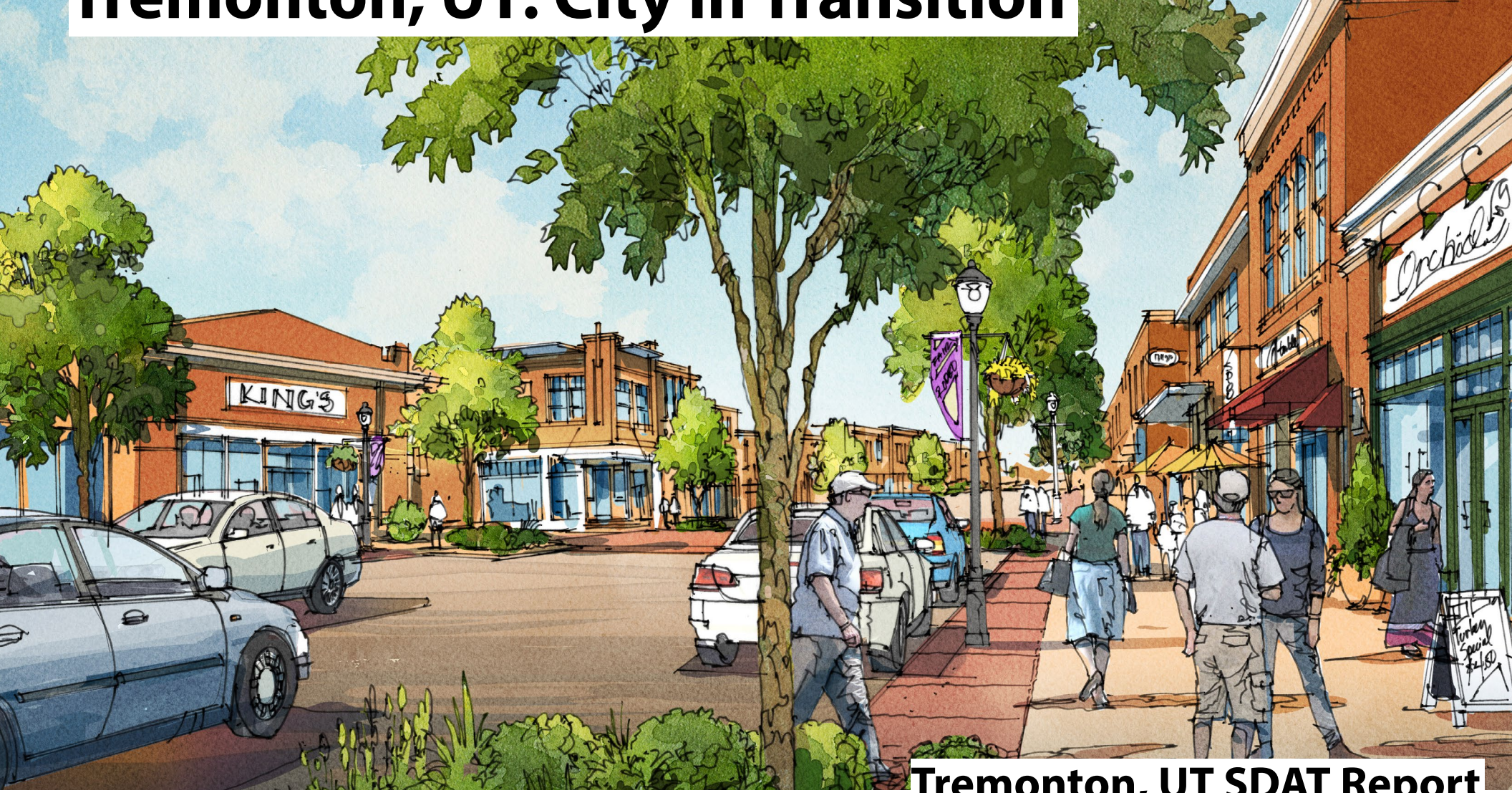


Tremonton, UT: City in Transition



Tremonton, UT SDAT Report

AIA Communities by Design
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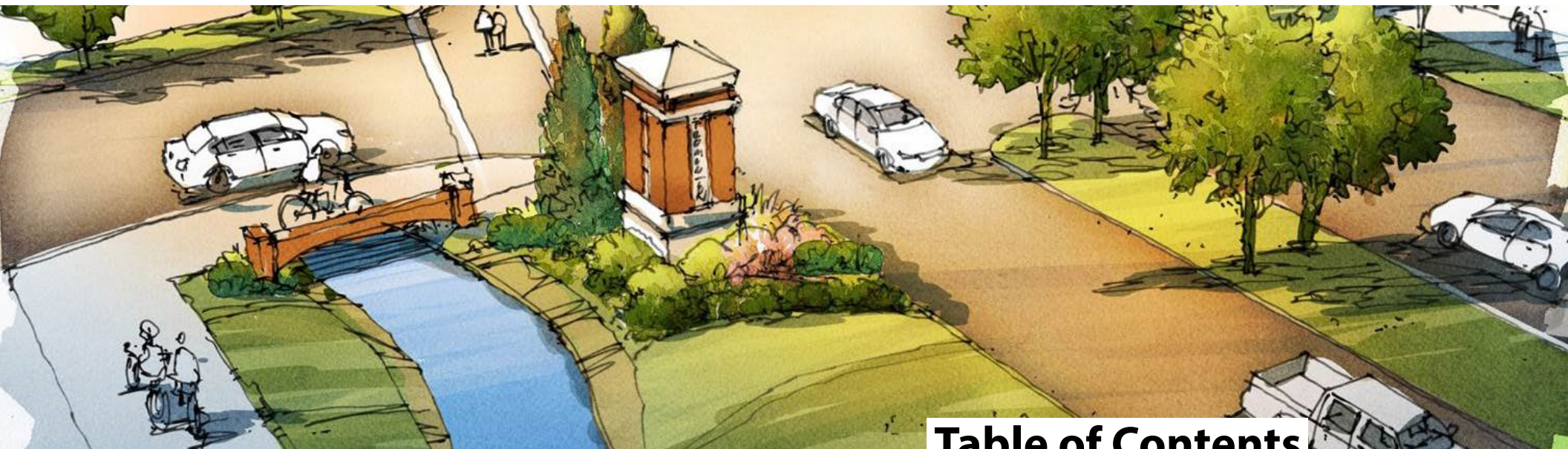


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INTRODUCTION

In December of 2012, Tremonton, UT submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the community and its citizens in addressing key issues facing the community. The issues included economic development, connectivity, and downtown revitalization. The AIA accepted the proposal and, after a preliminary visit by a small group in March 2013, recruited a multi-disciplinary team of volunteers to serve on the SDAT Team. In August 2013, the SDAT Team members worked closely with local officials, community leaders, technical experts, non-profit organizations and citizens to study the community and its concerns. The team used its expertise to frame a wide range of recommendations, which were presented to the community in a public meeting. This report represents a summary of the findings and recommendations that were presented to the community.

The Sustainable Design Assessment Team (SDAT) Program

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others. Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

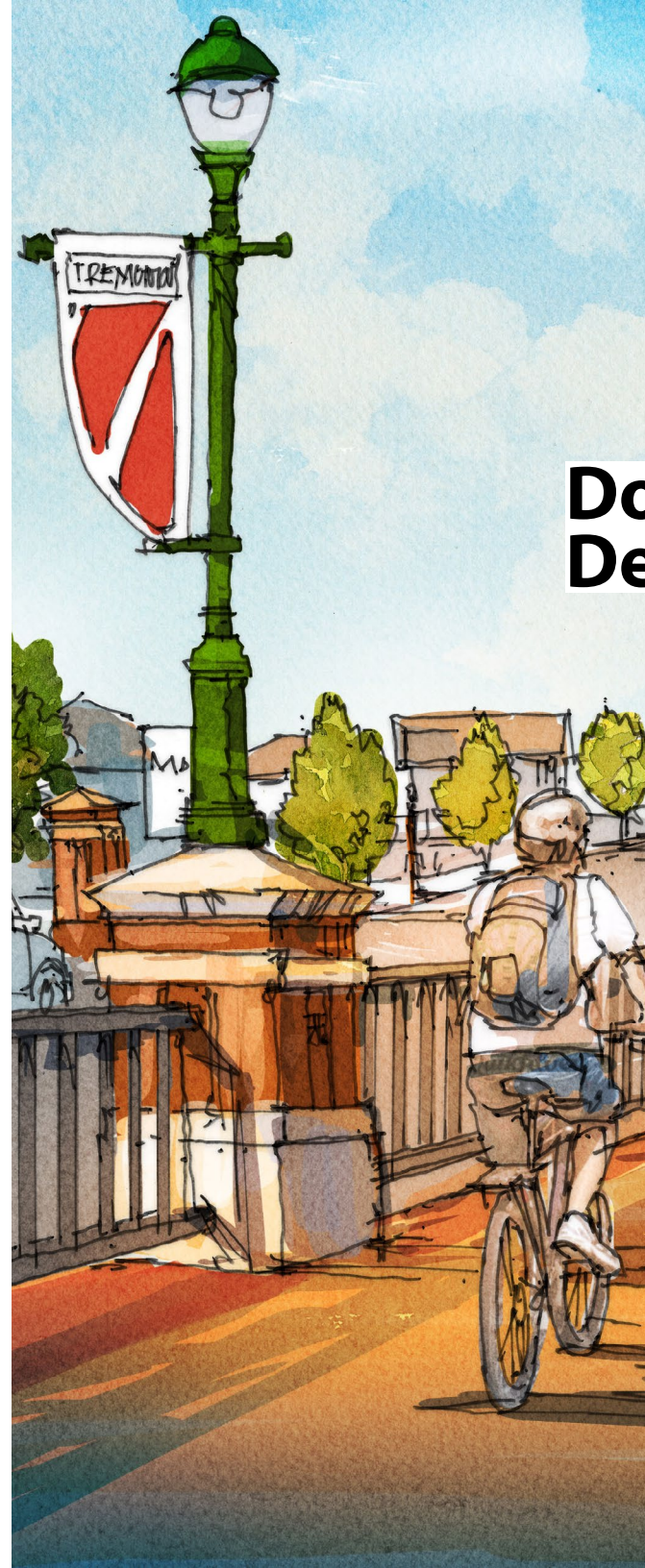
- **Customized Design Assistance.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.

- **A Systems Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. The SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholders and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields.



The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

The following report includes a narrative account of the Tremonton SDAT project recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future sustainability efforts in the community.



Downtown Design

OVERVIEW

Under the leadership of Shawn Warnke, City Manager, the municipal government of Tremonton City, Utah, contacted the AIA Communities by Design in 2012 with an interest in arresting the decline of their Main Street. This 3-1/4 mile corridor - essentially defining the City's central business district and the locus of most of Tremonton's commercial sublease space and public amenities - was in marked decline. With a high vacancy rate, many buildings in a state of disrepair, a significant amount of underutilized and vacant land, poorly-defined district boundaries, and, yet, a persistent traffic congestion problem, this Main Street bore the hallmarks of a historic town center that had been abandoned by residents, visitors and landlords alike.

Although the City had undertaken numerous planning studies including a commercial business district analysis in 1988, a general plan in 2002 and recently-completed trails, parks and open space plan, economic conditions had not improved. The analysis prepared in 1988 had correctly identified many root causes of Main Street's decline, but had not left the City with specific tasks or sufficiently actionable recommendations. Over recent decades, while Tremonton's residential population had grown slightly and job creation in industrial sectors was steady, people were clearly going elsewhere to shop and recreate.

The City also lacked a regional civic identity. And although the study area proposed by the SDAT application closely resembled a traditional historic Main Street district as defined by the National Main Street Center, Inc. (www.preservation.org a subsidiary of the National Trust for Historic Preservation), The Tremonton SDAT understood our challenge to be more than simply imagining or illustrating a revitalized Tremonton Main Street. We needed to identify the systemic obstacles to growth and give the City tools and strategies with which to promote sustainable development.

SUSTAINABILITY

The SDAT process is built on the principle that sustainability should be a lens through which every activity of human settlement should be seen. Sometimes summarized as "planet, profits, and people", sustainability conventionally involves balancing three factors: Human stewardship of the natural environment, local economic viability, and social equity so all members of a society have equal access to the benefits of a society. Also referred to as "triple bottom line" thinking, when these three factors are all present in a society, it will regenerate or sustain itself.

By our initial assessment as reinforced by the applicant's appraisal, economic conditions in downtown Tremonton were dire enough that social equity and environmental stewardship were also becoming compromised. Lacking a viable local commercial center, residents with access to private transportation were forced to drive considerable distances for many of their needs increasing the regional vehicle miles travelled and diverting disposable income. This further degraded the natural environment and

- despite the City's work to acquire and develop green space - downtown had become unkempt, insufficiently landscaped, and dominated by heavy vehicle traffic.

WHAT WE HEARD

On August 14 and 15, 2013, the SDAT conducted stakeholder interviews with Mayor Roger Fridal and members of the City Council, the Tremonton Steering Committee and City departmental staff members, as well as representatives from the Merchants Association and Bear River Valley Chamber of Commerce. Topics discussed included economic development, land use, transportation, urban design and public space. The applicants also sponsored a very well-attended open public meeting at North Park in which the SDAT recorded the first-hand concerns and priorities of many local residents. Several themes consistently emerged from these conversations:

1. The residents of Tremonton City were generally very pleased with all aspects of their community - except for the downtown. The city was considered to be very safe and neighborly. The schools were satisfactory, good factory jobs were available, and quality of life and cost of living were both described in very positive terms. Although driving was the residents' primary mode of transportation and their social activities were generally limited to those connected with schools or faith-based institutions, the citizens did not feel isolated from each other. The sense of community in Tremonton City was strong.

It was noteworthy, however, that the extraordinary turn-out at our community meeting (helped by the very pleasant weather as well as free hot dogs and ice cream) appeared even to long-term residents and elected officials to be unprecedented. Clearly, this type of large-scale civic gathering was rare.

2. People were quick to identify downtown's deficiencies, particularly its lack of desirable consumer-oriented businesses such as restaurants and retailers, but were unsure of either the causes of this decline or what should be done to improve conditions. There was agreement that the City lacked a theme or identity, but widely divergent opinions as to what that identity could be. To most people, the downtown had "good bones" and was vitally important to the City's health, but had no distinguishing characteristics. Although strong opinions were expressed about Tremonton's neglected "western heritage", most residents simply wished the City could have a modern, clean, well-maintained and busy commercial district.

3. There was an undercurrent of divisiveness between groups in Tremonton whose priorities are often misaligned in struggling downtowns. Residents claimed to want to shop downtown, but the retail mix and traffic congestion forced them to go elsewhere. Some residents expressed a belief that commercial building owners were charging unrealistic rents and unwilling to invest in improvements to their own properties. An opinion was also expressed that the few surviving and established down-

town commercial businesses were overly competitive and unwilling to help newer tenants succeed. Sensing disloyalty and frustrated by empty sidewalks, business owners claimed that holiday promotions and civic celebrations were largely planned and executed by them without enough support from the City.

4. Growth potential was seen as something that only existed outside the downtown much closer to the I-84 and Route 15 interchange - the "west end". On Main Street and within incorporated Tremonton but well outside the historic commercial district, this collection of parcels was either undeveloped or used by national fast-food pad site restaurants and gas stations. It was easy to imagine regionally-scaled mixed-use development in the west end that could thrive off of interstate traffic but could permanently divert any commercial traffic from entering downtown Tremonton.

5. There was much discussion about the rodeo. On Main Street in between downtown and the west end, the Box Elder County Fairgrounds hosts what is Utah's oldest and (perhaps) best-attended rodeo: The Golden Spike Rodeo. In late August, this multi-day affair is a regional draw and the single most iconic event in Tremonton. Despite its popularity, however, the City had essentially leveraged no lasting benefits from this major attraction.

6. Locational potential: In the mind of residents and merchants alike, the City's location in what is marketed as the "Bear River Heritage Area" held tremendous potential. With nearby hot springs, ski areas, wildlife refuges and world-class birding areas, Tremonton would seem to be a gateway to an outdoor sports paradise. However, Tremonton was also neighbor to several other small to medium sized communities such as Brigham City, Logan, and Ogden with well-established regional identities and thriving commercial districts that had a considerable head-start on cultivating this position.

CONNECTIONS AND GATEWAYS

Although creating an effective business development, promotion and retention organization and a shared strategic vision for Tremonton City is certainly the first key to Tremonton's success, urban design must also be considered part of the solution. With an unrecognizable city center of inconsistent quality, weak connections between adjoining districts and a Main Street dominated by a wide expanse of asphalt, it is difficult for people to develop a "mental map" of downtown making it unremarkable and forgettable to most people.

But Tremonton's central business district has a tremendous amount of growth potential. The town has a real opportunity to become regionally distinct and competitive with its neighboring communities. However, to realize this growth potential it must be framed by clear planning and design principles that focus on creating a high-quality and identifiable public realm unique to Tremonton.

In summary, Main Street will and should always be the focus of design thinking for Tremonton. First, Main Street must have a strong central commercial district at its center. This central district, the heart of Tremonton, should be "framed" by recognizable gateways. We recommend these gateway nodes be created at Main Street and N 4th West Street, and Main Street and the Malad River crossing. This would create an approximately seven-block district in which to apply the town's most rigorous design guidelines.

This district – the very center of which should be marked at the intersection of Main Street and Tremont Street – should also feature a central multi-purpose public square, and Main Street's right-of-way should be redesigned to be substantially more beautiful and pedestrian-friendly.

DESIGN

Storefront and Signage Design Guidelines

The purpose of storefront and signage design guidelines is twofold: To set a baseline for façade design and construction quality including materials, lighting, and level of detail, and to establish a general consensus around matters of style that support a district identity. Design guidelines can prohibit the use of construction materials more likely to fail under normal weather conditions such as imitation brick or stone or types of low-quality signage or awnings such as internally-lit plastic light-boxes. Design guidelines can also enhance a signage ordinance by limiting the amount and location of signage and lettering, restrict light fixture styles or awning materials, or even describe a preferred palette of finishes or colors.

Storefront and signage guidelines are typically adopted as an amendment to an underlying zoning ordinance. They are applied to new or renovated buildings within a specified geographic area which is then described in the ordinance as an "overlay district". The City should consider offering matching grants or zero-interest loans to building owners interested in improving their properties in compliance with newly-adopted design guidelines. It is further recommended that projects submitted for consideration under storefront and signage regulations be reviewed by design professionals that can evaluate compliance alternatives.

Although this AIA SDAT report contains an example of the kind of guidelines that Tremonton may adopt, it is important to understand that – like a downtown's "brand" – storefront and signage guidelines must be developed to meet the specific needs of this City.





STAGE 1: Remove metal siding; replace storefront; simple sign band
paint & decorative lighting



STAGE 2: Bistro tables & chairs; restaurant function w/ seasonal seating.



STAGE 2: sliding walls; displays spm toward street; A-frame & pedestrian signage.



STAGE 2: Mixed use 2nd floor apartment.

The sample storefront and signage guidelines prepared by the SDAT are typical in scope. The most important elements are the requirements for a large amount of storefront glass, a maximum sill height, the creation of an approximately 3' deep design control zone behind the storefront glass intended for merchandise display, and the prohibition against the use of opaque signage that obscures views into the store.

The drawings also illustrate signage styles, awning design, and upper-story architectural elements and materials that recall the style of Tremonton's original historic two-story commercial buildings. The perspective sketches illustrate how a variety of design approaches and even building uses could still be in compliance with these guidelines if judiciously interpreted.

Catalyst Sites

A catalyst site is a development parcel with the potential to spur other development activity within a commercial district. A catalyst site has the potential to introduce highly desired uses, set a standard for streetscape and architectural design, and change the prevailing patterns of commercial activity.

The SDAT has identified two potential catalyst sites on Main Street in Tremonton City: an approximately 2 acre site (unconfirmed estimate) directly across Main Street from the Box Elder County Fairgrounds, and an almost 7 acre site (again, unconfirmed estimate) at the proposed western gateway to the Tremonton Central Business District at Main Street and 400 West Street. The SDAT recommends the City to adopt urban design policies intended to maximize the potential for long-term public benefit from development on these sites:

1. Require the developers to submit master plans for the entire site before any single phase entitlements are granted. These plans should establish maximum amount of building area, lot coverage, open space and parking counts that could – in the City's judgment – exceed what would be allowed by underlying zoning in exchange for compliance with the next several recommendations.
2. A convincing built street wall should be created on Main Street. A minimum of 60% of the front yard setback on Main Street should be covered by building façades. These façades should be between one and a half and two stories tall, with two story elements marking main entry drive(s) onto the site. The façades should further be articulated in multiple sections using changes of plane, material, color, or cornice height. All these façades must have a generous amount of windows.
3. The site area between curb and setback must be designed for pedestrian use. Although zero setbacks from property line may not be appropriate here, the developments must sponsor sidewalks, street lighting and landscaping on public right-of-way and either landscaping or outdoor seating and entry plazas between property line and building line. In no cases should this zone be used for parking.

4. Roadways interior to the site should be designed and constructed to resemble public streets with sidewalks, street lighting and street trees. Parking should be consolidated into small lots as much as possible and separated from roadways.

A form-based code is an approach to zoning that is more specific and prescriptive in regards to a building's form and elements of the streetscape and public realm and less prescriptive about land uses and density. The intent of form-based zoning is to promote a lively and consistent streetscape and public realm while allowing greater flexibility in building types. A form-based code may describe a minimum building height as well as maximum, a percent of window opening allowed per floor, a sloped or setback upper floor or the presence of cornices or dormer windows. The code may require locations of entry doors, specific setbacks from curbs, and streetscape furnishings sponsored by the development. The Form-Based Codes Institute website (www.formbasedcodes.org) is a good source of information on this topic.

West End Master Plan

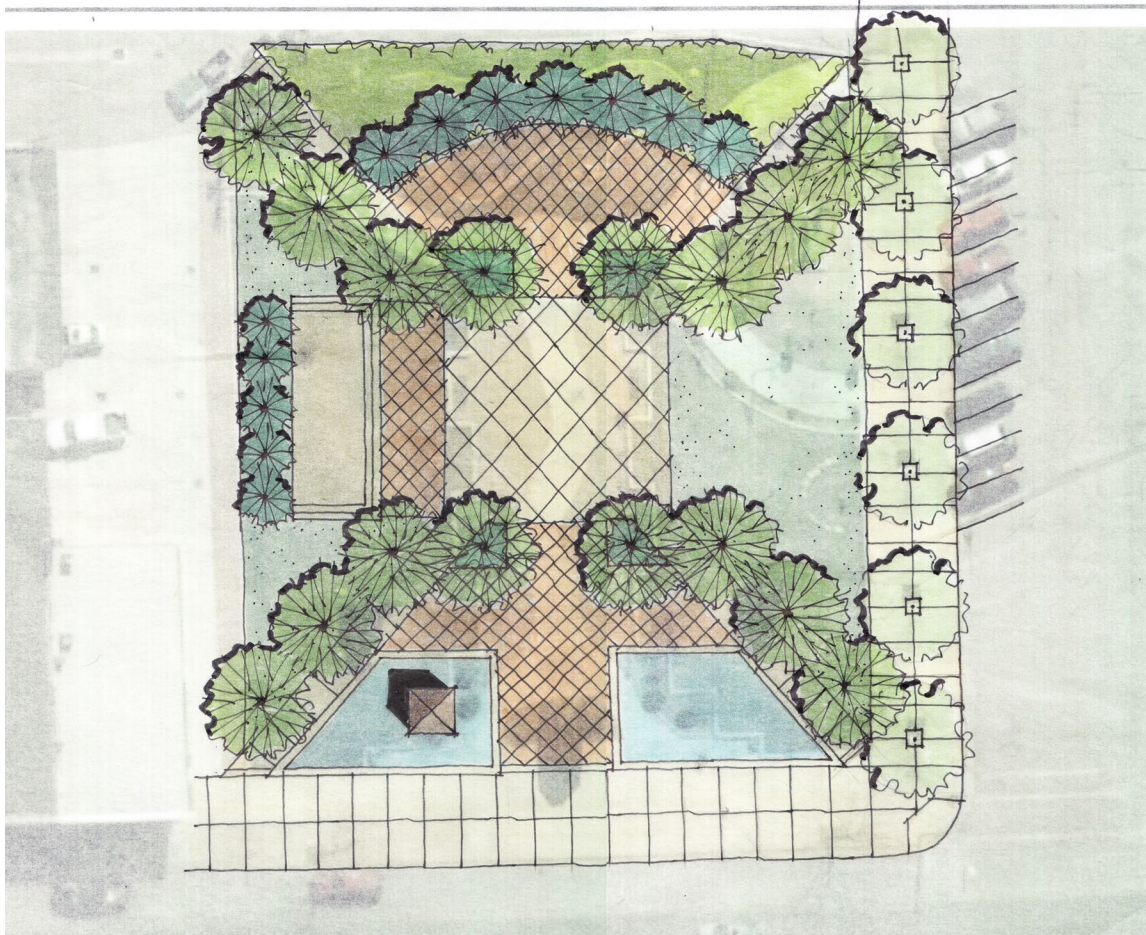
The several parcels in Tremonton's "west end" do indeed represent the greatest aggregate potential for new commercial development in the City. But if left unplanned, this area could become dominated by generic, highway-oriented big box retail and gas stations with buildings separated by acres of parking. Historic Tremonton would then become functionally and aesthetically separated from this district and lose any opportunity to grow sustainably.

