



# WEST VALLEY CITY REDWOOD JUNCTION SMALL AREA PLAN

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Bonneville Research

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# EXECUTIVE SUMMARY

## Executive Summary

The Redwood Junction Small Area Plan was commissioned by West Valley City and the Utah Transit Authority (UTA) to identify redevelopment scenarios that could provide an economic benefit to West Valley City, improve the long-term health of the neighborhood, and potentially increase transit ridership for UTA. This document proposes a phased redevelopment approach intended to shift the existing land uses from their existing condition to more intense and vibrant uses over time.

### Existing Conditions

The current conditions of the study area vary dramatically from the successful commercial area around the Decker Lake Business Park, to the blighted residential area known as Chesterfield. In between these extremes there exists light industrial/manufacturing buildings that are aged and in some cases their uses are no longer consistent with the area. The Redwood Elementary school is overcrowded and poorly located to serve the residential community. The area market doesn't currently support quality retail.

The Commercial zone in the Study Area is made up of a variety of commercial uses including Class A, B, & C office, light industrial, and manufacturing. The commercial growth within the study area has proven to be successful and market studies indicate more growth opportunities exist on vacant land that is still available and also with infill.

Retail development in the area is minimal and that which exists is not the quality that West Valley City would likely desire. In spite of a perceived need to include retail in development plans, a Retail Needs Assessment showed little to no retail opportunities in the study area and that retail needs are currently being met outside the area. An increase in residential density and subsequent population increase would increase retail opportunities slightly but not enough for retail development to be the focus of this report.

The Residential portion of the Study Area consists of a diverse mix of single family detached units, duplexes, triplexes, and 4-plexes. While the mix of the residential

may be diverse its overall condition does not show the same diversity. The majority of the residential area would likely be considered blighted both in the common definition and the legal definition. 59% of the housing units are categorized by the Salt Lake County Assessor to be in either "Poor" or "Fair" condition.

### Opportunities

The study shows redevelopment opportunities of the residential areas are viable. A successful plan would require the use of Tax Increment Financing through the creation of an Urban Renewal Area (URA) and extensive land acquisition. The result would be a very high quality residential development that provides the density desired and needed to support the existing transit opportunities that are currently underutilized.

### Phasing plan

Opportunities for redevelopment do exist within the Redwood Junction Small Area Plan study area. Given the current market conditions and land uses some of these opportunities are viable in a shorter time frame while others will require time and patience.

#### Short Term 3-5 years

- Multifamily development along Redwood Road within the vicinity of the Trax stop Phase 1A
- Class A office development on vacant land

#### Mid Term 6-10 years

- Rehabilitation of existing residential units
- Redevelopment of existing residential area
- Multifamily development along Redwood Road Phase 1B
- Class A office development infill development

#### Long Term 11+ years

- Relocation of elementary school to residential area on East side of Redwood Road
- Redevelopment of the 4-plex development between Lakepark Drive and Parkway Blvd.
- Conversion of both areas to Class A Office.
- Street improvement in existing residential areas.
- Multifamily development as market dictates

The following chapter illustrates the analysis of the demographic and economic forces at work in the area and evaluates the strengths and limitations as they relate to the Redwood Junction area.

## Demographic and Economic Trend Analysis

### Area Demographics

2014 Population of area is 2,036, with a growth rate of 1.10%, slightly above the City growth rate of 1.04%, but less than the State rate of 1.48%.

Population	Redwood Junction Study Area
2000	1,454
2010	1,968
2014	2,036
2019	2,148
2000-2014 CAGR	3.54%
2014-2019 CAGR	1.10%

TABLE 1 Source: ESRI, Bonneville Research, 2014

Median Household Income of area is \$30,038, significantly less than the City median of \$52,562.

Median Household Income	Redwood Junction Study Area	West Valley City
2014	\$ 30,038	\$ 52,562
2019	\$ 35,232	\$ 58,306

TABLE 2 Source: ESRI, Bonneville Research, 2014

Unemployment Rate in the area is 8.4%, substantially higher than the City rate of 5.9%.

2014 Civilian Population 16+ in Labor Force	Redwood Junction Study Area	West Valley City
Civilian Employed	91.6%	94.1%
Civilian Unemployed	8.4%	5.9%

TABLE 3 Source: ESRI, Bonneville Research, 2014

# SITE ANALYSIS

27.5% of area population over age 25 does not have a high school diploma compared to 21.4% for the City as a whole.

2014 Population 25+ by Education Attainment	Redwood Junction Study Area	West Valley City
<b>Total</b>	1,128	76,847
<b>Less than 9th Grade</b>	16.8%	9.5%
<b>9-12 Grade, No Diploma</b>	10.7%	11.9%
<b>High School Graduate</b>	27.9%	28.7%
<b>GED/Alternative Credential</b>	2.7%	3.5%
<b>Some College, No Degree</b>	24.1%	24.3%
<b>Associate Degree</b>	7.1%	8.5%
<b>Bachelor's Degree</b>	9.7%	10.0%
<b>Graduate/Professional Degree</b>	1.0%	3.5%

TABLE 4 Source: ESRI, Bonneville Research, 2014

42.2% of households have an income under \$25,000, which is the poverty level for a three person household, and 55.7% of households have an income under \$35,000, the poverty level for a 4 person household.

2014 Households by Income	Redwood Junction Study Area	West Valley City
<b>&lt;\$15,000</b>	24.8%	9.2%
<b>\$15,000-\$24,999</b>	17.4%	9.1%
<b>\$25,000-\$34,999</b>	13.5%	10.6%
<b>\$35,000-\$49,999</b>	17.5%	16.9%
<b>\$50,000-\$74,999</b>	13.8%	26.1%
<b>\$75,000-\$99,999</b>	5.7%	15.1%
<b>\$100,000-149,999</b>	5.4%	10.5%
<b>\$150,000-\$199,999</b>	1.0%	1.3%
<b>\$200,000 +</b>	1.0%	1.2%
<b>Average Household Income</b>	\$ 40,596	\$ 60,823

TABLE 5 Source: ESRI, Bonneville Research, 2014

59% of the housing inside the Redwood Junction study area are rated by the Salt Lake County Assessor as Poor or Fair, compared to 11.2% City wide.

2014 Housing Unit Condition	Redwood Junction Study Area	West Valley City
Poor Condition	14.8%	0.5%
Fair Condition	44.2%	10.8%
<b>Total Poor and Fair Condition</b>	<b>59.0%</b>	<b>11.2%</b>

TABLE 6 Source: Salt Lake County Assessor, Bonneville Research, 2014

### Green Line Ridership

The Redwood Junction station on the UTA TRAX Green Line is among the lowest on the entire line in Daily Station Activity, accounting for only 3.28% of the total activity on the entire Green line.

