Analysts and Testers” is the only other highly skilled occupation in the top ten. Because most of the top occupations in Orem are relatively low skill, their earnings are low; 7 of the top 10 occupations in the chart below earn less than $35,000 per year. The yellow line graph provides the median annual earnings of each of the top ten occupations. The fact that much of Orem’s working population is employed in low-paying occupations can be seen to affect other aspects of the economy.

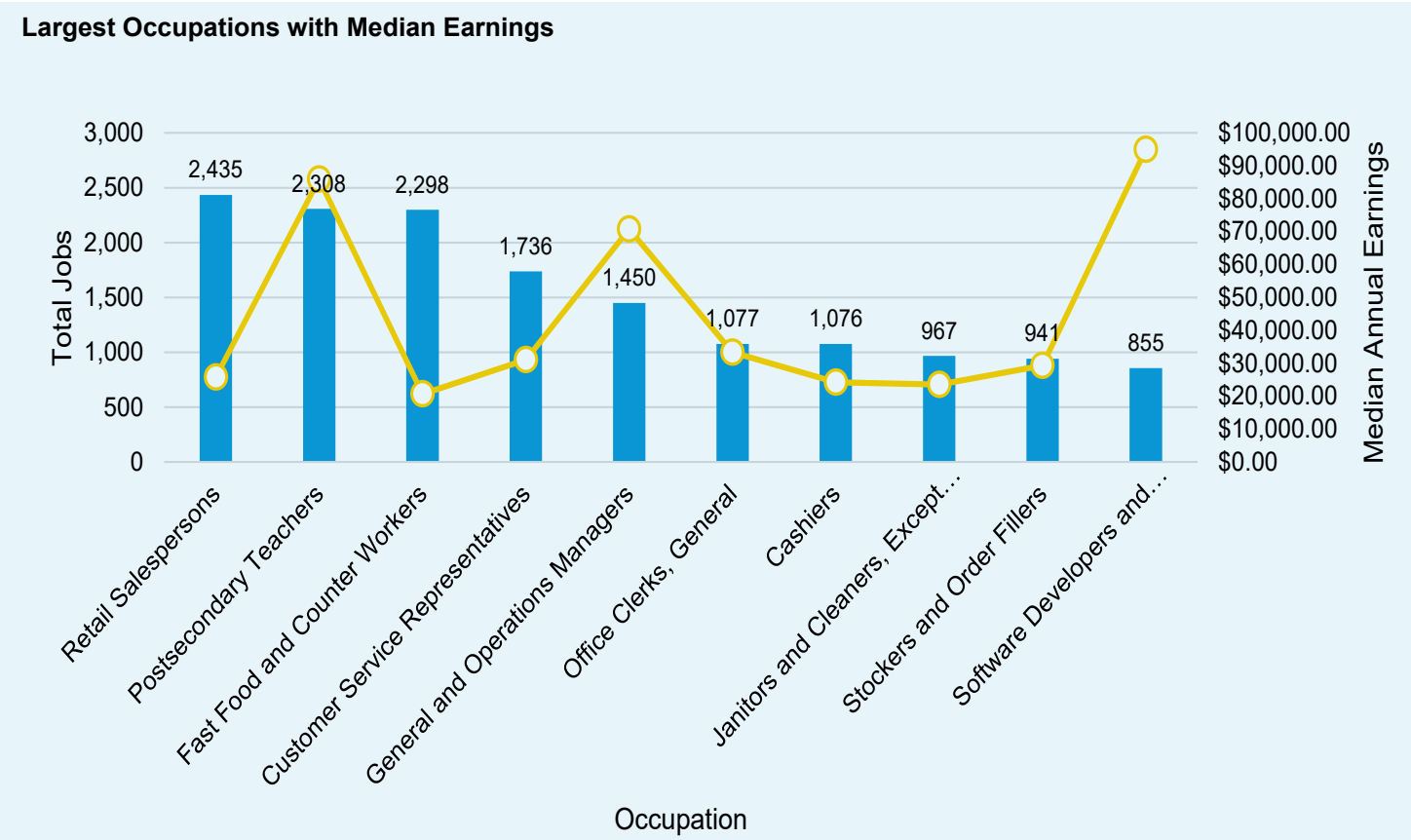

Figure 26: Top Occupations. Source: EMSI 2021

Top Growing Occupations

As with industry trends, occupation growth trends can be helpful in identifying opportunities for economic development. The occupations presented in the Figure 27 are those which saw the most growth between 2016 and 2021. Many of the fastest growing occupations connect to the retail industry. The occupations with the most jobs added during the five-year span were managers and project managers. Some other high-skilled occupations top the charts, as well, including software developers, and market research analysts. Overall, the growth represented in Figure 27 is a relatively healthy mix of low and middle-skill and low- and middle-wage occupations. However, as has been noted in other parts of this report, these are not typically the kinds of jobs and earnings that would allow a person to comfortably live within the City of Orem itself.

SOC	Occupation	2021 Jobs	2016 - 2021 % Change	Median Annual Earnings
41-2031	Retail Salespersons	2,435	9%	$25,777.94
25-1099	Postsecondary Teachers	2,308	-1%	$85,921.32
35-3023	Fast Food and Counter Workers	2,298	9%	$20,625.70
43-4051	Customer Service Representatives	1,736	22%	$31,088.57
11-1021	General and Operations Managers	1,450	46%	$70,760.54
43-9061	Office Clerks, General	1,077	12%	$33,303.80
41-2011	Cashiers	1,076	15%	$24,199.28
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	967	13%	$23,512.92
53-7065	Stockers and Order Fillers	941	49%	$29,289.79
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	855	23%	$94,988.43

Table 8: Top Occupations in 2021. Source: EMSI 2021

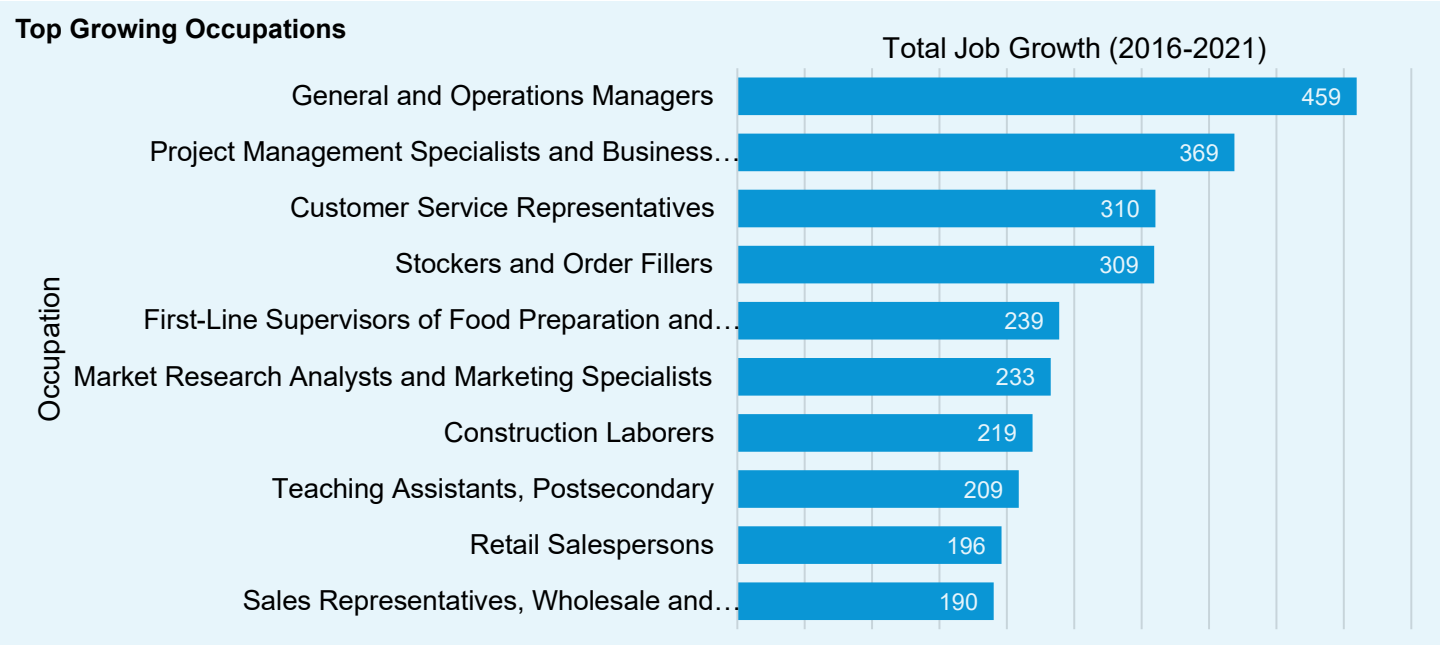

Figure 27: Top Growing Occupations. Source: EMSI 2021

Most In-Demand Occupations

To track the most recent occupational trends, the number of unique job postings for each occupation are counted. The most in-demand occupations are those for which the most jobs were posted between January 2019 and April 2022. The "Retail Salespersons" was the most in demand, with just over 2,250 unique postings. Retail occupations comprised three of the top five most in-demand jobs, which is a testament to the prowess of retail in the area, but also represents national trends through the pandemic-influenced years of 2021 and 2022. Similarly, "Registered Nurses" being among the most in-demand positions tracks with national trends over these years.

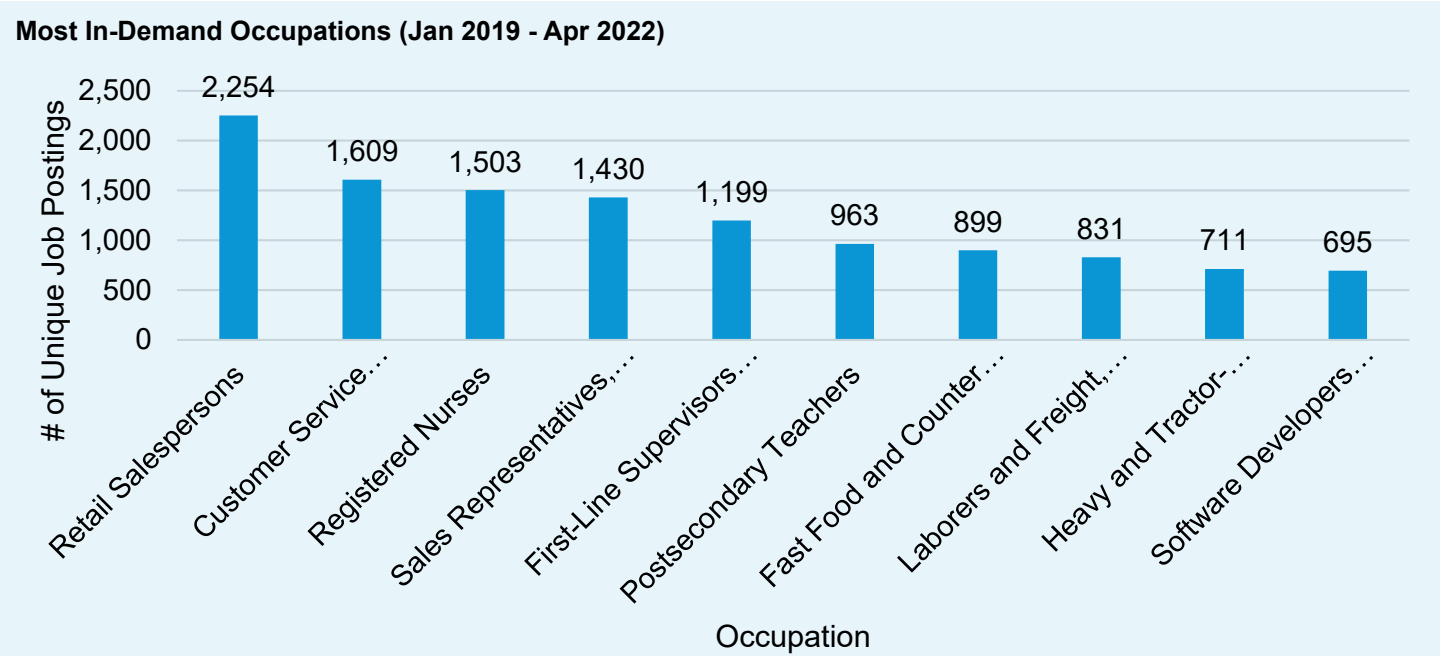

Figure 28: Most In-Demand Occupations. Source: EMSI 2021

In-Demand Skills

The top hard skills in Figure 29 are those which are most frequently mentioned in job postings in Orem. In understanding the demand for hard skills, strategies can be implemented to prepare the workforce to meet employers' needs. Merchandising, selling techniques, and nursing skills are all popular skills, which align with the top industries and occupations presented in previous charts.

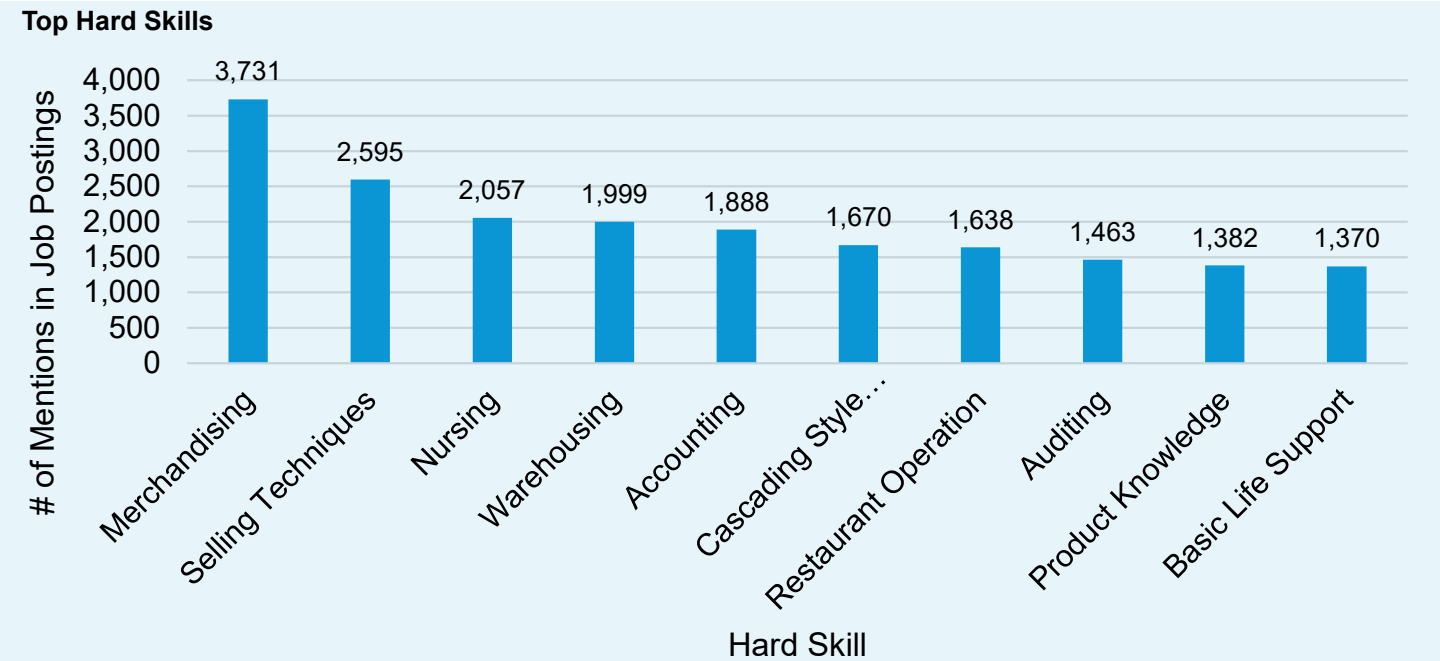

Figure 29: Top Hard Skills. Source: EMSI 2021

Labor Force & Employment Analysis

Labor Force Participation

In 2019, 52,502 of Orem's population above the age of 16 was employed; that equates to about 71.8% of the 16+ population. The unemployment rate averaged in Utah County was 1.5%, lower than the national average for 2021 (5.4%) by 3.9 percentage points. The unemployment rate in the Provo-Orem MSA was the same, at 1.5%.

Labor Force

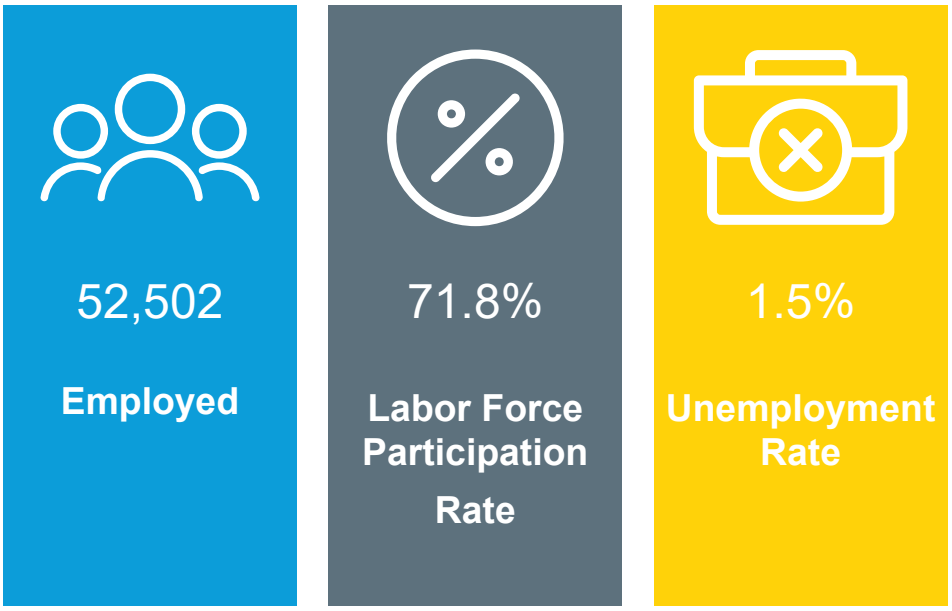

Figure 30: Labor Force Overview. Source: ACS 2015-19 Estimate; Utah Department of Workforce Services

Unemployment by Race

In the graph below, 2020 unemployment rates are given for each racial group in Orem. 3.9% of the White population in the labor force was unemployed in 2020. The "Black or African American" and "American Indian and Alaska Native" groups saw the highest unemployment rates, reaching 7.4% and 8.4%, respectively. The data below indicate employment inequities; the fact that the unemployment rates of some racial groups are 3-4 percentage points higher than others implies that employment opportunities are not equally accessible.

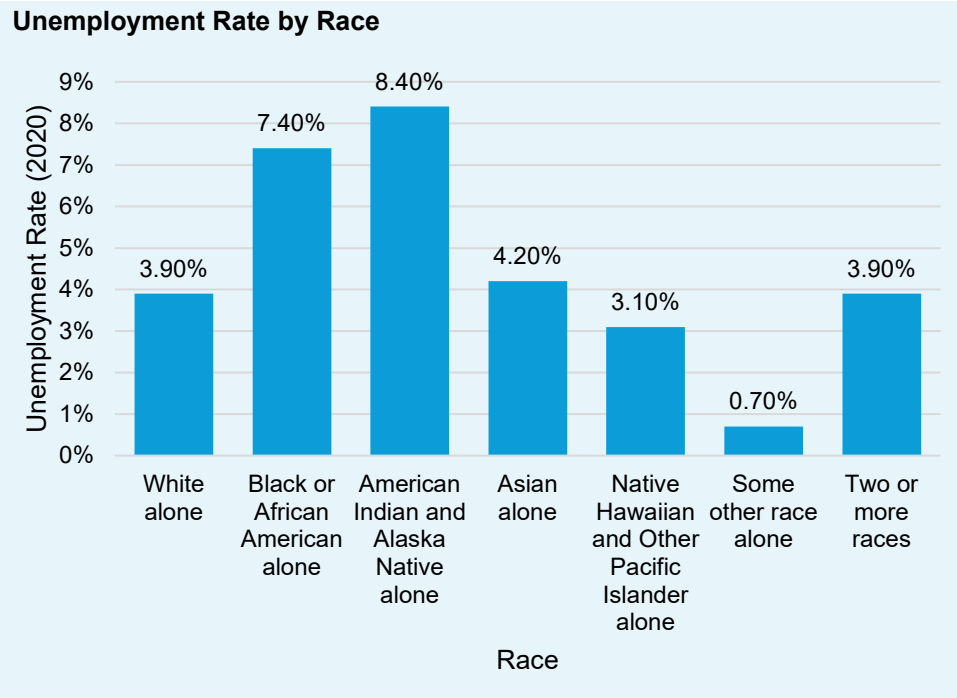

Figure 31: Unemployment by Race. Source: American Community Survey, 2020

Unemployment Rate Trends

The unemployment rate in the Provo-Orem UT metropolitan statistical area (MSA) spiked between March and April of 2020, increasing from 2.5% to 7.8% in one month. Unemployment gradually fell throughout 2020 and 2021, and finally reached pre-pandemic levels at 2.2% in March of 2021. By January 2022, the unemployment rate had dropped to 1.6%, which is nearly 1 percentage point lower than it was at the start of the pandemic in March of 2020.

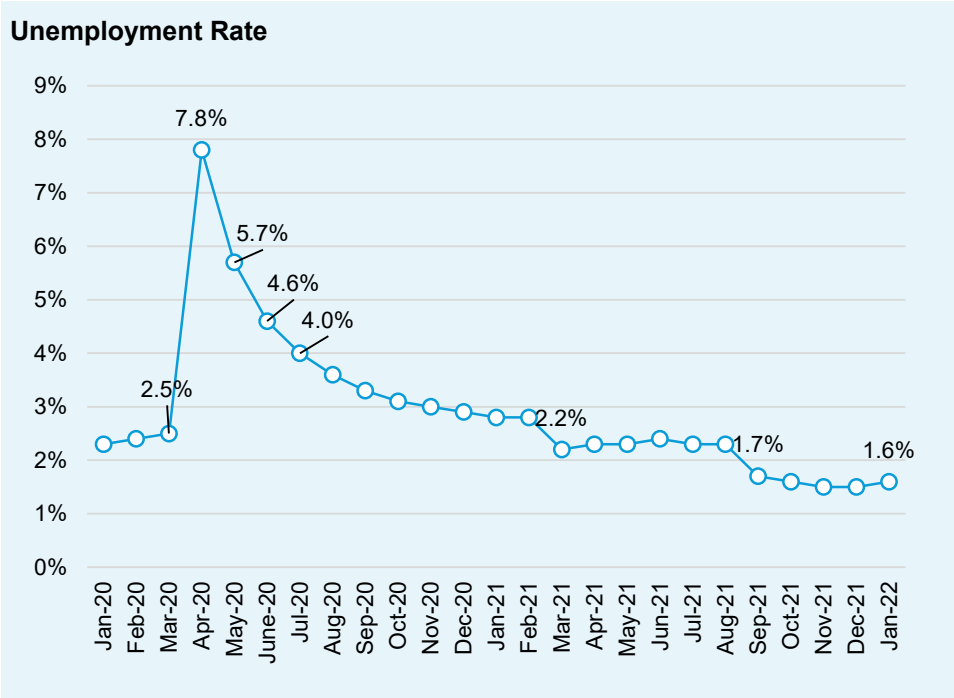

Figure 32: Provo-Orem UT MSA Unemployment Rate by Month. Source: Bureau of Labor Statistics, 2022

Remote Worker Trends

One impact of the COVID-19 pandemic was the transition of many occupations to a work-from-home model. While some workers have returned to the office, many businesses have made the decision to allow their employees to work permanently from a remote location. In the graph below, the total number of job postings for all occupations has been provided for 2019 and 2021. In 2019, there were 859 job postings for remote positions in the Provo-Orem MSA; in 2021, that number had increased to 5,384. This increase of more than 600% in remote worker job postings demonstrates one of the tremendous impacts of the COVID-19 pandemic on the workplace.

Tapestry Segmentation

Esri's Tapestry Market Segmentation characterizes and measures an area's population based on income, age, and general lifestyles. The tapestry segmentation for Orem can be helpful for understanding the population's demand, financial ability, and housing preferences, all of which inform an economic development strategy.

In Table 9, the top ten tapestries in Orem are ranked by the percent of households comprised by each tapestry. Annual growth, owner and renter preferences, household size and income, and financial ability are estimated, as well. Full tapestry profiles and descriptions can be found for all the tapestries below at this website.[9]

Tapestries	Percentage of Households	Annual Population Growth	% Home-owner	% Renter	Median Age	Average Household Size	Median Household Income	Maximum Affordable House Price	Maximum Monthly Affordable Rent
Bright Young Professionals (8C)	25.9%	1.20%	57.20%	42.80%	33	2.41	$54,000.00	$162,000	$1,125.00
Young and Restless (11B)	10.6%	1.30%	86.90%	13.10%	29.8	2.04	$40,500.00	$121,500	$843.75
In Style (5B)	7.0%	0.80%	68%	32%	42	2.35	$73,000.00	$219,000	$1,520.83
Savvy Suburbanites (1D)	6.7%	0.80%	90.60%	9.40%	45.1	2.85	$108,700.00	$326,100	$2,264.58
Comfortable Empty Nesters (5A)	6.2%	0.50%	86.90%	13.10%	48	2.52	$75,000.00	$225,000	$1,562.50
Up and Coming Families (7A)	6.1%	2.80%	73.90%	26.10%	31.4	3.12	$72,000.00	$216,000	$1,500.00
Workday Drive (4A)	5.5%	1.40%	84.90%	15.10%	37	2.97	$90,500.00	$271,500	$1,885.42
College Towns (14B)	5.1%	1.10%	24.60%	75.40%	24.5	2.14	$32,200.00	$96,600	$670.83
Parks and Rec (5C)	4.7%	0.40%	69.70%	30.30%	40.9	2.51	$60,000.00	$180,000	$1,250.00
Urban Edge Families (7C)	4.7%	1%	63.70%	36.30%	32.5	32.5	$50,900.00	$152,700	$1,060.42

Table 9: Tapestry Segmentation for the City of Orem. Source: ESRI 2021.

9 https://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm

Appendix III: SWOT Analysis

STRENGTHS

- Highly educated population
- Quality of life
- Strategic location and infrastructure assets
- Retail assets
- Strong and experienced economic development leadership

WEAKNESSES

- Housing costs
- Housing supply
- Lack of clearly defined downtown
- Disunity around long-term vision

OPPORTUNITIES

- Enhanced business support
- Quality of place improvements
- Embracing a mid-21st century economy

THREATS

- Defaulting to the status-quo
- Housing cost's effect on workers and businesses
- Heavy reliance on sales tax revenue

Strengths

Highly Educated Population

One of the City of Orem's strengths lies in its highly educated residents. With 41.7% of the resident adult population having obtained a bachelor's degree or higher, Orem residents make up a highly educated workforce that can serve as industry leaders and innovators. This compares positively to Utah's statewide average of 35.1%.

The high educational attainment of Orem is in part due to the strong presence of nearby institutions of higher education. Utah Valley University (UVU) has a student body population of over 40,000 students, and it offers 208 degree208-degree options, 91 of which are bachelor's degrees and 11 of which are master's degrees. With tuition that is 42% lower than the nation's average and 15% lower than the state of Utah's average, UVU provides an affordable higher education option for Utah residents.[10] Located just south of Orem, the proximity of Brigham Young University offers residents another high-quality education option. BYU has a student population of over 30,000 students and it offers 185 undergraduate majors, 64 master's programs, and 26 doctoral programs.[11]

Members of Orem's highly educated population have contributed to the city's strong startup culture. Business incubators, such as the Utah Valley Business Resource Center, provide support and resources for entrepreneurs to plan, strategize, and launch innovative ideas that contribute to the business and economic sectors both locally and nationally. Examples of successful startups that have either originated or grown in Orem include Word Perfect, BlendTec, Clear Task Solutions, Ready2Teach, and Warren.[12]

Quality of Life

There are many quality-of-life advantages that make Orem an attractive location for those seeking a healthy and active lifestyle. The health of residents is high with the local population outperforming the state and country by many health metrics. With several key medical facilities, such as Wasatch Medical Center, Orem Community Hospital, and Timpanogos Regional Hospital, and family practices throughout the city, there are a variety of providers to meet the medical and health needs of residents.

People travel and move to Utah because of its natural beauty and outdoor assets, and one of Orem's key defining features is its outdoor recreation opportunities. Utah Lake, Cascade Mountain, Mt. Timpanogos, and state parks surround the Orem metropolitan area and offer easy access to hiking, fishing, and other outdoor activities. Within the city, an extensive public park system provides families with space to recreate, children with areas to compete in sports, and community members with areas to gather.

In addition to natural assets, indoor assets contribute to the city's quality of life. The Orem Family Fitness Center has workout equipment, lap and leisure pools, a multi-purpose gym, group fitness classes, and sport offerings.[13] Private gyms also give residents indoor space for fitness and activity. For those who enjoy education activities, Orem Public Library contains hardcopy and digital books; online resources for student academic enrichment; and community events geared toward specific age groups, such as adults, teens, tweens, young children, and toddlers.

Finally, residents overall feel safe within Orem. The city is in the 52nd percentile for safety, which means its crime rate is on par with the national average.[14]

10 https://www.uvu.edu/whyuvu/
11 https://www.byu.edu/facts-figures
12 https://www.uvu.edu/uvbrc/incubator_companies/index.html
13 https://www.orem.us/orem-rec-center---orem-utah.html
14 https://crimegrade.org/safest-places-in-orem-

Strategic Location and Infrastructure Assets

Orem's geographic location makes it the epicenter of Utah Valley. With close access to outdoor recreation, surrounding cities in the Valley, and Salt Lake City, residents can easily access different opportunities the area offers. Orem residents also have access to I-15, which connects them to the surrounding areas.

In addition to I-15, Orem contains other important infrastructure assets. Two rail freight lines that run through the city transport goods throughout the state. Orem Central Station is an intermodal center that is a hub for train and bus travel, which residents can use to travel throughout Orem and the parts of Utah. Utah Valley Express is a bus line that makes 15 stops and runs from Orem Central Station to University Place to BYU's campus to Provo Central Station.[15] FrontRunner is a commuter train that makes 15 stops and runs from Provo Central Station to Orem Central Station to Salt Lake and ends at Ogden Station.[16] Finally, Orem is known as a high-speed fiber UTOPIA with high quality broadband.

Orem Tech Center is 788,562 square-foot facility offering retail and warehouse space to businesses.[17] With easy access to 1-15 via Geneva Road and up to 30-foot ceilings, it is a prime space to meet business and distributors' needs.[18] Located near this facility is the 368-acre Geneva Road Industrial Corridor. This area currently houses a variety of manufacturers and companies, and it offers space for future expansion including the addition of low-rise industrial facilities, mid-rise manufacturers, and mid-rise residential buildings.[19]

Retail Assets

Retail in Orem is an asset and comprises a significant market share of retail sales within Utah Valley. One key driver of retail sales is University Place, which offers retail shopping, dining, recreation, office space, and housing. Within University Place and throughout the city are nationally recognized brands, including Costco, Macy's, Lululemon, and Trader Joe's.

Strong and Experienced Economic Development Leadership

Utah is a competitive state for business, as companies across industries have chosen to start, relocate, or expand their business in the state. This is the case for Orem and the surrounding areas, as many businesses and companies are headquartered in these areas. The Utah Valley area has strong regional leadership through the Mountainland Economic Development District and advances senior services, transportation, and economic development.

Orem has successfully implemented previous economic development strategic plans. Many of the goals from past strategic plans have been successfully implemented, and the city is poised to accomplish additional goals to enhance its business sector, housing offerings, and other amenities.

The Orem Business Alliance has been instrumental in helping expand and enhance the business sector. Through its work, the Alliance advocates for small business, provides networking opportunities, and connects businesses to resources.[20]

15 https://www.rideuta.com/Rider-Tools/Schedules-and-Maps/830X-Utah-Valley-Express
16 https://www.rideuta.com/Rider-Tools/Schedules-and-Maps/750-FrontRunner
17 https://listingsprod.blob.core.windows.net/ourlistings-usa/fb66b6e5-2518-413d-b584-5be33d57d3ec/32a07a3a-4fc7-44be-9454-984e1b2f217a
18 https://listingsprod.blob.core.windows.net/ourlistings-usa/fb66b6e5-2518-413d-b584-5be33d57d3ec/32a07a3a-4fc7-44be-9454-984e1b2f217a
19 https://orem.org/wp-content/uploads/2018/08/072018_Draft_GRAP_Alternatives.pdf
20 https://econ.orem.org/oba/

Weaknesses

Housing Costs

While the strengths of Orem outlined above attract individuals to the area, the rising cost of housing has become a challenge for many, particularly for young professionals and families hoping to purchase a home. According to the real estate website Redfin's market analytics, the median sale price of a home in Orem in February of 2022 was approximately $494,500, representing an increase of 39.6% since February of 2021.[21] While the upward trend in sale price is not unique to Orem, the year-over-year (YoY) increase is substantially larger than the 28.8% growth throughout the state as a whole and the 15.9% increase nationally over the same period.

These high prices make it challenging for both young professionals and families to commit to moving to the city, and those that do are likely to face financial strain. But it is not just people moving to Orem who are likely to feel the impact of rapidly rising housing costs. Currently, 41.42% of renter-occupied households in the city are housing cost burdened, meaning they are spending more than 30% of their household income on housing costs. This number has been steadily increasing over recent years. The impact is increasingly also felt by owner-occupied households, as well.

Compounding the problem of Orem's rising housing costs are below-state-average household incomes (HHI). As of 2020, the median HHI in the city was an estimated $65,622 (mean of $87,734), which was considerably lower than the statewide median of $74,197 and only slightly above the national median of $64,994. An estimated 36% of Orem households earn an annual income of less than $50,000, including 55% of renter-occupied households.

Housing Supply

Orem's rising housing costs are heavily influenced by a growing demand for housing without a significant change in supply. Orem has a lack of developable land to build more attainable single-family homes. Only 8% of Orem's land is undeveloped, and of that, only 3% of that is zoned for residential properties. With Orem surrounded by mountains, Utah Lake, and neighboring cities, expansion of homes is extremely limited. Many have proposed high and medium density housing as a potential solution that allows for upward expansion of more attainable housing. However, others are opposed to this concept if proposed over large swaths of land area without a targeted strategic approach. High-density housing projects are frequently met with resistance by the overall community, and because Orem does not have many vacant or available high-density housing options, this exacerbates the affordability of housing challenges in the city.

21 https://www.redfin.com/city/14855/UT/Orem/housing-market

Lack of Clearly Defined Downtown

Unlike other cities throughout the state and nation that have a distinct downtown, given the layout of Orem, the lack of a clearly defined downtown is an obstacle. State Street, which most closely resembles downtown road, has a rundown appearance compared to the quaintness and attractiveness of downtowns in other Utah cities and towns. State Street also serves as a main transportation channel for commuters and residents. As a seven-lane highway, there is a lack of walkability along State Street, and as a result, instead of walking to and from restaurants and retail establishments, residents and commuters spend their time driving past the city's assets at high speeds.

The high concentration of traffic on State Street also creates another issue: traffic congestion. During peak travel times, State Street easily becomes congested with residents and commuters travelling in and out of the city. Because of the lack of walkability of the area, the high volume of traffic, and the vehicle congestion, individuals spend little of their time accessing Orem's retail and restaurant assets. Moreover, perhaps because of the highly trafficked State Street, among many there is the perception that there is a lack of locally owned small businesses throughout the city.

Disunity Around Long-Term Vision

Due to the the expiration of the previous EDSP, Orem has not recently achieved consensus around a long-term vision as it relates to economic development. The number one challenge identified by stakeholders during on-site visits was the disunity around a long-term vision for Orem's economic future. For instance, there is no clearly defined business attraction strategy. It is not clear what businesses Orem desires to attract and what approach or methods the city plans to use to attract those businesses. While Utah Valley University is a key asset to the city, its role in the local and regional economic development ecosystem is not clearly defined. Moreover, although the Utah Valley Business Resource Center is indeed an asset to local businesses and startups, it lacks a detailed and defined strategy to attract, retain, and sustain businesses. A clearly defined, unified vision in these areas would focus Orem's efforts and outreach, which will lead to greater success with business retention and attraction.

The underutilization of commercial and retail space may in part be due to the lack of a clear business strategy. From Canyon Park Technology Center to storefronts along State Street, there are a multitude of vacant office and retail spaces. Additionally, there is a lack of class-A office space for companies to use and expand their business. As a result, many startup companies that initially took root in Orem have moved out of the city to adjacent areas that better meet their office space needs. Some developers have looked to brownfield and contaminated industrial sites as areas to expand office and business space. However, there has been a reluctance to use EPA funds for proper clean-up of these areas. There is also stigma associated with brownfield sites, and many residents are reluctant to live or work in these areas.

Opportunities

Enhanced Business Support

An opportunity exists for Orem to enhance the support it provides to businesses. With a clearly defined focus and plan, Orem has the potential to attract and retain businesses. Additionally, it can help existing businesses expand within the area. There is also opportunity to have stronger alignment with Utah Valley University regarding business support. While still in the development phases, the Orem Business Alliance is a key collaborator for fostering business partnerships and networking.

While the Utah Valley Business Resource Center is an asset to the community, there are additional ways to leverage those assets and create new opportunities. By enhancing the resources within the center, the BRC can provide support to business, particularly startups. What will be paramount is a clear strategy to attract and retain businesses and identified target industries in which the BRC would like to invest. There is also opportunity for the BRC to expand its impact by building a strategic partnership with Canyon Park Technology Center. Additionally, there is an opportunity to make better use of the Smart Cities and Fabrication Lab. New technology could be tested and/or utilized in connection with City Hall.

There are many capital assets and supportive services that Orem can leverage to bring more resources to the city. The Revolving Loan Fund Program through the Economic Development Administration supports small business growth and new employment opportunities.[22] Strategically investing in business incubation and acceleration would create and retain businesses within the area. Many grant opportunities exist for minority-owned businesses that local Orem business owners could take advantage of to sustain and grow their business.[23] There are several funds allocated for capital improvements that the city could use to improve buildings and aesthetics. Finally, succession planning is necessary to sustain businesses over an extended period.

Quality of Place Improvements

There are many quality of place improvements that, if implemented effectively, could drastically enhance the attractiveness of Orem. Given the rundown appearance of State Street, the traffic congestion, and other weaknesses outlined above, there are many approaches Orem could take to improve these aspects. Streetscaping efforts, such as landscaping and sidewalk improvements, could make the area more desirable for foot traffic and recreation and encourage residents and visitors to patronize the local retail and restaurants. Traffic calming measures, such as the addition of a median down the middle of State Street, could reduce the fast-paced, vehicular activity. Gateways would improve the overall aesthetic of the area and be a marker of Orem as a distinct community. Establishing design standards will also create the feel of Orem as a distinct, unique community with its own amenities and attractions. Finally, façade improvement to store fronts would make the area more visually appealing and would highlight the uniqueness of the locally owned businesses.

Transit-oriented development and specifically multi-modal strategies are an opportunity for Orem to leverage the healthy and active lifestyle of its residents. Bike share programs are one example. Since 2010, nationally Americans have taken over 343 million trips using bike shares.[24] This increasingly popular transportation option provides residents and commuters with an affordable and easy-to-use mode of transportation at any time of day. To make bicycling a safe and viable option, bike lanes would need to be added to State Street and other roads. Properly implemented, a bike share program would encourage less automobile traffic throughout the city. Enhancement of and additions of paths for both biking and walking would complement the outdoor assets of the community and provide additional recreation options. Finally, public transportation campaigns are an opportunity to inform the public of available public transit options and encourage its use.

With the Infrastructure Investment and Jobs Act that was recently passed and that addresses certain aspects of transportation, funding may be for the traffic and multi-modal ideas outlined above.[25] Finally, with the construction of the Orem Utah Temple of the Church of Later-day Saints that is likely to draw many, there is an opportunity to expand housing near this area.

22 https://www.eda.gov/rlf/
23 https://www.governmentgrants.us/minority-grants/
24 https://nacto.org/program/bike-share-initiative/
25 https://www.congress.gov/bill/117th-congress/house-bill/3684

Embracing a Mid-21st Century Economy

Orem is well-positioned to take advantage of opportunities of a mid-21st century economy. University Place is a prime location to expand mixed-use development, specifically at the intersection of University and State streets. To attract a younger population to the area that will contribute to the local economy and workforce, many of these individuals are likely to be drawn to mixed-use development that meets their various living, shopping, and recreation needs.

These individuals are also likely to be attracted to experiential retail, recreation, and tourism. There are many approaches Orem can take to offer its residents and visitors unique experiences that set the city apart from others. With a clearly identified business attraction plan, Orem can determine the target attraction industry it would like to market. To increase the aesthetics of the area, public art, such as murals and sculptures, is an attraction for residents and visitors. As mentioned above, gateways can identify the entrance to the City of Orem and indicate to travelers that they are entering a unique, distinct community.

Given that Orem must be thoughtful about how it uses its existing spaces, flex spaces are an opportunity for the city to use limited space to serve multiple purposes. Flex spaces would consist of retail in the front of a building and wholesale and warehouses in the back of the space. By structuring the space in this way, the more visually appealing retail assets would be prominently displayed to the highly trafficked areas while the less visually appealing assets would be more discreet on less-travelled roads.

Although many of the technology companies that took root in Orem now reside in neighboring cities, with close proximity and relationships to technology corporations and start-ups another opportunity arises: offering retail-related technology. To provide key technology to both residents and local and surrounding employers, Orem could become a hub for retail technology. Types of retail to offer include software applications, logistics technology, and inventory management technology.

Threats

Defaulting to the Status-Quo

Demographic and economic trends in Orem appear to be heading in the direction of significant issues in both the short- and long-term. Rising housing costs are likely to put increasing pressure on Orem's workers to relocate or seek better-paying alternatives. Reliance on a robust retail sector is threatened by the rapid growth of e-commerce. Attempts to attract tech companies to diversify the city's industry mix is running up against nearby competitor regions that offer affordable rent, appealing and walkable "15-minute cities," defined senses of place, and developed transportation and accessibility options.

While it is difficult to draw sharp distinctions between each of these inter-related factors and trends, the largest direct threat to the City of Orem comes from potential inaction if these trends are not addressed. Prior to the development of this plan, there was no clearly defined or official short- or long-term vision for the future. Many stakeholders seem willing and able to point out potential problems or shortcomings of the city, but a collaborative approach to meeting these challenges directly is necessary to allow Orem to maximize its many strengths and build a positive future that the community can be proud of and meets the needs of its citizens.

With each month and year that measures are not taken to address the threats detailed below, these trends will become more solidified and the ramifications increasingly serious. Whether desired or not, the population in the City of Orem seems destinied to show continued growth. Without action, the cost of housing will continue to rise. Without diversification and innovation, the retail sector will continue to be threatened by advancing technologies and shopping trends, which will, in turn threaten the city's sales tax-dependent budget. Local businesses and the local economy rely on leadership to address these issues head on. Otherwise, Orem is liekly to go the way of many other cities that failed to rise to their challenges and meet them with a unified vision and set of goals.

Housing Cost's Effect on Workers and Businesses

Orem is a commuter city. In fact, around 80% of Orem residents commute outside of the city for their jobs. Conversely, around 80% of Orem's workers live outside of the city and commute in. Conversation with local workers suggest that many travel up to and beyond an hour in each direction. In the short-term this may be sustainable, with Vineyard and other surrounding cities building high-density housing mixed-use development, there may be more affordable housing close enough to Orem to maintain its lower-wage retail workforce. However, the trend of rising housing costs presents a significant threat to businesses looking to keep their employees.

In other areas around the country, trends like those seen in Orem have led to a range of negative results. High housing costs can often lead to the departure of young families or a barrier to those looking to move to the area. The families that can locate to the area are taking on excessive or burdensome debt. Either situation may not bode well for the retail sector, whether through the loss of Orem's current businesses or the inability to attract new ones.

Orem's robust retail sector is dependent on the availability of workers willing to work for low-to-moderate wage jobs. Without available housing, it is not a certainty that these companies can keep enough employees to sustain themselves. Small businesses, which often operate with much smaller operating margins, are likely to struggle to find workers or be forced into paying higher wages. In many cases, this pressure causes small businesses to close their doors. The current low unemployment rates in the region add further pressure on local businesses to pay higher wages or risk losing key staff.

Tech companies looking to relocate from more expensive areas are attracted to locations with affordable housing for their employees, too. Orem has a lot to offer tech companies that are looking to relocate from more expensive regions of the country. Access to both outdoor recreation and high-speed internet are among a number of appealing factors in making those decisions. However, these companies are often looking to relocate specifically because of high housing costs for their workers. If Orem cannot offer affordable housing, it is likely to become difficult to attract a diverse mix of businesses and industries to the city.

Heavy Reliance on Sales Tax Revenue

Known as the "Retail Hub of Utah County," the City of Orem is heavily invested in maintaining its position as the retail center of a prosperous county. As important as it is to keep the retail sector as strong as possible, attempts to diversify the industry mix in the city will help protect the local economy from the threats and fluctuations currently facing the retail industry.

Despite a policy change in 2019 that allows the City to collect taxes on out-of-state sales (including online sales), there is reason to believe that many brick-and-mortar retail stores face a difficult future. Recent trends in retail are moving quickly toward warehousing and distribution and away from in-person shopping. Evidence of this change is already quite visible throughout Orem. There are currently vacant storefronts up and down the State Street corridor. Small businesses in the retail space are likely to continue to face a difficult road ahead with the continued growth of e-commerce platforms.

Instances of new brick-and-mortar retail investment around the county are centered around walkable spaces, cafes, and restaurants. These "15-minute cities" are being constructed around access and the creation of a defined "sense of place." Although Orem is somewhat land-locked with little-to-no developable land, innovative thinking and planning is likely required to grow or even save the retail that has defined Orem for years. This means that significant investment and a singular vision would be needed to create a more modern retail and living environment that would help attract a broader and more diverse industry mix.

Sales tax revenue is considerably more volatile than property tax revenue and has proven to be increasingly volatile in recent years due to the trends and consolidation of e-commerce. Orem's 2014 EDSP noted the effect this volatility had on the city's budget during the 2008 recession. In 2007, 39 percent of the city's general fund revenues came from sales taxes. By 2010, that number had decreased to 29 percent despite the property tax revenues remaining consistent throughout the recession. Orem's 2022 budget will mark the first time since 2007 that Orem's sales tax will comprise more than 40 percent of the general fund revenues.

Fiscal Year	Sales Taxes	% of Total Revenues	Property Taxes	% of Total Revenues
FY15	**$18,839,327**	**32.78%**	$7,305,594	12.71%
FY16	**$19,471,579**	**36.17%**	$6,424,109	11.93%
FY17	**$20,722,179**	**36.79%**	$6,416,808	11.39%
FY18	**$22,198,446**	**37.34%**	$6,597,887	11.10%
FY19	**$22,736,417**	**37.16%**	$6,657,969	10.88%
FY20	**$23,737,723**	**38.77%**	$6,895,505	11.26%
FY21	**$28,004,565**	**39.90%**	$7,060,159	10.00%
FY22 (Estimate)	**$30,805,022**	**45.53%**	$7,278,289	10.76%

Table 10: Sales and Property Taxes as Percent of General Fund Revenues. Source: City of Orem Budget

Appendix IV: Review of the Retail Gap Analysis

Introduction

In 2021, the City of Orem contracted with Thomas P. Miller & Associates, an Indianapolis-based economic and workforce development consulting form to assist in the production of their Economic Development Strategic Plan (EDSP). One component of the agreed upon scope was to provide the City of Orem a retail gap analysis, an update to a major section of the city's 2014 EDSP. As TPMA consultants and data analysts sought to collect and compile the appropriate data to provide this analysis, however, they encountered two significant barriers in their ability to provide such an update.

First, due to changes in Utah state policy in the years between the most recent version of the retail gap analysis and the current effort, TPMA's consultants were not able to retrieve the relevant sales data from the Utah State Tax Commission. Second, multiple attempts to calculate or retrieve a consumer demand estimate resulted in wildly conflicting data sets.

A retail gap analysis, which is explained in greater detail in the report below, uses these two figures to compare the relative supply and demand in each retail sector. The inability of TPMA consultants to collect or calculate reliable numbers for either side of this equation ultimately led to the realization that the retail gap analysis that appeared in the 2014 EDSP, and which was updated again with 2018 numbers, could not be updated, or replicated in any meaningful way.

This report then serves as a detailed account of the inability to provide this update. It includes:

- an explanation of the typical uses of a retail gap analysis;
- how these analyses are commonly calculated, including samples of data from 2014, 2018, and 2020;
- why those calculations could not be made in this case; and
- an investigation of the uses and limitations of retail leakage and capture analyses for the purposes of strategic planning at the local government level in the current retail climate.

At the conclusion of this report, the data provided by Zion Public Finance Bank in the 2014 EDSP, the 2018 data update are provided in their entirety. Additionally, the 2020 estimates provided by a third-party data analysis company are provided. The consultants at TPMA feel it is important to include these analyses to the reader of this report. However, they do not endorse the data, or the calculations used in them.

Sales Leakage and Capture Rates

The City of Orem, Utah has long been recognized as the "retail hub" of Utah County, drawing shoppers who reside throughout the county into Orem to shop at the city's variety of retail establishments. Beyond the anecdotal, this distinction has been further evidenced by retail sales leakage and capture rate data that demonstrate that Orem retailers are serving a customer base that stretches beyond the city limits and into the surrounding communities. The city's 2014 Economic Development Strategic Plan and 2019 update, both prepared by Zion Public Finance, Inc., include these retail leakage and capture rates analyses, providing insight into which industries are "capturing" the most sales from surrounding communities and which are "leaking" sales and customers to competitors in other parts of the county.

Sales leakage and capture rates are calculated by comparing the dollar amount of recorded sales over a set period (e.g., one year) at a set location (e.g., within a city's boundaries) to an estimate of the dollar amount of purchases expected from consumers who reside in that location over the same length of time. For the purposes of these calculations, the recorded number of sales are often referred to as the "supply" and the expected number of purchases are referred to as "demand."

For example, if local furniture stores combine to have higher sales numbers than their local consumer base is expected to have spent at furniture stores, that industry has "captured" sales from the furniture stores in neighboring communities. As a result, the furniture stores in those surrounding communities are likely to show lower sales than expected and might be said to have "leaked" sales to competitors in a neighboring location.

These calculations are often used to evaluate opportunities for investment. If, for example, the grocery store industry in City A is shown to be "leaking" sales to City B, this analysis might indicate that building a new grocery store in City A is a worthwhile investment – that the current demand in City A is not being met. They have also occasionally been used to inform strategic planning at the local government level, especially in places heavily dependent on the tax revenue generated from retail sales. Such is the case with the City of Orem, for which sales and leakage data comprise a major component of past iterations of the Economic Development Strategic Plan (EDSP).

Previous Retail Gap Analyses

The 2014 EDSP and 2019 Update

In preparing the City of Orem's 2014 EDSP, Zion Public Finance Bank prepared sales leakage and capture data from taxable sales information provided by the Utah State Tax Commission. Zion also provided a 2019 update to these figures. A sample of these numbers are presented in Table 11.[26]

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate	2018 Leakage[27]	2018 Capture Rate[27]
Motor Vehicle and Parts Dealers (NAICS code 441)	$26,421,297	*162.44%*	$105,724,362	*165.24%*	$115,351,879	*152.92%*
Furniture and Home Furnishing Stores (NAICS code 442)	$44,780,511	*295.60%*	$46,365,720	*289.01%*	$68,392,227	*299.88%*

Table 11: Zion Public Finance, Inc. Leakage & Capture Rates

26 The full reports are provided in Supplement A at the end of this report.
27 May contain data from out-of-state online sales.

To begin to understand the data provided in Table 11, it is important to understand how these figures are presented, as this presentation is somewhat atypical. The dollar amounts in the leakage columns represent the difference between the supply (sales) and the demand (estimated purchases from Orem residents). In Table 11, this amount of leakage is presented as a positive number. However, the corresponding capture rate are greater than 100%, demonstrating that the supply is larger than the demand. Typically, the resulting leakage amount would be presented as a negative number, showing that Orem retailers were not leaking sales to surrounding areas but were instead "capturing" them from the surrounding areas. It is not entirely clear why the writers of this report chose to present the numbers in this way, but in Table 11 and in the full tables presented in Supplement A, a positive number in the leakage column actually represents "negative leakage" and demonstrates that Orem retailers are generating ("capturing") sales from non-Orem consumers.

As Table 11 demonstrates, 2013 and 2018 calculations show two retail sectors with very high capture rates for the City of Orem, suggesting that many shoppers travelled into Orem for their vehicle and furniture purchases. In total, these reports show the City of Orem with positive capture rates (over 100%) in 13 out of 19 retail sectors measured, demonstrating that Orem was, in fact, the retail hub of Utah County.

However, while the leakage and capture rates provided seem to show evidence of Orem's retail prowess in these sectors, the raw data used to calculate these figures are not provided in the reports nor was the methodology used to determine demand given in detail. Zion Public Finance was provided taxable sales numbers from the Utah State Tax Commission, broken down by geographic location and retail sector. These numbers effectively provide the supply component in calculating leakage, but they do not account for the demand component. To determine the demand component, some estimate must be used as no actual sales figures can measure demand.

This demand figure is not an easy estimate to determine. Models for determining the demand estimate vary widely in their complexity, and a flawed methodology can have a significant impact on the resulting leakage and capture calculations. This is especially the case when calculating these figures for a large area such as a city, as opposed to a smaller area such as a ZIP code or city block.[28]

The 2014 and 2019 reports give very little indication as to how this demand estimate was calculated, although there is some reason to believe that the method used was on the simpler end of the spectrum.[29] As this report will demonstrate in a later section, different attempts to calculate the same demand can produce wildly different results. Whether the methods used by Zion Public Finance produced an accurate measurement of retail demand or not, it is important to note that there is no standard approach to determining this number.

Updating the Retail Gap Analysis with 2020 Data

Utah State Tax Commission Data

In August 2021, the City of Orem and TPMA requested 2020 sales data from the Utah State Tax Commission with the purpose of performing a retail gap analysis to update the 2018 leakage and capture rates. However, two significant changes in the intervening years impacted the TPMA's ability to provide this update.

The first change was to the Utah State Tax Commission policy, which restricted the type of sales data that could be made publicly available. As a result, TPMA was unable to obtain the same level of detail as the sales data that were made available for Zion Public Finance in 2014 and 2019. TPMA could only access sales data that had not been disaggregated by zip code as previous years' data had been. Rather, TPMA was only able to obtain aggregate gross taxable sales and purchase data for the city of Orem as a whole, separated only by retail sector.

28 Retail gap/sales leakage analyses are more commonly used in site selection decisions about whether and where to open a new retail establishment. They are less commonly used in the development of economic development strategy.
29 A footnote in the 2019 Update asserts, "Estimated consumer purchases are based on average annual consumer purchases in the State of Utah."

Table 12 contains the Utah State Tax Commission's 2020 Gross Aggregate Taxable Sales and Purchases figures for the same two industries represented in Table 11. The number in the second column represents the total dollar amount of sales and purchases made by Orem companies within each industry that was subject to sales or use taxes. TPMA was unable to obtain data relating only to taxable sales, which would ideally be the information used to calculate leakage and capture rates. Although it is assumed to be a small percentage, the portion of the provided dollar amount that comprises taxable purchases is unknown.

Retail Sector	2020 Gross Aggregate Taxable Sales and Purchases
Motor Vehicle and Parts Dealers (NAICS code 441)	$354,416,317
Furniture and Home Furnishing Stores (NAICS code 442)	$94,801,699

Table 12: Utah Tax Commission 2020 Gross Aggregate Sales & Purchase Figures

Beyond the aforementioned policy updates regarding publicly available data, another important change took place between the time when Zion Public Finance obtained the 2018 sales numbers and when TPMA made their data request. Beginning in 2019, Utahns who made purchases from out-of-state retailers were required to pay sales tax on these purchases.[30] Prior to this, online sales were listed separately by the Utah State Tax Commission and were not included in their aggregate taxable sales data. However, after the 2019 rule change, these data were collected and presented together. This requirement not only had a large impact on the taxes collected by the state, but presumably affected the "aggregated gross taxable sales and purchases" data that were made available, making a comparison between the 2020 and 2018 figures effectively meaningless. This shift points to a larger issue involving out-of-state sales: the increasing effect of e-commerce on the retail market, and the calculation of leakage and capture rates, to which this report will return in the concluding section.

In summary, the data provided to TPMA differed from the data made available to Zion Public Finance in two important ways: in geographic specificity and in the inclusion of out-of-state/online purchases.

Supplementing the Missing 2020 Sales Data with Other Reports and Proprietary Models

Despite these changes, the taxable sales and purchases data provided to TPMA by the Utah State Tax Commission are sufficient to serve as the "supply" component in a standard retail gap analysis, albeit a less informative one than was prepared for the 2014 and 2018 reports. To complete the sales leakage calculations, an estimated "demand" component is needed.

As was mentioned above, there are a number of ways to calculate this demand estimate that range from the simple to the complex. For a simple metric, one might take the average annual consumer purchases for the entire state and scale them down for the population count of the City of Orem. This seems to be the method chosen by Zion Public Finance. This method will produce a demand estimate, but one that problematically assumes a homogeneous population across the State of Utah, treating all consumers the same regardless of age, location, income, etc.

Another option would be to look at more complex calculations such as those performed by third-party data analytics companies. These third-party consumer demand estimates are developed using proprietary algorithms and modeling. For example, the input-output model used by Economic Modeling Specialists International (EMSI) provides sales and demand estimates for a variety of geographic regions. This model utilizes information from a wide variety of sources including data sets from the Bureau of Economic Analysis (BEA), Census LODES data, and the American Community Survey, among others.[31] Table 13 represents a sample of EMSI's estimates for retail sales and demand for the City of Orem in 2020.

30 https://www.ksl.com/article/46459266/new-laws-in-2019-include-online-sales-tax-for-out-of-state-purchases
31 For more information on the data sources used in EMSI's Input Output Model, see their glossary entries and articles on the topic here: https://kb.emsidata.com/faq/what-is-input-output-modeling/

3-Digit NAICS Code	Industry	2020 Total Demand	2020 Total Sales	Capture/(Leakage)	2020 Aggregate Sales and Demand
441	Motor Vehicle and Parts Dealers	$94,518,297	$141,025,205	$46,506,908	$235,543,502
442	Furniture and Home Furnishings Stores	$15,055,563	$30,382,161	$15,326,598	$45,437,724

Table 13: EMSI Leakage/Capture Input-Output Model

EMSI's model produces a leakage dollar amount that can be used to calculate a capture rate. Together, these numbers would amount to a 2020 update to the previous retail gap analyses.[32] However, comparing the output of EMSI's models to the "actual" data provided by the Utah State Tax Commission uncovers a potential issue with relying solely on this third-party model.

EMSI's estimated sales for Orem retailers do not come close to matching the 2020 data provided by the state. To highlight the differences between EMSI's sales estimates and those provided by the state, Table 4 compares the two for the Motor Vehicle and Parts Dealers (NAICS 441) and Furniture and Home Furnishing Stores (NAICS 442) industries.

3-Digit NAICS Code	Industry	EMSI 2020 Sales Estimate	Utah State Tax Commission 2020 Aggregate Sales & Purchases
441	Motor Vehicle and Parts Dealers	$141,025,205	$354,416,317
442	Furniture and Home Furnishings Stores	$30,382,161	$94,801,699

Table 14: Comparison of EMSI estimates and Utah State Tax Commission data

The difference between the "actual" sales numbers and the third-party estimate raises concern about the usefulness of the EMSI model. The model is attempting to estimate the dollar amount of sales in these retail sectors, but the estimate produced is roughly 2.5 to 3 times lower than actual sales figures. This, of course, calls into question the accuracy of both the EMSI sales estimates and the demand estimates. In a situation where the sales figures differ so greatly from the raw data provided by the state, comparing the demand estimates to the actual taxable sales numbers would not produce a useful or accurate set of leakage data.

For further comparison and analysis, TPMA also pulled a sale leakage report from Environmental Systems Research Institute (ESRI), another third-party data analytics company.[33] ESRI uses similar data sources to EMSI but creates their own proprietary models. In 2017, though, the data analytics team at ESRI moved to discontinue their production of the retail gap analysis reports. Explaining this decision, ESRI analysts point to "the changing face of retail." In a 2018 release, they elaborate:

> When the Retail MarketPlace database was first developed in 2003, the methodology supported a retail industry that was dominated by a brick-and-mortar business model. Within recent years, and specifically in today's marketplace, larger chunks of retail activity have swung to e-commerce activity. As a result, the larger portion of sales activity taking place online has impacted the traditional models to estimate supply and demand. [34]

The decision to discontinue a popular report is further evidence of the complicated nature of a modern-day retail gap analysis: the necessary data are hard to acquire and when limited data are available, accurate models are nearly impossible to create. For reference, ESRI's final retail gap analysis for the City of Orem, produced in 2017, is provided in Supplement B at the conclusion of this report.

32 The full report from EMSI can be found in Appendix B at the conclusion of this report.
33 https://www.esri.com/en-us/home
34 Retirement of Esri Retail MarketPlace Data, Report, & Maps. ESRI, 2018

After considering the limitations of available data, as well as the ever-changing retail environment from which the data are derived, there is good reason to evaluate the overall utility of retail gap analyses as tools for economic development in 2022.

Examining the Retail Gap Analysis in 2022

Given the information presented above, it is clear why the comparison of third-party demand models to the Utah State Tax Commission taxable sales data would likely result in an inaccurate, and thus misleading, city-wide retail gap analysis. For this issue, there are two possible solutions: 1) only use EMSI models to determine leakage and capture, or 2) create a new model to compare to the raw taxable sales data. The model referenced in the first solution is provided, along with several other data reports, in Supplement B at the conclusion of this report. However, given the discrepancy between the raw sales data and the third-party estimates, there is good reason to doubt the accuracy or usefulness of the analysis.

The second solution, to create a new model to arrive at a more accurate demand estimate, presents a new set of problems. Chief among them is the difficulty in producing an accurate, useful estimation model (the issues with the methodology adopted by Zion Public Finance in determining this figure are mentioned above). Given the data- and model-related obstacles enumerated to this point, it is worth pausing here to briefly investigate the most common uses of retail gap analyses and retail leakage and capture data in general.

Historically, the most common use for a retail gap analysis is to help inform investment decisions and evaluate potential geographical areas for growth or expansion. For example, if a retail business is deciding whether to open a new store in a new area, a leakage and capture analysis of their retail sector might be a useful tool. If an area appears to have a higher demand in a certain sector than the local stores can meet, the retailer might feel more secure in opening a new store there. These reports are often conducted to assist both the retailer and the lending financial institution in determining whether a positive return on investment is likely. Retail gap analyses, then, are often considered in tandem with a variety of other metrics, to help make these investment decisions on a “micro” level.

Although less common, retail gap analyses can also have uses for more “macro” strategic planning. If, for example, a leakage and capture analysis show a higher demand for clothing stores than is being met by current sales, a city might seek to attract an additional retailer or two in this sector. For example, the 2018 update prepared by Zion Public Finance states that:

> There are areas of leakage in the Accommodation and Gasoline Station sales which indicate that the City has an opportunity to expand its ability to capture more of these sales. Increased capture rates in these areas have the potential to benefit the city through complementing large employers currently in the city and by potentially attracting new employers.

As Orem has historically placed significant emphasis on its retail sector, this kind of analysis and interpretation of the data may give crucial insight as to which sectors are currently “capturing” sales (meaning there may not be much room for additional growth) and which sectors are “leaking” sales (meaning there may be potential to grow this industry).

In general, though, retail gap analyses and leakage and capture data are less informative on a “macro” strategic planning process than they are on a “micro” investment decision-making level. One reason for this is that they typically provide information about a single point in time – one that is heavily influenced by a variety of factors.[35] For example, the years of 2020 and 2021 have been significantly impacted by the COVID-19 pandemic. While many industries and sectors have been dramatically affected by this once-in-a-century event, the retail sector appears likely to have reshaped entirely. Following trends that have long been noted, the move away from brick-and-mortar stores to e-commerce has been accelerated in the past few years. Moreover, disruption and

35 While it is true that regular updates to these figures can point to trends and give a deeper understanding than a single year’s report could offer, this data point is only one in a large number of factors. It is not advised that large-scale decisions are influenced by this analysis alone. One potential result could be an overreliance on tax revenue from brick-and-mortar retail, which can put cities in a precarious position given the rapidly evolving and tumultuous retail market.

innovation driven by Amazon and other online retailers has shifted the retail landscape in ways that will never be fully undone, regardless of how long COVID-19 pandemic lasts.

The consultants at Zion Public Finance note this shift in their 2018 update, asserting that “The City is strong in almost every retail category which indicates that there may be few opportunities for retail growth, especially given trends in the retail industry for less brick-and-mortar development.” The 2014 EDSP, by contrast, only mentions online sales once, clarifying that online sales are not a part of their analysis as they were listed separately by the Utah State Tax Commission.

Although online sales are no longer separated from traditional retail sales, their growing share of sales in the retail sector creates further issues for the evaluating of leakage and capture rates. A vast majority of online sales are out-of-state sales; this is especially the case with national retail giants like Walmart or Amazon. If, for example, all sales on a platform like Amazon appeared in leakage calculations for the appropriate sector, one might interpret that leakage as an opportunity for more brick-and-mortar retail in the online purchaser’s community. This analysis, however, is likely to lead to poor decision-making, considering the recent increase in online sales. Even retail sectors once thought to be safe from the encroachment of online retailers are increasingly feeling the squeeze. Car dealerships, for example, operate in an industry that has seen significant growth in the space of e-commerce. The fact that consumers are purchasing cars online does not necessarily mean that Orem needs more car dealerships – it might actually mean the opposite. These market shifts must be evaluated in conducting and using a traditional retail gap analysis.

To summarize, the state of Orem’s retail environment as presented by a retail gap analysis must be considered within its broader context; an understanding of available data, national economic trends (like those toward e-commerce), and the limitations of models and estimates is required for the retail gap analysis’ use as an economic development tool. The figures and models provided in this report, as well as those provided in the supplements included below and referenced throughout, might be helpful for broadly informing an understanding of retail trends. Their limitations, however, are perhaps more informative and illuminate the need for other economic development tools that use available data more appropriately to inform decisions.

