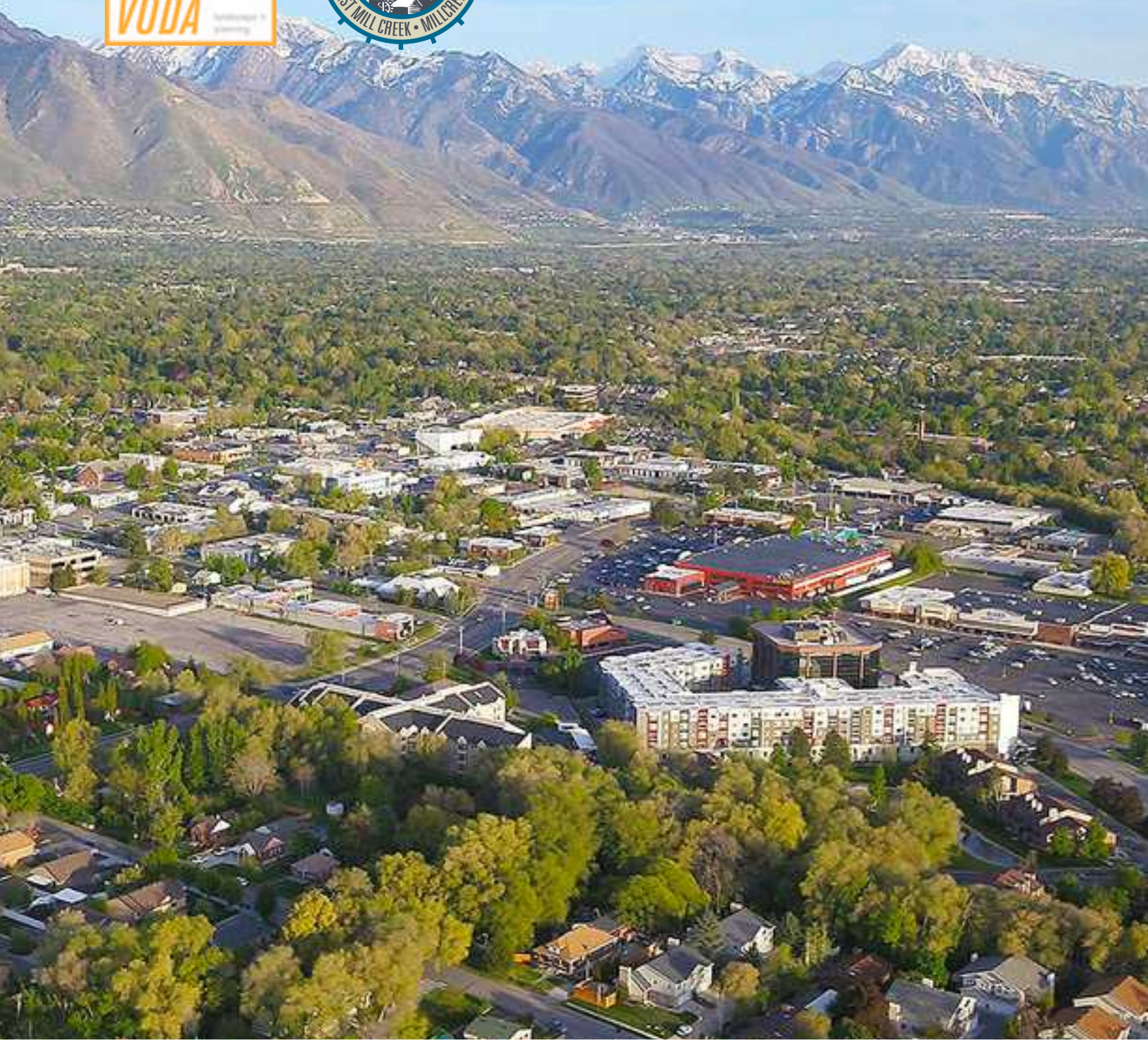




MILLCREEK CITY CENTER MASTER PLAN



October 19th, 2018

EXISTING CONDITIONS REPORT

Acknowledgments

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MILLCREEK CITY CENTER MASTER PLAN

Existing Conditions Report

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Introduction

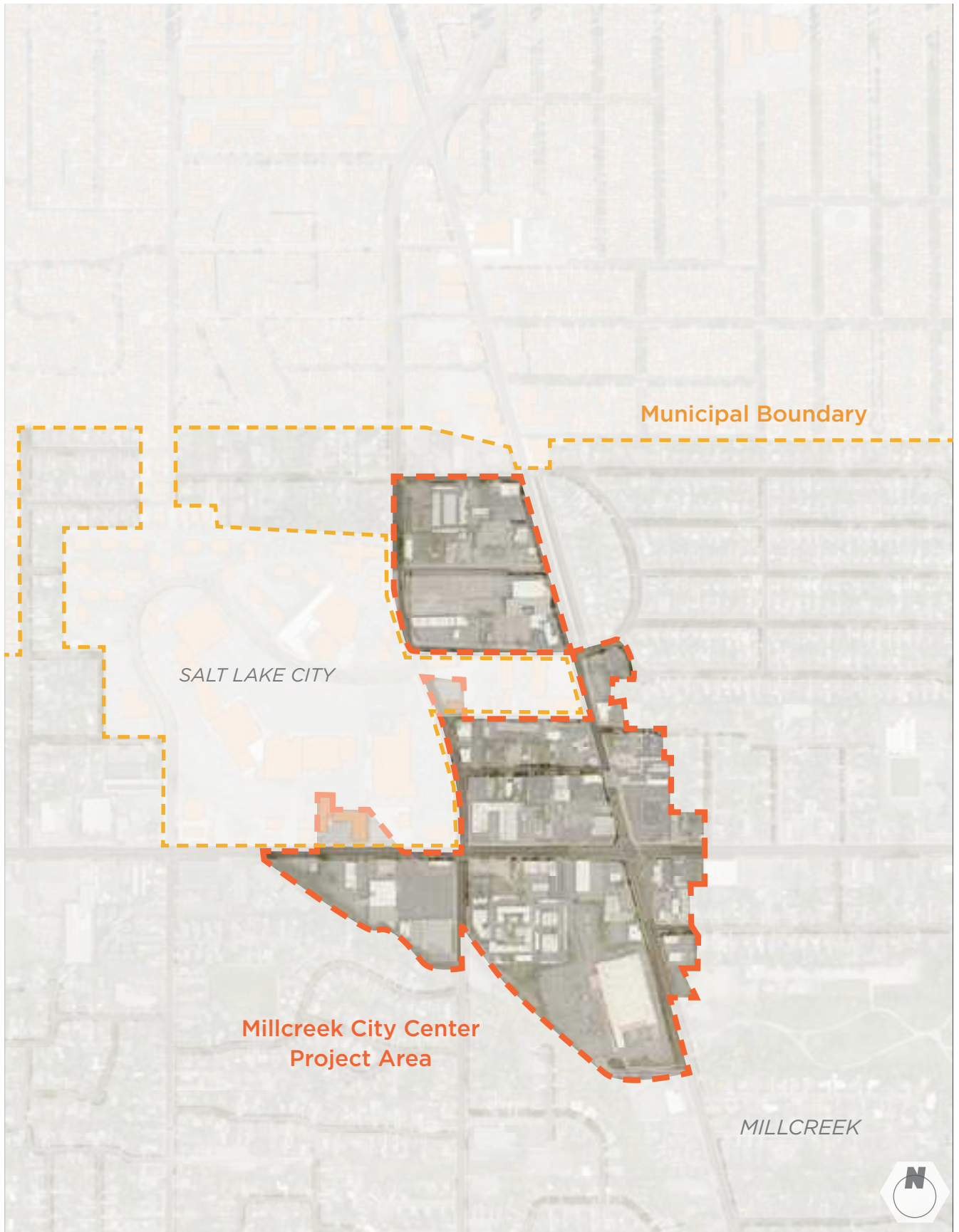
The Millcreek City Center project works in parallel with the ongoing General Plan process to consider how the stretch between Highland and 1300 East around 3300 South could incorporate placemaking strategies promoting the creation of an identifiable vibrant City Center. A key step in this planning process is recording existing conditions and analyzing items to address and improve in future design phases.

The study area is just shy of 100 acres and includes large expanses of surface parking and aging commercial buildings providing possibilities to add mixed-use development and attract new economic opportunity and residents to the city. Similarly, coordination with Salt Lake City concerning the Brickyard area and the annexation of Miller Avenue is necessary to evaluate possible revisions to the boundary and understand Salt Lake City's future plan for this area.

The expected population growth along the Wasatch Front anticipates an ongoing need for more variety in housing choice, and Millcreek is no exception. Discussion of multi-family and apartment housing is often met with resistance from established single family neighborhoods. Many of the communities that resist change in how their community grows find more negative effects in other aspects of their community, including traffic generation, reduced housing affordability, lackluster tax base development, and lack of resources for community improvements. Economic analysis aids in finding the appropriate mix of housing, commercial, and public space that will help Millcreek support the character of the surrounding residential streets and address concerns of longtime residents.

Transportation and walkability analysis provide insight and recommendations addressing the crucial need for active transportation. Complete streets with a mix of pedestrian, bike and vehicle accommodation are a necessary component along with the consideration of a future transit service for the area. Transportation will play a key part in the success of the City Center's adaptability for growth. These types of investments add significant value to the surrounding properties, and create the type of human scale public environment that lends itself to the type of development that will support a community town center area.

Community walking tours of the neighboring Sugar House and Holladay centers helped generate discussion and important feedback from Millcreek residents. These responses will help inform the design team, city, and citizens moving forward in the creation of a City Center. Learning from these and other relevant precedents help generate ideas and define the vision for Millcreek's City Center.



Site Overview



Urban Framework

The Millcreek City Center's urban framework is defined by the long arterial roads of 3300 South, Highland Drive and 1300 East. A number of small businesses spread along these roads in strip malls and office parks with occasional older houses. Residential neighborhoods from the 1950's and 60's surround these streets and accommodate these residents as they travel throughout the Salt Lake City Valley. The majority of the growth and development in this area of Salt Lake County occurred post WWII and reflects typical suburban land patterns and reliance on automobile that define this period of progress and economic development in American cities.

The rigid Salt Lake City grid maintains major north to south and east to west arterial roads. 1100 East and 1300 East break their strict orthogonal orientation between 3300 and 2700 South as they enter the City Center around the Brickyard area. Highland Drive crosses the grid in a northwest to southeast diagonal direction. This prominent street's alignment creates an identifiable uniqueness to the surrounding arterial streets. Surrounding residential streets also break the rigid orthogonal pattern forming cul de sacs and winding to accommodate changes in grade and existing natural systems. The streets are wide and focus on accommodating vehicular traffic.

The Brickyard commercial area is part of Salt Lake City along with a portion of the Millcreek City Center area between Miller and Woodland Avenues. This gap created presents an obstacle to the city in terms of creating a unified City Center, as well as providing utility infrastructure in this area.

The streets are wide and focus on accommodating vehicular traffic. Sidewalks and the needs for alternative modes of transportation are lacking. A large cemetery is found to the east side of Highland Drive and forms one of the few open green spaces; parks and public open space are lacking. The large surrounding residential neighborhoods rely heavily on traveling along these arterial roads multiple times a day in their vehicles. The surrounding single-family houses also define a key characteristic and character of the area, however newer, denser multifamily housing occurs sporadically and is beginning to become more frequent as cost of living rises and housing availability diminishes.



Gateways

The Millcreek City Center's primary intersection occurs at Highland Drive and 33rd South, which is a busy street crossing where two major vehicular thoroughfares intersect. The secondary intersection of 3300 South and 1300 East forms another key intersection and entrance point into the Brickyard Shopping Area. Tertiary intersections occur along Elgin at both Highland and 1300 East, and at Miller and Highland and connect the residential area to the east to these shops and businesses to the west.

Another key intersection occurs just north of the project where Highland Drive and 1300 East cross. While this intersection occurs in Salt Lake City, it is so close to the city limits it is a perceived northern gateway into Millcreek. Likewise, to the south of the project another subtle gateway exists at the crossing of Highland Drive and the Millcreek waterway. This occurs approximately at 3600 South along Highland Drive. This crossing is almost indistinguishable as it occurs under the street, but the City's name is derived from the historic creek.

These described intersections create natural gateways into the Millcreek City Center and help the frame the general project area. While the Gateway of Highland and 3300 is the most prominent, existing traffic and road conditions make this a difficult area to establish a walkable gateway into this City Center. The intersection of 3300 South and 1300 East presents more opportunity as a pedestrian friendly gateway into the City Center. A vacant lot on the southeast corner and an aging strip mall and JoAnn fabric to the northeast along this high-visibility part of 3300 South make it a prime potential gateway location.

Gateways along Highland Drive establish the edge of the City Center along with providing key access and connection to Millcreek Residents from the Lilacs and neighborhoods to the east. Establishing three gateways along Highland Drive between 3300 and Elgin help define the core of the City Center and focusing the project's boundaries and interior development area.

Two significant gateway thoroughfares occur outside the project area along Highland, particularly the intersection of 1300 East and Highland Drive, define the larger context of Millcreek's City Center area and act as the primary entry point. Identifying ways to establish and distinguish these points within Millcreek will support the creation of the City Center and distinguish Millcreek from neighboring Holladay and Salt Lake City.



Gateway points



Parcels

Within the study area, Millcreek City Center's land parcels show a mix of shapes and sizes varying from 0.2 and 6 acres. This broad range lacks a sense of deliberate planning compared to the orderly 0.2 acre lots to the east and the clear commercial lots aligned to the west.

Reimagining parcel boundaries in the City Center will be key in creating organized fluid spaces cooperating to create a unified City Center.



Parcels



Land Use

Strip commercial is the primary land use within the site boundaries. These lots vary in size of 0.16 acres to close to 2 acres. Much of the area within the site is currently being utilized as surface parking with some vacant lots. Other land uses include small lot detached residential, warehouse, office park. The big box commercial zone of the Brickyard Shopping Center defines the west edge of the Millcreek City Center. Strips of mixed use development along 3300 South are found in a variety of small strip malls and single story buildings. Surrounding residential neighborhoods are primarily detached single family housing with few smaller apartment buildings and duplexes.



