

# Retail Market Study and Analysis

## West Jordan City

ZIONS BANK  PUBLIC FINANCE

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## Table of Contents

2	Executive Summary
21	Community Profile
58	Retail Sales Analysis
42	Retail Node Analysis <ul style="list-style-type: none"><li>▪ Retail Nodes</li><li>▪ Buying Power and Competitive Markets</li><li>▪ Summary of Potential Tenants</li></ul>
62	Streetscape and Design
75	Redevelopment
76	Marketing and Recruitment Information
78	Appendix A – Redwood Road Vacant Properties
79	Appendix B – Physical Condition Analysis
104	Appendix C – Merchant Void Analysis Description <i>Full Report Attached Electronically</i>

*Attached CD Includes:*

- *Digital Copy of Report*
- *Full Potential Tenant Database*
- *Merchant Void Analysis Report*



# Executive Summary

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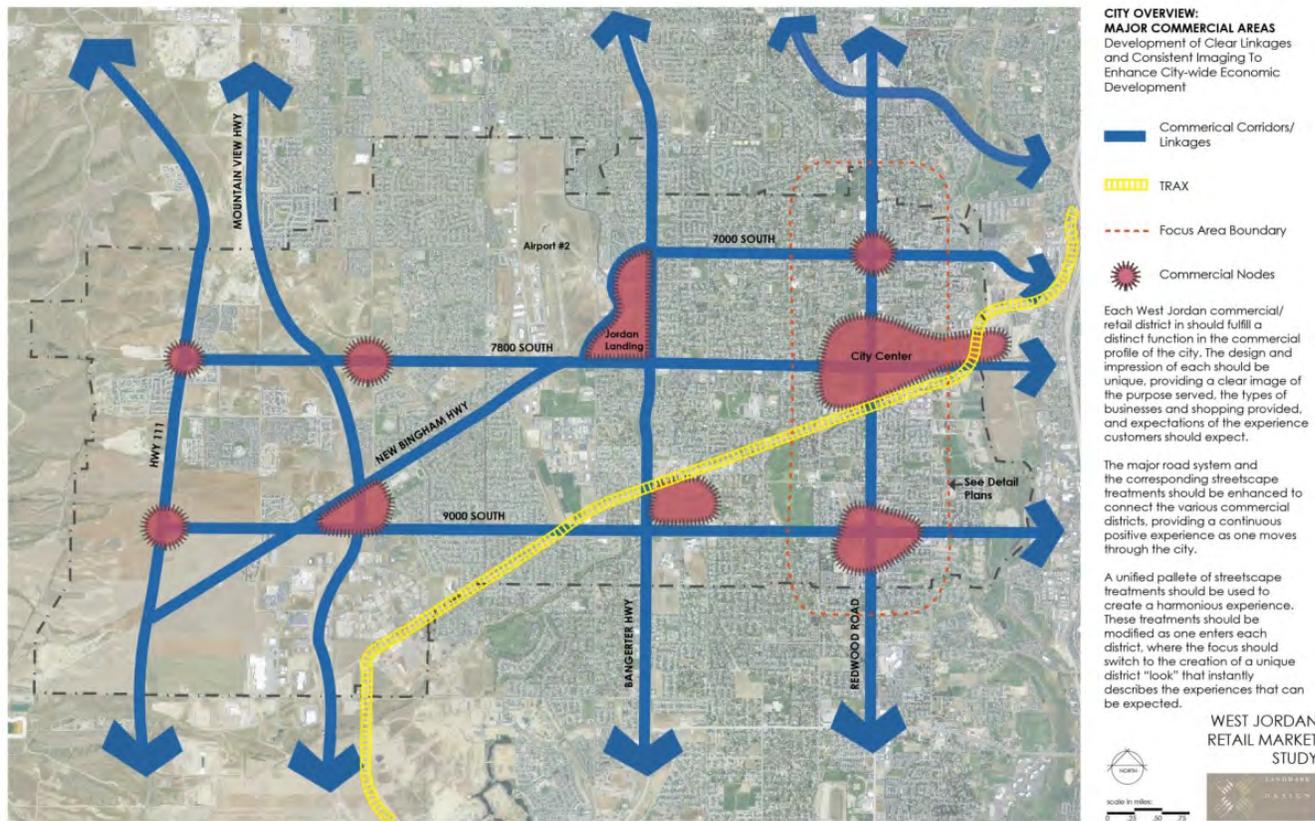
## Executive Summary

### Background and Report Organization

West Jordan, with a population of over 108,000 persons, is the fourth largest city in the State of Utah. Located in the heart of the Salt Lake Valley, it is well-positioned to attract shoppers from the larger, regional area. The City is known for its young and rapidly-growing population, with large household sizes. The City boasts many attractions that include Jordan Landing, the Jordan River and Parkway, major employers such as Boeing, SYSCO and Fairchild Semiconductor, and amenities such as Gardner Village, art galleries, sports complex, airport and light rail.

The purpose of this study is to evaluate and identify retail market opportunities for West Jordan. Retail development is important to communities not only because of the services it provides to residents, but also because of the sales tax base generated.

A map was prepared showing the existing and future major retail centers within the City. Existing retail strengths are Jordan Landing, as well as retail centers along Redwood Road. Smaller retail nodes exist along the major east-west cross-streets (7000 South, 7800 South and 9000 South), with major future nodes planned along the Mountain View Corridor.



Throughout this report, Retail Nodes have been identified as follows:

**Table1: Retail Node Numbers and Descriptions**

Node	Name/Address
1	West Jordan Town Center (RDA 1) - 7000 South Redwood Road
2	Downtown (RDA 5 and 6) - 7800 South Redwood Road
3	Gardner Village
4	Riverpointe Shopping Center (RDA 4) - 9000 South Redwood Road
5	Southwest Industrial Park (RDA 3/CDA1 - TOD)
6	Naylor Farms (Smiths, Big Lots)
7	Jordan Landing
8	Copper Creek Retail
9	9000 S Jaguar Dr
10	Planned Development Area/Mountain View Corridor Interchange at 7800 S
11	Planned Development Area / Mountain View Corridor Interchange at 9000 S

This report is organized as follows:

1. Executive Summary
2. Community Profile
3. Retail Sales Analysis
4. Retail Node Analysis
  - Retail Nodes
  - Buying Power and Competitive Markets
  - Summary of Potential Tenant Lists
5. Streetscape and Design
6. Redevelopment
7. Marketing and Recruitment Information
8. Appendices
  - A: Redwood Road Vacant Properties
  - B: Existing Physical Conditions
  - C: Merchant Void Analysis (Full list included electronically)

## Community Profile

- West Jordan is the fourth largest city in the State of Utah.
- West Jordan is projected to grow to a population of approximately 170,000 persons by 2060.
- West Jordan has a very young median age of 27.8 years, compared to 29.1 years in Utah and 37 years in the USA.
- The average household size in West Jordan is fairly large with 3.41 persons, compared to 3.06 in Utah and 2.6 in the USA.
- Household incomes in West Jordan are above average: \$66,899 per household, compared to \$57,783 in Utah and \$52,762 in the USA.
- Traffic counts are good throughout the City, with average daily traffic of nearly 40,000 along Redwood Road, above 40,000 on 9000 South, and above 50,000 on Bangerter highway near Jordan Landing.

**Table 2: Demographics of West Jordan and Surrounding Communities**

	West Jordan	South Jordan	WVC	Murray	Utah	USA
HH Size	3.41	3.74	3.33	2.55	3.06	2.60
Median Age	27.8	28.5	29.3	33.9	29.1	37.0
Median HH Income	\$66,899	\$89,383	\$53,061	\$57,603	\$57,783	\$52,762
2012 Population	108,383	55,934	132,434	48,263	2,855,287	313,914,040
2060 Population	170,050	128,992	153,765	83,161	5,965,658	476,321,650
Growth (2012-2060)	61,667	73,058	21,331	34,898	3,110,371	162,407,610

## Barriers and Opportunities

The strengths of West Jordan City have been identified in the table below, along with the corresponding opportunities created by each strength.

**Table 3: Strengths and Opportunities in West Jordan**

Strength	Corresponding Opportunity
Rapidly-growing population, not only in West Jordan City, but also in southwest part of Salt Lake Valley	Increased buying power from rapid population growth will be attractive to expanding companies
Significant amount of vacant land and future growth to occur in western portion of the City around the Mountain View Corridor	Mountain View Corridor will provide high traffic counts and access to future development. Large-scale retail development at key commercial sites along Mountain View should be preserved at the intersections of 7800 South and 9000 South with Mountain View Corridor.
Young median age, with large household sizes and good incomes	Development of family entertainment and activities
Central location in the Salt Lake Valley that can draw from all parts of the Valley	Regional retail development
Six light rail stations in West Jordan, one of which is at the City Center	Potential to create employment centers, along with mixed-use development at key sites
Strong traffic counts (between 30,000 and 50,000) on the major east-west and north-south corridors throughout the City that are within the range required by national retail chains	Ability to attract national retail chains
Jordan Landing is already established as a successful regional retail mall	Name recognition already in place. Need to increase "sense of place" at Jordan Landing with a central plaza and encourage entertainment options that will draw people to the area
Jordan River Parkway adds a nice recreational amenity to the City, as well as a pleasant image for public perception and marketing purposes	Bike and boat rentals. Promote recreational activities and events along the Parkway.
Gardner Village attracts shoppers from the larger regional area for a unique retail niche that includes country crafts, restaurant, furniture, home décor, and a reception center	Connect Gardner Village area with City Center development on east side of Redwood Road. Encourage the development of entertainment in this area of the City.

**Table 3: Strengths and Opportunities in West Jordan**

Strength	Corresponding Opportunity
Airport with potential for expanded service	World-class employment centers with easy access
Sports complex	Meets needs of residents and also brings visitors to the area
Recognized employers such as Boeing, SYSCO and Fairchild Semiconductor	Attract additional high-tech employment. Promote family activities that capitalize on “flying” or a “Travel Town” or robotics
Cultural arts, such as the Schorr Gallery, West Jordan Symphony and Gardner Village	Facilitate development of a community theater in West Jordan and locate in the Towne Center area
Good sales tax base, but with leakage and growth showing significant opportunities for additional development	Greatest leakage occurs in motor vehicles. This could be promoted in the western part of the City where there is more land available for this type of development.
Airport , good employment base and sports complex	Additional lodging opportunities

Barriers to development were identified, along with potential mitigation measures to reduce obstacles.

**Table 4: Weaknesses and Obstacles with Mitigation Strategies**

Weakness/Obstacle	Corresponding Mitigation
Aesthetics – rundown appearance of many buildings and high cost of redevelopment	Redevelopment of rundown properties. Code enforcement. Façade renovation program that provides partial grants or low (or “no”) interest loans. Create tax increment districts (URAs, EDAs and CDAs) to renovate these types of areas.
Aesthetics – rundown parking lots that look like “seas” of cracked asphalt	Streetscape plan that allows for landscaping and “streets” to guide vehicles within parking lots
Perceptions of brokers that retail areas are rundown and that it is hard to locate tenants in existing retail strip malls	Meet with brokers frequently and establish relationships with them. Update them on City plans and convey the successes that the City is achieving (i.e., most recently, the Boeing win). Convey plans to improve the visual appearance of the City.
Lack of a city center	Redevelop the area east of the City Hall into an employment center, with cultural arts, eating places and plazas.
Jordan Landing is difficult to find and access	Add wayfinding and signage both inside and outside of the development
Lack of family activities	Increase recreation opportunities along the Jordan River Parkway. Encourage the development of family activities such as a theme park, indoor sky diving, etc., that play on the City’s identity with the Jordan River, aerospace, electronics and robotics, etc.

## Sales History and Leakage

While West Jordan experienced negative average annual retail growth between 2007 and 2012, the City experienced positive retail growth in both 2011 and 2012. This trend is similar to that experienced by surrounding cities, although South Jordan fared better than others.

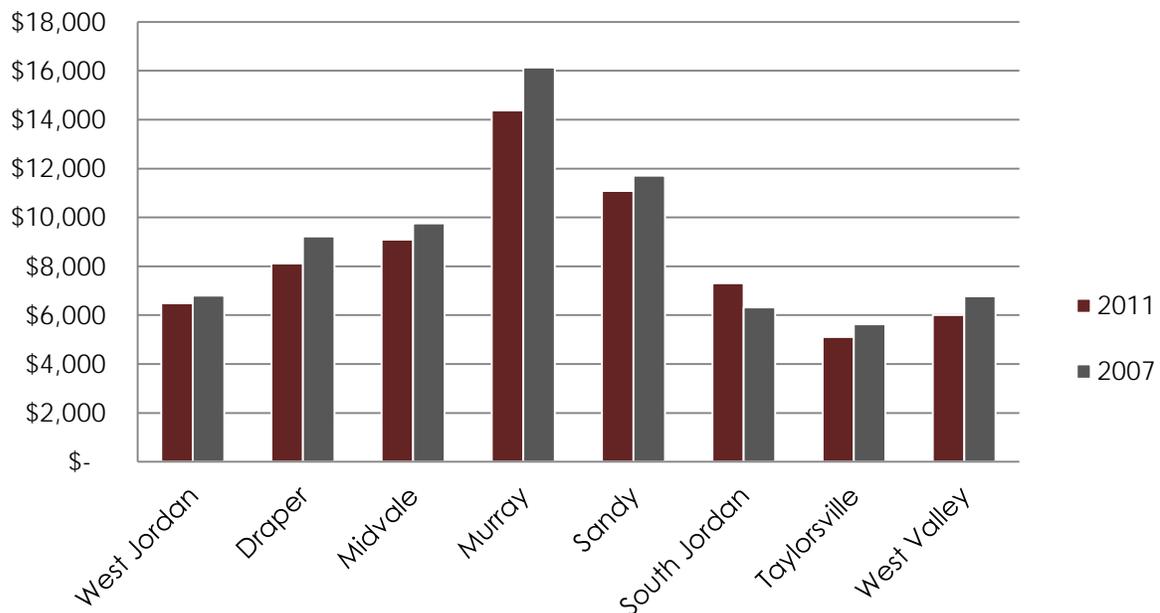
**Table 5: Percent Change in Retail Sales -West Jordan and Surrounding Areas**

Area	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	AAGR*
<b>West Jordan</b>	<b>-8.9%</b>	<b>-5%</b>	<b>-0.4%</b>	<b>4%</b>	<b>0.05%</b>	<b>-1.60%</b>
Draper	1.7%	-7%	3%	8%	9%	1.38%
Midvale	17.8%	-35%	8%	6%	7%	-1.41%
Murray	-9.3%	-11%	0.3%	10%	2%	-0.95%
Sandy	-10.6%	-5%	4%	5%	14%	0.33%
South Jordan	20.3%	-3%	12%	12%	2%	10.65%
Taylorsville	-1.2%	-10%	-3%	7%	6%	-1.76%
West Valley	3.6%	-11%	5%	5%	-0.4%	0.24%
State of Utah	-6%	-9%	-3%	7%	7%	-1.17%

\*AAGR=Average Annual Growth Rate

With the exception of South Jordan, West Jordan and surrounding cities experienced a decrease in retail sales per population and employment between 2007 and 2011. While a decrease in retail spending per population and employment generally indicates that goods and services available in West Jordan have not kept pace with the increased demand as a result of increased population and employment, the recent economic recession and the decrease in retail sales per population and employment in the State of Utah<sup>1</sup> suggests that at least of portion of the decrease in retail sales per population and employment in West Jordan is due to less total retail expenditures by consumers.

**Retail Sales per Population & Employment  
2007 - 2011**



<sup>1</sup> Source: Utah State Tax Commission and Utah Department of Workforce Services

Overall, there were no major shifts in market share for West Jordan and surrounding cities between 2007 and 2011. Murray has the highest market share, capturing approximately 21 percent of the market. West Jordan is capturing approximately 10 percent of the market which is less than Murray, Draper, Midvale, Sandy and South Jordan.

**Table 6: Percent Change in Market Share; West Jordan and Surrounding Areas**

City	Market Share 2007 Retail Sales Per Population & Employment	Market Share 2011 Retail Sales Per Population & Employment	Change in Market Share
West Jordan	9.4%	9.6%	0.2%
Draper	12.8%	12.0%	-0.8%
Midvale	13.5%	13.5%	0%
Murray	22.3%	21.3%	-1.0%
Sandy	16.2%	16.4%	0.2%
South Jordan	8.7%	10.8%	2.1%
Taylorsville	7.8%	7.6%	-0.2%
West Valley	9.4%	8.9%	-0.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	

A sales leakage analysis is conducted in order to identify economic development opportunities for a community by evaluating the total purchases made by residents inside and outside the community (hence, the term “leakage” for sales lost outside the community). A sales leakage analysis differs from a market analysis in that it shows the percentage of purchases being made by West Jordan residents within West Jordan itself rather than the City’s percentage of market share as compared to other communities. In comparison, the preceding market share analysis calculated the percent of total sales in the region that occur in West Jordan.

This type of analysis first identifies sales within the State of Utah for each major NAICS code category and then calculates the average sales per capita in each NAICS category. Per capita sales in West Jordan are compared to average per capita sales statewide in order to estimate what portion of resident purchases are being made within City boundaries and what amount is leaving the City. The percent of purchases being made within a City’s boundary is the capture rate. Therefore, a capture rate less than 100 percent indicates that residents are leaving the City to purchase goods elsewhere and may represent an opportunity for the City to recapture some of these lost sales. A capture rate of over 100 percent indicates that residents from surrounding areas are coming into the City to purchase goods and services and represents areas of strength on which the City can build.

While West Jordan has a capture rate over 100 percent in several retail categories including Furniture & Home Furnishings, Electronics & Appliance, Building Materials & Garden, Food & Beverage and General Merchandise, West Jordan has an overall capture rate of less than 100 percent (88%) and a total net sales leakage of -\$128,105,035. The majority of sales leakage in West Jordan is attributable to Motor Vehicle sales and Accommodations where capture rates are only 13 and six percent respectively.

In the following table, sales leakage where residents are leaving the City to purchase goods elsewhere is shown as a negative amount and a positive amount where residents from surrounding areas are coming into the City to purchase goods and services.

Table 7: Sale Leakage and Capture Rates in West Jordan

Area	Leakage (Y/N)	Per Capita Leakage	Total Leakage	Capture Rate
<b>Retail:</b>				
Motor Vehicle	Yes	-\$1,282	-\$138,016,456	13%
Furniture & Home Furnishings	No	\$16	\$1,758,281	107%
Electronics & Appliance	No	\$78	\$8,387,215	128%
Building Materials & Garden	No	\$526	\$56,620,529	179%
Food & Beverage	No	\$35	\$3,646,284	103%
Health & Personal Care	Yes	-\$35	-\$3,675,123	75%
Gasoline Stations	Yes	-\$60	-\$6,464,254	80%
Clothing	Yes	-\$20	-\$2,171,148	96%
Sporting Goods, Hobby & Music	Yes	-\$118	-\$12,716,646	61%
General Merchandise	No	\$385	\$41,473,003	120%
Miscellaneous Store Retailers	Yes	-\$38	-\$4,069,011	93%
Non-Store Retail	Yes	-\$78	-\$8,407,351	49%
<b>Services:</b>				
Arts, Entertainment & Recreation	Yes	-\$78	-\$8,372,603	51%
Accommodation	Yes	-\$372	-\$40,073,776	6%
Food Service and Drinking Places	Yes	-\$45	-\$4,894,660	96%
Other	Yes	-\$94	-\$10,131,198	77%
<b>Total</b>	<b>Yes</b>	<b>-\$1,180</b>	<b>-\$127,106,914</b>	<b>88%</b>

Areas of opportunity for West Jordan to capture lost sales where residents are leaving the City to purchase goods elsewhere include:

- Motor Vehicle Sales
- Health & Personal Care
- Gasoline Stations
- Sporting Goods, Hobby & Music
- Arts, Entertainment & Recreation
- Accommodations

Areas of strength where the residents are coming into West Jordan to purchase goods include:

- Electronics & Appliance
- Building Materials & Garden
- General Merchandise

The table below shows the estimated percentage of sales, made by its residents, captured in each of the communities.

Table 8: 2012 Capture Rates; West Jordan and Surrounding Communities

Area	West Jordan	Draper	Midvale	Murray	Sandy	South Jordan	Taylorsville	West Valley
<b>Retail:</b>								
Motor Vehicle	13%	160%	66%	370%	204%	126%	18%	132%
Furniture & Home Furnishings	107%	477%	168%	509%	62%	21%	243%	29%
Electronics &	128%	95%	173%	279%	158%	253%	192%	75%

Table 8: 2012 Capture Rates; West Jordan and Surrounding Communities

Area	West Jordan	Draper	Midvale	Murray	Sandy	South Jordan	Taylorsville	West Valley
<b>Appliance</b>								
Building Materials & Garden	179%	74%	157%	207%	166%	9%	4%	90%
Food & Beverage	103%	91%	209%	86%	91%	79%	75%	138%
Health & Personal Care	75%	97%	110%	327%	141%	39%	46%	75%
Gasoline Stations	80%	88%	147%	68%	48%	48%	67%	121%
Clothing	98%	73%	157%	566%	149%	149%	50%	75%
Sporting Goods, Hobby & Music	61%	122%	743%	351%	295%	27%	110%	128%
General Merchandise	120%	28%	88%	207%	138%	107%	84%	158%
Miscellaneous Retail	93%	65%	19%	131%	99%	102%	6%	23%
Non-Store Retail	49%	116%	478%	90%	63%	92%	198%	298%
<b>Services:</b>								
Arts, Entertainment & Recreation	51%	83%	60%	121%	72%	28%	72%	75%
Accommodation	6%	87%	91%	35%	58%	16%	3%	35%
Food Services	96%	78%	180%	155%	105%	78%	100%	117%
Other	77%	77%	164%	169%	83%	51%	28%	110%
<b>Total</b>	<b>88%</b>	<b>93%</b>	<b>144%</b>	<b>255%</b>	<b>225%</b>	<b>88%</b>	<b>66%</b>	<b>115%</b>

## Retail Nodes and Clusters

An analysis of existing businesses, by location, suggests that there are three existing retail nodes along Redwood Road, with other nodes at Jordan Landing and along 7800 South and 9000 South. Future retail locations, based on traffic counts and future growth potential, are located at 7800 South and 9000 South intersections with the Mountain View Corridor.

Table 9: Retail Node Profiles

Area	Location	2012 Sales	# of Stores	Avg. 2012 Sales per Business	% of Total City Sales
1	7000 S & Redwood Rd	\$66,892,340	38	\$1,760,325	8%
2	7800 S & Redwood Rd	\$67,890,983	83	\$817,964	8%
3	1100 W & 7800 S	\$8,083,370	11	\$734,852	1%
4	9000 S Redwood	\$168,422,370	87	\$1,935,889	19%
5	3400 W 8600 S	\$11,075,797	2	\$5,537,899	1%
6	4000 W 9000 S	\$40,310,327	18	\$2,239,463	5%
7	Jordan Landing	\$361,130,685	97	\$3,722,997	42%
8	2800 W & 7800 S/ Old Bingham Highway	\$42,978,211	37	\$1,161,573	5%
9	2700 W & 9000 S	\$14,245,194	14	\$1,017,514	2%
10	Big Springs Drive	\$464	1	\$464	0%
11	Future Site		0		0%
	Remaining	\$83,398,544	328	\$254,264	
	<b>TOTAL</b>	<b>\$864,428,285</b>	<b>716</b>		

Characteristics of the major retail nodes are as follows:

#### *Retail Node #1 (Redwood Road and 7000 South)*

Retail Node #1 is well-positioned, with Smith's and Target, to attract retail shoppers from the north and thereby bring sales tax revenues into the City. There is little vacant land in this area, but approximately 110,000 square feet of vacant building space were found along Redwood Road. Brokers state that because of the rundown appearance of this area, as well as some lease exclusions by Target, that it is difficult to fill properties in this area. Traffic counts are nearly 40,000 along Redwood Road and roughly 30,000 along 7000 South, which is attractive to national retail chains.

This area should focus on improving the physical appearance through façade renovations and streetscape improvements to the parking lots of the retail centers. It should also consider a significant gateway at the intersection.

#### *Retail Node #2 (Redwood Road and 7800 South)*

Property values in this retail node are the lowest of the three nodes along Redwood Road, indicating that it is a prime area for redevelopment. The major anchor is Walgreen's drugstore, with a widely varied mix of other uses that provide no "identity" or sense of place to this area.

This area should be a priority of the City for redevelopment, focusing on the area immediately east of the City Hall and proximate to the light rail station. An employment center, surrounded by evening entertainment uses (theater and restaurants) could create a vibrant and thriving downtown and gathering place for the community. Support retail and higher-density residential could also be added.



#### *Retail Node #3 (Gardner Village)*

This is a unique, historic small-scale shopping center that has gift stores, furniture stores, art galleries and a restaurant. While it provides only one percent of the City's sales tax revenues, it adds immensely to the image and prestige of the City.

Located next to the Jordan River Parkway, Gardner Village has opportunities to offer recreation activities, such as bike tours, bike rentals, boat rentals, etc., that would appeal to the large households and younger population so prevalent in the City.

#### *Retail Node #4 (Redwood Road and 9000 South)*

This retail node is anchored by Smith's, Home Depot, ShopKo and Kmart. It is well-positioned at the southern edge of the City to attract shoppers from the south into the City.

This area has some rundown properties that need to be renovated. In addition, the appearance of parking lots, as well as streetscape and traffic circulation within parking lots could be improved. The Streetscape and Design section of this report contains more specific suggestions for the physical appearance of this and other areas in the City.

#### *Retail Node #7 (Jordan Landing)*

Jordan Landing is the major regional shopping destination on the West side of the Salt Lake Valley. It accounts for 42 percent of all City retail sales.

The development is doing well, but could improve its access and visibility through better signage and wayfinding. Those not familiar with the development can have a difficult time locating the access points to Jordan Landing, as well as finding specific businesses once inside the development.

#### *Mountain View Corridor (future retail nodes)*

Future major retail nodes should be located at 7800 South and 9000 South along the Mountain View Corridor. Significant vacant land is available at these sites. Assistance with land aggregation may be required in order to incentivize large-scale retail development. Stores with high sales per square foot, such as Costco, should be actively recruited for this area.

Specific recommendations for each of the retail nodes are included in the Recommendations section of the Executive Summary.

## Existing Physical Conditions

The physical condition of the buildings at the City's retail nodes varies widely. Gardner Village, a cluster of retail and food specialty shops located at 1100 West and 7800 South is in excellent physical condition with beautiful landscaping and a pleasant atmosphere. Likewise, the buildings at Jordan Landing, located at approximately 7800 South just west of Bangerter Highway and retail node six, located at 6400 West and 9000 South are in good physical condition.



However, on the other side of the scale, the majority of the buildings clustered around 2700 West 9000 South and 2400 West 8600 South are in poor physical condition with outdated and aging exteriors.



Retail nodes one and two, located at 7000 and 7800 South Redwood Road include buildings in good physical condition in addition to buildings with outdated and aging exteriors.



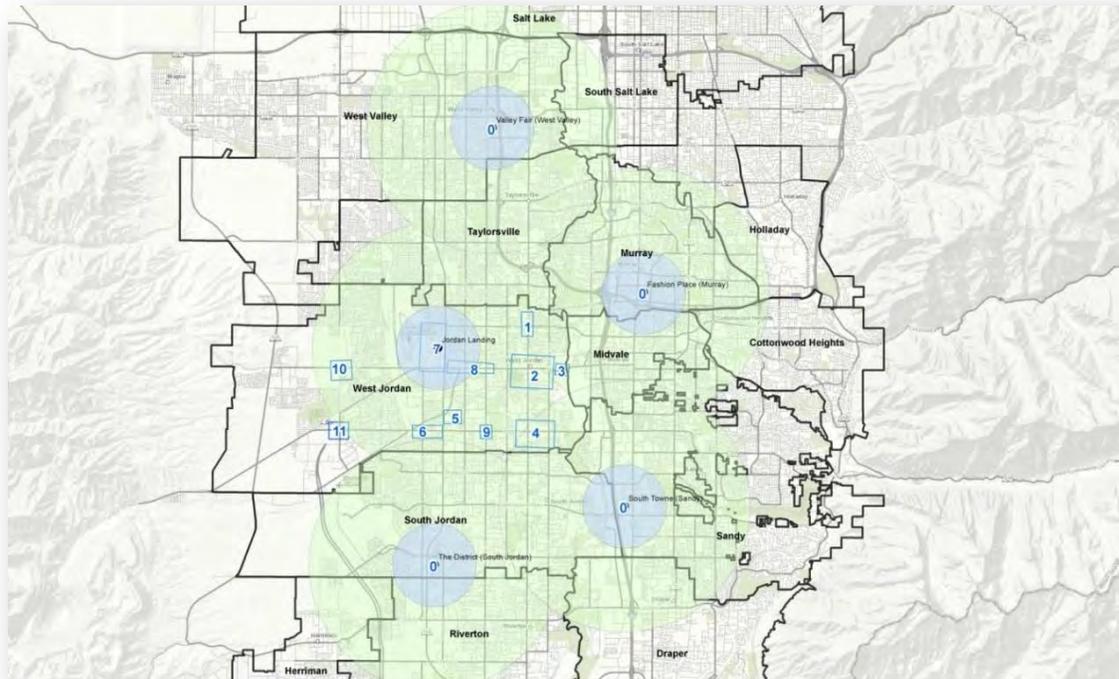
There are also a few scattered, unoccupied buildings at various retail nodes throughout the City that are in poor physical condition with untended landscaping. Several of the larger buildings located in the retail strip malls (i.e. ShopKo and Kmart) have worn and dated exteriors.



The parking lots located at the City's strip malls are generally in poor physical condition and there is little vegetation and curb appeal for the majority of the strip malls in the City.

## Competitive Market Analysis

The competitive markets were analyzed by mapping the major competitive sites and then measuring population and employment, now and in the future, from each of these sites, in comparison to West Jordan. Major competitive sites include South Jordan (The District), West Valley City (Valley Fair Mall), Murray City (Fashion Place Mall) and Sandy (South Towne).