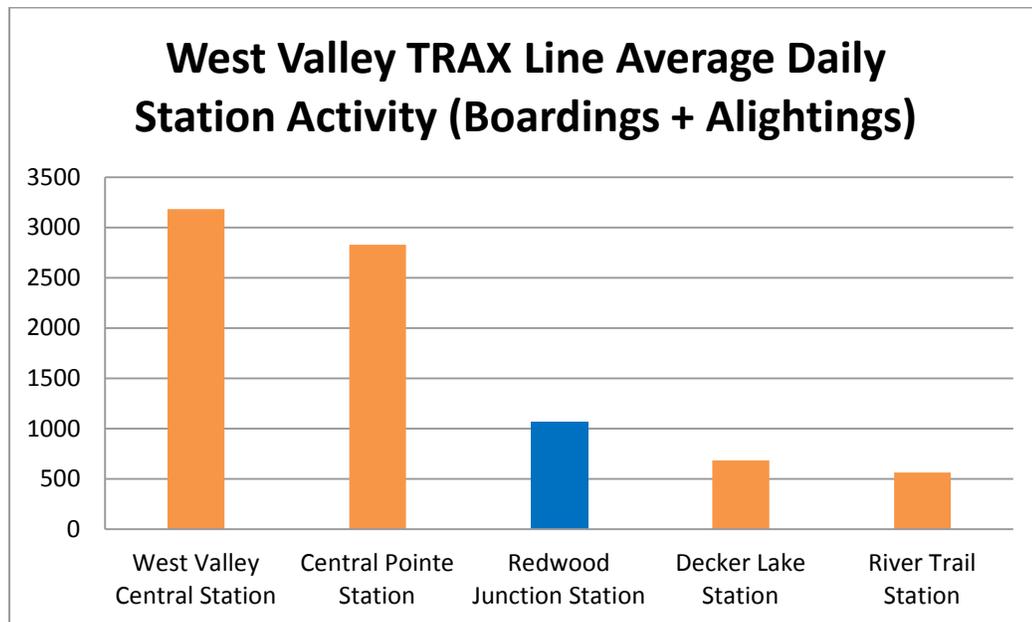


TABLE 8 Source: UTA, 2014

56% of the average weekday boardings at the Redwood Junction station occur after 3:00 PM compared to 20% of boardings before 9:00 AM. This would indicate that it is likely the employees in the commercial portion of the study area using TRAX for work commuting rather than the residential portion.

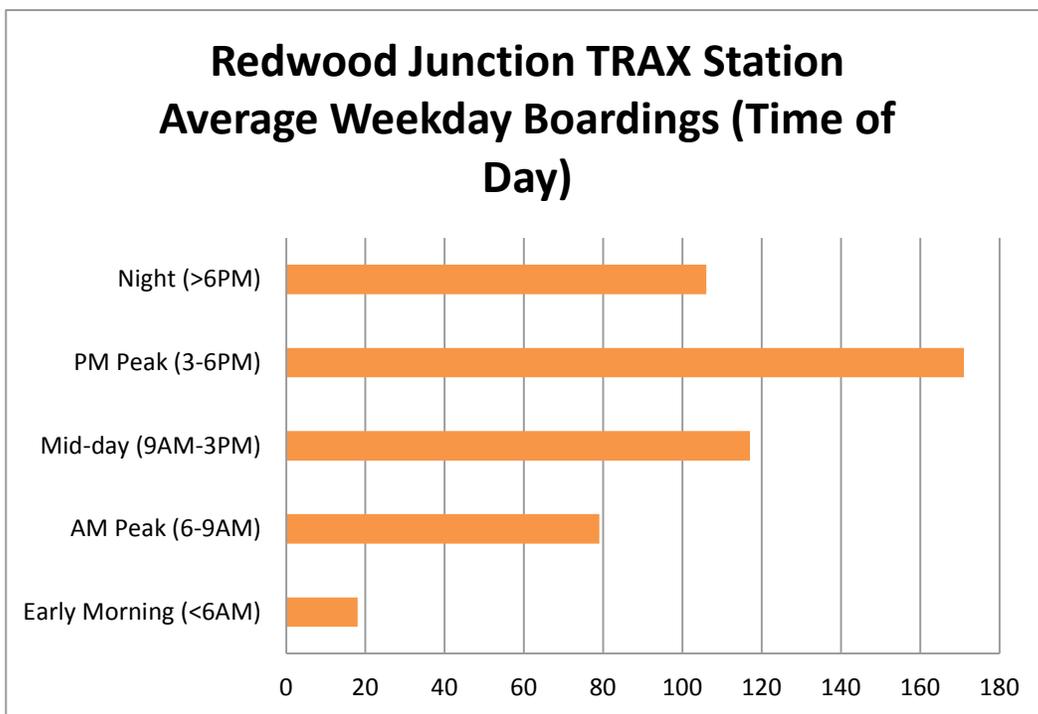


TABLE 9 Source: UTA, 2014

# SITE ANALYSIS

## Site Analysis

### Introduction

The study area consists of roughly 320 Acres of commercial/retail/light manufacturing, multifamily housing, single family homes, some vacant land, a handful of churches, schools, and some dedicated parks, trails, and recreation facilities.

The age and quality of the structures varies widely within each land-use category.

### Commercial Character

The Commercial area in the Study Area is made up of a variety of commercial uses including Class A, B & C office, light industrial and manufacturing. There are some retail and service oriented businesses located along Redwood Road - the quality of these developments ranges from outdated and vacant to very new corporate headquarters. (See Figure 3 Building Age Map)

Within the project area are several undeveloped properties with the largest being a well situated parcel