Land Use



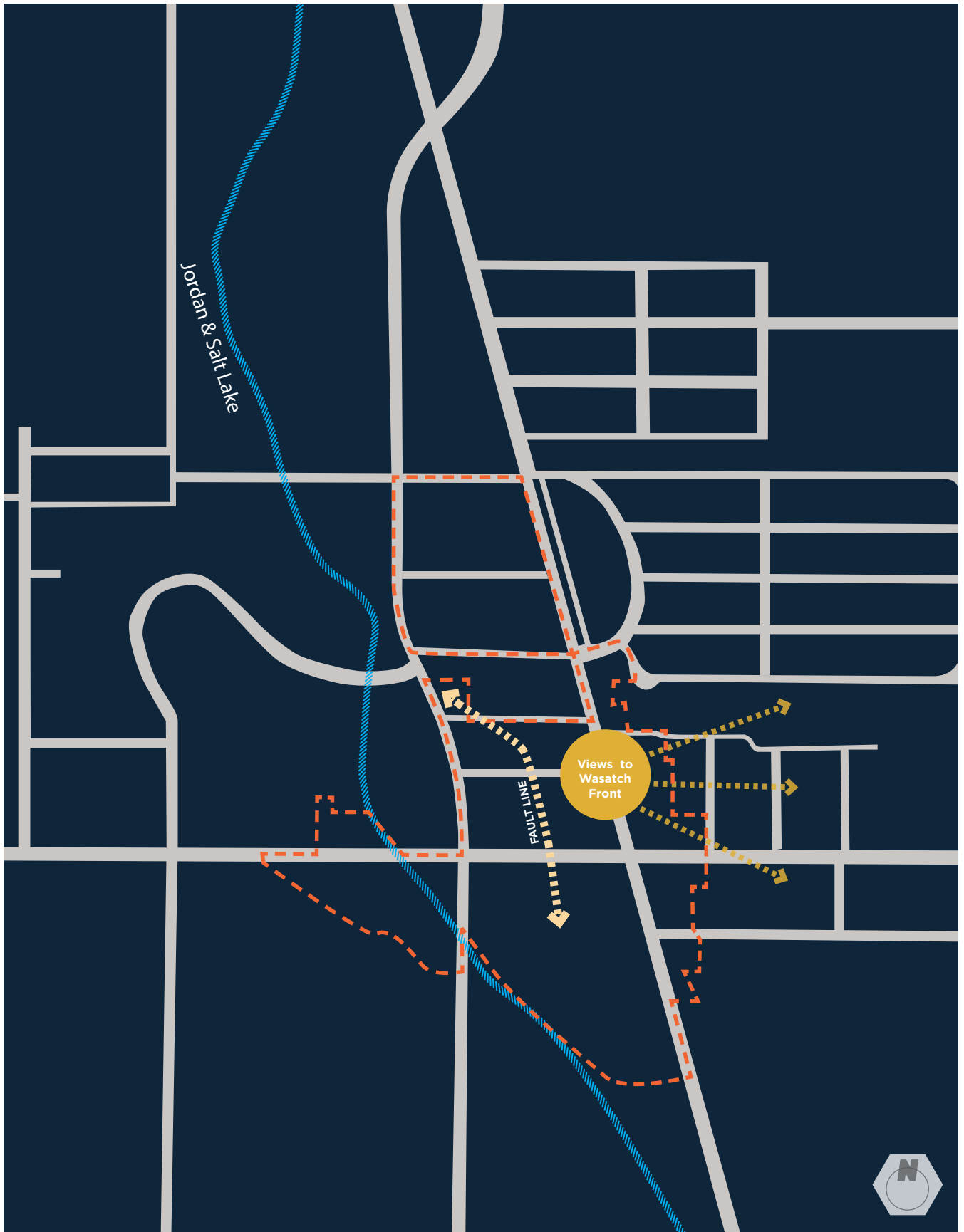
Natural Features

Millcreek's City Center site features picturesque views of Mount Olympus and the surrounding Wasatch Mountains to the east. The views improve at the southern end of the site to provide a strong visual connection to the outdoor mountain lifestyle that is a defining characteristic of Millcreek.

Along the arterial roads of Highland Drive, 1300 East and 3300 South there are few mature trees and landscape along these streets is minimal and disconnected. There are no unifying landscape elements like street trees. What little landscape exists between sidewalks and road needs maintenance. The best mature trees exist along the east residential side of Highland Drive in the Mountair Acres neighborhood. The Mountair Lilacs are overgrown and often used to park for sale cars.

The Jordan and Salt Lake Canal runs up along the west side of the City Center site crossing 1300 East just south of 3300 behind the current Millcreek City offices. This creek is a defining feature of Millcreek and a riparian corridor with the potential to be developed into a natural amenity with a shared use path connecting the City Center to neighboring communities.

Fault lines running through portions of the site present require special consideration when constructing buildings and also present an opportunity for open space, plazas, parks and pedestrian walks. Further research of these boundaries and the implications they will have on the development of the City Center is necessary in proceeding into the conceptual design phase.



Natural features



Natural Systems

Wind moves primarily from the south and southwest the majority of the year. During the spring wind directions shift to come more from the west. Average wind speed is typically between five and six miles per hour. Average annual rainfall for Millcreek is 20 inches per year, (39 inches is the US average) and around 70 inches of snow per year. Millcreek averages 228 sunny days a year with a comfortable year-round climate. July high averages around 92 F and January low around 22 F.

The longest day during Summer Solstice is over 15 hours and the shortest during Winter Solstice is over 9. The site gets a fair amount of sunlight most of the year. Inversions in the Salt Lake County area can affect sunlight particularly during the winter months. Air quality is a rising concern as each year the inversion traps pollutants and creating a haze and causing a health concern for residents.

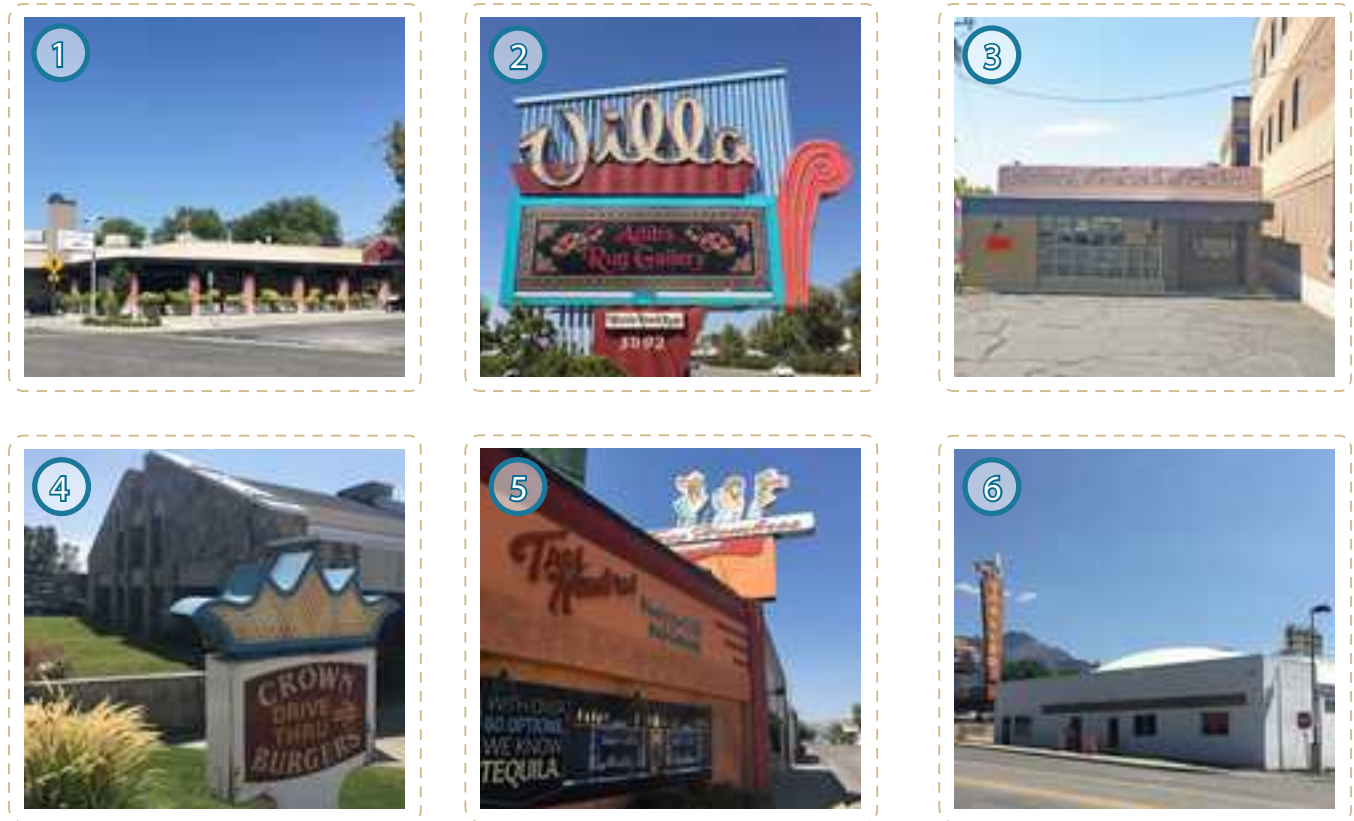
As population increases in Millcreek area and along the Wasatch front the issue of air quality is important to consider while planning future transportation strategies and construction practices. Likewise, water use and the increasing risk of droughts and wildfires in the Mountain west are a primary concern when considering the future of Millcreek.



Natural Systems

0 100 200 500 1000

Existing Structures



Buildings within the Millcreek City Center focus area are a mixture of single level retail space, older multi-story office buildings, single family homes and some unique older landmark building and businesses. Most buildings in the area are single story with the exception of a few office buildings. There are no buildings taller than three stories.

Architecturally there is no prevailing style or characteristic that would define the area in anyway. Along this stretch of Highland Drive there are many home furnishing and interior design businesses with window displays. The most iconic building in this area is the Villa Theater Building which opened in 1949 and operated as a theatre until 2003. Adib's Rug Gallery is currently housed within this old building today preserving much of the original signage and architecture.

Notable buildings include:

1. Per Noi Trattoria (located in SLC)
2. Villa Theater (now home to Adib's Rug Gallery)
3. Glaus French Pastry
4. Crown Burger
5. Tres Hombres
6. Shared Office Space (former Bowling Alley)

West of the City Center boundaries along Highland Drive, the area is home to mostly residential structures. On the west side of the City Center along 1300 East is home to mostly commercial development, namely Brickyard shopping area. Large expanses of surface parking dominate both the Brickyard and City Center area, and is never fully utilized.



- KEY
- 1 Per Noi Trattoria
 - 2 Villa Theater
 - 3 Glaus French Pastry
 - 4 Crown Burger
 - 5 Tres Hombres
 - 6 Shared Office Space

Existing Structures



STRENGTHS, WEAKNESSES & OPPORTUNITIES

Strengths

The Millcreek City Center is located approximately in the city’s geographic center. Millcreek is defined by commanding views of Mount Olympus and the Wasatch Front, which is a defining characteristic of the study area. Located at a key intersection of several major regional thoroughfares the site is easily accessed by the car and is highly visible for Millcreek residents and others passing through to neighboring communities.

Another distinguishing characteristic of the study area is its unique urban framework as compared to many other such districts throughout the region. 1300 East (known as Richmond Street in the study area) follows the orthogonal grid which defines the urban framework of the Salt Lake Valley, while Highland Drive cuts diagonally across the ordered network of streets, creating a series of triangular blocks. The study area exhibits this phenomenon writ large, which has led to the district being known as “the Wedge” describing the resulting shape of the intersection of these two major thoroughfares.

Millcreek is well-known for its tight-knit, stable residential neighborhoods, several of which are located immediately east, west and south of the study area. Much of the development within the project boundaries is ordinary and of no particular note, however there are several establishments which have become iconic for their service to the community over many decades. The Villa Theatre is foremost among these, having been an important community gathering place since 1949, and its sign and entrance along Highland Drive are considered major community landmarks. The building has been well maintained and today serves as a rug gallery. Other notable buildings include community favorite restaurants, Tres Hombres and Crown Burger, which are also located along Highland Drive.



North West



South West

Weaknesses

While easy access by car is considered a strength by many members of the community, it has resulted in an environment devoted to serving people in cars and not people walking. One of the notable weaknesses, is the lack of quality pedestrian infrastructure or other active transportation facilities which quickly becomes apparent walking through the study area. It is an unpleasant experience due to the rate of speed of vehicles, resulting road noise and inconsistent and unattractive pedestrian facilities such as sidewalks, landscaped park strips, overhead lighting or other urban design elements which contribute to an enjoyable streetscape experience. Billboards and other visual clutter such as overhead power lines detract from the otherwise pleasant views to the mountains. While the community is known for its connection to nature, the study area is bereft of any park or open space which could further reinforce the connection to nature many Millcreek residents feel is community's primary identifying characteristic.

The street grid within “the Wedge” is largely disconnected with the grid of the surrounding residential neighborhoods creating challenges for people walking or biking who wish to cross Highland Drive or Richmond Street, creating an isolating feeling of disconnection, similar to that of being on an island. Several bus routes serve the area, providing access to the University of Utah, Downtown Salt Lake, and connections to other fixed rail systems. However the bus waiting facilities for these are generally lacking, creating unpleasant experiences for those waiting to use public transportation.

Another condition which quickly becomes obvious when visiting the study area is the significant amount of underutilized land which is currently vacant or utilized as surface parking. Parking issues abound for businesses like JoAnn's and Tres

Hombres. Some areas are so forlorn and aged, that they may even be considered blight due to the amount of deferred maintenance. Infrastructure in the area, particular stormwater infrastructure is aging and largely insufficient to meet current needs, and would require upgrades to accommodate any significant growth. Meanwhile, across Richmond Street in Salt Lake City is the successful Brickyard Commercial District, which provides a significant commercial tax base to that city.



