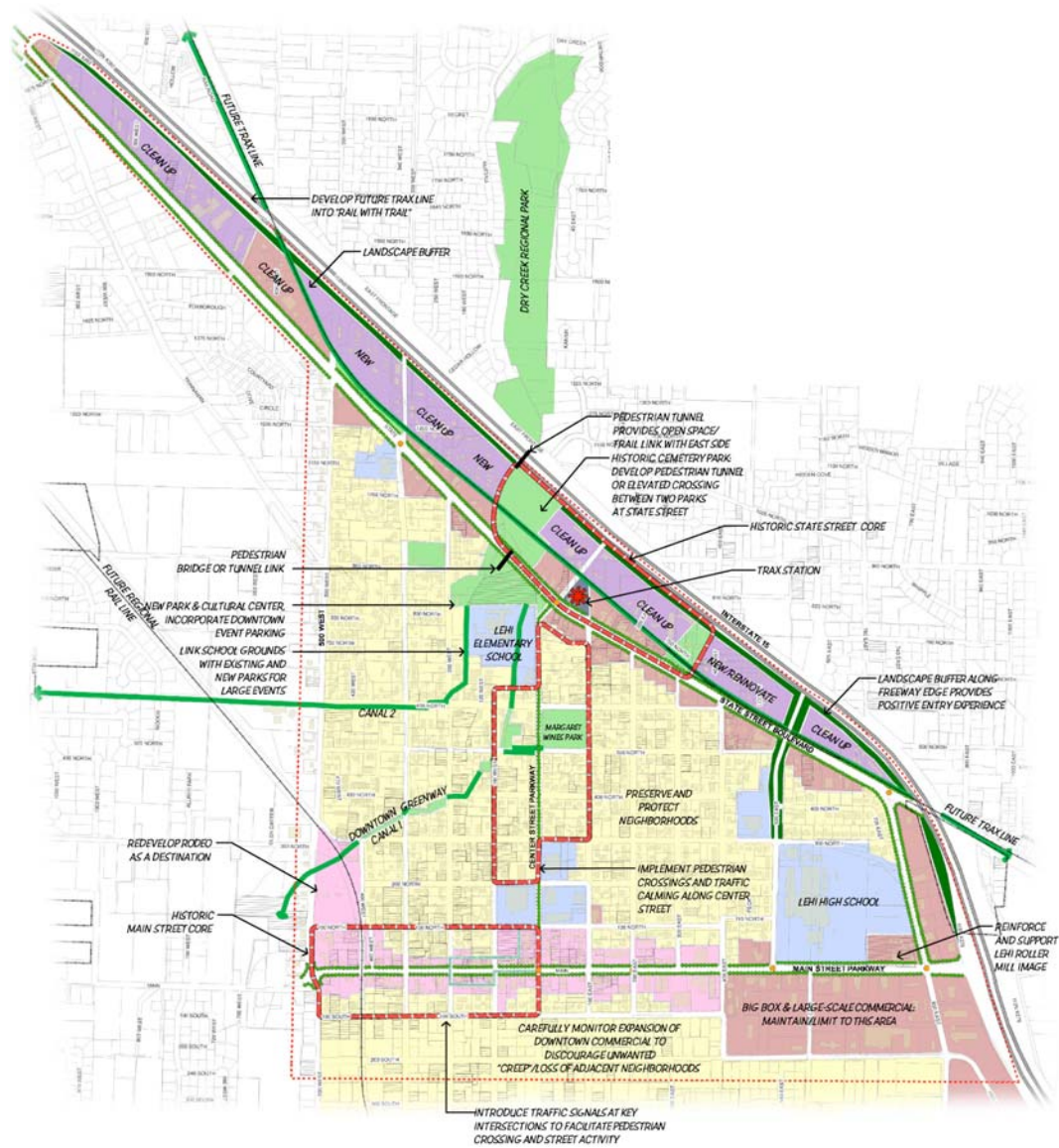


# 1

# DOWNTOWN LEHI REVITALIZATION PLAN



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This Plan was adopted by the Lehi City Council on February 13, 2007.

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## 1) INTRODUCTION AND BACKGROUND

### Purpose and Intent

The intent of this study is to take a critical look at Downtown Lehi in order to establish a vision that will help guide future development and growth in the area. As illustrated in Figures 1 through 5, the plan focuses on the historic core of Downtown Lehi, which extends from I-15 to 500 West Street and from 100 South to State Street. The area includes Main Street, City Hall, Lehi Legacy Center, City Hall, Hutching's Museum of Natural History, Margaret Wines Park, Lehi Rodeo Grounds, Lehi Elementary, Lehi High School and a large residential district.

In addition to Downtown Lehi, the plan includes a supplementary report analyzing a potential Business Park and relocation of the Lehi Roundup rodeo. Implementation actions, including architectural and site design guidelines conclude the study.

### Downtown History

Throughout much of its history, Lehi's Main Street has been evolving as the heart of this historic community. Over the years it has experienced the ebb and flow so typical of many small towns, often dictated by economic conditions. In 1970, "For Sale" signs on several local Main Street storefronts were an indication of one such economic slowdown, spurring a first wave of community action to revitalize Lehi's business district. Now, more than 35 years later, Main Street is once again threatened - this time by heavy traffic. The traffic causes lengthy delays and driver/pedestrian frustration, and is perceived as a threat to both adjacent businesses and nearby residential neighborhoods alike. Much of this traffic congestion is a result of the substantial growth that has occurred west of Lehi in recent years.



*Main Street Circa 1950*



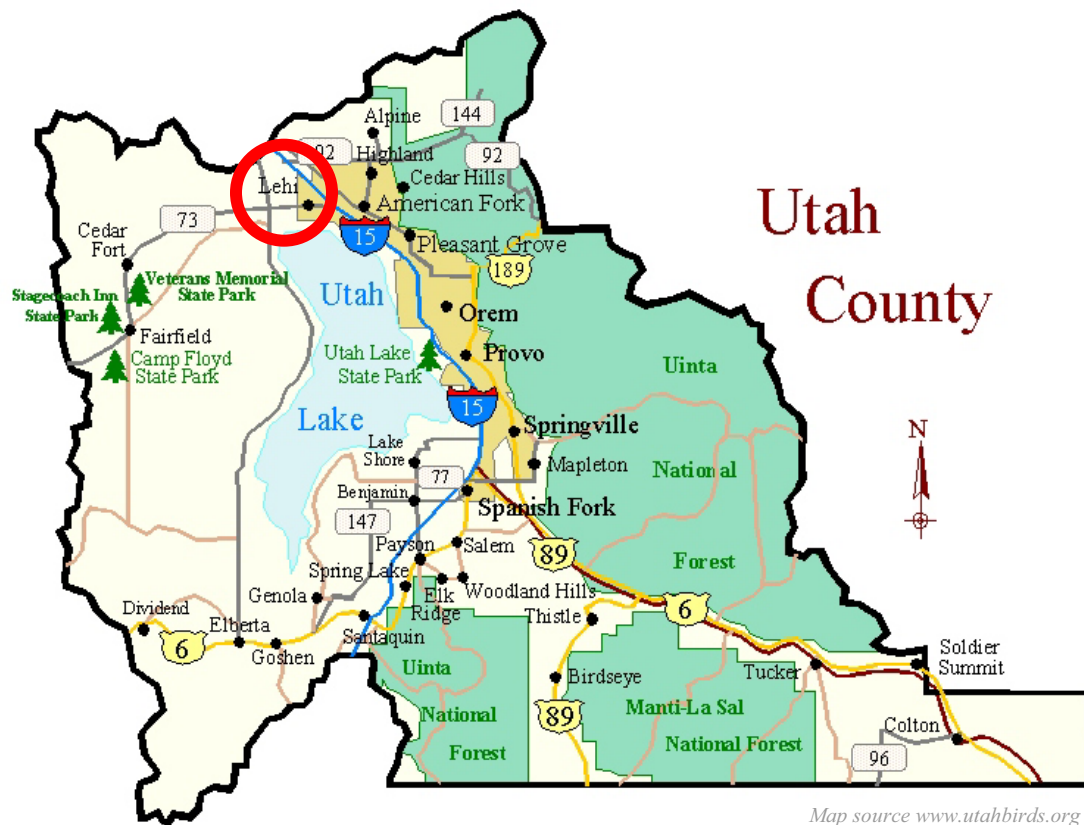
*Lehi Roller Mills*

Even though the historic center of Lehi has lost some significant architectural treasures, much of its built heritage remains, contributing positively to the character and charm of this part of town. This area of about 60 blocks is a mixture of historic and recent buildings, forming a vital and desirable neighborhood. In this immediate area there are nearly 500 structures, mostly residential. Nearly 50% of these buildings are at least 50 years old, and many date back to the 19<sup>th</sup> century.

The small city blocks, mature trees and predominately detached single family

residences combine to make this one of the best historic neighborhoods found in all of the small towns in Utah. With the substantial growth north of the center of town and east of I-15 corridor, as well as the growth in adjacent communities, Lehi is rapidly changing.

Figure 1  
County Context



Map source [www.utahbirds.org](http://www.utahbirds.org)

### Existing Conditions and Recent Changes

Downtown Lehi is the historic core of the community, the place where Lehi was born. The triangular-shaped area is dominated by a north-south grid pattern of 400-foot blocks and 60-foot streets, with State Street/ Interstate-15 forming the eastern edge of the community.

**Main Street** is the primary east to west road, extending from I-15 to approximately 500 West where the road swerves slightly to the south before proceeding west toward Eagle Mountain and other emerging population centers. In recent years Main Street has become increasingly impacted by heavy east-west traffic, resulting in a shift in character and changing uses.

Main Street is the home of numerous small businesses and a number of historic structures. Although the feel of the street is generally positive, there is an inconsistency in architecture, scale and use, compromising the classic "small town" Main Street feel.

Small and historic buildings placed tight against the sidewalk characterize the historic core of Main Street. The area also contains vacant spaces and small residential structures with grassy front yards. The scale of the street is generally pedestrian in nature, although the narrow sidewalks, lack of trees and a focus on traffic movement diminishes the character and decreases pedestrian comfort. A scattering of obtrusive contemporary buildings are located in the heart of the historic core, while the eastern portion of the street is dominated by "big box" uses and large parking lots.



Main Street can be divided into three main sub-areas from west to east: the **Historic Core** (500 West to Center Street) the **Transition Zone** (Center Street to 400 East); and the **Business Zone** (400 East Interstate 15).

Figure 2  
City Context

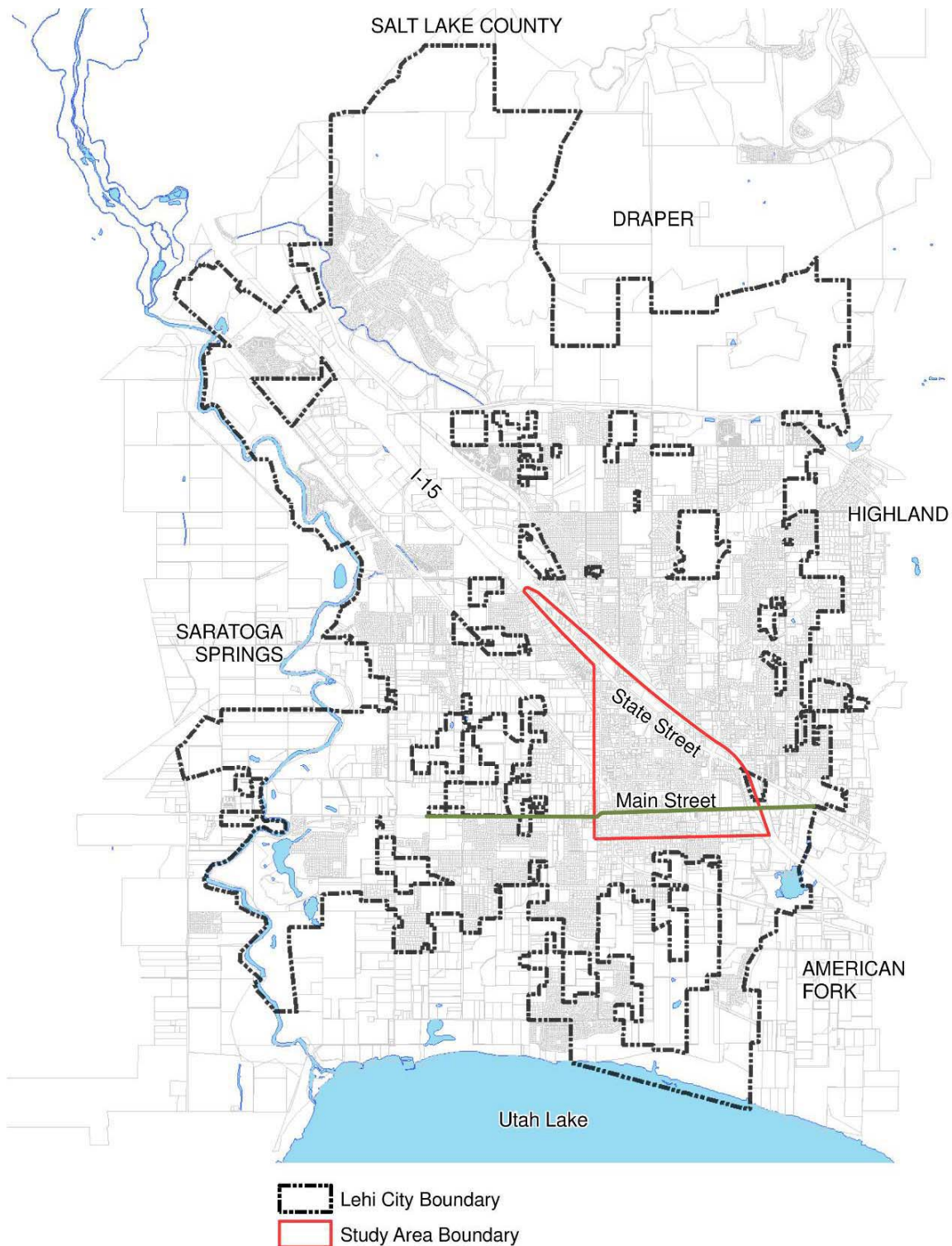




Figure 3  
Lehi Downtown: Aerial View, Looking Northeast



Figure 4  
Lehi Downtown: Aerial View, Looking Southwest

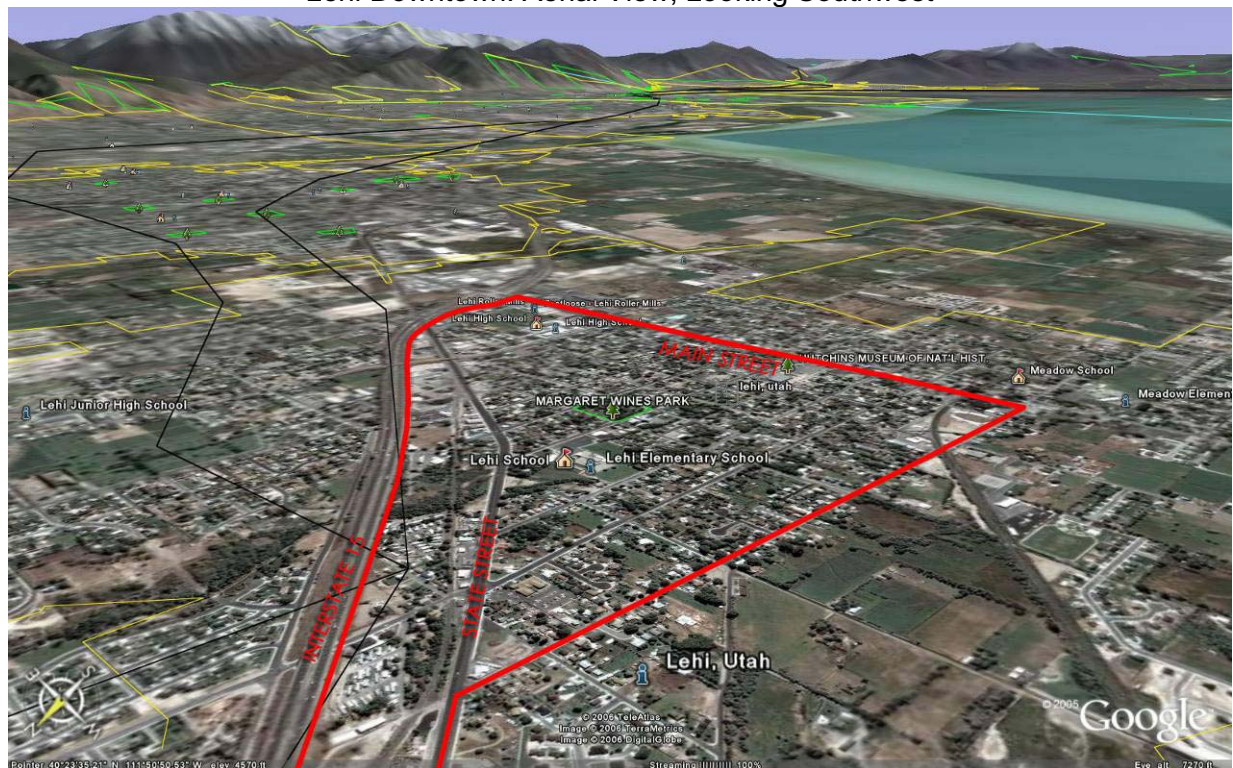




Figure 5  
Lehi Downtown: Aerial View, Looking Northwest



Each of these sub-areas has a distinct character, representing distinct eras in Lehi's development history, and offering varying opportunities for downtown growth and development.