Generally, most regional shopping centers require a population of 150,000+ within an eight-mile radius of the center, and community shopping centers require a population between 40,000 and 150,000 within three to five miles. Note that West Jordan meets this requirement and, more noticeably so from its northern border which draws more from higher-density areas than does its southern border.

**Table 10: Population and Employment; 5-Mile Buffer from Nodes**

Node	Name	Employment			Population		
		2020	2030	2040	2020	2030	2040
1	West Jordan Town Center (RDA 1)	103,249	107,407	112,530	152,995	163,822	172,544
2	Downtown (RDA 5 and 6)	95,943	98,708	102,454	123,784	132,141	138,114
3	Gardner Village	95,123	98,138	102,434	133,667	142,338	148,606
4	Riverpointe Shopping Center (RDA 4)	101,538	103,505	106,385	105,818	112,899	118,004
5	Southwest Industrial Park (RDA 3/CDA1 - TOD)	88,310	90,278	92,650	128,418	135,930	140,902
6	Naylor Farms (Smiths, Big Lots)	78,294	79,978	82,136	118,274	124,636	128,817
7	Jordan Landing	91,201	94,168	97,524	137,050	145,241	151,553
8	Copper Creek Retail	94,988	97,629	100,507	137,533	146,030	152,327
9	9000 S Jaguar Dr	91,908	93,761	96,180	116,249	123,476	128,447

The population and employment within the five-mile radius is significantly higher in West Jordan than it is in South Jordan – likely the most competitive site for West Jordan.

**Table 11: Population and Employment; 5-Mile Buffer from Nodes**

Node Name	Employment			Population		
	2020	2030	2040	2020	2030	2040
12 The District (South Jordan)	53,461	53,787	54,571	75,099	79,480	81,953
13 Fashion Place (Murray)	133,277	139,530	147,037	166,549	180,386	192,478
14 Valley Fair (West Valley)	125,092	134,053	145,093	204,659	222,584	241,456
15 South Towne (Sandy)	115,471	116,637	119,688	66,148	71,984	76,608
16 Mountain View Corridor Interchange @ 7800 S	65,125	67,422	70,034	113,707	119,702	123,906
17 Mountain View Corridor Interchange @ Old Bingham	60,580	61,379	62,364	87,010	90,830	92,707
18 Mountain View Corridor Interchange @ 9000 S	63,929	65,467	67,278	103,239	108,365	111,734

## Recommendations

### Develop a Vision and Concept Plan

Much of the development that has occurred in West Jordan has been without much master planning. It feels disconnected, sprawling, and many retail properties are rundown and in need of renovation. The City needs to develop a Plan that combines its economic development priorities with land use and urban design guidelines in order to create attractive destinations and gathering places. The Plan is also important in helping the City to prioritize development and which projects should receive public assistance.

### Promote Large-Scale Commercial Development along the Mountain View Corridor

Mountain View is a key commercial corridor for the City, where there are still large areas of vacant land. The City should be actively engaged in facilitating land aggregation and approaching major developers for large-scale retail development in this area. Businesses, such as Costco, that generate high sales per square foot, should be prime candidates for this site.

### Redevelop and Create a Town Center near City Hall

The east side of Redwood Road, near the light rail station, is ripe for redevelopment. The City has a tremendous opportunity to connect its investment in the City Park and City Hall into a larger cultural and employment center that can become a vibrant and thriving downtown. Employment is critical to this area and technology cluster development should be considered at this site. West Jordan is known for its many technology-oriented employers and additional technology companies would fit well in the community.

This area also has the potential to connect with Gardner Village and expand the City's cultural offerings through the addition of a theater, art galleries and family entertainment and activities.

Support retail and higher-density residential development should be considered in this central area of the City. This could be a prime area for restaurant clusters that could not only provide lunchtime eating for the employment center, but also nighttime venues for families and cultural activities in the area.

### Keep Jordan Landing Vibrant

Jordan Landing is responsible for 42 percent of retail sales in the City and, as such, it is important to keep the area updated. While located on Bangerter Highway, access to the area is somewhat confusing and, once inside Jordan Landing, individual stores can be hard to find. Increased wayfinding and signage would be beneficial for this area.



### Increase Recreation Options

West Jordan is well-situated on the Jordan River Parkway. With a relatively young population, active recreation activities should be popular. River activities, as well as greater use of the Jordan River Parkway Trail, would add to the City's image. This could be accomplished through several means, including bike and kayak rentals near the Parkway Trail, hosting of special events such as bike races, bike clubs, running, fishing events and specialty stores, etc.

### Encourage Hotel and Lodging Development

West Jordan currently has only one hotel in the City – a Hampton Inn at Jordan Landing. The timing for hotel development is good, as the hotel companies are in expansion mode for franchises, which is the most likely development type for West Jordan. The most probable hotels to develop in West Jordan would be similar to the existing quality of the Hampton Inn, perhaps a Fairfield or Holiday Express. The City could try moving up a step by first approaching a Courtyard or Residence Inn, where the quality is considered slightly higher.

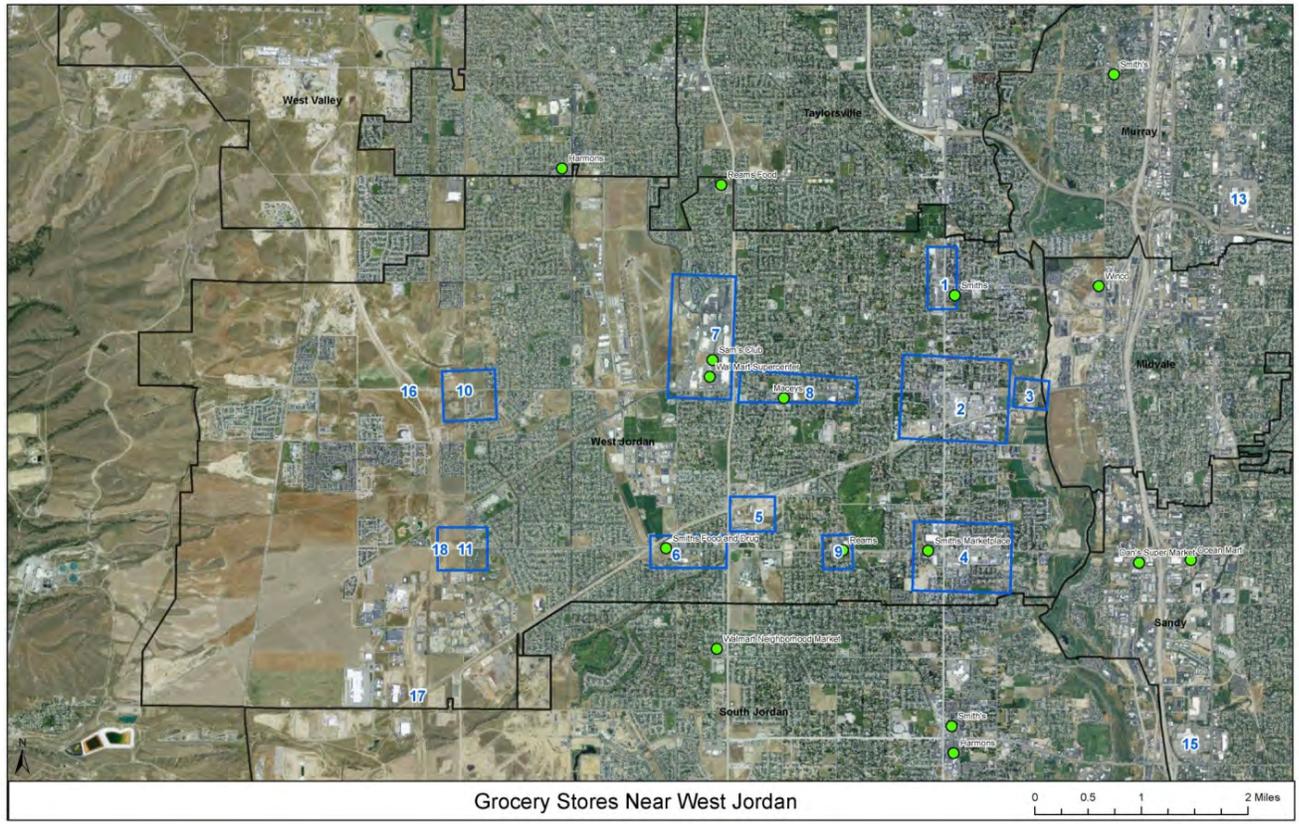
### Promote Motor Vehicle Dealerships

West Jordan does not currently have any automobile dealerships. The sales leakage category shows only a 14 percent capture rate, but it also includes auto parts and repair stores. There is significant opportunity for increased motor vehicle dealerships in the City. Motor vehicle dealerships are generally most successful when located in clusters, because consumers like to be able to visit several stores and compare products and pricing before making a purchase. Because vehicles are large, infrequent purchases, consumers are willing to travel considerable distances to make their purchases. Therefore, dealerships tend to cluster near freeway intersections, or along major corridors.

Nationally, on average, a car dealership is located on 4-5 acres, with 15,000 to 18,000 square feet of building space. Several dealerships usually group together, making 20 acres a minimum size for a dealership. As a comparison, the Ken Garff and Larry H. Miller complex in Provo (University Parkway and Freedom Blvd.) is roughly 22 acres and includes three buildings. The Sandy AutoMall, at the larger end, is about 54 acres.

### Attract Retail to Underserved Neighborhoods

As the following map shows, West Jordan has a clear lack of grocery stores on the west side of the City. As population increases in this area, grocery stores will naturally follow. An average size grocery store has 44,000 square feet, with average sales of approximately \$20 million.



Smaller grocery stores that serve local neighborhoods are becoming increasingly popular. Typical size of a Walmart Express store is 12,000 to 15,000 square feet.

West Jordan can encourage the development of smaller, neighborhood stores through several means, including the following:

- Develop promotional materials that show demographic trends and local spending power;
- Engage with specific retailers, such as Walmart Express
- Assist with finding land or vacant commercial spaces
- Provide financial incentives that may assist with streetscape improvements, parking requirements or façade improvement programs
- Make appropriate zoning modifications and “fast-track” permitting programs
- Apply for federal funds that are available to bring healthy food to low-income areas



### Pursue Retail Trends

As part of West Jordan's image as a young and vibrant community, it should consider pursuing retail stores that are emerging trends. Some of these trends include the following:

- Health and wellness
  - Anti-stress drinks
  - Organic skin care
  - Protein and muscle-building foods
  - Gluten and lactose-free products
- Automobiles
  - Hybrids
- Robotic products
- Baby Boomer products
  - Magnification devices
  - Amplifiers
  - Sleep assistance
  - Brain games
  - Fitness items
- Video game apps
- Solar products
- Consumer electronics
- Amazon.com – same-day delivery

### Target Millennials – Generation Y

Millennials, or Generation Y, are those currently age 18-34 and represent a quarter of the City's population. They are generally highly educated, along with being entrepreneurial and active in their communities. Ensuring the City remains attractive and is a good fit for this large cohort can be a major economic base for the future.

West Jordan already fits many of the market desires of this generation, or has a strong potential to cater to these desires through planned growth. Millennials see socially-conscious shopping and living as highly desirable. This generation is also highly social and often seeks semi-urban, mixed-use development. These factors point to a great opportunity for West Jordan to build a mixed-use and transit-oriented development near Trax stations and along the Mountain View Corridor. Since this generation is generally thrifty, finding development that matches modern aesthetics, but at a discount compared to urban areas in Salt Lake, would be a draw to the area.

### Pursue Niche Markets

Several niche markets would be appropriate for West Jordan and would allow the City to capitalize on its strengths, such as large household sizes, young median age, rapidly-growing population, good technological industries, and the Jordan River Parkway. While some of the businesses listed below do not generate a large sales tax base, they do bring in visitors to an area, who then eat at the restaurants, shop at the gift stores, etc.



**Table 12: Niche Market Examples**

Category	Examples
Family Activities and Theme Parks	Bowling (newest trend is laneside sofas and "glow in the dark") Laser tag, arcades Climbing walls Fun maze Ropes course Billiards Wave pools Simulated flying Aircraft theme park Water-ski parks Motion simulator rides Indoor skydiving Travel Town Go Karts/race track Kayaks Zip lines Bike rentals
Specialty Arts and Crafts – Cultural District	Gardner Village Entertainment – theater Furniture Art galleries Historic crafts Culinary arts Specialty food
Health and Wellness	Spa and fitness centers Jordan River Parkway sports, including biking Specialty foods Whole foods market Natural herb markets
Technology	Robotics Aerospace Consumer electronics

### **Improve Relationships with Retail Brokers and Major Developers**

Retail brokers need to be aware of the many advantages of doing business in West Jordan City so that they can encourage their clients to locate there. Meet regularly with key retail brokers and provide them with pertinent information regarding the City and its successes. Key developers should also be contacted frequently in order to provide them with information and assess their interest in developing in West Jordan.

### **Prepare a Marketing and Recruitment Brochure**

Attend conferences and provide updated information to potential developers such as:

- Population growth statistics
- Household characteristics (median age, income, educational levels)
- Sales leakage and accompanying opportunities
- Buying power within 3- and 5-mile radius
- Available properties (land and buildings)
- Testimonials (statements from those who have successfully done business in West Jordan)

## Specific Recommendations for Key Retail Nodes

### *Retail Node #1 – 7000 South and Redwood Road:*

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- Utilize tax increment from the existing RDA to add vegetation and landscaping;
- Utilize tax increment from the existing RDA to create a revolving loan fund for façade renovations and parking improvements;
- Convert parking lots into more pedestrian-friendly places, with outdoor dining, sidewalks, trees and a street system that leads vehicles through the area;
- Develop a striking gateway at the intersection of 7000 South and Redwood Road;
- Clearly mark the access points into the shopping area;
- Enhance pedestrian crossings at the intersection of 7000 South and Redwood Road;
- Work with Target to alleviate some of the lease restrictions so that vacant spaces can be filled – to the benefit of all businesses in the area; and
- Provide an updated list of vacant space on the City's website, along with information regarding square footage, asking rents, contact information, etc.

### *Retail Node #2 – 7800 South and Redwood Road:*

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- Create pedestrian connections between east and west sides of Redwood Road, using traffic calming measures;
- Create a master plan for the area;
- After creating a master plan, as needed, be willing to extend the timeframe of the redevelopment area in order to achieve the master plan;
- Work with EDCUtah to pursue the development of a technology employment center east of the City Hall;
- Seek out and apply for federal funds to assist with development of the technology employment center;
- Develop a striking gateway at the intersection and extend it along City Hall and the Cultural District;
- Encourage the development of a Cultural District, including a theater and restaurant cluster;
- Encourage the development of family-oriented entertainment and activities that will draw people into the City Center; and
- Pursue support retail in this area, including lunchtime eating, copy center, office supplies, etc.

### *Retail Node #3 – Gardner Village:*

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- Capitalize on light rail station with the opportunity for office, retail and higher-density residential development in this area;
- Work with Gardner Village to expand its demographic target market by offering additional entertainment and recreation-related activities. This could include bike rentals, tours, kayaking, etc., taking advantage of the Jordan River Parkway. Art shows and galleries could be encouraged in conjunction with the development of the Cultural District in Retail Node #2. Educational opportunities, such as those at Thanksgiving Point for culinary crafts, festivals, etc., could be increased, along with other special events; and
- Maintain the unique, historic integrity of this area.

*Retail Node #4 – 9000 South and Redwood Road:*

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- Work to “soften” the visual appearance of this retail center, perhaps even incorporating the canal into the landscape of this area;
- Develop a striking gateway at the intersection and extend it south along Redwood Road, west along 9000 South to the Canal and east to 1300 West and beyond;
- Create inviting street patterns to direct vehicular traffic within retail areas, including landscaping and “green court” concepts; and
- Actively pursue a large-scale tenant for the R.C. Willey space, in order to avoid a large, vacant building in this area. Specific lists of retail tenants that may be interested in West Jordan City are included as part of this study.

*Retail Node #7 – Jordan Landing:*

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- Improve wayfinding and signage into Jordan Landing and within the retail area itself; and
- Review Retail Tenant List provided as part of this study to attract potential tenants that will increase the regional draw to Jordan Landing.



# Community Profile

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## Community Profile

### Population

West Jordan is characterized by its young and rapidly-growing population, large household sizes, and relatively-good incomes in the southwest part of the Salt Lake Valley. The City estimates a total buildout population of approximately 170,050 by 2060 – growth of 61,667 persons from the 2012 population of 108,383.

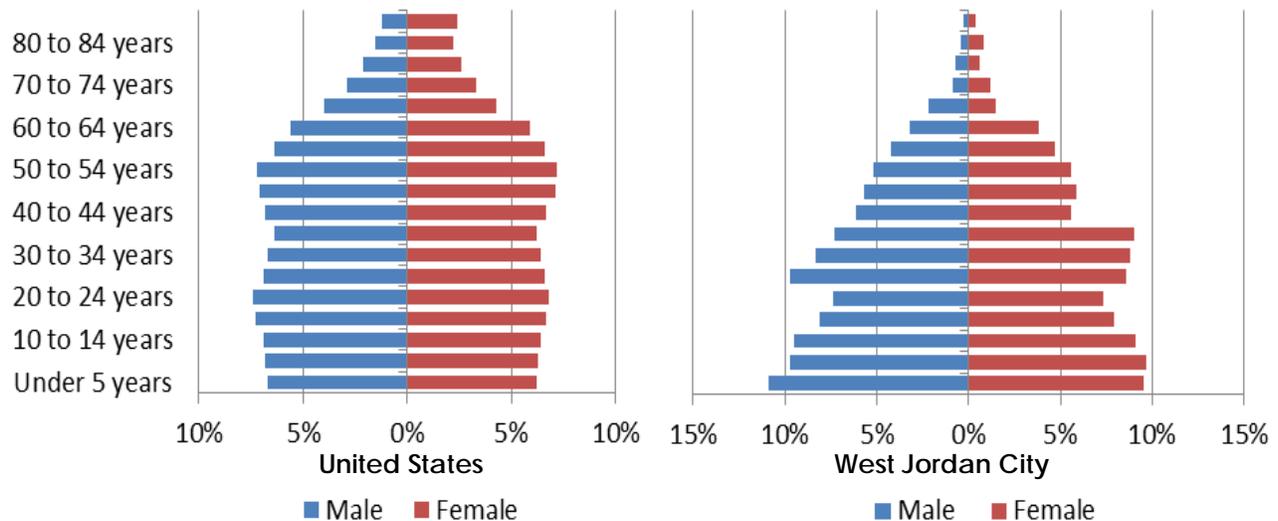
**Table 13: Demographics of West Jordan and Surrounding Communities**

	West Jordan	South Jordan	WVC	Murray	Utah	USA
HH Size	3.41	3.74	3.33	2.55	3.06	2.6
Median Age	27.8	28.5	29.3	33.9	29.1	37
Median HH Income	\$66,899	\$89,383	\$53,061	\$57,603	\$57,783	\$52,762
2012 Population	108,383	55,934	132,434	48,263	2,855,287	319,914,040
2060 Projected Population	170,050	128,992	153,765	83,161	5,965,658	476,321,650

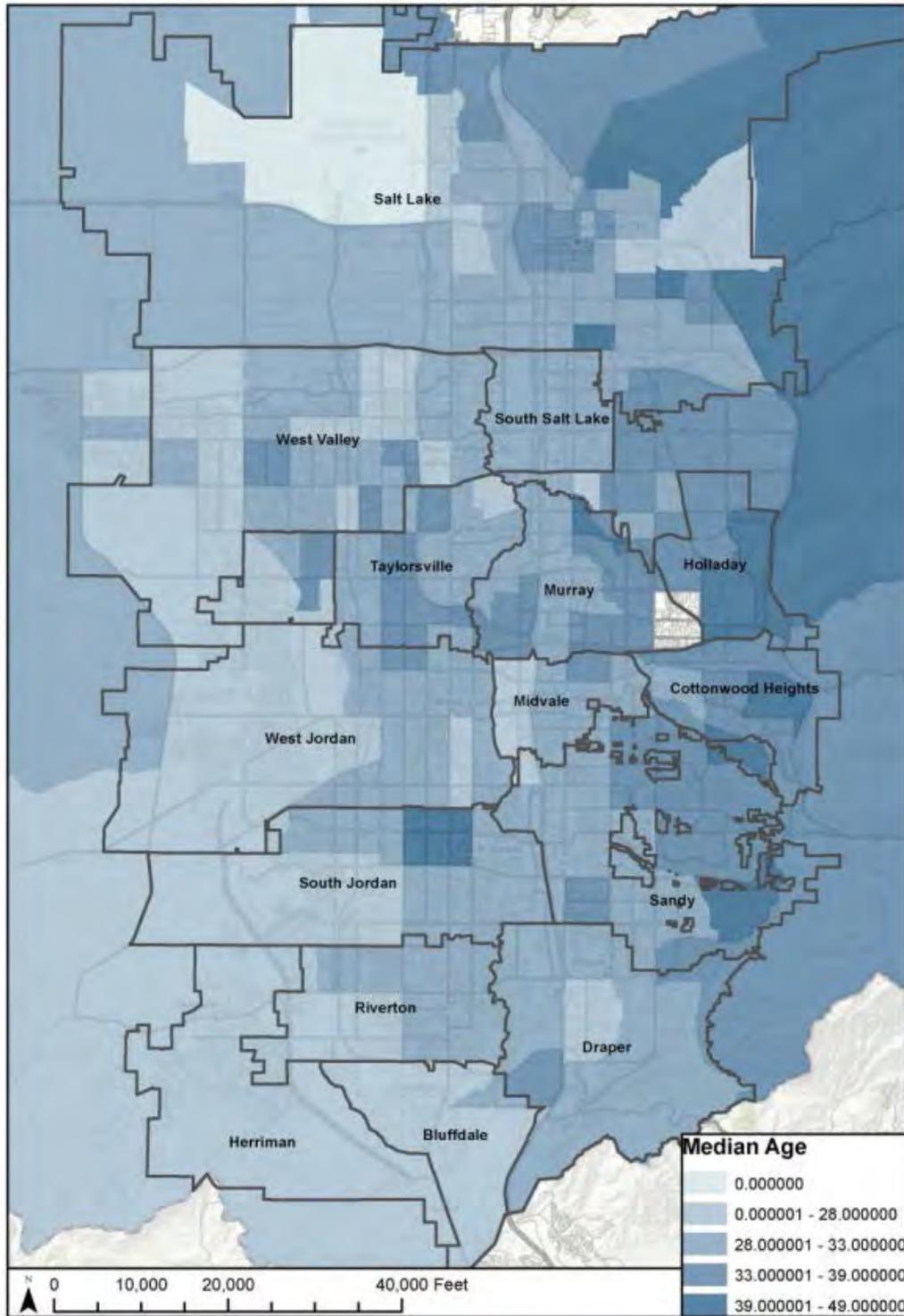
When compared to the Salt Lake Valley, West Jordan is projected to have some of the strongest growth rates in the area with an AAGR of 1.11 percent. This rate is more than triple West Valley City’s rate of 0.34 and Sandy at 0.38, and near that of Murray at 1.16.

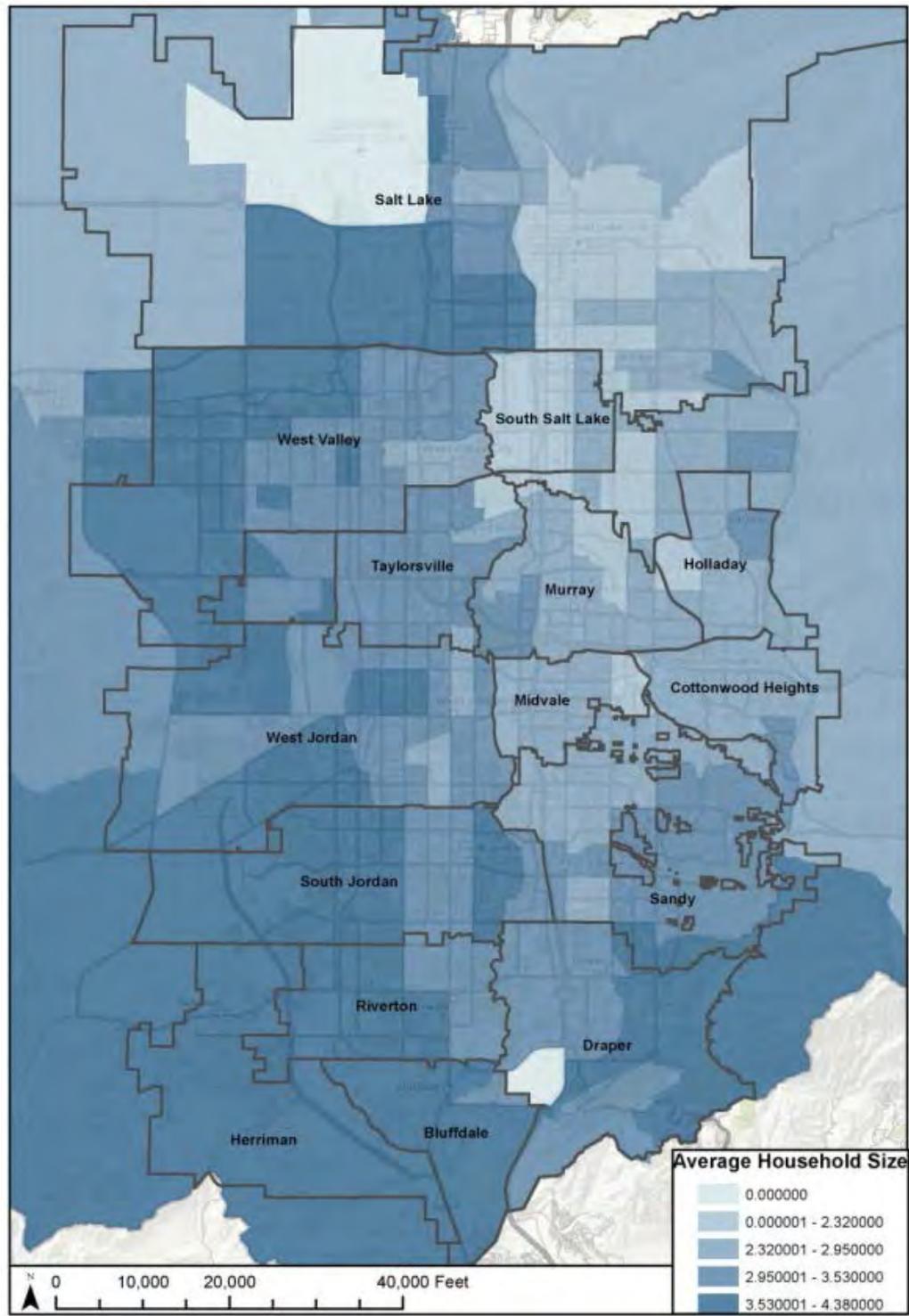
### Household Characteristics

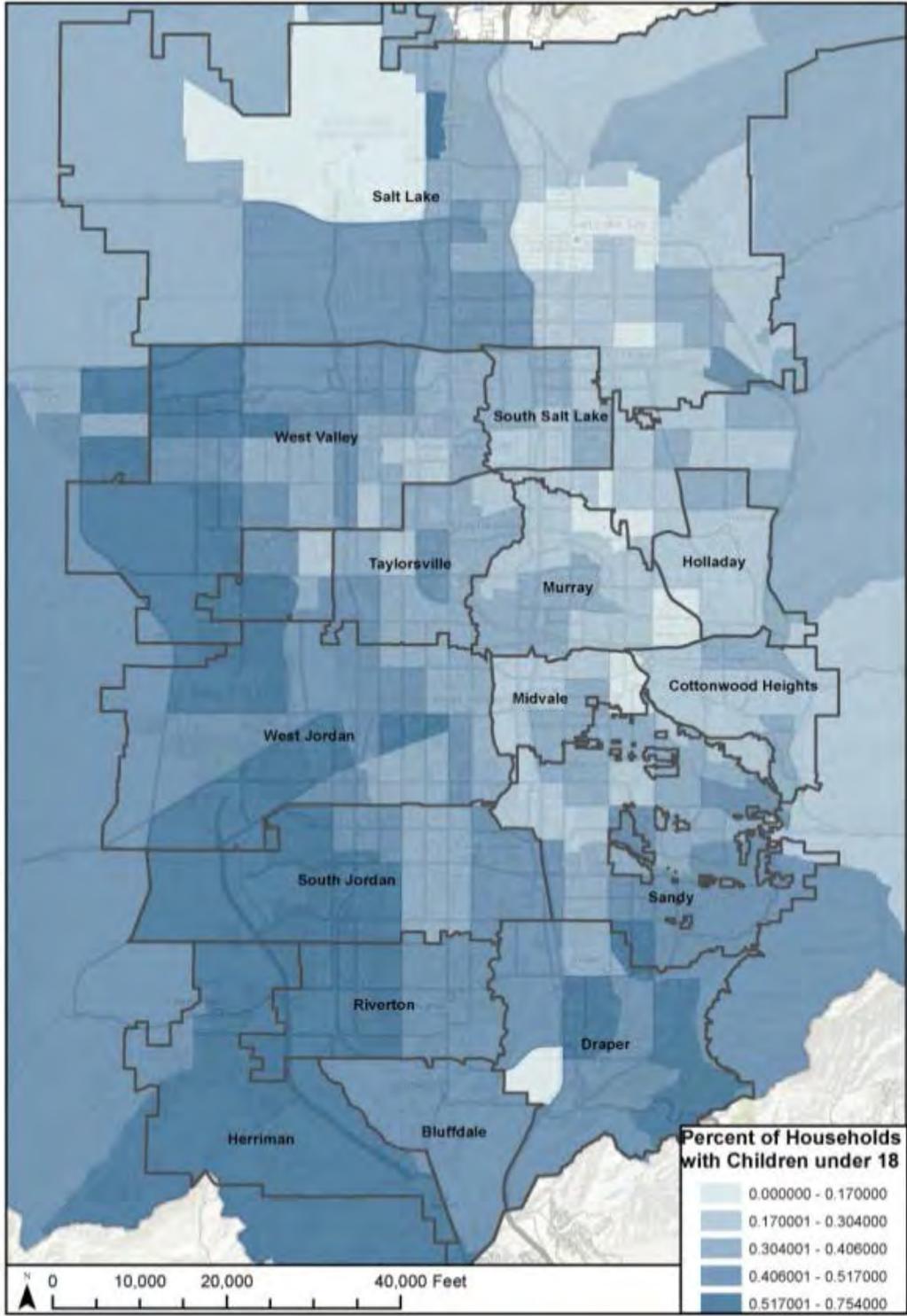
West Jordan has a relatively young population with large household sizes. Over 37 percent of residents are under age 19, compared to 32 percent in Salt Lake County and 26.6 in the Country. Only 4.6 percent of residents are over 65 years old in West Jordan, but 13.3 percent of the population in the United States is in this category. Recent news articles report West Jordan as one of the youngest cities in America.