North



East

Opportunities

The resulting development patterns in the study area leave much to be desired. However, this current lack of identity provides an opportunity for the city to draw on other sources of inspiration to generate an identity for this district which can serve to unite the residents of Utah's newest city, which was also the State's 10th largest city at the moment it incorporated. The connection Millcreek has to nature is an obvious choice for inspiration for the district. Orienting future development to protect viewsheds to the mountains will be crucial. A major fault line runs roughly northwest to southeast through the study area and could provide an opportunity to highlight this natural feature in the design. The significant amount of land available for redevelopment presents strong opportunities for future open space.

The resulting urban framework of being bounded by several regional thoroughfares has created long, east-west oriented blocks. These could easily be divided in a north-south direction, creating smaller, more walkable blocks and a more interesting pedestrian environment. Active transportation connections may be made to a new trail currently in the planning phases connection north to Salt Lake along a watershed through the Brickyard area. Ideas have been discussed which suggest building upon the history and heritage of Villa Theatre. Likely the final outcome will be a layering of these ideas, rich with heritage and culture which represent Millcreek.

Currently property developers are beginning to show significant interest in the study area, having recognized its easy access and relative proximity to desirable urban centers such as Sugar House and the Holladay Village Center. Several projects are already under way, with a few others at varying stages of planning and design. The opportunity exists to encourage development which builds upon and recognizes the distinguishing characteristics of the community, while meeting future needs for

affordable housing and a vibrant urban center. The interest from property developers at this moment in time that the city is planning for a new city center could result in a mutually beneficial relationship in realizing a shared vision. A newly incorporated city in search of more permanent civic space with a portion of the project study area north of 3300 South being included in a Federal Opportunity Zone also presents an economic opportunity for the area.



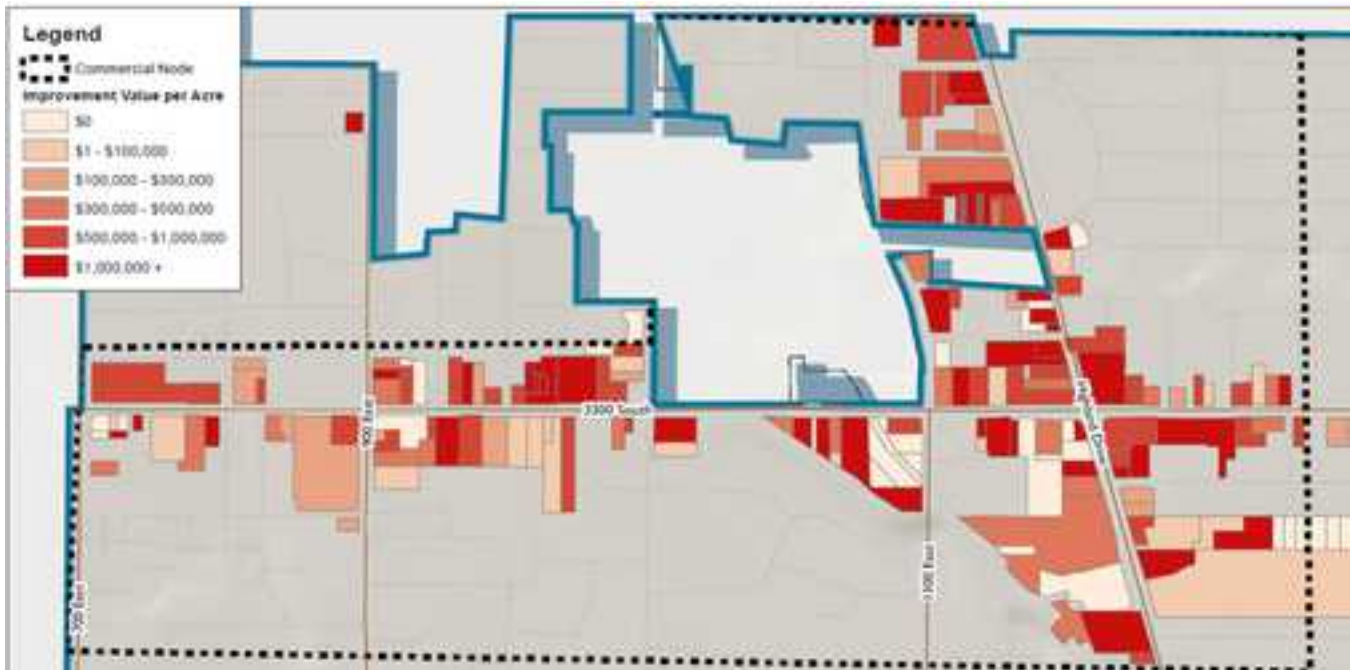
South (2)



North West

ECONOMIC ANALYSIS

IMPROVEMENT VALUES PER ACRE - STUDY AREA AND SURROUNDING INFLUENCES



- Map shows low improvement values at the key intersection of 3300 South and 1300 East
- Some midblock sites show low improvement values, suggesting redevelopment potential

OVERALL MARKET CONDITIONS

RETAIL MARKET:

- Moderate existing vacancy for retail properties in the study area - roughly 15 to 20 percent, with month-to-month leases increasing total to potential near-term vacancy to 25-30 percent
- Retail rents are flat in the study area, and will continue as such until vacant space is absorbed or re-purposed
- Retail square feet per capita is notably high in the region, and is forecast to decline significantly. Currently near \$40 square feet per capita, with brokers and developers indicating that \$15-\$20 square feet per capita is likely more appropriate for future years
- Retail closest to Brickyard and intersection of 3300 South and 1300 East has best possibility of succeeding based on locational desirability
- A City Center design, with entertainment and restaurant draws, could attract users to retail options that don't have frontage on the main thoroughfares in the study area



For all of Millcreek, retail sales average \$52 per square foot

At 3300 South and 2300 East, retail sales average \$40 per square foot

At Olympus Cove, retail sales average \$130 per square foot

In the study area, retail sales average \$102 per square foot



Roughly 14% of Millcreek's overall retail sales occur in the study area

RETAIL MARKET - CONTINUED:

- Brickyard Plaza (retail only) has an assessed value of roughly \$36.7 million. It generates nearly \$575,000 annually directly to Salt Lake City in property tax and sales tax revenues
 - Brickyard is experiencing vacancy issues, and is intended for long-term redevelopment that will remove some of the bigger-box uses
- Millcreek's overall sales leakage, as of the start of 2017, is noted at 46% (with a capture rate of 54%). Roughly \$480,000,000 is "leaked" to neighboring communities
- Categories of significant leakage include the following:
 - Automobile dealers - \$98 million, 3% capture
 - Gasoline stations - \$22 million, 28% capture
 - Clothing stores - \$45 million, 9% capture
 - Accommodations - \$47 million, 0.3% capture
 - Restaurants - \$66 million, 48% capture
 - Department stores - \$114 million, 36% capture
- Millcreek has a high capture rate (139%) for grocery stores, which is notable considering that Harmon's is in Salt Lake City and on the boundary of Millcreek. Other grocery users within the city attract users from neighboring cities into Millcreek, offsetting the impact of Harmon's.

OFFICE MARKET:

- There is a lack of Class A space in Millcreek, and particularly within the study area
- Millcreek has limited professional business space, with residents indicating that they want more options to work within their city
- There is a need for additional medical office space, including uses that are not locationally dependent upon St. Mark’s Hospital (i.e., chiropractors, dental, orthodontics)
- Strong demand exists for additional office space in nearby markets such as Sugarhouse, Holladay, and Cottonwood Heights
- The presence of daytime population (i.e., offices) has become a major consideration for retailers. An active office market will result in a feasible town center development
- Building heights are feasible at near five stories in the subject area, with parking to be provided at a minimum of 4.5 per thousand. However this requirement may be reduced by considering shared parking structures and analyzing the enhanced walkability in the City Center reducing the need for parking spaces.
- Covered parking is feasible for mid-rise office, at key sites in the subject area
- Parking needs are increasing for office tenants, as employee square foot needs are declining
- Tenants looking in the market are being priced out of Sugarhouse and the I-15 corridor. These tenants are looking for rental rates that equate to Class B space in secondary markets. The subject study area will be considered a largely Class B location, initially, but can support some Class A construction types for specific uses
- Floorplates in the study area should be flexible, allowing for users from 2,000 to 10,000 square feet. Unlikely to see larger users.
- A significant amount of sublease space will be entering the market in the next 18 months, creating some weakness for the Class B market





RESIDENTIAL MARKET:

- Healthy residential market in the region, with developer interest noted to be strong around the study area
- Returns for housing product continue to outpace most other real estate returns, resulting in strong interest from developers
- Multi-family housing permits are now outpacing single-family housing permits for Utah
- Record number of housing permits issued in the first two quarters of 2018 - anticipated to be equivalent with the planned, incoming population growth
- Covered parking garages are feasible in the study area, assuming four and five-story construction (either over a podium or as a separate structure)
- Renters in the area are looking for more increased amenities than the renter profile of five years ago
- Millcreek residential vacancy rate is near 3.5%

INVESTMENT CONDITIONS:

- Record low for capitalization rates in the region in nearly all product types
 - Lowest rates for apartments (average 5.4%)
 - Highest rates for industrial product (7.2%), although rates are declining
- Investment interest in Utah from out-of-state investors increased significantly in 2017 and early 2018



INVESTMENT CONDITIONS - UTAH

	2017	2018 Projections
Total Sales Volume	\$2.6 Billion	\$2.7 Billion
Total SF (Commercial)	11.0 Million	11.0 Million
Total Units (Multi-Family)	5,800 Units	6,000 Units
Average Capitalization Rate	6.35%	6.25%

- Capitalization rates (CAP rates) are at historic lows for office and residential product along the Wasatch Front
- Retail capitalization rates reflect the overall concern with changing retail trends
- Commercial lenders in Utah are not seeing overly aggressive assumptions = developers and investors are keeping to conservative outlooks
- Opportunity zone areas are positioned to see significant capital inflow for real estate projects
- Some concern being expressed about aggressive sales practices in the residential market that historically reflect “heated” markets



MILLCREEK - MILLER AVENUE ANNEXATION



REASONS FOR ANNEXATION:

- Geographically, the Miller Avenue block represents a relative island. It is surrounded by Millcreek to the north, south, and east. To the west is Brickyard Plaza, but is separated by well-trafficked 1300 East.
- The cost of providing services is likely less as an annexed part of Millcreek than remaining a part of Salt Lake City.
- Creating cohesive neighborhoods and consistent planning efforts is difficult when small blocks become disjointed with multiple jurisdictions.
- The area is already served by Unified Police Department and Unified Fire Authority.
- Property owners and businesses would enjoy lower sales tax, property tax, an elimination of franchise fees.

POTENTIAL ROADBLOCKS TO ANNEXATION:

- The block does generate property tax and sales tax revenue for Salt Lake City. Some of the more desirable properties in the study area are located within the block, including multi-tenant office space with frontage on 1300 East, and a multi-tenant retail property on Highland Drive. The block also includes residential properties and a Comcast service center on Miller Avenue.
- Compositely, the properties in the block currently provide over \$9,000 in sales tax revenue alone, direct to Salt Lake City. This is likely above any added costs of service due to the atypical location (i.e., being surrounded by a separate municipality). When property taxes are included with sales tax, the economic benefit to Salt Lake outweighs any inconveniences of providing services. When potential sales tax revenue is considered (filling vacant spaces, re-leasing existing stores with more productive users), possible revenue from this source increases to above \$15,000 per year, direct to Salt Lake. The financial benefit to Salt Lake is notable enough that annexation will be met with some resistance.

TRANSPORTATION ANALYSIS

MAJOR STREETS

Millcreek City Center is defined by three arterial roads: 1300 East, Highland Drive, and 3300 South. Within the study area, east-west connectivity is provided by local streets which are predominantly disconnected from the surrounding residential neighborhoods and the Brickyard commercial center.

HIGHLAND DRIVE

Highland Drive is predominantly configured as a four-lane cross-section through the study area, with left turn lanes present at its intersection with 3300 South and a right turn pocket in the northbound direction at Crescent Drive (3130 South). It has a curb-to-curb width of approximately 50 feet for most of the study area, widening to approximately 62 feet at the intersections of Miller Avenue and 3300 South. In addition, Highland Drive is separated from the parallel Mountair Drive by an approximately 30 foot wide vegetated buffer area, which could potentially provide space for a wider Highland Drive alignment.

Sidewalks are present on both sides of Highland Drive; however, the continuous rolled/depressed curb condition on the western side from Miller Avenue to Elgin Avenue results in a condition in which the pedestrian zone and vehicle ingress/egress continuously overlap with each other, providing a lower degree of protection and separation for pedestrians. The eastern side of Highland also has a large gap with no sidewalks between Miller Avenue and Elgin Avenue. Sidewalks on both sides of the street predominately lack a park strip or buffer zone.

According to UDOT's statewide estimates, Highland Drive experiences an average annual daily traffic volume of 19,000 vehicles per day.

1300 EAST (RICHMOND STREET)

1300 East is configured as a five-lane cross section

(two through lanes and one center two-way left turn lane) through the study area, with an additional right turn pocket present at the southbound approach to 3300 South. Adequate space also exists for off-street parking on the eastern side of the roadway north of Gunn Avenue. Sidewalks are present on both sides of 1300 East from south of 3300 South to Gunn Avenue, typically with a park strip between the curb and the pedestrian zone.

According to UDOT's statewide estimates, 1300 East experiences average annual daily traffic volumes of 18,000 to 20,000 vehicles per day across the study area.

Both Highland and 1300 East have existing traffic volumes that are at or above the approximate capacity thresholds for a three-lane configuration. With approved and planned new/re-development in the study area we would expect that future demand will only grow, further increasing utilization of the roadway capacity that's in place today. However, Highland Drive's lack of a center left turn lane reduces the efficiency of its existing configuration substantially, especially in the context of closely spaced driveways on its western side. Depending on factors including future increases in demand, any access management strategies implemented, and potential diversion of traffic to 1300 East, a three-lane reconfiguration for Highland Drive might yield similar or better operational characteristics, while creating more space for pedestrian/bicycle amenities. However, a detailed traffic study of any such proposed reconfiguration would be necessary to identify likely impacts on both Highland Drive and 1300 South.