Supplement A: Full Zion Public Finance, Inc. Reports (2013 & 2018)

Zion Public Finance, Inc 2013 Leakage & Capture Rate Report

Category	2013 Leakage	2013 Capture Rate
General Merchandise Stores	$123,428,141	165.16%
Motor Vehicle and Parts Dealers	$105,724,362	165.24%
Clothing and Clothing Accessories Stores	$69,146,835	234.44%
Furniture and Home Furnishings Stores	$46,365,720	289.01%
Miscellaneous Store Retailers	$34,632,928	170.15%
Sporting Goods, Hobby, Book, and Music Stores	$34,487,643	210.33%
Electronics and Appliance Stores	$29,058,628	211.20%
Food and Beverage Stores	$23,709,935	119.55%
Food Services and Drinking Places	$22,618,204	119.27%
Building Material and Garden Equipment and Supplies Dealers	$12,573,804	117.66%
Repair and Maintenance	$9,204,849	128.39%
Health and Personal Care Stores	$1,982,276	114.01%
Nonstore Retailers	$477,230	102.87%
Museums, Historical Sites, and Similar Institutions	($821,440)	6.34%
Amusement, Gambling, and Recreation Industries	($2,734,797)	77.98%
Performing Arts, Spectator Sports, and Related Industries	($3,522,080)	2.03%
Personal and Laundry Services	($4,171,128)	58.20%
Gasoline Stations	($6,706,634)	77.77%
Accommodation	($29,813,411)	28.62%
Total	**$465,641,067**	**146.28%**

Zion Public Finance, Inc 2018 Leakage & Capture Rate Report

Category	2018 Leakage	2018 Capture Rate
General Merchandise Stores	$157,102,778	173.32%
Motor Vehicle and Parts Dealers	$115,351,879	152.92%
Clothing and Clothing Accessories Stores	$68,392,227	299.88%
Furniture and Home Furnishings Stores	$65,205,939	210.47%
Miscellaneous Store Retailers	$39,169,049	124.61%
Sporting Goods, Hobby, Book, and Music Stores	$37,728,479	214.81%
Electronics and Appliance Stores	$36,557,967	124.44%
Food and Beverage Stores	$36,307,822	131.08%
Food Services and Drinking Places	$31,815,993	191.95%
Building Material and Garden Equipment and Supplies Dealers	$29,399,552	156.31%
Repair and Maintenance	$8,701,912	121.42%
Health and Personal Care Stores	$6,283,323	138.00%
Nonstore Retailers	$2,144,208	104.26%
Museums, Historical Sites, and Similar Institutions	($1,798,873)	4.61%
Amusement, Gambling, and Recreation Industries	($3,419,212)	67.24%
Performing Arts, Spectator Sports, and Related Industries	($4,708,159)	1.24%
Personal and Laundry Services	($8,503,162)	60.81%
Gasoline Stations	($13,548,791)	65.79%
Accommodation	($44,129,766)	28.97%
Total	**$558,053,167**	**142.32%**

Supplement B: Third-Party Leakage/Capture Reports

EMSI 2020 Total Sales, Total Demand, and Leakage/Capture Analysis

NAICS	Description	2020 Total Demand	2020 Total Sales	2020 (Leakage)/ Capture
111	Crop Production	$33,387,354	$20,778,972	$12,608,382
112	Animal Production and Aquaculture	$9,104,371	$12,401,684	($3,297,313)
113	Forestry and Logging	$704,348	$408,627	$295,720
114	Fishing, Hunting and Trapping	$2,355,808	$1,514,725	$841,083
115	Support Activities for Agriculture and Forestry	$3,204,389	$2,175,943	$1,028,446
211	Oil and Gas Extraction	$19,777,119	$4,633,479	$15,143,641
212	Mining (except Oil and Gas)	$19,267,525	$3,743,900	$15,523,626
213	Support Activities for Mining	$20,927,596	$0	$20,927,596
221	Utilities	$138,346,631	$37,600,572	$100,746,059
236	Construction of Buildings	$119,942,015	$154,686,572	($34,744,558)
237	Heavy and Civil Engineering Construction	$72,165,858	$80,156,126	($7,990,268)
238	Specialty Trade Contractors	$306,471,840	$606,392,329	($299,920,489)
311	Food Manufacturing	$259,817,620	$438,846,686	($179,029,066)
312	Beverage and Tobacco Product Manufacturing	$41,902,180	$0	$41,902,180
313	Textile Mills	$4,482,766	$0	$4,482,766
314	Textile Product Mills	$5,762,502	$5,740,187	$22,314
315	Apparel Manufacturing	$2,362,249	$408,604	$1,953,645
316	Leather and Allied Product Manufacturing	$1,538,530	$1,477,674	$60,856
321	Wood Product Manufacturing	$36,620,675	$10,944,944	$25,675,731
322	Paper Manufacturing	$71,473,215	$96,993,785	($25,520,570)
323	Printing and Related Support Activities	$40,727,917	$30,672,364	$10,055,554
324	Petroleum and Coal Products Manufacturing	$90,914,307	$0	$90,914,307
325	Chemical Manufacturing	$154,721,152	$106,477,659	$48,243,493
326	Plastics and Rubber Products Manufacturing	$57,185,306	$46,416,830	$10,768,476
327	Nonmetallic Mineral Product Manufacturing	$38,750,207	$316,287	$38,433,919
331	Primary Metal Manufacturing	$53,516,524	$21,420,369	$32,096,156
332	Fabricated Metal Product Manufacturing	$91,781,943	$232,423,864	($140,641,921)
333	Machinery Manufacturing	$87,807,435	$50,284,208	$37,523,227
334	Computer and Electronic Product Manufacturing	$92,946,635	$6,927,411	$86,019,224
335	Electrical Equipment, Appliance, and Component Manufacturing	$38,625,308	$45,887,005	($7,261,697)
336	Transportation Equipment Manufacturing	$190,734,069	$48,396,980	$142,337,088
337	Furniture and Related Product Manufacturing	$24,992,942	$22,580,077	$2,412,865
339	Miscellaneous Manufacturing	$37,875,563	$26,813,878	$11,061,686
423	Merchant Wholesalers, Durable Goods	$254,189,090	$386,442,027	($132,252,937)
424	Merchant Wholesalers, Nondurable Goods	$233,878,898	$96,766,042	$137,112,856
425	Wholesale Electronic Markets and Agents and Brokers	$32,353,763	$4,050,902	$28,302,861

NAICS	Description	2020 Total Demand	2020 Total Sales	2020 (Leakage)/ Capture
441	Motor Vehicle and Parts Dealers	$94,518,297	$141,025,205	($46,506,908)
442	Furniture and Home Furnishings Stores	$15,055,563	$30,382,161	($15,326,598)
443	Electronics and Appliance Stores	$17,703,755	$18,754,494	($1,050,739)
444	Building Material and Garden Equipment and Supplies Dealers	$69,520,831	$87,177,727	($17,656,896)
445	Food and Beverage Stores	$70,587,752	$53,181,069	$17,406,683
446	Health and Personal Care Stores	$29,380,959	$47,384,360	($18,003,400)
447	Gasoline Stations	$30,782,342	$26,885,133	$3,897,209
448	Clothing and Clothing Accessories Stores	$35,231,740	$87,750,774	($52,519,034)
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	$11,267,357	$30,560,560	($19,293,203)
452	General Merchandise Stores	$67,429,958	$197,926,663	($130,496,705)
453	Miscellaneous Store Retailers	$28,234,673	$70,152,177	($41,917,504)
454	Nonstore Retailers	$83,294,148	$346,493,790	($263,199,642)
481	Air Transportation	$58,356,615	$2,639,645	$55,716,970
482	Rail Transportation	$9,658,058	$2,011,830	$7,646,228
483	Water Transportation	$10,218,980	$24,920	$10,194,060
484	Truck Transportation	$95,303,863	$12,967,220	$82,336,643
485	Transit and Ground Passenger Transportation	$26,636,906	$1,236,610	$25,400,296
486	Pipeline Transportation	$2,174,839	$0	$2,174,839
487	Scenic and Sightseeing Transportation	$561,760	$0	$561,760
488	Support Activities for Transportation	$23,454,158	$11,678,971	$11,775,187
491	Postal Service	$1,961	$0	$1,961
492	Couriers and Messengers	$42,649,641	$3,581,818	$39,067,823
493	Warehousing and Storage	$53,229,649	$13,655,069	$39,574,580
511	Publishing Industries (except Internet)	$119,704,419	$248,293,896	($128,589,476)
512	Motion Picture and Sound Recording Industries	$39,427,075	$26,280,765	$13,146,310
515	Broadcasting (except Internet)	$66,633,515	$25,935,839	$40,697,675
517	Telecommunications	$202,123,629	$207,316,919	($5,193,290)
518	Data Processing, Hosting, and Related Services	$64,000,335	$140,411,951	($76,411,616)
519	Other Information Services	$181,322,786	$906,318,469	($724,995,684)
521	Monetary Authorities-Central Bank	$3,291,147	$0	$3,291,147
522	Credit Intermediation and Related Activities	$313,914,681	$437,699,594	($123,784,913)
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	$192,295,577	$397,788,971	($205,493,394)
524	Insurance Carriers and Related Activities	$276,948,895	$199,742,954	$77,205,941
525	Funds, Trusts, and Other Financial Vehicles	$59,821,965	$0	$59,821,965
531	Real Estate	$399,847,095	$603,142,436	($203,295,341)
532	Rental and Leasing Services	$50,410,452	$49,539,322	$871,130
541	Professional, Scientific, and Technical Services	$780,014,857	$1,434,798,666	($654,783,809)
551	Management of Companies and Enterprises	$205,429,657	$62,611,290	$142,818,366
561	Administrative and Support Services	$374,152,772	$148,495,366	$225,657,406
562	Waste Management and Remediation Services	$25,149,143	$7,981,031	$17,168,112

NAICS	Description	2020 Total Demand	2020 Total Sales	2020 (Leakage)/ Capture
611	Educational Services	$102,514,654	$186,163,351	($83,648,696)
621	Ambulatory Health Care Services	$290,135,757	$300,906,812	($10,771,055)
622	Hospitals	$251,050,699	$138,897,682	$112,153,017
623	Nursing and Residential Care Facilities	$68,911,659	$72,500,269	($3,588,609)
624	Social Assistance	$65,306,002	$35,292,133	$30,013,869
711	Performing Arts, Spectator Sports, and Related Industries	$40,983,627	$24,670,565	$16,313,062
712	Museums, Historical Sites, and Similar Institutions	$4,862,791	$12,431,056	($7,568,266)
713	Amusement, Gambling, and Recreation Industries	$35,587,455	$26,179,922	$9,407,533
721	Accommodation	$57,074,856	$25,140,046	$31,934,809
722	Food Services and Drinking Places	$191,063,460	$235,573,167	($44,509,707)
811	Repair and Maintenance	$57,077,816	$85,925,013	($28,847,197)
812	Personal and Laundry Services	$52,876,194	$53,476,171	($599,977)
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	$68,637,423	$5,845,378	$62,792,045
814	Private Households	$7,621,035	$3,108,672	$4,512,363
901	Federal Government	$1,394,463,976	$168,241,098	$1,226,222,878
902	State Government	$401,507,844	$503,397,780	($101,889,936)
903	Local Government	$409,621,627`	$296,013,780	$113,607,847
999	Unclassified Industry	Insf. Data	Insf. Data	
Total	**$10,463,595,424**	**$11,061,667,014**	**($598,071,590)**	**$561,760**

ESRI 2017 Retail Gap Analysis

NAICS	2017 Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
441	Motor Vehicle & Parts Dealers	$194,627,189	$495,727,494	$(301,100,305.00)
4411	Automobile Dealers	$160,986,503	$387,625,167	$(226,638,664.00)
4412	Other Motor Vehicle Dealers	$17,514,509	$39,526,463	$(22,011,954.00)
4413	Auto Parts, Accessories & Tire Stores	$16,126,177	$68,575,864	$(52,449,687.00)
442	Furniture & Home Furnishings Stores	$28,581,484	$92,560,436	$(63,978,952.00)
4421	Furniture Stores	$18,675,957	$67,036,234	$(48,360,277.00)
4422	Home Furnishings Stores	$9,905,527	$25,524,202	$(15,618,675.00)
443	Electronics & Appliance Stores	$32,486,257	$140,058,322	$(107,572,065.00)
444	Bldg Materials, Garden Equip. & Supply Stores	$57,507,755	$119,547,458	$(62,039,703.00)
4441	Bldg Material & Supplies Dealers	$53,509,117	$114,557,822	$(61,048,705.00)
4442	Lawn & Garden Equip & Supply Stores	$3,998,638	$4,989,636	$(990,998.00)
445	Food & Beverage Stores	$153,452,383	$125,420,936	$28,031,447.00
4451	Grocery Stores	$137,284,429	$114,023,018	$23,261,411.00
4452	Specialty Food Stores	$10,221,169	$10,779,612	$(558,443.00)
4453	Beer, Wine & Liquor Stores	$5,946,785	$618,306	$5,328,479.00
446,4461	Health & Personal Care Stores	$41,624,400	$99,188,956	$(57,564,556.00)
447,4471	Gasoline Stations	$101,309,300	$106,254,057	$(4,944,757.00)
448	Clothing & Clothing Accessories Stores	$45,585,044	$155,131,107	$(109,546,063.00)
4481	Clothing Stores	$31,777,560	$124,951,485	$(93,173,925.00)
4482	Shoe Stores	$5,129,958	$19,442,046	$(14,312,088.00)
4483	Jewelry, Luggage & Leather Goods Stores	$8,677,526	$10,737,576	$(2,060,050.00)
451	Sporting Goods, Hobby, Book & Music Stores	$38,609,952	$93,140,565	$(54,530,613.00)
4511	Sporting Goods/Hobby/Musical Instr Stores	$34,183,911	$81,002,219	$(46,818,308.00)
4512	Book, Periodical & Music Stores	$4,426,041	$12,138,346	$(7,712,305.00)
452	General Merchandise Stores	$171,763,491	$401,988,158	$(230,224,667.00)
4521	Department Stores Excluding Leased Depts.	$101,404,516	$240,734,331	$(139,329,815.00)
4529	Other General Merchandise Stores	$70,358,975	$161,253,827	$(90,894,852.00)
453	Miscellaneous Store Retailers	$37,864,965	$52,437,601	$(14,572,636.00)
4531	Florists	$1,389,554	$1,050,247	$339,307.00
4532	Office Supplies, Stationery & Gift Stores	$8,059,475	$16,479,116	$(8,419,641.00)
4533	Used Merchandise Stores	$4,717,004	$6,527,507	$(1,810,503.00)
4539	Other Miscellaneous Store Retailers	$23,698,932	$28,380,731	$(4,681,799.00)
454	Nonstore Retailers	$16,200,440	$24,303,387	$(8,102,947.00)
4541	Electronic Shopping & Mail-Order Houses	$14,476,451	$21,433,451	$(6,957,000.00)
4542	Vending Machine Operators	$387,525	$0	$387,525.00
4543	Direct Selling Establishments	$1,336,464	$2,869,936	$(1,533,472.00)
722	Food Services & Drinking Places	$101,148,080	$126,001,563	$(24,853,483.00)
7223	Special Food Services	$1,866,567	$1,575,987	$290,580.00
7224	Drinking Places - Alcoholic Beverages	$3,099,948	$275,353	$2,824,595.00
7225	Restaurants/Other Eating Places	$96,181,565	$124,150,223	$(27,968,658.00)
	Total	**$1,866,101,523**	**$3,718,018,745**	**$(1,851,917,222.00)**

Supplement C: City of Orem Taxable Sales Data

2020 Gross Aggregate Taxable Sales and Purchases Data Provided by the Utah State Tax Commission

Industry Description	2020 Gross Aggregate Taxable Sales and Purchases
MOTOR VEHICLE AND PARTS DEALERS	
New Car Dealers	$201,824,190.00
Used Car Dealers	$107,658,744.00
Other Motor Vehicle Dealers	$12,523,023.00
Automotive Parts, Accessories, and Tire Stores	$32,410,360.00
Total	**$354,416,317.00**
FURNITURE AND HOME FURNISHINGS STORES	
Furniture Stores	$78,219,954.00
Home Furnishing Stores	$16,581,745.00
Total	**$94,801,699.00**
ELECTRONICS AND APPLIANCE STORES	
Electronics and Appliance Stores	$50,905,997.00
Total	**$50,905,997.00**
BUILDING MATERIAL AND GARDEN EQUIPMENT AND SUPPLIES DEALERS	
Building Material and Supplies Dealers	$172,809,939.00
Lawn and Garden Equipment and Supplies Stores	$18,873,870.00
Total	**$191,683,809.00**
FOOD AND BEVERAGE STORES	
Grocery Stores	$205,483,565.00
Specialty Food Stores	$11,870,054.00
Beer, Wine, and Liquor Stores (Fewer than 10)	$6,500,000.00
Total	**$223,853,619.00**
HEALTH AND PERSONAL CARE STORES	
Cosmetics, Beauty Supplies, and Perfume Stores	$14,278,010.00
Optical Goods Stores	$5,023,979.00
Other Health and Personal Care Stores	$6,243,002.00
Pharmacies & Drug Stores	$240,787.00
Total	**$25,785,778.00**

Industry Description	2020 Gross Aggregate Taxable Sales and Purchases
GASOLINE STATIONS	
Gasoline Stations	$28,359,562.00
Other Gasoline Stations (Fewer than 10)	$500,000.00
Total	**$28,859,562.00**
CLOTHING AND CLOTHING ACCESSORIES STORES	
Clothing Stores	$89,257,934.00
Shoe Stores	$7,962,841.00
Jewelry, Luggage, and Leather Goods Stores	$8,119,567.00
Total	**$105,340,342.00**
SPORTING GOODS, HOBBY, BOOK, AND MUSIC STORES	
Book Stores and New Dealers	$9,335,855.00
Hobby, Toy, and Game Stores	$5,405,639.00
Musical Instruments and Supplies Stores	$11,656,605.00
Sewing, Needlework, and Piece Goods Stores	$4,680,116.00
Sporting Goods Stores	$61,041,310.00
Total	**$92,119,525.00**
GENERAL MERCHANDISE STORES	
Department Stores (Fewer than 10)	$150,000.00
General Merchandise Stores, Including Warehouse Clubs and Supercenters	$474,537.00
Total	**$624,537.00**
MISC. STORE RETAILERS	
Florists	$473,506.00
Office Supplies, Stationery, and Gift Stores	$11,236,644.00
Other Miscellaneous Store Retailers	$60,635,701.00
Used Merchandise Stores	$3,416,026.00
Total	**$75,761,877.00**
NONSTORE RETAILERS	
Electronic Shopping and Mail-Order Houses	$157,663,019.00
Vending Machine Operators	$303,059.00
Direct Selling Establishments	$7,801,449.00
Total	**$165,767,527.00**

Industry Description	2020 Gross Aggregate Taxable Sales and Purchases
PERFORMING ARTS, SPECTATOR SPORTS, AND RELATED INDUSTRIES	
Performing Arts Companies (Fewer than 10)	$1,000.00
Spectator Sports (Fewer than 10)	$20,000.00
Promoters of Performing Arts, Sports, and Similar Events (Fewer than 10)	$3,000.00
Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures (Fewer than 10)	$1,000.00
Independent Artists, Writers, and Performers	$84,509.00
Total	**$109,509.00**
MUSEUMS, HISTORICAL SITES, AND SIMILAR INSTITUTIONS	
Museums, Historical Sites, and Similar Institutions (Fewer than 10)	$45,000.00
Total	**$45,000.00**
AMUSEMENT, GAMBLING, AND RECREATION INDUSTRIES	
Amusement, Gambling, and Recreation Industries	$15,039,695.00
Total	**$15,039,695.00**
ACCOMMODATION	
Bed-and-Breakfast Inns and All Other Traveler Accommodation	$4,018,364.00
Hotels and Motels	$7,632,540.00
Total	**$11,650,904.00**
FOOD SERVICES AND DRINKING PLACES	
Full-Service Restaurants	$11,549,649.00
Limited-Service Restaurants	$7,808,904.00
Special Food Services	$21,150,232.00
Cafeterias, Grill Buffets, Buffets, Snack and Nonalcoholic Beverage Bars	$2,755,855.00
Drinking Places (Alcoholic Beverages) (Fewer than 10)	$350,000.00
Total	**$43,614,640.00**
REPAIR AND MAINTENANCE	
Automotive Repair and Maintenance	$45,605,599.00
Electronic and Precision Equipment Repair and Maintenance	$1,376,492.00
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	$163,233.00
Personal and Household Goods Repair and Maintenance	$2,183,746.00
Total	**$49,329,070.00**
PERSONAL AND LAUNDRY SERVICES	
Personal and Laundry Services	$7,676,869.00
Religious, Grantmaking, Civic, Professional, and Similar Organizations	$371,027.00
Total	**$8,047,896.00**
GRAND TOTAL	**$1,537,757,303.00**

OREM

Economics

5.1 Economic Opportunities and goals

5.2 Economic Development Strategic Plan

5.1 Economic Opportunities and Goals

The City of Orem is well-known and highly respected in the State of Utah as a great place to do business. It is additionally known for its entrepreneurship, especially in technology-oriented companies.

Orem is the regional retail hub of Utah County. This economic vitality is exciting to businesses and attractive to employers who are drawn to the strong workforce from area universities, the low cost of living, and the recreational opportunities in the City's backyard.

5.1.1 Economic Challenges and Opportunities

Even with all these advantages, Orem, like all cities, has its challenges. The City's regional market share of sales is declining, and growth in the City has slowed and is projected to be modest through 2040.

Cities to the north, such as Lehi are rapidly growing, creating strong competition in Utah Valley to attract employers and new retail. Vineyard to the west is beginning to show signs of growth and may present significant commercial competition in the future.

These areas have a substantial advantage for development that Orem lacks: abundant vacant land. However, while vacant land allows easy, straightforward development, Orem has the opportunity to take economic growth and development to the next level by creating a more sophisticated urban environment that establishes Orem as not only the retail hub of the County, but the employment and entertainment hub as well.

5.1.2 Orem's Economic Development Division

In 1983, the Commission for Economic Development in Orem (CEDO) was founded as a non-profit organization with a primary function to help build Orem's economy. At the time, steel was Orem's main industry and the City's economy was greatly affected by the ups and downs of the steel market.

In addition to an unstable economy, jobs were scarce and Orem was losing its large base of local college graduates to other areas. CEDO's original focus was on attraction and retention of businesses in areas not currently represented in the City.

In order to meet today's economic challenges, capitalize on the economic strengths of the City, grow the City's economic base, and increase coordination and collaboration between economic development staff and City staff, CEDO was integrated into the City of Orem as the Economic Development Division in 2012.

One of the first major tasks of the Economic Development Division was to develop an Economic Development Strategic Plan to guide the City's economic development and growth into the future.

5.2 Economic Development Strategic Plan

The purpose of the Economic Development Strategic Plan is to provide the City with a sustainable vision for economic growth and to provide a plan to implement and encourage this vision. Sustainable growth is a means of providing a balanced, vibrant

economy in Orem. Additionally, it is a means of expanding the tax base and increasing assessed values. Public services and schools will benefit, enhanced employment opportunities will develop, and citizens will benefit from a higher quality of life.

The Orem Economic Development Strategic Plan was adopted in 2015 and was based participation with residents and community experts from various professional backgrounds including local retail, marketing, real estate, transportation, housing, and finance. Numerous workshops and public meetings brought together a wide variety of perspectives and depth of experience in the various aspects of economic development. Through this process, strengths and weaknesses were identified and a path forward was envisioned.

5.2.1 Implementation and Action Plan

As the City moves forward, economic development should follow the recommendations in the Economic Development Strategic Plan, and more specifically, the Implementation and Action Plan (see Figure 5.1). The EDSP should be consulted on a regular basis to ensure that ongoing land development and business development in the City of Orem meets not only land-use goals, but also meets economic development goals.

Figure 5.1 Implementation and Action Plan

GOAL	STRATEGY	TIME	ACTION
1. Increase the sustainability of the City's tax base through increased property values	Pursue Class A office development at University Place; assist with incentives as required to gain height, a City skyline and sense of a "Downtown."	1-10 Years	Adjust zoning to allow for greater building heights in key economic areas. Pursue CDA funding for Class A office and high property value business park development.
	Encourage business park development at southwest annexation area.	1-5 Years	Complete annexation process for southwest area. Ensure utilities are in place in this area through impact fees, developer contributions, and potentially a CDA.
2. Establish Orem as the employment hub of Utah County	Concentrate Class A development in the University Place downtown area in order to cluster office development.	1-10 Years	Adjust zoning to allow for greater building heights. Pursue greater public transit options to and from University Place. Pursue CDA funding for Class A office.
	Pro-actively contact startup businesses and major employers in the area to determine their interest in relocating "Downtown."	1-2 Years	Conduct one-on-one meetings with existing, expanding businesses. Provide quarterly "business breakfast" meetings and updates .
	Work with EDCUtah to recruit technology companies to Orem; local incentives, such as a CDA, will be required if State EDTIF funds are used.	1 Year	Meet with EDCUtah's representatives on a regular basis to assess opportunities.
	Develop a City policy regarding the use of economic incentives	1 Year	City staff to review policies from other communities and devise a policy for Orem. Coordinate with County and Alpine School District.

Figure 5.1 Implementation and Action Plan (continued)

GOAL	STRATEGY	TIME	ACTION
3. Improve the visual and physical appearance of State Street	Establish a revolving low- interest loan fund for façade renovations and exterior improvements for properties located on State Street .	1-10 years	General Fund revenues could be used to establish a fund; if in a CDA area, then tax increment monies could capitalize the fund.
	Increase the connectivity with Orem Blvd through street connections that make places of a walkable scale.	5-10 Years	Develop small area master plans for key areas in the City. Center Street should be a priority.
	Retrofit the exteriors of shopping centers to have a more urban street frontage.	1-20 Years	General Fund revenues could be used to establish a revolving loan fund; if in a CDA area, then tax increment monies could capitalize the fund.
	Make streetscape improvements to State Street.	1-10 Years	B & C Road Funds Special Assessment Area.
4. Create a Civic Center at Center Street	Develop a form-based code to transform 3-4 blocks of Center Street into a walkable Main Street.	5-10 Years	Develop architectural standards to improve the quality of new development.
	Retrofit exteriors of big box stores to keep sales tax base from large-scale retail, yet bring a more urban environment to the area.	5-10 Years	General Fund revenues could be used to establish a revolving loan fund; if in a CDA area, then tax increment monies could capitalize the fund.
	Prioritize and focus initial incentives and City assistance at key economic nodes along the State Street Corridor in order to obtain a "cluster" of improvements that will spur further improvements.	1-20 Years	Strategically create CDA areas to clean up blight and make improvements along State Street. Use CDA increment to promote development at key sites. Focus improvements at key economic nodes.
5. Redevelop and increase the viability of the Geneva Road "Wedge" area of Orem	Pursue light rail alignment along Geneva Road rather than through the interior of Vineyard .	1-2 Years	Lobby UTA to align light rail along Geneva Road; demonstrate that it is a key focus of the City's Economic Plan.
	Promote retail development on the east side of Geneva Road, neighborhood scale, such as a grocery store to draw from the increased buying power of the Geneva development	3-5 Years	Contact grocery stores that do business in Utah to determine "what it would take" to locate on Geneva Road. Provide necessary public infrastructure Increase code enforcement along Geneva Road. Assist in the aggregation of properties at key sites along Geneva Road.
	Promote office and retail development at the I-15 interchanges where visibility is high and access is good.	5-10 Years	Assist in the aggregation of properties at the I-15 interchanges; contact existing property owners.
6. Develop a new image for Orem	Increase the reputation and image of Orem City through a new and vibrant marketing strategy.	1-2 years	Prepare a marketing plan for the City

Figure 5.1 Implementation and Action Plan (continued)

GOAL	STRATEGY	TIME	ACTION
7. Increase cultural and arts activity in the City	Encourage development of a variety of cultural activities in the SCERA district, thereby creating an arts and entertainment district for the City; advertise the area as the City's "Arts District."	2-5 Years	Contact existing arts and entertainment organizations
	Add senior housing in the arts district, as well as higher-density housing to increase vitality in this district.	5-10 Years	Adjust zoning to allow for increased residential densities
8. Increase connectivity with Utah Valley University	Develop small-scale, walkable retail near UVU with a distinct sense of place–such as "Wolverine Hill."	2-5 Years	Develop a small area master plan for this area; work with MAG to provide planning funds just as WFRC does. Work with UVU to integrate campus with City and retail.
9. Maintain Orem as the regional retail hub of Utah County	Pursue "one-of-a-kind: retail destinations, or highly popular retail outlets, such as Trader Joe's or Field & Stream that will set Orem apart and add to the City's image as "the place to be."	1-5 Years	Work closely with brokers such as Commerce to keep current on retail trends. Attend ICSC and bring marketing materials.
10. Recapture lost sales tax leakage category	Pursue development of a hotel either near UVU or at University Place.	1-2 Years	Work with a hotel consultant to pursue hotel development.
11. Develop and strengthen key economic nodes along State Street	Allow for higher-density housing and taller buildings at key intersections – Center Street, 800 North, etc., in order to create a destination.	1-20 Years	Strategically create CDA areas to clean up blight and make improvements along State Street. Use CDA increment to promote development at key sites. Focus improvements at key economic nodes.
12. Proactively pursue transit development and alignment to benefit the City	Work with UTA, UDOT, and MAG to ensure Orem has a strong voice in decisions regarding transit planning and alignment. Stay competitive with Vineyard in providing regional transit within the City along economic nodes.	1-5 Years	Create CDAs at key sites to encourage TOD.

Current Edition from 2014

Orem City

Economic Development Strategic Plan

December 2014

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Introduction and Executive Summary

Orem City is well-known and highly respected in the State and nationally as a great place to live and do business, as a desirable place to raise a family, for its safety (low crime rates) and for its entrepreneurship, especially in technology-oriented companies. In addition, Orem is the regional retail hub of Utah County. The City accounts for one-third of retail sales countywide. This economic vitality is exciting to businesses and is attractive to employers who are drawn to the strong workforce from area universities, the low cost of living, and the recreation opportunities in the City's backyard.

Even with all these advantages, Orem, like all cities, has its challenges. The City's regional market share of sales is declining, and growth in the City has slowed and is projected to be modest through 2040. Cities to the north, such as American Fork and Lehi are rapidly growing, creating strong competition in the Valley to attract employers and new retail. Vineyard to the west is finally beginning to show signs of growth and could present significant competition in the future. These areas have a substantial advantage for development that Orem lacks – abundant vacant land. However, while vacant land allows easy, straightforward development, Orem has the opportunity to take economic growth and development to the next level to create a more sophisticated urban environment that establishes Orem as not only the retail hub of the County, but the employment and entertainment hub as well.

Process

The approach to this economic plan is holistic, involving experts and workshops in planning, marketing, real estate, transportation, housing and finance. During the week of August 18 – 21, 2014, a weeklong charrette was held in Orem, which included numerous workshops and public meetings intended to bring together a wide variety of perspectives and depth of experience in the various aspects of economic development. Through this process, the consulting team identified strengths and weaknesses, developed a vision/mission statement for the City and crafted development configurations that would enhance the tax base and quality of life in the City. This

economic plan outlines these findings, presenting a sustainable vision for economic growth and a plan to implement and encourage this vision.

Summary of Findings

Strengths

- Orem is the regional retail hub of Utah County, capturing over one-third of retail sales in the County, yet representing only 17 percent of the population
- Prime location in the center of Utah County
- Demographic profiles include a highly-educated population, young median age and large household sizes
- Large student population which provides one of the most attractive and skilled workforces in the entire nation
- Known for incubating start-up companies that are innovative and creative – a good startup culture
- Good access and visibility from I-15 and excellent traffic counts on major arterials
- Low cost of doing business
- City-owned utilities
- Multiple healthcare options
- Proximity to world-class recreation areas
- Arts and culture, including the Timpanogos Storytelling Festival
- Family-friendly culture
- Safe: low crime rates

Weaknesses

- Over-reliance on sales tax revenues which creates volatility in City revenues and loss of economic sustainability
- Lack of quality office space, especially Class A space, to attract mature companies; startup companies relocate as they mature to other locations in Utah County
- Lack of vacant land
- Lack of City identity and image – “Who is Orem?”
- Strip-mall, rundown appearance along State Street

- UVU remains "unconnected" with the City
- Little population growth projected
- Threat of competition from Vineyard development – large areas of open land

Opportunities

- Promote vision statement: *For the City of Orem's economic development audience, Orem provides great value through a low cost of doing business and a quality workforce. Orem is the epicenter of Utah County, where start-up companies, established businesses and developers prosper.*
- Promote the idea of Orem as the epicenter of Utah County – "It all starts here!"
- Become the regional employment hub of Utah County, with Class A office space, at University Place
- Become the regional, employment and entertainment center of Utah Valley
- Attract more technology-oriented businesses
- Create an urban, sophisticated and dynamic "downtown" at University Place – become the "Downtown Rising" of Utah County
- Develop a walkable City Center at Center Street by bringing development up to the street and creating walkable blocks, using form based codes and making connections through blocks, such as with State Street and Orem Boulevard
- Capitalize on large amount of residential development at Vineyard (@Geneva) by encouraging retail development at "The Wedge" along Geneva Road
- Use redevelopment tools to clean up blighted areas along Geneva Road
- Add retail development at I-15 interchanges
- Create a business park in southwest annexation area
- Create a student gathering place near UVU – "Wolverine Hill" – to better integrate the students with the community
- Increase transit options along key corridors of the City
- Bring hotel development to the downtown of the City
- Expand the Arts District to include more activities, senior housing and higher-density housing

Orem Overview and Economic Base

Awards and Recognitions Received

Orem is well known for being business-friendly and has a history of innovation and economic start-ups. Entrepreneur Magazine named Orem the top area for entrepreneurs in mid-sized companies. Proximity to two large university campuses provides dynamism and energy to the area, in addition to low taxes, affordable business and living costs, and area amenities that encourage the area to be a center for business growth. Companies that got their start in Orem include Novell, Blendtec, Omniture (now owned by Adobe), doTERRA, WordPerfect, and MyFamily.com. Other awards that Orem (or the Orem/Provo region) has received in recent years include:

Table 1: Orem Awards and Recognitions

Ranking	Title	Organization
1	2014 Best Well-Being	Gallup
1	2013 Best Cities for Successful Aging	Milken Institute
2	2013 Best Performing Cities	Milken Institute
2	2013 Best Midsize Cities for Jobs	Forbes Magazine
2	2013 Best Places for Business and Careers	Forbes Magazine
12	2013 Most Secure Midsize Cities	Farmers Insurance
24	2013 Safest Cities	CQ Press
25	2014 Best Places to Live	Time Money
30	2014 America's 50 Best Cities to Live	24/7 Wall Street

Source: Orem Economic Development

In addition to the overwhelming recognition Orem has received, the City also benefits from the strong economic and pro-business climate of Utah. Utah is consistently ranked in the top states for categories in strong economic outlook,[1] best states for business,[2] and technology concentration.[3] Other awards given to Utah recognize strong growth rates, low utility prices, high volunteerism, good health, and overall happiness of residents.

EDCUtah has compiled a list of factors that are most important to national site selectors as they look for business locations – Orem shines on almost all factors, and has the ability to improve in those factors that it does not. Things like crime rate or proximity of universities are things that cities often cannot change, but Orem stands out in many of these unchangeable categories providing true assets to a potential business. Other things that the City can improve, such as the availability of buildings, are more readily open to City action.

Table 2: National Site Selection Decision Factors

Top 10 Business Decision Factors	Top 9 Quality of Life Factors
Labor Costs	Low Crime Rate
State and Local Incentives	Colleges or Universities
Highway Accessibility	Housing Costs
Availability of Skilled Labor	Ratings of Public Schools
Energy Availability and Costs	Health Care Facilities

[1] Ranked first, ALEC-Laffer, Rich States Poor States (2013)
[2] Ranked third, Forbes magazine, Best States for Business and Careers (2013);
[3] Ranked first in "Technology Concentration and Dynamism Composite Index", Milken Institute (2013)

Top 10 Business Decision Factors	Top 9 Quality of Life Factors
Proximity to Major Markets	Housing Availability
Tax Exemptions	Climate
Occupancy/Construction Costs	Cultural Opportunities
Corporate Tax Rate	Recreational Opportunities
Availability of Buildings	

Source: EDCUtah, PPBH

Demographics

The City's demographics are strong for economic development, with a youthful, educated population and a strong family culture. The City is the retail heart of the County, and the County provides an even larger base population that is also young and family-oriented. A large student population provides an energy and vitality to the region. However, population growth in Orem has leveled out as there is little developable and open land within the City. Other areas in the County are rapidly surpassing Orem in growth. These trends are projected to continue unless the City focuses on attractive in-fill development with higher housing and office density along key nodes and corridors (explored in later chapters) to attract and retain the youthful population as they search for jobs and homes.

Population and Population Growth

The City's population is estimated to be about 88,820 making it the second largest city in Utah County behind Provo.

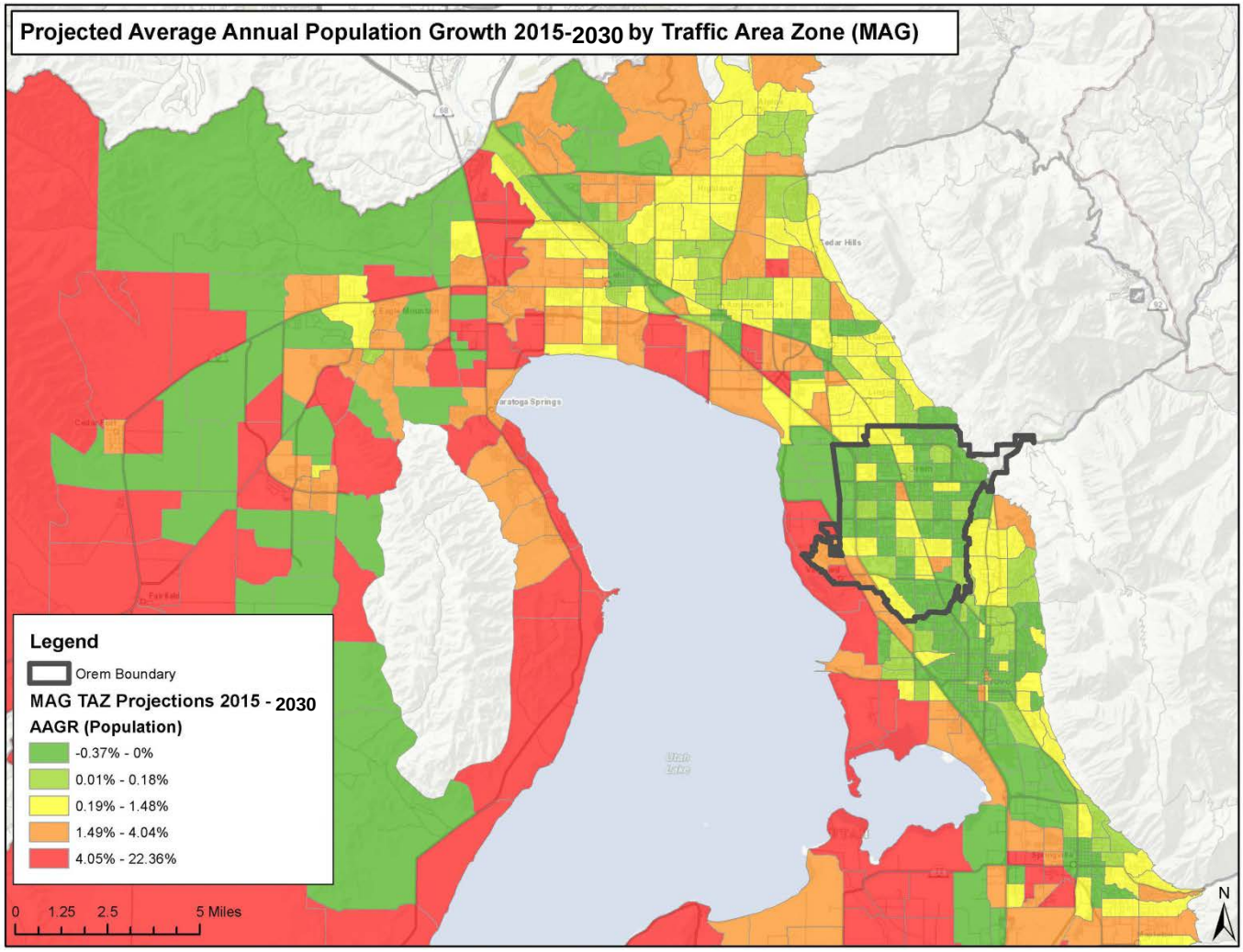
Orem is projected to have an annual average growth rate (AAGR) of less than one percent until 2030, the same as Provo and the lowest in the County except for Cedar Hills. In comparison, cities that are projected to have high growth are those in the County that still have open land available to develop, such as Lehi, Saratoga Springs, and Eagle Mountain.

Table 3: Population Growth Projections in Utah County

	2010 as % of Total	Absolute Growth 2030	2030 as % of Total	AAGR 2010-2030
Utah County		316,537		2.4%
Alpine	2%	2,112	1%	1.0%
American Fork	5%	13,372	5%	2.1%
Cedar Hills	2%	1,088	1%	0.5%
Eagle Mountain	4%	32,680	6%	4.7%
Highland	3%	5,189	2%	1.5%
Lehi	9%	35,182	10%	2.8%
Lindon	2%	2,389	1%	1.1%
Orem	17%	14,993	12%	0.8%
Pleasant Grove	6%	8,553	5%	1.1%
Provo	22%	18,580	16%	0.8%
Saratoga Springs	3%	40,715	7%	6.1%
Spanish Fork	7%	19,452	6%	2.3%
Vineyard	0%	8,276	1%	22.8%

Source: MAG TAZ Estimates

Analyzing AAGR at a detailed Traffic Area Zone ("TAZ") level out to 2040, many areas in in Orem are projected to have negative population growth.



Population and Age

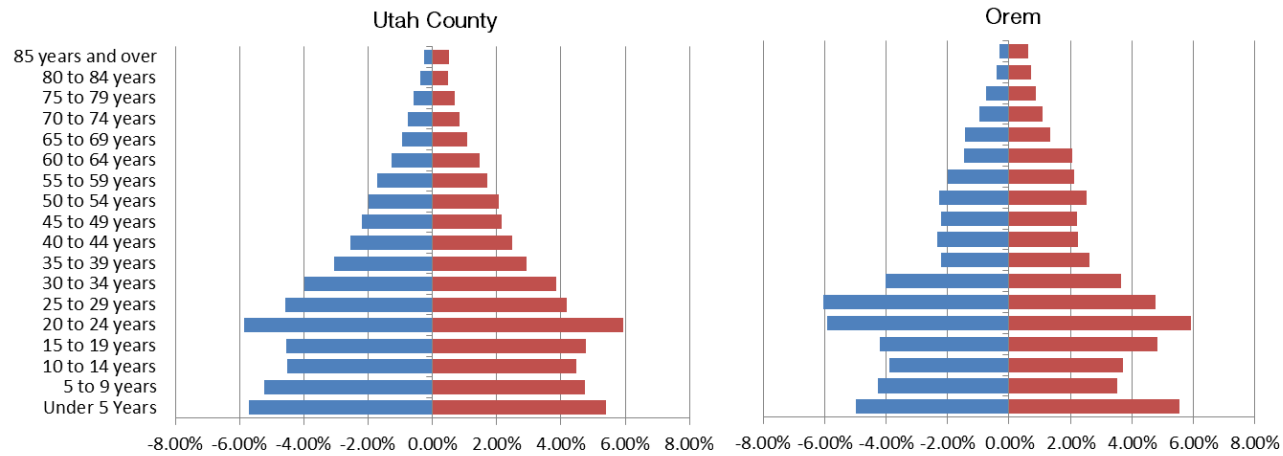
Utah has a very young population in comparison to the nation, and Utah County has among the lowest median ages in Utah with Orem being no exception. Utah County's median age is 24.5 compared to the State's at 29.3 and the national median of 36.8. While Orem is not the youngest in the County at 26.5 years, it is still well below the State median. Orem has the lowest percentage of its population under 20 in the County, indicating there are less young families in Orem than in other cities. However, there is a strong student population with 22.6 percent of the population in their twenties. Only Provo has a higher proportion of student-aged residents. This high student population could be skewing Orem's figures on its proportion of children in the City.

Table 4: Age Characteristics in Utah County

	Median Age	% of Population <20 Years Old	% of Population 20-30 Years Old
Utah	29.3	34.5%	16.6%
Utah County	24.5	39.4%	20.6%
Alpine	29.6	41.8%	8.7%
American Fork	27.2	41.0%	13.3%
Cedar Hills	23.6	46.8%	9.1%
Eagle Mountain	21.7	48.7%	18.0%
Highland	20.6	49.2%	7.5%
Lehi	23.5	46.3%	13.1%
Lindon	26.3	42.1%	11.8%
Orem	26.5	34.9%	22.6%
Pleasant Grove	25.9	40.5%	15.8%
Provo	23.5	31.7%	39.6%
Saratoga Springs	19.7	50.2%	10.6%
Spanish Fork	25.2	42.9%	14.0%
Vineyard	21.9	45.8%	7.8%

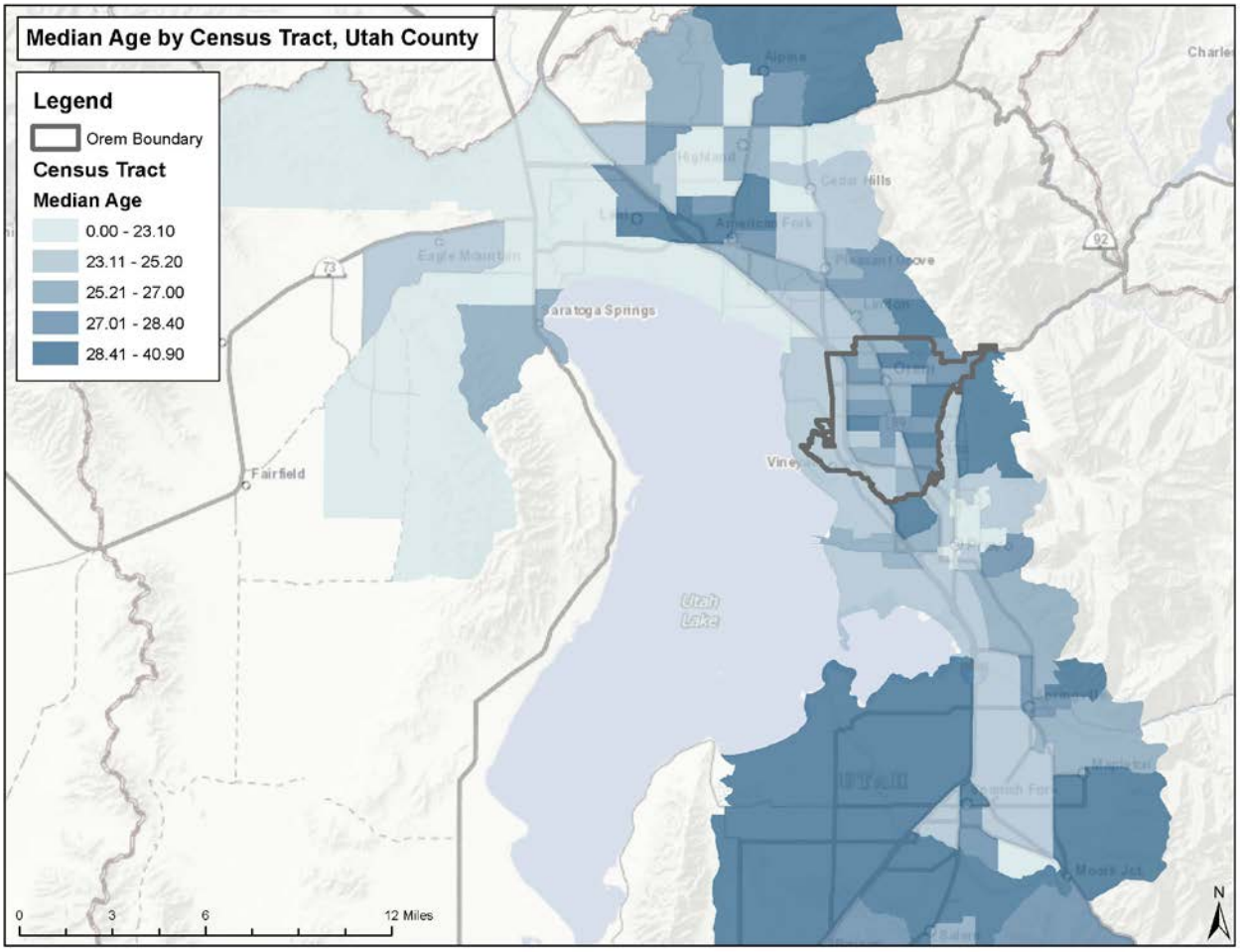
Source: 2012 ACS 3-Year Estimate

This distribution between children and students can be seen in the population pyramids shown below. Orem's largest population block is in the student population, with lower proportions in the child and middle-aged population categories.



Source: 2012 ACS 3-Year Estimate

Although Orem doesn't have the youngest population on a city-wide basis compared to other cities in the County, the map below shows that median age is highly varied within the City on a Census Tract Level. Rapidly growing areas in Lehi and Eagle Mountain still have younger median ages, but there are areas within Orem that are comparable, especially around UVU and University Parkway. Areas with higher median ages are the more established and older neighborhoods near the Foothills.



Household Size

Orem has the second smallest household size in the valley, behind Provo. These figures are again lower on average due to the smaller household sizes of the student population. Orem's household size is still larger than the State's already high average of 3.09 persons per household and much higher than the national average of 2.58 persons per household.

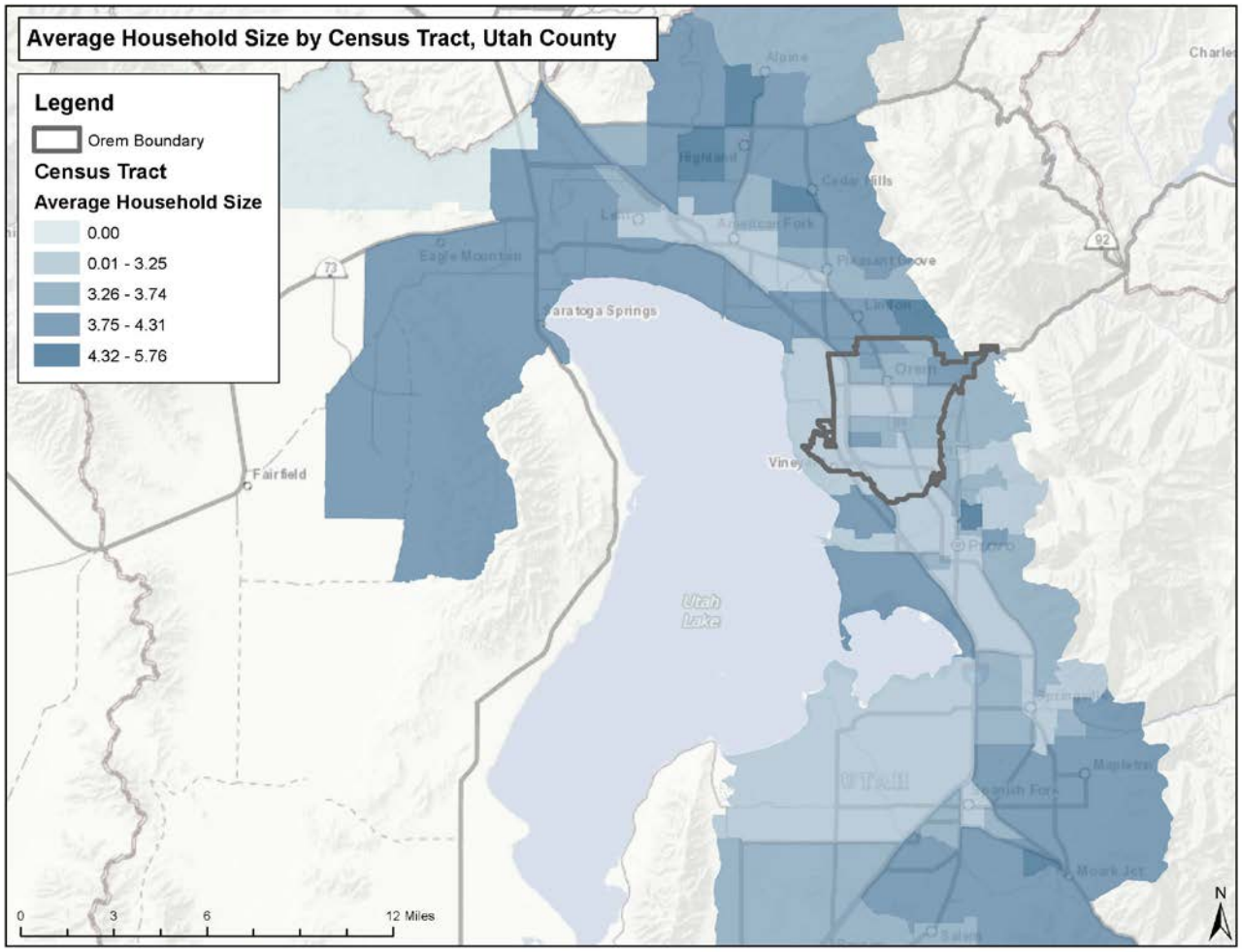
Table 5: Average Household Size in Utah County

	Average Household Size
Utah	3.09
Utah County	3.57
Alpine	3.81
American Fork	3.54
Cedar Hills	4.03
Eagle Mountain	4.16
Highland	4.48
Lehi	3.90
Lindon	4.12
Orem	3.34
Pleasant Grove	3.55

	Average Household Size
Provo	3.28
Saratoga Springs	4.13
Spanish Fork	3.67
Vineyard	4.31

Source: 2012 ACS 3-Year Estimate

The map below shows household sizes throughout the County at a detailed Census Tract level. Orem and Provo generally have lower household sizes, with areas in the north of Orem having larger households.



Educational Attainment

Residents in Orem, like residents in Utah, are highly educated, with over ten percent holding graduate degrees. Orem has, on average, more high school graduates, and people with Bachelor's or Graduate degrees than the Statewide proportions. Neighboring communities are also well-educated, adding to a strong workforce pool that is attractive to high-paying companies looking to locate in the area.

Table 6: Educational Attainment by City in Utah County

	Percent High School Graduate or Higher	Percent Bachelor's Degree or Higher	Percentage with Graduate Degree
Utah	90.6%	29.9%	9.7%
Utah County	93.6%	35.7%	10.8%
Alpine	99.0%	47.9%	17.8%
American Fork	93.5%	33.6%	10.9%
Cedar Hills	99.1%	53.9%	20.4%
Eagle Mountain	94.7%	29.5%	4.8%
Highland	99.3%	59.4%	22.6%
Lehi	95.3%	36.6%	9.3%
Lindon	95.3%	38.3%	13.4%
Orem	92.8%	34.8%	10.2%
Pleasant Grove	94.7%	35.7%	9.2%
Provo	90.5%	38.7%	12.0%
Saratoga Springs	97.9%	40.3%	11.6%
Spanish Fork	92.2%	26.7%	7.6%
Vineyard	88.3%	42.6%	10.6%

Source: 2012 ACS 3-Year Estimate

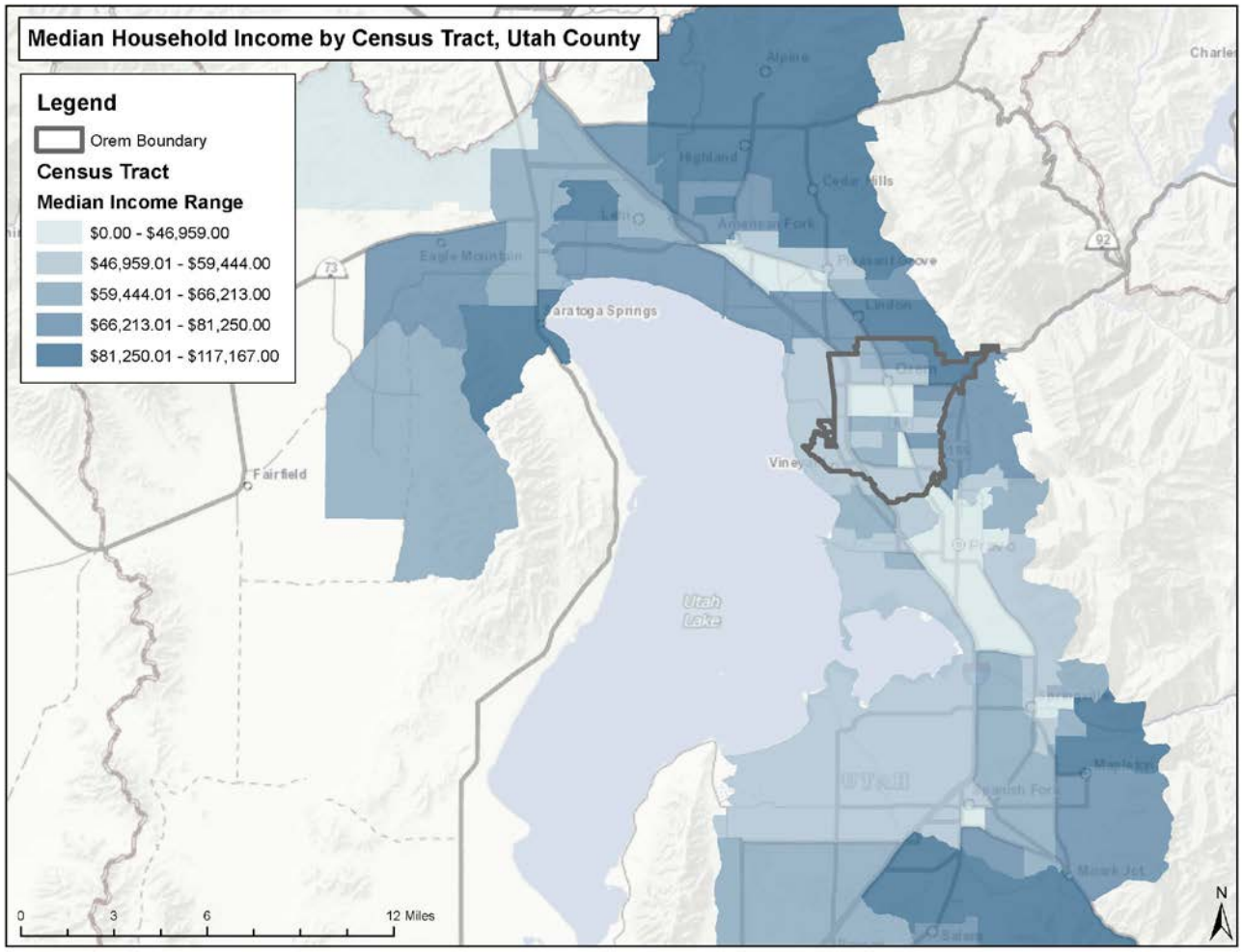
Income

While Orem's household income is among the lowest in the County, the per capita income levels keep pace with the other high-income cities, indicating that the spending ability of Orem residents is still equal to that of high-income households. Orem's median household income and per capita income levels are both significantly higher than Provo's income levels.

Table 7: Income Levels by City in Utah County

	Median Household Income	Per Capita Income
Utah	$58,164	$23,794
Utah County	$59,864	$20,853
Alpine	$97,449	$34,245
American Fork	$66,504	$21,277
Cedar Hills	$95,873	$25,786
Eagle Mountain	$66,238	$18,012
Highland	$99,516	$28,041
Lehi	$71,652	$21,867
Lindon	$92,642	$24,434
Orem	$52,876	$21,045
Pleasant Grove	$63,920	$21,684
Provo	$40,288	$16,865
Saratoga Springs	$72,733	$21,070
Spanish Fork	$61,737	$18,904
Vineyard	$62,708	$16,438

Source: 2012 ACS 3-Year Estimate

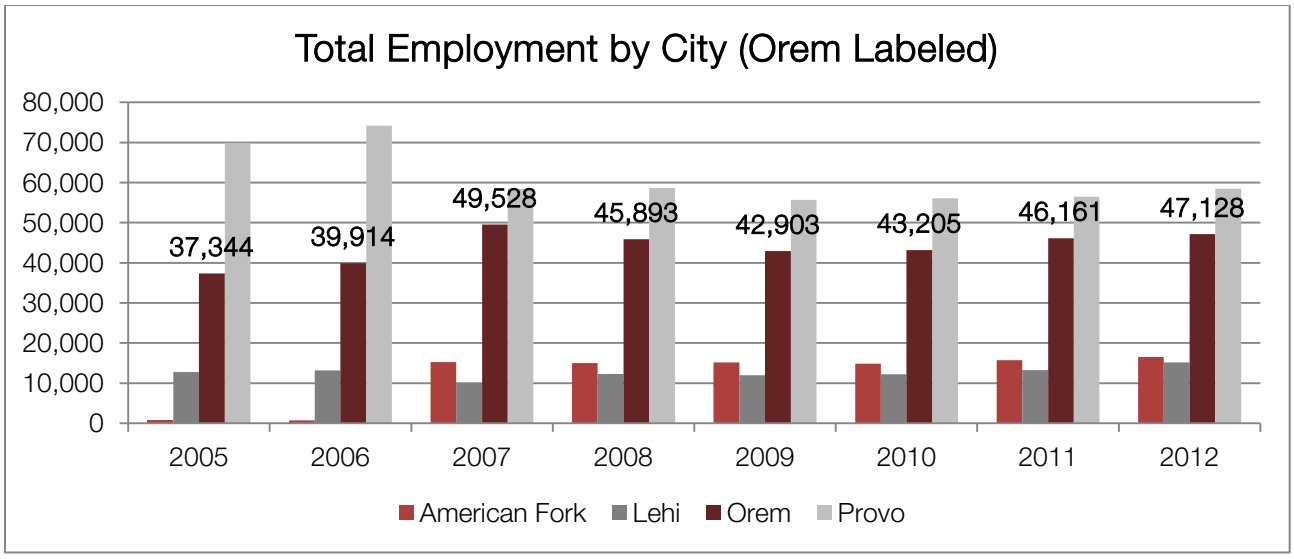


Employment and Wages

Orem is well-known for hosting start-up technology and information businesses. The two universities in Provo and Orem have an atmosphere of innovation and entrepreneurial energy, especially in the internet and technology sectors. This entrepreneurial spirit leads to creative new companies that add to Utah's successful "Silicone Slopes" identity. However, throughout interviews, public meetings and data analysis for this report, the sentiment was clear that many businesses move out of Orem once they grow out of their start-up phase, primarily due to the lack of move-up and Class A office space availability. The reasons for this will be analyzed in further detail later in this report, but this section will analyze employment and wage conditions that exist as a result.

Current Employment

Employment in the City has remained fairly steady in recent years, with the exception of a large leap in employment from 2006 to 2007. Since 2007, Orem and other cities competitive with Orem have all remained fairly even with small increases as cities recover from the recession.



Source: Utah Department of Workforce Services

The City is slightly above average in the County for wages, but its employment represents a sizable 25 percent of all employment in the County. Only Provo has more employment share, but only Orem and Provo are in double digits – no other cities come close to being such large employment centers. While Provo does have higher average wages, Orem's are lower on average due to the high amount of retail employment in the City. Considering the heavy retail concentration in the City, average wages are actually very strong given that they could be much lower.

Table 8: 2012 Employment and Wages in Utah County

City	Average Monthly Wages	Total Employment	% of Total Employment
Lindon	$3,820	8,001	4%
Lehi	$3,668	15,207	8%
Provo	$3,401	58,486	31%
Alpine	$3,285	1,413	1%
Springville	$3,019	10,863	6%
American Fork	$2,853	16,547	9%
Orem	$2,801	47,128	25%
Mapleton	$2,616	1,318	1%
Pleasant Grove	$2,557	6,052	3%
Highland	$2,542	2,759	1%
Elk Ridge & Woodland Hills	$2,541	339	0%
Spanish Fork	$2,474	10,676	6%
Eagle Mountain	$2,371	1,025	1%
Cedar Hills	$2,365	755	0%
Salem	$2,355	1,429	1%
Saratoga Springs	$2,327	1,630	1%
Payson	$2,321	5,553	3%
Genola	$1,940	153	0%
Santaquin	$1,898	777	0%
Utah County	$3,057	190,112	100%

Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

The table below breaks the average monthly wages down by industry, showing the average wage in the Trade, Transportation & Utilities category (which includes retail) as a lower wage industry.

Table 9: Average Monthly Wages by Sector and City, 2012

	Utah County	American Fork	Lehi	Orem	Provo
Mining	$5,084	$0	$5,196	$7,118	$2,018
Construction	$3,264	$3,698	$3,584	$2,744	$3,664
Manufacturing	$4,040	$3,836	$5,895	$4,181	$3,845
Trade, Transportation & Utilities	$2,799	$2,617	$2,795	$2,425	$3,475
Information	$6,441	$5,878	$4,370	$6,666	$6,747
Financial Activities	$4,294	$3,363	$9,270	$3,904	$3,955
Professional & Business Services	$3,625	$3,562	$4,568	$3,413	$3,438
Education & Health Services	$2,601	$2,503	$1,983	$1,993	$3,107
Leisure & Hospitality	$1,137	$1,171	$1,221	$1,209	$1,191
Other Services	$2,192	$1,832	$3,015	$2,245	$2,094
Government	$2,704	$2,553	$2,563	$2,773	$3,040

Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

Orem's largest employment category is in Trade, Transportation & Utilities, one of the lowest wage categories. Provo, which has higher wages on average, has more employment in higher-paying industries such as Information. This is a category where Orem should strive to increase market share, and the addition of Class A office space is critical in attracting these types of businesses. When comparing wages within industries, Orem is competitive in most categories.

Table 10: Employment 2012[4] by Industry Sector and City

	Employees				% of total			
Employment	American Fork	Lehi	Orem	Provo	American Fork	Lehi	Orem	Provo
Mining	-	56	4	7	0%	84%	6%	10%
Construction	855	2,005	1,398	2,870	12%	28%	20%	40%
Manufacturing	459	2,168	3,413	2,469	5%	25%	40%	29%
Trade, Transportation & Utilities	3,209	3,129	9,458	6,359	14%	14%	43%	29%
Information	1,062	396	1,390	4,784	14%	5%	18%	63%
Financial Activities	535	687	1,877	1,800	11%	14%	38%	37%
Professional & Business Services	1,954	1,949	8,960	6,360	10%	10%	47%	33%
Education & Health Services	3,496	1,416	8,813	22,381	10%	4%	24%	62%
Leisure & Hospitality	1,636	1,433	3,818	4,412	14%	13%	34%	39%
Other Services	455	375	1,132	1,206	14%	12%	36%	38%
Government	2,877	1,592	6,868	5,838	17%	9%	40%	34%
TOTAL	16,538	15,206	47,131	58,486				

Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

[4] DWS has yet to release their 2013 annual report on employment. 2012 is the most recent data available.

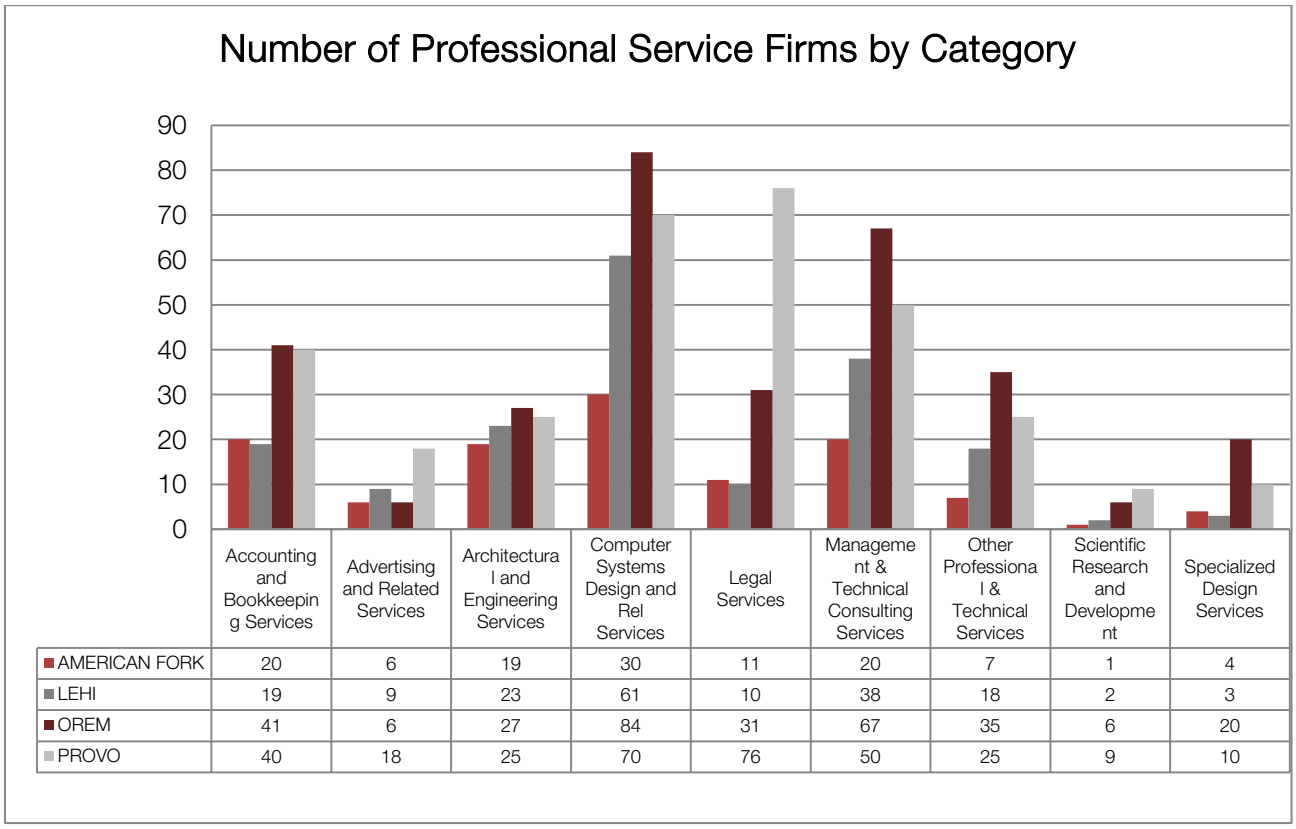
When Lindon and Pleasant Grove are added to the analysis, Orem's share of the Information Industry sector stays fairly constant, with the major player in this area being Provo.

Table 11: 2012 Employment – Information Industry Sector

City	% of County
American Fork	12%
Lehi	5%
Lindon	7%
Orem	16%
Pleasant Grove	0%
Provo	56%

Source: Utah Department of Workforce Services

Since non-retail jobs generally have higher wages, it is important that Orem be able to attract and retain these jobs in professional services, information, and finance. Orem currently has the highest number of firms compared to competitive cities in Computer Systems Design and Management & Technical Consulting Services and other professional service categories, a position the City can strive to maintain through attracting high-quality, high-paying employers and providing adequate office space for new or growing businesses.



	Accounting and Bookkeeping Services	Advertising and Related Services	Architectural and Engineering Services	Computer Systems Design and Rel Services	Legal Services	Management & Technical Consulting Services	Other Professional & Technical Services	Scientific Research and Development	Specialized Design Services
AMERICAN FORK	20	6	19	30	11	20	7	1	4
LEHI	19	9	23	61	10	38	18	2	3
OREM	41	6	27	84	31	67	35	6	20
PROVO	40	18	25	70	76	50	25	9	10

Source: DWS Firm Find

The following table shows the City's largest employers by the number of employees. Utah Valley University is the largest, as expected. Other employers represent a good mix of manufacturing, technology, and retail.

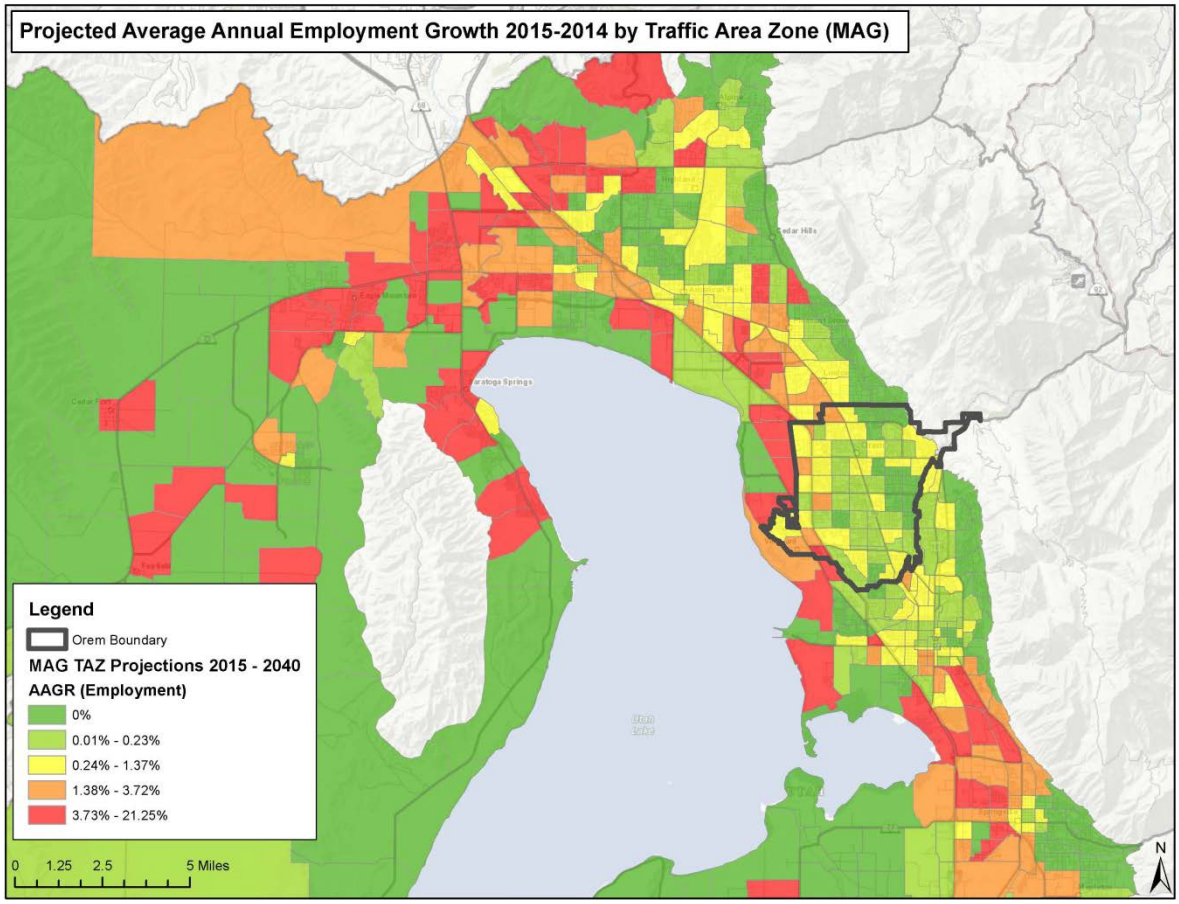
Table 12: Top 15 Employers in Orem

Employees	Name	Address
3,000-3,999	Utah Valley University	800 W University Pkwy
1,000-1,999	Nexeo Staffing, LLC	230 N State St
	Utah Valley University Foundation	800 W University Parkway
500-999	Chrysalis Utah, Inc.	570 E 1400 S
	Convergys Cm Delaware, LLC	1409 N Research Way Bldg J
	Doterra International, LLC	384 W Center St
	Timpanogos Regional Medical Service	750 W 800 N
	US Synthetic Corporation	1260 S 1600 W
250-499	Costco Wholesale	648 E 800 S
	K-Tec, Incorporated	1206 S 1680 W
	Response Marketing Group, LLC	703 South State Suite 4
	Securitymetrics, Inc.	1275 W 1600 N
	Target	175 W Center St
	Wal Mart	1355 S Sandhill Rd

Source: Department of Workforce Services, FirmFind

Employment Projections

Under current trends, employment growth is generally projected to remain low, especially compared to other parts of the County. Like population growth projections, this is primarily related to land availability for office space development, but Orem can avoid this trend and encourage positive growth by facilitating in-fill office development. Office development should be high-quality, Class A space to attract and retain the high-paying jobs in Utah's fast-growing technology field.



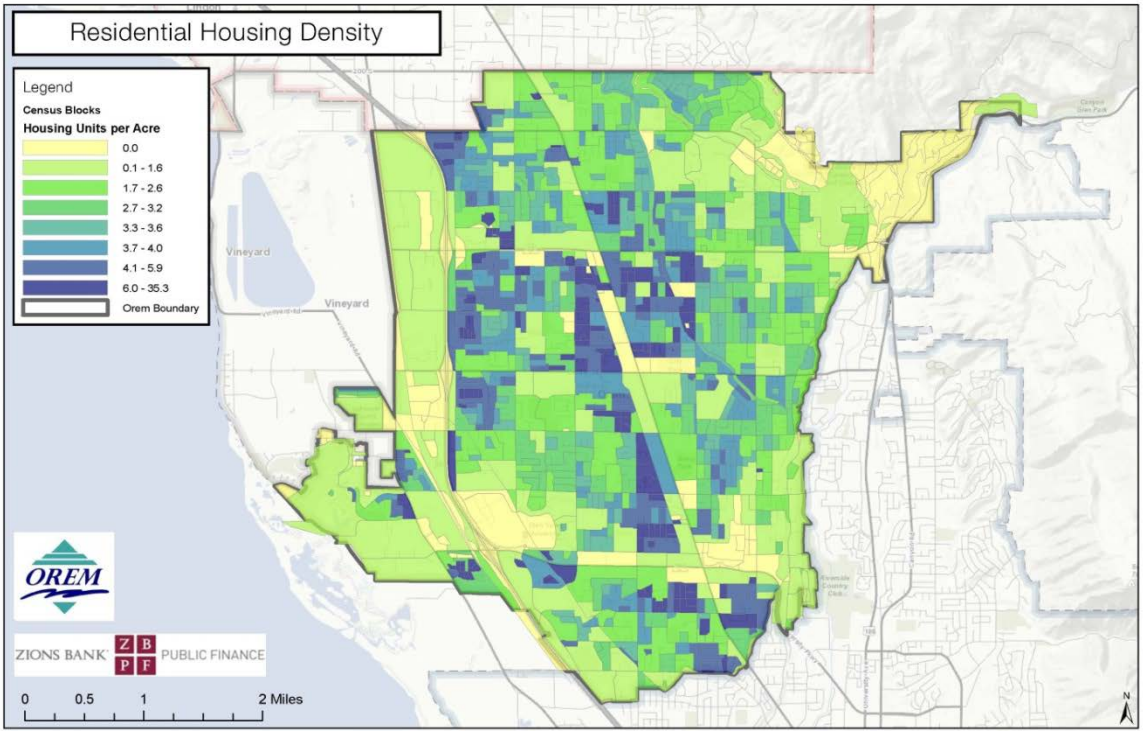
Improving offerings for office space and incentivizing employers to locate in Orem should target higher wage-paying industries that add value to the City and provide great opportunities for residents, including advanced manufacturing and information technology.

Advanced manufacturing has wages that are on average 1.4 times greater than the average wage. These positions look for workforce skills coming from area universities such as IT, engineering, CAD and CAM skills. In addition to being strong employment opportunities, the employers have significant investment in physical infrastructure. This improves property tax revenues to the City through high personal property values and also ensures a long-term investment and stability to the City. Important niches in advanced manufacturing for the future include electronics, energy (especially clean energy), circuitry and semiconductors, and nanotechnology.

Information technology provides even higher wages at 1.8 times the average wage plus similar investments in infrastructure. This is also a strong area to capitalize on university and student resources. Niches in information technology include data centers, digital media/animation, and software applications.

Housing

As with most development in the City, housing is largely built-out with few new developments. A quarter of the housing stock was built in the 1970's, 16 percent in the 1980's and another quarter in the 1990's.[5] The City has a high rental rate of 37 percent of all housing units as a result of the large student population. However, it is not nearly as high as Provo's at 59 percent. Housing density, shown in the map below, is concentrated along State Street and between 800 North and Center Streets.



Source: MAG, ZBPF

[5] ACS 2013 3 year estimates

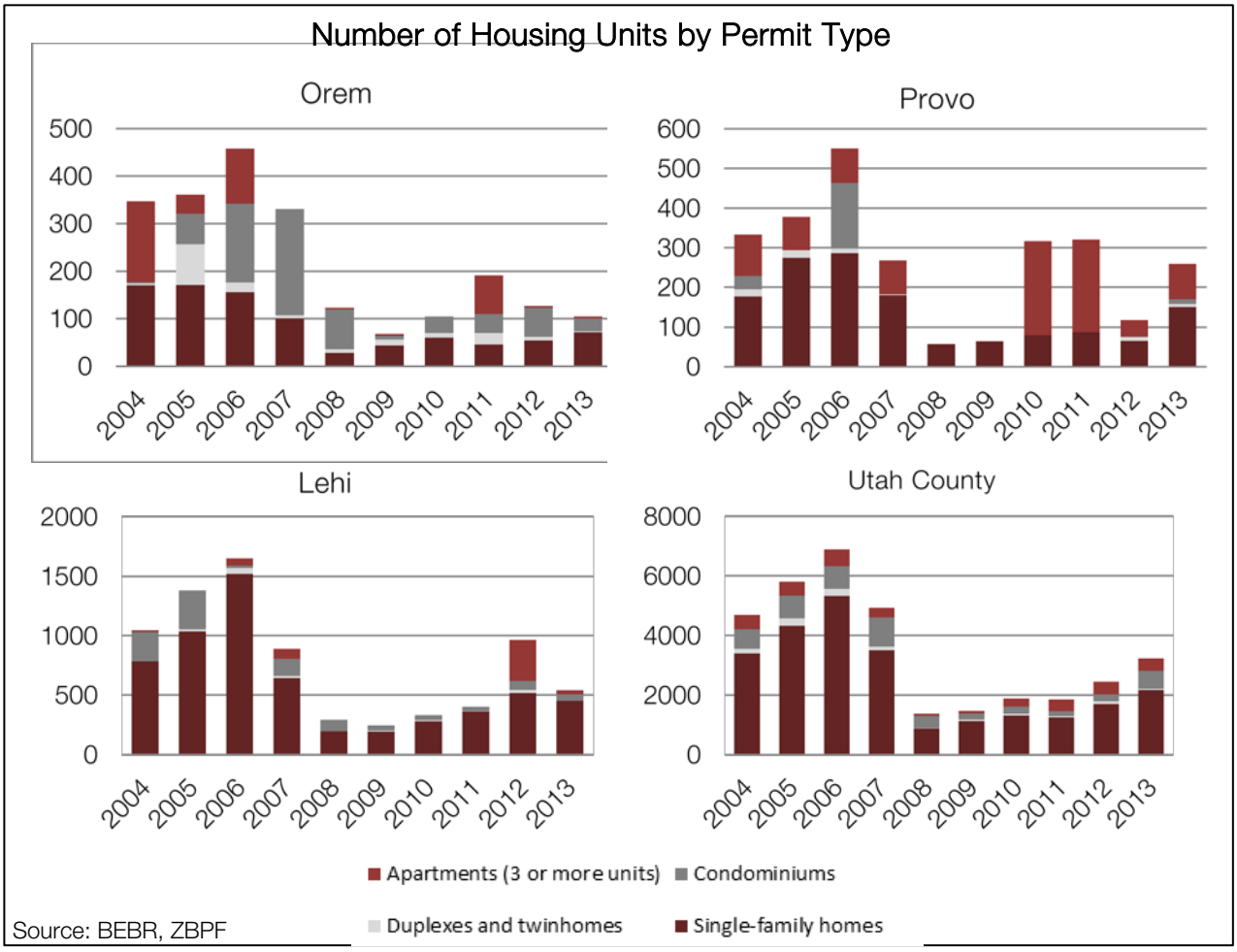
In the years since the recession and housing bust, Orem's building permits have not seen the gradual rebound in quantity to the extent that other cities in the County have. However, other cities have vacant land available. This land allows for builders to build a full neighborhood or planned community of new homes at a lower cost compared to the in-fill and redevelopment a similar housing development in Orem would require. Even Provo, which is generally similar in development density to Orem, has available land near Utah Lake with newly-developed communities in the last decade. In 2013 Orem had 105 new building permits compared to Provo's 259 and Lehi at 540.