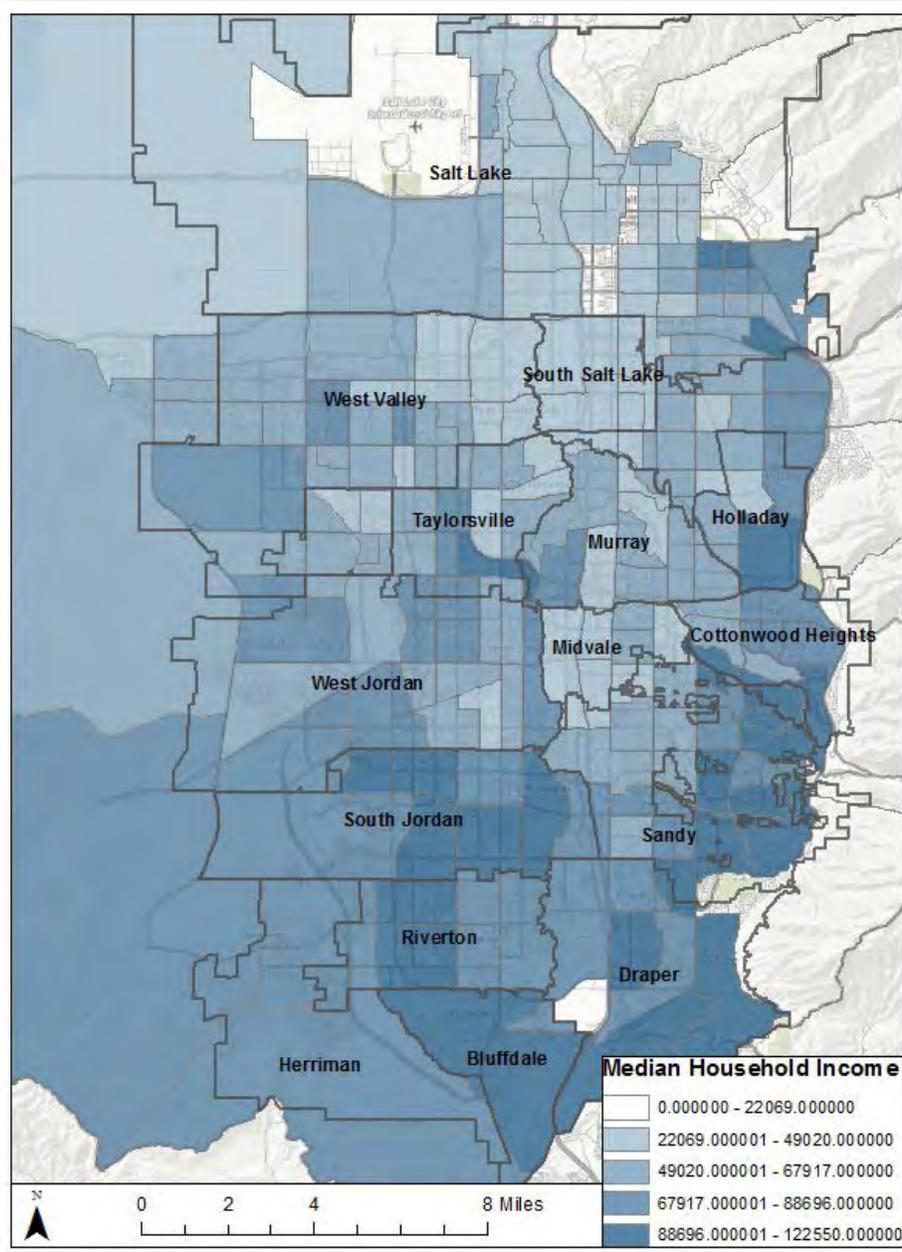
When age is further compared with individual communities in the Salt Lake Valley, the southwest part of the Valley has the youngest median ages. Nearby cities with young residents also are participants in the retail market in West Jordan. Households in the Southwest part of the Salt Lake Valley, including West Jordan, are some of the largest in the County. More than half of all households in the city have children at home, contributing to the large household size.







West Jordan has a high median household income at \$66,899, which is higher than the state-wide median and higher than many nearby cities including Murray and West Valley City.



## Psychographics – Generation Y

Millennials, or Generation Y, are those currently age 18-34 and represent a quarter of the City's population. They are generally highly educated, along with being entrepreneurial and active in their communities. Ensuring the City remains attractive and is a good fit for this large cohort can be a major economic base for the future.

West Jordan already fits many of the market desires of this generation, or has a strong potential to cater to these desires through planned growth. Millennials see socially-conscious shopping and living as highly desirable. This generation is also highly social and often seeks semi-urban, mixed-use development. These factors point to a great opportunity for West Jordan to build a mixed-use and transit-oriented development near Trax stations and along the Mountain View Corridor. Since this generation is generally thrifty, finding development that matches modern aesthetics, but at a discount compared to urban areas in Salt Lake, would be a draw to the area.

## Employment

Employment within West Jordan is also an important element in the City’s buying power. One metric frequently used to see how the number of employees working in the city compares to other cities is to look at jobs per household. A higher number means that more people are coming to a city to work that don’t necessarily live within that city. West Jordan’s jobs per household is lower than surrounding cities and the Utah average, meaning that a large portion of residents are working outside West Jordan. Increasing employment centers in the city can increase buying power during the daytime.

**Table 14: Jobs per Household in West Jordan and Surrounding Communities**

	West Jordan	South Jordan	WVC	Murray	Utah
Number of employees <sup>2</sup>	26,984	17,291	64,439	40,435	1,248,197
Number of Households	29,486	12,908	38,159	18,252	871,358
Jobs per Household	.92	1.34	1.69	2.22	1.43

Some of the largest employers in West Jordan include Jordan Valley Hospital, public entities, and industrial centers like Fairchild Semiconductors and SYSCO. Retailers are also some of the larger employers, such as Wal Mart and Sears.

**Table 15: Largest Employers in West Jordan**

Employee Range	Companies
100-249	Copper Hill High Oakcrest Elementary Pacific Flyway Wholesale, LLC West Hills Middle School Lowe's Mission Health Services, Inc. Oquirrah Elementary Riverside Elementary Sam’s Club Target West Jordan City West Jordan Middle

<sup>2</sup> 2011 employment data from the Department of Workforce Services. At the time of this study, 2012 data is not yet aggregated by DWS.



**Table 15: Largest Employers in West Jordan**

Employee Range	Companies
	Altaview Concrete Cinemark USA Inc. Cyprus Credit Union The Dannon Company, Inc. Jordan Schools Transportation Maceys National Benefit Services Smith's Food and Drug Smith's Marketplace The Home Depot West Jordan City Police West Jordan High Sunset Ridge Middle School Integracore, LLC Interstate Brick Heartland Elementary Intermountain Staffing Resources Mountain West Building Maintenance Sears Columbia Elementary Unique Plastering and Custom Exterior Balkamp, Inc. OSI Industries, LLC Kids Behavior Health of Alaska Platinum Car Wash Jordan Health Associates, Inc.
250-499	Jordan School District Mountain America Credit Union Strategic Staffing Inc. Wal Mart (2) Fairchild Semiconductor Corporation Jordan District Auxiliary Building SYSCO Intermountain, Inc. SME Steel Contractors Inc. Physicians Group of Utah Inc
500-999	Jordan School District Jordan Valley Hospital LP

A recent major addition to the city's employers includes a Boeing manufacturing expansion to the City. This factory will occupy the KraftMaid building in the south of the City. It is expected that this will add over 100 high-paying jobs to the City's economy. This announcement highlights some of the best strengths and potential within West Jordan – capitalizing on a young, educated workforce that is looking to stay in the City. It also shows the physical strengths for industry in the city with an airport, space to expand, and a central location in the valley. Keeping a young population employed in the City is a major benefit to developing an economic base for retail growth.



# Retail Sales Analysis

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## Retail Sales Analysis

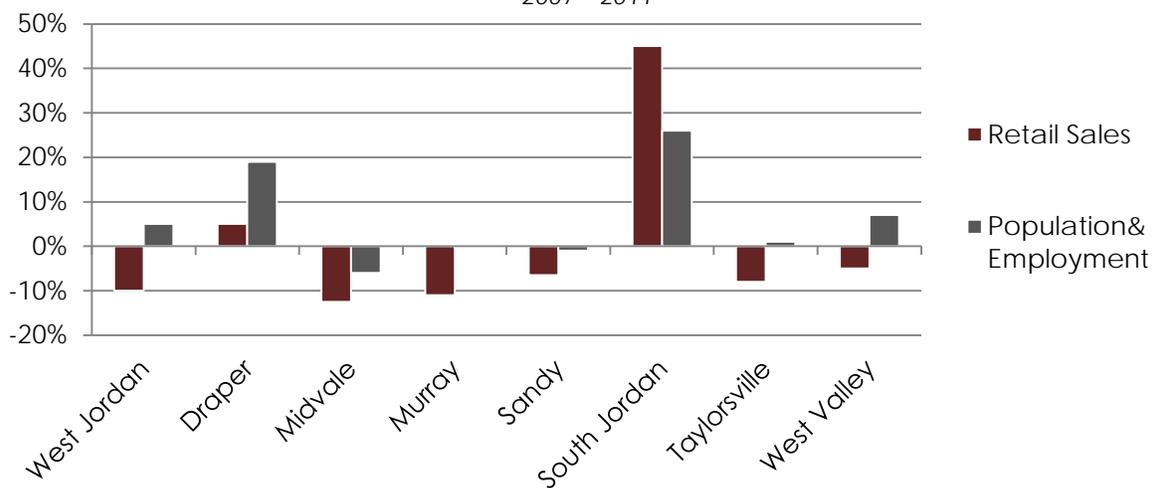
Mirroring the trend of slow or non-existent growth in retail sales nationwide and in the State of Utah between 2007 and 2010, retail sales in West Jordan declined approximately 14 percent between 2007 and 2010. Many of the cities surrounding West Jordan experienced positive growth in retail sales in 2010, while retail sales in West Jordan continued to decline slightly in 2010. However, retail sales in West Jordan as well as the surrounding areas and the State have increased over the past two years. Overall, West Jordan experienced a slightly negative AARG between 2007 and 2012 as did the State of Utah and several of the surrounding cities including Midvale, Murray and Taylorsville. Draper, Sandy, South Jordan and West Valley experienced a positive AAGR between 2007 and 2012.

**Table 16: Percent Change in Retail Sales; West Jordan and Surrounding Areas**

Area	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	AAGR
<b>West Jordan</b>	<b>-8.9%</b>	<b>-5%</b>	<b>-0.4%</b>	<b>4%</b>	<b>0.05%</b>	<b>-1.60%</b>
Draper	1.7%	-7%	3%	8%	9%	1.38%
Midvale	17.8%	-35%	8%	6%	7%	-1.41%
Murray	-9.3%	-11%	0.3%	10%	2%	-0.95%
Sandy	-10.6%	-5%	4%	5%	14%	0.33%
South Jordan	20.3%	-3%	12%	12%	2%	10.65%
Taylorsville	-1.2%	-10%	-3%	7%	6%	-1.76%
West Valley	3.6%	-11%	5%	5%	-0.4%	0.24%
State of Utah	-6%	-9%	-3%	7%	7%	-1.17%

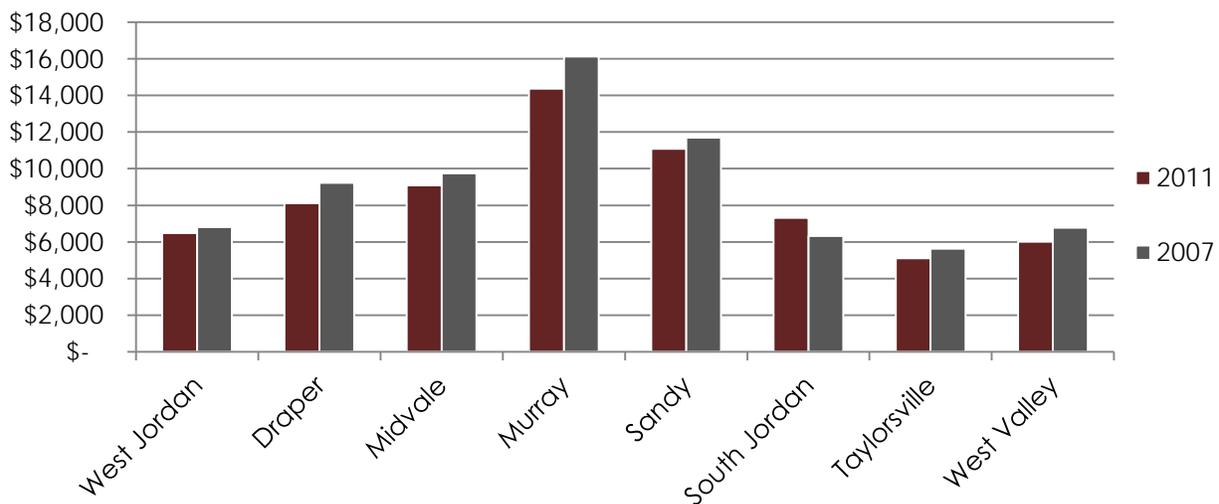
When looking at historical trends in retail sales, it is important to take into consideration the change in both population and employment. West Jordan, Draper, South Jordan and West Valley all experienced an increase in population and employment between 2007 and 2011. However, only South Jordan experienced a net gain in retail sales compared to population and employment growth. Midvale, Murray and Sandy all experienced a decline in total retail sales between 2007 and 2011 greater than their decline in total population and employment. This indicates that for West Jordan, as well as the majority of surrounding areas, retail sales per population and per employment decreased between 2007 and 2011.

*Percent Change in Retail Sales Compared To  
Percent Change in Population & Employment  
2007 – 2011*



The graph below shows the change in retail sales per population and employment between 2007 and 2011. West Jordan's retail sales per population and employment decreased approximately 4.8 percent, which is less than the percent decrease experienced by all the surrounding communities with the exception of South Jordan. A decrease in retail spending per population and employment generally indicates that goods and services available in West Jordan have not kept pace with the increased demand as a result of increased population and employment or with retail growth in competitive markets. However, the recent economic recession and the decrease in retail sales per population and employment in the State of Utah<sup>3</sup> suggests that at least a portion of the decrease in retail sales per population and employment in West Jordan is due to less total retail expenditures by consumers.

*Retail Sales per Population & Employment  
2007 - 2011*



Comparing total retail sales per population and employment to surrounding communities over a period of time illustrates the relative gains and losses in market share. Overall, there were no major shifts in market share between 2007 and 2011. South Jordan made the largest gains in market share at 2.1 percent while both West Jordan and Sandy gained approximately 0.2 percent market share.

**Table 17: Percent Change in Market Share per Population & Employment; West Jordan and Surrounding Areas**

City	Market Share 2007 Retail Sales Per Population & Employment	Market Share 2011 Retail Sales Per Population & Employment	Change in Market Share
<b>West Jordan</b>	<b>9.4%</b>	<b>9.6%</b>	<b>0.2%</b>
Draper	12.8%	12.0%	-0.8%
Midvale	13.5%	13.5%	0%
Murray	22.3%	21.3%	-1.0%
Sandy	16.2%	16.4%	0.2%
South Jordan	8.7%	10.8%	2.1%
Taylorsville	7.8%	7.6%	-0.2%
West Valley	9.4%	8.9%	-0.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	

<sup>3</sup> Source: Utah State Tax Commission and Utah Department of Workforce Services

## Sales Leakage

A sales leakage analysis is conducted in order to identify economic development opportunities for a community by evaluating the total purchases made by residents inside and outside the community (hence, the term “leakage” for sales lost outside the community). A sales leakage analysis differs from a market analysis in that it shows the percentage of purchases being made by West Jordan residents within West Jordan itself rather than the City’s percentage of market share as compared to other communities. In comparison, the preceding market share analysis calculated the percent of total sales in the region that occur in West Jordan.

This type of analysis first identifies sales within the State of Utah for each major NAICS code category and then calculates the average sales per capita in each NAICS category. Per capita sales in West Jordan are compared to average per capita sales statewide in order to estimate what portion of resident purchases are being made within City boundaries and what amount is leaving the City. The percent of purchases being made within a City’s boundary is the capture rate. Therefore, a capture rate less than 100 percent indicates that residents are leaving the City to purchase goods elsewhere and may represent an opportunity for the City to recapture some of these lost sales. A capture rate of over 100 percent indicates that residents from surrounding areas are coming into the City to purchase goods and services and represents areas of strength on which the City can build.

While West Jordan has a capture rate over 100 percent in several retail categories including Furniture & Home Furnishings, Electronics & Appliance, Building Materials & Garden, Food & Beverage and General Merchandise, overall West Jordan has a capture rate of less than 100 percent (88%) and a total net sales leakage of -\$128,105,035. The majority of sales leakage in West Jordan is attributable to Motor Vehicle sales and Accommodations where capture rates are only 13 and six percent respectively. A detailed discussion of the leakage/capture rates in each retail category is included later in this section.

In the following table, sales leakage where residents are leaving the City to purchase goods elsewhere is shown as a negative amount and a positive amount where residents from surrounding areas are coming into the City to purchase goods and services.

**Table 18: Sales Leakage and Capture Rates in West Jordan**

Area	Leakage (Y/N)	Per Capita Leakage	Total Leakage	Capture Rate
<b>Retail:</b>				
Motor Vehicle	Yes	-\$1,282	-\$138,016,456	13%
Furniture & Home Furnishings	No	\$16	\$1,758,281	107%
Electronics & Appliance	No	\$78	\$8,387,215	128%
Building Materials & Garden	No	\$526	\$56,620,529	179%
Food & Beverage	No	\$35	\$3,646,284	103%
Health & Personal Care	Yes	-\$35	-\$3,675,123	75%
Gasoline Stations	Yes	-\$60	-\$6,464,254	80%
Clothing	Yes	-\$20	-\$2,171,148	96%
Sporting Goods, Hobby & Music	Yes	-\$118	-\$12,716,646	61%
General Merchandise	No	\$385	\$41,473,003	120%
Miscellaneous Store Retailers	Yes	-\$38	-\$4,069,011	93%
Non-Store Retail	Yes	-\$78	-\$8,407,351	49%
<b>Services:</b>				
Arts, Entertainment & Recreation	Yes	-\$78	-\$8,372,603	51%
Accommodation	Yes	-\$372	-\$40,073,776	6%
Food Service/ Drinking Places	Yes	-\$45	-\$4,894,660	96%
Other	Yes	-\$94	-\$10,131,198	77%
<b>Total</b>	<b>Yes</b>	<b>-\$1,180</b>	<b>-\$127,106,914</b>	<b>88%</b>

A review of the capture rates in surrounding areas illustrates that Murray is currently the area’s retail leader with very high capture rates in clothing and furniture & home furnishings categories. Areas of retail strength (capture rates of 100+%) in West Jordan include furniture & home furnishing, electronics & appliance, building materials & garden, food & beverage and general merchandise. The overall retail capture rate in West Jordan is 88 which indicates that there are several areas of opportunity for West Jordan to capture lost sales where residents are leaving the City to purchase goods elsewhere.

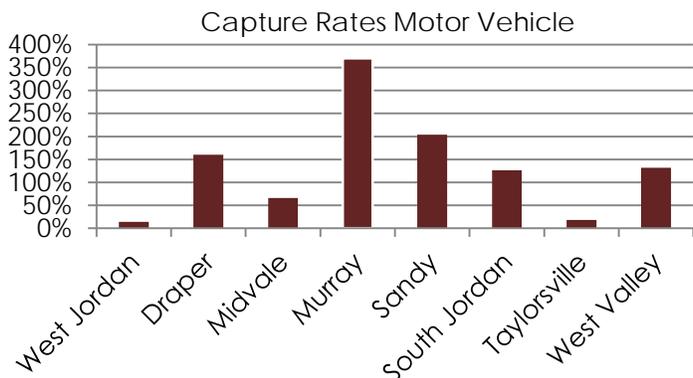
**Table 19: 2012 Capture Rates; West Jordan and Surrounding Communities**

Area	West Jordan	Draper	Midvale	Murray	Sandy	South Jordan	Taylorville	West Valley
<b>Retail:</b>								
Motor Vehicle	13%	160%	66%	370%	204%	126%	18%	132%
Furniture & Home Furnishings	107%	477%	168%	509%	62%	21%	243%	29%
Electronics & Appliance	128%	95%	173%	279%	158%	253%	192%	75%
Building Materials & Garden	179%	74%	157%	207%	166%	9%	4%	90%
Food & Beverage	103%	91%	209%	86%	91%	79%	75%	138%
Health & Personal Care	75%	97%	110%	327%	141%	39%	46%	75%
Gasoline Stations	80%	88%	147%	68%	48%	48%	67%	121%
Clothing	96%	73%	157%	566%	149%	149%	50%	75%
Sporting Goods, Hobby & Music	61%	122%	743%	351%	295%	27%	110%	128%
General Merchandise	120%	28%	88%	207%	138%	107%	84%	158%
Miscellaneous Retail	93%	65%	19%	131%	99%	102%	6%	23%
Non-Store Retail	49%	116%	478%	90%	63%	92%	198%	298%
<b>Services:</b>								
Arts, Entertainment & Recreation	51%	83%	60%	121%	72%	28%	72%	75%
Accommodation	6%	87%	91%	35%	58%	16%	3%	35%
Food Services	96%	78%	180%	155%	105%	78%	100%	117%
Other	77%	77%	164%	169%	83%	51%	28%	110%
<b>Total</b>	<b>88%</b>	<b>93%</b>	<b>144%</b>	<b>255%</b>	<b>225%</b>	<b>88%</b>	<b>66%</b>	<b>115%</b>

The following analysis is a detailed discussion of the leakage/capture rates in each retail category.

**Retail: Motor Vehicle and Parts Dealers**

Murray has the largest share of the motor vehicle market in Southern Salt Lake County. West Jordan has the lowest capture rate in this category of approximately 12.5 percent compared to surrounding cities. The Motor Vehicle category includes new and used automotive dealers as well as automotive stores such as Auto Zone and Checker Auto.



West Jordan has a capture rate of less than one percent in the new automobile dealers category and approximately 11 percent for used car dealers indicating there is opportunity to capture lost sales in this area. Motor vehicle dealerships are generally found in clustered locations where consumers have a larger selection of merchandise and can easily make price comparisons. However, because West Jordan does not currently have a cluster of motor vehicle dealerships, it could be challenging to expand into this market. The national average per dealership is approximately 15,000 – 18,000 square-foot sales/service building on four to five acres of land. Smaller scale auto malls are roughly 20 – 25 acres while larger auto malls are approximately 50 – 55 acres.

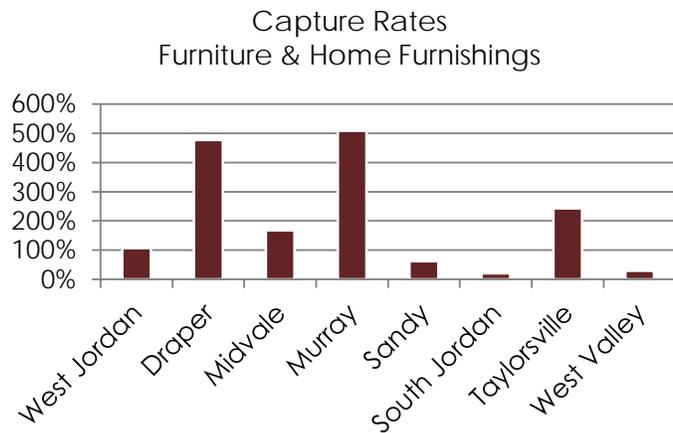
The capture rate for automotive parts stores is higher compared to automobile dealerships as there are several automobile parts & accessory stores located in West Jordan such as AutoZone, Checker Auto and Genuine Auto Parts. The capture rate is still well below 100 percent for these types of stores indicating that there is opportunity to recapture lost sales with additional automotive parts stores in the City.

**Table 20: Motor Vehicles Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
New Automobile Dealers	-\$917	-\$98,748,280	0%
Used Car Dealers	-\$180	-\$19,365,245	11%
Other Motor Vehicle Dealers	-\$115	-\$12,361,143	3%
Automotive Parts, Accessories, & Tire Stores	-\$70	-\$7,541,788	69%
<b>Total</b>	<b>-\$1,282</b>	<b>-\$138,016,456</b>	<b>13%</b>

**Retail: Furniture & Home Furnishings**

Murray and Draper have the largest share of the furniture & home furnishings market compared to surrounding areas. West Jordan has a capture rate of approximately 107 percent indicating that residents are coming into West Jordan from surrounding areas to purchase furniture and home furnishings. Major furniture stores in West Jordan include the RC Willey Furniture Outlet,<sup>4</sup> Wild About The West and Granite Furniture. While the capture rate for furniture Stores is over 100 percent, the capture rate for home furnishings stores is less than 100 percent indicating there is an opportunity to capture lost sales in this area. Home furnishings stores in West Jordan include Bed, Bath & Beyond, Country Carpets, The Warehouse and several smaller specialized home furnishing stores.



Furniture and home furnishing stores tend to cluster around a big box anchor. For example, Bed, Bath & Beyond is located in Jordan Landing where there are several big box anchors. The RC Willey Outlet Store is located at approximately 9000 South with anchors such as Home Depot and Shopko in close proximity. However, the RC Willey Outlet store will be re-locating outside of the City boundaries sometime in the next few years and this space will need to be filled.

<sup>4</sup> Will be moving out of West Jordan and re-locating farther south sometime in the next two years which will negatively impact the capture rate for furniture stores in West Jordan.

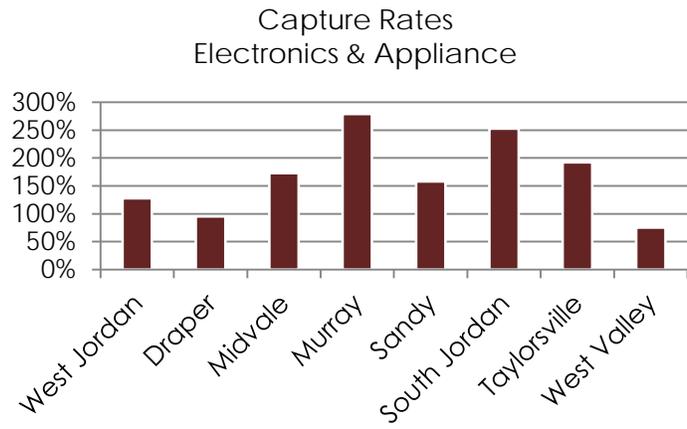
Furniture sales declined sharply during the economic downturn as the recession was largely driven by a decline in home values and residential construction. However, the housing market is beginning to rally and demand for furniture will likely improve in the next one to two years.

**Table 21: Furniture & Home Furnishings Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Furniture Stores	\$31	\$3,356,243	117%
Home Furnishings Stores	-\$15	-\$1,597,962	75%
<b>Total</b>	<b>\$16</b>	<b>\$1,758,281</b>	<b>107%</b>

**Retail: Electronics & Appliance**

Murray and South Jordan are the leaders in the area for Electronics and Appliance, although West Jordan has a capture rate of approximately 128 percent indicating that residents are coming into the City from surrounding areas to purchase electronics & appliances.



The highest capture rate in this category is 210 percent for Appliance, Televisions & Other Electronics. This high capture rate is largely attributable to the Best Buy located at Jordan Landing. Other major stores in this category include Magnolia Home Theater and Radio Shack also located at Jordan Landing as well as a second Radio Shack on Redwood Road. Brick & mortar stores in this category are cutting costs to compete with the increasing amount of on-line electronics sales. Additionally, general merchandise and home improvement stores located in West Jordan such as Wal-Mart, Target, Home-Depot and Lowe’s also sell appliances and electronics. Therefore, opportunities for expansion in this category may be limited.

West Jordan is losing sales in both the Computer & Software stores and Camera & Photographic supplies. The majority of sales in the Computer & Software category are e-commerce sales, although the two Gamestop and PC Laptop stores in West Jordan are major contributors in this category. While there are no stores in West Jordan that specialize in camera and photographic supplies, there are many stores in the appliance, televisions and other electronics category as well as general merchandise stores that sell cameras and photographic supplies.