Behind Main Street are well-established residential areas. To the south is a sub-neighborhood of large homes located on larger lots, presumably the remnants of fast-disappearing agricultural homesteads. In contrast, homes north of Main Street tend to be smaller and located on smaller lots, and the number of historic homes and structures in this area is substantially higher. Both areas display a charming, "old town" character. There are few buffers between Main Street uses and adjacent residential uses, resulting in a mix of uses, building types and parking lots. The cumulative effect of this eclectic mix - small shops, historic homes, new homes and apartments, narrow streets, human-scale blocks, mature trees and "rural road edges (no curb and gutter) - is charming and attractive.

The Lehi Roundup rodeo grounds are located on the west edge of the study area, alongside a railroad track that is planned for commuter rail service. Other large facilities include Lehi High School on the north edge of Main Street near I-15, and the Legacy Center/Library/City Hall/Museum complex in the center of the neighborhood. Dry Creek and Dry Creek Canal "pop up" in locations throughout the neighborhood, representing a potential trail amenity and a possible "green link" with other neighborhoods.

**State Street** demarcates the northeast edge of the study area, providing a link with areas north and south. The street has a "downtrodden" feel, particularly on the northern edge of the study area where it roughly parallels Interstate 15.

The area between State Street and I-15 averages approximately 500 feet in depth from 2100 North to Main Street, and is lined with a range of commercial, office, storage, and light industrial uses, and a scattering of manufactured home sites.



*Images of Main Street Buildings Located in the Historic Core Sub-Area*

An undeveloped natural area is located around Dry Creek, which abuts the historic First Lehi Cemetery. Immediately east are the remnants of early Lehi commercial buildings, referred to as the State Street Historic Core, which includes several good examples of historic architecture on both sides of the street.

There has been some discussion regarding the possible redevelopment of the area between State Street and I-15, from approximately 850 East to 2100 South into a "Business Park". The entire State Street area undoubtedly deserves to be upgraded and improved in line with the rest of the neighborhood.



*State Street Historic Core Buildings*



**Center Street** provides a logical link between the Historic Core of Main Street and the Historic Core of State Street. Unfortunately, the intersection between Center Street and State Street occurs at a difficult-to-navigate angle, making turns in and out of the neighborhood difficult.



*Downtown Lehi Neighborhood Images*

Downtown Lehi is also home to Lehi Elementary School and several church buildings. One block-square is Margaret Wines Park, which is located between Center Street and 100 East and 500 North and 600 North, and is a popular site for large events such as festivals and fairs, and small park functions. The park is under-sized to serve many of the activities that take place there, and the lack of parking exacerbates the problem, impacting the surrounding neighborhood during large events.

Immediately north of Lehi High school is a small residential enclave with newer homes. The grid pattern is disrupted in this area, resulting in a different, more contemporary feeling.

In summary, the Downtown Lehi Study Area exhibits a strong “sense of place,” an elusive quality many other communities are trying to identify and create.

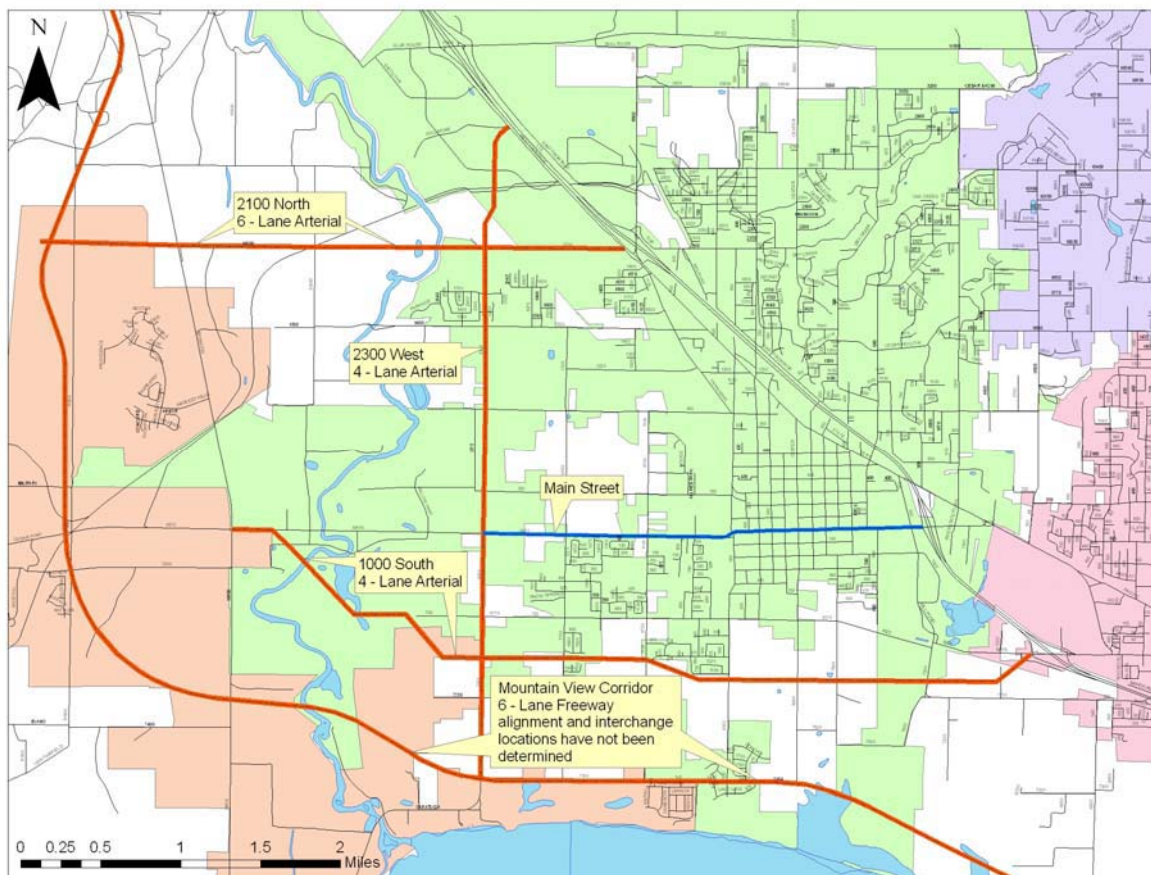
## 2) PLANNING CONCEPT

Downtown Lehi has been experiencing changes that threaten the integrity and character of the area. Chief among these is a dramatic increase in Main Street traffic, which is due most notably to significant residential development to the west in Lehi, and the communities of Saratoga Springs and Eagle Mountain. Main Street is currently the only viable route for driving to and from these areas, and traffic congestion is reaching unacceptable levels in downtown Lehi as a result.

While the impacts of traffic are felt most strongly at the local level, it is a regional problem that requires larger-scale, regional solutions. The Mountainland Association of Governments (MAG) and the Utah Department of Transportation (UDOT) recognize the traffic impact on Lehi's Main Street, and have proposed four projects to help alleviate the traffic congestion there. As illustrated in Figure 6, these include new roadways at 1000 South, 2100 North, 2300 West and 1900 South (Mountain View Corridor).

For the purposes of this plan, it is assumed that each of the projects, all of which are included in the region's 2030 Long Range Transportation Plan, will be built in the long-term. This will allow supportive Main Street improvements to be undertaken that will make the area "tick" once again. This sets the stage for a revitalized downtown to emerge that is first and foremost a place to live, a place with a historic "sense of place," and a special destination for Lehi residents and visitors alike.

Figure 6  
Regional Transportation Projects



**State Street is a Part of Downtown**

Main Street isn't the only important roadway in Downtown Lehi. State Street is also a key historic roadway, and a significant corridor for both traffic and business. Although the significance of the roadway has diminished since the establishment of I-15, State Street continues to provide a traditional link between Downtown Lehi and areas north and south.

State Street is home to a range of commercial and business uses, and the segment between 200 West and 300 East is home to significant historic structures and sites, including the original city cemetery, all of which reflect the unique history of the area.

In earlier days, Main Street and State Street operated as tandem corridors, each supporting and contributing to a prosperous city center. This plan recommends that the State Street/Main Street relationship be strengthened, utilizing Center Street as a connecting "parkway" between the two. Uses and treatments along Center Street should reinforce that connection, leading residents and visitors from one street to the next, and providing easy access to existing and future cultural, arts, performance and park uses along the way.

**Preserve, Enhance and Create Places That Make Downtown Special**

Downtown Lehi consists of a range of interconnected zones, districts and corridors, each with its own special appeal and draw. These areas include:

- Main Street;
- The Historic Cores of Main Street and State Street;
- State Street;
- The Center Street cultural and civic core;
- Interesting groupings of historic structures and residential neighborhoods

This plan supports the preservation of these special places and corresponding improvements to help re-establish downtown as a primary Lehi destination and place of interest.

**Preserve Neighborhood Character and Maintain the Downtown Lehi "Sense of Place"**

Neighborhood character is determined as much through serendipity as through conscious planning and design decisions. What makes a neighborhood special and unique has as much to do with its setting and context as it does with the design of individual buildings or the layout of a street. In downtown Lehi, community identity is formed by the character of commercial uses along Main Street and State Street, characteristics of adjacent residential uses, and the presence of human-scale attributes throughout the area.

Downtown residents are concerned that the character of their neighborhood is eroding. New infill development is not always compatible with the scale and architectural style of existing residences, while the charming scale of Main Street is being replaced by large-scale commercial uses. For downtown neighborhoods, a variety of tools have been discussed and tried, including national and local historic districts, design guidelines, design review boards and overlay districts.

In order to ensure that future renovations and new development supports the character of downtown Lehi, **special guidelines and strategies** are proposed in the following chapter. These include application of a **Residential Business (RB) Zone** to enhance the transition between Main Street businesses and nearby residential areas, and implementation of a



**Conservation District** as a flexible system for preserving the special character of downtown residential neighborhoods.

### **Attract and Encourage a Supportive Business Environment**

Typical of most downtowns, Lehi's Main Street is primarily comprised of restaurants, personal services and miscellaneous retail uses. Businesses that are most likely to do well on Main Street are restaurants and specialty retail. Most existing specialty retail and restaurants are located in a two-block area stretching between Center Street and 200 West, with a few additional businesses extending further to the west. This is a very small and fragile cluster of retail establishments that would greatly benefit from the increased retail development in the area of a similar scale and intensity as currently exists. Unfortunately, there is very little vacant space in downtown for business expansion or new business recruitment.

Future commercial development in downtown Lehi should build upon the strengths currently found there - specialty stores and services. Since there is a lack of vacant land around Main Street, development could be encouraged in nearby residential properties in the downtown area, perhaps as part of the proposed Residential Business (RB) zone. As detailed in Chapter 4, this would allow existing residential structures to be preserved, while allowing new commercial, mixed use and live-work uses to take place.

### **Improve Pedestrian Qualities and Walkability**

A comfortable, connected and easy-to-navigate system of sidewalks and pathways is essential for making Downtown Lehi a better place. Sidewalk enhancements should be implemented throughout Main Street and the nearby surroundings, incorporating wider sidewalks with small entry plazas and courts, and vest-pocket parks wherever possible.

Pedestrian improvements should be extended throughout the area, linking Main Street with State Street along a system of streetside sidewalks, alleyways, pathways, parks and green spaces.

A Historic Canal Trail System should be established, tracing the exposed and buried canal and creek systems in the neighborhood in a way that will link Downtown Lehi with destinations near and far.

### **Clean-up Downtown and Focus on Quality**

In order to become a thriving place for business and commerce, downtown needs to radiate a sense of interest, care and quality. The following are some simple steps for making this transition possible.

First, downtown needs to have a better sense of arrival, which will be achieved in part through the renovation of storefronts and streetscapes. Pedestrians need to be attracted to Main Street and feel safe walking there. Back entrances, attractively designed and maintained, could expand the downtown area and provide easy access from parking areas. It is important to



*A Nicely Renovated Historic Facade*

maintain the smaller scale of the buildings located west of Center Street in order to promote a walkable environment.

Second, Lehi should make every effort to encourage and recruit quality, specialty retail in the downtown area, especially west of Center Street. Businesses that would work well together on Main Street include restaurants and specialty retail, including: specialty food; book stores; stationery stores; jewelry stores; hobby, toy and game; gift stores; sewing and needlework; and specialty apparel, such as running shoes, dancewear, etc. Main Street has good traffic counts and visibility. Access to stores is not easy and must be improved.

Third, downtown must work together to promote the area. This can be done through several means, including joint marketing efforts, special events held in the downtown area, special signage, and building renovations that provide greater connectivity to the area. Downtown should consider creating a business improvement district (BID) to assist with marketing, special events and other projects of importance to Main Street. The area must be viewed as unique – different from larger, chain-oriented retail developments.

### **Improve Opportunities to Meet and Play in Downtown**

Downtown Lehi is a place of special events and activities. Community fairs, festivals, a rodeo and other active events are staged at the too-small Margaret Wines Park and an undersized rodeo ground. The result is large crowds, limited parking and congestion. Even small day-to-day events, such as visiting the museum, attending live theater and swimming or working out at Legacy Center can be difficult.

In order to continue and expand traditional events and activities in downtown Lehi, supporting actions are required. These include the establishment of a large park on the north end of Center Street, and an eventual link with the Historic Cemetery Park on the north side of State Street. Center Street itself should be modified slightly, incorporating special lighting, banners and crosswalk treatments to promote a more festive feel, to link Main Street and State Street together, and to serve temporary festival and special event needs.

Other supportive actions include finding homes for a theater and outdoor performances; utilizing Lehi High School for special events; enhancing pedestrian facilities such as sidewalks and pathways; and maintaining the mature "old town" structure of large trees and green spaces.

### **The Need for Good Design and Improved Appearance**

Ensuring good design and improving the appearance of Downtown Lehi is critical for attracting new visitors and establishing sustainable interest in the area. A well-laid out street system, clean sidewalks, well-maintained buildings, trimmed trees and thriving plants all provide positive signals that someone cares about the area. This can spark a sense of interest, and ultimately persuade passersby to slow down, take a closer look and explore the area.

Regulating good design is difficult, but can be achieved. In order to help facilitate better design special guidelines have been developed in a companion document titled Downtown Lehi Design Guidelines (2007). The guidelines address the treatment of existing and new buildings, and the spaces between them. The intent of these guidelines is to encourage design decisions that contribute to the special quality of Downtown Lehi.

### 3) URBAN DESIGN CONCEPT

The Planning Concept illustrated in Figure 7 encapsulates the vision for downtown Lehi. The concept addresses a range of ideas, as summarized below:

- Converting Main Street into an attractive, context-sensitive boulevard from end-to-end;
- Preserving the classic form of Main Street;
- Improving pedestrian facilities and amenities
- Encouraging new and infill development that matches existing scale and design characteristics;
- Converting State Street into an attractive parkway;
- Cleaning up and redeveloping downtrodden portions of State Street;
- Utilizing Center Street as a “Green Link” between State and Main Streets;
- Locating a light rail station in Downtown Lehi;
- Preserving existing downtown residential areas and enhancing downtown pedestrian qualities;
- Relocating the Lehi Roundup to a better site, and redeveloping the remaining site as a key downtown mixed-use project;
- Increasing and coordinating on-street and surface parking opportunities;
- Preserving and enhancing historic buildings and sites located in the area;
- Locating additional parks and greenways to serve the needs of the area; and
- Locating potential sites for downtown culture, art and performance space.