3300 SOUTH

3300 South is configured as a five-lane cross section (two through lanes and one center two-way left turn lane) through the study area. At the intersection with Highland Drive, an additional right turn pocket is also present for the eastbound approach. West of Richmond Street, a narrow

concrete median is also present. Off-street parking is not permitted on 3300 South within the study area, as no painted shoulders are present. Sidewalks exist on both sides of 3300 South with widths of 4 to 6 feet; however, most of these sidewalks have little or no buffer zone/park strip between the pedestrian zone and adjacent travel lanes.

According to UDOT's statewide estimates, 3300 South experiences average annual daily traffic volumes of 25,000 to 27,000 vehicles per day across the study area.

MINOR STREETS

The minor streets within the study area primarily provide east-west connectivity across Millcreek City Center and access to businesses and residences located therein. The majority of these streets do not connect through to adjacent neighborhoods, with Elgin Avenue and Miller Avenue/Crescent Drive serving as the primary direct connections to the residential areas east and west of the study area.

These minor streets are predominately 28 and 34 feet wide (curb-to-curb); Elgin Avenue is an exception with a curb-to-curb width of approximately 44 feet. Continuous sidewalks are present on Elgin Avenue and most of Miller Avenue, whereas the sidewalk network has significant gaps on Gunn Avenue, Woodland Avenue, and 3205 South.

BICYCLE CONNECTIVITY

Currently, no dedicated bicycle routes or protected bicycle infrastructure exists within the study area. The Salt Lake County Active Transportation Implementation Plan and Millcreek's draft General Plan recommend several bicycle routes in or adjacent to the study area, as discussed under 'Local and Regional Planning Context' below.

TRANSIT SERVICE

UTA bus service runs along all three of the major streets that define the study area. UTA's 213 (1300 East-1100 East) bus runs along 1300 East through the study area, providing service between the University of Utah and Midvale Center Station. It stops adjacent to 3300 South, Woodland Avenue, Miller Avenue (southbound only), and Elgin Avenue. The 213 bus runs on half-hour headways until early evening on weekdays and Saturdays. The 213 does not run on Sundays.

The UTA 220 bus (Highland Drive-1300 East) runs along Highland Drive through the study area, with service between downtown Salt Lake City and 9400 South. It stops adjacent to 3300 South, Miller Avenue/Crescent Drive, and Elgin Avenue/3010 South. On weekdays, the 220 bus runs on approximately 15-20 minute headways during AM peak hours, 10-15 minute headways during PM peak hours, and 15-30 minute headways during midday and evening off-peak periods. Saturday service runs on half-hour headways, while Sunday service runs on hourly headways.

The UTA 33 bus (3300 South) runs along 3300 South through the study area, providing service between West Valley City and Wasatch Boulevard. The 33 bus stops adjacent to both Highland Drive, 1300 East, and approximately 750 feet further east on 3300 South (at approximately 1200 East). The 33 bus runs on weekdays on 15 minute headways during AM peak, midday, and PM peak times, and half-hour headways during weekday early mornings, weekday late evenings, and weekends.

Most bus stops within the study area for all three of these routes consist of signage only, with few shelters, benches, waste receptacles, or other improvements present.

LOCAL AND REGIONAL PLANNING CONTEXT

Millcreek's draft General Plan, Millcreek Together, emphasizes the City's desire to improve accessibility by walking, biking, and transit. The Plan depicts several improvements to mobility and circulation in the study area:

- Gunn Avenue is depicted as a “moderate priority” for extending and connecting sidewalks.
- The intersections of Miller Avenue with 1300 East and Highland Drive are both depicted as locations for pedestrian crossing improvements.
- A bicycle boulevard is proposed along Miller Avenue, connecting east to Crescent Drive and Gregson Avenue.
- A two-way shared use sidepath is proposed to run along 1300 East from Miller Avenue to 3300 South before turning onto 3300 South and extending westward to Millcreek's boundary with South Salt Lake at 700 East.
- The eastbound and westbound bus stops at 1300 South and 3300 East are proposed priority locations for bus stop enhancements (e.g. shelters).

Alongside these specific locations for improvements, the draft General Plan recommends that crossing improvements include treatments such as high-visibility and/or raised crosswalks, colored pavement, bicycle detectors and signal heads, and (at unsignalized intersections) Hybrid Advanced Warning signals.

The Salt Lake County Active Transportation Implementation Plan depicts several planned bicycle routes in or adjacent to the study area, as shown on the map below:

- A shared use path from Crandall Avenue to East Gunn Avenue approximately half a block west of 1300 East, following the Jordan and Salt Lake Canal (as part of the larger Jordan and Salt Lake Canal Trail planned in Salt Lake City).
- An east-west route on 3010 South and Elgin Avenue, constructed mostly as a neighborhood byway/bike boulevard, with a short protected or buffered bike lane between Highland Drive and 1300 East.
- A north-south bicycle route along 1100 East (briefly diverting to 1000 East between Elgin Avenue and East Riches Avenue [3190 South]), which would take the form of a neighborhood byway/bike boulevard north of Riches Avenue, and a buffered or protected bike lane south of Riches Avenue.

WFRC REGIONAL TRANSPORTATION PLAN

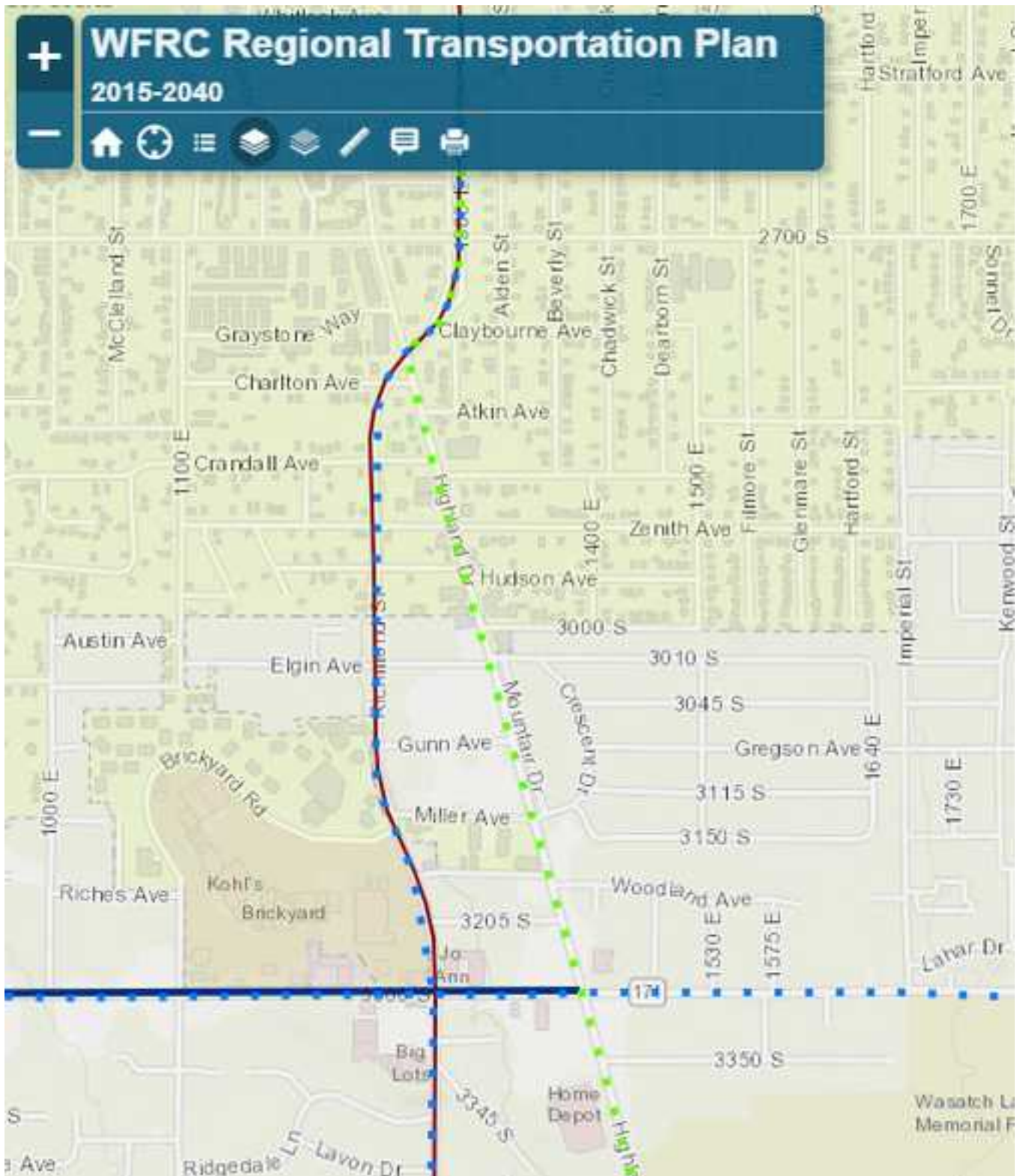
The Wasatch Front Regional Council (WFRC) Regional Transportation Plan (RTP) depicts major planned transit and highway projects for the Wasatch Front region (see Projects Map on the following page). In and adjacent to the study area, enhancements are recommended for several transit and highway projects:

- Operational enhancements are recommended for 3300 South (Phase 2)
- Operational enhancements are recommended for 1300 East (Phase 1)
- Enhanced bus service/stop improvements are recommended for Highland Drive (Phase 3)
- Bus rapid transit service/stop improvements are recommended for 1300 East (Phase 2)
- A combination of enhanced bus/bus rapid transit service/stop improvements are recommended for 3300 South (Phase 2)

UDOT’s Statewide Transportation Improvement Program (STIP) lays out a six-year plan for highway and transit projects across the state. STIP projects planned for this area include a drainage improvement and pavement preservation project on 3300 South between State Street and Highland Drive, as well as signal improvements for 3300 South at 1300 East.

Transit investments in the Brickyard area have been studied in the past. The Sugar House Phase 2 Alternatives Analysis, sponsored by the Utah Transit Authority and Salt Lake City, evaluated alternatives extending from the current end-of-line station for the Sugar House Streetcar. One alternative studied alignments connecting the streetcar to Brickyard shopping center along either 1300 East or Highland Drive. These alignments were screened out early on, because they were not as competitive as other potential alignments in meeting the goals outlined by Salt Lake City and the Utah Transit Authority; however, Millcreek City may have other goals for transit that are different from those in the Phase 2 Alternatives Analysis. A screening matrix from the Alternatives Analysis is provided below.

ALTERNATIVE	RECOMMENDATION	NOTES
North Alignments		
900 East	Eliminate	900 East was eliminated because of low employment served and it would bypass the center of the Sugar House
1100 East	Advance	Would serve employment, residential, and Westminster college
1300 East	Eliminate	1300 East was eliminated because there are few economic development opportunities and proximity to major interchange access.
East Alignments		
2100 South	Advance	Would serve the center of Sugar House and performed well in ridership
South Alignments		
Highland Drive	Eliminate	Highland Drive was eliminated because it had low public support and would bypass the center of Sugar House
1300 East	Eliminate	1300 East was eliminated because of major traffic issues through the I-80 interchange and low public support



WF

ISSUES

Major issues and challenges currently existing in the study area include the following:

- No signed bicycle routes or protected bicycle facilities exist in or adjacent to the study area; in conjunction with traffic volumes and speeds on Highland Drive and 1300 East and the lack of well-connected parallel routes, bicycle trips to and within the study area are challenging for most riders, particularly for north-south travel.
- Sidewalk conditions on several minor east-west streets (Gunn, Woodland, 3205 South) and Highland Drive are poor, with gaps, poor pavement conditions, and/or rolled curb conditions immediately adjacent to travel lanes. Highland Drive and 3300 South both also have pedestrian-unfriendly conditions with unbuffered or minimally-buffered sidewalks immediately adjacent to travel lanes.
- Mid-block crossings of the arterial roads in the study area are limited and intersections are spaced widely, forcing pedestrians and bicyclists to choose between crossing at uncontrolled mid-block locations or substantial out-of-direction travel to reach an intersection.
- High traffic speeds (35 to 40 mph speed limits) and volumes on arterial streets create low comfort levels for pedestrian users and high levels of noise, limiting opportunities to activate adjacent frontages.
- Transit service to and from the study area is infrequent outside of weekday AM and PM peak hours and offers limited options for reaching a variety of destinations with direct service.
- Bus stops lack shelter, seating, and other amenities to improve passenger comfort; some also lack adequate space for buses to load and unload passengers without obstructing a lane of traffic. Bus stops are very closely spaced in some instances (less than 1/5th of a mile), resulting in longer travel times for transit users.
- A high density of curb cuts on Highland Drive and 3300 South adversely impact the pedestrian experience as well as traffic operations on these roadways. This problem is compounded on Highland Drive, where center left turn lanes are not present.