**Table 22: Electronics & Appliance Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Appliance, Televisions and Other Electronics	\$136	\$14,641,977	210%
Camera & Photographic Supplies	-\$2	-\$267,479	0%
Computer & Software Stores	-\$56	-\$5,987,283	64%
<b>Total</b>	<b>\$78</b>	<b>\$8,387,215</b>	<b>128%</b>

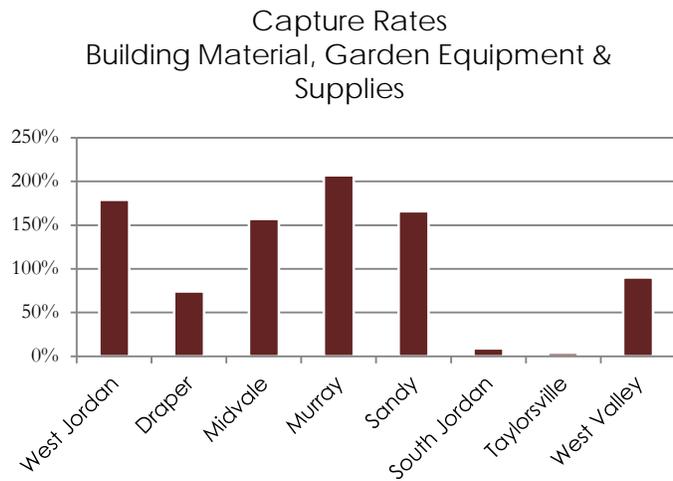
**Retail: Building Material, Garden Equipment & Supplies**

West Jordan has one of the highest capture rates in this category compared to surrounding areas. Only Murray's capture rate of approximately 207 percent is higher than West Jordan's capture rate of approximately 179 percent.

Two of the biggest name stores in Building Material & Supplies are located in West Jordan - Home Depot and Lowe's. Home Depot is one of the anchor stores at 9000 South and Redwood Road while Lowe's is an anchor store at Jordan Landing. Profits for Building Material & Supplies dealers such as Home Depot and Lowe's were impacted by the housing market and sales decreased beginning in 2008 with the national collapse of the housing market. As the housing market continues to strengthen, these types of stores may look to expand, but generally prefer to locate in new buildings rather than "second generation" space. As the population in the western portion of the City continues to grow, there may be opportunity for a smaller building material & supplies dealer such as an Ace Hardware.

Other major West Jordan retailer outlets in this category include BMC West Corporation and Stock Building Supply.

West Jordan also has a high capture rate in Lawn & Garden Equipment & Supplies. Glover Nursery is the leader in West Jordan in this category. Similar to building material & supply stores, there may be opportunity for a small nursery in the western portion of the City as the population increases.



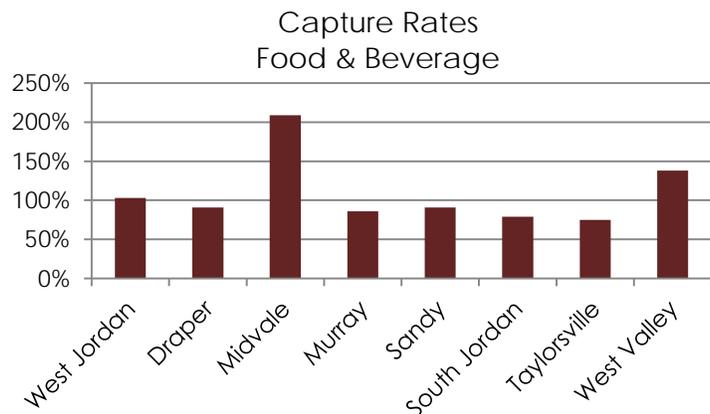
**Table 23: Building Material, Garden Equipment & Supplies Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Building Material & Supplies Dealers	\$503	\$54,182,914	178%
Lawn & Garden Equipment & Supplies	\$23	\$2,437,615	208%
<b>Total</b>	<b>\$526</b>	<b>\$56,620,529</b>	<b>179%</b>

**Retail: Food & Beverage**

While Midvale and West Valley are the leaders in this category, West Jordan has the third highest capture rate in the area of approximately 103 percent.

Major grocery stores in the area include three Smith's and a Maceys. While the capture rate for grocery stores is over 100 percent indicating that in general there are sufficient grocery stores available to meet the needs of the local population, there are currently no major grocery



stores located west of 4000 West. As the population continues to grow west of 4000 West, the City should consider adding another major grocery store. Important factors in choosing a good location for a new grocery store include good access, location along a major arterial and strong sign visibility.

West Jordan has a capture rate of only approximately 54 percent for specialty food stores indicating an opportunity to capture lost sales in this market. Some of the current stores in West Jordan in this category include Papa Murphey’s Pizza, Sub-Zero Ice Cream and Sterzers Kitchen Kneads. The City should consider expanding the availability of specialty food stores in the City. Specialty food stores are commonly located in a retail shopping mall in close proximity to a major grocery store anchor.

**Table 24: Food & Beverage Sales Leakage**

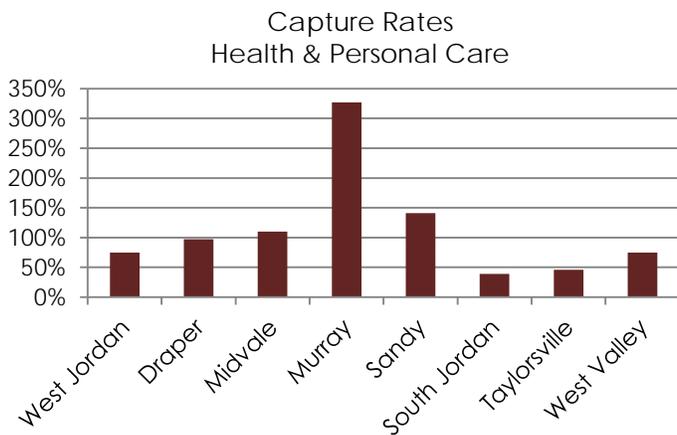
Category	Per Capita Leakage	Total Leakage	Capture Rate
Grocery Stores	\$133	\$14,275,970	113%
Specialty Food Stores	-\$15	-\$1,656,,264	54%
Beer, Wine & Liquor Stores	-\$83	-\$8,973,422	0%
<b>Total</b>	<b>\$35</b>	<b>\$3,646,284</b>	<b>103%</b>

**Retail: Health & Personal Care**

West Jordan has a capture rate of approximately 75 percent in this category which indicates that residents are leaving West Jordan to purchase items in this category.

The strongest performing area in this group is Cosmetics & Perfume with a capture rate of 121 percent. Major stores in this category include both Bath & Body Works and Sally Beauty Supply which are both located at Jordan Commons and CosmoProf, a beauty supply store for beauty professionals located on 7800 South.

Pharmacies & Drug Stores have a low capture rate of approximately eight percent. However, it is important to keep in mind that stores like Walgreen’s, where pharmaceutical sales are a major part of their business, are included in the General Merchandise category. Stores included in this category include stores like Family Plaza Pharmacy and Jolleys Pharmacy that specialize in pharmaceutical and other drug store products. While the capture rate is low for Pharmacies & Drug Stores, the City may be meeting the pharmaceutical needs of residents through stores like Walgreens, Smith’s and Wal-Mart that have in-store pharmacies.



The remaining two categories - Optical Goods and Other Health & Personal Care have capture rates below 100 percent, and therefore, there may be opportunities to expand the number of stores in these categories. The two major retailers in Optical Goods are Standard Optical located in the southwest part of the City and Sears Optical at Jordan Commons and therefore there may be opportunity for an optical store in the northeast portion of the City. Nutrition stores are a major component in Other Health & Personal Care and are currently located either at Jordan Commons or clustered around Redwood Road and 9000 or 7800 South. Possible locations for additional nutrition stores could be in existing retail clusters around 7000 South Redwood Road or clustered with a grocery store in the western portion of the City.

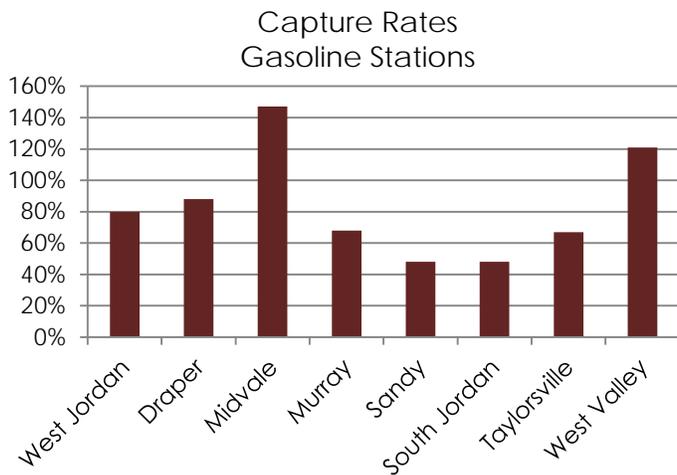
**Table 25: Health & Personal Care Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Cosmetics & Perfume	\$7	\$780,635	121%
Optical Goods	-\$4	-\$400,273	77%
Other Health & Personal Care	-\$20	-\$2,118,990	70%
Pharmacies & Drug Stores	-\$18	-\$1,936,495	8%
<b>Total</b>	<b>-\$35</b>	<b>-\$3,675,123</b>	<b>75%</b>

**Retail: Gasoline Stations**

Midvale and West Valley have capture rates over 100 percent in this category with Draper at approximately 88 percent and West Jordan at 80 percent.

The City may want to consider clustering a gas station with new grocery on the west side of the City as the population in that portion of the City continues to grow.



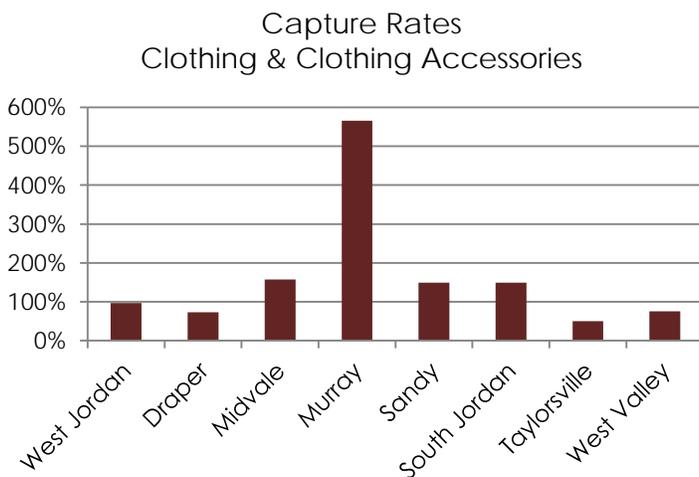
**Table 26: Gasoline Stations Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Gasoline Stations	-\$52	-\$5,565,027	82%
Other Gas Stations <sup>5</sup>	-\$8	-\$899,227	0%
<b>Total</b>	<b>-\$60</b>	<b>-\$6,464,254</b>	<b>80%</b>

**Retail: Clothing & Clothing Accessories**

While West Jordan has a capture rate of close to 100 percent, it is one of the lower capture rates for Clothing & Clothing Accessories compared to surrounding areas. Apparel stores generally like to cluster and follow big box anchors which is the case in West Jordan where the majority of big name apparel stores are located at Jordan Landing.

The most successful apparel retailers coming through the recession are the luxury retail and discount apparel stores. West Jordan has many of the big name discount apparel stores such as Ross, TJ Maxx and Old Navy. Additional discount apparel stores such as Nordstrom Rack,



<sup>5</sup> Gas stations without convenience stores

Marshall's, etc. could bolster the capture rate in this category and build on the existing strength of clustered apparel stores at Jordan Landing.

West Jordan has very few stores that specialize in Jewelry, Luggage & Leather Goods. Smith's Jewelers is the major store in this category. The City may want to consider additional stores in this category such as a Claire's or a stand-alone jewelry store similar to a Morgan Jewelers.

**Table 27: Clothing & Clothing Accessories Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Clothing Stores	-\$28	-\$3,048,658	94%
Shoe Stores	\$30	\$3,197,544	159%
Jewelry, Luggage, & Leather Goods Stores	-\$22	-\$2,320,034	42%
<b>Total</b>	<b>-\$20</b>	<b>-\$2,171,148</b>	<b>96%</b>

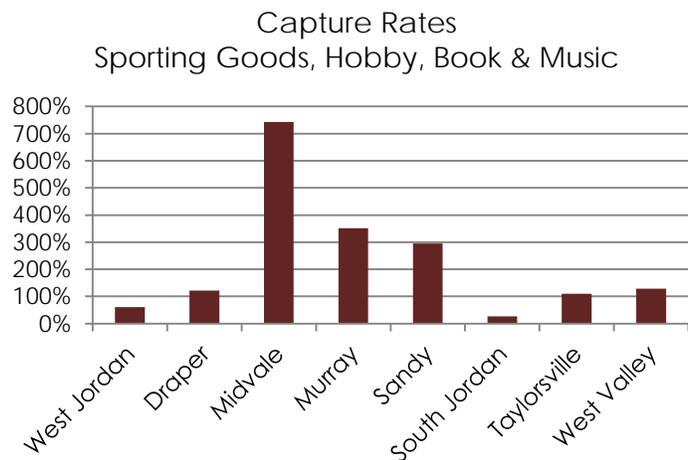
**Retail: Sporting Goods, Hobby, Books & Music**

While West Jordan has an overall capture rate of only 61 percent in this category, a closer examination of the sub-categories indicates that West Jordan is strong in some areas and weak in others.

West Jordan is strong in Books, Periodicals & Music with a Barnes & Noble, Deseret Book and Seagull Book. The City also has a high capture rate in the Sewing category with a Hancocks Fabrics and a Sewing Center.

Categories with sales leakage include Hobby, Toys & Games, Musical

Instruments and Sporting Goods. The City has a Sport Chalet at Jordan Landing and a Big 5 at approximately Redwood Road and 9000 South, but could capture lost sales in the category with an additional sporting goods store such as Dicks or Sports Authority.



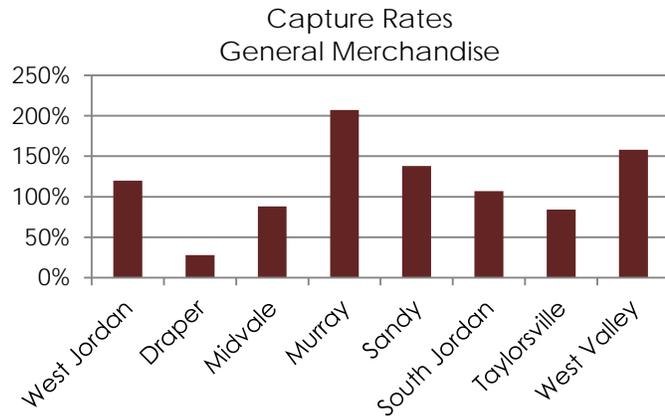
**Table 28: Sporting Goods, Hobby, Books & Music Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Books, Periodical & Music	\$15	\$1,608,181	132%
Hobby, Toys & Games	-\$6	-\$632,484	87%
Musical Instruments	-\$13	-\$1,398,818	0%
Sewing, Needlework & Piece Goods	\$12	\$1,251,933	293%
Sporting Goods	-\$126	-\$13,545,457	34%
<b>Total</b>	<b>-\$118</b>	<b>-\$12,716,645</b>	<b>61%</b>

**Retail: General Merchandise**

West Jordan has a strong overall capture rate of approximately 120 percent in the General Merchandise category.

Major retailers in this category include Wal-Mart, Sam’s Club, Target, and Sears. While the capture rate is high for warehouse club and other general merchandise stores, there is leakage in the department store category indicating that West Jordan is losing department store sales to surrounding areas.



**Table 29: General Merchandise Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Department Stores	-\$234	-\$25,219,882	86%
Warehouse Club & Other General Merchandise	\$619	\$66,692,885	393%
<b>Total</b>	<b>\$385</b>	<b>\$41,473,003</b>	<b>120%</b>

**Retail: Miscellaneous Store Retailers**

West Jordan has an overall capture rate of 93 percent in this category, with sales leakage in all but one of the sub-categories. Sales are being lost to the surrounding areas in the Florists, Office Supplies, Stationery & Gift Stores and Used Merchandise categories.

The Flower Patch is the City’s largest floral retailer, with several other florist shops located throughout the City. The City may want to consider additional floral shops to capture lost sales in this category. However, it is important to remember that stores such as Smith’s Grocery also offer floral services.



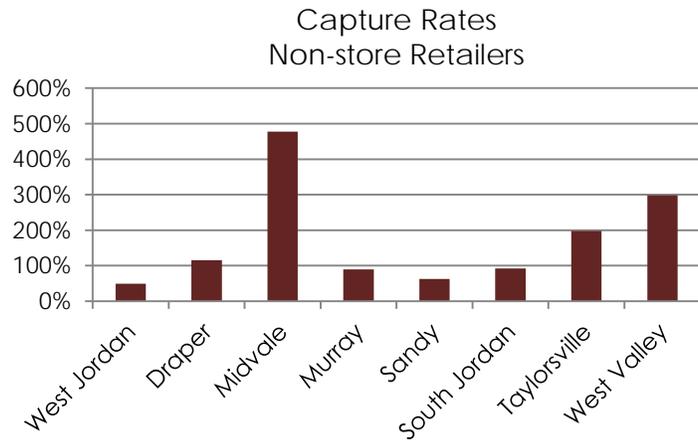
Office Depot is the City’s largest office supplies retailer located in the eastern portion of the City at approximately 7000 South Redwood Road. The City has fairly high leakage in this category and therefore the City may want to consider another office supply store such as Office Max at Jordan Landing to service the western portion of the City.

**Table 30: Miscellaneous Store Retailers Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Florists	-\$3	-\$293,073	76%
Office Supplies, Stationery, & Gift Stores	-\$38	-\$4,118,655	56%
Other Miscellaneous Store Retailers	\$7	\$797,769	102%
Used Merchandise	-\$4	-\$455,052	74%
<b>Total</b>	<b>-\$38</b>	<b>-\$4,069,011</b>	<b>93%</b>

**Retail: Non-store Retailers**

West Jordan has the lowest capture rate compared to surrounding cities for Non-store Retailers of only 49 percent. The largest leakage is in the vending machine category.



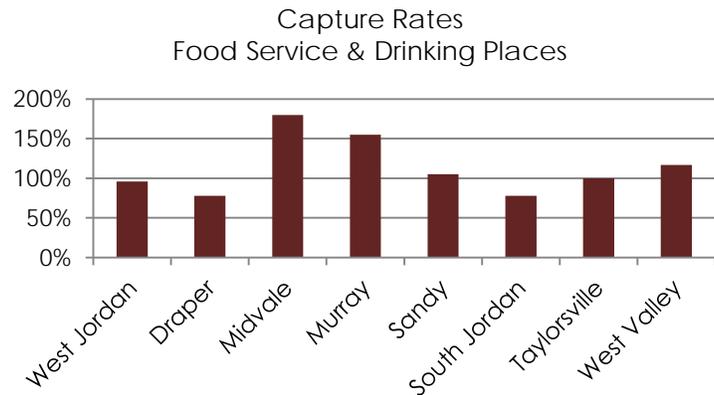
**Table 31: Non-Store Retailers Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Electronic Shopping & Mail Order Houses	-\$49	-\$5,278,830	41%
Vending Machine Operators	-\$9	-\$996,992	17%
Direct Selling Establishments	-\$20	\$2,131,529	67%
<b>Total</b>	<b>-\$78</b>	<b>-\$8,407,351</b>	<b>49%</b>

**Services: Food Service & Drinking Places**

While West Jordan has a capture rate of close to 100 percent for Food Service & Drinking Places, it is one of the lower capture rates compared to surrounding areas.

Within the Food Service & Drinking Places category, the data indicates the number/location of full service restaurants is not meeting resident demand. Nationally, restaurants are projected to expand in 2013 and account for approximately 40 percent of all new tenancy.<sup>6</sup> Several of the big name full service chain restaurants are currently located in West Jordan such as Golden Corral, Chili's, Sizzler and IHOP. The City should consider additional full-service restaurants such as Olive Garden, Texas Roadhouse and Johnny Rockets.



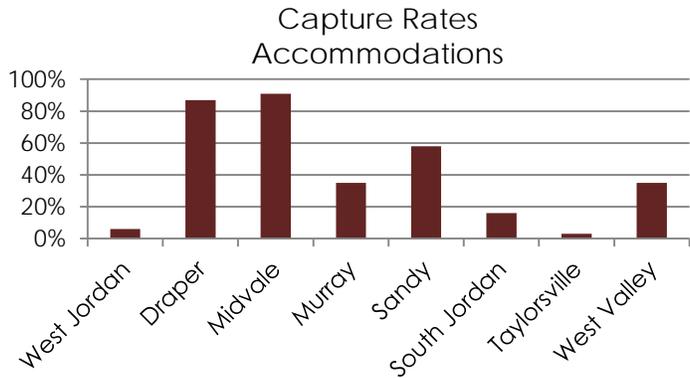
**Table 32: Food Service & Drinking Places Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Full Service Restaurants	-\$147	-\$15,826,448	72%
Limited Service Eating Places	\$140	\$15,023,782	130%
Caterers & Other Special Food Services	-\$4	-\$479,827	95%
Drinking Places (Alcoholic Beverages)	-\$34	-\$3,612,167	0%
<b>Total</b>	<b>-\$45</b>	<b>-\$4,894,660</b>	<b>96%</b>

<sup>6</sup> Units, not square feet; US National Retail Report, 2013

**Services: Accommodations**

West Jordan has one of the lowest capture rates for accommodations compared to surrounding areas. The only hotel, a Hampton Inn & Suites, is located at Jordan Landing. As the City develops additional office space, it should be able to attract additional hotels.

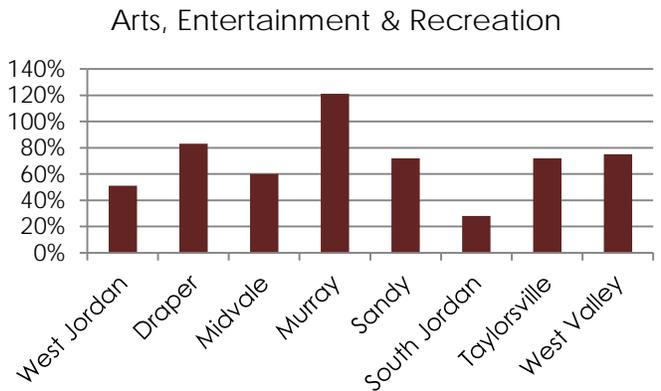


**Table 33: Accommodations Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Bed & Breakfast	-\$31	-\$3,338,719	0.1%
Hotels & Motels	-\$331	-\$35,615,463	7%
RV Parks	-\$9	-\$1,008,542	0%
Rooming & Boarding Houses	-\$1	-\$111,052	0%
<b>Total</b>	<b>-\$372</b>	<b>-\$40,073,776</b>	<b>6%</b>

**Services: Arts, Entertainment & Recreation**

West Jordan has one of the lowest capture rates compared to surrounding areas for Arts, Entertainment & Recreation of approximately 51 percent. West Jordan has very few businesses in the Performing Arts & Spectator Sports category and no museums. The City's highest capture rate in this category (69 percent) is for Amusement, Gambling & Recreation businesses. Businesses in this category include bowling alleys, golf courses, fitness clubs and family fun centers. There is opportunity for West Jordan to capture lost sales in this category. Additional businesses the City could consider in the category include Fun Factory, Monkey Joes or Tilt.

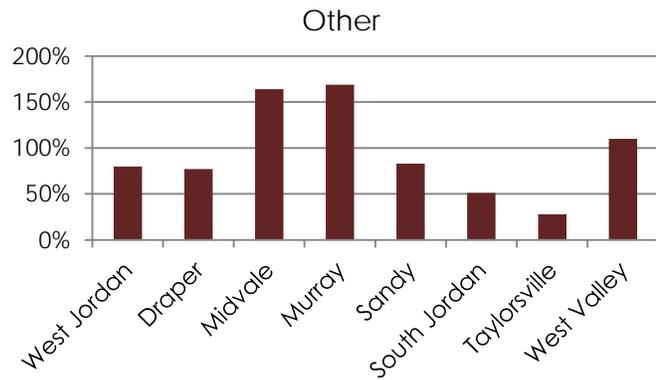


**Table 34: Arts, Entertainment & Recreation Sales Leakage**

Category	Per Capita Leakage	Total Leakage	Capture Rate
Performing Arts, Spectator Sports & Related Industries	-\$32	-\$3,429,238	1%
Museums, Historical Sites & Similar Institutions	-\$11	-\$1,151,236	0%
Amusement, Gambling & Recreation	-\$35	-\$3,792,129	69%
<b>Total</b>	<b>-\$78</b>	<b>-\$8,372,603</b>	<b>51%</b>

**Services: Other**

West Jordan has a high capture rate for Commercial & Industrial Machinery & Equipment, but is losing sales in the other sub-categories such as equipment repair. The lowest capture rate in this category is Personal & Households Goods Repair & Maintenance. Businesses in this category mainly include appliance and furniture repair shops. The highest dollar leakage in this category is for automotive repair and maintenance.



**Table 35: Other Sales Leakage**

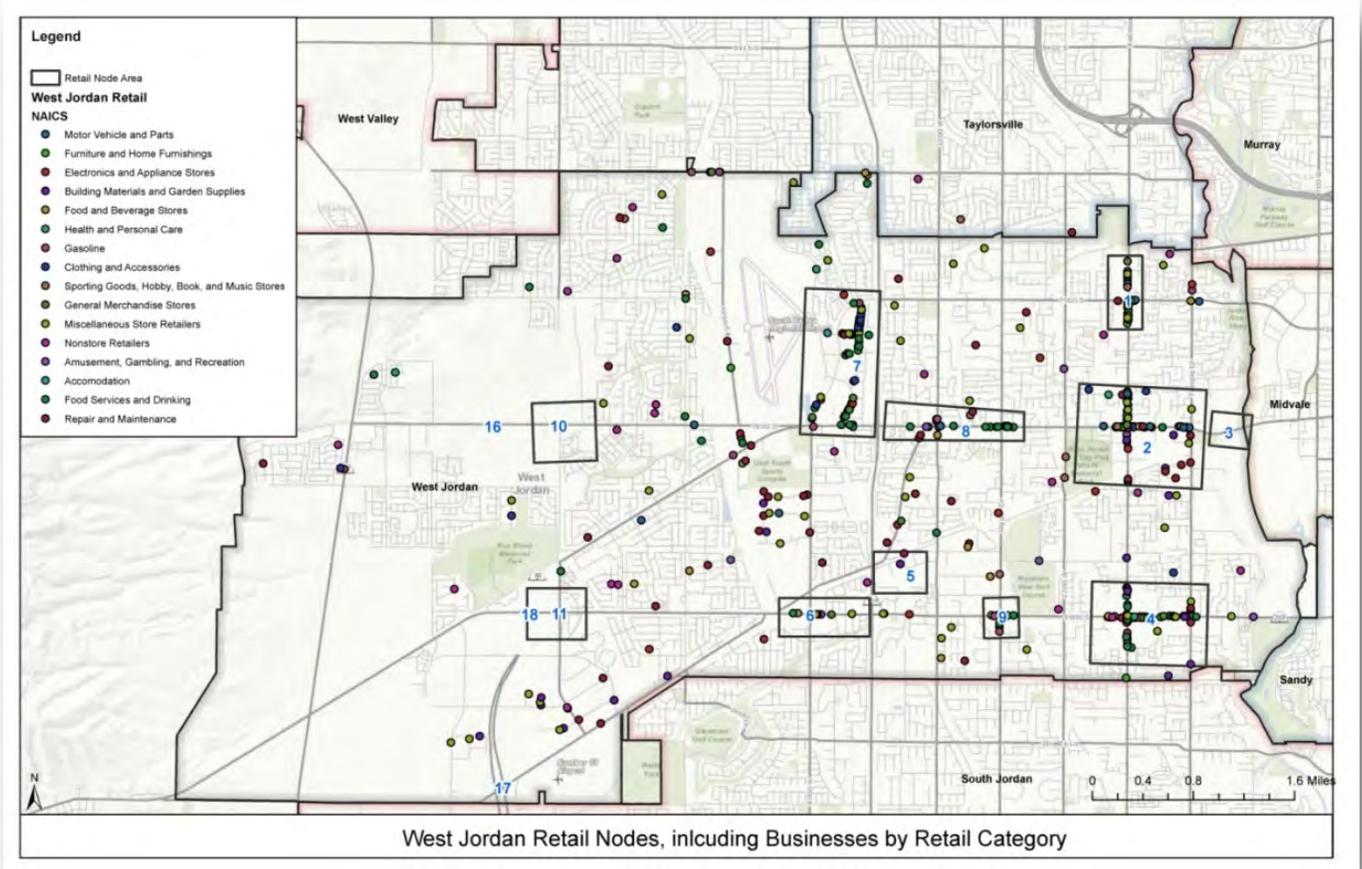
Category	Per Capita Leakage	Total Leakage	Capture Rate
Automotive Repair & Maintenance	-\$53	-\$5,737,922	79%
Electronic & Precision Equipment Repair & Maintenance	-\$2	-\$191,813	79%
Commercial & Industrial Machinery & Equipment	19	\$2,004,961	236%
Personal & Laundry Services	-\$17	-\$1,863,213	78%
Religious, Grant making, Civic, Professional & Similar	-\$16	-\$1,676,424	37%
Personal & Household Goods Repair & Maintenance	-\$25	-\$2,666,787	20%
<b>Total</b>	<b>-\$94</b>	<b>-\$10,131,198</b>	<b>77%</b>

# Retail Node Analysis

- Retail Nodes
  - Buying Power and Competitive Markets
  - Summary of Potential Tenants
-

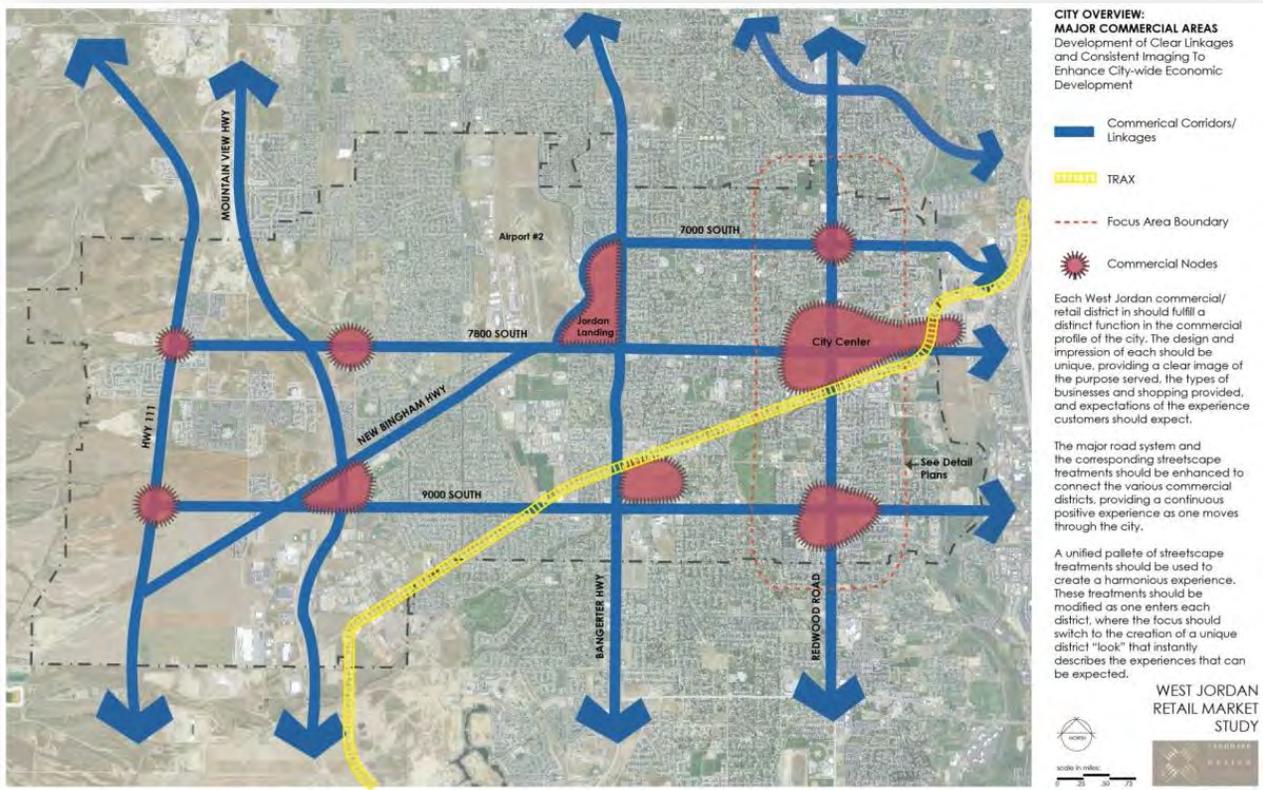
## Retail Node Analysis

All retail businesses listing taxable sales in 2012, excluding home occupation businesses,<sup>7</sup> were geocoded in order to identify retail clusters within the City. Three major retail nodes are located along Redwood Road, with other locations at Jordan Landing, along 7800 South and along 9000 South.