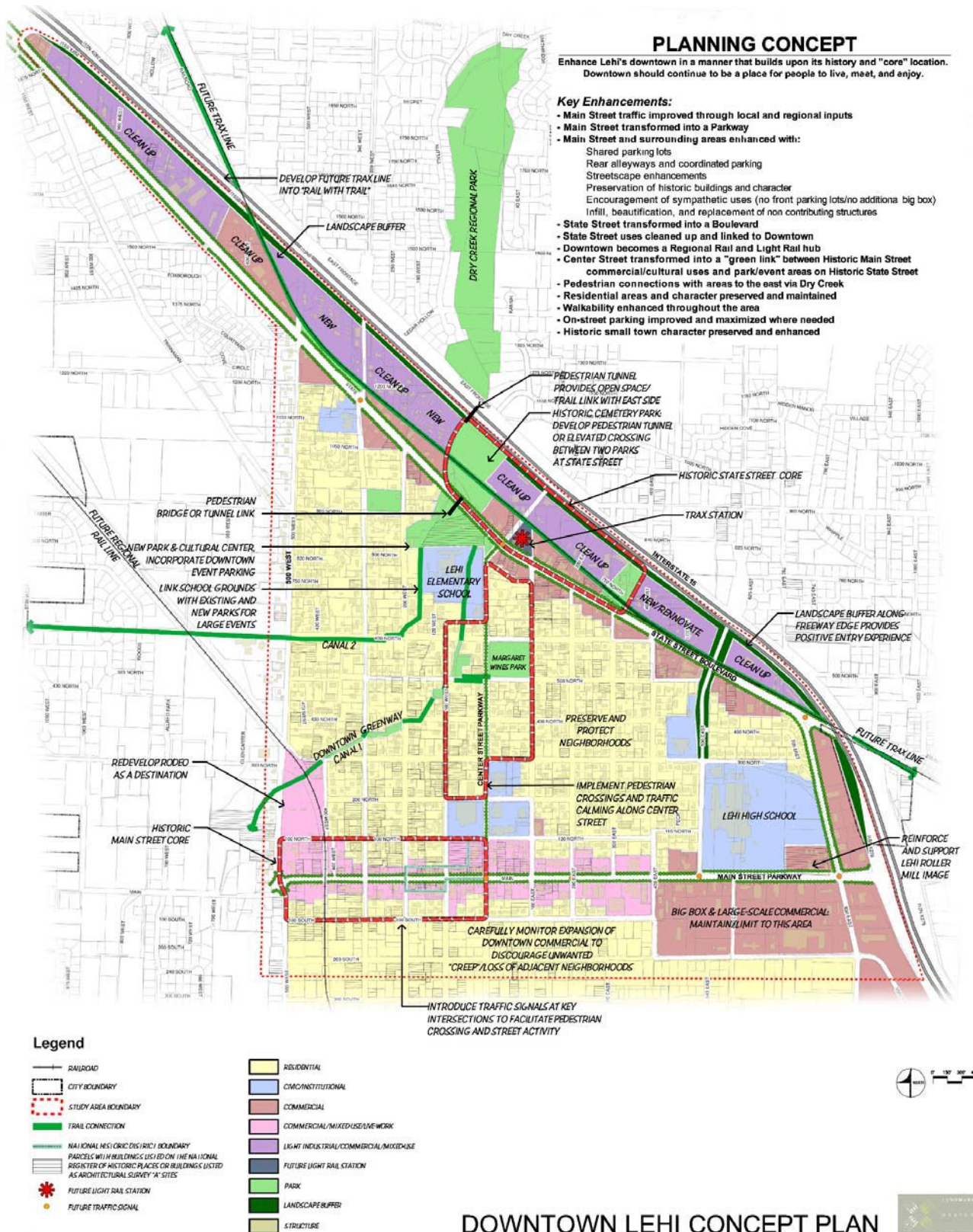


Main Street is envisioned to become an attractive boulevard with distinct distinctions along its length

This chapter takes a closer look at each of these ideas and the areas they affect - the streets, buildings, parking areas, transition zones, neighborhoods and public spaces - as part of a comprehensive planning and design approach to guide future development and implementation.



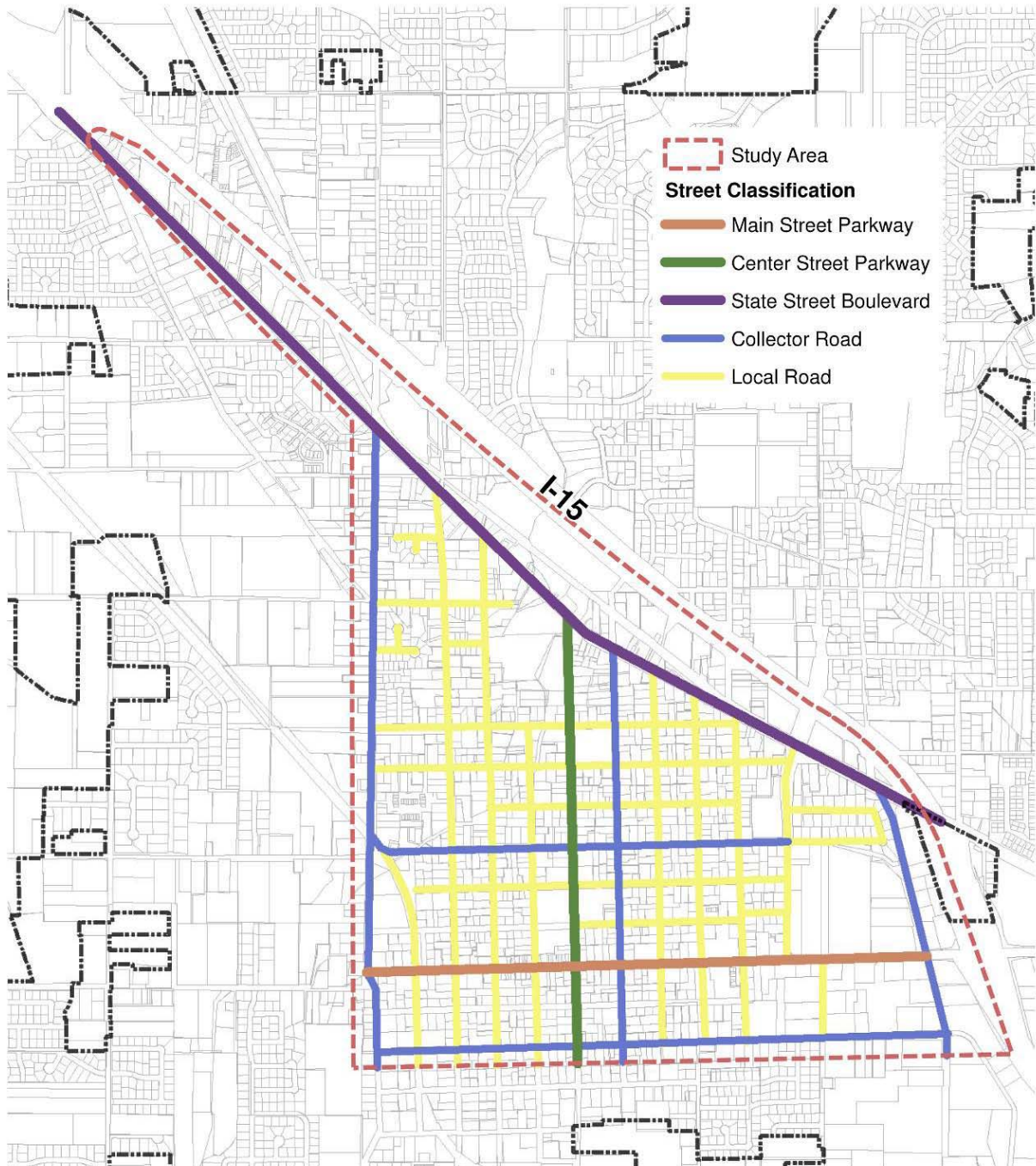
Figure 7  
Downtown Lehi Planning Concept



### Streets and Streetscape

Enhancing Downtown Lehi's streets and streetscapes is perhaps the most critical improvement effort proposed in this plan. As illustrated in Figure 8, these improvements address nearly all streets in the area, including Main Street, State Street and Center Street, in addition to various downtown Collector and Local Streets.

Figure 8  
Downtown Street Classification





### Main Street Parkway

Main Street is envisioned to become an attractive parkway, from I-15 to 500 West (Figure 9). The boulevard treatment varies along the length of the roadway, in response to the variable right-of-way width. The intent is to outline positive street qualities that are context-sensitive. Key intersections are improved along the length of the road with additional traffic lights and pedestrian crossings.

#### **1) Main Street Historic Core**

As illustrated in Figure 10, the western portion of the corridor is the **Main Street Historic Core**. This segment, which extends from 500 West to Center Street, is much narrower than segments to the east (in some segments the existing right-of-way is less than 60 feet wide).

The Historic Core is the heart of downtown, containing a distinct "street wall" of one and two-story commercial buildings, many dating back to the earliest days of the city. Most buildings have little or no setback from the street. The area has undergone significant change over the years, resulting in vacant lots where buildings once stood, and infill buildings that are out-of-sync with the traditional Main Street scale and patterns. Despite these changes, the nucleus of the area remains, and a special "sense of place" pervade the area.

Streetscape improvements in the Historic Core focus on retaining a classic "Main Street" feel, building upon the charming scale, character and nuances currently found in the area. The addition of parallel parking with "bulb-outs" is a major change, providing quick and easy access to adjacent buildings while buffering pedestrians on the adjacent sidewalk from busy street traffic (Figure 10).

The plan also illustrates the removal of non-contributing buildings with new infill structures, particularly on the south side of the street. In some cases new setback lines have been established, placing the new "streetwall" consistently further away from the street and creating a wider sidewalk in the process.

The Historic Core is punctuated by generous and attractive streetscape enhancements, including street trees in grates; a raised center median planter/turning lane; mid-block pedestrian crossings; sidewalk planting areas; special crosswalk treatments, and a coordinated system of high-quality walkways, street lights and furnishings (Figure 11). The accompanying illustrations depict the range of street activities and general feel of the area once improvements have been completed.

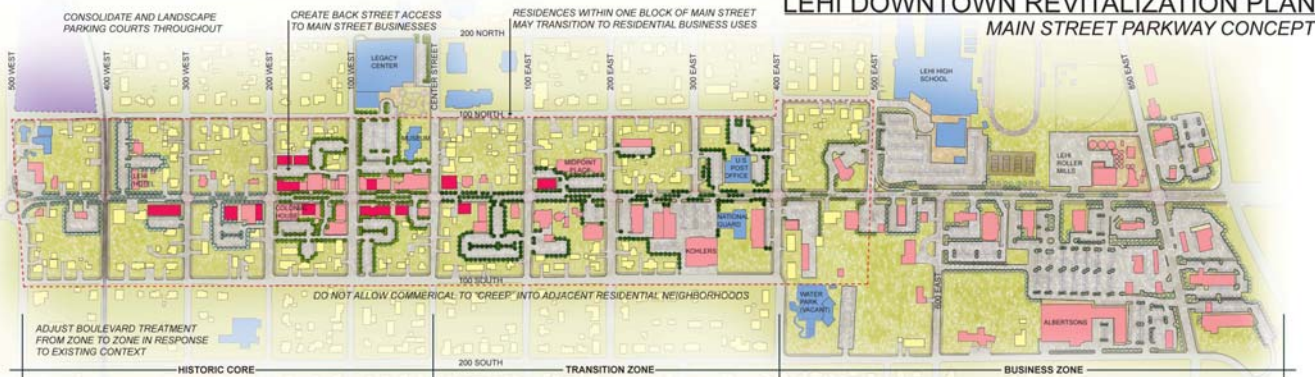
#### **2) Main Street Transition Zone (Center Street to 500 East)**

The **Main Street Transition Zone** stretches from Center Street to approximately 400 East. Similar to the Historic Core, the area comprises a similarly narrow road right-of-way. However, the character of this area is distinctly different than the Historic Core, lacking a commercial "street wall" and dominated by a mix of single-family residential structures (some of which house commercial uses) and newer commercial buildings. The buildings are typically set back from the street, the corresponding front yards landscaped in residential fashion, or occupied with parking. Since most uses in this area have adequate parking, only limited on-street parking is proposed.

As illustrated in Figure 12, streetscape improvements are similar to those proposed for the Historic Core, with slight modifications to create a transition between the two zones. The primary difference is the replacement of on-street parallel parking with tree-lined park strips. Otherwise, many of the streetscape enhancements found in the Historic Core are repeated,



## LEHI DOWNTOWN REVITALIZATION PLAN MAIN STREET PARKWAY CONCEPT



\*REPLACE NON-CONTRIBUTING/OUT OF CONTEXT STRUCTURES WITH NEW AND APPROPRIATE USES.

\*INFILL TO CREATE CONSISTENT "STREETWALL".

\*MAINTAIN "STREETWALL"; DO NOT ALLOW SETBACKS IN HEART OF DISTRICT.

\*PROVIDE ON-STREET PARKING WHERE APPROPRIATE.

\*WIDEN SIDEWALK ZONE WHERE POSSIBLE AS PART OF REDEVELOPMENT.

\*ALL PARKING LOCATED TO REAR OR SIDE OF BUILDINGS

\*IMPROVE ENTRY EXPERIENCE FROM 500 WEST

\*CREATE SPECIAL TREATMENT AT CENTER STREET INDICATING LINK WITH STATE STREET

\*ENCOURAGE CONTRIBUTING RESIDENTIAL STRUCTURES TO REMAIN, WHILE ALLOWING USES TO TRANSITION COMMERCIALY.

\*CONSOLIDATE PARKING TO THE REAR.

\*PROVIDE CONSISTENT STREETScape.

\*PROVIDE ON-STREET PARKING WHERE USES DICTATE.

\*NEW PARKING LOCATED TO REAR OR SIDE OF BUILDINGS.

\*UTILIZE WIDE STREET RIGHT-OF-WAY TO CREATE A GREEN AND ENTICING STREETScape

\*PROVIDE ON STREET PARKING ADJACENT TO HIGH SCHOOL

\*PROVIDE WESTBOUND OPPORTUNITIES TO ACCESS SOUTH-SIDE COMMERCIAL

\*PROVIDE GOOD ENTRY EXPERIENCE FROM I-15

### LEGEND

- CIVIC/INSTITUTIONAL
- NEW MIXED USE / LIVE AND WORK
- COMMERCIAL
- RESIDENTIAL

Figure 10  
Main Street Historic Core: Typical Plan and Section

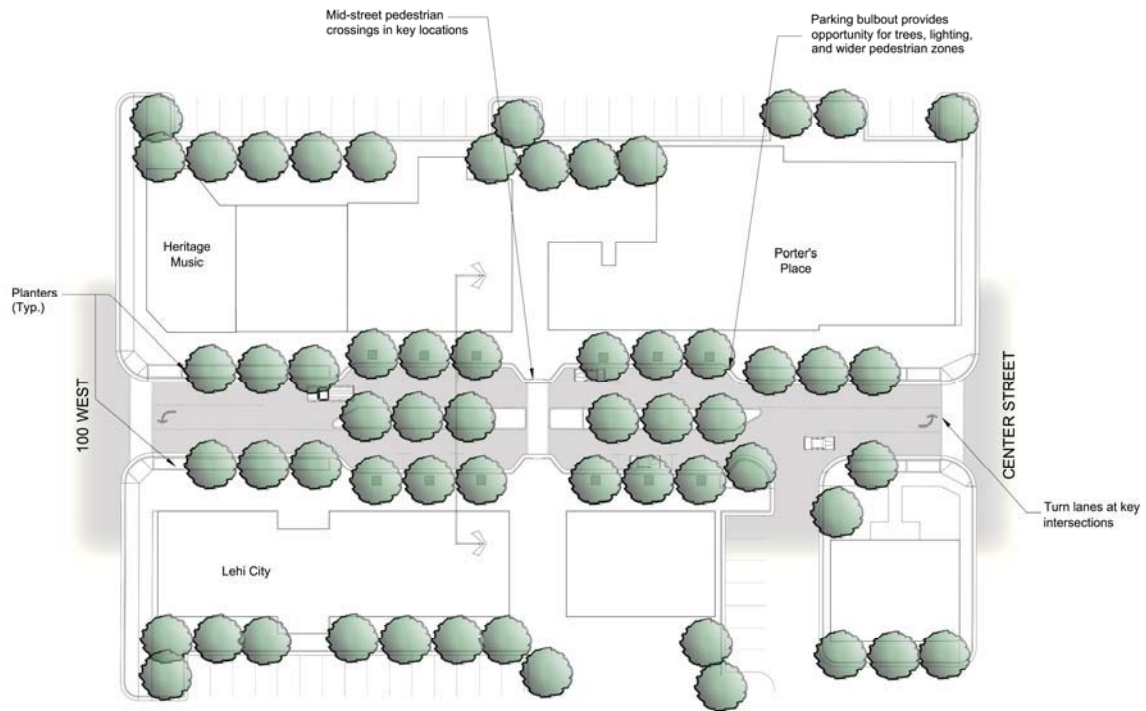
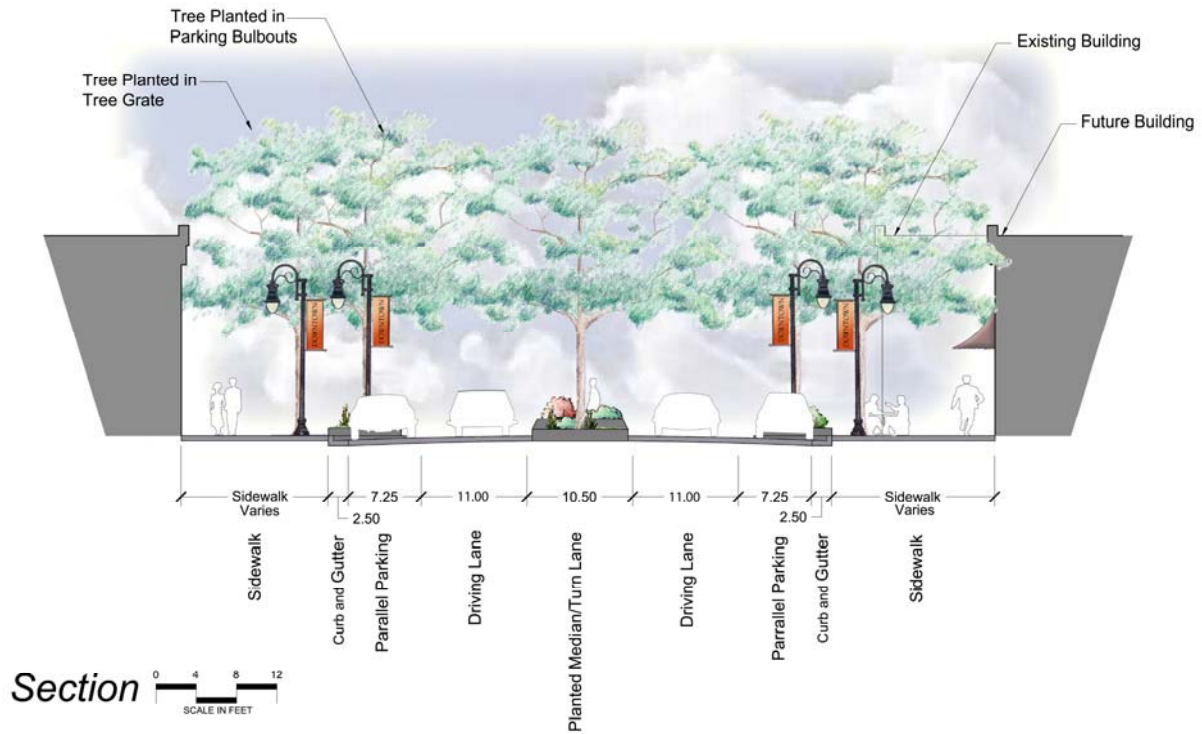