Planning for this district should use the principles of form-based zoning codes. Parking fields should be largely hidden behind buildings, and some aspects of Main Street's landscaping, lighting, and signage should form the public realm of this district. Although pedestrian activity is certainly less likely here, the presence of a cohesive built environment will signal the presence of a nearby historic Main Street district.

Public Realm Improvements

The SDAT chose to illustrate several public realm improvements within and around Tremonton City Main Street's historic commercial core. Like the storefront and signage guidelines, they are illustrative of principles and do not constitute specific design proposals. Public realm improvements must also be designed to support Tremonton's identity and carefully weighed against what can be funded, approved, and maintained.

In touring the length of Tremonton Main Street, the SDAT observed that although there are several public spaces on Main Street, none of them can support the kind



of programming and events that are critical to the success of a Main Streets District. Given its location squarely within the central downtown district, Midland Square was studied. Although the boundaries of the park were maintained, the space was re-imagined with much more flexible hardscaping and a strong, simple pattern of trees and plantings. As an alternative to replacing the existing oddly-proportioned clock tower, the suggestion arose to shift it to a peripheral location in the square and put its broad base to better use as a community directory or bulletin board (see the drawing on page 12.)

Public investment in a newly redesigned streetscape is the single most effective way to signal to a market that change is underway and the community is planning for sustainable growth. Consistent with the principles of "Complete Streets", the SDAT recommendation to reduce the amount of right-of-way on Tremonton's Main Street dedicated to vehicular traffic would produce a wider pedestrian sidewalk and a greatly improved public realm.

The SDAT sketch of an Enhanced Streetscape on page 14 shows a number of these improvements. Street trees have been moved farther from the building facades, allowing for better views of signage from up and down the sidewalk, and distributing more of the trees' beneficial shadows on the pedestrian way. A wide accent band between the traversable sidewalk and the curb is shown in this sketch in a water-permeable terra-cotta paver. This surface allows rainwater to percolate directly into the below-ground water table without being diverted into a municipal stormwater system. In addition, this sketch shows landscaped areas of significant size at intersection bump-outs separating crosswalks from parallel parking. These landscaped areas should be planted with native, drought resistant grasses and groundcovers to further manage stormwater runoff.

Also seen in this sketch are decorative light poles with banners and planters. These important streetscape furnishing elements should also be chosen in close coordination with Tremonton Main Street's desired "branding" approach and its storefront and signage guidelines.

A "complete street" is a street that balances the needs of all users and all modes of transportation, and promotes safety, beauty, and intelligent, holistic solutions to natural and infrastructural systems. There is no single design template for a complete street but in most communities, a complete street is one where the automobile no longer dominates the planning and design. The City of Boston has adopted a comprehensive complete streets program (<http://www.bostoncompletestreets.org>) that emphasizes bicycle lanes, a fully accessible paved pedestrian sidewalk flanked by a "greenscape zone" for street trees, bioswales and permeable paving between sidewalk and curb, and a "furnishing zone" for outdoor seating, door swings and outdoor merchandising between sidewalk and building wall. The National Complete Streets Coalition(<http://www.smartgrowthamerica.org/complete-streets>), a project of Smart Growth America, is a broad collection of advocates and transportation planning professionals.



Use the existing clock tower in Midland Square as a community directory or bulletin board.



View of existing conditions on Tremonton's Main Street.



Conceptual rendering of an Enhanced Streetscape design for Main Street.



The "before" photograph used above for a gateway sketch at the Malad River crossing shows the SDAT team and Mr. Warnke tightly bunched on a narrow sidewalk at what should be a gracious and well-marked entry point into Tremonton's Main Street District. Our sketch illustrates a number of design recommendations for this important threshold.

The architectural bridge abutments, rails, light poles and banners are general suggestions of the level of investment appropriate for a district gateway node. In the middle distance, two tall pylons can be seen. Again, the SDAT recommends that landmark-scaled elements be designed and built for this location although the specific architectural style of these elements should be coordinated with the rest of Tremonton City's planned public realm improvements.

An important design consideration for this gateway node is opening the views and access to the Malad River. This very important natural feature (with recreational potential) is part of Tremonton's defining character. A demonstrated awareness of the ecosystem can help promote Tremonton as a city with progressive, sustainable values.



Proposed concept for the Malad River crossing gateway.



The above aerial sketch of the gateway node at Main Street and N 4th St. W illustrates how design themes of the Malad River crossing gateway and the enhanced Main Street streetscape sketch could be applied at this junction. Tall architectural pylons announcing the entry into Tremonton Main Street are shown. The canal that crosses Main Street is featured and enhanced. The sidewalk is planned so it follows the canal and bridge-like abutments signal its crossing to pedestrians and drivers.

Admittedly, the SDAT became a little infatuated by the abandoned industrial buildings on Main Street at the railroad crossing between N 300 Street W and N 2nd Street W. But given their location just east of (and therefore inside) the west gateway entry to the Tremonton Main Street District, we saw tremendous potential latent in these structures. Our sketch of this complex of buildings makes one very important point: that Tremonton City will be best-served by a branding or identity strategy that can encompass all the desirable and marketable aspects of this community instead of depending on any one theme.



We presume these buildings were built and previously used to support agriculture. As Tremonton was often referred to in our stakeholder interviews as a farming community, we recognized the importance of preserving the silos and machineries associated with grain handling to celebrate this heritage. Surely, should part of these buildings be renovated into a museum, a display of antique farm equipment would be very appropriate. Further, the emerging "farm-to-table" trend in restaurant dining may suggest a farmers' market or food vendors as a way to use this space to further reinforce Tremonton's connection to its agricultural heritage.

These buildings' near proximity to the Fair Grounds and Golden Spike Rodeo and the passion that some of Tremonton's residents expressed for the city's "western heritage" suggested promoting the symbiotic relationship between the icons of the farmer and the cowboy. In the foreground of this sketch, we suggest these grounds could also host poetry readings or western music festivals as well as providing retail space for the display and sales of western arts and crafts. Alternatively, an outdoor venue such as is shown could just as easily host sporting equipment demonstrations or impromptu athletic events - in addition to serving as a visitor's information center.



Conceptual rendering of the redeveloped complex of buildings.

SEQUENCE OF RECOMMENDATIONS

This SDAT report for Tremonton City contains a great number of strategies and recommendations that we believe will help stabilize the downtown and promote sustainable growth. As important as any one recommendation, however, is the suggested sequence of implementation steps.

We believe **STEP ONE** is the creation of a 21st century organization that brings residents, commercial property owners, commercial businesses and elected officials together to work together on Tremonton's behalf. This is the group that will create a leadership structure, raise money to hire a downtown district manager, and create committees for reviewing design proposals, brainstorm promotional events, and leading an economic redevelopment plan. For purposes of these further recommendations, this organization could be called Downtown Tremonton Main Street, Inc., or DTMS.

Once DTMS has been created and its leaders identified, **STEP TWO** is to embark on the Tremonton branding strategy. Again, the branding strategy would ideally precede the development of streetscape and signage design guidelines and developing a palette of public realm improvement standards. The process of creating consensus around this branding strategy and design guidelines would lead Downtown Tremonton Main Street to approach all the major businesses and employers in the City for their support and buy-in. This would then open the door for **STEP THREE**, finding corporate sponsors and public agency partnerships to fund implementation steps.

Once the branding strategy has been developed and rolled-out and the financial commitment of initial private and public partners has been secured, Downtown Tremonton Main Street should focus on getting some easy initial project "wins". The first projects in a revitalizing commercial districts are typically signage and storefront renovations. Incentivized by matching grants or low-interest loans, these initial renovations should be targeted to businesses within the downtown district and should strictly comply with newly-adopted storefront and signage guidelines.

The sequence of the next several steps becomes increasingly market-dependent, but this report suggests public realm enhancements should closely follow initial storefront and signage renovations if possible. This will launch the re-branded and redesigned downtown district and pave the way for further private investment. Our final recommendation is that downtown development and the closer-in catalyst projects identified by the SDAT be given planned and given clear entitlement preference over the west end parcels. Although regional tourist and visitor spending is the economic "brass ring" for Tremonton City, the sustainability of Tremonton Main Street depends on serving the needs of its residents and local property owners first.



Market Analysis



- State of Utah:**
- 5th in Population Growth
 - 1st in Personal Income
 - 8th Best in Employment

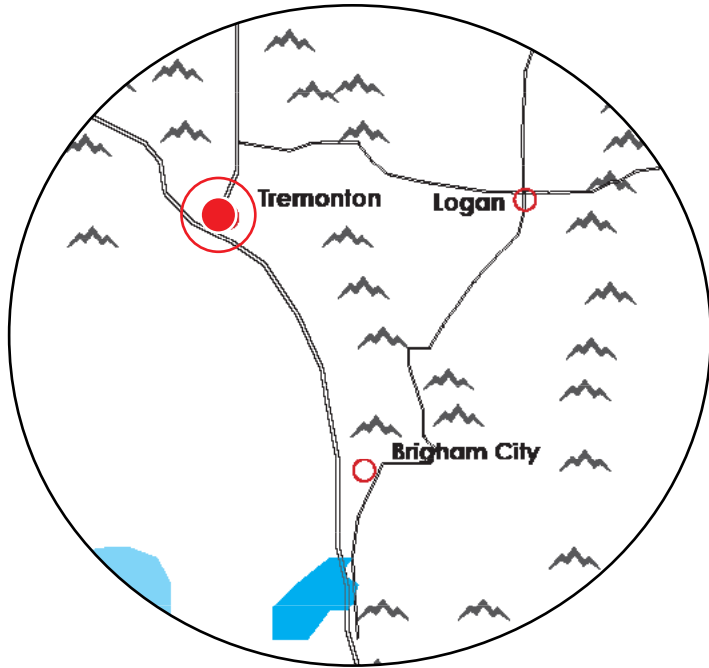
LOCATION

Utah is strategically located at the intersection of Interstate 80 and Interstate 15, which are major transportation hubs across the United States. Utah is experiencing strong job growth and low unemployment. Major industry sectors include information technology and research, government services, mining, tourism. According to the U.S. Census Bureau’s population estimates, Utah is the fifth fastest-growing state in the United States as of 2012. A 2012 Gallup national survey found Utah overall to be the “best state to live in.”

Utah had a population growth of 29.6%, which is twice the national rate of 13.2%. Utah’s growth is attributed to natural increase (88%) rather than net in-migration (12%). However, net in-migration has been positive for the last 15 years. Utah’s population reached 2.9 million in 2012, a positive increase every year since 1990. Utah is 1st in the nation in the number of persons per household at 3.13, compared to the national average of 2.62. In addition, Utah’s number of people per family is 3.67, compared to the national figure of 3.16. The State of California continues to dominate the flow of migration to Utah, while employment-related migration accounts for the majority of population movement to and from Utah.

Utah has a job growth rate of 4.5% and is ranked 8th in the Nation in unemployment. Unlike many other low unemployment states, Utah is also ranked 1st in personal income. Compared to the rest of the United States, Utah has the highest literacy rate, is ranked 4th highest in percentage of high school graduates, and 11th highest percentage of college graduates. Utah is a safe state and has the 7th lowest violent crime rate in the nation. Quality of life in Utah is strong and its residents have the 3rd longest life expectancy in the nation as well as one of the lowest heart disease and cancer rates in the nation.





Tremontion is located 75 miles north of Salt Lake City at the northern edge of the Wasatch Mountains.

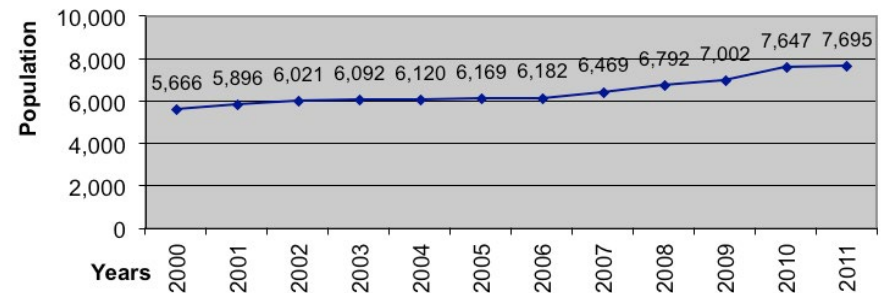
Tremontion City is located in Box Elder County, 75 miles north of Salt Lake City, at the intersection of Interstates 15 and Interstate 84. Tremontion is located along the northern edge of the Wasatch Mountain Range and approximately 18 miles north of Brigham City, the county seat. The Idaho border is approximately 20 miles to the north of Tremontion.

Tremontion is situated to serve as a regional hub for both rural residents and visitors who wish to explore the vast attractions in the area. Tremontion is centrally located to many historic sites and natural attractions. Additionally, its position along Interstate 84 and Interstate 15 makes it a strategic location to a large geography.

As of 2010, Tremontion had a population of 7,647. Tremontion has a historical growth rate of 1.9% and added 54 homes in 2012. Currently, Tremontion has a population of approximately 7,790 people.

Tremontion is home to several large corporate manufacturing and processing businesses, including Malt-O-Meal, Kents, Ridley's, Autoliv, and Box Elder Independent School District.

US Census Population Estimates For Tremontion City



	Tremontion	Utah
Population, 2012 estimate	7,790	2,855,287
Population change (2010 -2012)	1.90%	3.30%
Housing units, 2010	2581	979,709
Median value of housing	\$150,400	\$221,300.00
Median household income	\$50,917	\$57,783.00
Retail sales per capita, 2007	\$20,100	\$13,730.00
Unemployment	Tremontion 6.80%	US 8.8%

PRIMARY TRADE AREA

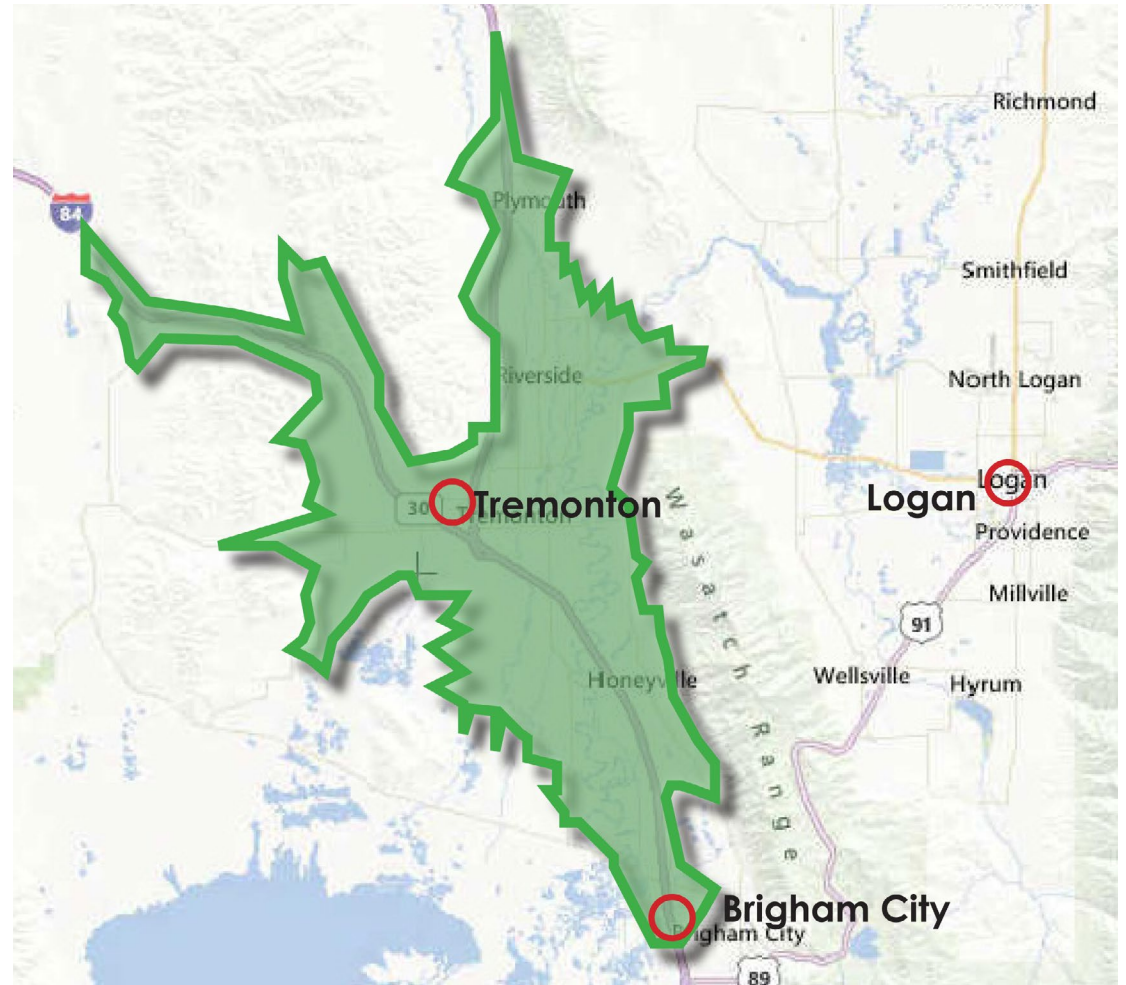
A trade area is the geography from which a town draws most of its retail customers. A Primary Trade Area is generally defined as the geography in which 65% - 75% of the customer base is captured. A Primary Trade Area can be determined using customer intercepts or by a gravity model.

The customer intercept method involves using customer address data collected from different locations to get an overview of distribution of consumers in relationship to the collection point(s). This is the most accurate method if customer data is available. Customer data can be obtained by interviews, from retail point of sale (POS) data, or license plate data.

Another way of defining the Primary Trade Area is to use a gravity model. This method estimates the distance customers are likely willing to drive based on distance, or other variables. This method assumes that people want to shop in larger towns, but their desire declines the farther they must travel to get to those places. Thus, larger towns draw customers from a larger trade area than smaller towns. For the purpose of this analysis, SDAT used a gravity model, as customer data was not available for statistical analysis.

Using Brigham and Logan as the two competitive markets, the Primary Trade Area would extend approximately 5 miles east and 12 miles south. Using these distances, SDAT evaluated various drive times which represent these distances. A 20 minute drive time is the approximate geography for the Tremonton Primary Trade Area.

The Tremonton Primary Trade Area (a 20 minute drive time) contains approximately 22,000 people and 6,808 households. After defining the Primary Trade Area, an estimate of the local sales potential can be determined and compared to actual sales in the area. Per capita income within the Primary Trade Area is \$21,528 which equates to a purchasing power of over \$487,567,263. Retail sales within the Tremonton Primary Trade Area are \$170,648,542.



Primary Trade Area	20 minutes
2015 Population	22,647
2015 Households	6808
Per Capita	\$21,529
Aggregate Income	\$487,567,263
Retail Expenditures	\$170,648,542
Box Elder County	
HH Median Income	\$61,200

KEY LOCAL DRIVERS

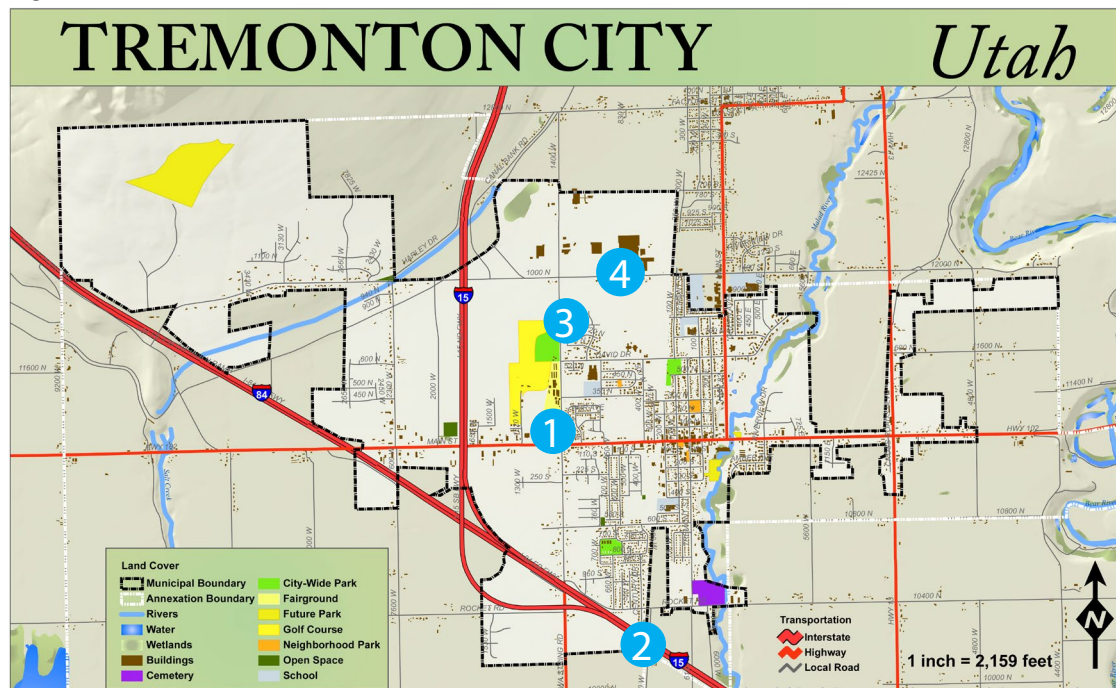
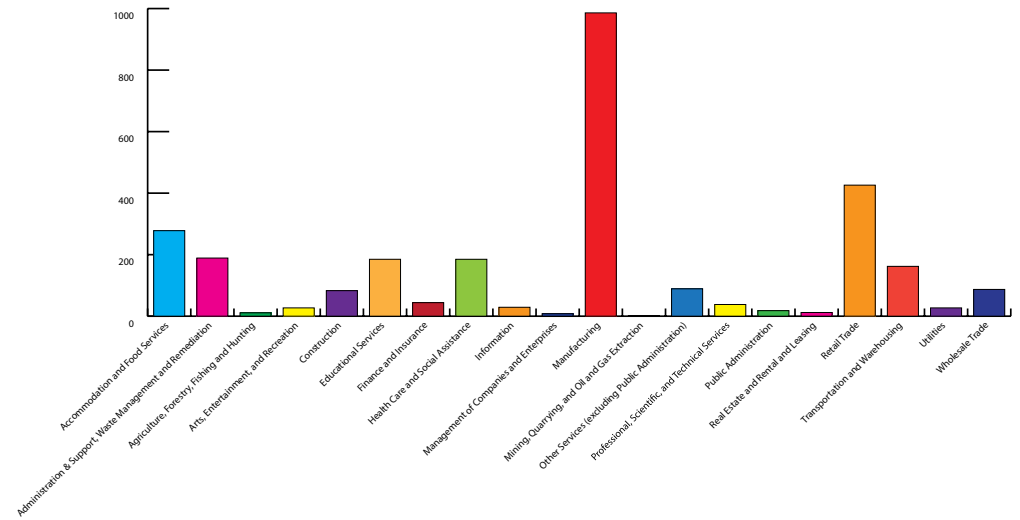
Tremonton contains significant regional drivers. The Box Elder County Fairgrounds are located in Tremonton. The Fairgrounds host an annual county fair which attracts an estimated 50,000 visitors. Box Elder County has recently upgraded several facilities which can provide year round space for various events.

Tremonton is located at the apex of Interstate 84 and Interstate 15, and these interstates provide regional access to Tremonton. Tremonton is strategically located to capture regional and commuter traffic along these major interstates.

Bear River Valley Hospital is a Level IV trauma center located in Tremonton, Utah. This facility is capable of delivering state-of-the-art care and is a regional hospital serving the greater Tremonton area. This facility provides high paying jobs and has additional room to expand its footprint for future needs. The medical facilities are a regional draw and affords high quality workforce as well as a major generator to the local economy.

There are over 525 firms located in Tremonton and as of 2013, Tremonton had an unemployment rate of 3%. This is one of the lowest unemployment rates in the State of Utah. Tremonton has a large industrial park which hosts many national Fortune businesses. The Tremonton workforce has a significant impact on housing demand, economic benefit to the local retail economy and provides significant jobs to the region.

Industry Composition

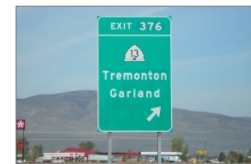


1



Box Elder Fairgrounds

2



Regional Thoroughfares

3



Regional Medical

4



Tremonton Industrial Park

Tremonton has a strong workforce population within the region. According to US Census, mean travel time to work is 16.4 minutes for Tremonton and 21.4 minutes for Utah. Assuming this is a natural distance workers are willing to travel, Catalyst used this distance to define the extents which employees might be willing to travel for lunch, office goods and services, and after work dinner/drinks. Within this region there are over 18,000 employees and 29 corporations.

