2020 Year in Review

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MESSAGE FROM THE BOARD OF TRUSTEES

On March 3, 2020, the Utah Transit Authority celebrated its 50th Anniversary. Utah's elected officials and the community have stood with us throughout our history, from the agency's humble beginnings to the exciting opportunities before us now. As we highlight the progress and milestones achieved last year, we look forward to this continued partnership as we pursue a clear vision for the future of public transit in Utah.

We thank Kent Millington for his outstanding service on the board the past two years, and we are pleased to welcome Jeff Acerson as the newest member of the UTA Board of Trustees. Jeff was most recently mayor of Lindon City and has served as a member of UTA's Local Advisory Council. He is widely respected as a community leader and educator and spent nearly 15 years in the software industry with WordPerfect and Novell Corp.

We represent and endorse UTA's mission: To provide integrated mobility solutions to serve life's connections, improve public health and enhance quality of life. To accomplish this mission, the board has been focused on three key areas: people, service and stewardship.

As Trustees, we are accountable to the people of Utah for the responsible and efficient use of the local sales taxes and state funding we receive. We do this by closely monitoring the agency's planning, development, operation and administration, and by holding the agency to the highest standards of performance and transparency.

In addition to local and state funding, we also receive federal grants and program funds. We are actively pursuing federal grants in 2021, both as COVID-19 related funding, and in grant applications for many different projects and initiatives.









During 2020, we experienced unprecedented challenges, particularly related to the COVID-19 pandemic. We also continued forward in exciting new directions.

- Since the start of the COVID-19 pandemic, UTA has been pro-active and diligent in maintaining safe and reliable service. While initially reducing service significantly, we restored service to 91% a few months later, as we saw essential workers continue to rely on our service. This report goes into detail on this topic.
- This was our first year of operating a fleet that includes all-electric buses. We're learning a lot about how these cleaner, greener buses work in operational settings, including charging and maintenance. It's a process that is preparing us to add more electric bus capacity in both operational planning and resources. Partnerships with Salt Lake City, the University of Utah, and Rocky Mountain Power were important aspects of this milestone. Even more important is the direction we're headed in reducing emissions and improving our air quality.
- The future of FrontRunner is one of our top priorities. As the backbone of UTA service, FrontRunner not only connects our north and south endpoints, it also supplies our local transit networks all along the Wasatch Front. FrontRunner runs at capacity, even during the pandemic with less ridership. To maximize the potential of commuter rail in Utah and realize its economic and mobility rewards, we need to act now. We have a unique opportunity to prepare for our continued growth and support community development by evaluating ways to expand and increase FrontRunner service. Adding frequency and speed to FrontRunner is a fundamental change that will encourage more people to ride and positively affect all other parts of our system.

While we continue to respond to the COVID-19 pandemic, we are focused on the future. We look forward to additional progress in 2021 and beyond, and improving public transit for the communities we serve.



CARLTON CHRISTENSEN

BOARD OF TRUSTEES CHAIR/ REPRESENTING SALT LAKE COUNTY



BETH HOLBROOK

BOARD OF TRUSTEES/REPRESENTING DAVIS, WEBER & BOX ELDER COUNTIES



BOARD OF TRUSTEES / REPRESENTING UTAH & TOOELE COUNTIES

FROM THE EXECUTIVE DIRECTOR

In August of 2020, I completed my first year as UTA Executive Director. Needless to say, this has been an eventful year. I am pleased to report the extraordinary performance of our staff during the unprecedented challenges we've faced with the COVID-19 pandemic. In the spirit of service that defines our culture, we have risen to the challenge. We have kept our customers safe and provided critical service for essential workers and those without other means of transport. We have kept riders safe and restored service quickly after an earthquake and windstorm damage. And we are preparing for a future that includes opportunity and improved transit service.

In order to better align the agency with UTA's mission, I have restructured major departments within UTA, changed reporting lines, and recently created the role of Enterprise Strategy Officer. This new position will develop and implement strategies to improve our effectiveness across departments and functions, including risk management, operational analysis, and continuous improvement. As we look ahead, these changes will position UTA to meet the future needs of the agency, our customers, and the community.

COVID-19 has not changed Utah's long-term vision, or the demand for better, more innovative transit solutions for the Wasatch Front. Highlights of our continued pursuit forward include:

- Bus Rapid Transit (BRT): Following the success of UVX, more communities are asking for fixed guideway, signal prioritized rapid bus service. UTA continued to move forward on additional BRT projects in Ogden, Salt Lake County and other areas.
- Customer-Focused Improvement: In 2020 we simplified our fare structure, implemented improved wayfinding and system signage for our riders, and improved first/last mile connections to our bus and rail services.