Table 13: Number of Housing Units Permitted per Year by City

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
Orem	347	361	458	331	123	68	105	191	127	105	2,216
Provo	333	378	550	268	57	64	317	321	117	259	2,664
American Fork	116	195	215	138	55	44	53	52	105	112	1,085
Lehi	1,045	1,382	1,649	889	294	247	333	400	963	540	7,742
Lindon	65	43	28	127	35	15	20	27	23	36	419
Pleasant Grove	457	579	509	318	72	60	55	54	54	717	2,875

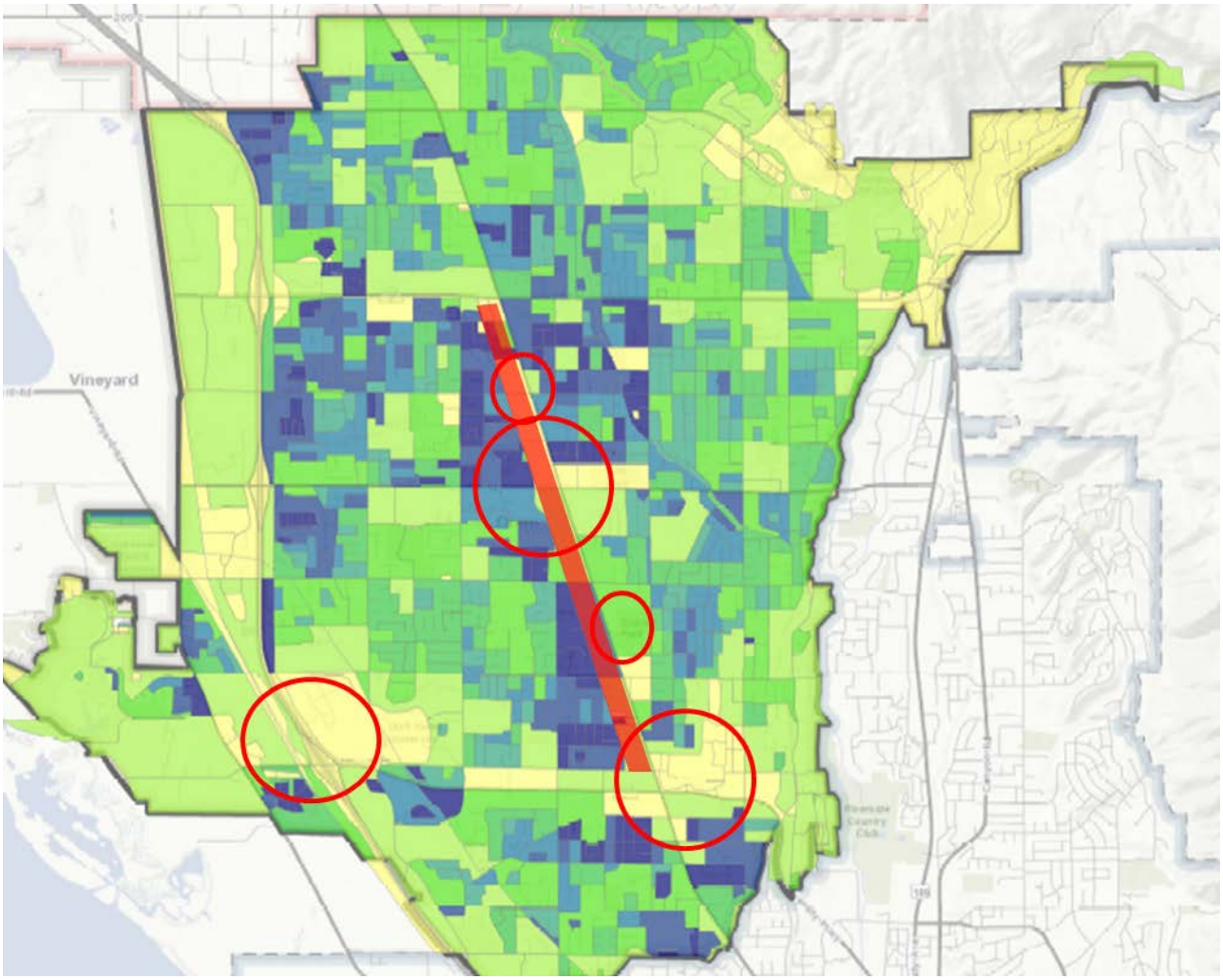
Source: BEBR

The graphs below show permit numbers in competitive cities and the County broken down by permit type. While most permits county-wide have been for single-family homes, Orem has had a proportionately higher number of permits for higher-density units, especially condos.



Source: BEBR, ZBPF

Since land is limited for large single-family developments, Orem is in a position to redevelop property in key locations to improve land values, such as including higher-density housing in commercial corridors to improve walkability in the City and develop a downtown environment in Utah County. Specific options are explored in detail in the "Economic Development Nodes" chapter, but the map below shows in red the general areas where housing density should be explored. These areas are ideal to build upon commercial improvements and social needs. Additionally, these areas are located in corridors with housing already found in high-density concentrations without encroaching on single-family neighborhoods.

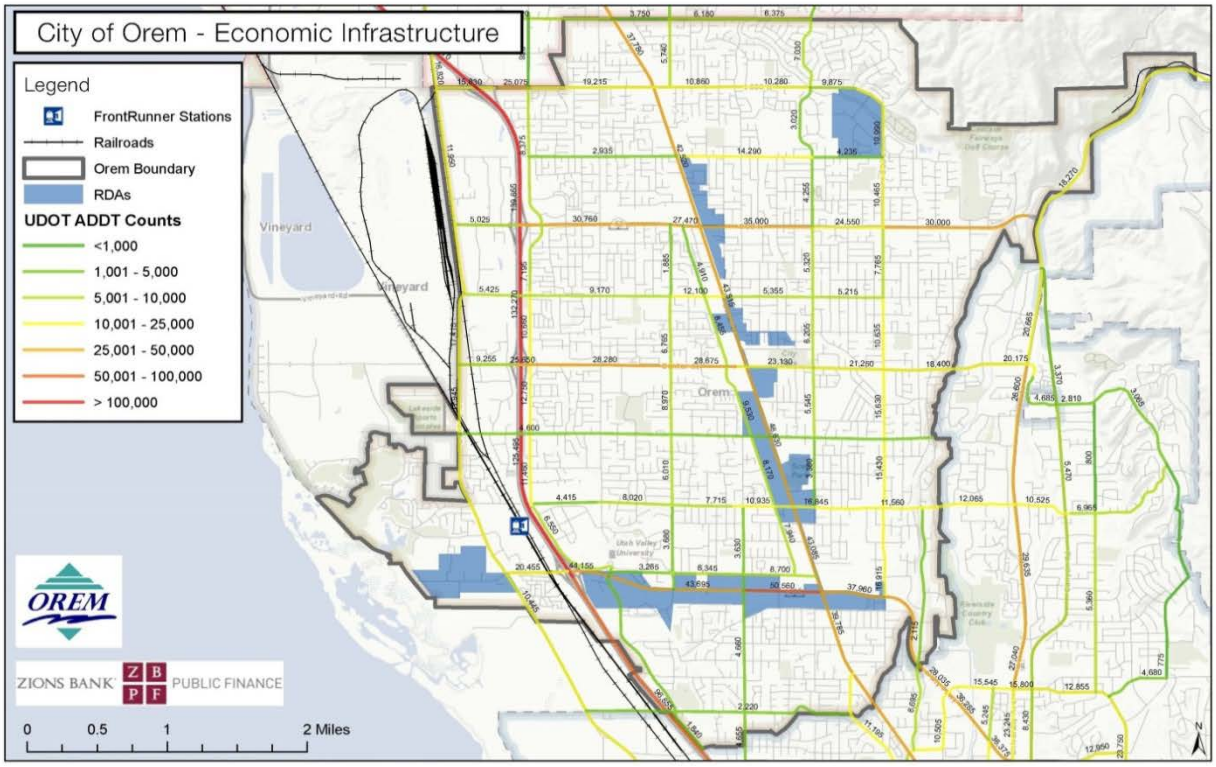


Source: BEBR, ZBPF

Economic Infrastructure

Physical conditions of the City such as traffic counts, land use, and property values influence economic potential. This section describes these in Orem as they relate to economic development.

Strong traffic counts are an indicator of a city's ability to support retail outlets. Orem has strong traffic counts throughout the City, especially along the main corridors. The map and table below show these counts. Supported by high traffic, sales figures show the City is already in a strong position to support retail; existing retail is performing well. The strongest traffic counts are along I-15, which has great access to the entire City through multiple interchanges. These assist the City in its status as a retail hub for the County, but there are significant additional opportunities to develop additional retail near the I-15 interchanges themselves.



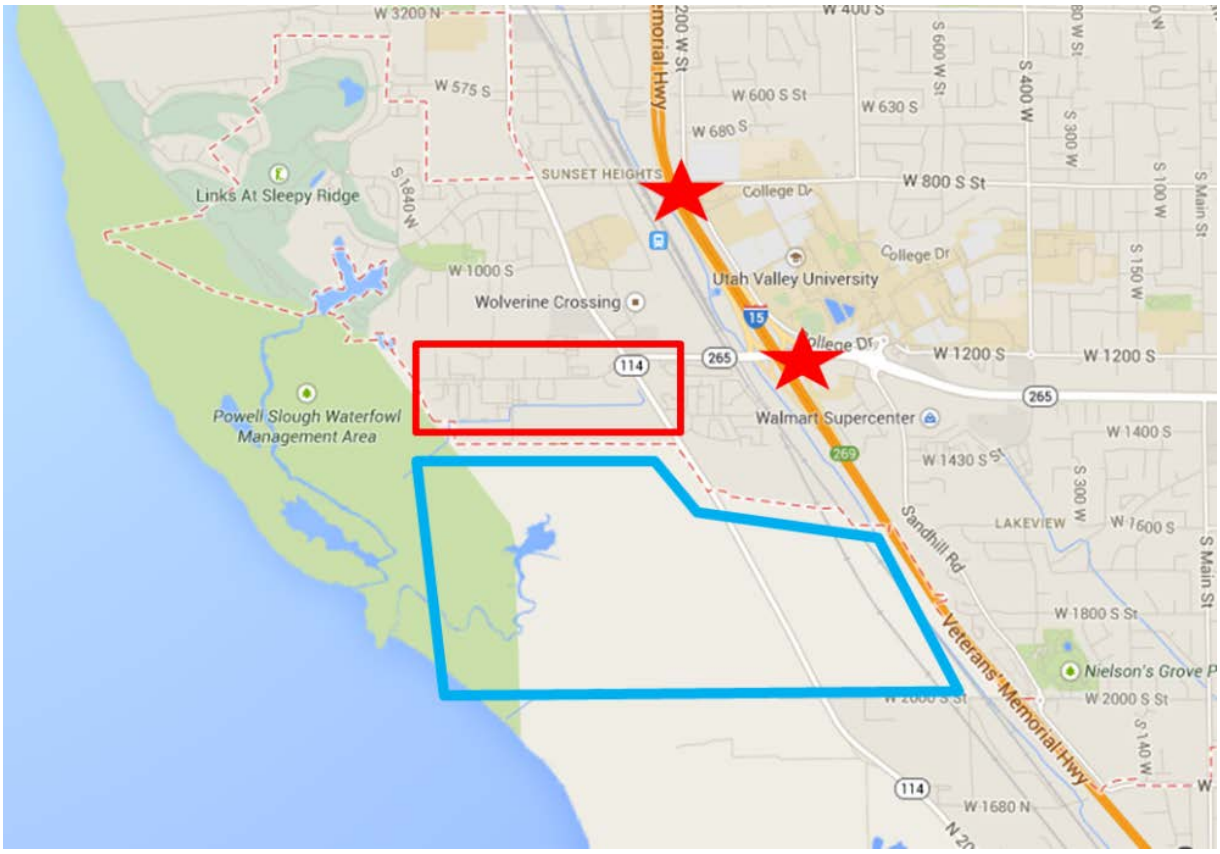
Source: UDOT, ZBPF, Utah AGRC

Table 14: Top Ten Highest Traffic Road Segments in Orem

Road Segment	AADT 2012
I-15 Between 1600 N and 800 N	139,665
I-15 Between 800 N and Center	132,270
I-15 Between Center and University Parkway	125,495
I-15 South of University Parkway	96,855
University Parkway from Main to State	50,560
State Street Between Center and 800 S	46,630
University Parkway from Interchange to Sandhill Road	44,155
University Parkway from Sandhill to Main	43,695
State Between 800 N and Center	43,515
State Between 800 S and University Parkway	43,085

Source: UDOT, ZBPF

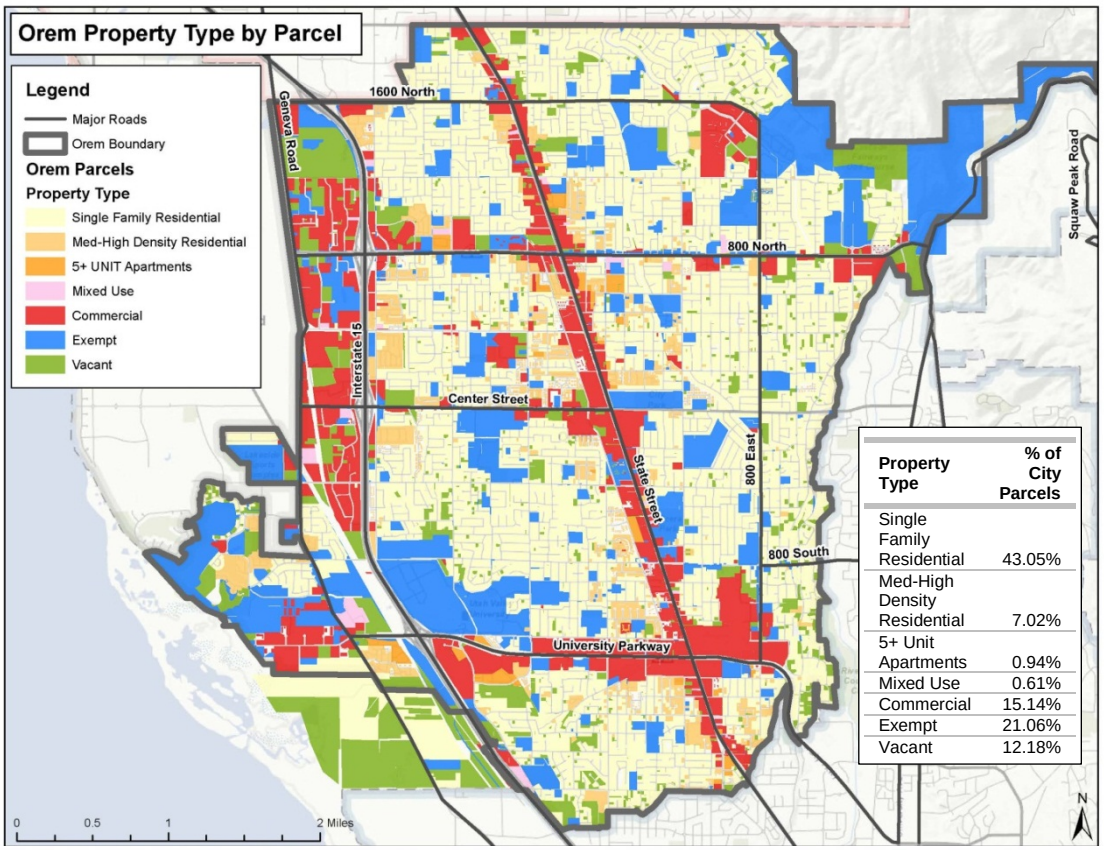
In addition to the four current interchanges that bring high traffic counts to the City, there is also a potential HOV off-ramp at 800 South that could further improve access to the area near ongoing TOD development. This off-ramp also would alleviate pressure from the congested University Parkway Exit, providing better access to advanced manufacturing space in the southwest corner of the City (in red), including a potential for manufacturing development in an annexation area (in blue).



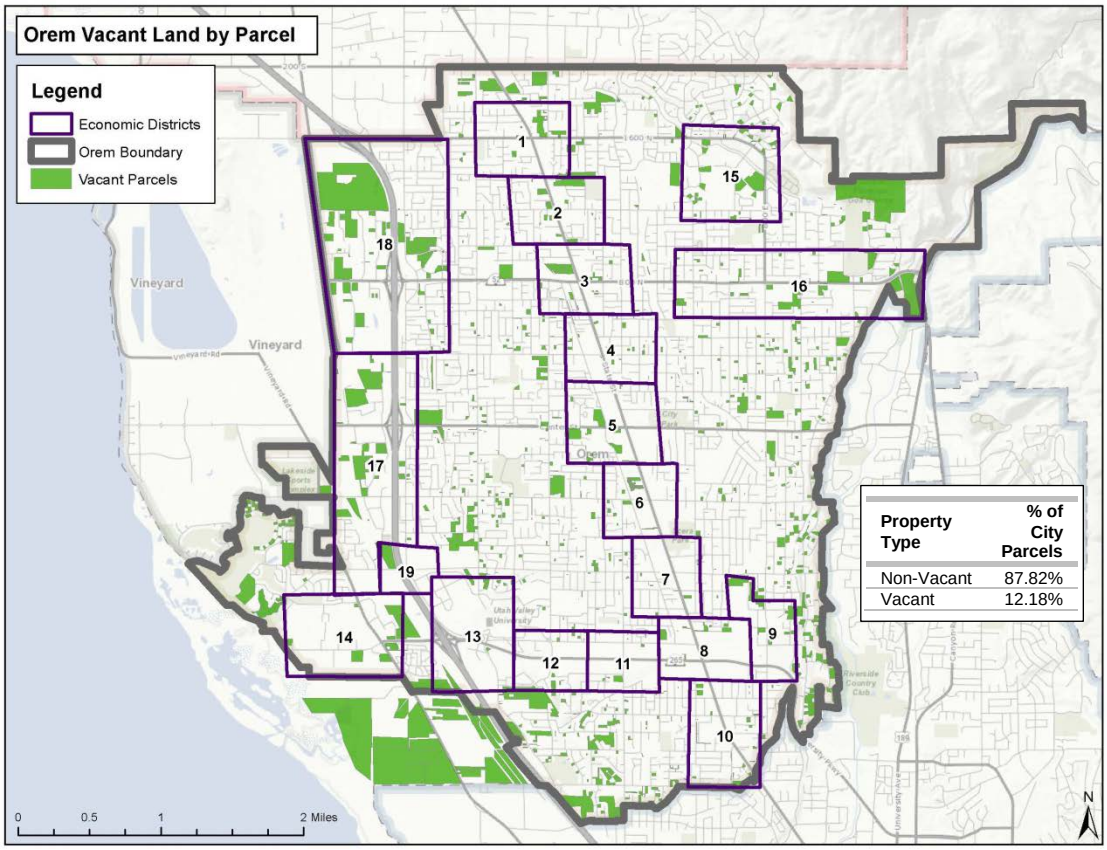
Source: ZBPF, MAG, UDOT

With land-use, the City has well-established commercial corridors along State Street and University Parkway, as well as along the freeway, with little vacant land available in the City. The maps below show these attributes. In exploring options for commercial development and improvement in the City, the chapter on Economic Development Nodes explores ways to improve these corridors without seeing the lack of vacant land as a hindrance. These ideas will help the City elevate and add to these existing areas without the need for expanding the acreage of commercial areas.

Also important in the vision for the City, these development shifts will help to better integrate these commercial corridors with the fabric of the City. As the property type map shows, the commercial corridors sit starkly segregated from residential neighborhoods. This vision will bring commercial to a more integrated neighborhood feel throughout the City. Any vacant land, especially in the southwest corner of the City, will then be available for the addition high-paying advanced manufacturing employers to the City.



Property Type	% of City Parcels
Single Family Residential	43.05%
Med-High Density Residential	7.02%
5+ Unit Apartments	0.94%
Mixed Use	0.61%
Commercial	15.14%
Exempt	21.06%
Vacant	12.18%

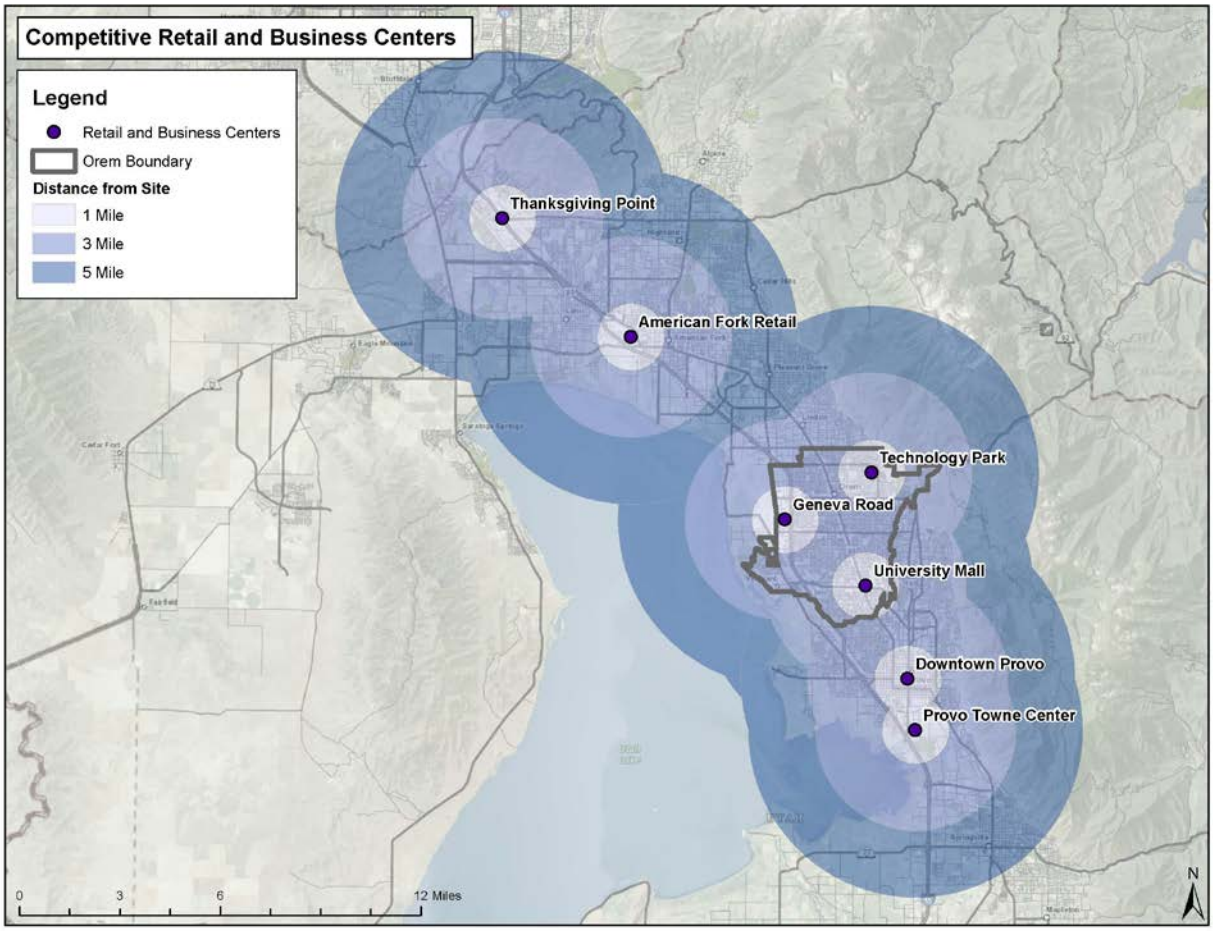


Property Type	% of City Parcels
Non-Vacant	87.82%
Vacant	12.18%

Source: ZBPF, Utah County

Buying Power and Competitive Site Analysis

Retailers consider population and employment levels to determine whether a new outlet would be sustainable at a given site. For example, Super Target generally seeks a population of at least 100,000 within a three to five-mile radius. Using population and employment projections developed by Mountainland Association of Governments (MAG) in Traffic Analysis Zones (TAZ), the projected growth in employment and population within one, three and five-mile radii of a sampling of sites in Orem was analyzed compared to other competitive sites in the County. The map below shows these sites with the distance of these radii.



Using these circles to pull the current and projected population and employment indicates that Orem – especially at University Place – has a strong retail base supporting the City's position as a retail hub in the County. The tables below for employment and population show that University Place has the highest numbers in both categories at three and five miles. Only Downtown Provo has higher numbers at a one mile distance, but that captures the very dense population at BYU. All three sites in Orem have a strong population and employment base to support a wide diversity of economic activity. These tables can be used in tandem with the Retail Tenant Database given to the City electronically to compare with various retailers' population and employment guidelines.

Table 15: Population within 1, 3, and 5 Miles from Commercial Cites, Projected to 2040

Population	2015	2020	2030	2040
Thanksgiving Point				
1 Mile	7,793	9,063	10,976	12,763
3 Miles	37,944	46,071	65,874	85,448
5 Miles	100,839	119,240	157,390	194,218
American Fork Retail				
1 Mile	8,498	9,485	10,565	11,464
3 Miles	69,039	75,719	84,875	91,662
5 Miles	140,396	153,906	176,521	195,166
Technology Park				
1 Mile	14,848	14,926	14,853	14,804
3 Miles	93,239	95,378	98,689	99,831
5 Miles	176,877	183,927	197,305	208,395
Geneva Road				
1 Mile	10,377	10,800	11,648	12,472
3 Miles	89,869	94,253	104,929	113,834
5 Miles	185,312	194,189	210,490	223,283
University Mall				
1 Mile	19,032	19,199	19,413	19,658
3 Miles	*154,297*	*157,937*	*164,416*	*167,940*
5 Miles	*227,652*	*235,460*	*254,457*	*267,043*
Downtown Provo				
1 Mile	33,703	33,717	33,826	33,756
3 Miles	116,006	118,173	124,813	128,092
5 Miles	174,898	180,755	195,751	204,421
Provo Towne Center				
1 Mile	3,672	3,809	4,398	4,499
3 Miles	76,888	78,765	85,895	89,303
5 Miles	154,737	162,375	179,793	188,850

Source: MAG, ZBPF

Table 16: Employment within 1, 3, and 5 Miles from Commercial Cites, Projected to 2040

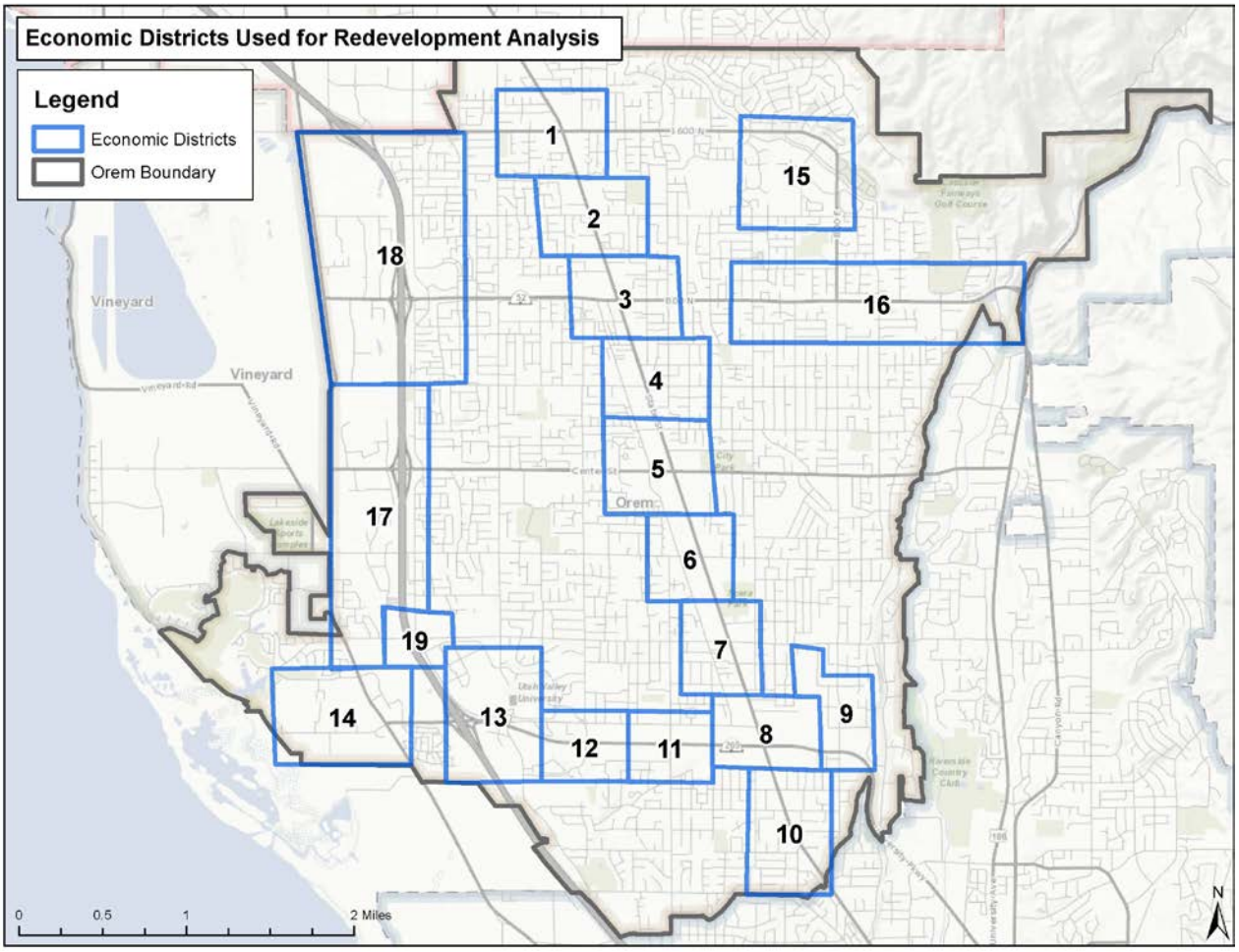
Employment	2015	2020	2030	2040
Thanksgiving Point				
1 Mile	6,470	8,443	10,871	12,618
3 Miles	14,182	20,515	30,642	39,595
5 Miles	38,824	51,516	74,240	95,515
American Fork Retail				
1 Mile	9,114	10,245	11,481	12,672
3 Miles	34,980	38,237	42,463	46,637
5 Miles	62,236	72,907	88,040	101,714
Technology Park				

1 Mile	8,763	8,896	9,071	9,301
3 Miles	52,557	54,904	58,426	60,694
5 Miles	120,451	128,195	140,740	150,419
Geneva Road				
1 Mile	8,963	9,706	12,073	13,762
3 Miles	70,139	75,349	84,116	89,683
5 Miles	128,073	136,971	151,148	162,394
University Mall				
1 Mile	21,835	22,333	22,934	23,465
3 Miles	*109,212*	*111,947*	*115,521*	*118,837*
5 Miles	*161,955*	*168,934*	*180,867*	*190,565*
Downtown Provo				
1 Mile	25,023	25,643	26,649	28,031
3 Miles	84,099	87,186	93,061	98,709
5 Miles	131,374	137,500	149,477	162,325
Provo Towne Center				
1 Mile	14,467	15,834	17,991	19,990
3 Miles	69,976	73,639	81,629	90,419
5 Miles	116,589	122,505	134,133	147,708

Source: MAG, ZBPF

Market Conditions – Sales, Revenue, and Area Opportunities

Market conditions in the City inform the strengths, weaknesses, and opportunities individual to Orem's economic development potential. Orem is large and its economic character can vary greatly depending on the area. In order to analyze data at this detailed level, economic districts were identified along key commercial corridors and sites in the City. These districts are compared in the analysis to show differences within the City, as appropriate. Later in the chapter on Economic Development Nodes, these districts are combined and associated with broader development nodes based on their character and potential. The map below shows these detailed analysis districts, along with the number they will be referenced by throughout the report.



Sales Leakage and Capture Rates

Orem is the regional retail hub for the County and performs very well in many retail categories, providing a strong sales tax base for the City. A sales gap analysis shows the estimated amount of retail purchases made by residents of Orem City[6] and the percentage of those purchases being

[6] Estimated consumer purchases are based on average annual consumer purchases in the State of Utah.

made within City boundaries (as reflected by the "Capture Rate"). Where the capture rate is less than 100 percent, this indicates that residents are leaving the City to make purchases elsewhere. Where the capture rate is greater than 100 percent, such as for Clothing and Clothing Accessories Stores, this indicates that consumers from outside of the City are making purchases within City boundaries.

Corresponding to the capture rate is the leakage amount in each category. Since Orem has high capture rates in most categories, the overall leakage is actually positive indicating the City is capturing more than its "fair share" of retail sales as compared to other communities. Categories where the capture rate is less than 100 percent and City residents are making purchases in other cities show a negative leakage amount. This is the amount Orem is losing in sales annually for that category. For example, Orem has a lower capture rate for gasoline sales, which translates into a loss of about $6.7 million per year in potential sales in the City.

Table 17: 2013 Sales Leakage and Capture Rates in Orem

Category	2013 Leakage	2013 Capture Rate
General Merchandise Stores	$123,428,141	165.16%
Motor Vehicle and Parts Dealers	$105,724,362	165.24%
Clothing and Clothing Accessories Stores	$69,146,835	234.44%
Furniture and Home Furnishings Stores	$46,365,720	289.01%
Miscellaneous Store Retailers	$34,632,928	170.15%
Sporting Goods, Hobby, Book, and Music Stores	$34,487,643	210.33%
Electronics and Appliance Stores	$29,058,628	211.20%
Food and Beverage Stores	$23,709,935	119.55%
Food Services and Drinking Places	$22,618,204	119.27%
Building Material and Garden Equipment and Supplies Dealers	$12,573,804	117.66%
Repair and Maintenance	$9,204,849	128.39%
Health and Personal Care Stores	$1,982,276	114.01%
Nonstore Retailers	$477,230	102.87%
Museums, Historical Sites, and Similar Institutions	-$821,440	6.34%
Amusement, Gambling, and Recreation Industries	-$2,734,797	77.98%
Performing Arts, Spectator Sports, and Related Industries	-$3,522,080	2.03%
Personal and Laundry Services	-$4,171,128	58.20%
Gasoline Stations	-$6,706,634	77.77%
Accommodation	-$29,813,411	28.62%
TOTAL	**$465,641,067**	**146.28%**

Source: Utah State Tax Commission, ZBPF

The City's low capture rate for performing arts is likely skewed due to the fact that the SCERA and Hale Center Theater are non-profit and their sales are not taxable (thus do not appear in State sales data), but the market need is likely being fulfilled more than the numbers indicate.

As the sales leakage table demonstrates, Orem has a high overall capture rate of 146 percent and over $465 million in sales annually coming from residents of surrounding communities. While the City is very strong in most retail categories, indicating that there is little opportunity to actively pursue retail growth, the areas where there is sales leakage represent opportunities for the City to

increase sales and capture purchases within the City at a higher rate. The categories with the most opportunity are in Accommodation and Gasoline Sales. Accommodation will especially complement the City's growth in office development and will be a benefit to other large existing employers such as UVU. And, while the City is highly saturated with retail development, there are opportunities to add unique one-of-kind retail outlets such as Trader Joe's or Fish and Stream outlets that will continue to expand the regional draw to Orem. Further, there is potential for increased retail development near the freeway interchanges, such as a grocery store near the 1600 North interchange or other areas near Vineyard.

The following tables give sales leakage and capture rates in further detail by retail category, both for 2013 and 2009. While an overall category may have a positive capture rate, some sub-categories within the broader category may individually have a capture rate of less than 100 percent and be showing sales leakage.

Table 18: Detailed Sales Leakage and Capture Rates, 2009 and 2013

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Motor Vehicle and Parts Dealers				
New Automobile Dealers	$67,824,749	199.60%	$90,645,223	190.66%
Used Car Dealers	$1,598,875	111.50%	$16,649,594	164.76%
Other Motor Vehicle Dealers	-$3,321,100	66.68%	-$5,155,919	60.42%
Automotive Parts, Accessories, and Tire Stores	$3,318,773	117.28%	$3,585,463	115.36%
Subtotal	$69,421,297	162.44%	$105,724,362	165.24%
Furniture and Home Furnishings Stores				
Furniture Stores	$34,572,919	293.00%	$37,746,816	302.42%
Home Furnishings Stores	$10,207,593	304.94%	$8,618,904	246.49%
Subtotal	$44,780,511	295.60%	$46,365,720	289.01%
Electronics and Appliance Stores				
Appliance, Television and Other Electronics	$35,617,126	249.10%	$29,058,628	211.20%
Camera & Photographic Supplies	$0	$0	$0	0.00%
Computer & Software Stores	$0	$0	$0	0.00%
Subtotal	$35,617,126	249.10%	$29,058,628	211.20%
Building Material and Garden Equipment and Supplies Dealers				
Building Material and Supplies Dealers	$4,618,842	108.41%	$6,596,586	109.56%
Lawn and Garden Equipment and Supplies Stores	$4,649,589	322.10%	$5,977,219	376.36%
Subtotal	$9,268,432	116.27%	$12,573,804	117.66%
Food and Beverage Stores				
Grocery Stores	-$8,229,612	91.84%	$19,295,506	117.68%
Specialty Food Stores	$9,048,543	423.23%	$9,978,751	389.91%
Beer, Wine, and Liquor Stores	-$3,564,437	48.87%	-$5,564,321	36.09%
Subtotal	-$2,745,506	97.52%	$23,709,935	119.55%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Health and Personal Care Stores				
Cosmetics & Perfume	$2,364,917	211.53%	$3,681,639	203.07%
Optical Goods	$797,394	154.08%	$166,300	109.96%
Other Health & Personal Care	-$1,077,778	76.56%	-$1,739,462	74.94%
Pharmacies & Drug Stores	$173,455	110.27%	-$126,201	93.59%
Subtotal	$2,257,989	122.85%	$1,982,276	114.01%
Gasoline Stations				
Gasoline Stations	-$5,255,560	79.17%	-$6,706,634	77.77%
Other Gas Stations	$0	$0	$0	0.00%
Subtotal	-$5,255,560	79.17%	-$6,706,634	77.77%
Clothing and Clothing Accessories Stores				
Clothing Stores	$67,252,525	300.21%	$59,238,051	237.43%
Shoe Stores	$1,989,226	161.44%	$4,327,217	194.69%
Jewelry, Luggage, and Leather Goods Stores	$5,834,917	286.34%	$5,581,567	248.46%
Subtotal	$75,076,669	287.88%	$69,146,835	234.44%
Sporting Goods, Hobby, Book, and Music Stores				
Books, Periodical, and Music	$12,001,410	325.11%	$7,933,392	283.07%
Hobby, Toys & Games	$16,367,270	458.34%	$11,786,330	395.01%
Musical Instruments	$2,273,919	269.38%	$3,571,900	361.40%
Sewing, Needlework & Piece Goods	$2,648,867	342.38%	$1,576,726	346.36%
Sporting Goods	$3,587,841	122.80%	$9,619,296	145.98%
Subtotal	$36,879,307	231.37%	$34,487,643	210.33%
General Merchandise Stores				
Department Stores	$137,203,350	189.81%	$124,216,659	174.04%
Warehouse Club & Other General Merchandise Stores	$276,289	101.45%	-$788,517	96.36%
Subtotal	$137,479,640	180.04%	$123,428,141	165.16%
Miscellaneous Store Retailers				
Florists	$1,219,548	204.01%	-$760,667	31.10%
Office Supplies, Stationery, and Gift Stores	$7,946,237	191.57%	$3,554,588	142.73%
Other Miscellaneous Store Retailers	$17,275,492	155.11%	$29,479,298	177.06%
Used Merchandise	$3,826,633	397.11%	$2,359,710	239.38%
Subtotal	$30,267,909	171.24%	$34,632,928	170.15%
Nonstore Retailers				
Electronic Shopping and Mail-Order Houses	-$263,640	94.95%	$2,768,237	131.49%
Vending Machine Operators	-$972,950	9.15%	-$1,096,396	8.71%
Direct Selling Establishments	$725,092	113.82%	-$1,194,611	81.97%
Subtotal	-$511,497	95.57%	$477,230	102.87%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Performing Arts, Spectator Sports, and Related Industries				
Performing Arts, Spectator Sports & Related Industries	-$3,229,758	1.87%	-$3,522,080	2.03%
Spectator Sports	$0	$0	$0	0.00%
Promoters of Performing Arts, Sports, and Similar Events	$0	$0	$0	0.00%
Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures	$0	$0	$0	0.00%
Independent Artists, Writers, and Performers	$0	$0	$0	0.00%
Subtotal	-$3,229,758	1.87%	-$3,522,080	2.03%
Museums, Historical Sites, and Similar Institutions				
Museums, Historical Sites, and Similar Institutions	-$868,626	5.05%	-$821,440	6.34%
Subtotal	-$868,626	5.05%	-$821,440	6.34%
Amusement, Gambling, and Recreation Industries				
Amusement, Gambling & Recreation Industries	-$1,614,886	84.65%	-$2,734,797	77.98%
Subtotal	-$1,614,886	84.65%	-$2,734,797	77.98%
Accommodation				
Bed & Breakfast & Other Accommodation	$10,196	0.00%	$23,064	0.00%
Hotels & Motels	-$21,416,140	24.65%	-$28,760,225	29.32%
RV Parks & Recreational Camps	-$743,589	0.00%	-964425.1654	0.00%
Rooming and Boarding Houses	-$115,013	0.00%	-$111,824	0.00%
Subtotal	-$22,264,546	23.96%	-$29,813,411	28.62%
Food Services and Drinking Places				
Full-Service Restaurants	$14,266,886	116.58%	$23,016,142	122.12%
Limited-Service Eating Places	$0	$0	$0	0.00%
Caterers & Other Special Food Services	$2,618,716	137.45%	2683753.658	1.265162148
Drinking Places (Alcoholic Beverages)	-$2,531,073	0.00%	-$3,081,692	4.03%
Subtotal	$14,354,529	115.02%	$22,618,204	119.27%
Repair and Maintenance				
Automotive Repair and Maintenance	$6,822,953	130.10%	$8,623,847	131.70%
Electronic and Precision Equipment Repair and Maintenance	$1,354,529	234.60%	$1,965,002	348.01%
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	-$776,145	16.51%	-$1,551,764	2.29%
Personal and Household Goods Repair and Maintenance	$339,340	113.99%	$167,763	105.91%
Subtotal	$7,740,677	128.64%	$9,204,849	128.39%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Personal and Laundry Services				
Personal & Laundry Services	-$1,037,549	83.74%	-$2,352,332	69.06%
Private Households	-$13,047	32.57%	-$4,493	72.96%
Religious, Grantmaking, Civic, Professional & Similar	-$1,519,489	11.24%	-$1,814,303	23.07%
Other Personal Services	$0	$0	$0	0.00%
Subtotal	-$2,570,085	68.32%	-$4,171,128	58.20%
TOTAL	$424,083,622	151.14%	$465,641,067	146.28%

Source: Utah State Tax Commission, ZBPF

Competitive Market Leakage Analysis

Orem, the regional retail hub of the County, has an exceptionally strong sales tax base. A review of the capture rates and sales leakage amounts comparing other cities in the County show that Orem is the retail leader in the area. The analysis below compares capture rates according to each City's median income making Orem's rates appear slightly different than those figures shown above.

Orem has higher capture rates in almost all categories compared to Spanish Fork, Provo, Lehi, Lindon and Pleasant Grove. Provo does better in Arts, Entertainment and Recreation, but Orem also is underrepresented financially in this category due to the non-profit status of the two major theaters in the City. Provo also has the largest hospital in the valley, raising the figures in Health and Personal Care from complementary businesses. Pleasant Grove shows better numbers in accommodations, an area that Orem can decidedly improve upon. Pleasant Grove also has better capture rates in Sporting, Hobby & Music and Miscellaneous Retail. Lehi also has a higher capture rate in Sporting, Hobby and Music, likely because of the regional draw of Cabela's in Lehi. Lindon has higher rates in Motor Vehicles, Building Materials and General Merchandise, but is very low compared to Orem's rates in most other categories.

Table 19: Retail Sales Capture Rates in Utah County, 2013

Retail Area	American Fork	Lehi	Lindon	Pleasant Grove	Provo	Spanish Fork	Orem
Motor Vehicle	341%	17%	413%	42%	91%	36%	181%
Furniture & Home Furnishings	69%	31%	116%	116%	80%	39%	317%
Electronics & Appliance	248%	41%	97%	133%	124%	27%	232%
Building Materials & Garden	176%	51%	619%	104%	105%	6%	129%
Food & Beverage	35%	80%	9%	143%	104%	77%	131%
Health & Personal Care	184%	42%	9%	75%	167%	15%	125%
Gasoline Stations	68%	62%	0%	103%	83%	78%	85%
Clothing	148%	140%	12%	115%	86%	18%	257%
Sporting, Hobby & Music	207%	250%	29%	355%	80%	43%	231%
General Merchandise	209%	99%	220%	64%	73%	116%	181%
Miscellaneous Retail	174%	70%	82%	316%	105%	71%	113%
Non-Store Retail	57%	27%	123%	13%	72%	51%	187%
Services:							
Arts, Entertain. & Recreation	39%	72%	7%	39%	210%	32%	64%
Accommodation	14%	27%	0%	62%	72%	3%	32%
Food Services	179%	47%	48%	122%	122%	61%	131%
Other	169%	43%	101%	112%	102%	95%	123%
Total	176%	66%	176%	99%	93%	59%	161%

Source: State Tax Commission, ZBPF

When looking at overall sales leakage, Orem is clearly the leader, with the largest positive leakage in the most categories – in other words, Orem is attracting shoppers from outside of City limits. The City's total leakage is not only positive, indicating gains from consumers in other cities, but the amount gained is more than double that of American Fork. While American Fork appears very competitive by capture rates, Orem has the largest amount captured in many categories, including ones where American Fork has the higher capture rate. The capture rate shows what portion of that City's sales are being made in the City while leakage shows these portions translated into how much money is lost or gained by the City. In that respect, Orem is still gaining the most and pulling the most in terms of dollars from residents in the County. Orem is clearly the regional retail hub of the County.

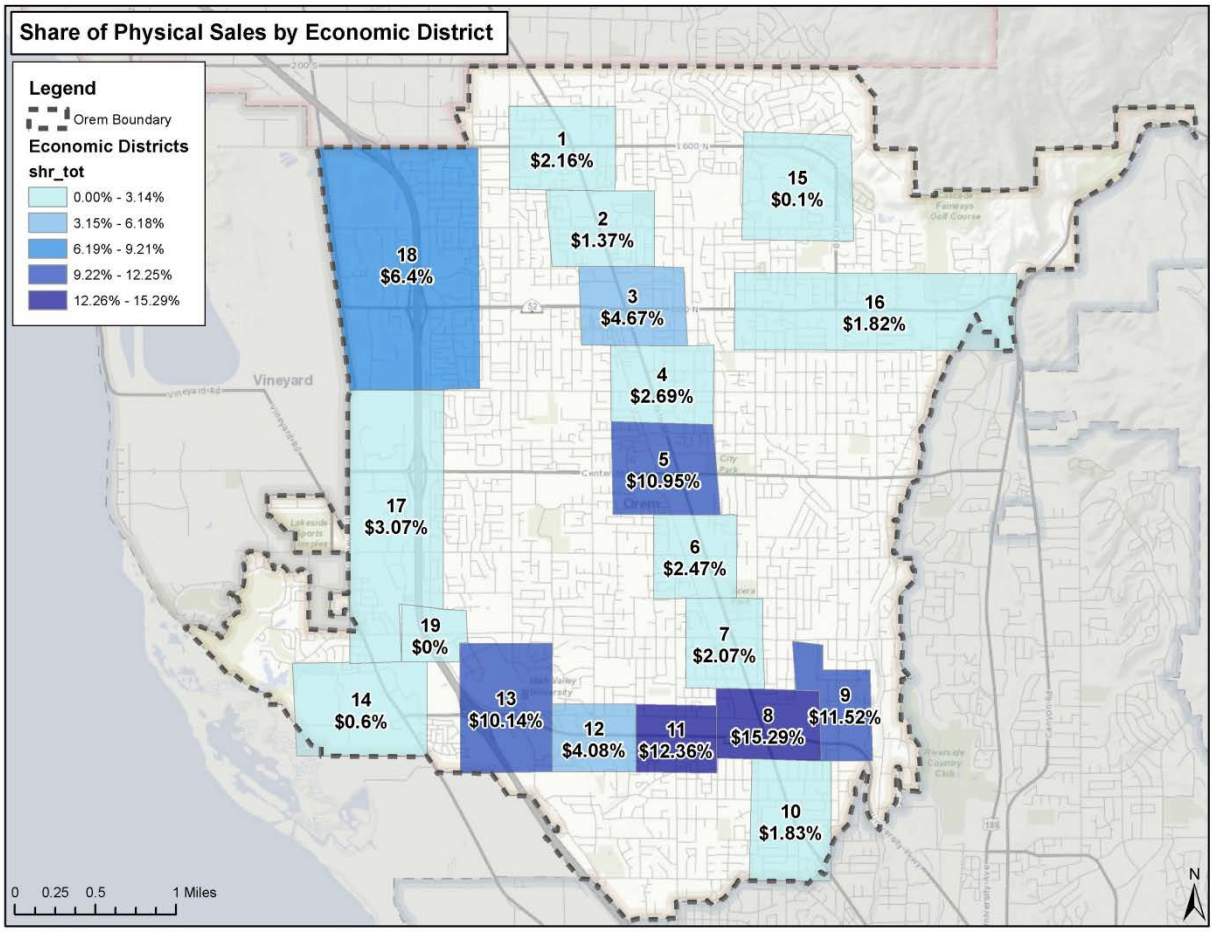
Table 20: Retail Sales Leakage Amounts in Utah County, 2013

Retail Area	American Fork	Lehi	Lindon	Pleasant Grove	Provo	Spanish Fork	Orem
Motor Vehicle	$138,066,145	-$100,374,894	$90,185,439	-$38,703,307	-$13,016,521	-$48,738,015	$120,143,014
Furniture & Home Furnishings	-$2,655,356	-$12,571,821	$696,932	$1,641,110	-$4,302,231	-$7,051,544	$48,548,373
Electronics & Appliance	$13,690,743	-$11,406,684	-$127,574	$3,534,206	$5,395,337	-$9,057,412	$31,383,738
Building Materials & Garden	$19,120,602	-$26,125,201	$65,678,091	$1,185,398	$3,096,329	-$31,793,624	$18,907,761
Food & Beverage	-$27,978,783	-$18,446,174	-$19,566,506	$21,376,575	$4,343,310	-$13,084,720	$34,500,499
Health & Personal Care	$4,205,259	-$6,061,835	-$2,301,765	-$1,486,199	$8,238,854	-$5,671,129	$3,241,405
Gasoline Stations	-$3,395,620	-$8,580,128	-$5,364,735	$419,788	-$4,450,511	-$3,158,964	-$4,022,448
Clothing	$8,801,121	$15,484,066	-$8,087,279	$3,290,835	-$6,272,113	-$19,854,191	$73,718,630
Sporting, Hobby & Music	$11,786,239	$34,865,424	-$3,946,330	$33,002,943	-$5,466,360	-$8,444,396	$37,268,244
General Merchandise	$72,636,983	-$926,121	$40,521,527	-$28,148,079	-$44,225,565	$14,695,592	$140,282,479
Miscellaneous Retail	$12,971,615	-$3,660,428	-$1,547,446	$14,844,083	$740,334	-$2,253,467	$1,955,759
Non-Store Retail	-$2,547,907	-$26,888,341	$688,172	-$17,700,548	-$12,078,477	-$11,536,157	$38,980,045
Services:							
Arts, Entertain. & Recreation	-$3,660,791	-$3,565,716	-$2,803,410	-$4,238,297	$16,059,606	-$5,440,866	-$5,575,595
Accommodation	-$12,739,096	-$22,578,167	-$7,427,593	-$6,650,567	-$10,005,470	-$19,151,636	-$26,052,168
Food Services	$32,835,913	-$46,234,503	-$10,816,364	$10,699,750	$22,674,675	-$21,724,130	$33,062,765
Other	$10,386,614	-$18,055,699	$66,503	$2,167,798	$597,347	-$993,213	$8,806,097
Total	**$271,523,683**	**-$255,126,223**	**$135,847,663**	**-$6,028,073**	**-$61,485,784**	**-$193,257,871**	**$555,148,596**

Source: State Tax Commission, ZBPF

Retail Sales by Economic District

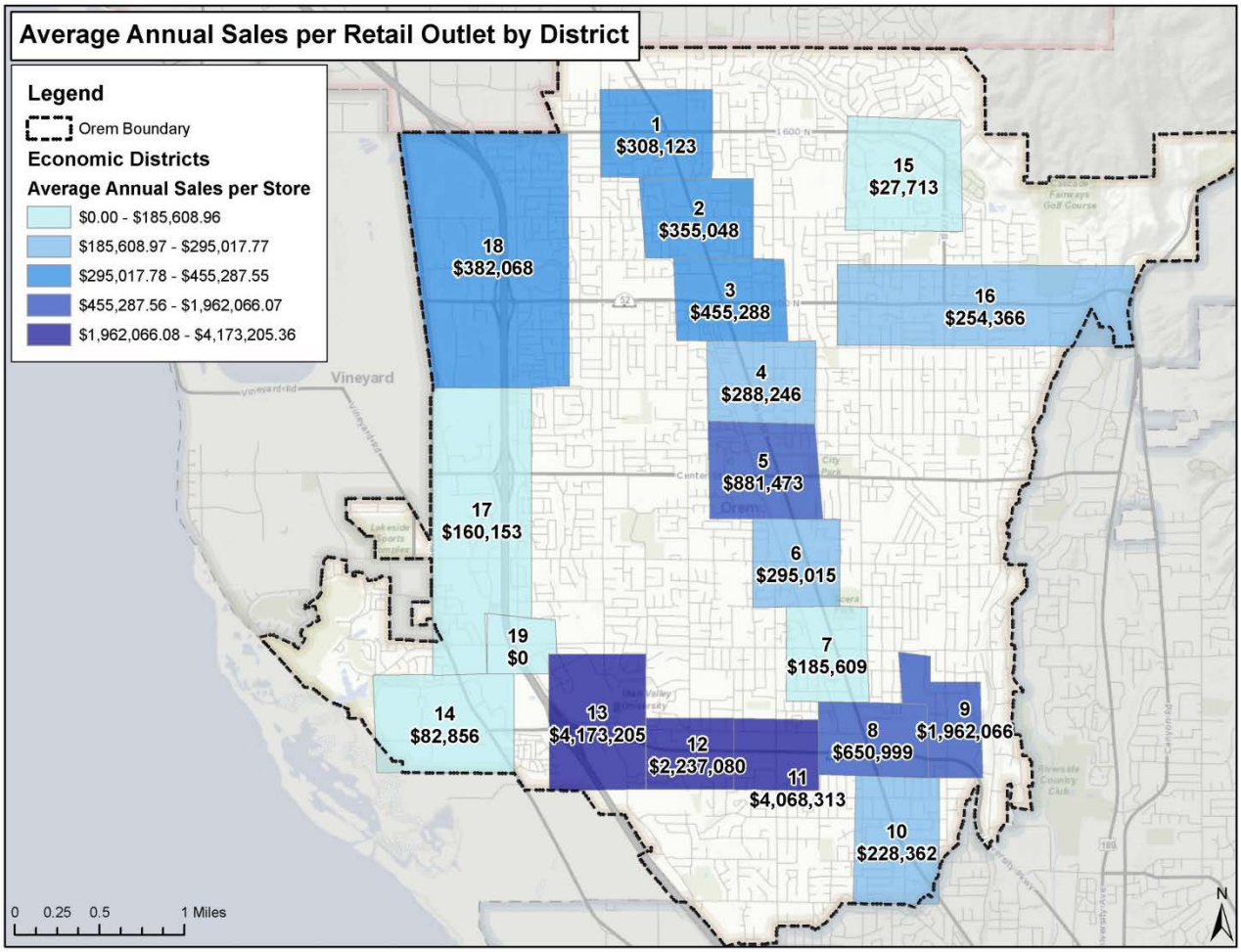
While the City as a whole is affected by sales leakage and capture rates, each economic district has a different character in its type of sales and its performance as a retail center. Some districts are not really retail centers at all, but serve other purposes such as employment or education. The map below shows which areas represent retail centers in the City by showing what portion of the City's physical sales[7] are made in each district. District Eight, University Place, at over fifteen percent has the highest share of the City's sales as it includes the mall and retail at the intersection of University Parkway and State Street. District Fifteen – primarily office space – has the lowest with less than one percent of sales.



Source: Utah State Tax Commission, ZBPF

While a district may have a high portion of sales due to simply having a lot of stores, some districts perform well by having high sales per retail outlet. They provide high sales revenues to the City with high efficiency from only a few stores. For example, District 12 has a good portion of the City's sales but it isn't the highest. However, it has the third highest sales per store at over $2 million annually per store.

[7] Online sales, listed separately by the State Tax Commission, are not included as they cannot be associated to a geographic location in the City.



Source: Utah State Tax Commission, ZBPF

The high sales per store at District 12 can be explained by the predominance of car dealerships in this district with high value purchases. Comparatively, while District Eight has the highest portion of Orem's sales, its sales per store is much lower than neighboring districts on University Parkway. District Eight has a high number of small clothing and accessory stores at the mall that don't sell big-ticket items. The following tables detail the retail character at each district by showing what proportion of their sales come from each retail category.

Table 21: Percentage of Sales by Retail Category at Each Economic District (Table 1 of 2)

	1	2	3	4	5	6	7	8	9
Accommodation	0%	0%	0%	0%	0%	0%	0%	0%	0%
Amusement and Recreation	0%	0%	2%	0%	1%	1%	0%	0%	2%
Building and Garden Supply	0%	7%	0%	18%	4%	0%	1%	0%	0%
Clothing and Accessories	0%	0%	2%	1%	9%	0%	0%	33%	2%
Electronics and Appliances	1%	1%	0%	2%	1%	2%	0%	14%	5%
Food and Beverage	9%	0%	27%	24%	15%	0%	0%	4%	0%

	1	2	3	4	5	6	7	8	9
Food Services	25%	7%	7%	12%	14%	6%	4%	20%	5%
Furniture and Home Furnishings	4%	0%	2%	4%	2%	3%	8%	3%	0%
Gasoline and Convenience Stores	3%	7%	5%	4%	0%	0%	5%	0%	1%
General Merchandise	0%	0%	1%	15%	42%	0%	0%	6%	84%
Health and Personal Care	2%	0%	6%	0%	1%	0%	11%	3%	0%
Health Care and Social Assistance	0%	0%	0%	0%	0%	0%	0%	0%	0%
Motor Vehicle and Parts Dealer	27%	39%	35%	5%	0%	31%	46%	3%	0%
Personal Services	0%	1%	0%	0%	0%	3%	0%	0%	0%
Professional Services	13%	1%	0%	1%	0%	6%	0%	0%	0%
Professional Services	13%	1%	0%	1%	0%	6%	0%	0%	0%
Repair and Maintenance	0%	27%	7%	9%	1%	15%	9%	0%	0%
Specialty Retail - Hobby, Books, Music, etc	2%	10%	6%	5%	8%	27%	17%	13%	1%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: Utah State Tax Commission, ZBPF

Table 22: Percentage of Sales by Retail Category at Each Economic District (Table 2 of 2)

	10	11	12	13	14	15	16	17	18
Accommodation	0%	0%	5%	2%	29%	0%	0%	0%	3%
Amusement and Recreation	2%	0%	0%	1%	0%	0%	1%	0%	0%
Building and Garden Supply	1%	13%	0%	0%	2%	0%	0%	54%	8%
Clothing and Accessories	4%	1%	34%	0%	0%	0%	0%	0%	1%
Electronics and Appliances	5%	0%	0%	0%	13%	8%	0%	0%	0%
Food and Beverage	22%	1%	1%	0%	0%	0%	83%	7%	43%
Food Services	21%	2%	11%	6%	28%	0%	6%	1%	3%
Furniture and Home Furnishings	2%	24%	3%	0%	0%	0%	1%	2%	0%
Gasoline and Convenience Stores	4%	0%	0%	0%	21%	0%	3%	3%	5%
General Merchandise	0%	0%	0%	56%	0%	0%	0%	0%	0%
Health and Personal Care	2%	0%	0%	0%	0%	0%	0%	0%	0%
Health Care and Social Assistance	0%	0%	0%	0%	0%	0%	0%	0%	0%
Motor Vehicle and	10%	53%	31%	35%	0%	0%	0%	8%	10%

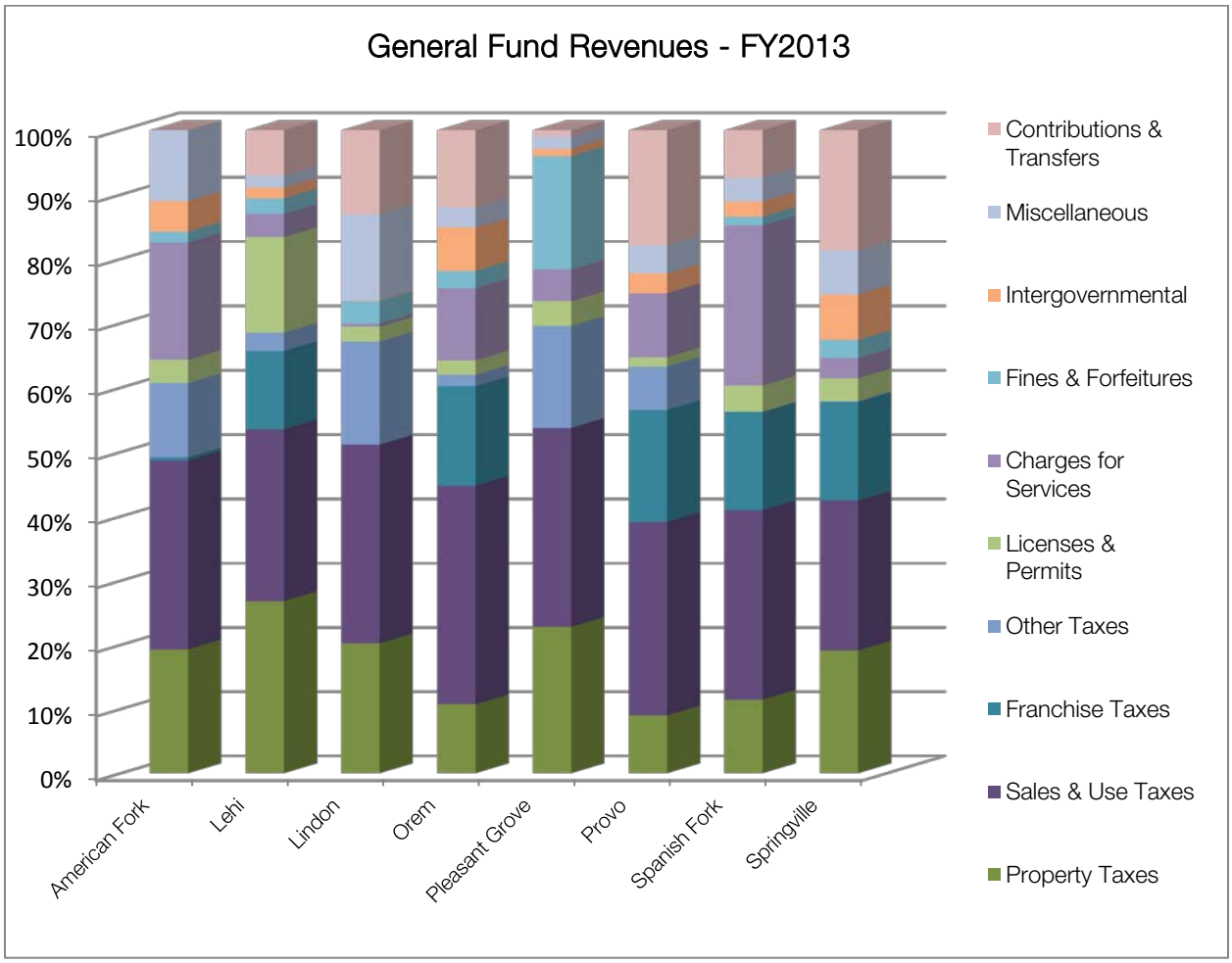
	10	11	12	13	14	15	16	17	18
Parts Dealer									
Personal Services	0%	0%	0%	0%	0%	0%	2%	0%	1%
Professional Services	0%	0%	0%	0%	0%	42%	0%	0%	1%
Professional Services	0%	0%	0%	0%	0%	42%	0%	0%	1%
Repair and Maintenance	9%	1%	0%	0%	0%	0%	0%	6%	6%
Specialty Retail - Hobby, Books, Music, etc	17%	5%	14%	0%	7%	7%	4%	20%	16%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: Utah State Tax Commission, ZBPF

City Revenue Sources and Economic Stability

Important to economic stability in the City is the fiscal stability of the City government. A stable revenue stream to the City ensures that the City is able to provide basic services that businesses and development relies on to function. Stability also assists the City to better make long-term planning decisions. A healthy City budget is necessary for a City to be competitive in the market in attracting business, not only through guaranteeing services but also in the City's ability to offer financial incentives.

Orem currently has a strong and healthy sales tax base providing a robust income source; however, the City is heavily reliant on these sales which can be volatile and unsteady, like during the recent recession. The graph and table below show that Orem has the highest proportion of General Fund Revenues coming from sales tax at 34 percent of all revenues. Comparatively, the City has among the lowest proportion coming from the more stable property taxes. Eleven percent of revenues come from property taxes, the same as Spanish Fork and only higher than Provo at nine percent. The rest of the cities in the County are near twenty percent of revenues coming from property taxes.



Source: Financial Reports of Local Governments, Office of the Utah State Auditor, ZBPF

Table 23: General Fund Revenues by City in Utah County, FY 2013

	American Fork	Lehi	Lindon	Orem	Pleasant Grove	Provo	Spanish Fork	Springville
Property Taxes	19%	27%	20%	11%	23%	9%	11%	19%
Sales & Use Taxes	29%	27%	31%	34%	31%	30%	30%	23%
Franchise Taxes	0%	12%	0%	15%	0%	17%	15%	15%
Other Taxes	12%	3%	16%	2%	16%	7%	0%	0%
Licenses & Permits	4%	15%	2%	2%	4%	1%	4%	4%
Charges for Services	18%	4%	0%	11%	5%	10%	25%	3%
Fines & Forfeitures	2%	2%	4%	3%	18%	0%	1%	3%
Intergovernmental	5%	2%	0%	7%	1%	3%	2%	7%
Miscellaneous	11%	2%	13%	3%	2%	4%	4%	7%
Contributions & Transfers	0%	7%	13%	12%	1%	18%	7%	19%
Total General Fund Revenues	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Source: Financial Reports of Local Governments, Office of the Utah State Auditor, ZBPF

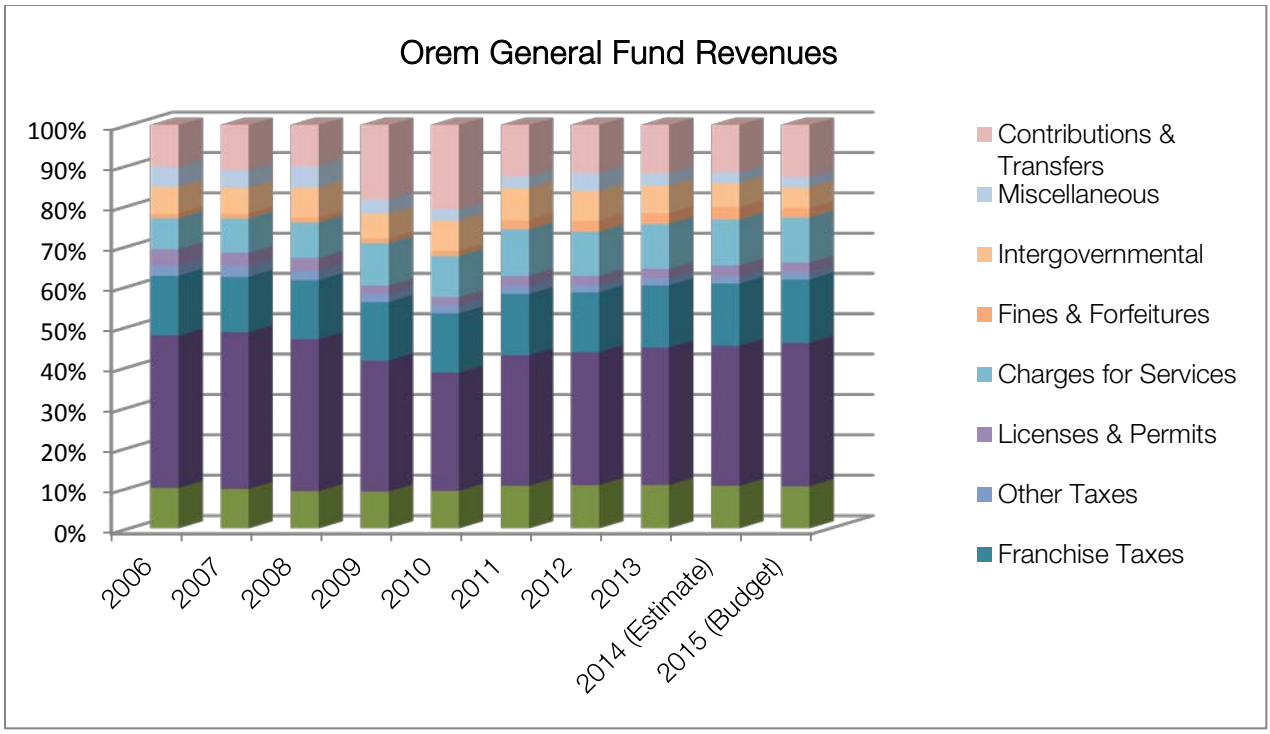
In the past decade the rate of growth in taxable sales has been slower in Orem and Provo than much of the County. Orem had an average annual growth rate of 3.7 percent from 2003 to 2013, which keeps the City ahead of recent sluggish inflation rates, but only at pace with rates pre-recession.

Table 24: Growth in Taxable Sales, 2003-2013

	Absolute $	AAGR, 2003-2013
American Fork	$419,159,069	7.9%
Lehi	$516,822,906	14.7%
Lindon	$276,829,586	9.5%
Orem	$630,548,820	3.7%
Payson	$126,240,574	9.0%
Pleasant Grove	$96,174,932	6.0%
Provo	$262,881,321	2.4%
Spanish Fork	$187,926,569	6.5%
Springville	$91,025,624	3.2%
TOTAL	$2,607,609,401	5.3%

Source: Utah State Tax Commission, ZBPF

Sales tax revenues are far more volatile than property tax revenues due to their tendency to respond immediately to market changes. Orem experienced this volatility first-hand during the recession, seeing sales tax revenues dip significantly – in 2007 sales tax revenues represented 39 percent of the general fund revenues, but by 2010 it dropped to 29 percent. Comparatively, property tax revenues stayed stable throughout the recession.



Source: Financial Reports of Local Governments, Office of the Utah State Auditor, ZBPF

Table 25: Orem Actual Sales Tax Revenue by Year

Year	Sales & Use Tax Revenue
2006	$17,510,210
2007	$19,220,147
2008	$18,684,690
2009	$16,414,378
2010	$15,277,498
2011	$15,538,986
2012	$16,453,749
2013	$17,233,172
2014 (Estimate)	$17,981,211
2015 (Budget)	$18,200,246

Given the relative stability of property tax revenues, it is important that Orem work to improve property tax values in the City in tandem with business development. This can be achieved through the development of high-quality office space and advanced manufacturing. Specific ideas and plans are given in the chapter "Economic Development Nodes" later in this study.

One reason that property taxes are more stable is due to truth-in-taxation that automatically adjusts property tax rates for changes in property appreciation or depreciation. However, while this protects against decreasing revenues, it also does not allow for increasing property tax revenues needed to pay

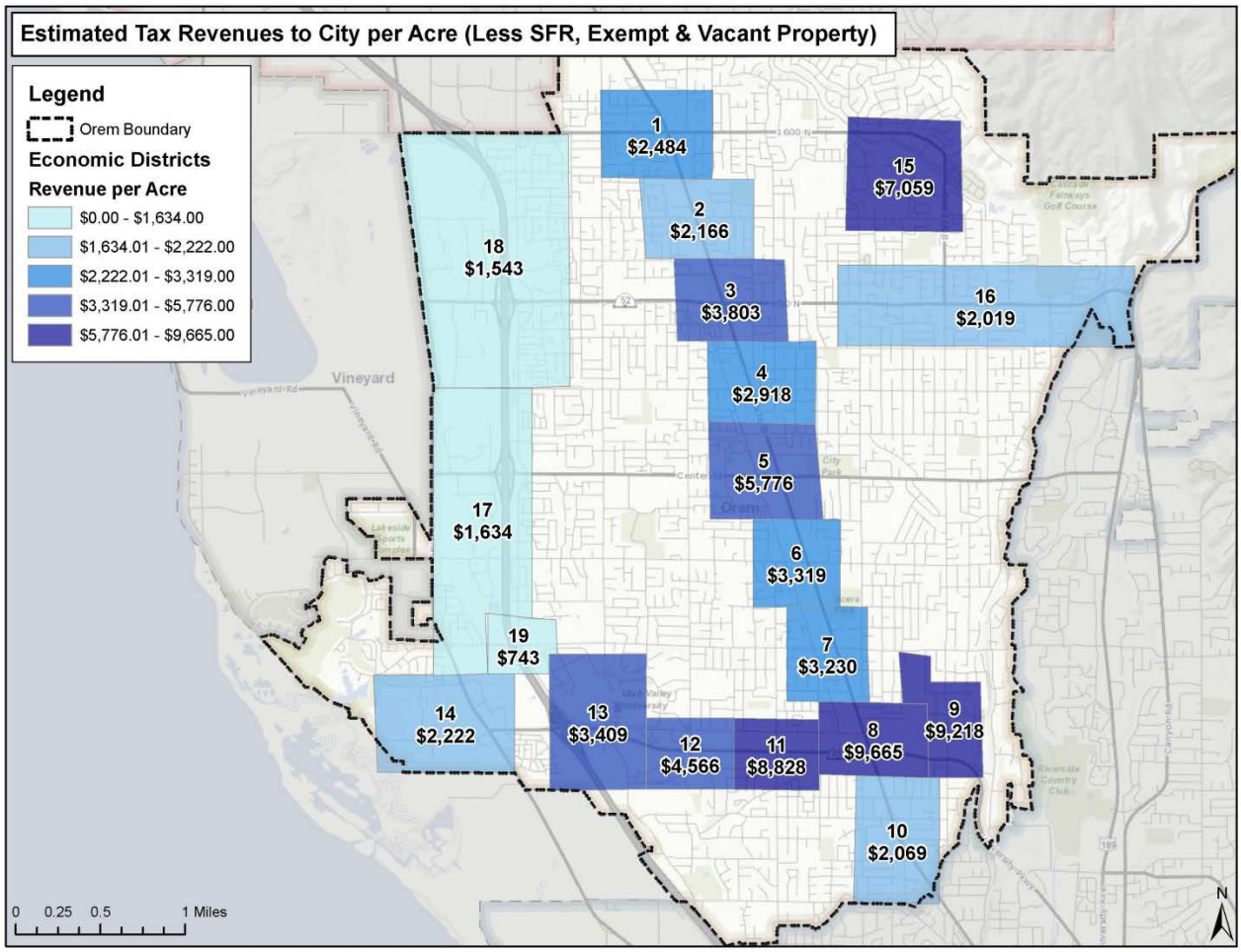
Table 26: Assessed Value Change

	Total Assessed Value Percent Change (2007-2012)
American Fork	1%
Lehi	12%
Lindon	7%
Orem	**-4%**
Pleasant Grove	-7%
Provo	-9%

Source: Utah County, ZBPF

for rising costs of government. Orem has had its assessed value drop four percent since 2007, while Lehi has increased 12 percent. Improving office spaces and overall property development can help to reverse this trend.

It is often assumed that improving sales tax revenues through retail development is the primary way to improve City revenues. While sales taxes are a great source of direct revenue and are certainly one of the strongest tools, Orem is a great example of the power of property taxes even when compared to strong retail sales tax revenues. The map below shows the estimated tax revenues to the City from each of the economic districts studied. Tax revenues include sales tax and property tax from commercial, industrial, and high-density residential property. The values and acres from single-family residential (SFR), exempt and vacant property are excluded. The districts with the highest revenues per acre are Districts Eight and Nine (University Place), Eleven (University Parkway) and Fifteen (Canyon Park). Districts Eight, Nine, and Eleven are retail centers; District Fifteen has almost no retail and is primarily office space.