These nodes were then mapped, with potential future nodes located along major corridors such as Mountain View and SR111. The map on the next page shows these commercial centers along with their major linkages. Commercial centers in West Jordan are well situated along major roads. These locations and links to each other greatly improves accessibility and creates opportunities for the City to create a vision and identity for shopping and living in the City.

<sup>7</sup> Home occupations were determined by comparing the home occupation list from West Jordan City and eliminating those businesses from the businesses listing taxable sales by the Utah State Tax Commission.



Once the retail clusters were identified, a sales analysis was performed in order to evaluate the individual "roles" played by each retail center. The largest retail center, in terms of the number of businesses, as well as the sales volume, is Jordan Landing. It is followed by the businesses surrounding 9000 South Redwood Road, and then the two retail clusters further north on Redwood Road (at 7800 South and 7000 South). Together, Jordan Landing and the clusters on Redwood Road account for over 77 percent of the retail sales in the City.

Table 36: Retail Node Profiles

Area	Location	2012 Sales	# of Stores	Average 2012 Sales per Business	% of Total City Sales
1	7000 S & Redwood Rd	\$66,892,340	38	\$1,760,325	8%
2	7800 S & Redwood Rd	\$67,890,983	83	\$817,964	8%
3	1100 W & 7800 S	\$8,083,370	11	\$734,852	1%
4	9000 S Redwood	\$168,422,370	87	\$1,935,889	19%
5	3400 W 8600 S	\$11,075,797	2	\$5,537,899	1%
6	4000 W 9000 S	\$40,310,327	18	\$2,239,463	5%
7	Jordan Landing	\$361,130,685	97	\$3,722,997	42%
8	2800 W & 7800 S/Old Bingham Highway	\$42,978,211	37	\$1,161,573	5%
9	2700 W & 9000 S	\$14,245,194	14	\$1,017,514	2%
10	Big Springs Drive	\$464	1	\$464	0%
11	Future Site		0		0%
	Remaining	\$83,398,544	328	\$254,264	
<b>TOTAL</b>		<b>\$864,428,285</b>	<b>716</b>		

Jordan Landing accounts for all of the City's lodging sales, 91 percent of its clothing sales, 85 percent of appliance purchases, 79 percent of general merchandise store revenues, 47 percent of health and personal care purchases, and 61 percent of sporting goods, hobby, book and music stores. The following table highlights the geographic location that is the "leader" in each respective retail category.

Table 37: Percent of Total Retail Sales by Area

Area	1	2	3	4	5	6	7	8	9	10	11	Remain.	Total
<b>Accommodation</b>	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
<b>Amusement, Gambling and Recreation Industries</b>	0%	64%	0%	0%	0%	0%	14%	0%	0%	0%	0%	21%	100%
<b>Building Material and Garden Equipment and Supplies Dealers</b>	5%	18%	0%	43%	9%	0%	20%	0%	0%	0%	0%	5%	100%
<b>Clothing and Clothing Accessories Stores</b>	0%	3%	0%	5%	0%	0%	91%	0%	0%	0%	0%	0%	100%
<b>Electronics and Appliance Stores</b>	0%	7%	0%	5%	0%	0%	85%	0%	0%	0%	0%	3%	100%
<b>Food and Beverage Stores</b>	15%	2%	0%	31%	0%	21%	0%	15%	6%	0%	0%	8%	100%
<b>Food Services and Drinking Places</b>	7%	10%	2%	19%	0%	6%	39%	5%	3%	0%	0%	9%	100%
<b>Furniture and Home Furnishings Stores</b>	2%	0%	16%	64%	0%	0%	15%	0%	0%	0%	0%	2%	100%
<b>Gasoline Stores</b>	16%	5%	0%	9%	0%	0%	12%	13%	11%	0%	0%	34%	100%
<b>General Merchandise Stores</b>	8%	2%	0%	6%	0%	2%	79%	3%	0%	0%	0%	0%	100%
<b>Health and Personal Care Stores</b>	0%	12%	0%	26%	0%	0%	47%	8%	0%	0%	0%	7%	100%
<b>Miscellaneous Store Retailers</b>	14%	4%	1%	9%	0%	0%	17%	1%	0%	0%	0%	53%	100%
<b>Motor Vehicle and Parts Dealers</b>	20%	28%	0%	2%	0%	0%	0%	28%	0%	0%	0%	22%	100%
<b>Nonstore Retailers</b>	1%	4%	0%	9%	0%	0%	0%	0%	0%	0%	0%	86%	100%
<b>Repair and Maintenance</b>	0%	30%	0%	13%	0%	0%	0%	3%	1%	0%	0%	51%	100%
<b>Sporting Goods, Hobby, Book, and Music Stores</b>	2%	2%	2%	23%	0%	1%	61%	5%	0%	0%	0%	4%	100%

In summary, the retail nodes can be characterized as follows:

Table 38: Retail Characterization of Retail Node Areas

Areas	Retail Character
Areas 1 and 4	Big Box and Grocery
Areas 6, 8 and 9	Neighborhood, Anchored by Grocery
Area 7	Regional Retail/Power Center
Area 3	Destination Specialty Retail/Niche
Area 2	Convenience, Fast Food, Auto, Bowling

## Retail Node One

### 7000 South Redwood Road

*Anchors: Target, Smiths, Harbor Freight Tools*

Node #1 accounts for eight percent of the City’s sales and is anchored by Smith’s, Target and Harbor Freight Tools. While this area is not the strongest leader in any one specific retail category, it has strengths in grocery store sales, gasoline stores, general merchandise and auto parts dealers. It is ideally located near the northern border of the City and, as such, attracts shoppers from the north who bring sales tax dollars into the City. It is a value-driven, convenience-oriented retail center, that is automobile driven in its clientele.



This area has good ingress and egress, although some access points are not clear and are difficult to use. While there is good visibility from Redwood Road, the many individual business signs are confusing and unattractive and do not provide a clear image and identity for the shopping area. There is a rundown appearance to many of the properties and Target has a lease agreement with exclusions that make it difficult to fill the vacant buildings with certain types of tenants. As of the timeframe of this study, the consultants identified nearly 110,000 square feet of vacant space along Redwood Road in this retail node. Finally, traffic counts are good and average nearly 40,000 vehicle trips per day (ADTs) along Redwood Road and 30,000 ADTs along 7000 South.



*Recommendations for this area include:*

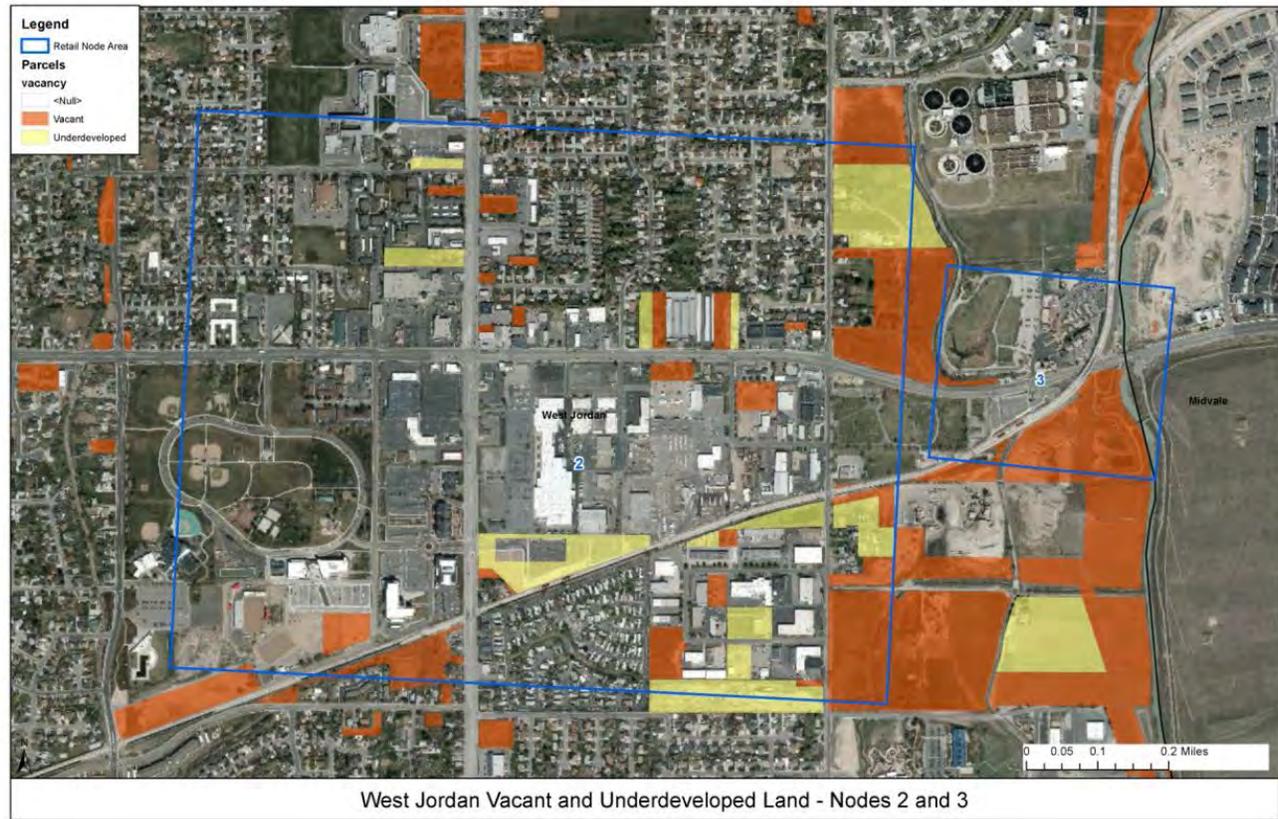
- Utilize tax increment from the existing RDA to add vegetation and landscaping;
- Utilize tax increment from the existing RDA to create a revolving loan fund for façade renovations and parking improvements;
- Convert parking lots into more pedestrian-friendly places, with outdoor dining, sidewalks, trees and a street system that leads vehicles through the area;
- Develop a striking gateway at the intersection of 7000 South and Redwood Road;
- Clearly mark the access points into the shopping area;
- Enhance pedestrian crossings at the intersection of 7000 South and Redwood Road;
- Work with Target to alleviate some of the lease restrictions so that vacant spaces can be filled – to the benefit of all businesses in the area; and
- Provide an updated list of vacant space on the City’s website, along with information regarding square footage, asking rents, contact information, etc.

## Retail Node Two

### 7800 South Redwood Road

*Anchors: Target, Smiths, Harbor Freight Tools*

This retail area surrounds the City Hall and is a prime area for redevelopment. It is characterized by relatively low land and improvement values – especially when compared with property along Redwood Road at 7000 South and 9000 South.



Average property values in this area are approximately \$640,000 per acre compared to over \$1 million per acre at 7000 South and 9000 South. Even more indicative of the need for redevelopment in this area is the estimated value of the improvements (difference between the total developed value and the vacant land value), which is approximately \$700,000 per acre in retail nodes 1 and 4, but roughly \$400,000 per acre in this retail node. This is also verified by a visual survey of this area that shows many rundown and underutilized properties.

**Table 39: Vacant and Developed Land Value by Retail Node**

Node	Vacant		Developed		Improvement Value
	Acres	Value per Acre	Acres	Value per Acre	
1	14	\$345,059	95	\$1,060,239	\$715,180
2	45	\$207,846	453	\$638,147	\$403,301
4	28	\$348,816	316	\$1,051,901	\$703,085

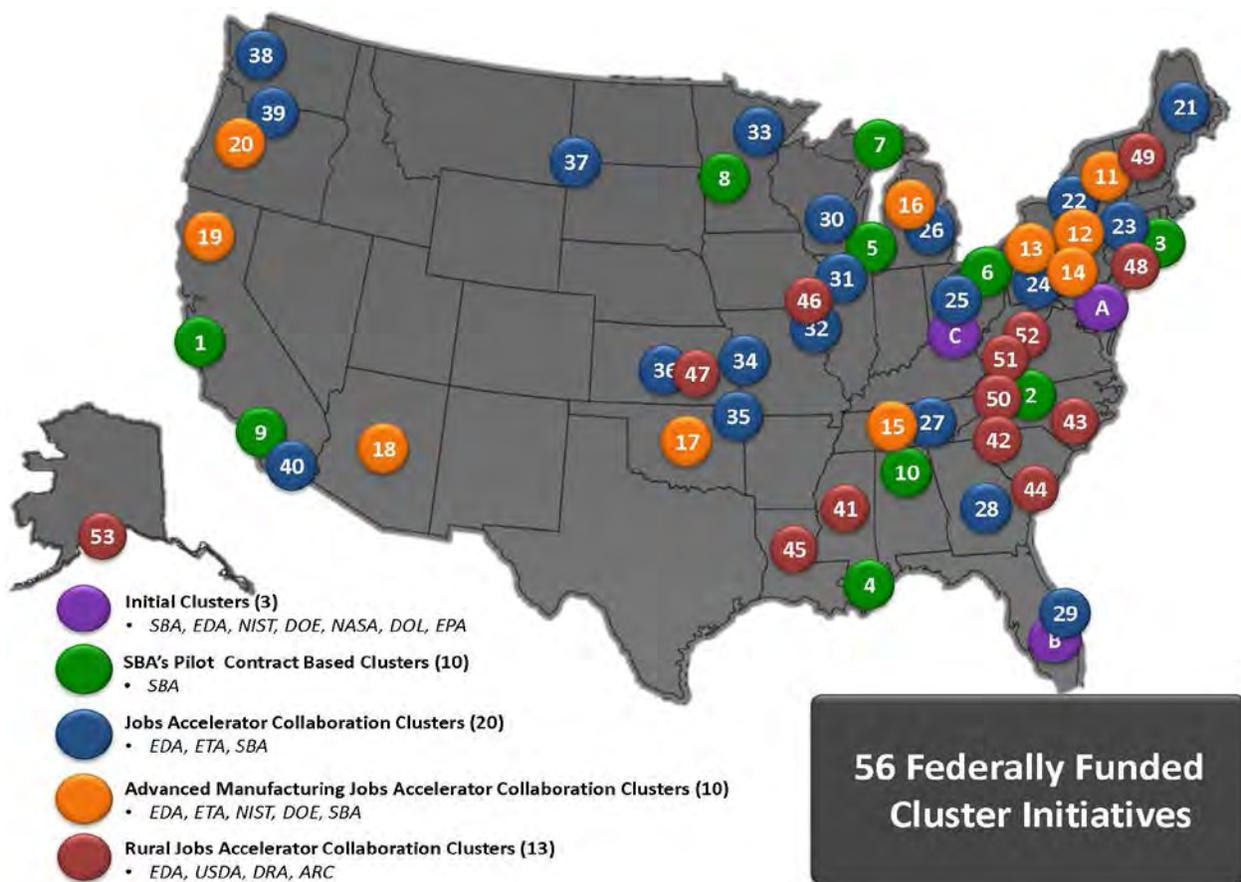
The need for redevelopment is especially true on the east side of Redwood Road which shows the lowest property values and the most immediate need for redevelopment.

**Table 40: Land Value at 7800 S and Redwood Road**

Redwood Road - 7800 South Analysis	All	Vacant	Developed
Retail Node #2	\$577,551	\$207,846	\$638,147
On Redwood Road	\$615,687	\$276,435	\$643,741
On Redwood Road - East Side	\$563,546	\$244,613	\$595,752
On Redwood Road - West Side	\$672,558	\$387,843	\$692,133

Currently, this area is a mix of retail tenants including the following categories: drugstore, building materials, auto supply and repair, bowling, fitness, computer stores and restaurants. Traffic counts are good, with nearly 40,000 ADTs along Redwood Road and over 30,000 ADTs along 7800 South (slightly higher than the ADTs along 7000 South).

This is a prime area for redevelopment and should be developed in conjunction with the City Hall Civic Center and the light rail station located east and south of the City Hall, but within this retail node. This area has the potential to become a vibrant, thriving downtown. An employment center would fit exceptionally well in this area, with accompanying support retail. West Jordan is home to many outstanding technology-oriented businesses, including Boeing and Fairchild Semiconductor among many others. The City Center could ideally be surrounded by an employment technology center. These centers, located near public transit, have been growing in popularity over the past few years. Recently, the federal government, in conjunction with the SBA, assisted with the funding of 56 of these sites.



Typically, these sites are much smaller than research parks and have several buildings of approximately 100,000 square feet each. These centers house not only more mature technology businesses, but also have innovation space that benefits from being located with a cluster of other businesses in a related industry. More information on some of these initial sites is shown below.

**SBA's Pilot Contract-Based Clusters**

- CA - Agriculture Innovation Cluster / Project 17 Ag Tech Agriculture Innovation
- SC - Carolinas' Nuclear Cluster Nuclear energy technology and components
- CT - Northeast Electrochemical Energy Storage Fuel cell and hydrogen fueling systems
- MS - Enterprise for Innovative Geospatial Solutions Geospatial technology
- IL - Illinois Smart Grid Regional Innovation Cluster Smart grid / efficient energy
- OH - NorTech Flexmatters Flexible electronics
- MI - Upper Michigan Green Aviation Coalition Green aviation
- MN - Defense Alliance of Minnesota Advanced power and energy (DoD Focused)
- CA - San Diego Advanced Defense Cluster Autonomous systems and cyber security (DoD Focused)
- AL - Huntsville Advanced Defense Technology Initiative Aero-space technology (DoD Focused)

**Jobs Accelerator Advanced Manufacturing**  
*Economic Development Agency, Employment and Training Agency, Small Business Administration, National Institute of Standards and Technology, Department of Energy*

- NY - Rochester Regional Optics, Photonics & Imaging Accelerator
- NY - Advanced Manufacturing of Thermal and Environmental Control Systems
- PA - Agile Electro-Mechanical Product Accelerator
- PA - Greater Philadelphia Advanced Manufacturing Innovation and Skills Accelerator
- TN - Advanced Manufacturing and Prototyping Center of East Tennessee
- MI - Advanced Contract Manufacturing of Southeast Michigan Cluster
- OK - Manufacturing Improvement Program for the Oil and Gas Industry Supply Chain
- AZ - Southern Arizona Aerospace and Defense Cluster
- CA - Advanced Manufacturing Medical/Biosciences Pipeline for Economic Development (AMZPED)
- OR - Innovations in Advanced Materials and Metals Cluster (IAM2)

**Jobs Accelerator Collaboration Clusters**  
*Economic Development Agency, Employment and Training Agency, Small Business Administration*

- ME - GreenME Renewable Energy Industry Cluster
- NY - Finger Lakes Food Processing Cluster Initiative Food Processing
- NY - New York Renewable Energy Cluster Renewable Energy
- PA - Southwestern Pennsylvania Revitalization Energy/Health Care
- OH - Northeast Ohio Speed-To-Market Accelerator Energy/Flexible Electronics
- MI - Southeast Michigan Advanced Energy Storage Systems Initiative Advanced Energy Storage Systems
- TN - Advanced Composites Employment Accelerator Advanced Composites with Focus on Low-Cost Carbon Fiber Technology
- GA - Atlanta Health Information Technology Cluster Health Information Technology
- FL - Space Coast Clean Energy Jobs Accelerator Clean Energy
- WI - Milwaukee Regional Water Accelerator Project Water
- IL - Rockford Area Aerospace Cluster Jobs and Innovation Accelerator Aerospace
- MO - St. Louis Bioscience Jobs and Innovation Accelerator Project Bioscience
- MN - Minnesota's Mining Cluster Energy
- MO - Kansas City Regional Jobs Accelerator Advanced Manufacturing & Information Technology
- AR - Launching the ARK: Acceleration, Resources, Knowledge Information Technology
- KS - Center for Innovation and Enterprise Engagement Advanced materials
- ND - Upper Missouri Tribal Environmental Risk Mitigation Project Environmental Risk Mitigation
- WA - Washington Interactive Media Accelerator - Interactive Media
- OR - Portland Regional Clean Tech Advance Initiative Clean Tech
- CA - San Diego-Imperial Valley Renewable Energy Generation Training and Demonstration Center Renewable Energy

**56 Federally Funded Cluster Initiatives**

**Initial Clusters**

- PA - Greater Philadelphia Energy-Efficient Buildings Hub (SBA, EDA, NIST, DOE)
- FL - Space Coast - Space Shuttle Shutdown Transition (SBA, EDA, NASA, DOL)
- OH - Southwest Ohio Water Cluster - Water Research (EPA)

**Rural Jobs Accelerator**  
*Economic Development Agency, U.S. Department of Agriculture, Delta Regional Authority, Appalachian Regional Commission*

- MS - Community and Economic Development in Rural Mississippi Automotive, Furniture, Agribusiness
- NC - WNC AgriVentures - Cultivating Jobs and Innovation Project Agribusiness
- NC - North Carolina Eastern Region Aerospace and Automotive Cluster Project Aerospace, Automotive
- SC - South Carolina Alliance Rural Jobs and Innovation Accelerator Challenge Nuclear Energy
- LA - I-20 Corridor Regional Accelerator Bioscience
- IL - Henry-Rural Rock Island-Mercer County Economic Development Consortium Agribusiness/Food processing
- KS - Project 17: Together We Succeed Advanced Manufacturing
- CT - New England Food Hub Cluster Initiative Food Processing
- NH - Northern Tier Farm and Forest Jobs Accelerator Agribusiness
- VA - Appalachian Spring - Using Asset-Based and Creative Economy Methods to Catalyze Rural Job Acceleration Music/Craft/Local Tourism
- WV - Southern West Virginia Rural Jobs Accelerator Partnership Music/Craft/Local Tourism
- WV - Value Chain Initiative Food Processing
- AK - Bristol Bay Jobs Accelerator Project Fisheries, Seafood Processing

Development of an employment center would then generate the need for accompanying retail such as copy centers, restaurants and lunchtime eating. This could also become a prime showcase for technology-oriented retail tenants including electronics and computer stores. This area, if well-connected between the east and west sides of the street, could also become the City's Cultural District, with a theater and other entertainment options. Entertainment options could be family-oriented, reflective of the large household sizes in the City, and could offer activities related to the City's industries, such as Ogden's indoor skydiving. This area could offer connections to Gardner Village as well, thus increasing the Cultural/Entertainment District of the City.

Higher-density residential may also be appropriate in this area and could enhance the office and retail mix, but should not be the primary focus of the area.

Recommendations:

- Create pedestrian connections between east and west sides of Redwood Road, using traffic-calming measures;
- Create a master plan for the area;
- After creating a master plan, as needed, be willing to extend the timeframe of the redevelopment area in order to achieve the master plan;

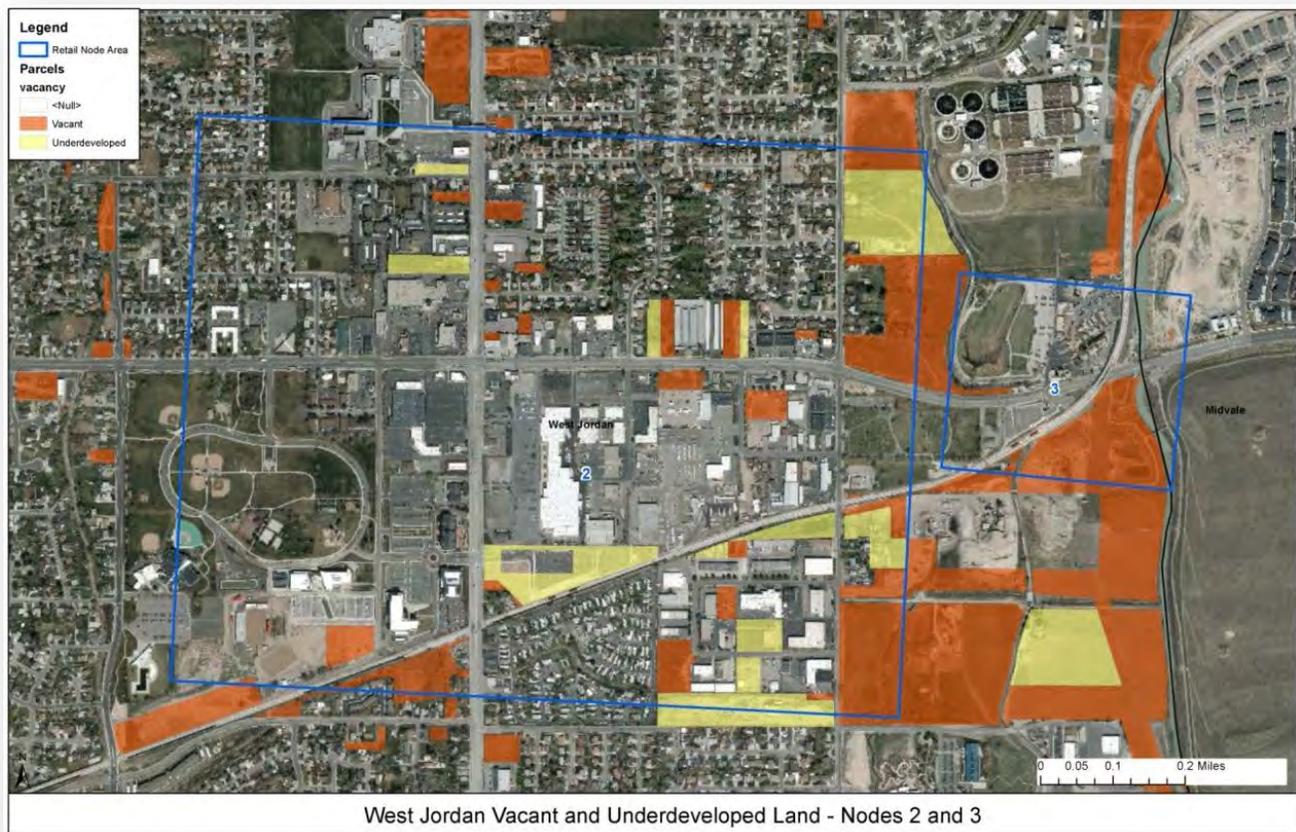
- Work with EDCUtah to pursue the development of a technology employment center east of the City Hall;
- Seek out and apply for federal funds to assist with development of the technology employment center;
- Develop a striking gateway at the intersection and extend it along City Hall and the Cultural District;
- Encourage the development of a Cultural District, including a theater and restaurant cluster;
- Encourage the development of family-oriented entertainment and activities that will draw people into the City Center; and
- Pursue support retail in this area, including lunchtime eating, copy center, office supplies, etc.

## Retail Node Three

### Gardner Village (1100 West 7800 South)

*Anchors: Wild About The West, Archibald's*

Gardner Village is a regional retail destination that focuses on country-style furniture, craft stores and art gallery. The Village is also home to a well-respected eating establishment and a reception venue – *The Gathering Place*. Adjacent to the Jordan River Parkway, the Village is also well-situated to become a recreation area, with rentals for bikes, kayaks, etc.



Immediately south of Gardner Village is a light rail station with a significant amount of vacant acreage that could be developed into a mix of uses, including office, retail and higher-density residential.

Gardner Village is a great strength to the City for the reputation and image that it provides. While retail sales in the Village are not significant for the City, the Village has a large regional draw that brings shoppers into the area.