• Five-Year Service Plan: For the first time, UTA has encapsulated its near-term vision for transit service into a five-year forecast to help coordinate potential improvements with planning and available resources.

To each of our partners, our elected representatives, our customers, and the community: your interests are our priorities. Clean air, traveling safely and reliably, connecting with opportunity across our region—these are values we all share. I look forward to 2021 and to pursuing these ideals as the single, integrated provider of public transit service across the Wasatch Front.





2020 HIGHLIGHTS

COVID-19

The pandemic that in many ways defined 2020 continues to impact transit and virtually every facet of life. However, like the vaccines being given, hope of a return to normalcy is spreading across the world. We share that positive outlook.



When COVID-19 hit, UTA responded quickly and effectively. Safety of our riders, our employees, and the community has always been our top operational priority. Our initial response was to increase our cleaning and disinfecting practices, and implemented several safety protocols for riders and operators. Following state and federal public health guidance, we mandated masks for all of our riders, and provided masks and hand sanitizer on our vehicles. We installed plastic shields on all buses, and like other transit agencies, instituted rear-door boarding. We have monitored ridership daily and added service to provide for social distancing.

In early May, UTA formed a service recovery task force to develop short and long-term plans for UTA to emerge from the pandemic, with a focus on ridership, financial sustainability and customer confidence. We launched a recovery storyboard on our website so the public can monitor our objectives and progress, which the Federal Transit Administration (FTA) tweeted about, praising the usefulness of this tool.

Throughout the pandemic, we have monitored ridership, adhered to public safety guidance, and remained flexible and responsive. Consistent with other agencies, our ridership dropped after the start of the pandemic. While ridership remains down, we have seen modest increases and continue to carry essential workers and responders, those without other means of transportation, and those who have made transit a central part of their lifestyle. As we saw the continued need for service, in August we restored service levels to approximately 91%.

Our community values UTA and the service we provide. In the early stages of the pandemic, UTA received acknowledgement and appreciation from many of our riders and the organizations we serve. The Utah Symphony highlighted our operators and services in a "<u>Fanfare for the Common Man</u>" tribute to essential workers.





State of Good Repair

Utah has made a significant investment in public transit over the past 50 years, and as TRAX and other parts of the system are now decades old, maintaining our vehicles and infrastructure in a state of good repair continues to be a needed investment in the future of UTA's service. It is also vital to keeping our system safe, reliable and responsive to public needs.

Sections of UTA's 45-mile TRAX light rail system are now more than 20 years old, and UTA is diligently preparing for the cost to maintain the system for decades to come, working with FTA to develop and implement state-of-the-art modeling software to anticipate costs well in advance. UTA has been completing key projects annually to keep the system in a state of good repair, such as replacing aging platforms and upgrading certain sections of track.

In 2020, we conducted a number of projects, including replacing the two decades-old embedded track curves at the intersection of South Temple and Main Street. As part of this project, we installed guard rails and a lubrication system on the curve. We also completely rebuilt seven TRAX grade crossings and refurbished four FrontRunner grade crossings.









IMPROVING SERVICE

Ogden-Weber Bus Rapid Transit

In 2020, the Ogden-Weber State University (WSU) BRT project began preparing for initial phases of construction. This project is a 5.3-mile system connecting the Ogden FrontRunner commuter rail station to WSU and McKay-Dee Hospital. The project, half of which is in the Weber-Ogden Opportunity Zone, includes 13 stations and is anticipated to cost approximately \$120 million. UTA received \$75 million in federal grant funding from FTA. We are grateful to be included on FTA's grant chart for Small Starts. We recently received a Letter of No Prejudice (LONP) from the FTA for the project and anticipate beginning construction in the spring of 2021.

The Odgen-WSU project includes:

- Increased Service: 10-minute headways, providing 16% more service than the existing Route 603.
- Improved Access to WSU: A new bus-only road which will run through the center of campus with a station located next to the student union.
- Connects major destinations in Ogden to FrontRunner, bringing people to the community from Salt Lake City, Provo, and all points inbetween.
- Connects the top three employment centers in Ogden: downtown Ogden, WSU, and McKay-Dee Hospital.
- Reduces congestion and parking demand at WSU, enabling the university to redevelop parking areas for higher and better uses.
- Potential to spur \$550 million in economic development by 2040.