Major employers in Tremonton include Box Elder ISD, Autoliv, Kent's, Ridley's, Intertape, T&M Manufacturing, Millard Refrigerated Services, West Liberty Foods, and Bear River Valley Hospital.

For the purpose of this study, SDAT estimated the daily percentage of workers which might shop or eat in Tremonton. This is useful in determining the potential impact of workforce on retail. Using various estimates, there are approximately 3,250 employees which are likely to shop and eat in Tremonton on a daily basis.

The actual capture rate may decrease or increase dependent on the quality of goods and services available within Tremonton.

This demand is anticipated to increase as the projected workforce growth rate in Tremonton is 24%.

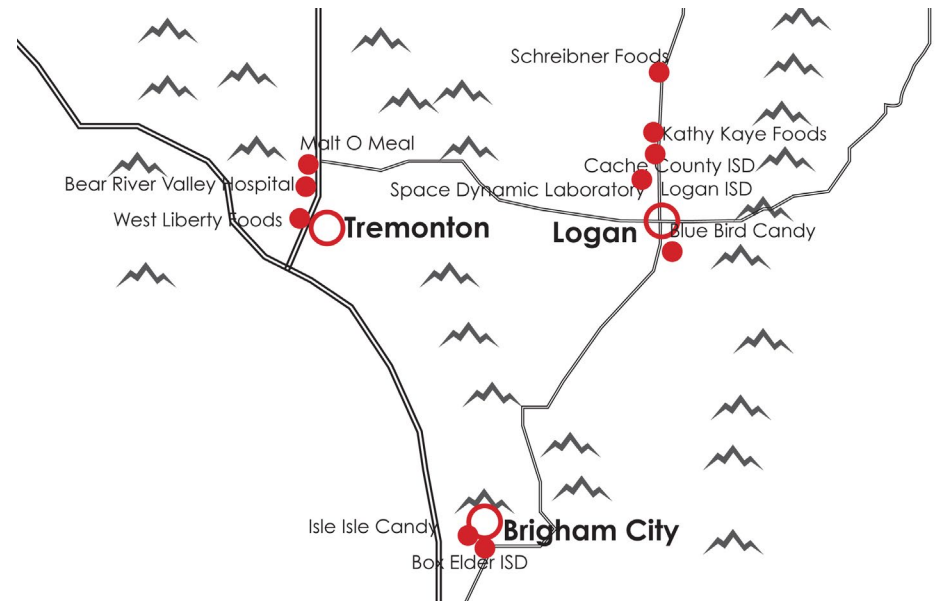
Company	Employees	Sector	Percent	
Utah State University	9000	Education	5%	450
Box Elder ISD	1500	Education	70%	1050
Autoliv	400		75%	300
Cache ISD	1500	Education	5%	75
Kents	200	Grocery	90%	180
Ridleys	80	Grocery	90%	72
Intertape	45		70%	31.5
T&M Manufacturing	40	Manufacturing	70%	28
Millard Refrigerated Services	40		70%	28
Logan Hospital	1500	Medical	2%	30
Logan ISD	750	Education	2%	15
Cashe Specialty Hospital	275	Medical	2%	5.5
Space Dynamics Lab	250	Higher Education	1%	2.5
Sunshine Terrace Foundation	250	Nursing Care	2%	5
North Eastern Services	250	Mental facility	1%	2.5
Bear River Valley Hospital	250	Medical	75%	187.5
Brigham City Hospital	250	Medical	5%	12.5
West Liberty Foods	500	Poultry	80%	400
Malt o Meal	400	Cereal	80%	320
Schrieber Foods	750	Dairy	5%	37.5
Gossner Foods	300	Dairy	5%	15
Old Grist Mill	25	Baked Goods	3%	0.75
Old Grist Mill	25	Baked Goods	3%	0.75
Kathy Kaye Foods	30	Sugar	1%	0.3
Crumb Bros	25	Baked Goods	1%	0.25
Shaffer Bakeries	15	Baked Goods	1%	0.15
Continental Bakeries	15	Baked Goods	1%	0.15
Blue Bird Candy	15	Sugar	1%	0.15
Idle Isle Candy	15	Sugar	1%	0.15
Total	18695		17.39%	3250 Total

There are 2,013 major employees in the Tremonton Region. This results in approximately 2,363 sf of retail demand.

Est Workforce Regional Capture	Average			Est. square footage demand by capture		
	Weekly Worker Expenditure	Aggregate Weekly Spending	Annual	Net Retail Demand	10%	15%
Downtown Workers	\$9	\$128,706	\$6,435,297	16,088	1,609	2,413
Lunch Expenditures	\$5	\$48,752	\$2,437,613	6,094	609	914
Shopping Expenditures	\$4	\$26,001	\$1,300,060	3,250	325	488
After work Dinner Expenditures	\$18		\$10,172,970	25432	2,543 to	3,815

Using a baseline of 3,250 daily employees, SDAT calculated the annual potential retail demand generated from area workforce. Recent research reflects employees eat out at lunch approximately 4.4 times per week, shop during week 3 times per week, and eat out on the way home approximately 2 times per week. Research shows that the average lunch expenditure is \$9 per trip. Average shopping expenditures for Tremonton is estimated at \$5 per trip, and conservatively dinner at \$4.

Total workforce demand is estimated at \$10.1 million. This demand, assuming \$300 per square foot sales equates to approximately 25,000 square feet of demand for retail from workforce. For the purpose of this study it is assumed that this demand would be distributed across multiple areas within Tremonton. It is estimated that Tremonton could capture 10 - 15% of the net workforce demand in Tremonton. This would equal 2,500 to 3,800 square feet of demand downtown.



Major Employers Map

TRAFFIC COUNTS

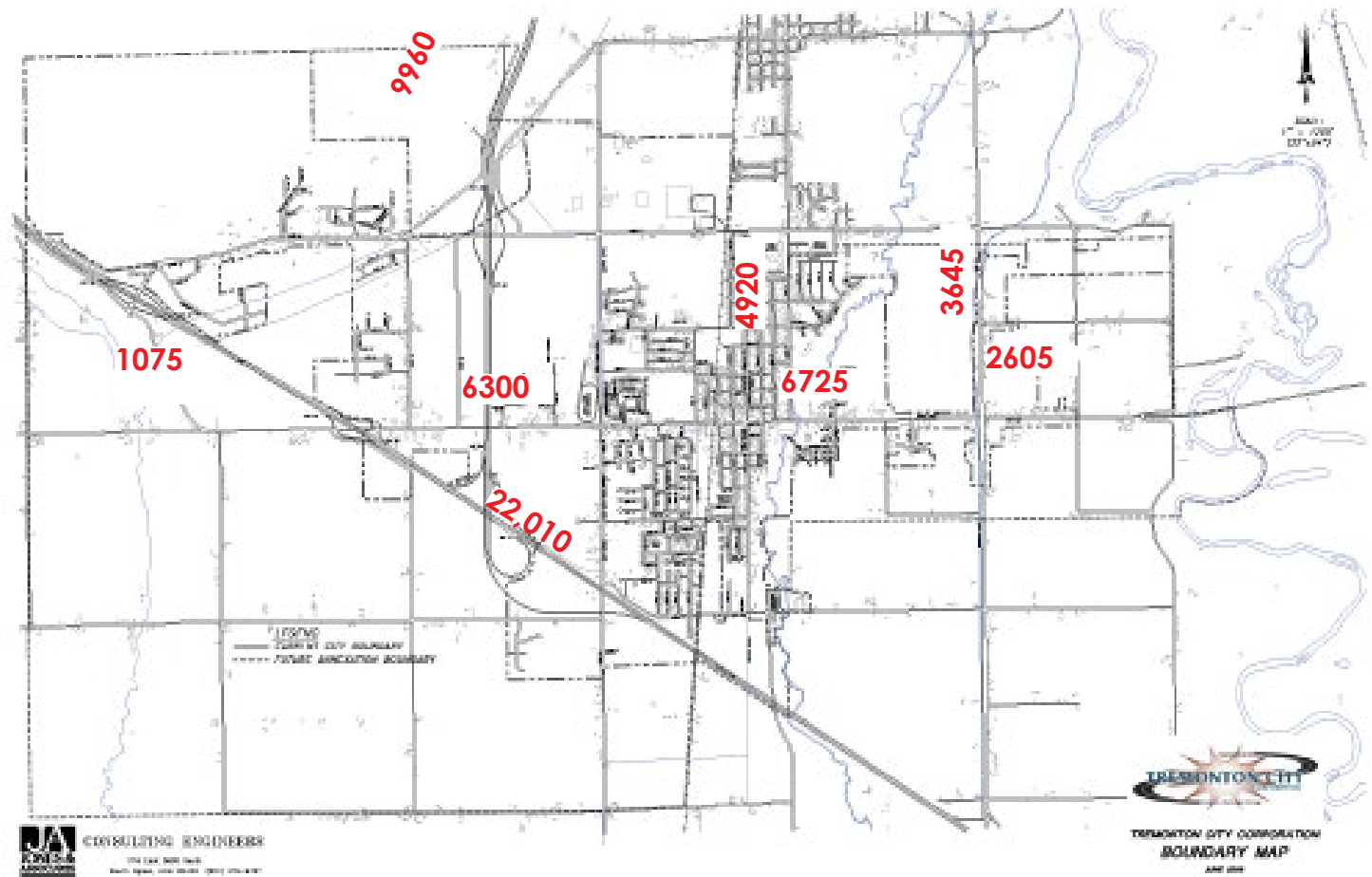
Tremonton is situated at the crossroads of Interstate 84 and Interstate 15. Not only is Tremonton a dominant link for north - south traffic flow into Utah, Tremonton is the crossroads to the north-west United States. Traffic from commuters creates additional demand for retail goods and services. Primarily this demand is for automotive service, gasoline, food, and other convenience goods.

The intersection of Main Street and Interstate 84 and Interstate 15 contains the greatest aggregate traffic counts in Tremonton. The average daily traffic count on Main Street near the Interstate 84 and Interstate 15 interchange is 6,300 cars per day. According to Utah Department of Transportation figures, the average daily traffic count for Interstate 84/15 is 22,010.

Assuming that Tremonton can capture 3% of this traffic daily and assuming \$10 expenditure per trip, this would equate to \$2M or 6,000 square feet of additional demand.

Vehicles per day	28,310
Vehicles per year	10,191,600
Estimated Capture Rate	2%
Average Retail Spending	\$10
Annual Retail Expenditures	\$2,038,320
Potential Supportable SF from Commuters	6,794

Traffic Count Map



The average commuter spends \$112 per week in transportation related expenses.

Research reveals an average of 3% of commuters have propensity to spend.

The capture rate will increase with increased marketing, accessibility, position between alternate nodes, and quality of offerings, safety, and service.

VISITOR ECONOMY

Recent research estimates over 22 million tourists visit Utah per year. Traveler spending for 2011 is estimated to be \$6.8 billion. The total visitor impact is estimated to have generated \$890 million in state and local tax revenues. Tourism also provides local job demand and is estimated to produce an estimated 124,059 jobs in travel and tourism-related industries. State data reflects 75% of Utah's visitors come from California, Idaho, Texas, Colorado, Nevada and Arizona. Utah is also a strong international destination. The top markets are Canada, France, Australia, Germany, United Kingdom, Japan, Mexico, and Brazil.

The national parks generated the most individual visits. Over 6.3 million visitors visited one of Utah's five national parks during 2011. Another 5.0 million recreation visits occurred at one of Utah's seven national monuments, two national recreation areas, and one national historic site.

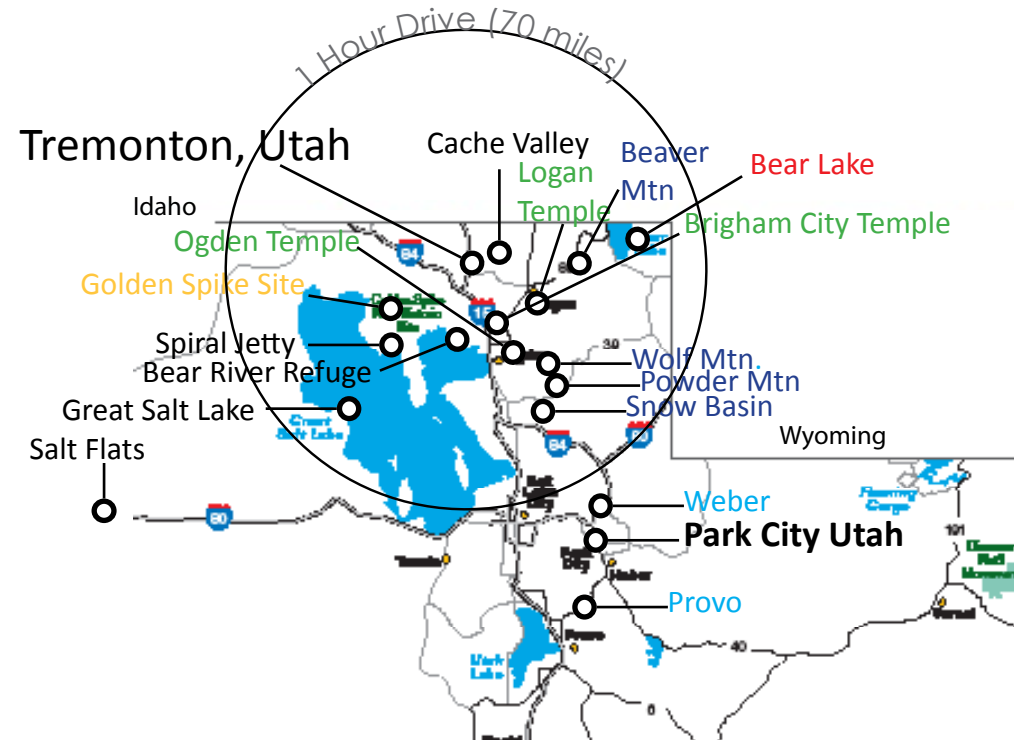
Utah Visitor Statistics:

- 4.8 million visitors enjoyed Utah's 43 state parks
- 20.0 million passengers arrived at Salt Lake International Airport during the year
- Utah's 14 ski resorts hosted 3.8 million skier days during the 2011/12 season
- 413,196 visitors stopped at Utah's six Welcome Centers
- 62.7% statewide hotel/motel occupancy rate
- For every \$1 invested in advertising the average 2011 ROI in tax dollars to the state was \$4.39

Source: *State of Utah*

Tremonton is well positioned to capture significant visitor demand. This demand can support jobs, restaurants, hotels, and downtown businesses. There are over 19 points of interest within one hour of Tremonton, including Golden Spike, Bear River Refuge, the Great Salt Lake, many ski resorts, and many historic places.

Conservatively, Tremonton has direct access to over 1.5 million visitors annually. Tremonton also can generate local events which sponsor local demand. Singularly, the Box Elder County Fair produces over 50,000 visitors locally. The County Fair facility is well positioned and could be programmed to attract school events, equestrian events, athletic events and other regional attractions.



Tremonton can capture over 80,000 visitors with a spend over \$6M.

1 visitor per day can generate 90 square feet of retail per year.

Top Utah Visitor Activities

- Visit National Parks 78%
- Visit Historic Places 55%
- Touring Countryside 54%
- Visit Small Towns 51%
- Casinos/Gambling 45%
- Cultural or Heritage Sites 38%
- Visit Am. Indian Comm. 32%
- Guided Tours 26%
- Camping/Hiking 21%
- Concert/Play/Musical 13%
- Environ./Eco Excursions 11%
- Nightclubs/Dancing 7%
- Snow Skiing 6%

SOURCE: TI/ITA, U.S. Dept. of Commerce

The City of Tremonton provided the SDAT with data regarding the major visitor attractions, in and around Tremonton. These include:

- The Golden Spike
- Spiral Jetty
- Box Elder County Fair
- Eli Anderson Wagons
- The Great Salt Lake
- Bear River Refuge
- Crystal City Hot Springs
- Willard Bay
- Peach Days
- Tremonton City Days

There are many more events and attractions within the region, however the above are significant visitor generators and can provide direct benefits to the local Tremonton economy.

Aggregating the total amount of visitors to these events exceeds 1.497M people. SDAT calculated the percentage of total visitors to each of these events which would likely eat or shop in Tremonton, assuming Tremonton had adequate goods and services (“capture rate”).

Using specific capture rates for each events calculates an estimated 80,000 of these visitors would likely shop or eat in Tremonton. Recent studies show each visitor spends approximately \$101.00 per day while traveling. This would equate to a total potential spend of over \$8M annually to Tremonton.

Approximately 20% of visitor dollars are spend on food and beverage, 26% is spend on auto related expenses, 20% is spent on entertainment or recreation, and 24% is spend on retail.

Total
Visitors in Tremonton Region 80,474
 Total Spending Power \$8,127,873

Per Visitor
 Spending Power \$101.00

Category	Percentage Daily		Percentage	Annual Spending Potential
Food/Beverage	20.0%	\$18	17.82%	\$1,448,532
Transportation/Auto	26.0%	\$17	16.83%	\$1,368,058
Entertainment/Recreation	14.9%	\$15	14.85%	\$1,207,110
Retail	17.8%	\$18	17.82%	\$1,448,532
Lodging	9.0%	\$30	29.70%	\$2,414,220
Public Transportation	1.0%	\$3	2.97%	\$241,422
Total	88.7%	\$101	100.00%	\$8,127,873

Attraction	Reported # of Visitors	Est. Capture Rate
1 Golden Spike	43,933	15%
2 Spiral Jetty	1,500	5%
3 Tremonton Fair	50,000	80%
4 Eli Anderson Wagons	1,000	5%
5 Great Salt Lake	860,952	2%
6 Bear River Bear Refuge	100,000	2%
7 Crystal City Hot Springs	120,000	5.00%
8 Willard Bay	300,000	2%
9 Peach Days	Brigham City 20,000	10.00%
10 Tremonton City Days	600	90.00%
Total Visitor	1,497,985	

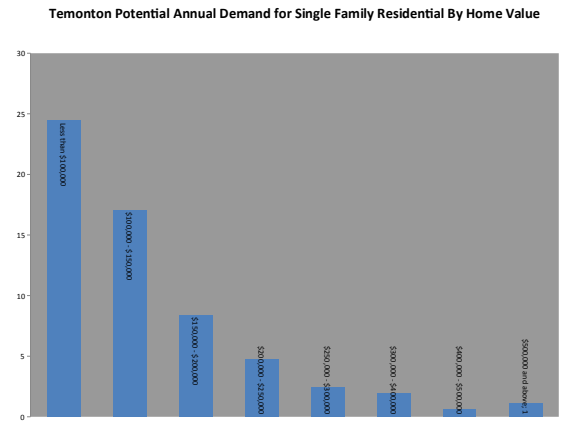
SDAT evaluated single family demand to determine the annual potential absorption for single family in the Tremonton region. While residential may not be a logical use for downtown, residential growth has a significant importance on retail demand and is a great gauge of future propensity of retail demand.

As of 2012, there were 16,399 households in the Box Elder/Tremonton region. According to Census data, there are approximately 264 new single family units added to this region annually. To calculate demand, SDAT evaluated the historical annual percentage of new single family units by income group. In addition, SDAT evaluated the distribution of existing homeowners that purchase new homes versus rent annually by income group. (See Estimated Demand Potential for Single Family Residential table to the right). The results are the estimated number of qualified homeowners that are likely to buy new. The source of these units are renters that buy, current homeowners that purchase a new home, and in-migration from outside the region.

Based upon the data, there is demand for approximately 61 new single family homes per year. This is consistent with the 2013 Tremonton Study that was completed by the City of Tremonton earlier this year.

Tremonton has demand for approximately 61 new single family homes per year.

According to the Utah Governor's Office of Planning and Budget (GOPB), it is projected that Tremonton City will grow to approximately 11,492 residents by 2040 if current trends continue.



Estimated Annual Demand Potential for Single Family Residential
Based on 2012 - 2017 Demographic Trends for Box Elder County/Tremonton Region

Home Value	Less than \$100,000	\$100,000 - \$150,000	\$150,000 - \$200,000	\$200,000 - \$250,000	\$250,000 - \$300,000	\$300,000 - \$400,000	\$400,000 - \$500,000	\$500,000 and above	Total
Qualifying Income	less than \$40,000	\$40,000 - \$65,000	\$65,000 - \$90,000	\$90,000 - \$110,000	\$110,000 - \$125,000	\$125,000 - \$150,000	\$150,000 - \$200,000	\$200,000 and above	
2012 Total Households¹									16,399
2017 Total Households¹									17,718
Avg. Annual Household Growth									264
New Household Growth									
Total Annual New Households	264	264	264	264	264	264	264	264	264
% Income Qualified ²	39%	26%	16%	8%	4%	3%	2%	2%	100%
# Income Qualified	102	68	43	21	12	8	6	5	264
Owner Propensity ²	48%	77%	87%	89%	94%	92%	99%	95%	70%
Qualified New Households	49	52	38	18	11	7	6	5	186
Existing Owner Households Turnover									
Total Households	16,399	16,399	16,399	16,399	16,399	16,399	16,399	16,399	16,399
% Income Qualified ²	39%	26%	16%	8%	4%	3%	2%	2%	100%
Owner Propensity ²	48%	77%	87%	89%	94%	92%	99%	95%	70%
Total Owner Households	3,034	3,255	2,339	1,133	688	444	345	298	11,536
Annual Turnover Rate ²	6%	9%	7%	2%	2%	4%	2%	3%	6%
Qualified Owners in Turnover	184	290	157	18	15	18	8	10	701
Estimated % Purchase vs. Rent ³	32%	54%	64%	74%	77%	83%	88%	88%	53%
Estimated Owners in Turnover that Buy	59	157	101	14	12	15	7	9	372
Existing Renter Households									
Total Households	16,399	16,399	16,399	16,399	16,399	16,399	16,399	16,399	16,399
% Income Qualified ²	39%	26%	16%	8%	4%	3%	2%	2%	100%
Renter Propensity ²	52%	23%	13%	11%	6%	8%	1%	5%	30%
Total Renter Households	3,294	991	338	144	44	36	2	14	4,863
Annual Turnover Rate ²	42%	41%	32%	37%	45%	57%	61%	65%	42%
Qualified Renters in Turnover	1,399	408	108	54	20	20	1	9	2,019
Estimated % Purchas vs. Rent ³	14%	29%	43%	54%	65%	60%	61%	66%	21%
Estimated Renters in Turnover that Buy	196	118	46	29	13	12	1	6	422
Income Qualified Households									
Total Potential Demand	304	327	185	61	36	35	13	20	979
Percent New Buyers ³	20%	13%	11%	19%	17%	14%	12%	14%	15%
Total New Annual SFR Demand (Box Elder County)	61	43	21	12	6	5	2	3	152
City Capture Rate^{3,4}	40%	40%	40%	40%	40%	40%	40%	40%	40%
Total New SFR Demand Tremonton	24	17	8	5	2	2	1	1	61

1. ESRI
 2. US Census American Community Survey
 3. US Census American Housing Survey
 4. US Census Building Permits Survey

HOUSING

Housing activity in Tremonton is healthy and Tremonton contains a good mix both market rate and affordable housing. Recent developments are attractive and affordable. The median home price was \$150,000 as of 2013. According to a 2013 study done for the City of Tremonton, 79.31% of all residents are single family and 20.69% are multi-family. Between 2005 and 2011, 348 single family units and 154 multi-family units were constructed in Tremonton City (502 total units). There are approximately 2,078 single family units within Tremonton, of which 1,972 are single family homes, 84 are manufactured homes, and 22 units are mobile homes. There are 546 multi-family units in Tremonton. 2010 estimates show that 2,078 units are owned and 546 units were rental.

According to the Utah Governor's Office of Planning and Budget (GOPB), it is projected that Tremonton City will grow to approximately 11,492 residents by 2040 if current trends continue.

	Tremonton	Utah
Population, 2012 estimate	7790	2855287
Population, percent change (2010-2012)	1.90%	3.30%
Housing units, 2010	2581	979709
Median value of owner-occupied housing	\$150,400	\$221,300.00
Median household income, 2007-2011	\$50,917	\$57,783.00
Retail sales per capita, 2007	\$20,100	\$13,730.00

Age Distribution

Persons under 5 years, percent, 2010	12.70%
Persons 6- 18 years	24.60%
Persons 19-64	54.20%
Persons 65 years and over, percent, 2010	8.50%
	100.00%

MULTI-FAMILY DEMAND

SDAT evaluated multi-family demand to determine the annual potential absorption for multi-family in the Tremonton region. To calculate demand, SDAT evaluated the percent of new single family units by income group. In addition, SDAT evaluated the distribution of existing homeowners that purchase new homes versus rent annually by income group. (See Estimated Demand Potential for Multi-Family Residential table to the right). The results are the estimated number of qualified homeowners that are likely to buy new. The source of these units are renters that buy, current homeowners that purchase a new home, and in-migration from outside the region. As of 2012, there were 16,399 households in the Box Elder/Tremonton region. According to Census data, there is demand for approximately 365 rental units added to this region annually from former homeowners. In addition, there are approximately 1,656 renters that turnover annually. It is estimated that 13% of these would be likely to move into a new rental versus existing rental. It is assumed that Tremonton could capture 26% of this new demand.