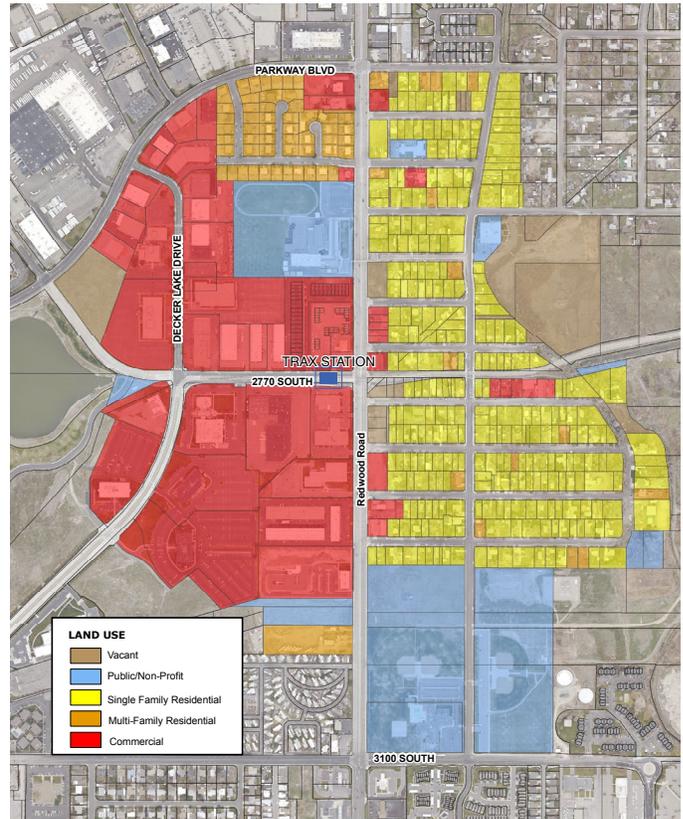


Figure 1 Land Use Map

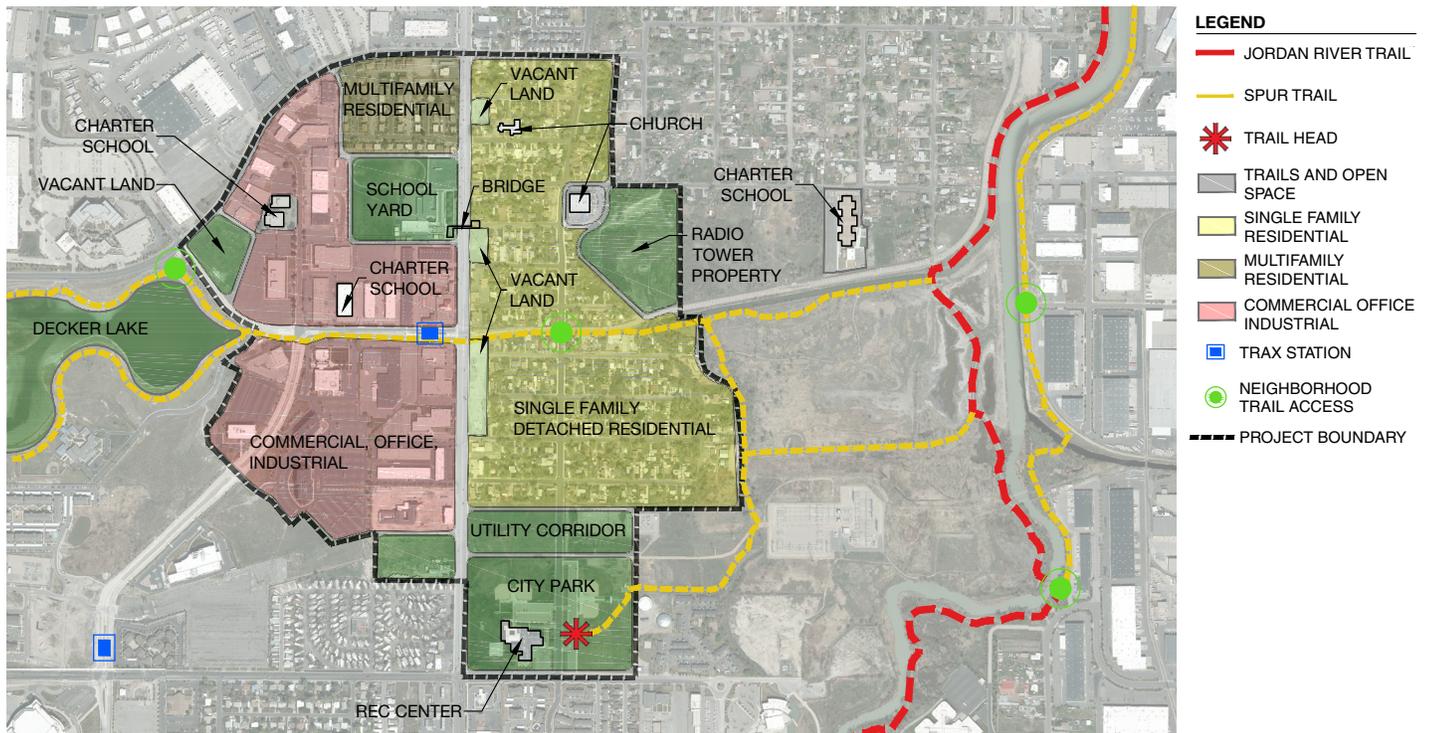


Figure 2 Existing Conditions Map

# SITE ANALYSIS

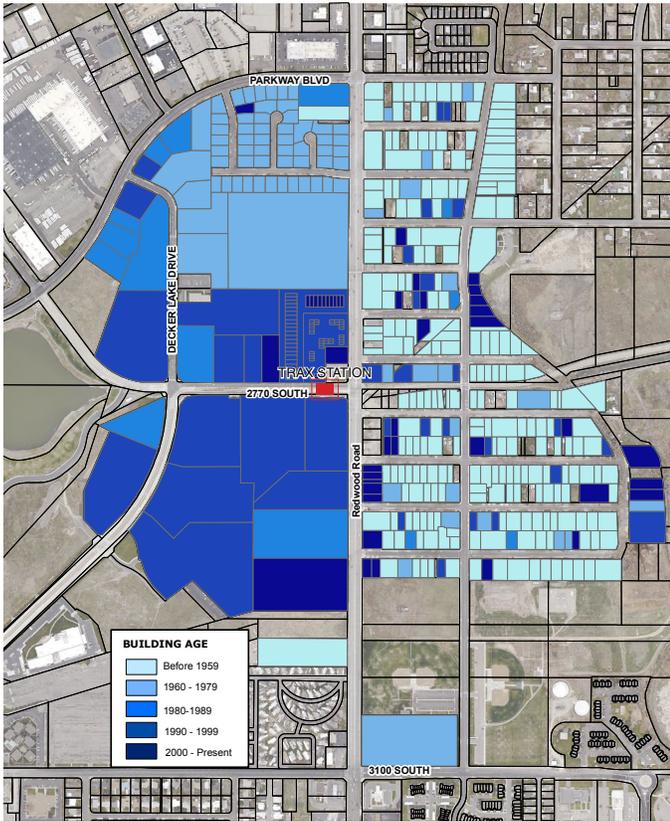


Figure 3 Building Age

adjacent to the Western study area boundary. Most of the other vacant land with commercial potential is located along Redwood Road. Some of the office spaces have been retrofitted and are currently functioning as charter schools.



Charter School Retrofit

## Residential Character

The residential area is almost all located on the East side of Redwood Road and largely consists of detached single family dwellings intermixed with a handful of duplexes, triplexes, and 4-plexes. The homes vary in size and age with a majority being built prior to 1959 (Figure 3 Building Age). A large portion of the properties are renter occupied (Figure 4 Renter vs. Owner occupied, Table 7 Housing Unit Summary).