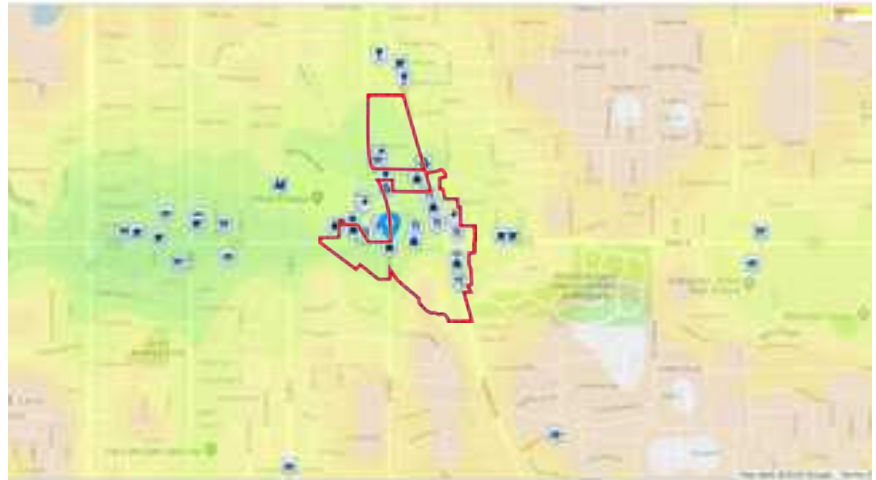
Rolled Curb and Poor Sidewalk Conditions on Highland Drive

WALKABILITY ANALYSIS

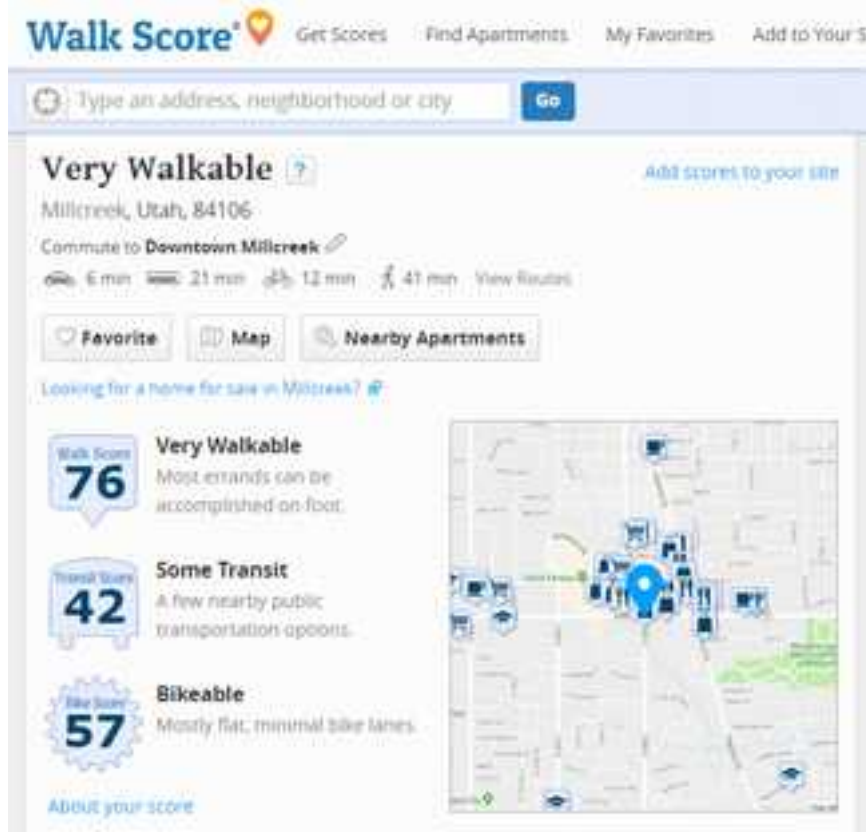
INTRODUCTION

Walkability is about convenience, quality of life and everything outside the four walls of a house. When you live near the people and places you enjoy most, you can spend less time and money on transit and more time doing what you love.

There is no one metric for measuring walkability, but several techniques are commonly used. The results from some of these techniques are discussed in the following pages.



Above: A heat map from Walk Score, showing the walkability in and around the study area - green indicates greater walkability.



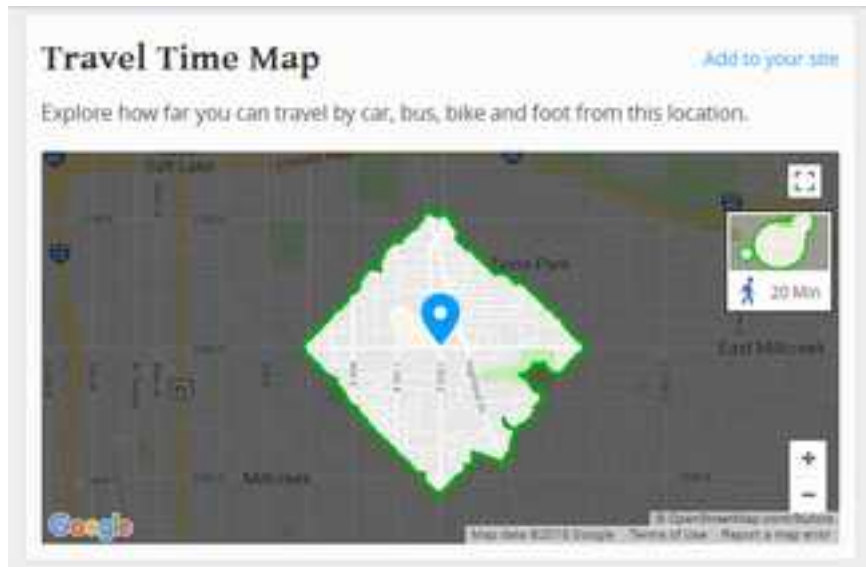
WALK SCORE

DESCRIPTION

Walk Score is an online service that evaluates any location and gives a score from 0 to 100 for three criteria: walking, transit, and biking. The Walk Score measures the walkability of a location based on its distance from amenities, density of population, block length and pedestrian friendliness.

The Transit Score measures how well a location is served by public transit based on the distance and type of nearby transit lines.

The Bike Score measures whether an area is good for biking based on bike lanes and trails, hills, road connectivity, and destinations.



The results from Walk Score for the intersections of 1300 East (Richmond St.) and 3300 South

RESULTS

Several intersections within the study area were analyzed, with similar results throughout the site. The results for the intersection of 1300 East and 3300 South are shown here.

The walk score is 76: Very walkable. For walking, the area is close to shopping, groceries, places for errands, and dining. But proximity to schools, parks and cultural activities is lacking.

The transit score is 42: Some transit. There are some transit stops within walking distance, but options are limited.

The bike score is 57: Bikable. Bike lanes are lacking, but the area is mostly flat, and many amenities are within biking distance.



Above: An example from Walk Score showing the various factors affecting how the walkability was calculated for 1300 East and 3300 South.

THE NATIONAL WALKABILITY INDEX

DESCRIPTION

The Walkability Index data set, a GIS tool, characterizes every Census 2010 block group in the U.S. based on its relative walkability. Walkability depends upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel. The Walkability Index is based on the EPA's previous data product, the Smart Location Database (SLD). The Index provides walkability scores based on a simple formula that ranks selected indicators from the Smart Location Database

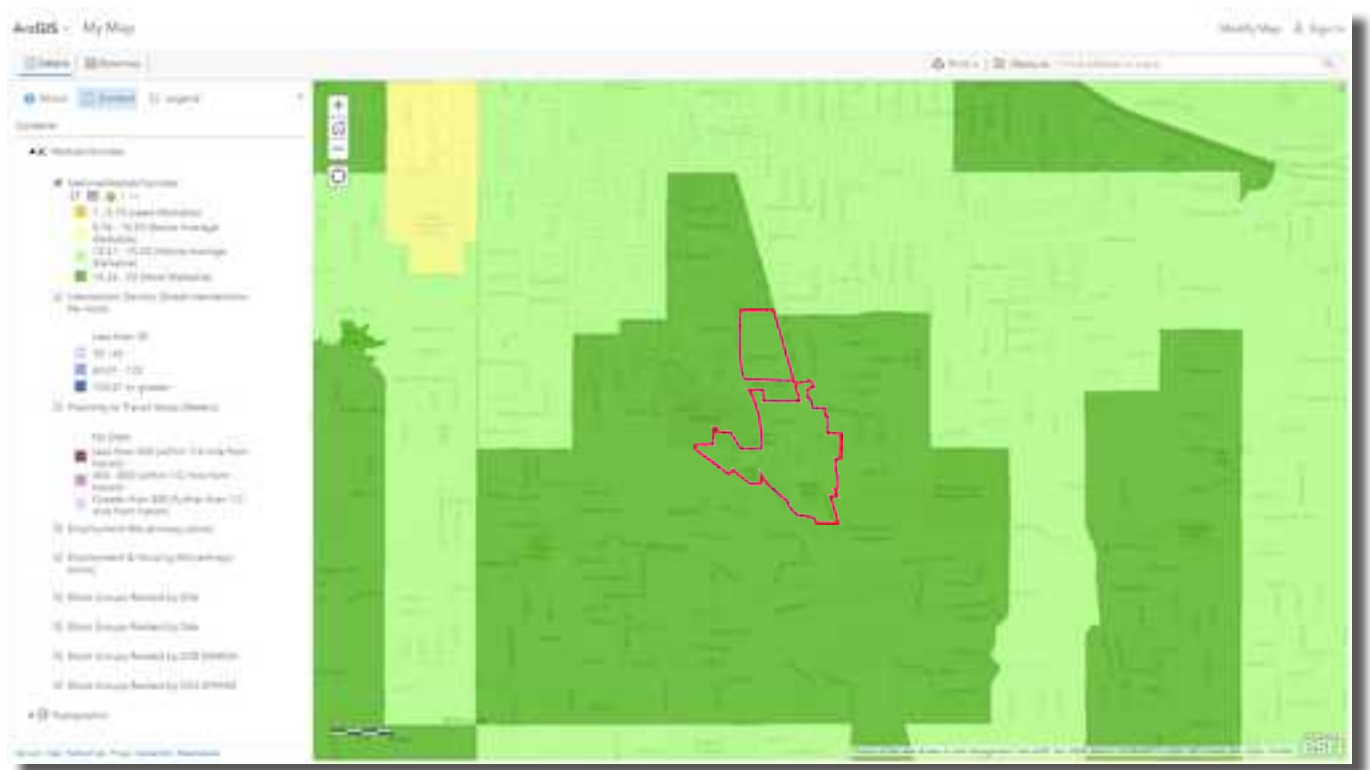
that have been demonstrated to affect the propensity of walk trips. Currently, the National Walkability Index data set ranks each block group relative to all other block groups in the United States. The index ranges from 0-20, with 4 groups: least walkable, below average, above average, and most walkable.

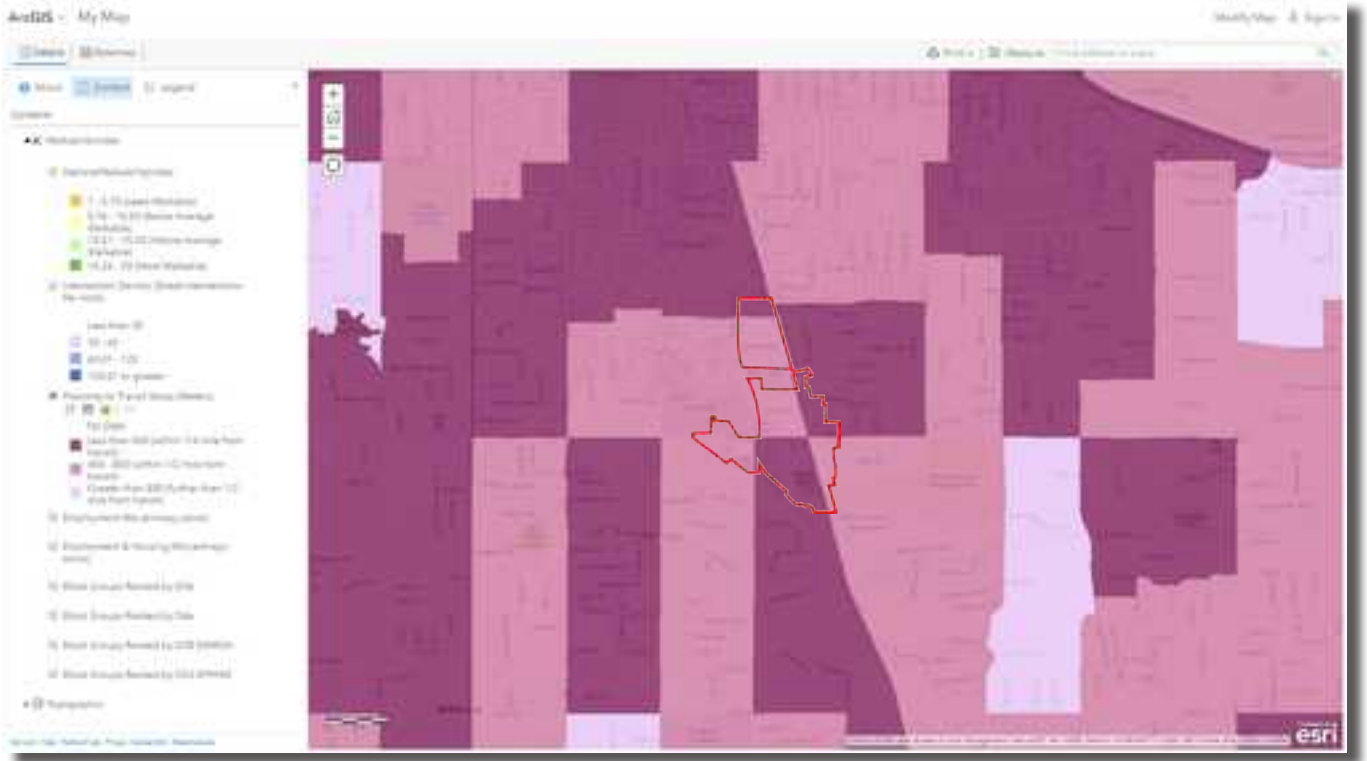
RESULTS

The National Walkability Index scores the Millcreek City Center area as "most walkable". The Walkability Index also has layers that analyze the "Proximity to