Figure 11  
Main Street Historic Core: Typical Street Elevations

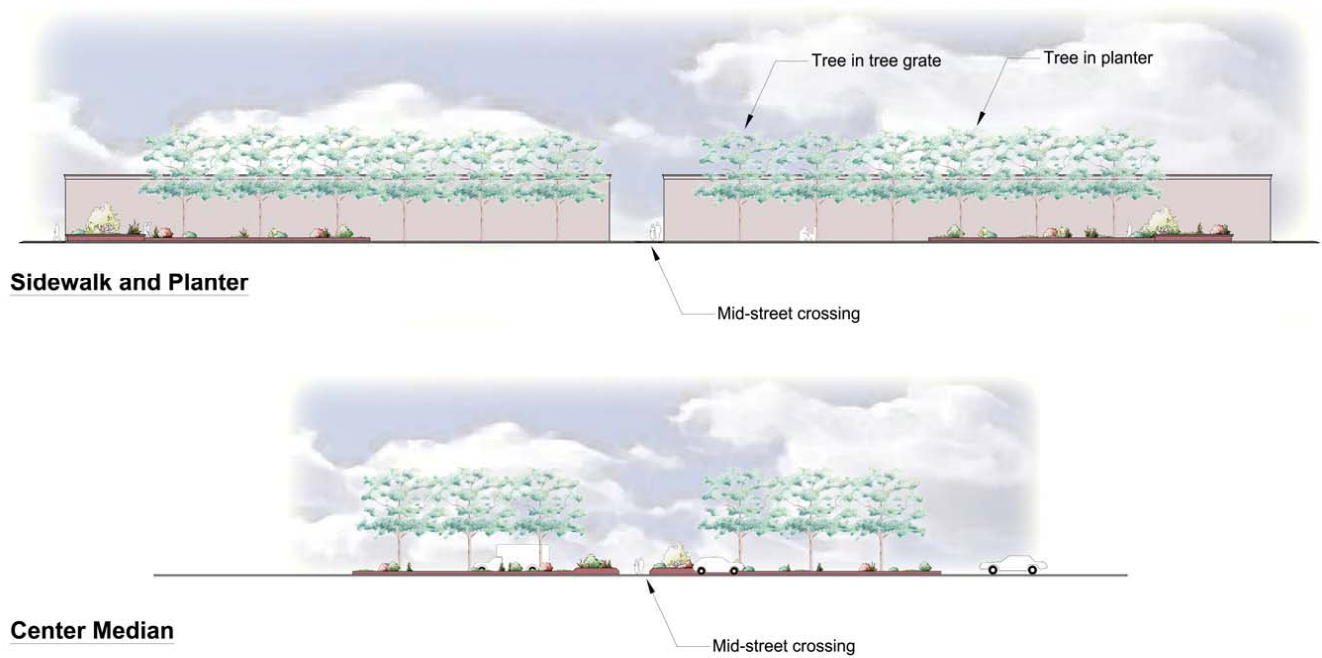
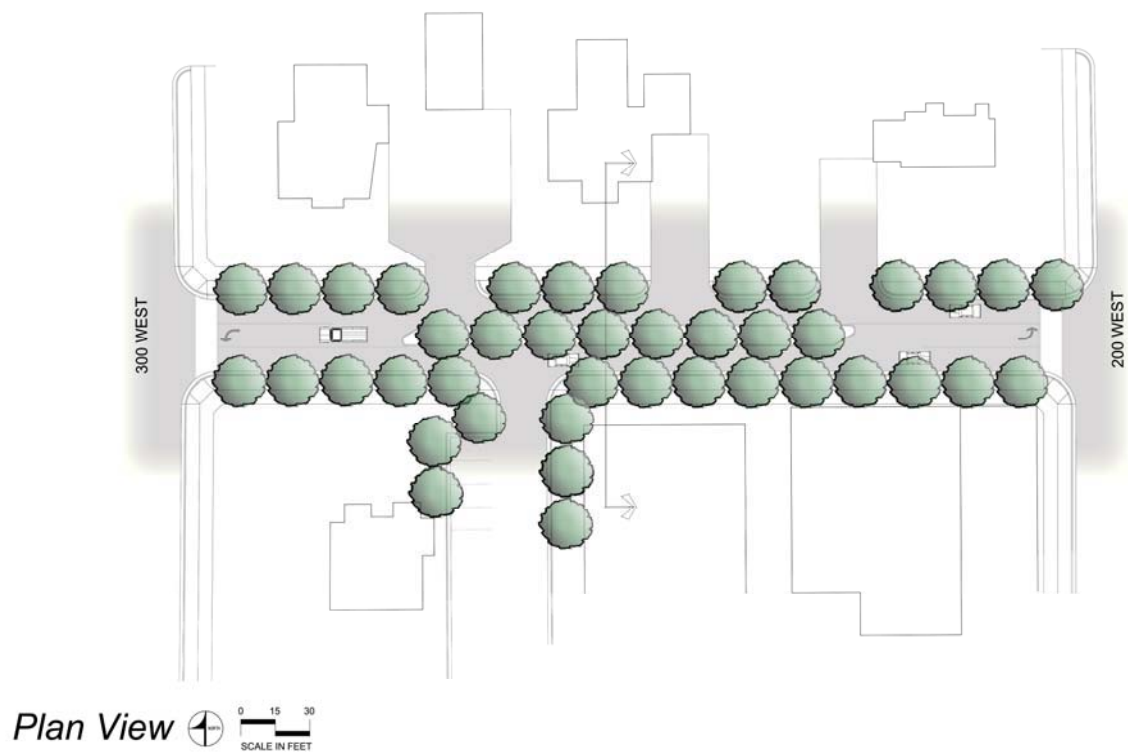
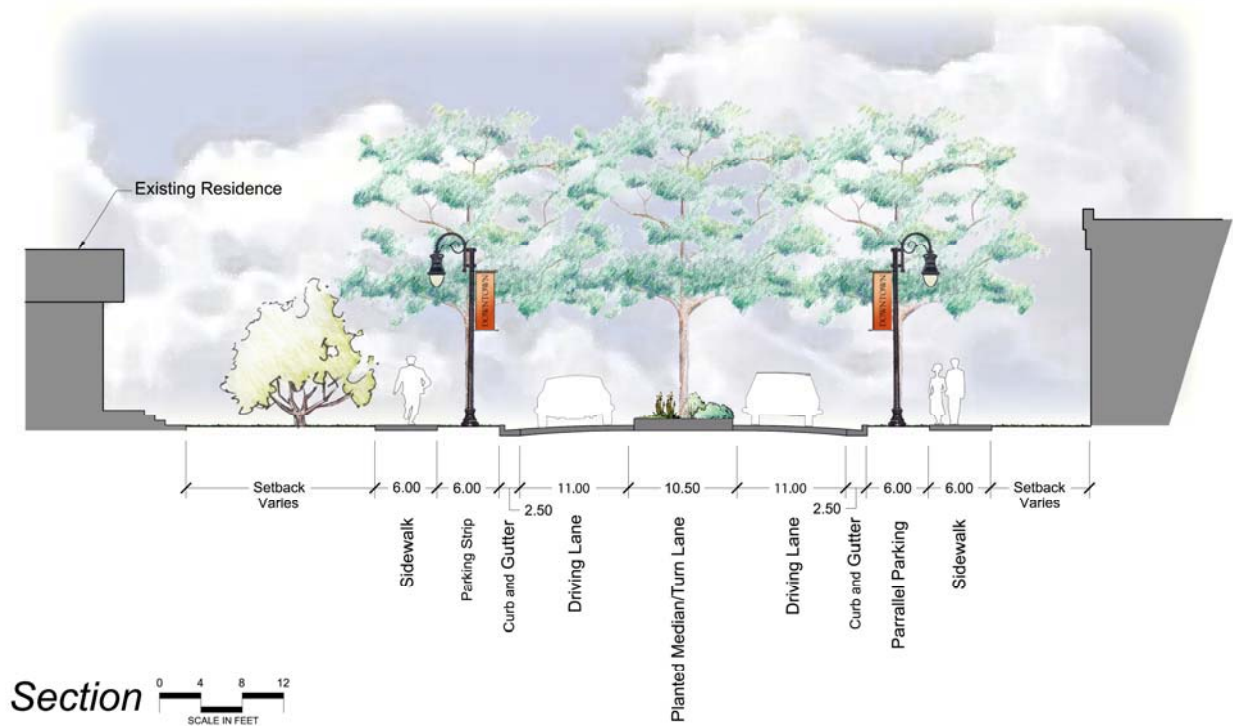
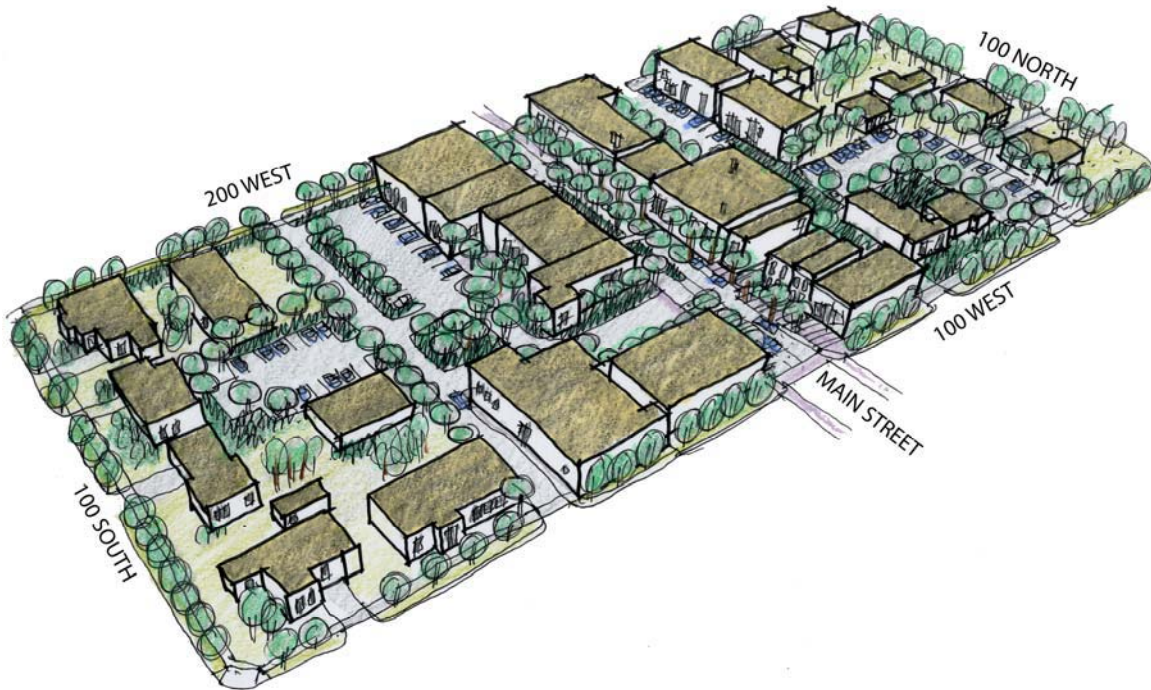


Figure 12  
Main Street Transition Zone: Typical Plan and Section







*Aerial View of Main Street Historic Core Area, illustrating Main Street Parkway Segment*



*Historic Core Improvements Encourage Street Life and Business Activity*





*The Historic Core is Transformed into a Comfortable a More Pedestrian Friendly Place*



*New Infill Buildings Should Respect and Complement Existing Form and Architecture*



including a tree-lined center median/turning lane; wider sidewalks; special intersection crosswalk treatments, and a coordinated system of high-quality streetlights and furnishings.

### **3) Main Street Business Zone (500 East to I-15)**

The Main Street Business Zone stretches from 400 East to Interstate 15. The area is distinctly different from the Historic Core and Transition Zone, the wide right-of-way providing adequate room for multiple lanes of traffic and parkway improvements. The character of the area is also different. For example, the south side is lined by large “big box” commercial uses, strip malls, and large parking lots that separate buildings from the street. The north side of the street is punctuated by Lehi Roller Mills and Lehi High School, both of which have a large and open feel. The area lacks a discernable street wall, and the feel of the road is generic and automobile-centric.

As illustrated in Figure 13, streetscape improvements are proposed which maintain the parkway effect from the west while establishing a good entry experience from the east. The street treatment includes a center median/turn lane with clustered trees and lush landscape plantings. Turning lanes punctuate the median at key locations, providing westbound motorists multiple opportunities to access commercial uses to the south. The south edge of the street includes a slip lane to accommodate right turns, and wide parkways planted with street trees. The north edge includes parallel parking with protective bulbouts that accommodate and protect street trees. Other embellishments include wide sidewalks, special crosswalk treatments, and a coordinated system of streetlights and furnishings.

#### State Street Boulevard

At present State Street is a harsh and utilitarian roadway, dominated by a range of industrial and second-tier commercial uses. The area is poorly maintained and unsightly throughout, acerbating the harsh feel of the area. The roadway is located within a wide right-of way, accommodating two travel lanes in each direction, a wide center turn lane and wide shoulders along the edges. As illustrated in Figure 14, a unified streetscape approach is proposed, converting the harsh roadway from an unsightly “back door” into an inviting downtown entrance that complements Main Street. In contrast to enhancement proposed for Main Street Parkway, the State Street Boulevard treatment is consistent from end to end, including the Historic Core.

Enhancements include conversion of the center-turn lane into a planted and tree-lined median, with controlled turning points; and tree-lined park strips along both edges of the roadway that help separate adjacent sidewalks and walkways from fast-moving traffic. Other embellishments include wide sidewalks and a coordinated system of high-quality streetlights and furnishings.

#### Center Street Greenway

Figure 15 illustrates that modest changes along Center Street can convert it into a multi-purpose “greenway,” helping to link Main Street with uses and activities on State Street. Streetscape modifications include a continuous parking strip along both edges of the roadway, with occasional cutouts for parallel parking. Pedestrian crosswalks are located at intersections and mid-block locations, helping to calm traffic, buffer pedestrians from passing vehicles, and provide space for the establishment of street trees and the placement of streetlights and other street furnishings. These improvements will establish Center Street as the key north-south link between Main Street and State Street, justifying the transfer of an existing traffic light at 100 South and State Street to Center Street.



*Aerial View of Main Street Transition Zone, illustrating Parkway and Associated Enhancements*



*The Parkway Streetscape Links Residential and Commercial Uses in the Transition Zone*

Future Center Street uses should incorporate park, civic and cultural activities, including an indoor/outdoor theater and a proposed new park adjacent to State Street to accommodate large community events. The street itself can be closed for special events to accommodate street festivals and fairs, extending the utility of the Greenway concept. The transition should not be forced; instead, Lehi City officials should be prepared to purchase key properties as they become available on the market to accommodate these changes.

The changes proposed along Center Street should be implemented with care, striking a balance between the needs of local residents, pedestrians and drivers. The renovated street should result in a unique street image. The enhancements should increase opportunities for visitors to find their way through the heart of downtown, to locate parking and to walk from one downtown destination to another along a comfortable system of sidewalks and paths.

As illustrated in Figure 15, Center Street Greenway enhancements will distinguish the roadway from other downtown streets. In addition to the landscaped park strips, trees and lighting, other improvements could include streetlight banners and a coordinated system of street furnishings.

#### Collector Roads (300 North, 100 South, 100 East, 500 West, 850 East)

300 North, 100 South, 100 East, 500 West and 850 East comprise the downtown collector road system, which moves traffic to and through downtown. At present there are few features that distinguish these streets from local roads, making it difficult for uninitiated motorists to select the best route for navigating downtown.