At first glance the neighborhoods appear to be in a state of decline with many homes in disrepair including several that are uninhabitable and are currently boarded up and vacant (Image 3 Existing Residential). In spite of the apparent blighted conditions, there are a handful of properties that have either recently been constructed or redeveloped and are properly being maintained. These homes are scattered throughout the residential area but most are along the Eastern boundary and are in much better condition than the surrounding area (Image 4,5 Existing Residential). There is very minimal curb gutter and/or sidewalk anywhere within the residential area adding to the feeling of a declining neighborhood (Figure 5 Existing Infrastructure). The only residential component west of Redwood Road is a large 4-plex development at the north end of the study area. The condition of this development appears to be very poor with many buildings needing maintenance. In addition,



Image 1 Existing Commercial Building

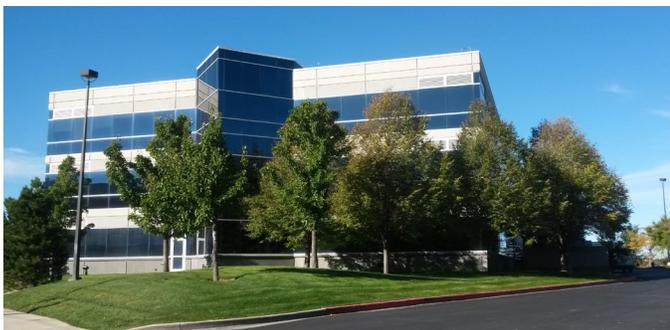


Image 2 New Commercial Building



4-Plex Development

# SITE ANALYSIS

unmaintained landscapes and crumbling asphalt further lessens the desirability of the complex.

## Public and Open Space

Within the study area is a trail network that links major recreation areas together and also provides connection to the Jordan River Trail located a short distance to the East (Figure 1 Existing Conditions Map). A dedicated paved bike path called the West Valley City Crosstowne Trail links Decker Lake to the Jordan River Trail. This trail is associated with and is immediately adjacent to the UTA Trax line.



West Valley City Crosstowne Trailhead

On the west boundary of the study area a trail spur provides pedestrian/bike access to the Redwood Park and County operated Redwood Recreation Center located in the Southeast corner of the study area. The trail leading out of the park is identified as the Lester Street trailhead.



Lester Street Trailhead

A public elementary school with a sizable school yard and track/playing field exists on the west side of Redwood Road. The school is in good condition but is physically disconnected from the neighborhood that

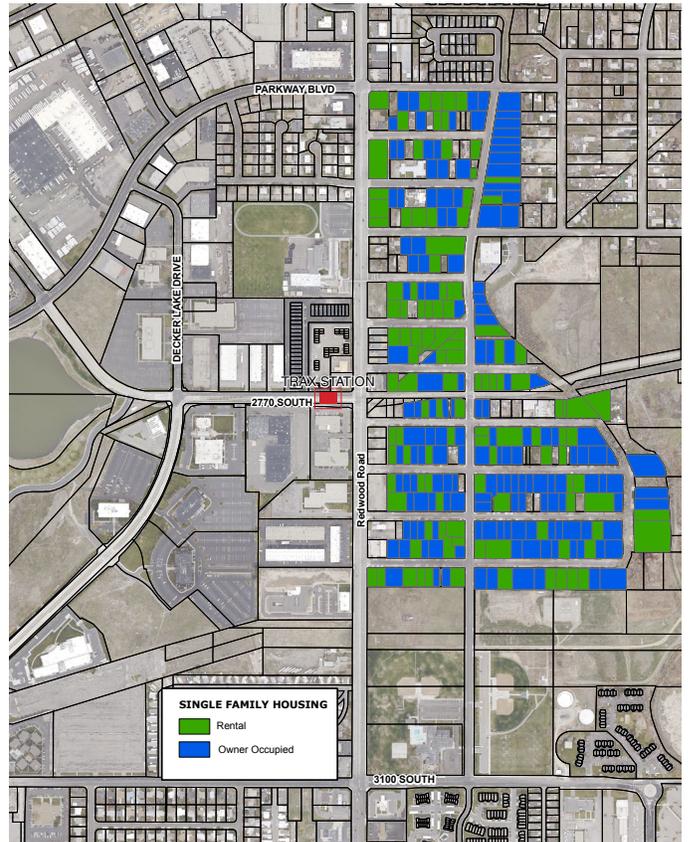


Figure 4 Renter vs. Owner Map



Image 3 Existing Residential



Image 4 existing residential

# SITE ANALYSIS

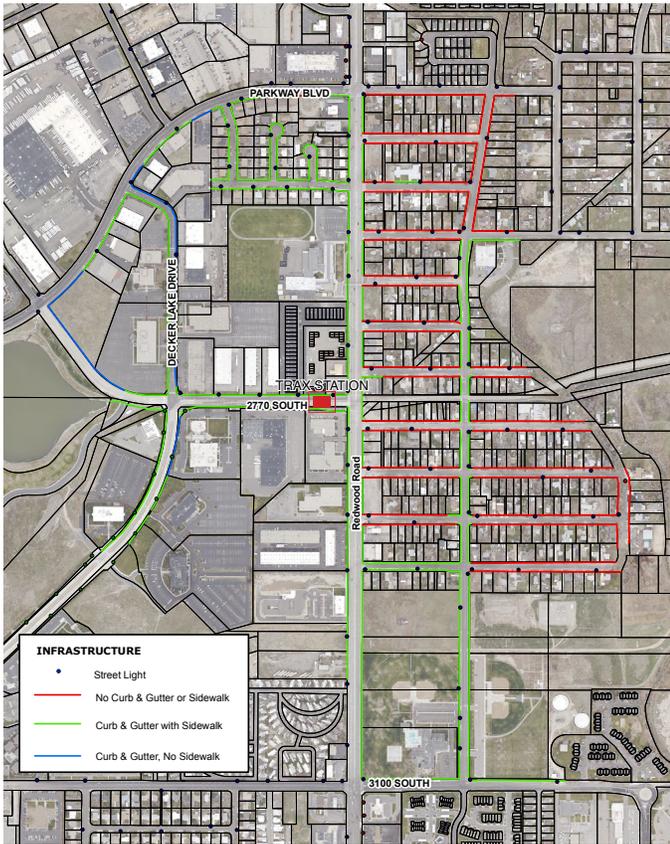


Figure 5 Infrastructure Map



Image 5 existing residential



Image 6 Utility Corridor

it services and is connected primarily by an unsightly elevated walkway constructed to provide safe access across Redwood Road.



Redwood Elementary

As previously mentioned some of the vacant commercial properties have been retrofitted into charter schools and at least 2 facilities are currently functioning as schools. The fact that these schools exist is evidence of a demand for school space in the area. The creative reuse and repurposing of existing facilities is a laudable action. However, the schools are located inside the commercial/manufacturing zone, a neighboring use not compatible with the comings and goings of school age children. This same assessment applies to the existing public school however the Redwood Elementary has a sizeable school yard to allow for outdoor play. In contrast, the charter schools are utilizing fenced asphalt parking lots for play areas. The children are also being bussed to the charter schools.



Charter School Parking Lot Play Area

A large utility corridor exists just north of Redwood Park that consists of high voltage power lines with some additional power utility fields. The area beneath the lines is generally unimproved with some livestock grazing being allowed where feasible. The land is owned by Utah Power and Light Company (Image 6 Utility Corridor).

## Plan Recommendations

The Redwood Junction area is in need of redevelopment and land use changes in several key areas. Residential units are old and dilapidated, neighborhood streets have no sidewalks and are uninviting, retail is scarce and underperforming, and commercial, while showing the most growth in the past decade, still has older buildings that are aging and have a declining useful life. Furthermore, the existing uses are failing to adequately support the Redwood Junction transit station, nor are the existing uses benefitting from being located in a transit supported area.