Based upon the data, there is demand for approximately 125 new single family homes per year. Tremonton is currently delivering approximately 53 units of single family per year.

Tremonton has demand for approximately 125 multi-family homes per year.

*Estimated Annual Demand Potential for Multi-Family Residential
Based on 2013 - 2018 Demographic Trends for Box Elder County*

Monthly Rent	\$500	\$750	\$1,000	\$1,500	\$2,000	Total	
	\$750	\$1,000	\$1,500	\$2,000	And Up		
Qualifying Income	Less Than \$35,000	\$35,000	\$50,000	\$75,000	\$100,000	And Up	Total
2012 Total Households¹			16,399				
2017 Total Households¹			17,718				
Avg. Annual Household Growth			1,319				
New Household Growth							
Total Annual New Households ¹	1,319	13,024	13,024	13,024	13,024		13,024
% Income Qualified	33%	18%	22%	13%	15%		100%
# Income Qualified	430	2,324	2,843	1,637	1,975		13,024
Renter Propensity	55%	32%	17%	10%	6%		13%
Qualified New Households	238	750	478	169	118		1,753
Existing Owner Households Turnover							
Total Households (County) ¹	16,399	16,399	16,399	16,399	16,399		16,399
% Income Qualified ²	33%	18%	22%	13%	15%		100%
Owner Propensity ²	45%	68%	83%	90%	94%		70%
Total Owner Households	2,390	1,982	2,978	1,848	2,338		11,536
Annual Turnover Rate ²	6%	8%	7%	7%	2%		6%
Qualified Owners in Turnover	145	157	204	138	56		692
Estimated % Rent vs. Purchase ³	69%	57%	51%	42%	23%		53%
Estimated Owners in Turnover that Rent	100	89	104	58	13		365
Existing Renter Households							
Total Households (County) ¹	16,399	16,399	16,399	16,399	16,399		16,399
% Income Qualified ²	33%	18%	22%	13%	15%		100%
Renter Propensity ²	55%	32%	17%	10%	6%		30%
Total Renter Households	2,955	944	602	213	148		4,863
Annual Turnover Rate ²	43%	41%	37%	42%	42%		42%
Qualified Renters in Turnover	1,268	383	220	89	62		2,023
Estimated % Rent vs. Purchase ³	86%	82%	74%	67%	45%		82%
Estimated Renters in Turnover that Rent	1,091	314	163	60	28		1,656
Income Qualified Households							
Total Potential Demand	1,429	1,154	745	287	158		3,773
Percent New Renters ³	6%	18%	20%	20%	21%		14%
Total Potential Demand for New Units	85	210	146	57	33		529
City Capture Rate^{3,4}							
Total Potential New Multifamily Demand	22	55	38	15	8		138

1. ESRI

2. US Census American Community Survey

3. US Census American Housing Survey

4. US Census Building Permits Survey

RETAIL LEAKAGE

Within the Primary Trade Area of Tremonton (20 minute drive time) there are approximately 23,000 people and 6,808 households. The per capita income is \$21,529 and the median disposable income is \$43,106. Each household spends on average of \$7,836 per year on retail goods and services. The total retail demand within the PTA (Demand) is \$185M .

There are approximately 108 retail businesses within the PTA with aggregate retail sales (Supply) of \$227M.

If the residents within the Primary Trade Area spend \$195M per year and the sales within the Primary Trade Area are \$227M then there is approximately \$42M of excess retail, or “retail surplus” in the region. Due to the regional location of Tremonton, these excess sales can be from serving a super regional area, which can offset the surplus.

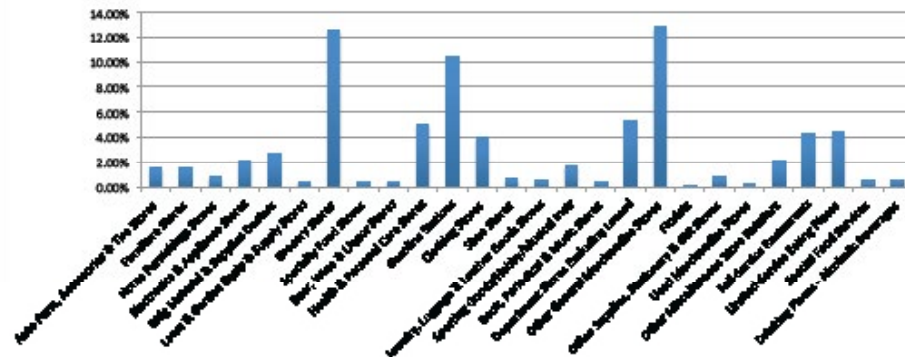
In further review, there are some categories which have unmet demand or “retail leakage.” There is approximately \$8.4 M of unmet demand in restaurant and \$4.6M in fast food and \$4M in general retail. According to the data, grocery , food and beverage and furniture have significant over-supply. Therefore, adding additional grocery uses may be at risk, or put existing operators at risk, unless additional population growth creates additional unmet demand.

The adjacent table shows the total demand and supply per category. Using estimated retail sales per square foot the adjacent chart shows unmet demand by amount and square footage. The total unmet demand is \$42M or approximately 162,000 square feet of additional retail.

Tremonton has demand for approximately 162,000 square feet of unmet retail demand from the residential population

Category	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap Demand	Square
Automobile Dealers	4411	\$31,573,876	\$10,636,252	20,937,624	
Other Motor Vehicle Dealers	4412	\$4,783,350	\$2,138,579	2,644,771	
Auto Parts, Accessories & Tire Stores	4413	\$3,740,787	\$1,302,083	2,438,704	8,129
Home Furnishings Stores	4422	\$205,302	\$106,191	99,111	330
Electronics & Appliance Stores	4431	\$479,438	\$436,735	42,703	142
Bldg Material & Supplies Dealers	4441	\$3,721,949	\$1,495,465	2,226,484	7,422
Lawn & Garden Equip & Supply Stores	4442	\$1,596,590	\$707,995	888,594	2,962
Food & Beverage Stores	445	\$38,109,184	\$40,647,635	-2,538,452	-8,462
Grocery Stores	4451	\$37,637,038	\$40,451,711	-2,814,673	-9,382
Specialty Food Stores	4452	\$294,728	\$131,037	163,691	546
Beer, Wine & Liquor Stores	4453	\$177,418	\$64,888	112,530	375
Health & Personal Care Stores	446,4461	\$1,605,794	\$419,682	1,186,113	3,954
Gasoline Stations	447,4471	\$32,233,649	\$19,897,797	12,335,852	41,120
Clothing Stores	4481	\$2,986,368	\$226,209	2,760,160	9,201
Shoe Stores	4482	\$380,465	\$0	380,465	1,268
Jewelry, Luggage & Leather Goods Stores	4483	\$392,307	\$51,213	341,094	1,137
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,694,936	\$331,253	3,363,683	11,212
Book, Periodical & Music Stores	4512	\$3,365	\$0	3,365	11
General Merchandise Stores	452	\$12,002,793	\$7,569,202	4,433,591	14,779
Department Stores Excluding Leased Depts.	4521	\$4,967,347	\$402,402	4,564,945	15,216
Miscellaneous Store Retailers	453	\$2,518,222	\$333,825	2,184,397	7,281
Florists	4531	\$337,512	\$158,495	179,017	597
Office Supplies, Stationery & Gift Stores	4532	\$249,001	\$0	249,001	830
Used Merchandise Stores	4533	\$310,331	\$0	310,331	1,034
Other Miscellaneous Store Retailers	4539	\$1,621,379	\$175,330	1,446,049	4,820
Full-Service Restaurants	7221	\$11,041,307	\$2,638,374	8,402,932	28,010
Limited-Service Eating Places	7222	\$11,431,363	\$6,793,139	4,638,224	15,461
Special Food Services	7223	\$1,714,868	\$1,195,521	519,348	1,731
Drinking Places - Alcoholic Beverages	7224	\$791,821	\$66,927	724,894	2,416
TOTAL				Square Foot Demand	162,141

Distribution of Existing Retail Sales per capita



AGGREGATE DEMAND

The total residential based spending power within the Tremonton Primary Trade Area equals \$170M. This alone could support up to 568,000 square feet of retail. The workforce produces additional spending power of over \$6.3M and can support an additional 21,000 square feet of retail. The downtown traffic generates commuter demand of over \$2M annually, and can support an additional 6,700 square feet of retail demand. Visitors, in and around Tremonton, add an additional purchasing power of \$7.4M and provide demand for an additional 24,000 square feet of retail.

Total demand from the residential population, area workforce, regional visitor economy and commuter traffic creates aggregate demand of over \$184M which can support up to 621,000 square feet of retail.

In evaluating the spend from each segment, each consumer spends approximately \$7,480 per year on retail. This can support approximately 24 square feet of retail per year. Each worker spends approximately \$936 per year. This can support approximately 3 square feet of retail per year. Each local visitor spends approximately \$75 per day. Annually this would equal \$27,235. Therefore each additional visitor per day can support approximately 91 square feet of retail. Tremonton consumers spend approximately \$53 per day, or \$19,345 per year. Each additional commuter per day can support up to 65 square feet of retail annually.

While it is very difficult to induce additional residential, a community can develop proactive programs to recruit new businesses. Additional investment in marketing and developing additional visitor attractions can also increase the visitor economy. Creating a branding and market strategy can increase awareness to a larger regional economy and increase the capture for commuters and additional residents beyond the Primary Trade Area.

	Annual Spending	Total Spend Pot	SF
Residents in Primary Trade Area		\$170,648,542	568,828
Visitor Population		\$7,403,607	24,679
Workforce		\$6,301,160	21,004
Commuter		\$2,038,320	6,794
Total		\$184,353,309	621,305

Consumer	Annual Retail Spending	Annual per capita SF Demand
Resident	\$7,480	24.93
Worker	\$936	3.12
Visitor	\$27,375	91.25
Commuter	\$19,345	64.48
Total		183.79



Identity

THIS BRAND IS OUR BRAND

Cities are all abuzz these days about branding, and the list of cities actively searching for a "brand" (the image that pops in your head when you think of a place) is long indeed: Chicago, Denver, Dallas, Salt Lake City and on and on. What these places are learning, though, is that it's infinitely harder to create a credible brand for a city than for, say, household detergent.

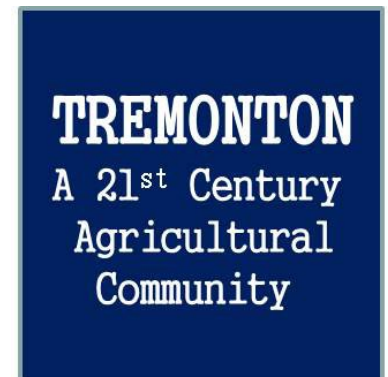
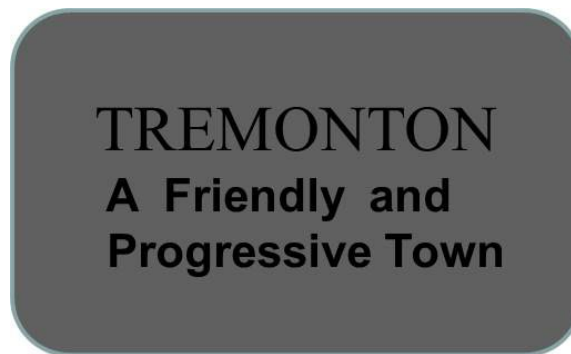
So what's so hard about coming up with a city brand? For one thing, cities aren't discrete products. You can't reformulate them, re-launch them or shut them down if they're underperforming. If people suddenly want to live in the mountains and all you have to offer is prairie, you can't change the product to suit current tastes, as you could with, say, Tide detergent. Fortunately, Tremonton can offer both mountains and prairie, so you have a district geographical advantage over many small communities.

A community brand is the sum of what the market thinks when they hear the brand name. It's how they feel when they arrive at the destination's website or experience other communication, and it's what they expect when they select one place over another. The Tremonton brand should be obvious and pervasive throughout the community, and most importantly it is NOT a logo or a slogan. Those are simply tools that reinforce the brand. Branding can be a powerful tool for downtown Tremonton.

So how do you get this brand? Brand identity is the most misunderstood and under-used tool in the typical community's toolbox for economic success. Communities that have not taken the time to figure out who they are and taken steps to identify it to the market choose to let the market define them. Also, "place marketing" almost always involves a lot of interests, some of which do not see eye to eye. And the people in charge (often, government officials) usually aren't exactly born marketers.

So is all this branding stuff hopeless? No, but Tremonton needs to proceed realistically. First, you shouldn't aim to be too specific with your images; the goal should be to create an "umbrella brand" that nearly everyone can live with. Once an umbrella brand that is clear is established, individual constituents (city government, tourism agencies, chamber of commerce, industry groups, etc.) can go their merry separate ways within it, without risk of inconsistent messaging.

Second, branding efforts should proceed with a lot of public outreach. Thus begins the all-important process. Assemble a group of stakeholders and embark on the following six step journey: (Although we highly recommend you hire a professional to help through the process, we tried to provide enough information that you could do it on your own if absolutely necessary.)



The short and sweet list to brand development:

- Identify your unique strengths and the market you'll be communicating to.
- Differentiate yourself. What makes you different, unique?
- Develop crisp stories, distinct attributes and a consistent message.
- Deliver the brand promise everywhere (web sites, event, overall atmosphere).
- Establish an expectation that is either met or exceeded by the reality.
- Keep it simple and memorable.



Step 1: Identify strengths, challenges, consumer identities, and trade area geography

- Conduct a detailed review of present performance and future potential
- Set priorities: refresh, revitalize or reinvent. Tremonton probably needs a brand that will reinvent your image.
- Study Market/competition analysis – Understanding how competing brands position themselves will allow Tremonton to learn from mistakes and successes and act in a distinctive and powerful way as you define the conversation within your market. A competitive analysis is key to this understanding. How do your competitors position themselves? What types of conversations are common among them? Do their positioning strategies project a similar attitude? Benchmark for differences and opportunities.

Step 2: Differentiation Strategy

- Identify:
 1. Basic community attributes (look and feel, stores and offices, transportation, cultural/sports events, street environment).
 2. Tangibles (clean and safe, convenient to use, saves time and/or money, offers more choice).
 3. Intangibles (civic cultures, image, reputation, trust, confidence).
- Segmentation: Target markets, commodities to build, retail/commercial/cultural base.
- Differentiate: How do you differ from other places on the level of basic community attributes, tangibles and intangibles?
- Community Positioning: Where is Tremonton vs. the competition? What's the right direction? Look for undisputed leadership opportunities.

Step 3: Brainstorm your Brand, Vision/Mission development

- Identify a handful of unique and/or "true" qualities about Downtown Tremonton. What are the current tangibles (such as services, restaurants, arts and entertainment)? *Remember: these are EXAMPLES. They do not necessarily describe Tremonton – they are just the type of descriptions you should identify about your community.*
 1. An entertainment and shopping area.
 2. A vibrant downtown near large metropolitan area.
 3. Adjacent to a major university or other educational facility.
 4. Near a water amenity.
 5. Tourism destination.
- Look to the future. What expectations will you exceed and what will you have that will set you apart from the competition?
- Develop a brand essence: a key word/idea that is easily understood and positive. *Remember: these are EXAMPLES. They do not necessarily describe Tremonton – they are just the type of key words you should identify about your community.*

1. **INVITING:** We are welcoming, friendly and we are clean and safe.
2. **CREATIVE:** We are smart and educated, artistic and culturally diverse.
3. **EXCITING:** We are energetic and stimulating.
4. **RELEVANT:** We provide meaningful and memorable experiences.
5. **AUTHENTIC:** We are genuine and real; we offer historic connection.

5. Banner street signage.
6. Office door signage.
7. Guerilla marketing novelties.
8. Website.

Step 4: Translate attributes graphically to market the district. (psst: here’s where you develop the logo!)

- Visual Vocabulary: Develop a visual vocabulary that includes key visual clues which convey perception of the core brand message. *Remember: these are EXAMPLES. They do not necessarily describe what should constitute the Tremonton logo – they are just the type of visual descriptions you should identify about your community.*
 1. Multiple bright colors.
 2. Multiple elements working together.
 3. Open, clean and uncluttered.
 4. Upward movement.
 5. Hand crafted appearance.
 6. Upbeat, animated, happy images.
 7. Appearing retro, but made new.
- Develop logo

Step 5: Community Support and Buy-in for the New Brand

Develop a series of visual presentations and training materials to inform and “orient” community leaders and stakeholders who were not directly involved in the process, such as the Mayor and city council, Chamber of Commerce, Convention and Visitors Bureau, other community civic organizations (Rotary, Kiwanis). This step is essential to gaining community support and buy-in for the new brand.

Step 6: Develop strategies to introduce brand to trade area and customers

- Develop a roll-out strategy to unveil the brand.
- Produce appropriate new graphics, including the following potential collateral pieces:
 1. Letterhead and stationery package.
 2. New business form templates.
 3. Print advertising.
 4. Point of sale materials.

CONSIDER THE MAIN STREET™ APPROACH

We know what downtown is, but do we know why it matters? In Tremonton, “downtown” is Main Street, a commercial strip that runs the length of the town from Interstate 84 to Highway 13. It is the economic engine, the big stage, the core of Tremonton community. This commercial district tells us who we are and who we were, and how the past has shaped us.

Main Street is a place where people can come together, to be a part of their city—to feel connected to it. Historically, it was not only the center of the community’s commercial life, it was also an important part of its social life; people thronged the streets to meet friends, see a movie and window-shop. The commercial center is still the place of shared memory that can bind neighbors closer together and strengthen them individually and as a community.

Downtowns and neighborhood commercial districts have evolved over the years. Our world broadened and we sought social and commercial experiences outside the neighborhood or the local business district. Some of that evolution has been positive; we now have access to goods and services worldwide. But the social component, downtown as a community gathering place, has suffered.

To recapture the spirit of a neighborhood gathering place, over 2,000 communities nationwide have adopted the Main Street Four-Point Approach™ to revive the heart of their community. The success of the Main Street™ approach is based on its comprehensive nature. By carefully integrating four points into a practical downtown management strategy, a local Main Street™ program will produce fundamental changes in a community’s economic base:

Organization involves building a Main Street™ framework well represented by business and property owners, bankers, citizens, public officials, chambers of commerce, and other local economic development organizations. Everyone must work together to renew downtown. A strong organization provides the stability to build and maintain a long-term effort.

Promotion creates excitement downtown. Street festivals, parades, retail events, and image development campaigns are some ways Main Street™ encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and

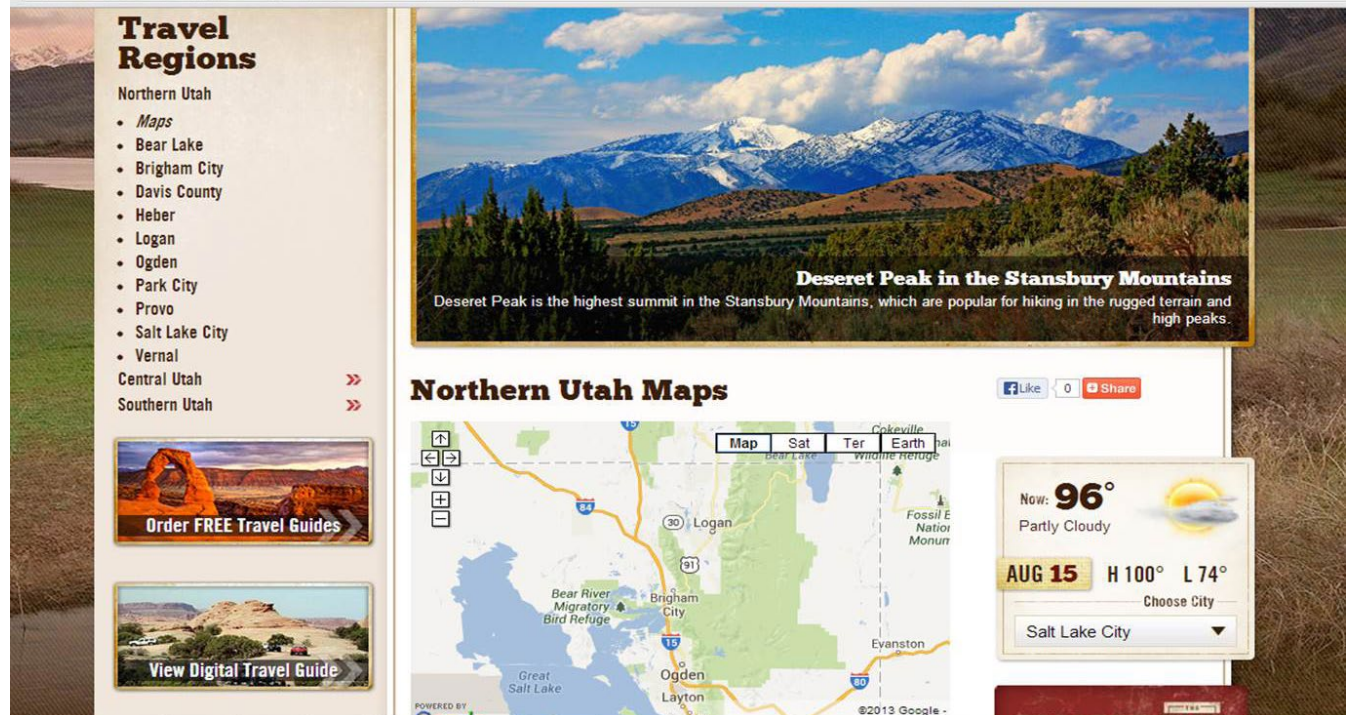
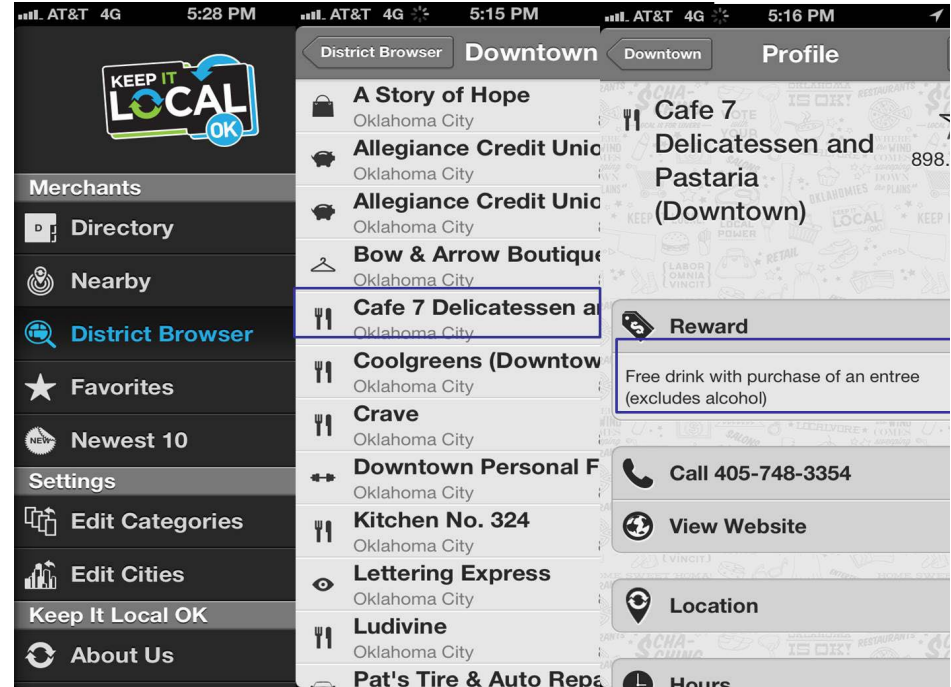
visitors.

Design enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in an investment of public and private dollars to downtown.

Economic Restructuring involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

Create a Strong Organization

Regardless of how you organize your activities and mission, use this checklist to ensure you follow all the steps to create your organization. Remember, some actions are required by law, and the State of Utah may have additional requirements not outlined here.



_____ Identify possible board members and supporters. Create an interim board of directors (5-9 people).

_____ Once formed, the interim board should choose a name for the organization. Pick something that is simple, straight forward, and businesslike.

_____ Determine your organization's boundaries/primary focus area. Remember it's not an "in or out" issue -- it's a "where should we concentrate our efforts for maximum success".

1. a traditional central business district and center for socio-economic interaction.
2. characterized by a cohesive core of historic and/or older commercial and mixed-use buildings representing the community's architectural heritage with compatible in-fill development.
3. typically arranged with most buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets.
4. compact, easily walkable, and pedestrian-oriented.