*Recommendations:*

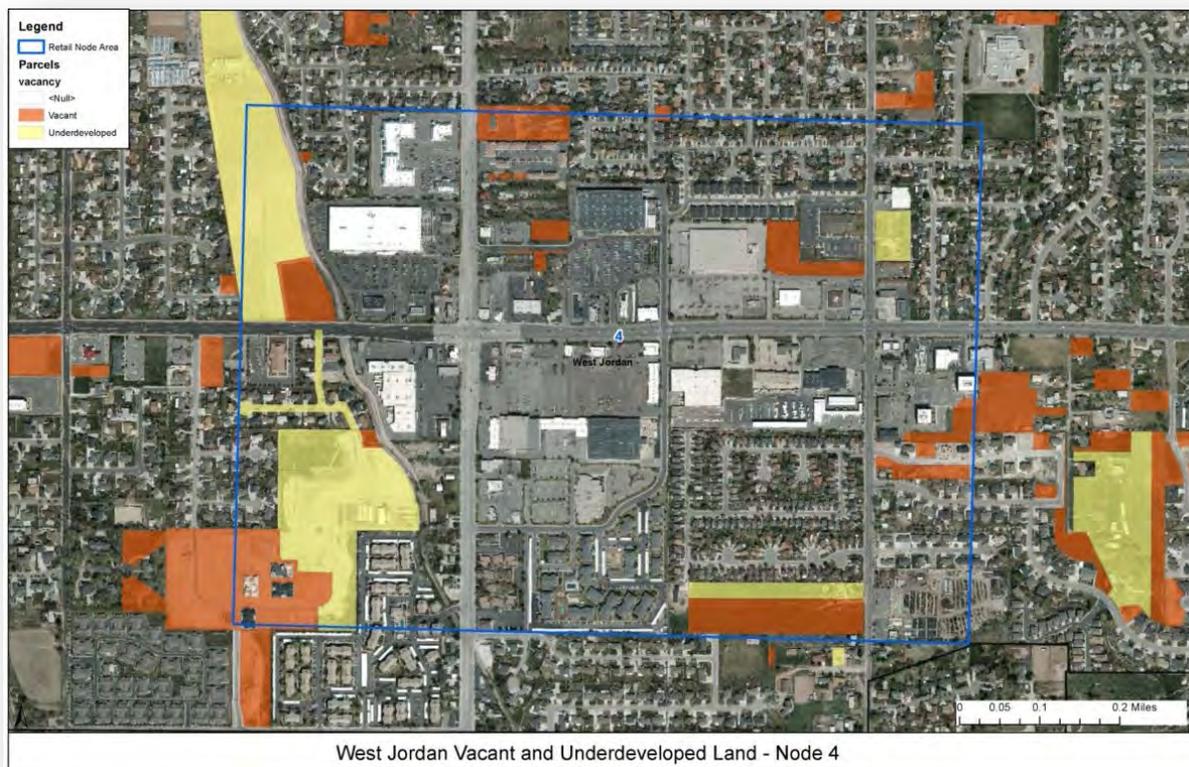
- Capitalize on light rail station with the opportunity for office, retail and higher-density residential development in this area;
- Work with Gardner Village to expand its demographic target market by offering additional entertainment and recreation-related activities. This could include bike rentals, tours, kayaking, etc., taking advantage of the Jordan River Parkway. Art shows and galleries could be encouraged in conjunction with the development of the Cultural District in Retail Node #2. Educational opportunities, such as those at Thanksgiving Point for culinary crafts, festivals, etc., could be increased, along with other special events; and
- Maintain the unique, historic integrity of this area.

## Retail Node Four

### 9000 South Redwood Road

*Anchors: Home Depot, ShopKo, Big Kmart, RC Willey Outlet Store*

This retail area is anchored by Smith's, Home Depot, ShopKo and Big Kmart. It is well-situated near the southern boundary of the City to attract shoppers from the south into West Jordan. This is a successful area for big box development that provides good sales tax revenues to the City.



Other major retail categories in the area include gasoline stations, auto parts and repair, health food stores, building and hardware, restaurants and fast food. R.C. Willey is, however, moving from this area, leaving a large vacant building. Traffic counts are excellent in this area – nearly 40,000 along Redwood Road and nearly 50,000 along 9000 South.

*Recommendations:*

- Work to “soften” the visual appearance of this retail center, perhaps even incorporating the canal into the landscape of this area;
- Develop a striking gateway at the intersection and extend it south along Redwood Road, west along 9000 South to the Canal and east to 1300 West and beyond;
- Create inviting street patterns to direct vehicular traffic within retail areas, including landscaping and “green court” concepts; and
- Actively pursue a large-scale tenant for the R.C. Willey space, in order to avoid a large, vacant building in this area. Specific lists of retail tenants that may be interested in West Jordan City are included as part of this study.

## Retail Nodes Five, Six and Nine

### 9000 South

These are relatively small retail nodes located near 9000 South. 9000 South has good potential for retail development due to its high traffic counts – ADTs of 50,000. While no major regional retail nodes are planned at these locations, this fills neighborhood demand for grocery services and lunchtime eating through fast food outlets that serve nearby employment centers.





## Retail Node Seven

### Jordan Landing

*Anchors: WalMart, Sam's Club, Target, Lowe's, Best Buy*

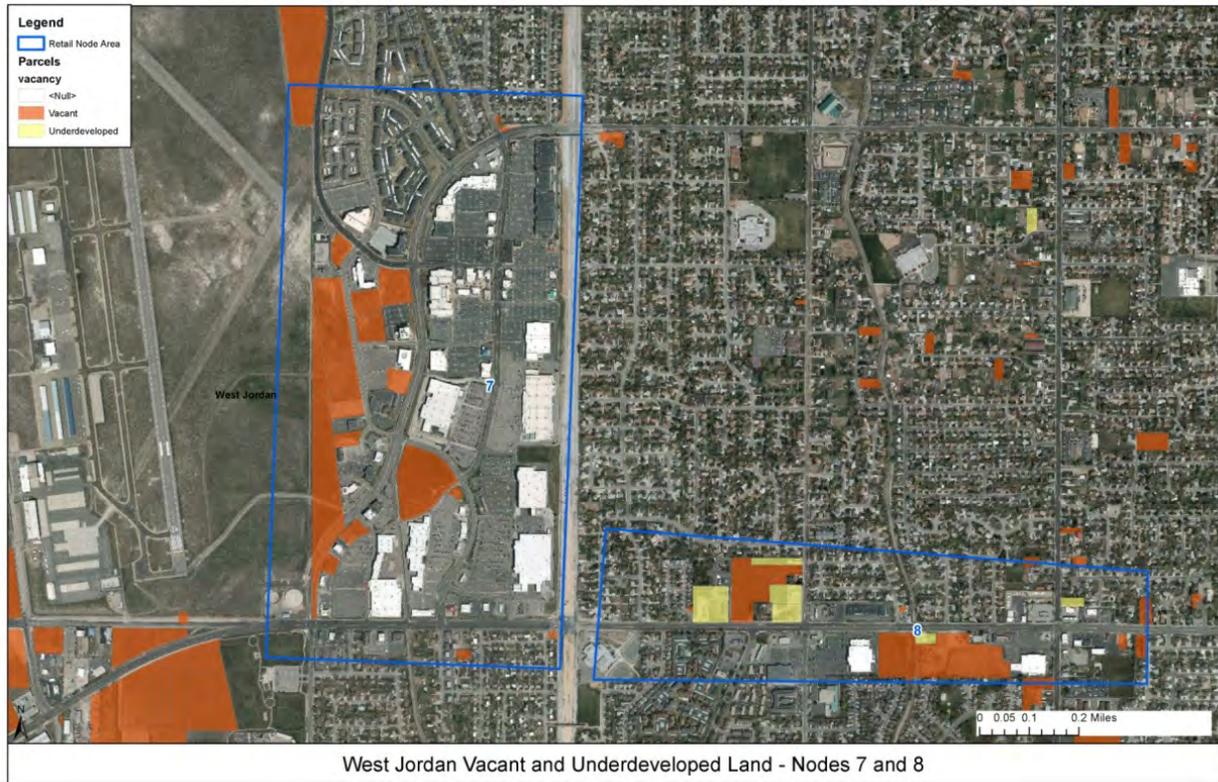
Jordan Landing is a large regional shopping center that accounts for 42 percent of all retail sales in the City. The development includes big box stores, department stores, restaurants and movie theaters.

It is imperative that Jordan Landing remain vibrant. With rapid population growth in the southwest part of the Valley, there is interest in developing an additional regional retail mall by other communities. However, West Jordan is in an extremely favorable location in terms of population living within a 5-mile radius (as shown in the Buying Power section below).

Although located along Mountain View Corridor, access to Jordan Landing can be confusing. Once inside the retail area, many consumers have noted that it can



be difficult to find a particular store. Landscaping has recently been added to soften the appearance and increase the attractiveness of the area. However, in some cases, this makes it more difficult to locate stores. Additional wayfinding within Jordan Landing, as well as at the entrances of Jordan Landing, may be desirable in order to increase the overall visibility and access of the area.



#### Recommendations:

- Improve wayfinding and signage into Jordan Landing and within the retail area itself; and
- Review Retail Tenant List provided as part of this study to attract potential tenants that will increase the regional draw to Jordan Landing.

## Retail Node Eight

### 2800 West 7800 South

*Anchors: Maceys Cal Ranch*

Many fast food eating places stretch along 7800 South. With traffic counts of approximately 30,000 ADTs, this is sufficient to attract large national chains such as Pizza Hut, Arby's, Artic Circle, etc. Maceys grocery store is also located along this major corridor and 3200 West and is the major anchor to this retail node. Having two grocery stores along the northern edge of the City (Maceys at 3200 West and Smith's at Redwood Road), provides a good attraction for residents coming from the north to shop in West Jordan.

## Retail Nodes Ten and Eleven

### West Side of City, Near Mountain View Corridor

These nodes are located in the western part of the City and provide an excellent opportunity for future large-scale retail development. The City should be willing to offer assistance to obtain retail development with the highest sales per square foot, such as a Costco, in order to improve the sales tax base of the City. This area is also ideal for the development of motor vehicle dealerships as there is sufficient vacant land to accommodate this type of use.

For reference, sales per square foot for a sampling of retail establishments have been provided in the table below.

**Table 41: Sales per Square Foot – Sample Retail Stores**

Tenant Classification	Sales per Square Foot
Dollar Store/Novelties	\$104.00
Supermarket	\$472.63
Restaurant without Liquor	\$199.47
Restaurant with Liquor	\$308.18
Sandwich Shop	\$289.57
Pizza	\$196.33
Chinese Fast Food	\$127.15
Drugstore/Pharmacy	\$429.47
Women's Hair Salon	\$181.25
Dry Cleaner	\$146.53
Mailing/Packaging	\$213.12
Nail Salon	\$96.82

*Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008*

Online sites, such as BizStats,<sup>8</sup> provide updated sales per square foot for specific businesses. For example, a Costco store is estimated to have sales per square foot of \$771, compared to Sam's Club with \$497 per square foot, WalMart with \$422 per square foot, or Big Lots with \$105 per square foot. It is important for the City to maximize its sales along Mountain View Corridor and, eventually, SR111 by facilitating retail development with high sales per square foot.

## Buying Power and Competitive Market Analysis

General requirements for attracting various types of retail development have been included in the table below. Community-scale retail generally requires a population of 40,000 to 150,000 persons with a radius of three to five miles, while regional retail requires a population of 150,000 or more within an eight-mile distance.

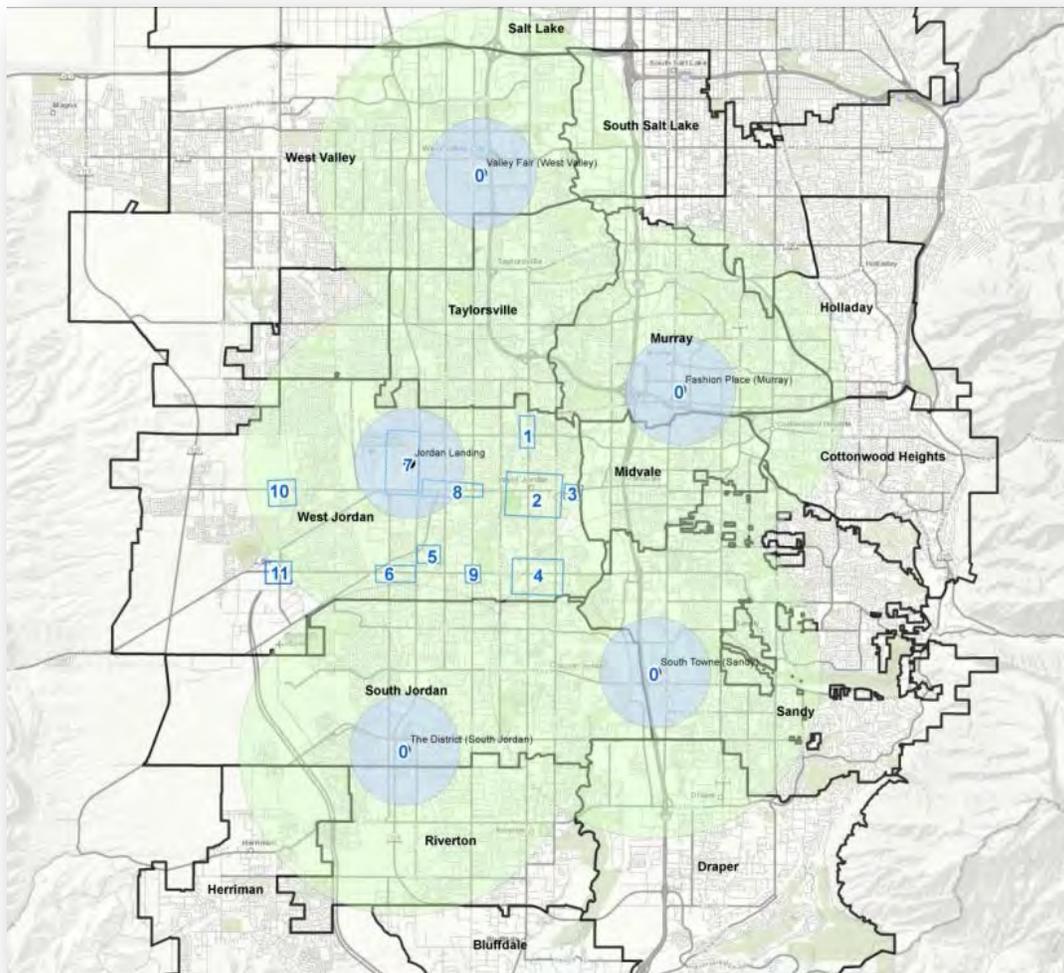
<sup>8</sup> <http://www.bizstats.com/spfl.htm>

**Table 42: General Supportability Requirements for Retail Development**

Type of Center	Leading Tenant	Typical GLA (sf)	General Range in GLA (sf)	Minimum Site Area (acres)	Minimum Population Support	Radius	Drive Time
Neighborhood	Super-market	50,000	30,000 – 100,000	3-10	3,000 – 40,000	1.5 miles	5-10 min.
Community	Jr. Dept. Store; large variety, discount or department store	150,000	100,000 – 450,000	10-30	40,000 – 150,000	3-5 miles	10-20 min.
Regional	One or two full-line dept. stores	450,000	300,000 – 900,000	10-60	150,000 or more	8 miles	20 min.
Super Regional	Three or more full-line dept. stores	900,000	500,000 – 2 million	15-100 or more	300,000 or more	12 miles	30 min.

Source: ULI, Shopping Center Development Handbook, Page 8

In order to compare the relative competitiveness of West Jordan with other regional shopping centers, population within a radius of three and five miles from each of the regional retail shopping centers in the Salt Lake Valley was measured. The shopping centers used in the analysis are shown in the following map.



Population and employment within a three-mile radius was measured for each of the following retail nodes in West Jordan. Note that population is greater for those retail nodes located at the northern edge of West Jordan because they pull from West Valley City where densities are higher than communities located to the south of West Jordan.

**Table 43: Population and Employment; 3-Mile Buffer from Nodes**

Node Name	Employment	Employment	Employment	Population	Population	Population
	2020	2030	2040	2020	2030	2040
1 West Jordan Town Center (RDA 1)	38,262	39,709	41,252	56,686	60,571	63,264
2 Downtown (RDA 5 and 6)	42,752	43,909	45,206	37,064	39,821	41,858
3 Gardner Village	47,554	48,686	49,800	36,063	39,762	42,631
4 Riverpointe Shopping Center (RDA 4)	36,832	37,371	38,156	18,554	20,339	21,776
5 Southwest Industrial Park (RDA 3/CDA1 - TOD)	30,332	31,163	32,313	23,926	25,614	26,871
6 Naylor Farms (Smiths, Big Lots)	30,533	31,260	32,321	23,376	25,092	26,362
7 Jordan Landing	29,802	31,111	32,798	53,651	56,430	58,219
8 Copper Creek Retail	29,272	30,373	31,781	41,383	43,618	45,161
9 9000 S Jaguar Dr	28,787	29,611	30,676	20,982	22,625	23,858

Regional retail nodes with the highest population within a three-mile radius include, by a large margin, Fashion Place in Murray and Valley Fair Mall in West Valley. However, it is significant to note that the population within a three-mile range from Jordan Landing (58,000+) is significantly higher than the population within a three-mile radius from the District in South Jordan (nearly 41,000). This fact should be used by the City, for its competitive advantage, in the future development of Jordan Landing.

**Table 44: Population and Employment; 3-Mile Buffer from Nodes**

Node Name	Employment	Employment	Employment	Population	Population	Population
	2020	2030	2040	2020	2030	2040
12 The District (South Jordan)	21,078	21,131	21,264	37,613	39,652	40,815
13 Fashion Place (Murray)	55,386	57,107	59,583	73,067	78,163	82,079
14 Valley Fair (West Valley)	44,860	48,501	52,760	66,462	73,467	81,183
15 South Towne (Sandy)	59,070	59,749	61,591	26,960	28,323	29,601
16 Mountain View Corridor Interchange @ 7800 S	32,943	33,896	34,940	42,149	43,839	45,123
17 Mountain View Corridor Interchange @ Old Bingham	21,648	21,597	21,702	36,850	38,606	39,409
18 Mountain View Corridor Interchange @ 9000 S	28,733	28,907	29,289	37,799	39,627	40,577

The five-mile analysis is shown below and comes to much the same conclusions as the three-mile analysis. West Jordan has several locations that are at, or near, 150,000 persons within five miles. Based on the general guidelines provided by the ULI, and discussed previously, a population of 150,000 persons within an eight-mile radius is necessary for a regional mall. Note that Jordan Landing has double the population within a five-mile radius as does The District in South Jordan.

**Table 45: Population and Employment; 5-Mile Buffer from Nodes**

Node	Name	Employment	Employment	Employment	Population	Population	Population
		2020	2030	2040	2020	2030	2040
1	West Jordan Town Center (RDA 1)	103,249	107,407	112,530	152,995	163,822	172,544
2	Downtown (RDA 5 and 6)	95,943	98,708	102,454	123,784	132,141	138,114
3	Gardner Village	95,123	98,138	102,434	133,667	142,338	148,606
4	Riverpointe Shopping Center (RDA 4)	101,538	103,505	106,385	105,818	112,899	118,004
5	Southwest Industrial Park (RDA 3/CDA1 - TOD)	88,310	90,278	92,650	128,418	135,930	140,902
6	Naylor Farms (Smiths, Big Lots)	78,294	79,978	82,136	118,274	124,636	128,817
7	Jordan Landing	91,201	94,168	97,524	137,050	145,241	151,553
8	Copper Creek Retail	94,988	97,629	100,507	137,533	146,030	152,327
9	9000 S Jaguar Dr	91,908	93,761	96,180	116,249	123,476	128,447

**Table 46: Population and Employment; 5-Mile Buffer from Nodes**

Node	Name	Employment	Employment	Employment	Population	Population	Population
		2020	2030	2040	2020	2030	2040
12	The District (South Jordan)	53,461	53,787	54,571	75,099	79,480	81,953
13	Fashion Place (Murray)	133,277	139,530	147,037	166,549	180,386	192,478
14	Valley Fair (West Valley)	125,092	134,053	145,093	204,659	222,584	241,456
15	South Towne (Sandy)	115,471	116,637	119,688	66,148	71,984	76,608
16	Mountain View Corridor Interchange @ 7800 S	65,125	67,422	70,034	113,707	119,702	123,906
17	Mountain View Corridor Interchange @ Old Bingham	60,580	61,379	62,364	87,010	90,830	92,707
18	Mountain View Corridor Interchange @ 9000 S	63,929	65,467	67,278	103,239	108,365	111,734

This information could be used effectively by the City in its marketing campaigns and recruitment brochures. The rapid population growth in Utah is extremely attractive to national retailers, as well as West Jordan’s location in the midst of this explosive growth.

## Summary of Potential Tenants

The following list of retail tenants is based on those stores not already located in West Jordan that have significant expansion plans and that have indicated an interest in Utah. A more detailed and extensive database has been provided to the City in electronic format.

**Table 47: Sample of Potential Retail Tenants in West Jordan**

Category	Name	Facility Category	Additional Stores	
			12 Months	24 Months
Apparel	Gymboree	Children's	20	40
Apparel	Gymboree Outlet	Children's	20	40
Apparel	Justice	Children's	45	90
Apparel	The Children's Place	Children's	85	170
Apparel	Burlington Coat Factory	Family	50	100
Apparel	Hut No. 8	Family	25	45
Apparel	Rack Room Shoes	Shoes	30	60
Apparel	The Athlete's Foot	Shoes	50	100
Apparel	Charlotte Russe	Women's	20	40
Apparel	Christopher & Banks	Women's	30	60
Apparel	New York & Co.	Women's	20	40
Books, Gifts & Hobby	Hallmark	Cards & Gifts	12	24
Books, Gifts & Hobby	Party City	Party Gifts/Supplies	20	40
Books, Gifts & Hobby	Toys R Us	Toys & Hobby	10	20
Department/Discount	Bealls	Department	40	80
Department/Discount	Goody's	Department	40	80
Department/Discount	Marshalls	Department	10	20
Department/Discount	Nordstrom Rack	Discount Department	15	30
Department/Discount	Palais Royal	Department	40	80
Department/Discount	Peebles Department	Department	40	80
Electronics	Fry's	Electronics	5	10
Electronics	Play N Trade	Video Rentals/Sales	10	20
Electronics	Sam Ash Music	Musical Instruments	4	8
Electronics	The Cellular Connection	Cellular/Wireless	100	200
Entertainment	Fun Factory/Island Fun/Jungle Fun/Mountain Fun	Entertainment-Family	4	8
Entertainment	Monkey Joes	Entertainment-Family	15	20
Entertainment	Tilt	Entertainment-Family	5	10
Fast Food	Church's Chicken	Fast Food	50	100
Fast Food	Firehouse Subs	Fast Food	50	100
Fast Food	Freddy's Frozen Custard & Steak Burgers	Fast Food	20	40
Fast Food	Jimmy John's	Fast Food	200	400
Fast Food	Long John Silvers	Fast Food	300	600

**Table 47: Sample of Potential Retail Tenants in West Jordan**

Category	Name	Facility Category	Additional Stores	
			12 Months	24 Months
Fast Food	Pizza Hut/Wing Street Combo	Fast Food	350	700
Fast Food	Quiznos	Fast Food	100	200
Fast Food	Samurai Sam's Teriyaki Grill	Fast Food		
Fast Food	Smashburger	Fast Food	100	200
Fast Food	TOGO's Great Sandwiches	Fast Food	28	56
Fast Food	Wing Zone	Fast Food	35	70
Fitness/Health/Nutrition	Anytime Fitness	Fitness	125	250
Fitness/Health/Nutrition	Butterfly Fitness	Fitness	50	100
Fitness/Health/Nutrition	LA Fitness	Fitness	50	100
Fitness/Health/Nutrition	Planet Fitness	Fitness	100	200
Fitness/Health/Nutrition	UFC Gym	Fitness	10	20
Fitness/Health/Nutrition	Aspen Dental	Health	50	100
Fitness/Health/Nutrition	Vitamin World	Nutrition	50	100
Food & Beverage	Baskin Robbins		200	400
Food & Beverage	Charley's Grilled Subs		50	100
Food & Beverage	Dunkin Donuts		280	560
Food & Beverage	McAlister's Deli		60	100
Food & Beverage	Menchie's Frozen Yogurt		100	250
Food & Beverage	Min Melts		100	200
Food & Beverage	Panera Bread		105	210
Food & Beverage	Rita's Ice Water		50	100
Food & Beverage	Sweet Frog Premium Yogurt		76	152
Food & Beverage	Tacone		75	150
Food & Beverage	Topper's Creamery		50	100
Furniture & Housewares	Aaron's	Furniture/Houseware Rental	150	300
Furniture & Housewares	Sleepy's The Mattress Professionals	Furniture	20	40
Furniture & Housewares	HH Gregg Appliances	Home Appliances	22	44
Furniture & Housewares	Kirkland's Home	Home Furnishings	35	70
Furniture & Housewares	Ashley Furniture HomeStore	Home Furnishings	10	20
Furniture & Housewares	Bassett Furniture	Home Furnishings	10	20
Furniture & Housewares	HomeGoods	Home Furnishings	10	20
Furniture & Housewares	Sears Hometown Store	Home Furnishings	25	50
Grocery	Safeway	Supermarket/Grocery	30	60
Grocery	Save-A-Lot	Supermarket/Grocery	30	60
Office Supply	Cartridge World	Office supply	133	266

Table 47: Sample of Potential Retail Tenants in West Jordan

Category	Name	Facility Category	Additional Stores	
			12 Months	24 Months
Office Supply	Staples	Office Supply	50	100
Restaurant	Cici's Pizza	Restaurant (Family)	30	60
Restaurant	Denny's	Restaurant (Family)	75	150
Restaurant	Dickies Barbeque Pit	Restaurant (Family)	65	130
Restaurant	Five Guys	Restaurant (Family)	600	850
Restaurant	Jake's Wayback Burgers	Restaurant (Family)	30	60
Restaurant	Johnnies New York Pizzeria	Restaurant (Family)	40	80
Restaurant	Johnny Rockets	Restaurant (Family)	40	80
Restaurant	Marco's Pizza	Restaurant (Family)	40	80
Restaurant	Buffalo Wild Wings	Restaurant (w/liquor)	80	160
Restaurant	Hurricane Grill & Wings	Restaurant (w/liquor)	80	160
Restaurant	Olive Garden	Restaurant (w/liquor)	40	80
Restaurant	Texas Roadhouse	Restaurant (w/liquor)	25	50
Sporting Goods	Dicks	Sporting goods	40	80
Sporting Goods	Hibbett	Sporting Goods	85	100
Sporting goods	Sports Authority	Sporting Goods	40	80



# Streetscape and Design

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# Streetscape and Design

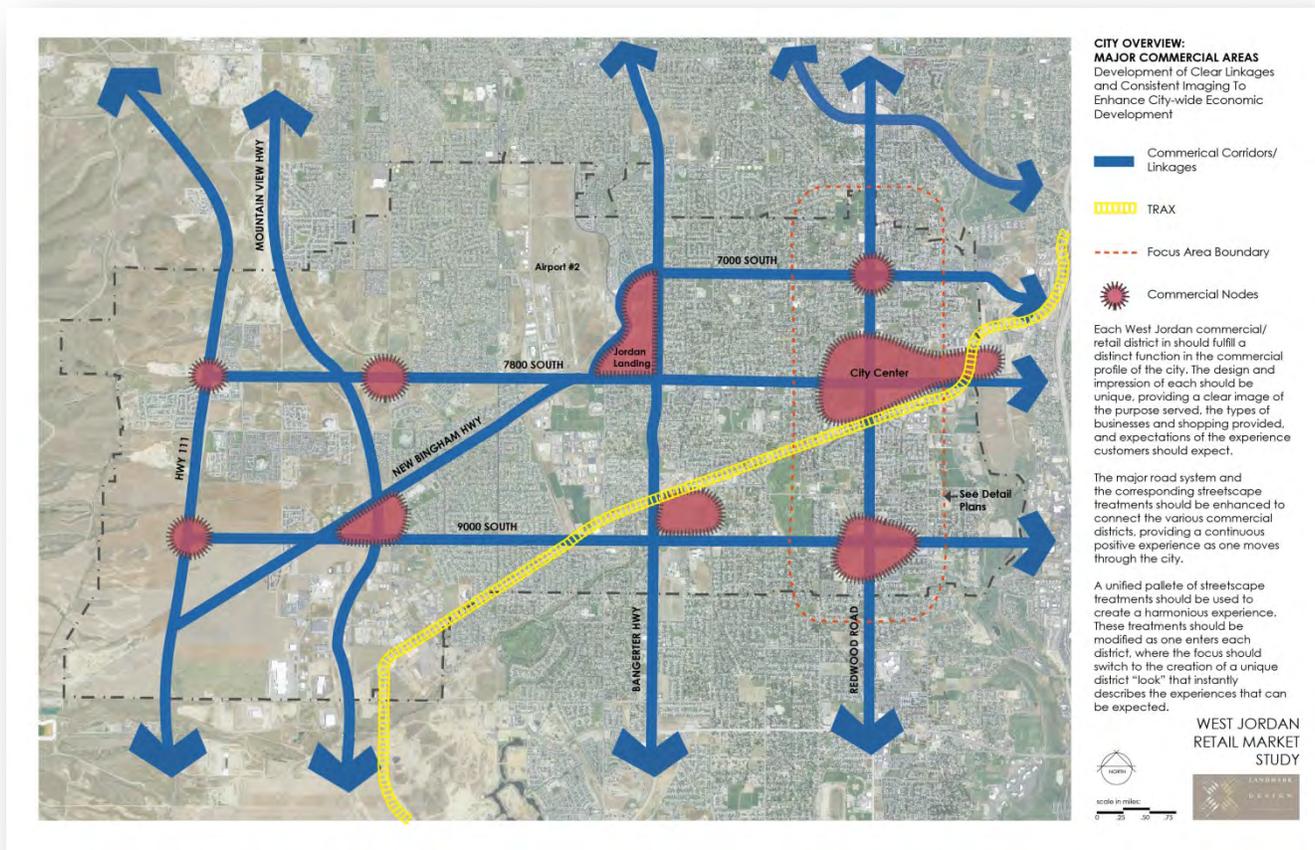
Improving the physical appearance and design of the City and streets can attract the attention of retail tenants and brokers. Below are urban design strategies for enhancing retail and commercial activity in West Jordan through a cohesive and attractive sense of place in the City.