Unfortunately not all of these areas of need are financially feasibility in today’s market. The following section will detail the actions that are financially feasible to redevelop in the short term, mid term, and long term, as well as that which is not likely to be feasible (Figure 8 Phased Development Plan).

### Short Term 3-5 years

- Multifamily Development
- Office Infill Development

### Multifamily Development

One of the principal goals for the Redwood Junction Small Area Plan is the removal of dilapidated or blighted properties in the area. Replacing some of the older, dilapidated, detached housing units with new high quality market rate multifamily housing meets that goal. The financial land redevelopment scenario portrayed in this report explores the purchase and removal of six acres of residential units and replaces them with a multifamily development consistent with the 25 DUAC densities currently being supported by market conditions.

The results of this financial scenario shows that a multifamily development is financially feasible given the right parameters and employing the right tools, one of which is an Urban Renewal Project Area (URA).

It is estimated the cost for acquiring and demolishing the proposed 6 acre area to be \$12.75 per square foot. The market rate for multifamily land is \$10.00 per square foot leaving a financial gap of \$2.75 per square foot. With the use of an Urban Renewal Area as a tool for capturing Tax Increment, it is estimated

the gap could be recovered in just over 10 years at a participation rate of 47.5% (i.e. 50% of the new growth taxes would go directly to the school district and other taxing entities).

Acquisition of the first 6 acre parcel could begin immediately followed by the development of the apartment complex. The second 6 acre parcel would mirror the first in design and would follow after the development strategy proves to be successful (Figure 8 & 9).

Multifamily Development Scenario	
TOTAL MARKET VALUE	\$ 2,744,700
PURCHASE CONTIGENCY 20%	\$ 3,293,640
DEMO COST	\$ 274,470
TOTAL COST	\$ 3,568,110
COST PSF	\$ 12.75
MARKET RATE FOR DIRT	\$ 10.00
GAP PSF	\$ 2.75
TOTAL GAP	\$ 769,578
ASSESSED VALUE NEW PROJECT	\$ 18,750,000
NEW GROWTH	\$ 17,240,415
RESIDENTIAL DEDUCTION	\$ 9,482,228
TAX RATE	0.016496
ANNUAL INCREMENT	\$ 156,419
AVAILABLE INCREMENT - 47.5%	\$ 74,299
# YEARS TO RECOVER GAP	10.36

Table 10 Source: Salt Lake County Assessor, Bonneville Research, 2014.

### Urban Renewal Area (URA)

Urban Renewal (“URA”) laws are designed to facilitate revitalization of run-down, “blighted” urban areas by giving special powers and incentives to do so. Special powers include eminent domain. Incentives include tax increment financing. The theory of Urban Renewal is that without special powers and incentives, blighted urban areas would remain blighted while development occurred in less expensive undeveloped areas. A URA is one of the three types of Tax Increment Financing or Redevelopment tools currently available to Utah municipalities. It allows a City’s redevelopment agency to use the property tax paid on new development within a designated project area to be used to help offset the costs of that development.