_____ Draft Bylaws and Articles of Incorporation.

_____ File as a Utah Nonprofit Corporation with the Secretary of State (Once filed, you will get a Certificate of Incorporation.)

_____ Once incorporated, prepare an agenda and hold an "official" first meeting to:

1. adopt bylaws,
2. elect officers: president, vice president, secretary, and treasurer,
3. decide on a fiscal year,
4. select a bank and discuss financial arrangements,
5. authorize preparation and filing of IRS forms,
6. identify an address or post office box for mail, and
7. other necessary business.

Make sure the new secretary takes minutes.

_____ File form SS-4 with the Internal Revenue Service to get a Federal Employee Identification Number (www.irs.gov). Download a501(c)3 or (c)6 nonprofit designation application packet.

_____ Check with the City to see if you need to file anything locally.

_____ Reserve an Internet domain name for your organization

_____ The board should talk with local insurance agents and purchase appropriate insurance coverage for your organization when possible. Minimally, the board should consider general liability, board and officer liability, worker's compensation, and special events policies.

_____ Once the organizational paperwork has been done, hold a goal setting session with board members to create a 12-18 month work plan. Determine a mission statement, goals, and objectives. Put together committees. Have each committee hold an activity brainstorming session to come up with a list of activities to meet their list of objectives (in the beginning, think "quality, effective, low-cost, and doable"). Be realistic in what you can accomplish, but also don't think too "small".

_____ Create a draft first-year budget, and then seek funds from supporters.

FUNDING YOUR ORGANIZATION

While City Government is a potential partner in funding your local efforts, many times their contributions may be in-kind, in services or restricted: limited to a project or activity. A key to a successful non-profit funding is diversification. Below are some potential funding sources; the first group lists sources appropriate to a start-up non-profit. The second group you might consider once you have grown your organization and are established.

Basic Funding Strategies

Memberships: Fees paid for membership to an organization can be a source of funding for most all aspects of community revitalization. For membership dues to be a strong source of funding for a program, a well-thought-out strategy and campaign must be administered. This form of fundraising is ongoing and can only succeed with a good chair to spur the board on. Follow-through is essential to a good membership campaign.

Corporate donations: Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. And, most look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. A corporation will typically evaluate a donation for return on investment (usually in terms of dollars, publicity, human betterment, or economic growth).

Fundraising events: Fundraising events are a good source of revenue for downtown management, promotions, public improvements, and public facilities. They differ from special events in that they are conceived and run like a business, and they are regarded as a business venture by the sponsoring organization. The whole purpose of putting on a fundraiser is to make money, therefore it is critical that goals, plans, and budget are thoroughly worked out, or the fundraiser may end up being much less than profitable

Sponsorships: Sponsorships are a good source of funding for special events and promotions. Suppliers of many of the products used in special events and media are willing to donate a portion of their product to be listed as a sponsor of the event. Like corporate donations, potential sponsors evaluate such contributions for return on investment. Businesses seldom sponsor anything from a totally philanthropic viewpoint.

Volunteers: Volunteers are an often overlooked means of funding many commercial revitalization projects. Volunteers can provide many services which might otherwise require cash resources well beyond the means of the organization. Volunteers might

sell spots in a coordinated advertising campaign; they might provide part-time office help or clerical support; volunteers might help solicit donations and memberships; they might help paint a building or sweep a sidewalk, prepare a financial statement or submit a tax return, design a logo or print the newsletter. Given correct motivation and correct management, volunteers can do almost anything.

Advanced Funding Strategies

Product Sales: A budget can be subsidized by selling products related to the organization, community, or promotion. Some examples of these are t-shirts and sweat-shirts, posters, specialized game boards, and bricks for streetscape projects. Product variety is only as limited as the imagination. Before going into special product sales, there must be a well-thought-out plan in place for selling the items. Product sales are only an enhancement to your regular funding sources. Don't depend on product sales to make ends meet.

Retail Fees: Retail or "In" fees are paid by the primary beneficiaries of a particular promotion or group of promotions. Usually the promotion is thought of, a budget is developed, and then a fee is determined by dividing the total budget by the projected number of participants. For example, we do an annual home tour in Oklahoma City. Property owners pay to be part of the tour. It funds both the event and raises money for our organization.

Service Fees: Service fees are a common source of funds for many nonprofit organizations, depending on the expertise of your staff or volunteers. Service fees might be generated for professional services such as commercial building design assistance, parking management or enforcement, property management, real estate negotiation or packaging, retail promotion packaging, advertising, or business recruitment. In Oklahoma City, we produce events for other organizations, for a fee of course! Since these services can sap resources, this is a methodology best used by mature financially stable and staffed organizations.

Subsidy from Profitable Business: A number of very entrepreneurial nonprofit organizations have started for-profit arms to make money and subsidize their basic programs. Examples related to a commercial revitalization effort might include a real estate development company subsidizing a commercial district management nonprofit, or a nonprofit leasing its real estate to for-profit businesses to generate income to support the nonprofit's activities. Subsidies from profitable businesses can be another source of ongoing and dependable operating support, but should be viewed with similar cautions to income service fees.

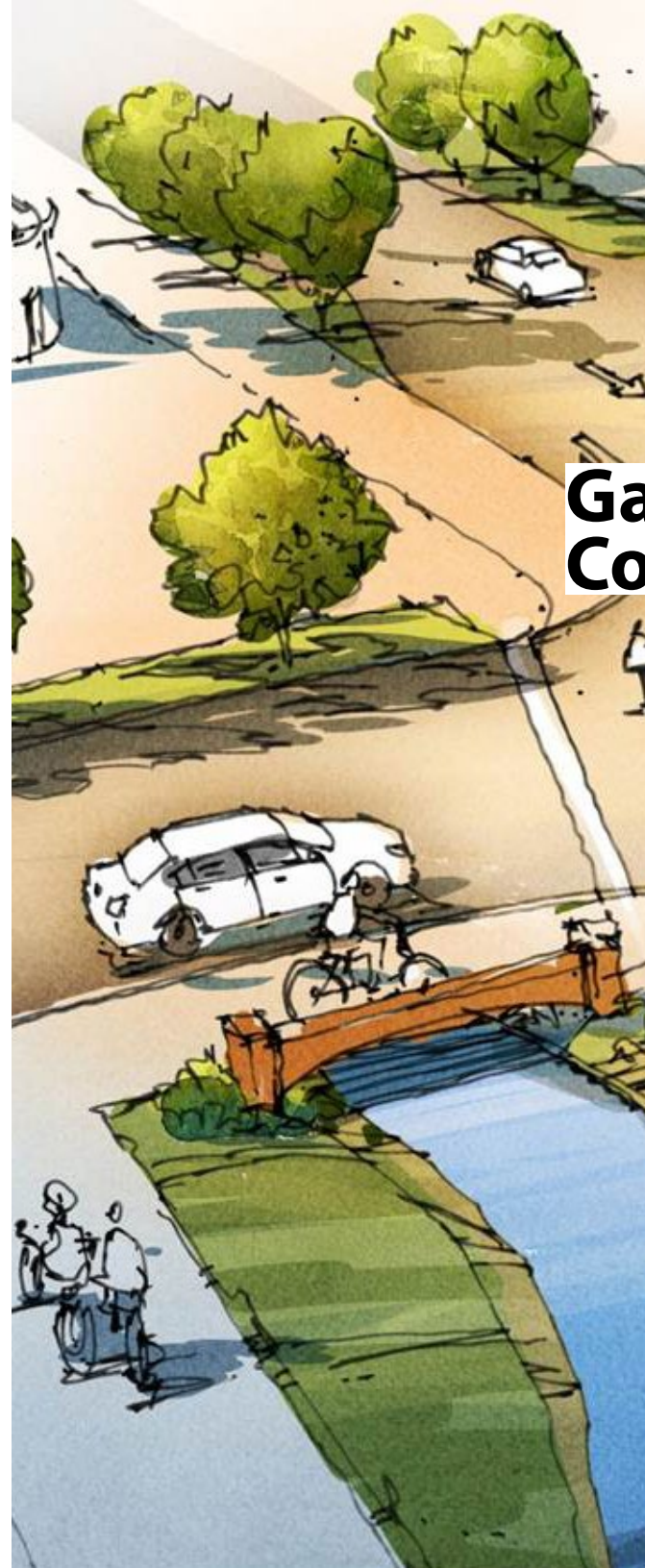
Foundation donations: Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, nonprofit organizations which,

primarily through investment of their assets, have produced income awarded as grants. Foundations have restrictions concerning what they will support. To qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS, typically a 501(c)(3). Since this designation is getting more problematic for business based revitalization organizations, you may need a partner for to utilize this type of funding. Foundation grants can fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

GET IT RIGHT – EVERY DAY

Building an organization is hard work. It does not end once the staff is hired; it requires attention every day. Your merchant's organization will be stronger if you incorporate the following principles on your strategic planning and daily actions.

- 1. Comprehensive.** A single project cannot revitalize a commercial neighborhood. Ongoing initiatives are vital to build community support and create lasting progress.
- 2. Incremental.** Small projects make a big difference. They demonstrate that "things are happening" and hone the skills and confidence the program will need to tackle more complex projects.
- 3. Self-Help.** Government can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- 4. Public/Private Partnership.** Every local merchant's organization needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.
- 5. Identifying and Capitalizing on Existing Assets.** Unique offerings and local assets provide the solid foundation for a successful initiative.
- 6. Quality.** From storefront design to promotional campaigns to special events, quality must be instilled in the organization.
- 7. Change.** Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned revitalization program will help shift public perceptions and practices to support and sustain the revitalization process.
- 8. Action Oriented.** Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.

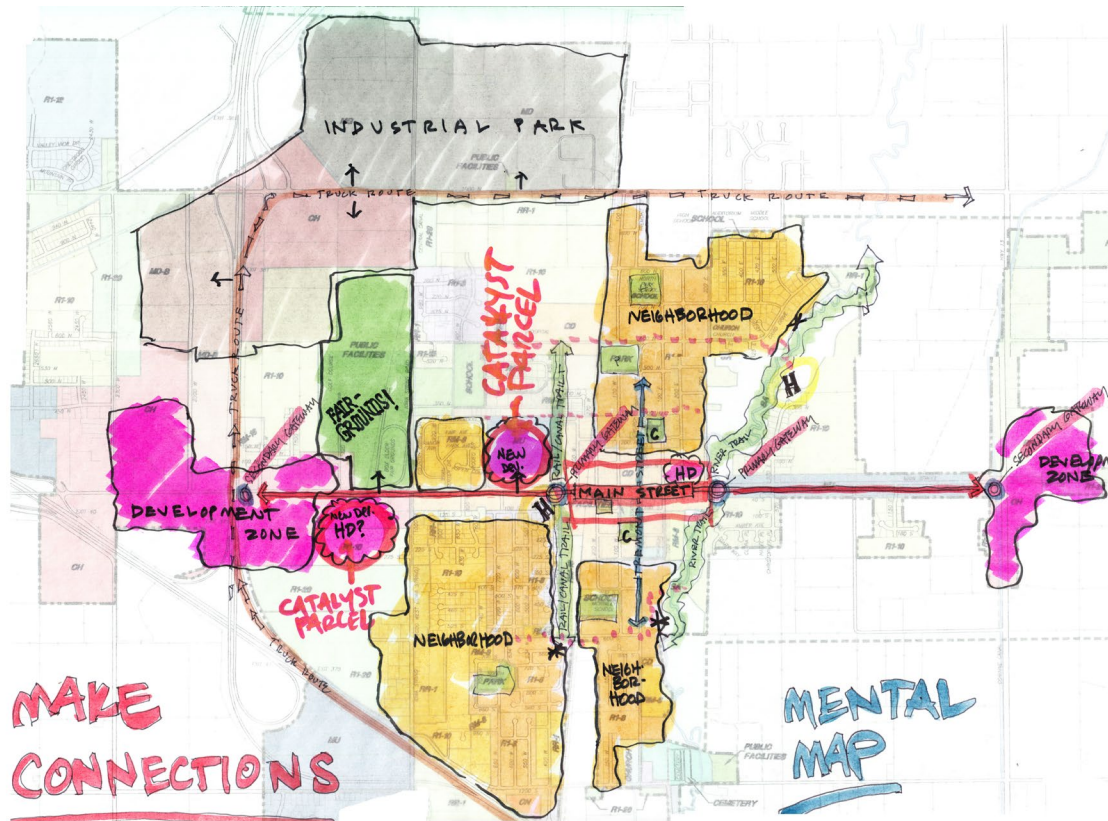


Gateways & Connections

CONNECTIONS AND GATEWAYS

Tremonton has sense of connectedness that should be the envy of most communities. Residents feel connected with each other, with their community, with their neighborhoods, with their public and private institutions, and with the rural and agricultural hinterland surrounding the city. This connectedness helps create a strong quality of life and makes Tremonton such a comfortable and friendly place. Tremonton should fare well in many kinds of happiness and well-being indexes.

For all that sense of connectedness, however, residents are surprisingly weakly connected to the downtown. This is especially surprising since downtown is essentially the geographic center of Tremonton and once served to help define the community, with neighborhoods that radiate out from downtown. It is physically hard to avoid downtown, with residents driving through on Main Street or Tremont Street, shopping at one of the downtown grocery stores, worshipping in one of the downtown churches, visiting the downtown library, or playing in Shuman Park and its splash pad. Downtown is just not prominent in many residents' mental map of Tremonton, so that even when they are there, shopping, worshipping or playing, those residents don't think about downtown.



Downtown Tremonton is geographically the focal point of Tremonton, but it no longer serves that role socially or economically.

Today, downtown can sometimes feel like the hollow donut hole in a great community. Yet downtown has the bones to be a center of community social and economic life and to again help define a great community. Better defining downtown and improving its physical connections to the community can make an enormous difference in revitalizing downtown.

PLACEMAKING: MAIN STREET AND HIGHWAY SR 102

Main Street is both the front door to Tremonton and a state highway (State Route 102). The road should feel, however, like a Main Street not a highway. The state highway brings about 7,000 cars a day (Average Annual Daily Traffic or AADT) to Tremonton, which is the lifeblood of downtown. This flow of traffic is low for a downtown, and Tremonton shouldn't lose a single car flowing through downtown. It is possible and desirable to keep the flow of traffic and make the road still feel like Main Street.

Streets serve a number of purposes, most importantly for movement of all types (e.g., trucks, buses, cars, bicycles, and pedestrians) and for placemaking (defining the front door). In addition they provide access (to buildings, properties, and other streets), parking, and drainage and



Main Street can be both State Route 102 and Main Street, but it should feel more like Main Street

utilities. In a downtown like Tremonton, the placemaking function of a street should come first, and movement should be the second consideration. Along an interstate and a state highway (i.e., SR 102) outside of downtown, movement becomes the dominant need and placemaking comes second. Lose the placemaking feature downtown and downtown can be lost.

Making Tremonton's Main Street feel more like a Main Street with a focus on placemaking requires a subtle change in emphasis. Placemaking in any city is critically important. Arguably, a highly successful downtown can survive a bit of a highway feeling because there is so much other street life going on. For Tremonton, however, which already has a challenge bringing people downtown, every step to making Main Street a good front door to the community is critical.



Sidewalks need attention just like streets. Today, Main Street is not a pedestrian paradise, but it could be again.

A successful Tremonton Main Street will improve its placemaking while still accommodating movement. Design principles include:

1. Making Main Street the front door to downtown that adds to the economic vibrancy of downtown. This involves greater focus on bicycles, pedestrians, street trees, and slowing traffic.
2. Create a better sense of arrival to downtown and sense of place within downtown.
3. Accommodate all vehicles, acknowledging that traffic will increase over time. This is relatively easy since Main Street has approximately 7,000 cars a day with, compared to other downtowns, a relatively small percentage of turning move-

ments (cars entering and leaving the road). Two lanes, with turn pockets at high volume turns, can easily carry far more than twice that volume.

4. Divert some trucks since they make the road feel more like a highway than a street.
5. Improve safety for all travel modes, especially pedestrians and bicycles, by slowing the speed of traffic slightly, ending an open ended center turning lane (also known as a suicide lane) and decreasing pedestrian crossing distance.
6. Create a more desirable pedestrian and bicycle experience.
7. Preserve every single on-street parking spot on Main Street adjacent to retail and commercial areas. These are the most visible and valuable parking spots for businesses and they create a buffer between pedestrians and vehicles.
8. Improve greenery and trees along the road and improve ecologically sound drainage.
9. Create a bicycle boulevard network on the streets that run parallel to downtown.
10. Provide transition for bicycles entering Main Street from the east on future bicycle lanes.

MAIN STREET VEHICLE SPEEDS AND CRASHES

The speed of vehicles in an area where placemaking comes first should be slow enough to allow drivers to enjoy the downtown, not race through on a highway. Currently, vehicles slow somewhat when they enter historic Tremonton, with 85% of vehicles traveling at or below 35 to 40 miles per hour through downtown, even in areas with a 30 miles per hour speed limit near the two downtown traffic signals. Main Street will feel more like a place and less like SR 102 designed for movement if cars slow down more significantly for the entire length of downtown, ideally to around 25 miles per hour. 25 miles per hour speeds would have a negligible effect on the time it takes vehicles to traverse downtown, adding 21 seconds at most, but would create a dramatic effect on placemaking, likely a significant reduction in crashes, and hopefully encourage more potential customers to stop in downtown Tremonton.

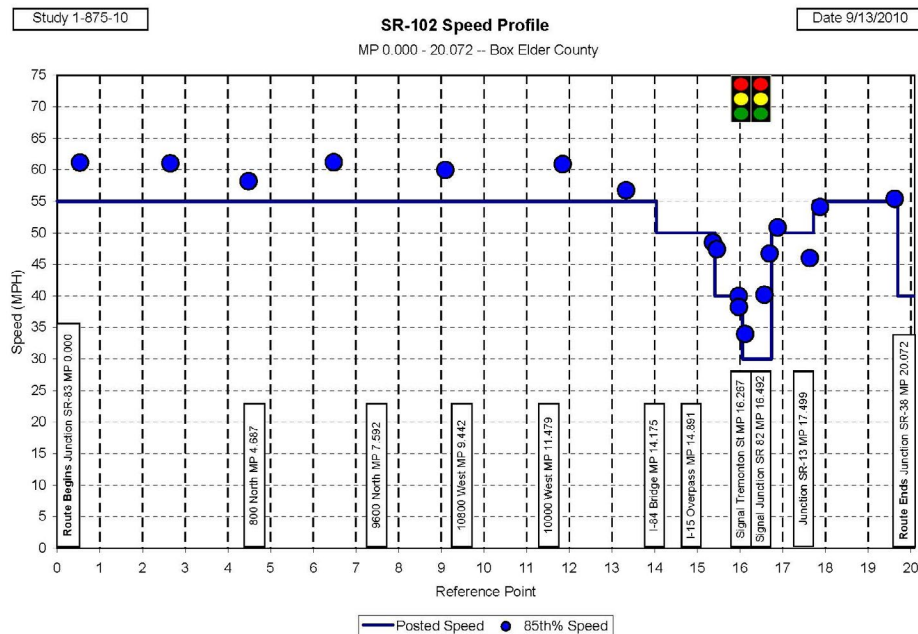
Time delay if 85th percentile speed goes from 35 to 40 MPH to 25 MPH

Speed (excluding traffic signal time)	Downtown Travel Time (0.44 miles: 3rd West to 3rd East)
35 to 40 miles per hour (current)	42 seconds
25 miles per hour (target speed)	63 seconds
	21 seconds longer

Creating a slower speed does not necessitate any new traffic signals, which drivers find especially annoying and which have a much greater effect on travel time.

In addition to contributing to placemaking, reducing speed downtown can make it safer for motorists and pedestrians. More than 80% of pedestrians hit by a vehicle at 40 mph or above will have terminal injuries, while only 10% will die when hit by vehicles going 20 mph or less, according to the U.S. Department of Transportation Federal Highway Administration. In addition to reduced speeds, reducing the width of the lanes has the ability to improve mobility and access, reduce collisions and injuries, and improve the livability and quality of life downtown.

Speed cannot be lowered, however, simply by lowering speed limits. Speed limits can't simply reflect the speed we want cars to go at but have to reflect the speed that reflects the speed the road tells us to drive. In other words, to slow the speed of traffic some engineering changes are necessary.



Traffic slows down coming through downtown at the traffic signal, but even with relatively low traffic volume it still feels like a highway.

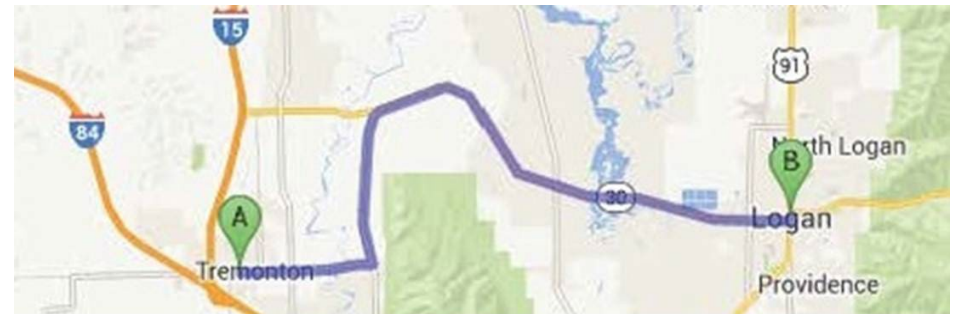
Crashes, especially vehicle/pedestrian crashes, need to be reduced on Main Street. Reducing the speed of travel, discussed above, is probably the most important step that can be taken. Reducing the distance pedestrians have to travel from curb to curb and making pedestrians more visible to motorists is also critical. There are not accidents that simply happen. All crashes have a cause, which needs to be addressed to make the streets safer, whether it is re-engineering the streets, improving police enforcement, or improving public education (the three Es of traffic safety).

MAIN STREET TRAFFIC MIX

Every single automobile going through Tremonton is a potential customer. All of that automobile traffic is good and the goal should simply be to make traffic compatible with placemaking and give drivers a chance to “stop and smell the roses.”

Through truck traffic, on the other hand, doesn't contribute to the life of downtown. It would be desirable to have fewer trucks on Main Street. Carrots (providing better alternatives for trucks) and sticks (making the existing Main Street slightly less desirable for trucks) can both help.

The time and distance from the I-15 Tremonton exit to Logan is almost exactly the same whether a driver takes Route 30 or Route 102. Posting signs on I-84 eastbound, I-15 northbound, and Route 102 eastbound “Truck Route to Logan—Use Route 30” would encourage some trucks to use that route. Likewise, some of the mapping services (Google, Yahoo, Bing, Facebook, Apple) will accept data to document what are the most efficient routes for vehicles. Care must be taken, however, not to divert automobile traffic



Trucks should take Route 30 to Logan. Cars should use Route 102

At the same time, providing some very subtle traffic calming on downtown Main Street will not discourage automobile trips, but may discourage some repeat truck trips.

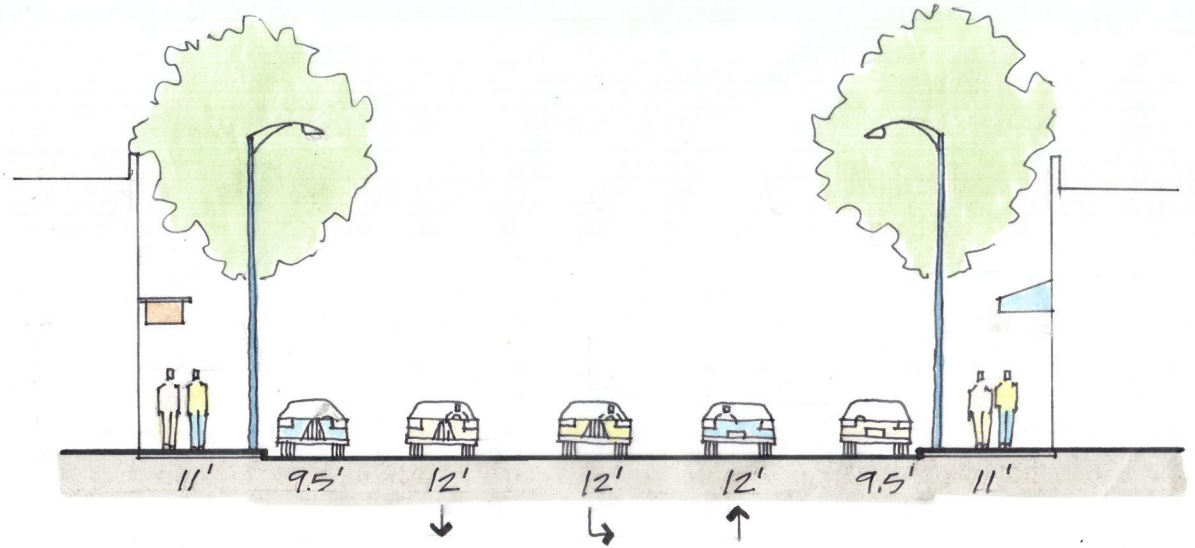
AN OPPORTUNITY

Many improvements take space, and available real estate is noticeably absent in most downtowns and along relatively narrow road rights-of-way. Fortunately, Main Street in Tremont has a lot of wasted and available real estate that can be re-tasked to solve the problem. Two clear opportunities exist within the existing Main Street roadway bed.