Midvalley BRT

The capital project plan for the Midvalley Connector Bus Rapid Transit (BRT) project was approved by the UTA Board of Trustees in December 2020. UTA is entering the pipeline for a capital investment grant from the Federal Transit Administration for this project, which will provide 10-15 minute service during peak hours and support critical east-west connections between destinations from the Murray Central TRAX and FrontRunner station to West Valley Central station.

South Davis-SLC

In collaboration with its local communities and transportation partners, UTA is continuing to advance plans for the design and construction of the Davis-Salt Lake City Community Connector project. This project will connect the northern portion of Salt Lake City and communities in southern Davis County, including Woods Cross, Bountiful, and North Salt Lake, improving transit connectivity to major employment and educational hubs, including connection to the University of Utah. It will also serve to revitalize the corridor, as the communities located along the alignment have made zoning and ordinance changes for transit-supportive land use and development.

Point of the Mountain Transit Study & Central Corridor Study

The Point of the Mountain Transit Study, which UTA has been conducting in collaboration with project partners since the fall of 2019, has concluded a detailed alternatives analysis and published the findings. Results of this detailed analysis, with consideration of public feedback, will guide selection of a locally preferred alternative (LPA), which specifies a transit alignment and mode that would provide high-capacity transit service from southern Salt Lake County to northern Utah County. The transit alignment considered, referred to as the "Common Ground Segment," was developed through previous analysis and public feedback, and is a shared transit corridor that was proposed in all previous alternatives.

The analysis of the Common Ground Segment alignment included two different mode options: BRT and rail. Both modes were envisioned to provide high-quality transit service, with vehicles operating in dedicated lanes outside of traffic, and included enhanced station area amenities. After extensive public and stakeholder outreach, the project presented its findings to its technical and policy committees in late 2020. The project's stakeholders, including mayors from each of the affected cities, approved the Common Ground Segment as the preferred alignment and BRT as the mode. This locally preferred corridor will go to the respective communities for formal adoption, and then to the UTA board and advisory council for a final decision.

Closely related to the Point of the Mountain project is the Central Corridor Study, which the Utah Department of Transportation is managing in collaboration with UTA. The Central Corridor project is conducting an analysis of a potential BRT route through Utah County. Throughout the development of these projects, there has been unprecedented collaboration and sharing of information between the Central Corridor and Point of the Mountain teams. Because of this interaction, the projects are successfully coordinating a range of connections between the northern terminus of the Central Corridor project with the southern terminus of the Point of the Mountain project.

Simplifying Fares

Following a year-long study, in 2020 UTA implemented a simplified, streamlined fare structure. The changes, which went into effect December 1, accomplished the following:

- Simplified and streamlined the overall public fare structure.
- Applied consistent multipliers to the base fare to simplify how the pricing of other public fares and passes are determined.
- Combined and created a single fare for all premium bus services.
- Changed current discount structures to align with other discount levels.
- Eliminated some fare products.

A full description of the new structure is at: https://www.rideuta.com/About-UTA/Public-Hearings/Fare-Changes

Current Fare Type	New Fare Type	Proposed Fare Change	Current Cost	New Cost	Why?
Express Bus Route	Premium Bus	Decrease in cost	\$5.50	\$5.00	2 X Base Fare (\$2.50)
Ski Bus & Park City Express	Premium Bus	Increase in cost	\$4.50	\$5.00	2 X Base Fare (\$2.50)
Regular Monthly Pass (Bus & TRAX)	Same: Regular Monthly Pass	Increase in cost	\$83.75	\$85	34 X Base Fare (\$2.50)
Premium Monthly Pass (Bus, TRAX, & FrontRunner)	Same: Premium Monthly Pass	Decrease in cost	\$198	\$170	34 X Premium Fare (\$5.00)
Road Trip	Day Pass	Replace, Decrease in cost	\$6.25	\$5.00	2 X Base Fare (\$2.50)

Summary of Changes



UTA On-Demand by Via

In late 2019, UTA partnered with Via, a leader in on demand shared rides, to launch a 12-month microtransit pilot service in southern Salt Lake County. The pilot project includes a 65-square-mile area in the cities of Bluffdale, Draper, Herriman, Riverton and South Jordan and was designed to provide increased opportunities for local trips within the community as well as connect to four TRAX and two FrontRunner stations.