# PLAN RECOMMENDATIONS

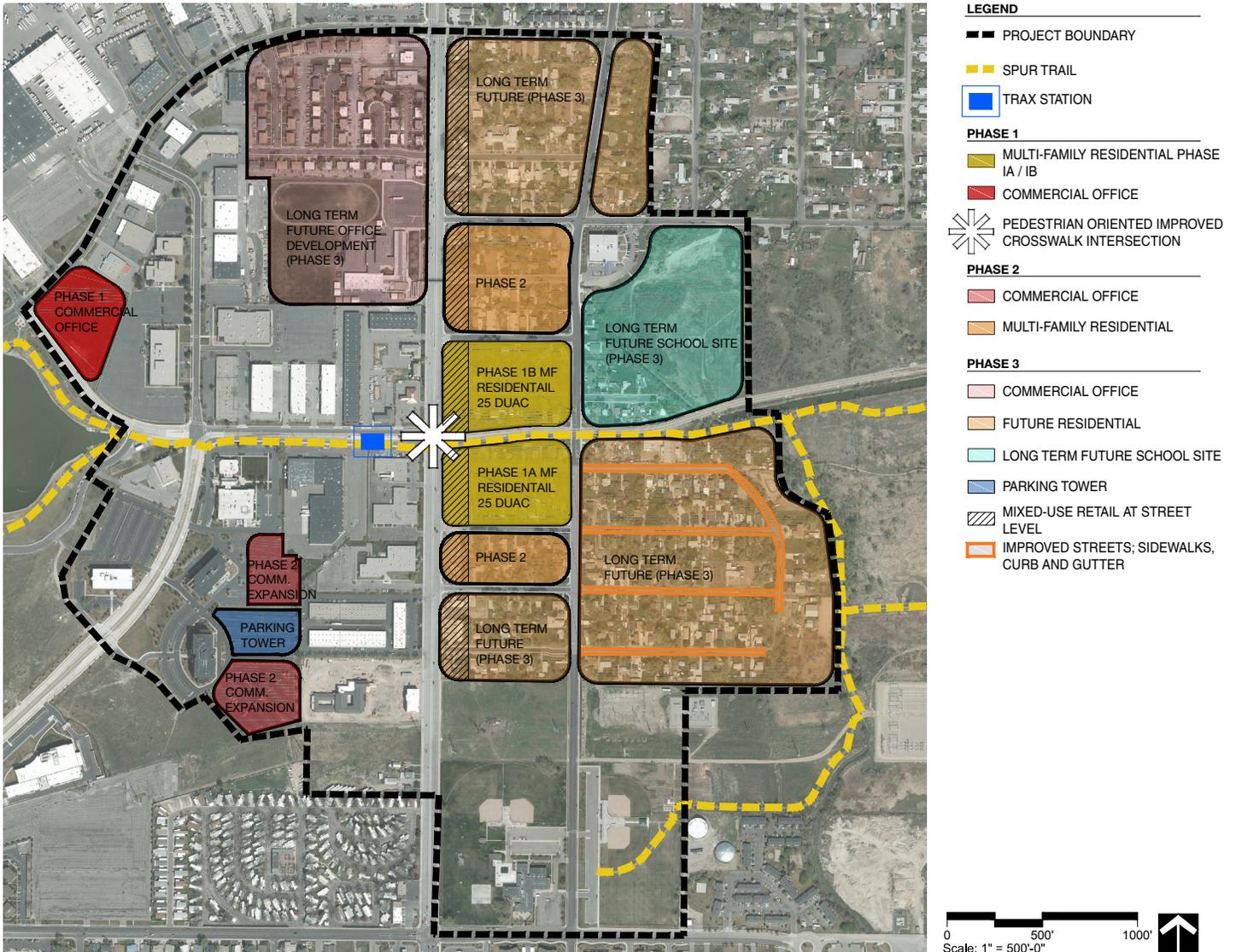


Figure 8 Phased Action Plan

# PLAN RECOMMENDATIONS

## PHASE 1B

Area: 6 acres  
 Units: 150  
 Parking: 220 internal  
 30 street

## CROSSWALK IMPROVEMENT

Creating a more beautiful and walkable community

## PHASE 1A

Area: 6 acres  
 Units: 150  
 Parking: 220 internal  
 30 street

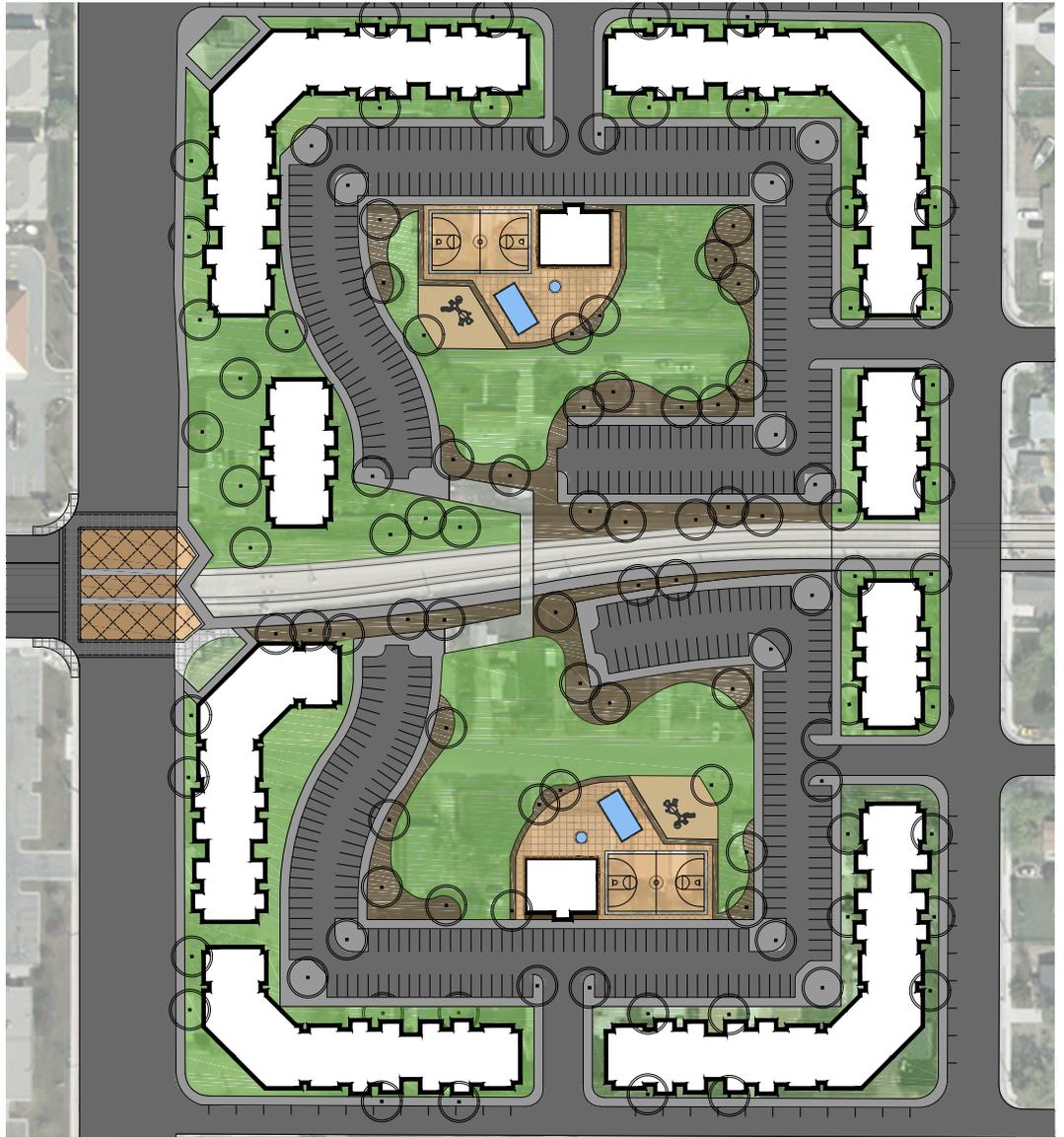


Figure 9 Residential Apartment Development Concept



Garden Style Apartments



Context Map

# PLAN RECOMMENDATIONS

Using a URA for this development project would not only create the mechanism to recover the financial gap between the land acquisition and the market rate. Due to the URA having the power of eminent domain, it would also be an important tool in acquiring the property on the proposed site.

## Property Acquisition

Redevelopment of almost any portion of the Redwood Junction area will require acquiring the property necessary for the new development as there is very little undeveloped land in the area. The land acquisition necessary for this multifamily development would consist of 31 properties, 23 of which have residential improvements, and a portion of a city street. Together this would make up the six acres necessary for the proposed development scenario. Acquisition of this many properties will likely be the most time consuming and the most challenging portion of this development scenario.

## Developer RFQ

Once the URA is in place and the property has been acquired by the Redevelopment Agency, the next step would be to issue a Request for Qualifications (RFQ) for a multifamily development on the proposed site. The RFQ process will allow participating developers to show the City which of them can provide the development plan best suited for West Valley City and this site, while conforming to the financial parameters associated with the development scenario.

## Office Development

The commercial properties in the Redwood Junction area have been the most successful in the area thus far. The commercial properties are also the primary users of the Redwood Junction Trax station, despite feelings from the businesses that the “stop is too far away” to be fully utilized. That being said, commercial development, specifically office, appears to be the highest and best use for land on the west side of Redwood Road.

While much of the land within the Redwood Junction area is already developed, there are some parcels of undeveloped land. The most attractive of these infill sites is the 3.98 acre parcel on the corner of Parkway Blvd. and Decker Lake Blvd. The land is currently vacant and has an Assessed Value of \$765,600 (Figure 10).



Figure 10 vacant land in commercial area

The northwest quadrant of the Salt Lake Valley historically carries the highest vacancy rate in the market. However, several quarters of consistent activity have resulted in strong gains in Class A and B office vacancy. Large blocks of contiguous space are scarce. Proximity to the Salt Lake International Airport, good freeway access, new light rail line, and updated and expanded retail and residential developments have greatly helped the image and desirability of the submarket.

- Office Vacancy Rates:
  - Class A 9.7%
  - Class B 5.3%
  - Class C 14.1%
  - Overall 8.7%
  - SL Suburban Overall 9.9%
- Office Lease Rates:
  - Class A \$21.17
  - Class B \$18.18
  - Class C \$14.55
  - Overall \$17.37
  - SL Suburban Overall \$20.36
- Commercial Land Value: \$6.00-8.00 per square foot

Source: Commerce Real Estate Solutions, 2014

# PLAN RECOMMENDATIONS

The industrial market does not appear to have as much potential in this area as office, due primarily to the large industrial developments either planned or currently under construction in West Valley City and other areas in the northwest portion of the Salt Lake Valley, and to the lack of large undeveloped parcels of land in the project area. The type of industrial that is seeing the largest growth is the larger buildings, over 100,000 square feet. The Redwood Junction area is not capable of serving this area of the market without significant redevelopment of already developed land, which would raise the cost above market levels.