First, before and after each downtown intersection there is approximately 60 feet of space before the first parked cars. This space is available to allow right turns and ensure good line-of-sight at intersections. In the context of the speed of the traffic on Main Street and the relatively small percentage of cars turning right, right car movements occur fast enough that they can generally be made from the travel lane without slowing the speed of traffic.



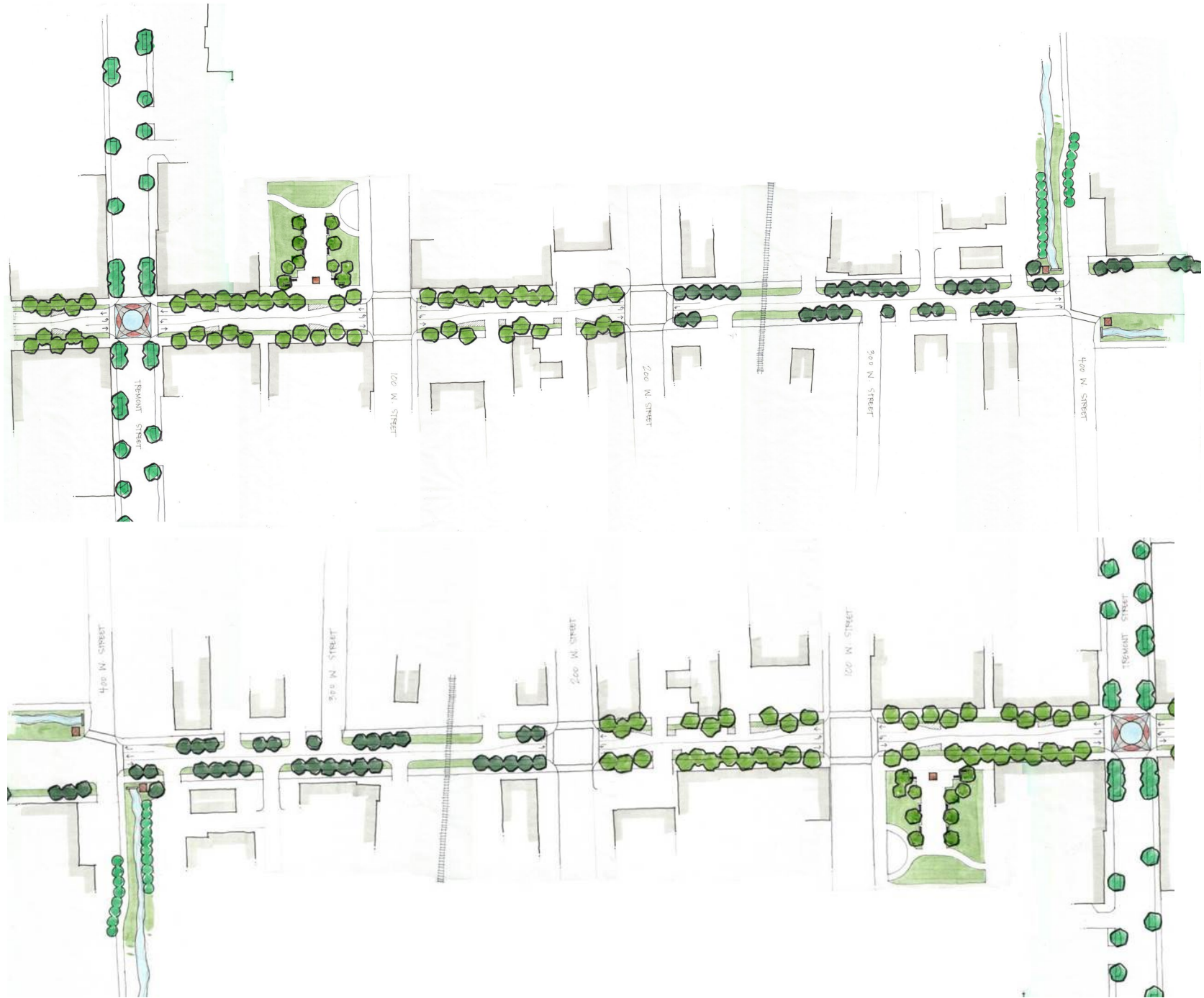
Much of the existing street area is unused and wasted real estate. This real estate can be put to better uses.



Existing Downtown Section

The existing street has wide pedestrian crossings and a middle lane that is generally only used 60' back from each intersection.

Second, Main Street has a continuous two-direction center turn lane (aka suicide lane) that is mostly unnecessary. Defined turn pockets (one-way turn lanes) approximately 60' before and after each high volume turn is critical. These turn pockets, however, are only needed at road intersections, and not even the very minor road intersections, and supermarket driveways. Everywhere else not only wastes valuable real estate, but also creates a buffer between travel lanes that can encourage cars to drive faster than appropriate for a downtown. When cars are separated from each other by a median the drivers feel safer driving faster.

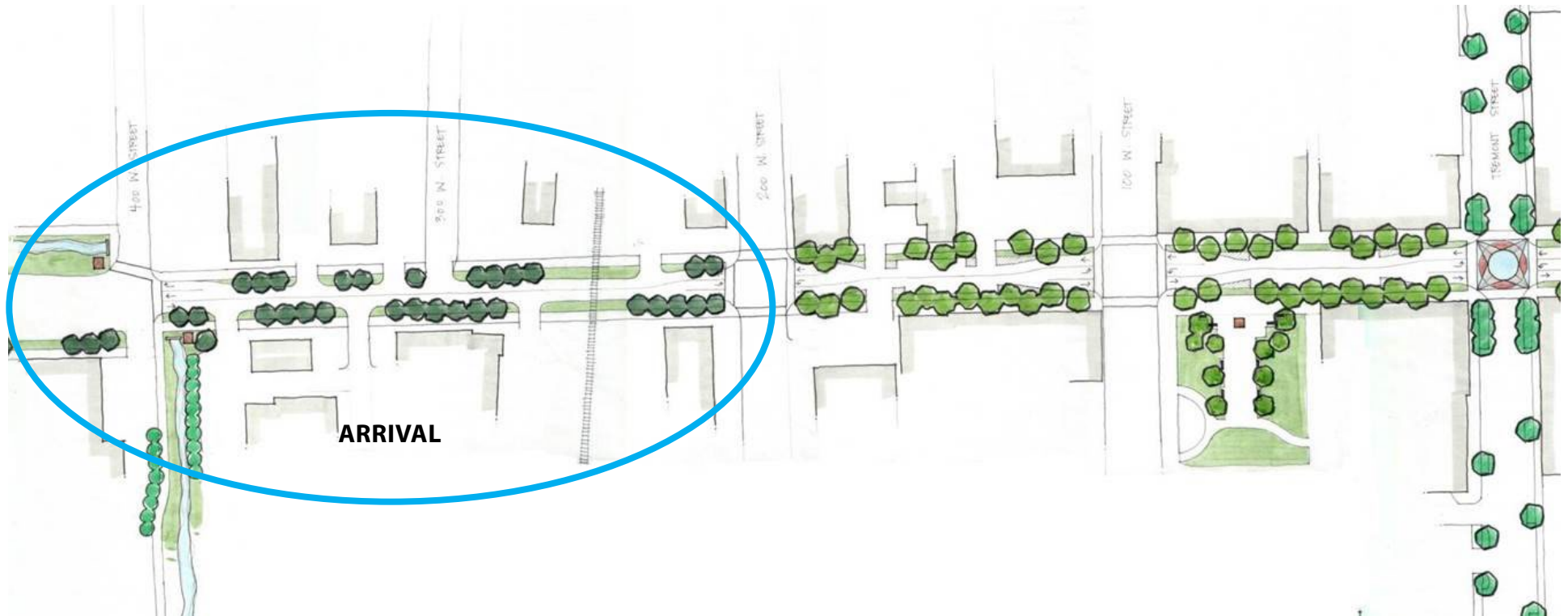


Allocate surplus Main Street real estate to improve placemaking and movement.

A remake of Main Street would use the excess real estate to add to sidewalks, drainage, tree belt, and snow storage areas. Strong placemaking and efficient movement are both possible.

Creating a strong sense of arrival from both the east and the west are important, but the arrival from the west is most critical since it brings in the largest percentage of first time visitors and has a problem with speeding vehicles.

- The entrance from the east should take advantage of the public land along the Malad River, showing that natural amenities can exist at the edge of the city and providing a connection from downtown to the river. The hill just west of the river naturally slows traffic so the entrance gateway doesn't need aggressive traffic calming features.
- The entrance from the west requires a much more defined sense of entry that, because of the flat topography, should also slows traffic.

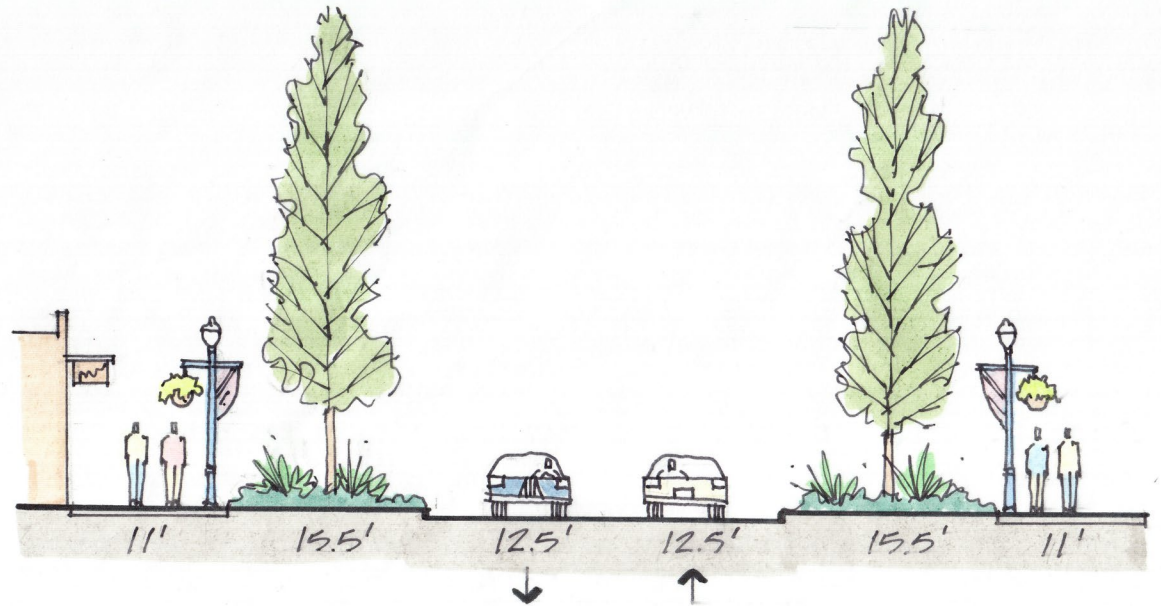


The gateway at the western edge of downtown should define the entrance to the city and slow traffic.

The western gateway presents a unique opportunity to create an entrance to downtown. No on-street parking is required near the railroad crossing, and no turn lanes are required here. This provides an opportunity to narrow the roadway (including gutter line) to 25 feet, using all of the extra real estate for sidewalks and a greenbelt. The greenbelt in this area should include vertical elements so that vehicles arriving from the west on Main Street will experience a dramatic narrowing of the road with a vertical element visible for a long distance. This will provide both the sense of arrival and a significant traffic-calming element.



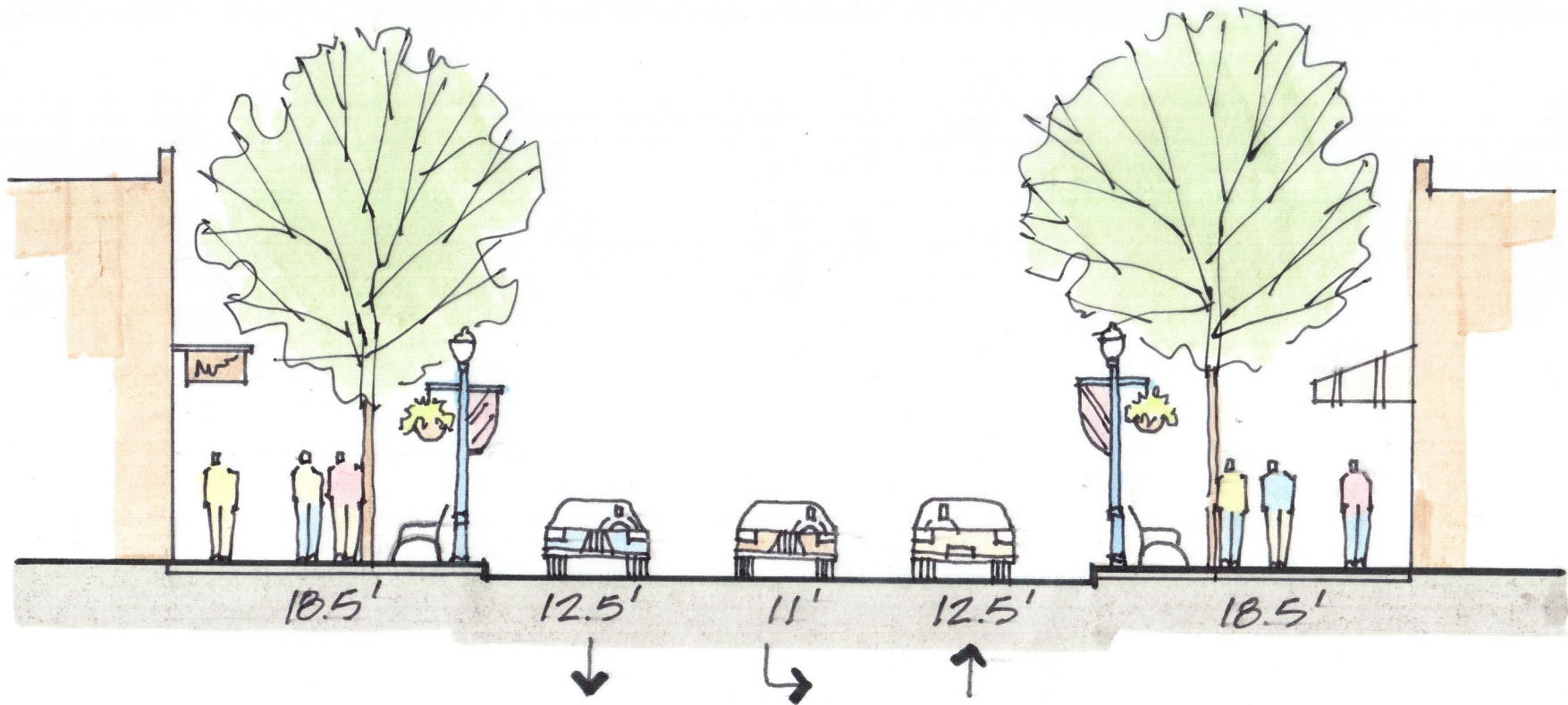
The arrival to downtown should be marked with a road narrowing, making the canal more visible, a new vertical element or reuse of the existing railroad signal and gate, and redevelopment of the adjacent industrial buildings.



Proposed Section @ RR Crossing

Parking and turn lanes are not needed at and near the railroad crossing. Narrow the road dramatically to create a true entrance to downtown, visible far from the west.

As discussed before, using wasted roadbed for a sidewalk extension makes the pedestrian experience richer, providing wider sidewalks (curb extension) and opportunities for street furniture and trees. Keeping pedestrians up on a 6-inch curb just before they cross the traveled roadway also improves the ability of pedestrians to see and be seen. Finally, the shorter crossing distance (average of 56 feet to 36 feet) will also decrease vehicle delays. If the average pedestrian crossing time is decreased from 19 second to 12 seconds, vehicles have shorter yield times at un-signalized intersections and traffic signals can be built with shorter pedestrian time at signalized intersections.



At the intersection, use 60' of empty pavement before and after parking lanes for a wider sidewalk and treebelt.

Utah DOT keeps crosswalks closer to the intersection than many states. This makes the intersection work more smoothly, by minimizing the distance between the stop bar and the intersection after a signal turns green, and it reduces the likelihood of cars waiting within the crosswalk at a signal. Unfortunately, because the curb is curving at that point, it can make crosswalk distances longer. Curb extensions negate this problem, while keeping the intersection efficiency in place.

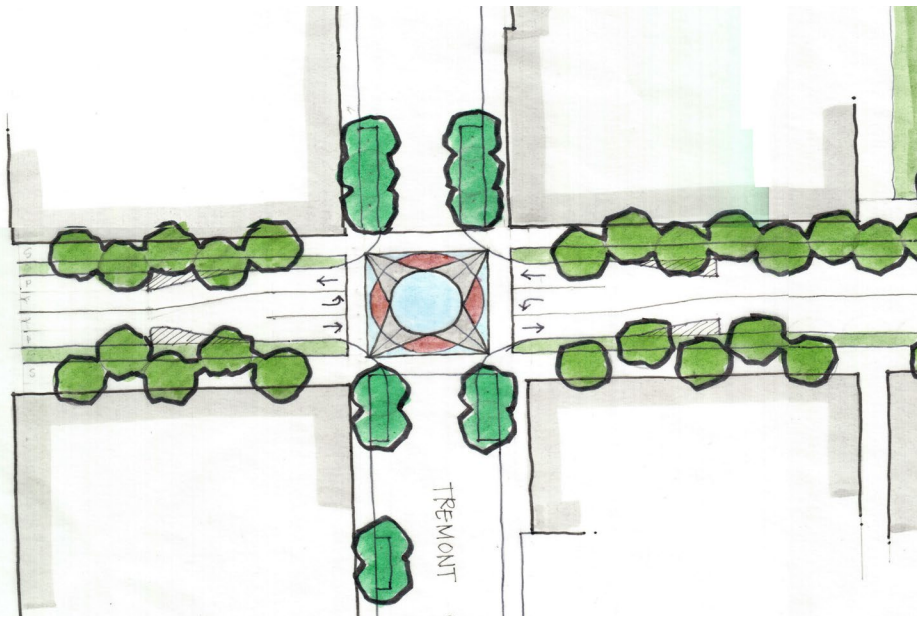
Curb and sidewalk extensions are possible because the roadbed currently has approximately 60' of pavement before and after each intersection in the parking lane, where no parking is allowed. This area is critical to provide a good line of sight, but it is wasted pavement. As long as vegetation and street furniture is low enough as to not block line of sight, there is no reason that this real estate cannot be converted to new sidewalks, street furniture, and greenbelts.

For the most part, the volume of trucks turning on and off the side streets is small enough that curb extensions will not create any problems, provide curb radii are designed for buses and single unit trucks. At the access to and from the fire station, especially for outbound emergency vehicles racing to a call, greater care is necessary

to ensure that curb radii accommodate fire trucks and that the curb extensions are not so aggressive as to prevent access. That said, curb radius downtown should not be larger than they are now. Smaller curb radii (closer to right angles with less of a gradual curve) slow the speed of vehicles and shorten pedestrian crossing distances.

The volume of vehicles turning right is low enough, and those turns are fast enough, that there is no need for a right turn lane (with the possible exception of Kent's Thriftway, where the existing right turn lane does not create any significant user conflicts).

The intersection of Main and Tremont is the epicenter of Tremonton, and this intersection should be treated that way. Special intersection treatment should draw attention to this area. Roadway pavement in the intersection should be marked, at a minimum in paint and in the long run with some pavers. Street furniture (e.g., street lights and benches) and planting should add to the celebration of this as the center of the city. Given that the southeast corner may need a smaller curb radius than ideal for pedestrians, in order to accommodate emergency vehicles, the special treatment of this intersection becomes all the more important.



Treat the intersection of Main and Tremont as the epicenter of the City that it is.

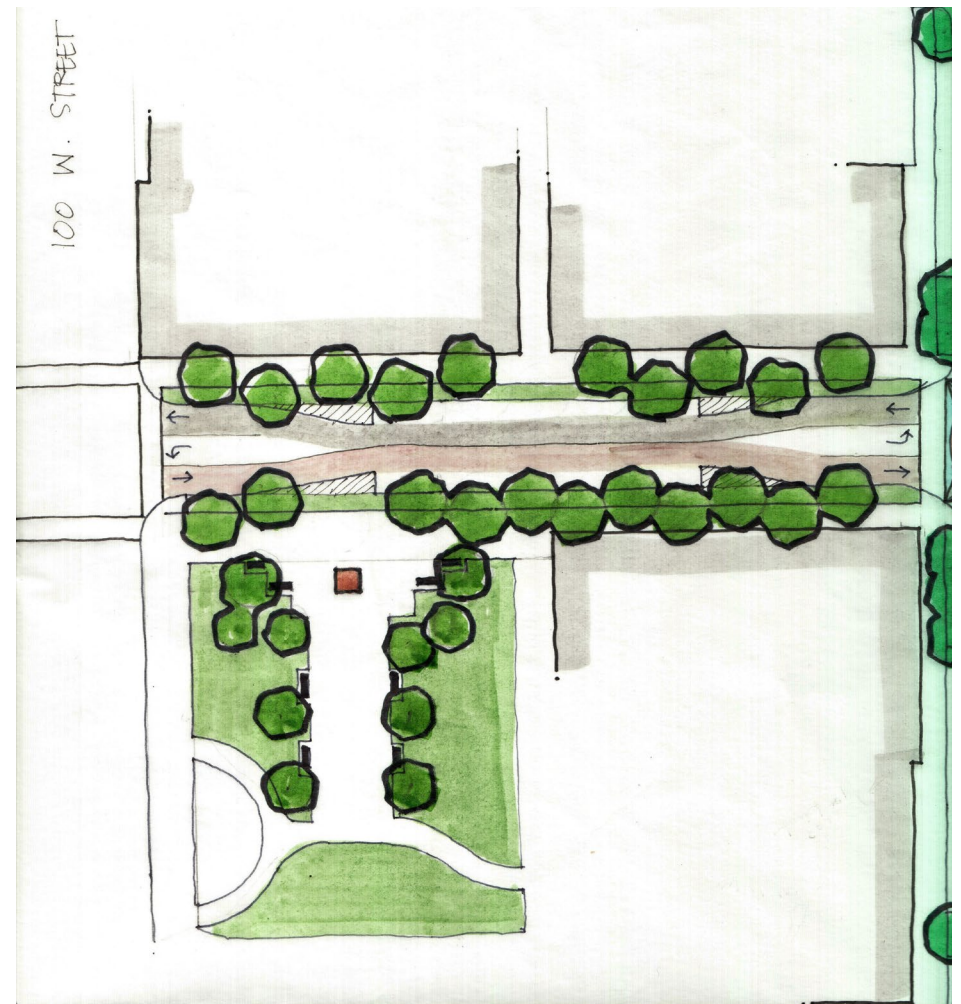
Main Street turn lanes are required at Tremont and are useful for traffic flow at most, although not all, of the other street intersections. They are not, however, necessary at any driveways except for those opposite street intersections (e.g., Kent's driveway is aligned with a road intersection, which provides them with appropriate turn lanes). Having a continuous turn lane for very minor driveways makes the street less safe and wastes valuable real estate. Some of these minor driveways ideally will be closed at some point in the future, since they eat up roadway capacity (imagine a roadway as a firehouse where each small leak, or driveway, eats up the capacity to carry a full load), and cause crashes. In the meantime, however, they certainly do not deserve special turn lanes.

Freeing up the continuous turn lane away from each intersection allows a portion of the traveled way to be moved into this area. That provides two critical benefits to the placemaking functions of Main Street.

First, it allows the introduction of a subtle curve in the roadways along Main Street. These curves can be gradual enough that tractor trailers can negotiate them easily, but will slightly slow the speed of traffic. Hopefully, a few trucks will decide that the slightly slower speed of traffic makes it worth switching to Route 30 when driving to Logan. There will be a very slight speed calming effect on cars, but not enough to encourage them to avoid downtown. Any diversion of trucks may make Main Street more desirable, not less so, for cars.