Source: Utah State Tax Commission, ZBPF

These same numbers are shown in the table below, compared to taxable retail sales alone. Again, the top four districts in total revenues from both property and sales tax include District Fifteen with $7,059 per acre. However, looking at taxable sales alone that then translate to sales tax revenues, district fifteen is almost the lowest with only $6,438 in taxable sales per acre – less than one

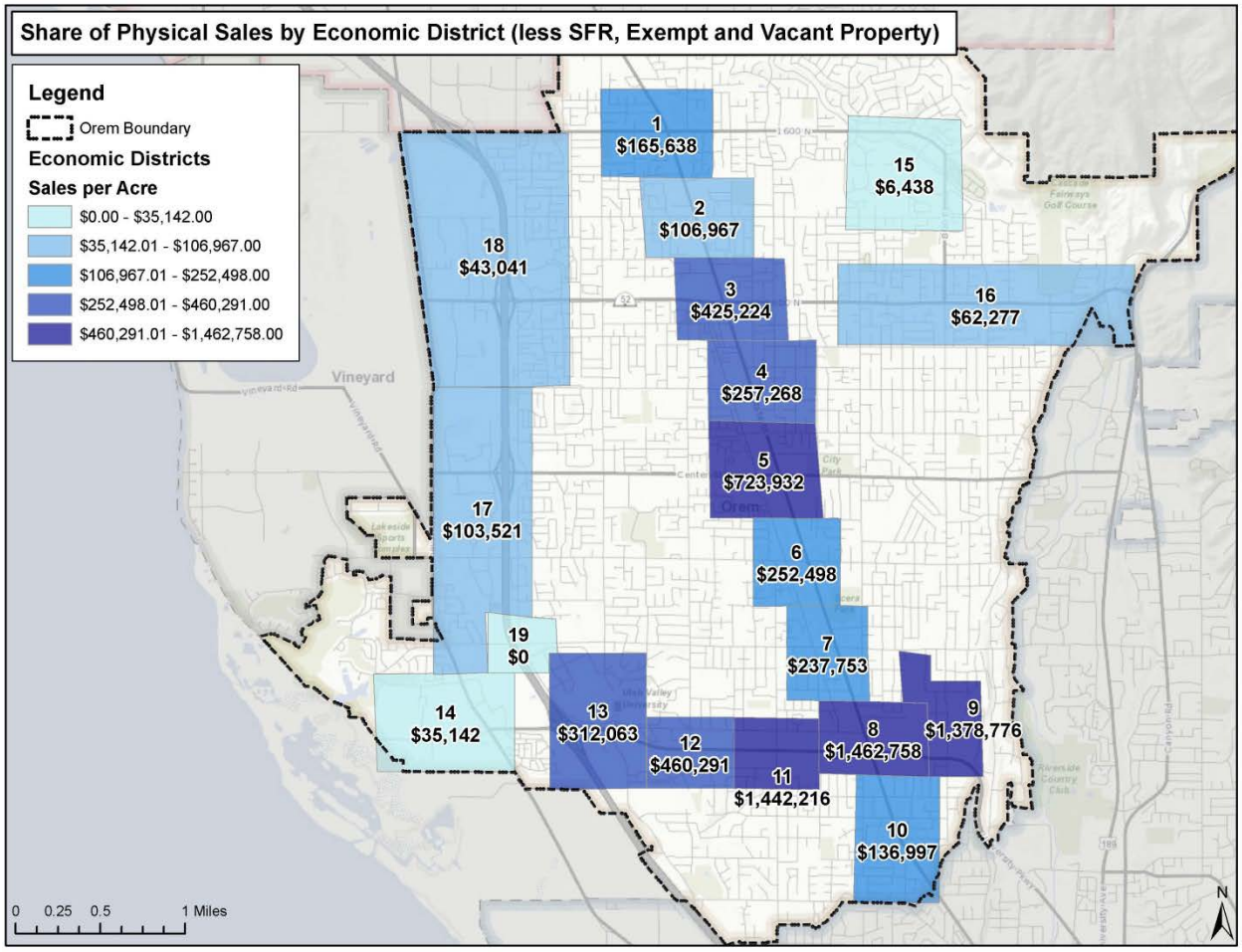
percent of the amount of sales per acre at District Eight. District Fifteen successfully relies on high property values to generate revenue, making it among the highest revenue earners in the City with almost no retail sales to generate sales tax revenues. The retail centers have to bring in significant sales to bring in comparative revenues to the City.

Table 27: Estimated Tax Revenues by Economic District and Taxable Sales by District

District	Est Revs (Prop and Sales) per Acre - Less SF, Exempt & Vacant	District	Taxable Sales per Acre
8	$9,665	8	$1,462,758
9	$9,218	11	$1,442,216
11	$8,828	9	$1,378,776
15	$7,059	5	$723,932
5	$5,776	12	$460,291
12	$4,566	3	$425,224
3	$3,803	13	$312,063
13	$3,409	4	$257,268
6	$3,319	6	$252,498
7	$3,230	7	$237,753
4	$2,918	1	$165,638
1	$2,484	10	$136,997
14	$2,222	2	$106,967
2	$2,166	17	$103,521
10	$2,069	16	$62,277
16	$2,019	18	$43,041
17	$1,634	14	$35,142
18	$1,543	15	$6,438
19	$743	19	$0

Source: Utah State Tax Commission, ZBPF

The following map shows the taxable sales per acre for each district, showing District Fifteen being among the lowest.



Source: Utah State Tax Commission, ZBPF

If each district were to meet its current combined sales and property tax revenues per acre with property taxes alone, the following tables show the development levels that would be needed either from commercial/office space or from multi-family housing. The first is in commercial or office space, which assumes a property assessment average of $160 per square foot. Based on that property value, District Eight would need a Floor Area Ratio (FAR) of 0.74 to get property values of $5,165,828 per acre to compare to similar revenues that include sales tax. Given plans for development at Districts Eight and Nine, this is a density that is realistic and shows the potential to easily increase property tax revenue potential on top of a strong sales tax base. These are not mutually exclusive goals.

Table 28: Equivalent Commercial Property Value and FAR to Achieve Revenue Levels by District

District	Est Revs per Acre - Less SF, Exempt & Vacant	Commercial Property Value per Acre Required to Meet this Amount	Office FAR at $160 (assessed) per sf
8	$9,665	$5,165,828	0.74
9	$9,218	$4,926,746	0.71
11	$8,828	$4,718,154	0.68
15	$7,059	$3,772,951	0.54
5	$5,776	$3,087,246	0.44
12	$4,566	$2,440,329	0.35

District	Est Revs per Acre - Less SF, Exempt & Vacant	Commercial Property Value per Acre Required to Meet this Amount	Office FAR at $160 (assessed) per sf
3	$3,803	$2,032,614	0.29
13	$3,409	$1,821,904	0.26
6	$3,319	$1,774,051	0.25
7	$3,230	$1,726,165	0.25
4	$2,918	$1,559,596	0.22
1	$2,484	$1,327,593	0.19
14	$2,222	$1,187,581	0.17
2	$2,166	$1,157,936	0.17
10	$2,069	$1,105,706	0.16
16	$2,019	$1,079,269	0.15
17	$1,634	$873,426	0.13
18	$1,543	$824,750	0.12
19	$743	$397,049	0.06

Source: ZBPF, Utah State Tax Commission

The following table shows a similar analysis for multi-family housing in order to estimate the housing density needed to meet revenue levels through property values. While it's not realistic to assume a District would be covered completely by housing or could necessarily support the number of units indicated, this illustrates that housing can be another tool to increase property values in combination with retail and commercial development.

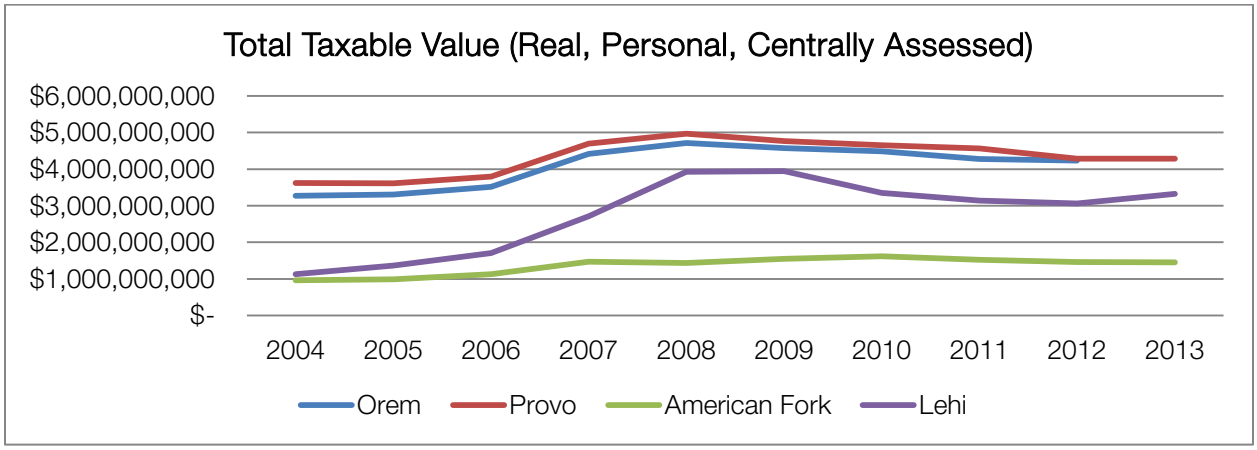
Table 29: Equivalent Medium-High Density Residential Development to Achieve Revenue Levels by District

District	Est Revs per Acre - Less SF, Exempt & Vacant	Multi-Family Property Value per Acre Required to Meet this Amt	# of Units per Acre at $200,000/Door	# of Units per Acre at $150,000/Door	# of Units per Acre at $120,000/Door
8	$9,665	$9,392,415	85	114	142
9	$9,218	$8,957,720	81	109	136
11	$8,828	$8,578,462	78	104	130
15	$7,059	$6,859,911	62	83	104
5	$5,776	$5,613,175	51	68	85
12	$4,566	$4,436,962	40	54	67
3	$3,803	$3,695,662	34	45	56
13	$3,409	$3,312,553	30	40	50
6	$3,319	$3,225,547	29	39	49
7	$3,230	$3,138,482	29	38	48
4	$2,918	$2,835,629	26	34	43
1	$2,484	$2,413,806	22	29	37
14	$2,222	$2,159,238	20	26	33
2	$2,166	$2,105,339	19	26	32
10	$2,069	$2,010,375	18	24	30
16	$2,019	$1,962,307	18	24	30
17	$1,634	$1,588,047	14	19	24
18	$1,543	$1,499,545	14	18	23
19	$743	$721,907	7	9	11

Source: ZBPF, Utah State Tax Commission

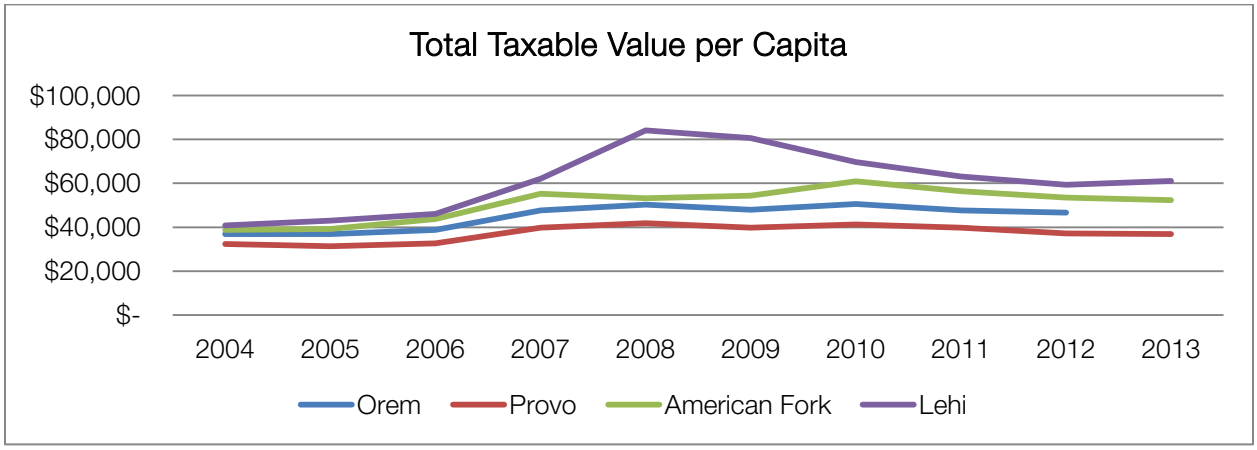
Property Tax Valuation

The City's taxable value base has remained fairly constant in recent years after a significant increase prior to the recession and slight decrease during the recession. Trends in the City's total taxable value have very closely mirrored values in Provo as the trends have simply been market trends on a largely built-out property base. In comparison, Lehi has had more dramatic changes due to heavy construction.



Source: Financial Reports of Local Governments, Office of the Utah State Auditor, ZBPF

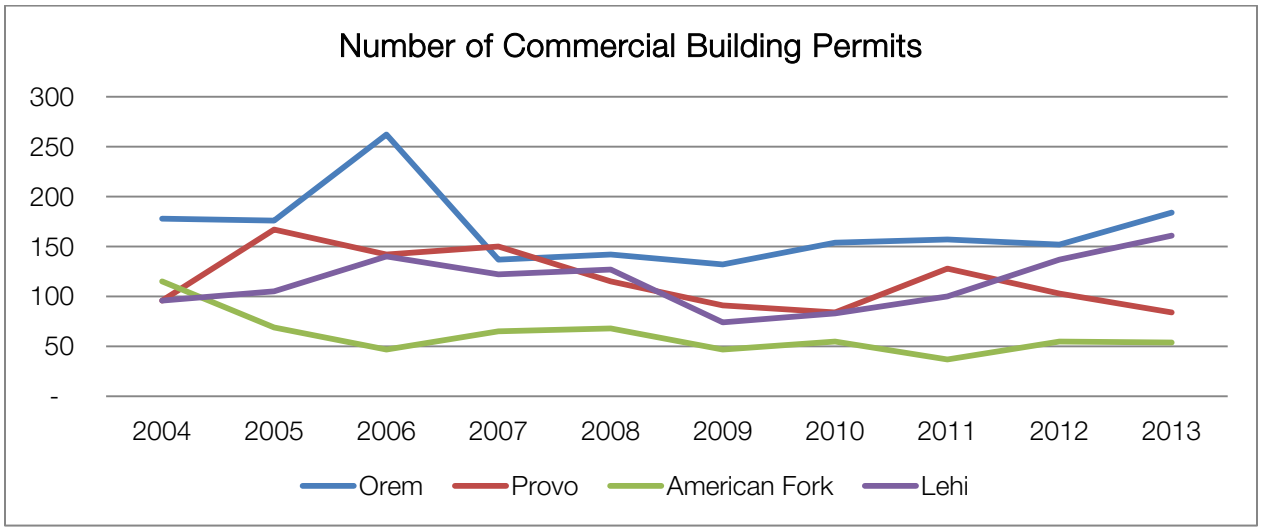
Total taxable value is largely dependent on the overall size of the city, making comparison difficult between differently-sized cities. In order to better compare these competitive cities, total taxable value was divided on a per capita basis. Again we see similar trends over time with Orem and Provo trending together and Lehi with significant gains with new construction. However, while the totals for Orem and Provo were higher in the graph above due to their size, this graph shows Lehi having overall higher taxable value per capita. Lehi is able to gain more property taxes per resident with its new construction compared to Orem and Provo. Also, while Provo has overall more taxable value, Orem has better taxable value on a per capita basis.



Source: Financial Reports of Local Governments, Office of the Utah State Auditor, ACS, ZBPF

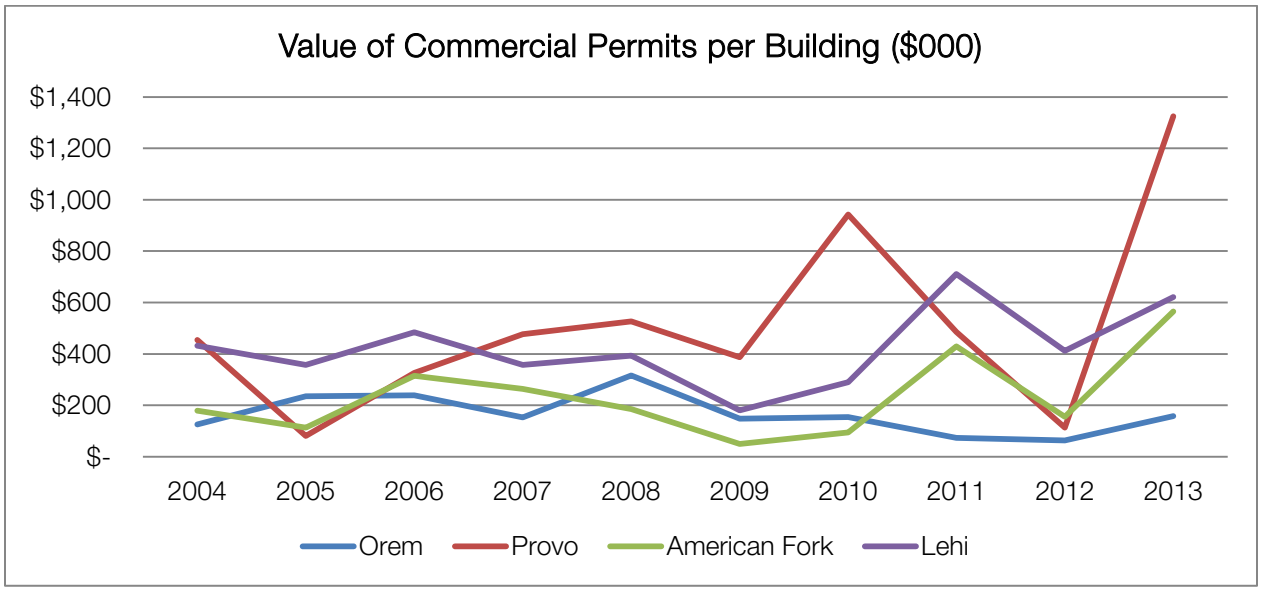
Building permits for commercial and residential permits were analyzed to compare potential property tax values from new construction in these cities.

Orem has had the highest overall number of building permits in recent years, compared to decreasing numbers in Provo. While Lehi is still below Orem, it has been close in the last few years – significant when comparing the sizes of the two cities.



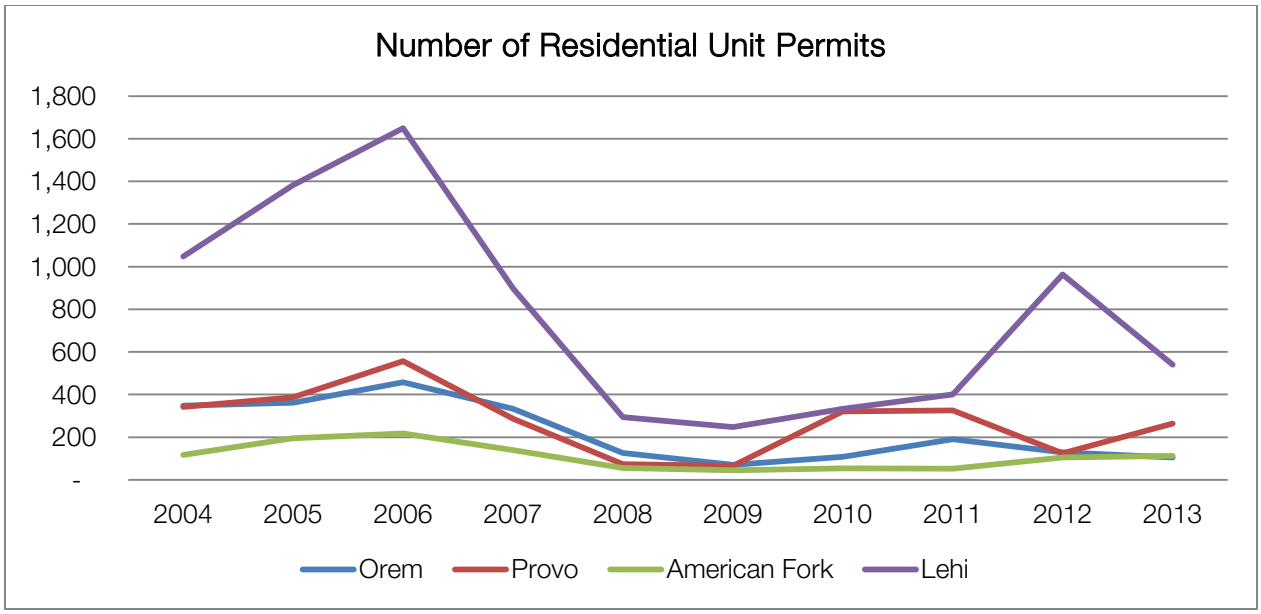
Source: BEBR, ZBPF

While Orem has had the most commercial permits, they have had low building values on average. Lehi's have been steadily high per building while Provo's have been varied. As commercial buildings with higher average values are built they can provide higher taxes to the City with less drain on City resources.



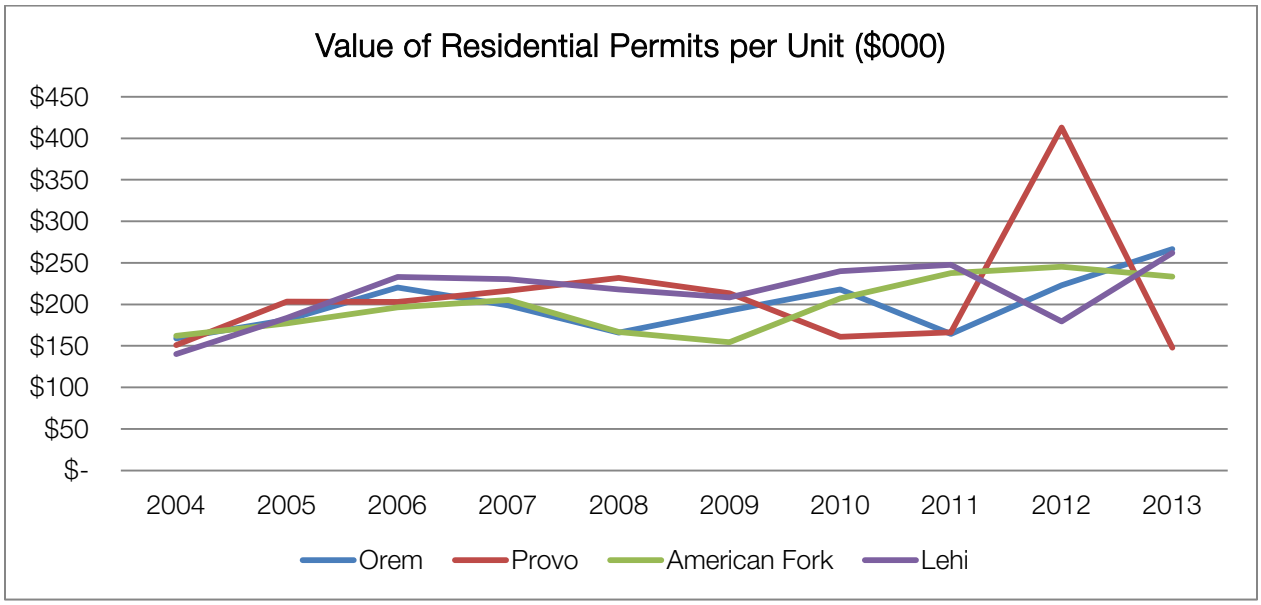
Source: BEBR, ZBPF

While Orem, Provo and American Fork have had similar trends and lower numbers in residential units permitted, Lehi has consistently had more each year. All Cites show the housing bubble prior to the recession with a sharp drop-off in 2008 and 2009.



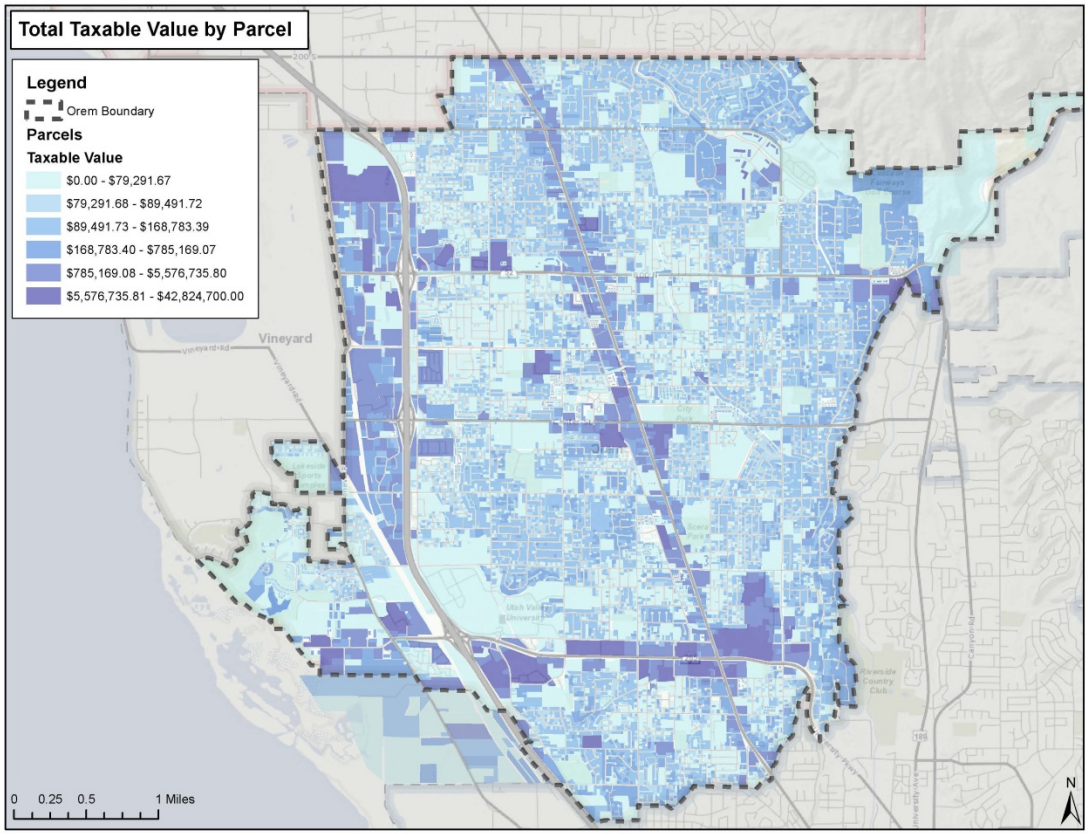
Source: BEBR, ZBPF

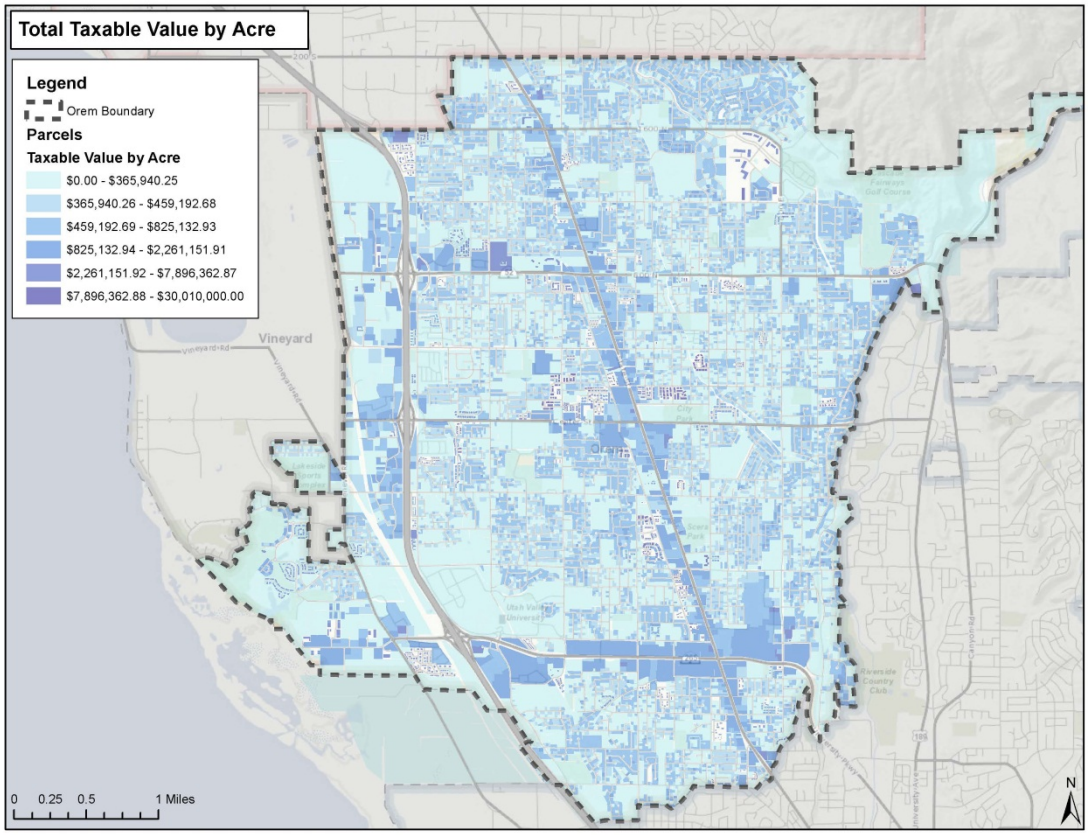
Compared to commercial buildings, the value of residential units built in recent years show few cohesive trends. Like commercial buildings, it is advantageous to the City to encourage higher valued property to generate higher property taxes.



Source: BEBR, ZBPF

The following maps show the current taxable values in the City by parcel and by acre. The first map shows by parcel and, as to be expected, primarily commercial and industrial parcels have the highest values. From the perspective of property taxes, this shows that the City can receive more tax revenues per property by encouraging business development. These parcels also are not subject to the residential exemption, thus providing a higher property tax value for the property. Similarly, commercial parcels usually have the highest taxable value per acre. However, some higher valued residential are also comparable per acre.


Total Taxable Value by Parcel
Legend
Orem Boundary
Parcels
Taxable Value
$0.00 - $79,291.67
$79,291.68 - $89,491.72
$89,491.73 - $168,783.39
$168,783.40 - $785,169.07
$785,169.08 - $5,576,735.80
$5,576,735.81 - $42,824,700.00
Vineyard
0 0.25 0.5 1 Miles
N


Total Taxable Value by Acre
Legend
Orem Boundary
Parcels
Taxable Value by Acre
$0.00 - $365,940.25
$365,940.26 - $459,192.68
$459,192.69 - $825,132.93
$825,132.94 - $2,261,151.91
$2,261,151.92 - $7,896,362.87
$7,896,362.88 - $30,010,000.00
Vineyard
0 0.25 0.5 1 Miles
N

Redevelopment Areas

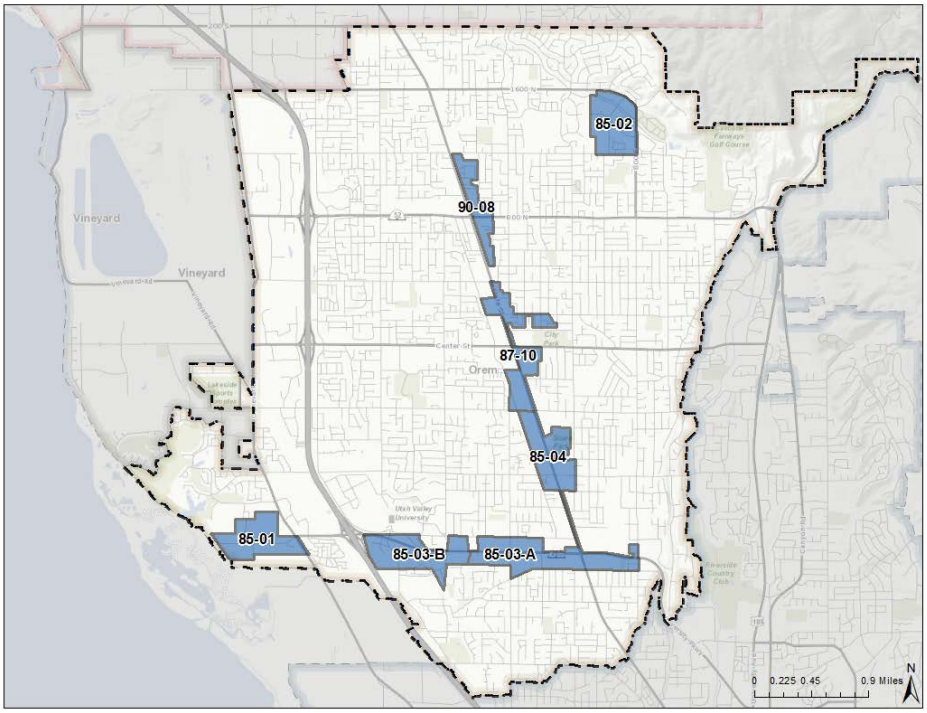
Orem has seven active redevelopment areas, six with regular increment expiring this year or last year. All of these RDAs were established pre-1993 when the "haircut" provision (i.e., declining percentages of tax increment paid to the Agency over time) was available to each of them. All seven have had the "haircut" provision applied to the increment and have extended the collection of the areas to about 2020. However, the increment collected from these additional years has already been allocated to a parks and recreation bond. This effectively locks up the ability for new increment to be generated for economic development at these sites in the near term.

Table 30: Current Orem RDAs

RDA #	RDA Location	Year Regular Increment Expires	Amount of Unappropriated Regular Increment	Haircut Year Expiration
85-01	Orem Business Park	2014	$260,000	2021
85-02	Timp Research & Tech Park	2013	$1,100,000	2020
85-03A	University Mall	2013	$1,170,000	2020
85-03B	Golden Mile	2013	$3,260,000	2020
85-04	State St & 800 S	2013	$402,000	2020
87-10	State St & Center; Midtown Village; City Center	2014	$0	2021
90-08	State St & 800 N	2020	$78,000	2023

Source: Orem City

The current RDAs heavily cover the major commercial areas in the City along State Street, University Parkway, and Districts Fifteen and Fourteen. Fifteen is the Canyon Park offices and Fourteen includes the City's high-quality industrial and manufacturing center. There is currently movement to create a CDA at University Place to assist in the development plans for higher-rise buildings and increased density.



Source: ZBPF, Orem City

Since there is very little vacant land in the City, future development will be largely infill and redevelopment of existing buildings. While many of the commercial areas studied in this report are already within RDAs, there are some additional

potential areas that could benefit from tax increment in spurring development and high-value property uses.

In addition to the pending CDA at University Mall, the City should consider the addition of redevelopment areas in Districts Seventeen and Eighteen along I-15 and Geneva Road. Those areas, collectively known as "the Wedge" (see "Economic Development Nodes" Chapter), are prime for conversion from underdeveloped industrial uses to high-quality, freeway-visible office space, in addition to retail and advanced manufacturing.

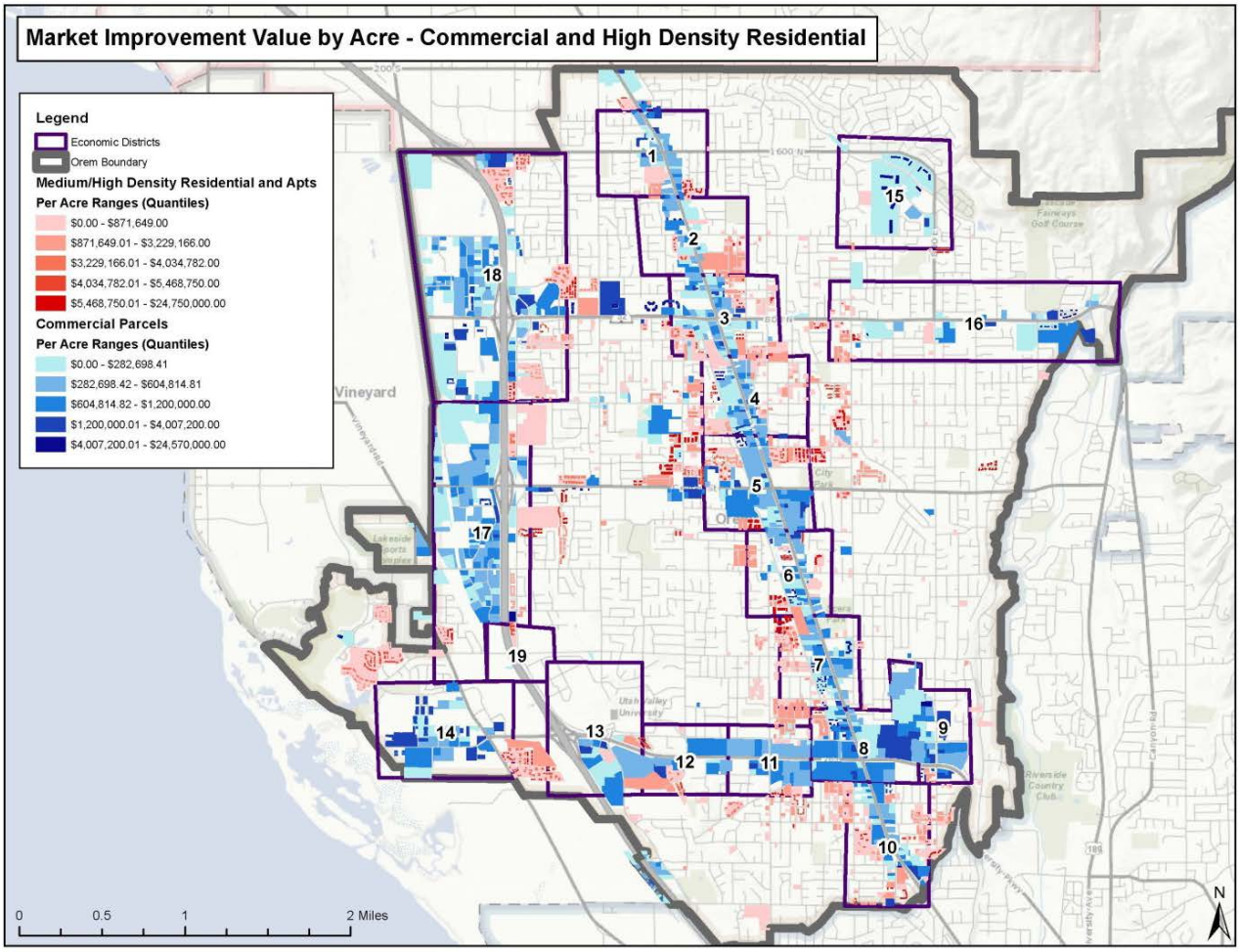
One way of identifying areas for redevelopment is by comparing improvement values per acre to the rest of the City. Districts Seventeen and Eighteen have low improvement values in both commercial and medium-high density residential categories.

Table 31: Improvement Values per Acre by Economic District

District	Commercial Improvement Value per Acre	District	Medium-High Density Residential Imp. Value per Acre
19	$0	1	$639,948
11	$465,637	10	$663,562
17	$475,720	17	$668,854
3	$485,669	16	$781,538
18	$532,526	18	$783,669
13	$548,080	4	$938,233
2	$587,127	7	$1,127,775
4	$588,675	9	$1,144,048
5	$595,298	15	$1,163,638
1	$597,137	2	$1,236,071
6	$661,298	11	$1,270,144
10	$667,138	3	$1,297,044
12	$716,156	8	$1,424,525
9	$747,128	19	$1,576,482
7	$764,119	6	$1,607,915
8	$765,473	13	$2,175,621
16	$829,754	12	$2,191,470
14	$911,490	5	$3,208,659
15	$3,865,810	14	$4,947,684

Source: ZBPF, Utah County Assessor

The map below shades improvement values by acre for both property types in the full City. Commercial properties in Seventeen and Eighteen are generally lower than other commercial areas of the City. The redevelopment potential for these districts is explored in detail in the "Economic Development Nodes" chapter under "The Wedge" analysis. Close up detail of this map is also shown in that analysis.



Source: ZBPF, Utah County Assessor

Retail Market Share and Analysis

In the Utah County retail market, there has been significant development of new retail space at Thanksgiving Point, mainly from food-related businesses such as Carl's Jr., Starbucks, J-Dawgs, Mountain West Burrito, Firehouse Subs and Popeye's Chicken. Walmart Neighborhood Grocery Stores have signed deals at two Utah County locations – Provo and Pleasant Grove. And, there has been significant new retail development approved for University Place in Orem.

Retail sales in the County have been steadily increasing in all communities, with sales growth especially strong in communities located north of Orem – American Fork, Lehi and Lindon.

Table 32: Retail Sales, 2003 - 2007

City	2003	2004	2005	2006	2007
American Fork	$366,115,948	$444,946,407	$522,522,596	$615,714,312	$692,927,525
Lehi	$175,218,788	$167,087,359	$251,783,912	$361,896,812	$460,120,851
Lindon	$188,545,035	$241,094,202	$348,623,015	$428,563,958	$435,680,986
Orem	$1,445,548,785	$1,571,989,866	$1,712,285,910	$1,963,019,149	$2,047,292,507

City	2003	2004	2005	2006	2007
Payson	$91,889,730	$133,231,511	$146,469,801	$167,398,383	$189,612,899
Pleasant Grove	$122,357,728	$136,401,549	$148,326,292	$176,837,456	$208,098,731
Provo	$979,382,417	$1,013,559,220	$1,089,256,641	$1,192,250,575	$1,260,856,225
Spanish Fork	$213,064,178	$227,595,952	$243,459,408	$283,928,992	$315,690,083
Springville	$246,155,671	$247,595,445	$265,698,409	$302,562,193	$321,221,650
TOTAL	$3,828,278,280	$4,183,501,511	$4,728,425,984	$5,492,171,830	$5,931,501,457

Table 33: Retail Sales, 2008 - 2013

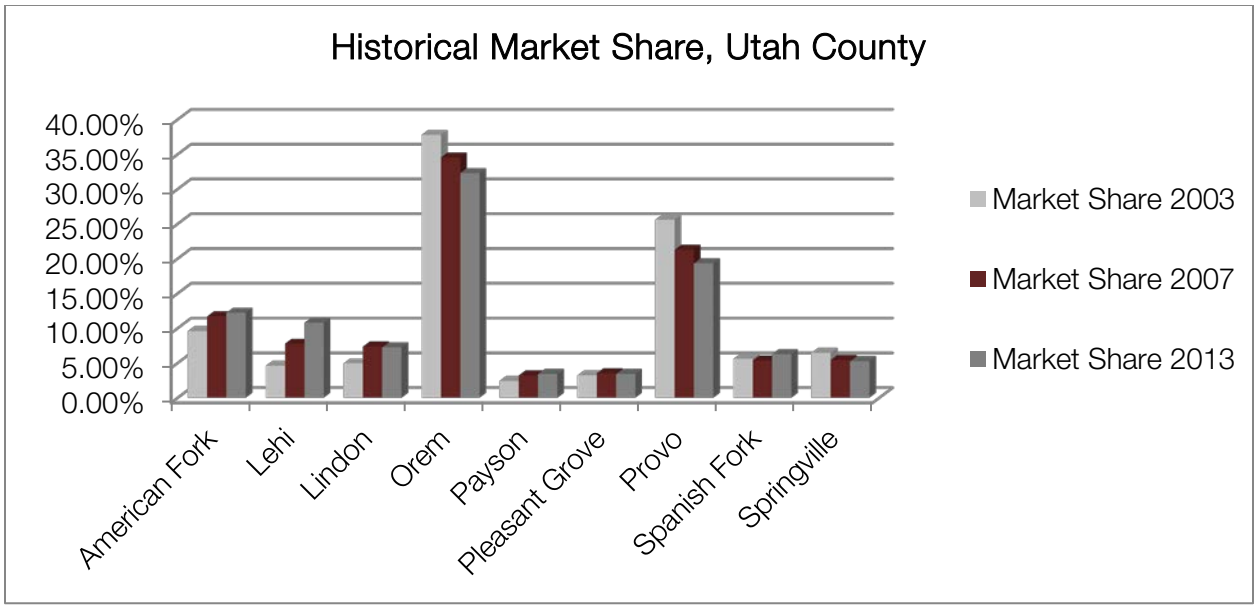
City	2008	2009	2010	2011	2012	2013
American Fork	$708,125,922	$620,153,855	$613,085,650	$663,326,769	$736,774,186	$785,275,017
Lehi	$486,485,510	$475,623,891	$486,685,648	$539,917,411	$672,811,519	$692,041,694
Lindon	$394,202,419	$319,815,353	$341,010,210	$390,477,510	$415,020,138	$465,374,621
Orem	$1,981,523,494	$1,714,693,384	$1,768,348,060	$1,857,063,330	$1,966,232,793	$2,076,097,605
Payson	$205,509,652	$187,209,528	$194,641,217	$207,693,857	$218,201,260	$218,130,304
Pleasant Grove	$227,676,674	$179,591,623	$188,004,659	$218,956,833	$203,705,317	$218,532,660
Provo	$1,267,498,680	$1,071,282,738	$1,071,798,703	$1,154,862,004	$1,215,514,099	$1,242,263,738
Spanish Fork	$327,246,048	$287,243,509	$290,172,880	$286,755,325	$324,401,541	$400,990,747
Springville	$338,852,043	$291,271,188	$302,825,274	$301,890,797	$310,309,810	$337,181,295
TOTAL	$5,937,120,442	$5,146,885,069	$5,256,572,301	$5,620,943,836	$6,062,970,663	$6,435,887,681

Sales in Orem took a fairly steep drop from over $2 billion in 2007, to $1.7 billion in 2009, and are just recovering today to 2007 levels. Large fluctuations in sales impact the City with increased or decreased, as in this case, sales tax revenues to the City's General Fund.

Orem's market share of retail sales has been steadily decreasing from 2003 to 2013, as growth takes place further north in the County and retail development expands in that area.

Table 34: Retail Sales, % Change 2003-2013; Market Share Analysis

City	% Change 2003 - 2013	% Change 2007 - 2013	% Change 2010 - 2013	Market Share 2003	Market Share 2007	Market Share 2013
American Fork	7.93%	2.11%	8.60%	9.6%	11.7%	12.2%
Lehi	14.72%	7.04%	12.45%	4.6%	7.8%	10.8%
Lindon	9.46%	1.10%	10.92%	4.9%	7.3%	7.2%
Orem	3.69%	0.23%	5.49%	37.8%	34.5%	32.3%
Payson	9.03%	2.36%	3.87%	2.4%	3.2%	3.4%
Pleasant Grove	5.97%	0.82%	5.14%	3.2%	3.5%	3.4%
Provo	2.41%	-0.25%	5.04%	25.6%	21.3%	19.3%
Spanish Fork	6.53%	4.07%	11.38%	5.6%	5.3%	6.2%
Springville	3.20%	0.81%	3.65%	6.4%	5.4%	5.2%
Total	5.33%	1.37%	6.98%	100.0%	100.0%	100.0%



Orem has absorbed, on average, about 100,000 square feet of new retail space per year over the past ten years. However, as the following table shows, more than half of retail growth is occurring in Utah County North. Most absorption has taken place in community centers such as The Meadows in American Fork.

Table 35: Retail Market Data

	Total Absorption 2004-2013	Average Annual Absorption 2004-2013
Orem	947,832	105,315
Provo	702,937	78,104
Utah County North	3,229,001	358,778
Utah County South	595,323	66,147
Overall	5,475,093	608,344
By Type:		
Freestanding		
Anchorless Strip	93,605	10,401
Neighborhood Center	(317,124)	(35,236)
Community Center	3,586,849	398,539
Regional Center		
Mall Space	637	71
Overall	5,475,093	608,344

Orem is uniquely and favorably situated with several strong retail factors in its favor:

1. Buying power (population and employment) around University Place are the highest of any competitive retail sites in Utah County;
2. University Place is well established as the regional retail hub of the area;
3. BYU and UVU provide strong employment centers and buying power at both ends of the University Parkway Corridor

4. Several freeway interchanges and excellent access and visibility provide opportunities for further retail development, especially at a neighborhood/community scale along I-15 and "The Wedge" that could capitalize on the increased development expected to occur at Vineyard
5. Opportunities to attract unique one-of-a-kind retailers to University Place to further distinguish and define the character and identity of Orem

Current retail conditions in Utah County are good, with CAP rates decreasing, showing increased developer confidence in the market.

Table 36: Utah County CAP Rates and Values

Utah County – 2013	
CAP Rate	7.75%
CAP Rate Range	(6% to 9%)
Land Values per SF	$12.05
Land Values Range	($8 - $16)
Average Asking Lease Rate, NNN psf	$16.80

Source: Commerce CRG

Maps of all retail outlets by retail category are given in Appendix A.

Utah County Market Overview

Utah County has an unemployment rate of 4.9 percent, well below the national average. The County is attractive to national employers because of its exceptional workforce, known for its strong work ethic and moral values. Utah County and various communities within the County have won numerous awards as great places to do business.

Recent large projects announced or underway in the County include the construction of Xactware's 200,000 plus square foot office campus in Lehi, the North Pointe industrial Buildings in American Fork, Google Fiber in Provo, Geneva Project (1,750 acres of land near Utah Lake), and the renovation of University Mall in Orem. Over $1 billion of commercial construction permits were pulled in Utah County during 2013, more than double that of 2009. However, more than 25 percent of the permit values come from Lehi City.

Table 37: Projects Announced in Utah County 2014

Development Type	Size
Hotel	105 rooms
Industrial/Flex	439,362
Medical Office	73,800
Office	2,233,000
Retail	1,198,350

All of the projects announced in Utah County for 2014 are located in American Fork and Lehi, with 21 percent of the new construction square footage announced for American Fork and 79 percent announced for Lehi.

Table 38: Projects Announced in Utah County 2014 by City

Development Type	American Fork	Lehi
Hotel		105 rooms
Industrial/Flex	439,362	0
Medical Office	25,800	48,000
Office	357,000	1,876,000
Retail		1,198,350
Total	822,162	3,122,350

Specific projects announced in Orem are shown in the following table.

Table 39: Recent and Underway Projects in Orem

Project	Address	Description
Under Construction:		
Chick-Fil-A	121 North State Street	New free standing fast food restaurant
Dollar Tree	130 East University Parkway	New retail store in former Castle of Chaos location
Swig	584 West 1600 North	Drinks and cookies store, remodel of existing building
RC Willey (Relocation)	University Mall	Remodel of the former Nordstrom anchor building. RC Wiley to relocate in Nov 2014
Charming Charlie	University Mall	New retail store in the mall.
Sorrento Park	900 North 1030 West	59 townhome units.
Tropical Smoothie Café	1163 South State Street	New restaurant in the former Quiznos location.
Lucy's Pizzeria	55 South State Street	New restaurant next to Café Zupas.
Roxberry Juice Co.	190 East University Parkway	New store in the former Red Mango location.
Recently Completed:		
Treeo	280 East Center Street	143 Senior housing Apartments
Site Plan Approved:		
Marriott Fairfield Inn	900 North 1200 West	90 room hotel, developer is considering modifications to the site plan.
Seven Peaks Hotel	168 South 1200 West	240 room hotel, I heard this is in litigation, current Trafalga Fun Center
Center Street Marketplace	73 North Orem Blvd	110 apartment units, site preconstruction meeting complete.
Legacy at Orem	1450 South State Street	188 apartment units.
Cascade Village	920 North State	125 apartment units.
Lexington Townhomes	540 West 1430 South	143 townhome units.
Sun Canyon Plaza	460 South State Street	84 apartment units, 4 retail units on State Street
Summit Ridge	1675 South 400 East	72-74 apartment units.
Promenade Place	877 South Geneva Road	112 apartment units.

Source: Orem City

Industrial Market in Utah County

The industrial market is active in Utah County with recent expansions by prominent companies such as Doterra, Blendtec, US Synthetics, UIS, Blender Bottle, Flowserve and Best Vinyl. North Pointe Industrial Park has also broken ground in American Fork. North Utah County has seen the most interest from companies looking to expand, but also has the most vacant land for business park development. If Orem were to create a business park along I-15 or The Wedge, it would be a highly competitive site for this type of development.

Orem has absorbed, on average, 415,129 square feet of industrial space per year over the past eight years. Assuming a floor area ratio of 0.35, this represents absorption of roughly 27 acres per year which, according to the broker charrette meeting, is very achievable in Orem. Orem is an attractive industrial location due to its proximity and access to I-15.

Table 40: Historical Industrial Absorption

Area	Total Absorption 2004-2012	Average Absorption per Year 2004-2012
Orem	3,321,032	415,129
Provo	2,393,535	299,192
Utah County North	6,127,468	765,934
Utah County South	5,573,244	696,656
Totals	17,415,279	2,176,910

Current rates and values in Utah County are shown in the table below.

Table 41: Industrial Market Data, 2014

Utah County	Amount
CAP Rate	8.9%
CAP Rate Range	8% to 10%
Land Values per SF	$4.25
Land Values Range	$3.00 - $7.00
Avg Asking Lease Rate, NNN, psf/mo	$0.44

Table 42: Industrial SF Available in Utah County as of July 2014

County Areas	Industrial SF Available
Orem	193,648
Provo	166,200
Utah County North	1,377,498
Utah County South	1,304,377
Total Available	3,041,723

Table 43: Industrial SF Available in Utah County North as of July 2014

Utah County North	Industrial SF Available
American Fork	674,877
Lindon	648,302
Pleasant Grove	43,550
Saratoga Springs	5,894
Vineyard	4,875
Total	1,377,498

Business and industrial parks range greatly in size, with a typical size being approximately 200 acres. The only location where Orem could accommodate this size of development is on the southwest portion of the City.

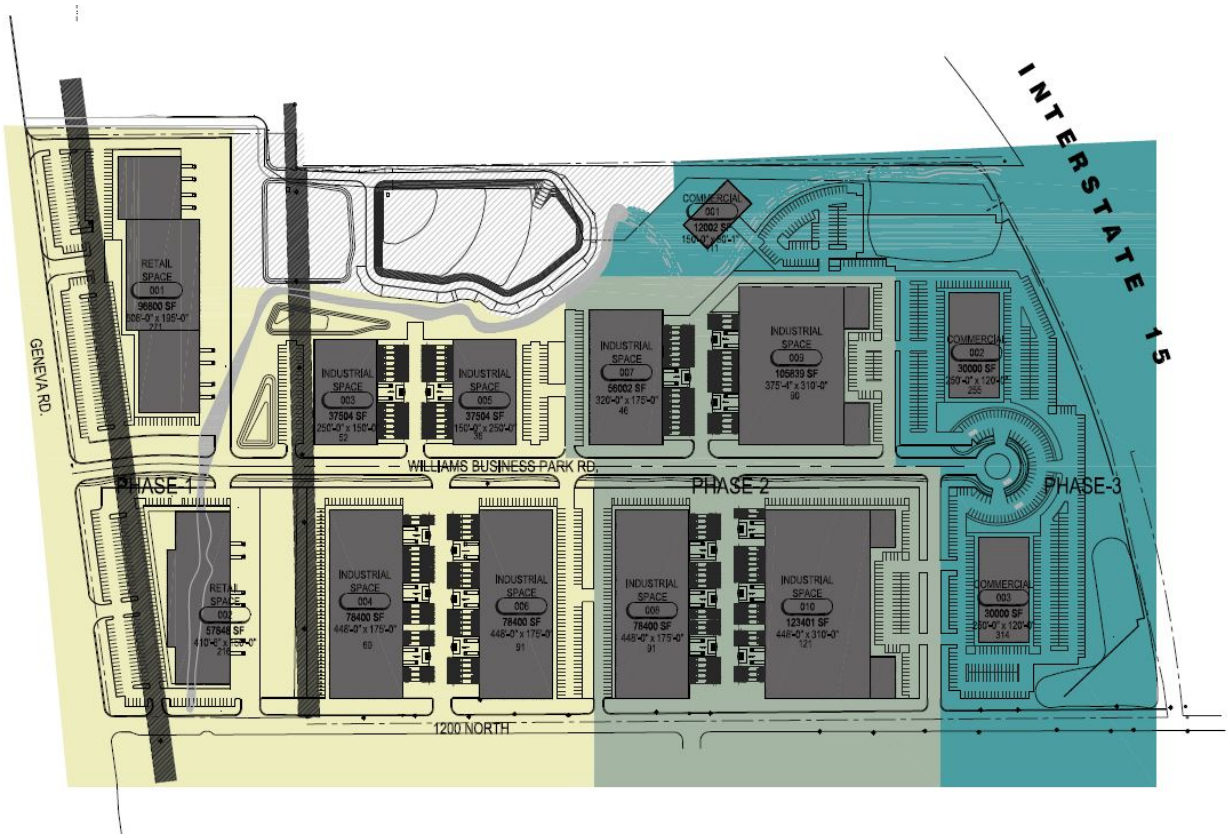
Table 44: Comparative Office Parks in Utah

This Year's Rank	Company	Acres	Building Square Footage
1	Freeport Center	735 Acres	7,720,000
2	Centennial Park	1,596 Acres	6,794,085
3	Business Depot Ogden	1,118 Acres	6,607,000
4	Wagner Park	500 Acres	5,201,957
5	Salt Lake International Center	720 Acres	4,777,888
6	Decker Lake Business Center	1,024 Acres	4,320,727
7	Utah Industrial Depot	1,500 Acres	3,000,000
8	Sorenson Technology Park	125	2,643,917
9	Ninigret Park	178 Acres	2,579,958
10	University of Utah Research Park	320 Acres	2,400,000
11	Landmark at Salt Lake City	450 Acres	1,783,526
12	Freeport West Industrial Park/Freeport West Industrial Park SLC	71.5 Acres	1,415,425
13	Tremonton City Industrial Park	200 Acres	1,100,000
14	West Jordan Industrial Park	420 Acres	1,100,000
15	Pioneer Industrial Park	78 Acres	1,042,770
16	Commerce Park	102 Acres	980,283
17	Jordan Industrial Center	120 Acres	840,000
18	Metro Business Park I	60 Acres	835,000
19	Bingham Business Park	250 Acres	730,000
20	Presidential Business Park	89 Acres	675,000
21	Price Business Center/Pioneer Square	78 Acres	673,334
22	Crossroads Corporate Center	30 Acres	637,800
23	21st Century Industrial Park	225 Acres	635,000
24	Draper Business Park	63 Acres	626,756
25	Sandy Parkway Business Center	22 Acres	600,000

Plans for a business park in the north portion of The Wedge are under development, utilizing some of the limited vacant land in that portion of the City. Preliminary drawings of this park are shown in the following diagrams.

Orem Business Park

1 Million Square Feet of Retail, Office, & Industrial Space



Office Market Analysis

North Utah County continues to be the center of office market growth for the County. Class A space is especially attractive in this market and suggests that if Orem could offer this type of space, demand exists for it. Most Class A office space development is centered on Thanksgiving Point, Traverse Mountain and Thanksgiving Center.

Absorption data suggests that Orem is struggling in the office market, especially in the development of Class A office space. Provo, while still lagging behind Utah County North, absorbs more than twice the office space of Orem, on a yearly basis. Class A office space is generally associated with higher-wage paying industries and, as such, should be especially attractive to the City.

Table 45: Office Space Absorption by City and Office Type

Office Space by Type	Total Absorption 2004-2012	Average Annual Absorption 2004-2012
Orem	390,694	48,837
Class A	332,776	41,597
Class B	80,622	10,078
Class C	-22,704	-2,838
Provo	1,028,835	128,604
Class A	688,953	86,119
Class B	187,179	23,397
Class C	152,703	19,088
Utah County North	1,448,358	181,045
Class A	464,220	58,028
Class B	1,001,159	125,145
Class C	-17,021	-2,128
Utah County South	132,401	16,550
Class A	6,400	800
Class B	43,512	5,439
Class C	82,489	10,311
Overall	3,000,288	375,036
Class A	1,492,349	186,544
Class B	1,312,472	164,059
Class C	195,467	24,433

Table 46: Office Market Data, 2014

Category	Amount
CAP Rate	8.25%
CAP Rate Range	7.0% - 10.0%
Land Values per SF	$8.75
Land Values Range	$5.00 - $12.00
Avg Asking Lease Rate, NNN psf	$13.55

Source: Commerce CRG

Orem has only 40 percent of the Class A office space that is found in Provo and absorbs less than half as much Class A space each year as Provo. This is an area on which Orem should focus – increasing the amount and availability of Class A office space. The most logical location for development of this type of space is at University Place.

Table 47: Class A Office Space Summary

City	Total Square Feet	Average Absorption 2001-2012
Orem	706,166	41,597
Provo	1,754,810	86,119
Utah North	2,144,200	58,028
Utah South	80,328	800

Table 48: Class B Office Space Summary

City	Total Square Feet	Average Absorption 2001-2012
Orem	1,204,246	10,078
Provo	1,608,754	23,397
Utah North	1,227,377	125,145
Utah South	162,121	5,439

Table 49: Class C Office Space Summary

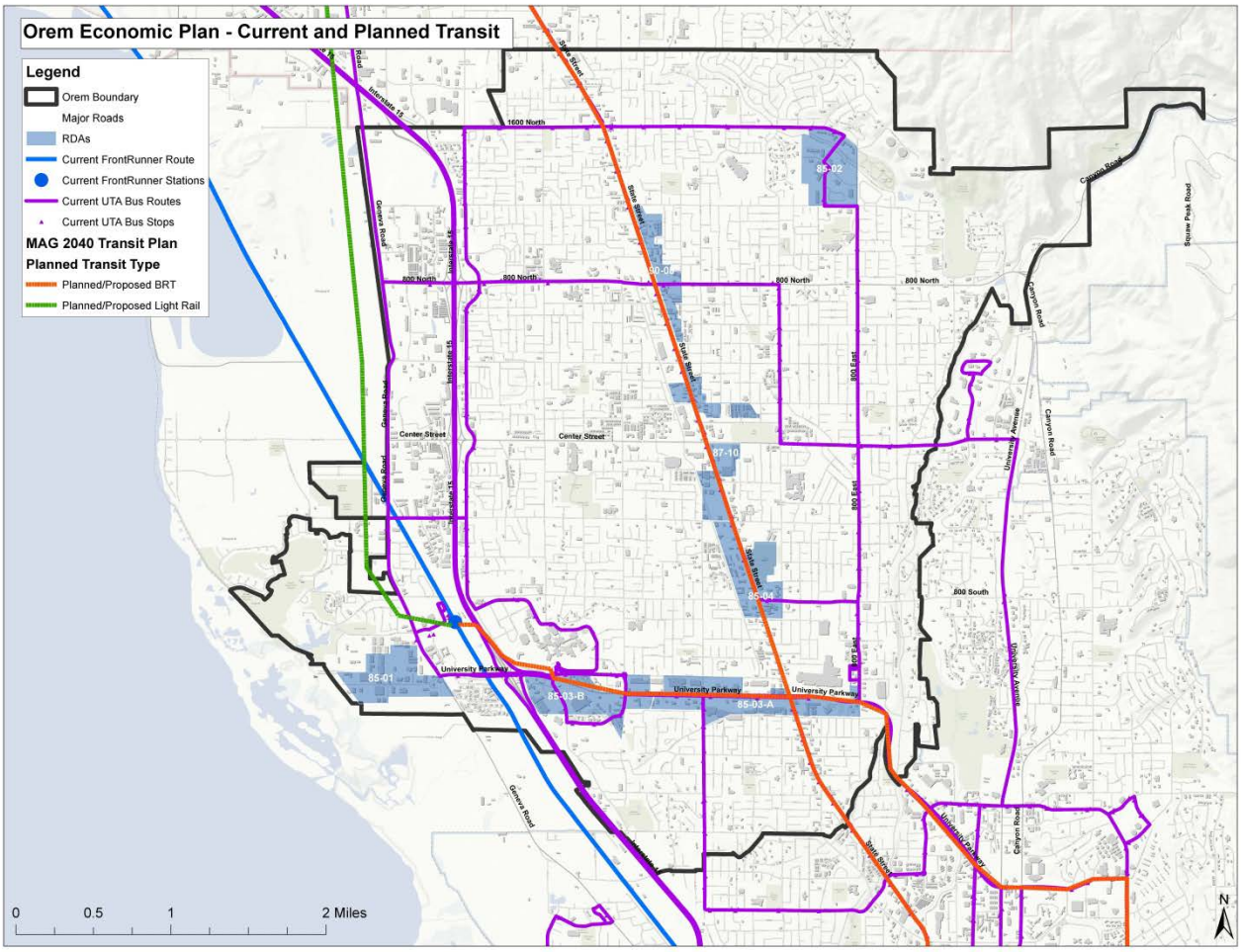
City	Total Square Feet	Average Absorption 2001-2012
Orem	444,276	-2,838
Provo	580,198	19,088
Utah North	73,017	-2,128
Utah South	60,588	10,311

Transit and TOD – Current, Future and Creating Beneficial Design

Orem currently has one FrontRunner station located on the west side of I-15, across from Utah Valley University. Plans for future transit options, including light rail and Bus Rapid Transit (BRT) are still in the forming stages with many options proposed. This section examines the different proposals being considered. Additionally, scenarios that would best serve Orem's economic development are explored with input from community leaders and transit experts. These scenarios would help Orem develop transit-oriented development (TOD) at key nodes and assist in future growth.

2040 Metropolitan Transportation Plan Transit Scenario

The map below shows the current transit routes in Orem from bus and commuter rail. It also shows some of the possible transit scenarios for planned and proposed BRT and light rail routes as projected by Mountainland Association of Governments in the 2040 Metropolitan Transportation Plan. These projected routes developed in 2011 are not official, although input was given from UDOT and UTA in the development of these routes. In these scenarios, light rail would bypass Orem along an existing rail corridor to run through Vineyard until reaching the Orem FrontRunner stop for an intermodal station. BRT would also start at this station to run along University Parkway, going to BYU. BRT is also projected to include a State Street Route.



Source: MAG, AGRC, ZBPF

Vineyard Alignment Scenario

MAG and UTA more recently have been in discussions about the alignment of light rail through the "@ Geneva" master development in Vineyard, which would put light rail even further from Orem. This scenario proposes it follow the same rail corridor through Vineyard but include a rail realignment to veer west of Geneva Road just north of 1600 North. It would then parallel the FrontRunner tracks southward to 400 North. It would have a stop in Vineyard combined with a future FrontRunner Stop in Vineyard. The rail realignment then would veer east to Geneva Road at 400 North and turn southward to meet at the Orem FrontRunner Intermodal Station.

Under this scenario, City staff see two options for Orem at 400 South Geneva Road:

1. Continue the light rail extension southward along the existing rail line to the Orem Intermodal Station (where light rail, commuter rail, bus rapid transit, etc., will come to one focal point). Provo would like Orem City to consider a light rail alignment that would then proceed southward to the Provo Airport; or

2. Build a light rail spur (or trolley, street car, etc.) eastward on 400 North to either Orem Boulevard or State Street and then proceed southward to the University Mall or some other high transit use destination.

Provo/Orem BRT Outlook

Plans for the Provo/Orem BRT route are currently deep in the planning and funding process and are likely to happen if funding becomes available. This route would connect the Orem and Provo FrontRunner stations, running generally along University Avenue and University Parkway to provide better connectivity for BYU, UVU and area amenities. Representatives from both cities, the County and UTA have been working with the State and Congress to find funding options for this project. The County has pledged up to $75 million to match federal funding through bonds and real estate. It is estimated to cost $15 million per mile to fund the project.

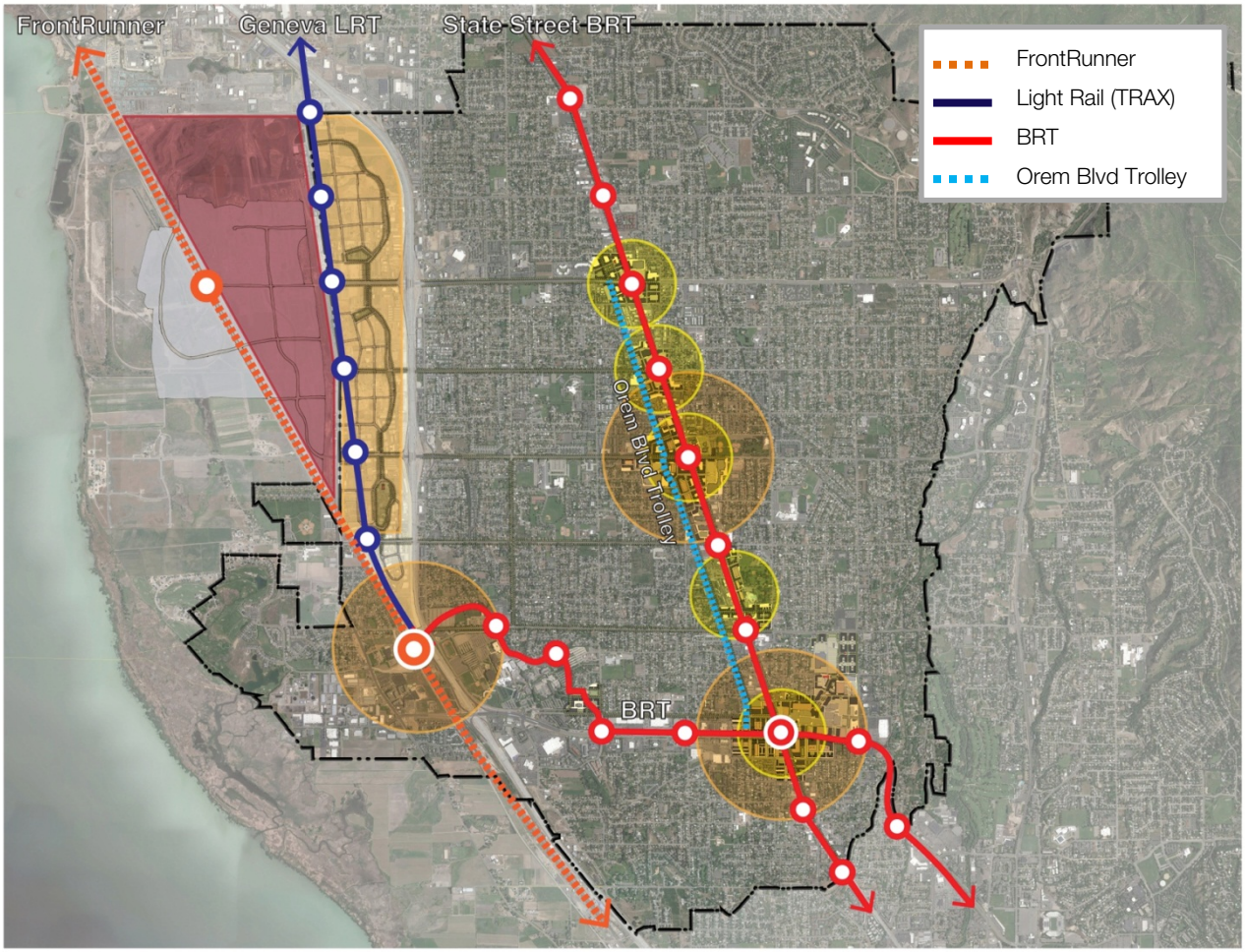
Priority Scenarios - Beneficial Design Alternatives for Orem Economic Development

During the on-site Charrette, a large meeting was held with City staff, community leaders, and transit planners from various organizations and agencies in the State to discuss future transit options and scenarios that would be feasible, likely, and beneficial to Orem. The following plan was developed as part of these discussions. It takes into account ongoing or other possible transit plans underway, such as those through Vineyard and the Provo/Orem BRT.

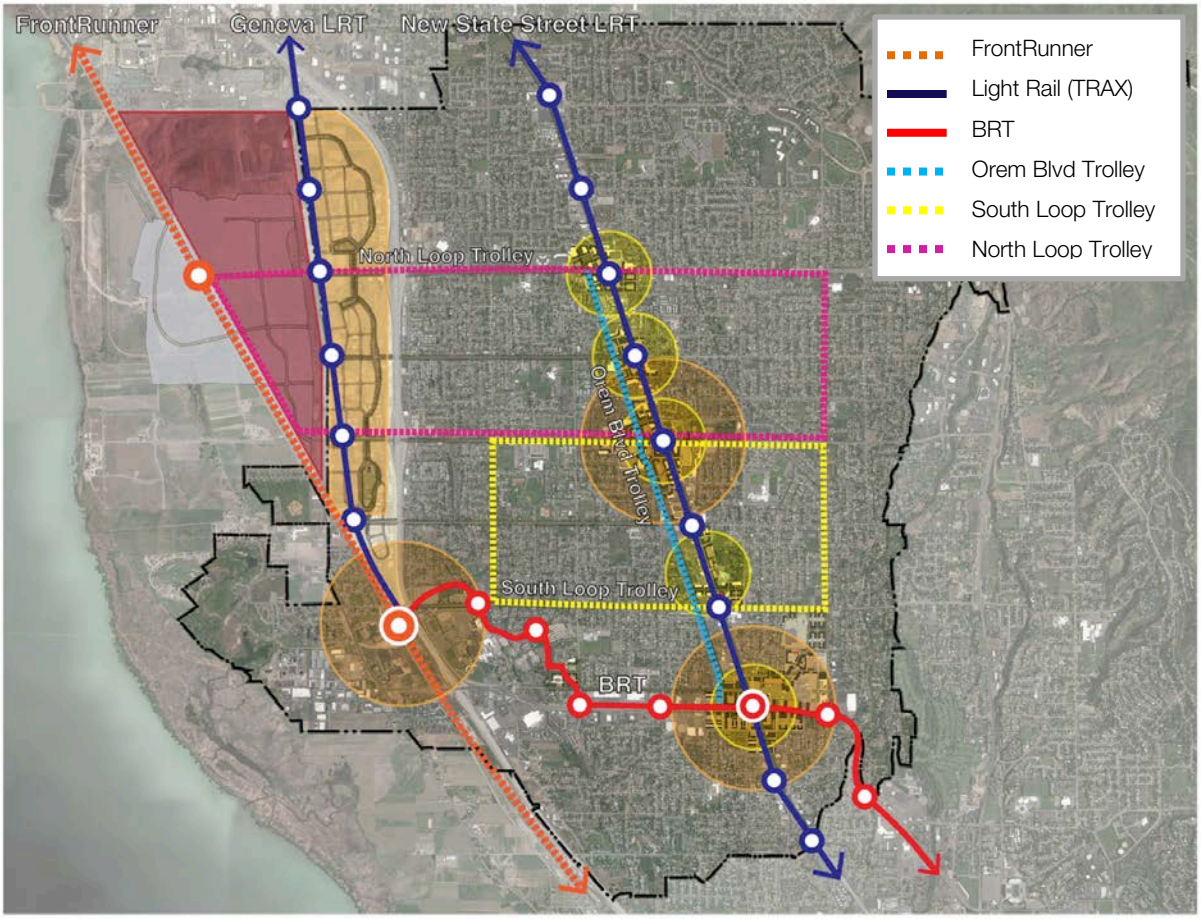
These scenarios complement the proposed visions of each of the Economic Development Nodes analyzed in detail later in these reports and influence transit-oriented development at key nodes. The top priority and strategy of the City is to advocate and lobby for these scenarios that bring transit options to the City, rather than bypassing key economic nodes through Vineyard-centric routes.