## The Big Picture

### Assessing the Retail Opportunities as Part of City Structure

As illustrated in Figure 1, several major commercial districts are located in West Jordan, which serve the City and region. In order to maximize the utility provided, each commercial/retail district should fulfill a distinct within the commercial profile of the city.

Figure 1: Major Commercial Areas

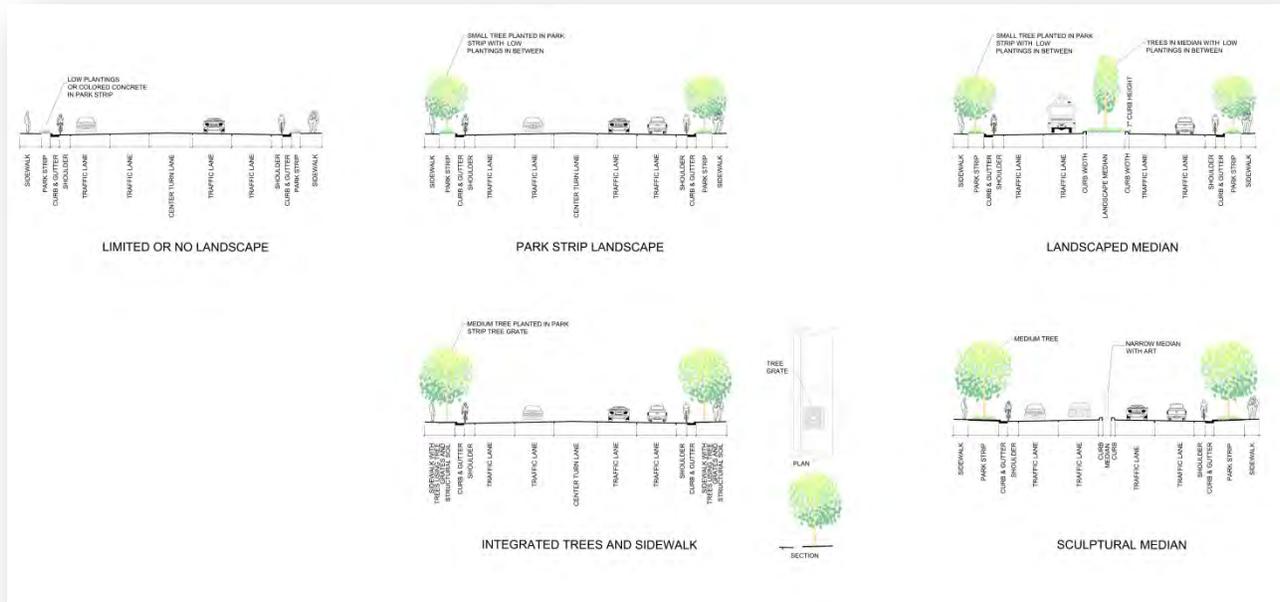


The design and impression of each commercial area should be unique, providing a clear image of the purpose served, the types of businesses and shopping provided, and expectations and experiences customers should expect.

The major road system and the corresponding streetscape treatments should be enhanced to connect the various commercial districts, providing a continuous positive experience as one travels through the City. As illustrated in Figure 2, a unified palette of streetscape treatments can

create a harmonious experience, helping to enhance the perception of the various districts, and providing a positive impression of the City as one travels from district to district.

Figure 2: Five Possible Streetscapes



Figures 3-7 illustrates five potential streetscapes for a single road. While the design possibilities are broad, the selected streetscape should be selected to create a unified travelling experience. As one approaches a commercial district, the focus should switch to the creation of a unique district “look” that instantly and clearly indicates the commercial uses that can be expected and the type of shopping experience that awaits.

Figure 3: Streetscape Concept 1 - Limited or No Landscape

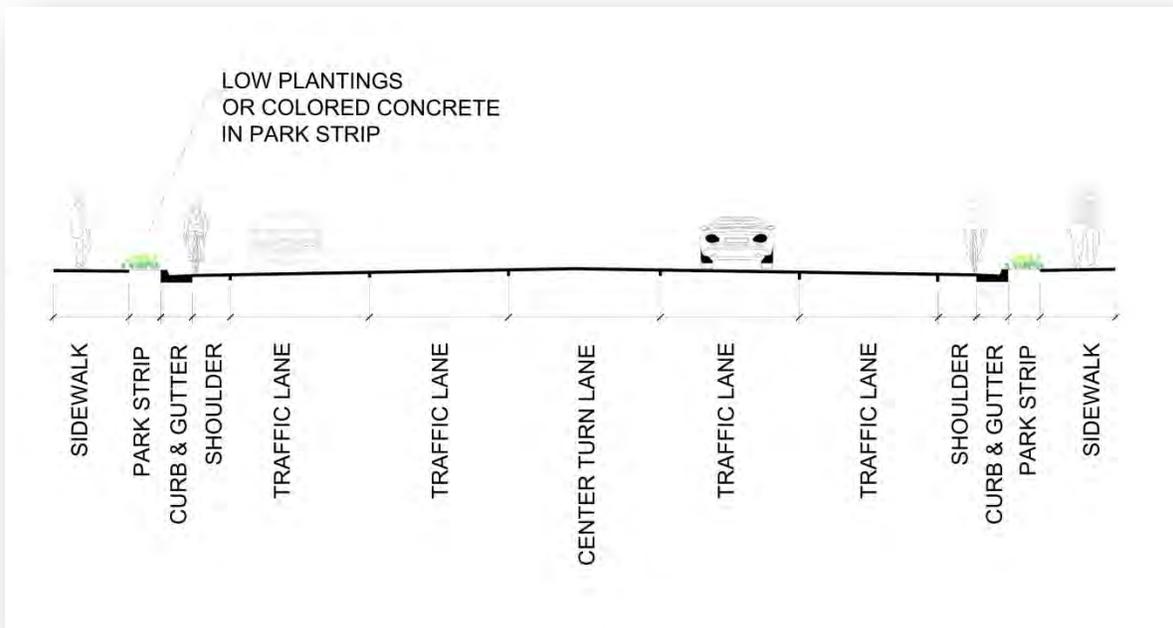


Figure 4: Streetscape Concept 2 – Enhancements – Park Strip Landscape

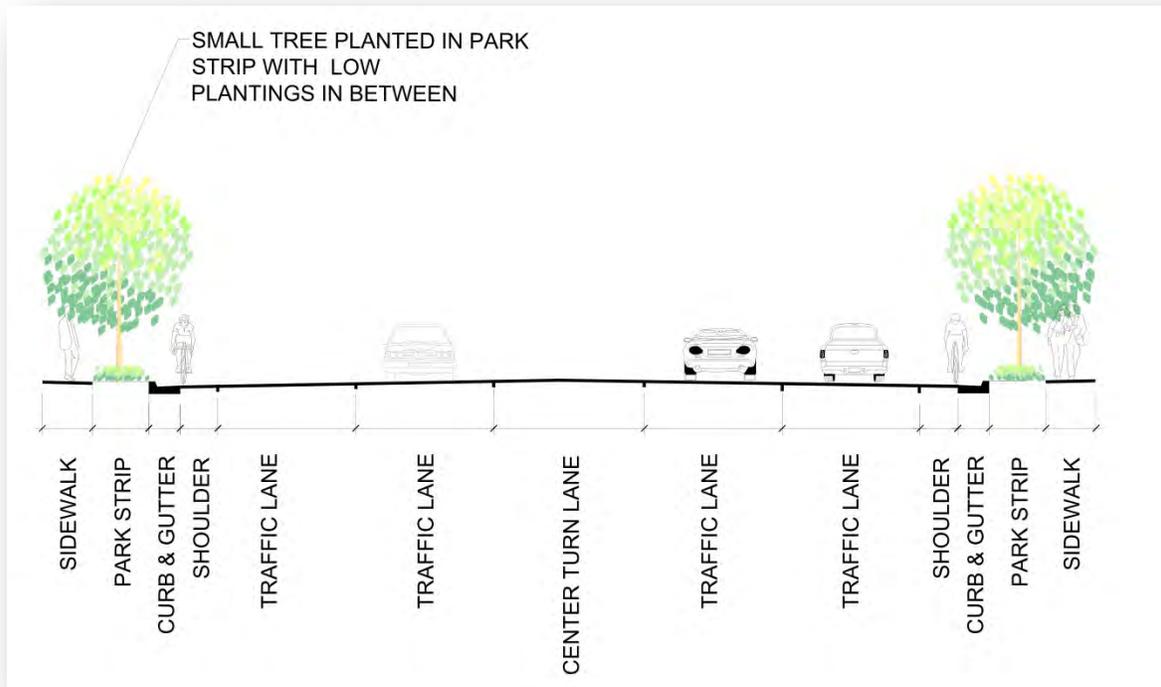


Figure 5: Streetscape Concept 3 - Integrated Trees and Landscape

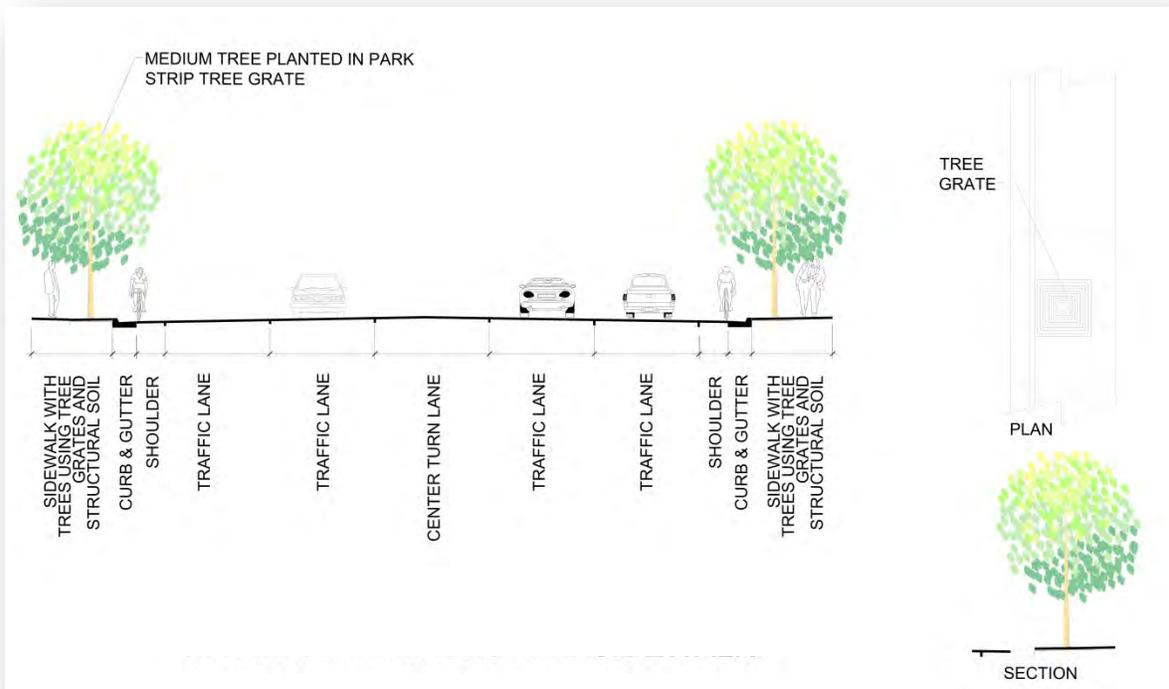


Figure 6: Streetscape Concept 4 - Landscaped Median

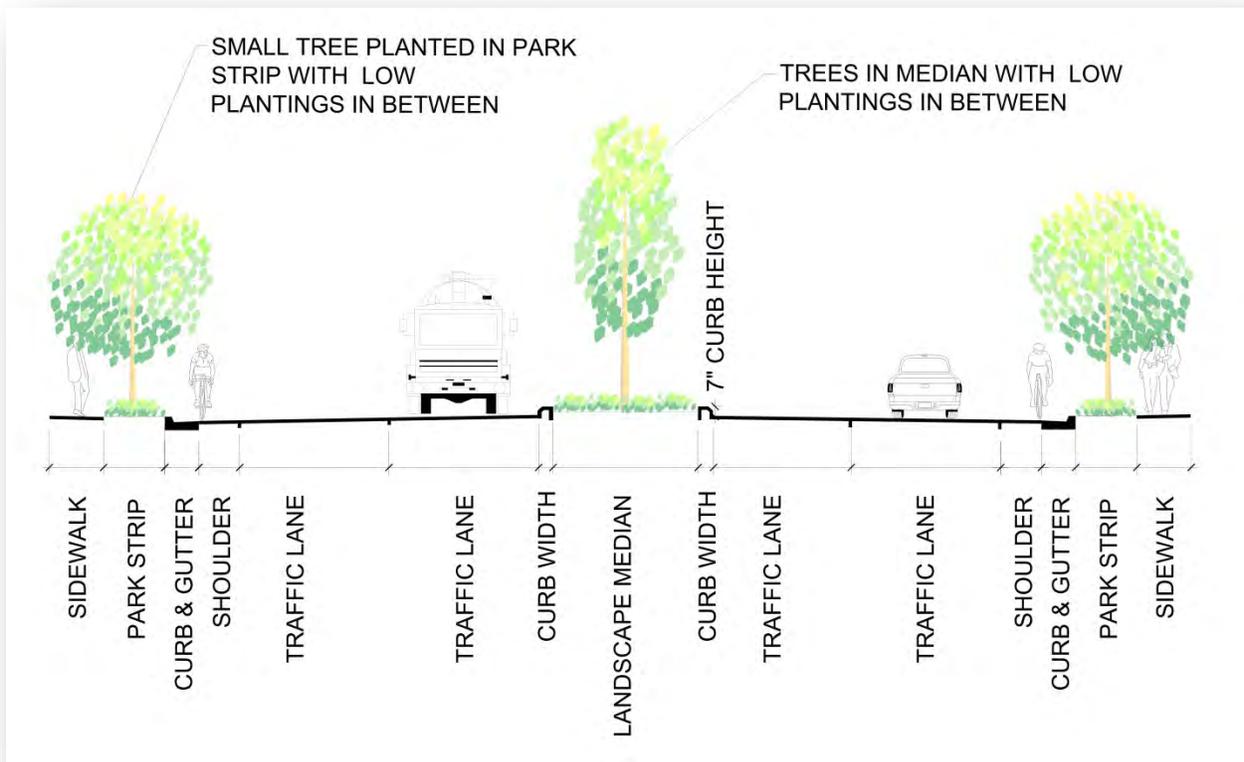
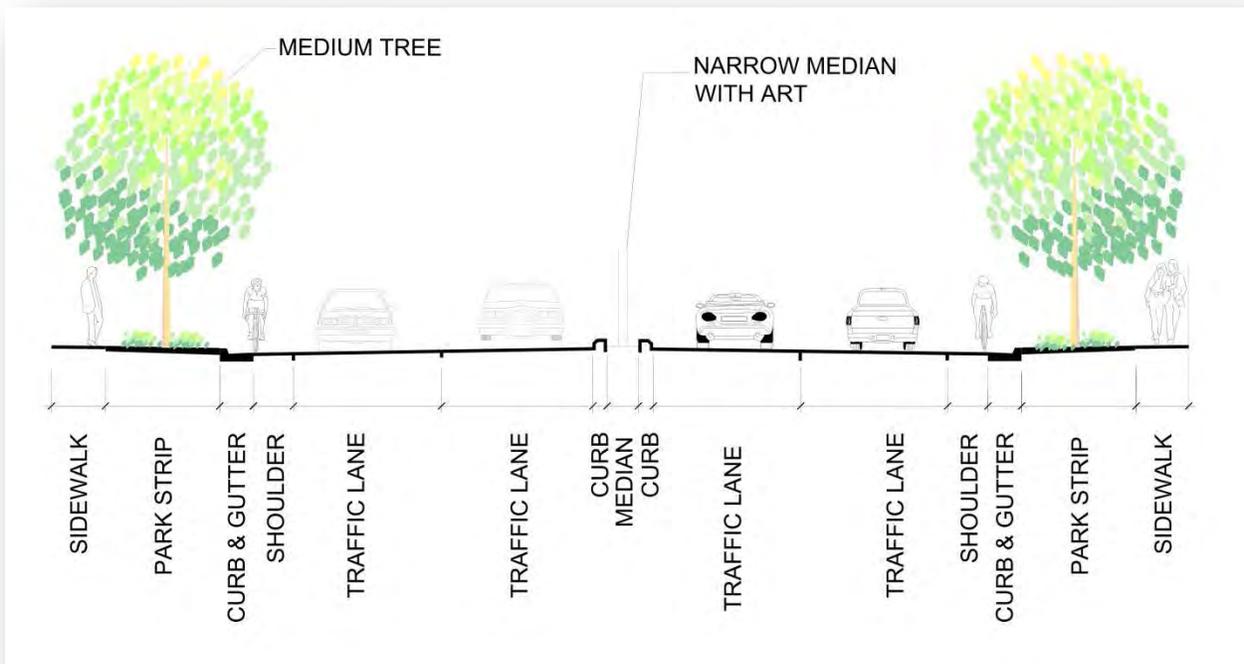


Figure 7: Streetscape Concept 5 - Sculptural Median



## Focusing In

### The Redwood Road Example

There are three major commercial districts on Redwood Road. Located at the intersections with 70<sup>th</sup>, 78<sup>th</sup> and 90<sup>th</sup> South. Each district has the potential to be a significant retail and commercial destination, but all fall well short of expectations. As described below and illustrated in Figure 8, impressions of the three sites have been documented and the urban design potential analyzed.

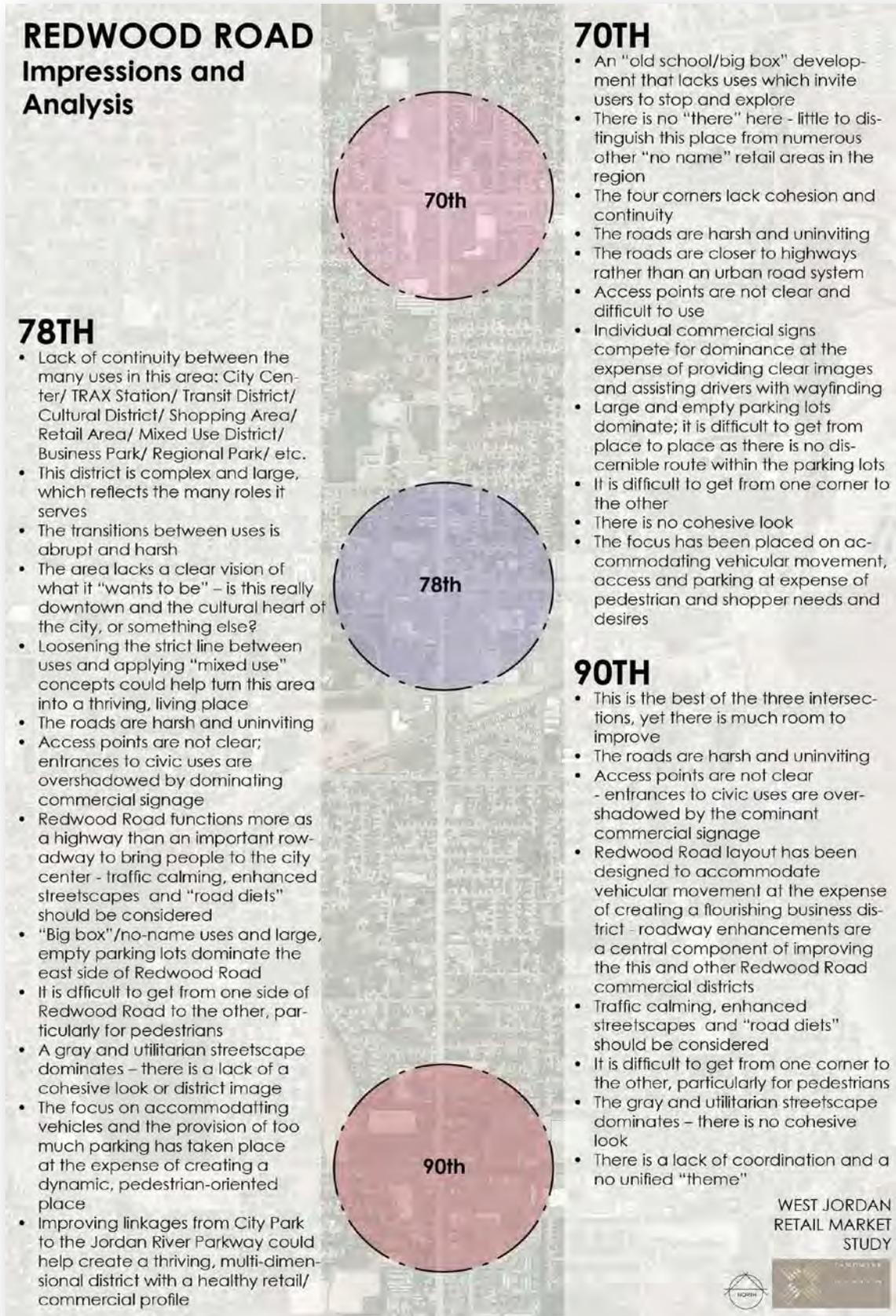
#### *70<sup>th</sup> South Commercial District*

- “Old School/Big Box” development lacks obvious uses which invite the user to stop and explore
- There is no “there” here, with little to distinguish this commercial district from others in the city and region
- The four corners lack cohesion and continuity
- The roads are harsh and uninviting
- The intersection is more appropriate for a highway intersection than a key urban district
- Access points are not clear – individual signs compete for dominance at the expense of clear wayfinding
- No unifying gateway features to reinforce the purpose of the district or to establish a cohesive “theme”
- Large and empty parking lots dominate; it is difficult to get from building to building as there is little discernible roadway system or logic
- Difficult to get from one corner development to the other
- No cohesive look within the individual corners, and between them as well
- Focus on vehicular access and parking at expense of pedestrian movement and exploration

#### *78<sup>th</sup> South Commercial District*

- Lack of continuity between the multiple roles of this area: City Center/ TRAX Station/ Transit District/Cultural District/ Shopping Area/ Retail Area/ Mixed Use District/ Business Park/ Regional Park
- This district is complex and large, in part due to the multiple roles it serves
- The transitions between uses is abrupt
- The Area lacks a clear vision of what it “wants to be” – is this really downtown and the cultural heart of the city, or something different?
- Loosening the distinction between uses and applying “mixed use” concepts could help turn this area into a thriving, living place
- The roads are harsh and uninviting
- Access points are not clear – entrances to civic uses are overshadowed by over-dominant commercial signage
- Redwood Road layout and speeds are more conducive to highway uses than a city center
- Traffic calming, enhanced streetscapes and road diets should be considered
- Big box uses and large/empty parking lots dominate on the east side
- Difficult to get from one side of Redwood Road to the other
- The gray and utilitarian streetscape dominates – there is no cohesive look
- Focus on vehicular access and the provision of too much parking at expense of forming dynamic, pedestrian-oriented places
- Linkages from City Park to Jordan River will help create a thriving, multi-dimensional district with a healthy commercial profile

Figure 8: Redwood Road - Impressions and Analysis



### 90<sup>th</sup> South Commercial District

- This is the best of the three intersections
- The roads are harsh and uninviting
- Access points are not clear – entrances to civic uses are overshadowed by over-dominant commercial signage
- Redwood Road layout and speeds are more conducive to highway uses than an urban commercial district
- Traffic calming, enhanced streetscapes and road diets should be considered
- Linkages to the Big box uses and large/empty parking lots dominate on the east side
- Difficult to get from one corner to the other
- The gray and utilitarian streetscape dominates – there is no cohesive look
- Focus on vehicular access and the provision of too much parking has been provided at the expense of forming a dynamic, pedestrian-oriented retail district
- Lack of coordination and a unified “theme”

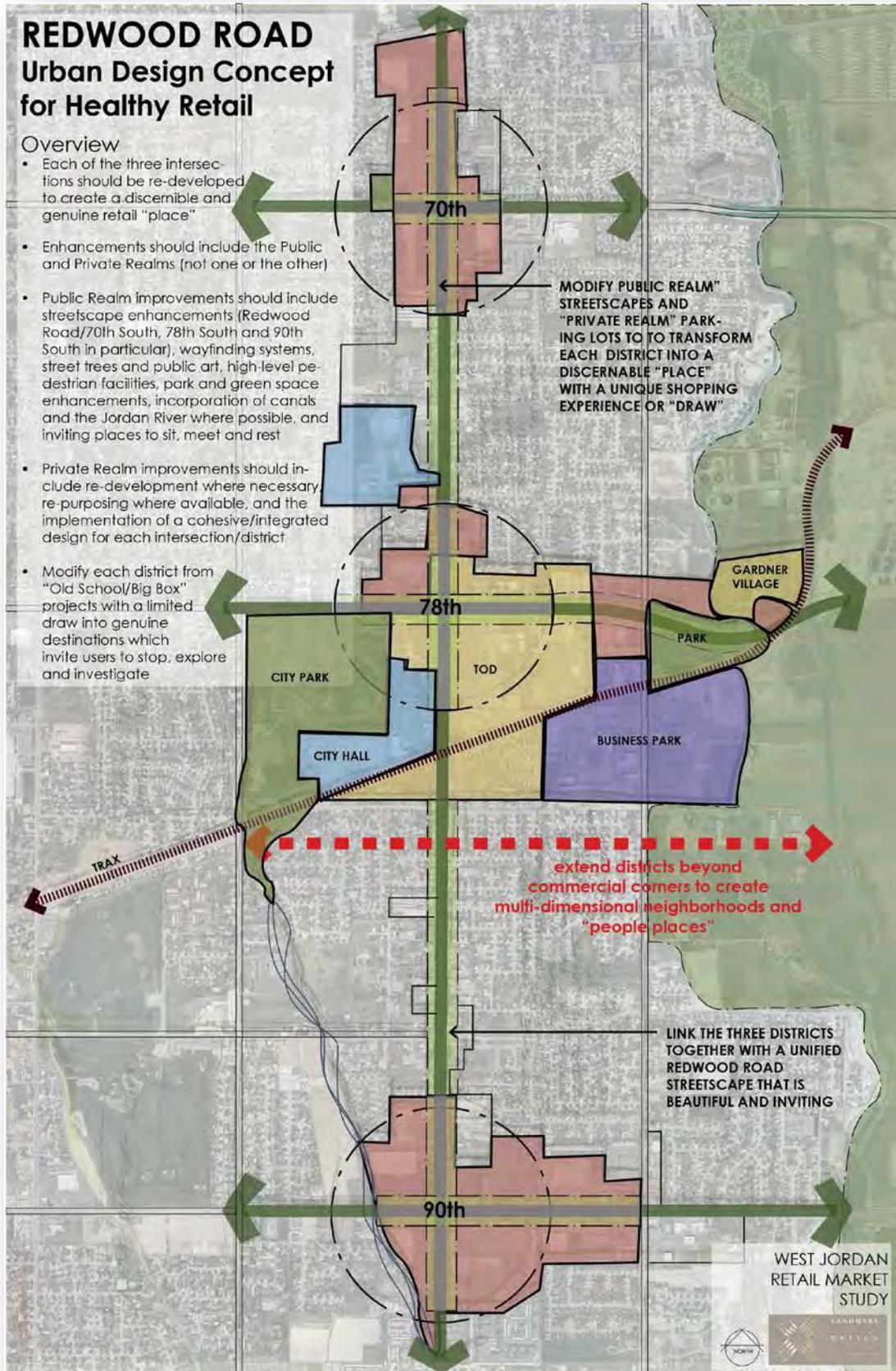
## Redwood Road

### An Urban Design Strategy for Healthy Retail

Figure 9 illustrates the urban design concept for the three Redwood Road commercial districts. The strategy begins with recognition that the sum of the parts is greater than the individual pieces. In other words, the three districts should be addressed first as individual parts of the Redwood Road Commercial District, with each district serving a distinct function in this continuum. At approximately three miles in length, this stretch of Redwood Road represents an opportunity to create a unified commercial place, with Redwood Road serving as the “glue” that connects the three districts together.

- In order for the three commercial districts to reach their potential, each of the three intersections should be re-developed to create a discernible and genuine retail “place.” Redevelopment enhancements should include both the Public and Private Realms (not one or the other). Public Realm improvements include streetscape enhancements (Redwood Road/70<sup>th</sup> South, 78<sup>th</sup> South and 90<sup>th</sup> South in particular), including improved signage, new wayfinding systems, more street trees, the inclusion of public art and high-level pedestrian facilities, linkages with nearby park and open spaces (including the incorporation of adjacent canals and the Jordan River Parkway) and the creation of inviting places to sit, meet and rest adjacent to the street.
- Private Realm improvements include the careful re-design of each district, saving what works and re-developing the rest to create new and vibrant districts, each with a clear role and purpose as part of Redwood Road and the City. Since “Old School/Big Box” uses tend to dominate each district, a new “look” should be developed in tandem with an expanded range of uses that work well together.
- The Commercial Districts at 78<sup>th</sup> and 90<sup>th</sup> South should be expanded to include areas beyond the intersections. This is particularly important at 78<sup>th</sup> South, which is part of the West Jordan “City Center.”

Figure 9: Redwood Road – Urban Design Concept for Healthy Retail



## Urban Design Strategies

### Strategies for the Three Redwood Road Commercial Districts

The following are specific strategies and ideas for improving each district as part of creating a thriving Redwood Road Corridor.

#### 70<sup>th</sup> South Commercial District

From an urban design perspective, this is the most dysfunctional of the three districts, and may require the greatest amount of re-development. As detailed in Figure 10, the goal should be to enhance the positive features with new uses and ideas, which together will help create a more vibrant, unified and successful place.