Through a mobile app, Via's technology seamlessly matches multiple riders headed in a similar direction into a single vehicle. Riders can transfer to other UTA modes and pay a standard UTA fare using the Via app with their UTA ticket or pass. The Via fleet also includes three wheelchair-accessible vans.

Prior to the COVID-19 pandemic, UTA On Demand by Via met its ridership goals for the pilot, with more than 50,000 total customers using the service. Among the many different destinations riders



reached, there was concentrated demand around UTA train stations, especially Draper FrontRunner and Daybreak TRAX stations. During COVID-19, it continued to see trips taken for essential purposes such as grocery stores, jobs, education and health care.

As a result of the pilot's success, and with welcome community support, UTA has extended the pilot project through August 2021 and is currently evaluating the implementation of microtransit service in several other communities.

Customer Experience

Our riders rely on UTA to get them where they need to go as easily as possible. A big part of the customer experience is effective wayfinding and system signage, so riders can easily locate our bus stops, train stations and navigate the system.

After a year-long process working with an expert consultant, UTA introduced new bus stop signs in 2020. The new signs are more modern, visible, and provide riders with key information. In addition, signs and sign poles are more identifiable for riders with visual and other disabilities.

The new signs are part of UTA's overall bus stop improvement plan, which includes upgrading bus stops across our service area. Supported through funding from UTA along with Salt Lake City's "Funding our Future" program, we are making bus stops ADA-accessible and sheltered from severe weather conditions.

In 2020, we also launched Service Alerts, a routespecific tool where riders can opt-in to receive notifications about service interruptions by text or email. These alerts are fully integrated in the Transit app which is UTA's preferred app for mobile trip planning. Through these tools, riders may inform UTA customer service agents of adverse conditions and "crowd-source" alerts across our system.



TIGER Projects

In July 2016, the U.S. Department of Transportation (USDOT) awarded UTA \$20 million in funding from the Transportation Investment Generating Economic Recovery (TIGER) grant program to complete 161 first and last-mile improvement projects all along the Wasatch Front. Funds from Utah's two largest Metropolitan Planning Organizations (MPOs), 30 cities, counties and non-profit groups provided an additional \$11.8 million, exceeding the minimum match requirements. We expect to have all TIGER projects completed by the end of 2021.

The TIGER projects provide a locally-driven, regionally significant benefit that effectively maximizes the federal investment in Utah's transportation system. The projects funded through the TIGER grant program will make it safer and easier for people to walk and bike to UTA's rail lines and buses, facilitate better transit access, improve air quality, and foster economic development.

Electronic Vouchers

Vouchers, a new and innovative example of mobilityenhancing services, are used across the country as a means for third parties to pay for or reimburse drivers for transportation services. Often these are for a mileage reimbursement to volunteer drivers supporting a human service organization.

UTA is conducting a project to develop an innovative E-Voucher software/mobile solution that will replace manual paper systems. E-Vouchers will include a web-based application that keeps track of clients, drivers, payments, programs, as well as a mobile app. The mobile app allows for origin and destination confirmation, payment processing, and client verification. This software will reduce high administrative costs and reduce potential waste, fraud, and abuse.

UTA recently submitted a grant application for a FTA COVID-19 Research Demonstration grant to complete phase two which would involve adding functionality including payment for UTA mobile fares, microtransit and Transportation Network Company (TNCs).

The project is in progress, software development is in its final stages with use acceptance testing scheduled for January. Then we will begin a pilot deployment in Utah and with a partner agency in Florida.



SAFETY AND THE ENVIRONMENT

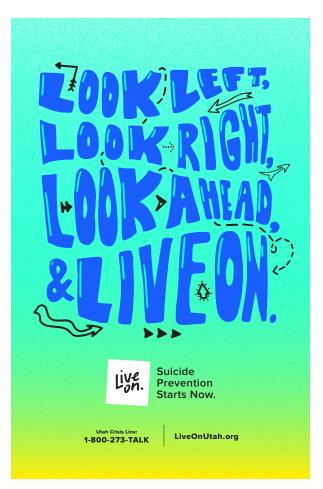
PTC Certification

During 2020, UTA was among the first commuter railroad services that obtained the federally required Positive Train Control (PTC) certification by the Federal Railroad Administration for the FrontRunner system. While UTA already had many elements of PTC in place on FrontRunner, PTC is a complex signaling and communications technology that provides additional critical safety redundancies to the system. Receiving the federal certification represents several years of planning, implementation and testing.