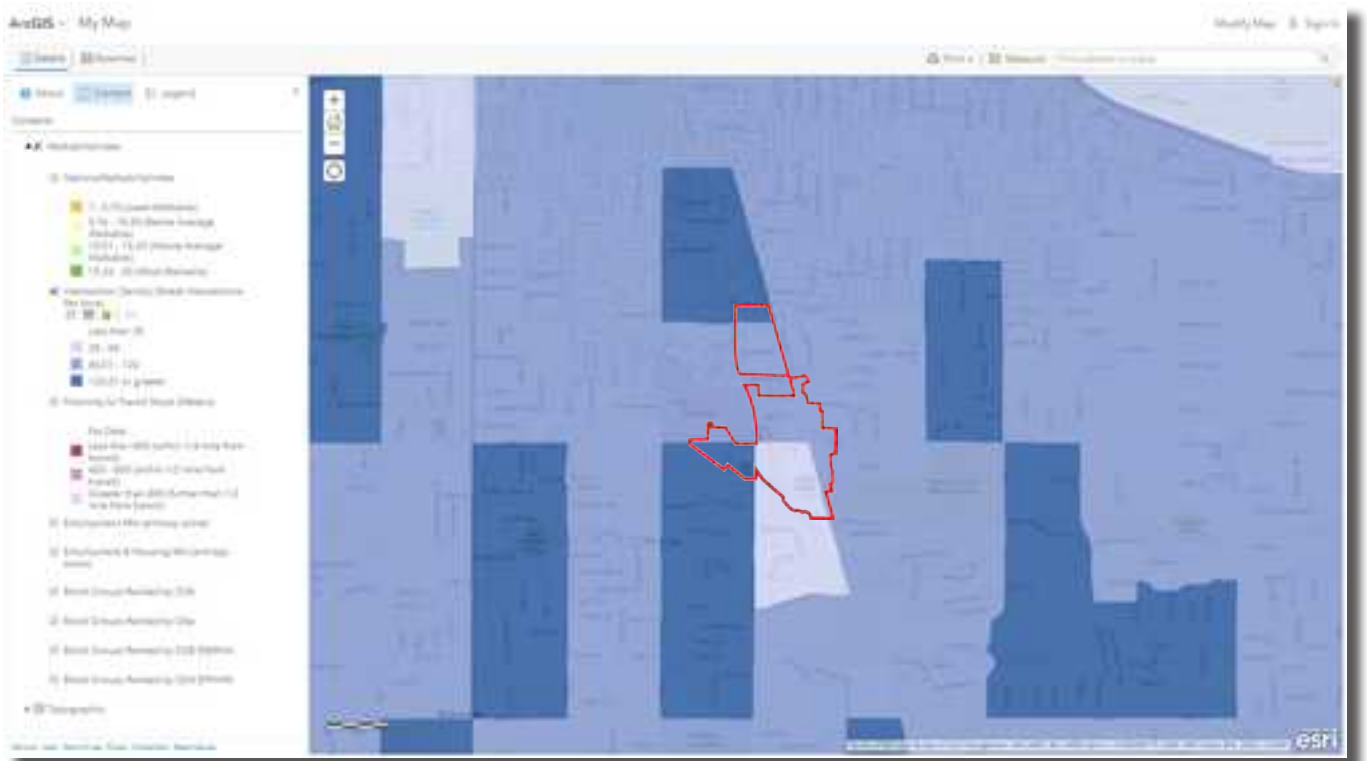
transit stops" and "Intersection density (intersections per acre)". The study area falls within several ranges in these categories. Transit is within 1/4 mile for about half the site, and within 1/2 mile for the other half. Intersection density mostly falls between 60 and 120, but the southern portion of the site around the Home Depot is lower (30 to 60), and the northern and western edges rank as 120 or greater.

Below: GIS data showing the national walkability index, with the study area outlined in red





Above and below: GIS data showing proximity to transit and intersection density, respectively





Above: At the intersection of Richmond and Elgin Avenue, there are numerous issues at the crosswalk. For example: the crosswalk has no traffic control device; the street is very wide and speed limits are high; the west side of Richmond has a poor sidewalk with no raised gutter; Elgin west of Richmond has no sidewalk.



Above: There are several issues at the intersection of Highland Drive and Miller Avenue. These issues include: only two of four sides are crossable for pedestrians; only one of four sides has a traffic signal for pedestrians; and the signalized crossing leads to areas with no sidewalks (the north side of Miller and the east side of Highland lack sidewalks).



STREET CROSSINGS

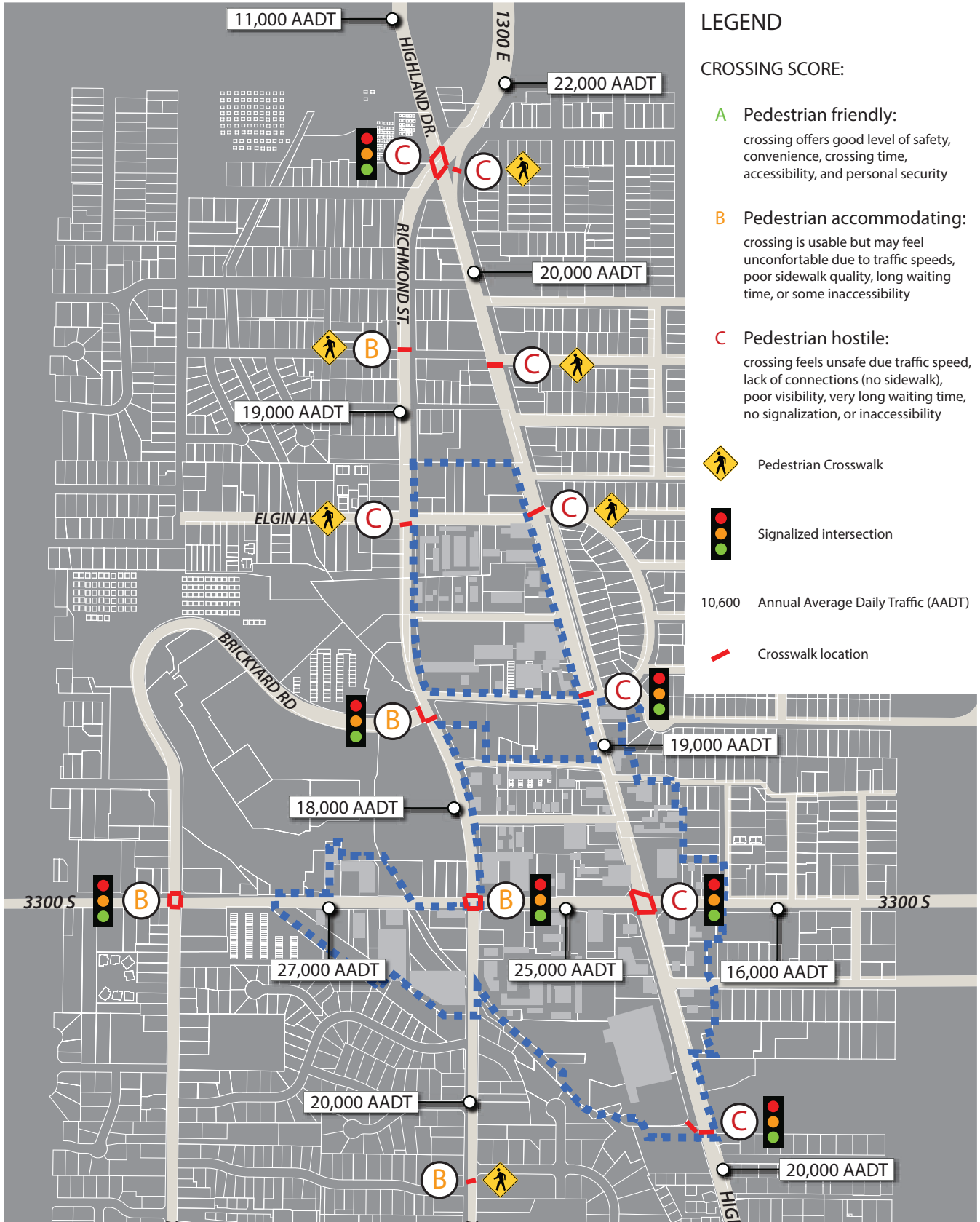
DESCRIPTION

The crosswalks within and adjacent to the study area were inventoried and scored based on their friendliness to pedestrians. Factors affecting the scores included level of safety, speed limit of the streets, quality of sidewalks, wait times, presence or absence of signals, and accessibility for all users. These crosswalks and their scores are shown in the adjacent figure, and examples are shown in a few representative photos.

RESULTS

In general, the crosswalks around and within the study area need improvement. No existing crosswalk scored as pedestrian friendly, with half scoring as accommodating and half as pedestrian hostile. Several of the crosswalks have no traffic control devices (such as a HAWK beacon or traffic light) and rely solely on road signs and road paint. Many sidewalks at the crosswalk locations are old, nonexistent, or missing proper curbs. The traffic travels at uncomfortable speeds along Highland Drive, 3300 South and Richmond Street. The travel distance across many streets is long and feels unsafe. Some traffic light intersections only allow pedestrians to cross at one or two of the four sides.

Left: An example of a pedestrian friendly crossing. A median is introduced in the middle for safety, and lanes are narrowed to reduce traffic speeds.



LEGEND

CROSSING SCORE:

- A Pedestrian friendly:**
crossing offers good level of safety, convenience, crossing time, accessibility, and personal security
- B Pedestrian accommodating:**
crossing is usable but may feel uncomfortable due to traffic speeds, poor sidewalk quality, long waiting time, or some inaccessibility
- C Pedestrian hostile:**
crossing feels unsafe due traffic speed, lack of connections (no sidewalk), poor visibility, very long waiting time, no signalization, or inaccessibility



Pedestrian Crosswalk



Signalized intersection

10,600 Annual Average Daily Traffic (AADT)



Crosswalk location



Above: Example of a sidewalk suddenly stopping along Elgin Avenue. The sidewalk, park strip and raised curb/gutter on the right stops at the property line, and an older street design of wide, flat gutter and no sidewalk takes over on the left. The pedestrian is forced to cross over the park strip and then walk in the gutter or the street.



Above: This photo shows a section of 3300 South where the sidewalk abruptly stops and is replaced by asphalt and parking. This transition is very uncomfortable for pedestrians.



SIDEWALKS

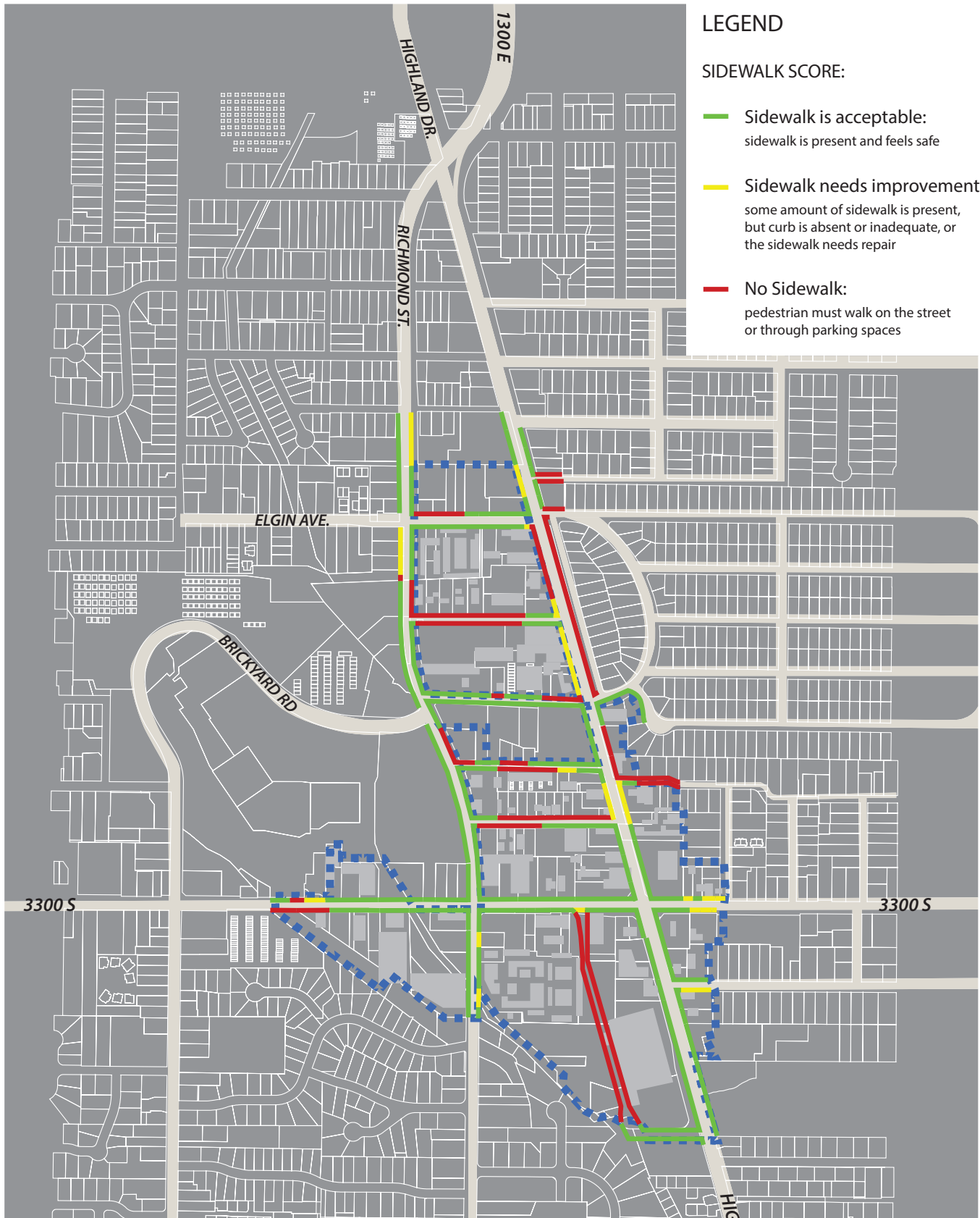
DESCRIPTION

The sidewalks within and adjacent to the study area were inventoried and scored based on their friendliness to pedestrians. Factors affecting the scores included presence or absence of sidewalks, presence or absence of curbs, and condition of sidewalk materials. These sidewalks and their scores are shown in the adjacent figure, and examples are shown in a few representative photos.

RESULTS

Many streets within the study area are lacking sidewalks or raised curbs. These items are essential for pedestrians to feel safe to walk. There are several instances where sidewalks suddenly end due to inconsistent redevelopment along adjacent properties. Some sections of Highland Drive have asphalt in place of a raised concrete curb and sidewalk. These locations increase the likelihood of parking cars straying into the pedestrian zone, and lead to increased pedestrian anxiety.

Left: An example of a pedestrian friendly sidewalk. A park strip provides a buffer from the street and a place for trees, shrubs and bicycle parking. A cafe zone provides space for stores to place chairs and tables.





Above: Example of a store frontage with vehicular priority. The building is away from the sidewalk, with parking for cars placed adjacent to the public right of way. Pedestrians must walk through the parking lot to access the store.



Above: This storefront scored as yellow, as there is landscaping and a friendly sidewalk, but access is only from the side of the building. This situation could easily be improved with a new entrance.