In comparison to Main Street, State Street and Center Street, Collector Street improvements are straightforward, including the provision of curb and gutter, grass-planted parking strips, large street trees, pedestrian-scale street lights, and an interconnected system of standard sidewalks (Figure 16).

#### Local Roads

Local Roads comprise the bulk of the downtown street system. These streets are intended to provide access to residences and similar uses. The feel of these roads is charming and distinctly rural, due in large part to the lack of sidewalks, curb and gutter, and a rural street edge typified by gravel shoulders and unobtrusive drainage swales. As illustrated in Figure 17, a coordinated system of sidewalks are proposed, promoting easy walking while preserve the existing charm and ambiance.

#### **Neighborhoods**

Some of the most indelible images of downtown Lehi are found in its residential neighborhoods. The diversity of residential structures, many historic in nature, combined with an orthogonal street grid, a traditional development pattern, mature trees, irrigation canals and other small town features results in a one-of-a-kind place. The downtown residential neighborhoods contain numerous small homes, many of which no longer meet the spatial needs of 21st century families. Bedrooms, kitchens, and bathrooms are generally small, and contemporary living spaces such as family rooms are not a part of the plans. Despite these issues, the neighborhood is viable, interesting and diverse, a place full of wonderfully constructed, architecturally-appealing homes.

Some downtown residents are concerned that recent home rehabilitation trends threaten the future of their neighborhood. While generally wishing neighbors will stay in the neighborhood and remodel their homes to fit their needs, there is concern that some remodeling activities



Figure 13  
Main Street Business Zone: Typical Plan and Section

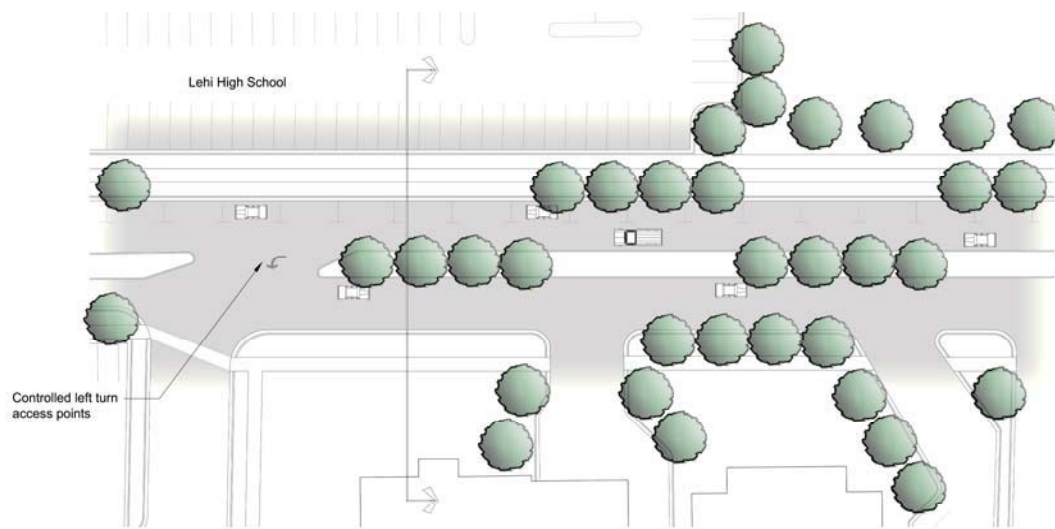
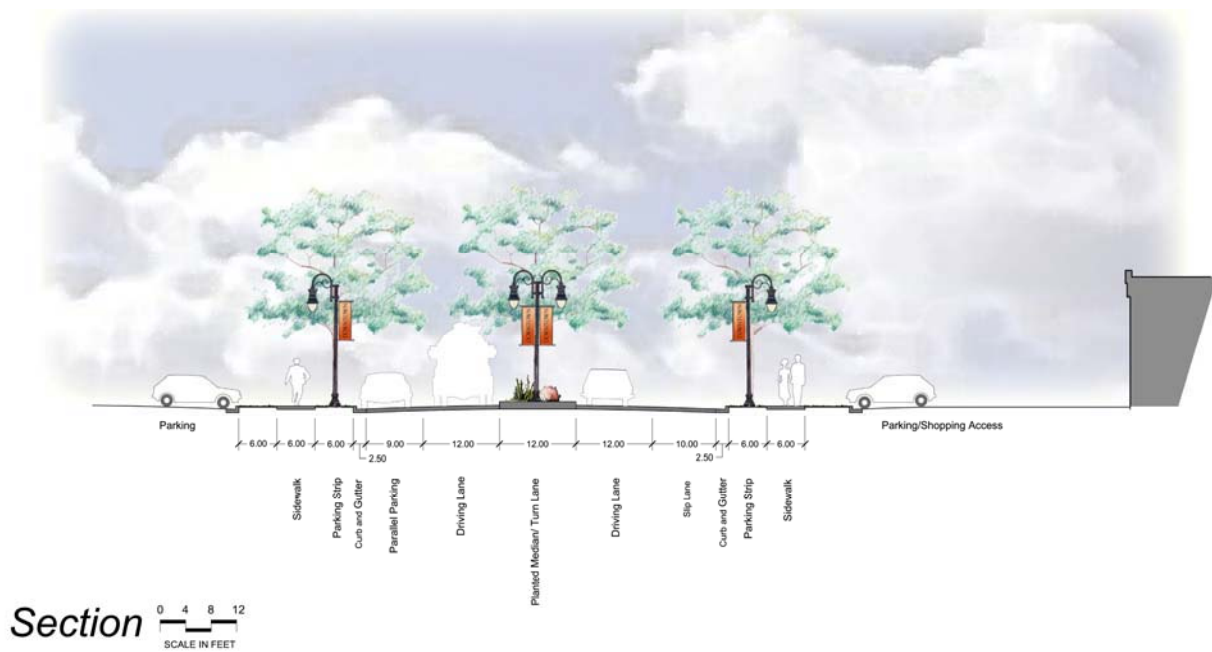


Figure 14  
State Street Boulevard: Typical Plan and Section

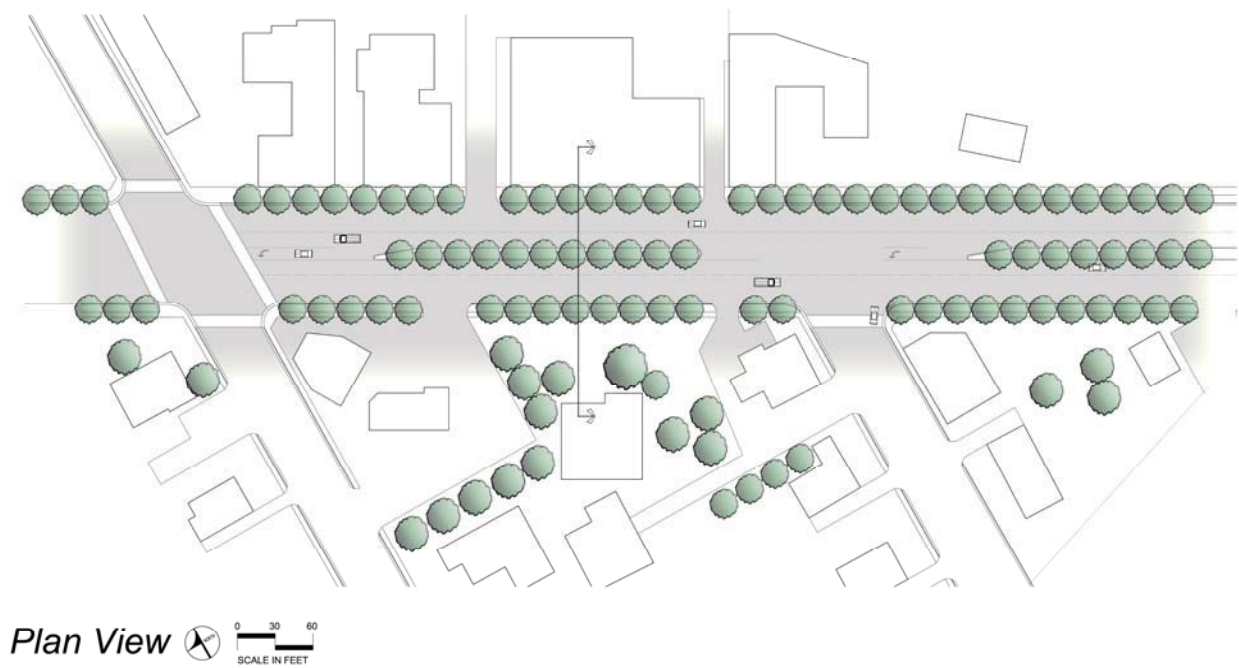
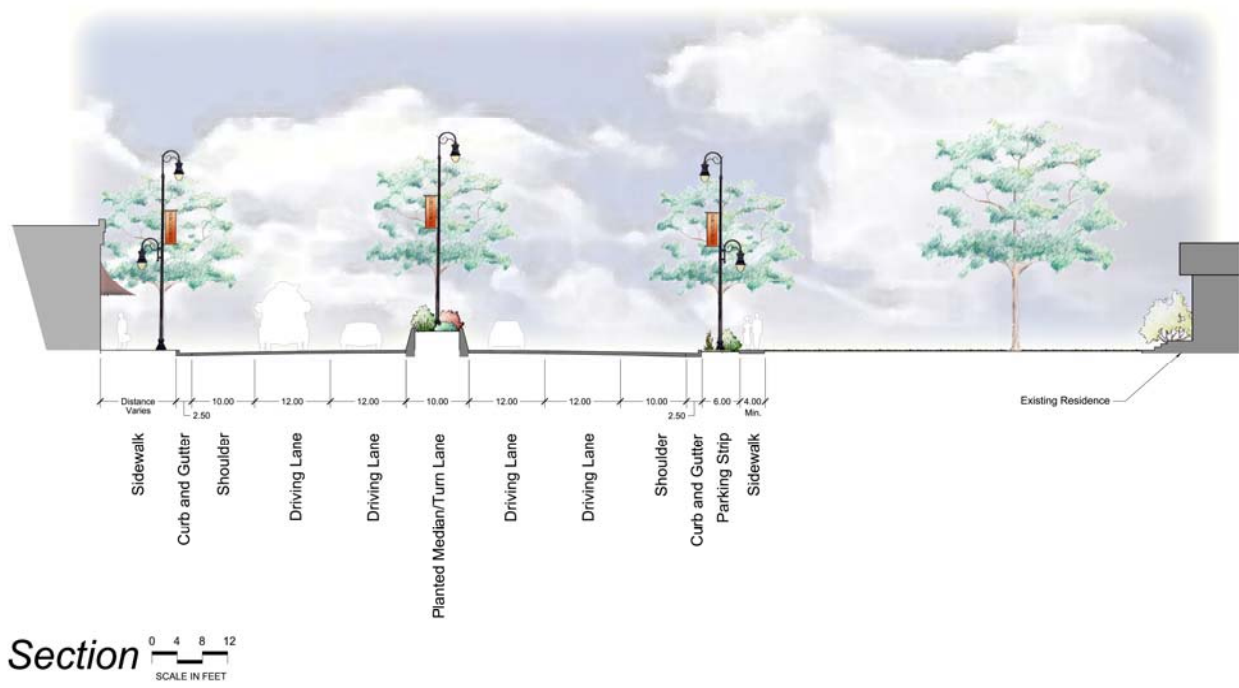