Suicide Prevention

Utah ranks sixth in the nation for suicide rates, averaging two deaths per day. UTA experienced five fatalities and two suicide attempts (members of the public, not UTA employees) in 2020 alone. We take this issue seriously and in September of 2020 we partnered with the Utah Suicide Prevention Coalition





to increase awareness and education, and help prevent suicides in our state. UTA's commitment to this effort included training our employees on suicide prevention and awareness. We've created HOPE Signs with security lights at crossings, and have added fencing, signs and cameras throughout the system.

Energy Partnerships and Grants

UTA recently implemented a strategic partnership agreement with Rocky Mountain Power (RMP). The agreement focuses on five areas: energy efficiency, electric vehicles, electrical infrastructure, grid resilience, research and grants.





In 2019, RMP funded a \$2 million research initiative to further evaluate the impacts of the large scale implementation of battery electric bus technology and the impact on the electrical grid and the Intermodal Hub Project. The focus of the initiative is to develop control systems that could reduce the peak impacts of plugging high powered bus chargers on to the electrical grid, and looking to have bus chargers deploy outside the momentary peak energy drawn from UTA's light rail system.

In April of 2020, Utah State University, RMP and ABB Power Systems, all in partnership with UTA, submitted a grant application to the U.S. Department of Energy (DOE) to advance concepts from our 2019 research as well as advance the implementation of electric vehicles. In July 2020, DOE approved all three parts of our application at nearly full funding, awarding a total of \$13.25 million.

Electric Buses

UTA and the University of Utah are currently operating five battery electric buses and charging infrastructure, due to a federal grant from the Low-No (Low or No Emissions) program. UTA is operating three of the buses – the first all-electric buses in the fleet – with the other two being operated by the University of Utah. The project also includes one high powered overhead charger and two depot chargers. The total project budget is \$6.32 million with federal funds covering 85.9%. Construction of the charging stations was completed in 2020 and the buses are in service. It is estimated that the operation of the five buses will save an average of 48,500 gallons of diesel per year.



Park City Transit and UTA also partnered to receive another Low-No grant to purchase two additional battery electric buses and charging infrastructure. Rocky Mountain Power also funded a portion of the charging infrastructure. The total project budget is \$3.2 million. Buses from this grant are operating on the PC-SLC Connect route which connects downtown Salt Lake City to Summit County and the Park City Transit System.

In 2019, UTA also received notice of a \$13 million award from the state of Utah programmed VW Settlement funds. After issuing procurements, we have now received and are reviewing proposals supported by these funds to replace 20 diesel buses with battery electric buses. We are also in the process of finalizing charging infrastructure locations for the new buses. It is estimated that implementing these buses will save approximately 213,400 gallons of diesel each year.





LOOKING FORWARD

Future of FrontRunner

In significant ways, the future of UTA hinges on how committed we are to fulfilling the potential of our commuter rail system. FrontRunner is the backbone of UTA services. Investing in FrontRunner is a cascading investment in transit all along the Wasatch Front. We encourage action to increase the speed and frequency of this pivotal part of UTA's network of service.

In 2019, UTA concluded a study on the Future of FrontRunner that evaluated a broad range of improvements via five scenarios through 2050. The scenarios included an analysis of affordability, improved reliability, operational efficiencies, additional service, and ridership forecasts. The recommendations received broad support locally as communities recognize FrontRunner's potential to improve air quality, promote economic growth, and enhance mobility. In response to that support, UTA is undertaking two new initiatives to continue moving forward: The FrontRunner Implementation Strategy 2020-2030 and the FrontRunner Strategic Business Plan.



The FrontRunner Implementation Strategy will focus on identifying investments that are needed and feasible in the short term. This effort will evaluate the impact of a series of incremental, targeted projects to reduce travel time as well increase capacity in the peak hours. The objectives include:

- Develop and simulate scenarios that reduce travel time and increase peak hour capacity
- Determine the locations and extent of doubletrack required to operate the enhanced service
- Perform conceptual engineering to develop more refined cost estimates
- Investigate and recommend funding strategies for the project(s)

The FrontRunner Strategic Business Plan will be conducted simultaneously with the Implementation Strategy. This effort will engage all stakeholders to coalesce around a common, regional vision for FrontRunner with a clear understanding of desired future service. This vision must accommodate multiple objectives as well as help advance the goals of each of the communities along the FrontRunner system. Phased investments will be proposed to move FrontRunner closer to the desired future service as resources allow. The business plan will include:

- A target level of service and schedule
- A robust public engagement process
- A business case for investment (benefit cost evaluation)
- Needed technical analysis



UTA Five-Year Service Plan

The Five-Year Service Plan is a dynamic guide for the future of UTA's bus service. Like a route map, the plan is a snapshot in time reflecting UTA's intended service based on the best information available. As the plan is updated, additional services are subject to available resources. The objectives of the plan include:

- Aligning UTA's service network with new projections of available revenue
- Aiming to achieve higher ridership long-term by aligning service with emerging travel patterns
- Strengthening customer confidence in UTA by ensuring that public transit is available when and where people need it

The Five-Year Service plan includes a number of service change concepts that are already included in the Regional Transportation Plans and Utah's Unified Transportation Plans. These include the new Vineyard Station, the Ogden-Weber BRT, and a number of core route bus lines. The plan does not include projects that are not yet funded, but does begin to lay the foundation for future capital projects that are identified in the regional and state plans, such as the Midvalley BRT, the South Davis-SLC Connector, 5600 West Express Bus, and Central Corridor BRT.

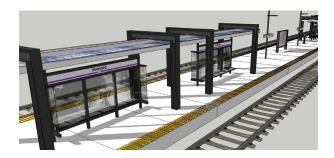
Every two years, UTA will update the plan to reflect changes in local land use patterns, demographics, new technologies, and current UTA financial and labor resources. Updates to the plan will serve as an input into the next update of the Regional Transportation Plans.

Connected Vehicle Communications

UTA and UDOT have partnered to improve reliability on Redwood Road and UVX by giving UTA buses transit signal priority when they reach an intersection. If buses are behind schedule, the technology will ask signalized intersections to give them a green light to help them get back on schedule. UTA and UDOT are continuing to expand transit signal priority on several routes and build the infrastructure for other connected vehicle technologies, which will lay the groundwork for a safer, efficient, sustainable, and autonomous future. UTA is also developing a Transit Signal Priority Master Plan to support further expansion and other connected vehicle technologies across the Wasatch Front region.

Vineyard FrontRunner Station

UTA is working with UDOT to construct a commuter rail station in Vineyard City. Vineyard is the fastestgrowing city in the country, increasing from 139 residents in 2010 to over 14,000 residents in 2018. Located near the state's largest public university, Utah Valley University, Vineyard City boasts a large student population. The FrontRunner station will be the first transit service in the city and will connect residents to the entire Wasatch Front region. Four million dollars in state funding has been appropriated for the station, with an anticipated opening in 2021. UTA is also adding \$10 million to the project to add a double-track section approximately two miles north of the station.



SLC TRAX Extensions and Connections Study

UTA, in partnership with Salt Lake City and its Redevelopment Agency (RDA), has undertaken the Downtown Salt Lake City TRAX (light rail transit) Extensions and Connections Study. The study is exploring the feasibility of extending light rail through the western area of downtown Salt Lake City. Extensions would facilitate additional multimodal connections to the regional transit network.

Because the western area of downtown Salt Lake City has been identified by the city and its RDA for redevelopment and reinvestment, TRAX extensions and connections would facilitate these efforts. Following the completion of the study, an alternatives analysis and environmental review will be undertaken.

New/Updated TRAX Stations

In partnership with Salt Lake City, UTA is preparing to construct a new TRAX station at 650 South and Main Street. This station will support the city's redevelopment objectives for the area and will respond to economic growth and ridership demand.

The new Airport TRAX Station began operating in 2020, in conjunction with the opening of the upgraded Salt Lake City International Airport. The TRAX line serving the airport was temporarily replaced by a UTA bus shuttle service between the TRAX North Temple Station and the airport during construction.

Clearfield Station TOD

UTA has begun entitlement work on its next transitoriented development (TOD) at the Clearfield FrontRunner Station. The development will consist of nearly 60 acres of office, residential, retail, and recreational uses. This is a unique project that will demonstrate the effectiveness of UTA's new TOD Policy, starting with a collaborative vision established during Station Area Planning with community leaders and other regional and local stakeholders.

UTA and its development partners have worked with the city to refine a Master Development Plan and Agreement to guide the development and the relationship between the three entities during implementation. Clearfield City has committed to bond for all horizontal improvements, including roads, underground infrastructure, open space, and transit amenities. The bond will be serviced by tax increment generated by the project.







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