Figure 10: Redwood Road – Urban Design Concept at 70<sup>th</sup> South

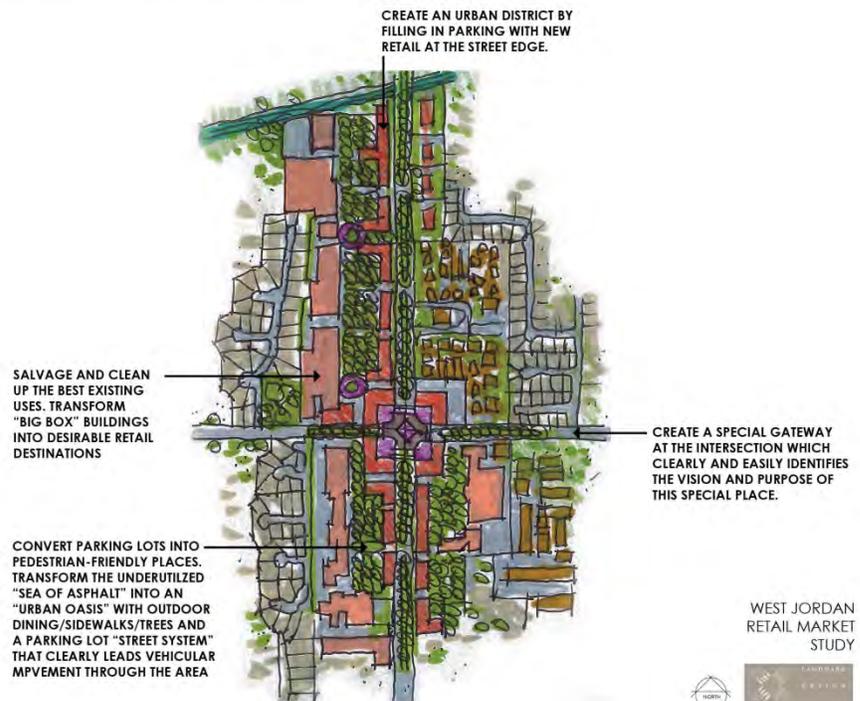
### REDWOOD ROAD Urban Design Concept for Healthy Retail at Three Key Intersections

#### 70<sup>th</sup> South Overview

Enhance the positive features of this intersection with new uses that help create a vibrant and unified place.

Key actions include the following:

- Preserve and clean up key “big box” buildings
- Line Redwood Road and 7000 South with smaller commercial buildings to expand the commercial profile of the district
- Convert the district from a generic suburban strip mall into a unique commercial district with positive urban attributes
- Develop a striking gateway at the intersection
- Convert the utilitarian roadways into engaging, green boulevards
- Clearly demarcate access points into each corner
- Utilize good roadway design concepts to convert parking lots into positive places for vehicles and people
- Enhance pedestrian crossings at the intersection
- Develop a unified theme for the district and stick to it!



Key actions include the following:

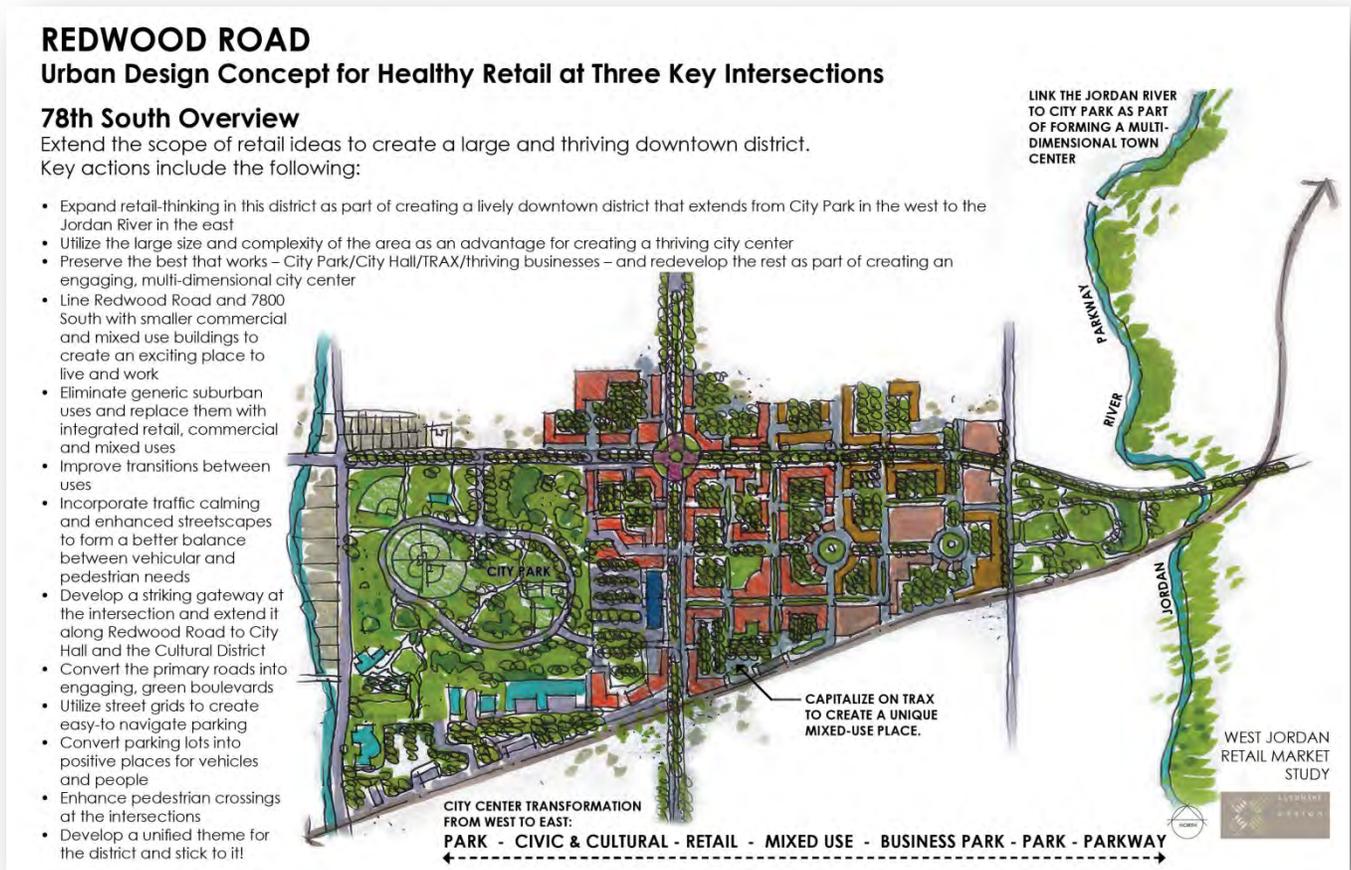
- *Preserve and clean up key “big box” buildings*
- *Line Redwood Road and 7000 South with smaller commercial buildings to expand the commercial profile of the district*
- *Convert the district from a generic suburban strip mall into a unique commercial district with positive urban attributes*
- *Develop a striking gateway at the intersection*
- *Convert the utilitarian roadways into engaging, green boulevards*
- *Clearly demarcate access points into each corner*

- Utilize good roadway design concepts to convert parking lots into positive places for vehicles and people
- Enhance pedestrian crossings at the intersection
- Develop a unified theme for the district and stick to it!

**78<sup>th</sup> South Commercial District**

As the site of West Jordan’s Downtown/City Center, this is arguably the most important place for renovation and enhancement efforts. Improvement efforts should be expansive, helping to ensure that a vibrant retail component is integrated into the town center as part of creating a living and lively heart of the city

Figure 11: Redwood Road – Urban Design Concept at 78<sup>th</sup> South



As illustrated in Figure 11, key actions include the following:

- Re-think commercial in this district as part of forming an extended downtown district – from City Park in the west to the Jordan River in the east
- Utilize the large size and complexity of the area as an advantage for creating a thriving city center
- Preserve the best that works – City Park/City Hall/TRAX/thriving businesses – and redevelop the rest as part of creating an engaging, multi-dimensional city center
- Line Redwood Road and 7800 South with smaller commercial, mixed use and residential buildings to create an exciting place to live and work

- Eliminate non-contributing and generic suburban uses and replace with a range of integrated retail, commercial and residential uses
- Incorporate green transitions between uses
- Incorporate traffic calming and enhanced streetscapes to strike a better balance between vehicular and pedestrian needs
- Develop a striking gateway at the intersection and extend it south along Redwood Road to incorporate City Hall and the Cultural District
- Convert the utilitarian roadways into engaging, green boulevards
- Utilize street grids to create easy-to navigate parking
- Utilize good roadway design concepts to convert parking lots into positive places for vehicles and people
- Enhance pedestrian crossings at the intersections
- Develop a unified theme for the district and stick to it!

### 90<sup>th</sup> South Commercial District

This is perhaps the most functional of the three districts, which at first glance would indicate the least amount of change. However, in order to leverage the positive aspects of this area, the following mantra is recommended: "keep what works and re-develop the rest" as part of creating a multi-dimensional, mixed use district as the southern anchor of the Redwood Road Commercial Corridor.

Figure 12: Redwood Road – Urban Design Concept at 90<sup>th</sup> South

## REDWOOD ROAD

### Urban Design Concept for Healthy Retail at Three Key Intersections

#### 90<sup>th</sup> South Overview

Keep what works and re-develop the rest to create a multi-dimensional mixed use district. Key actions include the following:

- Keep what works and replace the rest!
- The roads are harsh and uninviting - convert them into inviting boulevards with a distinct 90<sup>th</sup> South flavor!
- Make this the retail center of choice for nearby residents and passersby alike
- Eliminate non-contributing and generic suburban uses and replace with a range of integrated retail, commercial and residential uses
- Incorporate green transitions and naturalistic features such as the canal into the district profile
- Incorporate traffic calming and enhanced streetscapes to strike a better balance between vehicular and pedestrian needs
- Develop a striking gateway at the intersection and extend it south along Redwood Road, west along 9000 South to the Canal and east to 1300 West and beyond
- Convert the utilitarian roadways into engaging, green boulevards
- Utilize street grids and "green court" concepts to form discernible blocks and inviting pedestrian places



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STUDY



As illustrated in Figure 12, key actions include the following:

- Keep what works and replace the rest!
- Convert the harsh and uninviting roads into inviting boulevards
- Think beyond retail only - create an exciting place to live and work as well!
- Eliminate generic, suburban uses and replace with a range of integrated retail, commercial and residential uses
- Incorporate green transitions and open space features such as the canal into the district profile
- Incorporate traffic calming and enhanced streetscapes to strike a better balance between vehicular and pedestrian needs
- Develop a striking gateway at the intersection and extend it south along Redwood Road, west along 9000 South to the Canal and east to 1300 West and beyond
- Convert the utilitarian roadways into engaging, green boulevards
- Utilize street grids and "green court" concepts to form discernible blocks and inviting pedestrian places
- Utilize good roadway design concepts to convert parking lots into parking courts that are positive for both vehicles and people
- Enhance pedestrian crossings at intersections and between smaller blocks
- Develop a unified theme for the district and stick to it!

## Jordan Landing

### Analysis and Ideas for Improvement

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Jordan Landing is the flagship commercial/retail district in West Jordan. As it has grown and matured, the area has become less distinct, making it difficult to find one's way to and through the area. The following is a list of some "mid-life" enhancements which will help to make the area a more inviting place to shop and visit:

1. Reassess access points and intersections - knowing where to enter the district is challenging for new and infrequent users.
2. Improve signage and wayfinding - it is difficult to know where one is headed, how to navigate, and where specific uses are located.
3. Reassess internal design conditions and landscaping - great effort has been placed on the creation of an easy-to-navigate "roadway" system within the parking areas. However, as trees and vegetation have grown, it has become difficult to see where one is headed and to understand the relationship that exists between buildings and other uses. In some areas, the density of vegetation is overwhelming, and should be thinned to improve visual connections. The inclusion of additional landmarks may also help improve internal wayfinding.
4. In general, Jordan Landing needs to be cleaned up and simplified.

## Obstacles to Development

### Primary Obstacles to Overcome in West Jordan

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1. Tunnel vision: focus on retail to the detriment of a coordinated development (mixed use/residential/TOD, civic cultural/ parks and open space, etc.
2. Focus on short-term benefit over long-term change and improvement
3. High cost of redevelopment
4. Lack of quality
5. Negative public perception
6. Physical constraints (for example, difficult soil conditions require additional cost to mitigate)
7. Difficulty incorporating public realm (streetscape) improvements with private realm investments
8. Difficulty coordinating public infrastructure enhancements (assume Redwood Road and other major roadways are UDOT facilities)



# Redevelopment

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## Redevelopment

West Jordan has nine active redevelopment areas – six urban renewal areas formed for the purpose of eliminating blight, and three economic development areas formed for the purpose of job creation. An additional EDA area that was formed for Dannon Yogurt in 1995 has expired. According to the City, the recently-formed EDA #4 may not continue as the major company in the area (Fairchild Semiconductor) has halted its expansion plans.

There are five existing redevelopment areas located near Redwood Road – RDA areas #1, #2, #4, #5 and #6. With the exception of Area #6, each of these areas was created for a 32-year period during a timeframe commencing between 1989 and 1992. Area #6 has a timeframe of 25 years. A summary of these four areas is as follows:

**Table 48: Redwood Road Redevelopment Areas**

	Retail Node #1	Retail Node #4	Retail Node #2		
	RDA #1	RDA #4	RDA #2	RDA #5	RDA #6
Name	Town Center	Home Depot/ Spratling	Industrial Park	Downtown/ Independence	Briarwood
Address	6600-7000 S Redwood	1700 W 9000 S	1300-1600 W 7800 S	1700-1900 W; 7600-7900 S	Both sides of Redwood Road at 7800 South
Acres	49.7	47.4	48.9	40.1	105
Year Adopted	1989	1992	1990	1993	2003
Year Expires	2021	2024	2022	2025	2028
Increment Years Remaining	8	11	9	12	15
2012 Tax Increment Paid to Agency	\$520,359	\$456,976	\$144,809	\$311,373	\$0
Anticipated Total Increment Until Project Area Expires	\$4.2 million	\$5.0 million	\$1.3 million	\$3.7 million	\$0
Outstanding Debt/Liabilities	\$0	\$0	\$1,922 annually through 2015 to Merit Medical	\$0	Housing Allocation (20%); Heber Rentals (\$53,301)
Cash Balance	\$329,077	\$1,114,027	\$509,951	\$239,024	(\$386,807)

There is very little vacant land remaining along Redwood Road. Therefore, future development will be largely infill and redevelopment of existing buildings. The City may want to consider combining some of the project areas into one project area. This is especially true for the RDA areas near Retail Node #2 which is considered a top priority for redevelopment by the City.

The City should also consider, at the appropriate time, creating CDA project areas at key intersections along Mountain View Corridor. This area has the potential to add significantly to the City's retail sales tax base through big box, power center and lifestyle center development that will attract shoppers from a larger, regional area. Tax increment funds can be used to offset costs of infrastructure, land acquisition, streetscape improvements, etc.



# Marketing and Recruitment Information

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## Marketing and Recruitment Information

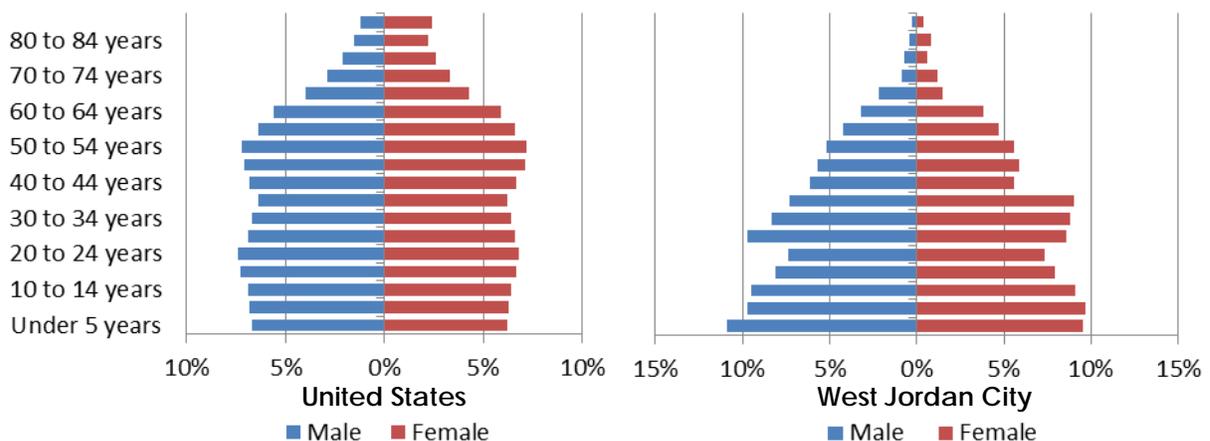
The following information has been prepared with the intent that it could be included in a marketing brochure or campaign for the City. The City would need to hire a marketing firm to provide graphics and create a brochure.

### Demographics and Household Characteristics

West Jordan City is the fourth largest City in the State of Utah and continues to grow at a rapid pace. This city of 108,000 people is projected to grow to a population of over 170,000 persons by 2060. The City has large households, a very young median age and good incomes and buying power.

**Table 49: Comparison of Basic Demographic Characteristics of West Jordan, Utah and United States**

	West Jordan	Utah	USA
HH Size	3.41	3.06	2.6
Median Age	27.8	29.1	37
Median HH Income	\$66,899	\$57,783	\$52,762



### Retail Opportunities

West Jordan is home to the major retail center in the southwest part of the Salt Lake Valley – Jordan Landing. This popular retail and entertainment center attracts shoppers from surrounding communities and is easily accessible via Bangerter Highway. However, there are still several retail categories where the City has substantial sales “leakage,” and therefore significant opportunities for business development: motor vehicles, hotels and lodging, and sporting goods.

**Table 50: Sales Leakage and Capture Rates within West Jordan**

Area	Leakage (Y/N)	Per Capita Leakage	Total Leakage	Capture Rate
<b>Retail:</b>				
Motor Vehicle	Yes	-\$1,282	-\$138,016,456	13%
Furniture & Home Furnishings	No	\$16	\$1,758,281	107%
Electronics & Appliance	No	\$78	\$8,387,215	128%
Building Materials & Garden	No	\$526	\$56,620,529	179%
Food & Beverage	No	\$35	\$3,646,284	103%

Table 50: Sales Leakage and Capture Rates within West Jordan

Area	Leakage (Y/N)	Per Capita Leakage	Total Leakage	Capture Rate
Health & Personal Care	Yes	-\$35	-\$3,675,123	75%
Gasoline Stations	Yes	-\$60	-\$6,464,254	80%
Clothing	Yes	-\$20	-\$2,171,148	96%
Sporting Goods, Hobby & Music	Yes	-\$118	-\$12,716,646	61%
General Merchandise	No	\$385	\$41,473,003	120%
Miscellaneous Store Retailers	Yes	-\$38	-\$4,069,011	93%
Non-Store Retail	Yes	-\$78	-\$8,407,351	49%
<b>Services:</b>				
Arts, Entertainment & Recreation	Yes	-\$78	-\$8,372,603	51%
Accommodation	Yes	-\$372	-\$40,073,776	6%
Food Service and Drinking Places	Yes	-\$45	-\$4,894,660	96%
Other	Yes	-\$94	-\$10,131,198	77%
<b>Total</b>	<b>Yes</b>	<b>-\$1,180</b>	<b>-\$127,106,914</b>	<b>88%</b>

With the growth in buying power, and the existing sales “leakage,” the following buying power is available for retail expansion by 2020. This includes buying power from West Jordan residents only.

Table 51: Buying Power available in West Jordan by 2020 by Retail Category

Opportunities	Leakage + Increased Buying Power 2020
Motor Vehicles	\$160,245,965
Accommodations	\$46,732,790
General Merchandise	\$36,910,746
Food Service & Drinking Places	\$23,708,321
Food & Beverage Stores	\$22,195,708
Sporting Goods, Hobby, Book & Music	\$17,214,438
<b>TOTAL</b>	<b>\$307,007,968</b>

### Traffic Counts, Accessibility and Visibility

Located in the central part of the Salt Lake Valley, West Jordan is easily accessible from all directions. Major north-south roads include Redwood Road, Bangerter Highway and Mountain View Corridor; east-west arterials are 7000 South, 7800 South and 9000 South. Traffic counts are good on all of these major corridors, ranging from 30,000 to over 50,000 vehicles per day. In addition, there are six light rail stations in the City.

### Quality of Life

West Jordan is a well-rounded and balanced community that offers a great quality of life to all of its residents. Major employers, such as Boeing, SYSCO and Fairchild Semiconductor, have chosen to locate in the City because of its great lifestyle.

West Jordan boasts the following advantages:

- Airport
- Jordan River Parkway
- Art galleries and symphony
- Three light rail stations
- Historic shopping village
- Large, regional shopping and entertainment center
- Sports complex
- “Business-friendly” atmosphere



# Appendix A

## Redwood Road Vacant Properties

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## Appendix A – Redwood Road Retail Vacancies

Table 52: Retail Vacancies<sup>9</sup> at Retail Nodes

Address	Sq. Ft. Available
Retail Node 1 - 7000 South Redwood Road	55,922
	15,069
	15,059
	2,600
	1,453
	1,347
	12,500
	3,897
	1,200
<b>Total</b>	<b>109,047</b>
Retail Node 2 – 7800 South Redwood Road	3,300
	1,620
<b>Total<sup>10</sup></b>	<b>4,920</b>
Retail Node 4 - 9000 South Redwood Road	2,400
	1,469
	1,549
<b>Total<sup>11</sup></b>	<b>5,418</b>
Retail Node 8 - 7800 South 2700 West	NA
Retail Node 8 - 7800 South 3100 West	4,000
	3,500
	3,394
<b>Total</b>	<b>10,894</b>
Jordan Landing	1,539
	1,185
	3,267
	1,979
	1,375
	2,013
	1,548
<b>Total</b>	<b>12,906</b>

<sup>9</sup> Includes available retail space at the time of the evaluation of the physical condition of City properties. Includes available retail at major retail nodes and is not inclusive of all available retail in the City.

<sup>10</sup> There is additional retail space at this address. However, square foot information for these spaces was not available.

<sup>11</sup> There is also an empty building that was formerly a bank at retail node four. Square foot information was not available for this property.



# Appendix B

## Physical Condition Analysis

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## Appendix B - Existing Physical Conditions

### Retail Node One

7000 South Redwood Road

*Anchors: Target, Smiths, Harbor Freight Tools*

The retail businesses located on the northwest corner of retail node one are generally in good physical condition. However, several of the buildings have fading trim and aging exteriors. There is little vegetation compared to the number of stores and the size of the parking lot.



Retail businesses on the southwest corner of retail node are located in a strip mall with outdated exterior finish and colors, aging exteriors and little vegetation.



Smith's grocery and adjacent retail businesses located on the southeast corner of retail node have relatively updated exteriors. The buildings are in good condition, although the parking lot is older and patched.



The 7-11 and Discount Tire located on the northeast corner of this retail node are in good physical condition.



## Retail Node Two

### 7800 South Redwood Road

*Anchors: Target, Smiths, Harbor Freight Tools*

The exteriors of the retail businesses on the northwest corner of retail node two are in good physical condition.



The southeast corner of 7800 South Redwood Road is occupied by an older worn brick building which houses auxiliary offices of the Jordan School District including Nutrition Services, Maintenance, Transportation, etc. There is also a former restaurant building located on this corner that is currently unoccupied and in poor physical condition with weeds growing in the sidewalk cracks.



The retail businesses on the southwest corner of retail node two are attractive updated buildings in good physical condition.



The northeast corner of retail node two is occupied by an older strip mall. There is no continuity in the exterior of the buildings and the buildings are run-down and faded in appearance.



## Retail Node Three

### Gardner Village (1100 West 7800 South)

*Anchors: Wild About The West, Archibald's*

Gardner Village is a cluster of retail and food specialty shops located in restored cabins, houses and buildings adjacent to a pioneer era flour mill. The flour mill is listed on the National Historic Register and houses Archibald's Restaurant and a furniture & gift shop. The buildings in Gardner Village are appealing and in good physical condition with beautiful landscaping and a pleasant atmosphere.



## Retail Node Four

### 9000 South Redwood Road

*Anchors: Home Depot, ShopKo, BigKmart, RC Willey Outlet Store*

There is a range of physical conditions for retail businesses located in retail node four. The RC Willey outlet store is older in appearance compared to the other strip malls located at retail node four, and the parking lot has a lot of patches. The building itself is in average physical condition with no obvious deficiencies. ShopKo is also in average physical condition with a fading exterior. The retail strip mall located adjacent to ShopKo has faded trim with somewhat dated and worn exteriors.



Smith's, also located at retail node four is in good physical condition. The McDonalds and small retail strip mall located in front of Smiths (Radio Shack, etc.) are also in good physical condition. The retail businesses (Village Bakers, etc.) located in the strip mall on the northeast corner of 9000 South Redwood Road are in good physical condition.



Home Depot, Big 5, Granite Furniture and Kmart are also located at retail node four. Both Home Depot and Big 5 are in good physical condition. Granite furniture has some staining on the pillars and the stairs and sidewalk are chipped in places. BigKmart has a worn outdated exterior.



## Retail Node Five

### 3400 West 8600 South

*Anchors: LKL Associates*

Buildings located at retail node five are old with faded exteriors and some peeling paint. The parking lots are also older with rough spots and with weeds growing in cracks.



## Retail Node Six

6400 West 9000 South

*Anchors: Smiths, Big Lots, Walgreens*

Retail businesses located at retail node six are in good physical condition.



## Retail Node Seven

### Jordan Landing

*Anchors: WalMart, Sam's Club, Target, Lowe's, Best Buy*

Jordan Landing is the largest of the retail nodes in West Jordan with a variety of retail and restaurants. In addition to the big box anchors at Jordan Landing, there are large department stores such as Sears and Kohl's and a Cinemark movie theater complex.

The majority of the big box stores are located at the southern portion of Jordan Landing and are in good physical condition.





The northern portion of Jordan Landing is more aesthetically appealing compared to the big box stores. The buildings in the southern portion of Jordan Landing are in good physical condition.



## Retail Node Eight

2800 West 7800 South

*Anchors: Maceys, Cal Ranch*

Overall, the retail businesses located at retail node eight are in good physical condition. Maceys storefront is somewhat outdated, but the exterior condition of the store is in good physical condition. There is an abandoned gas station located on the northwest corner of retail node eight that is in poor physical condition. The parking lot is broken up with weeds and grass growing through the cracks.





## Retail Node Nine

2700 West 9000 South

*Anchors: Reams, Cal Ranch*

Reams grocery, as well as the other retail located in the strip mall adjacent to Reams are old and faded and generally in poor physical condition.



Also located at retail node nine is a Maverick which is in good physical condition, a Wells Fargo bank which is also in good condition, and a Quick Pik which has an older and more worn exterior compared to Maverick .



## Conditions by Retail Category

### Grocery

With the exception of the Reams grocery store, the major grocery stores in West Jordan are in good physical condition. Reams grocery has an outdated and worn exterior.



## Clothing

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Major clothing stores are located at Jordan Landing and are in good physical condition with updated exteriors.



## Restaurants

The majority of restaurants in West Jordan are chain restaurants. Restaurants located at Jordan Landing have updated exteriors and are in good physical condition. The primary restaurants in the City are in good physical condition.



## Building Material & Garden

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Lowe's, Home Depot and Stock Building Supply are the main retail stores in the building material and garden category and all are in good physical condition.



## Furniture & Home Furnishings

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RC Willey and Granite Furniture have older more outdated exteriors compared to Bed, Bath & Beyond which has an updated attractive exterior in good physical condition.



## Gasoline

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The majority of the gas stations/convenience stores at the major retail nodes in the City are in good physical condition. There are a few stations such as the Quick Pik that are older with more worn exteriors compared to other gas stations in the City.



## General Merchandise Stores

A few of the department stores such as Shopko and Kmart have older exteriors that are somewhat faded and have little aesthetic appeal. Kohl's is in good physical condition with more physical appeal compared to Sears. The Target at retail node four is in average physical condition with some fading on the trim. The Target at Jordan landing is in good physical condition.





Sam's Club, the City's primary warehouse club as well as the other major general merchandise stores are in good physical condition.



## Sporting Goods

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Big 5 and the Sports Chalet, the two primary retail sporting goods stores in the City are both in good physical condition.





# Appendix C

## Merchant Void Analysis

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## Appendix C - Merchant Void Analysis

The Merchant Void Analysis, as prepared by Commerce Real Estate, is included electronically in the attached CD. This analysis shows businesses that have a presence in Utah but do not have a location in West Jordan. This is some of the type of information a retail broker studies in helping retail stores find new locations in the State.

Sample view of Merchant Void Analysis Report:

West Jordan, UT		Closest Location	Locations In Query Area	Locations In Window Area
City Evaluation				
<b>Apparel</b>				
<b>VOID</b>	Abercrombie & Fitch	12.45 Mi NE	-	1
	Aeropastle		1	1
<b>VOID</b>	American Eagle Outfitters	4.34 Mi SE	-	4
<b>VOID</b>	Ann Taylor	12.79 Mi NE	-	1
<b>VOID</b>	Ann Taylor Loft	11.34 Mi NE	-	2
<b>VOID</b>	Anthropologie	12.43 Mi NE	-	1
<b>VOID</b>	Banana Republic	6.49 Mi NE	-	2
<b>VOID</b>	BCBGMAXAZRIA	12.80 Mi NE	-	1
<b>VOID</b>	bebe	12.79 Mi NE	-	1
<b>VOID</b>	Black Chandelier	12.65 Mi NE	-	1
<b>VOID</b>	Brooks Brothers	12.78 Mi NE	-	1
<b>VOID</b>	Buckle	4.33 Mi SE	-	4
<b>VOID</b>	Carhartt	6.29 Mi NE	-	1
	Carter's		1	4
<b>VOID</b>	Casual Male	6.31 Mi NE	-	1
<b>VOID</b>	Chico's	9.50 Mi NE	-	3
<b>VOID</b>	Coldwater Creek	6.47 Mi NE	-	2
<b>VOID</b>	Cotton On	12.85 Mi NE	-	1
<b>VOID</b>	Down East Outfitters	7.68 Mi NE	-	4