Figure 15  
Center Street Greenway: Typical Plan and Section

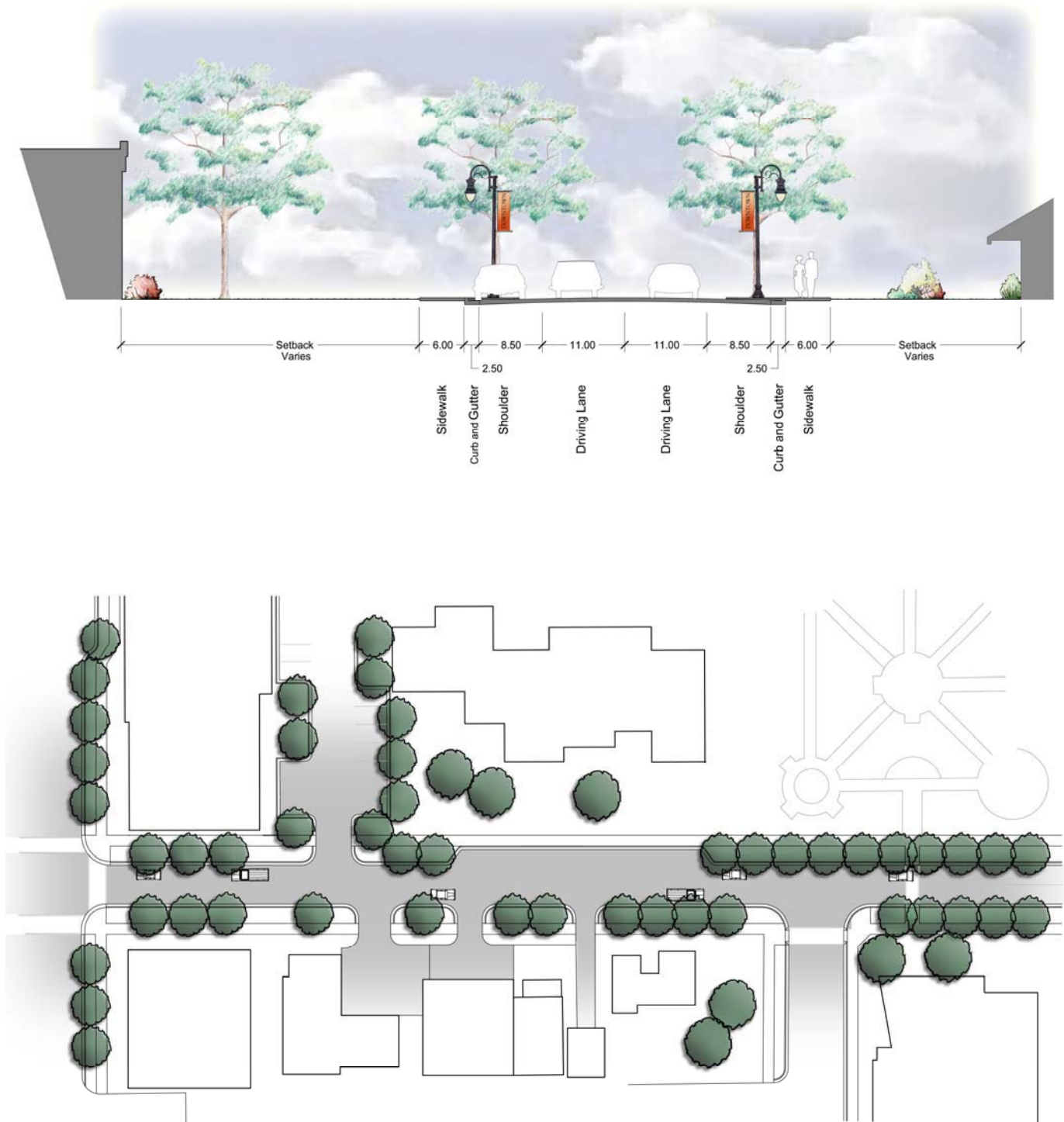




Figure 16  
Collector Roads: Typical Plan and Section

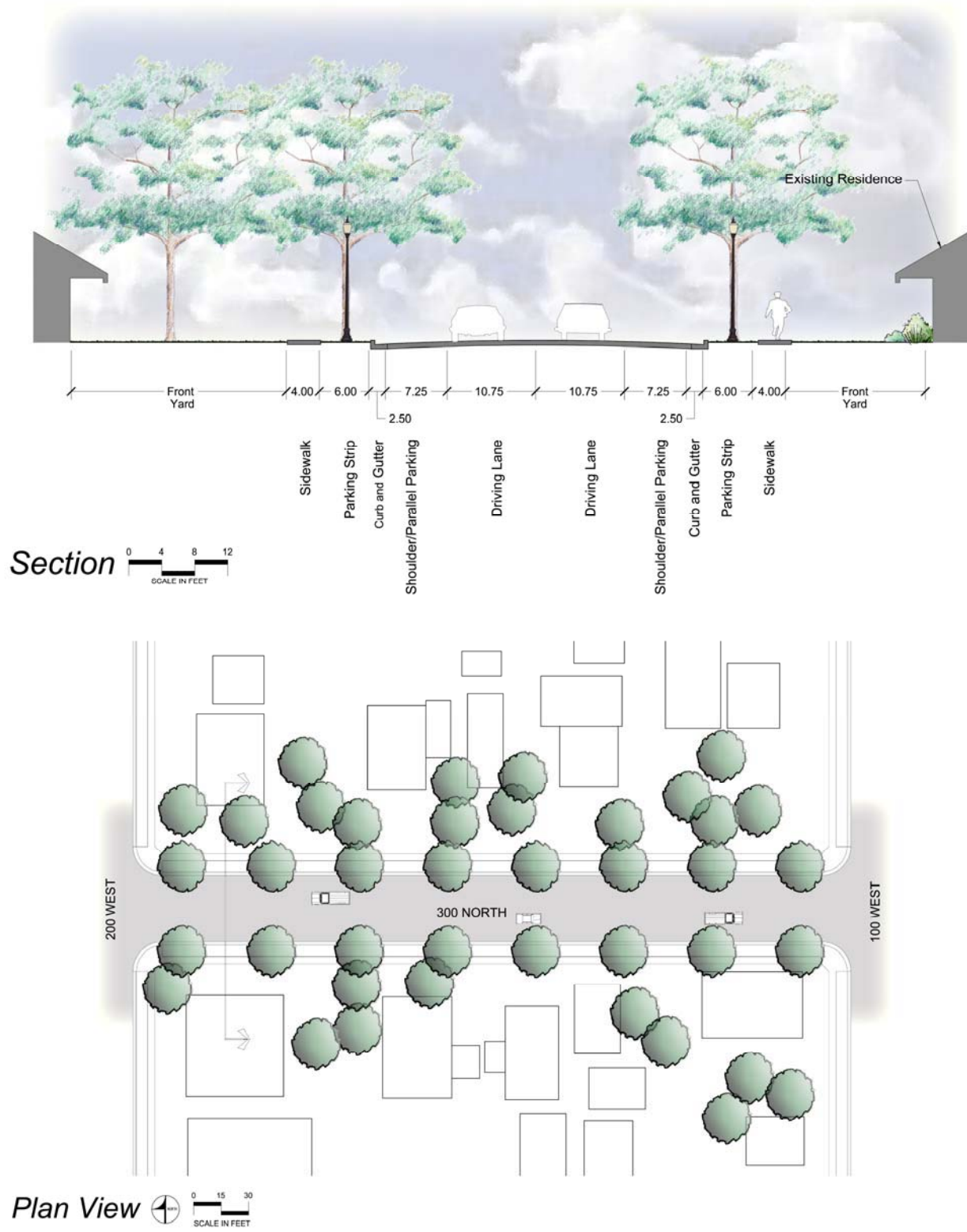
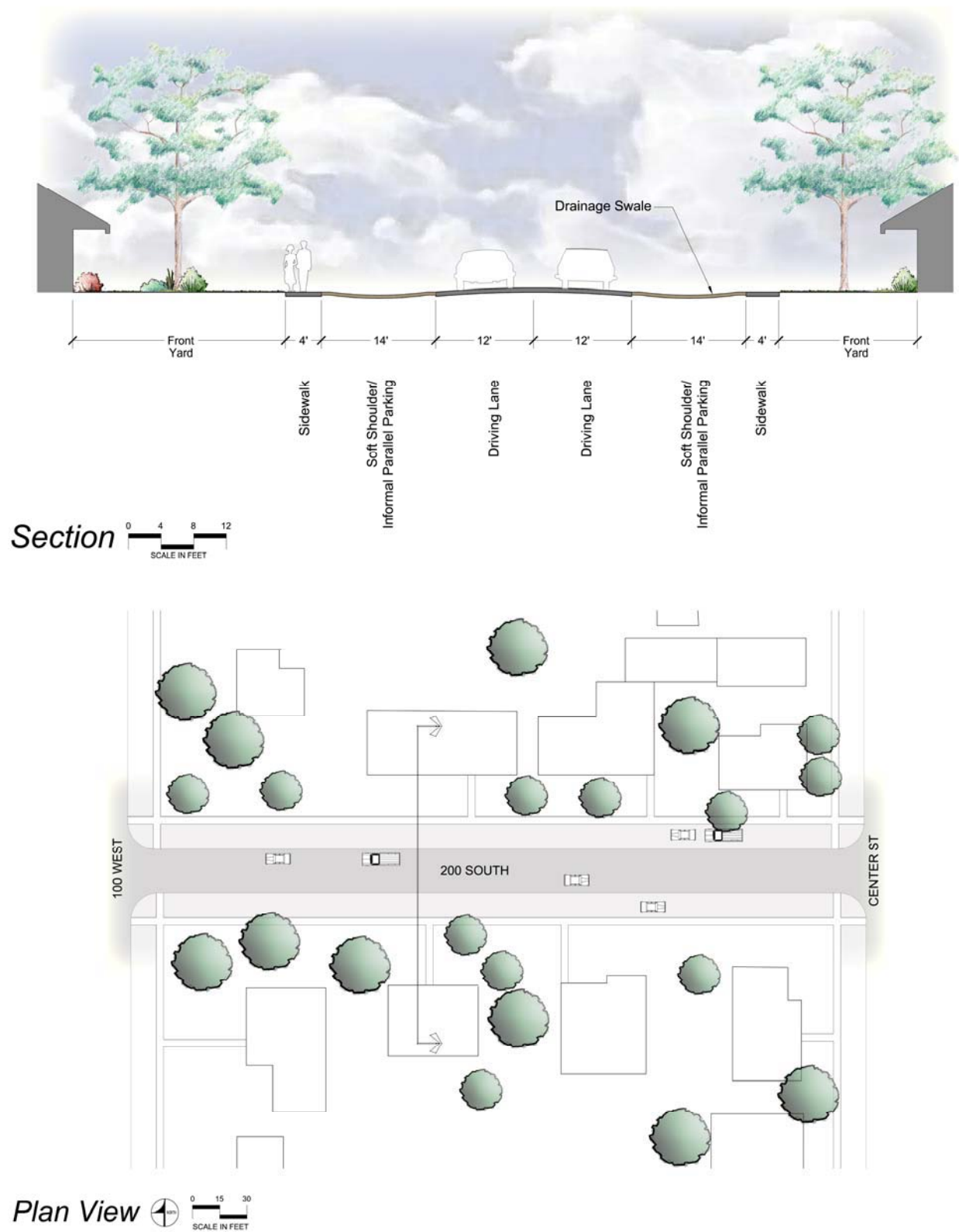


Figure 17  
Local Roads: Typical Plan and Section



and in-fill development practices do not fit the unique character of their neighborhood. Occasionally, a vacant lot may be developed or an existing building may be demolished to make way for a new home. Residents wish to be assured that new development and home remodeling adds neighborhood character, and does not detract from it.

In order to help define the limits of residential change, a ***Residential Conservation District*** is proposed for the residential neighborhoods of downtown Lehi. Neighborhood Conservation Districts have been used successfully in Atlanta, Boston, Dallas, Memphis, Omaha, Portland, Raleigh, Cambridge, Philadelphia, Miami, and many other towns and cities. Each of these communities have implemented Neighborhood Conservation Districts as a more flexible and less restrictive control option. Neighborhood Conservation Districts may still have special development requirements and controls, but they can be tailored to community needs and be much less restrictive.

A conservation district is generally implemented through a change in zoning or as an overlay over an existing zone. The purpose is to help preserve the distinctive atmosphere of a neighborhood. The benefit of implementing a conservation district is that it allows specific qualities to be identified for a specific neighborhood, special tools to be developed to help preserve those special qualities, and a unique set of regulations and controls established which require new construction and remodeling projects to “fit” into the existing character of the neighborhood (more detail is provided in ***Chapter 4 – Implementation***).

### **Public Spaces and Places**

In addition to enhancing downtown streets and preserving downtown neighborhoods, a variety of smaller outdoor spaces require planning and enhancement. The following is a list of some key spaces and places requiring particular consideration, and the types of improvements envisioned for each.

#### Off-street Parking Areas

Off-street parking lots should be treated with similar care as nearby streets and buildings. As illustrated in Figure 9, off-street parking lots should be located behind buildings in the Historic Core of Main Street, and behind or between new buildings in other areas. Large parking lots should be divided into smaller courts, helping to reduce the massive scale and empty feeling.

Parking lots should be well landscaped with large shade trees and complementary planting areas to promote a pedestrian scale and pleasant feel. Paving should be selected to ensure durability and easy maintenance. Light-colored concrete is a preferred paving material, extending the life of parking lots and reducing summer heat gain. All parking lots should be designed to ensure strict compliance with the Americans with Disabilities Act (ADA) and other construction requirements.

Constructing parking lots represent a major commitment of private and public funds. New lots should therefore be shared and linked wherever possible. This will maximize the benefit and to reduce the likelihood of constructing redundant parking areas based on the needs of individual buildings and projects.

#### Alleys

The existing alleys located behind Main Street commercial buildings provide a unique link between those buildings, nearby parking lots and other uses beyond. New alleyways are



encouraged as a means of connecting buildings, parking and other public spaces into an interconnected system.

Similar to off-street parking areas, alleys should be well landscaped and designed with the needs of pedestrians in mind. Paving materials should be selected to ensure durability and easy maintenance. Light-colored concrete is preferred, extending the life of the alley and reducing summer heat gain.



*Alley Meets Back Entrance - A Pleasant Place to Eat and Unwind*

#### Back Entrances

Opening back entrances to existing Main Street commercial buildings is encouraged as a means for providing direct access from rear parking lots and alleys. This not only enhances access opportunities to individual buildings, but also provides additional pedestrian flow through downtown. As illustrated in the following sketch, back entrances and alleys provide opportunities to create comfortable outdoor dining and shopping areas, thereby strengthening the downtown business climate.

#### Plazas and Parks

Plazas do not need to be large in order to serve an important downtown role. Since there are few large open spaces in Downtown Lehi, the development of a series of small plazas and mini-parks should be considered. The addition of several small, high-quality plazas and mini-parks will make the area more active and enticing, helping to attract visitors to the area.

#### Sidewalks and Paths

Pedestrian movement should be safe, comfortable and seamless throughout downtown. Existing sidewalks and pathways should be upgraded as necessary. New sidewalk facilities





*Small Plazas and Parks Make Downtown a More Attractive and Enticing Place*

should be designed to ensure this goal is met. All downtown sidewalks, paths and crosswalks should be designed to ensure full compliance with the Americans with Disabilities Act (ADA), including necessary ramps and curb cuts. The width of sidewalks and pathways is critical. Sidewalk be at least five feet wide, wherever possible.

#### Trails, Canals, Greenways and Shortcuts

Downtown Lehi contains a range of irrigation canals, greenways and shortcuts that can be developed into a first class trail system for downtown. Eventually, this system could be linked with other emerging and planned trail systems, providing an interconnected trail system that extends beyond the boundaries of downtown.



*Existing Rail Lines Provide a Multi-Purpose Trail Opportunity*





*Existing Canals Provide a Long-term Trail Opportunity for Downtown Lehi*

Unfortunately, many of these facilities are located on private property, limiting the likelihood that public access will be secured in the near future. In the long-term, key properties should be identified and easements negotiated with landowners. If this proves unworkable, private properties with identified trail resources may be purchased by Lehi City as they become available on the market in order to achieve these goals. Once secured, the open space feature can be separated from the property through subdivision or easement, and the property re-sold or utilized for an appropriate public use.

### **Buffers and Transitions**

There are currently few buffers or transitions separating the Main Street activities from the subdued atmosphere of nearby residential areas. In order to improve this situation, a **Residential Business (RB) zone** is proposed for the area between 100 North and 100 South, which will allow existing residential homes to accommodate commercial uses (see Chapter 4 for details).

### **Landscape Treatments and Embellishments**

#### Trees and Vegetation

A defining characteristic of Downtown Lehi is the "green room" created by numerous mature and stately trees scattered throughout the area. In order to maintain and enhance the positive benefit of this resource, significant numbers of new street trees and other green



elements are envisioned, primarily as part of downtown park and streetscape enhancements.

Trees are important community assets. In order to maximize the benefit, all new trees and plants should be carefully selected and installed to make downtown more appealing and pleasant. In particular, trees that use less water and tolerate a harsh urban setting should be used.

All new street trees should have large deciduous canopies that provide good shade without blocking views of downtown buildings and windows. Street trees should be similar in character and complement existing trees currently found in the area. Likewise, all lawn areas, shrubs, perennials and other plants used in downtown should be selected to promote ecological and aesthetic goals. New trees and plants should be easy to maintain and durable.

#### Furnishings and Lighting

A coordinated system of streetlights and furnishings is proposed throughout downtown. In order to help galvanize the Downtown Lehi image, a limited range of high-quality benches, trash receptacles, tree grates and bollards is proposed (**see Chapter 4** for details).

Streetlights should be selected from a single model or line that includes a wide range of options and variations to accommodate the scale and lighting needs of individual streets, alleys, parks and plazas. Once the models of furnishings and streetlights have been selected, they should be repeated throughout downtown to promote a cohesive feel. Similarly, the lighting of parking lots, alleys and other public spaces should be coordinated, although not necessarily utilizing the same furnishing and lighting palette established for streets and similar spaces.

## **4) IMPLEMENTATION**

A plan is only as good as the tools it provides to facilitate implementation. For the Downtown Lehi Revitalization Plan, the following tools are suggested and detailed in the following pages:

- Architectural and Site Design Guidelines;
- Policy, Ordinance and Zoning Changes;
- Programs, Incentives and Financing Strategies. These are described in the following pages.

### **Architectural and Site Design Guidelines**

Specific and detailed Architectural and Site Design Guidelines have been developed for Downtown Lehi. These are provided under an accompanying document titled Downtown Lehi Design Guidelines (2007).

**Policy, Ordinance and Zoning Changes**

Once the Lehi Downtown Revitalization Plan (2007) has been adopted, supporting actions should be implemented to further encourage positive change and development in the area. These include the following:

- Existing Lehi City **policies, ordinances and documents should be updated** to reflect the proposals contained in this plan.
- The Commercial land uses allowed in Downtown Lehi should be refined to **ensure that the scale and operation is in character** with the special design qualities envisioned for Downtown Lehi. In particular, large vehicle-oriented businesses, big box uses, and similar large-scale uses should not be allowed in the area.
- A **Downtown Lehi Residential Business (RB) Zone** should be established for the area illustrated in Figure 18. This will allow small-scale office, commercial and mixed uses to operate in existing homes adjacent to Main Street, assuming adequate parking and other service needs are provided. This will help improve transitions between Main Street commercial uses and nearby residential uses, while ensuring that the appearance and character of the residential structures and sites are preserved and protected.
- A **Downtown Lehi Neighborhood Conservation District** should be established for the bulk of the residential portion of Downtown Lehi, from State Street in the north to the rail line in the south (see Figure 19). This will provide flexibility to accommodate appropriate change in the area by allowing residents to identify those characteristics that are valued and should be preserved as future development and remodeling projects take place. Further study is necessary to define and eventually adopt a Conservation District Ordinance that will enable the establishment of conservation districts in Lehi City.

Downtown Lehi Neighborhood Conservation District

Neighborhood Conservation Districts can be almost as restrictive as local historic districts and require specific materials and improvements, or they can be general and address broader aspects of neighborhood compatibility such as the height of structures and setbacks. Generally, only those building modifications that are visible from the street are of concern.

Neighborhood Conservation Districts can be administered through a review board or commission such as the Planning Commission, or they may be administered by Lehi City staff as part of the building permit process, utilizing guidelines included in the conservation district overlay ordinance.

In comparison to a National or Local Historic District, a Conservation District is likely to be more acceptable to residents and property owners, and can achieve the desired effect. However, such designation does not have the same status and benefit as a historic district on the local level, and certainly is not comparable to a National Register designation. In the short-term a Conservation District can achieve the goals of the neighborhood while avoiding the drawbacks of strict regulation inherent in local historic district designation.