Vineyard's plans to build its own light rail line along Geneva Road can be complemented by a parallel transit line along State Street that serves Orem directly. The State Street line can begin as a BRT line that serves all of the proposed urban centers on the State Street corridor (see "Economic Development Nodes" chapter). A proposed trolley line along Orem Blvd will serve the corridor with

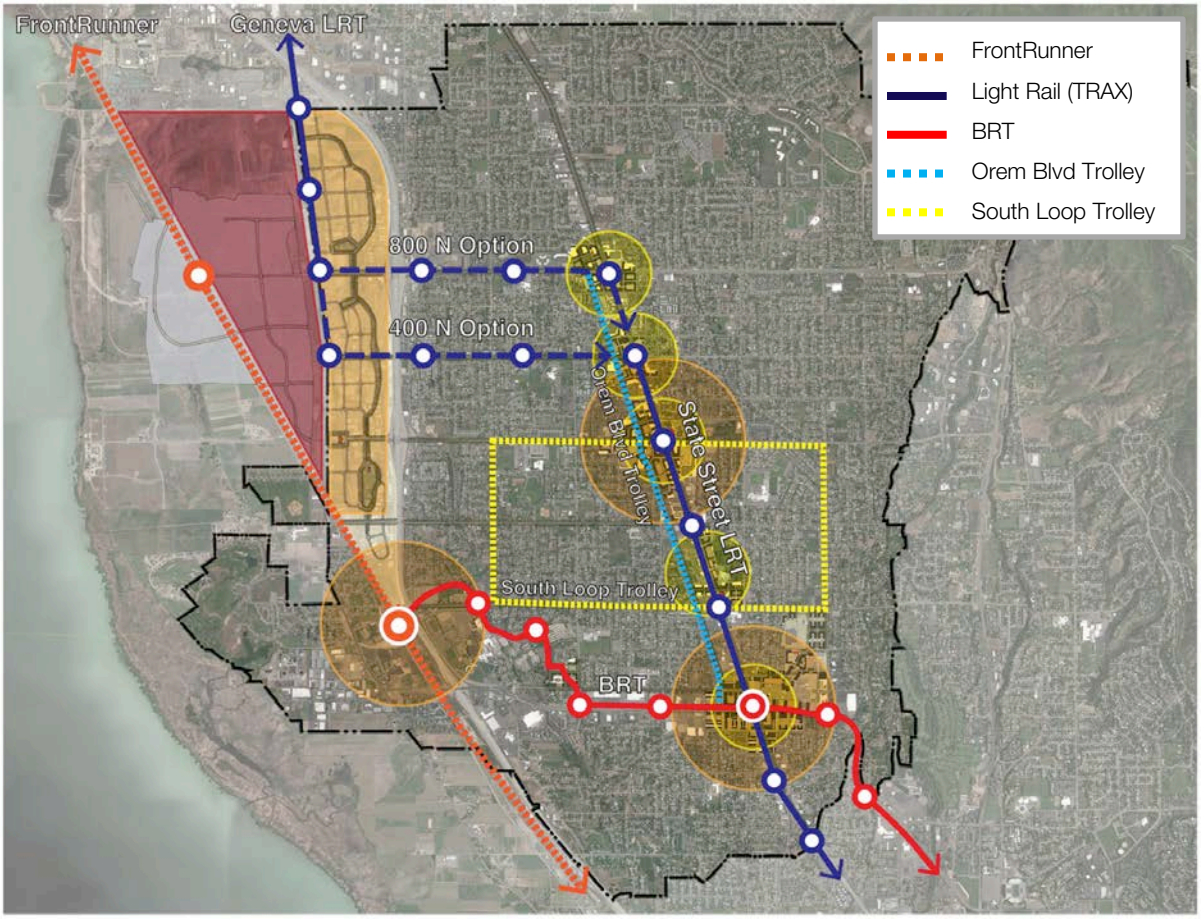
more frequent stops. UDOT is not interested in reducing lanes on State Street to fit BRT. However, they state there is room in the corridor, especially with most retail set far back from the road and with wide shoulders, to include transit without reducing lanes.



In the future, the State Street BRT can upgrade to light rail. BRT can establish the space needs to essentially reserve the road area for light rail. Two additional trolley loops (pink and yellow) will connect both light rail lines, and serve Orem's neighborhoods by placing a major transit line within half mile of most households. The trolleys also connect Orem's centrally-located schools and parks.



Should only one major transit line be built between Orem and Vineyard, Orem should work together with Vineyard to guide the planned Geneva light rail line into Orem either along 800 N or 400 N eastward toward State Street. With this option, both cities will be sufficiently served by a single line. This option works best if Vineyard does not shift its existing rail line westward toward the planned FrontRunner station, so area between I-15 and Geneva Road (shaded in peach, also known as “The Wedge” - See “Economic Development Nodes” chapter) may also be served by the line. This area is proposed to focus on office and retail space, which would be well served by transit options.



Integrating Transit Planning with TOD Development

Strategies

1. Employ multi-family units in single-family blocks that suit the character of the surrounding neighborhoods.
2. Integrate small housing units to provide options for low-income families, students and recent graduates.
3. Incorporate housing in commercial areas.
4. Infill interstitial spaces such as parking lots and residual green space with new blocks and walkable streets within the TOD district. “Wrap” big box stores with smaller scale retail and housing units to conceal large blank walls and create interesting frontages along the new streetscape.
5. Incorporate affordable commercial and retail space that supports start-ups and small businesses.
6. Provide the vast majority of a person’s daily needs and services within a 5-minute walk of their residence within the TOD. The TOD should be no wider than a 10-minute walk (approximately ½ mile.)
7. Provide public space, well defined by pedestrian-friendly building frontages, in each TOD district, and enhance existing public spaces within those districts.

8. Preserve historic structures as much as possible. State Street has several examples of historic pedestrian-friendly retail frontages that could be incorporated into a complete streets program for the city.

Priorities

1. Pass a form-based zoning code to determine the character and quality of each TOD district. The code should support the strategies outlined above.
2. Adopt a citywide Complete Streets policy.
3. For each TOD district, select 1/4 mile of street frontage around its respective LRT or BRT station to transform into a complete street as a pilot project for the district. Each pilot project should aim to create a complete street experience on both sides of the street. Expand each pilot project as market forces allow. Orem City Center and The University District should be the first to undergo these transformations.
4. Begin implementation of the State Street Corridor LRT/BRT to connect major points of interest.

Branding

As part of the Economic Charrette in August 2014, City of Orem staff and consultants held a branding workshop during the weeklong economic development strategic planning effort. The purpose of the workshop was to discuss the marketable features of the City from an economic development perspective. Penna Powers Brian Haynes (PPBH), a member of the consultant team, conducted the workshop.

Attendees included Orem staff including planning, business services, public relations, public works and economic development representatives attended the workshop. The workshop was also attended by consultants from Zions Bank Public Finance and Duany Plater-Zyberk & Company.

This meeting included training on the definition of branding, context of branding in economic development, and a workshop with participants to develop Orem's brand.

Participants brainstormed brand attributes that are authentic and unique to Orem. Themes that emerged from the brainstorm were Orem's prime, central location; its young, skilled workforce; the history and hospitable environment for successful start-up companies; and the low cost of doing business in Orem.

This section reports on this meeting in detail and includes recommendations for furthering Orem's economic development brand.

Definition of Branding

PPBH defines a brand as a relationship between an individual and an organization, its product or service. There are three critical elements to a brand:

1. Authenticity: The brand is anchored to reality. It relates directly to the product and/or services delivered.
2. Targeted: The brand appeals to the right audience. It is easy for the target audience to understand.
3. Different: The brand accentuates unique and special attributes. It is resistant to imitation.

These attributes provided the framework to brainstorm Orem's brand attributes.

Orem's Economic Development Brand Attributes

Participants developed four leading brand attributes for Orem:

1. Prime, central location
2. Young, skilled workforce
3. Successful start-up culture
4. Low cost of doing business

1. Prime, central location
    - Situated in a prime location at the center of Utah Valley
    - Highly visible from its central hillside location
    - Accessible with major transportation corridors, transit and commuter rail
    - "Prime" in more than just location – Orem is established and experienced
    - Strong sense of community
    - "Downtown" – opportunity to enhance downtown feeling at State Street & University Parkway, a Utah Valley "Downtown Rising" effect
    - Epicenter – a place where there is an energy igniting economic activity
    - Regional retail center pulling shoppers in from outside
    - Location near two universities (with one university within City limits)
    - Orem is the Main Street of Utah County

2. Young, skilled workforce
    - With location near universities, Orem has many college students and recent graduates looking for work
    - Lower cost of living = lower overhead costs of employees
    - Community is known for clean and healthy living, meaning a healthy workforce (less absence from work)
    - Many Orem residents have experience speaking different languages and living among different cultures of the world

3. Successful start-up culture
    - History of successful companies that started in Orem
    - Low cost of doing business
    - Quality workforce
    - Entrepreneurial culture
    - College town
    - Incubator node at 800 North

4. Low cost of doing business
    - City-owned utilities
    - Developer-friendly City
    - Low impact fees
    - Multiple healthcare options (other Utah Valley communities have one healthcare option)
    - Young, educated workforce

The discussion yielded additional points of differentiation that are worth consideration:

5. Culture: Orem was the first city in Utah Valley to self-fund arts, culture and recreation through a tax increment. The City also has its own library. Other cultural assets include the annual Timpanogos Storytelling Festival, Hale Centre Theatre and SCERA.

6. Family-friendly: The previous tagline for Orem is "Family City, USA." Orem is still a safe, friendly, welcoming home to families of all ages. It has abundant parks and recreation.

Brand Positioning Statement

The workshop discussion can be summarized in a simplified brand positioning statement:

For the City of Orem's economic development audience, Orem provides great value through a low cost of doing business and a quality workforce. Orem is the epicenter of Utah County, where start-up companies, established businesses and developers prosper.

In a longer format, a brand position for Orem could be:

Orem is the epicenter of Utah Valley
Shockwaves of economic activity are rolling to the outer rings of Utah County, but Orem is the epicenter where positive growth trends originate. Successful companies, careers, families and progressive government policies all start here. With its central location, its retail and cultural offerings, Orem is the Main Street of Utah County.

Orem has a long history of growing start-ups into successful, world-class companies. Omniture began in Orem and was acquired by the leading software company Adobe. MyFamily.com has evolved into the trailblazing genealogical resource Ancestry.com. Technology giant Symantec acquired Orem's PowerQuest.

In addition to companies, Orem is a great place to start a family. Historically known as "Family City, USA," Orem is friendly and safe. The community is known for its healthy and clean living. Its residents value different cultures based on their diverse experiences of living and traveling outside the United States.

Orem's love of culture is evident in its investment in the arts. It was the first city in Utah County to self-fund its own arts and cultural assets, including the Orem City Library and the SCERA Center for the Arts. Orem also has abundant parks and recreation programs and is home to the famous Timpanogos Storytelling Festival.

Orem is the unofficial Main Street of Utah County. It's a regional retail destination, drawing shoppers and visitors in from throughout the valley. It has an established network of roads and highways and a master-planned city center, with more development on the way. Orem is the only city in Utah situated between two major universities. Orem is at the epicenter of Utah County's economy.

Recommendations

Now that the City of Orem has had the opportunity to discuss its most marketable brand attributes, the following steps can further develop Orem's brand in economic development:

1. Incorporate the brand attributes into marketing efforts. As meetings, presentations, and marketing materials are planned and developed, consider whether Orem is presenting itself authentically to a targeted audience and differently than the competition. Include messages and visuals that reflect the brand attributes brainstormed in the workshop, promoting Orem's central location, start-up-friendly culture, quality workforce and low cost of doing business.

2. Benchmark against the best. Study how other successful cities and economic development areas are presenting their brands both visually and verbally. Consider how to adapt best branding practices for Orem's circumstances.

3. In addition to talking authentically about all that Orem already has to offer, **promote Orem's future**. Create summary information about future plans and developments to share with citizens and economic development audiences. Put this information on Orem's economic development website, press releases and in collateral materials. Promote project milestones on social media. Promote announcements about major companies and development opening in Orem.

4. **Assemble talking points** about each of Orem's best brand attributes. Share these talking points with elected officials, potential developers/businesses, city staff and citizens. Include appropriate talking points in marketing materials, on the city's economic development website, in press releases, in speeches, or as social media posts. Sample talking points:
    a. **What makes Orem a regional retail center:** ___% of Orem shoppers come from outside the City. (Name of business)'s top-performing franchise/location is in Orem.
    b. **Orem's legacy as the start-up capital of Utah:** Create a list of all the prominent companies that started here.
    c. **Workforce:** Orem residents are fluent in ____ languages, or ___% of Orem residents are college-educated.
    d. **Cost of doing business:** Orem's utility rates are ___% lower than average Utah County utilities.

5. **Develop case studies about past successes**. Research and write case studies about successful businesses, start-ups and developments in Orem. Include case studies about how the City of Orem overcame challenges or helped solve problems for businesses trying to locate there. Collect quotes and endorsements from business leaders and developers who have had a positive experience in Orem. Use the case studies in presentations, proposals, or as one-page flyers for economic development prospects.

6. **Make sure you're targeted to the right audience.** Review your list of economic development prospects. Prioritize the prospects who are most benefitted by Orem's strengths – the things that Orem uniquely has to offer. Seek out prospects who value Orem's brand attributes.

Economic Development Nodes – Where are Opportunities?

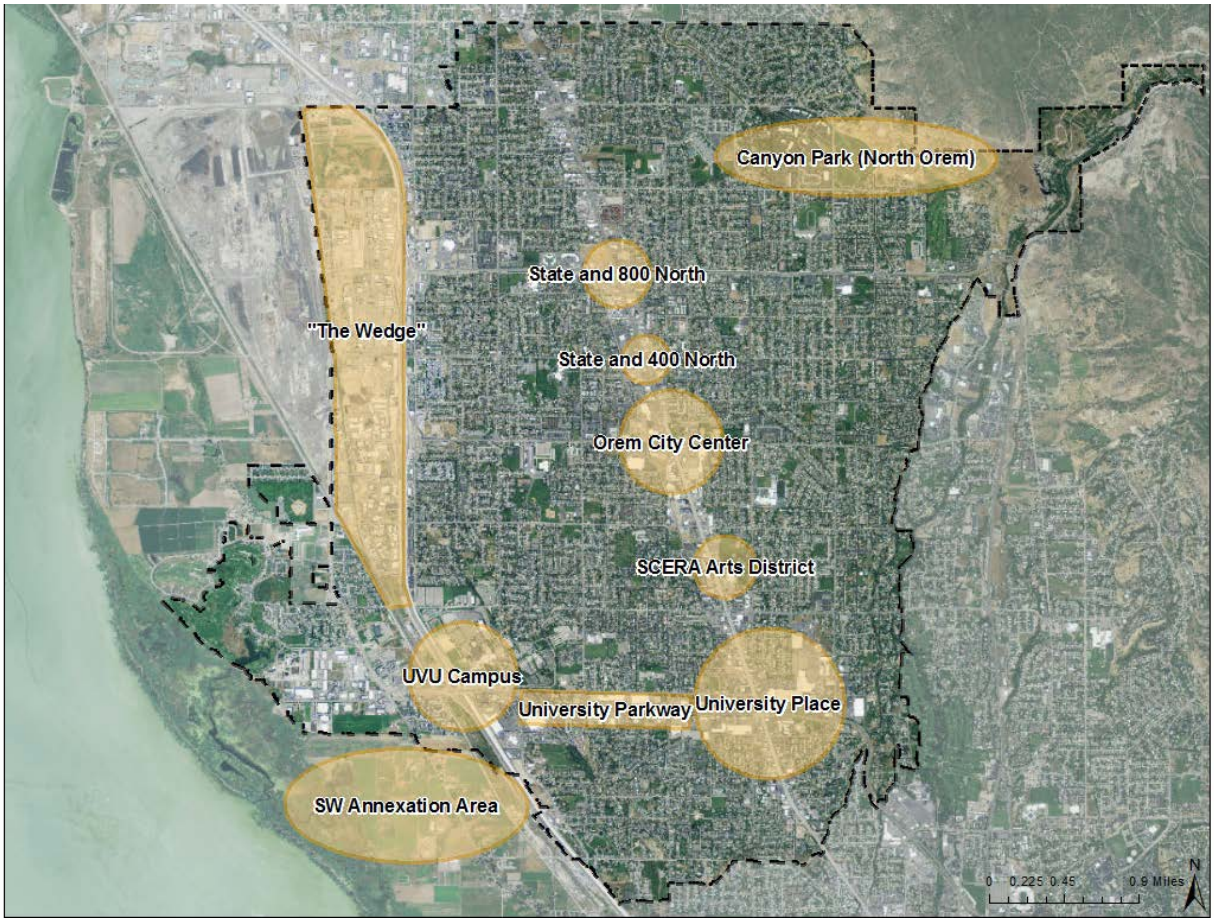
While strategically located in Utah Valley, Orem has little room to grow in terms of physical size. With the mountains to the east, Utah Lake to the west, and adjacent communities to the north and south, Orem must find ways to make the most of its limited geography.

This could be seen as a constraint to economic development, but it is also an opportunity. Instead of "sprawling" outward, Orem must constantly strive to improve and grow within its boundaries through a process called "placemaking" at key sites. By doing so, it has the potential to be a more dynamic and efficient economy that provides its residents with ample opportunities and preserves a high quality of life. Placemaking is a planning process that improves commercial areas to be recognizable, for people (not just cars), to have spatial definition and architectural character, and to make that place a destination in and of itself.

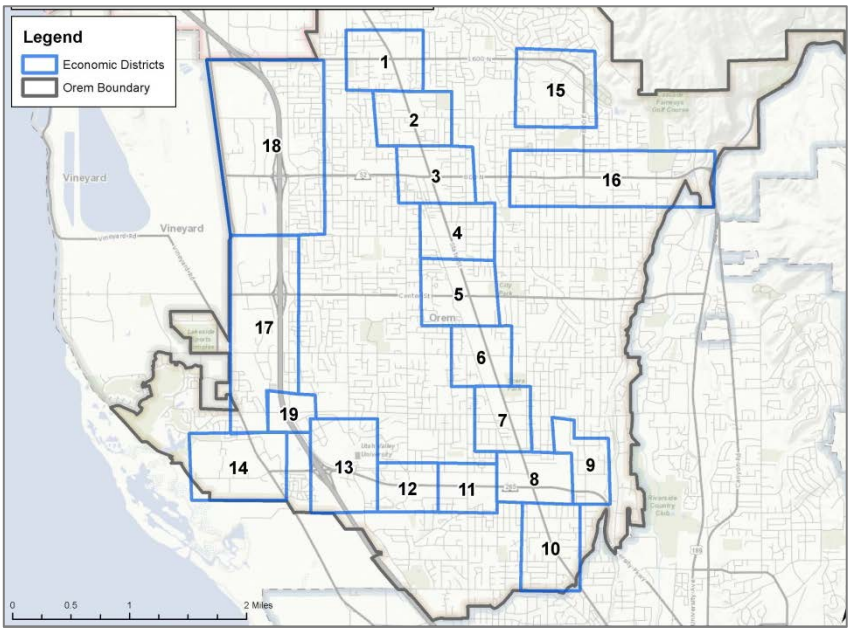
Examples: With and Without Placemaking

Using the background and analysis completed for the City in previous sections, this section provides a detailed analysis of specific economic nodes – areas of special opportunity to the City to build on strengths and weaknesses to enhance the City's economic and community strength. These nodes are the economic centers with the most potential to focus growth and improvement within the boundaries. By focusing on a vision for each node, Orem will be able to build a community identity at each center, such as a downtown or a civic center.

Potential nodes in Orem are located primarily along major transportation routes and intersections within the City. Along State Street, the greatest potential is centered at each major intersection. Focusing improvement and developing identities at these intersections will encourage growth along the full corridor. Other major nodes include University Parkway, UVU campus, and the current industrial area along I-15. The map below gives an overview of where these nodes are located in the City.

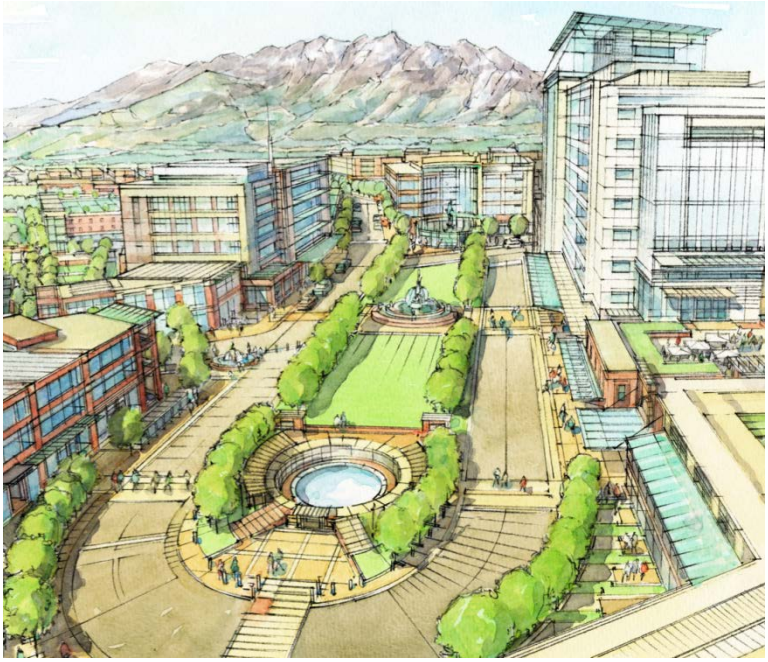


The analysis at each node is based in grouping the detailed economic districts numbered and analyzed earlier in this report. For example, the analysis of University Place as a broader economic node is based on data from Economic Districts Seven through Ten. See the "Market Conditions" chapter for detail.



University Place

Located at the busiest intersection in Utah County (and the third busiest in the State) at State Street and University Parkway, this node centered at University Mall has the potential to become Orem's downtown and a central district for the County as a whole – a downtown experience for the entire Valley. This district has incredible potential as a sophisticated urban center and the City is working closely with the developer to renovate this area. Current plans to revitalize the mall include an integrated mixed-use development with mid-rise office buildings (five to nine stories in height), open space, residential buildings and walkable shopping.

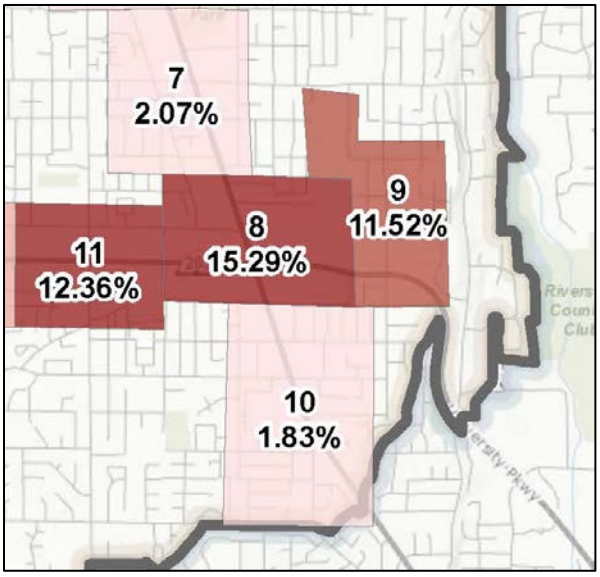


Developing this intersection as a modern, attractive, urbanized space with Class A office space provides one of the biggest economic assets possible to the City while addressing one of the City's current biggest weaknesses: providing an employment center for start-ups to grow into. Orem is strong in entrepreneurship and creation of strong, innovative companies. However, the City lacks sufficient Class A space for successful companies to use once they grow and the City is losing high-paying employers to northern Utah County who leave Orem when they grow out of their startup space. Developing an employment center rich with retail and housing opportunities will renew Orem's competitive edge with matured companies that started in the City.

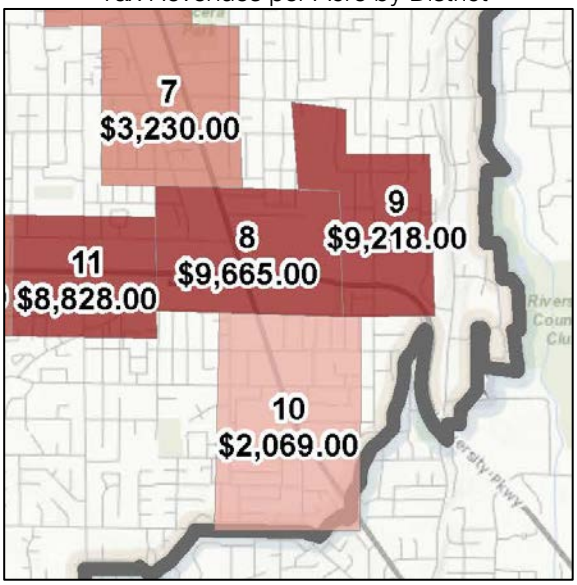
Economic Base of District

The University Place District, represented by economic districts eight and nine below, is the strongest economic epicenter in Orem. This area combined represents 27 percent of all City sales. This area is also the strongest in tax revenues in both property and sales taxes. Comparatively, districts seven and ten that directly neighbor this area are among the lowest in both sales and tax revenues, indicating potential to redevelop and improve these areas as University Place grows and improves the economic demand in the area.

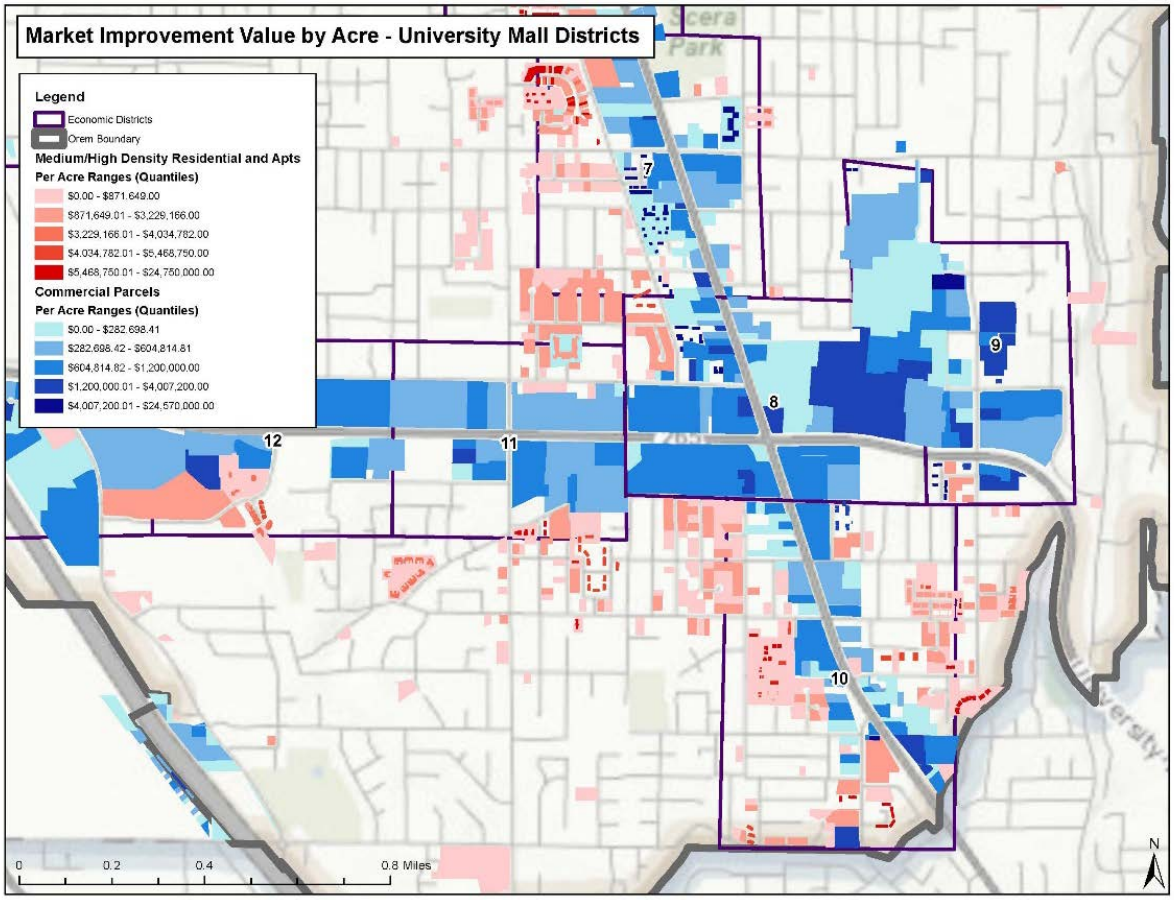
Share of City Sales by District



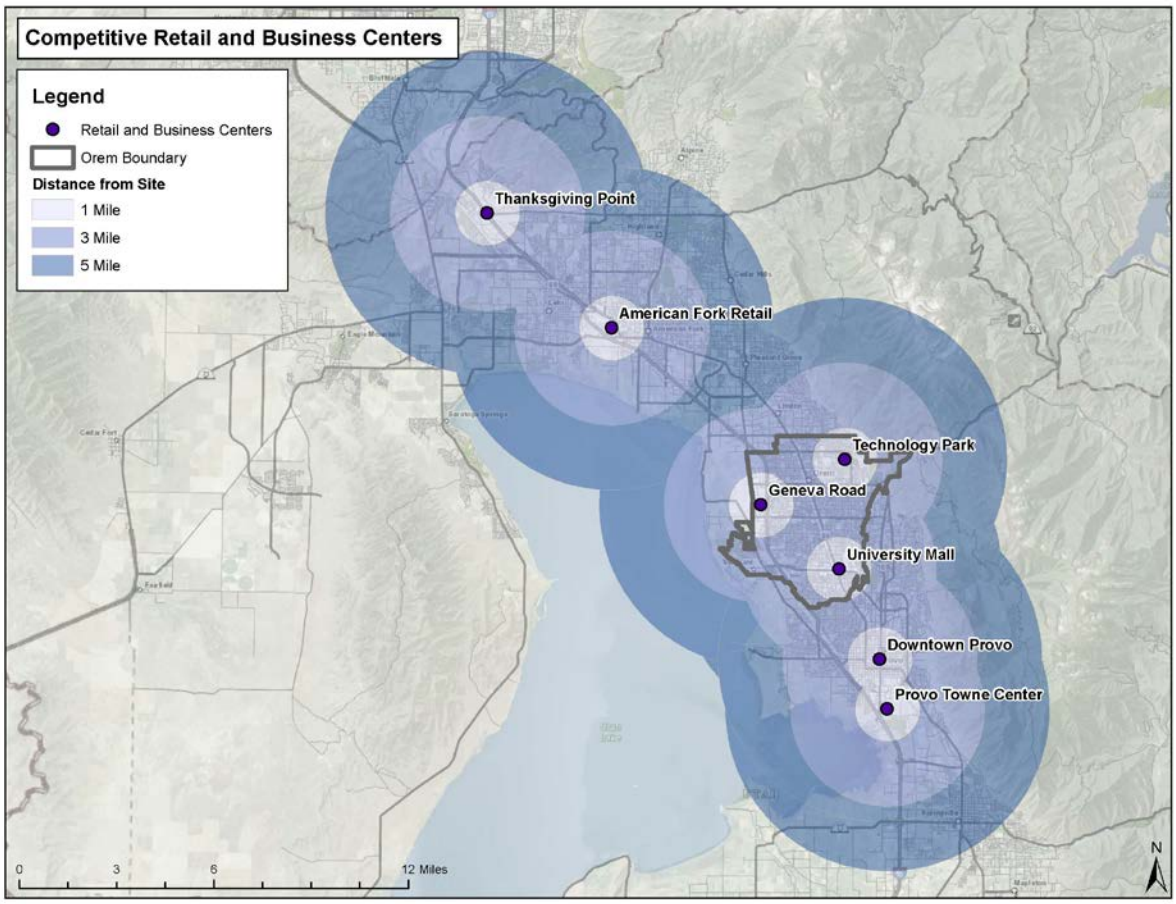
Tax Revenues per Acre by District



This trend holds true in comparing market improvement values per acre. Values per acre in eight and nine are much higher than in seven and ten. Low values per acre indicate that a property is ready to be redeveloped as it is undervalued with its current use in its market.



This district has among the best buying power in the County through high population and employment levels, in addition to traffic counts of over 50,000 cars daily. Retailers consider the traffic, population and employment levels within a certain area to determine if there is a large enough base to support retail sales, both now and in the future. Employment and population based on Traffic Analysis Zones[8] was measured from distances from one, three and five miles from various economic centers in the County, including University Place. These measurements also include future projections. The map below shows these sites and the measurement distances.



At the three and five mile distances, University Place has the highest population both now and through the future. This indicates the current strength and staying power this intersection has in the retail market in the County.

Table 50: Population within 1, 3, and 5 Miles from Commercial Cites, Projected to 2040

Population				
	2015	2020	2030	2040
Thanksgiving Point				
1 Mile	7,793	9,063	10,976	12,763
3 Miles	37,944	46,071	65,874	85,448
5 Miles	100,839	119,240	157,390	194,218

[8] Moutainland Association of Governments and Wasatch Front Regional Council

American Fork Retail				
1 Mile	8,498	9,485	10,565	11,464
3 Miles	69,039	75,719	84,875	91,662
5 Miles	140,396	153,906	176,521	195,166
Technology Park				
1 Mile	14,848	14,926	14,853	14,804
3 Miles	93,239	95,378	98,689	99,831
5 Miles	176,877	183,927	197,305	208,395
Geneva Road				
1 Mile	10,377	10,800	11,648	12,472
3 Miles	89,869	94,253	104,929	113,834
5 Miles	185,312	194,189	210,490	223,283
University Mall				
1 Mile	19,032	19,199	19,413	19,658
3 Miles	154,297	157,937	164,416	167,940
5 Miles	227,652	235,460	254,457	267,043
Downtown Provo				
1 Mile	33,703	33,717	33,826	33,756
3 Miles	116,006	118,173	124,813	128,092
5 Miles	174,898	180,755	195,751	204,421
Provo Towne Center				
1 Mile	3,672	3,809	4,398	4,499
3 Miles	76,888	78,765	85,895	89,303
5 Miles	154,737	162,375	179,793	188,850

The trends in employment figures are similar. This district has a significant economic base around employment compared to other major economic sites in the County.

Table 51: Employment within 1, 3, and 5 Miles from Commercial Cites, Projected to 2040

Employment				
	2015	2020	2030	2040
Thanksgiving Point				
1 Mile	6,470	8,443	10,871	12,618
3 Miles	14,182	20,515	30,642	39,595
5 Miles	38,824	51,516	74,240	95,515
American Fork Retail				
1 Mile	9,114	10,245	11,481	12,672
3 Miles	34,980	38,237	42,463	46,637
5 Miles	62,236	72,907	88,040	101,714
Technology Park				
1 Mile	8,763	8,896	9,071	9,301
3 Miles	52,557	54,904	58,426	60,694
5 Miles	120,451	128,195	140,740	150,419
Geneva Road				
1 Mile	8,963	9,706	12,073	13,762

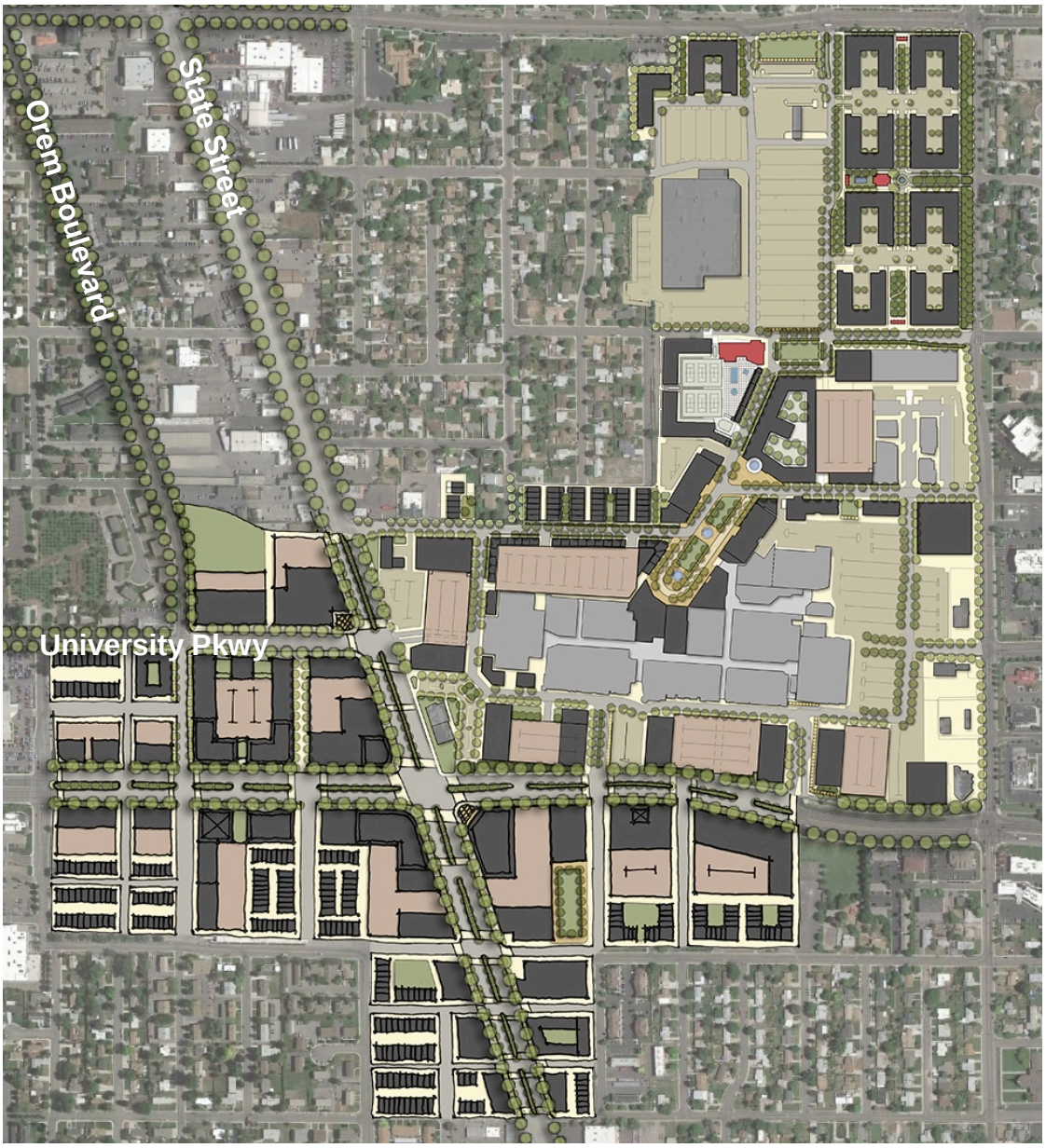
3 Miles	70,139	75,349	84,116	89,683
5 Miles	128,073	136,971	151,148	162,394
University Mall				
1 Mile	21,835	22,333	22,934	23,465
3 Miles	109,212	111,947	115,521	118,837
5 Miles	161,955	168,934	180,867	190,565
Downtown Provo				
1 Mile	25,023	25,643	26,649	28,031
3 Miles	84,099	87,186	93,061	98,709
5 Miles	131,374	137,500	149,477	162,325
Provo Towne Center				
1 Mile	14,467	15,834	17,991	19,990
3 Miles	69,976	73,639	81,629	90,419
5 Miles	116,589	122,505	134,133	147,708

Although Provo's downtown has higher figures at the one mile distance pulling from a dense student population, that site doesn't maintain such strong levels at a broader geographic level compared to Orem's University Place – Orem's potential downtown. With the development of a skyline at this site, University Place not only has to the potential to be Orem's downtown, but also the County's downtown shopping and employment center.

Vision and Placemaking

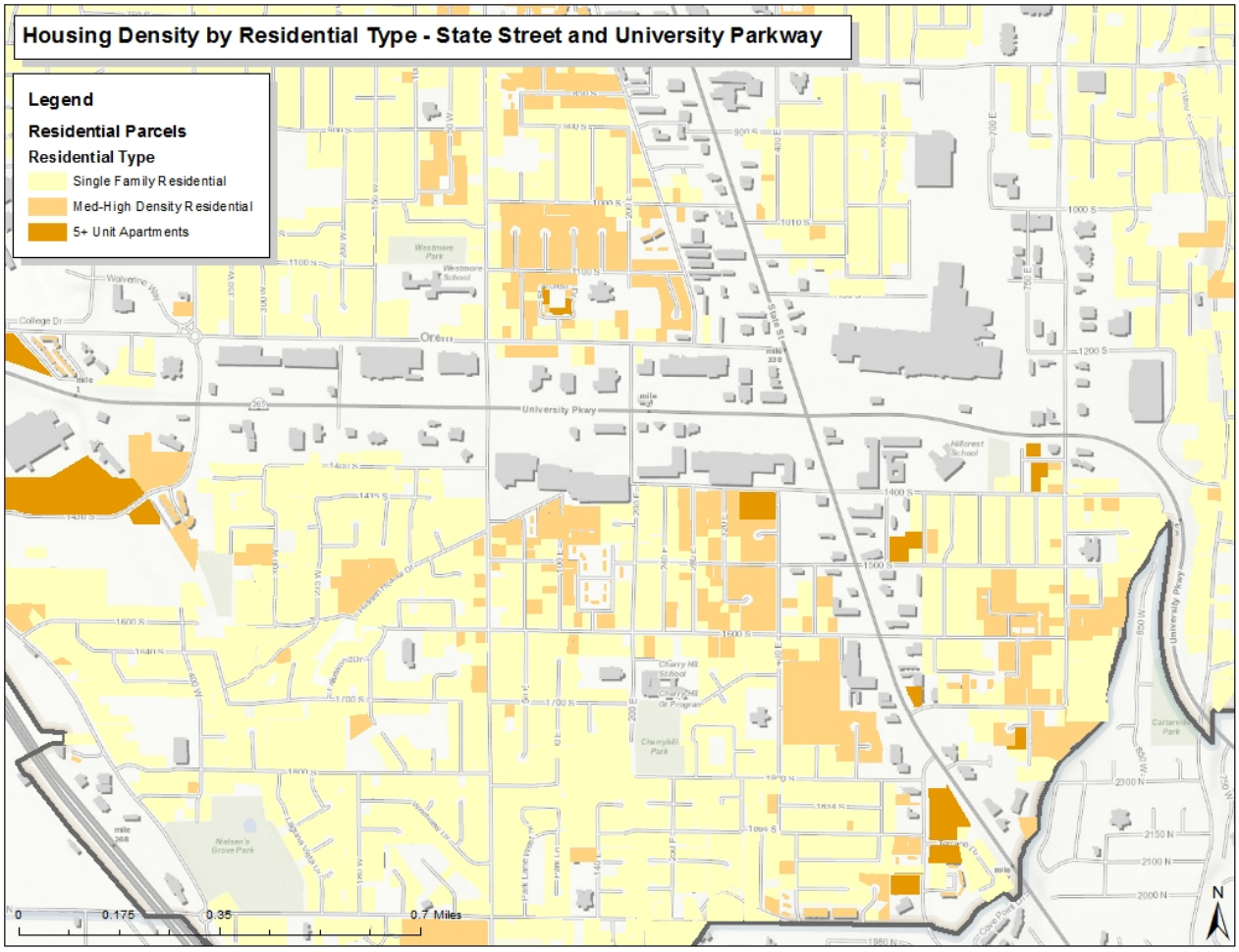
University Place is proposed to be a regional office and commercial center with Class A office space that takes advantage of its proximity to retail and recreation amenities provided by the Mall. The project transforms the mall from a retail-only destination into a vibrant, mixed-use urban center for the entire community. Garage parking enables urban density and the plan extends existing public transportation lines. An elongated plaza connects the mall's retail components with the urban redevelopment site to the north. Building on these current plans and investment by Woodbury, the economic vision uses the energy at the site to envision a downtown development making Orem the center of the County.

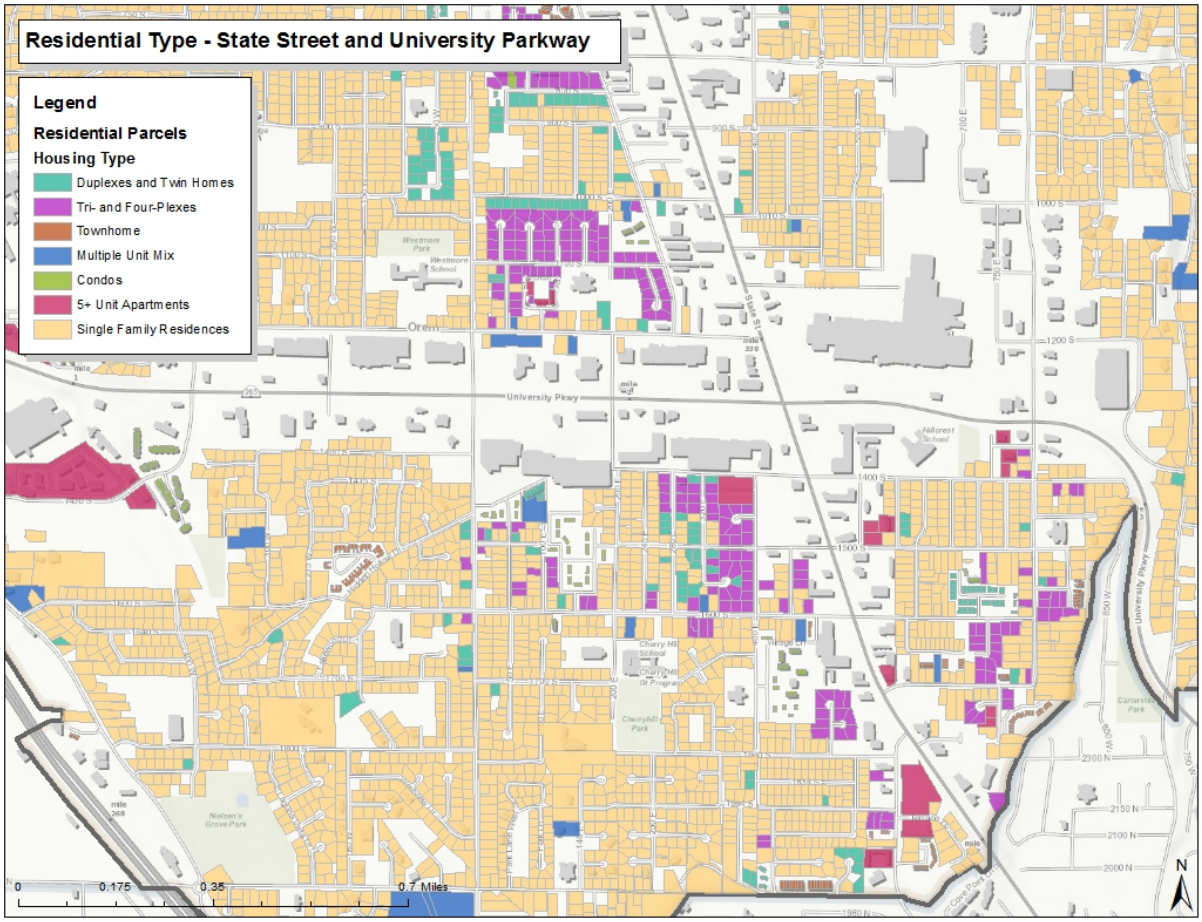
Expanding this vision beyond the University Mall property, this vision expands Orem's "downtown" to include the intersection and nearby neighborhoods to facilitate mid-high rise office and mixed-use development. It also connects the downtown experience into University Parkway shopping and creates connections to Orem Boulevard. In addition to developing office and residential space, this area would also be a prime location for hotels. Orem could currently support more hotel development given the sales leakage in the accommodation category and high-quality accommodation in this district would service the business development.



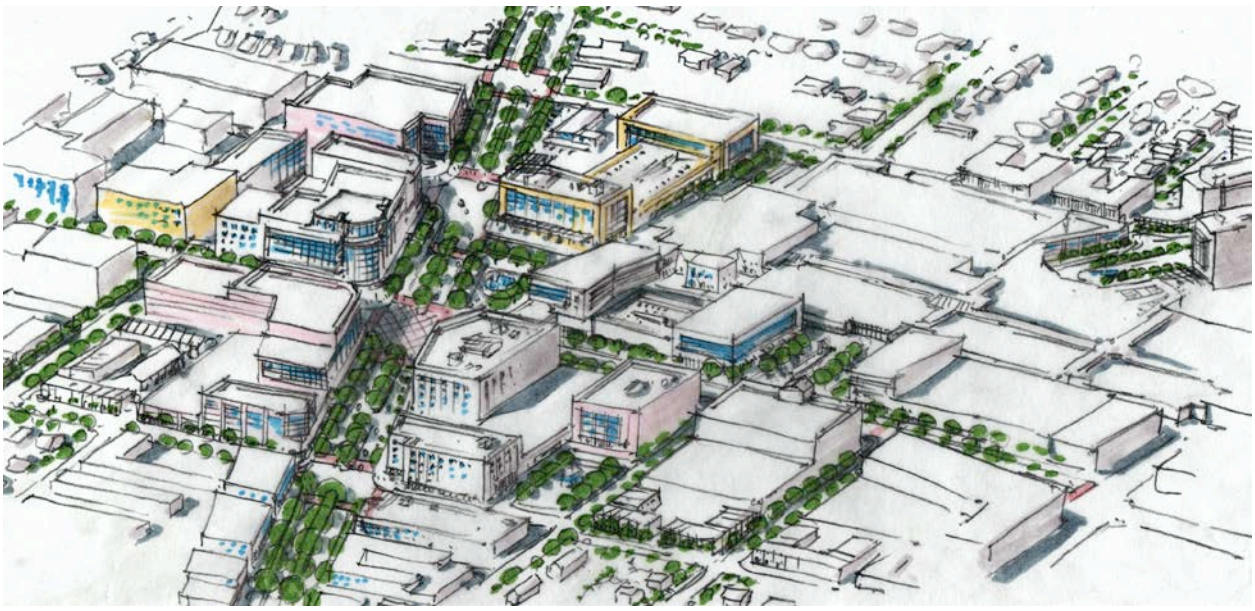
This 3-D study model shows the scale of the proposed new office developments at State Street and University Parkway. Important to this vision is providing transition between large scale development and single-family residential neighborhoods to prevent disruption to residential communities. The buildings modeled in yellow are low-rise buildings used to transition between the larger scale developments and the residential neighborhoods.

There is already some level of this transition of residential density moving outwards from the commercial areas. This plan continues and improves this pattern.

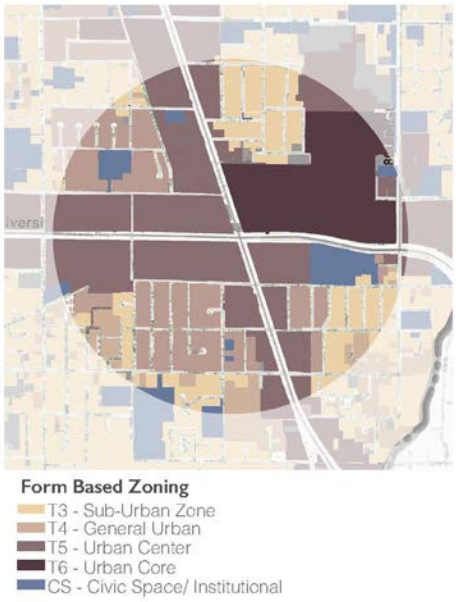


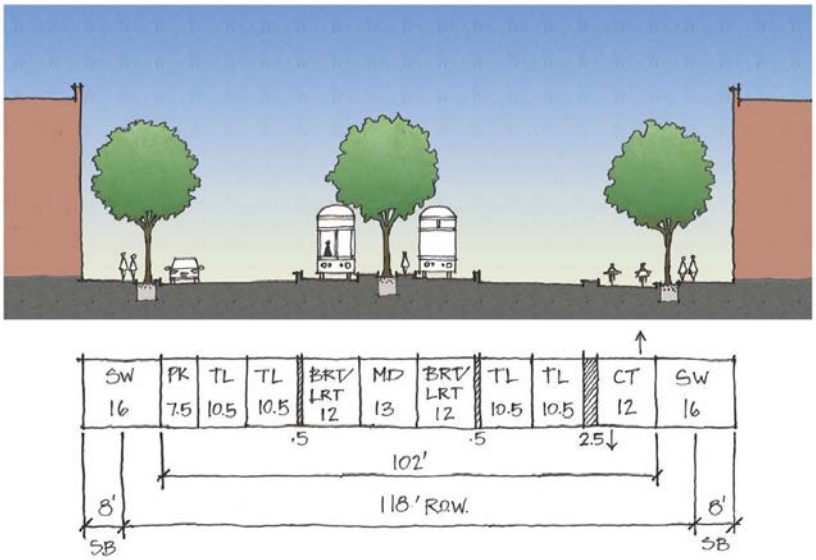


The rendering below illustrates the higher building scale proposed for the intersection of State Street and University Parkway. The Mall occupies the upper right side of the drawing and is the anchor for future development. The building scale steps down as it approaches the surrounding neighborhoods.



In addition to developing attractive buildings at the intersection, University Place will also benefit by integrating transit and pedestrian options, along with landscaping, along University Parkway, State Street and the intersection to make the downtown inviting, give it visual identity, and improve access. Shown in the above rendering and the pictures below, this can be accomplished through Complete Street development and a form-based code.

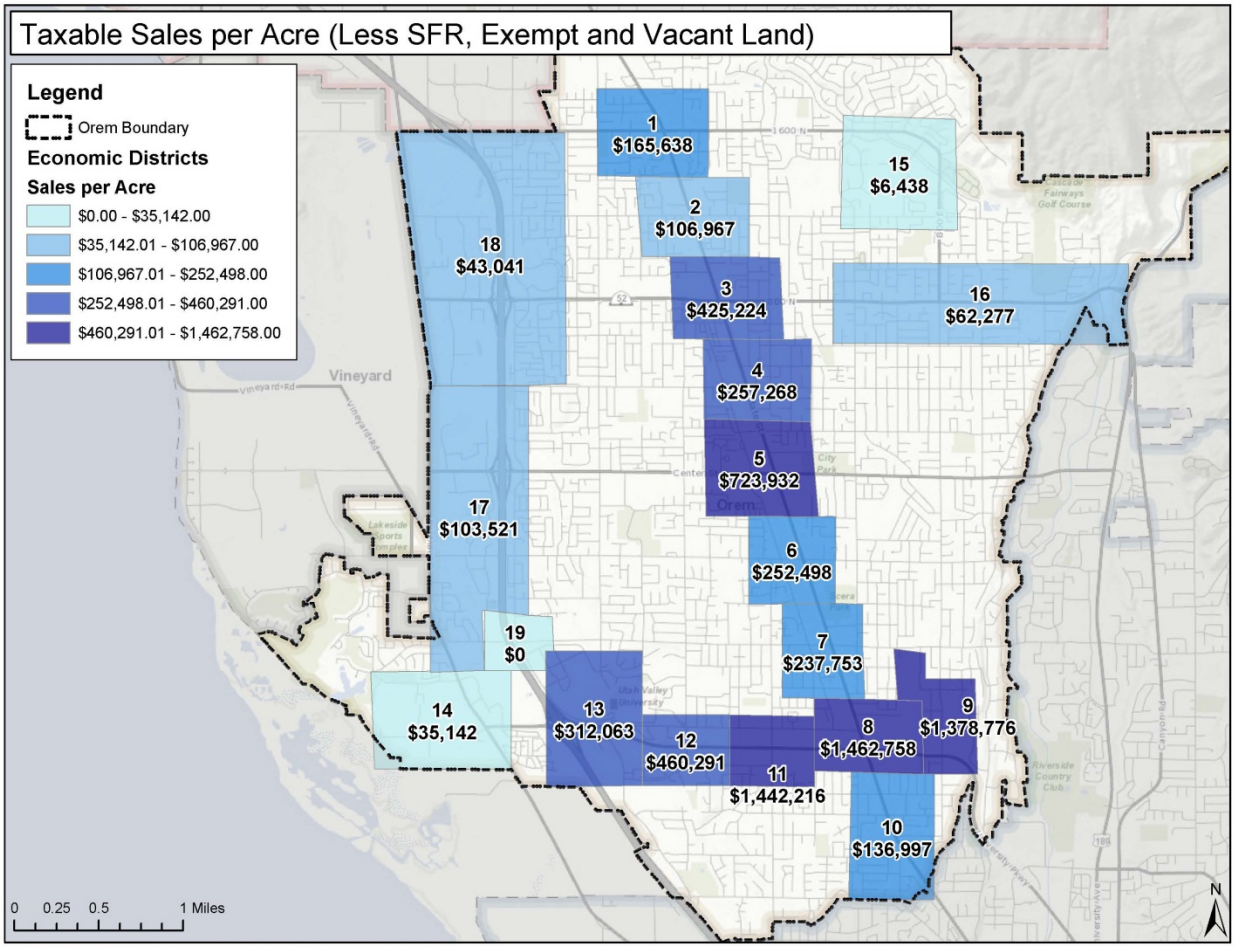




Orem City Center: Center & State, Orem Boulevard

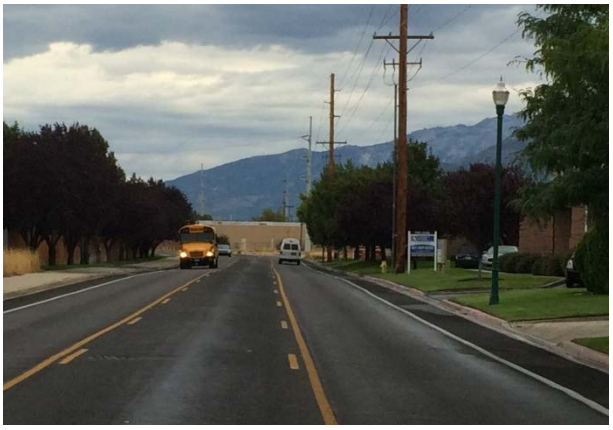
The area in the vicinity of State Street and Center Street is proposed to be reinforced as Orem's civic center. This node currently contains the City Hall, the library, a park, and is located at a centralized location in the City, making it a great potential spot to become the City's "main street" or the civic heart of the City. In addition to civic amenities, there are also three grocery stores in walking distance and the potential to connect Midtown Village (soon to be "360 Place") as a walkable residential community to these amenities. Parallel to State Street is Orem Boulevard, a more residential street with opportunity to better connect to the economic activity along Center and State Streets.

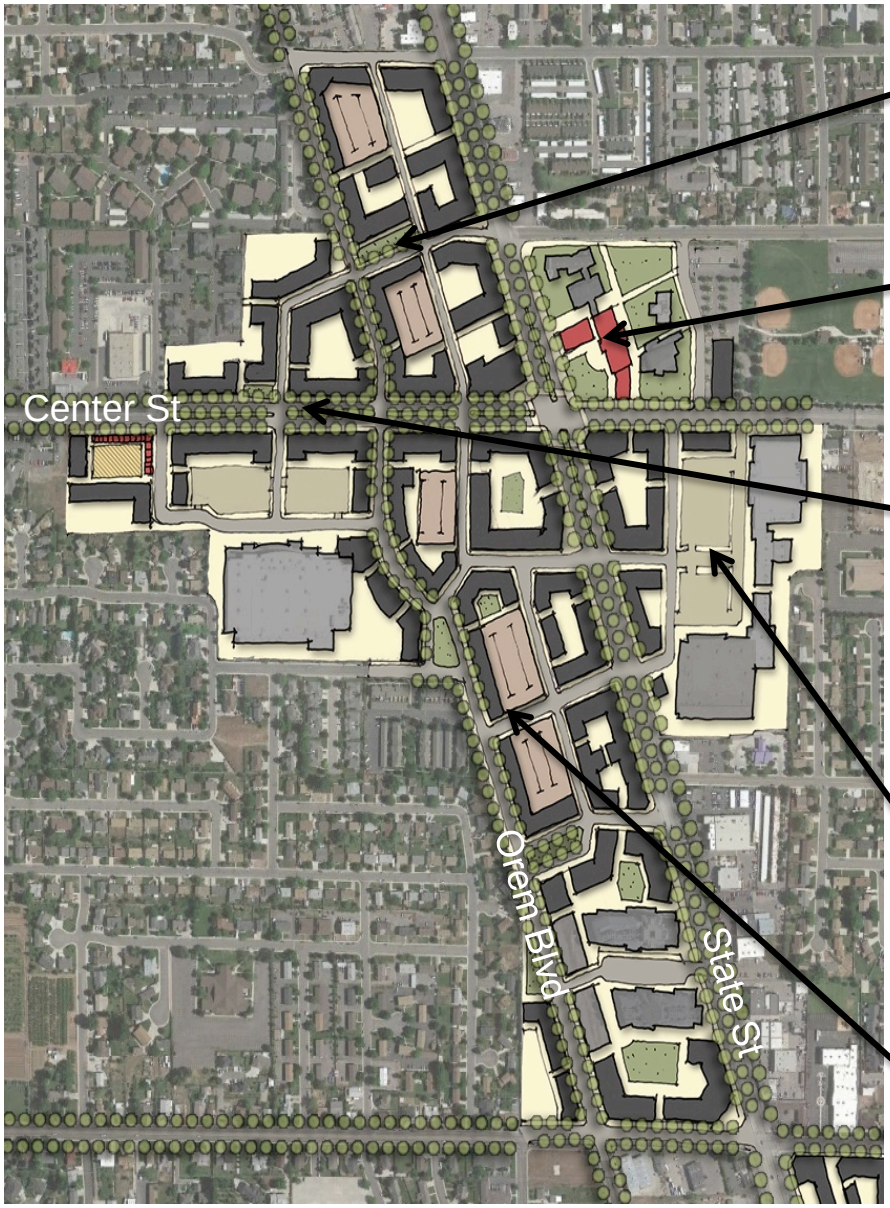
This intersection already has strong sales in the City, with 11 percent of total City sales – the third highest sales of the economic districts in the City behind those at University Mall and University Parkway. These sales are also densely concentrated per acre, making efficient use of the



commercial area it uses compared to other parts of the City.

Center Street has the potential to become Orem's "Main Street" featuring low-rise, mixed-use buildings with professional office space above commercial. Orem Boulevard could be transformed into a more pedestrian-friendly street with a predominance of residential uses. The two existing big box retail stores could also be retrofitted to establish a more urban character.





Provide better connections between State Street and Orem Blvd.

Long Term: Future expansion of the City Hall.

Use Form-based-code to transform 3-4 blocks of Center Street into Orem's "Main Street". Development along Center would include residential and first floor retail.

Retrofit existing shopping centers to have a more urban street frontage while maintaining big box retail.

Transform Orem Boulevard into a pedestrian and bike-friendly corridor lined with residential and neighborhood-serving commercial uses.

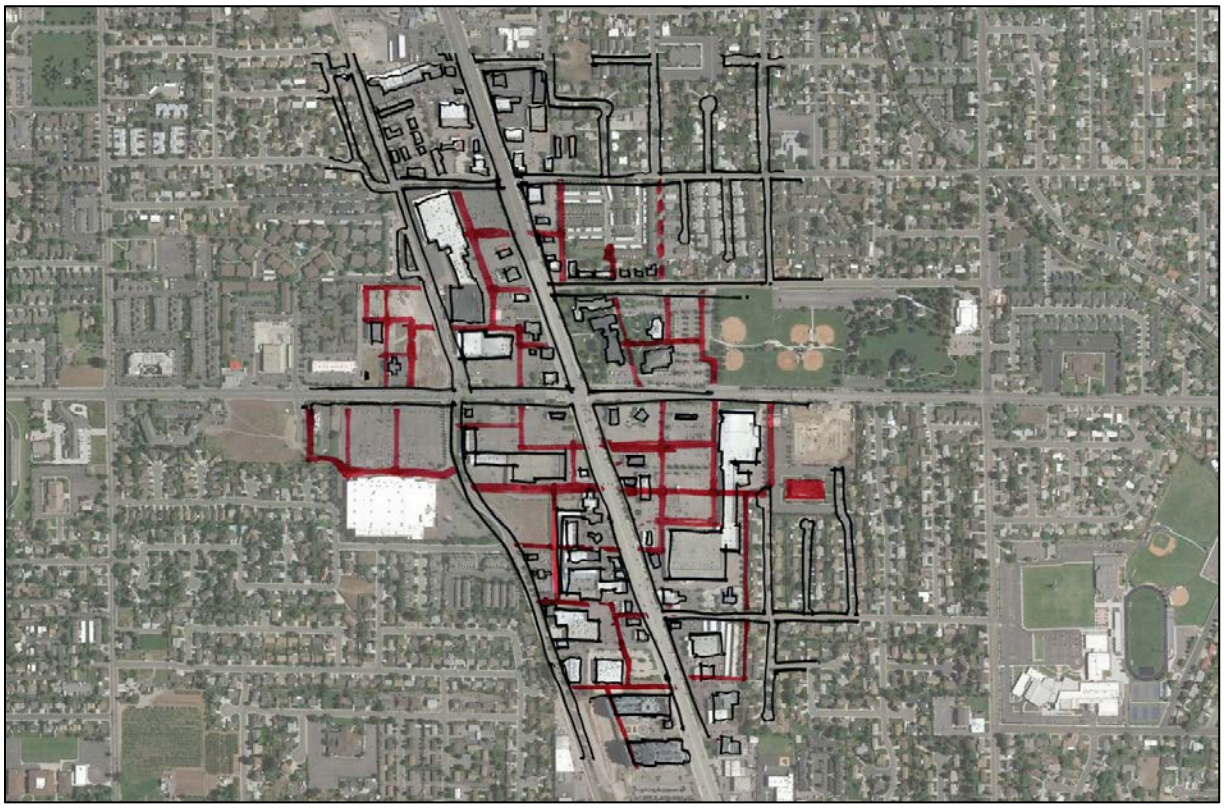
This district has the potential to have a visually rich and inviting character as a walkable "main street" in the City. The rendering below looks down Center Street towards an expanded City Hall, welcoming visitors coming from I-15. In contrast to University Place, the scale is low-rise with 2-5 story buildings and a more traditional character.

Orem City Center Retrofit - Steps

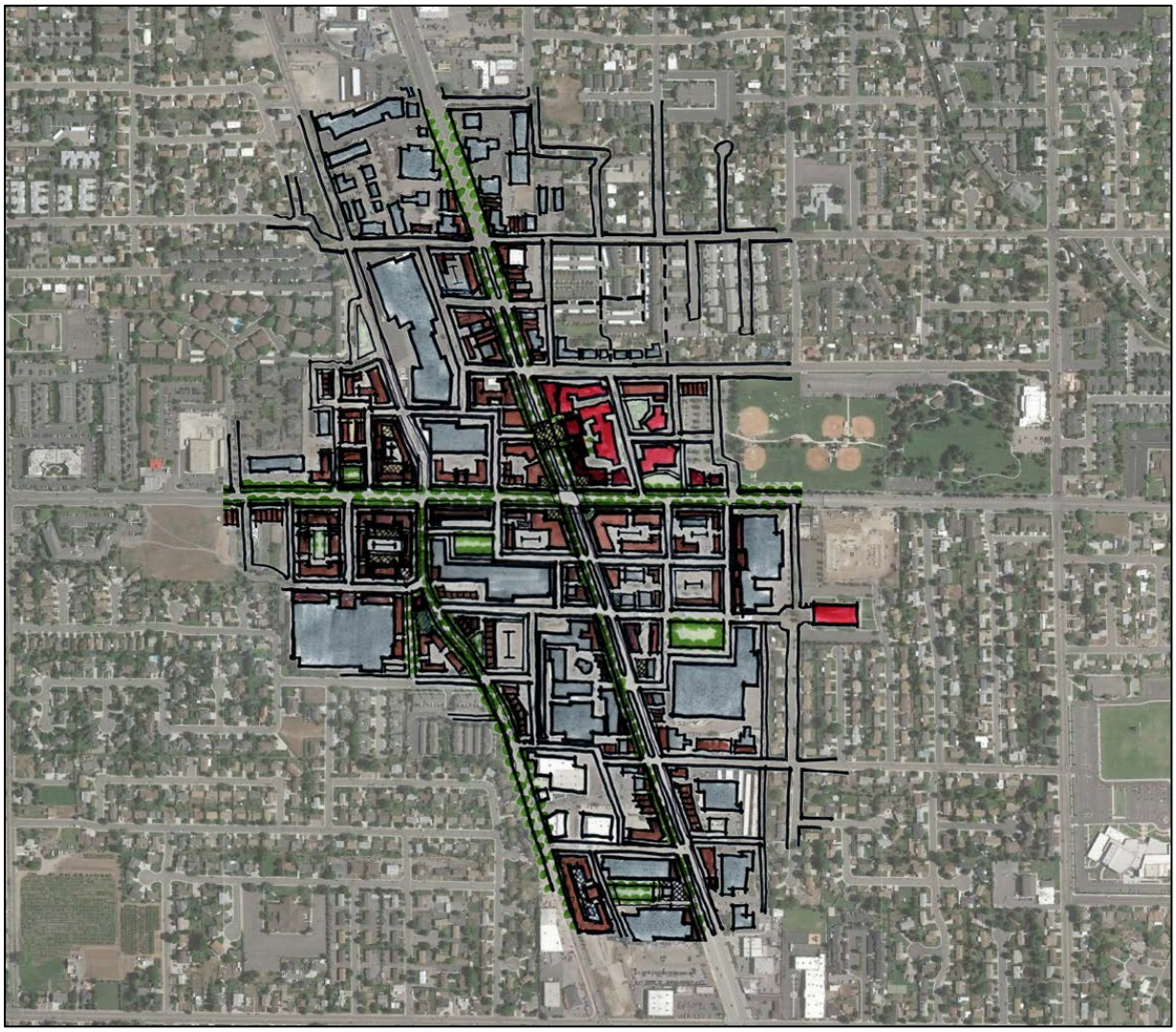
In order to achieve the vision rendered above, the steps below outline the process to transform the intersection from today's development to a traditional feeling center of the community rich for families and true to Orem's character. This plan allows for densification to connect a walkable area at the intersection, while largely keeping existing development untouched.

Step 1: Examine the neighborhood's existing conditions.
The City Center's commercial areas consist of quarter mile long blocks and approximately 60 percent asphalt for roads and parking.

Step 2: Add new streets where appropriate.
This will reduce block sizes to approximately 300 feet per side, maximizing retail frontage, creating walkability, and establishing additional connections between State Street and Orem Blvd.

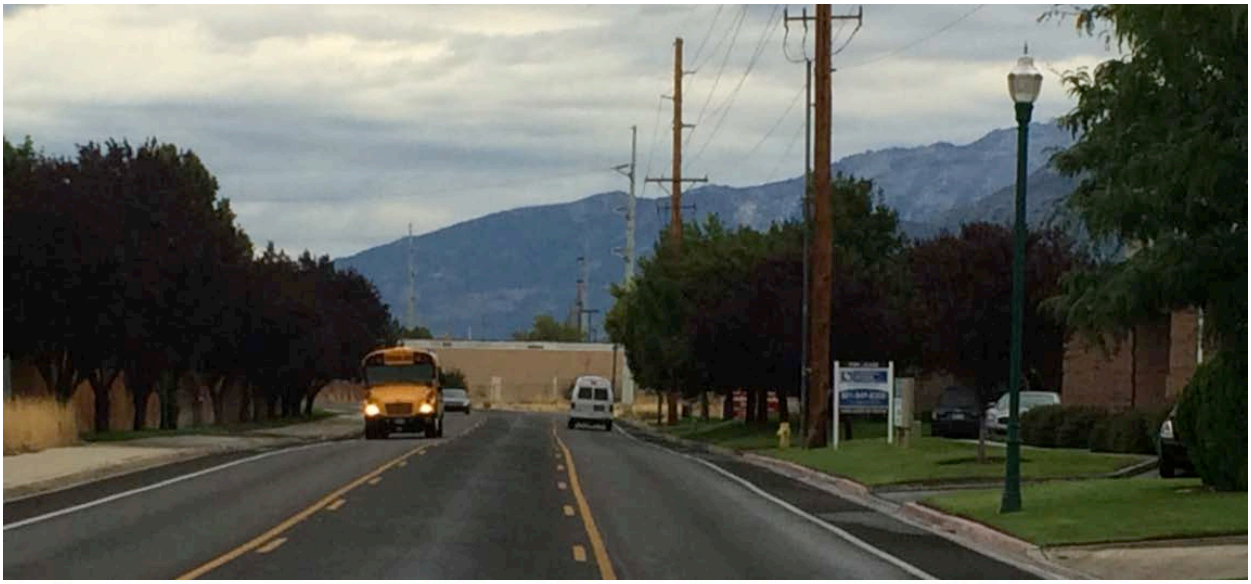


Step 3: Add infill buildings.
Complete the new blocks by adding urban infill, consolidating parking, and creating new public spaces for the surrounding neighborhoods. In this scheme, approximately 95 percent of existing structures remain untouched.



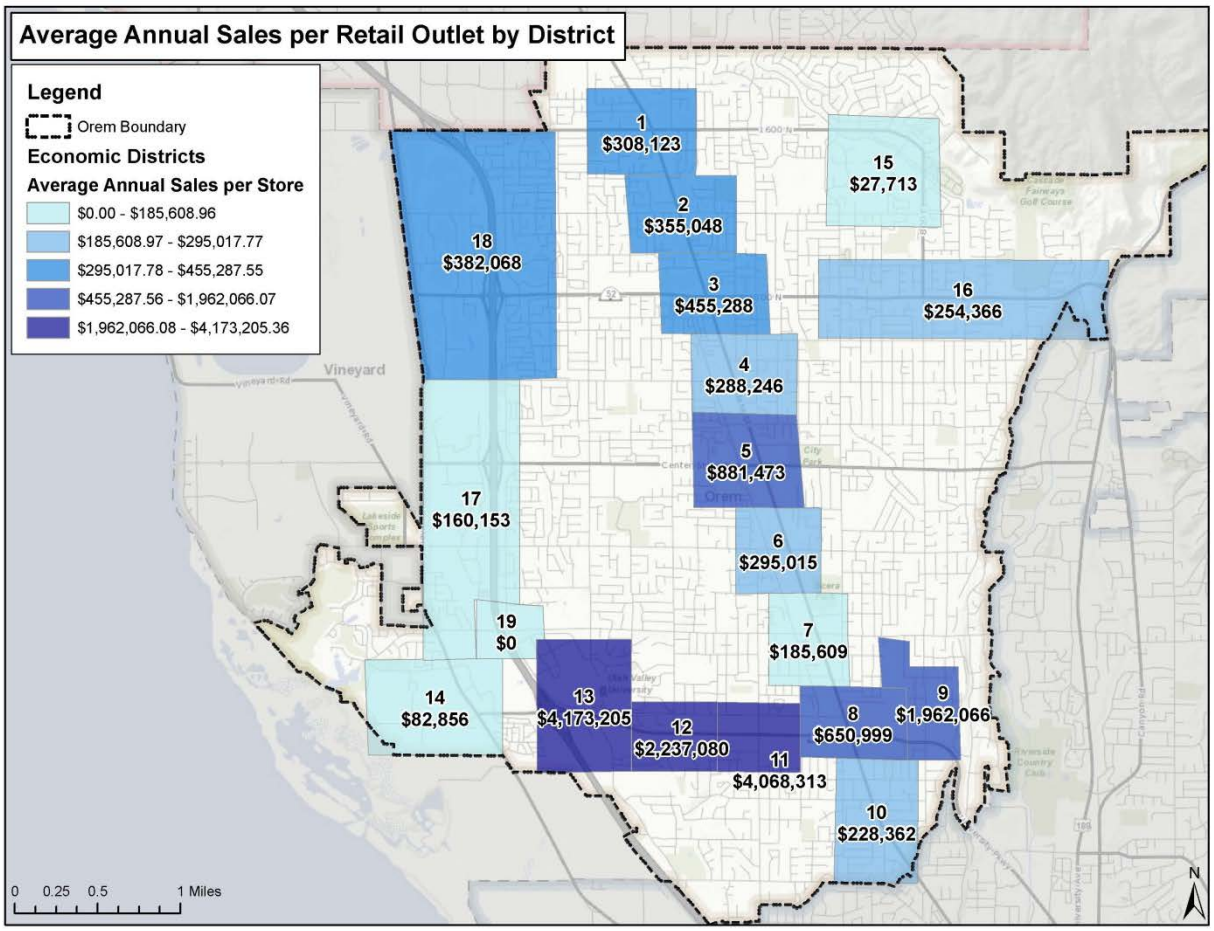
Orem Boulevard

In the University Place Node and the City Center Node visions, in addition to some of the following visions for smaller districts and along State Street, Orem Boulevard plays an important role as a potential corridor for improvement. Running parallel to State Street, Orem Boulevard has the potential to transform into a pedestrian and bike friendly street that serves retail along State Street. The potential to improve housing along this corridor and create a neighborhood feeling would further enhance State Street retail support and access.



University Parkway ("Golden Mile")

The economic node along University Parkway currently yields great economic results to the City. It is a major route to the mall and BYU from the North, serving as the connection between two major student populations. Compared to State Street, it benefits from major retail outlets, improved access and pleasant landscaping. It has strong sales per acre, has a large portion of all City sales, provides good revenues to the City in both sales and property taxes, and has the strongest sales per store in the City.