## Mid Term 6-10 years

- Office Expansion and Infill Development
- Residential Rehabilitation and Redevelopment
- Multifamily Development – Phase II

### Office Expansion and Infill Development

The commercial office will likely continue to be a growth sector for the Redwood Junction area as the valley continues to grow and reliance on mass transit increases. If the commercial portion of the Redwood Junction area is to meet this growth demand it will need to look for other development options as the vacant developable land will be gone. The term “infill development” refers to building within unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas. Infill development is critical to accommodating growth and redesigning our cities to be environmentally and socially sustainable. Converting surface parking lots to vertical parking structures would create additional developable land, and create a more dense commercial office area.

Several buildings in the area have surface parking lots that could be used for future building development if the surface parking can be replaced by vertical parking structures. While the construction of these parking structures can be expensive, we believe the market for developable commercial land near transit will offset those costs.

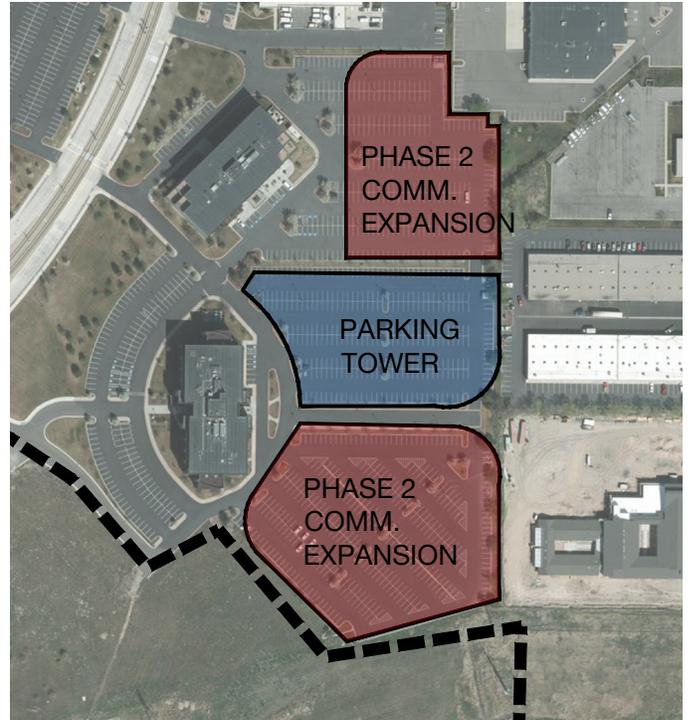


Figure 11 expansive parking lots in commercial area

### Residential Development, Rehabilitation and Redevelopment

As the URA created to cover the financial gap of the multifamily development matures, it will be generating more tax increment than is necessary for the multifamily development. West Valley City can create a Residential Rehabilitation program to give assistance, in the form of match money, to home owners willing to reinvest in their own properties.

The goal of this program should be to remove deficiencies or health and safety hazards, improve energy efficiency, remediate lead based paint, enhance the streetscape and livability factor of the neighborhood, increase the quality of the housing stock and the assessed values of residential properties, and to extend the useful life of the properties in the Redwood Junction area.

# PLAN RECOMMENDATIONS

In addition to the Residential Rehabilitation program, the City and the Housing Authority of West Valley City should begin a targeted acquisition of problem properties. Housing units that do not meet current building codes, nonconforming multifamily conversions, and properties used in criminal activity can be identified, remodeled, and then sold to new owners, thereby improving the assessed value of the properties in the area, and generally improving the livability of the entire neighborhood.

## Multifamily Development Phase II

The success of the initial multifamily development, coupled with improvement of the residential area through the Residential Rehabilitation program will make additional multifamily developments financially feasible, likely without the need for tax increment. The area between Redwood Road and Lester Avenue should be targeted as areas for additional multifamily development due to its proximity to the Redwood Junction Trax station and Redwood Road.

Issuing another Request for Qualifications (RFQ) for developers on phase II would be recommended, unless phase II was negotiated with the phase I developer.

## Long Term 11+ years

- Elementary School Relocation
- 4-Plex Redevelopment
- Multifamily Development

### Elementary School Relocation

Redwood Elementary School, located on Redwood Road in the Redwood Junction area was built in 1953 and has an enrollment of almost 900 students. When this school was planned and constructed in 1953 it was likely in a good location to serve a growing population of students. However, in the past 60 years, the area has changed dramatically and Redwood Elementary finds itself separated from the majority of its students' homes by Redwood Road. Simply, the school is on the wrong side of the street. Furthermore, the property surrounding the school has all developed as commercial except for the 4-plex complex directly to the north.

The best solution for the City, the students, and for the school would be to find a suitable location on the East side of Redwood Road. This would allow the majority of the students to not have to negotiate Redwood Road on their way to and from school. It would also free up valuable commercial land along Redwood Road for development.

Granite School District does not currently have Redwood Elementary on its list for remodel or reconstruction, and the school is currently over capacity. With the new multifamily developments in the area replacing single family residential units, the population of school aged children will likely increase.

On the eastern portion of the Redwood Junction Small Area Plan area, there is a 7.5 acre property currently owned by Citadel Communications Corporation, and used for a radio tower. This site could be a suitable location for a new Redwood Elementary School. It is on the proper side of Redwood Road to meet the needs of the majority of the students, and it is accompanied by a church and open space.



Figure 12 proposed school site

## 4-Plex Redevelopment

Directly north of the Redwood Elementary School is a development of roughly 65 4-plex multifamily units. Like the school, this property is surrounded by commercial development and Redwood Road, isolating it from other residential areas. Furthermore, the property’s condition is less than desirable, especially for a development that shares a fence with an elementary school. The drive approaches have fallen into disrepair, the buildings are dilapidated and neglected, and the landscaping is virtually nonexistent.



Figure 12 Existing School and Apartments

However, redevelopment of this area is difficult and not financially feasible at present. The market value of the properties, plus the cost to clear the land, far exceeds the market rate for commercial land. We performed a similar financial feasibility analysis to the one done for the multifamily development scenario. The results for this analysis showed that redevelopment is not feasible at this time.

Lake Park Drive 4-Plex Development Scenario	
TOTAL MARKET VALUE	\$ 13,534,450
PURCHASE CONTINGENCY 20%	\$ 16,241,340
DEMO COST	\$ 1,353,445
TOTAL COST	\$ 17,594,785
COST PSF	\$ 31.34
MARKET RATE FOR DIRT	\$ 7.00
GAP PSF	\$ 24.34
TOTAL GAP	\$ 13,665,293
ASSESSSED VALUE NEW PROJECT	\$ 22,783,038
NEW GROWTH	\$ 15,357,405
TAX RATE	0.016496
ANNUAL INCREMENT	\$ 253,336
AVAILABLE INCREMENT - 71.25%	\$ 180,502
# YEARS TO RECOVER GAP	75.71

Source: Salt Lake County Assessor, Bonneville Research, 2014

## Multifamily Development

Continue the market driven development of multifamily projects along Redwood Road and in proximity to the Redwood Junction Trax station. Tax increment or other City incentive should no longer be necessary to create a financial feasible multifamily project. Market driven, financially self sufficient projects should be the only projects entertained by West Valley City.