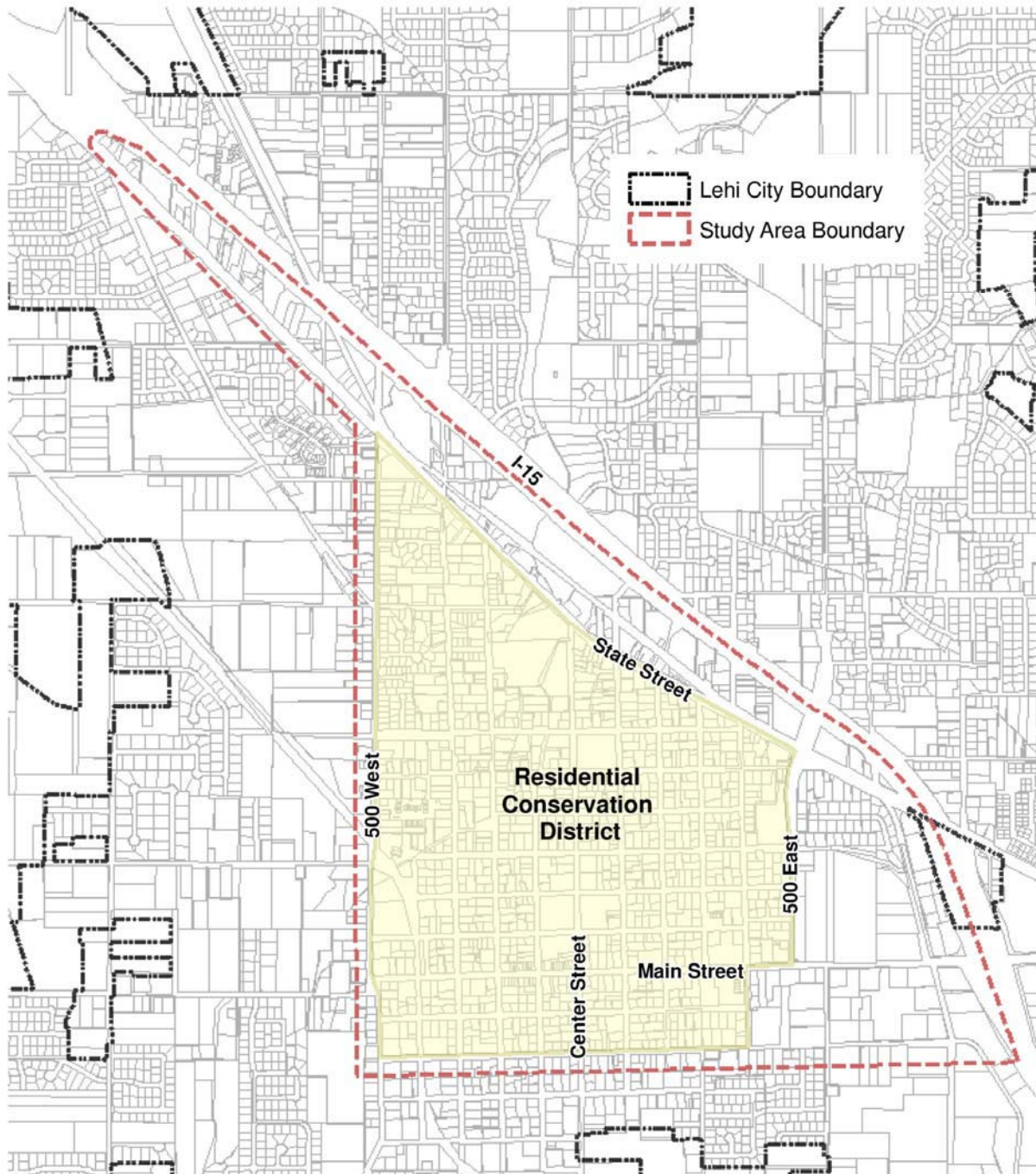
In order to keep implementation as simple as possible, it is recommended that the Downtown Lehi Neighborhood Conservation District should be administered as part of the site plan review and building permit process, incorporating basic design guidelines that encourage compatibility. The following are examples of some appropriate characteristics and actions:

Figure 18  
Proposed Downtown Lehi Residential Business (RB) Zone





Figure 19  
Proposed Downtown Lehi Neighborhood Conservation District



- **Building height and mass** – new structures and remodeling projects should have a similar height and mass as adjacent buildings.
- **Front additions** – new construction on the front of the building should not be permitted if it modifies the overall look of the building from the street.
- **Rooflines** – should be consistent with adjacent buildings.
- **Building footprints** – the footprint of new structures and remodeling projects should not be excessively greater than the width and depth allowed for nearby and adjacent structures.
- **Sense of entry** – each structure should have an identifiable front porch and door that is consistent in style with neighboring and nearby structures.
- **Front yard setbacks** – should be consistent with adjacent buildings.
- **Materials and colors** – should be consistent with adjacent buildings, and with the dominant materials in the neighborhood.
- **Garages** – attached garages facing onto streets are not typical in the neighborhood, and should not be permitted.
- **Street trees** – should be preserved whenever possible, and replaced when preservation is not possible. In areas where no street trees are located, the planting of large shade trees near the front edge of individual properties and/or in the corresponding parking strip should be encouraged.

### **Programs, Incentives and Financing Strategies**

The following is an overview of the financing tools and incentives that may be appropriate for some of the major projects in the study area – Main Street Neighborhood, State Street Neighborhood, Main Street/State Street Corridor and the Parks/Trails System. Following an analysis of financing sources by study area and type of project, we have included a more detailed explanation of the major funding sources.

#### Main Street

The following is a description of potential Main Street improvement programs to be considered.

**Roadway Improvements** - If not paid for by UDOT, these will need to be funded by the City through some type of bond. The most likely scenario is a sales tax bond; however, if the road is city-owned, Lehi can pledge B&C road funds. B&C road funds can only be pledged for a period of ten years.

**Streetscape and Alley Enhancements** - An SID would also be an appropriate funding source for streetscape improvements in the downtown area.

**Surface Parking Lot Development** - Financing for a parking lot or structure near Main Street could be funded through a special improvement district (SID). However, funds generated through an SID cannot be used for the demolition of any buildings – only for infrastructure costs. While improvements would be paid for through an assessment on property owners within the geographic boundaries of the SID, the parking lot would need to be city owned. Maintenance could be contracted out to another party, but the parking lot must remain city property. If there are demolition costs to be covered, the City may want to consider an RDA in conjunction with the SID. RDA funds can be used for demolition, as well as for infrastructure costs. The creation of an RDA in the area would require a finding of blight and would assume that sufficient tax

increment could be generated to cover the costs of a parking lot or structure. RDA's no longer have the power of eminent domain.

**Storefront Improvements (Façade Renovation)** - There are many businesses in the downtown area that could benefit from storefront improvements. In order to encourage individual businesses in this regard, the City should consider establishing either a matching grant program or a revolving loan fund. 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.

Several years ago, the Utah Main Street program administered a grant program for façade renovations, providing for a 50-50 match with a \$5,000 maximum grant. While that program is no longer in place (due to lack of state funds), it was an extremely successful program. If Lehi could allocate \$25,000 to \$50,000 for façade renovation grants in the Main Street and State Street frontage areas, the City would see a significant visual improvement from the five to ten improved buildings.

Lehi City may also want to sponsor a "building doctor" day, similar to the 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 Lehi City approximately \$1,000 for a full day of services.

**Business Improvement District** - The downtown business owners could also benefit from forming a Business Improvement District to facilitate downtown 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.

**Park and Open Space Improvements** - A detailed list of funding options for parks and open space improvements is given at the end of the following section describing funding options for State Street.

#### State Street

Proposed improvements to the State Street areas include cleanup of the area, parkway expansion and enhancements, connectivity with downtown, façade renovation for many buildings, infrastructure improvements within the area, and acquisition and replacement of blighted and unsightly structures.

**Code Enforcement** - The area along State Street is in need of significant cleanup and renovation. Code enforcement in the area is critical; this area should be a primary focus for the City. If necessary, the City should consider increasing its general fund budget for code enforcement.

**Connectivity with Main Street** - Pledging B&C road funds for a period not to exceed ten years could fund a tunnel connecting the south side of State Street with a parkway to the north. Other street improvements could also be financed in this manner, or with other types of bonds, in order to improve safety and access in this area. Sales tax revenue bonds do not have the ten-year time limit of bonds secured by B&C road funds.

**Infrastructure Improvements** - There are many infrastructure improvements needed in the State Street area, including sidewalk, curb and gutter; roadway (access) improvements and



signalization. Within the area itself, improvements could be funded through an SID where property owners pay an assessment to offset the costs of the improvements. This area could also likely qualify for an RDA area, where 50 percent of the parcels (covering 50 percent of the land area) must have buildings on them, and where there must be a finding of blight. Tax increment money from this area could then be used for infrastructure improvements. However, the area would need to attract significant new development in order to generate enough increment to fund the level of infrastructure needed in this area.

***Façade Renovation*** - Improvements to building storefronts could be encouraged through the use of revolving loan funds or grant monies, as described in the previous section under ***Main Street Storefront Improvements (Façade Renovation)***.

***Blighted Properties*** - There are many blighted properties within the State Street area. In the case where demolition may be the best option, RDA funds could be used to acquire and demolish the structure. RDA funds can be used for demolition, whereas SID funds cannot. Therefore, this area may warrant the creation of both an RDA and an SID. However, Lehi City has indicated that it is not desirous of creating any additional RDA or EDA areas in the near future because of the City's (and other taxing entities') large investment in the Alpine Highway EDA (Micron area).

#### Parks, Trails and Open Space Systems

The following are some potential funding sources for Parks, Trails and Open Space improvements in Lehi. Since the sources vary in their application – some can be used for planning and design, some for construction only, and others for both - it is important to become familiar with the various sources, the management agencies, the application process and timing, and the specific requirements for each funding agency or organization.

Funding parks, trails and open space projects can be challenging. A great deal of the feasibility for funding is the willingness of taxpayers to influence the allocation of tax monies toward that kind of priority, or their willingness to pay additional taxes in one form or another.

Aside from raising taxes or some sort of special assessment are a range of funding options and opportunities to be explored. Public funding is much more difficult to obtain in 2006, and many programs are either not being funded or have been substantially reduced by either Federal or State agencies. Money from foundations and other philanthropic organizations and groups is also difficult to acquire, in part because available funds are highly sought-after and very competitive. Nevertheless, all potential sources should be acknowledged and explored to the fullest.

#### **1) Private Funds for Parks and Recreation**

*Private and Public Partnerships* - Lehi City and a private developer may cooperate on a facility that services the public, yet is also attractive to an entrepreneur. These partnerships can be effective funding methods for special use facilities such as an amphitheater, rodeo ground or similar facility. In contrast, such funding is generally not feasible when the objective is to develop neighborhood and community parks, plazas and trails that are generally available to the public free of charge.

*Private Fundraising* - While not addressed as a specific strategy for individual recreation facilities, it is not uncommon that public monies are leveraged with private donations. Private funds will most likely be attracted to high-profile facilities, and generally require aggressive

promotion and management on behalf of the park and recreation department or city administration.

**Service Organization Partners** - Many service organizations and corporations have funds available for park and recreation facilities. For example, local Rotary Clubs have combined resources to develop parks and park facilities in numerous communities throughout Utah and elsewhere. Organizations such as Home Depot are often willing to partner with local communities in the development of playground and other park and recreation equipment and facilities.

## **2) Local Funding Sources for Parks and Recreation**

*Joint Development Partnerships* - Joint development opportunities may also occur between municipalities and among agencies or departments within a municipality. The potential advantages of cooperative relationships between Lehi City and Utah County should be explored. Other opportunities to merge efforts with larger development interests should be explored whenever possible in order to maximize recreation opportunities and minimize costs. In order to make these kinds of opportunities happen there must be on-going and constant communication between people, governments, business interests, and others.

*ZAP or RAP Taxes* - Many communities have initiated **Z**oo, **A**rts, and **P**arks (**ZAP**) or **R**ecreation, **A**rts, and **P**arks (**RAP**) taxes which have been very effective in raising funds to complete parks, recreation, trails and open space projects. A municipality or county generally administers them.

*Park and Recreation Impact Fees* - The use of impact fees for park and trails development vary from community-to-community. Impact fees are especially useful in areas of rapid growth, such as Lehi City. They help maintain a specified level of service as new development puts strain on existing facilities, and assure that new development pays its fair share to maintain quality of life standards for its residents. Whether such funding is available for the proposed Cemetery Park should be investigated in particular.

*Dedications* - The dedication of land for parks has long been an accepted development requirement and is another valuable tool for implementing parks. Such requirements are most common in new subdivision areas, but may be applicable as part of infill and redevelopment projects within the study area, particularly east of State Street.

*City Funding: General Fund or Bonding* - The City can fund parks directly from its general fund or can bond for park development and spread the cost over many years. Bonding is a very common approach, where repayment of the bonds comes from general City revenue sources such as property and sales tax, or other earmarked tax revenue. Bonding associated with plan implementation should be kept as low as possible. However, for large developments or large land acquisition priorities, bonding is likely to be the best option.

*Special Taxes* - Tax revenue collected for special purposes may be earmarked for park development. In Sandy City, for instance, the room tax applied to hotel and motel rooms in the city is earmarked for parks, recreation, and trails development.

*Community Development Block Grants* - Community Development Block Grants (CDBG) can be used for park development in areas of the City that qualify as low and moderate-income areas. CDBG funds may be used to upgrade parks, purchase new park equipment, and

improve accessibility through the Americans With Disabilities Act (ADA). Additionally, CDBG funds may be used for projects that remove barriers to access for the elderly and for persons with severe disabilities.

*User Fees* - Fees can be charged by Lehi City for reserved rental on park pavilions and organized recreation programs using city facilities. The redistribution of such fees should be evaluated as a potential way for acquiring and developing the parks, trails and open spaces earmarked for Downtown Lehi.

Some cities, such as Herriman, Utah also charge all property owners a monthly park maintenance fee, collected with the water bill. This approach may free up more park funds for capital improvements, as maintenance costs can be offset with the monthly fees.

*Redevelopment Agency Funds* - Generally, Redevelopment Agency (RDA) Funds are available for use in redevelopment areas. As new RDA areas are identified and developed, tax increment funds generated can, at the discretion of the city, be used to fund park acquisition and development.

### **3) State and Federal Programs for Parks and Recreation**

The availability of these funds may change annually depending on budget allocations at the state or federal level. It is important to check with local representatives and administering agencies to find out the current status of funding. Many of these programs are funded by the Federal government and administered by local State agencies.

*Urban Parks and Recreation Recovery Program (UPARR)* - This program, administered by the National Park Service, provides grants for the rehabilitation and enhancement of existing parks and recreation areas in communities. The program provides matching funds and technical assistance to economically distressed urban communities for the rehabilitation of critically needed recreation facilities. It also encourages local funding and commitment to the operations and maintenance of recreation programs, sites, and facilities. Three types of programs are available. Rehabilitation Grants are used for remodeling, rebuilding, or expanding existing outdoor or indoor recreation areas. Innovation Grants are for projects that demonstrate innovative and cost-effective ways to enhance park and recreation opportunities. Planning Grants provide funds for the development of a Recovery Action Plan, which must be on file with the National Park Service in order to receive funds.

Although Lehi is not listed as an eligible jurisdiction – only Ogden and Provo are eligible in Utah - the program does allocate up to 15 percent of program funds annually to local governments that do not meet eligibility criteria. Salt Lake City for instance, which is not an eligible jurisdiction, has received \$435,000 in federal funds (not including city match) for park improvements.

*Land and Water Conservation Fund* - This Federal money is made available to States. The Utah State Division of Parks and Recreation administers the fund in Utah. Funds are matched with local funds for acquisition of park and recreation lands, redevelopment of older recreation facilities, trails, improvements to accessibility, and other recreation programs and facilities that provide close-to-home recreation opportunities for youth, adults, senior citizens, and persons with physical and mental disabilities.

*SAFETEA-LU* - In 2005, Congress passed and the President signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). SAFETEA-LU establishes federal transportation policy and funding for the next five years. It continues



programs - including transportation enhancements and recreation trails - and creates new ones, such as Safe Routes to Schools.

- Recreation Trails are funded at \$70 million in 2006, rising to \$85 million in 2009.
- Transportation Enhancements are funded at 3.5 billion over five years beginning in 2005. Three eligible activities include bicycle, pedestrian or shared use physical facilities; conversion of abandoned railroad corridors for trails; and safety and education programs for pedestrians and bicyclists. A local match is required to use Utah's TE funds
- The Safe Routes-to-School program is funded at \$100 million in 2006, rising to \$183 million in 2009. These funds are available for planning, design, and construction of infrastructure related to project that improve bicycle and pedestrian safety. Funds may also be used for public education programs, bicycle safety classes, and other programs that encourage bicycling and walking to middle and elementary schools.

*Federal Recreational Trails Program* - The Utah Department of Natural Resources, Parks and Recreation Division administers these Federal funds. The funds are available for motorized and non-motorized trail development and maintenance projects, educational programs to promote trail safety, and trail related environmental protection projects. The match is 50 percent, and grants may range from \$10,000 to \$200,000. Projects are awarded in August. Funds are currently available for 2006.

*Utah Trails and Pathways / Non-Motorized Trails Program* - Funds are available for planning, acquisition, and development of recreational trails. The program is administered by the Board of Utah State Parks and Recreation. Selections are made annually at a Fall meeting, the decisions based on recommendations of the Recreation Trails Advisory Council and Utah State Parks and Recreation. The match is 50 percent, and grants may range from \$5,000 to \$100,000. Funds are available in 2006.

*LeRay McAllister Critical Land Conservation Fund* - The fund is administered by the Utah Quality Growth Commission and provides funds each year to preserve or restore critical open or agricultural lands in Utah, and targets lands deemed important to the community such as agricultural lands, wildlife habitat, watershed protection, and other culturally or historically unique landscapes. Money from the fund must be used to preserve or restore agricultural lands. Applicants must provide matching funds equal to or greater than the amount of money received from the fund. Funds must be spent within one year from the date of the grant award. The size of parcels for a purchase is limited to 20 acres or less. Purchases of conservation easements or restoration projects are exempt. Funds are available for 2006.

*Utah Arts Council* - The Utah Arts Council offers grants to non-profit organization 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.

#### **4) In-Kind and Donated Services or Funds for Parks and Recreation**

Several options for local initiatives are possible to further the implementation of the parks, recreation, and trails plan. These kinds of programs would require the City to implement a proactive recruiting initiative to generate interest and sponsorship, and may include:

- Adopt-a-Park or Adopt- a Trail, whereby a service organization or group either raises funds or constructs a given facility with in-kind services;
- Corporate sponsorships, whereby businesses or large corporations provide funding for a particular facility, similar to adopt-a-trail or adopt-a-park;
- Public trail and park facility construction programs, in which local citizens donate their time and effort to trail and park facility construction and/or maintenance.