Going forward, this corridor has few needs to improve its health, but continued maintenance of appearance and access will ensure its stability for the future.

UVU Campus

Utah Valley University (UVU) is a great economic asset to the City. It brings students to the region, provides an educated workforce, and the University works with local employers to provide economic resources to the community. However, traditionally UVU has been a commuter campus and its position on I-15 fails to draw commuting students deeper into Orem's community – both economically and socially. The only significant walkable retail available to students in Orem is Walmart and McDonalds on the other side of a busy intersection at the I-15 interchange.

Orem can capitalize on this economic and cultural powerhouse by encouraging development around UVU that keeps students more locally engaged. Shopping and entertainment that appeals to millennials includes options that are green, healthy, artistic and have character. Student-friendly amenities that have these attributes include fast-casual dining, healthy sandwich shops and delis, bakeries, ice-cream, personal care and beauty stores (such as Walgreens or Rite-aid), bookstores, recreation supplies and rentals, and a small-format, specialty grocery store.

One way to bring this type of development near campus is to build a student village with a mixture of housing, retail and recreation amenities. One vision of this would be a "Wolverine Hill" on campus. The plan below illustrates the concept for a proposed student "village" that would accommodate student-oriented commercial space, housing and recreational amenities. This may

or may not be the ideal location for such a proposal, but it illustrates the potential for better integration of UVU with the City of Orem.

Other great efforts to incorporate UVU to the Orem community currently include integrating TOD housing and retail on the opposite side of I-15 through connections to transit and considerations of a pedestrian walkway over the freeway.

Canyon Park/North Orem

In the northeast portion of the City there is a cluster of high-quality office space, including Canyon Park Technology Center. This cluster of office space provides a good case study to show that strong retail development is not necessary to provide the City strong tax revenues. Of the economic districts studied, this area has very strong tax revenues per acre – fourth highest in the City at $7,059 per acre. However, even though the actual sales tax revenues to the City are strong, the area actually has the lowest taxable sales per acre at $6,438. For comparison, District Eight at University mall brings $9,665 per acre in tax revenues to the City, but only achieves this by having very high taxable sales of nearly $1.5 million per acre and relies on sales tax from these sales.

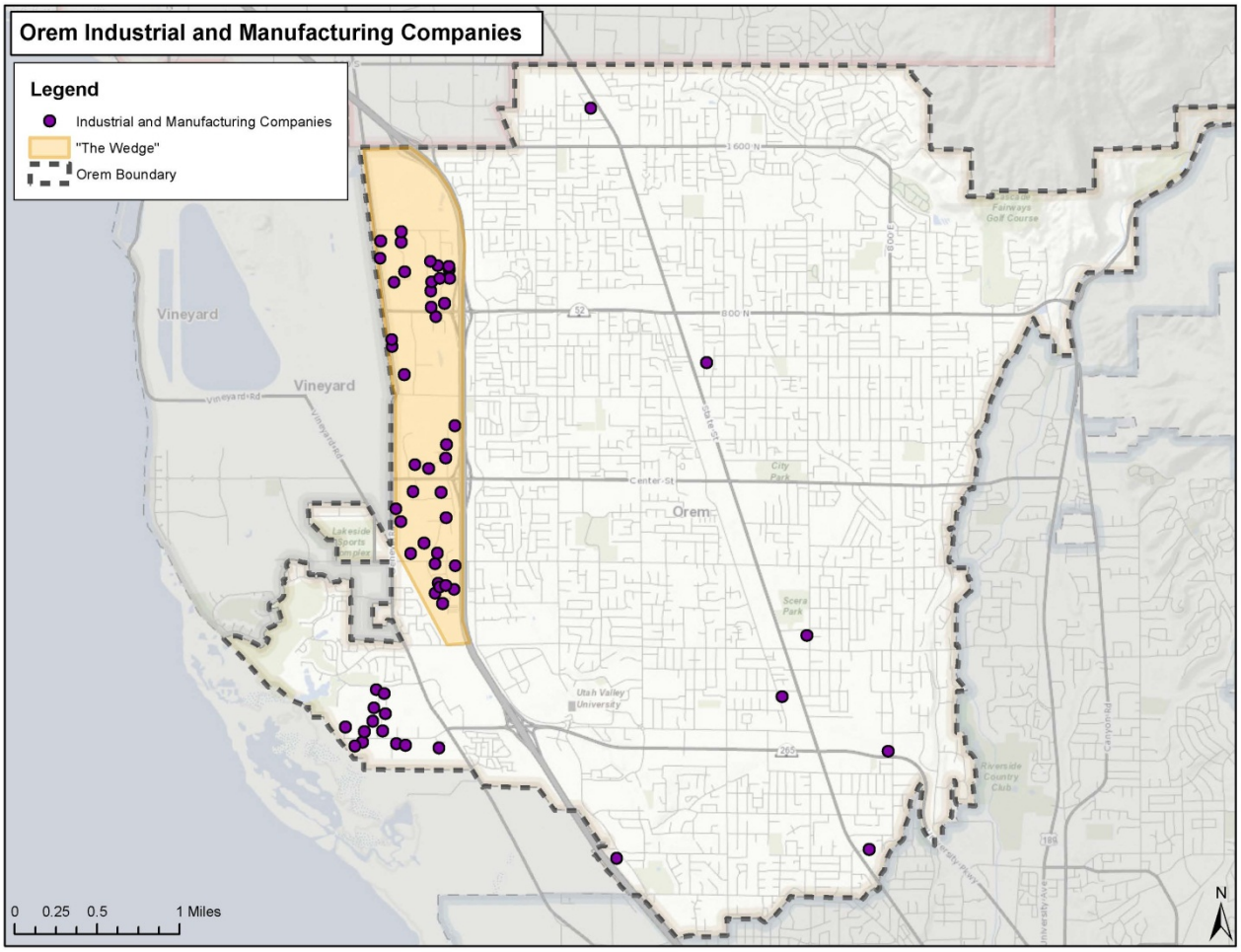
The Canyon Park region achieves its high revenues through the very stable source of property taxes on its high quality buildings. Additionally, this area provides high-paying jobs in the City and brings revenues without the high burden on City services (such as police) that would increase the expenditures that often accompany retail uses. There is some vacant land in this area that could extend the office space and business parks in the area to meet the demand for office space in Orem, and provide more space to retain start-ups in the City.

The jobs provided in this node come as a result of the area being a strong business incubator. It is home to technology start-ups and small businesses looking to grow rapidly. Examples include businesses such as Doba, Mozenda, Propay, Fishbowl Inventory, Advanced Learning Systems, and Unicity. The business park is successful as an incubator space because it has low rental rates, shared space and clustering of technology businesses.

Canyon Park has a mix of Class A and Class B office space. It has the flexibility to create Class A build-outs per tenant requirements. In addition to hosting start-up s and incubator businesses, the park is also home to large established companies with hundreds of employees, including Wayfair.com, Bluehost, Vivint Solar, and Convergys. As University Place grows with Class-A office space, additional growing businesses from this district could also easily transition to the office space in “downtown” Orem as they grow and thrive and stay in the City.

"The Wedge"

"The Wedge" is an underdeveloped area between I-15 and Geneva Road, with primarily industrial and manufacturing uses. The map below shows that of the City's industrial and manufacturing companies, most are clustered in this area between the freeway and Geneva Road. However, this node has many qualities that make it desirable for higher uses in office and retail development. In order to maximize its economic potential, the area needs to be a subject of further planning efforts.



This area has many qualities that could make it desirable and suitable for Class A and B Corporate offices – something Orem is in great need of to stay competitive and retain start-ups. It has high visibility along the I-15 corridor, with multiple interchange accesses at 1600 N, 800 N, Center Street and University Parkway. With the right development conditions, this area could be a business center to compete with Lehi buildings at the Point of the Mountain. The area is also ideal for incubator sites within the interior. In addition to providing employment opportunities, office development would provide the City a strong source of revenues from property taxes to ensure stability to offset the uncertainty in sales tax revenues.

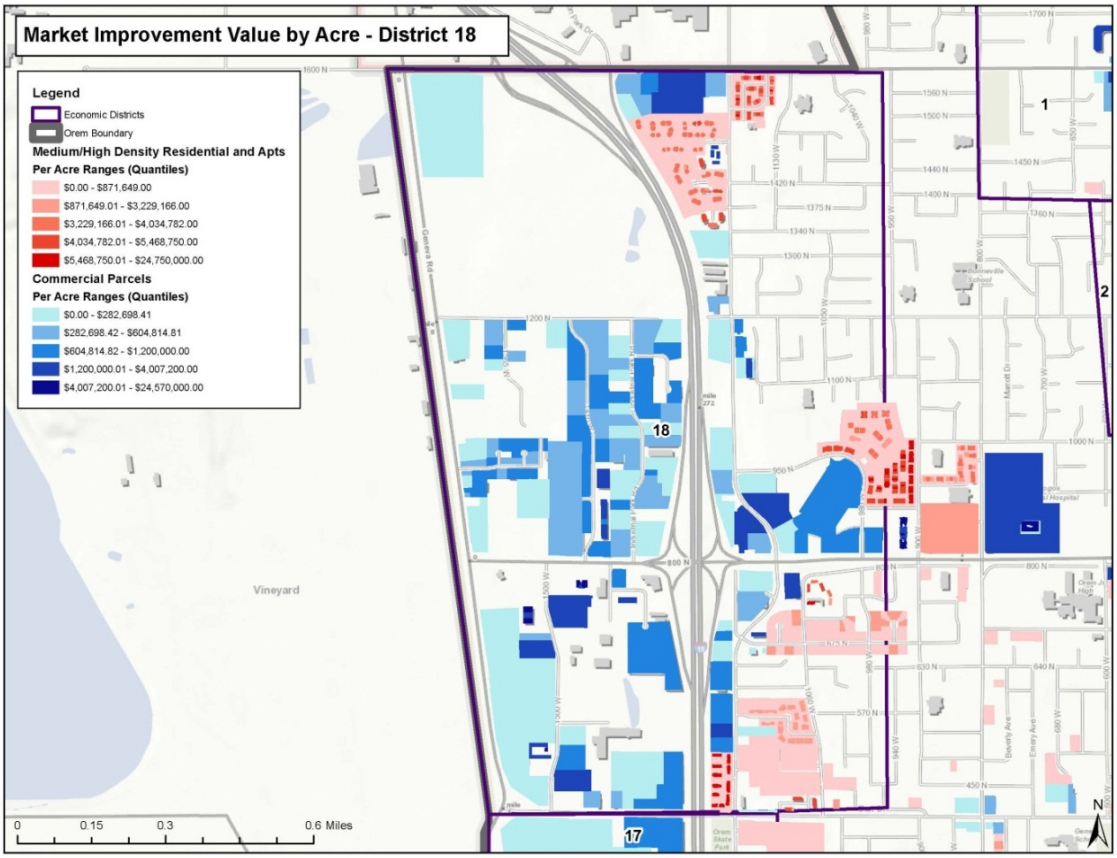
The most important aspect to this district's long-term plan is its proximity and access to future development at Vineyard. Planned development in Vineyard is significant with a projected 7,500 residential units (about 20,000+ population) with access to I-15 only through "The Wedge." Orem can strategically build retail at interchanges to serve this population growth, as well as current traffic and Orem residents exiting along I-15.

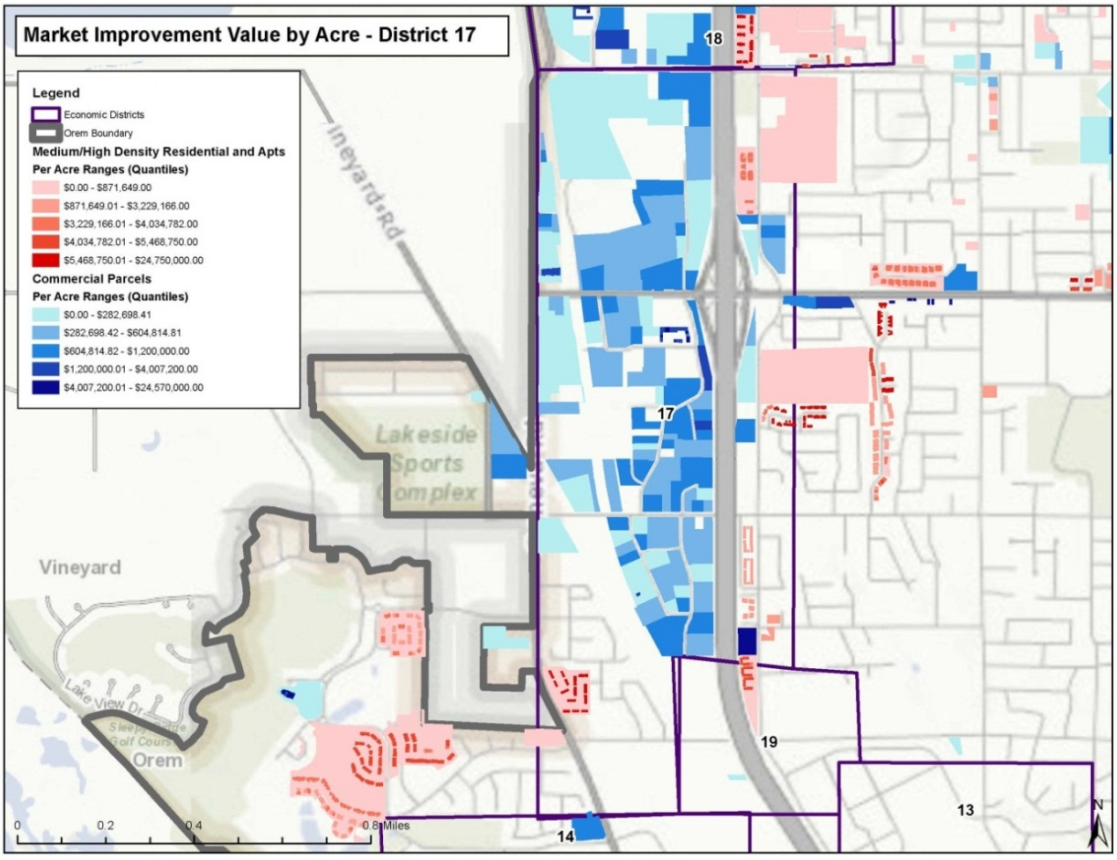
One example is to build a grocery store and supportive retail at an interchange. Grocery stores are generally needed for each 10,000 new residents, meaning there is projected buying power for two grocery stores to capture sales from the new Vineyard development and Orem residents on the West side. In addition to capturing this new development, grocery stores are already thin on this side of Orem. Capturing these opportunities early is important before they are lost to Vineyard.

Table 52: Improvement Value per Acre

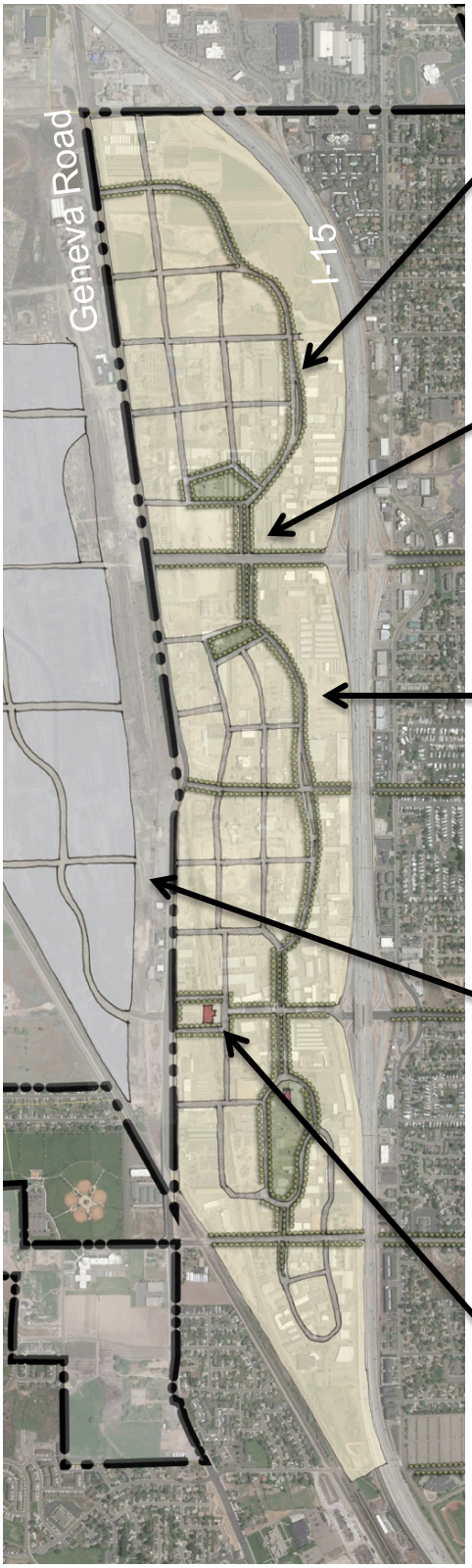
District	Commercial Improvement Value per Acre
19	$0
11	$465,637
17	$475,720
3	$485,669
18	$532,526
13	$548,080
2	$587,127
4	$588,675
5	$595,298
1	$597,137
6	$661,298
10	$667,138
12	$716,156
9	$747,128
7	$764,119
8	$765,473
16	$829,754
14	$911,490
15	$3,865,810

To achieve this long-term vision, first steps would include creating redevelopment areas (RDAs, EDAs or CDAs) in the area. There are currently none in "The Wedge" and these could spur properties to development through economic incentives. These redevelopment areas can focus on priority areas with especially low improvement values. Low improvement values lend to redevelopment as shown in the table where areas 17 and 18 (the analysis districts that make up "The Wedge") have among the lowest commercial improvement values per acre in the City. There are also small pockets of vacant land to capitalize upon. Shifting development from current industrial uses could be challenging due to highly fragmented ownership. The two maps below show improvement values in areas 17 and 18.


Market Improvement Value by Acre - District 18
Legend
Economic Districts
Orem Boundary
Medium/High Density Residential and Apts
Per Acre Ranges (Quantiles)
$0.00 - $871,649.00
$871,649.01 - $3,229,166.00
$3,229,166.01 - $4,034,782.00
$4,034,782.01 - $5,468,750.00
$5,468,750.01 - $24,750,000.00
Commercial Parcels
Per Acre Ranges (Quantiles)
$0.00 - $282,698.41
$282,698.42 - $604,814.81
$604,814.82 - $1,200,000.00
$1,200,000.01 - $4,007,200.00
$4,007,200.01 - $24,570,000.00
Vineyard
1
2
18
17
0
0.15
0.3
0.6 Miles
N


Market Improvement Value by Acre - District 17
Legend
Economic Districts
Orem Boundary
Medium/High Density Residential and Apts
Per Acre Ranges (Quantiles)
$0.00 - $871,649.00
$871,649.01 - $3,229,166.00
$3,229,166.01 - $4,034,782.00
$4,034,782.01 - $5,468,750.00
$5,468,750.01 - $24,750,000.00
Commercial Parcels
Per Acre Ranges (Quantiles)
$0.00 - $282,698.41
$282,698.42 - $604,814.81
$604,814.82 - $1,200,000.00
$1,200,000.01 - $4,007,200.00
$4,007,200.01 - $24,570,000.00
Lakeside Sports Complex
Vineyard
Orem
18
17
19
13
14
0
0.2
0.4
0.8 Miles
N

Incubator and start-up offices and workspaces are envisioned for the interior of the site. A well-planned system of streets and open spaces would catalyze new development. The plan below shows a general long-term vision for this area to encourage high-quality growth.



A well-planned system of streets and open spaces catalyzes development.

Create commercial uses at interchanges.

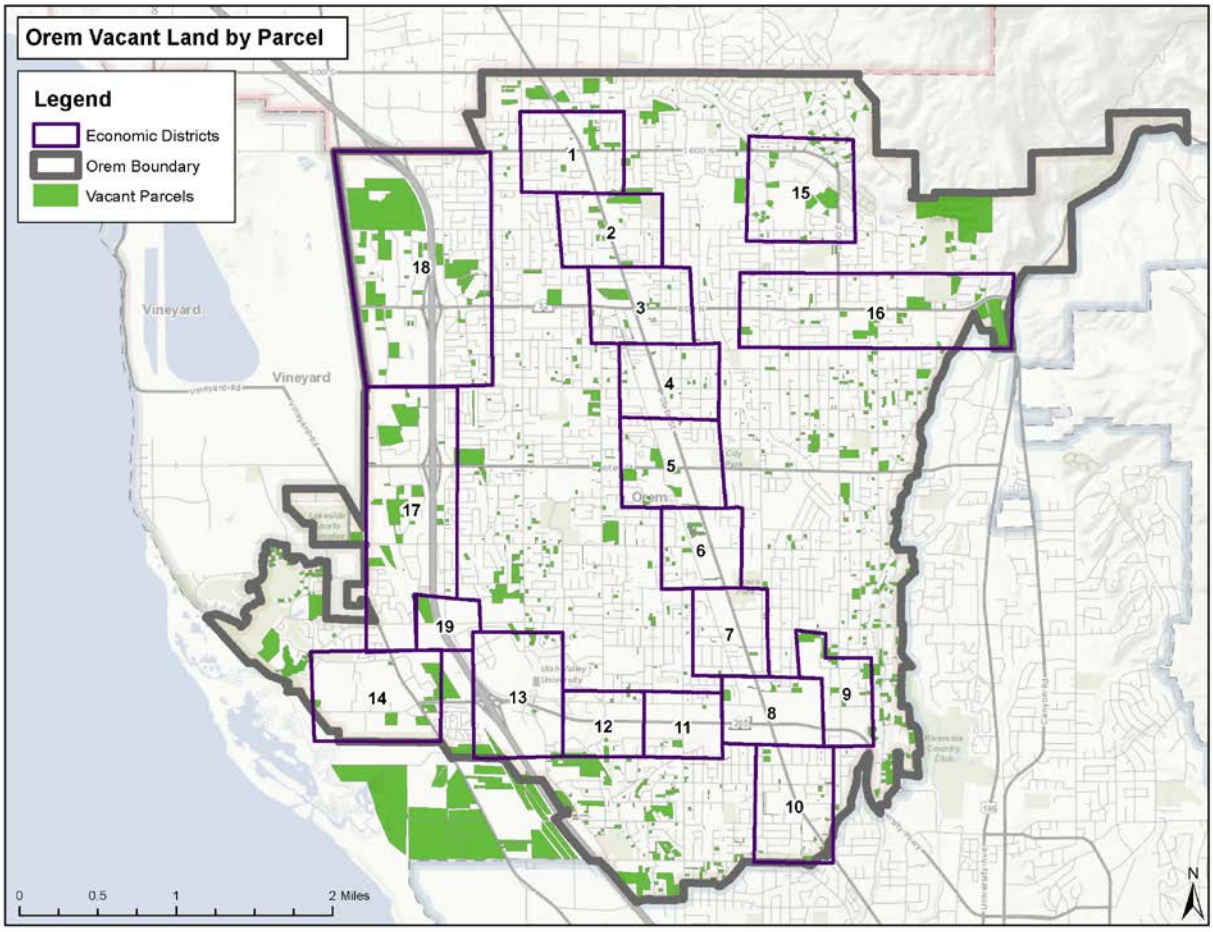
Potential "high visibility" Class 'A' office sites along I-15.

Include an alternative or parallel route for commuter/light rail along Geneva Road to provide access to workplaces.

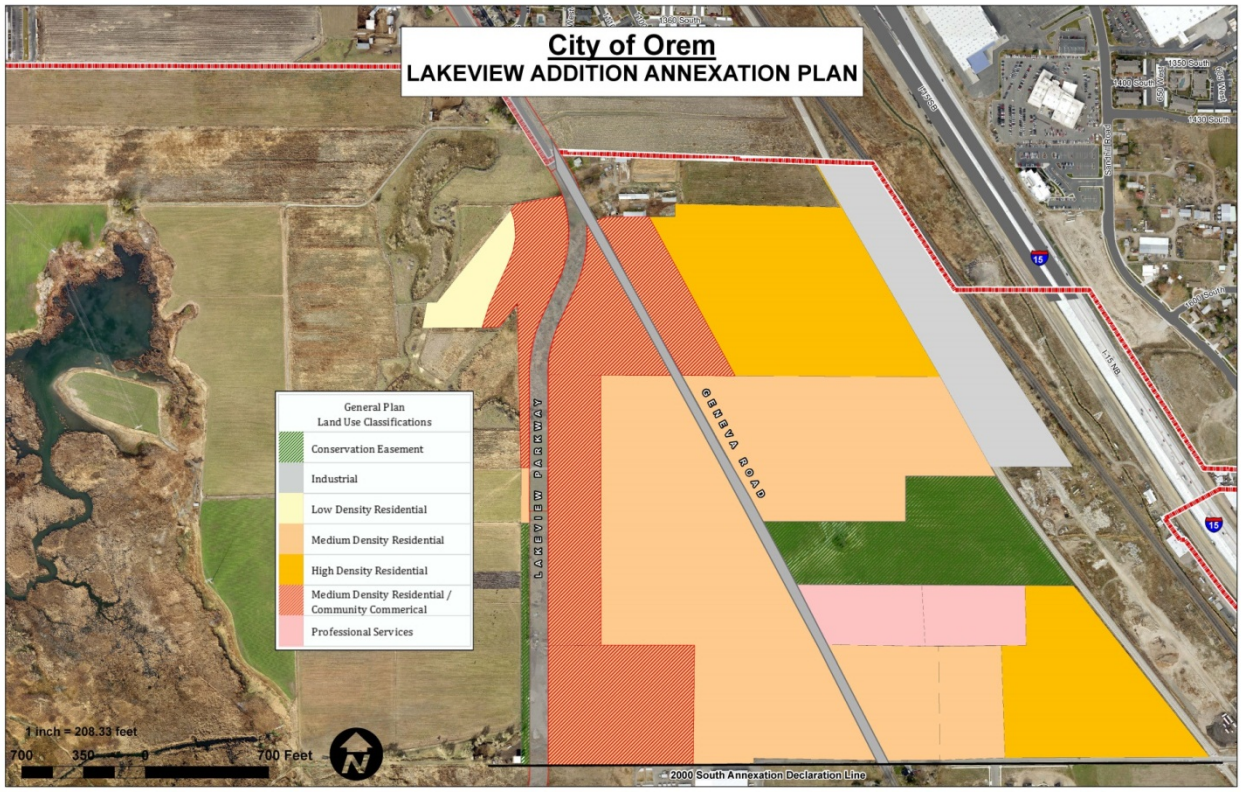
A proposed civic building at the western terminus of Center Street can act as formal gateway to Orem. This building and green space anchors the west end of the City as a gathering place and incentivizes housing and office development.

SW Annexation Area

One of the few areas with significant vacant land in the City isn't within Orem yet. An area to the southwest near Utah Lake is planned for annexation, with significant developer interest. The area currently proposed for annexation consists of 228 acres, but there is a total of 784 acres in the general unincorporated area extending to the lake.

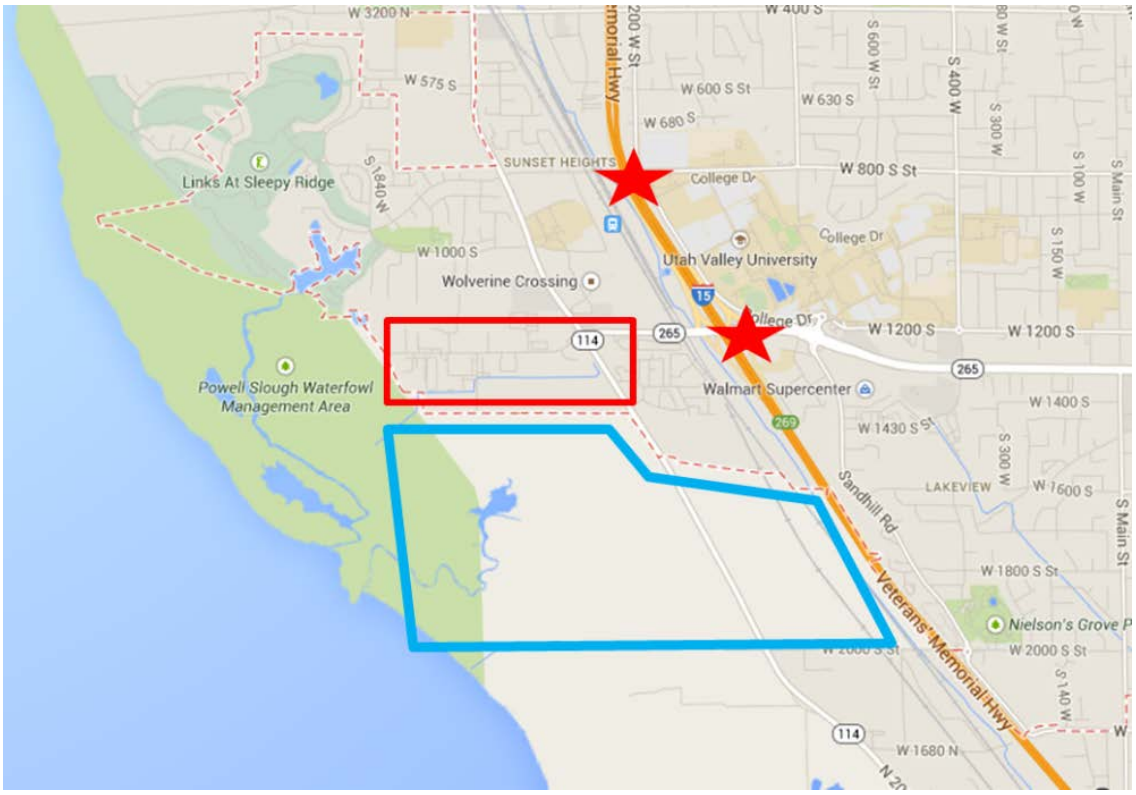


Current development interest is primarily focused on bringing high-density residential to this vacant land, but there may be better uses economically for the City to pursue based on the location and surrounding land uses. The City's strongest manufacturing and light-industrial, including companies like BlendTec, are located in District 14 (see map above). Given that this area of vacant land to be annexed is near this cluster of strong industrial businesses, it would be a natural extension to further strengthen the City's advanced manufacturing and job offerings. Without this use, there are no other areas in the City available with the open land needed for business park development. There is very close access to I-15, although there may be some traffic flow issues discussed below. The location is also offset from residential uses and buffered by the freeway to keep any industrial interruptions or annoyances away from neighborhoods.



Further, as the City is interested in strengthening the placemaking and economic support within the central part of the City, especially along State Street, any development of higher density housing should be focused on the other districts discussed in this study. For example, demand for high-density housing should be filled by building up the City's downtown at University Place, or improving and creating a walkable residential area around the City's civic center at Center Street. Building high-density housing in this location pulls population growth away from the City's commercial center.

There have been concerns about infrastructure limitations at this site for industrial or manufacturing uses; however, some of those may be addressed or offset by current transportation plans. The main concern is that the primary off-ramp from I-15 for this area is at University Parkway. This very busy interchange is not currently ideal for large trucks, especially going west to this proposed annexation area due to high traffic volumes and configurations that primarily serve cars going east. This has been noted for businesses currently in this area in the City. However, there are plans to build an HOV off-ramp north of this exit at 800 South. The map below shows the annexation area in blue, next to current industrial in red, with the current and proposed interchanges starred. This addition could significantly lower traffic volumes on University Parkway and ease access at that interchange.



Another planned addition to the area could be of significant benefit to the area for industrial or manufacturing uses – a north/south road directly to the Provo airport. The Provo airport is growing and direct access to freight shipping could be a significant benefit to a manufacturing or industrial business depending on the product.

SCERA Arts Node

The SCERA Park Arts Node, featuring a recreational park, amphitheater, and adjacent Arts Center, is an important civic amenity for Orem. While not a source of City revenues, this area is vital to the City's character and draw in the region. The plan below shows a vision of an expanded arts village centered on the Arts Center building. The Arts Node can function as a catalyst for new development, including senior and family housing. Further, this new development can be used to better integrate the park with State Street and the surrounding neighborhoods and create a more attractive street.

State and 800 N

The node in the vicinity of State Street and 800 N is envisioned to be a low-rise residential and commercial center. The plan shows new housing clustered around a public green on a currently vacant parcel, with new pedestrian and vehicular connections between Orem Boulevard and State Street.

State and 400 N

The area around the intersection at State Street and 400 N is envisioned to be a residential neighborhood center with commercial uses anchoring the corners at State Street. Housing, possibly senior housing, would work well along Orem Boulevard to continue a walkable housing neighborhood along the street.

Implementation and Action Plan

Based on the major findings of this study and the recognition of strengths, weaknesses and opportunities, the following goals and action items are key to building on Orem's strengths and to address weaknesses in economic development.

Table 53: Action Plan and Implementation Priorities

GOAL	STRATEGY	TIMEFRAME	FUNDING/ACTION
1. Increase the sustainability of the City's tax base through increased property values	Pursue Class A office development at University Place; assist with incentives as required to gain height, a City skyline and sense of a "downtown"	1-10 Years	Adjust zoning to allow for greater building heights in key economic areas, such as University Place. Pursue CDA funding for Class A office and top quality (i.e., high property value) business park development.
	Encourage business park development at southwest annexation area	1-5 Years	Complete annexation process for southwest area. Ensure utilities are in place in this area through impact fees, developer contributions and potentially a CDA
2. Establish Orem as the employment hub of Utah County	Concentrate Class A development in the University Place downtown area in order to create a synergistic effect from clustered office development and a sophisticated urban office campus atmosphere, in conjunction with the retail at the site	1-10 Years	Adjust zoning to allow for greater building heights. Pursue greater public transit options to and from University Place. Pursue CDA funding for Class A office.
	Proactively contact startup businesses and major employers in the area to determine their interest in relocating "downtown" if and when they need expanded space	1-2 Years	Conduct one-on-one meetings with existing, expanding businesses. Provide quarterly "business breakfast" meetings and updates to local business owners to build a sense of community
	Work with EDCUtah to recruit technology companies to Orem; local incentives, such as a CDA, will be required if State EDTIF funds are used	1 Year	Meet with EDCUtah's representative, Ross Fotheringham, on a regular basis to assess opportunities
	Develop a City policy regarding the use of economic incentives	1 Year	City staff to review policies from other communities and devise a policy for Orem. Policy should be coordinated with County and Alpine School District.
3. Improve the visual and physical appearance of State Street	Establish a revolving low-interest loan fund for façade renovations and exterior improvements for properties located on State Street	1-10 years	General Fund revenues could be used to establish a fund; if in a CDA area, then tax increment monies could capitalize the fund.

GOAL	STRATEGY	TIMEFRAME	FUNDING/ACTION
	Increase the connectivity with Orem Blvd., through street connections that make places of a walkable scale – especially near Center Street	5-10 Years	Hire a planning firm to develop small area master plans for key areas in the City. Estimated cost: $50,000 - $70,000. Center Street should be a priority. Work with MAG to provide planning funds just as WFRC does.
	Retrofit the exteriors of shopping centers to have a more urban street frontage	1-20 Years	General Fund revenues could be used to establish a revolving loan fund; if in a CDA area, then tax increment monies could capitalize the fund.
	Make streetscape improvements to State Street	1-10 Years	B & C Road Funds Special Assessment Area
4. Create a Civic Center at Center Street	Develop a form-based code to transform 3-4 blocks of Center Street into a walkable Main Street	5-10 Years	Hire a planning consultant to develop a form-based code.
	Retrofit exteriors of big box stores to keep sales tax base from large-scale retail, yet bring a more urban environment to the area	5-10 Years	General Fund revenues could be used to establish a revolving loan fund; if in a CDA area, then tax increment monies could capitalize the fund.
	Prioritize and focus initial incentives and City assistance at key economic nodes along the State Street Corridor in order to obtain a "cluster" of improvements that will spur further improvements	1-20 Years	Strategically create CDA areas to clean up blight and make improvements along State Street Use CDA increment to promote development at key sites. Work with the City's Public Works Department to prioritize and focus improvements at key economic nodes.
5. Redevelop and increase the viability of the Geneva Road "Wedge" area of Orem	Pursue light rail alignment along Geneva Road rather than through the interior of Vineyard	1-2 Years	Lobby UTA to align light rail along Geneva Road; demonstrate that it is a key focus of the City's Economic Plan.
	Promote retail development on the east side of Geneva Road, neighborhood scale, such as a grocery store to draw from the increased buying power of the @Geneva development	3-5 Years	Contact grocery stores that do business in Utah to determine "what it would take" to locate on Geneva Road Provide necessary public infrastructure Increase code enforcement along Geneva Road Assist in the aggregation of properties at key sites along Geneva Road
	Promote office and retail development at the I-15 interchanges where visibility is high and access is good	5-10 Years	Assist in the aggregation of properties at the I-15 interchanges; contact existing property owners. Work closely with brokers, such as Commerce, to identify and contact potential tenants for these sites.

GOAL	STRATEGY	TIMEFRAME	FUNDING/ACTION
6. Develop a new and progressive image for Orem based on the mission statement developed as part of this study	Increase the reputation and image of Orem City through a new and vibrant marketing strategy.	1-2 years	Hire a marketing firm, such as Penna Powers, to prepare a marketing plan for the City
7. Increase cultural and arts activity in the City	Encourage development of a variety of cultural activities in the SCERA district, thereby creating an arts and entertainment district for the City; advertise the area as the City's "Arts District"	2-5 Years	Contact existing arts and entertainment organizations (i.e., Flowrider in Ogden, art galleries in Salt Lake who could have a second store in Orem, etc.)
	Add senior housing in the arts district, as well as higher-density housing to increase vitality in this district	5-10 Years	Adjust zoning to allow for increased residential densities
8. Increase connectivity with Utah Valley University	Develop small-scale, walkable retail near UVU with a distinct sense of place – such as "Wolverine Hill"	2-5 Years	Hire a planning consultant to develop a small area master plan for this area; work with MAG to provide planning funds just as WFRC does. Work with UVU to integrate campus with City and retail
9. Maintain supremacy as the regional retail hub of Utah County	Pursue "one-of-a-kind: retail destinations, or highly popular retail outlets, such as Trader Joe's or Field & Stream that will set Orem apart and add to the City's image as "the place to be"	1-5 Years	Work closely with brokers such as Commerce to keep current on retail trends Attend ICSC and bring marketing materials
10. Recapture lost sales tax leakage in the accommodations category	Pursue development of a hotel either near UVU or at University Place	1-2 Years	Work with a hotel consultant, such as Bob Benton of Boulder, CO (compiles the Rocky Mtn Lodging Report) to pursue hotel development
11. Develop and strengthen key economic nodes along State Street	Allow for higher-density housing and taller buildings at key intersections – Center Street, 800 North, etc., in order to create a destination	1-20 Years	Strategically create CDA areas to clean up blight and make improvements along State Street Use CDA increment to promote development at key sites. Work with the City's Public Works Department to prioritize and focus improvements at key economic nodes.
12. Proactively pursue transit development and alignment to benefit the City	Work with UTA, UDOT, and MAG to ensure Orem is a strong voice in decisions regarding transit planning and alignment. Stay competitive with Vineyard in providing transit within the City along economic nodes.	1-5 Years	Create CDAs at key sites to encourage TOD

Priorities

Priorities for economic development often change as opportunities arise. For example, if a developer is willing and ready to move, that project may move up the list in terms of importance. If UTA is making plans to move forward in the near term with transit, then the City needs to work with them to ensure that Orem's best interests are met.

However, given current conditions, the consultants feel that the greatest priority for Orem, at this time, is to increase its property tax base through increasing office and business park development in the City. Therefore, goals #1 and #2 above should receive the most attention, as well as financial and staff resources. It is important for the City to reduce its volatility in general fund revenues due to its heavy reliance on sales taxes. This can be done through increasing the property tax base of the City. Property taxes see the greatest increase through top-quality office and business park development with high building and personal property values. This type of development also requires less from City services than does residential or retail development, thereby providing the City with more financial resources.

The next priority should be to maintain supremacy as the regional retail hub of the County. Retail sales are vital to Orem and the City needs to stay abreast of retail trends in order to maintain its position as the center of shopping activity. This priority is reflected in Goal #9 above. Retail activity should be combined with increased entertainment options in order to create an image of Orem as the "happening place to be." This combination will also work well with the large student population in Orem and Provo.

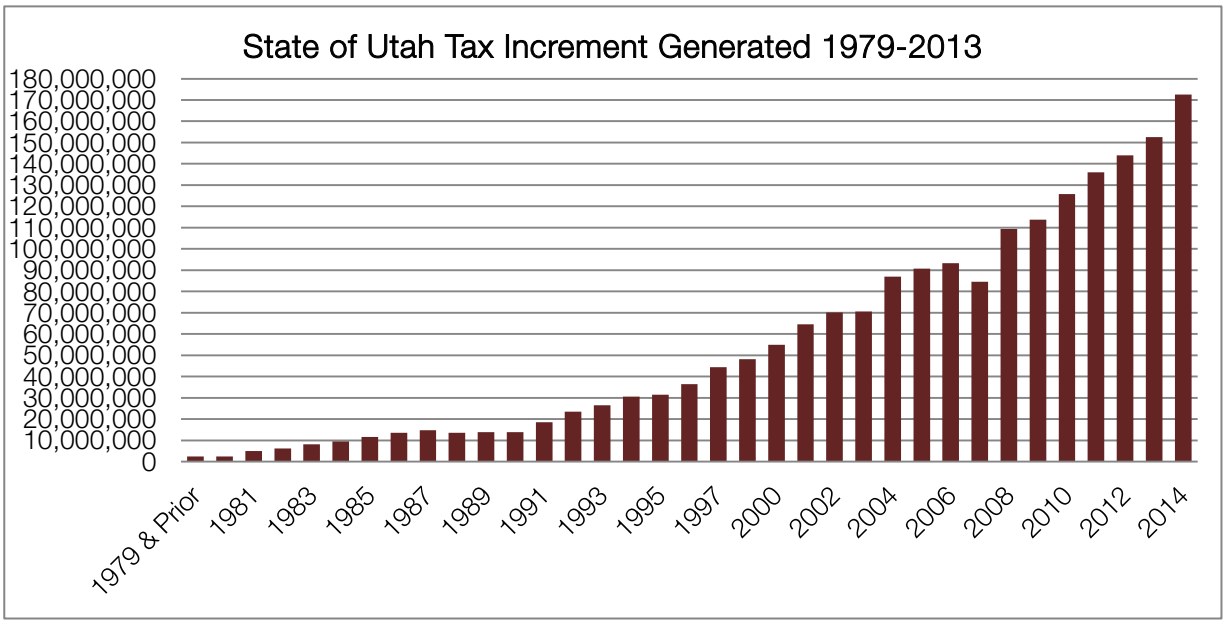
The top priorities should therefore be goals #1, #2 and #9 above. Other goals may depend on development timeframes for projects such as @Geneva and the buying power generated along Geneva Road. The redevelopment of State Street will be a long-term project that will take place over many years in the future. Key economic nodes – University Place being the chief node – should have priority over strip development between nodes.

Financial Tools – Economic Incentives

There are a wide variety of tools available to help the City in achieving its goals. Several of these tools have been discussed in more detail below

Redevelopment Areas – Tax Increment Project Areas

By far and away the most widely-used tool for economic development is the creation of some form of tax increment district – URA, EDA or CDA. The use of tax increment has increased dramatically throughout the State of Utah over the past 30 to 35 years. In 1980, only about $2.5 million of tax increment was generated statewide; by 2013, this figure had increased to over $170 million. There are many more communities participating today than there were 30 years ago, and those communities who are not actively involved are at somewhat of a disadvantage compared to those who participate.



Source: Utah State Office of Education

If the State of Utah provides economic development incentives, known as EDTIF, it requires that local communities participate with some kind of contribution. Local tax increment is the most commonly-used form of local contribution.

Urban renewal areas require a finding of blight, and require taxing agency approval of project area plans and budget. Economic development areas require the proof of job creation (not transference) and also require taxing agency approval of project area plans and budget. Community development areas are targeted to general municipal development, are more flexible in their formation, but are limited to the use of municipal sales and municipal property tax, unless other taxing entities opt-in.

Orem City may award incentives to companies locating in CDA, RDA or EDA districts. Incentives are generally based on a percentage of the property tax increment generated by a specific development or within the project area. Tax increment dollars are often returned to the developer in the form of infrastructure development, land cost write-down, or other appropriate means. Tax increment financing is dependent on *increment* – additional property value over the baseline property value at the time that the project area plan and budget are approved. Tax increment from a project area is available for a specific number of years only or to a specified increment amount as agreed upon with the taxing entities. Therefore, timing becomes especially important in the creation of project areas, in order to maximize the amount of increment generated and returned to development within the project area boundaries.

Existing redevelopment areas are shown in the map and table below.

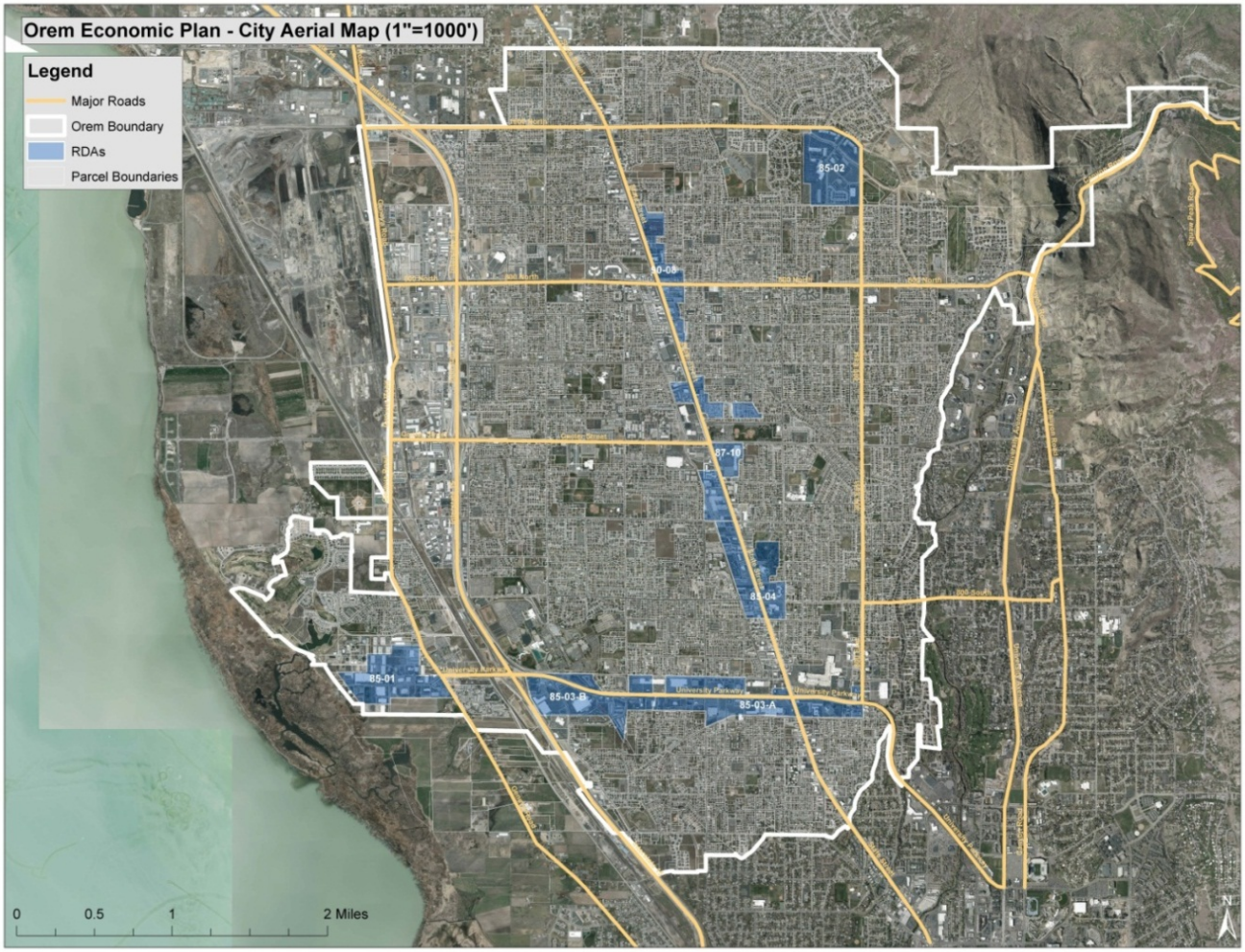


Table 54: Orem RDA Increment

Orem RDA #	RDA Location	Amt of Unappropriated Regular Increment
85-01	Orem Business Park	$260,000
85-02	Timp Research & Tech Park	$1,100,000
85-03A	University Mall	$1,170,000
85-03B	Golden Mile	$3,260,000
85-04	State St & 800 S	$402,000
87-10	State St & Center; Midtown Village; City Center	$0
90-08	State St & 800 N	$78,000

Revolving Loan Funds and Grants

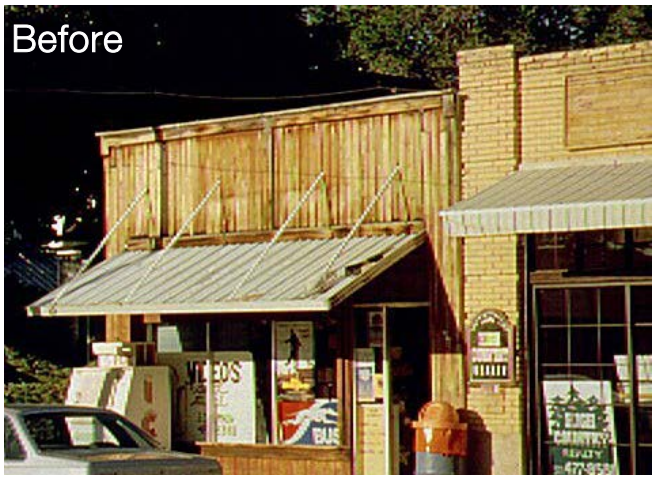
A revolving loan fund ("RLF") is a source of money from which loans are made for small business development projects. A loan is made to a business and as repayments are made, funds become available for new loans to other businesses. The major purpose is to provide a source of financing, which may not otherwise be available within the community, for local, expanding, or start-up

businesses. Often they are used to fill a "financing gap" in a business development project. A gap occurs when the business lacks the funds to meet the equity requirements of bank financing or needs a lower interest rate.

The source of capitalization (the funds used to create the RLF) may have regulations governing program design. For example, RLF's which are capitalized with Community Development Block Grant (CDBG) funds must follow the rules and regulations established by the U.S. Department of Housing and Urban Development (HUD), and must show some benefit to low- and moderate-income households.

A revolving loan fund may be a good tool for Orem to use in encouraging façade and building renovations along State Street. Capitalization could potentially be obtained through CDBG funds. There are many businesses along State Street that could benefit from storefront improvements. It is our experience that revolving loan funds are more successful during periods when interest rates are relatively high, rather than in the recent marketplace where low-interest loans have been fairly easy to obtain from the private sector.

Matching grants or revolving loan funds have been highly successful in a wide variety of communities. Businesses that choose to participate generally report increased sales from the improved appearance of their properties. Research shows that improvements that create more of a place increase property values and sales generation.



Orem may also want to sponsor a "building doctor" day, similar to the former Utah Main Street program, where interested businesses can sign up to have an architect visit their building and make specific suggestions for façade renovation. This program would cost Orem City approximately $1,500 for a full day of services.

ZAP or RAP Taxes

Many communities have initiated Zoo, Arts, and Parks (ZAP) or Recreation, Arts, and Parks (RAP) taxes which have been very effective in raising funds to complete parks, recreation, trails and open space projects. They are generally administered by a municipality or county. Orem has enacted this tax for 0.10 percent.

Business Improvement District

The State Street business owners could potentially benefit from forming a Business Improvement District to facilitate State Street projects, including joint marketing opportunities, ad campaigns, festivals and events in the downtown area, signage, assistance with business recruitment, planning for parking facilities, and storefront improvement programs.

Community Development Block Grants

Community Development Block Grants (CDBG) can be used for development in areas of the City that qualify as low and moderate income areas. Additionally, CDBG funds may be used for projects that remove barriers to access for the elderly and for persons with severe disabilities.

Utah Arts Council

The Utah Arts Council offers grants to non-profit organizations and entities for arts education programs and program grants. The funding is limited and requires a match, and may be useful in developing a program or event within the community; however, these funds are not designed to develop arts facilities or enhance building programs.

Utah Historic Preservation Tax Credit

Historic homes can benefit from a 20 percent nonrefundable tax credit for the rehabilitation of historic buildings which are used as owner-occupied residences or residential rentals. Twenty percent of all qualified rehabilitation costs may be deducted from Utah income or corporate franchise taxes.

Streamlined Permitting Process
Generally permits are processed in the order they are received, and the City already prides itself on a fairly quick turnaround. However, the process can be further streamlined for those businesses that are dependent on a fast process. This can include allowing a fee to move to the front of the queue (a fee the City can waive as a developer incentive), reducing the number of items that have to in front of the city council, and the implementation of a form-based code to reduce further Council approval.

Retail Incentives
For businesses that are highly desirable to the City, sales tax incentives could be provided for a period of time. These would be considered on a case-by-case basis for a major tax-generating retailer to retain or improve the business.

Bonding
Prior to summarizing the financing mechanisms that may be used for each type of capital project, key federal tax laws that come into play when contemplating the issuance and timing of issuance of tax exempt bonds are listed below:

- With the exception of some facilities that can be funded through tax-increment bonds, all facilities funded must be owned by the tax-exempt issuer and generally cannot be utilized for the benefit of a single private entity unless allowed to do so free of charge;
- If the issuer chooses to utilize capitalized interest in the structuring of the debt, the capitalized interest can only be funded for a three-year period or less;
- With the exception of general obligation bonds, revenue bonds will sometimes require a debt service reserve fund, either funded from bond proceeds or with a surety policy;
- Generally, debt service can be structured to match estimated available revenues that will be used to pay the debt; and
- State law does not allow for the use of "double-barrel" bonds, those that pledge both an asset and a revenue stream.

Financing alternatives that are available to local governments in Utah are summarized as follows:

General Obligation Bonds. General Obligation bonds ("GO") are subject to simple majority voter approval by the constituents of the issuing entity. General obligation elections can be held once each year, in November, following certain notification procedures that must be adhered to in accordance with State Statutes in order to call the election (pursuant to Utah State Code 11-14-2 through 12). Following a successful election, it is not necessary to issue bonds immediately, but all bonds authorized must be issued within ten years. Once given the approval to proceed with the issuance of the bonds, it would take approximately 90 days to complete the bond issuance.

General obligation bonds can be issued for any governmental purpose as detailed in Utah Code §11-14-1. The amount of general obligation debt is subject to the following statutory limitations:

- Counties are limited to two percent (2%) of the total taxable value of the County;
- School Districts are limited to four percent (4%) of the total taxable value in the District;
- Cities of the 1st and 2nd class are limited to a total of eight percent (8%) of the total taxable value, four (4%) for general purposes and four (4%) for water, sewer and lights; and
- Cities of other classes or towns are limited to a total of twelve percent (12%) of total taxable value, four percent (4%) for general purposes and eight percent (8%) for water, sewer and lights.

Notwithstanding the limits noted above, most local governments in Utah have significantly less debt than the statutory limitations. Practical limitations imposed on the market will be based on ratios such as general obligation debt per capita and general obligation debt compared to total taxable value. Medians vary somewhat depending on the size of the issuer. A summary of medians can be provided upon request.

Pursuant to state law, general obligation bonds must mature in not more than forty years from their date of issuance. Typically, however, most GO bonds mature in 15- 20 years.

Advantages of G.O. Bonds:

- Lowest cost form of borrowing
- 'New' source of revenues identified
- No encumbrance of utility system revenues
- No requirement to raise utility rates to meet debt service coverage requirements
- Lowest bond issuance costs
- No Debt Service Reserve Fund requirement

Disadvantages of G.O. Bonds:

- Timing issues; limited date to hold required G.O. election
- Risk of a "no" vote while still incurring costs of holding a bond election
- Possibility of election failure due to lack of perceived benefit to majority of voters
- Must levy property tax on all property even if some properties receive limited or no benefit from the proposed improvements
- Can only bond for physical facilities, not ongoing or additional operation and maintenance expense

Utility System Revenue Bonds. To some extent, a city operates in a manner similar to a private business in that it provides utility services for which city residents and businesses pay fees. The fees charged for service should be sufficient to allow a city to pay ongoing operation and maintenance costs, fund periodic replacement of capital facilities, issue debt when prudent and construct new facilities as demand for its services increase.

State law allows a city to issue debt secured by a pledge of the net revenues[9] generated by the operation of the system. Bonds structured in this manner are typically referred to as System Revenue Bonds or Revenue Bonds and are commonly used by utility service providers to finance capital costs.

[9] Net Revenues: Total system revenues less operation and maintenance expenses.

Under Utah law, Revenue Bonds may not be secured by a pledge of the physical assets of a city. Bondholders can look only to system revenues as the source of bond repayment. A city is obligated to (i) maintain the system in good operating condition such that the revenue stream is maintained and (ii) charge user rates sufficient to operate the system, service the debt and maintain net revenue coverage levels as required under the terms of such debt.

Revenue bonds do not require a bond election and may therefore be issued much more quickly than G.O. bonds. If revenue sufficiency exists, Revenue Bonds can typically be issued in as little as 90 days. Generally, entities that issue Revenue Bonds are required under the terms of the bond documents to maintain a rate structure that will insure net revenues are sufficient to provide debt service coverage of 125 percent. In other words, there should be net revenues of $1.25 for each $1.00 of Revenue Bond debt service.

Because Revenue Bonds are not secured by a city's ability to levy property taxes, but solely from revenues generated by the utility system, bond purchasers are likely to require a slightly higher interest rate to compensate them for the perceived increase in the risk related to the underlying security. Historically, the interest rate differential between a G.O. bond and a Revenue bond is between 10 and 25 basis points.[10] Large cities that serve a wide customer base, including a diverse mix of residential and commercial users, and are not overly reliant on a small percentage of its users to generate the majority of its revenues, will be able to issue bonds at interest rates much closer to G.O. rates.

While G.O. bonds require that a city impose a property tax on all property within a city, System Revenue bonds are repaid from the service charges paid by all system users regardless of whether or not the individual system user benefits from a particular system addition or upgrade. Typically, all system revenues are pledged for the bond repayment and not just those within various service areas within a city even if the rate structure is different in different areas. Additionally, no revenues would be collected from properties until they are developed and using the utility services, which is unpredictable. Also, a city would be pledging all of its system revenues and would be required to covenant to raise its rates to meet the debt covenants. If revenues were insufficient to make the debt service payments, system rates would likely need to be increased.

Revenue bonds can be issued for any capital facility associated with the operation of the utility enterprise of the issuer. The amount of revenue bonds that a local government can issue is not subject to any specific statutory limitations. That stated, there are many practical limitations imposed by the tax-exempt bond market that may limit the capacity of an issuer to issue utility system revenue bonds. In addition, there are legal restrictions, including an Additional Bonds Test coverage ratio established in the bond documents that limits issuance. Credit considerations include, but are not limited to, the following;

- Availability of source (water, gas, electricity) to run the enterprise and meet projected demand
- Comparability of utility system user rates to the surrounding area
- Number of system users
- Revenue and expense history
- Reasonable debt service coverage ratios (1.25x coverage is typical but lower coverage factors have been negotiated down to as low as 1.10x)

[10] Basis Point: 1/100th of a percent. (i.e. 25 basis points equals ¼ percent)

- Utility system not being overly dependent on impact fees
- Cash balances

In order to strengthen its credit or provide enough net revenues to support the issuance of bonds, an issuer, prior to the issuance of utility system revenue bonds, may need to go through a rate study and adjust its rate structure. New utility rates are implemented by resolution under the requirements of Utah Code Section 10-3-7. The Resolution may become effective any time within three months of passage of the Resolution, as determined by the governing body (10-3-719). The form of the Resolution will follow that of an Ordinance, as described in 10-3-704.

Since net revenues can, to a large degree, be controlled by the issuer, revenue bonds are considered low risk investments and generally viewed as strong credits in the bond market. Pursuant to state law, utility system revenue bonds, like G.O. bonds, must mature in not more than forty years from their date of issuance. Typically, however, most system revenue bonds mature in twenty to twenty-five years and are always constrained by the useful life of the facilities being financed that will be used to produce the system revenues.

In addition to issuing bonds through the public markets, the State of Utah has four state revolving loan funds that obtain funding through both state and federal sources that may be available. These entities are the Board of Water Quality, the Drinking Water Board, the Board of Water Resources, and the Community Impact Fund Board. Depending on the type of project, perceived need and benefits, and the current availability of funds at each of the boards, they may provide significant no or low interest loan funding or possibly some grant funding. The level of interest charged is generally a function of the utility rates being charged compared to the median gross household income in the area.

Advantages of Utility System Revenue Bonds:

- Low cost form of borrowing only slightly higher than G.O. Bonds
- No requirement to hold a bond election
- Can be completed relatively quickly

Disadvantages of System Revenue Bonds:

- Non system-wide improvements could end up being paid for by all users even though no benefit is realized by those outside the specific development area
- May require a user rate increase to all City residents to meet debt service coverage tests
- Revenues may be slow to materialize since they are somewhat dependent on new construction
- Typically require a Debt Service Reserve Fund

Excise Tax Revenue Bonds. Revenue bonds payable from excise tax revenues are governed pursuant to Utah State Code Section 11-14-307. Without the need for a vote, Cities and Counties may issue bonds payable solely from excise taxes levied by the City, County or those levied by the State of Utah and rebated to the City or County such as gasoline taxes or sales taxes. State law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipts.

Class B&C Road Bonds. Gasoline taxes are collected and distributed pursuant to Cities and Counties in a formula that is based upon population and number of City or County road miles

within the local government's boundaries. These funds can be utilized by cities and counties to construct, repair and maintain City and County roads and can be utilized as a sole pledge for repayment of debt issued for those purposes.

State law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipt of Class B & C road funds. These bonds may not exceed ten years. This state law matches well with the general requirements of the market relative to revenue bonds as it automatically serves to create a 1.25X debt service coverage ratio.

Practical consideration for the issuance of this type of debt for most cities and counties lies with the fact that most local governments spend these funds and more on the maintenance of roads. Therefore, while it is used as the means for securing the debt, other general funds may actually be utilized by the issuer to make the annual payments or to pay for maintenance while the excise tax bonds are being retired with Class B&C road fund revenues.

While toll roads are common in the east, they have only been used rarely in Utah for two specialized road projects.

Depending on the ownership of the road(s) being financed, the City or possibly the County could issue the excise tax revenue bonds. The issuer would need to adopt a Notice of Intent to Issue Bonds, hold a public hearing, and allow for a thirty-day contestability period prior to closing on the bonds. Once the Notice of Intent has been adopted it would take approximately 90 days to complete an issuance of these bonds.

While neither the City nor the State can control the amount of gas tax generated, there exists in State law a non-impairment clause (11-14-307 (a)) that restricts the State's ability to change the distribution formula in such a way that would harm bondholders while local governments have debt outstanding.

Sales Tax Revenue Bonds. Sales taxes are also collected and distributed by the State of Utah. With a change in the State's constitution in November of 2000, and with a clarification from the Attorney General's office regarding a technical matter, the first non-voted sales tax revenue bond was issued in July 2001. Sales tax revenues can also be utilized as a sole pledge for repayment of debt without a vote of the constituents and funds can be utilized for the acquisition and construction of any capital facility owned by the issuing local government. They are frequently used for parks and recreation facilities or other city buildings such as City Hall or Public Safety buildings.

Just as with Class B&C road bonds, state law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipt of sales tax revenues. However, sales taxes are not limited to a pledge for a ten-year period but can legally be issued for up to forty years. While this state law provides an 1.25X debt service coverage ratio, due to the elasticity of sales tax revenues and local governments typical heavy reliance on these revenues for general government operations, the market will usually demand a significantly higher debt service coverage ratio of at least two or three times revenues to debt. Most sales tax revenue bonds are structured to mature in twenty-five years or less.

Depending on the ownership of the capital facilities to be financed, the City or the County could issue sales tax revenue bonds. The issuer would need to adopt a Notice of Intent to Issue Bonds, hold a public hearing, and allow for a thirty-day contestability period prior to closing on the bonds. Once the Notice of Intent has been adopted it would take approximately 90 days to complete an issuance of these bonds.

Municipal Building Authority Lease Revenue Bonds ("MBA"). Pursuant to the Utah Municipal Building Authority Act (17D-2-1) cities, counties and school districts[11] are allowed to create a non-profit organization solely for the purpose of accomplishing the public purpose of acquiring, constructing, improving and financing the cost of a project on behalf of the public body that created it.

The security for a MBA bond is a first trust deed on the real property, any buildings or improvements and a security interest in any furniture, fixtures and equipment financed pursuant to a particular MBA transaction and an annual lease payment from the City to the MBA. Bonds structured in this fashion are not considered long-term debt as the lease payments are subject to an annual appropriation by the City.

Due to the security structure, the best types of capital facilities to finance under this mechanism are those that are deemed as "essential purpose" by the bond market. Municipal buildings such as city halls, public safety buildings and public works buildings are typically considered essential public purpose. That stated, many other capital improvements and facilities have been funded using MBA bonds including parks and recreation facilities. To strengthen the credits of facilities that are not deemed as essential purpose, it is common to cross collateralize facilities. However, under Utah law once a facility has been completely paid for and is owned outright by the local government it cannot be utilized to collateralize debt on another facility.

The legal limitation for maturity on bonds issued pursuant to the Building Authority Act is forty years. From a market perspective however, the final term on this type of debt will be governed by the maximum useful life of the facility(ies). Most MBA bond transactions are structured to mature in 25 or less.

Due to the real property nature of the transaction it may take some additional time to process and close an MBA bond due to the need to run a title report and clear any liens or encumbrances that may appear on the title so that clear title policies can be provided to the owner and lenders.

Impact Fee Revenue Bonds. Utah State law allows the City to charge new development for the cost of providing service to newly-developed areas through the imposition of Impact Fees once a complete impact fee analysis has been completed and adopted. Impact fees are calculated to cover the cost of bringing new development up to the same or proposed service standard (if less than the existing standard), often referred to as the "level of service."

Although impact fees can technically be pledged as a repayment source on bonds, due to the uncertainty related to timing of collection of impact fees, they are not considered a secure enough source of revenue on their own to secure financing at a reasonable cost. Typically impact fee revenues are utilized as one portion of the funding available to make debt payments when system revenue bonds are issued, with the bulk of the revenues coming from user fees. A city, if it wished

[11] Although available for use by school districts, the mechanism is rarely utilized by them.

to finance a capital project using impact fees, would still need to issue either G.O. Bonds or Revenue Bonds as previously discussed to secure the bonds and then use any impact fees received to offset the debt service payments due from the actual pledged sources. In this case, the city takes the risk that the impact fees will materialize and be available for debt repayment rather than investors.

Advantages of Impact Fee Revenue Bonds:

- Those benefiting from the improvements, pay for the improvements
- No requirement to hold a bond election

Disadvantages of Impact Fee Revenue Bonds:

- Unpredictable nature of source of revenues would significantly drive up the cost of financing and in today's market may be difficult
- In order for this type of financing to be marketable, the City would most likely have to pledge other revenue sources (such as user fees) as a backstop
- Would require a Debt Service Reserve Fund

Special Assessment Area Bonds. Special Assessment Areas ("SAAs"), formerly known as Special Improvement Districts or "SID"s, are a financing mechanism that allows governmental entities to designate a specific area which will be benefited by public improvement(s) and levy a special assessment, on parity with a tax lien, to pay for those improvements. The special assessment is then pledged to retire bonds, known as Special Assessment Bonds, issued to finance construction of the project.

The underlying rationale of an SAA is that only those property owners who benefit from the public improvements will be assessed for the improvement costs as opposed to previously discussed financing structures in which all City residents pay either through property taxes or increased service fees.

While not subject to a bond election as is required for the issuance of General Obligation bonds, SAAs may not be created if 50 percent or more of those liable for the assessment payment[12] protest its creation. Despite this legal threshold, most local government governing bodies tend to find it difficult to create an SAA if 10-20 percent of property owners oppose the SAA.

Once created, an SAA's ability to levy an assessment has similar collection priority / legal standing as a property tax assessment. However, since it is not a property tax, any financing secured by that levy would likely be done at higher interest rates than either of the other options discussed in this analysis. Interest rates will depend on a number of factors including the ratio of the market value to the assessment bond amount, the diversity of property ownership and the perceived willingness and ability of property owners to make the assessment payments as they come due. Even with the best of special assessment credit structure, the bonds are likely to be non-rated and therefore would be issued at rates quite a bit higher than similar General Obligation Bonds that would likely be rated. Compared to an 'A' rated GO bond, a special assessment bond will likely carry an interest rate about 300 basis points (three percent) higher. All improvements financed via an SAA must be owned by the City and the repayment period cannot exceed twenty (20) years.

[12] Based on the method of assessment selected, i.e. acreage, front footage, per-lot, etc.

If an SAA is used, the City will have to select a method of assessment (i.e. per lot, per unit (ERU), per acre, by front-footage, etc.) which is reasonable, fair and equitable to all property owners within the SAA. Typically for utility improvements, we would expect the City to utilize an assessment based on acreage, buildable acreage, or equivalent residential units ("ERUs") rather than basing assessments on such factors such as front-footage which have no correlation to the utilization of utility services. State law does not allow property owned by local government entities such as cities or school districts to be assessed.

One possible advantage of SAA's is their ability to finance the project during its construction phase through the use of Interim Warrants or Bond Anticipation Notes which work in a fashion similar to a construction loan on a new house. In our current market it is difficult to find buyers willing to take the construction risk without actual assessments levied, however, a lender is secured through either a negotiated or a competitive process and, as construction proceeds, advances are taken by the City against a pre-authorized loan amount. The use of Interim Warrants has two compelling advantages over bonding for all of the construction costs before actually beginning construction. First, interest accrues only on the amount actually drawn upon for actual construction whereas a bond begins to accrue interest on the entire par amount of the bonds as soon as the bonds are issued. Second, it allows the City to complete all construction, gather accurate cost data and calculate the assessment on each property once all actual costs are known rather than estimating the costs in advance. This second advantage is most pronounced in a time of escalating construction costs because once the assessment is levied on each property, it cannot be increased even if the actual construction costs exceed the original estimate on which the assessment was based. In such a circumstance, the City would have to pay any cost over-runs.

Advantages of Special Assessment Bonds:

- Tax-exempt interest cost although not as low as a GO or revenue bond but interest cost is passed along to the property owners who are assessed
- No requirement to hold a bond election but the City must hold a meeting for property owners to be assessed before the SAA can be created
- Only benefited property owners pay for the improvements
- Improvements are owned by the City
- Assessment lien is on parity with tax levy
- Expedited foreclosure procedures in the event of non-payment of assessment
- Limited risk to the City as there is no general tax or revenue pledge
- City controls the construction and can insure work is done to City standards
- Flexibility since property owners may pre-pay their assessment prior to bond issuance or annually thereafter as the bond documents dictate
- Diversity of property ownership reduces default risk
- Ability to issue interim warrants during construction phase
- Assessments can begin as soon as construction is completed

Disadvantages of Special Assessment Bonds:

- Fifty percent of the assessed liability, be it one property owner or many could defeat the effort to create the SAA if they do not want to pay the assessment
- Some increased administrative burden for the City although State law permits an additional amount to be included in each assessment to either pay the City's increased administrative costs or permit the City to hire an outside SAA administrator
- The City cannot assess certain government-owned property within the SAA (none or little anticipated)

Community Development (CDA), Urban Renewal (RDA) and Economic Development Area (EDA) Tax Increment Revenue Bonds. Under Utah law, redevelopment agencies may create Community Development Project Areas (CDA's), Economic Development Areas (EDA's) and Urban Renewal Areas (URA's). Urban renewal areas are governed by Title 17C of the Utah State Code and can be created by a city or county for the general purpose of providing for redevelopment and economic development through various tools associated with the buying and selling of property and utilizing tax increment as a means to promote development.
The availability of property tax increment for urban renewal and economic development project areas is impacted by a number of matters including the date of adoption of the project area plan budget, the first taking of increment and the rate at which development occurs and property tax values increase.

Unfortunately, but understandably, the bond market will severely discount the projected tax increment cash flows due to the fact that they are solely reliant on tax-increment as the source for repayment of the debt and at the outset of a new project, little if any tax-increment is being generated. Without multiple years of historical tax-increment revenue receipts, the bonds may not be marketable at reasonable rates and at best projected increment will be discounted by at least half, if buyers are willing to buy at all.

One method that has been used to overcome the market challenges posed by direct tax-increment financing is to use a SAA in conjunction with the use of tax increment. This provides a means to leverage the potential tax-increment at an earlier stage in the development process by collateralizing land as opposed to immaterial future incremental dollars.

Under this structure, a tax increment project area (URA, EDA or CDA) is created and the developer / landowner enters into an Agreement to Develop Land ("ADL") with the local government wherein the developer negotiates receipt of a portion of the tax increment to be generated. Then, SAA bonds are issued and assessments are placed on the benefited property of the developer / landowner who provide security to the bonds noting that the property then serves as the ultimate security for the debt (not projected increment receipts). If the developers proceed with development and building in a timely fashion, they can utilize the increment received to make the assessment payments, although they are not pledging this stream of revenues.

Industrial Revenue Bonds. Industrial revenue bonds can be issued by Orem City. There is a $10 million cap per issue for small manufacturing facilities and a $150 million total annual state allocation cap. Industrial revenue bonds have strict regulations regarding business types that are eligible; a 501(c)(3) can generally use them for a wider variety of projects.

Bond or Tax Anticipation Notes (BAN's or TAN's). State statute (11-14-311) allows for the issuance of Notes in anticipation of a bond issue or future tax receipts if the legislative body of a City, County or School District deems it advisable and beneficial. These are sold in advance of bonds being sold and may only have to do with time.

TAN's are typically utilized by school districts that receive nearly all of their revenues in one lump sum in November when property tax revenues are received. Knowing that expenses occur monthly, or more frequently, the timing of revenues and expenses may not always be synchronized.

Special Service Districts (SSD's). Special Service Districts are not a type of debt security, but rather the creation of a legal entity that can provide some governmental services and issue debt. Special Service Districts have been widely used throughout the State for water, sewer and fire protection services.

Special Service Districts can be created by a county, city or town for the purpose of providing water service, sewer service, storm retention, electrical or natural gas services, fire protection, recreation, mosquito abatement and public transit.

Creation and appointment of board members is dependent on the type of district, who forms the district and when it is formed.

Local Districts. Local districts were authorized by the Utah Legislature to provide services for: 1) the operation of an airport; 2) the operation of a cemetery; 3) fire protection, paramedic, and emergency services; 4) garbage collection and disposal; 5) health care, including health department or hospital service; 6) the operation of a library; 7) abatement or control of mosquitoes and other insects; 8) the operation of parks or recreation facilities or services; 9) the operation of a sewage system; 10) street lighting; 11) the construction and maintenance of curb, gutter, and sidewalk; 12) transportation, including public transit, streets and roads; 13) operation of a system for the collection, storage, retention, control, conservation, treatment, supplying, distribution, or reclamation of water, including storm, flood, sewage, irrigation, and culinary water, whether the system is operated on a wholesale or retail level or both; 14) extended police protection; and 15) underground installation of an electric utility line.

A local district may not be created to provide, and may not after its creation provide, more than four of the services listed above.

Business Retention

Many of the same strategies that work for attracting businesses also work for business retention. In particular, business retention becomes important when a local company is looking to expand and then their new needs must be met as if the City were attracting them anew. The consultants conducted numerous interviews with City businesses and found that Orem is perceived as a good place to do business, with knowledgeable and helpful staff.