## Streetscape Improvement

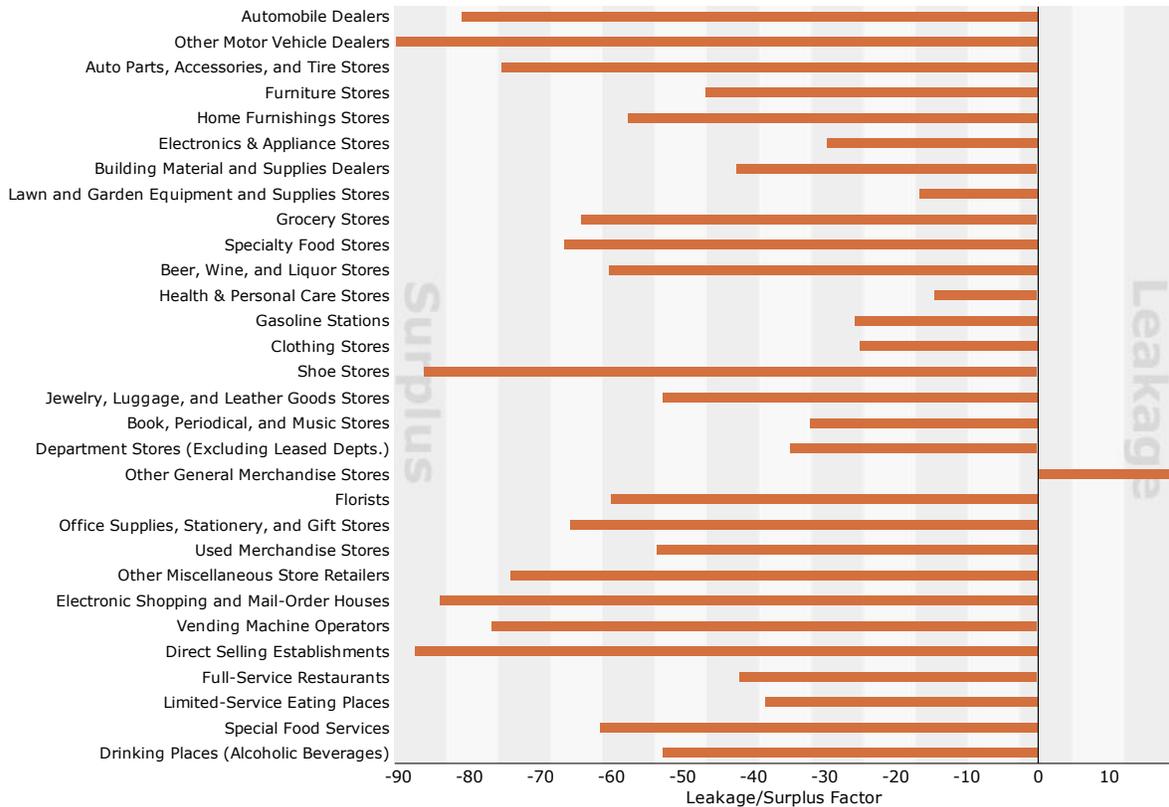
The streetscape is the common thread between all zones of the study area and has the power to knit them together into one cohesive neighborhood. Rehabilitation and repair of the streets as new projects are installed is a must and may include curb and gutter, sidewalk, special paving at key locations, pedestrian trails and street tree planting. Figure 8 shows rehabilitation and repair of city streets in the area that will remain detached homes.

# PLAN RECOMMENDATIONS

## Retail

We conducted a Retail Needs Assessment based on the current retail supply in a 5 mile drive from the Redwood Junction area, and the retail demand in the same area. The results indicated that the area is currently over retail and that no Industry group has a need for additional retail outlets in the 5 mile market area. The only industry group that shows any leakage is Other General Merchandise Stores, however the \$10 million leakage is only about 10% of the sales necessary to support as retail outlet of this type.

Leakage/Surplus Factor by Industry Group



Any opportunity for increased retail development in the Redwood Junction area will only come from increased resident population inside the market area. Converting existing single family dwellings to multifamily projects will greatly improve the potential for increased retail opportunities.

## Summary

The Redwood Junction is an area that is positioned for change. The Redwood Junction Small Area Plan is intended to serve as a guide for future development and improvements to the neighborhood. A summary of the Plan Recommendations is included for easy reference by the City, developers, property owners, and other agencies.

<b>Short Term (3-5 yrs)</b>	
<b>Multifamily Development</b>	Creation of an Urban Renewal Area (URA) to Fill Financial Gap
	Property Acquisition Totaling 6 Acres
	Developer Request for Qualifications (RFQ)
	Increase Potential Transit Ridership
<b>Office Infill Development</b>	Market Rate Class A Office Development
	Utilization of Vacant Land
	Increase Potential Transit Ridership
	Emphasize Existing Trail System with Additional Signage and Trail Head Development Focusing on Connectivity with Jordan River Trail
<b>Initiate Future Commercial Planning to Relocate Redwood Elementary and 4-Plex Complex</b>	Start Discussions with School District to Relocate Redwood Elementary School

# SUMMARY

Mid Term (6-10 yrs)	
<b>Office Expansion and Infill Development</b>	Conversion of Existing Surface Parking Lots to Parking Structures
	Conversion Creates Developable Land
	Developable Land Developed into Class A Office
	Increase Potential Transit Ridership
<b>Residential Rehab and Redevelopment</b>	Use Tax Increment to Create a Residential Rehabilitation Program to Incentivize Property Owners to Invest in Property Begin City Street Beautification Effort by Adding Curb, Gutter, Sidewalk and Street Trees to Areas Without, Especially Areas Where Existing Housing Units will Remain. Multifamily Zones will Receive Street Improvements as New Complexes are Constructed.
<b>Multifamily Development</b>	Market Rate Multifamily Development Building off Success of Phase I Multifamily Development
	Increase Potential Transit Ridership
	Create Urban Renewal Project area at 4-plex development

# SUMMARY

Long Term (11+ yrs)	
<b>Elementary School Relocation</b>	Relocate School to East Side of Redwood Road
	Convert Former School Site to Commercial Land
	Develop Land as Commercial Office
	Increase Potential Transit Ridership
<b>4-Plex Redevelopment</b>	Demolish or Phase Out Existing 4-Plex Apartments
	Convert to Commercial Land
	Develop Land as Commercial Office in Tandem with Redevelopment of School Site
	Increase Potential Transit Ridership
<b>Multifamily Development</b>	Market Rate Multifamily Developments
	Building off Success of Earlier Phases
	Increase Potential Transit Ridership