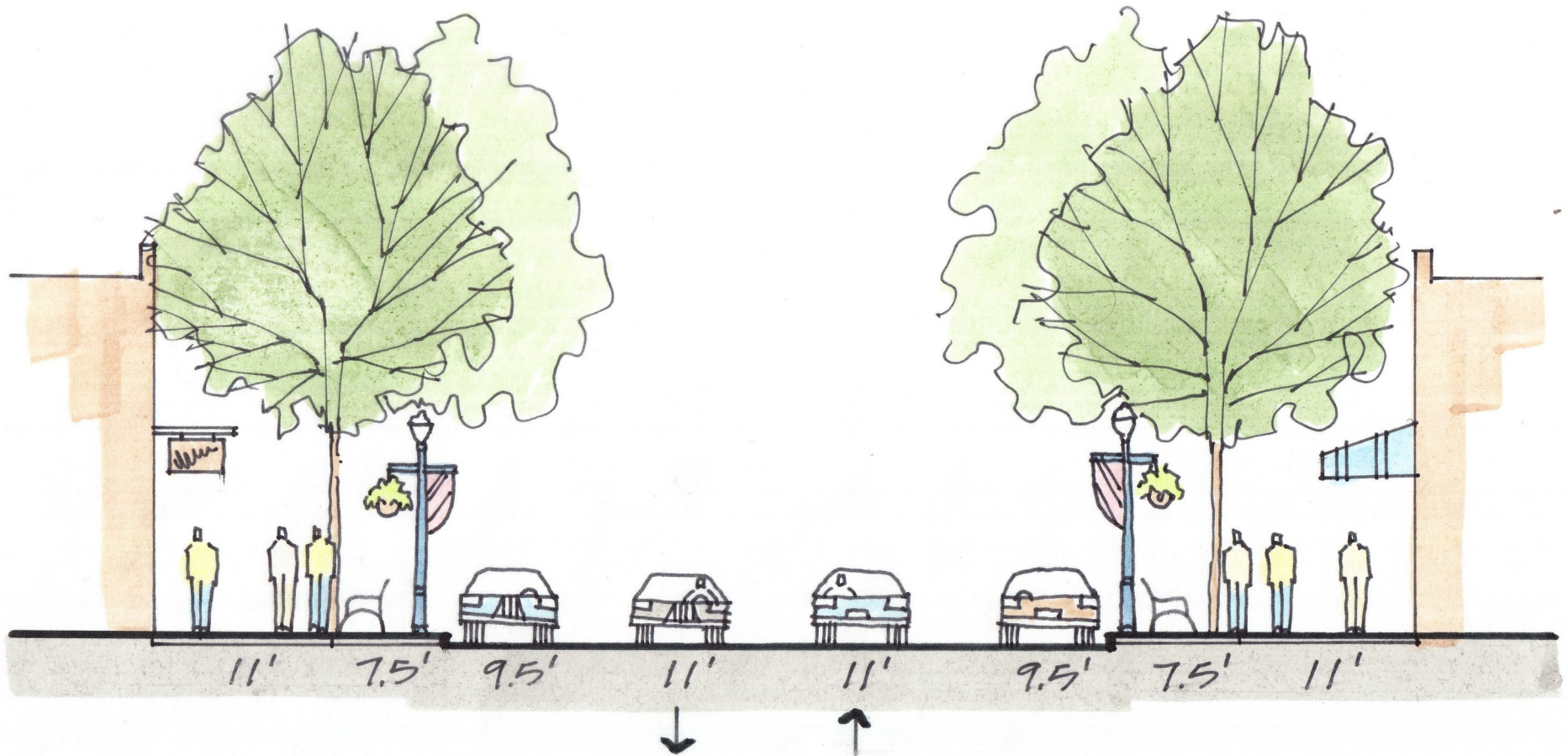
Second, moving a portion of the travel lanes into what is now the continuous turn

lane also frees up real estate for wider sidewalks, a better greenbelt and drainage area, and reduces the amount of snow that needs to be plowed and then removed from downtown.



A curve in the roadway slows traffic and allows wasted real estate to serve placemaking functions.

Some of the real estate freed up from dropping the continuous turn lane can be used for a greenbelt and more environmentally sound drainage.

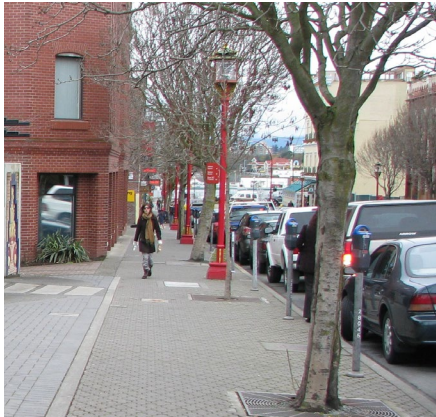


Midblock the extra turn lane can be used to widen sidewalks, tree-belt, drainage and snow storage areas.

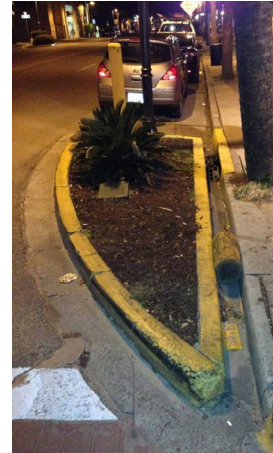
TREE BELTS AND GREEN INFRASTRUCTURE

A tree belt, also known as a planting strip, is an area between the sidewalk and curb that is planted with street trees, but can also be utilized in other ways. While they contain vegetation, they are not necessarily green all the way up to the curb – it can be paved with tree grates, decking, fully planted or a combination. Possible uses for tree belts include snow removal/storage, public gathering spaces, outdoor cafes, rain gardens or bioswales, or planting areas.

In Tremonton, tree belts can help reduce the overall width of Main Street/Highway 10. As previously discussed, reduced lane width slows traffic speeds without affecting capacity. Adding street trees along the edge creates a tunnel effect, which also slows speeding traffic naturally. There are currently street trees along Main Street, though in order to create a traffic calming tunnel-effect, more need to be added. In addition to creating area for additional trees, converting some of the pavement on Main Street/Highway 10 to a tree belt can reduce the snow removal area up to 20%, replacing it with a snow storage area other than the sidewalk.



Treebelts and greenbelts come in all shapes and sizes depending on local needs.



Available real estate can solve drainage problems and reduce the area where snow has to be plowed and collected.

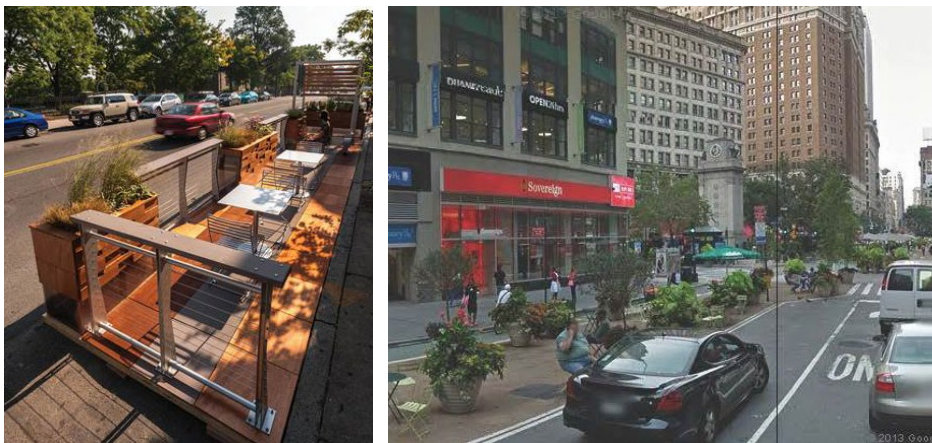
Tree belts can also be used as a part of a green infrastructure system, where rain water and melted snow is held in a depression and allowed to seep into the ground instead of going into a piped stormwater drainage system. These rain gardens are cheaper than increasing the capacity of a stormwater drainage system, and can reduce flooding, erosion and up to 30% of pollutants that reach local water bodies. Because of the salt used on the roads to melt the snow, plants used in rain garden should be able to take snow and high salt levels. Rain gardens are a functional part of the drainage system, but can also be beautiful.

There are a variety of ways that the street can be retrofitted to include rain gardens and tree belts. Tree belts can be built allowing existing drainage to remain. Other options add curb cuts to allow the majority of stormwater to seep into the soil in the rain garden, while adding overflow pipes to existing underground drainage systems. This option covers up existing gutters. A combination of the two can also be done so that the existing gutter system is the overflow when the rain garden fills up.

In addition to the other benefits, reducing the amount of roadway width potentially reduces the amount of snow that needs to be plowed and hauled away. Presumably, snow falling in the roadway would still be plowed and eventually hauled away, but at least some of the snow falling on the greenbelt and drainage areas should be allowed to remain for the winter, provided that the drainage ensured that melting snow (and nighttime ice) didn't drain towards the sidewalks or the road. Depending on how the area was laid out, this could reduce the City cost of hauling away snow by 10 to 20%.

SHORT-TERM OPTIONS

While major street renovations can be costly, take a long time to get funded and seem over whelming, there are some incremental, low-cost or temporary options that Tremonton can do that slow traffic, create additional public space and add vegetation. One option is to create chicanes to slow traffic by defining parks in the extra lane width. Temporary or moveable parklets that create outdoor cafés or small parks that can be picked up and moved to the sidewalk or stored during snow events are used in other areas.



Temporary improvements can improve placemaking very quickly.



Painted intersections can transform intersections and slow traffic quickly, affordably and attractively

Outdoor cafés or small, linear parks can be defined in “leftover” lanes using with movable material such as planters with trees and/or evergreen flowering plants. Paint or stained concrete can temporarily visually reduce lane width where there might be stamped concrete or pavers eventually. This is also an effective, affordable treatment for major intersections, like Tremont Street and Main Street.

Painting an extra thick 6-10” white line is a lost-cost way to reduce lane width, visually slow traffic and define public space.



This extra thick white stripe reduces the lane size and protects the pedestrians.

Tremonton's Department of Public Works and UDOT can also collaborate on demonstration projects that temporarily illustrate proposed street improvements to test ideas and build public support prior to a significant public financial investment. Better Block and PARK(ing) Day are two national movements that could be utilized here. Please see attached Better Block BR Wrap-Up Report and video at http://youtube/2jmzholk_dk. To find out more information about Better Block, go to www.betterblock.org or www.parkingday.org for more information about PARK(ing) Day.



An aerial picture of a Better Block in Louisiana shows how this temporary demonstration provides pedestrian access and brings life to a street, while keeping vehicles moving. Road diets are much easier to get approved and funded once people can see that the improvements work.

While it may take quite some time for UDOT to fund, design and build the suggested improvements on Main Street/Highway 10, another option would be for the city to work with UDOT on a pilot project on one block downtown. Ideally, the city would work with a consultant to design how they would prefer Highway 10 to look and function downtown, based on this plan. Once this plan was approved by UDOT, the city could fund and build the one-block portion as a pilot project for UDOT to follow as they plan for and build the other sections of the road. This process was done successfully in Jena, Louisiana as illustrated in the adjacent pictures and in Jena's Vision Plan that can be downloaded at <http://cpex.org/work/jenas-vision>. This is the best way for the city to get the road designed exactly how they want and for UDOT to have the support of the public when making necessary road improvements.



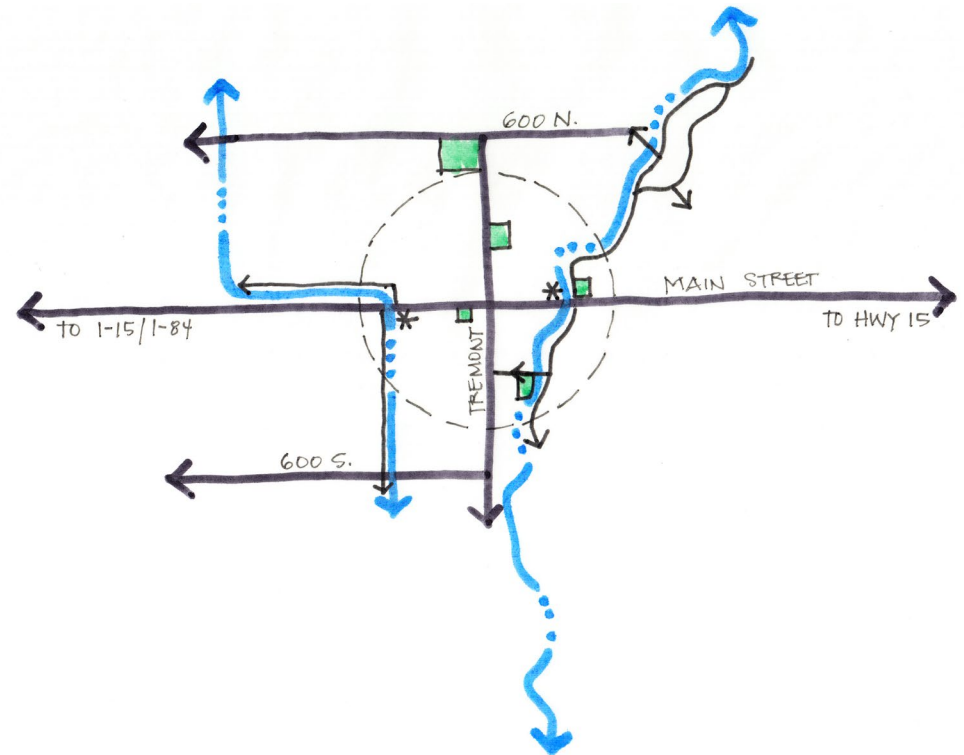
Town of Jena today (above) and how the residents envisioned it during the planning process (below).



Town of Jena's existing streetscape and improved streetscape completed in collaboration with LaDOTD.

CONNECTIVITY

While you could walk from one end of Tremonton to the other in just 10 minutes, the city lacks connectivity. A complete system of sidewalks and trail corridors that links downtown with neighborhoods, schools, civic buildings like library, restaurants, hotels, and proposed regional trail system on Highway 13 would not only connect residents to their city, but also attract visitors.



A few changes can knit the community together.

Why focus on connectivity? A comprehensive system of greenways can increase economic competitiveness and attract tourists. For example, bicycling facilities boosted tourism dollars and jobs in North Carolina's Outer Banks, where bicycling tourists make an annual economic impact of \$60 million and generate support for 1,400 jobs for the region (Pathways to Progress, North Carolina Department of Transportation). A greenway system can also attract retirees and young families by offering them an increased quality of life, connecting residents to their surroundings, daily needs, recreational activities and their neighbors. In fact, the National Association of Realtors & the National Homebuilders Association conclude that residential properties gain 10-20% in value the closer they are located to greenspace. In addition, a city connected by sidewalks, bike lanes and trails allow elderly residents to age in place, remaining in a house or neighborhood long after they can drive because they can walk to their daily needs. In addition, a connected small town is a "complete" small town,

where you do not have to get in your car every time you need to run an errand.

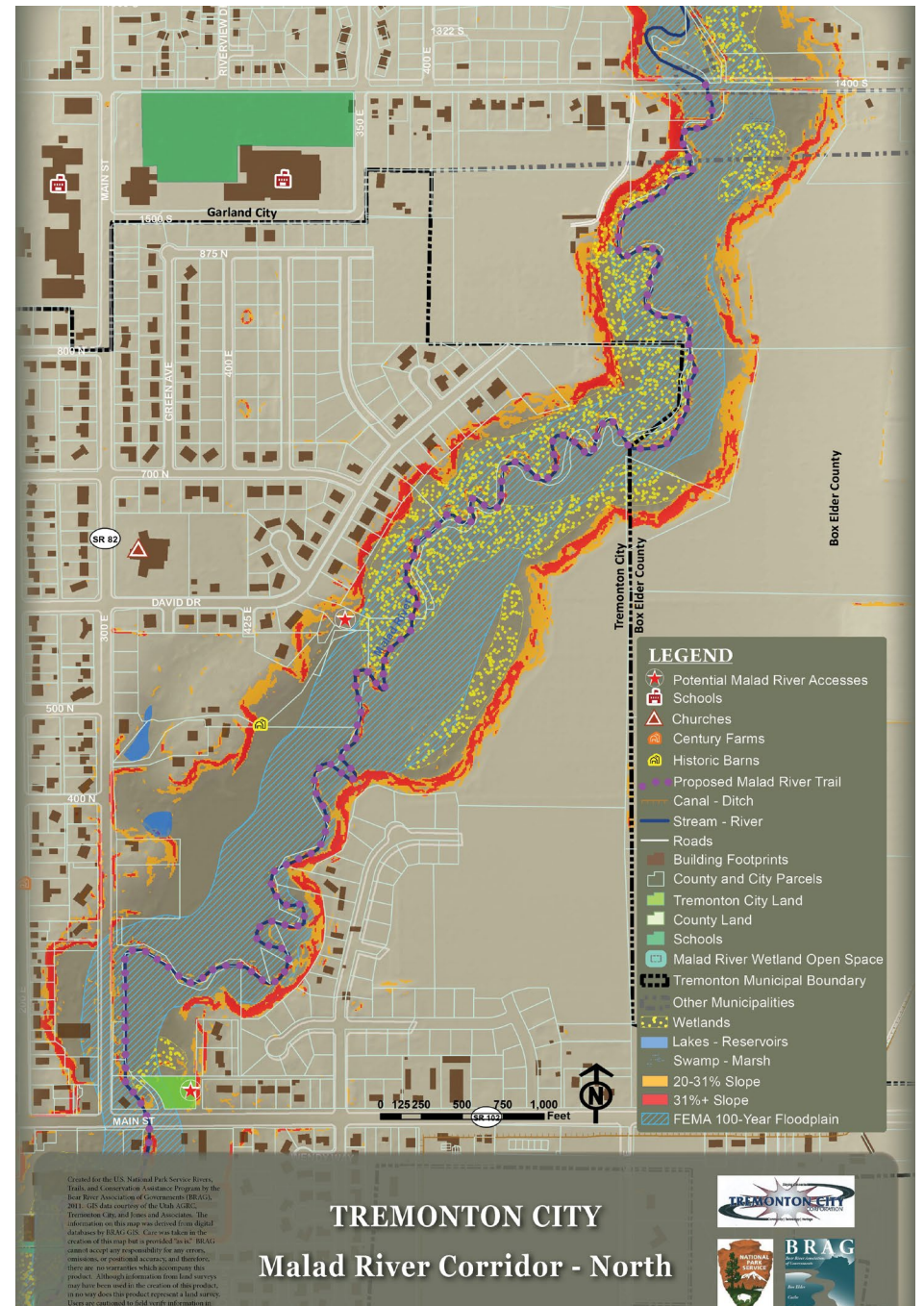
Instead, a greenway system provides another alternative to driving in a car to get around town. 50-60% of daily employees commute to Tremonton for work. A connected system of bike lanes and sidewalks that link to the proposed regional trail system on Highway 13 will provide an alternative way to get to work that reduces traffic. Most of Tremonton is within a 5-minute walk from center of town, so even if commuters drive to the city from neighboring cities for work, they would be able to walk to daily services during the day. A connected trail system also appeals to those in search of recreational Utah by giving access to outdoors and connecting recreational amenities, bringing visitors into Tremonton from nearby recreational areas. Furthermore, linking to existing recreational facilities like parks and walking trails at hospital is beneficial for residents and visitors alike.

From the center of town – the corner of Tremont Street and Main Street – it is a five to seven-minute walk to many daily services and areas of town that are not typically thought of as part of Downtown Tremonton. From this intersection, it is less than a five-minute walk to either end of or gateway to downtown, which is the intersection of the canal and Main Street to the west, and the intersection of Malad River and Main Street to the east. This self-contained downtown can be appealing to visitors and residents, especially if the connectivity is improved in the central part of the city. Stronger connections should be made to nearby services and attractions near downtown to create a draw and give people a reason to go downtown.

It is a three-minute walk to the library and Shuman Park, though residents do not think of it as a downtown park. In addition to several existing parks, a variety of daily services such as groceries, shops, offices, city services, schools, most of the residential neighborhoods, etc., are within a five-minute walk so most of the residents can walk to fulfill their daily needs without having to get in a car. This is especially important for elderly residents that prefer to “age in place” instead of leaving their neighborhoods once they can no longer drive. While there are many daily services, recreational opportunities and housing near downtown, they are only connected by streets.

In short, if the city was better connected, it would take someone 7-10 minutes to walk all the way across town and all of the amenities mentioned above would feel like a part of downtown, creating more of a destination. A connected trail system would help. In order to achieve this goal, north-south connections at either end of town, and east-west connections across town need to be better defined in order to connect the downtown to daily services, attractions and recreational opportunities that appeal to both visitors and residents.

The new city property and future trailhead with river access at the intersection of the Malad River and Main Street offer an ideal eastern gateway to Tremonton that welcome visitors to downtown and will eventually link into the proposed Malad



Proposed Malad River Trail and new city property that can be used for a gateway into the city.

River Trail the west, another gateway at the intersection of the canal and Main Street bookend that end of downtown, and a north-south trail is proposed along the gravel canal access road. This will require a cooperative agreement with the farmers, as well as a weed maintenance program to control sharp burrs that can pop tires and stick in shoes. These trails could connect to and build upon existing 5-6' downtown sidewalks that can be widened where necessary. Finally, proposed east-west bike boulevards along 600 North and 600 South that parallel Main Street will link to the proposed north-south trails along the Malad River and canal, completing the city trail loop.

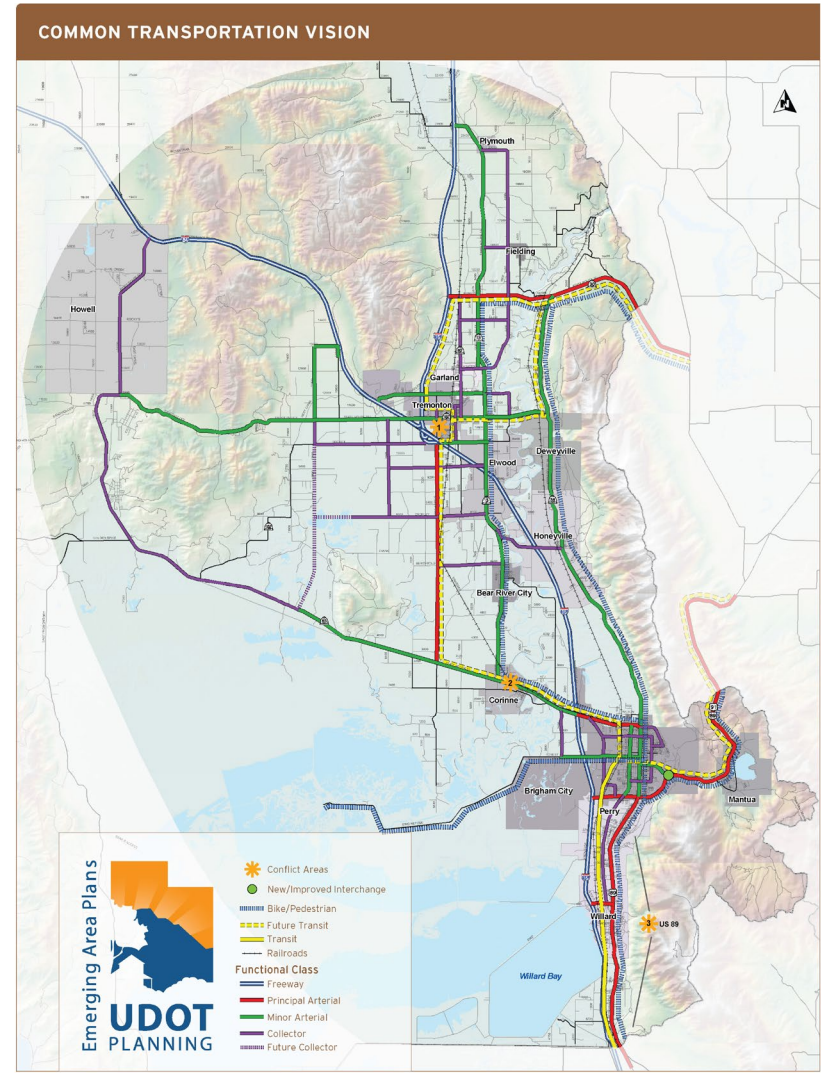
Bike boulevards are low-speed streets that are optimized for bicycle through-traffic, while still allowing local vehicular traffic. By encouraging bicycle usage on a street parallel to Main Street, but with slower vehicle speeds and fewer cars, a bike boulevard could help cyclist get across town efficiently and safely. Bike boulevards can also be created cost-effectively with minimal paint, striping, signage and intersection medians.



Streets are converted to bike boulevards with signage, striping and minimal medians.

Because it is not necessary to have on-street parking outside of downtown that additional space could be utilized for a tree belt, bike lane or sidewalk connections instead to complete the trail system. This connected trail loop throughout Tremonton could link to the future regional trail system on Highway 13 via the proposed UDOT Highway 10 bike lanes and sidewalks at the east and west gateways.

In addition to connecting the town physically, special care should be taken to visually connect Tremonton with defining characteristics of the area, such as mountains, silos, grain elevators, canals, Malad River, wetlands and rodeo facilities by creating vistas and focal points along trail system to give context and character.



SOURCE: Functional Classification from InePlan (2008), Municipal Boundaries (2007), County Boundaries (2007), and Streets (2007) from Utah Automated Geographic Reference Center (AGRC) December 1, 2008

Functional Classification of Roads

The functional classification of roads is a way to organize streets and highways based on their general characteristics and purposes. Each type of road can be distinguished by characteristics such as the degree of traffic, the road cross-section, traffic volume and access.