The following were mentioned as advantages to doing business in Orem. The City should make every effort to maintain these advantages:

- Young, well-educated and inexpensive workforce
- Geographic location at the center of Utah County
- Low permit fees in Orem
- Low utility rates in Orem
- Family friendly
- Diverse population
- Lower-cost space is available for startup businesses
- Proximity to two universities
- Safe, low crime rates
- Proximity to recreational facilities

- Regional, retail hub for the County

On the other hand, the following were mentioned as disadvantages to doing business in Orem:

- No space to grow your business into Class A office space
- Rundown appearance of State Street
- Perceived lack of community support for improving the City
- Lack of identity, lack of unified marketing
- Traffic congestion

One of the best approaches to retaining existing businesses is through a Business Expansion and Retention program (BEAR). In these types of programs, City staff meet regularly with a variety of business owners to assess their needs and concerns. Questions asked during these interviews may include:

- Do you have plans to expand your business during the coming year?
- What are the greatest obstacles you face in conducting your business?
- What can Orem City do to help in your business success?

These meetings are also a good time to provide local businesses with updated demographic and buying power information in order to encourage expanded development. The most successful BEAR programs then provide one-on-one assistance in helping businesses obtain the support they need, whether it is in locating funding sources, SBA assistance, etc.

The City may also want to consider holding quarterly breakfast meetings, open to all business owners in the City, to discuss development opportunities.

Keeping in close touch with local businesses is the single best means of encouraging business retention. In addition, the City can provide leadership in the following areas, which will make Orem an attractive place to do business:

- Marketing
- Assistance with land assemblage
- Infrastructure assistance. Streetscape improvements and beautification
- Financial assistance in helping businesses locate available capital
- Workforce training availability (support programs through UVU)
- Technical assistance, technology resources through SBA and other government programs
- Energy efficiency assistance
- Streamlining of permit and license processes

Value of Placemaking – Case Studies

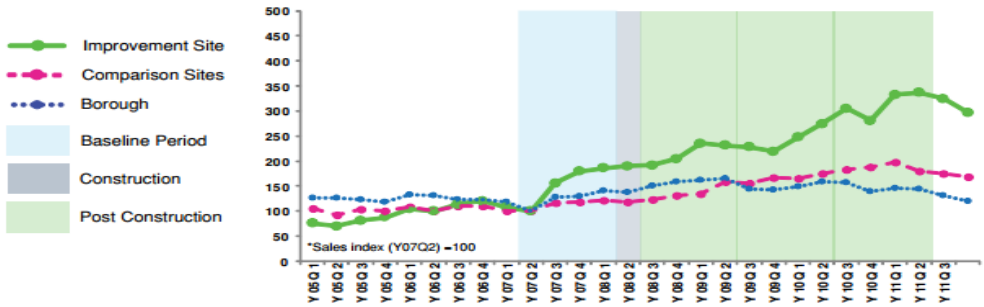
Placemaking has been indicated throughout this strategic plan as Orem's next step forward – the tool that the City can use to redevelop at economic nodes to become a sophisticated urban center. Orem will be able to grow beyond basic strip-mall development and to be a more dynamic and efficient economy that provides its residents with ample opportunities and preserves a high quality of life. Placemaking is a planning process that improves commercial areas to be recognizable, for people (not just cars), to have spatial definition and architectural character, and to make that place a destination in and of itself.

While placemaking is good for residents and improves the aesthetic quality of the City, research has extensively shown that placemaking improves economic outputs and business performance. Improvements in walkability, green space, bike access, and business appearance have a significant impact in the performance of local businesses.

New York City's Department of Transportation performed the most in-depth study on placemaking factors – specifically addressing walkability – finding that businesses in these improved areas saw significant increases in sales compared to similar areas over the same time period. A sample of these projects and their resulting sales increases include:

1. Bronx Hub, the Bronx – Changed traffic patterns and signals to cater to pedestrians, increased public space, added bicycle infrastructure and added greenery.
    a. Results: Reduced injuries while maintaining the same level of service for traffic. The intersection had improved sales compared to the rest of the Bronx – by the third year post-construction, sales had increased 50 percent compared 18 percent in the Bronx.
2. St. Nicholas Avenue/Amsterdam Avenue, Manhattan – Improved pedestrian mobility with safety and business access in mind.
    a. Results: Sales in the intersection increased each year post-construction, with a 48 percent increase by the third year compared to 39 percent improvement in Manhattan.
3. 8th and 9th Avenues, Manhattan – Established bike paths.
    a. Results: Local business retail sales were up 49 percent compared to three percent borough-wide.
4. Vanderbilt Avenue, Brooklyn – Reduced to one lane each way, parking adjustments, added a bicycle lane and landscaped medians.
    a. Results: Increased sales each year post improvement with a 102 percent increase in sales by year three compared to the overall 18 percent in all of Brooklyn.

Combined Sales : Improvement Sites vs. Comparisons Sites - Vanderbilt Avenue



5. Union Square North, Manhattan – Expanded walking facilities.
    a. Results: Commercial vacancies reduced by 49 percent, compared to a 5 percent increase in vacancies borough-wide
6. Pearl Street, Brooklyn – Converted an underused parking lot into a public park.
    a. Results: Nearby retail sales volumes increased by 172 percent, compared to only 18 percent borough-wide.
7. Fordham Road, Bronx – Established a bus lane and other transit improvements.

   a. Results: Increased nearby retail sales 71 percent compared to 23 percent borough-wide
8. First and Second Avenue, Manhattan – Developed bus and bike lanes along streets.
   a. Results: Commercial vacancies were reduced by 47 percent compared to a small average two percent reduction in the rest of Manhattan over the same time period.

Another study completed by Kansas State University found that façade improvements improved gross sales after the improvements. Of the businesses studied, all experienced an increase in the annual percentage increase in the gross sales the year after improvements averaging 272 percent. The majority of businesses sustained an increase in sales an average increase of 222 percent in the average annual percentage increase in gross sales. A majority also experienced an increase in sales after façade improvements above their own business's average before improvements and above the performance of other local businesses over the same time period. Two-thirds of those owners that participated in the study stated that the improvements significantly impacted the increase in sales and all of the businesses reported favorable customer responses to the improvements.

San Francisco found that their Community Benefit Districts (CBDs) and Business Improvement Districts (BIDs) were insulated from the effects of the 07/09 recession: they retained value in properties, had less reduction in sales tax revenues, and maintained lower vacancy rates than rest of City. CBDs/BIDs are partnerships in which property and or business owners elect to make a collective contribution to the maintenance, development, and promotion of their mixed use neighborhood through a special assessment to their property or business. Four of five districts retained more value during the Recession. These districts only lost 8.9 percent of their value, while citywide declines reached 19.45 percent. Two districts grew by 50.02 percent and 23.93 percent in real value from 2006-2012, while citywide commercial office property values grew only 15.79 percent. Additionally, during the recession, citywide sales tax revenues declined by 20%. All 9 studied districts fared better during the recession, on average retaining 4.8% more value. Two districts grew sales tax revenues in real value by 7% and 5% during the recession. At the point of implementing services through the FY10-11 period, 6 of 9 Districts outperformed the City's growth pattern over the same period by an average of 8%.

The Brookings Institute studied how walkability in Washington, D.C. finding that increases in walkability were correlated with improvements in rental rates, retail sales and home values. Walkability in neighborhood sna commercial centers in the City were scored on their walkability from one to five, with one being poor walkability and five being good. The following table shows the correlation with these scores on various economic performance measures.

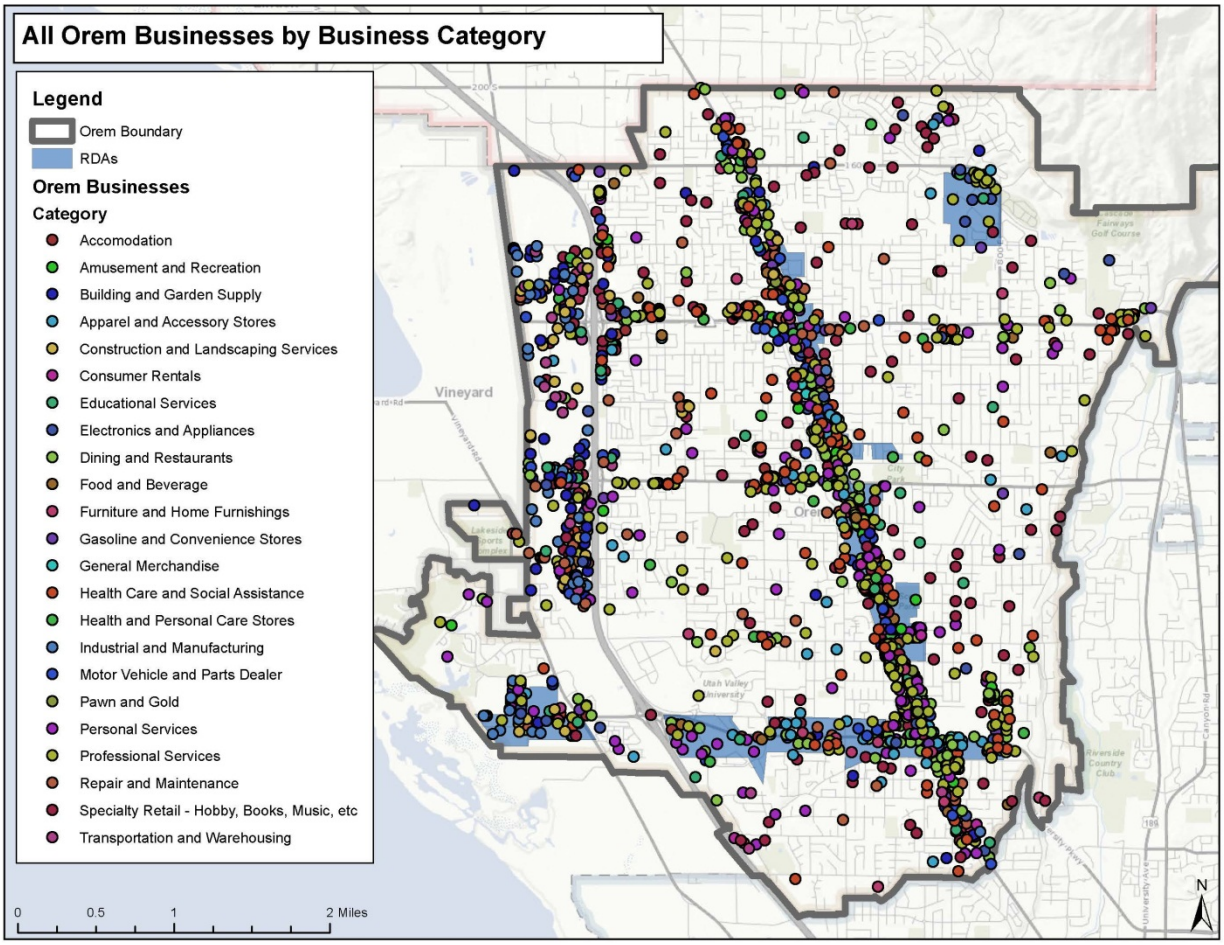
Table 55: Economic Improvements with Walkability Increase

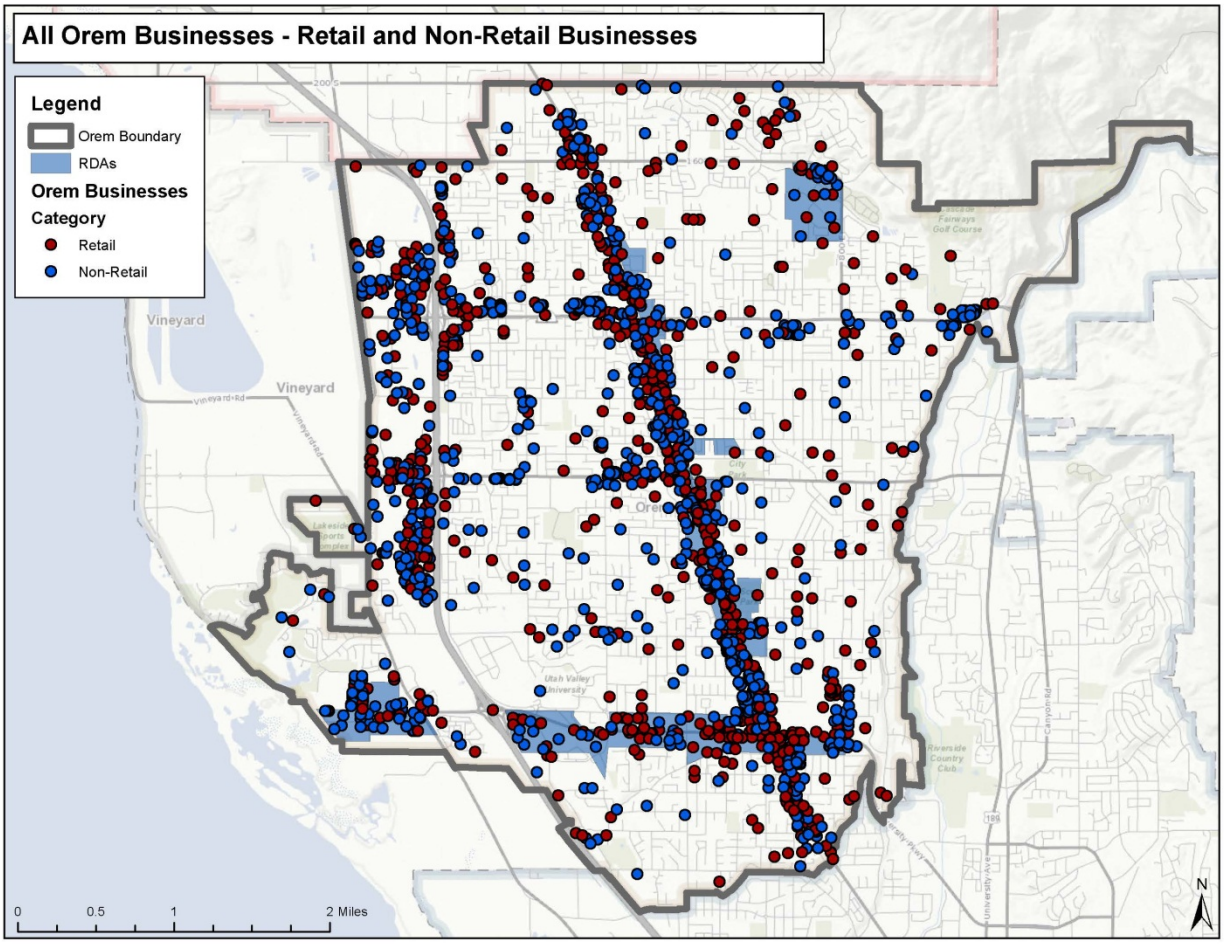
Economic Performance Measure	Increase with 1 Point Walkability Score Increase
Average Office Rent per Square Foot	$8.88
Average Retail Rent per Square Foot	$6.92
Percent Retail	80%
Average Residential Rent per Month	$301.76
Average For-Sale Home Value per Square Foot	$81.54

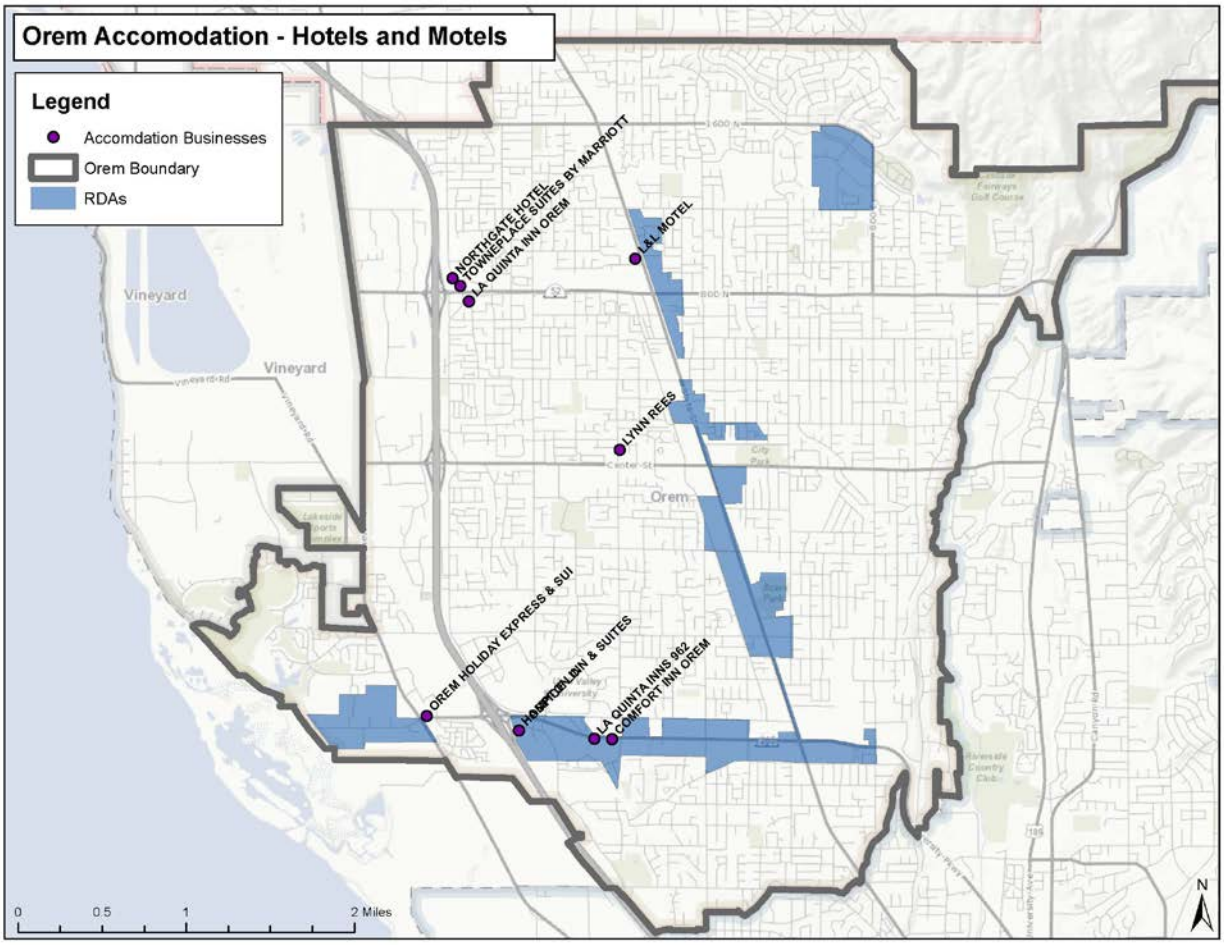
Other smaller case studies and various reports on placemaking factors show the following economic impacts as a result of placemaking efforts:

- Michigan Municipal League: "Streetscape improvements increase storefront occupancy rates, encourage private sector investments, and have shown to improve commercial trading by up to 40 percent."
- Lancaster, CA: $10M redesign with new lighting, landscaping, street furniture and promotions. Within 2 years, it spurred $125M in private investment, a 26 percent increase in sales tax revenues, and 800 new jobs
- Lodi, CA: $4.5M invested to retrofit five main street blocks with sidewalk widening, curb bump-outs, colored paving stones, street furniture, lighting, and other amenities. Resulted in 60 new businesses, drop in vacancy rate from 18 percent to six percent and a 30 percent increase in sales tax revenues in three years
- West Palm Beach, FL: Improvements in pedestrian crossings, traffic calming and streetscape. Went from 80 percent vacancy to 80 percent occupancy over 20 years. Property values increased from $10-$40/sq ft to $50-$100/sq ft. There was also $350M in new private investment
- Toronto Clean Air Partnership: "Patrons of retail business who arrive by foot and bicycle in a neighborhood shopping area visit the most often and spend the most money per month."
- Urban Land Institute: "Walkable retail areas with unique […] qualities provide competitive advantages. Their 'place-making dividend' attracts people to visit often, stay longer and spend more money."
- Boarnet Study: "In LA, walkable, densely-built shopping districts saw retail activity up to four times greater than strip shopping."

Appendix A: Retail Category Maps




All Orem Businesses - Retail and Non-Retail Businesses
Legend
Orem Boundary
RDAs
Orem Businesses
Category
Retail
Non-Retail
Vineyard
Vineyard
0
0.5
1
2 Miles
N


Orem Accomodation - Hotels and Motels
Legend
Accomdation Businesses
Orem Boundary
RDAs
NORTHGATE HOTEL
TOWNEPLACE SUITES BY MARRIOTT
LA QUINTA INN OREM
L&L MOTEL
LYNN REES
OREM HOLIDAY EXPRESS & SUI
LA QUINTA INNS 962
COMFORT INN OREM
Vineyard
Vineyard
Orem
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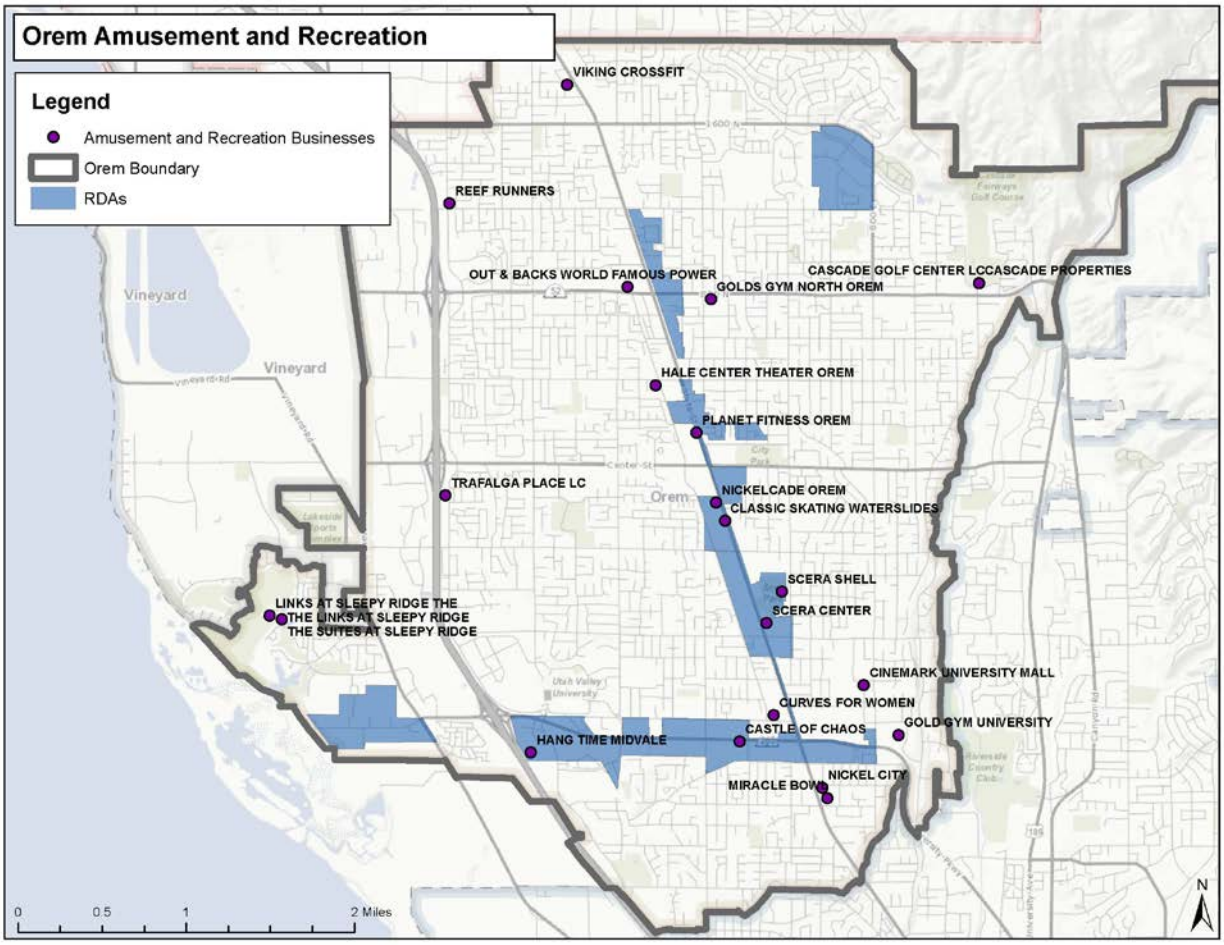
Orem Amusement and Recreation
Legend
Amusement and Recreation Businesses
Orem Boundary
RDAs
VIKING CROSSFIT
REEF RUNNERS
OUT & BACKS WORLD FAMOUS POWER
GOLDS GYM NORTH OREM
CASCADE GOLF CENTER LCCASCADE PROPERTIES
HALE CENTER THEATER OREM
PLANET FITNESS OREM
TRAFALGA PLACE LC
NICKELCADE OREM
CLASSIC SKATING WATERSLIDES
SCERA SHELL
SCERA CENTER
LINKS AT SLEEPY RIDGE THE
THE LINKS AT SLEEPY RIDGE
THE SUITES AT SLEEPY RIDGE
CINEMARK UNIVERSITY MALL
CURVES FOR WOMEN
GOLD GYM UNIVERSITY
CASTLE OF CHAOS
HANG TIME MIDVALE
NICKEL CITY
MIRACLE BOWL
Vineyard
Vineyard
Orem
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2 Miles
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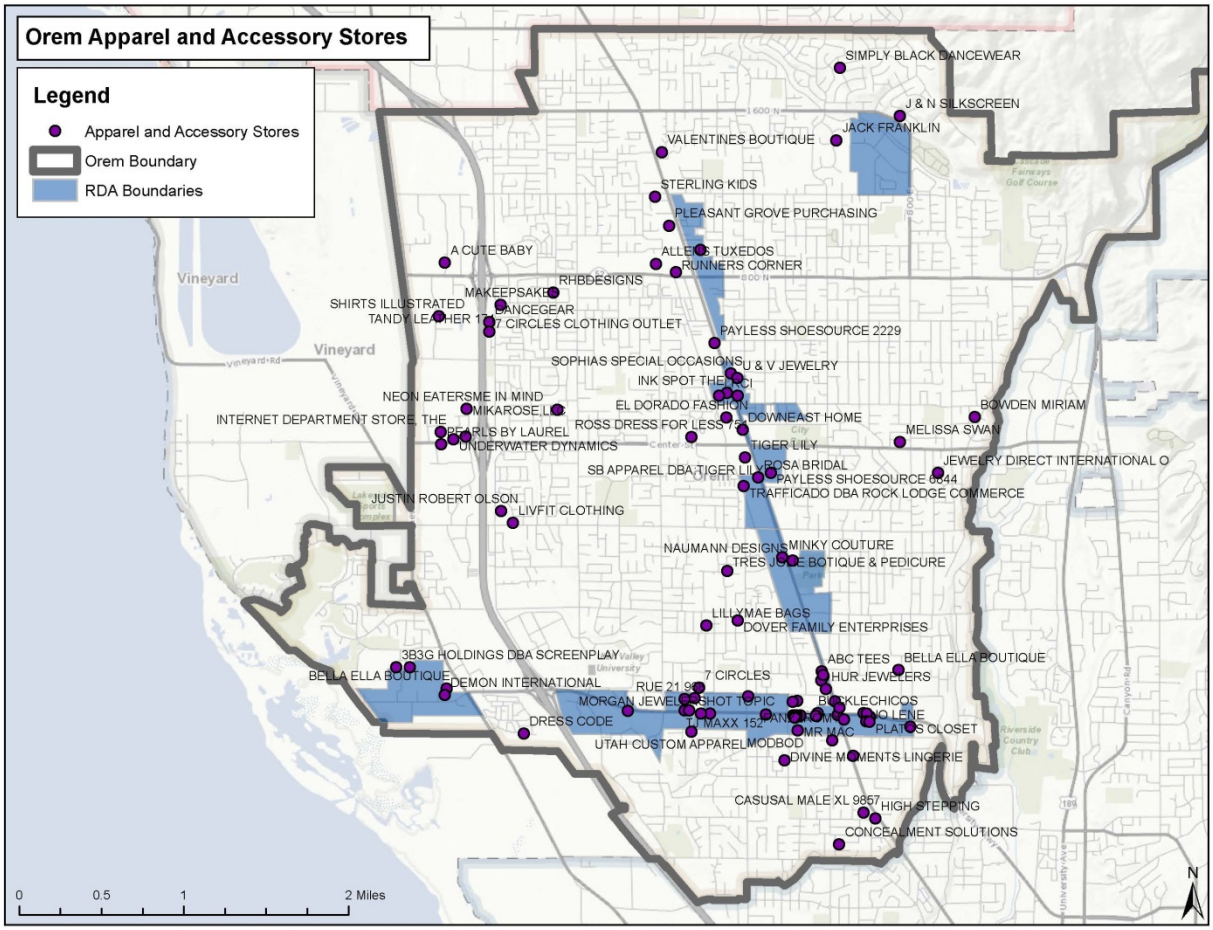
Orem Apparel and Accessory Stores
Legend
Apparel and Accessory Stores
Orem Boundary
RDA Boundaries
SIMPLY BLACK DANCEWEAR
J & N SILKSCREEN
JACK FRANKLIN
VALENTINES BOUTIQUE
STERLING KIDS
PLEASANT GROVE PURCHASING
A CUTE BABY
RUNNERS CORNER
RHBDESIGNS
MAKEEPSAKE
SHIRTS ILLUSTRATED
DANCEGEAR
7 CIRCLES CLOTHING OUTLET
PAYLESS SHOESOURCE 2229
SOPHIAS SPECIAL OCCASIONS
U & V JEWELRY
INK SPOT THE
NEON EATERSME IN MIND
EL DORADO FASHION
INTERNET DEPARTMENT STORE, THE
DOWNEAST HOME
BOWDEN MIRIAM
MELISSA SWAN
PEARLS BY LAUREL
UNDERWATER DYNAMICS
TIGER LILY
JEWELRY DIRECT INTERNATIONAL O
ROSA BRIDAL
PAYLESS SHOESOURCE 0644
TRAFFICADO DBA ROCK LODGE COMMERCE
JUSTIN ROBERT OLSON
LIVFIT CLOTHING
NAUMANN DESIGNS
MINKY COUTURE
LILLYMAE BAGS
DOVER FAMILY ENTERPRISES
3B3G HOLDINGS DBA SCREENPLAY
ABC TEES
BELLA ELLA BOUTIQUE
7 CIRCLES
DEMON INTERNATIONAL
MORGAN JEWELERS
DRESS CODE
TJ MAXX 152
UTAH CUSTOM APPAREL
MODBOD
DIVINE MOMENTS LINGERIE
CASUSAL MALE XL 9857
HIGH STEPPING
CONCEALMENT SOLUTIONS
Vineyard
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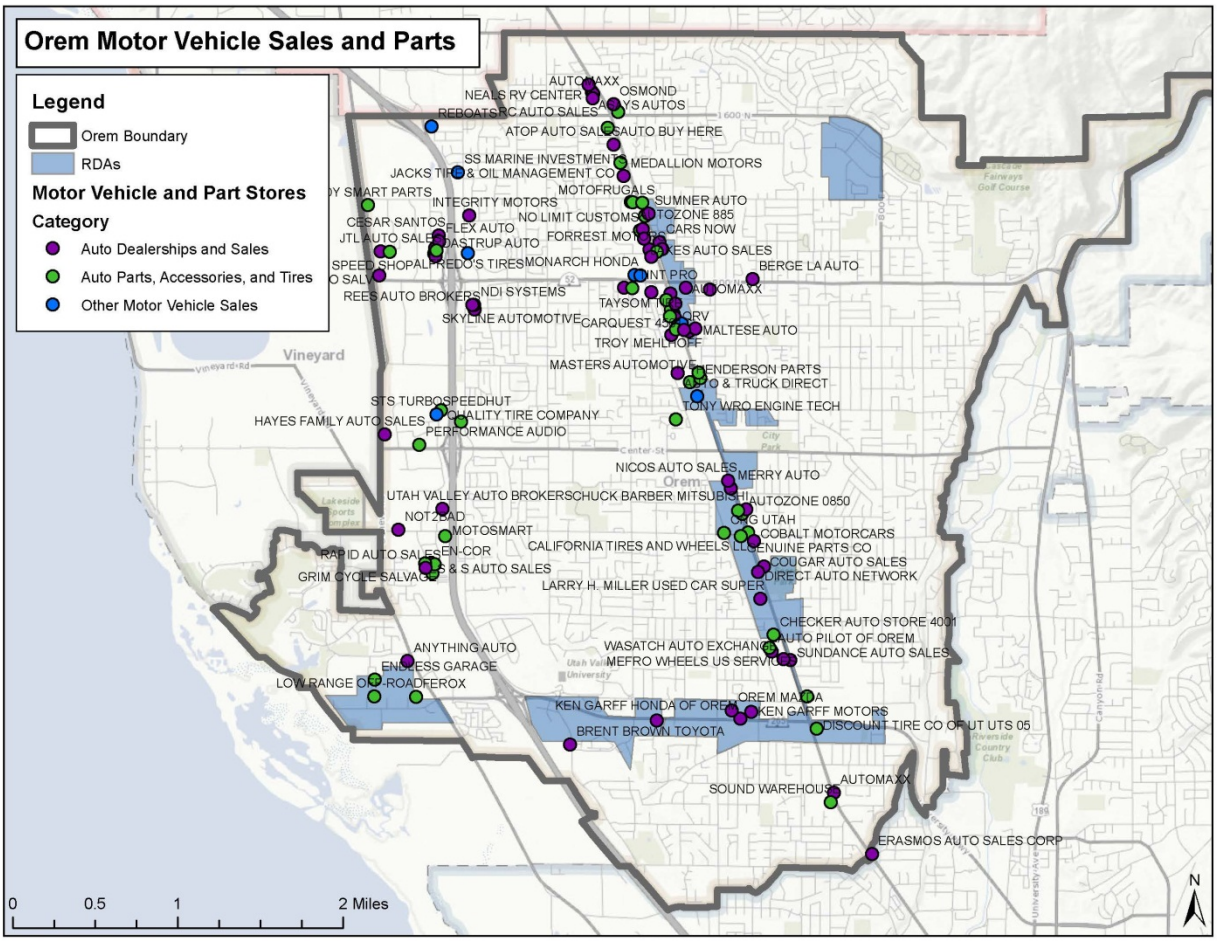
Orem Motor Vehicle Sales and Parts
Legend
Orem Boundary
RDAs
Motor Vehicle and Part Stores
Category
Auto Dealerships and Sales
Auto Parts, Accessories, and Tires
Other Motor Vehicle Sales
AUTOMAXX
NEALS RV CENTER
OSMOND
REBOATS
RC AUTO SALES
ATOP AUTO SALES
AUTO BUY HERE
SS MARINE INVESTMENTS
MEDALLION MOTORS
JACKS TIRE & OIL MANAGEMENT CO
MOTOFRUGALS
INTEGRITY MOTORS
SUMNER AUTO
NO LIMIT CUSTOMS
TOZONE 885
CESAR SANTOS
FLEX AUTO
CARS NOW
JTL AUTO SALES
DASTRUP AUTO
FORREST MOTORS
SPEED SHOP
ALFREDO'S TIRES
MONARCH HONDA
BERGE LA AUTO
REES AUTO BROKERS
NDI SYSTEMS
TAYSOM
SKYLINE AUTOMOTIVE
CARQUEST
MALTESE AUTO
TROY MEHLHOFF
MASTERS AUTOMOTIVE
HENDERSON PARTS
& TRUCK DIRECT
STS TURBOSPEEDHUT
TONY WRO ENGINE TECH
HAYES FAMILY AUTO SALES
QUALITY TIRE COMPANY
PERFORMANCE AUDIO
NICOS AUTO SALES
MERRY AUTO
UTAH VALLEY AUTO BROKERS
CHUCK BARBER MITSUBISHI
AUTOZONE 0850
NOT2BAD
UTAH
MOTOSMART
COBALT MOTORCARS
CALIFORNIA TIRES AND WHEELS
GENUINE PARTS CO
RAPID AUTO SALES
EN-COR
COUGAR AUTO SALES
GRIM CYCLE SALVAGE
S & S AUTO SALES
DIRECT AUTO NETWORK
LARRY H. MILLER USED CAR SUPER
CHECKER AUTO STORE 4001
AUTO PILOT OF OREM
ANYTHING AUTO
WASATCH AUTO EXCHANGE
SUNDANCE AUTO SALES
METRO WHEELS US SERVICE
ENDLESS GARAGE
LOW RANGE OFF-ROAD
FEROX
KEN GARFF HONDA OF OREM
OREM MAZDA
KEN GARFF MOTORS
DISCOUNT TIRE CO OF UT UTS 05
BRENT BROWN TOYOTA
AUTOMAXX
SOUND WAREHOUSE
ERASMOS AUTO SALES CORP
Vineyard
Orem
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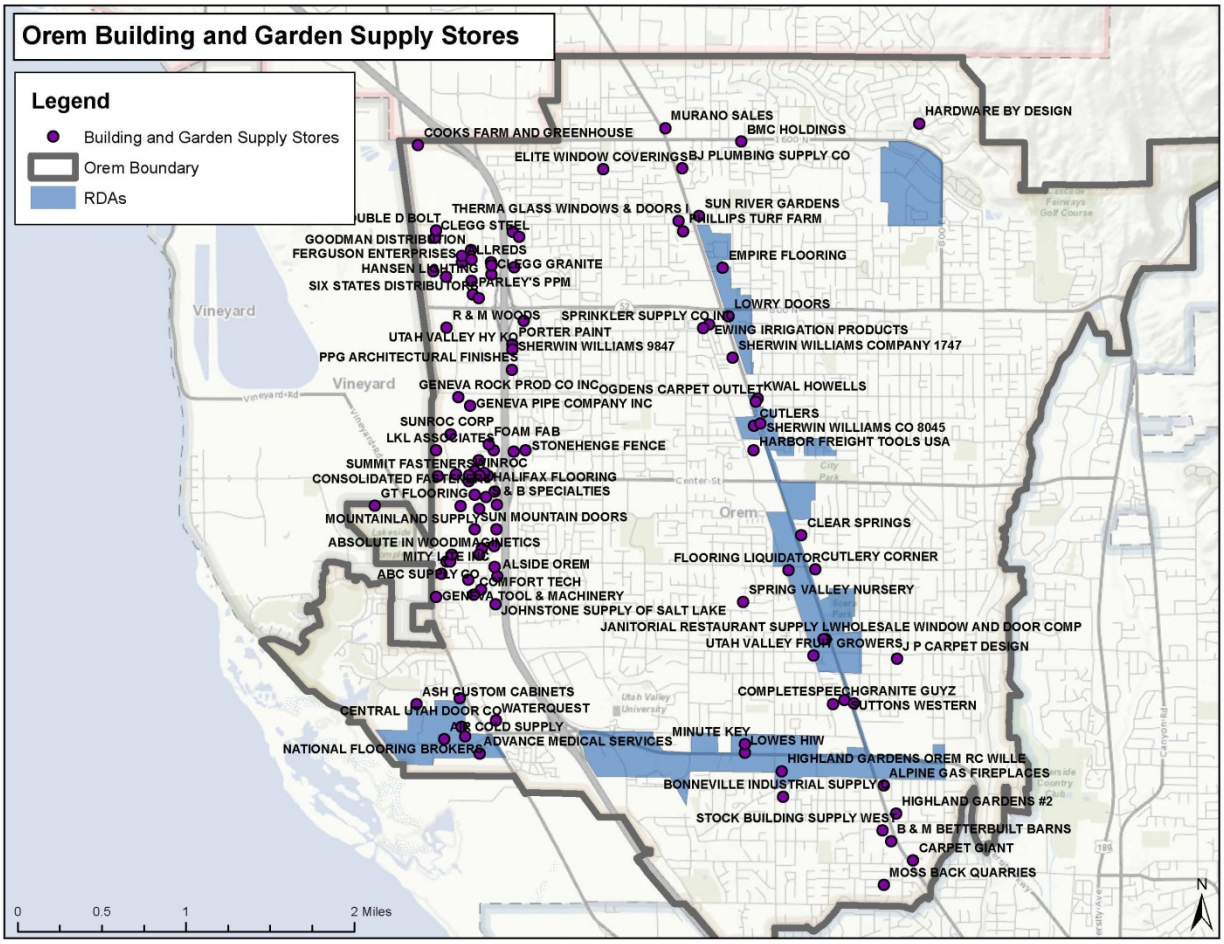
Orem Building and Garden Supply Stores
Legend
Building and Garden Supply Stores
Orem Boundary
RDAs
MURANO SALES
HARDWARE BY DESIGN
BMC HOLDINGS
COOKS FARM AND GREENHOUSE
ELITE WINDOW COVERINGS
BJ PLUMBING SUPPLY CO
THERMA GLASS WINDOWS & DOORS
SUN RIVER GARDENS
PHILLIPS TURF FARM
CLEGG STEEL
GOODMAN DISTRIBUTION
FERGUSON ENTERPRISES
ALLREDS
HANSEN LIGHTING
CLEGG GRANITE
SIX STATES DISTRIBUTOR
PARLEY'S PPM
EMPIRE FLOORING
LOWRY DOORS
R & M WOODS
SPRINKLER SUPPLY CO INC
EWING IRRIGATION PRODUCTS
UTAH VALLEY HY KO
PORTER PAINT
SHERWIN WILLIAMS 9847
SHERWIN WILLIAMS COMPANY 1747
PPG ARCHITECTURAL FINISHES
GENEVA ROCK PROD CO INC
OGDENS CARPET OUTLET
KWAL HOWELLS
GENEVA PIPE COMPANY INC
CUTLERS
SUNROC CORP
SHERWIN WILLIAMS CO 8045
LKL ASSOCIATES
FOAM FAB
HARBOR FREIGHT TOOLS USA
STONEHENGE FENCE
SUMMIT FASTENERS
SUNROC
CONSOLIDATED FASTENERS
HALIFAX FLOORING
GT FLOORING
B & B SPECIALTIES
MOUNTAINLAND SUPPLY
SUN MOUNTAIN DOORS
CLEAR SPRINGS
ABSOLUTE IN WOODMAGNETICS
MITY LITE INC
FLOORING LIQUIDATOR
CUTLERY CORNER
ALSIDE OREM
ABC SUPPLY CO
COMFORT TECH
SPRING VALLEY NURSERY
GENEVA TOOL & MACHINERY
JOHNSTONE SUPPLY OF SALT LAKE
JANITORIAL RESTAURANT SUPPLY L
WHOLESALE WINDOW AND DOOR COMP
UTAH VALLEY FRUIT GROWERS
J P CARPET DESIGN
ASH CUSTOM CABINETS
COMPLETESPEECH
GRANITE GUYZ
CENTRAL UTAH DOOR CO
WATERQUEST
BUTTONS WESTERN
AIR COLD SUPPLY
MINUTE KEY
ADVANCE MEDICAL SERVICES
LOWES HIW
NATIONAL FLOORING BROKERS
HIGHLAND GARDENS OREM RC WILLE
ALPINE GAS FIREPLACES
BONNEVILLE INDUSTRIAL SUPPLY
HIGHLAND GARDENS #2
STOCK BUILDING SUPPLY WES
B & M BETTERBUILT BARNS
CARPET GIANT
MOSS BACK QUARRIES
Vineyard
Orem
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2 Miles
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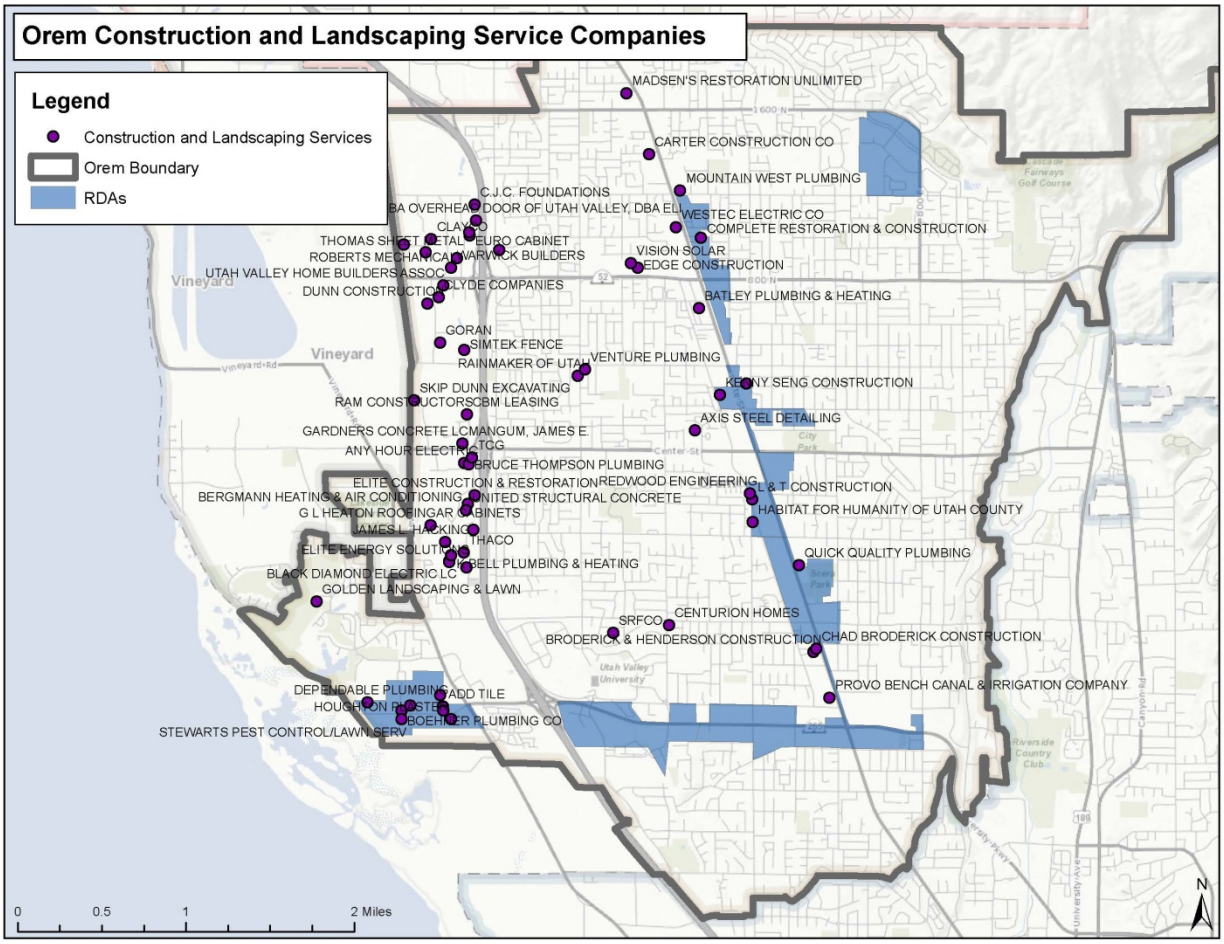
Orem Construction and Landscaping Service Companies
Legend
Construction and Landscaping Services
Orem Boundary
RDAs
MADSEN'S RESTORATION UNLIMITED
CARTER CONSTRUCTION CO
MOUNTAIN WEST PLUMBING
C.J.C. FOUNDATIONS
WESTEC ELECTRIC CO
COMPLETE RESTORATION & CONSTRUCTION
VISION SOLAR
EDGE CONSTRUCTION
BATLEY PLUMBING & HEATING
GORAN
SIMTEK FENCE
VENTURE PLUMBING
KENNY SENG CONSTRUCTION
SKIP DUNN EXCAVATING
AXIS STEEL DETAILING
GARDNERS CONCRETE LC
MANGUM, JAMES E
BRUCE THOMPSON PLUMBING
REDWOOD ENGINEERING
L & T CONSTRUCTION
HABITAT FOR HUMANITY OF UTAH COUNTY
ELITE CONSTRUCTION & RESTORATION
BERGMANN HEATING & AIR CONDITIONING
UNITED STRUCTURAL CONCRETE
G L HEATON ROOFINGAR CABINETS
THACO
BELL PLUMBING & HEATING
QUICK QUALITY PLUMBING
BLACK DIAMOND ELECTRIC LC
GOLDEN LANDSCAPING & LAWN
SRFCO
CENTURION HOMES
BRODERICK & HENDERSON CONSTRUCTION
CHAD BRODERICK CONSTRUCTION
PROVO BENCH CANAL & IRRIGATION COMPANY
DEPENDABLE PLUMBING
ADD TILE
HOUGHTON ROOFING
BOEHNER PLUMBING CO
STEWARTS PEST CONTROL/LAWN SERV
Vineyard
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1
2 Miles
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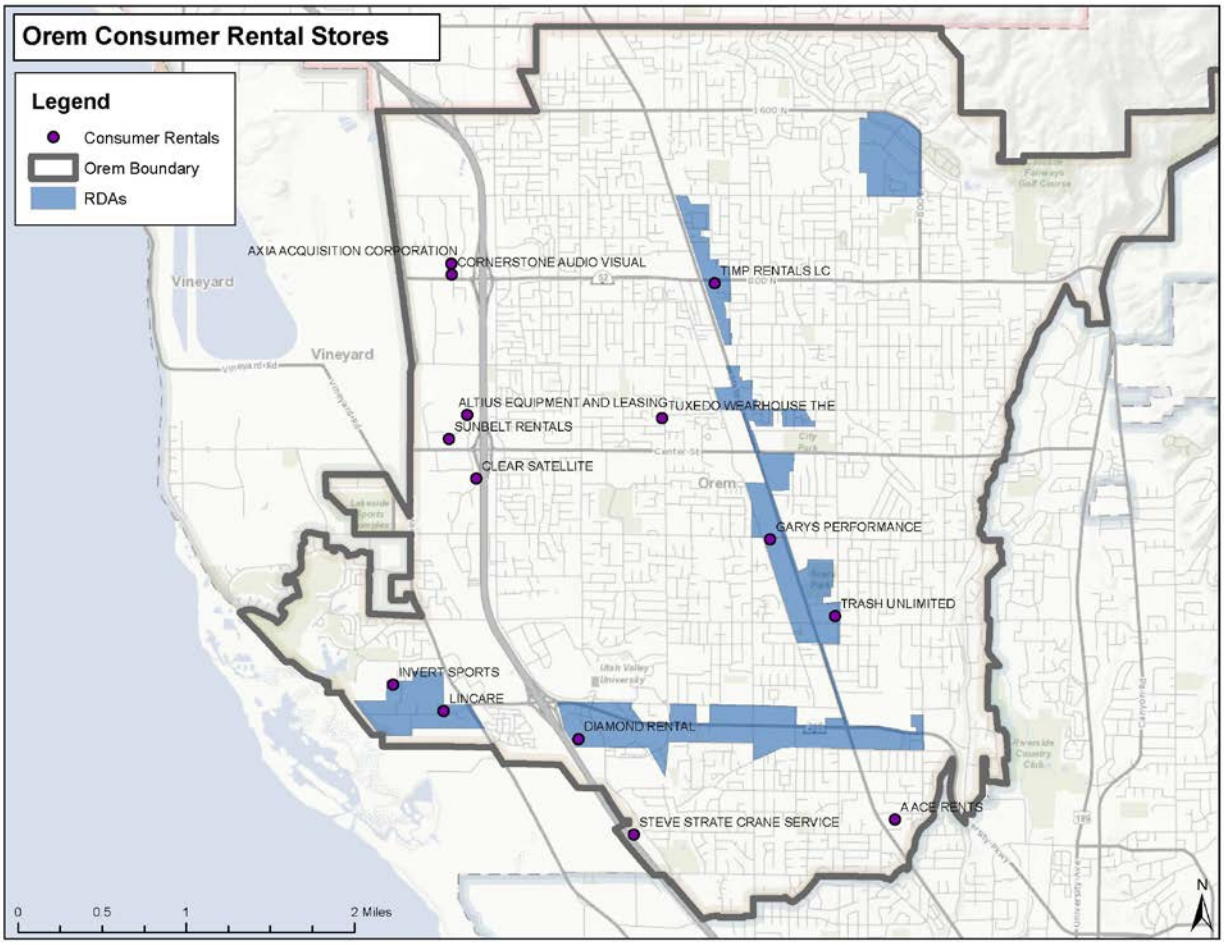
Orem Consumer Rental Stores
Legend
Consumer Rentals
Orem Boundary
RDAs
AXIA ACQUISITION CORPORATION
CORNERSTONE AUDIO VISUAL
TIMP RENTALS LC
ALTIUS EQUIPMENT AND LEASING
TUXEDO WEARHOUSE THE
SUNBELT RENTALS
CLEAR SATELLITE
GARYS PERFORMANCE
TRASH UNLIMITED
INVERT SPORTS
LINCARE
DIAMOND RENTAL
STEVE STRATE CRANE SERVICE
A ACE RENTS
Vineyard
Vineyard
Orem
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2 Miles
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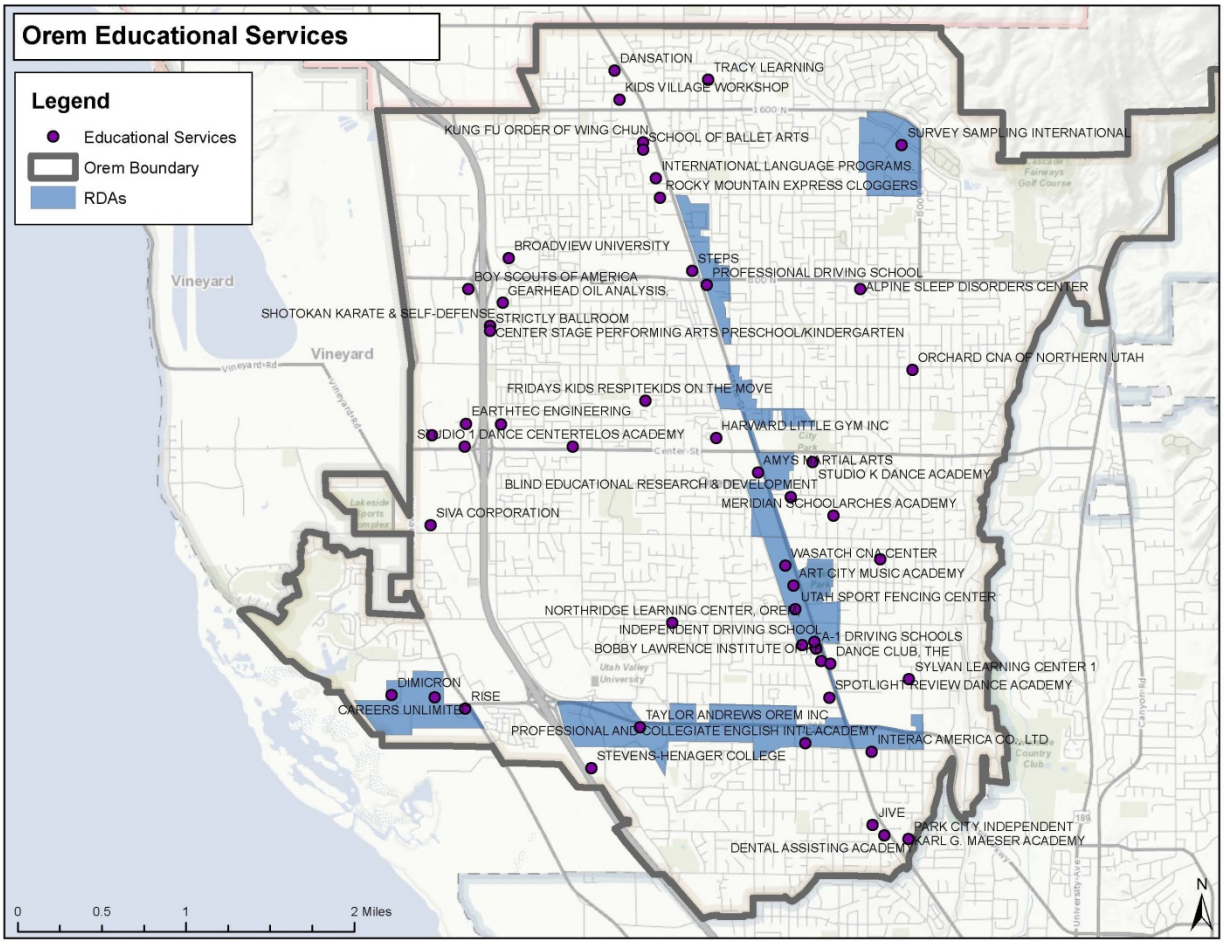
Orem Educational Services
Legend
Educational Services
Orem Boundary
RDAs
DANSATION
TRACY LEARNING
KIDS VILLAGE WORKSHOP
KUNG FU ORDER OF WING CHUN
SCHOOL OF BALLET ARTS
SURVEY SAMPLING INTERNATIONAL
INTERNATIONAL LANGUAGE PROGRAMS
ROCKY MOUNTAIN EXPRESS CLOGGERS
BROADVIEW UNIVERSITY
STEPS
BOY SCOUTS OF AMERICA
PROFESSIONAL DRIVING SCHOOL
GEARHEAD OIL ANALYSIS
ALPINE SLEEP DISORDERS CENTER
SHOTOKAN KARATE & SELF-DEFENSE
STRICTLY BALLROOM
CENTER STAGE PERFORMING ARTS PRESCHOOL/KINDERGARTEN
ORCHARD CNA OF NORTHERN UTAH
FRIDAYS KIDS RESPITEKIDS ON THE MOVE
EARTHTEC ENGINEERING
HARVARD LITTLE GYM INC
STUDIO 1 DANCE CENTERTELOS ACADEMY
AMYS MARTIAL ARTS
STUDIO K DANCE ACADEMY
BLIND EDUCATIONAL RESEARCH & DEVELOPMENT
MERIDIAN SCHOOLARCHES ACADEMY
SIVA CORPORATION
WASATCH CNA CENTER
ART CITY MUSIC ACADEMY
UTAH SPORT FENCING CENTER
NORTHRIDGE LEARNING CENTER, OREM
INDEPENDENT DRIVING SCHOOL
A-1 DRIVING SCHOOLS
BOBBY LAWRENCE INSTITUTE OF
DANCE CLUB, THE
SYLVAN LEARNING CENTER 1
SPOTLIGHT REVIEW DANCE ACADEMY
DIMICRON
RISE
CAREERS UNLIMITED
TAYLOR ANDREWS OREM INC
PROFESSIONAL AND COLLEGIATE ENGLISH INT'L ACADEMY
INTERAC AMERICA CO., LTD
STEVENS-HENAGER COLLEGE
JIVE
PARK CITY INDEPENDENT
DENTAL ASSISTING ACADEMY
KARL G. MAESER ACADEMY
Vineyard
Vineyard
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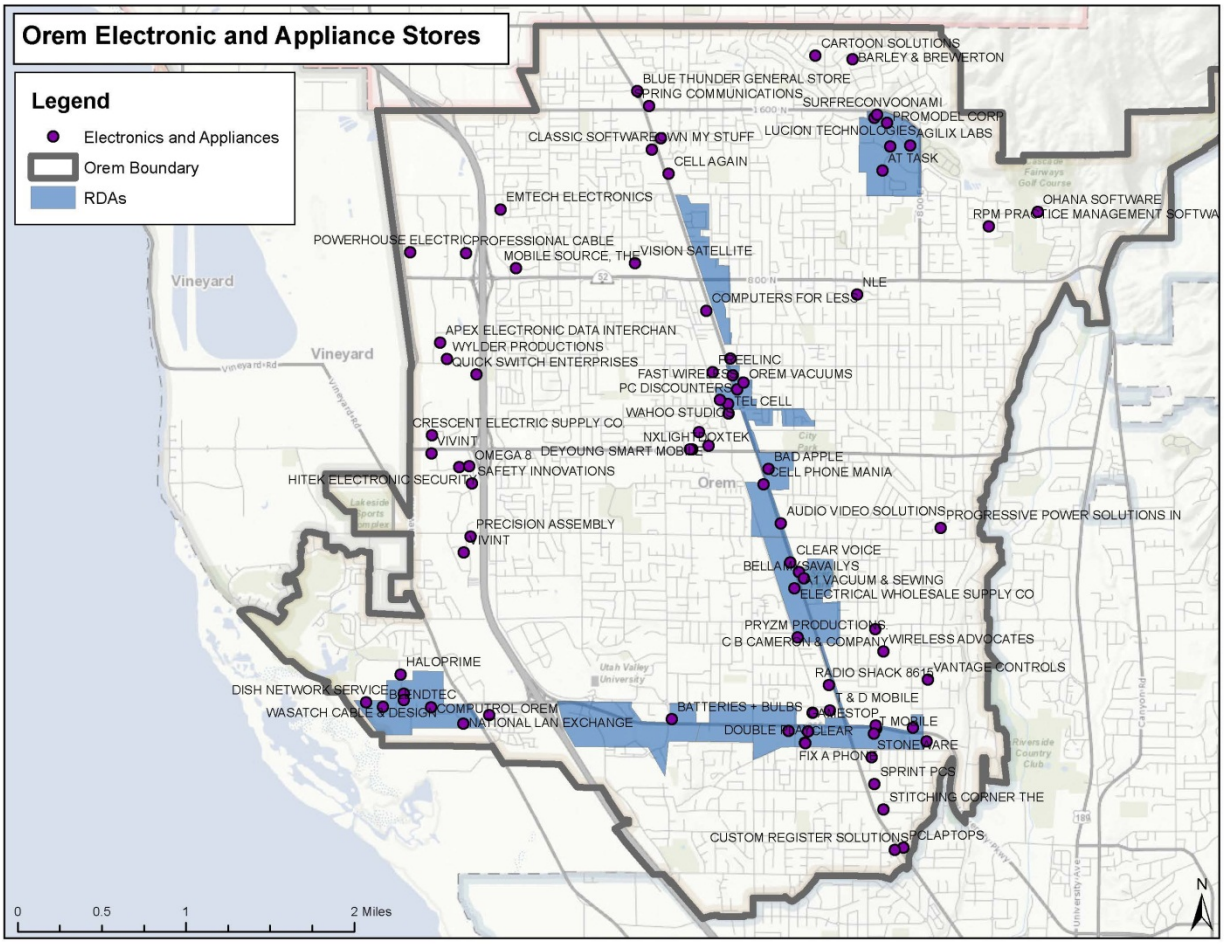
1
2 Miles
N


Orem Electronic and Appliance Stores
Legend
Electronics and Appliances
Orem Boundary
RDAs
CARTOON SOLUTIONS
BARLEY & BREWERTON
BLUE THUNDER GENERAL STORE
SPRING COMMUNICATIONS
SURFRECONVOONAMI
PROMODEL CORP
LUCION TECHNOLOGIES
AGILIX LABS
CLASSIC SOFTWARE
OWN MY STUFF
AT TASK
CELL AGAIN
EMTECH ELECTRONICS
OHANA SOFTWARE
RPM PRACTICE MANAGEMENT SOFTWA
POWERHOUSE ELECTRIC
PROFESSIONAL CABLE
MOBILE SOURCE, THE
VISION SATELLITE
NLE
COMPUTERS FOR LESS
APEX ELECTRONIC DATA INTERCHAN
WYLDER PRODUCTIONS
QUICK SWITCH ENTERPRISES
FEELINC
FAST WIRELESS
OREM VACUUMS
PC DISCOUNTERS
TEL CELL
WAHOO STUDIO
CRESCENT ELECTRIC SUPPLY CO
VIVINT
NXLIGHT
OXTEK
OMEGA 8
DEYOUNG SMART MOBILE
BAD APPLE
HITEK ELECTRONIC SECURITY
SAFETY INNOVATIONS
CELL PHONE MANIA
AUDIO VIDEO SOLUTIONS
PROGRESSIVE POWER SOLUTIONS IN
PRECISION ASSEMBLY
VIVINT
CLEAR VOICE
BELLAMY
SAVAILYS
1 VACUUM & SEWING
ELECTRICAL WHOLESALE SUPPLY CO
PRYZM PRODUCTIONS
C B CAMERON & COMPANY
WIRELESS ADVOCATES
HALOPRIME
RADIO SHACK 8615
VANTAGE CONTROLS
DISH NETWORK SERVICE
BRENDTEC
T & D MOBILE
WASATCH CABLE & DESIGN
COMPUTROL OREM
NATIONAL LAN EXCHANGE
BATTERIES + BULBS
GAMESTOP
T MOBILE
DOUBLE TOAD
CLEAR
STONEWARE
FIX A PHONE
SPRINT PCS
STITCHING CORNER THE
CUSTOM REGISTER SOLUTIONS
PCLAPTOPS
Vineyard
Orem
Utah Valley University
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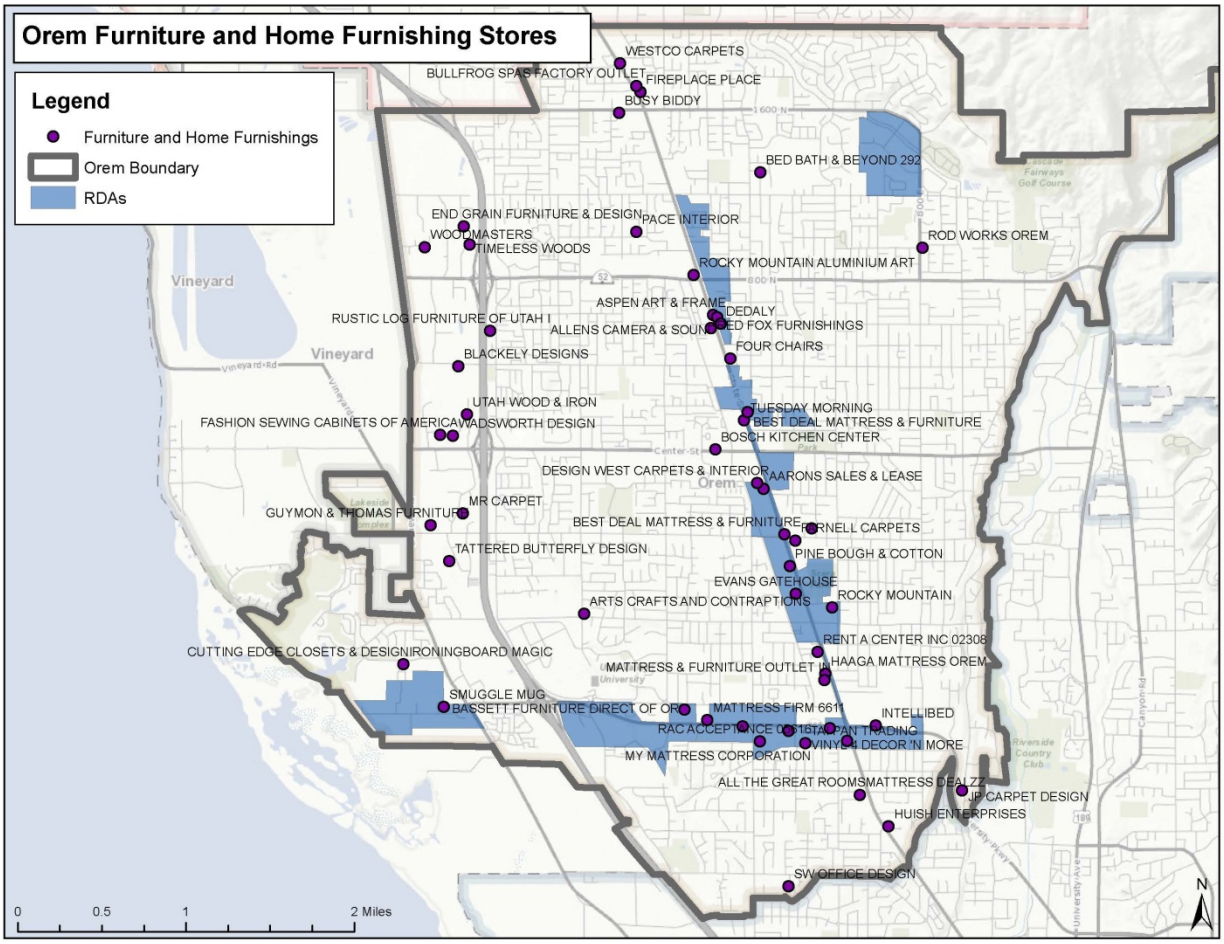
1
2 Miles
N