SITE ANALYSIS:

BUILDING FRONTAGE DESCRIPTION

The building frontage within and adjacent to the study area were inventoried and scored based on their priority to pedestrians. Factors affecting the scoring included proximity of building facade to the sidewalk, location of the main entrance, presence of sidewalks/street improvements/landscaping, and whether car-centric items like drive-throughs/street-side parking/rear main entrances were present. These crosswalks and their scores are shown in the adjacent figure, and examples are shown in a few representative photos.

RESULTS

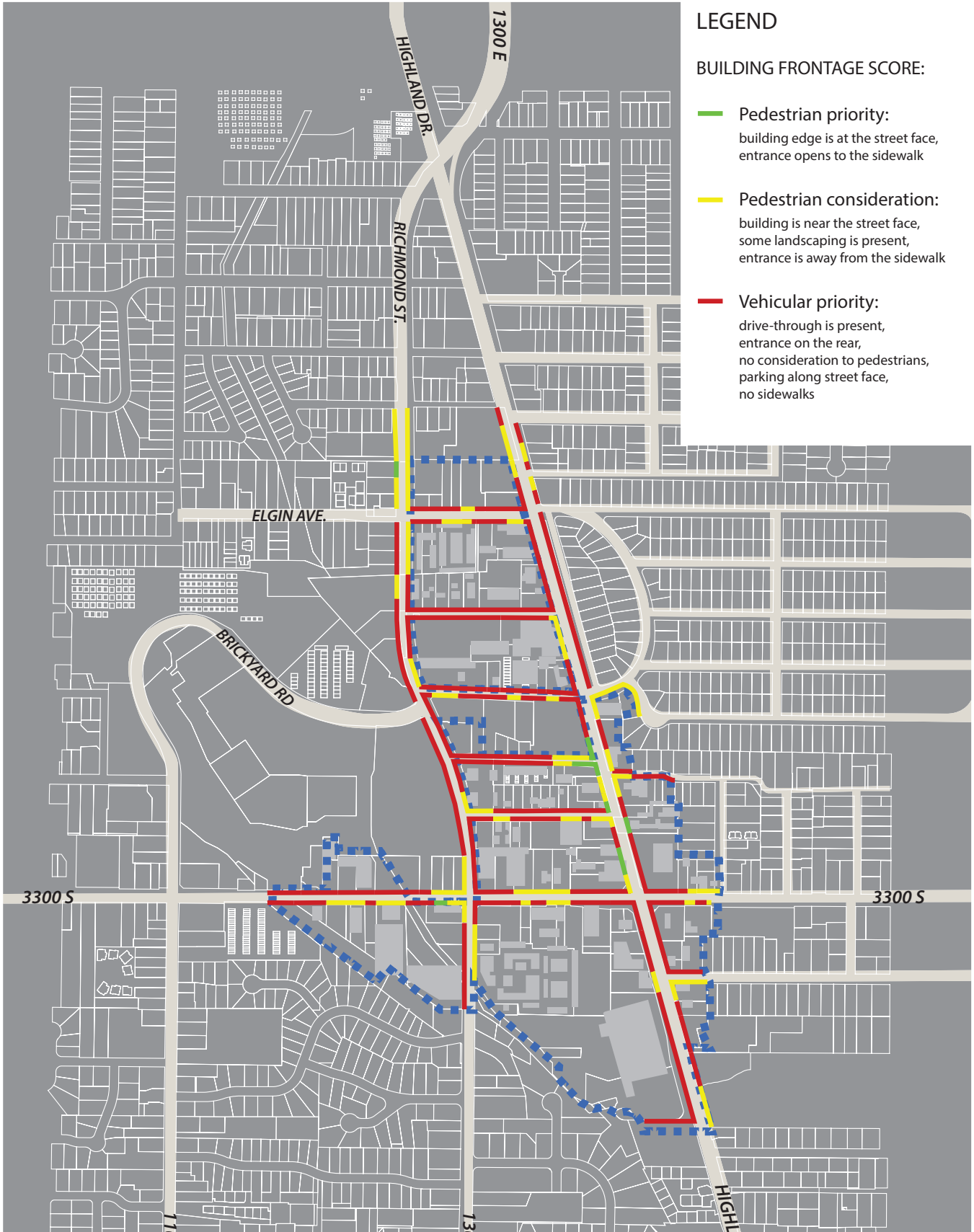
Some storefronts and houses are pedestrian friendly, but the majority of properties in the study area have a vehicular priority and are hostile to pedestrians. It is common practice within the area for parking to be placed in front of the buildings, for entrances to be at the side or rear of the building, or for sidewalks to be missing. Several residential properties also have missing sidewalks and/or tall fencing along the public right of way, which creates a negative experience for pedestrians.

Left: An example of a pedestrian friendly storefront within the study area. The building is situated near the sidewalk, and the entrances face the street. An awning provides shade.

LEGEND

BUILDING FRONTAGE SCORE:

- **Pedestrian priority:**
building edge is at the street face,
entrance opens to the sidewalk
- **Pedestrian consideration:**
building is near the street face,
some landscaping is present,
entrance is away from the sidewalk
- **Vehicular priority:**
drive-through is present,
entrance on the rear,
no consideration to pedestrians,
parking along street face,
no sidewalks



Utilities

When looking into the utilities servicing the study area, a Blue Stakes planning and design request for service providers in the area was generated. Table 1 below shows the recorded providers and whether or not service was in the area.

Table 1: Utility Service Providers around the Proposed Millcreek City Center.

Provider Name	Utility	Service in the Area (Yes/No)
American Telephone & Telegraph (AT&T)	Communication /Fiber	No
Comcast	Cable TV / Fiber	Yes
Century Link	Communication & Fiber	N/A
First Digital Telecom	Phone	Yes
Google Fiber	Fiber	N/A
MCI/Verizon Business	Fiber	N/A
Mt Olympus Improvement District	Sewer	Yes
Dominion Energy	Natural Gas	Yes
Rocky Mountain Power	Power	Yes
Salt Lake City Corporation	Roads	N/A
Salt Lake County Operations Division	Traffic Signals	N/A
Salt Lake City Public Utilities	Water/Sewer/ Storm Drain	Yes
UDOT Region II	Fiber Optics / Traffic Signal	Yes

The attached exhibits show the locations and size of the utilities as provided by the service agencies. As development of the Millcreek City Center takes shape more discussion will be needed with the agencies to determine infrastructure capacities and need based upon development criteria.

Of specific note, the storm drain in the area is minimal at best. There are only a couple of catch basins located along Highland Drive at 3130 South, and a handful located along 1300 East. There is a storm drain line along 3300 South with approximately 20 catch basins at the intersections, and in between intersections. These lines and catch basins are not shown on the record drawings provided. Some of the buildings in the area have catch basins in the parking lots. It is not clear if these lead to underground retention basins or into a storm water system. Further investigation will be required to identify how the storm water will be managed.

Management of storm water is typically achieved by detaining the storm water onsite and limiting the rate of flow from the site. Allowed release rates vary with a typical rate that approximates pre-developed conditions equal to 0.2 cfs per acres. We recommend that this development manage flows on site and release flows such as to not overwhelm the existing storm drain systems (typ. 0.2 cfs /acre).