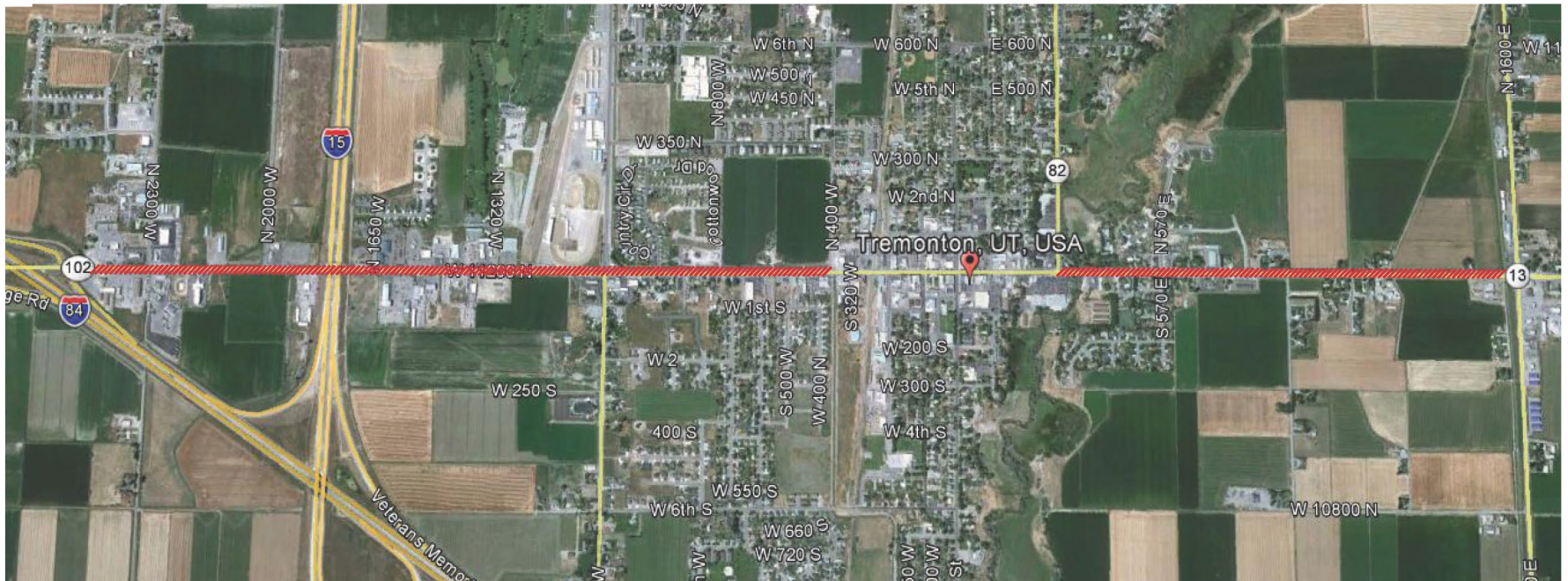
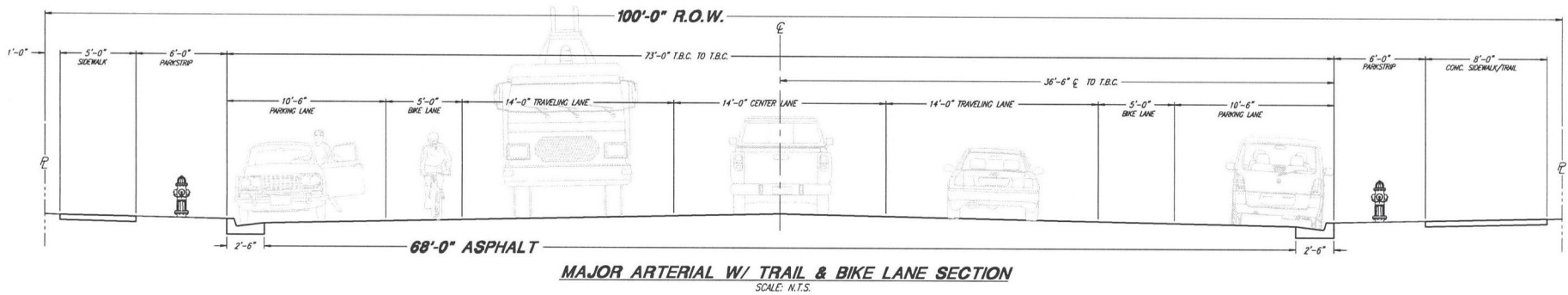
Freeway	Principal Arterial Road	Minor Arterial Road	Collector Street
<ul style="list-style-type: none"> High traffic speeds with minimal lane changes Excludes local street traffic for long distance trips Lanes are optimized to get on and off the road 	<ul style="list-style-type: none"> Provide direct, moderate to high-speed service Make for flow within the region and higher traffic volumes Access to limited properties with direct access to freeways 	<ul style="list-style-type: none"> Provide moderate speed service Service development close and moderate traffic volumes Provide some access to main arterial 	<ul style="list-style-type: none"> Integrate to low travel costs and good delivery Provide a connection between arterial and local roads Easy access serving primarily the regional market

Conflict Areas (Unresolved Issues)

There are a few areas where transportation corridors intersect. These areas are shown on the map as "Conflict Areas" and should be high on the priority list for resolution by the SRCA Road Planning Organization.

- The intersection of US 89 and US 12 in Tremonton needs to be further discussed. Current local access to freeway interchanges is a significant concern and the SRCA group should discuss this in the next year to coordinate a priority project through the area.
- Studying the functional characteristics of SRCA through Corridor needs to be addressed. This is a major travel route providing access to the National Distribution Center and to the future Procter and Gamble as well as other potential manufacturing sites.

Proposed UDOT regional trail system.



PROPOSED BIKE LANE LOCATIONS


Submitted Highway 10 improvements.

Increase connectivity to services and attractions to make it easier to get around, strengthen connections to downtown and build on the collective attractions and services nearby to increase the vitality and draw of downtown.

Tremonton has the bones necessary to become an exceptional city to grow up in, to retire to or to visit. The city is in the heart of abundant outdoor recreational opportunities, surrounded by beautiful vistas, and grounded in a rich agricultural heritage. Its residents are hardworking and incredibly friendly. The city is easily accessible, with many services, quality residential options and employment opportunities in close proximity to downtown. By further connecting the city with a trail system and beautifying and reducing speeds on Main Street, Tremonton is set to continue to flourish as a complete, attractive town.



DAT Lessons Learned

LESSONS FROM THE DESIGN ASSISTANCE PROCESS

The team was asked to provide some comparable cases that might offer lessons for Tremonton, and the preceding report contains innumerable examples of design interventions, policy models, and other best practices that can be applied to many components of the community revitalization process. However, the team felt it would also be instructive to offer comparable case studies from the design assistance experience which can help inform the design of an implementation process for Tremonton. Each case reinforces the preceding framework described for the Tremonton community, as each community has overcome challenges with scarce public resources by engaging the whole community in the process of revitalization successfully.

Port Angeles, Washington (pop. 17,000)

Building Community Pride through a Public Revitalization Process

Port Angeles, Washington provides an example of how to inspire pride in change by creating a truly public revitalization process. Their success has been built around involving everyone in the process. In 2009, Port Angeles hosted an SDAT to focus on downtown revitalization and waterfront development. Port Angeles had suffered declining fortunes as the result of mill closures and reduced productivity from natural resource industries. The three-day charrette process created enormous civic energy to pursue a vision for the city's future. "Just two weeks after the SDAT presented more than 30 recommendations, the Port Angeles Forward committee unanimously agreed to recommend 10 of those items for immediate action," said Nathan West, the City's Director of Community and Economic Development. "Public investment and commitment inspired private investment, and, less than a month later, the community joined together in an effort to revamp the entire downtown, starting with a physical face-lift. Community members donated paint and equipment, and residents picked up their paintbrushes to start the transformation."

During the first summer of implementation, over 43 buildings in the downtown received substantial upgrades, including new paint and other improvements. This effort led to a formal façade improvement program that extended the initiative exponentially. The city dedicated \$118,000 in community development block grants (CDBG) for the effort, which catalyzed over \$265,000 in private investment. The city also moved forward with substantial public investment in its waterfront, which had a dramatic impact in inspiring new partnerships and private investment. Three years later, the city had over \$75 million in planned and completed investments and had turned the corner by producing huge civic momentum across the community. In June 2012, Port Angeles was recognized with a state design award for its waterfront master plan, designed by LMN Architects. The city will break ground on construction in the fall.

As West concluded, "The City of Port Angeles SDAT experience was far more than just a planning exercise. This opportunity for our community was a catalyst for action,

implementation and improvement. Three years after the SDAT team arrived, the progress and excitement continue. A primary outcome has been that the process awakened community pride and inspired a "together we can" attitude. Today the inspiration remains and the elements and recommendations of the program continue to be the driver for publicly endorsed capital projects and investments in our community. More importantly this sustainable approach has tapped into the core values and priorities of our citizens to ensure a better and more balanced future for our City."

Newport, Vermont (pop. 5,000)

The Power of Leveraged Actions

In 2009, Newport, Vermont brought a Regional and Urban Design Assistance Team (R/UDAT) to town to help build a revitalization strategy. Patricia Sears, the Executive Director of the Newport Renaissance Corporation, described the town's dilemma a few years ago: "We were the last city in Vermont to achieve downtown designation from the state. We had some of the highest unemployment in the state. We decided we were done being last. We decided, 'we are going to be first.'" Newport hosted the first R/UDAT in state history. Hundreds of residents and stakeholders participated in the process. As Mayor Paul Monette said, "it wasn't the usual political process. Everyone was heard during the R/UDAT."

Within two years of the project, the R/UDAT had built so much momentum that the town had over \$250 million in new and pending investment, including 2,000 new jobs in a town of just 5,000 – an incredible achievement in the midst of a severe national recession. Like Port Angeles, Newport was able to achieve success through broad partnership and involvement. It also leveraged small actions to build momentum for larger investments. For example, the R/UDAT team included a recommendation to create a community garden downtown, something that has been suggested for Springfield as well. Newport created a community garden with over 32 organizational partners. They took advantage of existing capacity – a downtown parking lot that was donated – and not only created a garden, but programmed it to have a transformational impact.

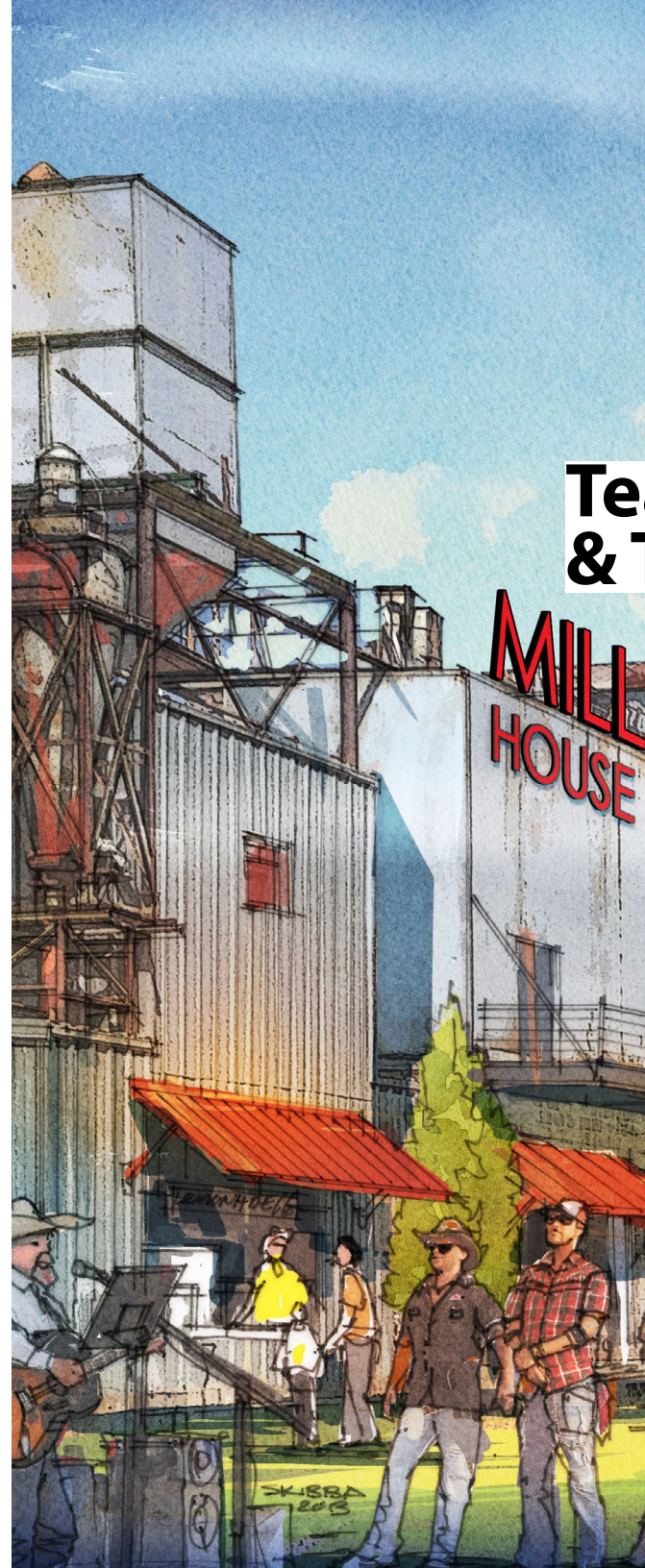
Out of the community garden, the "Grow a Neighborhood" program was created, teaching neighborhood residents about urban agriculture, providing space for family plots, and engaging local restaurants in a farm to table initiative. Six new restaurants opened in the downtown during the first two years of implementation. Newport also took advantage of widespread community participation in the R/UDAT to engage citizens in code changes, designing a participatory process to create the first form-based code in the state. New investments include boutique hotels, a tasting center featuring regional agriculture, and a waterfront resort. The city also created the state's first foreign trade zone, attracting a Korean biotechnology firm and other businesses.

The City has undergone a fundamental shift in its thinking since the R/UDAT process. In 2009, the public dialogue was dominated by nostalgia about the city's past. As one resident exclaimed, "I've seen Newport come, and I've seen it go." Two years later, the R/UDAT team conducted a follow up visit to assess progress in the community. As the Mayor stated, "I attribute our success to the successful R/UDAT in 2009 followed by the great public/private partnerships which have developed." The sense of change reaches all levels of the community. A citizen described the civic "attitude adjustment" that had occurred: "When you have people working together, things can happen and do happen. That's the most important change that has occurred – a change in attitude. All of a sudden, nothing is impossible." Today, communities across New England are visiting Newport to learn the 'secrets' of its success.

THE TREMONTON CONTEXT

The design assistance program has a 47-year history of working with hundreds of communities across the United States. Any number of successful examples could have been drawn upon to illustrate a path to success for Tremonton, but the preceding cases were specifically chosen because they represent communities that are comparable to the community, and demonstrate what is possible even with scarce public resources. As the above cases illustrate, success is not dependent upon public resources. It is dependent on vision, broad partnerships, and broader participation from all sectors of the community.

Context is everything. Certainly, this initiative must be realistic. Government cannot do this alone. This work will take a generational commitment, involving all sectors of the community. However, the team found that the City of Tremonton has enormous potential capacity that is currently underutilized, and by unlocking the community's full potential, we believe the community can enjoy enormous success. The future path must be defined by its citizens. Tremonton must build its own authentic process that reflects local traditions and culture. It must own its future.



Team Roster & Thanks

SKIBA
2013

MIKE DAVIS, FAIA – TEAM LEADER

Michael R. Davis, a Principal and Vice President at Bergmeyer Associates, Inc., Boston, Massachusetts, is a practicing architect, and educator, and an advocate for sustainable public policy. He is 2013 President of the Boston Society of Architects and Co-Chairs the AIA Massachusetts Government Affairs Committee. Mr. Davis advises the Boston Redevelopment Authority as Chair of the Boston Civic Design Commission has served on the Boston Mayor Menino's Green Building Task Force, Massachusetts Governor Patrick's Net Zero Energy Building Task Force and is currently on the Advisory Board of the Boston Foundation for Architecture. For the American Institute of Architects, he has participated in three (2010 - 2012) and led two Sustainable Design Assessment Team (SDAT) charrettes in Ithaca, NY, DeKalb County, GA, and Augusta, GA. Mr. Davis specializes in designing new and adaptively-reused commercial buildings, multi-family housing, and commercial architectural interiors. His expertise is in creating meaningful, relevant and innovative design through the analysis of context, program and public process. Some of his recent design work includes the master plans for the adaptive reuse of the LePages' Factory in Gloucester and the Boston Specialty and Rehab Hospital in Mattapan as workforce housing. Current projects include a new facility for Hostelling International Boston in an adaptively-reused historic building and a deep-energy retrofit of public housing units for the Boston Housing Authority at the Cathedral Family Development. Mr. Davis is a Member of the Faculty of the Boston Architectural College, is serving his third term as a BAC Overseer, and was a member of the BAC Thesis Committee from 1996 to 2005. He currently teaches Graduate Research and Writing at the BAC and has taught at the Tufts University Experimental College. He holds a Bachelor Degree in Architecture from the Pennsylvania State University and a Master of Architecture from Yale University.

HALEY BLAKEMAN, ASLA, AICP

Haley Blakeman is the Director of Implementation with CPEX's Statewide Planning initiative, which assists small towns and parishes throughout Louisiana to grow in a more sustainable manner by facilitating long-term, citizen-driven comprehensive planning processes, building planning capacity, and working with them to implement projects from their plans. Haley has worked on planning efforts and implementation projects with the Town of Jena, City of Thibodaux, St. Charles Parish, Vernon Parish,

Lafayette City-Parish, East Feliciana Parish and Lafourche Parish. In addition, Haley led the Better Block BR implementation on Government Street in Baton Rouge, which was a live demonstration of how the street could be reconfigured to accommodate all modes of transportation, street trees, pop-up businesses and urban parks. She has also worked with the National Association of Realtors to educate their members about Smart Growth.

Haley has over 14 years of experience in Urban Planning and Landscape Architecture. During that time, she has been exposed to design at a variety of scales, from comprehensive planning to detail site design. She has contributed to projects ranging from residential master planning, commercial site design, institutional site design, hike and bike trail design, open space and greenway plans, stream restoration and water quality testing, as well as Traditional Neighborhood Developments throughout the Gulf South. Haley holds a Bachelor of Landscape Architecture degree from Louisiana State University and a Master of Urban and Regional Planning degree from the University of New Orleans. Haley is involved in the state American Planning Association and is the current President of the Louisiana Chapter of American Society of Landscape Architects. She is currently on the Complete Streets Implementation Workgroup, helping to implement Complete Streets policy at the state and local level. In her spare time, she likes to spend time with her family, cook with her friends, travel and go camping in the mountains.

JASON CLAUNCH

Jason Claunch is President of Catalyst, a retail consulting and recruiting firm based in Dallas, Texas. Catalyst has recently completed market analysis and recruitment projects with many communities including Arlington, Farmers Branch, Kyle, Edmond, Red Oak, Midlothian, Colleyville, Northlake, Trophy Club and DFW International Airport. Jason is currently working on projects that included Panera, Whole Foods, HEB and Wal-Mart as well as over 100 local and regional tenants. Jason has consummated over 1,000,000 square feet of leases and closed over 190 raw land transactions. Jason is experienced with the full lifecycle of real estate from initial market strategy, planning, entitlements, due diligence, design, vertical development and disposition using his



extensive relationships with owners, developers, vendors, end users, and the brokerage community. Prior to Catalyst Commercial, Jason directed Billingsley's retail division, consisting of over 4,000 acres of raw land and portfolio value of over \$1B. Prior to joining Billingsley Company, Jason was a partner of a Dallas based development company and was responsible for site/market planning, acquisition and development of projects in Colorado, Oklahoma, Arkansas, Louisiana, Georgia, and Texas for national tenants. Jason also worked as a National Accounts Broker on multiple projects in Dallas, exclusively representing national accounts such as Wachovia Bank, Valvoline, Taco Bueno, CVS Pharmacy, Walgreens. Additionally, he completed projects for Target, Albertson's, Wendy's, Brinker, Eckerd's, Home Depot, Ross, PetsMart, Pier One, Staples and many other national concepts. He also developed additional business opportunities with third parties, and was responsible for internal development projects. Jason is an active member of the North Texas Commercial Association of Realtors (NTCAR), International Conference of Shopping Centers (ICSC), Certified Commercial Investment Manager (CCIM), Urban Land Institute (ULI), National Association of Industrial and Office Professionals, (NAIOP), Texas Municipal League (TML), Oklahoma Municipal League (OML), Texas Economic Development (TEDC) and NTCAR Young Professionals. Jason has previously served on national design assistance teams in Georgia and Illinois.

WAYNE FEIDEN, FAICP, HON. WMAIA

Wayne Feiden is Northampton's Director of Planning and Sustainability. He led that city to earn the highest "Commonwealth Capital" score, the former Massachusetts scoring of municipal sustainability efforts, and "Bicycle-Friendly," "Pedestrian-Friendly", and "Great Streets" designations. His focus includes downtown revitalization, sustainability, transportation, open space preservation, and streamlined regulatory efforts.

Wayne has served on 16 AIA design assessment teams. He also maintains a small planning consulting practice serving municipal and NGO clients. His more recent publication was *Assessing Sustainability: A Guide for Local Governments* (American Planning Association). In addition, Wayne serves as adjunct faculty at the University of Massachusetts and Westfield State University. Wayne's Eisenhower Fellowship to Hungary, and Fulbrights to South Africa and New Zealand all focused on sustainability.



JANE JENKINS

Jane Jenkins is the President and CEO of Downtown Oklahoma City, Incorporated. Previously, Jane was Executive Director of the Downtown Boulder Business Improvement District in Boulder, CO. With over 25 years of experience in downtown revitalization and management, Jane is an internationally recognized speaker and expert on urban issues. She is a former Chairman for the International Downtown Association Board of Directors and is also active in the International Economic Development Council, Urban Land Institute, the American Institute of Architects and Rotary Club 29 in Oklahoma City.

She was recently honored by the Oklahoma Journal-Record as one of "50 Making a Difference". A former high school educator, Jane was named Teacher of the Year at Union High School in Tulsa, Oklahoma. She holds a Master of Public Administration from the University of North Texas in Denton. Jane has served on national design assistance teams in over 10 communities across the country.

JOE SKIBBA, ASAI

Joe Skibba is a professional architectural illustrator for Urban Design Associates, based in Pittsburgh, Pennsylvania. Working conceptually at each phase in the development of a masterplan for a project, Joe develops traditional imagery and digital animations that make it possible for stakeholders to see, and refine, the vision for that project. While on-site during charrettes, Joe uses direct input from participants to develop illustrations that convey the intended character and sense of place for the development. These drawings contribute powerfully to consensus-building, an important and integral aspect of UDA's urban design process. Joe is also a color specialist who helps maintain the color calibration and quality assurance on UDA's in-house color reproduction systems. The digital, fine art archival reproduction which Joe can create from UDA's original architectural renderings provide clients with the opportunity to obtain high quality, project-specific artwork for their executive offices, sales offices, and for marketing materials. Joe has been a guest lecturer for the Department of Interior Design at the University of Wisconsin-Madison as well as for the Commercial Art Department of Madison Area Technical College where he also served as a Counsel



Board Member for the 3D Animation Department from 2001-2003. Joe has also lectured for the architecture department at Carnegie Mellon University. A member of the American Society of Architectural Illustrators (ASAI), Joe received the ASAI 'Award of Excellence' in the field of architectural illustration in 2009 and 2010.

JOEL MILLS- DIRECTOR, AIA CENTER FOR COMMUNITIES BY DESIGN

Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Its processes have been modeled successfully in the United States and across Europe. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's 20-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with over 100 communities, leading participatory initiatives and collaborative processes that have facilitated community-generated strategies on a host of issues. During the past five years, this work has catalyzed over \$1 billion in new investment. His past work has been featured in over 1,000 media stories, including ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine, The Washington Post, and dozens of other sources. He has served on numerous expert working groups, boards, juries, and panels focused on civic discourse and participation, sustainability, and design. He has also spoken at dozens of national and international conferences and events, including the World Eco-City Summit, the Global Democracy Conference, the National Conference on Citizenship, and many others.

ERIN SIMMONS- DIRECTOR, AIA DESIGN ASSISTANCE

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at

the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Erin is a leading practitioner of the design assistance process. Her portfolio includes work in over 60 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the recent publication *Assessing Sustainability: A guide for Local Governments*. Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.



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The Tremonton SDAT would like to offer heartfelt thanks to the community for their assistance and participation throughout the process. We greatly appreciate the input of the stakeholders and community residents, and would like to especially acknowledge the efforts of the City of Tremonton staff, particularly Shawn Warnke, Tremonton City Manager. We offer special thanks to the following individuals for their efforts:

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Patty MacSparran, Student/citizen

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Shawn Warnke, Tremonton City, City Manager

David Evans , Utah State University

Zac Covington, Bear River Association of Government

Steve Bench, Tremonton City, Zoning Administrator

Sharri Oyler, Tremonton City, Treasurer

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