### ***Main Street/State Street Corridor***

*Community Center* - To encourage connectivity and the feeling of “community center” between Main Street and State Street, the community may want to form a Community Development Area (CDA). Recently authorized by the Utah State Legislature, CDA’s are very flexible in size (no maximum size limits) and in the types of projects allowed. However, the funds generated from a CDA are limited to those of the local municipality, unless other taxing agencies choose to opt in to the program. Also, Lehi City has indicated that it is unwilling to consider the creation of any redevelopment areas of any type (RDA, EDA or CDA) in the near term because of its large investment in the Alpine Highway EDA.

*Utah Historic Preservation Tax Credit* - Historic homes can benefit from a 20 percent nonrefundable tax credit for the rehabilitation of historic buildings 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.

### **Summary of Major Financing Sources**

Local governments in Utah have a number of tools available for financing capital facilities on a tax-exempt basis and for encouraging economic development. This section provides a summary of financing mechanisms and economic development incentives available to Lehi that may be helpful in moving forward with the strategies and recommendations of this report.

Our summary includes an evaluation of appropriate financing mechanisms for the various strategies and recommendations included in this report; and a review of: 1) financing mechanisms for capital improvements; and 2) economic development incentives. While there is some overlap between these two areas, as capital infrastructure plays a heavy role in furthering economic development, we have chosen to discuss these areas separately.

Prior to summarizing the financing mechanisms that may be used for each type of capital project, we will list a few of the key federal tax laws that come into play when contemplating the issuance and timing of issuance of tax exempt bonds.

- 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;
- The issuer must reasonably expect to utilize all proceeds from tax-exempt bonds within a three-year period. Furthermore, specific percentages of draw-downs must occur each quarter over a two-year period if the issuer wants to keep any potential arbitrage that might be generated; and
- 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.

Other general tax-exempt financing considerations are:

- One hundred percent financing is typical for most projects inclusive of all costs of issuance associated with the debt offering;
- With the exception of general obligation bonds, all bonds will require some type of debt service reserve fund, either funded from bond proceeds or with a surety policy, unless privately placed;
- 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 below:

### ***Capital Infrastructure Financing***

*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 two times each year, in November and June, 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 sixty days to complete the bond issuance.

General obligation bonds can be issued for any governmental purpose as detailed in Section 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 1<sup>st</sup> and 2<sup>nd</sup> 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.

With an estimated year 2006 population of nearly 32,000 persons, Lehi is a city of the third class (population ranges between 30,000 and 65,000).

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 twenty-five to thirty years.



Since general obligation bonds are secured by the taxing power and are a full faith and credit pledge of the issuing government, they offer the lowest credit risk to the bondholders and the lowest overall cost. In today's market, for an 'A' rated credit with AAA credit enhancement, structured with twenty-year level debt service, the issuer could anticipate a net interest cost (NIC) of approximately 4.45 percent.

Generally speaking GO debt is the lowest cost tax-exempt financing. If Lehi desires to make substantial improvements to the downtown area in terms of sidewalks, city plazas, parks, amphitheater, streets, etc., or for infrastructure for the State Street area, it is advisable to conduct a survey of current residents of Lehi to determine the likely viability of any potential tax increase for infrastructure needs in the project area. The downside to GO bonds is that they require an election, and election outcomes are uncertain and can be costly (win or lose). GO bonds are generally issued when the benefits are viewed as accruing to the community as a whole – not just a specific area of town. Depending on the nature of the capital improvements, GO bonds may be a viable means of financing capital infrastructure in downtown.

A recent example where GO bonds were issued to construct, repair and replace various elements of municipal infrastructure including roads and water improvements was in the City of Orem, Utah. Voters approved the issuance of not to exceed \$15,500,000 million in GO bonds a portion of which was issued early in 2005 and a portion will be issued early in 2006.

*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.

*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. 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 the pledge to a maximum of 80 percent of the preceding fiscal year's receipt of Class B & C road funds for a period not-to-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 their roads. Therefore, generally, while B & C road funds are the means used 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.

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 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 sixty days to complete an issuance of these bonds.

There exists in State law a non-impairment clause (11-14-307 (a)) that restricts the states ability to change the distribution formula in such a way that would harm bondholders while local governments have debt outstanding. Coupled with the fact that historical gasoline tax revenues have been strong and the increasing trend, excise tax revenue bonds are well received by the market. In today's market, for an 'A' rated (gasoline) excise tax bond credit with AAA credit enhancement, structured with ten-year level debt service, the issuer could anticipate a net interest cost (NIC) of approximately 4.05 percent.

A recent example where this mechanism was utilized is in St. George City. The City issued \$5,000,000 in Excise Tax Road Revenue Bonds for the extension and widening of an existing road. The bonds have a ten-year maturity, were rated A+ by S&P, and credit enhanced by AMBAC, which is a 'AAA' insurer.

*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 the pledge 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 a 1.25X debt service coverage ratio, due to the elasticity of sales tax revenues and local governments typical heavy reliance on the revenues for general government operations, the market will demand a significantly higher debt service coverage ratio of at least two or three times revenues to debt. Also, 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 could issue sales tax revenue bonds. The issuer would need to adopt a Notice of Intent to Issue Bonds and allow for a thirty-day contestability period prior to closing on the bonds and must also hold a public hearing. Once the Notice of Intent has been adopted, it would take approximately sixty to seventy-five days to complete an issuance of these bonds.

In today's market, for an 'A' rated sales tax revenue bond credit with AAA credit enhancement, structured with twenty-year level debt service, the issuer could anticipate a net interest cost (NIC) of approximately 4.60 percent.

An example of this funding mechanism is a \$10,745,000 sales tax revenue bond issued by South Ogden City for the financing of a new city complex inclusive of a City Hall, Police Station and Fire Station. The bonds have a twenty-five year maturity, were rated 'A' by S&P and credit enhanced by FGIC, a 'AAA' insurer.

*Municipal Building Authority Lease Revenue Bonds ("MBA")* - Pursuant to the Utah Municipal Building Authority Act (17A-3-301) Cities, Counties and School Districts<sup>1</sup> are allowed to create a

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<sup>1</sup> Although available for use by School Districts, the mechanism is rarely utilized by them.

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 any security interest in any furniture, fixtures and equipment financed pursuant to a particular MBA transaction. The only 'pledge' by the City is that it will remit any lease payments received from the MBA to the trustee. 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 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, final term on this type of debt will be governed by the maximum useful life of the facility or facilities. Most MBA bond transactions are structured to mature in thirty years 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 obtain 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.

In today's market, for an 'A' rated Municipal Building Authority Transaction with AAA credit enhancement, structured with twenty-year level debt service, the issuer could anticipate a net interest cost (NIC) of approximately 4.75 percent.

For the capital facilities we are addressing in this study, MBA bonds are not the optimal choice of a financing mechanism.

One recent example of a City utilizing this mechanism to fund capital improvement acquisition is for the City of South Jordan. The City issued \$9,505,000 of bonds to finance the costs of acquiring an existing golf course with an added games component (miniature golf and batting cages). The bonds mature in twenty-five years, are rated 'AA-' by S&P and credit enhanced by Ambac. The bonds were cross-collateralized with other recreational facilities that were also insured by AMBAC.

*Special Improvement District (SID) Assessment Bonds* - A County, City, Town or Special Service District can create a Special Improvement District and issue Special Assessment Bonds.

Utah State Code Section 17A-3-304 (a) through (p) details all of the improvements that can be constructed through the use of Special Assessments, and generally include any capital facilities / public improvements that can be owned by a local government. Ordinary repairs to existing infrastructure are specifically excluded.



There are currently no specific legal limitations under state law as to the amount of improvements or debt that can be issued and secured by special assessments, but local governments can, by policy, determine when they will consider the creation and utilization of assessment districts. Additionally, through the creation process, all property owners that are to be assessed are given the opportunity to protest the creation of an SID. If more than fifty percent (50%) protest, measured by proposed method of assessment, then the local government cannot create the SID. Practically speaking, if a significant number of protests are received, even if the 50 percent benchmark is not exceeded, the elected officials may choose not to create the SID.

The market factors that constrain the issuance of SID bonds are generally related to the following matters:

- Demonstrated willingness and ability of the landowners to make the annual assessment payments;
- Perceived demand for the project that may need to be verified by an absorption study in the case of new development; and
- Value of assessed property to par amount of bonds issued for the improvements. Typical two-fold tests are (1) at least one-to-one value of assessments compared to the raw land in the “as-is” condition and (2) a range of three to four times value, at a minimum, with the inclusion of the improvements to be funded through the SID.

SID bonds are secured by an assessment lien against all property benefited by the SID improvements. The lien is on parity with a tax lien and can be foreclosed on for non-payment in the manner provided for actions to foreclose mortgage or trust deed liens, which in Utah takes approximately 120 days. Commonly, for an SID on a large area of unimproved property, an additional structural security for the bondholder will be a requirement to pre-pay the assessment at some particular trigger point such as plat recording or building permit.

Assessments can be imposed by acre, lot, Equivalent Residential Unit (“ERU”), front footage or any combination of these. State law requires that debt service on an SID bond be structured so that you have either (a) substantially level total debt service payments or (b) level principal.

SID bonds can have a maximum maturity of twenty years, but many are financed over a fifteen-year period to coincide with the anticipated build-out of a project area.

Since assessment bonds are not typically rated, it is very difficult to give an anticipated interest rate since there are fewer general commonalities among SID bonds. However, to provide some idea of the potential differential in interest rate, for a sound SID credit, financed over twenty-years in today’s market the issuer could anticipate a net interest cost (NIC) in the range of 5.75 percent to 7.00 percent. Of the many SID’s we’ve financed, the lowest interest rates were in the range of 4.50 percent and the highest in the range of 8.25 percent.

There are a number of procedural steps and notification requirements that are involved in the creation of a SID that add a significant amount of time to the overall financing process. The local government must notify all affected property owners of the intent to create a SID, advising them of the SID area, the improvements to be made, the location and estimated cost of the improvement, and allow for protests prior to the issuance of interim warrants which are used to construct the improvements prior to the completion of the Assessment Ordinance and issuance of long-term debt.

Mountain Regional Water Special Service District issued \$18,600,000 of SID bonds in 2003 to fund a portion of the costs of constructing irrigation and culinary water improvements and a water treatment facility. The method of assessment was by ERU based against an agreed upon and recorded master development plan. Pre-payments are required at [building permit]. The bonds are not rated and have a fifteen-year maturity.

*Community Development (CDA), Urban Renewal (RDA) and Economic Development Area (EDA) Tax Increment Revenue Bonds* - Recently, the Utah State Legislature modified the Redevelopment Agencies Act to be known as the Local Community Development and Renewal Act, allowing local municipal government the ability to create community development areas, as well as renewal (formerly known as redevelopment) and economic development areas.

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.

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.

One method that we have utilized to overcome the market challenges posed by direct tax-increment financing is to use a SID 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. Under this structure, an RDA 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, SID bonds are issued and assessments on the benefited property of the developer / landowner 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.

*Special Service District (SSD)* - A Special Service District is not a type of debt security, but rather the creation of another legal entity that can provide some governmental services and issue debt. They are widely used in the state primarily for water and sewer 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. SSD's can be created as dependent or independent entities.

Creation and appointment of board members is dependent on the type of district, who forms the district and when it is formed.

*Industrial Revenue Bonds* - Industrial revenue bonds can be issued by Lehi City. There is a \$10 million cap per issue 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.

### ***Economic Development Incentives***

*Tax Increment Financing* - Lehi 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 plan and budget for the project area are approved. Tax increment from a project area is available for a specific number of years only – generally, 12, 15, 20 or 24 years. 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.

Lehi currently has one RDA (surrounding the Albertson's complex on 850 East) and two EDA's in place – Micron and the Mill Pond area. There is no existing RDA in the downtown area; therefore, no tax increment can be generated in the downtown area unless an RDA is formed. The City may want to consider the formation of a CDA along Main Street and surrounding neighborhoods for the purpose of returning municipal property tax revenues generated in this area for economic development purposes.

*Revolving Loan Funds* - 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 Lehi to use in encouraging façade and building renovations in downtown. Capitalization could potentially be obtained through CDBG funds.

*Utah Main Street Program* - The Utah Main Street program offers assistance with professional services, including economic development, market analysis, marketing and promotions, streetscape design, and building façade/renovation design assistance. While the program does



not currently offer grants or loans for building renovation (as it has in the past), it will train communities in principles of good design and locating financial resources. It would be beneficial for Lehi to have the Utah Main Street team conduct a series of training seminars (free of charge) in the community for city staff, elected officials, and downtown business and property owners.

*Business Improvement District (BID)* - BID's are a legal mechanism to raise funds to enhance the maintenance and management of a particular section of a city or town. They are guided by the philosophy that the value of property is not driven solely by the investment made in an individual property, but rather that a major portion of property value is derived from how investors, businesses and visitors view the entire area as a business, retail and cultural center. In a sense, BID's are to a district's public spaces what mall managers are to mall common areas.

The purpose of a BID is to create a sustainable funding system that makes possible the formulation of multiyear plans and budgets. In a BID, property owners and businesses cooperate to share the costs of solving common problems or realizing economic opportunities. Common activities funded through a BID include: removal of litter and graffiti, clean sidewalks, shovel snow, cut grass, trim trees, plant flowers, increased security presence (uniformed), hospitality personnel, festivals and events, coordinated sales promotions, signage, market research, marketing to investors, planning and advocacy for parking, management organization, development of urban design guidelines, lighting guidelines, façade and storefront improvement programs, homeless assistance, lighting, street furniture and public space improvements.

The formation of a BID could be a very effective tool for downtown Lehi, especially in coordinating promotions, events, façade renovations and streetscape improvements.

*Grants for Economic Development and Façade Renovation* - For years the Utah Main Street program had been involved with providing matching grant funds to individual business owners for façade renovation that restored buildings to their historical integrity. Many of these business owners reported markedly increased sales from improvements to their building façades, and that they were willing to pay off the improvements within a relatively short period of time. While these funds are no longer available in Utah, other national resources for community and economic development projects are as follows:

- Funding Sources for Community and Economic Development 2005/2006: A Guide to Current Sources for Local Programs and Projects. Westport, CT: Oryx Press (an imprint of Greenwood Publishing), 2005.
- National Guide to Funding for Community Development. New York: The Foundation Center, 1998.

*Community Development Block Grants* - Under the State of Utah Small Cities Community Development Block Grant (CDBG) program, administered by the State's Division of Housing and Community Development, Lehi is eligible to receive CDBG funds. Funding is distributed from the State to the various Associations of Government (AOG) for distribution to eligible projects. Lehi would participate under the Mountainland AOG.

As established by HUD, the purpose of the CDBG program is "To assist in developing viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income (LMI)."

The range of eligible activities for CDBG is very broad, but all projects must meet one of three national criteria:

- (1) Benefit low and moderate income residents,
- (2) Elimination or prevention of slum and blight, or
- (3) Urgent health/welfare needs.

CDBG funds could be a good source for establishing a revolving loan fund for downtown improvements, including façade renovations.

*EDTIF (Economic Development Tax Increment Financing)/ HB 11* - Approved in 2005, EDTIF is a new state incentive program that allows local governments to create “economic development zones” in order to encourage job creation and capital investment. New or existing employers creating new jobs or significant capital investment within these zones may apply for a partial rebate of taxes paid to the state. Qualifying companies must create new jobs paying at least the county median wage. The typical incentive range is a 15 percent tax rebate over five years.

*IAF (Industrial Assistance Fund)* - Companies expanding or relocating in Utah may receive incentive grants from the IAF. Criteria for urban areas includes jobs that pay at least 125 percent of the county median wage; creation of at least 50 new jobs; or a focus on biomedical, finance, technology, aerospace or corporate headquarters.

*Custom Fit* - Custom Fit provides specialized training for companies to train their employees. This incentive subsidizes up to \$500 per trainee, with a maximum subsidy of \$100,000 per company.

*Utah Microenterprise Loan Fund* - Utah’s Microenterprise Loan Fund works in partnership with Utah’s financial community to provide access to loans for small businesses owners who are unable to get access to traditional loans.

*Utah Historic Preservation Tax Credit* - The Utah Historic Preservation Tax Credit is 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 taxes owed on your Utah income or corporate franchise tax.

Eligible buildings are those buildings listed in the National Register of Historic Places, which, after rehabilitation, are used as a residence(s) qualify. The credit is not available for any property used for commercial purposes including hotels or bed-and-breakfasts. (If the historic B&B is also owner-occupied, this portion of the rehabilitation may qualify.) The building does not need to be listed in the National Register at the beginning of the project, but a complete National Register nomination must be submitted when the project is finished. The property must be listed in the National Register within three years of the approval of the completed project. Staff of the Historic Preservation Office can evaluate the eligibility of your building and provide instructions on nomination requirements. For more information about the National Register see <http://www.cr.nps.gov/nr/about.htm>.