Figure 1 - GAS EXHIBIT



Figure 2 - IRRIGATION EXHIBIT



Figure 3 - SEWER EXHIBIT

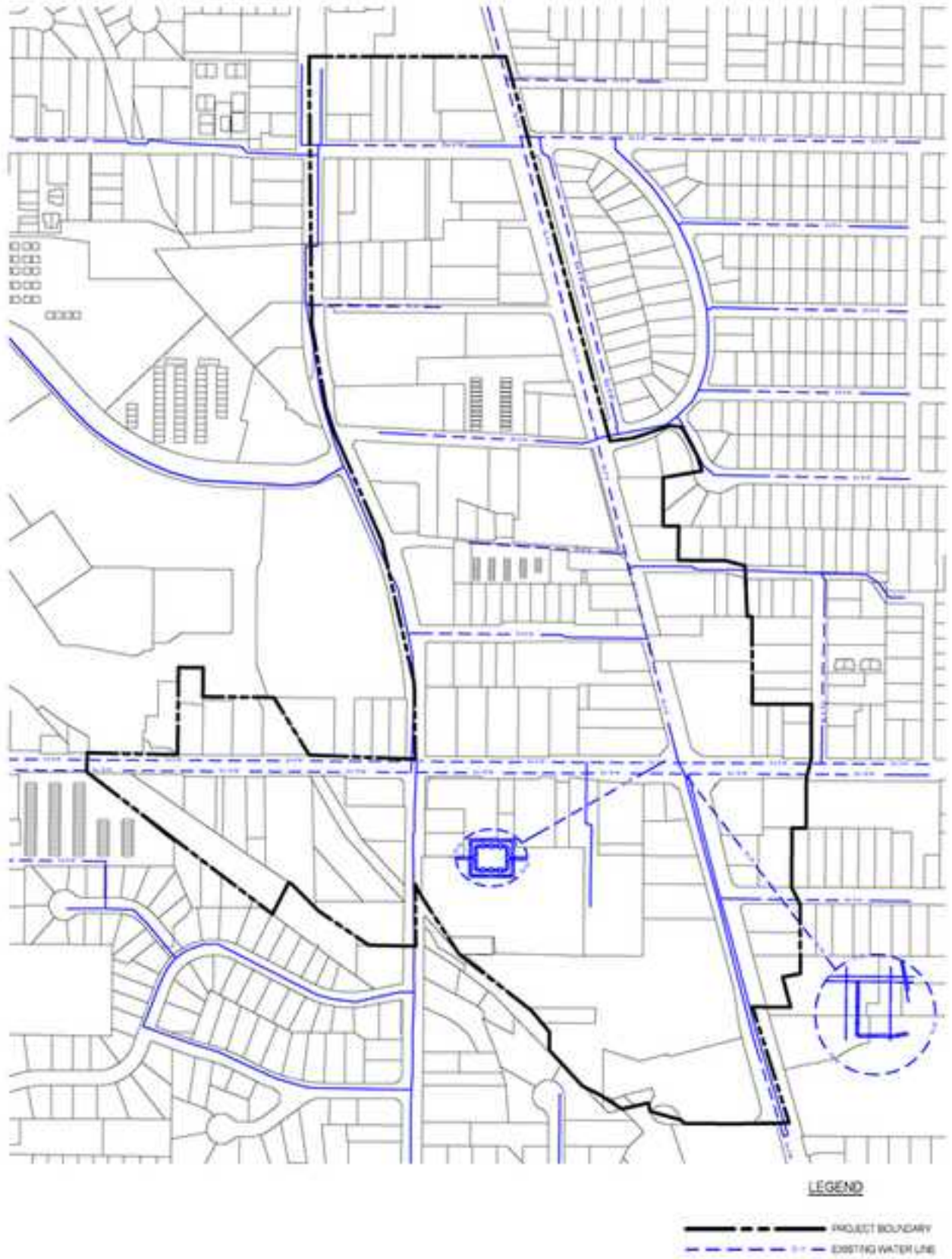


Figure 4 - WATER EXHIBIT

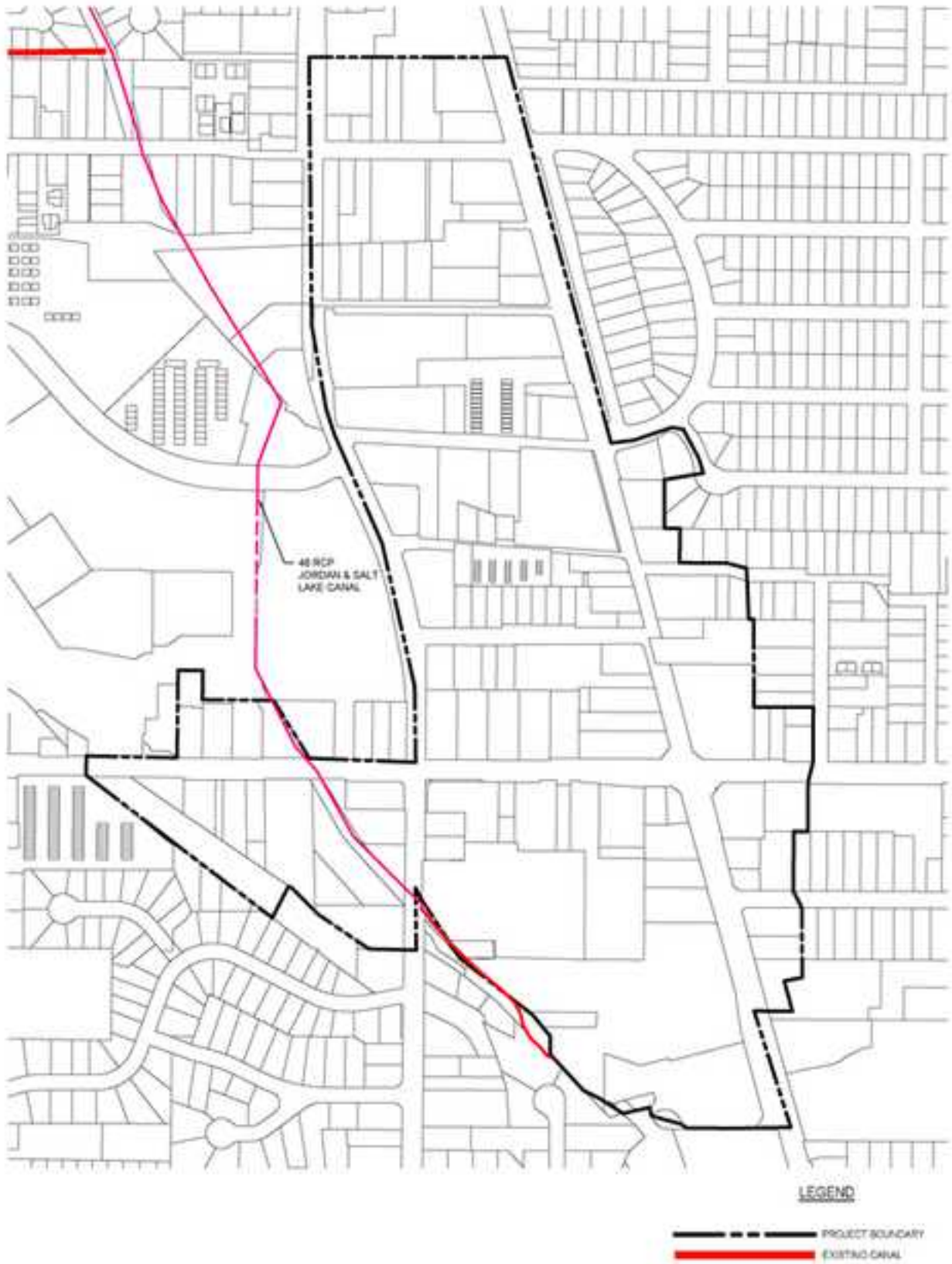


Figure 5 - CANAL EXHIBIT



Figure 6 - FIRST DIGITAL TELECOM EXHIBIT

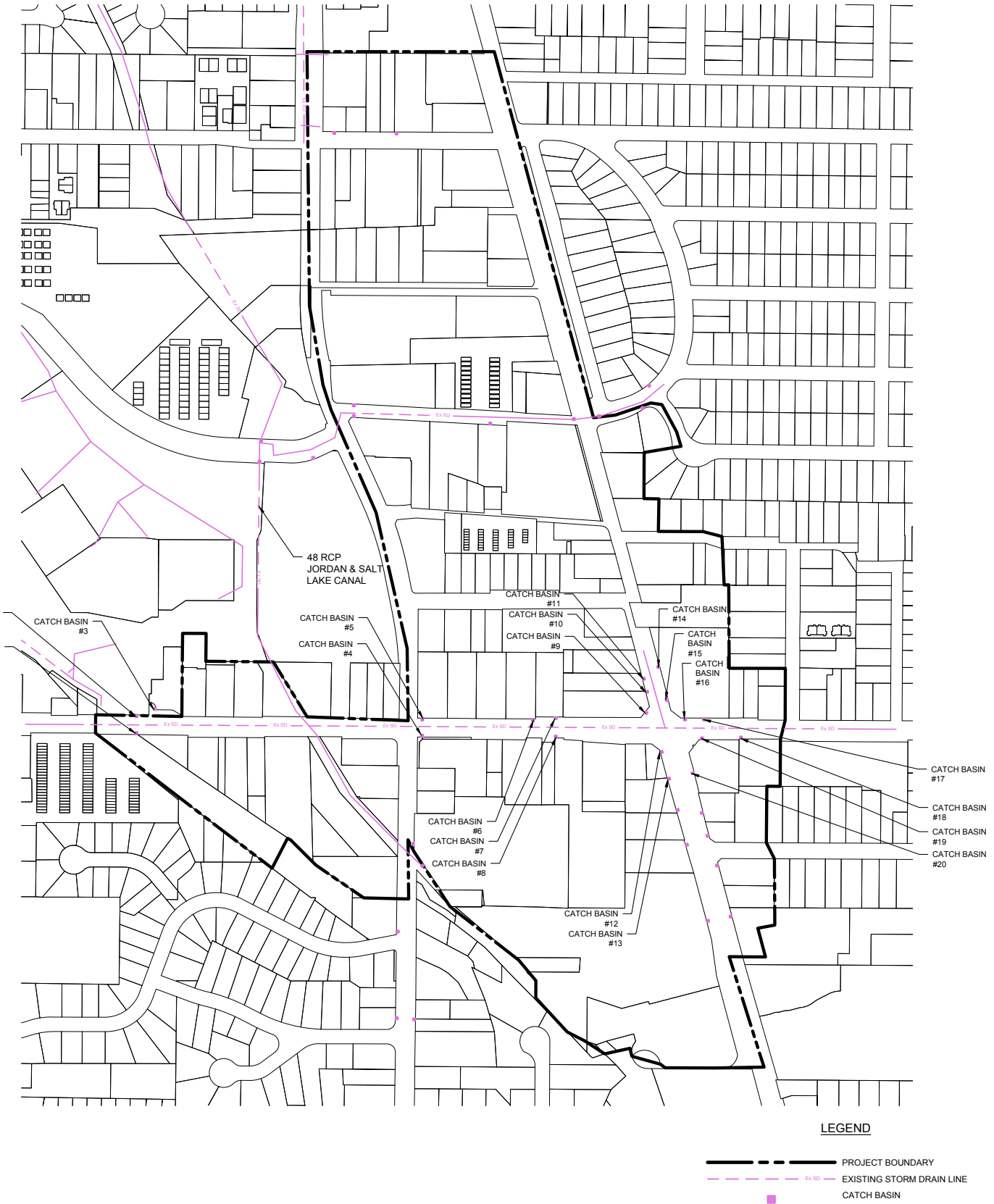


Figure 7 - STORM DRAIN EXHIBIT



Figure 8- COMCAST & TELECOM EXHIBIT



Figure 9- ROCKY MOUNTAIN POWER EXHIBIT

Sugar House Walking Tour

Positives:

- Diversity of use
- Public transit
- Setbacks and story heights
- Walkability
- Lighting

Needs Improvement:

- Connectivity between transit and center
- Less open parking
- Less density - less traffic and noise

What to incorporate into Millcreek:

- Transit near city center
- Open plazas and green space
- Monuments and preservation of historical features
- Timeless design
- Walkability



Holladay Walking Tour

Positives:

- Wide sidewalks and setbacks
- Throwback to historic main street
- Green Space - raised planters, flower pots, etc.
- Elevated walkways keep area accessible and attractive in front of businesses

Needs Improvement:

- Pretty, but feels artificial
- More housing to improve vitality for business
- Bike lanes and sidewalks leading to city center

What to incorporate into Millcreek:

- Plaza off the street
- Walkability
- Variation and staggering of building facades
- Consistency in architecture
- Green Space
- Family Amenities - Playground or Splash Pad





Please join us Wednesday, September 12th at Sugar House's Monument Plaza in front of Wasatch Brew Pub at 6:00 PM for a WALKING TOUR estimated to finish at 7:30 PM.

SUGAR HOUSE WALKING TOUR

After the tour is complete, circle your favorite stop along the walking tour.

- 1** Monument Plaza
- 2** Adaptive Reuse
- 3** New Construction
- 4** S-Line and New Construction
- 5** Fairmont Park Upgrade
- 6** Wilmington Gardens
- 7** Pedestrian Streetscape



Holladay Village Center Plaza - SoHo - Harmons - City Hall | 6:00 PM - 8:00 PM

HOLLADAY WALKING TOUR

After the tour is complete, circle your favorite stop along the walking tour:

- 1** Holladay Village Center
- 2** SoHo Food Truck Park
- 3** Harmons Grocery
- 4** New Residential
- 5** City Hall and Park
- 6** Village Center Parking
- 7** Holladay Village Center



Relevant Precedent

Belmar - Lakewood, CO

Belmar is the redevelopment of a failed 1960's era, 100 acre enclosed shopping mall into a vibrant urban village. The site is bordered by two high volume state highways adjacent to Lakewood's civic center, community park and single family neighborhoods. The urban design is organized as a traditional street grid that emphasizes pedestrian movement with shops oriented closely to the street.

Belmar Vision:

Belmar was envisioned as a vibrant, mixed-use downtown with shopping, dining, cultural amenities, offices and a wide variety of rental and for sale housing options.

Project Requirements:

Build a downtown with a real sense of community, reconnect the site to the surrounding area, celebrate the public rather than the private realm, and create a diverse environment that is more pedestrian and transit rather than automobile oriented.

“FROM DEAD MALL
TO DOWNTOWN”





Goals & Vision

A walkable urban place that is iconic

Focusing on pedestrian experience and forming human-scaled walks and buildings are crucial to the creation of active public spaces that Millcreek residents will frequently enjoy. This urban space will help define the City of Millcreek providing a distinct experience from the nearby Holladay Town Center and Sugar House.



MILLCREEK CENTER

An amenity and gathering place for the whole city

Creating a community gathering space for both large organized occasional events and casual daily interactions is a vital to facilitate opportunities for uniting community members. Providing a variety of gathering spaces and amenities will help attract a diverse range of community members and contribute to its active year-round use.



MILLCREEK CENTER

An engine of employment, population, and tax base to help keep taxes low for Millcreek

Providing economic vibrance and opportunities to the community is critical to the long term health of the community. The new Millcreek City Center is located at a key intersection in the community and presents a significant opportunity for employment and tax base in Millcreek.



MILLCREEK CENTER

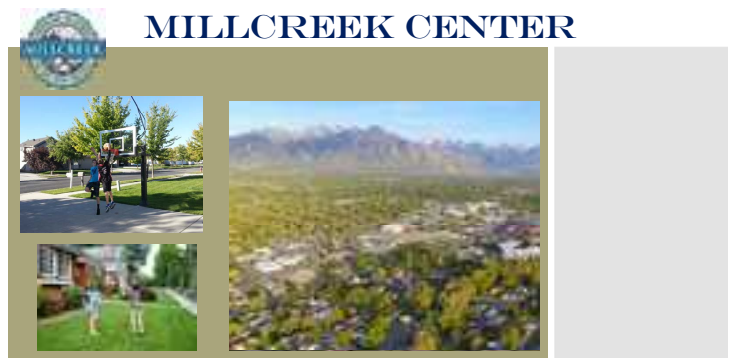
Design should support transportation alternatives

Transportation is key in the success of the town center’s adaptability for growth. Complete streets with a mix of pedestrian, bike and vehicle accommodation are a necessary component along with the consideration of a future transit service for the area. The design will look to integrate these alternatives into the City Center to include a variety of users.



Respect surrounding existing residential neighborhoods

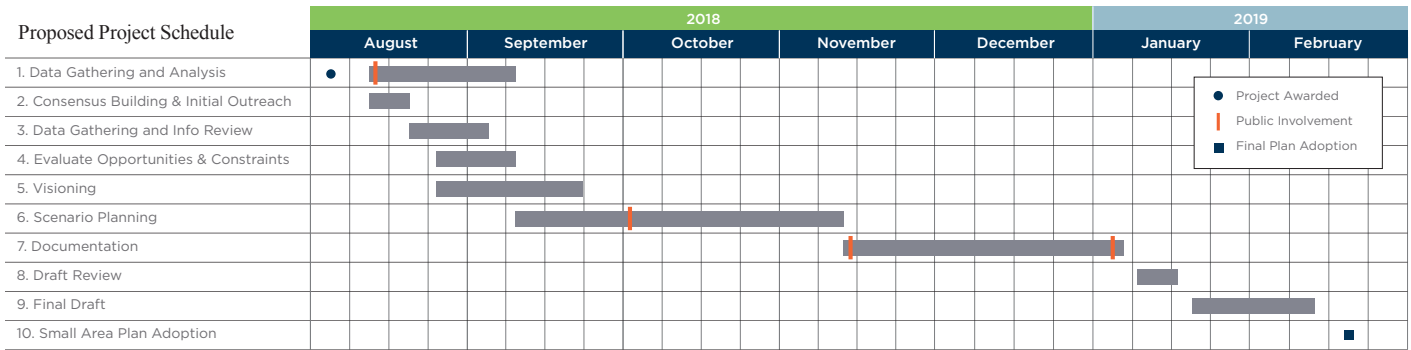
The community must be engaged and feel empowered to participate meaningfully in defining the goals and outcome of this important project. Their involvement and interaction during future design phases is needed to properly address concerns and achieve the desired outcomes for the new City Center.



Next Steps

Gathering existing condition data and identifying the study areas strengths, weaknesses and opportunities informs future planning decisions. The design team will continue to re-visit and expound on this information, the necessary background inventory and analysis for the site is completed allowing us to move forward generating concept designs and initial recommendations for the creation of the City Center.

Looking ahead in the schedule we move further along the Scenario Planning portion of the project and continue to refine the vision. Two upcoming community open house meetings will present initial concepts and refine those concepts. The first meeting will focus on developing the overall vision and goals of City Center showing how past walking tours informed the process and how we arrived at three concept designs. During this meeting we will be looking for feedback and comments from attendees to enhance the concepts and build consensus. In November the second meeting will show revisions and progress towards a refined plan in-tune with community concerns and comments. This follow up meeting will be the last public community outreach meeting until the final plan is presented at the beginning of next year when the draft plan is presented to the City Council and Planning Commission.



- 1 | **DATA GATHERING AND REVIEW** (Aug 13 - Sep 10)
 - 2 | **CONSENSUS BUILDING & INITIAL OUTREACH** (Aug 13 - Aug 20)
 - Conduct Kick-off & Visioning Session *
 - Visual Survey of Site *
 - Photo Documentation
 - Conduct Outreach Focus Group Meetings *
 - Residents, Business Owners, and Community Leaders
- * One on-site visit (one day)
- 3 | **DATA REVIEW & INFORMATION GATHERING** (Aug 20 - Sep 3)
 - Review Background Data
 - City/County Resources
 - Demographic Projections
 - City Utilities and Infrastructure
 - Site Forces, Planning Analysis and Initial Concepts
- 4 | **EVALUATE OPPORTUNITIES & CONSTRAINTS** (Aug 27 - Sep 10)
 - Limitations Due to Existing Infrastructure and Zoning
 - Requirements for Optimal Mix of Uses
 - Circulation: Pedestrian, Bicycle, Vehicular, Transit Service; Utilities and Infrastructure; Community Connections and

- Interface; Existing and Future Needs
 - Parking Considerations
- 5 | **VISIONING** (Aug 27 - Sep 24)
 - General Organization/Plan Approach
 - Infrastructure Options
 - Circulation and Parking Options
 - Initial Cost/Phasing Projections
 - Initial Concepts; Select 1st Choice * (Nov 7)
 - Concept Refinement (Nov 7 - Nov 20)
- * One on-site visit (one day)
- Present Refined Concept** (Nov 27)
 - Conduct Outreach Focus Group Meetings *
- * One on-site visit (one day)
- 6 | **SCENARIO PLANNING** (Sep 10 - Nov 12)
- 7 | **DOCUMENTATION** (Nov 2 - Jan 7)
- 8 | **DRAFT REVIEW** (Jan 9 - Jan 16)
- 9 | **FINAL DRAFT** (Jan 21 - Feb 12)
- 10 | **PLAN ADOPTION** (Feb 19)