Orem Furniture and Home Furnishing Stores
Legend
Furniture and Home Furnishings
Orem Boundary
RDAs
WESTCO CARPETS
BULLFROG SPAS FACTORY OUTLET
FIREPLACE PLACE
BUSY BIDDY
BED BATH & BEYOND 292
END GRAIN FURNITURE & DESIGN
PACE INTERIOR
WOODMASTERS
TIMELESS WOODS
ROD WORKS OREM
ROCKY MOUNTAIN ALUMINIUM ART
ASPEN ART & FRAME
RUSTIC LOG FURNITURE OF UTAH I
DEDALY
ALLENS CAMERA & SOUND
RED FOX FURNISHINGS
FOUR CHAIRS
BLACKELY DESIGNS
UTAH WOOD & IRON
TUESDAY MORNING
FASHION SEWING CABINETS OF AMERICA
WADSWORTH DESIGN
BEST DEAL MATTRESS & FURNITURE
BOSCH KITCHEN CENTER
DESIGN WEST CARPETS & INTERIOR
AARONS SALES & LEASE
MR CARPET
GUYMON & THOMAS FURNITURE
BEST DEAL MATTRESS & FURNITURE
FORNELL CARPETS
TATTERED BUTTERFLY DESIGN
PINE BOUGH & COTTON
EVANS GATEHOUSE
ROCKY MOUNTAIN
ARTS CRAFTS AND CONTRAPTIONS
RENT A CENTER INC 02308
CUTTING EDGE CLOSETS & DESIGN
IRONINGBOARD MAGIC
HAAGA MATTRESS OREM
SMUGGLE MUG
BASSETT FURNITURE DIRECT OF OR
MATTRESS FIRM 6611
INTELLIBED
MY MATTRESS CORPORATION
ALL THE GREAT ROOMS
MATTRESS DEALZZ
JP CARPET DESIGN
HUISH ENTERPRISES
SW OFFICE DESIGN
Vineyard
Vineyard
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2 Miles
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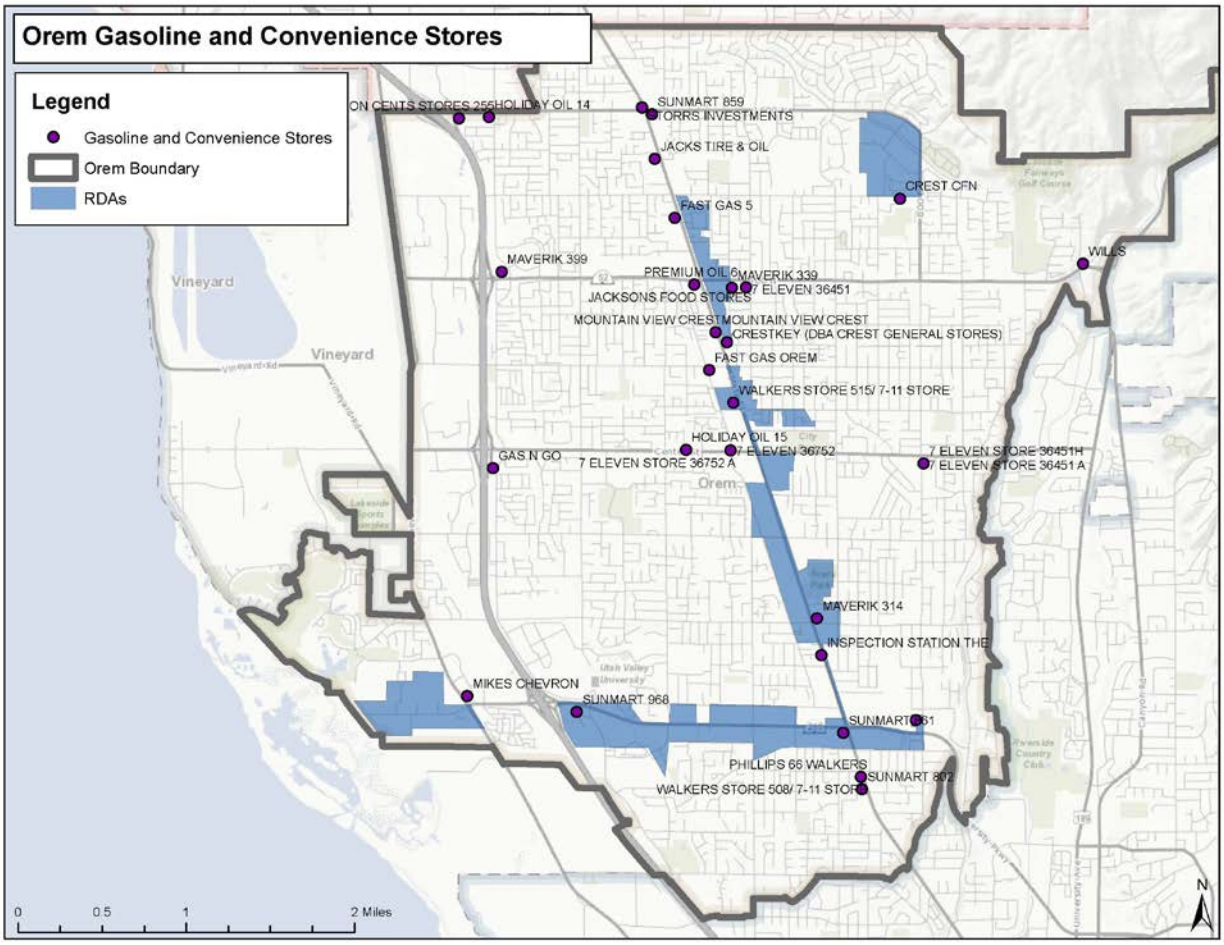
Orem Gasoline and Convenience Stores
Legend
Gasoline and Convenience Stores
Orem Boundary
RDAs
ON CENTS STORES 255
HOLIDAY OIL 14
SUNMART 859
TORRS INVESTMENTS
JACKS TIRE & OIL
CREST CFN
FAST GAS 5
MAVERIK 399
PREMIUM OIL 6
MAVERIK 339
7 ELEVEN 36451
JACKSONS FOOD STORES
MOUNTAIN VIEW CREST
MOUNTAIN VIEW CREST
CRESTKEY (DBA CREST GENERAL STORES)
WILLS
FAST GAS OREM
WALKERS STORE 515/ 7-11 STORE
HOLIDAY OIL 15
7 ELEVEN 36752
GAS N GO
7 ELEVEN STORE 36752 A
7 ELEVEN STORE 36451H
7 ELEVEN STORE 36451 A
Vineyard
Vineyard
Orem
MAVERIK 314
INSPECTION STATION THE
MIKES CHEVRON
SUNMART 968
SUNMART 861
PHILLIPS 66 WALKERS
SUNMART 897
WALKERS STORE 508/ 7-11 STORE
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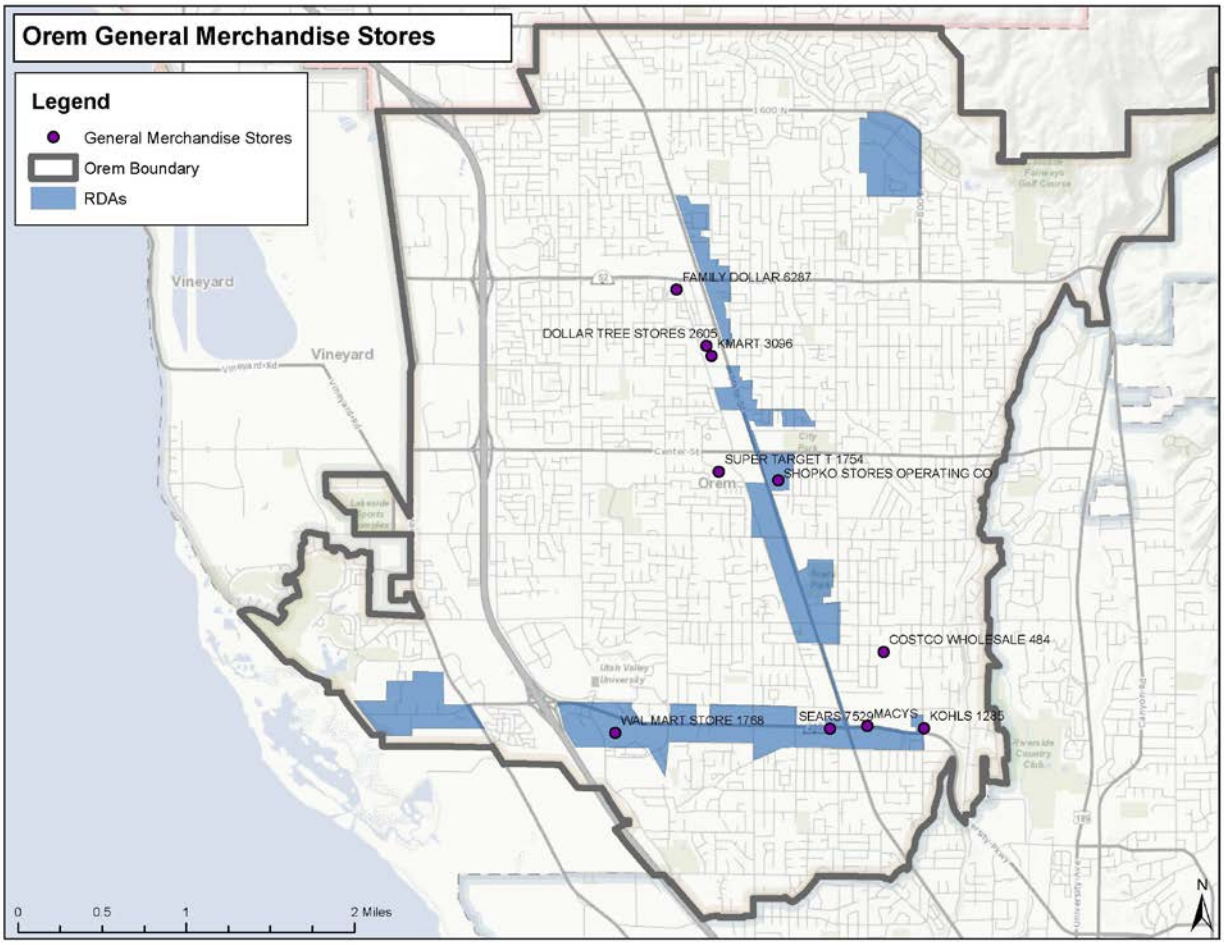
Orem General Merchandise Stores
Legend
General Merchandise Stores
Orem Boundary
RDAs
FAMILY DOLLAR 6287
DOLLAR TREE STORES 2605
KMART 3096
SUPER TARGET T 1754
SHOPKO STORES OPERATING CO
COSTCO WHOLESALE 484
WAL MART STORE 1768
SEARS 7529
MACYS
KOHLS 1285
Vineyard
Vineyard
Orem
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2 Miles
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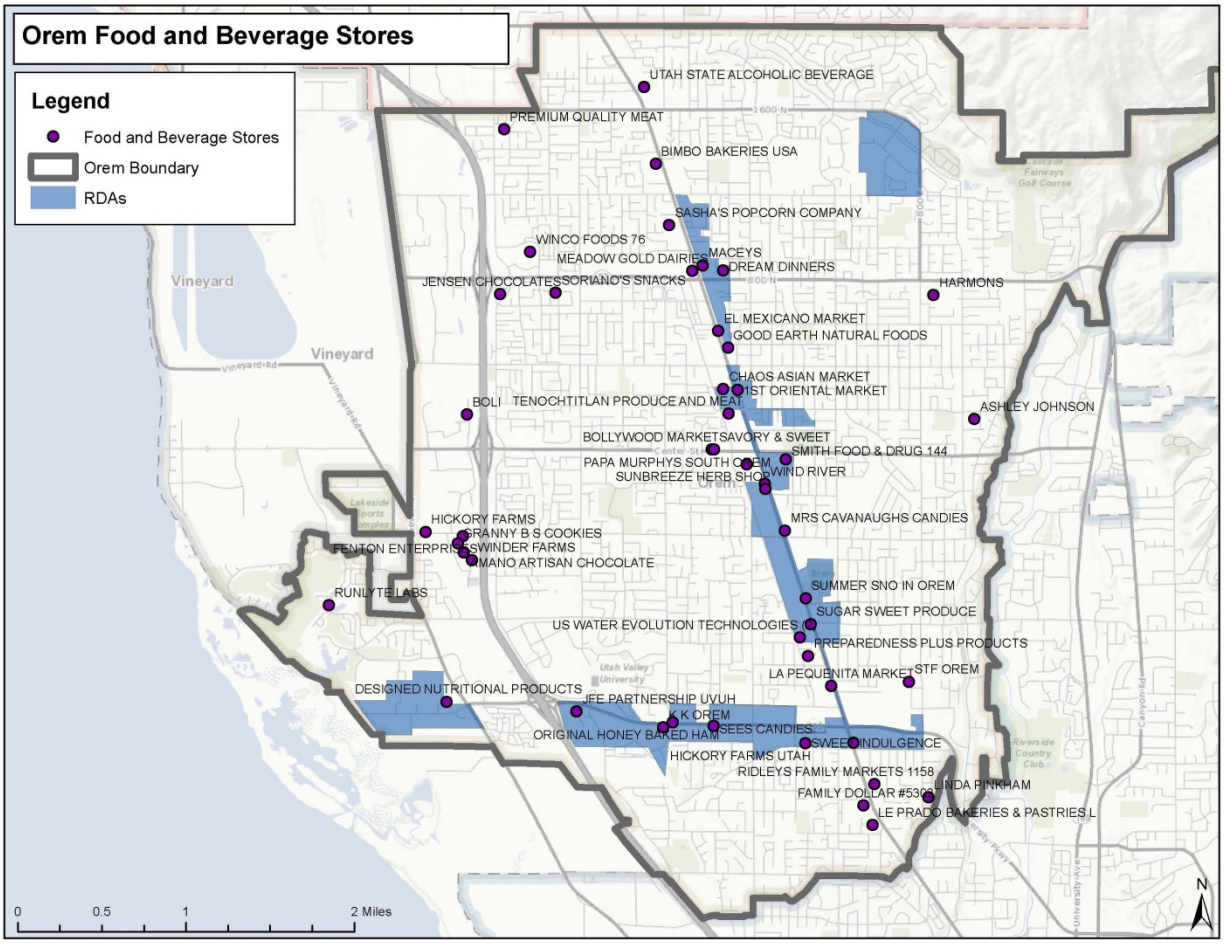
Orem Food and Beverage Stores
Legend
Food and Beverage Stores
Orem Boundary
RDAs
UTAH STATE ALCOHOLIC BEVERAGE
PREMIUM QUALITY MEAT
BIMBO BAKERIES USA
SASHA'S POPCORN COMPANY
WINCO FOODS 76
MEADOW GOLD DAIRIES
MACEYS
DREAM DINNERS
JENSEN CHOCOLATES
SORIANO'S SNACKS
HARMONS
EL MEXICANO MARKET
GOOD EARTH NATURAL FOODS
CHAOS ASIAN MARKET
1ST ORIENTAL MARKET
BOLI
TENOCHTITLAN PRODUCE AND MEAT
ASHLEY JOHNSON
BOLLYWOOD MARKET
SAVORY & SWEET
SMITH FOOD & DRUG 144
PAPA MURPHYS SOUTH OREM
SUNBREEZE HERB SHOP
WIND RIVER
HICKORY FARMS
GRANNY B S COOKIES
FENTON ENTERPRISES
SWINDER FARMS
MANO ARTISAN CHOCOLATE
MRS CAVANAUGHS CANDIES
RUNLYTE LABS
SUMMER SNO IN OREM
SUGAR SWEET PRODUCE
US WATER EVOLUTION TECHNOLOGIES
PREPAREDNESS PLUS PRODUCTS
LA PEQUENITA MARKET
STF OREM
DESIGNED NUTRITIONAL PRODUCTS
JEE PARTNERSHIP UVUH
K K OREM
ORIGINAL HONEY BAKED HAM
SEES CANDIES
SWEET INDULGENCE
HICKORY FARMS UTAH
RIDLEYS FAMILY MARKETS 1158
FAMILY DOLLAR #5303
LINDA PINKHAM
LE PRADO BAKERIES & PASTRIES L
Vineyard
Vineyard
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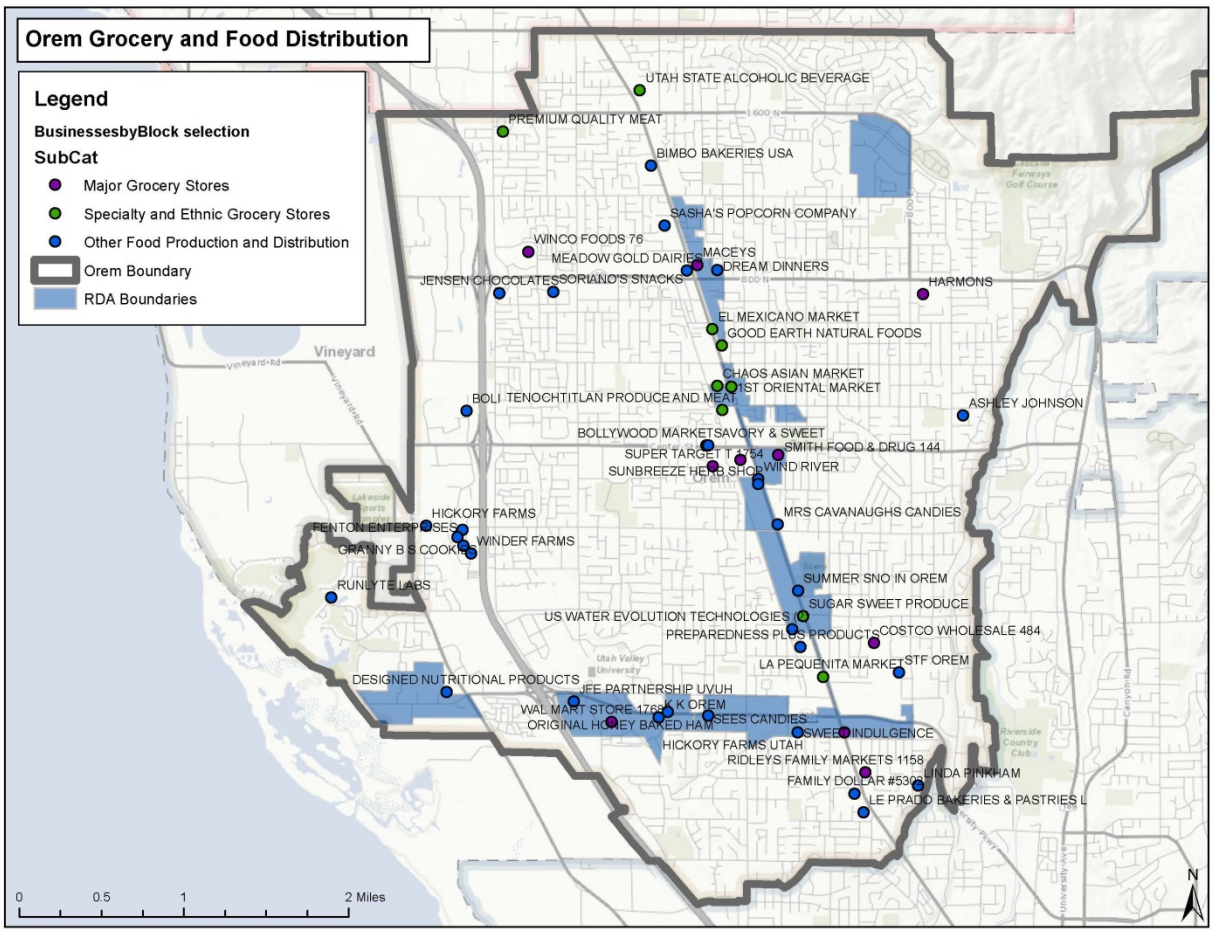
Orem Grocery and Food Distribution
Legend
BusinessesbyBlock selection
SubCat
Major Grocery Stores
Specialty and Ethnic Grocery Stores
Other Food Production and Distribution
Orem Boundary
RDA Boundaries
UTAH STATE ALCOHOLIC BEVERAGE
PREMIUM QUALITY MEAT
BIMBO BAKERIES USA
SASHA'S POPCORN COMPANY
WINCO FOODS 76
MEADOW GOLD DAIRIES
MACEYS
DREAM DINNERS
JENSEN CHOCOLATES
SORIANO'S SNACKS
HARMONS
EL MEXICANO MARKET
GOOD EARTH NATURAL FOODS
CHAOS ASIAN MARKET
1ST ORIENTAL MARKET
BOLI TENOCHTITLAN PRODUCE AND MEAT
ASHLEY JOHNSON
BOLLYWOOD MARKET
SAVORY & SWEET
SMITH FOOD & DRUG 144
SUPER TARGET T 1754
SUNBREEZE HERB SHOP
WIND RIVER
HICKORY FARMS
FENTON ENTERPRISES
WINDER FARMS
GRANNY B S COOKIES
MRS CAVANAUGHS CANDIES
RUNLYTE LABS
SUMMER SNO IN OREM
SUGAR SWEET PRODUCE
US WATER EVOLUTION TECHNOLOGIES
PREPAREDNESS PLUS PRODUCTS
COSTCO WHOLESALE 484
LA PEQUENITA MARKET
STF OREM
DESIGNED NUTRITIONAL PRODUCTS
JFE PARTNERSHIP UVUH
WAL MART STORE 1769
K K OREM
ORIGINAL HONEY BAKED HAM
SEES CANDIES
SWEET INDULGENCE
HICKORY FARMS UTAH
RIDLEYS FAMILY MARKETS 1158
FAMILY DOLLAR #5308
LINDA PINKHAM
LE PRADO BAKERIES & PASTRIES L
Vineyard
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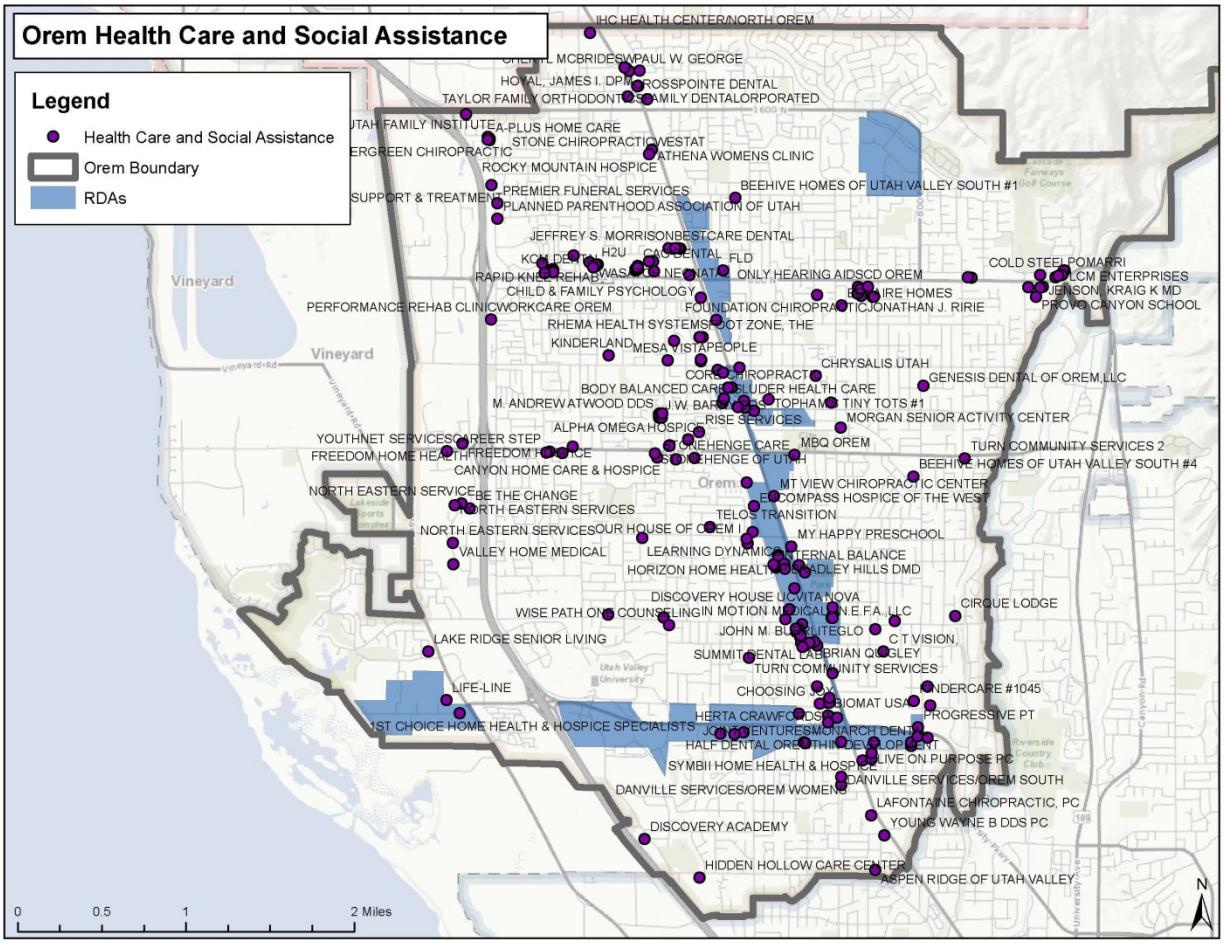
Orem Health Care and Social Assistance
Legend
Health Care and Social Assistance
Orem Boundary
RDAs
IHC HEALTH CENTER/NORTH OREM
PAUL W. GEORGE
ROSSPOINTE DENTAL
TAYLOR FAMILY ORTHODONTICS
FAMILY DENTALORPORATED
A-PLUS HOME CARE
STONE CHIROPRACTIC
WESTAT
ATHENA WOMENS CLINIC
ROCKY MOUNTAIN HOSPICE
PREMIER FUNERAL SERVICES
PLANNED PARENTHOOD ASSOCIATION OF UTAH
BEEHIVE HOMES OF UTAH VALLEY SOUTH #1
JEFFREY S. MORRISONBESTCARE DENTAL
H2U
FLD
ONLY HEARING AIDSCD OREM
COLD STEEL POMARRI
LCM ENTERPRISES
JENSON, KRAIG K MD
PROVO CANYON SCHOOL
RAPID KNEE REHAB
CHILD & FAMILY PSYCHOLOGY
PERFORMANCE REHAB CLINIC
WORKCARE OREM
FOUNDATION CHIROPRACTIC
JONATHAN J. RIRIE
RHEMA HEALTH SYSTEMS
FOOT ZONE, THE
KINDERLAND
MESA VISTA
PEOPLE
CHRYSALIS UTAH
GENESIS DENTAL OF OREM,LLC
BODY BALANCED CARE
BLUDER HEALTH CARE
M. ANDREW ATWOOD DDS
TINY TOTS #1
MORGAN SENIOR ACTIVITY CENTER
ALPHA OMEGA HOSPICE
YOUTHNET SERVICES
CAREER STEP
FREEDOM HOME HEALTH
FREEDOM HOSPICE
CANYON HOME CARE & HOSPICE
MBQ OREM
TURN COMMUNITY SERVICES 2
BEEHIVE HOMES OF UTAH VALLEY SOUTH #4
NORTH EASTERN SERVICES
BE THE CHANGE
MT VIEW CHIROPRACTIC CENTER
COMPASS HOSPICE OF THE WEST
TELOS TRANSITION
OUR HOUSE OF OREM
MY HAPPY PRESCHOOL
VALLEY HOME MEDICAL
LEARNING DYNAMICS
INTERNAL BALANCE
HORIZON HOME HEALTH
BADLEY HILLS DMD
DISCOVERY HOUSE
VITA NOVA
CIRQUE LODGE
WISE PATH ONE
COUNSELING IN MOTION
N.E.F.A., LLC
JOHN M. BUCKLITEGLO
LAKE RIDGE SENIOR LIVING
C T VISION
SUMMIT DENTAL
BRIAN QUIGLEY
TURN COMMUNITY SERVICES
LIFE-LINE
CHOOSING
BIOMAT USA
UNDERCARE #1045
PROGRESSIVE PT
1ST CHOICE HOME HEALTH & HOSPICE SPECIALISTS
HERTA CRAWFORD DDS
JOHN CENTURES
MONARCH DENTAL
HALF DENTAL OREM
THIRD DEVELOPMENT
SYMBII HOME HEALTH & HOSPICE
LIVE ON PURPOSE PC
DANVILLE SERVICES/OREM SOUTH
DANVILLE SERVICES/OREM WOMENS
LAFONTAINE CHIROPRACTIC, PC
YOUNG WAYNE B DDS PC
DISCOVERY ACADEMY
HIDDEN HOLLOW CARE CENTER
ASPEN RIDGE OF UTAH VALLEY
Vineyard
Orem
Utah Valley University
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2 Miles
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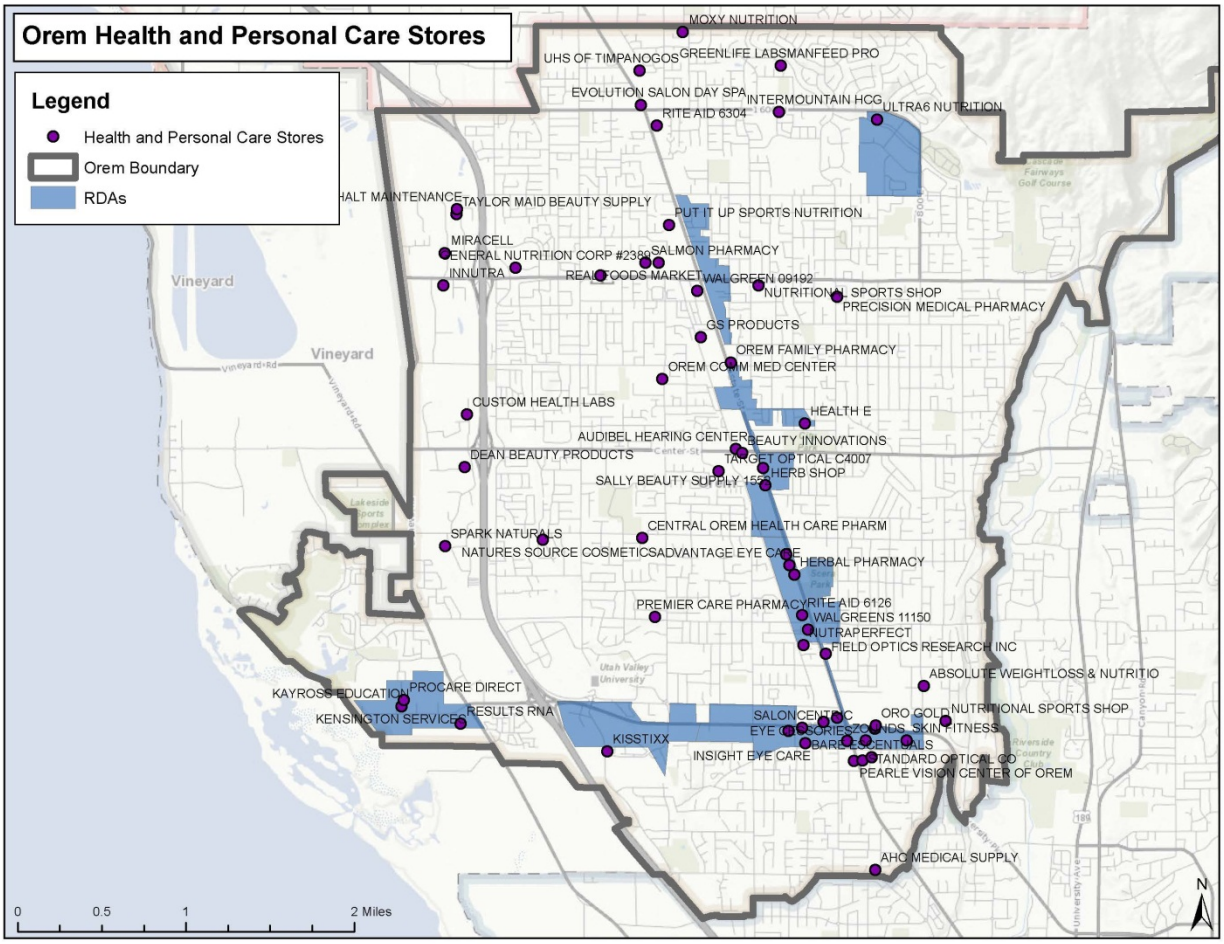
Orem Health and Personal Care Stores
Legend
Health and Personal Care Stores
Orem Boundary
RDAs
MOXY NUTRITION
UHS OF TIMPANOGOS
GREENLIFE LABS
MANFEED PRO
EVOLUTION SALON DAY SPA
INTERMOUNTAIN HCG
ULTRA6 NUTRITION
RITE AID 6304
TAYLOR MAID BEAUTY SUPPLY
PUT IT UP SPORTS NUTRITION
MIRACELL
SALMON PHARMACY
INNUTRA
WALGREEN 09192
NUTRITIONAL SPORTS SHOP
PRECISION MEDICAL PHARMACY
GS PRODUCTS
OREM FAMILY PHARMACY
OREM COMM MED CENTER
CUSTOM HEALTH LABS
HEALTH E
AUDIBEL HEARING CENTER
BEAUTY INNOVATIONS
DEAN BEAUTY PRODUCTS
TARGET OPTICAL C4007
HERB SHOP
SALLY BEAUTY SUPPLY 155
CENTRAL OREM HEALTH CARE PHARM
SPARK NATURALS
NATURES SOURCE COSMETICS
ADVANTAGE EYE CARE
HERBAL PHARMACY
PREMIER CARE PHARMACY
RITE AID 6126
WALGREENS 11150
NUTRAPERFECT
FIELD OPTICS RESEARCH INC
ABSOLUTE WEIGHTLOSS & NUTRITIO
PROCARE DIRECT
KAYROSS EDUCATION
KENSINGTON SERVICES
RESULTS RNA
SALONCENTRIC
ORO GOLD
NUTRITIONAL SPORTS SHOP
KISSTIXX
INSIGHT EYE CARE
STANDARD OPTICAL CO
PEARLE VISION CENTER OF OREM
AHC MEDICAL SUPPLY
Vineyard
Vineyard
Vineyard Rd
Vineyard Rd
Center St
Utah Valley University
Lakeside Sports Complex
Lakeside Fairways Golf Course
Riverside Country Club
University Ave
Canyon Rd
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N

Orem Industrial and Manufacturing Companies
Legend
Industrial and Manufacturing Companies
Orem Boundary
RDAs
ORANGE SKY DBA 21ST CENTURY GOODS
MYRON'S AUTO WRECKING
MCR RECYCLING
D.C.D. OREM
WIND RIDGE CABINETS
ALABAMA METAL INDUSTRIES CORP
EAGLE FOUNDRY
U.S. WELDING
LINEAR SIGNAL
REGENCY MINT
TEGRA ARMS
ARTISAN CABINETS AND FURNITURE
ARIBEX
SMARTPALATE INTERNATIONAL
MEGASTIR TECHNOLOGIES
MEXAN AUTOMATION
ARTISANS DU BOIS
TRISTAR MANUFACTURING
DMEZ
PALMER WHOLESALE
HILLTOP AUTO
Vineyard
Orem
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2 Miles
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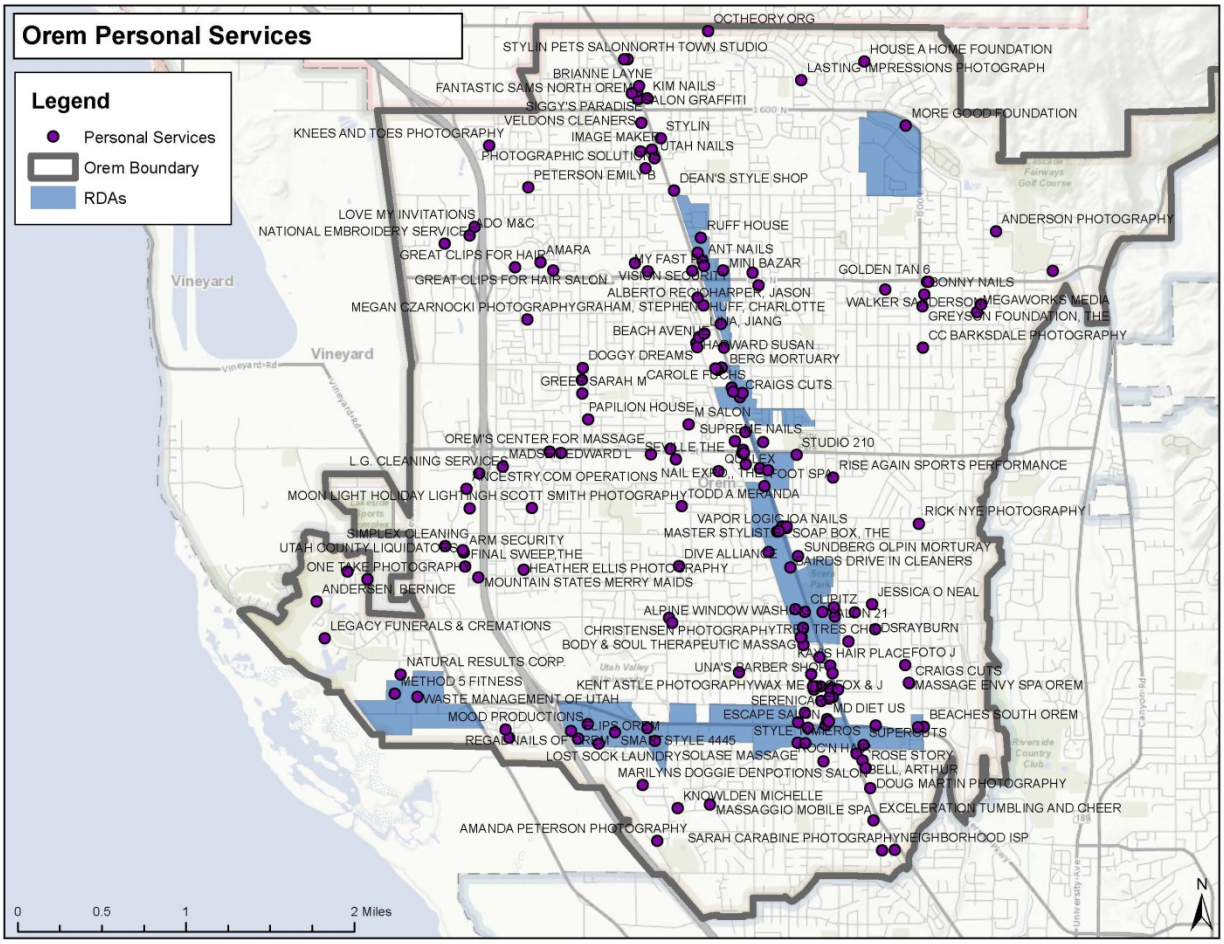
Orem Personal Services
Legend
Personal Services
Orem Boundary
RDAs
OCTHEORY.ORG
STYLIN PETS SALON
NORTH TOWN STUDIO
HOUSE A HOME FOUNDATION
LASTING IMPRESSIONS PHOTOGRAPH
BRIANNE LAYNE
FANTASTIC SAMS NORTH OREM
KIM NAILS
SALON GRAFFITI
SIGGY'S PARADISE
VELDONS CLEANERS
STYLIN
MORE GOOD FOUNDATION
KNEES AND TOES PHOTOGRAPHY
IMAGE MAKER
UTAH NAILS
PHOTOGRAPHIC SOLUTIONS
PETERSON EMILY B
DEAN'S STYLE SHOP
LOVE MY INVITATIONS
NATIONAL EMBROIDERY SERVICE
ADO M&C
RUFF HOUSE
ANDERSON PHOTOGRAPHY
GREAT CLIPS FOR HAIR
AMARA
ANT NAILS
MY FAST
MINI BAZAR
GOLDEN TAN 6
GREAT CLIPS FOR HAIR SALON
VISION SECURITY
BONNY NAILS
ALBERTO REC
HARPER, JASON
MEGAWORKS MEDIA
MEGAN CZARNOCKI PHOTOGRAPHY
GRAHAM, STEPHEN
HUFF, CHARLOTTE
WALKER SANDERSON
GREYSON FOUNDATION, THE
JIA, JIANG
BEACH AVENUE
CC BARKSDALE PHOTOGRAPHY
HAGWARD SUSAN
DOGGY DREAMS
BERG MORTUARY
CAROLE FUCHS
GREEN SARAH M
CRAIGS CUTS
PAPILION HOUSE
M SALON
SUPREME NAILS
OREM'S CENTER FOR MASSAGE
STUDIO 210
MADSEN EDWARD L
SEVILLE THE
L.G. CLEANING SERVICES
COMPLEX
RISE AGAIN SPORTS PERFORMANCE
ANCESTRY.COM OPERATIONS
NAIL EXPO, THE
FOOT SPA
MOONLIGHT HOLIDAY LIGHTING
SCOTT SMITH PHOTOGRAPHY
TODD A MERANDA
RICK NYE PHOTOGRAPHY
VAPOR LOGIC
NAILS
MASTER STYLIST
SOAP BOX, THE
SIMPLEX CLEANING
ARM SECURITY
SUNDBERG OLPIN MORTURAY
UTAH COUNTY LIQUIDATORS
FINAL SWEEP,THE
DIVE ALLIANCE
FAIRDS DRIVE IN CLEANERS
ONE TAKE PHOTOGRAPHY
HEATHER ELLIS PHOTOGRAPHY
MOUNTAIN STATES MERRY MAIDS
ANDERSEN, BERNICE
JESSICA O NEAL
CLIPITZ
ALPINE WINDOW WASHING
SALON 21
LEGACY FUNERALS & CREMATIONS
CHRISTENSEN PHOTOGRAPHY
TRES CHODSRAYBURN
BODY & SOUL THERAPEUTIC MASSAGE
RAYS HAIR PLACE
FOTO J
NATURAL RESULTS CORP.
UNA'S BARBER SHOP
CRAIGS CUTS
METHOD 5 FITNESS
KENT ASTLE PHOTOGRAPHY
WAX MEDIC
FOX & J
MASSAGE ENVY SPA OREM
WASTE MANAGEMENT OF UTAH
SERENICA
MD DIET US
MOOD PRODUCTIONS
ESCAPE SALON
BEACHES SOUTH OREM
CLIPS OREM
STYLE
LAMEROS
SUPERCUTS
REGAL NAILS OF OREM
SMART STYLE 4445
ROCN HAIR
LOST SOCK LAUNDRY
SOLASE MASSAGE
ROSE STORY
MARILYNS DOGGIE DEN
POTIONS SALON
BELL, ARTHUR
DOUG MARTIN PHOTOGRAPHY
KNOWLDEN MICHELLE
MASSAGGIO MOBILE SPA
EXCELERATION TUMBLING AND CHEER
AMANDA PETERSON PHOTOGRAPHY
SARAH CARABINE PHOTOGRAPHY
NEIGHBORHOOD ISP
Vineyard
Vineyard
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2 Miles
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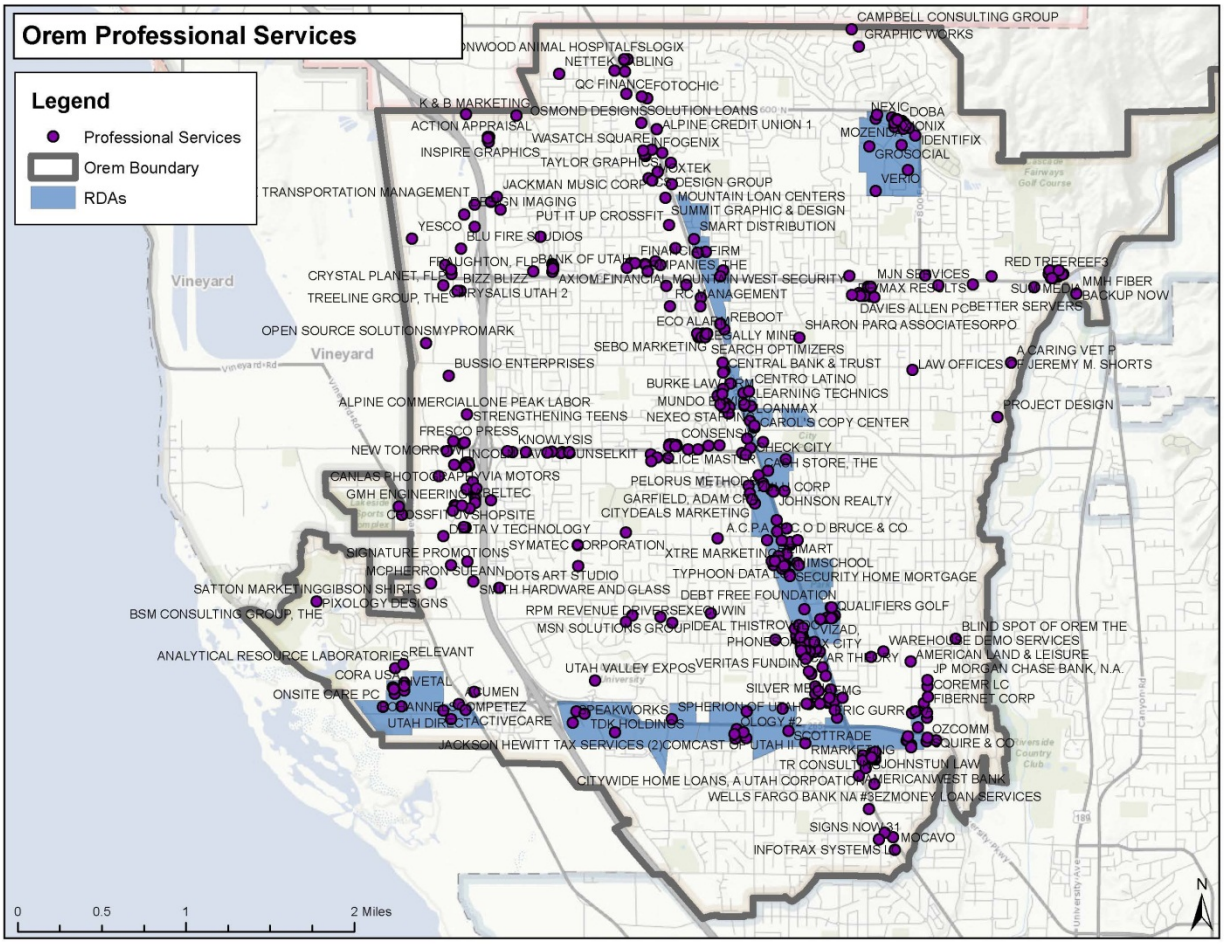
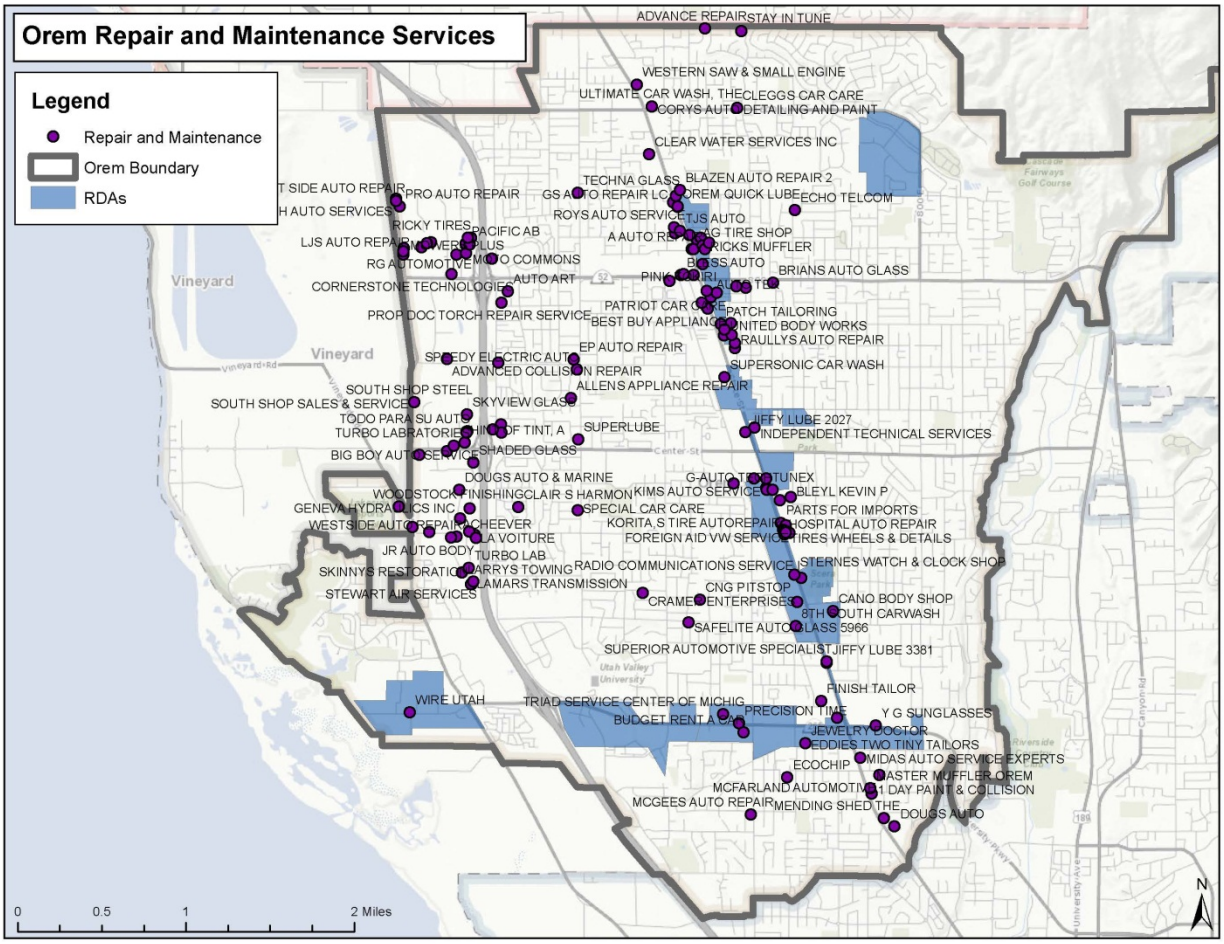
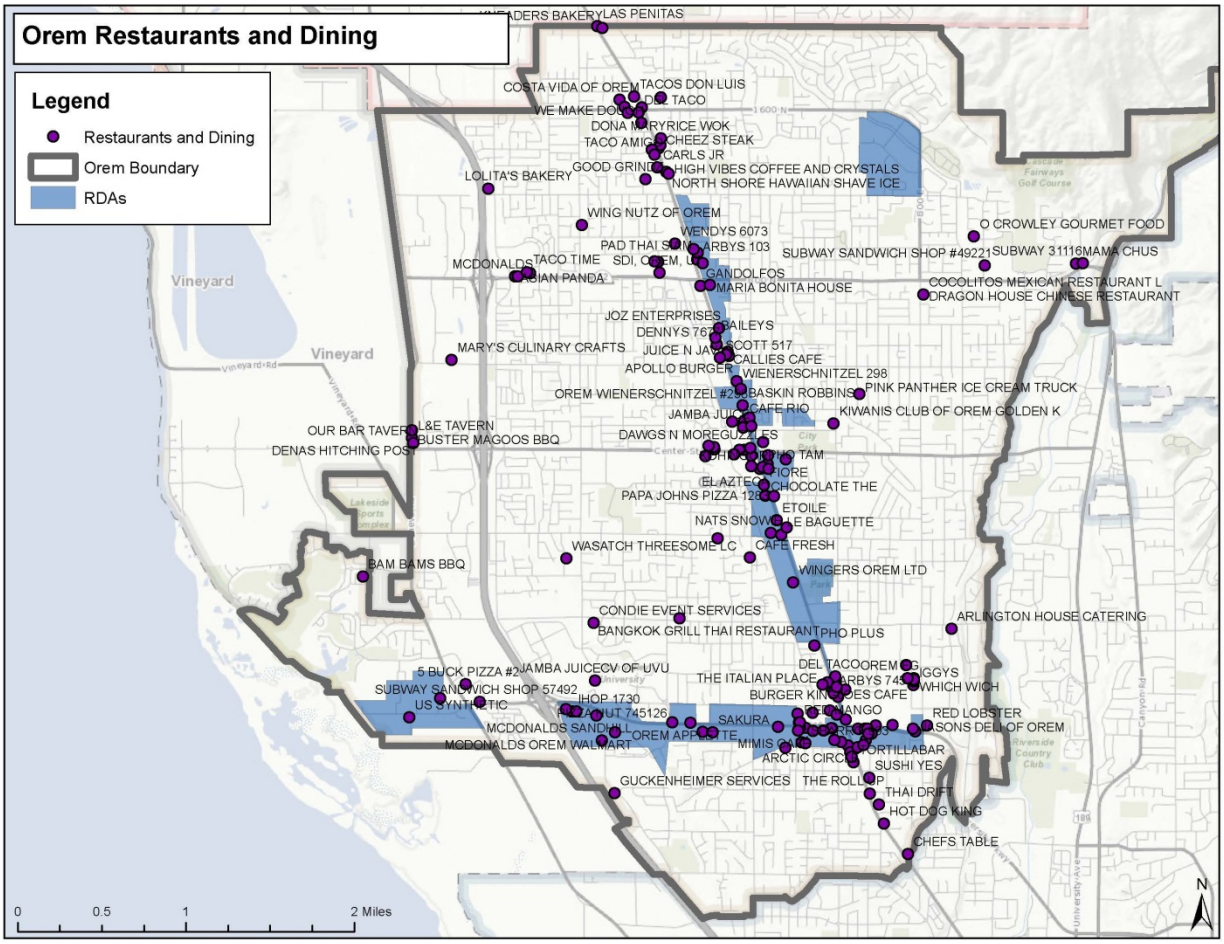
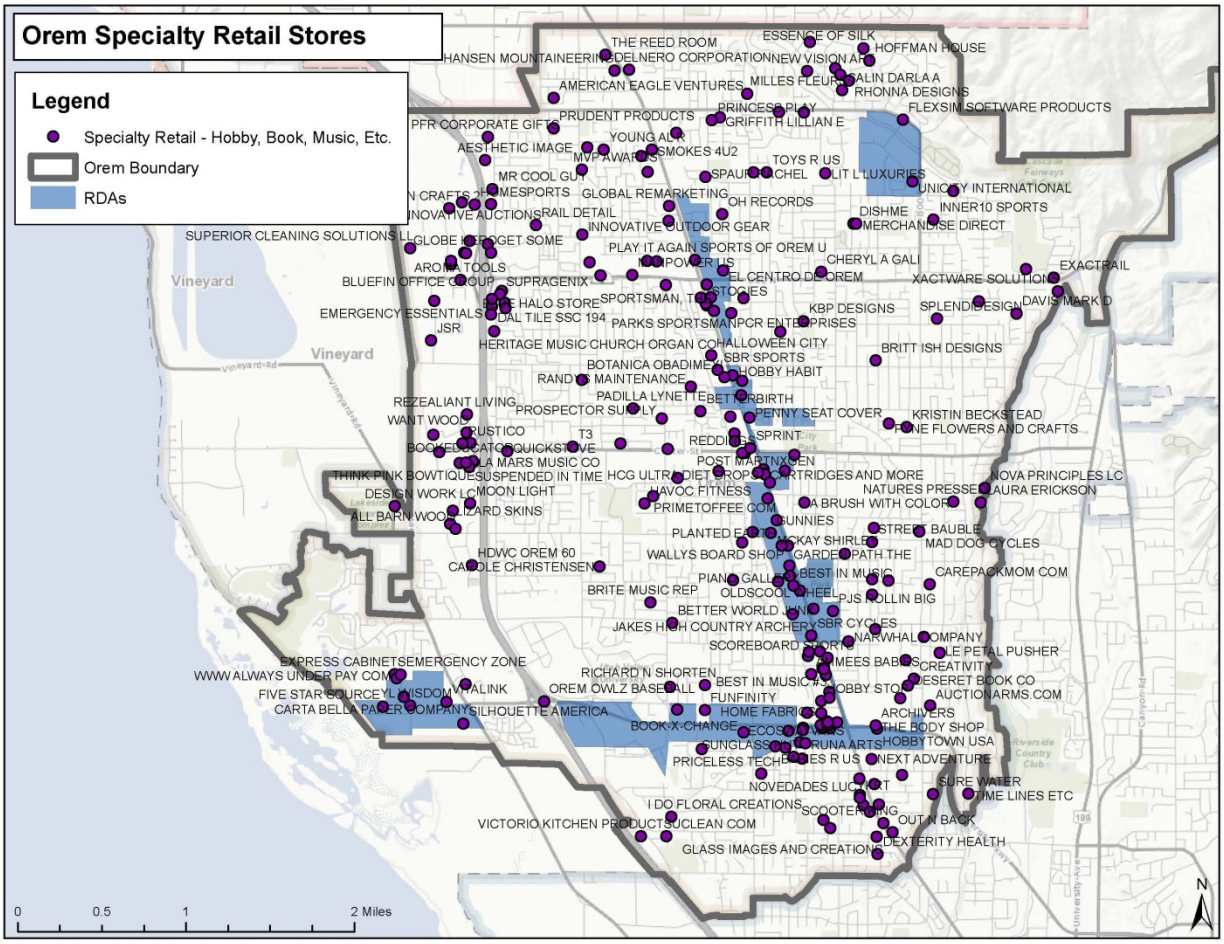
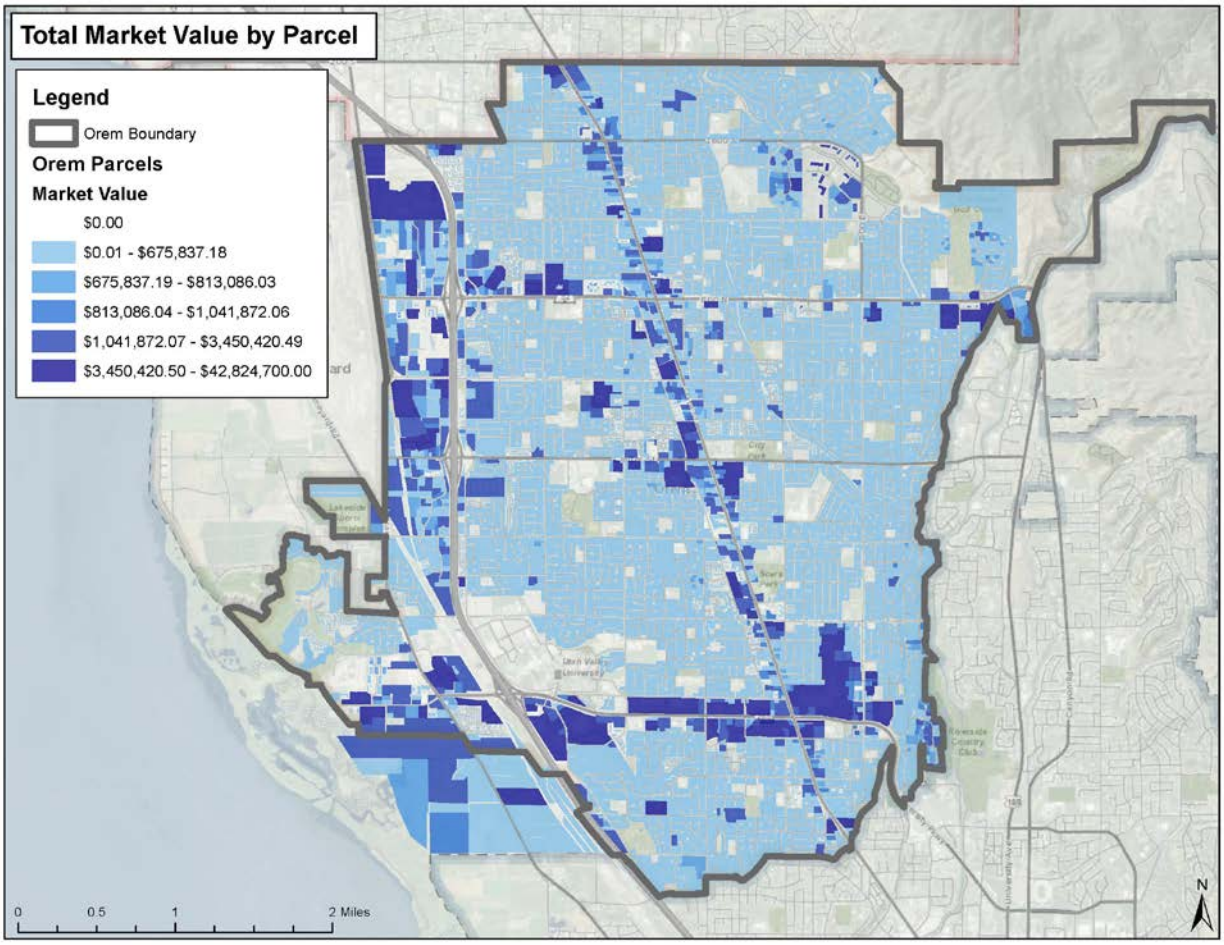

Orem Professional Services
Legend
Professional Services
Orem Boundary
RDAs
CAMPBELL CONSULTING GROUP
GRAPHIC WORKS
NETTEK
QC FINANCE
FOTOCHIC
K & B MARKETING
OSMOND DESIGNS
SOLUTION LOANS
ALPINE CREDIT UNION 1
ACTION APPRAISAL
WASATCH SQUARE
INFOGENIX
INSPIRE GRAPHICS
TAYLOR GRAPHICS
TRANSPORTATION MANAGEMENT
JACKMAN MUSIC CORP
DESIGN GROUP
MOUNTAIN LOAN CENTERS
SUMMIT GRAPHIC & DESIGN
PUT IT UP CROSSFIT
SMART DISTRIBUTION
YESCO
BLU FIRE STUDIOS
CRYSTAL PLANET, FLP
BIZZ BLIZZ
AXIOM FINANCIAL
MOUNTAIN WEST SECURITY
TREELINE GROUP, THE
CHRYSALIS UTAH 2
RC MANAGEMENT
MJN SERVICES
RED TREEREEF3
MMH FIBER
BACKUP NOW
DAVIES ALLEN PC
BETTER SERVERS
OPEN SOURCE SOLUTIONS
MYPROMARK
SHARON PARQ ASSOCIATES
ORPO
SEBO MARKETING
SEARCH OPTIMIZERS
A CARING VET P
BUSSIO ENTERPRISES
CENTRAL BANK & TRUST
LAW OFFICES OF JEREMY M. SHORTS
CENTRO LATINO
LEARNING TECHNICS
ALPINE COMMERCIAL
LONE PEAK LABOR
STRENGTHENING TEENS
LOANMAX
PROJECT DESIGN
FRESCO PRESS
CAROL'S COPY CENTER
KNOWLYSIS
CONSENSUS
NEW TOMORROW
CHECK CITY
CANLAS PHOTOGRAPHY
VIA MOTORS
CASH STORE, THE
GMH ENGINEERING
PELORUS METHOD
CORP
JOHNSON REALTY
CITYDEALS MARKETING
A.C.P.A.
D BRUCE & CO
SIGNATURE PROMOTIONS
SYMATEC CORPORATION
XTRE MARKETING
SCHOOL
MCPHERRON SUEANN
DOTS ART STUDIO
TYPHOON DATA
SECURITY HOME MORTGAGE
SATTON MARKETING
GIBSON SHIRTS
SMITH HARDWARE AND GLASS
DEBT FREE FOUNDATION
PIXOLOGY DESIGNS
BSM CONSULTING GROUP, THE
RPM REVENUE DRIVERS
QUALIFIERS GOLF
MSN SOLUTIONS GROUP
IDEAL THIS
BLIND SPOT OF OREM THE
WAREHOUSE DEMO SERVICES
ANALYTICAL RESOURCE LABORATORIES
RELEVANT
AMERICAN LAND & LEISURE
UTAH VALLEY EXPOS
VERITAS FUNDING
JP MORGAN CHASE BANK, N.A.
CORA USA
VETAL
SILVER MEDIA
EMG
COREMR LC
ONSITE CARE PC
LUMEN
COMPETEZ
FIBERNET CORP
PEAKWORKS
SPHERION OF UTAH
UTAH DIRECTACTIVECARE
TDK HOLDINGS
SCOTTRADE
OZCOMM
JACKSON HEWITT TAX SERVICES (2)
COMCAST
UTAH
TR CONSULTING
JOHNSTON LAW
CITYWIDE HOME LOANS, A UTAH CORPOATION
AMERICANWEST BANK
WELLS FARGO BANK NA #3
EZMONEY LOAN SERVICES
SIGNS NOW 31
MOCAVO
INFOTRAX SYSTEMS
Vineyard
0
0.5
1
2 Miles
N

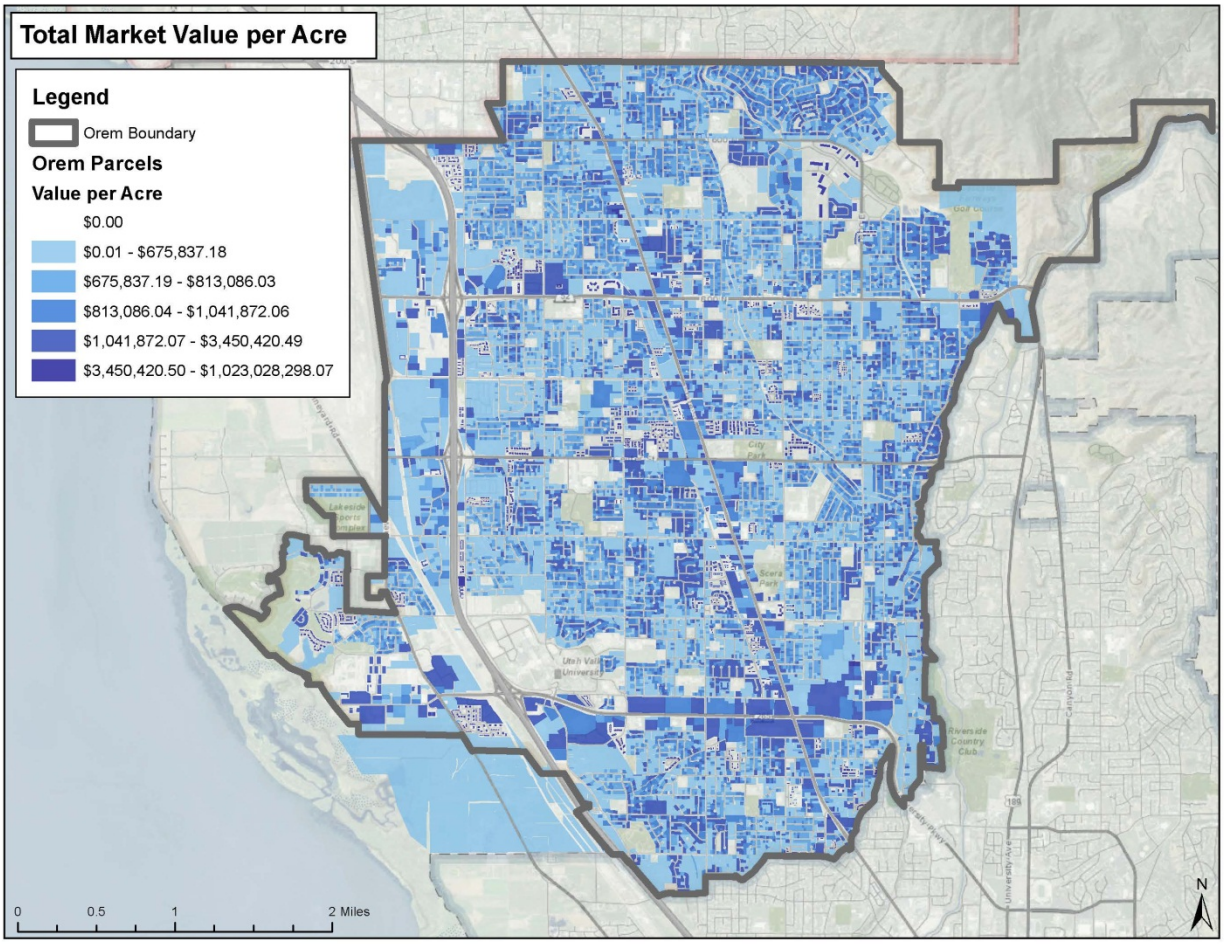

Orem Repair and Maintenance Services
Legend
Repair and Maintenance
Orem Boundary
RDAs
ADVANCE REPAIR
STAY IN TUNE
WESTERN SAW & SMALL ENGINE
ULTIMATE CAR WASH, THE
CLEGGS CAR CARE
CORYS AUTO DETAILING AND PAINT
CLEAR WATER SERVICES INC
TECHNA GLASS
BLAZEN AUTO REPAIR 2
OREM QUICK LUBE
ECHO TELCOM
PRO AUTO REPAIR
ROYS AUTO SERVICE
TJS AUTO
RICKS MUFFLER
BRIANS AUTO GLASS
PACIFIC AB
LJS AUTO REPAIR
AUTO ART
CORNERSTONE TECHNOLOGIES
PROP DOC TORCH REPAIR SERVICE
PATRIOT CAR CARE
PATCH TAILORING
BEST BUY APPLIANCE
UNITED BODY WORKS
RAULLYS AUTO REPAIR
SUPERSONIC CAR WASH
SPEEDY ELECTRIC AUTO
ADVANCED COLLISION REPAIR
ALLEN'S APPLIANCE REPAIR
SOUTH SHOP STEEL
SOUTH SHOP SALES & SERVICE
SKYVIEW GLASS
SUPERLUBE
JIFFY LUBE 2027
INDEPENDENT TECHNICAL SERVICES
SHADED GLASS
DOUGS AUTO & MARINE
G-AUTO TOOTUNEX
KIMS AUTO SERVICE
BLEYL KEVIN P
PARTS FOR IMPORTS
SPECIAL CAR CARE
KORITA'S TIRE AUTOREPAIR
HOSPITAL AUTO REPAIR
FOREIGN AID VW SERVICE
TIRES WHEELS & DETAILS
JR AUTO BODY
TURBO LAB
RADIO COMMUNICATIONS SERVICE
STERNES WATCH & CLOCK SHOP
SKINNYS RESTORATION
LARRYS TOWING
LAMARS TRANSMISSION
STEWART AIR SERVICES
CNG PITSTOP
CRAMER ENTERPRISES
CANO BODY SHOP
8TH SOUTH CARWASH
SAFELITE AUTO GLASS 5966
SUPERIOR AUTOMOTIVE SPECIALIST
JIFFY LUBE 3381
FINISH TAILOR
WIRE UTAH
TRIAD SERVICE CENTER OF MICHIG
PRECISION TINT
Y G SUNGLASSES
BUDGET RENT A CAR
JEWELRY DOCTOR
EDDIES TWO TINY TAILORS
MIDAS AUTO SERVICE EXPERTS
ECOCHIP
MASTER MUFFLER OREM
MCFARLAND AUTOMOTIVE
1 DAY PAINT & COLLISION
MCGEES AUTO REPAIR
MENDING SHED, THE
DOUGS AUTO
Vineyard
Utah Valley University
0
0.5
1
2 Miles
N


Orem Restaurants and Dining
Legend
Restaurants and Dining
Orem Boundary
RDAs
LAS PENITAS
COSTA VIDA OF OREM
TACOS DON LUIS
DOS TACO
WE MAKE DOUGH
DONA MARY
RICE WOK
TACO AMIGO
CHEEZ STEAK
CARLS JR
GOOD GRINDS
HIGH VIBES COFFEE AND CRYSTALS
NORTH SHORE HAWAIIAN SHAVE ICE
LOLITA'S BAKERY
WING NUTZ OF OREM
WENDYS 6073
PAD THAI SOON
ARBYS 103
SUBWAY SANDWICH SHOP #49221
O CROWLEY GOURMET FOOD
SUBWAY 31116
MAMA CHUS
MCDONALDS
TACO TIME
SDI, OREM, UT
GANDOLFOS
MARIA BONITA HOUSE
COCOLITOS MEXICAN RESTAURANT L
DRAGON HOUSE CHINESE RESTAURANT
Vineyard
JOZ ENTERPRISES
DENNYS 76
BAILEYS
MARY'S CULINARY CRAFTS
JUICE N JAVA
SCOTT 517
CALLIES CAFE
APOLLO BURGER
WIENERSCHNITZEL 298
OREM WIENERSCHNITZEL #2
BASKIN ROBBINS
PINK PANTHER ICE CREAM TRUCK
JAMBA JUICE
CAFE RIO
KIWANIS CLUB OF OREM GOLDEN K
OUR BAR TAVERN
L&E TAVERN
DENAS HITCHING POST
BUSTER MAGOOS BBQ
DAWGS N MOREGUZZI'S
PHO TAM
FIORE
EL AZTECA
CHOCOLATE THE
PAPA JOHNS PIZZA 128
ETOILE
NATS SNOW
LE BAGUETTE
WASATCH THREESOME LC
CAFE FRESH
BAM BAMS BBQ
WINGERS OREM LTD
CONDIE EVENT SERVICES
ARLINGTON HOUSE CATERING
BANGKOK GRILL THAI RESTAURANT
PHO PLUS
DEL TACO
JAMBA JUICE
THE ITALIAN PLACE
ARBYS 745
WHICH WICH
5 BUCK PIZZA #2
SUBWAY SANDWICH SHOP 57492
BURGER KING
CAFE
US SYNTHETIC
IHOP 1730
TANGO
RED LOBSTER
MCDONALDS SANDHILL
SAKURA
MASONS DELI OF OREM
MCDONALDS OREM WALMART
OREM APPLEBEE
MIMIS CAFE
TORTILLABAR
ARCTIC CIRCLE
SUSHI YES
GUCKENHEIMER SERVICES
THE ROLLUP
THAI DRIFT
HOT DOG KING
CHEFS TABLE
0
0.5
1
2 Miles
N


Orem Specialty Retail Stores
Legend
Specialty Retail - Hobby, Book, Music, Etc.
Orem Boundary
RDAs
0
0.5
1
2 Miles
N

Appendix B: Additional Maps




Total Market Value per Acre
Legend
Orem Boundary
Orem Parcels
Value per Acre
$0.00
$0.01 - $675,837.18
$675,837.19 - $813,086.03
$813,086.04 - $1,041,872.06
$1,041,872.07 - $3,450,420.49
$3,450,420.50 - $1,023,028,298.07
0
0.5
1
2 Miles
N

CITY OF OREM
DRAFT PLANNING COMMISSION MEETING MINUTES
May 18, 2022

The following items are discussed in these minutes:

- **SITE PLAN** – Approving the site plan of Quench-It located at 692 East 800 South - Approved
- **PUBLIC HEARING** – Amending Section 22-5-3(A) and the zoning map of the City of Orem by changing the zone of approximately 9.2 acres from the R12 zone to the PRD zone at approximately 1600 South 400 West and amending Appendix KK of the Orem City Code by adding the concept plan and elevations – negative recommendation to City Council

STUDY SESSION

Place: City Council Conference Room

At **3:30 p.m.** Chair Sakar called the Study Session to order.

Those present: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar, Planning Commission members; Ryan L. Clark, Development Services Director; Jason W. Bench, Planning Division Manager; Cheryl Vargas, Associate Planner; Grant Allen and Matt Taylor, Senior Planners; Sam Kelly, City Engineer; Steve Earl, Legal Counsel and Terry Peterson, City Council Liaison

Those excused: Tina Okolowitz, Planning Commission member; Rachel Stevens, Associate Planner

The Commission and staff briefly reviewed agenda items and minutes from May 4, 2022 meeting and adjourned at 4:25 p.m. to the City Council Chambers for the regular meeting.

REGULAR MEETING

Place: Orem City Council Chambers

At **4:30 p.m.** Chair Sakar called the Planning Commission meeting to order and asked Mr. Condie, Planning Commission member, to offer the invocation.

Those present: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar, Planning Commission members; Ryan L. Clark, Development Services Director; Jason W. Bench, Planning Division Manager; Cheryl Vargas, Associate Planner; Grant Allen and Matt Taylor, Senior Planners; Sam Kelly, City Engineer; Steve Earl, Legal Counsel and Terry Peterson, City Council Liaison

Those excused: Tina Okolowitz, Planning Commission member; Rachel Stevens, Associate Planner

Chair Sakar asked Ms. Vargas to introduce **Agenda Item 3.1**: (click here for recording)

Agenda Item 3.1 is a request by Rand Eardley for the Planning Commission to approve the site plan of Quench-It located at 692 East 800 South in the PD34 zone.

Staff Presentation: The applicant is proposing to construct a fast food type soda shop with a drive-thru off of 800 South within the University Place on an existing pad location. This is located on the northeast area of the University Place property. Access to this project will be from 700 East off of 800 South. There will be no direct access to 800 South from this location.

A complete video of the meeting can be found at www.orem.org/meetings

Architecture: The exterior of the building will be metal wall panels that are white for the walls with black accents. The roof will be black standing seam metal. This meets the building materials requirements outlined in Section 22-11-47(H)(7).

Drive-thru: Vehicles will enter the drive-thru from the south end of the property. They will then go north all the way around the building and then order and stop at the drive-thru window heading south again. Stacking will be all around the building and, if necessary, into the parking lot. There will be no stacking on 800 South.

Parking: For office and other nonretail commercial spaces, two and four tenths (2.4) parking stalls are required for every one thousand (1,000) square feet of nonretail commercial space. This building is one thousand two hundred thirty-three (1,233) square feet and requires three (3) parking spaces (3 spaces is rounded up from the actual 2.96 spaces required). They are providing nine (9) parking spaces (22-11-47(N)(1)(b)):

Traffic: This study analyzes the land use addition of the proposed Quench-It which consists of 4,700 square feet of soda shop and two drive-through lanes. Hourly ticket sales from the highest-grossing existing Quench-It location in Q1 of 2021 were gathered to determine trip generation, equating one ticket sale to one trip. The highest grossing store averages 555 daily ticket sales and the AM, PM, and midday peak hour average sales were 25, 39, and 52, respectively.

Fehr & Peers analyzed the background and plus project traffic conditions for June 2021. The results indicate that under both existing background and plus project conditions, no additional intersections operate below acceptable levels of service from the original University Place TIS submitted in February 2022, thus no further mitigations beyond the original University Place TIS are recommended. It should be noted that the northbound left-turn queue at the intersection of 700 East & 800 South exceeds capacity in existing Saturday peak hour conditions. Extending this turn bay to 220' will accommodate existing and plus project queue lengths.
No further mitigations are recommended.

Recommendation: The Development Review Committee determined this request complies with the Orem City Code. Staff recommends the Planning Commission approve the site plan of Quench-It located at 692 East 800 South in the PD34 zone.

Chair Sakar asked if the Planning Commission had any questions for Ms. Vargas.

Chair Sakar invited the applicant to come forward. Kathy Olson, Woodbury Corp and Steve Johnson, Quench-It introduced themselves.

Chair Sakar called for a motion on this item.

Planning Commission Action: Chair Sakar moved to approve the site plan of Quench-It located at 692 East 800 South in the PD34 zone. Mr. Condie seconded the motion. Those voting aye: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar. The motion passed unanimously.

Chair Sakar asked Ms. Vargas to introduce **Agenda Item 3.2**: (click here for recording)

Agenda Item 3.2 is a request by Bach Land & Development, LLC, Shaun Athey, for the Planning Commission to amend Section 22-5-3(A) and the zoning map of the City of Orem by changing the zone of approximately 9.2 acres from the R12 zone to the PRD zone at approximately 1600 South 400 West and amend Appendix KK of the Orem City Code by adding the concept plan and elevations.

Staff Presentation: The applicant is proposing this rezone and map amendment from the R12 zone to the PRD zone to develop a forty-three (43) single family lot subdivision with approximately 4.7 lots per acre. Per the Planned Residential Development (PRD) code of the City Code, seven (7) units per acre are allowed in a PRD (22-7-12(A). A new street connection to 400 West will continue from 1600 South and connect to 1430 South on the north end of the subdivision. There will also be a stubbed street for future access to the property to the west for future development and connect to the public street.

The developer has provided eight (8) elevations for the homes that will be built there. There are four (4) 3-car garage elevations and four (4) 2-car garage elevations. The larger lots to the south will blend well with the R8 zone homes on 1600 South. Moving north, the lot sizes decrease which blends with the condominiums on the north end of the subdivision (22-7-6(B)(19)).

The smaller lots will be between three thousand eight hundred (3,800) and five thousand six hundred thirty-two (5,632) square feet in size They will have a minimum of thirty-eight (38) feet of street frontage. The larger lots will be between seven thousand six hundred (7,600) and ten thousand two hundred twenty-four (10,224) square feet with seventy-six (76) feet of street frontage. The frontage numbers change if they are on a corner or a curve.

The concept plan and elevations, will be made a part of Appendix KK of the Orem City Code (22-7-5(A)).

Parking required on the site is a minimum of two (2) parking spaces for each dwelling, one (1) of which must be covered. There is a minimum of one half (1/2) parking space for each dwelling for guest parking within the development. With forty-three (43) units, twenty-two (22) guest parking spaces would be required. They are providing twenty-five (25) guest parking spaces which is more than required (22-7-12(J)).

A traffic study was completed as part of this project. Generally, the proposed concept meets transportation and traffic requirements. The proposed plan shows a public street of an adequate cross-section that connects 1430 South to 400 West. This is a requirement that is identified in the Street Connection Master Plan. The plan also seems to show 1430 South built to match its current width, with 400 West extending through the proposed concept plan at its existing width. There are some issues with the traffic impact study (TIS) that will be addressed during the preliminary plat approval process.

The City understands that there may be more items to address, but after discussions with the developer, the Engineering staff feel confident the City and developer can work through these items through the preliminary and final plat approval processes.

Due to going through the process of approval with the City staff and the neighborhood meetings, the total number of units has been reduced to forty-three (43) units. They will also move the stubbed road south that will connect the property to the west and move Lot 4 north, to provide a better possibility for development on that west property.

Recommendation: The Development Review Committee determined this request complies with the Orem City Code. Staff recommends the Planning Commission forward a recommendation to the City Council to amend Section 22-5-3(A) and the zoning map of the City of Orem by changing the zone of approximately 9.2 acres from the R12 zone to the PRD zone at approximately 1600 South 400 West and amend Appendix KK of the Orem City Code by adding the concept plan and elevations.

Chair Sakar asked if the Planning Commission had any questions for Ms. Vargas.

Chair Sakar invited the applicant to come forward. Shaun Athey introduced himself.

Chair Sakar opened the public hearing and invited those from the audience who had come to speak to this item to come forward to the microphone. The following came forward to make a comment: (click here for recording)

Reid Cope – 1628 S Wildwood Hollow Drive

Virginia Winegar – 669 W 1430 South
Steven Strong – 1664 S 500 West
Janelle Brown – 1661 S 400 West
Chuck McCartney – 326 W 1450 South
Doug Viertel – 450 W 1600 South
Brandon Aames, Bach Homes
Jay Liechty – 345 W 1600 South

Chair Sakar closed the public hearing and asked if the Planning Commission had any more questions for the applicant or staff. When none did, he called for a motion on this item.

Planning Commission Action: Mr. Low moved to forward a negative recommendation to the City Council to amend Section 22-5-3(A) and the zoning map of the City of Orem by changing the zone of approximately 9.2 acres from the R12 zone to the PRD zone at approximately 1600 South 400 West and amend Appendix KK of the Orem City Code by adding the concept plan and elevations with the condition that Lot 4 and the stubbed street going west will be switched. Mr. Condie seconded the motion. Those voting aye: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar. The motion passed unanimously.

Minutes: The Planning Commission reviewed the minutes from the previous meeting. Chair Sakar then called for a motion to approve the minutes of May 4, 2022. Ms. Pope moved to approve the meeting minutes for May 4, 2022. Chair Sakar seconded the motion. Those voting aye: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar. The motion passed unanimously.

Adjourn: Chair Sakar called and moved to adjourn. Mr. Condie seconded the motion. Those voting aye: Jim Condie, Gerald Crismon, Madeline Komen, Murray Low, Amber Pope and Haysam Sakar. The motion passed unanimously.

Adjourn: 5:26 p.m.

Ryan L. Clark
Planning Commission Secretary

Approved: