HEBER CITY CORPORATION
75 North Main Street
Heber City, UT 84032
Heber City Council Meeting

March 18, 2025

4:00 p.m. Work Meeting
6:00 p.m. Regular Meeting

TIME AND ORDER OF ITEMS ARE APPROXIMATE AND MAY BE CHANGED AS TIME PERMITS

I. WORK MEETING - 4:00 P.M.

1. The Views on Main MDA Term Sheet (Tony Kohler, Community Development Director) - *45 min*
2. Main St Traffic Study - Discuss Recommendations for Signalized Intersections (Horrocks Engineers) - *45 min*

II. BREAK - 10 MIN

III. REGULAR MEETING - 6:00 P.M.

1. Call to Order
2. Pledge of Allegiance (Yvonne Barney, Council Member)
3. Prayer/Thought by Invitation (Mike Johnston, Council Member)

IV. CONFLICT OF INTEREST DISCLOSURE:

V. CONSENT AGENDA:

1. Approval of February 4, 2025, City Council Meeting Minutes and March 4, 2025, City Council Meeting Minutes (Trina Cooke, City Recorder)
2. Mayoral Nominations for Tree Subcommittee - Cynthia Bull and Mark Smedley ()

VI. PUBLIC COMMENTS: (3 min per person/20 min max)

VII. GENERAL BUSINESS ITEMS:

1. Monthly Development Report (Jamie Baron, Planning Manager) - *10 min*
2. Presentation by Back to the 50's Car Show (JC Hackett) - *10 min*
3. Public Safety Monthly Report (Branden Russell, Deputy Chief) - *10 min*

VIII. ACTION ITEMS: (Council can discuss; table; continue; or approve items)

1. Public Hearing and Possible Council Action on Resolution 2025-03 to Amend the FY 2025 Budget (Sara Nagel, Finance Manager) -

2. Acceptance of Plaza Design, Programming & Management Plan (Matt Brower, City Manager) - *20 min*

3. Acceptance of Parking Solutions & Downtown Business Mix Plan (Tony Kohler, Community Development Director) - *20 min*

4. Survey Options for Ranked Choice Voting (Ryan Bunnell) - *20 min*

5. Potential Cancellation of April 1, 2025, City Council Meeting (Scott Phillips, Council Member) - *5 min*

6. Establish Dates for FY '26 Budget Workshops (Matt Brower, City Manager) - *10 min*

IX. COMMUNICATION:

X. CLOSED MEETING:

1. As Needed (Heber City Council)

XI. ADJOURNMENT:

Ordinance 2006-05 allows Heber City Council Members to participate in meetings via telecommunications media.
In accordance with the Americans with Disabilities Act, those needing special accommodations during this meeting or who are non-English speaking should contact Trina Cooke at the Heber City Offices 435.657.7886 at least eight hours prior to the meeting.

Posted on March 13, 2025, in the Heber City Municipal Building located at 75 North Main, the Heber City Website at www.heberut.gov, and on the Utah Public Notice Website at http://pmn.utah.gov. Notice provided to the Wasatch Wave.

Heber City Council Staff Report

MEETING DATE: 3/18/2025
SUBJECT: The Views on Main MDA Term Sheet
RESPONSIBLE: Tony Kohler
DEPARTMENT: Planning
STRATEGIC RELEVANCE: Community Development

SUMMARY

This item is a continuation of the discussion of a development agreement term sheet from February 18 and March 4, 2025. The developer and staff are seeking to inform Council about the proposed development and obtain feedback on the proposed development agreement term sheet, returning to Council at a future meeting for formal consideration.
Policy questions include:
• What feedback does Council have on the proposed development agreement term sheet?

RECOMMENDATION

Staff recommends Council hear and discuss the proposed development agreement term sheet and provide feedback to staff and the developer. It is intended that a development agreement will be drafted for consideration by Council at a future meeting based on feedback received by Council.

BACKGROUND

Utility plans are attached as requested by Council at the last meeting.
The petitioner has modified the term sheet to address comments of the last meeting; a redline strikeout version is attached for reference.
The Views on Main consists of a proposed five story condo-hotel with commercial, retail and meeting space in the vicinity of 825 South Main Street, south and east of Auto Zone, and North of Utah Community Federal Credit Union. The project received approval by the Planning Commission beginning in 2021, including commercial final approval and subdivision approval.
The project involves two future critical public streets that traverse through the development and four surrounding properties. These future streets are designated on the City's Street Transportation Master Plan and include 100 East, connecting from 1200 South northward to 790 South, and 860 South, connecting from 100 East to Main Street. 860 South will eventually change to a stop light intersection, being centered between and a quarter-mile from 600 South and 1200 South. The City's

Street Master Plan also shows a future road connecting westward to 100 West.
The development was approved prior to the Transportation Master Plan being adopted that designates 100 East and 860 South as future streets. As such, staff has been negotiating with the developer to incorporate these future critical streets within the development, whilst maintaining development entitlements. The proposed development agreement would provide the developer assurances that the development maintains entitlements; for the City, the development agreement provides the methodology for assuring the future public streets are planned for and accommodated within the development.

DISCUSSION

Important issues for the City include:

1. Construction and dedication of 100 East. This isn't entirely possible until or unless the school district property is ready to participate.
2. Construction and dedication of 860 South.
3. Construction of a stop light at 860 South.
4. Dedication of 790 South. This isn't possible until or unless the school district property is ready to participate.
5. Phasing of improvements associated with the public streets.
6. Length of time of the development agreement.
7. Fencing. The Planning Commission asked for screening from the school.
8. Off-site utility connections for water.
9. Landscaping, architecture, lighting and streetscapes improved as per City Code.

Important issues for the developer include:

1. Length of time of the development agreement.
2. Vesting of development as per codes in place when approved in 2021.
3. Flexibility in the road placement and improvement levels to accommodate various needs of nearby property owners.

FISCAL IMPACT

N/A

CONCLUSION

N/A

ALTERNATIVES

N/A

POTENTIAL MOTIONS

N/A

ACCOUNTABILITY

Department: Planning
Staff member: Tony Kohler, Community Development Director

EXHIBITS

1. Exhibit B - 860 S Sidewalk and Fire Lane for P2 (1)
2. Exhibit D - Possible 860 S with fire lane
3. 2025-02-20 Draft Term Sheet for Development Agreement for The View on Main and Heber City
4. RedLine 2-25-25 Termsheet
5. C21-029 UTILITY PLAN
6. GIS Utilities Map - View on Main 230911
7. View - Utilities 250312
8. City Engineer Email re Views on Main

ATWELL
866.850.4200 www.atwell.com
55 WEST CENTER • P.O. BOX 176 HEBER CITY, UTAH 84032
P: 435-654-9229 • F: 435-654-9231

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	BY	DATE	REVISIONS
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DESIGN ENGINEER DATE

PROJECT MANAGER: BMB
PROJECT ENGINEER: BMB
DRAWN BY: SFS
ISSUE DATE 2/5/2025

PROJECT VIEWS ON MAIN

SHEET TITLE OPTIONAL ROAD LAYOUT EXHIBIT USING PROPOSED ROAD ALIGNMENT

PROJECT C21-029

SHEET EXH-2

Z:\SLC PROJECTS\CURRENT PROJECTS\C21-029 ROCKPOINT MNTG - VIEWS ON MAIN\WORKING FILES\SHARED DATA FILES\XREFS\C21-029 HZL PRVT DRV-MAX MPRV.DWG

1 INCH = 40 FT
(SCALE IN FEET)
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WASATCH HIGH SCHOOL
EXISTING SCHOOL ACCESS ROAD
ONE WAY
FIRE ACCESS ROAD
ONE WAY
RAMP
ONE WAY
ACE HARDWARE
790 SOUTH
RAMP
PHASE 2 BUILDING
FIRE ACCESS ROAD
ONE WAY
PHASE 1 BUILDING
AUTOZONE
CONZIO
LOFTY PEAKS
HWY 40 / MAIN ST

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790 SOUTH

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REVISIONS		DATE	BY
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DESIGN ENGINEER | DATE

PROJECT ENGINEER: BMB
PROJECT MANAGER: BMB
DRAWN BY: SFS
ISSUE DATE: 1/13/2025

PROJECT: VIEWS ON MAIN

SHEET TITLE: OPTIONAL ROAD LAYOUT EXHIBIT USING PROPOSED ROAD ALIGNMENT

PROJECT: C21-029

SHEET: EXH-2

J:\SLC PROJECTS\CURRENT PROJECTS\C21-029 RIDGEPOINT MNTG - VIEWS ON MAIN\WORKING FILES\SHARED DATA FILES\DWGS\C21-029 H2L PROT DRV.DWG

Term Sheet Development Agreement for The View on Main and Heber City

Prepared by Luke Kennard - February 14th 2025 Draft

Preamble:

This development agreement is to formalize an agreement between Heber City and The View on Main project with the application date of August 5th, 2021. Retaining 5 stories, zoning and density requirements that were met with code requirements at the time of application. The intent of this development agreement is to address road agreements and keep in place previous approvals at the time of application from zoning and code that have since changed.

1. Project Scope and Phases

- **Project Name:** The View on Main
- **Project Location:** 825 S Main St, Heber City
- **Project Description:** Multi-Unit-Condo-Hotel 5 Story with commercial/retail/meeting space on the ground floor. 196 Suites/units - 255 keys with lock off units.
- **Phasing:**
    - **Phase 1:**
        - 116 total suites/units
        - Ground floor commercial uses
        - Construction and permitting
        - Emergency fire access on 790 S Street
    - **Phase 2:**
        - 80 total suites/units
        - Ground floor commercial units
        - Construction and permitting
        - Additional site improvements for 860 S Street
    - **Timing:**
        - The Developer retains full discretion in determining the sequence and initiation of Phase 1 and Phase 2 development for this condo hotel project. Each phase is intended to be a complete, fully constructed component of the overall development. Construction and permitting may be:
            - Completed simultaneously for both phases
            - Initiated and completed for Phase 1 independently
            - Initiated and completed for Phase 2 independently
        - The Developer may commence and complete each phase based on market demand, financial considerations, and project requirements. Any phasing approach must ensure that:

- Each phase represents a fully realized and functional segment of the condo hotel
- Public infrastructure improvements are coordinated with and approved by City Engineering
- The overall development meets all municipal requirements and approved site plans

---

2. Zoning and Land Use

- **Zoning Designations:**
  - Compliance with the C2 zoning area standards as of the application date 08.05.2021 unless otherwise agreed to here by the parties.
- **Fencing:**
  - The View shall install fencing along its boundaries of 790 South and 100 East that will be durable and conform to Heber City design and/or fencing standards in the C2 zoning area. Said fencing will be maintained in good working order and appearance. Fencing shall not be vinyl.

---

3. Vesting Rights

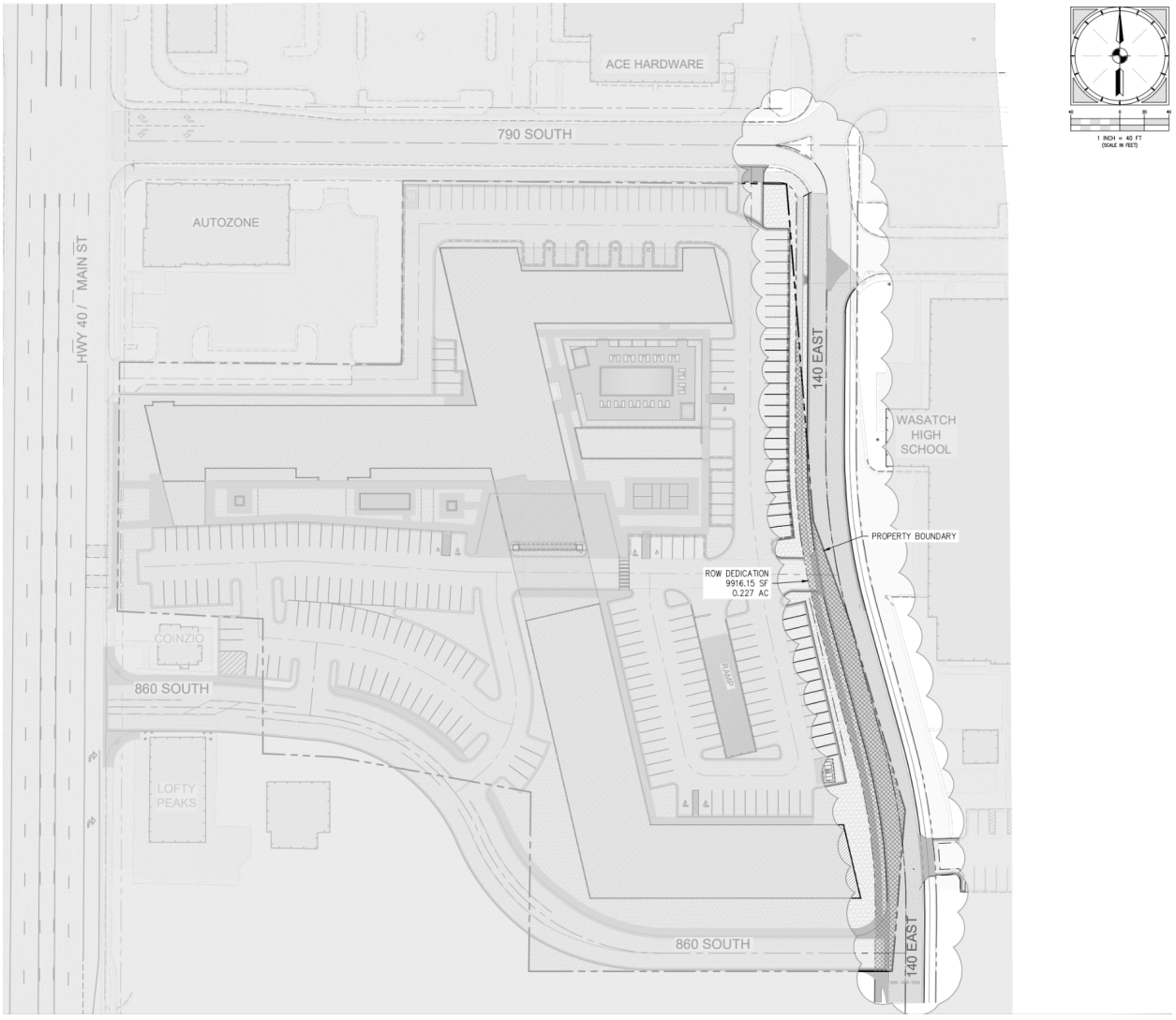
- **Vested Rights:**
  - Upon commencement, The View is entitled to construct phases in compliance with this **MDA**.
  - 5 stories
  - No less than Unit counts indicated above - 196 suites/units, ground floor commercial space
- **Duration of Vesting:**
  - Rights vested through the duration of the use.
- **Impact of Changes in Laws:**
  - Any changes in local, state, or federal laws after execution will not affect vested rights, except as agreed upon by both parties.
  - Agreement Length of 10 years.

---

4. Public Infrastructure Contributions

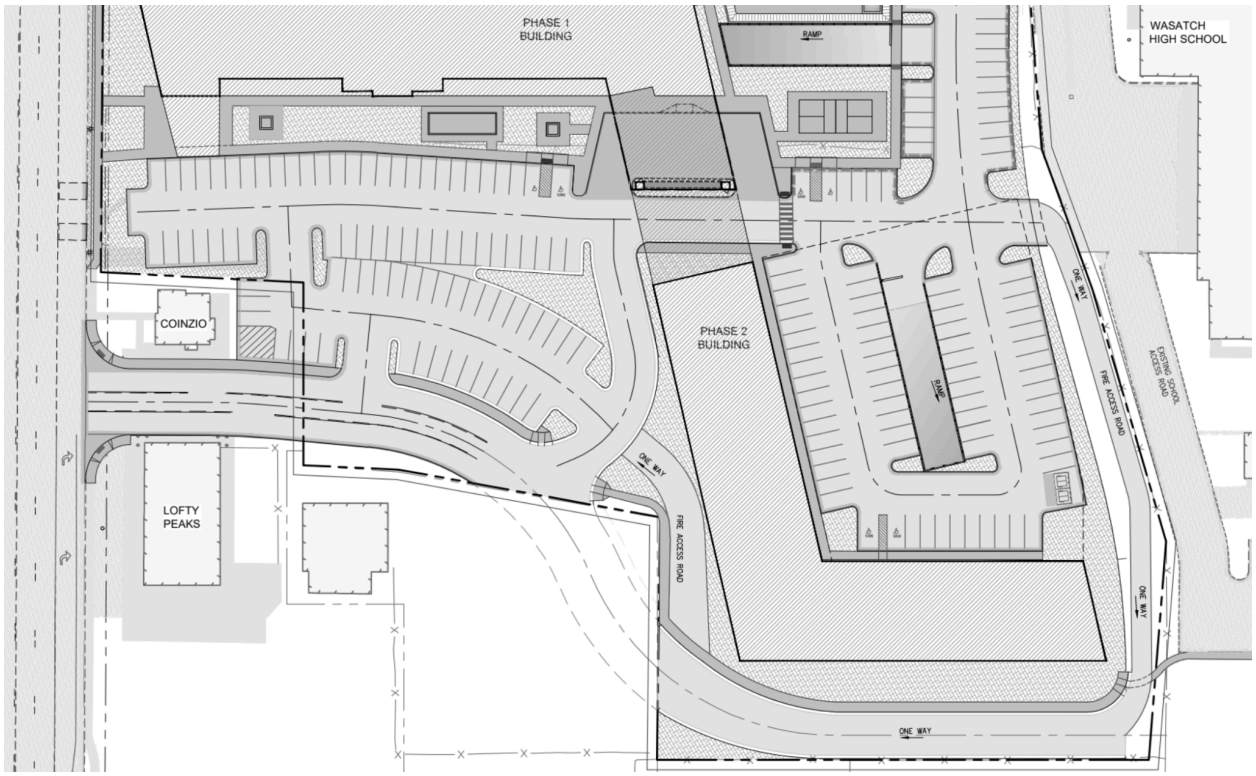
- **Roads and Transportation:**
    - **100 East Street:** Developer will dedicate frontage to Heber City for the future construction of 100 E.
        - Developer will use a one way fire lane around the Phase 2 building up until the dedication of 100 East. See Exhibit B for fire lane.
        - Upon request of the City, the Developer will participate in dedicating its portion of the right-of-way needed for the future 100 East Street at the time said 100 East is to be constructed.
        - Exhibit of portion being dedicated - Exhibit A

Exhibit A



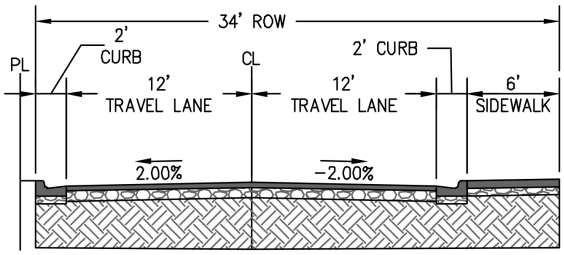
- **860 South Street:** Developer will construct and dedicate western portion of 860 South Street ROW and necessary infrastructure. City will maintain western section of road after dedication. Developer will construct and dedicate the eastern section of road.

Exhibit - B

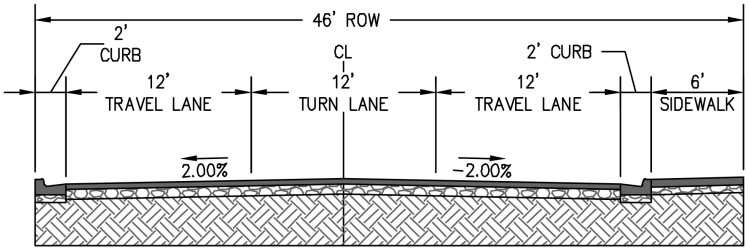


- 860 South will be dedicated to Heber City.
  - Developer to construct and dedicate the street at the time of development of the adjoining phase.
  - If the city decides to build it first, dedication will happen at the time of city construction of the road.
  - Alternatively, dedication may happen upon agreement of both parties.
  - Western portion constructed at the start of the project with either phase.
  - Eastern portion constructed dedicated in tandem with Phase 2.
- The width varies from 46 on the west end tapering to 34 feet on the east end
- No park strip/sidewalk on the south side
- See elevation exhibit - Exhibit C

Exhibit C



34' ROW - 2 LANE CROSS-SECTION



46' ROW - 3 LANE CROSS-SECTION

        - The Construction of 860 South Street may be completed in phases.
            - Phase 1 of the project shall construct the road up to the second entrance into the property.
            - When Phase 2 is constructed, the whole western portion of the road will be completed.
    - **Traffic light on 860 South Street:**
        - UDOT will determine the timing and construction of the traffic light.

- **Utilities:**
    - Developer will install all necessary utility connections for the project per city code.
    - Future utility extensions for adjacent developments will be paid for and constructed by the developer and reimbursed by the City based on actual costs including associated financing costs.
    - Utilities outside of the development's perimeter will not be improved (e.g. irrigation line. The developer has no legal write to obtain access to this utility and will use culinary water from its own supply to service landscaped spaces)

Discussion point - Irrigation line extension. Currently the irrigation line is on private property and outside of the reach of the project. If it is brought to the site, then the question is city irrigation extension vs no extension through the site. The ideal scenario for the developer is to not use the irrigation line at all. The ideal scenario for the city is to run the irrigation line through the property. If it runs through the property, the more ideal situation is to bring it through 790 South

and then down the future 100 E instead of through the site. It may be brought through the site, but this will be determined through a planning process with city staff.

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5. Fees and Exactions

- **Impact Fees:**
  - Developer to pay impact fees related to infrastructure, water, sewer, and other public utilities as part of building permit applications.
- **Exactions:**
  - Dedication of 860 South Street and developer owned portions of 100 East streets for public right-of-way.

---

6. Development Standards and Design Guidelines per Application Date

- **Vested architectural standards, landscaping requirements, lighting, signage and streetscape:**
  - Buildings, landscaping, lighting, signage and streetscapes must adhere to Heber City's C2 design standards as of the application date 08.05.2021

---

7. Timing and Completion

- **Development Timeline:**
  - Phase 1 and/or Phase 2 construction will commence sometime after execution of this **MDA** and after final site plan approval. Approvals to be vested for the duration of the use.

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10. Maintenance and Operations

- **Common Areas:**
  - Developer is responsible for maintaining roads, sidewalks, and any installed safety features during construction.
- **Ongoing Maintenance:**
  - After dedication to and acceptance by Heber City, the City will assume responsibility for long-term maintenance of 860 South and future 100 East.

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11. Dispute Resolution

- **Mediation and Arbitration:**
  - Any disputes will first be referred to mediation. If unresolved, binding arbitration may follow before litigation is considered.
- **Jurisdiction and Venue:**
  - Legal actions will be handled in Wasatch County, Utah.

---

12. Amendments and Modifications

- **Process for Amendments:**
  - Amendments to this **MDA** must be approved by both parties in writing.
- **Minor vs. Major Changes:**
  - Minor modifications (e.g., materials, minor design alterations) can be approved administratively, while major changes require City Council approval.

---

13. Default

- **Default Provisions:**
  - Remedies for default include suspension of construction permits or legal action to compel performance.

---

14. Indemnification and Insurance

- **Developer Indemnification:**
  - Developer agrees to indemnify Heber City against any claims or damages arising from construction activities.
- **Insurance Requirements:**
  - Developer must maintain adequate insurance coverage during construction and post-completion to protect against property damage and liability claims.

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15. Miscellaneous Provisions

- **Force Majeure:**

    - In the event of unforeseen circumstances (natural disasters, etc.), the deadlines in this **MDA** may be extended or waived.
- **Assignment and Transfer:**
    - The Developer may assign its rights under this **MDA** to another entity without the City's written consent.
- **Severability:**
    - If any provision of this **MDA** is found to be invalid, the remainder of the agreement will remain in full force and effect.

Scan to view all Exhibits

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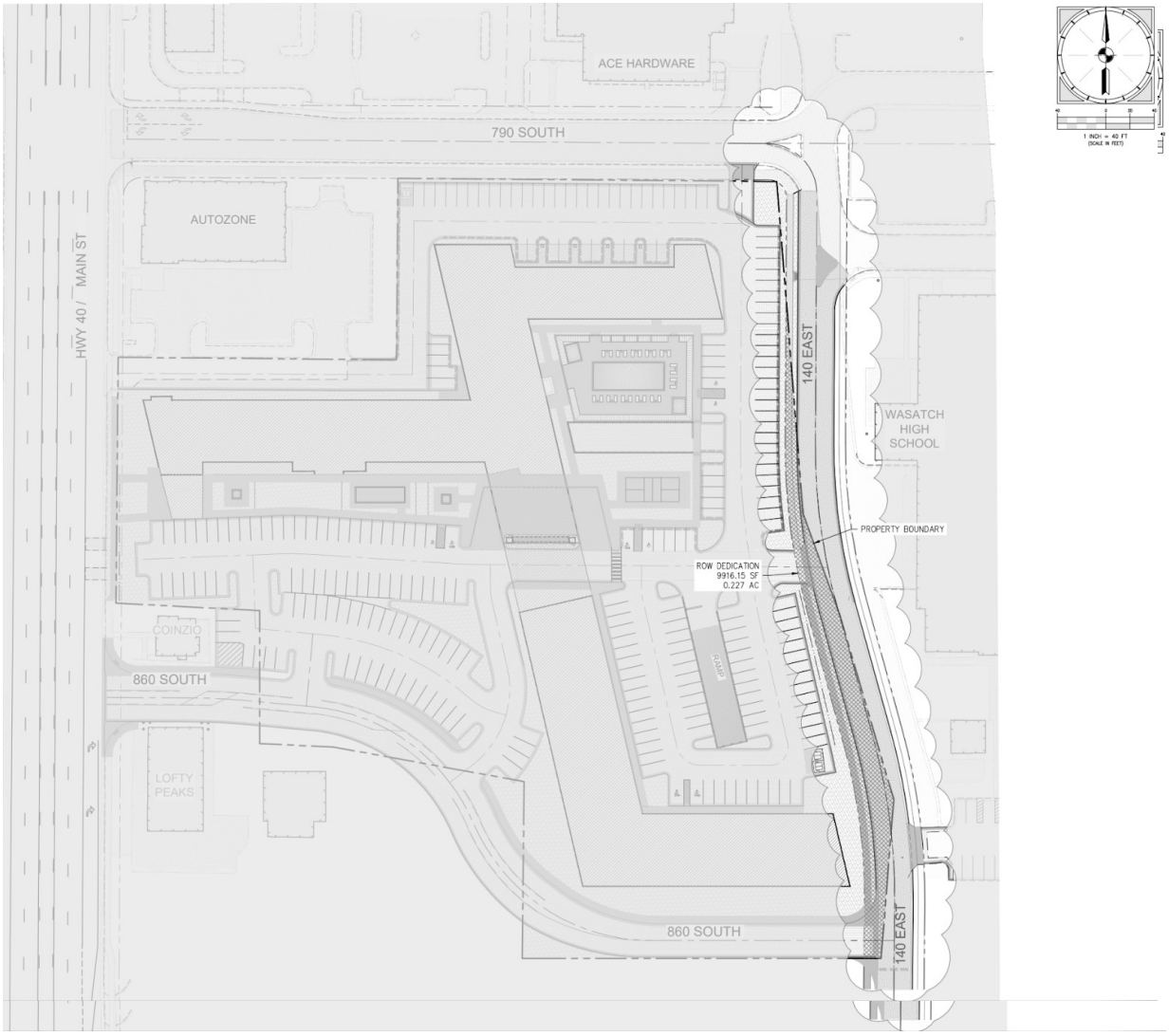

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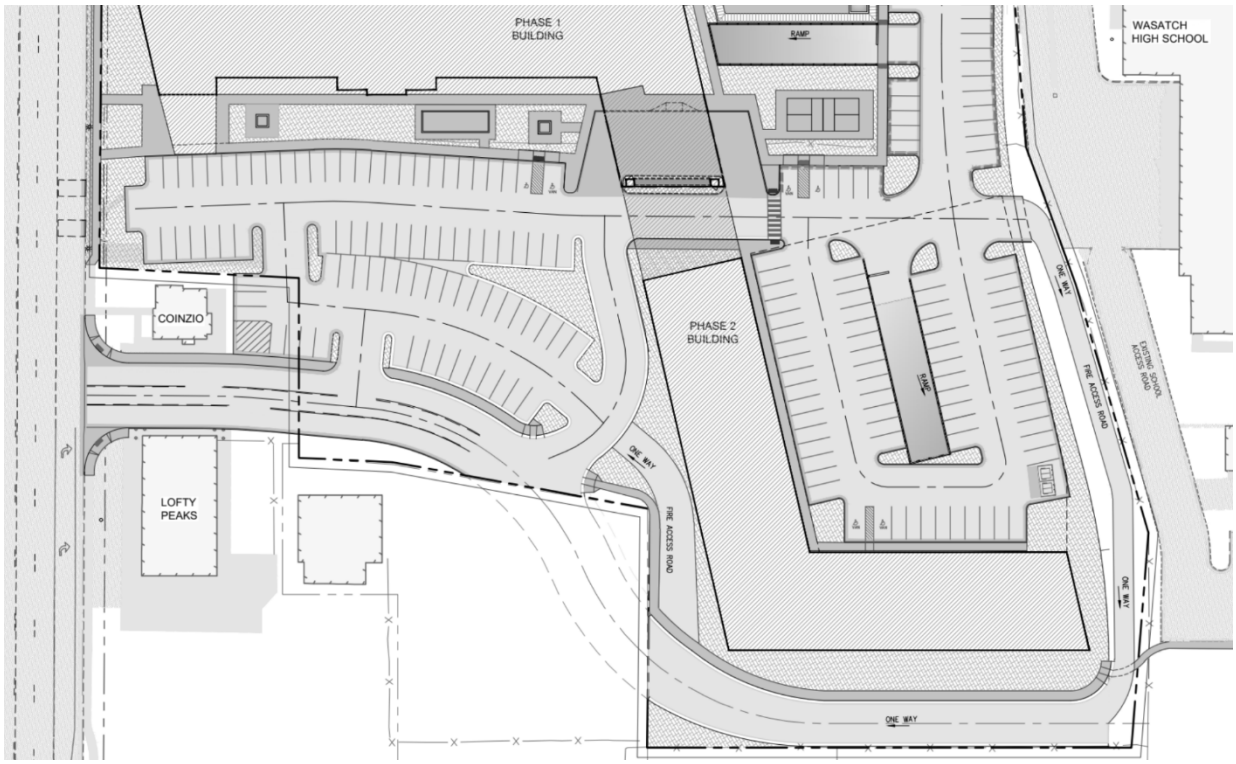

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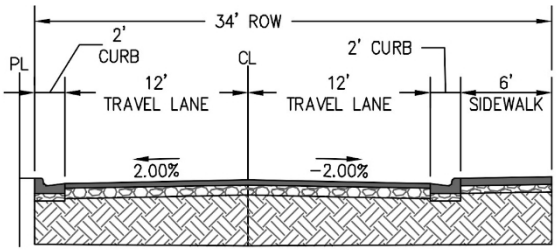

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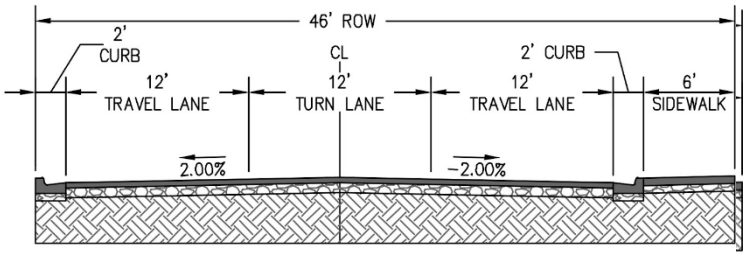

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13. Default

- **Default Provisions:**
  - Remedies for default include suspension of construction permits or legal action to compel performance.

14. Indemnification and Insurance

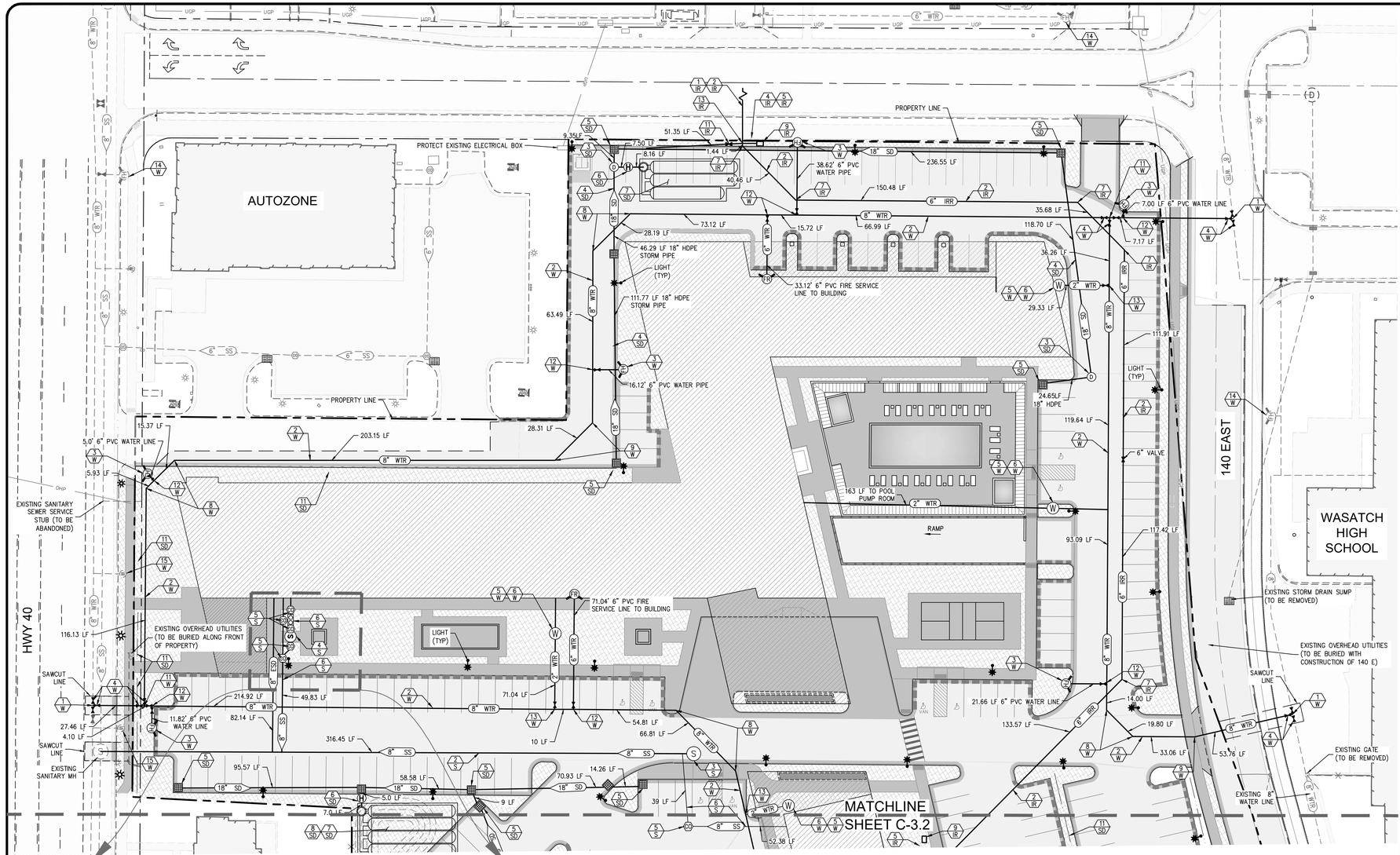
- **Developer Indemnification:**
  - Developer agrees to indemnify Heber City against any claims or damages arising from construction activities.
- **Insurance Requirements:**
  - Developer must maintain adequate insurance coverage during construction and post-completion to protect against property damage and liability claims.

15. Miscellaneous Provisions

- **Force Majeure:**

    - In the event of unforeseen circumstances (natural disasters, etc.), the deadlines in this **MDA** may be extended or waived.
- **Assignment and Transfer:**
    - The Developer may assign its rights under this **MDA** to another entity without the City's written consent.
- **Severability:**
    - If any provision of this **MDA** is found to be invalid, the remainder of the agreement will remain in full force and effect.

Scan to view all Exhibits



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6 S — INSTALL GREASE INTERCEPTOR PER HCSD – SEWER-6

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9 IR — INSTALL BACK-FLOW PREVENTER PER (1.5 D-1)
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12 IR — INSTALL BLOWOFF FLUSH VALVE PER HCSD – WATER-8
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DESIGN ENGINEER DATE

PROJECT ENGINEER: BMB
PROJECT MANAGER: BMB
DRAWN BY: SFS
ISSUE DATE 1/19/2024

PROJECT VIEWS ON MAIN
SHEET TITLE UTILITY - PHASE 1

PROJECT C21-029
SHEET C-3.1

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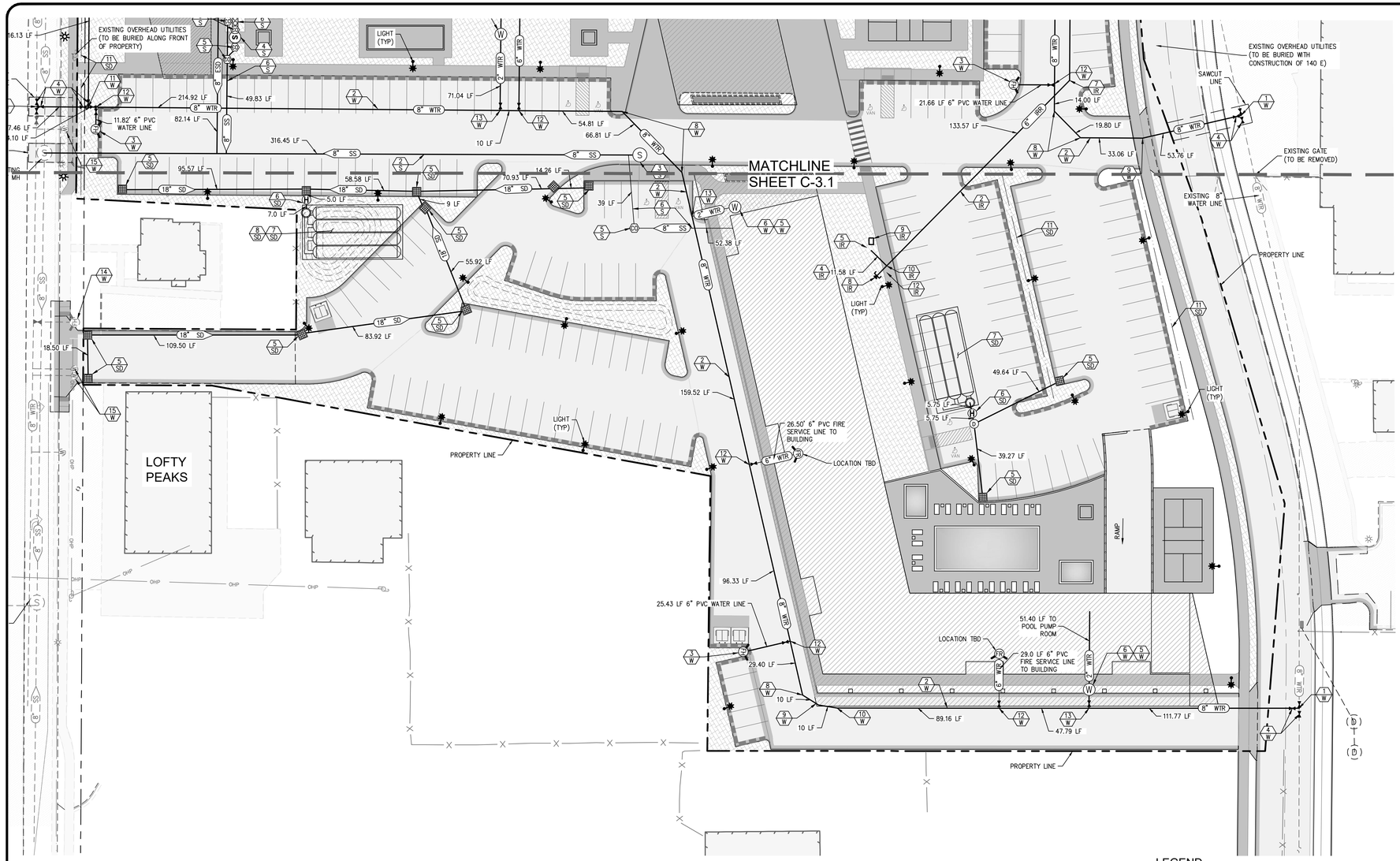

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30 0 15 30
1 INCH = 30 FT
(SCALE IN FEET)

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DESIGN ENGINEER DATE

PROJECT ENGINEER: BMB
PROJECT MANAGER: BMB
DRAWN BY: SFS
ISSUE DATE 1/19/2024

PROJECT VIEWS ON MAIN
SHEET TITLE UTILITY - PHASE 2

PROJECT C21-029
SHEET C-3.2

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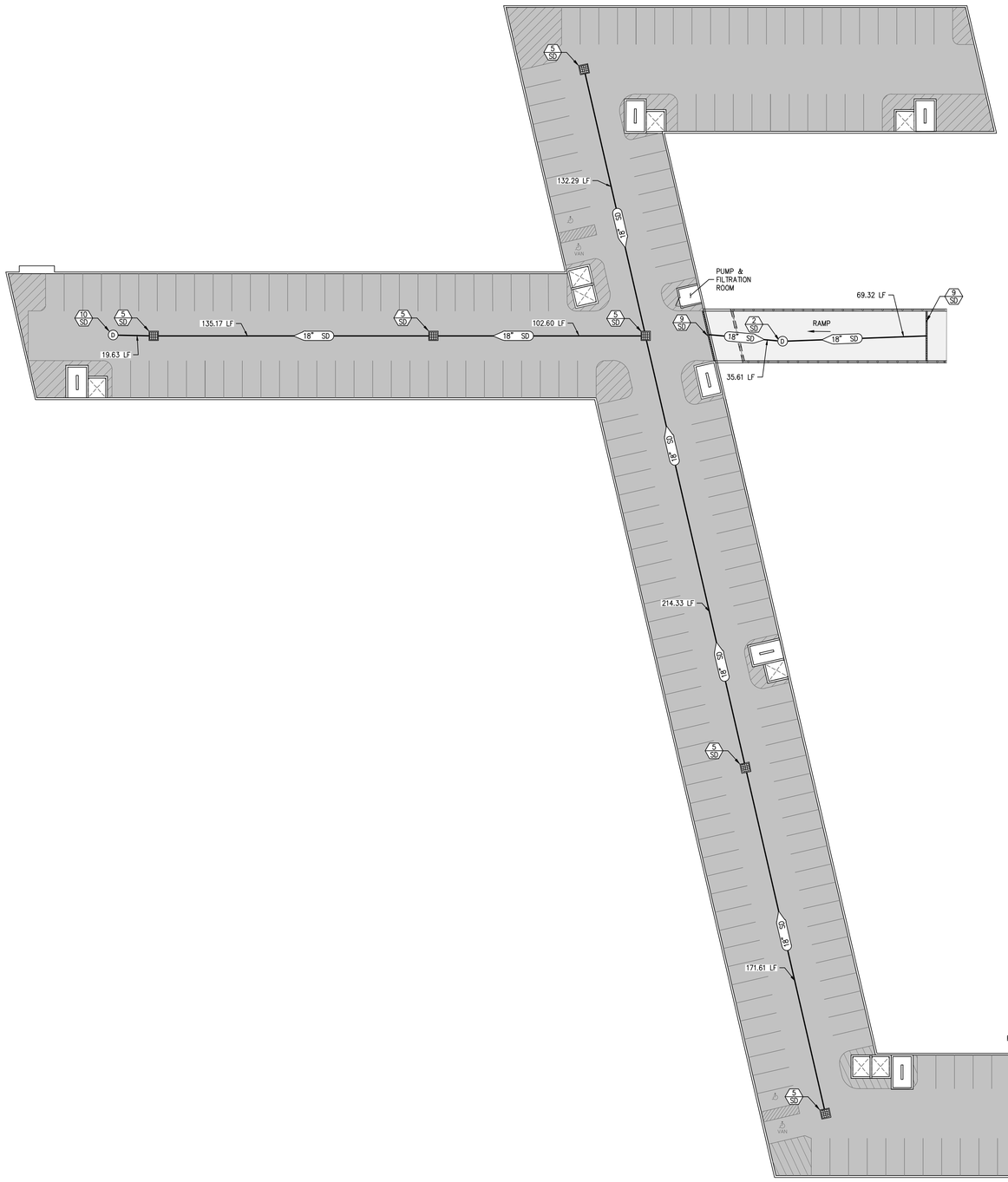

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DESIGN ENGINEER — DATE

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PROJECT: VIEWS ON MAIN
SHEET TITLE: UTILITY - GARAGE

PROJECT: C21-029
SHEET: C-3.3

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- World Transportation
- Sewer Network Structures
- Sewer Manhoods
- Sewer Lateral Lines
- Sewer Gravity Mains
- Storm Manholes
- Storm Gravity Mains
- Storm Open Drains
- Storm Detention Areas
- Irrigation System Valves

Irrigation Mains

- Heber City
- Water Hydrants
- Water System Valves
- Water Lateral Lines
- Water Mains
- Water Pressure Zones
- Recorder Parcel

1:2,257

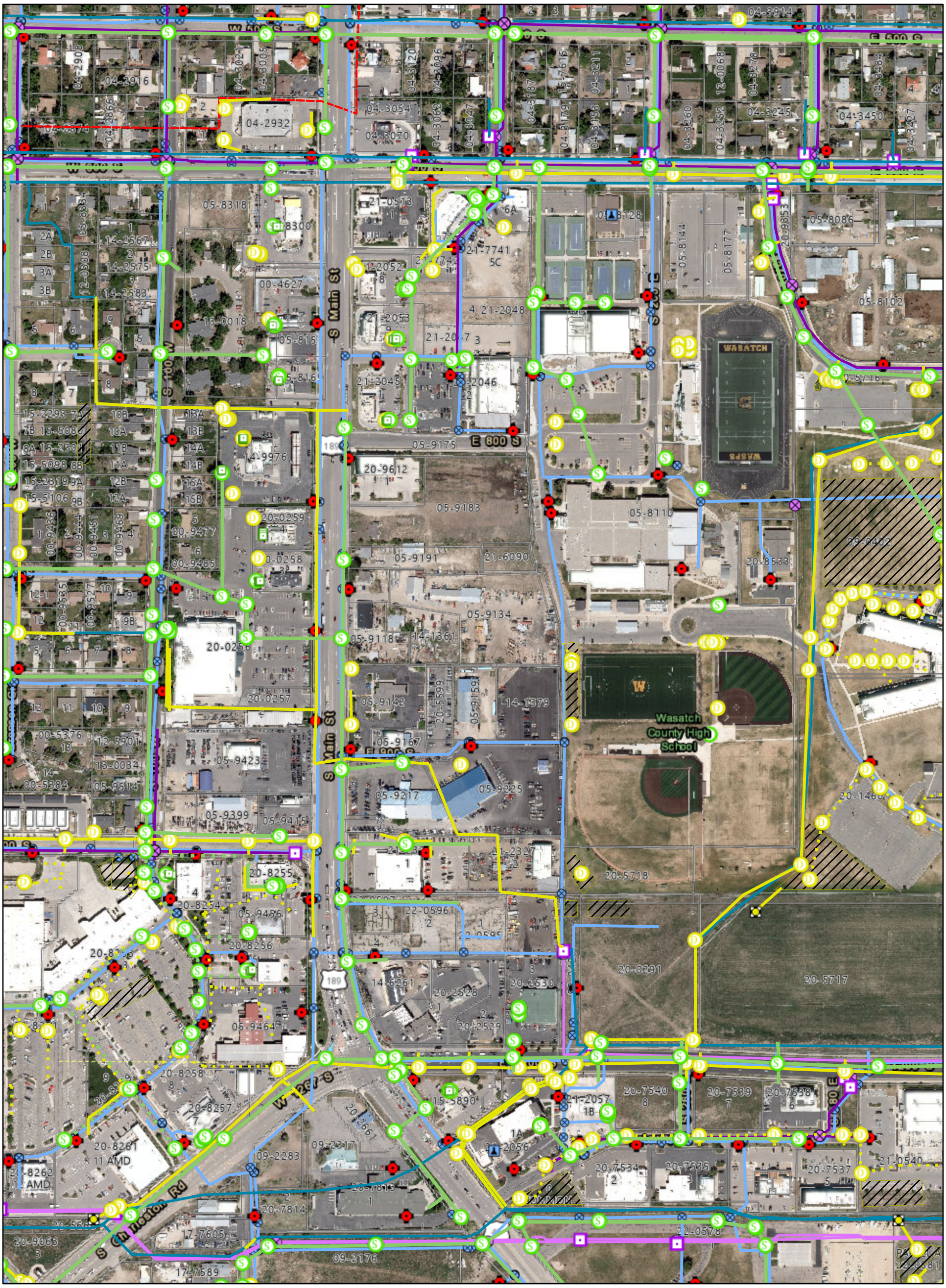
0 0.02 0.04 0.07 mi

0 0.03 0.06 0.12 km

Maxar, Microsoft, Esri, HERE, iPC, Esri, HERE, Garmin, iPC

DISCLAIMER: This map should be used for general reference only. Heber City assumes no responsibility for accuracy, errors or omissions.

Utilities



3/12/2025, 10:34:33 AM

Sewer Gravity Mains
- Heber City
- Private
- Other

Storm Gravity Mains
- Heber City
- Private
- Other

Water Mains
- Heber City
- World_Transportation

Sewer Network Structures
- Sewer Manholes
- Sewer Construction Points
- Sewer Pressurized Mains
- Storm Abandoned Lines
- Storm Discharge Points
- Storm Manholes
- Storm Open Drains
- Storm Detention Areas
- Irrigation Network Structures

Irrigation System Valves
- Gate

Irrigation Mains
- Heber City
- WCWEP
- Water Hydrants
- Water Sampling Stations
- Water System Valves
- Water_Pressure_Zones
- Heber City Boundary
- Recorder Parcel

1:4,514

0 0.04 0.07 0.14 mi

0 0.05 0.1 0.2 km

Esri, HERE, iPC
Esri, HERE, Garmin, iPC
Maxar

Heber City GIS Department

From: Russell Funk
Sent: Monday, March 17, 2025 6:05 PM
To: Aaron Cheatwood; Heidi Franco; Mike Johnston ; Scott Phillips; Sid Ostergaard; Yvonne Barney
Cc: Anthony Kohler; Matt Brower; Jeremy Cook
Subject: Work Meeting Item - View on Main

Mayor Franco & City Council,

I wanted to provide some supplemental information relating to The View on Main work meeting agenda item for tomorrow night. In reviewing the proposed agreement submitted by the Developer, I noted that some of the comments staff requested weren't included and that numerous sections of the agreement that staff recommended eliminating are still included. I recognize that at times Developers may not agree with staff, and that in some cases they want the opportunity to discuss issues directly with Council, as you are the final decision makers. This may be their intention on these items. However, I appreciate your consideration of the following input:

1. I requested a note to be included stating "All City codes, policies, ordinances, processes, and standards in place at the time of application shall apply unless specifically agreed otherwise by this agreement."
   Instead, a note proposing almost the opposite was included.
2. Also relating to Item 1, this is not a large complex development and doesn't require a complex agreement like the recent annexations do. For an agreement like this, there is really no need to get into the weeds at all. It should be simple: The Developer wants to be vested with the 5 story buildings and proposed uses. The City wants the master planned roads to be built as part of the development. Almost everything else can be pointed back to the note requested above in item 1.

I understand that it is not quite that simple, and several terms need to be worked out, but the closer we can stay to those key issues, the better. Some details that should be outlined include the following:

a. 860 South – Generally OK with how proposed in the Agreement. Developer to dedicate land and to pay for and construct portions of roadway under their control as outlined. The road is to remain privately maintained (but open to the public) until 150 East connection is made in the future. At that point it would become public.
   - Consideration – Should the City request all 3 travel lanes to be built on Developers property at the South? Right now 2 lanes are anticipated and future lane would be built on Labrum property to the south upon redevelopment. Not sure when or if this will happen. This would reduce the size of the Phase 2 Building. Developer feels it is not fair to ask for all impact to be on their property.

b. Traffic Signal – Earlier versions of the agreement proposed Developer paying for 25% of Costs. Current version does not include this proposal, but it was discussed during prior CC meetings, and Developer didn't push back. Although it wont meet signal warrants until 140 E is connected, UDOT has said they would support having it installed with the project. This would add safety benefits of controlled access to Main St and a safe crossing location for High School students to cross Main St. The Hawk system would be removed once this signal goes in.

- Recommendation – Require the signal to be built with the 1st Phase and ask for at least 25% participation in the signal costs.

c. 140/160 East – Developer proposes to dedicate their portion of land for the future road (small part along Phase 1 and larger part along Phase 2) to the City upon request of the City. Currently not proposing to pay any portion of future road costs.
   - Consideration – Should the City request the developer to escrow funds to build half of this roadway with final approval of each phase since it will be frontage along their property? Developer does not believe this is fair since they don't need it for access, the timing of the road is unknown, and so much of the area needed is outside of their control.

In my opinion, any discussion on utilities should just point back to the proposed Item 1 note above, where they are required to follow standard City policies and practices, etc. However, since I know some issues have already been raised relating to this, let me provide some additional information to consider.

i. We have requested that they connect to the irrigation line in the Amsource Subdivision (in front of Timberline) and extend it through their site so it can be continued in the future. This is consistent with our policy of requiring Development to connect to irrigation if it is within a block of their development. The Developer has pushed back stating that that they don't have the right to work on the property of others. To address this issue, the City has negotiated an easement in front of Ace Hardware to allow for the installation of the irrigation line. Coordination will be required for construction to minimize the disruption to Timberline's business. They have also pointed out that they don't have permission to cross the school owned road. This is true, but connection into water lines in school owned roads will also be required, and they aren't pushing back on that, because they understand it's needed. I expect that the school would work with them/us for these important connections.
   - Recommendation – Require that the Developer connect into the irrigation line in the Amsource Subdivision and extend it through their site. Require that the work be completed outside of normal business hours and full access be maintained during business hours.

ii. The Developer has proposed that they construct utility extensions necessary for future development, but that the City reimburse them for these costs. Standard City Policy requires that utilities are extended across their frontage at their expense, so that utilities are available for future development and extensions. It makes no sense for the City to allow construction of a road without utilities only to come tear the road up in the future to install utilities at a later date. City practice is that we would reimburse developers if we ask them to upsize the utilities, but that base sizes should be installed at their expense.
   - Recommendation – Require utility extensions to be extended through their site and along road frontages at their expense as required/determined by the Engineering Department during the review process. If the City wants to consider Pioneering Agreements which would require future Developers to pay their proportionate share of these improvements when they develop, that is an option. Our standard process is that Pioneering Agreements are only valid for 10 years after construction and we would also want to include some language limiting our liability per Jeremy's recommendation.

iii. Another item to be aware of is that completing both phases of this project is anticipated to exceed the capacity of an existing section of sewer main located in Main Street. I had Horrocks verify this through modeling of the expected sewer demands for the project.
   - Recommendation – Consistent with our standard practices, I would require that they replace this section of sewer main with Phase 2 of their project. There appears to be adequate capacity for Phase 1.

Again, I really think that getting into the weeds of utilities, fees, etc at the agreement stage is problematic. Getting into this level of details requires everything to be figured out up front and places additional risk on the City for things that are easily missed or may not yet be fully understood. I would strongly recommend that all of these issues be pointed back to following our standard policies, practices, ordinances, and processes in place at the time of application and that the agreement focus on only the major issues.

Thank you for your consideration. Please reach out if you have any questions.

Russ

HEART OF THE WASATCH BACK
HEBER CITY
est 1889

Russell Funk
City Engineer - P.E.

Heber City
75 N Main Street, Heber City, UT 84032
Phone: 435-654-0757
Email: rfunk@Heberut.gov

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HEBER CITY US-40 ROADWAY MITIGATIONS

500 NORTH & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Current modeling indicates vehicle delay and queue lengths are acceptable.
- Horrocks suggests a new study when the High School is built and the old Smith's building is occupied.

FHWA STANDARDS

Dual Left-turn Lanes

The implementation of dual left-turn lanes is based on a capacity analysis of a left-turn movement and its opposing thru movement as well as other considerations. Dual left-turn lanes can be considered when left-turn volumes are at least 250 vph.

CENTER STREET & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Add a median (eastbound and westbound)
  - Improve safety and traffic flow.
  - Limit left turn from Wells Fargo Bank and Grand Valley Bank parking lots.
- Add dual left turn lanes (eastbound & westbound)
  - Increase left turn capacity.
  - Minimal benefit to queue length or traffic flow.
- Add dual through lanes (eastbound & westbound)
  - Minimal benefit to queue length or traffic flow.
  - Limited space for an additional lane on the west side of Main Street.
- Add protected/permitted phases to signal timing (eastbound & westbound)
  - No benefit to queue length or traffic flow

RECOMMENDED MITIGATIONS

- Add a median (eastbound and westbound)

COMPARISON TABLE

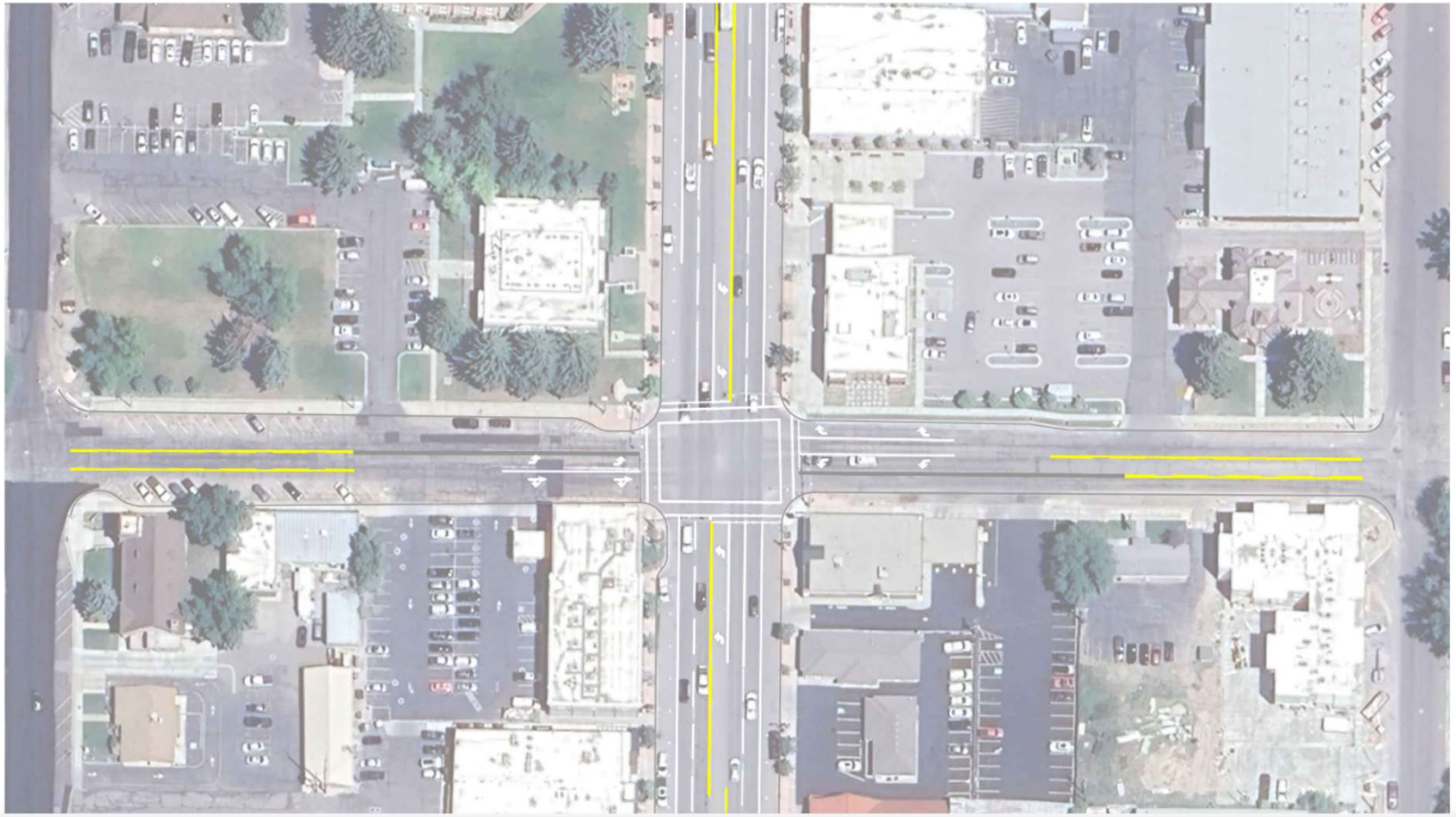
Movement	Without Mitigations	With Mitigations*
Northbound	11 Cars	10 Cars
Southbound	12 Cars	10 Cars
Eastbound	5 Cars	3 Cars
Westbound	6 Cars	4 Cars
LOS	B	B

*All Recommended Mitigations Implemented Simultaneously

LEFT-TURN VOLUMES

Left-Turn Movement	Existing PM Volumes	2050 PM Volumes
Northbound	13	10
Southbound	144	160
Eastbound	29	40
Westbound	130	136

CENTER STREET & US-40 INTERSECTION LAYOUT



100 SOUTH & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Current modeling indicates vehicle delay and queue lengths are acceptable.
- Add a median (westbound)
  - Improve safety and traffic flow.
  - Limit left turn from Taqueria Los Cunados and Ogden's Flooring and Design parking lot.
- Optimize signal timing

RECOMMENDED MITIGATIONS

- Add a median (westbound)
- Optimize signal timing

LEFT-TURN VOLUME TABLE

Left-Turn Movement	Existing PM Volumes	2050 PM Volumes
Northbound	119	99
Southbound	17	96
Eastbound	175	178
Westbound	23	36

COMPARISON TABLE

Movement	Without Mitigations	With Mitigations*
Northbound	45 Cars	8 Cars
Southbound	12 Cars	11 Cars
Eastbound	10 Cars	7 Cars
Westbound	5 Cars	3 Cars
LOS	C	C

*All Recommended Mitigations Implemented Simultaneously

100 SOUTH & US-40 INTERSECTION LAYOUT



600 SOUTH EASTBOUND & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Add a median
  - Improve safety and traffic flow.
  - Limit left turn from McDonald's and Walgreen's parking lot.
- Alternative to median mitigation
  - Modify access to a Right in/Right out by adding a pork chop style island to the northern McDonald's access to prevent vehicles from making left turns in or out.
    - Depending on driver behavior, this alternative may not work effectively.
- Add dual left turn lanes with signal optimization
  - Increase left turn capacity.
  - Minimal queue length or traffic flow benefit because of the low left-turn volumes.
- Add dual through lanes
  - Minimal benefit to queue length or traffic flow.
  - Remove the parking on the south side of 600 South from Main Street to 100 East.
  - There is a possible bottleneck on the east side of Main Street.

RECOMMENDED MITIGATIONS

- Add a median
- Add dual left turn lanes with signal optimization

LEFT-TURN VOLUMES

Left-Turn Movement	Existing PM Volumes	2050 PM Volumes
Northbound	60	53
Southbound	185	145
Eastbound	143	147
Westbound	153	166

600 SOUTH WESTBOUND & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Add a median
  - Improve safety and traffic flow.
  - Limit left turn from Mountain American Credit Union and OG Café parking lots.
- Add dual left turn lanes
  - Increase left turn capacity.
  - Minimal benefit to queue length or traffic flow.
- Add dual through lanes
  - Minimal benefit to queue length or traffic flow.
  - Limited space for an additional lane on the west side of Main Street.

RECOMMENDED MITIGATIONS

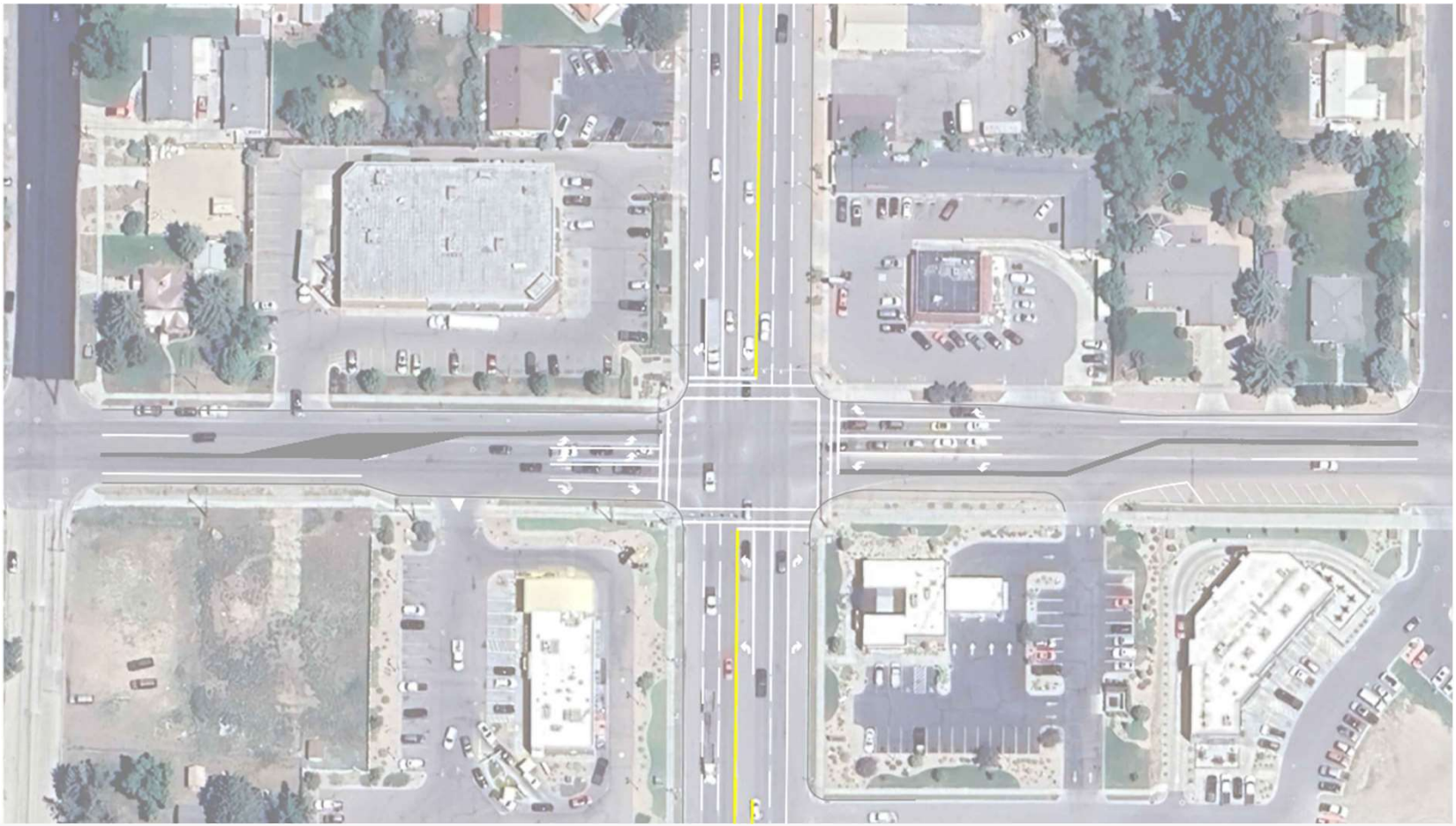
- Add dual left turn lanes
- Add a median

COMPARISON TABLE

Movement	Without Mitigations	With Mitigations*
Northbound	14 Cars	10 Cars
Southbound	20 Cars	17 Cars
Eastbound	15 Cars	11 Cars
Westbound	11 Cars	9 Cars
LOS	C	C

*All Recommended Mitigations Implemented Simultaneously

600 SOUTH & US-40 INTERSECTION LAYOUT



1200 SOUTH & US-40 MITIGATIONS

ANALYZED MITIGATIONS

- Extend the westbound median and left-turn storage lane and remove the left-turn lane into Mountainland One Stop business access.
- Add a westbound right turn lane.
- Remove Mountainland One Stop Western Access along 1200 South

LEFT-TURN VOLUMES

Left-Turn Movement	Existing PM Volumes	2050 PM Volumes
Northbound	170	260
Southbound	248	303
Eastbound	429	338
Westbound	58	137

RECOMMENDED MITIGATIONS

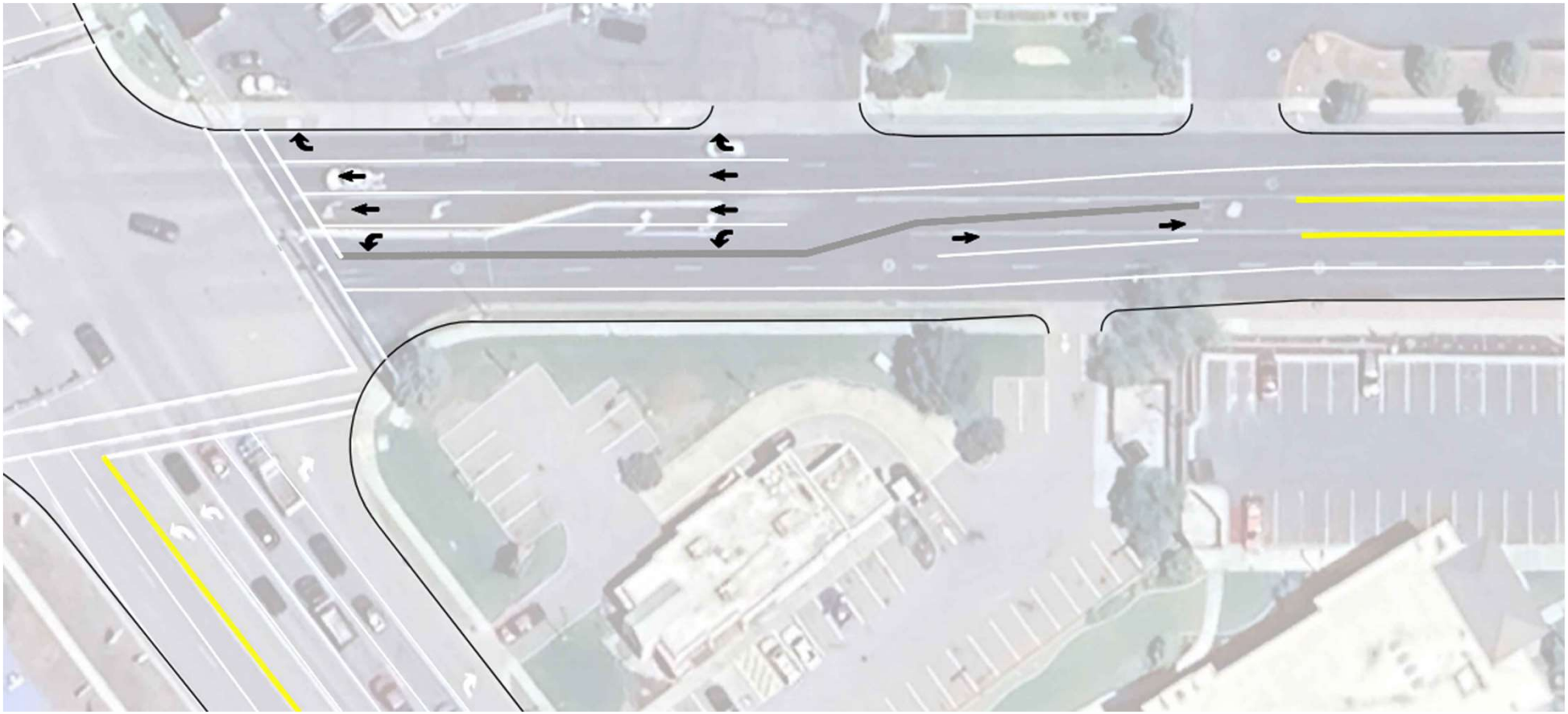
- All analyzed mitigations recommended
- Remove Mountainland One Stop Western Access along 1200 South

QUEUE COMPARISON TABLE

Movement	Without Mitigations	With Mitigations*
Northbound	8 Cars	7 Cars
Southbound	27 Cars	24 Cars
Eastbound	12 Cars	11 Cars
Westbound	13 Cars	9 Cars
LOS	D	C

*All Recommended Mitigations Implemented Simultaneously

1200 SOUTH & US-40 INTERSECTION LAYOUT



HEBER CITY CORPORATION
75 North Main Street
Heber City, UT 84032
Heber City Council Meeting
February 4, 2025

DRAFT Minutes

4:00 p.m. Work Meeting
6:00 p.m. Regular Meeting

I. WORK MEETING - 4:00 P.M.

Mayor Franco called the meeting to order at 4:08 p.m. and welcomed everyone present.

City Council Present:	Mayor Heidi Franco Council Member Yvonne Barney Council Member Aaron Cheatwood - arrived at 4:12 p.m. Council Member Mike Johnston Council Member Sid Ostergaard Council Member Scott Phillips - remotely until 4:48 p.m.
Staff Present:	City Manager Matt Brower Assistant City Manager Mark Smedley Community Development Director Tony Kohler Planning Manager Jamie Baron City Engineer Russ Funk City Attorney Jeremy Cook City Recorder Trina Cooke IT Director Anthon Beales Finance Director Sara Jane Nagel Engineer Ross Hansen Airport Manager Travis Biggs Parks and Cemetery Director Mark Rounds

Staff Participating Remotely: Human Resources Manager Cherie Ashe, IT Director Anthon Beales, Engineering Technician Desiree Muheim, Planner Jacob Roberts, Assistant City Manager Mark Smedley, City Engineer Russ Funk, Engineer Kyle Turnbow, Deputy City Recorder Robin Bond, Community Development Director Tony Kohler, Wendy Anderson, and Public Works Director Matthew Kennard.

Also Present: Devin McKrola, Rachel Kahler, Phil Jordan, Paul Kruger, Julie Franklin, Oakley Franklin, Elisha McKenzie, Mike Glenn, Tori Broughton, Lonny Reed, and others who did not sign in or whose handwriting was illegible.

Also Attending Remotely: (names are shown as signed-in online) J, Grace Doerfler KPCW, Missy Maughan, Pat Sweeney, Roger Brooks, Dave Driggs Heber Valley Arts, Jen, John, Michael Plowman, Phil Jordan, S, and SRH.

1. Termination of Agreement Between Heber City and WWET (Wasatch Water Efficiency Team) Inc. - Secondary Water Management (Ross Hansen) - *30 min*

Engineer Ross Hansen introduced Devin McKrola with Central Utah Water Conservancy District representing WWET. Mr. McKrola provided background on the agreement between Heber City and WWET Inc to provide secondary water services to the City residents before the City had the resources to manage the provision of the secondary water services in-house. The agreement was no longer necessary nor was it being utilized. Mr. Hansen then described the content of the agreement and the details for the process of terminating the agreement. The termination of the agreement would be approved with the Council's approval of the Consent Agenda. City Attorney Jeremy Cook proposed offering a mutually agreeable dissolution of the agreement. Council discussion followed.

2. Review of Recommended Parking Strategies for Downtown Heber (Tony Kohler, Community Development Director, Roger Brooks) - *60 min*

Downtown Community Vibrancy Consultant Roger Brooks provided the projections for downtown parking needs. He noted the existing public parking available that the public was mostly unaware of. Mr. Brooks recommended way-finding signs for existing public parking and offered additional parking strategy solutions. Discussion included the potential for shared parking, a designated parking district, establishing a parking fee-in-lieu for new businesses unable to provide their own parking, and the recommendation of angled parking.

3. City Council Strategic Planning Priorities 2026 (Matt Brower, City Manager) - *20 min*

City Manager Matt Brower shared the final version of the Council Budget and Policy Priorities as established at the 2025 Annual Council Retreat and presented the Staff execution strategy to achieve the prioritized goals. Council discussed the details of the document and plans for the future Olympics scheduled to be in Utah in 2035. Council Member Johnston expressed appreciation for the vision and proposed that Council give Staff the leeway to progress with the priorities listed.

II. BREAK - 10 MIN

III. REGULAR MEETING - 6:00 P.M.

1. Call to Order

Mayor Heidi Franco called the meeting to order at 6:31 p.m. and welcomed everyone present.

2. Pledge of Allegiance (Scott Phillips, Council Member)

Council Member Phillips asked that everyone present participate in singing Happy Birthday to the Heber City Manager Matt Brower. He then led the recitation of the Pledge of Allegiance.

3. Prayer/Thought by Invitation (Heidi Franco, Mayor)

Mayor Franco shared a prayer.

IV. AWARDS, RECOGNITION, and PROCLAMATIONS:

V. CONFLICT OF INTEREST DISCLOSURE:

Council Member Johnston disclosed a conflict with Action Item number one and stated he would recuse himself from the discussion of the item. Mayor Franco then read the Conflict of Interest Disclosures filed by Council Member Johnston as found on the City website: www.heberut.gov.

VI. CONSENT AGENDA:

Mayor Franco shared that item two on the Consent Agenda needed to be approved with a change to the Resolution language. The Resolution needed to read that authorization could be given by the City Manager *or* the Finance Manager. Item four on the Consent Agenda needed to be approved with the changes discussed by the Council during the Work Meeting.

Moved: Council Member Cheatwood moved to approve the Consent Agenda with the changes described for item two and item four. **Second:** Council Member Ostergaard made the second. **Voting Yes:** Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston. **Voting No:** None. The **Motion Passed Unanimously, 5-0.**

1. Approval of December 17, 2024, City Council Meeting Minutes (Trina Cooke, City Recorder)

2. Resolution 2025-02 Adopting a Tax Compliance Procedure (Sara Nagel, Finance Manager)

3. Termination of Agreement Between Heber City and WWET (Wasatch Water Efficiency Team) Inc. - Secondary Water Management (Ross Hansen)

4. City Council Strategic Planning Priorities 2026 (Matt Brower, City Manager)

VII. PUBLIC COMMENTS: (3 min per person/20 min max)

Julie Franklin wished to address the law prohibiting tattoo parlors in Heber City. She stated her daughter wished to open a tattoo parlor and had discovered she could not obtain a business license because it was not permitted in the zone. She proposed the Council reconsider the zoning law that prohibited tattoo parlors everywhere in Heber City. She felt the demographic that obtained tattoos had changed significantly over the years. Tattoos were now considered body art and people expressed themselves through the art. The State Code referred to tattoo parlors as body art facilities. Planner Jacob Roberts explained the City Code prohibited tattoo parlors in commercial zones, but there was no zone in the City that listed tattoo parlors as a permitted use. Council further discussed.

Oakley Franklin explained home tattoo operations were unsanitary. She proposed allowing tattoo artists to operate within salons.

VIII. GENERAL BUSINESS ITEMS:

1. Public Safety Update (Parker Sever, Chief of Police) - *10 min*

Deputy Chief of Police Branden Russell presented an update on recent public safety occurrences. He described the upcoming Easter Event the department would be hosting. He shared the department's research into utilizing artificial intelligence and had found body camera software that would write police reports saving officers hours of time.

2. Engineering Projects Update (Russ Funk, City Engineer) - *10 min*

City Engineer Russ Funk provided an update on the ongoing Engineering projects around the City.

IX. ACTION ITEMS: (Council can discuss; table; continue; or approve items)

1. Public Hearing for Ordinance 2025-01 Wellberg - Kruger Annexation (Jamie Baron, Planning Manager) - *20 min*

City Planning Manager Jamie Baron provided the background for the proposed 302.72 acre annexation, noting the applicant intended to build only two residential units on the land. The development agreement would hold future landowners to the two unit limit. He shared the Planning Commission and Staff's positive recommendation for approval of the annexation. Petitioner Paul Krueger clarified the trail would be dedicated to the Red Ledges trail system. He described the agreement with Red Ledges to allow access to his property through their gated community.

Mayor Franco opened the Public Hearing for Public Comment at 7:20 p.m.

Jamie Hewlett asked if the zone that permitted two homes per acre would supersede the development agreement that only allowed two homes. She questioned whether it would hold up in court. Mayor Franco said the City Attorney had advised that the development agreement would hold any future land owner to the two-unit max.

With no one further coming forward to comment, the Public Hearing was closed at 7:21 p.m.

Motion: Council Member Cheatwood made the motion to adopt Ordinance 2025-01 approving the Wellberg (Kruger) Annexation as outlined in the Staff Report with the findings and conditions listed.
Second: Council Member Phillips made the second.
Discussion: Council Member Phillips wanted it to be confirmed that the 30 acres dedicated to Red Ledges for the trail system would remain open space.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, and Barney.
Voting No: None.
Council Member Johnston had recused himself.
The **Motion Passed 4-0.**

2. Pro-Forma and Term Sheet for Operations and Programming of the Amphitheater (Matt Brower, City Manager, Phil Jordan) - *30 min*

President of the Heber Valley Arts Center Phil Jordan introduced himself, Missy Maughn, Pat Sweeney, and Mike Glenn. He shared a PowerPoint presentation as included in the meeting materials outlining the plan to construct an amphitheater in the designated arts district, the plans for programming, and a ticketing plan to avoid fraud and maximize sales. Council discussion followed.

3. Approve Transfer of General Fund Revenues to the Heber City Community Reinvestment Agency Fund in the Amount of $876,000.00 to Support the Agreement For Sale and Purchase of Real Property with Heber Light and Power (Matt Brower, City Manager) - *30 min*

City Manager Matt Brower described the connection between this agenda item, and the two items to follow on the Community Reinvestment Agency (CRA) agenda. He stated the City's desire to purchase the property of the existing Heber Light and Power (HL&P) administration building to integrate into the City's downtown redevelopment plan through the CRA.

Motion: Council Member Phillips moved to transfer the money as described.
Second: Council Member Cheatwood made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

X. RECESS AS THE HEBER CITY COUNCIL AND CONVENE AS THE CRA BOARD: Amended Agenda

Motion: Council Member Phillips moved to recess as the Heber City Council and convene as the Community Reinvestment Agency (CRA) board.
Second: Council Member Phillips made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**
The CRA meeting convened at 8:12 p.m.

1. Agreement for Sale and Purchase of Real Property and Lease Agreement Between Heber Light and Power (HL&P) and Heber City Community Reinvestment Agency (CRA) for the Purchase and Lease Back of the HL&P Administration Building Located at 31 South and 100 West (Matt Brower, City Manager) - *10 min*

Motion: Council Member Phillips moved to accept both agenda items for the purchase Agreement and the Lease Agreement.
Second: Council Member Cheatwood made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

City Manager Matt Brower noted the Council's approval to transfer the funds would require a budget amendment that would return for Council's approval in March.

2. Lease Between Heber City and HL&P (Matt Brower, City Manager)

XI. ADJOURN AS THE CRA BOARD AND RECONVENE AS THE HEBER CITY COUNCIL:

Motion: Council Member Phillips moved to adjourn the CRA meeting and reconvene as the Heber City Council.
Second: Council Member Ostergaard made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**
The CRA board adjourned at 8:15 p.m.

XII. COMMUNICATION:

Mr. Brower reminded Council of a meeting the following day at the Capitol. Staff would be carpooling if any of the Council Members wished to join. City Attorney Jeremy Cook reminded Council of the Open and Public Meetings Act restrictions.

The County wanted to meet with two City Council Members to discuss the possible purchase of the County administrative building and the fire station. Mayor Franco and Council Member Phillips volunteered.

Mr. Brower informed Council that unhealthy levels of radon had been found in the basement conference room and meetings would not convene downstairs until it returned to a safe level.

Parks and Cemetery Director Mark Rounds had announced his retirement after 29 years with the City.

XIII. CLOSED MEETING:

1. As Needed (Council)

The Heber City Council did not enter a Closed Meeting.

XIV. ADJOURNMENT:

Motion: Council Member Phillips made the motion to adjourn.
Second: Council Member Cheatwood made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**
The meeting adjourned at 8.20 p.m.

_____
Trina Cooke, City Recorder

HEBER CITY CORPORATION
75 North Main Street
Heber City, UT 84032
Heber City Council Meeting
AMENDED Agenda
March 4, 2025

DRAFT Minutes

4:00 p.m. Work Meeting
6:00 p.m. Regular Meeting

I. WORK MEETING - 4:00 P.M.

Mayor Heidi Franco called the meeting to order at 4:00 p.m. and welcomed everyone present.

City Council Present:
Mayor Heidi Franco
Council Member Yvonne Barney - arrived at 4:03 p.m.
Council Member Aaron Cheatwood
Council Member Mike Johnston
Council Member Sid Ostergaard
Council Member Scott Phillips - arrived online at 4:03 p.m.

Staff Present:
City Manager Matt Brower
Assistant City Manager Mark Smedley
Community Development Director Tony Kohler
Planning Manager Jamie Baron
City Engineer Russ Funk
City Attorney Jeremy Cook
City Recorder Trina Cooke
Planner Jacob Roberts
Chief of Police Parker Sever
IT Director Anthon Beales
Finance Director Sara Jane Nagel

Staff Participating Remotely: Finance Director Sara Jane Nagel, IT Director Anthon Beales, Engineering Tech Desiree Muheim, Assistant City Manager J. Mark Smedley, Engineer Kyle Turnbow, Deputy Recorder Robin Bond, Public Works Director Matthew Kennard, City Engineer Russ Funk, Human Resources Director Cherie Ashe, Accounts Payable Technician Kelli Silcox, Planning Manager Jamie Baron, Public Works Administrative Assistant Missy Luke, and Wendy Anderson.

Also Present: Ashley Walker, Lexi Varrilaros, Jon Kwong, Darby Carroll, Breana Bricero, Easton Stauffer, Mokie Scott, Kenzie Manguin, Branden Christensen, Elmer Colon Munez, Auri Mathie, Keila Hermansen, Joseph Logan, Rylee Guile, Chloe Johnson, Hadley Sanders, Lavron Howe, Hallee Reidhead, Xinera Vega, Jake Togisala, Kassidy Rindlisbache, Farah Sanders, Cindy Cassairt, Kelleen Potter, Tom Reed, Cherie Reed, Adam Killpack, Luke Kennard, Brad Ehlert, Brian Balls, Erik Rowland, Pam Patrick, Cliffie Johnson, Merry Duggin, Tracy Taylor, Lindy Reioux, Denise Harris, Tracy Stratton, Oscar Covarrubias, Patty Sprunt, Greg Whitehead, Stephen Rather, Gaye Lynn Latimer, Susan Mantyla, Bean Thompson, Mattie Kirby, Dan Moon, Bruce Zollinger, Josh Daniell, Matthew Williams, Ashley Fry, Kendall Crittenden, Jean Hoober, Deb Stengs, Tori Broughton, Joe Coombs, Phil Jordan, Mike Glenn, Marianne B. Allen, and others who did not sign in or whose handwriting was illegible.

Also Attending Remotely: (names are shown as signed-in online) TMT, SRH, Shorty5, S, Pat Kohler, Nickolas Carter, Mike, Marianne B Allen, Larie, L. Dinga, Kim Dickerson, Joey, JF, Jen, Hyrum Johnson, Hyrum Holm, Grace Doerfler KPCW, Gina Luke, Eric Bunker, Doug Smith, DM, Darin Bunker, Clara Hatcher, Chris Geiger, Catherin Dalton, CAMS, Brad Ehlert, BBK, Muir, Logan Stefanich, J, April, Missy Maughan, B, Phil Jordan, PM, and Stephen Clark.

1. Utah Valley University Students Affordable Housing Campaign (Farah Sanders, UVU Students) - *20 min*

Doctor Farah Sanders introduced the four Utah Valley University (UVU) student groups that would be sharing presentations regarding affordable housing opportunities as included in the meeting materials. Heber City had been chosen for the study based on its designation as the fastest-growing micro-city in the nation. Group one, Summit Strategies PR, focused on CRA education and opportunities. The second group, the Press Room, shared their goals and objectives. They wished to increase awareness of the affordable housing options available. The group had also created a hashtag: #affordable4all. Group three was called the Urban Vision Collective: Heber Better. Their strategy was to help educate renters looking to buy homes through civic engagement. The final group, Heber Housing Helpers, focused on obtaining more single-family homes that were affordable. They proposed an update to the Moderate Income Housing Plan section of the Heber City Code.

2. The Views on Main MDA Term Sheet (Tony Kohler, Community Development Director) - *45 min*

Community Development Director Tony Kohler reviewed important issues the City had identified with the proposed development as outlined in the Staff Report. City Attorney Jeremy Cook recognized the disagreement regarding development vesting rights of the property. Council and the petitioner discussed the intent for the property, issues Council wished to negotiate, and issues Council was unwilling to negotiate.

Council Member Johnston asked for a larger map, upon the petitioner's return, reflecting the utility locations for the area being discussed. It was determined that the item would return to a future Council Meeting for additional discussion.

3. Red Rock Annexation Term Sheet (Jamie Baron, Planning Manager) - *45 min*

The Red Rock Annexation agenda item was postponed to a future meeting.

4. Review of Ordinance 2025-02 Amending the Heber City Standard Specifications and Drawings, Storm Water Design Manual, and Standard Plat (Kyle Turnbow, Engineer) - *time permitting*

This agenda item was skipped due to time constraints.

II. BREAK - 10 MIN

III. REGULAR MEETING - 6:00 P.M.

1. Call to Order

Mayor Franco called the meeting to order at 6:24 p.m. and welcomed everyone present.

2. Pledge of Allegiance (Heidi Franco, Mayor)

Mayor Heidi Franco led the recitation of the Pledge of Allegiance.

3. Prayer/Thought by Invitation (Sid Ostergaard, Council Member)

Council Member Ostergaard wished to share a tribute to Mark Rounds to celebrate Mark's service to Heber City. Mark had been the City's Parks and Cemetery Director. He had been with the City for 29 years and would be retiring that month. Council Member Ostergaard had gotten to know Mark during a two and a half day road trip in Mark's truck. He felt the City had been lucky to have him for 29 years. Council Member Ostergaard had observed that no matter what was ever thrown Mark's way, Mark would never say "no, we can't do that." Mark had always exhibited a positive outlook.

IV. CONFLICT OF INTEREST DISCLOSURE:

Council Member Ostergaard disclosed that the developer for Action Item two was Philo who had been a previous client but was no longer and had not been for two and a half years. He did not have a conflict of interest.

Council Member Johnston disclosed that Philo was a client of the company he worked for but he was not on the project and did not have any financial gain. He did not have a conflict of interest.

V. AWARDS, RECOGNITION, and PROCLAMATIONS:

1. Proclamation for the Observation and Celebration of Arbor Day (Heidi Franco, Mayor)

Mayor Franco read a Proclamation for the Observation and Celebration of Arbor Day on Thursday, May 15, 2025.

VI. CONSENT AGENDA:

1. Approval of January 21, 2025, City Council Meeting Minutes, and February 18, 2025, City Council Meeting Minutes (Trina Cooke, City Recorder, Robin Raines, Deputy Recorder)

Motion: Council Member Cheatwood moved to approve the Consent Agenda consisting of the two meeting minutes for January 21 and February 18, 2025.
Second: Council Member Barney made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

VII. PUBLIC COMMENTS: (3 min per person/20 min max)

Lindy Reioux, Heber City resident, was opposed to the cell tower location and felt it should not be placed in the Valley Hills neighborhood's backyard.

Bruce Zollinger proposed using the 500 acres of the Sewer District farm for the lower-income and affordable housing density, and to transfer the land credit to protect the North Fields.

Ashley Fry, worked with the new Hale Center Theater in Orem (called the Ruth for short), extended an invitation to the Council and department heads, plus one, to attend the theater's Jersey Boys performance. She presented Mayor Franco with vouchers to exchange for tickets.

Greg Whitehead, Philo Development representative, had been working on the Wasatch Highlands area development that wished to petition to be annexed into Heber City. He had been working with the project for several years, which had initially begun with negotiations with the County. The County had recommended the project representatives work with the City. He clarified he had never advocated for three to five thousand homes. He asked the City to work with them towards creating something to be proud of.

Beau Thompson, working for the Christensen property owners, noticed the Memorandum of Understanding (MOU) on the agenda indicated the Council would not consider the area for annexation into the City. He wanted to understand the Council's reasoning and indicated that it felt targeted.

Jami Hewlett stated that she had been in the meeting when the Wasatch Highlands development had requested five thousand units. She said she was also at the County meeting when the County had told the developer they were not interested in allowing more density. She said that she had a letter from the County that emphasized the traffic issues that would arise, the inability to provide sewer and water, and the density listed as one house per 160 acres. She stated that annexing into the City made everything more unaffordable. Ms. Hewlett said the SITLA lands had been granted in 1895 by the Federal Government for their children. She felt it was making it more unaffordable for the children to live in the Valley due to the increased electricity rate of 13%. There was not enough sewer infrastructure to provide for the increased density, not to mention Police, Fire, and Animal Control. Ms. Hewlett also said that Ranked Choice Voting (RCV) had been a disaster in the previous election and her elderly neighbors had no idea how to fill out their ballots, everyone was confused, and she watched the majority of the ballots go in the garbage.

Patty Sprunt, Heber City Resident who had previously served as a County and State delegate, felt RCV was a conflict of interest for the Council Members that had only been elected via because of the RCV system. She thought her vote had been disqualified for omitting candidates from the ranking process that she had been personally opposed to. Her neighbor had said it was not the government's place to tell her who she put on her ballot as she wanted to vote for who she wanted, and no one else. Another neighbor asked her to point out that she thought there was not a way to audit the process. The neighbor said RCV was sold as fair and convenient but felt it was anything but fair. Ms. Sprunt thought that because more than half of the 3,000 ballots had been under-voted that the system had failed. She did not think the elected officials that had been elected to office through the Ranked Choice Voting ballot process should be allowed to vote whether to use the system again.

Brad Ehlert, Wasatch County School Board Member, wished to express his appreciation for the acknowledgment and respect shown by the Council towards the School District during the preceding Work Meeting. He recognized the School Board was also an elected body. He stated he did have an opinion on RCV and asked whether every vote was counted. He felt government functioned best when every voice was heard throughout the process and was the best chance for success.

Jonathan Muir, property owner in the Valley for four or five years, wished to speak on the proposed property development to the east of the Valley. He said that, from what he had heard, development was out of control. He suggested working with the State to address traffic problems before proposing four or five thousand more homes. He felt there was nowhere for the people to work and schools were already being built to navigate the kids. He felt it was not the taxpayer's responsibility to pay additional taxes to support new development.

VIII. GENERAL BUSINESS ITEMS:

1. Ranked Choice Voting (RCV) presentation by the Wasatch County Taxpayers Association (Tracy Taylor, Wasatch County Taxpayers Association) - *20 min*

Tracy Taylor, representing Wasatch County Taxpayers Association, appreciated the opportunity to provide a presentation on Ranked Choice Voting (RCV). She knew public trust in elections mattered. She reviewed the PowerPoint presentation as provided in the meeting materials, citing reasons to not use the RCV system, including several clips from the State's Legislative session.

IX. ACTION ITEMS: (Council can discuss; table; continue; or approve items)

1. Resolution 2025-03 Adopting Ranked Choice Voting (RCV) for the 2025 Heber City Municipal Election (Trina Cooke, City Recorder) - *20 min*

City Recorder Trina Cooke introduced the agenda item and noted that the Ranked Choice Voting (RCV) ballot system had been successfully implemented in Heber City for the two previous elections. She clarified that all ballots could be tracked and accounted for at vote.utah.gov. She then shared a sample ballot from the 2023 municipal election and read the instructions to rank your candidates in order of preference; that you could rank as many or as few as you wanted; and to not vote for more than one candidate in each column. Ms. Cooke introduced the Executive Director for RCV Kelleen Potter, and former Utah County Clerk Josh Daniell, who had administered RCV in two elections for the participating Utah County municipalities. They clarified much of the information regarding Ranked Choice Voting and provided examples of the benefits. Council further discussed the Ranked Choice Voting process's pros and cons.

Mayor Franco opened the discussion for public comment.

Gaye Lynn Latimer shared a story from the previous election when she had told her husband, upon seeing he had only voted for three candidates, that he had to rank all eleven candidates. He had gone to the County to request a new ballot and been told he could only vote in person. He said the machine would not return his ballot to him until he had ranked all eleven candidates.

Tom Reed urged Council to reject Ranked Choice Voting.

Matty Kirby also asked the Council to reject Ranked Choice Voting because she thought it was very confusing. She wanted to vote for only one person. Ms. Kirby had been voting all her life, even when living overseas, and her vote had always been counted in Oregon. She did not know if any of her votes over the last four or five years had been counted. Ms. Kirby questioned the Cure letter she had received on behalf of election security to confirm her signature was her own. She asked for common sense with voting and reiterated that she felt RCV was very complicated

Eric Rowland, Heber City resident and County Council Member, shared that he had recently watched a video regarding the difference between contention and conflict. He looked at the discussion from two sides: as a voter and as an elected official. He reviewed pros and cons he was able to identify from both perspectives and said that he was tired of voting issues.

Mike Hewlett asked to know the ramifications for Council Members who violated the code of conduct. He shared his extensive internet research of Ranked Choice Voting. He claimed that the election officials could not explain it to him and had argued about the process on election night. He felt it violated the Constitution of the United States and said there should be one vote for one person and claimed that RCV ballots counted a vote multiple times. He said it disenfranchised voters who did not know what the outcome would be because they put their first choice first, their ballot could get exhausted awfully quick, and voters would not know how their vote would be affected based on their first rounds of voting, and their vote could be irrelevant based on the way the voting went. He proposed RCV could be equated to literacy tests that were designed specifically to confuse voters, to disenfranchise voters, to make it impossible for them to know how to vote, and prevent voter turnout. He stated that he had spoken to dozens and dozens of voters in the 2023 election cycle that had told him specifically that they had thrown their ballots away because they did not understand how it worked. He noted that all of the current elected officials had been elected by Ranked Choice Voting but asked they please give the people their elections back. He noted that Council Member Mike Johnston had received the most last place votes and had still been elected. Council Member Johnston clarified he had been elected because he had received the most first place votes of any other candidate.

Jami Hewlett disagreed with Aaron Cheatwood that RCV was not confusing or that the voters had not done their due diligence. She had been a candidate in the previous election and her mother had said she had not been able to watch all of the interviews. She felt it was extremely complicated if you did not know the eleven candidates beforehand. She said some people were saying you didn't have to vote for everyone, other people were saying if you did not vote for everyone that your ballot was thrown in the trash, and others said you could vote for whoever you wanted. Ms. Hewlett claimed Kelleen Potter had said there could be ten candidates on a ballot and there had been eleven in the 2023 election, which was one more than the system was capable of processing, so she did not know how that worked.

Council Member Aaron Cheatwood clarified that he felt the onus fell to the voter to be informed. He felt Ranked Choice Voting was a good idea but did not feel the City should move forward with it if it was causing confusion.

Council Member Mike Johnston did not accept that the RCV system caused confusion. He explained the benefits further. He felt more candidates was a better option. He acknowledged that he was a Republican but that the Republican party had spent the last four years sowing distrust and confusion in the election process. He felt RCV would resolve election process issues. He fully supported the RCV system and expressed his appreciation for the public's opinion but respectfully disagreed.

Council Member Yvonne Barney recognized she had been elected due to the Ranked Choice Voting system. She had received 12 emails against RCV and four in favor of RCV. She felt the Council needed to listen to the constituents that came to the meetings to be heard. She acknowledged that there were good qualities of RCV, but the frustration was apparent. She said she would vote the way the citizens asked.

Council Member Sid Ostergaard asked the City Recorder Trina Cooke how many election cycles she had been through and the ballots system employed. Ms. Cooke explained this would be her fourth election cycle as an election official. The first in 2019 had utilized the standard mail-in ballot and there had been a primary and general election. The following two elections had employed the RCV ballot method, resulting in a 50% cost savings by eliminating a primary election. She felt the candidates had exhibited a polite camaraderie throughout the RCV process and had received positive feedback for the Ranked Choice Voting system. Council Member Ostergaard felt the instructions on the ballot had been clear. He wanted more time to look into some of the claims that had been made that evening.

Motion: Council Member Barney moved to delay the vote for Ranked Choice Voting and give it the full time extent. If Council Member Ostergaard wanted to look into further information, she would like to wait until the April 15, 2025, meeting to vote.
Second: Council Member Cheatwood made the second.

Discussion: Council discussed how to provide further education information for the citizens. County Council Member Eric Rowland recommended offering an education component. Council Member Barney wished to comment that the Council was there to speak for the community. She proposed more education for the citizens.

Amended Motion: Council Member Barney wanted to include in her original motion that a citizen survey would be sent to the community.
Second Withdrawn: Council Member Cheatwood withdrew his second in order to keep the survey separate from the motion to delay the vote.

Alternate Motion: Council Member Cheatwood moved to continue the Ranked Choice Voting Conversation until the last meeting in April.

Second: Council Member Ostergaard made the second.

Motion Withdrawn: Council Member Barney withdrew her original motion and the amendment.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

Council Member Cheatwood asked staff to return with the feasibility of a survey. He wanted to see more education provided on RCV. Council Member Barney asked for the survey to be as non-biased as possible. Council Member Phillips proposed the Council revisit previous surveys by the City. He felt it was the Council's responsibility to do their homework and look at the facts.

2. Heber City Annexation Policy Plan Amendment for Wasatch Highlands (SITLA Lands) (Tony Kohler, Community Development Director) - *30 min*

Community Development Director Tony Kohler described the City's Annexation Policy Plan. SITLA had approached the City to request an expansion of the City's Annexation Policy Plan boundary to allow their property to annex into Heber City. He reviewed the recommendation from the Planning Commission to expand the annexation boundary with the strong collaboration of the County. The County had requested that the City not expand the boundary as requested by the petitioner. Mr. Kohler said the vote from Council that was needed was not to amend the annexation boundary map but rather whether staff should continue to work with the petition on the annexation process. He outlined the next steps if Council decided to continue with the annexation process.

Council Member Ostergaard clarified that he represented the community and was not sitting on the Council for any personal or monetary gain. Council Member Cheatwood shared the negative effects he had encountered owning a local business and sitting on the Council. Council Member Barney expressed appreciation for the Planning Commission’s recommendation but felt the land needed to remain in the County.

County Council Member Eric Rowland had been a Heber City Council Member approximately 10 years prior. The City and the County had not worked well together then. He hoped the City and County would continue to work together amicably going forward.

Cindy Cousart lived in the area that would be directly affected by the proposed Wasatch Highlands annexation. She recognized the water, sewer, and roads had already been talked about, but felt people who moved into the area would need bus transportation as well. She felt that a lot of people living in the area were unable to get fire insurance.

Merry Duggin, resident of Daniel and previous Council Member there, did not want to see the Heber City Council be attacked and defamed by residents. She felt Council could stop the accusations by residents if the Council were to decide to not approve the proposed Annexation Policy Plan expansion. She felt the County's current zoning was strategic. She also noted the difficulty the fire district would have fighting fires in the area if it were to be developed.

Kendall Crittenden, Heber City resident and Wasatch County Council Member, echoed what County Council Member Eric Rowland had said. He appreciated the City Council Members that had been working with the County on the amendment to the Annexation MOU. He read from the proposed MOU, as attached in the meeting materials, that stated the City agreed to not annex the proposed area.

Joe Coombs noted the difference between the County residents and City residents. County residents wanted ruggedness, land, horses, individuality, and freedom. He was a good neighbor and had installed fences to contain his horses and his dogs. He felt the City was moving in all at once and questioned the 4,000 acres proposed to be added. He was displeased that his water was being adjudicated. He described the process and felt his water was being taken to install further development. He was concerned about incoming developers not possessing the water rights needed to develop.

Greg Whitehead rejected the idea that he would not have the integrity to work with someone if they did not vote the way he wanted and wished to go on record to say that was not right.

Council Member Phillips asked the County to please ensure public access by way of trails and open spaces in the area that the City intended to agree to not annex when entering into the MOU with the County.

Council Member Johnston had learned in his 30-plus years of experience that the final development projects often did not come to completion as they were originally planned. He appreciated the County representatives but felt it was short-sighted to not allow a local family and landowner to sell or develop 4,000-plus acres of land. He questioned how the City and County could support the legacy family landowners keeping their land when few of them ran cattle or other livestock any longer and had lost greenbelt status. He wished to advocate for the family property owners that owned thousands of acres and were prevented from building any homes due to the zoning restrictions. Council Member Johnston felt something needed to be done to help these families before they lost their land.

Motion: Council Member Aaron Cheatwood moved to exercise alternative two listed in the Staff Report which was to halt the Annexation Policy Plan amendment process and to proceed with the MOU process with Wasatch County.
Second: Council Member Yvonne Barney made the second.

Discussion: Council Member Phillips asked if the proposed MOU would prevent future annexation negotiations with the County. City Attorney Jeremy Cook said the proposed MOU was being agreed to by the current City Council and felt it would not be legal for an MOU to bind future Councils. The proposed MOU was an indication of the current City and County Councils' intention to work within the terms of the MOU. Council Member Ostergaard indicated his vote was for the people. It would not be for him.

Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

3. Memorandum of Understanding (MOU) Wasatch County and Heber City 2025 Annexation Issues (Matt Brower, City Manager) - *15 min*

City Manager Matt Brower read the proposed MOU with the County regarding annexation issues as found in the attached meeting materials. Mayor Franco asked that the City and County representatives include Heber Light and Power as well as the Special Service Districts in future discussions.

County Council Member Kendall Crittenden looked forward to working with the City moving forward. He was unsure what would come. He referred to the conservation district that was selling lots for three million dollars and felt it could work for the legacy family land-owners. He wished for the City to consider the language in the last sentence of the MOU that allowed the City to be involved in County street infrastructure decisions as it would impact the City. He proposed the reverse language as if the County were requesting the City to allow them to sit in on the City's infrastructure decision-making process. Council Member Johnston agreed with County Council Member Crittenden that the language referred to should be changed.

Mayor Franco opened the discussion for public comment.

Jami Hewlett asked why the MOU would eliminate the language that the City would not annex east of Mill Road. Mayor Franco clarified it had been a long-standing gentleman's agreement between the City and the County but was now written into the City's current Annexation Policy Plan.

Greg Whitehead spoke for the Christensen family and asked what recourse the family would have if the County did not wish to work with them. Council Member Cheatwood stated that his understanding of the agreement was that the County would agree to work with the developers and if they did not, the City would be able to step in at that point. City Attorney Jeremy Cook clarified that it was always best for cities and counties to cooperate.

County Council Member Eric Rowland said the County intended to work with the land-owners but it would be a negotiation process. Mayor Franco noted the County was in the midst of updating a twenty-year-old General Plan.

Motion: Council Member Barney moved to extend the meeting to 10:30 p.m.
Second: Council Member Cheatwood made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

Council Member Johnston felt the County appreciated the MOUs but he did not agree with certain language cited in the MOU and proposed alternate language for the section previously mentioned by County Council Member Crittenden as well as for other sections of the MOUs. County Council Member Crittenden proposed getting together and rewording the MOU before approval.

Motion: Council Member Johnston made the motion to replace section A. "Annexation of Properties by Heber City," in the MOU, with the following statement: "Heber City has received a request to amend Heber City's annexation policy plan to include the SITLA and Christensen Mountain Properties Located east of the current Heber City boundary. The Heber City Council agrees to indefinitely suspend discussions on changing the annexation policy plan for those properties in order to facilitate Wasatch County working with the property owners on a very low density development plan. Wasatch County commits to work with Heber City on a future transportation plan that encourages traffic from the eastern county to move to the north and south around Heber City's downtown."
Second: Council Member Cheatwood seconded the motion.

Motion: Council Member Ostergaard moved to continue until the City had further discussion with the County.
The **motion failed** for lack of a second.

Withdrawn Motion: Council Member Johnston withdrew his original motion.

Motion: Council Member Johnston moved to continue the approval of the MOU and have further discussion with the County on a final Memorandum of Understanding regarding Heber City annexation issues east of Red Ledges, with the edits to the language that was presented to the City Council, and the language that he had proposed and texted to County Council Members Eric Rasband and Kendall Crittenden, and for the MOU to return to the City Council in a couple of weeks for final decision.
Second: Council Member Cheatwood made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.

Voting No: None.
The **Motion Passed Unanimously, 5-0.**

4. Memorandum of Understanding (MOU) Wasatch County and Heber City Property Sale Intent (Matt Brower, City Manager) - *10 min*

City Manager Matt Brower read the proposed Memorandum of Understanding (MOU) as attached to the meeting materials.

Motion: Council Member Cheatwood moved to adopt the County Property Purchase MOU as set forth in the agenda.
Second: Council Member Ostergaard made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

Mayor Franco moved the meeting forward to item six on the agenda.

5. Contract Award to Perco Rock Co for Construction of the Coyote Springs Park Project (Russ Funk, City Engineer)

City Engineer Russ Funk shared the design for the Coyote Ridge Park. He provided the recommendation from the POSTT (Parks, Open Space, Trails, and Trees) committee for the trail design connection including a bridge. There was an alternate bid included in the Staff Report for the trail connection and a bridge that would require a future budget amendment. The City had received a bid from a single contractor. Staff recommendation was to award the contract to the single bidder, Perco Rock.

Motion: Council Member Cheatwood moved to approve the contract award to Perco Rock for the Coyote Springs project, including the base amount of $1,705,234.20 and the bid alternate of $290,626; as well as Ordinance 2025-02 Amending the Heber City Standard Specifications and Drawings, Storm Water Design Manual, and Standard Plat (agenda item seven); and to adjourn the meeting.
Second: Council Member Ostergaard made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

6. Pro-Forma and Term Sheet for Operations and Programming of Sunset Ridge Amphitheater (Phil Jordan) - *30 min*

President of the Heber Valley Arts Center Phil Jordan introduced himself, Cody Winterton, and Mike Glenn, who were before Council to share the future Sunset Ridge Amphitheater presentation as included in the meeting materials.

Mr. Jordan explained the wish to begin the project using the Sorenson development area's PID (Public Infrastructure District) money and private fundraising. Mr. Jordan outlined the intended process for the launch of the project, provided images and the amenities of a base design for the amphitheater as well as proposals for enhanced designs and amenities. The project representatives were asking Council's permission to reallocate PID funds from Villages one, three, four, and five, to Village two for the amphitheater. Council discussion followed with Council majority expressing support to proceed with the enhanced design version of the project.

Motion: Council Member Cheatwood moved to extend the meeting until 11:00 p.m.
Second: Council Member Johnston made the second.
Voting Yes: Council Members Phillips, Ostergaard, Cheatwood, Barney, and Johnston.
Voting No: None.
The **Motion Passed Unanimously, 5-0.**

7. Ordinance 2025-02 Amending the Heber City Standard Specifications and Drawings, Storm Water Design Manual, and Standard Plat (Kyle Turnbow, Engineer) - *30 min*

See combined motion made with Action agenda item five.

X. COMMUNICATION:

There were no communication items.

XI. CLOSED MEETING:

1. Strategy Discussion for the Purchase, Exchange, or Lease of Real Property (Council)

No Closed Meeting was held.

XII. ADJOURNMENT:

The meeting adjourned at 11:03 p.m.

_____
Trina Cooke, City Recorder

DRAFT

VII. PUBLIC COMMENTS (received via email):

For RCV:

-----Original Message-----
From: Dr. Jon Wojciechowski
Sent: Tuesday, March 4, 2025 8:02 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Ranked choice voting

As I'm unable to attend the meeting discussing this I'd like my opinion to be heard.

As a resident of Wasatch County and Heber City, I STRONGLY SUPPORT Ranked Choice voting and mail in ballots.

Without linking studies, as all on the board know, there is significant benefit to both of these which allow those in the community to vote with confidence and security.

Please ensure these available options continue for residents of the county.

Dr Jon Wojciechowski, D.C.

From: Jan Judd <janjuddpiano@gmail.com>
Sent: Monday, March 3, 2025 10:49 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Ranked choice voting

I'm all for ranked choice voting! Let's keep it!

Jan Judd

-----Original Message-----
From: Jamie Prevedel
Sent: Monday, March 3, 2025 6:18 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Constituent opinion on ranked choice voting

Hello!

I would like to voice my opinion that I am FOR the use of ranked choice voting in all possible elections.

Thank you,

Jamie Prevedel Bowen

Sent from my iPhone

-----Original Message-----
From: Tina Moore <tinagentrymoore@icloud.com>
Sent: Saturday, March 1, 2025 7:36 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) ranked choice voting

Yes on ranked choice voting for our elections this year.

Kind Regards,

Tina M. Moore

Heber City Citizen

Sent from my iPhone

Against RCV:

-----Original Message-----
From: Bradley Bacon
Sent: Tuesday, March 4, 2025 2:56 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Ranked voting is anti democracy!

This is a Democracy where one person gets one vote. This IS NOT a Junior High School popularity contest where everyone gets a reward.

Ranked voting is right in up there with Trickle Down Economics aka VOODOO ECONOMICS!

Have a Great Day,

Brad Bacon

Sent from my iPhone

From: DONNA FENRICH
Sent: Tuesday, March 4, 2025 2:44 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) RCV

To our council members here in Heber.

DRAFT

I wanted to have my voice heard that I am extremely opposed to Rank Choice Voting. I'm shocked it is even a topic being discussed here in Utah. RCV is nothing more than a scheme to steel elections from the people and creat outcomes that the people would never vote for.

Let's clean up elections, one person, one vote. Stop insulting the people with these schemes.

Sincerely,

Donna Kuzmiski

Sent from my iPhone

-----Original Message-----
From: Deb STENGER
Sent: Tuesday, March 4, 2025 2:10 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Rank Choice vote

Please for the love of god get rid of RANK CHOICE VOTING!!!

I vote NO on this format.

It's confusing to new voters (18+)

It's confusing for senior voters -

And frankly it's confusing to all voters!!!!

Each candidate GETS ONE VOTE!!!

Stop the madness!!

Deb Stenger

Heber resident / voter

Sent from my mini secretary, iPhone

From: Sue Mantyla
Sent: Tuesday, March 4, 2025 11:36 AM
To: CC Public Comments <ccpublic@heberut.gov>; Sue Mantyla <suemantyla@gmail.com>
Subject: (EXTERNAL) RCV

Hi,

DRAFT

Thank you for holding a meeting tonight, where we can discuss Ranked Choice Voting. I'm excited to join you in the meeting tonight.

In one of our Wasatch County Elections, RCV was used and believe me, it was so confusing to so many of our friends and myself. We were never instructed on how it worked and how to use it. I've read more negative about it. We don't get to hear from the candidates. Making voting more convenient, when in reality, it isn't because it's hard for the voting volunteers to know how to interpret a person's vote, many days spent in counting, becoming very confusing, dictating many problems. I didn't even know if my vote counted.

Similar to universal mail-in-voting. I don't know if the person reading the signatures decided mine doesn't match and just throws out my ballot, without even telling me. I tried to find my name on the register to see if my vote counted, and it was not there. Other friends had their vote recorded and found it. We need to get rid of RCV, early voting, drop boxes, require ID, one day voting, illegals cannot not vote, machines, and go back to the way we use to vote. Who decided to monkey around with how we vote? It creates too many ways of cheating.

88% of Utah voters support in-person voting in local precincts, ballots, with the candidate names, not trying to figure out a popular method of a candidate.

We never even got to vote on it. We were just told that's how we were going to be voting.

So, thank you! Excited to hear from the citizens of Wasatch County.

Sincerely, Sue

From: Stephanie Lytle
Sent: Tuesday, March 4, 2025 10:50 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) NO to Rank Choice Voting

Hi,

I hope the council decides to cancel RCV. It is confusing and often leads to unexpected and unintended outcomes. Many cities have reversed their decision to use RCV.

Stephanie Lytle

From: Pamela Stevenson
Sent: Tuesday, March 4, 2025 7:50 AM

To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Ranked voting

I wish to express my support for Ranked Voting

If it is simply explained and not overcomplicated prior to the election by the election officials, (NOT political candidates) and explained SIMPLY on the ballot, it can be understood by ANYONE.

This has been proven in tests even among High Schoolers!

Also: Alaska has used this for many years with success

Ranked voting means that 'outlier candidates' who dont have support cant progress. It means that those who progress to the 'final' election are supported by MORE constituents, with greater satisfaction.

Please adopt ranked voting and bring Wasatch into a better, more representative future.

Thank you,

--

Pamela E Stevenson

From: Sara Mammadova
Sent: Tuesday, March 4, 2025 7:37 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Public Comment: Rank Choice Voting

My husband and I implore the City Council to vote NO to rank choice voting in the upcoming election.

Thank you,

Sara Mammadova

From: Sara Mammadova
Sent: Tuesday, March 4, 2025 7:27 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) NO to Rank Choice Voting

As a resident of Heber Valley, me and my husband are AGAINST rank choice voting in the upcoming election and implore the City Council to vote against its use.

Appreciate your time.

Mamamdov Family

Valley Hills Residents

DRAFT

From: Cindy Cossairt
Sent: Tuesday, March 4, 2025 6:50 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) Ranked Choice Voting

Please vote to DISCONTINUE Ranked Choice Voting. It should be one person, one vote!

Unless you are able to vote for the same person every column, it makes no sense to have to vote for people you absolutely don't want.

You tried this experiment, people are unhappy, so stop it now!!

Best regards,

Cindy Cossairt

Heber City

From: maestrabrandt
Sent: Sunday, March 2, 2025 7:18 PM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) RC voting

I am against this type of voting. I believe the premise is good, but it can be very confusing to some. Voting is something everyone needs to feel confident in as they participate . Thank you.

From: Ronda Donica <donica1202@gmail.com>
Sent: Saturday, March 1, 2025 11:02 AM
To: CC Public Comments <ccpublic@heberut.gov>
Subject: (EXTERNAL) RCV

I oppose the ranked choice voting. Never should be used.

DRAFT

HEBER CITY COUNCIL STAFF REPORT

MEETING DATE: 3/18/2025

SUBJECT: **Mayor's Nominations for Tree Subcommittee**

RESPONSIBLE: Mayor Heidi Franco

STRATEGIC RELEVANCE: Necessary Administrative Item

RECOMMENDATION

Mayor is nominating Cynthia Bull for the Tree Subcommittee. Information is below.

Mayor is also nominating Mark Smedley to be on the Tree Subcommittee as a voting member.

CONCLUSION

Recommend approval.

_____

Application Information for Tree Subcommittee:

From: Cynthia Bull <cbrickards@msn.com>
Sent: Monday, March 3, 2025 8:12 PM
To: Heidi Franco <hfranco@Heberut.gov>
Subject: (EXTERNAL) Tree Advisory Board

Dear Mayor Franco,
My name is Cynthia Bull. I am writing to apply for a position with the Heber City Tree Advisory Board.
My background is a degree in Botany/Plant Pathology(BS Colorado State University 1982). I worked for the Utah State Extension Service for 2 years, and at a firm called Native Plants for 5 years before switching careers. I maintained an interest in plants and trees even though I was out of the field for many years. I have volunteered at Red Butte Garden for the last 7 years and have lived in Heber since 2022.
I love trees (all plants, actually!) and have been working toward improving my own yard with trees and waterwise gardening since moving here. If given the opportunity, I feel that I could share my

passion and any pertinent knowledge with like minded people and help improve the health of our beautiful community.
Thank you for considering me.
Sincerely,

Cynthia Bull
cbrickards@msn.com

1030 E 400 S

Heber City, UT 84032

HEART OF THE WASATCH BACK

HEBER CITY

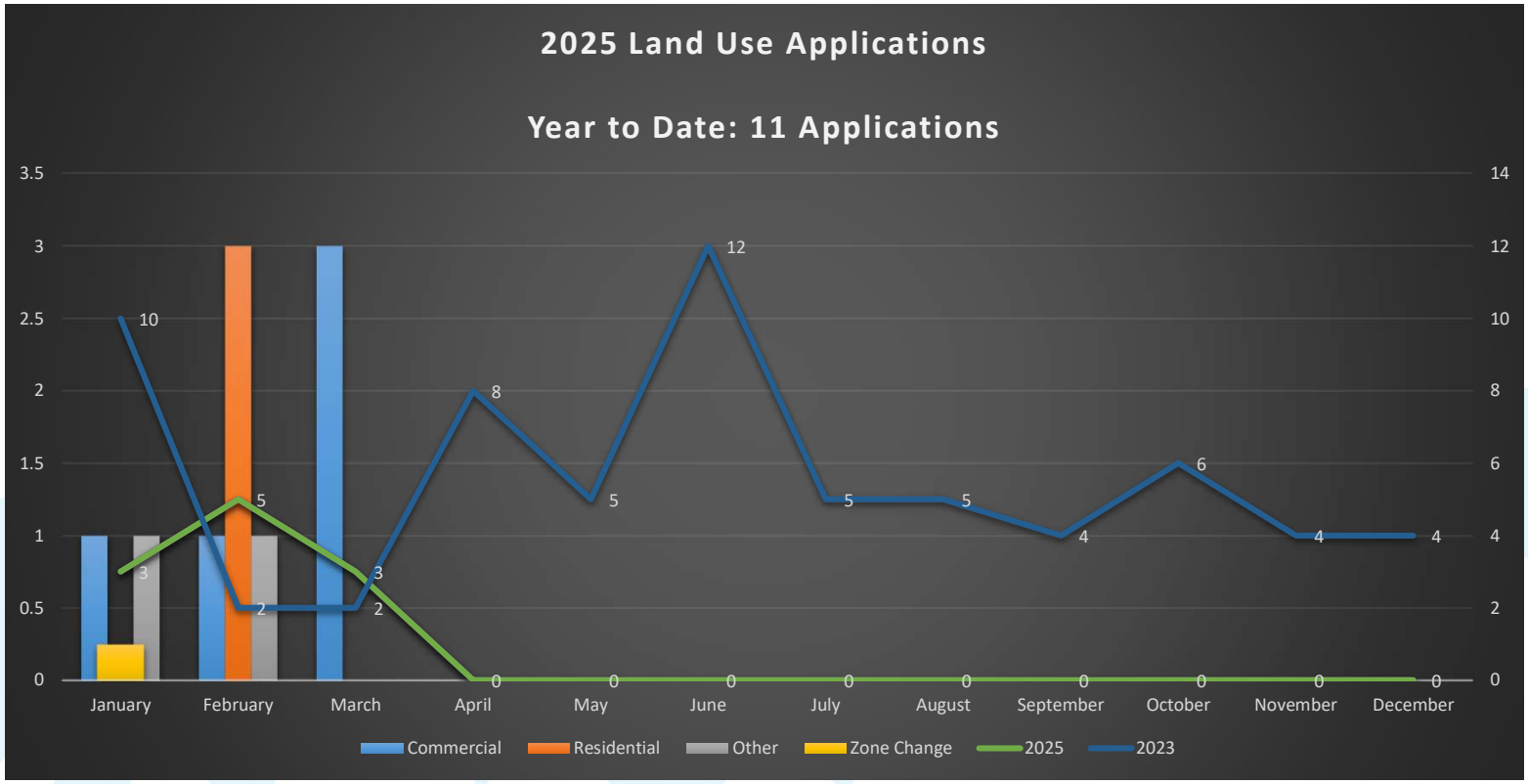
EST 1889

Monthly Development Report

January 2025

Date: 10/1/24

Applications by Year			
2024	2023	2022	2021
11	17	14	24

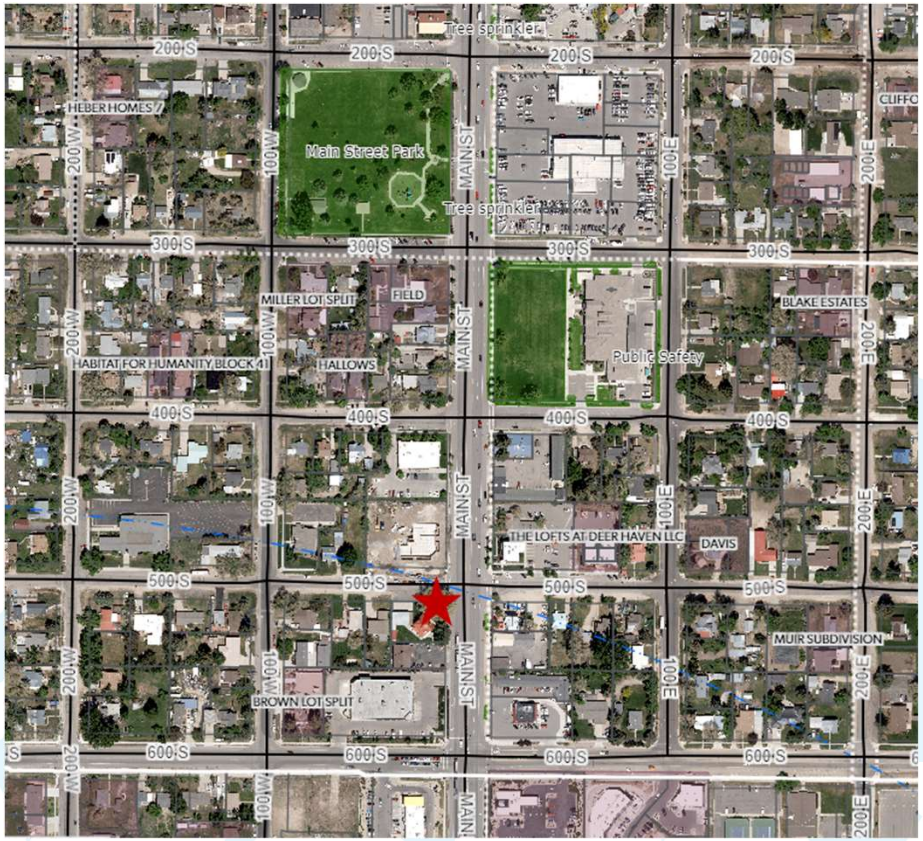


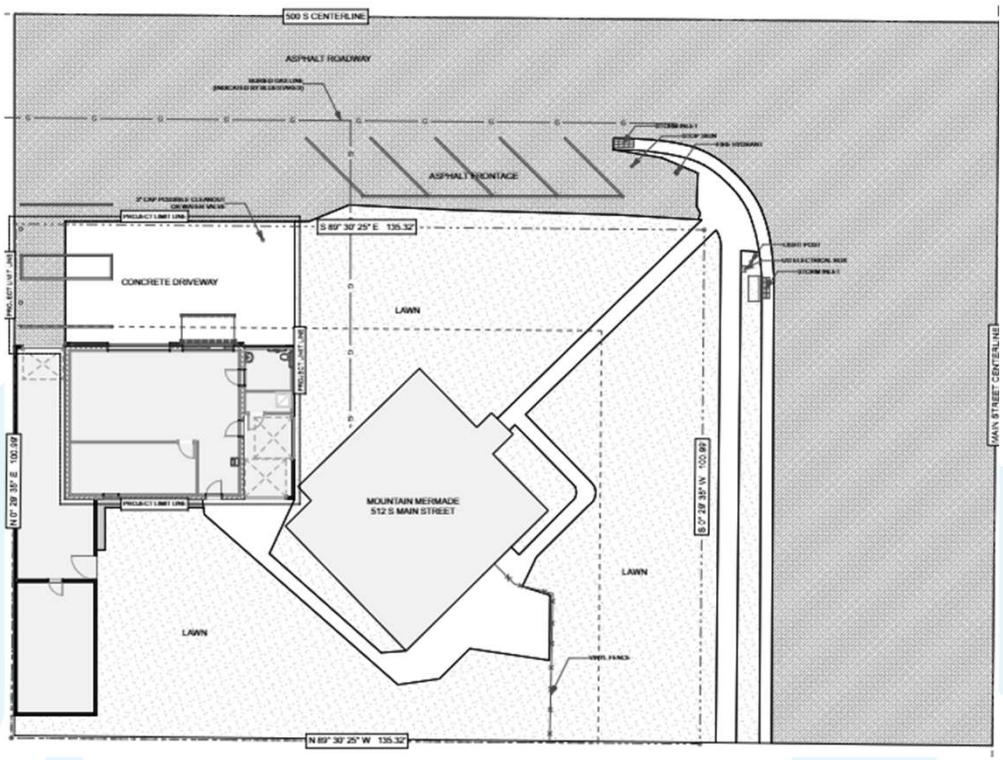
Heber Crossroads – Commercial Concept



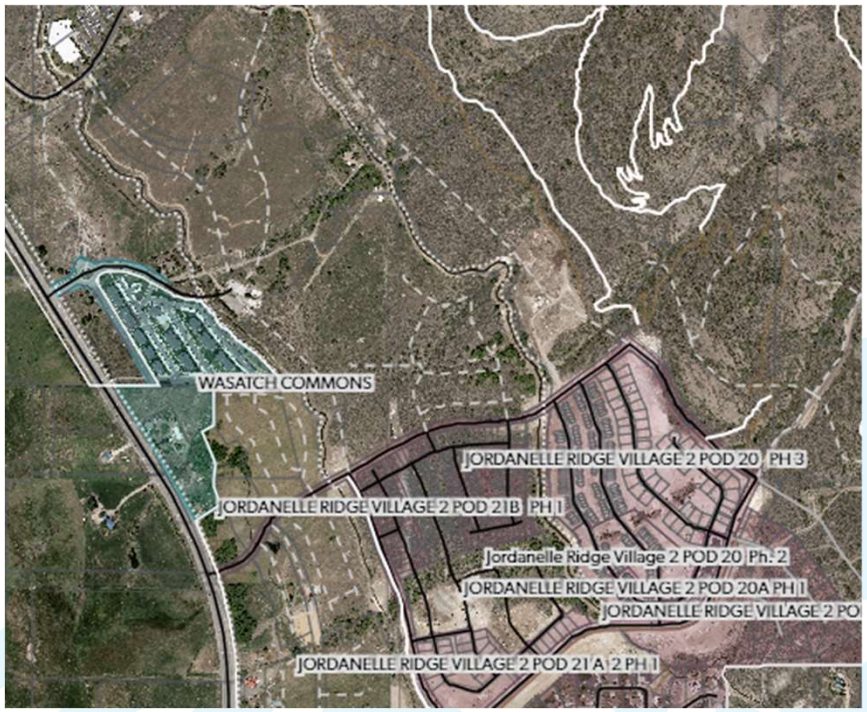


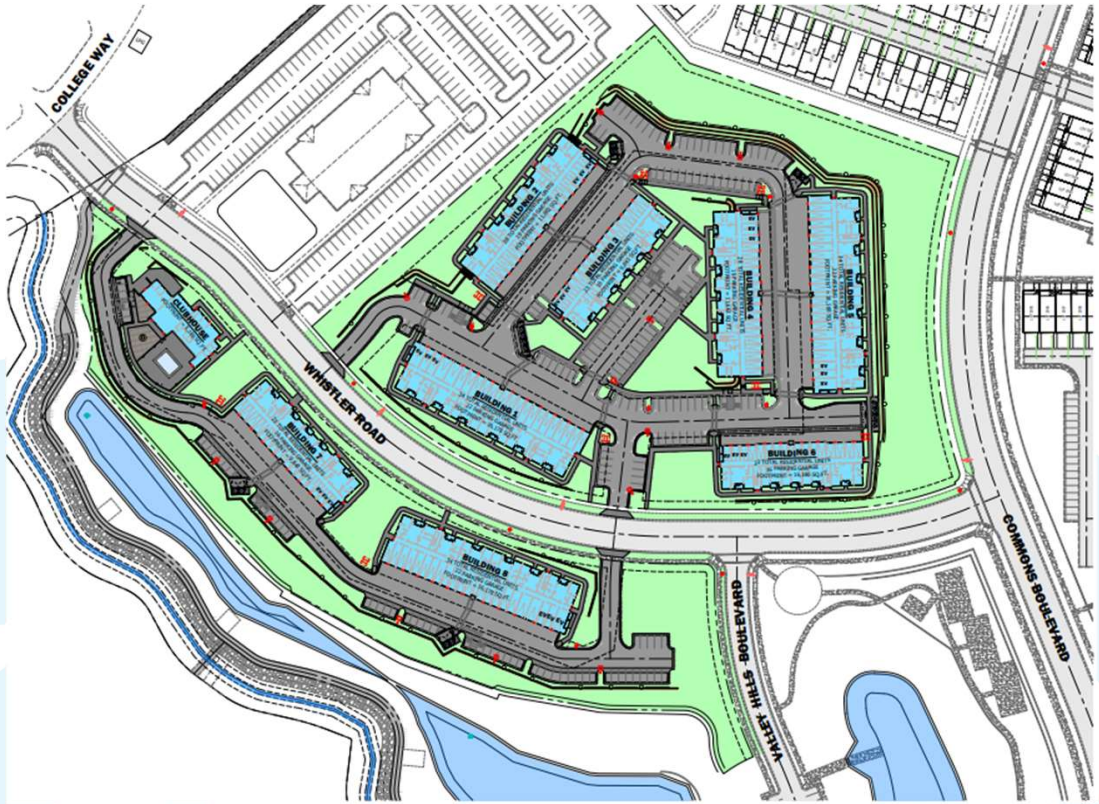
Mountain Mermade Garage – Commercial Concept





Asend at Highlands – Site PLan





Asend at Highlands – Site Plan



FRONT ELEVATION - BLDG A1

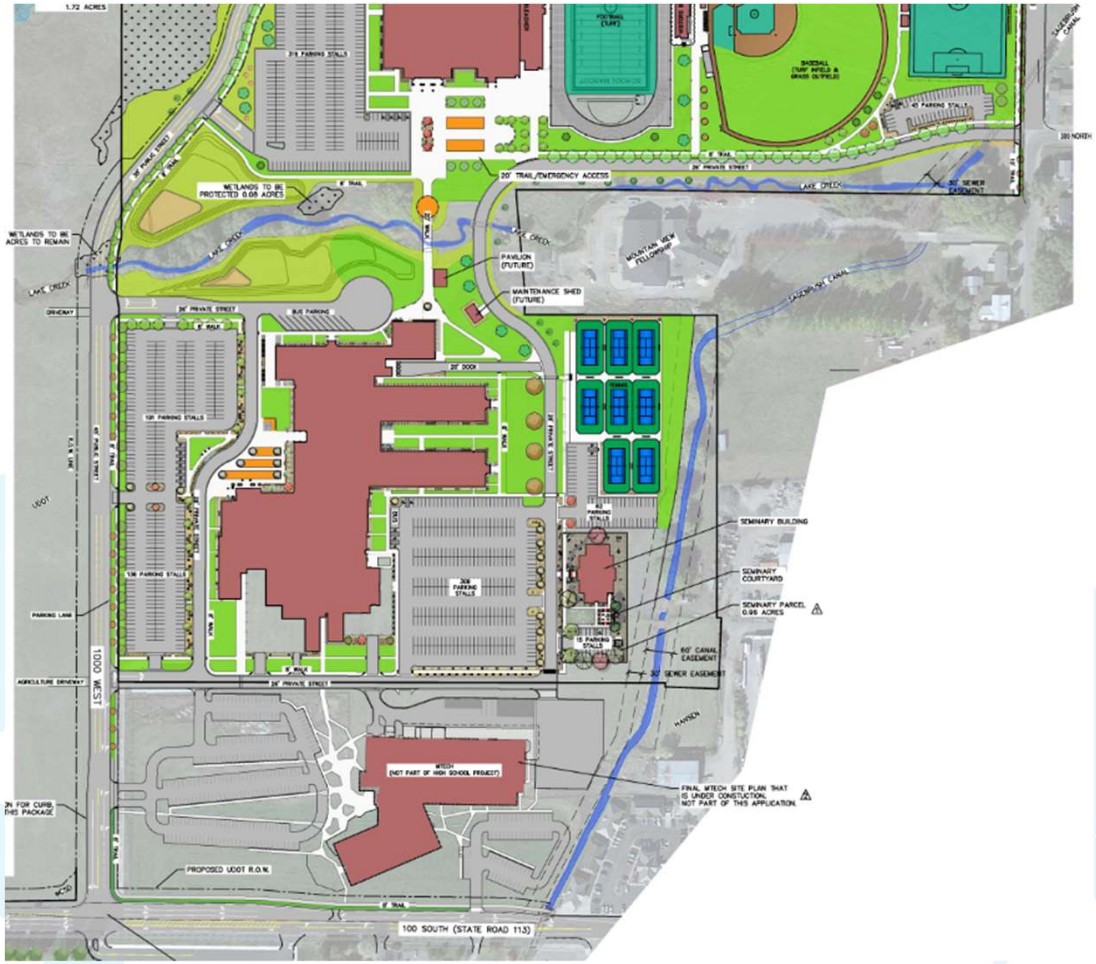


LEFT ELEVATION - BLDG A1





Deer Creek High School – Site Plan Amendment



Honorable Mentions

- Edgewood Minor Site Plan Amendment
- Kruger Mountain Ranch

Council Feedback

- Are you getting the info you want?
- What could we be doing better?

Heber City Council Staff Report

MEETING DATE: 3/18/2025
SUBJECT: Presentation by Back to the 50's Car Show
RESPONSIBLE: JC Hackett
DEPARTMENT: City Council
STRATEGIC RELEVANCE:

SUMMARY

RECOMMENDATION

BACKGROUND

DISCUSSION

FISCAL IMPACT

CONCLUSION

ALTERNATIVES

1. Approve as proposed
2. Approve as amended

75 N Main Street
Heber City, UT 84032
Phone: 435-657-0757
Fax: 435-657-2543
heberut.gov

3. Continue
4. Deny

POTENTIAL MOTIONS

Alternative 1 - Approval - Staff Recommended Option

I move to **approve** the item as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 - Approve as Amended

I move to **approve** the item as amended, as follows.

Alternative 3 - Continue
I move to **continue** the item to another meeting on , with direction to the applicant and/or Staff on information and / or changes needed to render a decision, as follows:
Alternative 4 - Denial
I move to **deny** the item with the following findings.

ACCOUNTABILITY

Department: City Council
Staff member:

EXHIBITS

None

Heber City Council Staff Report

MEETING DATE: 3/18/2025
SUBJECT: Public Safety Monthly Report
RESPONSIBLE: Branden Russell
DEPARTMENT: Police Department
STRATEGIC RELEVANCE:

SUMMARY

Monthly report of Public Safety activity in the City.

RECOMMENDATION

Not Applicable

BACKGROUND

Not Applicable

DISCUSSION

1. Monthly Report on public safety responses and concerns for the month of February.
2. Report on traffic radar signs.
3. Thefts at construction sites.
4. Easter egg hunt and pancake breakfast on April 19th.

FISCAL IMPACT

Not Applicable

CONCLUSION

Not Applicable

ALTERNATIVES

75 N Main Street
Heber City, UT 84032
Phone: 435-657-0757
Fax: 435-657-2543
heberut.gov

1. Approve as proposed
2. Approve as amended
3. Continue
4. Deny

POTENTIAL MOTIONS

Alternative 1 - Approval - Staff Recommended Option

I move to **approve** the item as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 - Approve as Amended

I move to **approve** the item as amended, as follows.

Alternative 3 - Continue
I move to **continue** the item to another meeting on , with direction to the applicant and/or Staff on information and / or changes needed to render a decision, as follows:
Alternative 4 - Denial
I move to **deny** the item with the following findings.

ACCOUNTABILITY

Department: Police Department
Staff member: Parker Sever, Chief of Police

EXHIBITS

None

Heber City Council Staff Report

MEETING DATE: 3/18/2025

SUBJECT: Public Hearing and Possible Council Action on Resolution 2025-03 to Amend the FY 2025 Budget

RESPONSIBLE: Sara Nagel

DEPARTMENT: Finance

STRATEGIC RELEVANCE: Necessary Administrative Action

SUMMARY

Staff has determined that an amendment to the Fiscal Year 2025 budget is required to address unanticipated expenditures.

The City has complied with all public noticing requirements:

- Complied with all the Class A noticing requirements outlined in Utah State Code 63G-30-102
- Additionally, notice was published in the Wasatch Wave in the March 12 publication; on the City's social media sites; and on the City building bulletin boards.

RECOMMENDATION

Hold a Public Hearing on March 18, 2025, to consider an amendment to the FY 2025 annual budget and adopt Resolution 2025-03 amending the FY 2025 annual budget.

BACKGROUND

Periodically, the City needs to amend the budget to address items such as unanticipated expenditures, a change in department needs or procurement delays. This is the third budget amendment request in Fiscal Year 2025.

DISCUSSION

City staff determined there are unexpected expenditures and fund reallocations that require consideration for a budget amendment to be in compliance with State code 10-6-123.

The proposed amendment is fashioned to ensure that expenditures do not exceed budgeted resources. Exhibit "A" in resolution 2025-03 provides details and fiscal impacts of the budget changes staff is recommending.

FISCAL IMPACT

The proposed amendment will affect the following funds:

General Fund (10)	$470,937
Trails, Arts and Parks Fund (23)	$22,500
General Capital Fund (42)	$2,801,300
Public Safety Fund (43)	$126,762
Community Reinvestment Agency (44)	$876,000
Street Impact Fund (46)	$96,000
Parks Impact Fund (47)	$589,525
Water Impact Fund (56)	$125,000
Pressurized Irrigation Impact Fund (58)	$180,000
TOTAL	**$5,288,024**

CONCLUSION

Staff recommends that you move to approve resolution 2025-03 as presented, with the findings and conditions presented.

ALTERNATIVES

1. Approve as proposed
2. Approve as amended
3. Continue
4. Deny

POTENTIAL MOTIONS

Alternative 1 - Approval - Staff Recommended Option

I move to **approve** the item as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 - Approve as Amended

I move to **approve** the item as amended, as follows.

Alternative 3 - Continue
I move to **continue** the item to another meeting on , with direction to the applicant and/or Staff on information and / or changes needed to render a decision, as follows:

Alternative 4 - Denial
I move to **deny** the item with the following findings.

ACCOUNTABILITY

Department: Finance
Staff member: Sara Nagel, Finance Manager

EXHIBITS

1. Budget Amendment Resolution 2025-03
2. Budget Request Forms
3. Exhibit A

HEBER CITY, UTAH
RESOLUTION NO. 2025-03

A RESOLUTION APPROVING THE THIRD AMENDMENT TO THE HEBER CITY BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2025 (FY 2025).

WHEREAS, the Utah Uniform Fiscal Procedures Act provides for the legislative body to review and amend individual budgets of funds during the budget period as necessary to address changing circumstances (UCA § 10-6-127); and

WHEREAS, the Financial Director of Heber City has determined that amendments to the FY 2025 budget are necessary to address operational needs and priorities, as detailed in the attached Exhibit "A"; and

WHEREAS, in compliance with state law (UCA § 10-6-113), the City provided proper public notice and held a Public Hearing on Tuesday, March 18, 2025, to solicit feedback from residents regarding the proposed amendments to the FY 2025 budget;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Heber City, Utah, that:

The Heber City Budget for the fiscal year ending June 30, 2025, is hereby amended as outlined in the attached Exhibit "A," which is incorporated by reference and made an integral part of this Resolution.

ADOPTED AND PASSED by the City Council of Heber City, Utah, on this _____ day of _____, 2025, by the following vote:

	AYE	NAY
Council Member Yvonne Barney	_____	_____
Council Member Aaron Cheatwood	_____	_____
Council Member Mike Johnston	_____	_____
Council Member Sid Ostergaard	_____	_____
Council Member Scott Phillips	_____	_____

APPROVED:

_____
Mayor Heidi Franco

ATTEST:

_____ Date: _____
RECORDER

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/5/25

Department:

Heber City Police Department

Requested By:

Chief of Police, Parker Sever

1. Amendment Summary

Project Title/ O&M Category:

Flock Safety ALPR Cameras

GL Account:

10.5431

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 26,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

After a trial run of the Flock Safety automated license plate readers, Council direction was to move forward with a contract for continued services.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- [x] General Fund Surplus
- [x] Additional Revenue
- [ ] Grants
- [ ] Capitol Projects Fund
- [ ] Special Revenue Fund
- [ ] Other:

Justification for Funding Source(s):

We will have 6 months of admin services revenue from the City of Midway which will offset some of this expenditure. Midway wil be billed in April and July for 20% more than personnel costs.

Will this amendment affect future budgets?

- [x] Yes
- [ ] No

If yes, Please explain:

We will request in future budgets to continue services.

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- [x] Yes
- [ ] No
- [ ] N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

This provides for 8 stationary cameras in the City that take pictures of every plate that passes by, to assist in investigations, stolen cars, missing persons and other legitimate law enforcement purposes.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Administrative

Requested By:

Sara Nagel

1. Amendment Summary

Project Title/ O&M Category:

TAP Tax Fund Reallocation

GL Account:

Fund 10 and Fund 23

Original Budget Allocation:

$ 600,000.00

Amount of Requested Amendment:

$ 0.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

No new funds requested. This amendment is to transfer TAP tax money from the General Fund (10) to the new TAP Tax Fund (23) for clearer reporting and transparency. The TAP Tax fund will continue to be reported with the General Fund in the year-end financial statements.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☒ Other:

Justification for Funding Source(s):

Transferring current budget to new fund.

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☐ Yes
- ☐ No
- ☒ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Historical Preservation Board

Requested By:

Mark Smedley

1. Amendment Summary

Project Title/ O&M Category:

Historical Monument Markers

GL Account:

23.4073

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 4,500.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Rollforward request. In FY 2023, City Council agreed to fund $10,000 for monument signs as presented by the Historic Preservation Board. The project is now completed and ready to be implemented.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☑ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

No new revenues identified. Additional funds will come out of fund surplus.

Will this amendment affect future budgets?

- ☐ Yes
- ☑ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☑ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Amendment required to fund approved project.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Executive

Requested By:

Matt Brower

1. Amendment Summary

Project Title/ O&M Category:

Leadership Academy's Historical Markers Project

GL Account:

23.4073

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 18,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

This budget request is for the 2024-2025 Leadership Academy's class project as presented to council on February 18, 2025.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☑ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

No new revenues identified. Additional funds will come out of fund surplus.

Will this amendment affect future budgets?

- ☐ Yes
- ☑ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☐ Yes
- ☐ No
- ☑ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/6/25

Department:

Engineering

Requested By:

Russ Funk

1. Amendment Summary

Project Title/ O&M Category:

Sec A Cost Share Agreement (T-058a)

GL Account:

42.4073

Original Budget Allocation:

$ 151,000.00

Amount of Requested Amendment:

$ 1,371,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

The City entered into a Cost Sharing Agreement with the developer for construction of Heritage Farms Parkway. The project and reimbursement requests were originally expected to be completed in FY24 and were budgeted at that time. Reimbursement requests will be submitted in FY25. The approved FY24 budget needs to be rolled forward to reimburse the developer for completing the project per the agreement.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- [x] General Fund Surplus
- [ ] Additional Revenue
- [ ] Grants
- [ ] Capitol Projects Fund
- [ ] Special Revenue Fund
- [ ] Other:

Justification for Funding Source(s):

Original FY 25 Project Budget
T-058a - Fund 42 - General - $ 151,000

Revised FY 25 Project Budget Request
T-058b - Fund 42 - General - $1,522,000
(+$1,371,000)

Will this amendment affect future budgets?

- [ ] Yes
- [x] No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- [x] Yes
- [ ] No
- [ ] N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Need previously approved budget rolled over into FY25 to pay developer for work already completed.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/6/25

Department:

Engineering

Requested By:

Russ Funk

1. Amendment Summary

Project Title/ O&M Category:

Railroad Quiet Zone Study

GL Account:

42.4031

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 20,700.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Staff was asked to look into what it would take to implement a Railroad Quiet Zone through Heber City. This request was due to complaints by Citizens and Developers, and was discussed with the Heber Valley Railroad. When staff requested input from the Council, Council supported moving forward with a study to evaluate what improvements would be needed

2. Financial Impact

Funding Source(s):
(Check all that apply)

- [x] General Fund Surplus
- [ ] Additional Revenue
- [ ] Grants
- [ ] Capitol Projects Fund
- [ ] Special Revenue Fund
- [ ] Other:

Justification for Funding Source(s):

Original FY 25 Project Budget
Study - Fund 42 - General - $0

Revised FY 25 Project Budget Request
Study - Fund 42 - General - $ 20,700 (+$20,700)

Will this amendment affect future budgets?

- [x] Yes
- [ ] No

If yes, Please explain:

Will provide info for future projects

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- [x] Yes
- [ ] No
- [ ] N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

The study will result in what improvements are necessary in order to establish a RR quiet zone. It will provide information that will inform future budget decisions.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/6/25

Department:

Engineering

Requested By:

Russ Funk

1. Amendment Summary

Project Title/ O&M Category:

Cove Park Bridge & Trail Connection (P-091)

GL Account:

42

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 300,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Council directed staff to move forward with construction of the Cove Park Bridge & Trail Connection that was bid as an alternate with the Coyote Springs Park Project and to bring back a budget amendment for that purpose.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- [x] General Fund Surplus
- [ ] Additional Revenue
- [ ] Grants
- [ ] Capitol Projects Fund
- [ ] Special Revenue Fund
- [ ] Other:

Justification for Funding Source(s):

Original FY 25 Project Budget
P-091 - Fund 42 - General - $0

Revised FY 25 Project Budget Request
P-091 - Fund 42 - General. - $300,000 (+$300,000)

Will this amendment affect future budgets?

- [ ] Yes
- [x] No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- [x] Yes
- [ ] No
- [ ] N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Need funds to construct the project in FY25 per Council Direction.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

General Government Building

Requested By:

Steve Simpson

1. Amendment Summary

Project Title/ O&M Category:

Public Safety Building HVAC Unit

GL Account:

42.4073

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 46,200.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Budget rollover request. The HVAC unit was approved in FY 2024 but the unit was not received until FY 2025.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☒ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

No new revenues identified. Additional funds will come out of fund surplus.

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☒ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HVAC units needed for proper function of the public safety building.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/6/25

Department:

Engineering

Requested By:

Russ Funk

1. Amendment Summary

Project Title/ O&M Category:

300 South Trail Design (P-086)

GL Account:

47.4073

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 50,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Council directed staff to move forward with design of the trail along the west side of 300 South from 100 West to 600 West and requested that staff bring back a budget amendment for the design.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☑ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

Original FY 25 Project Budget
P-086 - Fund 47 - Parks I.F - $0

Revised FY 25 Project Budget Request
P-086 - Fund 47 - Parks I.F. - $ 50,000 (+$ 50,000)

Will this amendment affect future budgets?

- ☑ Yes
- ☐ No

If yes, Please explain:

Construction funds will be requested in FY26

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☑ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Need funds to design the trail in FY25 per Council Direction. This will allow trail to be constructed in FY26 if approved by Council.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/6/25

Department:

Engineering

Requested By:

Russ Funk

1. Amendment Summary

Project Title/ O&M Category:

Sec A Upsizing (I-012, I-018, P-034, T-058b, W-007)

GL Account:

See below

Original Budget Allocation:

$ 177,000.00

Amount of Requested Amendment:

$ 436,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

The project and reimbursement requests were originally expected to be completed in FY24 and were budgeted and partially paid at that time. Reimbursement requests for the rest of the costs were submitted in FY25. The remaining balances from the approved FY24 budget (including some increases) need to be rolled forward to reimburse the developer for completing the project.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☒ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

Original FY 25 Project Budget
I-012 - Fund 58 - Irrigation IF - $ 0
I-018 - Fund 58 - Irrigation IF - $ 177,000
P-034 - Fund 47 - Parks IF - $ 0
T-058b - Fund 46 - Street IF - $ 0
W-007 - Fund 56 - Water IF - $ 0

Revised FY 25 Project Budget Request
I-012 - Fund 58 - Irrigation IF - $ 90,000 (+$90,000)
I-018 - Fund 58 - Irrigation IF - $267,000 (+$90,000)
P-034 - Fund 47 - Parks IF - $ 35,000 (+$35,000)
T-058b - Fund 46 - Street IF - $ 96,000 (+$96,000)
W-007 - Fund 56 - Water IF - $125,000 (+$125,000)

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☒ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Need increases and previously approved budget rolled over into FY25 to pay developer for work already completed.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Finance

Requested By:

Sara Nagel

1. Amendment Summary

Project Title/ O&M Category:

2014 STR Debt Service Payment Transfer

GL Account:

43.4094,

Original Budget Allocation:

$ 128,238.00

Amount of Requested Amendment:

$ 126,762.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

Amendment will increase allowable transfer from Public Safety Impact Fees (43) to Debt Service Fund (31). Public Safety Impact Fees are collected to service the 2014 Sales Tax Revenue Bonds to the extent possible. In FY 2024 and FY 2025, the city collected enough impact fees to pay $255,000 of the $278,925 FY 2025 bond payment.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☐ Other:

Public Safety Impact Fee Fund Surplus

Justification for Funding Source(s):

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☐ Yes
- ☐ No
- ☒ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Administrative

Requested By:

Sara Nagel

1. Amendment Summary

Project Title/ O&M Category:

Muirfield Land Purchase Reimbursement

GL Account:

47.4090

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 695,525.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

In 2022, the City purchased two properties for the Muirfield Park expansion. The purchase was eligible for Park Impact Fees, but the payments were coded to the Capital Improvement Fund (42) and funds were never transferred from the Parks Impact Fund (47). This amendment is needed to be in compliance with budgeted interfund transfers.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☒ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☐ Yes
- ☐ No
- ☒ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Engineering

Requested By:

Sara Nagel

1. Amendment Summary

Project Title/ O&M Category:

Cemetery Section B (T-057a, P-050, I-018) Correction

GL Account:

Fund 42, and Fund 47

Original Budget Allocation:

$ 1,268,000.00

Amount of Requested Amendment:

$ 0.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

No new funds requested. This amendment corrects a prior amendment to Cemetery Section B (T-057a, P-050, I-018) to correctly allocate $276,000 to Capital Improvement Fund (42) and $85,000 to Parks Impacts Fund (47).

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☒ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☐ Yes
- ☐ No
- ☒ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Administrative

Requested By:

Matt Brower

1. Amendment Summary

Project Title/ O&M Category:

Heber Light & Power Property Purchase

GL Account:

Fund 42 and Fund 44

Original Budget Allocation:

$ 0.00

Amount of Requested Amendment:

$ 876,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

On February 4, 2025, City Council, convened as the Community Reinvestment Agency (CRA) board, approved the Agreement for Sale and Purchase of Real Property and Lease Agreement between Heber Light and Power (HL&P) and Heber City CRA for the purchase and lease back of the HL&P Administration Building located at 31 South and 100 West. To fund the purchase, a transfer of $876,000 from the Capital Improvement Fund (42) will be transferred to the CRA Fund (44).

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☒ Capitol Projects Fund
- ☐ Special Revenue Fund
- ☒ Other:

CRA

Justification for Funding Source(s):

In the current year, the City sold a land parcel for $700,000. This sale, in large part, is funding the purchase of the HL&P building.

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☒ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Amendment needed to ensure budgetary compliance.

HEBER CITY BUDGET AMENDMENT REQUEST FORM

Date of Request:

3/10/25

Department:

Finance

Requested By:

Sara Nagel

1. Amendment Summary

Project Title/ O&M Category:

Budget Transfer for Transportation Project (T-058a)

GL Account:

Class C Road Fund 49.4090

Original Budget Allocation:

$ 151,000.00

Amount of Requested Amendment:

$ 1,673,000.00

Reason for Amendment:
(Briefly describe the reason for the amendment, the change in circumstances, or new information that has prompted this request.)

This is a rollover request from FY 2024 Budget.

2. Financial Impact

Funding Source(s):
(Check all that apply)

- ☐ General Fund Surplus
- ☐ Additional Revenue
- ☐ Grants
- ☐ Capitol Projects Fund
- ☒ Special Revenue Fund
- ☐ Other:

Justification for Funding Source(s):

No new revenues identified. Additional funds will come out of fund surplus.

Will this amendment affect future budgets?

- ☐ Yes
- ☒ No

If yes, Please explain:

3. Project Impact

Is this amendment essential for the continued operation of the project or services?

- ☒ Yes
- ☐ No
- ☐ N/A

How will this amendment impact service delivery or project outcomes?
(Provide details on how the requested amendment will affect services or the community, including benefits or challenges.)

Yes. The amendment is needed to ensure compliance with budgeted interfund transfers.

EXHIBIT "A"

GENERAL FUND (10)

Request: Flock Safety ALPR Cameras

Source:

Account Number		Account Name		Amount
10.3870	10R	Contributions General Fund Surplus		$ 26,000.00
			Total	$ 26,000.00

Use:

Account Number		Account Name		Amount
10.5431	10E	Improvements Other Than Bldg		$ 26,000.00
			Total	$ 26,000.00

GENERAL FUND (10), AND TRAILS, ARTS AND PARKS (23)

Request: TAP Tax Fund Reallocation

Source:

Account Number		Account Name		Amount
23.3180	23R	Trails, Arts and Parks Tax		$ 600,000.00
10.3870	10R	Contributions General Fund Surplus		$ 444,937.00
			Total	$ 1,044,937.00

Use:

Account Number		Account Name		Amount
23.4031	23E	Professional Services		$ 15,000.00
23.4038	23E	Arts Grants		60,000.00
23.4062	23E	Capital Projects		125,000.00
23.4073	23E	Improvements Other Than Buildings		400,000.00
10.7030	10E	Contributions to Other Funds		$ 444,937.00
			Total	$ 1,044,937.00

TRAILS, ARTS AND PARKS (23)

Request: Historical Preservation Board's Historical Monument Markers

Source:

Account Number		Account Name		Amount
23.3870	23R	Contributions Fund Surplus		$ 4,500.00
			Total	$ 4,500.00

Use:

Account Number		Account Name		Amount
23.4073	23E	Improvements Other Than Bldg		$ 4,500.00
			Total	$ 4,500.00

TRAILS, ARTS AND PARKS (23)

Request: Leadership Academy's Historical Markers Project

Source:

Account Number		Account Name	Amount
23.3870	23R	Contributions Fund Surplus	$ 18,000.00
		Total	$ 18,000.00

Use:

Account Number		Account Name	Amount
23.4073	23E	Improvements Other Than Bldg	$ 18,000.00
		Total	$ 18,000.00

CAPITAL IMPROVEMENT (42)

Request: Sec A Cost Share Agreement (T-058a)

Source:

Account Number		Account Name	Amount
42.3910	42r	Contributions Fund Surplus	$ 1,371,000.00
		Total	$ 1,371,000.00

Use:

Account Number		Account Name	Amount
42.4073	42e	Improvements Other Than Bldg	$ 1,371,000.00
		Total	$ 1,371,000.00

CAPITAL IMPROVEMENT (42)

Request: Railroad Quiet Zone Study

Source:

Account Number		Account Name	Amount
42.3870	42r	Contributions Fund Surplus	$ 20,700.00
		Total	$ 20,700.00

Use:

Account Number		Account Name	Amount
42.4073	42e	Improvements Other Than Bldg	$ 20,700.00
		Total	$ 20,700.00

CAPITAL IMPROVEMENT (42)

Request: Cove Park Bridge & Trail Connection (P-091)

Source:

Account Number		Account Name	Amount
42.3870	42r	Contributions Fund Surplus	$ 300,000.00
		Total	$ 300,000.00

Use:

Account Number		Account Name	Amount
42.4073	42e	Improvements Other Than Bldg	$ 300,000.00
		Total	$ 300,000.00

CAPITAL IMPROVEMENT (42)

Request: Public Safety Building HVAC Unit

Source:

Account Number		Account Name	Amount
42.3870	42r	Contributions Fund Surplus	$ 42,600.00
		Total	$ 42,600.00

Use:

Account Number		Account Name	Amount
42.4073	42e	Improvements Other Than Bldg	$ 42,600.00
		Total	$ 42,600.00

PARKS IMPACT FEE FUND (47)

Request: 300 South Trail Design (P-086)

Source:

Account Number		Account Name	Amount
47.3870	47r	Contributions Fund Surplus	$ 50,000.00
		Total	$ 50,000.00

Use:

Account Number		Account Name	Amount
47.4073	47e	Improvements Other Than Bldg	$ 50,000.00
		Total	$ 50,000.00

STREET IMPACT (46), PARKS IMPACT (47), WATER IMPACT (56), AND PI IMPACT (58)

Request: Section A Upsizing (I-012, I-018, P-034, T-058b, W-007)

Source:

Account Number		Account Name	Amount
58.3870	58r	Contributions Fund Surplus	$ 180,000.00
47.3870	47r	Contributions Fund Surplus	35,000.00
46.3870	46r	Contributions Fund Surplus	96,000.00
56.3870	56r	Contributions Fund Surplus	125,000.00
		Total	$ 436,000.00

Use:

Account Number		Account Name	Amount
58.4073	58e	Improvements Other Than Bldg - (I-012)	$ 90,000.00
58.4073	58e	Improvements Other Than Bldg - (I-018)	90,000.00
47.4073	47e	Improvements Other Than Bldg - (P-034)	35,000.00
46.4073	46e	Improvements Other Than Bldg - (T-058b)	96,000.00
56.4073	56e	Improvements Other Than Bldg - (W-007)	125,000.00
		Total	$ 436,000.00

PUBLIC SAFETY IMPACT (43)

Request: Public Safety Impact Transfer for the 2014 STR Debt Service Payment

Source:

Account Number		Account Name	Amount
43.3870	43r	Contributions Fund Surplus	$ 34,762.00
43.3227	43r	Public Safety Impact Fees	$ 92,000.00
		Total	$ 126,762.00

Use:

Account Number		Account Name	Amount
43.4094	43e	Improvements Other Than Bldg	$ 126,762.00
		Total	$ 126,762.00

PARKS IMPACT (47)

Request: Muirfield Land Purchase Reimbursement

Source:

Account Number		Account Name	Amount
47.3870	47r	Contributions Fund Surplus	$ 695,525.00
		Total	$ 695,525.00

Use:

Account Number		Account Name	Amount
47.4090	47e	Transfer to Other Funds	$ 695,525.00
		Total	$ 695,525.00

PARKS IMPACT (47) AND CAPITAL IMPROVEMENT (42)

Request: Prior Amendment Correction for Cemetery Section B (T-057a, P-050, I-018)

Source:

Account Number		Account Name	Amount
42.3870	42r	Contributions Fund Surplus	$ 191,000.00
47.3870	47r	Contributions Fund Surplus	(191,000.00)
		Total	$ -

Use:

Account Number		Account Name	Amount
42.4073	42e	Improvements Other Than Bldg	$ 191,000.00
47.4073	47e	Improvements Other Than Bldg	(191,000.00)
		Total	$ -

GENERAL FUND (10) AND COMMUNITY REINVESTMENT AGENCY (44)

Request: Heber Light & Power Property Purchase

Source:

Account Number		Account Name	Amount
42.3870	42r	Contributions Fund Surplus	$ 876,000.00
44.3820	44r	Contributions From Other Funds	$ 876,000.00
		Total	$ 1,752,000.00

Use:

Account Number		Account Name	Amount
42.4090	42e	Contributions to Other Funds	$ 876,000.00
44.4050	44e	Land Purchases	$ 876,000.00
		Total	$ 1,752,000.00

CLASS C ROAD (49) AND CAPITAL IMPROVEMENT (42)

Request: Budget Transfer to Fund Sec A (T-058a) Transportation Project

Source:

Account Number		Account Name	Amount
49.3870	49r	Contributions Fund Surplus	$ 1,673,000.00
		Total	$ 1,673,000.00

Use:

Account Number		Account Name	Amount
49.4090	49e	Contributions to Other Funds (Fund 42)	$ 1,673,000.00
		Total	$ 1,673,000.00

Fund Balance Review for FY 2025: 3nd Budget Amendment
(Based on Budgeted Amounts)

	FY 2025 Beginning Fund Balance	Total Budgeted Revenue	Revenue adjustments	Total Budgeted Expenses	Proposed Amendment	FY 2025 Estimated Ending Fund Balance
General Fund (10)	7,058,448.00	15,891,834.00	-	15,891,834.00	470,937.00	6,587,511.00
TAP Tax Fund (23)	444,937.00	600,000.00	-	600,000.00	22,500.00	422,437.00
General Capital Fund (42)	3,335,905.25	1,451,000.00	3,068,525.00	4,655,000.00	2,801,300.00	399,130.25
Public Safety (43)	89,166.00	74,641.00	92,000.00	128,238.00	126,762.00	807.00
CRA (44)	47,151.00	-	876,000.00	20,000.00	876,000.00	27,151.00
Street Impact (46)	2,920,646.00	755,851.00	-	3,174,658.00	96,000.00	405,839.00
Parks Impact (47)	4,446,638.00	1,214,117.00	-	4,746,000.00	589,525.00	325,230.00
Water Impact (56)	4,613,140.00	796,897.00	-	306,752.00	125,000.00	4,978,285.00
PI Impact (58)	1,203,522.00	318,904.00	-	430,077.00	180,000.00	912,349.00

Note: Fund 42 received a $695,525 transfer from Parks Impact to reflect a reimbursement for a land purchase in a prior year, $700,000 for a property sold in current year and a $1,673,000 interfund transfer from Class C Road Fund for transportation projects.

Heber City Council Staff Report

MEETING DATE: 3/18/2025
SUBJECT: Acceptance of Plaza Design, Programming & Management Plan
RESPONSIBLE: Matt Brower
DEPARTMENT: Administrative
STRATEGIC RELEVANCE: FY '26 Council Priority

SUMMARY

The Plaza Design, Programming and Management Plan (i.e. Plan) was completed by the Destination Development Association. The lead consultants were Roger Brooks, a world-renowned urban planner, and Kerri Smith, a successful practioner of downtown redevelopment. The Plan was developed with the intent of transforming the Main City Park into a plaza, a cornerstone of Heber City's vibrant downtown, blending recreation, commerce and culture in a way that supports both the local economy and the quality of life. The Plan provides a "thoughtfully designed space" that is intended to "provide a year-round destination for residents and their visitors while serving as a hub for activity, connection and economic opportunity."

The next step in the Envision Central Heber initiative, adopted in 2023, to transform the downtown into a destination for locals and visitors, is to ***accept*** the submitted Plan from Destination Development Association. This action of the City Council will authorize staff to begin investigating the funding strategy for completing the design of the "Plaza."

RECOMMENDATION

Recommend Heber City Council ***Accept*** the Plaza Design, Programming and Management Plan for the Heber City Park. Further, to request staff seek Council's review and consent of funding strategie(s) and input on major milestones of the project.

BACKGROUND

In 2020, the Heber City Council adopted the Envision Heber 2050 General Plan update. The plan was based on significant public input and community involvement, which clearly indicated residents' support for a revitalization of Heber's downtown into a vibrant, dynamic place for locals and visitors. In 2023, the Heber City Council adopted the Envision Central Heber initiative, which focused

on specific details of the downtown transformation.

In late 2023, the Heber Valley Tourism, Economic Development and Chamber of Commerce entered into a contract with Destination Development Association to develop the Plaza Design, Programming & Management Plan; and the Parking Solutions & Downtown Business Mix plans for Heber City. After these plans were submitted to the City in the early fall of '23, Heber City held an open house at the City's Main Park on Highway 40. This open house was held on Monday, October 21, 2024, from 11:00 a.m. to 2:00 p.m. and 5:00 p.m. to 8:00 p.m. A second open house was held on Wednesday, January 8, 2025, from 6 to 8:00 p.m. in the PD community room. The focus of the second open house was to seek community input on the initial path of the C-Street pedestrian alley.

The Heber City Council, during their January 2025 annual retreat, identified the Plaza Design, Programming & Management Plan as one of the City's strategic and budget priorities. Staff were instructed to seek Council's acceptance of the Plan at a forthcoming Council regular meeting.

Phase 1 of the Parks transformation commenced in the spring of '24 with construction of the Main Stage and conversion of 200 South between Hwy 40 and 100 West into a festival street. Work on Phase 1 is expected to be completed by May 1, 2025.

DISCUSSION

The Plaza Design, Programming & Management Plan provides a detailed blueprint for elevating the City's Main Park on Hwy. 40 into a cornerstone of the City's plan to provide a year-round destination for residents and visitors while serving as a hub of activity, connection and economic opportunity. The plan includes detailed information on the following topics:
1) The Vision behind the Plan;
2) Plaza Design;
3) Development Costs;
4) Safety--Traffic Calming, Safety Crosswalks;
5) Timelines and Phasing;
6) Operations;
7) Programming;
8) Programming Calender;
9) Parking;
10) Ownership, Governance & Staffing;
11) Marketing;
12) 5-Year Budgets and Proformas.

Development of the Plaza is a multi-year undertaking. The phasing plan, found on page 62 of the Plan, includes the following proposed phases:
Phase I: The Main Stage--to be completed in 2024.
Phase II: Architecture & Engineering --2025

Phase III: The Trail Head Center--2026
Phase IV: Underground Services --early 2027
Phase V: Hardscape Surfaces--second half of 2027
Phase VI: Jewel Boxes and Portable Commerce, Landscaping--2028
Phase VII: Skate Trail and Splash Pad Trail--2028
Phase VIII: Plaza Shops on Main--2029

Running simultaneously with the Phasing plan is the commencement of the Programming Plan. The Heber City Council has identified the Community Alliance of Main Street (CAMS) as the organization best suited to partner with the City to program the Plaza with events and activities. Staff anticipates presenting an agreement to the Council in Q2, which will detail the obligations of Heber City and CAMS as to the programming of the Plaza.

Another item needing to be wrapped up over the next few months is finalizing the branding for the Plaza. The Plan uses the "Trailhead Plaza" and "C-Street Trail." Staff intends to bring back formal recommendations to the Council in Q2.

FISCAL IMPACT

The Plaza's approximate development costs are found on page 59 of the Plan. Costs sum to $23,225.00. Funding sources would be derived from a diversified capital stack, including park impact fees; TAP tax; Fund 42; grants; sponsorships; and tax increment derived from the CRA. It's also anticipated that the Plan would be phased and built as funding resources become available. Staff have also identified opportunities for the City to complete some of the work , such as earthwork, flat work and utilities installation, to save costs.

The next step is to complete architecture and engineering, whose costs are estimated at 10% of total development costs-$2,043,000.

CONCLUSION

Staff is seeking Council's ***acceptance*** of the Plaza Design, Programming & Management Plan. This action would authorize staff to begin the process of identifying funding for the second phase of the project, which is completion of the architectural and design work for the Plaza.

ALTERNATIVES

1. Approve as proposed
2. Approve as amended
3. Continue
4. Deny

POTENTIAL MOTIONS

Alternative 1 - Approval - Staff Recommended Option

I move to **approve** the item as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 - Approve as Amended

I move to **approve** the item as amended, as follows.

Alternative 3 - Continue
I move to **continue** the item to another meeting on , with direction to the applicant and/or Staff on information and / or changes needed to render a decision, as follows:
Alternative 4 - Denial
I move to **deny** the item with the following findings.

ACCOUNTABILITY

Department: Administrative
Staff member: Matt Brower, City Manager

EXHIBITS

1. HCPlazaPlan1217 (2)
2. CC Priorities and Action Register Updated 022125











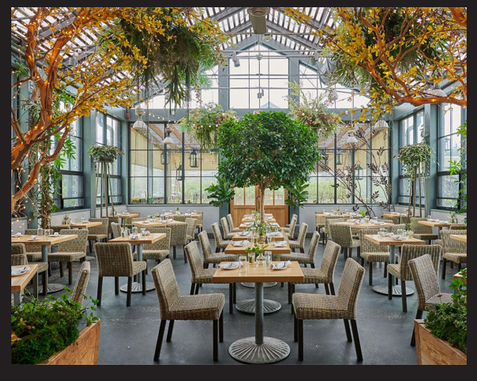












Plaza Design, Programming & Management Plan

Heber City, Utah























HEART OF THE WASATCH BACK

HEBER CITY

EST 1889

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WELCOME



Heber City's Community Living Room

Trailhead Plaza is set to become a cornerstone of Heber City's vibrant community, blending recreation, commerce, and culture in a way that supports both the local economy and the quality of life. Centrally located in downtown Heber City, this thoughtfully designed space will provide a year-round destination for residents and their visitors while serving as a hub for activity, connection, and economic opportunity.

A Year-Round Destination for All Seasons

Trailhead Plaza is designed to be active and engaging throughout the year. In winter, a 12,000-square-foot ice skating trail will serve as a unique attraction, offering 100 days of fun and family-friendly activity. Special winter programming, from holiday-themed events to skate nights, will add to the charm and vibrancy of the plaza during the colder months.

As the seasons change, the skating trail will be re-imagined for warm-weather activities such as roller skating, strolling, trike days, and more. Complementing this, late spring, summer and fall months will bring 200 days of programmed activities that include:

- Life-size games such as chess, Jenga, climbing walls, and a host of other activities sparking fun and interaction for visitors of all ages.
- A musical art park, featuring interactive installations that blend creativity, play, and sound.
- Yoga in the park, fitness classes, and wellness activities to promote healthy lifestyles.
- An interactive splash pad trail for summer fun.
- The existing playground and regularly refreshed weekly activities will keep plaza visitors coming back for new experiences, which will change every couple of week.

Trailhead Plaza will truly be a space where the community can gather, play, and thrive, no matter the season.

Creating Opportunity Through Commercial Space

An integral part of the Trailhead Plaza vision is the development of eight commercial retail spaces along Main Street. These spaces will not only act as a buffer from highway traffic but will also create valuable opportunities for local entrepreneurs, artisans, retailers, and restaurants to establish a presence in the heart of Heber City. Designed with small, flexible layouts, these spaces will cater to a variety of businesses, ensuring accessibility for start-ups and established enterprises alike.

The inclusion of these retail spaces will enhance downtown's vitality, offering visitors a dynamic mix of shopping, dining, and services. By drawing more people to downtown, the commercial spaces will play a pivotal role in supporting Heber City's local economy.

The Jewel Boxes: Launchpads for Small Business Success

Adding to the plaza's entrepreneurial spirit will be a dozen Jewel Boxes, permanent structures inspired by the successful shop model in Bryant Park, New York (bottom right). These incubator-style spaces will provide start-ups and small businesses with affordable, high-profile locations to launch and grow. Designed for flexibility, the Jewel Boxes will allow artisans, makers, and entrepreneurs to bring their unique offerings to Trailhead Plaza, enhancing the plaza's appeal as a retail and cultural destination.

These Jewel Boxes are more than just retail spaces—they are a commitment to fostering local innovation and entrepreneurship, ensuring that Heber City continues to be a place where small businesses can thrive.

A Downtown Designed for Success

A vibrant downtown is defined not only by its attractions but also by the consistency and accessibility of its businesses. To ensure Trailhead Plaza achieves its full potential, it's critical that the majority of businesses remain open seven days a week and extend their operating hours into the evening. This aligns with the vision for the plaza as a place where activity thrives day and night, providing a vibrant atmosphere, particularly after work, after school and on weekends.

To support this goal, CAMS (Community Alliance for Main Street), who will contract with the City for operation and programming of Trailhead Plaza, will implement leases with all businesses operating on the plaza to mandate hours of operation aligned with Trailhead Plaza's programming.

By creating synergy between the plaza's activities and the surrounding businesses, Heber City and CAMS can deliver a seamless, lively experience that keeps visitors engaged and downtown bustling.

Building a Legacy for Heber City

Trailhead Plaza is more than a development—it's a transformative project that will redefine the way residents and visitors experience Heber City. By combining year-round activities, innovative retail spaces, and opportunities for local entrepreneurs, the plaza is set to become a catalyst for economic growth and a source of pride for the community. With its emphasis on community connection, entrepreneurial opportunity, and vibrant downtown living, Trailhead Plaza is poised to serve as the heart of Heber City, creating a legacy of connection, creativity, and prosperity for generations to come. This plan covers the design, programming and management of Trailhead Plaza: Heber City's incredible vibrant community living room.





HEBER CITY'S TRAILHEAD PLAZA

1 - The Grand Entrance (Trellis and decorative pavers)
2 - More than 100 shade trees
3 - 200 South, one way heading west from Main
4 - Decorative paving
5 - Pop-up bollards for closing the street for events
6 - 12' to 14' wide sidewalks
7 - The Main Stage
8 - Main Stage Patio area
9 - The existing bandshell
10 - The Market Trail (the plaza can accommodate up to 100 vendor booths) Shown are 10'x10' pop-up booths
11 - Large fire pit
12 - The Majestic Lawn and raised berm
13 - Anchors on 20' centers for the use of tents and other structures on the Majestic Lawn
14 - Jewel Box kiosks
15 - Picnic shelters
16 - Playground
17 - The Splash Pad Trail
18 - The signature Skate Trail & islands
19 - Historical monument
20 - The Trailhead Center
21 - Drop-off, pick-up center
22 - Food trucks or market vendors
23 - 50 to 100 tables, 200 to 400 chairs, Catalina-style shade umbrellas
24 - A dozen bike racks scattered throughout the plaza
25 - Movable trees in raised insulated planters
26 - Viewing benches, seating areas
27 - Raised speed island crosswalks (traffic slowing)
28 - Shops on Main (25'x25')
29 - Shops on Main (40'x40')
30 - Future traffic calming along Main Street (Hwy. 40)
31 - Diagonal crosswalk from Dairy Keen
32 - Flat brick-paver surface area for dining, activities, games



Welcome to Heber City's Trailhead Plaza - Utah's best "Community Living Room," and the second of several initiatives implementing the Envision Central Heber 2050 plan as adopted by the City in 2023.

The "Trailhead" theme embodies Utah's gateway to premier outdoor experiences, welcoming adventurers into an ever-changing landscape of trails, events, and recreation. As both a starting line and a finishing point, it encourages visitors to set out, explore scenic mountain biking routes, thrill on ATV paths, and return, fulfilled, to share their stories. With the "Trailhead" guiding their journey, travelers are invited to immerse themselves in the natural beauty and vibrant outdoor culture that defines the region.

Wasatch County's WOW Trail and popular systems like Coyote Canyon and Dutch Hollow offer exceptional biking, while hundreds of ATV routes and top-tier cross country skiing at Soldier Hollow attract year-round adventurers.

Recognized as Utah's snowmobile capital, the area also hosts renowned cycling events. With four local bike shops and multiple outfitters, the "Trailhead" embodies the community's dedication to vibrant, active recreation.

Today, Heber Valley and the "Wasatch Back" is well known for its recreational trails throughout the valley and throughout the eastern side of the Wasatch Mountains.

In fact, Sofia Gomez Villafane, an Argentine native and world-class cross country and cyclo-cross cyclist, now calls Heber City home. In 2021, she became the first female mountain biker to compete in the Olympics for Argentina since 2004.

No wonder she chose Heber City as her home, with more than 400 miles of scenic easy rides to challenging and pulse-pounding trails. Located within minutes of Heber City, this area of Utah has become the state's top cycling destination outside the slick rock biking of Moab.

The incredible trails here accommodate horseback riding, scenic hiking and running trails, mountain biking, cross-country skiing, as well as off-road vehicle trails. There are boardwalk trails, birding trails and, of course, the famous, world-class Soldier Hollow Trail System.

And the "trails" theme also includes trailblazers like Jim Fosgate who pioneered surround sound, creating an entirely new movie-going experience whether at home or at the local theater.

Heber Valley Artisan Cheese at the Kohler Creamery has blazed new trails in the dairy industry by crafting award-winning cheeses, beating out top competitors in the industry.

In town, Trailhead Plaza will be home to the Skate Trail, a 700 foot long trail featuring ice skating during the winter months and roller skates and other activities the remainder of the year.

Next to the Skate Trail will be the Splash Pad Trail, an arching water fountain kids (and adults) can run through during the summer months.

Not only that, but Heber City has been working hard on developing in-town trails so that every part of the city has easy access via walking and biking trails. Trailhead Plaza, itself, will accommodate bikers with more than half a dozen artistic bike racks placed throughout the plaza. Various events throughout the year will also take place on the plaza, promoting the incredible biking and hiking trails found in this stunningly beautiful area of Utah, often referred to as "Heber Valley" and the "Wasatch Back."

If you visit the area and don't have a bike handy, or are not familiar with the area, not to worry, there are guide services, bike rentals and all the equipment you'll need, with two of the area's bike shops located within a two-minute walk of Trailhead Plaza.

In addition to the physical trails, Heber City is a fantastic place to forge your own path or trail - in life and in business. The quality of life here is simply unmatched and Trailhead Plaza is a key ingredient to making Heber City one of the West's true success stories.

Core to this effort is the creation of a true pedestrian-only downtown district (C Street Trail), a three-block dining and shopping district, anchored by a year-round fun-filled, interactive plaza - Heber City's community living room.

As you explore the plaza plan (opposite), you'll see that it includes the Majestic Lawn - more than an acre of well-manicured lawn for picnics, watching stage productions, and simple relaxation. It is joined by a raised lawn area (or berm, next to the Skate Trail) making it easy to see stage shows from across the Majestic Lawn.

The Main Stage will be completed in early 2025. It will host concerts, local bands, dances, stage plays, yoga and exercise classes, cooking demonstrations and a host of other cultural experiences year round.

Trailhead Plaza will continue to be home to one of Utah's best public markets, every Thursday during late spring, summer and early fall. And, of course, it will be home to other amazing events such as the annual "Back to the 50's Car Show," a not-to-be-missed extravaganza.

The Skate Trail is one of the most unique skating experiences of its kind in North America, with nearly 20,000 square feet of ice during the winter months, with the ability to skate around beautifully landscaped and well-lit islands.

The Skate Trail will be open year round, converting from ice skating to roller skating and roller blading, and a number of other activities changing by day, hour and week. Just below the Skate Trail is the Splash Pad trail, with more than 60 jets of water, creating a water tunnel kids (and adults) can run through, with jets of water underfoot. A fantastic way to cool off during the warmer summer months.

The Playground, already in place, is next to the Splash Pad Trail, and the existing historic monument will remain in place on the corner of Main Street and 300 South.

Throughout the plaza will be pop-up vendor tents, a dozen "Jewel Box" vendor booths, and permanent shops that you see along Main Street.

The "Shops on Main" will each range from just over 600 square feet to 1,600 square feet and will accommodate various food services and retail shops.

Trailhead Plaza will become the City's "business incubator," allowing for start-up businesses to grow from being a weekly farmers market vendor, to a fixed kiosk (the Jewel Boxes), to a larger structure (The Shops on Main), and from there into fixed retail space along the pedestrian street (C Street Trail) to be developed just north of the Main Stage.

The 6,300 square foot Trailhead Center is the life-blood of the plaza and will be home to:
- Public restrooms, including three family changing rooms
- Visitor information and scenic train ticket sales
- Lockers
- Historical displays
- A gift shop
- Check-out services for games and activities
- Offices for plaza staff, security, skate and equipment rentals, Zamboni and other amenities.

You can see the drop-off area in front of the Trailhead Center for buses, handicap access, delivery, and transit vehicles.

The "vault" (basement) below the Trailhead Center will be where the water and ice management is located for the Splash Pad Trail and the Skate Trail, and other on-plaza utilities such as lighting, water access, and security.

Placed throughout the plaza will be five picnic shelters, each housing two picnic tables. In two locations, picnic shelters are placed next to each other to accommodate larger groups. Additionally, 50 to 100 tables, each seating four people, with Catalina-style shade umbrellas are scattered throughout the plaza. Each of the Shops on Main will also provide their own outdoor seating in patio areas.

Trailhead Plaza will be beautifully landscaped, and will grow from less than 40 trees currently, to more than 100 shade trees. These will be lit during the winter months and every night, and will create ample shade during the warmer summer months. These trees will be deciduous trees, providing spectacular fall-color each September and October.

One of the key ingredients to Trailhead Plaza is that there will always be at least ten different interactive activities on the Plaza, year round, available for plaza guests. These activities will include giant chess sets, foosball and ping pong tables, hoola hoops, percussion musical instruments, the splash pad, playground, Skate Trail, giant Four-to-Score games, giant Jenga blocks, Imagination Playground, portable climbing wall, badminton, and a host of other activities and events throughout the year.

Activities on the Plaza will change every couple of weeks throughout the year so that local residents will always find something fun, educational, or fitness-inducing to do every time they visit the Plaza.

During inclement weather, the Majestic Lawn includes in-ground anchors so that large tents can be set up for seasonal events such as a Christmas Village, holiday shops, Trunk-or-Treat events, in-tent on-stage concerts and choirs, and other events and activities.

Surrounding the plaza, sidewalks along 100 W and Main Street will be widened to between 12 feet and 14 feet to create easy and safe access to the Shops on Main (access from both the Main Street side and the plaza side) and to the vendor booths along 100 W during market events.

While dogs would not be allowed on the Plaza, the wider pedestrian-friendly sidewalks will make it easy to walk your dog (or a stroller) around the plaza, in a safe, well lit and beautifully landscaped "trail."

The Trailhead Plaza was designed from extensive research of dozens of other programmed gathering areas (plazas and city squares) taking the very best from what we have learned, so that this plaza will become the best of the best and a benchmark for other communities throughout North America to emulate.

As you read through this plan, we zoom in on areas of the plaza and provide specific details for development and programming.

Welcome to Utah's best community living room and the creation of a true "sense of place" for Heber City. This is the keystone project to a vibrant, successful, and people-oriented downtown and a fantastic place to spend time.

Welcome to Heber City's Trailhead Plaza.



THE PROCESS

In April of 2024, Heber City, working with the Heber Valley Chamber of Commerce, Economic Development and Tourism, contracted with the Destination Development Association (DDA) to help plan and implement the City's Envision Central Heber 2050 Plan.

Included in this assignment was the creation of a "Plaza Design, Programming and Management Plan," this document, plus address parking in a separate document, "Heber City Long Term Parking Plan."

Additionally, the DDA was charged with coming up with a recommended list of business types that would thrive and become core to a pedestrian-friendly, intimate, shopping, dining and entertainment destination - the future C Street Trail, which would extend from the north side of the Trailhead Plaza's Main Stage to City Hall in the historic Tabernacle.

The latter will also be in a separate document, so that this one will concentrate on development of the Plaza, the keystone development (along with the Main Stage) to Heber City's 2050 plan.

Funding for the development of these three projects was provided by the State of Utah.

THE DESTINATION HEBER CITY TEAM

The first order of business was the creation of the "Destination Heber City Team," a group of local stakeholders that would provide input as the DDA team moved forward with the design and programming of the plaza.

The word "Destination" is NOT just about tourism. This effort is about making Heber City an even better "destination" for starting, moving or growing a business, an even better destination for raising a family, and yes, as a better destination for visitors.

This effort and this project, in particular, is 100% exclusively for the residents of Heber City. When it comes to tourism, the number one reason people travel is to visit friends and family. Won't it be great that when you host visitors, you'll be able to keep them in town, spending time with them in your own community living room: Trailhead Plaza.

The Destination Heber City Team included:
- Yvonne Barney - Heber City Council Member
- Tom Bonner - Wasatch County Parks & Recreation
- Jessica Broadhead - Heber Valley Tourism
- Matt Brower, City Manager - Heber City
- April Estel - Heber City business owner
- Dustin Grabau - County Administrator - Wasatch County
- Phil Jordan - Heber City Planning Commission

- Matthew Kennard - Heber City Public Works
- Dallin Koecher - Heber City Chamber & Econ. Dev.
- Tony Kohler - City of Heber City Planning Department
- Mark Nelson, County Commissioner - Wasatch County
- Scott Phillips - Heber City Council Member
- Mark Rounds - Heber City Parks & Cemetery
- Jeremy Smith - Heber City Business Owner
- Tom Stone - Downtown Property Owner, CAMS president

PUBLIC OUTREACH

We also reached out to the property owners located across the street or kitty-corner to the plaza, so they could provide input and express concerns they might have. Those concerns were addressed in the final plan for the plaza.

During the summer months of 2024, Roger Brooks presented the idea of a public plaza to Heber's City Council during a regularly scheduled council meeting, to the Chamber of Commerce/Tourism Board, and to the Destination Heber City Team. Enthusiasm was very high for creating a family-friendly gathering place and an actual beginning for the creation of a true downtown.

THE DDA TEAM

The Destination Development Association team was lead by Roger Brooks, who founded Roger Brooks International in 1981 and later founded the DDA. Roger is a well-known urban planner and subject matter expert on programmed plazas, downtown development and revitalization, tourism, and place branding. Over the years he, and his team, have worked with more than 2,700 communities in 45 U.S. states, across Canada, in Western Europe and Scandinavia.

Roger is one of the nation's leading experts on the design, programming, and management of public squares and plazas.

His team researched more than 2,000 downtowns and downtown districts across the U.S. and Canada, located 400 of the most successful, and then researched each, coming up with "The 20 [Most Common] Ingredients to a Successful Downtown."

Roger has worked in more than 70 communities in Utah alone, and in 2017 he performed a "Community Assessment" of the Heber Valley. He has been the keynote speaker, several times, at the state's annual Governor's Conference on Tourism and other events throughout Utah.

Robert Scott has worked with Roger for more than 20 years and, together, they have worked on projects across the U.S. A Utah resident, Robert spent a considerable amount of time working in Dubai and the United Arab Emirates on world-renowned projects such as the Palm Islands and other major projects. He's the team lead on the site planning you see here and throughout this document.

Keri Smith, as we found out when working in Caldwell, Idaho, "is a force to be reckoned with." Not with the DDA team at that time, Keri was a part of the Destination Caldwell Team assembled when contracted to create a "Branding, Development & Marketing Action Plan" for the City of Caldwell. Upon it's completion, Keri was hired by the City to implement it. She was the lead on creating the non-profit "Destination Caldwell," and then taking the idea for a plaza, through design, actual development, funding it, to operating and marketing the completed Indian Creek Plaza. She has been the "boots on the ground" lead from its inception all the way through a total downtown restoration and redevelopment. Without her effort and determination, Caldwell would likely be like it was when we first created the plan - a dying downtown with little hope for future revitalization.

As part of this effort, a contingent from Heber City made the trip to Caldwell, and over a couple of days, walked the downtown, explored the plaza (and its development), and got to see what it has done for the City of Caldwell.

Keri's work is featured in this plan, assembling revenue sources and funding options, operations, operating proformas, staffing including job descriptions, and programming, insurance and other issues, tackling the actual operations of the plaza as it's being developed and once fully developed.

RESEARCH

First and foremost was researching what other similar projects have done: finding out what the cost of development was, challenges, site selection, selling the idea locally, design and construction, and then operations. We asked what worked, what didn't, what they would do differently if they could start again, the pitfalls, the challenges, marketing, staffing and volunteer development, insurance, and programming.

The most extensive plaza research done, to date, was done by the DDA Team. The research included learning from 100 programmed plazas - big and small - in the U.S. and Canada. From this, the DDA team was able to design and program what will be one of the best plazas in North America: Trailhead Plaza in Heber City.

The research also addressed traffic calming, public parking, emergency and delivery access, and a host of other topics relating to downtown and plaza development.

Roger spent time with High Valley Transit to help address parking issues, and the possibility of shuttles, for larger events, from areas west of downtown to the plaza so that off-site parking could be in the mix for 30, or so, larger events each year.

The DDA team also looked at the business mix in the aforementioned research, by population, to find the perfect business mix in a pedestrian-friendly intimate setting.

We then paired that list with businesses already in Heber City to determine which would do well in the future C Street Trail or "downtown core." Over time, the goal would be to help attract these businesses into the new downtown core area, where their sales would dramatically increase, while creating a true intimate shopping and dining experience.

Finally, the DDA team also looked at Heber City's current growth patterns, demographic and psychographic data (lifestyle), and competitive and comparative analysis to determine future capacity for downtown and the plaza's development, which was ultimately designed to accommodate the projected local population in 2030 up to 2050.

We have chosen not to include the considerable volume of research documentation into this plan so that this remains an "Development and Operational Plan" - a To Do list format with cut-to-the-chase recommendations.

INITIAL CONCEPTS

With the research and public outreach efforts finalized, the DDA Team developed three different site-plan concepts and then shared those with the Destination Heber City Team, seeking input from them.

The input we received was extremely valuable, and extensive, with a lot of questions asked during the process and issues that needed to be addressed.

From that, the plan you see, opposite, was developed, and we included nearly every suggestion or idea we received from the Destination Heber City Team.

During this "planning phase," Keri and the DDA team spent a considerable amount of time speaking, one-on-one with community members, local businesses, and city officials, to make sure the final plan would address all concerns or challenges posed by development of the project.

OPEN HOUSE & PRESENTATIONS

During the month of October, 2024 Roger, Keri and Robert returned to Heber City and presented the final plan to the City in a joint Planning Commission and City Council meeting which was well-attended by interested citizens.

The plan was also showcased at two open-house events on the future Majestic Lawn in front of the Main Stage. Both of these were also well-attended.

The final plan was presented to the Destination Heber City Team, and then at the local Chamber of Commerce luncheon meeting, which was also very well attended.

While there were questions about the development of the C Street Trail (pedestrian retail district), all audiences were very receptive and eager to see the plaza come to fruition.

Finally, the plan was presented to CAMS, the Community Alliance for Main Street.

WHAT'S NEXT?

A tremendous amount of time and effort went into the creation and development of this plan and is so detailed.

The goal is to have Heber City's Council adopt the plan, as detailed in this document, with instructions for City staff and your partner, CAMS, to begin implementation.

Of course, there will be Council input throughout the process, particularly when it comes to funding options, supporting services (such as parking and utilities), and contracts for architectural and engineering (the next step after funding is secured), and operations.

The DDA Team recommends that the City retain ownership of the plaza, but that it contract with the Community Alliance for Main Street (CAMS), for $1 per year, to manage, program, and maintain the plaza with activities available at least 250 days each year. CAMS would, in return, work on ways to fund its operation, capital improvements, and programming without heavy subsidies from the City.

ENVISION CENTRAL HEBER 2050

The first phases for implementing the Envision Central Heber 2050 plan are as follows:

Phase I: 2024/2025 - The Main Stage
Phase II: 2025, 2026 - Trailhead Plaza development
Phase III: 2025 - Public parking accommodating 450+ spaces plus ground floor retail - planning
2026 - Actual parking deck development
Phase IV: 2025 - Planning for development for the C Street Trail retail and dining district.
2026, 2027 - Actual C Street Development



THE PLAZA OPERATIONAL OVERVIEW

Once funding has been put in place, the next step is securing architectural and engineering expertise to develop the construction drawings and final cost estimates for development of the plaza.

Over the following 32 pages you'll find close-up plan view sections of the plaza, with both details for programming as well as details for the architectural and engineering teams to include in the final site plan and construction drawings.

This plaza is meant to accomplish two primary goals:

1) Create a true "sense of place" for Heber City - a central gathering place for local residents.

2) To jump start downtown development - primarily on what will become the C Street Trail - a pedestrian-only walkway between Main Street and 100 W that will, over time, be full of boutique retail shops, eateries, and entertainment venues.

Where people consistently gather (at least 250 days a year), retail follows. The goal of the plaza is to bring local residents, and their visitors, into the plaza and from there, having them spend time (and money) on the C Street Trail.

According to the National Retail Federation, nearly 70% of all bricks-and-mortar shopping takes place after 4:00 pm.

TRAILHEAD PLAZA OPERATING HOURS

The Trailhead Plaza is accessible 24-hours a day (it will not be fenced off) but its primary operating hours will be from 10:00 am to 9:00 pm except on Sundays, when it would be open from 10:00 am to 7:00 pm.

The key hours, however, would be from 4:00 pm to closing. The plaza, and the future of downtowns, is where locals head after work, after school and on weekends.

LIGHTING AND SECURITY

Because the evening hours are so important, the plaza will be well lit (using 2700 warm light spectrum LED lighting), and also using string lights around each of the Shops on Main and perhaps around the Jewel Box booths.

Additionally, wherever there are lights there will be security cameras. There will be a security office in the Trailhead Center with monitors and an alert system letting plaza staff and the Heber City Police Department know of any challenges or mischief taking place on the plaza. There will be small signs in various locations around the plaza noting "Smile! You're on camera!"

It's very important to make the plaza feel safe and welcoming, at all times.

STAFFING HOURS
Most of the CAMS staff, who will be managing the plaza and downtown programming, will be working in the Trailhead Center, and there will be two employees there until 10:00 pm each day. Staff would work in staggered shifts with general office staff working from 9:00 am to 6:00 pm each day with an hour lunch break. Grounds staff (those working actually on the plaza) would generally work from 1:00 pm to 10:00 pm daily.

Some staff would work Tuesdays through Saturday, and others would work from Thursday through Sunday so that the Trailhead Center is open seven days a week (except for holidays) and there is staff available to manage the operations and maintenance every day of the week.

The Grounds Staff, working with local volunteers, will collect games and other activities, each evening, bringing them inside until the following morning.

VOLUNTEERS
One of the key ingredients to the success of Trailhead Plaza will be the recruitment of volunteers. These can range from high school and college students, to (preferably) retired or semi-retired individuals.

There would be a crew of 40 volunteers, working just two four-hour shifts each week. This would total 21 shifts during a seven-day week along a schedule such as:

9:00-1:00 Volunteer #1 10:00-2:00 Volunteer #2
1:00-5:00 Volunteer #3 2:00-6:00 Volunteer #4
5:00-9:00 Volunteer #4 6:00-10:00 Volunteer #5

With a schedule along the lines of this, there would always be two volunteers (except for the first and last hours each day) PLUS staff actually on the plaza during the primary operating hours. Volunteers will wear Trailhead Plaza shirts and coats so they are easily identifiable by plaza visitors. All would have walkie talkies so they can communicate with staff in the Trailhead Center in case of emergency or a cleanup situation.

Every volunteer is an "Ambassador" for the City, and their job is to make sure everyone spending time on the plaza is actually having a good time.

In many cities and counties, even city staff and elected officials donate just one four-hour shift per month. They are allowed to pick the shift of their choice, since in most cases, they are still working in other jobs. This actually creates a great opportunity, especially for elected officials, to actually connect, personally, with local residents and their families.

MAJOR EVENTS
Throughout the year, the plaza will host up to thirty (30) larger events, not including the weekly farmers market. For these events, volunteers are essential. Plaza staff or representatives of event producers would bring in their own volunteers or staff, and may contract with off-duty police officers to provide extra security and to help direct both vehicular and pedestrian traffic - particularly along Main.

PLAZA MAINTENANCE
As part of a management agreement with CAMS, each morning between 7:00 and 9:00, City staff would mow, edge, plant and maintain annual color. CAMS staff will be responsible for pressure-washing the paver and hard surface areas and the Skate Trail.

This work can either be contracted out, or performed by staff as identified above.

These hours would, of course, shift depending on the time of year, but the goal is the have the plaza look pristine every morning by about 10:00 am, and ready to host local residents throughout the day and evening hours.

The maintenance staff would consist of two full-time and other part-time positions; duties include plaza maintenance and building maintenance including floors, emptying trash, and cleaning the restroom every two hours.

Vendors in Jewel Boxes and the Shops on Main will be responsible for maintaining their buildings, including the seating areas they would have for their customers. CAMS should maintain in their operating budget a line item for larger building maintenance needs.

SKATE TRAIL CLOSURES
During the ice skating season, extra volunteers or staff will actually be on skates, making sure everyone on the ice is safe and has someone immediately available to help in case of a fall. We recommend a skate attendant that can teach new skaters the basics of skating and safety.

For one week each fall, the Skate Trail would be totally closed so that it can be set up and ice developed for the season. The Skate Trail would also be closed for a week in early spring to have the ice and padding removed.

Other than those two weeks, the Skate Trail would be open year round. That being said, one morning each week, during the growing season (and fall cleanup) the Skate Trail would open at 10:00 am instead of 9:00 so that ground crews can pressure-wash the surface and provide landscape maintenance on each of the islands. This work would generally take place from 7:00 am to 10:00 am.

TRAILHEAD CENTER
The Trailhead Center will have an open-office concept with desks and seating for four to six people (about 1,200 square feet) behind a walk-up counter. This is where staff can offer visitor information, sell Heber Valley Railroad tickets, concert tickets (for ticketed events), and visitors can seek help, if needed. They can also work with High Valley Transit's Micro Transit drivers to provide transportation home for plaza visitors, as needed or will work with shuttle busses during larger events where off-site parking is used.

The trailhead center will also offer logo gear and other items in a small gift shop (about 400 square feet or 20'x20'); purchases can be rung up at the counter.

There will also be an additional 400 square foot area (about 20'x20') for historical displays, educating visitors (and locals alike) about Heber C Kimball, the WOW Trail (and others), and other historic information about Heber City and the Valley.

There will be about 100 square feet set aside for visitor information brochure racks, which will provide trail maps, video displays and guides to visiting Heber City and the Valley. This would not have to be staffed, counter staff will be well-versed in offering Heber Valley information.

The Center will also include public restrooms with ten stalls per restroom, five sinks or washing stations, and three additional family changing rooms, which will be important for families after kids are done playing in the splash pad, or to provide changing tables for infants.

Behind the front desk will also be a microwave so that feeding bottles can be warmed during the colder winter months. The Center will include two drinking fountains/ water bottle filling stations.

There will be a separate Rental Counter and room (close to the restrooms) that will house ice skates, roller skates with helmets and knee pads (rented as a kit), roller blades, and scooters. There will be a 12 foot wide hallway next to the rental counter with benches and approximately 100 lockers so that guests can lock up purses, shoes and other valuables while they spend time on the Skate Trail or the Splash Pad Trail.

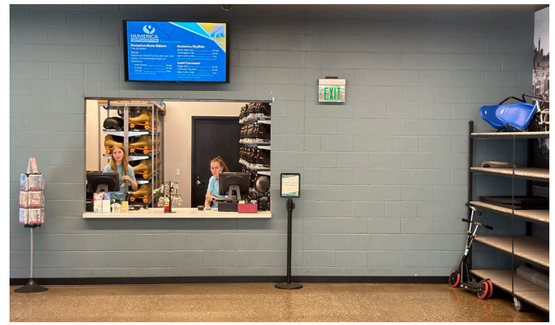
This office would be staffed with one to three people, depending on peak times and would include a cash register and computer; something along the lines of what you see pictured, in Riverside Park in Spokane.

A list of activities and games that can be checked out (with photos) will be posted here and as plaza guests check out items such as chess, badminton paddles and shuttlecocks, etc., ID's are left at the desk and then returned when the checked-out items are returned. There would be no charge to check out games and activities.

There will also be a Volunteer Lounge and changing room of approximately 625 square feet (25'x25") that includes a microwave and refrigerator, kitchen counter with sink, tables and chairs for dining, and a couch and other seating areas. There would be a digital screen with the schedule on it, as well as charging stations of phones and walkie talkies (two-way radios).

The Trailhead Center will also have an office in the "vault" (or basement) for maintenance staff. This would include a scheduling board, restroom/changing room, and two desks for the Maintenance and Grounds Manager.

The Center will include about 6,275 square feet of main floor space: Main office @ 1,500 s/f, Gift shop @ 400 s/f, Historical displays @ 400 s/f, Visitor info @ 100 s/f, Restrooms and changing rooms at 1,200 s/f, Rentals and check-out counter @ 600 s/f, Staff and volunteer lounge at 625 s/f, Zamboni garage and ice dump @ 750 s/f, and approximately 1,000 square feet of common areas.















TREES & LANDSCAPING

One of the very top priorities for Trailhead Plaza is to make it as much a "park" as it is a "plaza." This means that it will be a stunningly beautiful place to spend time.

Plans call for more than 100 trees to be planted throughout the plaza, most of them deciduous trees, creating a beautiful fall color season and ample shade during the summer months. They are easy to light up during the winter holiday season.

While the street-front trees will be planted flush with the ground, most of the trees within the plaza will be planted in insulated raised planters about 18 inches high, creating curved seating areas surrounding each tree or raised planter (see bottom photo). The trees would be planted in tree grates, below ground, to keep the roots from, over time, uprooting plaza and lawn areas.

For each tree planted in a raised and below-ground planter, there will be approximately 3 feet of space around the tree for the plantings of annual color. This buffer keeps the roots from freezing during the cold winter months.

The three trees you see on the left side of the Majestic Lawn would be planted in insulated tree crates that can be moved with a fork lift as needed. All others would be in fixed locations.

Additionally, the Shops on Main would be encouraged to use hanging baskets, and to "wrap" their outdoor seating areas in raised planters with annual color and perennials.

Thoughout the plaza, the goal is to also include large pots in various areas (see photo second from bottom) creating seating alcoves and seasonal color.

The hard surface areas would use either decorative pavers or stamped concrete using earth-tone colors - without the surface areas looking like asphalt or standard uncolored concrete.

Flat surfaces will be easy to maintain and will include storm drainage to an underground 5,000 gallon tank, where rain water and cleaning water can be reused for irrigation of the landscaped areas.



The two photos (below and above) show what the Shops on Main can do to create patio dining areas that are beautifully landscaped. If you look at the plaza plan, to the right, and the rows of trees along the Market Trail (where the pop-up booths are located), imagine those trees, in two rows, like you see in the bottom photo, with seating height raised planters and surrounded by annual color. All three of these photos were taken at Whistler Resort in British Columbia.







OVERALL THEME & WAYFINDING

As detailed in the Introduction, the overall theme for Trailhead Plaza revolves around a pedestrian-friendly walking and biking experience: a trail theme.

This dates back to the early pioneers, and even the Native American tribes who called this area home. In recent times, the "Wasatch Back" or the eastern side of the Wasatch Mountains, and the entire Heber Valley area, has been heralded as one of the top hiking and mountain biking destinations in Utah.

With more than 400 miles of trails in this alpine area of Utah, there is a multitude of trails for every skill level including: hiking, mountain biking, photography, wildlife viewing, UTV riding, horseback excursions.

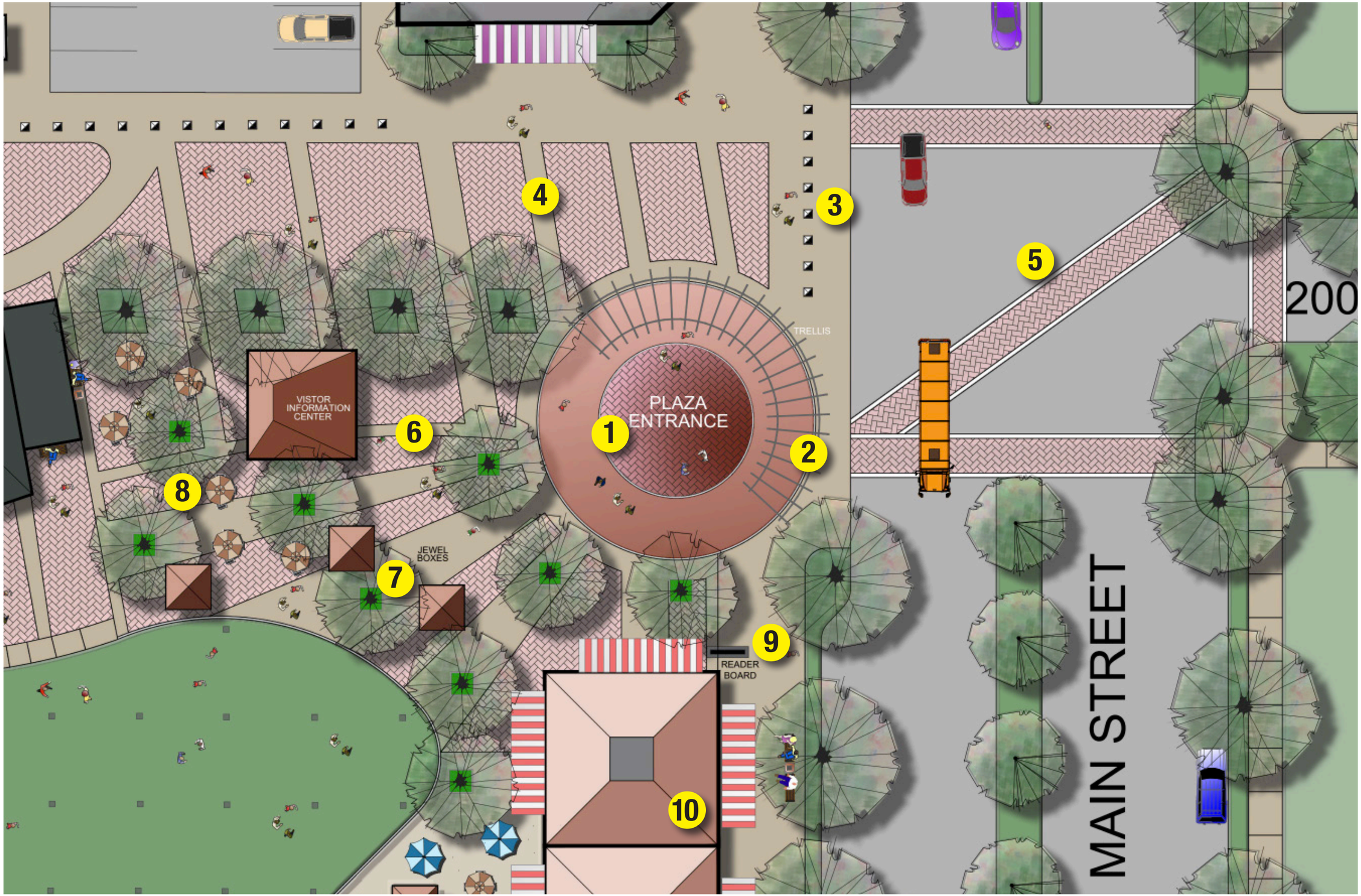
Closer in to Central Heber, there are two bike shops within a two-minute walk of the plaza, and the city has been working hard on making the suburban and urban areas of the city bike- and pedestrian-friendly.

While biking ON the plaza is not allowed, for safety reasons, there will be more than a dozen artistic bike racks placed throughout the plaza.

The on-plaza pedestrian wayfinding signage will also take on a trail theme, helping direct plaza guests to the Skate Trail, the Splash Pad Trail, the Market Trail (farmers market and other market events), and to the Trailhead Center.

Throughout the plaza there will be approximately a dozen directional signs (wayfinding) along the lines of what you see below with distances and walking times to each destination. This example is from Riverfront Park in Spokane, Washington. The wayfinding system will include directions to an ATM machine, restrooms, and visitor information (in the Trailhead Center), the Skate Trail, picnic shelters, transit pick-up area, C-Street Trail, Shops on Main, Market Trail, playground and to downtown shops (off the plaza).




PLAZA
ENTRANCE
TRELLIS
VISTOR
INFORMATION
CENTER
JEWEL
BOXES
READER
BOARD
MAIN STREET
200
1
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3
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1 Trailhead Square's Grand Entrance will be built on the corner of Main (Highway 40) and 200 S, kitty-corner from Dairy Keen.

2 The entrance is a large circle using decorative paver stones and perhaps stamped and colored concrete, covered with a wood trellis/arbor that can be planted with native vines.

Low-voltage lighting would showcase the vines, the trellis, and the plaza surface. If funding allowed, the center circle would be an ideal place for a fountain - not a splash pad, but a fountain, similar to the example below.



3 200 South will become a one-way street from Main west to 100 W and beyond. at the entrance (#3) are bollards on each end of the block, which can be raised when the street is closed to accommodate special events. The sample, below, is located on Third Street Promenade in Santa Monica, California.



4 This shows a decorative, paver or stamped concrete surface along 200 S designed to make the street attractive, to slow traffic, and to make it a desirable location for some events that will take place on the street several times of the year.

StreetPrint or Duratherm is a method where decorative designs, and colors, can be stamped into the asphalt - a lower cost method of making the street more attractive. The photo, below, shows how the StreetPrint process can make a crosswalk far more appealing, without the cost of installing actual individual paver stones.



5 Traffic calming will be imperative to public safety when approaching the plaza. There are no traffic lights for blocks either direction, so traffic moves fast through this area. The plan is to move the mid-block pedestrian crossing (in front of Malone's auto dealership) up to 200 S, and also to include a kitty-corner walkway from Dairy Keen over to the plaza's grand entrance.

Future improvements would include a landscaped median.

6 This would be a great area for interpretive signage (see idea below), with each display concentrating on a different topic. Topics could include the Wasatch Mountains and Mt. Timpanogos (geography of the area); a map of Heber City and another of the Heber Valley, showing landmarks; a display with maps of the most popular trails in the area; and one or two showcasing the history of the area.



7 Throughout the plaza, there will be a dozen "Jewel Box" kiosks, patterned after those used in Bryant Park in New York City. These would house vendors year round, and each would have access to power and some, water. The one labeled "Visitor Information Center" could be just a larger (20'x20') vendor since visitor information would, ultimately, be located in the Trailhead Center.



8 Scattered throughout the plaza will be anywhere from 50 to 100 tables, each with two to four chairs, and each with an 8 foot to 9 foot Catalina-style shade umbrella. Here you can see half a dozen of them to the right of the Main Stage.

The photo, below shows 36" inch tables, square umbrellas, and two chairs per table. The bottom right photo shows an example with folding chairs, a 48" commercial grade table, and an 8' to 9' Catalina umbrella and a weighted base.

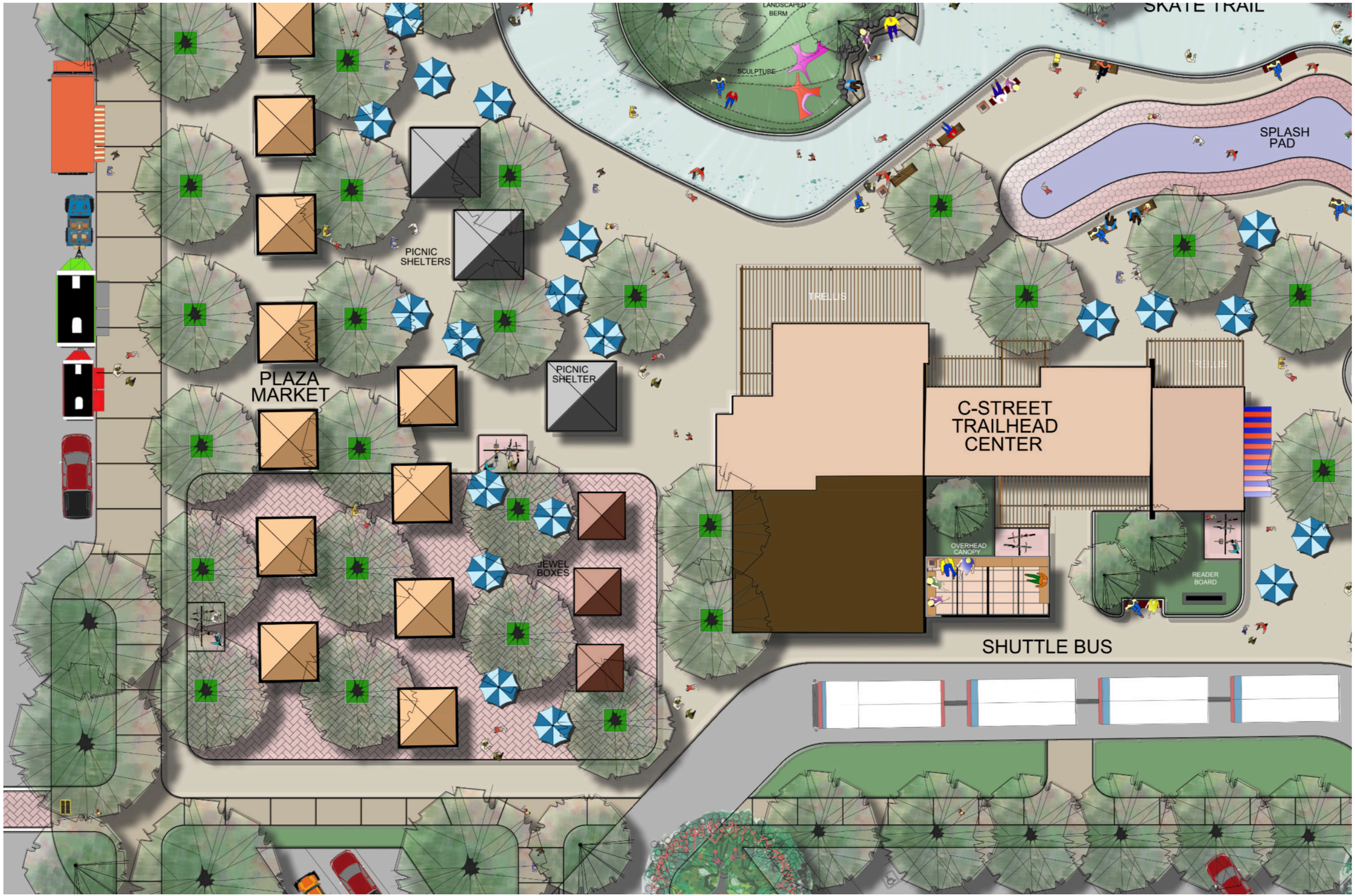


9 Just inside the Grand Entrance and along Main Street would be placed an information kiosk (no advertising allowed) that would feature a list of upcoming events, plaza closures, a plaza map, and welcome messaging - much like you see below, which is located in Blowing Rock, North Carolina. This has a TV screen (monitor) mounted in the center where rotating messages are each displayed for a minute or so. Attached to each post is a brochure featuring downtown shops and eateries. Digital readerboards are not allowed in Blowing Rock, so this fits the bill without being intrusive.

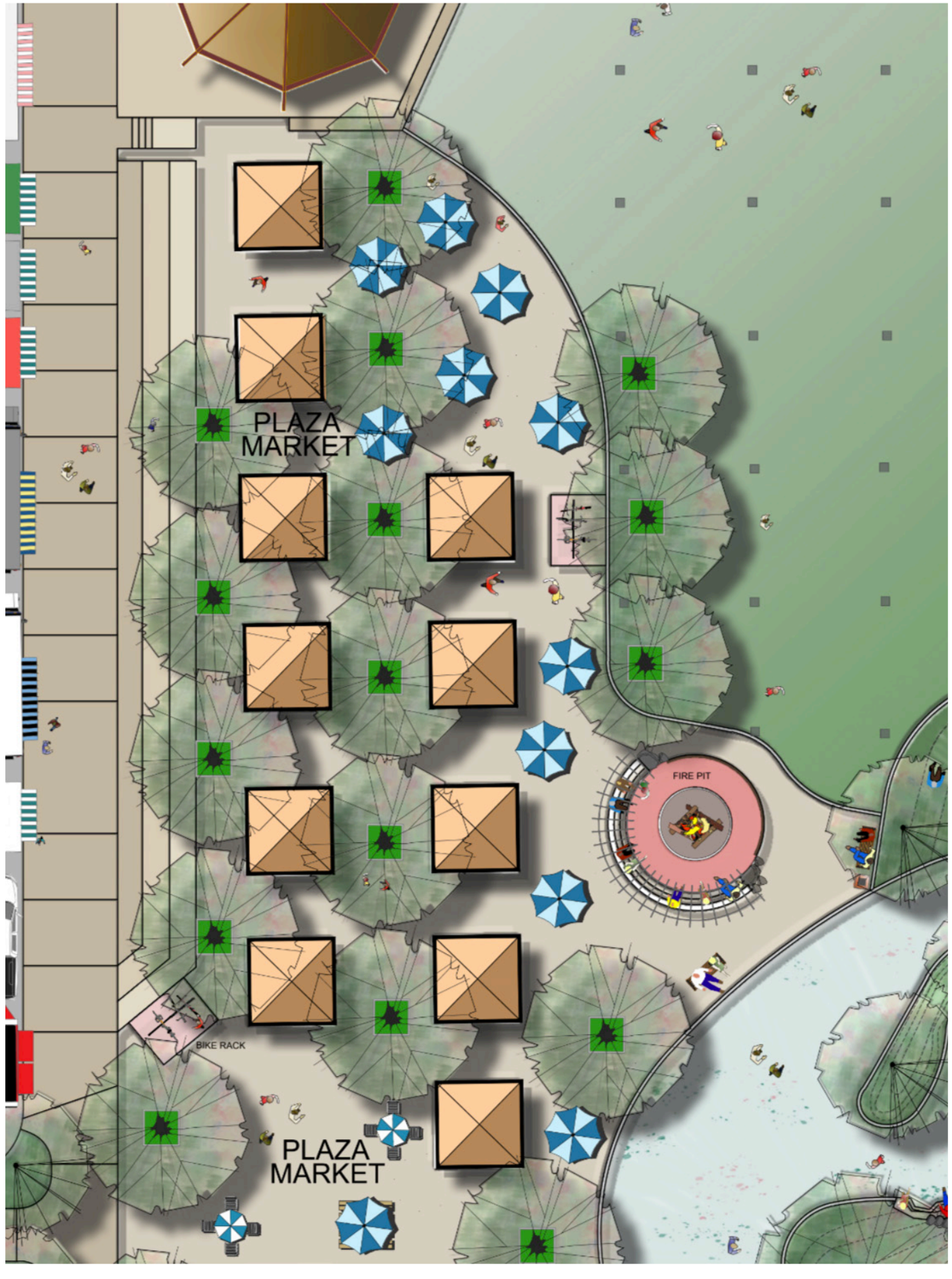


10 This is the first of the eight "Shops on Main." This is one of the larger shops at approximately 1,600 square feet. Each will be unique and well-designed to fit the ambiance of the plaza and downtown. There is more about the shops later in the plan.




LANDSCAPED BERM
SCULPTURE
SKATE TRAIL
SPLASH PAD
PICNIC SHELTERS
PICNIC SHELTER
PLAZA MARKET
TRELLIS
C-STREET TRAILHEAD CENTER
JEWEL BOXES
OVERHEAD CANOPY
READER BOARD
SHUTTLE BUS

SURFACE AREAS



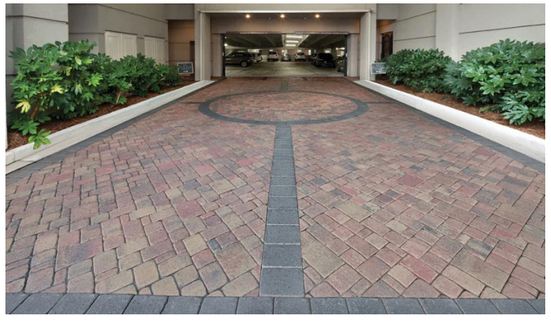
The site plans on both of these pages show the hard-surface areas, which are ideal for many reasons:

1) They are easy to maintain (pressure wash)
2) They hold up easily to heavy foot traffic
3) They can accommodate vehicles
4) They are more suitable for outdoor dining
5) They can easily accommodate table games (Jenga blocks, giant chess sets, foosball, ping pong and other games and activities that don't work well on lawns)
6) They are easy to deal with in terms of snow removal
7) They can easily accommodate rubber matting for ice skating
8) They can easily be heated (a development option)
9) They are far less expensive to maintain than lawn areas
10) They can be configured in an amazing array of colors and shapes.

When it comes to hard surface areas, avoid asphalt and standard concrete surfaces - except in the Skate Trail, which must have a solid smooth surface.

Paver stones, while a bit more expensive to install, sustain an advantage in that they come in an enormous array of colors, shapes, and sizes. They can also be lifted in case underground maintenance is required.

With a trail theme, you can create "trails" (see the example below) throughout the plaza that can lead people to the playground and splash pad, through the Market Trail, along the Shops on Main - playing up the trail theme.



In the example, top right, you can easily see how pavers make for a much more attractive and pleasant experience than other surface types.

The other attractive, and less expensive alternative, is to use stamped concrete (photo, bottom right). Stamped concrete can be developed in just about any shape, a multitude of colors, and is actually even less expensive to maintain than are pavers.

Throughout Trailhead Plaza we've shown a mix of surfaces



in terms of colors and textures, but ALL surfaces, including sidewalks surrounding the plaza, should be developed in either laid paver-stone surfaces or in stamped concrete.

In many areas of the plaza there will be underground utilities, such as power and water, to vendor areas (especially along the Shops on Main and the Market Trail (site plan shown on this page), and access to these is somewhat easier with a paver surface than with stamped concrete.

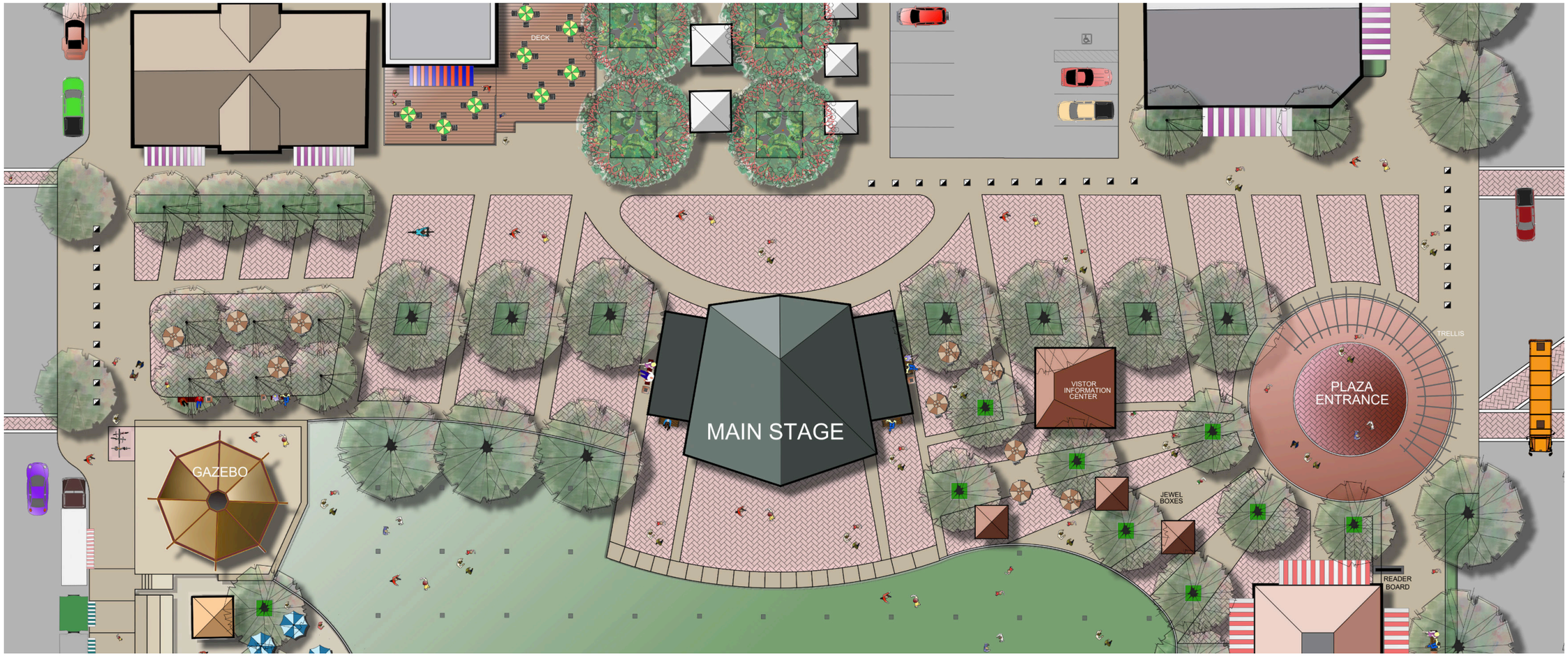
Paver surfaces also drain water, whereas concrete really can't. In either case, there will need to be periodic catch basins to catch rain and pressure-washing water, which would be diverted into a large underground tank, and then pumped back out for use as irrigation in landscaped and lawn areas.

It will be important to use lighter colors that won't hold as much heat during the summer months.

This is an area that can accommodate a lot of creativity!



200 SOUTH



The one block of 200 South between Main and 100 West, is a key “intersection” of sorts: It provides parking access to the folks that work at the Daughters of the Utah Pioneers Museum; it provides access to Olsen Home Design; and it will be the gateway into the future “C Street Trail.” Additionally, it will be the delivery and set-up spot for stage productions and concerts taking place on the Main Stage and on the Bandshell. There are no curbs here, so it also provides emergency access onto the plaza.

Initial ideas included closing off the street entirely, but that was problematic in terms of providing access to area businesses and for maintenance and other vehicles working on or next to the plaza.

The solution is to make 200 South a one-way street from Main, west just one block, to 100 West. This will require some good signage as local traffic gets used to this change.

Pop-up bollards will be placed at each end of the block so they can be raised to keep vehicle traffic off the street during street-fairs and other events (see next page).

By adding decorative street surfaces (similar to what you see above), the street will easily be an extension of the plaza when accommodating market events, car shows, and other larger-scale events.

The Envision Central Heber 2050 Plan, adopted by Heber City in 2023, and which this plan is part of, includes the creation of a pedestrian-friendly, shopping and dining district, behind the Main Street buildings - mid-block - which is detailed on Page 22 of this plan.

This pedestrian-oriented “district” (C Street Trail) would extend from the plaza up to City Hall and the Timpanogos Valley Theatre. To accommodate this future development, the Main Stage can host stage productions and concerts facing north to the future C Street Trail, or south onto the plaza and Majestic Lawn.

More than twenty trees will be placed along the south side of the street, creating a buffer between the street and the plaza.

Also included will be movable planters to keep unwanted vehicles from entering the plaza. These can easily be moved with a fork lift to allow for easier access to market events, such as the farmers market, the annual car show, and other market-type events. The photo to the right shows this type of planter used to create a seating area for the winery at the Biltmore Estate in Asheville, North Carolina. These actually have wheels under them to make them easy to rearrange.



Planters like this (shown below, opposite page) can come in a multitude of styles and sizes and would be placed between the trees along 200 South, providing enough access for strollers, wheelchairs, and pedestrian access.

The four large trees to the right of the stage (opposite page) and the six larger trees to the left of the stage should be in raised planters like the example shown below. The spacing between them allows for vehicle access, when needed, and between them should be placed movable planters, as you can see, below, between the second and sixth tree in this example.

During events you want to create easy pedestrian access, and in that case, you would simply move the planters to other locations, but between times, they create a safer experience when limiting access to vehicles. As trees are placed approximately twenty feet apart in raised planters (18" high to allow for seating surfaces under each tree) that are approximately eight feet across, still leaves 12 feet of open space between planters.

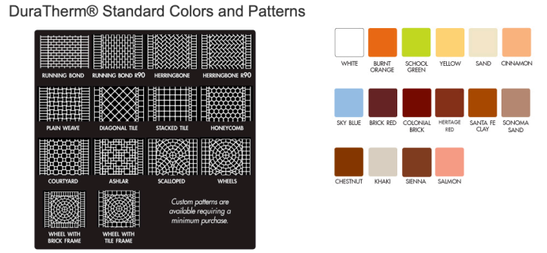
Placing a three foot planter between the trees still leaves six feet of pedestrian access on each side of the planter.

The building labeled "Visitor Information Center" is a 20 foot square Jewel Box that, once the Trailhead Center is developed, would become a larger Jewel Box vendor, or it could be broken down to become four smaller 10'x10' Jewel Boxes.

This would be in place during the construction period to not only provide visitor and plaza information, but to help direct construction, vendor and event traffic, to help direct plaza visitors to areas that will be open for public access, and to answer questions about the plaza and downtown development.

The street itself would use the DuraTherm or StreetPrint process (stamped asphalt) - where a design (like what you see shown on the site plan, opposite) can be "stamped" into the asphalt (see photos, right) - a far less expensive process than actually laying individual pavers. In this case we recommend two different textures: One in perhaps a herringbone pattern, and the other in a second color and different pattern. Sidewalks around the plaza would be standard concrete - but if the budget allowed (since they will be widened to 12 feet to 14 feet), this presents an opportunity to have them redeveloped using stamped concrete or stamped asphalt.











Planters along Randolph Street in Downtown Chicago



Row of terra cotta planters in Anaheim, California



The pop-up bollards can either be manually lifted and locked into place, or can be controlled electronically. If controlled electronically, we'd recommend installing bollards that are lighted (top photo), making them easily visible at night.

The two primary locations are at each end of the 200 S block, but another row may need to be added behind the Daughters of the Utah Pioneers Museum.

The crosswalks at each end of the block would be developed using paver bricks so if access to the bollards is needed, they can be accessed without tearing up the street.



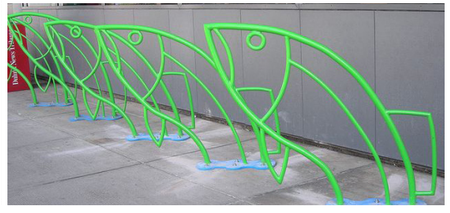












BIKE RACKS

With a trail theme and an emphasis on biking (the number one hobby sport in North America is recreational biking); Trailhead Plaza will be home to 14 bike racks, each of them commissioned by local artisans. The examples shown here (left) follow a biking theme, although they could differ by featuring other area recreational or historic pursuits.

Included should be replicas (or actual) covered wagon or handcart wheels being placed and used as bike racks. Next to them would be an interpretive display talking about the early pioneers who settled the area in the 1840s, once again, playing up the trail theme.

While no bike racks are shown on the site plan (left) in the two top-right circles, this is an ideal location, at the Grand Entrance, for two bike racks.

Each bike rack (or set) should be able to accommodate between six and ten bikes and, if donated by the artist, would include a plaque showcasing them and their contribution to the plaza.

Please include signage around the perimeter of the plaza "Walk bikes to bike racks," or "No bike riding on the plaza."

Over time, the City should include the plaza as part of the overall urban bike and trail system. It would be a good idea to incorporate a designated bike trail or bike lanes from nearby schools to the plaza. The same would apply to creating a bike lane down 300 S from Main to the Depot and sports fields.



MAIN STAGE & BANDSHELL

The Main Stage is the very first project (Phase I) for implementation of the Envision Central Heber 2050 plan, and it is located directly across from where the Trailhead Center will be located, creating great bookends for the plaza.

Having the Main Stage built, early on, allows the plaza to immediately host new and expanded events, concerts, stage productions and other events beginning in the spring of 2025.

The stage is being built to accommodate entertainment facing north towards the future C Street Trail, or south into the plaza. It will also be capable of featuring a 40 foot drop-down screen for showing "Movies on the Plaza," or other videos.

Beginning in the spring of 2025, CAMS can begin programming this space with activities and events that utilize the stage, majestic lawn and W 200 S.

The patio area in front of the stage creates a surface suitable for dancing or for concert priority seating.









THE MAJESTIC LAWN

Preserving more than an acre of lawn was a high priority for the Destination Heber City Team. The “Majestic Lawn”, along with more than 100 trees and extensive landscaping, keeps Trailhead Plaza green and lush while keeping the “park” atmosphere intact.

The Majestic Lawn will be able to accommodate dozens of vendor booths during market events and large tented events (see photos next page) during the fall and winter months. It’s also ideal for leisure sports such as badminton, hoola hoops, corn toss games, picnicking, Four-to-Score games and a host of other activities.

It will also have a hard enough surface to host car shows and art exhibitions, portable climbing walls, and zip lines.

1 To the south of the Main Stage, and across the Majestic Lawn, is a six foot tall berm (just under 5,000 square feet), which will be able to accommodate viewing of stage performances over the lawn area, when crowded.

There will be a retaining wall behind the berm for the Skate Trail, and a solid clear fence (dasher board) along the top, which will be four feet tall, with light pillars at each end and in the middle to light the Majestic Lawn and berm area.

2 Throughout the lawn area will be 31” covers (24” interior - see photo below) flush with the lawn for easy mowing and maintenance. Below each cover will be a 36” deep cement anchor with rings for putting up large tents (opposite and following pages) and to secure activities such as a portable climbing wall or zip line. Each of these concrete embedded anchors should have a 12” diameter. The remainder of the space in each vault will be used for irrigation valves and spray heads. Every other one will include a 20A waterproof electrical connection for vendors and other activities, and in half a dozen of them would be a hose bib that can accommodate uses such as ice carving events, or where hoses might be needed. Some will also house drainage lines and catch basins.



The 53 vaults and covers will be placed throughout the Majestic Lawn area every twenty feet, every direction. The covers can be ordered with the City's logo (or bug) or the Plaza logo on them.

There will be no trip-hazards between lawn and hard-surface areas, creating a seamless border between activity areas.

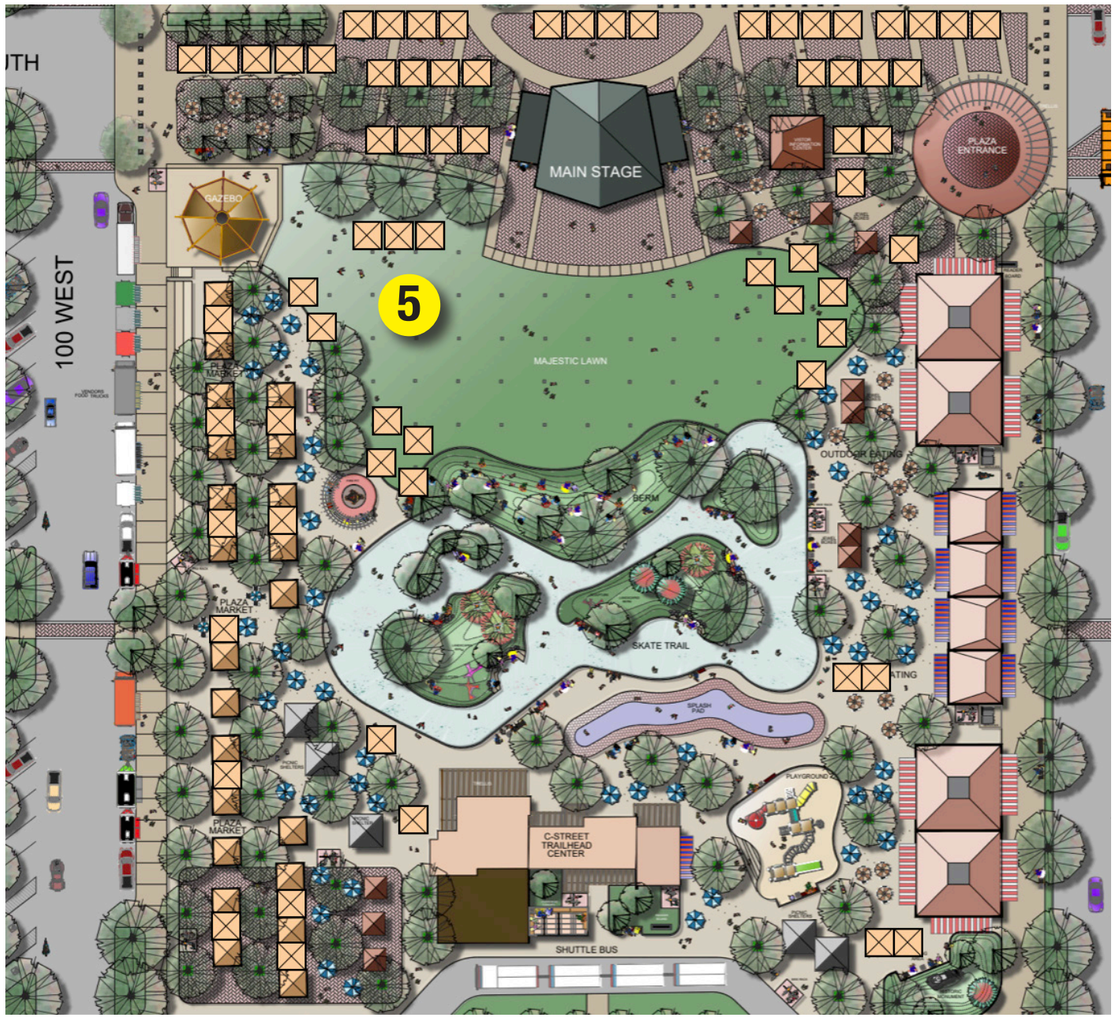
3 The three trees you see (far left site plan) placed on the Majestic Lawn's west side are in insulated crates and can be moved to other locations when more space is needed on the lawn areas.

4 Also note the large fire pit, which overlooks the Majestic Lawn and is, itself, more than 20' across with an overhead arbor with built-in seating (bench) surrounding half of the fire pit area. The actual fire pit (natural gas) is nearly 10' across. The example (below) shows that the fire pit will be approximately 6' across.

Depending on slope, somewhere either under the Majestic Lawn or paver surfaces, will be a 5,000 gallon storage tank that will contain water run-off for rain and snow events as well as cleaning and irrigation water usage. It will include a pump so that the water can be re-used for irrigation and other non-potable uses, or can be pumped into a truck for removal.

5 During Market events, such as the weekly farmers market, the rendering (right) shows how Trailhead Plaza can accommodate more than 90 vendor booths, while keeping most of the lawn available for concerts and other activities. This does, however, include closing off 200 South for larger market events.

The underground anchors and utilities will allow for an enormous array of activities on the Majestic Lawn.













THE MAJESTIC LAWN



Underground anchors placed every 20' throughout the Majestic Lawn allows for an almost unlimited variety of activities.

The site plan (opposite) shows a 60' x 120' tent (7,200 square feet) - in this example, for a Christmas Village. The show tent would include radiant heat, a stage, and seating for several hundred audience members.

In the Grand Entrance a 30' tall Christmas tree is shown (left) along with dozens of Holiday Market shops and kiosks.

In this example the Main Stage would not house the entertainment, but the stage itself would showcase dozens of decorated trees, which would be decorated and sold by local charities as a fund raiser.

If you look closely, you can see a sleigh and reindeer on the patio in front of the stage.

In the site plan (right) you can see how Trailhead Plaza can accommodate more than 200 cars for the annual Back to the 50s Car Show, along with a couple dozen vendor booths and food trucks parked along 100 West.

It may be necessary to install a product such as Grasscrete - a sub-surface structure that the grass grows through and on top of (photos, opposite) in order to accommodate the heavy usage and weight of vehicles, climbing walls, portable zip lines, tenting, vendor booths, and foot traffic.

The photos (opposite) show how the grass grows through the Grasscrete and then fills in and over the sub-structure, within a few months, creating a concealed base (top two photos). This also keeps irrigation lines and underground utilities from sustaining damage from various uses of the lawn area.






SPS




SOUTH
20
MAIN STAGE
GAZEBO
PLAZA ENTRANCE
VISITOR INFORMATION CENTER
100 WEST
MAIN STREET
MAJESTIC LAWN
BEER GARDEN
BERM
VENDOR BOOTHS
SKATE TRAIL
SPLASH PAD
PLAYGROUND
C-STREET TRAILHEAD CENTER
SHUTTLE BUS



"C STREET TRAIL"

The Main Stage and Trailhead Plaza are the two first major projects and anchors to create a true pedestrian-friendly downtown shopping and dining district.

In the Envision Central Heber 2050 Plan adopted by Heber City in 2024, the concept shown to the left was included. This was not to detail how the "C Street Trail" district would actually look, but showcases the various uses and activities that can take place in a pedestrian-only environment.

If you look at the activities you can see market booths, a food truck, dozens of street trees, overhead lighting, and a dozen cafes with outdoor dining spaces.

Included in this space, but not shown, would be an extension of Trailhead Plaza with giant chess sets and other activities, public seating areas, small stages in two or three locations, raised planters with annual color, water features, etc.

This concept rendering was meant to showcase the feeling and ambiance of a true "downtown" setting, which must be about people and commerce, not cars.

The C Street Trail district will always allow for deliveries each day until 11:00 am, and for emergency vehicles, but during the day and evening hours, it would be vehicle free.

Currently, between City Hall and the plaza, on the 50 W block, there are 185 private parking spaces, now located behind the shops on Main. The goal is to develop a public parking garage on the north side of W 100 S that will accommodate more than 450 parking spaces on four floors (see opposite), most of the spaces covered. Built into the ground floor of the garage, facing C Street Trail, will be retail shops and eateries, which will camouflage the parking garage (see photos, opposite, far right).

By having the parking close to all C Street Trail businesses allows the businesses to convert their parking spaces into outdoor cafe dining spaces, gardens and greenery, perhaps including small stages, fountains, or other attractions pulling customers into their shops and eateries.

This type of configuration and pedestrian-friendly atmosphere will be a boon to businesses already in place along Main: Chick's Cafe, Curio Collective, The Avon Theater, Trek Bike Shop, Fish Heads Fly Shop, Tacos El Guero Mexican Restaurant, interior design and home accents, and other retail businesses already a great fit for a re-envisioned downtown.



"C STREET TRAIL"

C Street Trail would extend from City Hall to the Plaza. The north side of the Main Stage will allow for entertainment to take place facing C Street Trail, while the south side of the stage will face the Majestic Lawn on the plaza.

In this very rough concept (left), the orange-colored areas would be converted from asphalt to a paver-stone surfaces, and the yellow line simply shows the "trail" - how pedestrians would easily access shops, eateries and parking along the Trail.

This initial concept - which is totally separate from the purpose of this particular plan - only includes the relocation of one business, the Open Road Bike Shop, which is a great business to have in downtown.

Over time, private property owners may elect to convert their buildings or properties into new uses, and in some cases, new buildings that would be conducive to a pedestrian-oriented downtown with loft apartments above them.

Creating a true downtown for Heber City is an important undertaking and key to creating a true sense of place for the residents of Heber City and their visitors.

Phase I of the Envision Central Heber 2050 plan has been the development of the Main Stage at Trailhead Plaza.

Phase II of the plan is development and programming of Trailhead Plaza - this plan. The goal for the small businesses on the plaza is to move them from temporary housing in Jewel Boxes, retail spaces "The Plaza Shops on Main," and from market booths, to in-line permanent and larger shops along the C Street Trail.

Phase III of the plan is to develop the first of several downtown public parking structures, with the ultimate goal of creating more than 1,200 parking spaces in three locations throughout downtown between now and 2050.

Phase IV of the Envision Central Heber 2050 implementation is the creation of C Street Trail - the heart of Heber City's downtown. This district would he home to Etsy-style shops ranging from just 400 square feet up to approximately 1,500 square feet, with sit-down dining being larger than that.

To encourage this type of development, parking requirements would be waived for these small retail shops in lieu of the city creating shared public parking structures. This will also provide incentive for local businesses to convert current parking spaces into public gathering areas, outdoor dining and entertainment areas throughout downtown.



SIDEWALKS

With the "trail" theme, it's important to make Trailhead Plaza a great place to walk. Since dogs are not allowed on the plaza itself, creating a walkway around the plaza provides a perimeter trail, of sorts, around the plaza.

1 The sidewalk along the plaza side of 100 W would be widened to 12 feet to 14 feet wide to easily accommodate ADA access, strollers, those walking two-abreast, and those with dogs. It will also provide easy access to bike racks in the plaza (circled, left).

2 The Plaza Shops on Main will open on both sides, with the primary frontage on the plaza side. The sidewalk along Main will be widened to 20 feet wide, with a two- to three-foot landscape buffer between the sidewalk and Main Street.

Street trees will be planted in the buffer every 30 feet between 200 S and 300 S.

The wider sidewalks here will better accommodate pedestrians standing at shop counters, plus easy access for ADA and other uses, and will create a safer atmosphere from highway traffic.

3 The sidewalk on the plaza side of 300 South will be 10 feet wide, but will also include the plaza surface (no curbs or trip hazards), providing extra room for pedestrian traffic.

4 On the north side (200 South) there are no defined sidewalks, but this area has no curbs or trip hazards, making it easy for pedestrians to walk between rows of trees and behind or in front of the stage. The patterns you see on the rendering (left) are simply stamped concrete patterns or colored pavers, which will slow traffic (one-way and only one lane from East to West), and make it part of the plaza experience.

This is also the access point to allow vehicles on the plaza for special events, or for emergency access.

5 The seven larger trees along 200 S are in raised planters, creating a barrier and defining the plaza boundary.

Sidewalks will be standard non-slip concrete so they differ in texture with the actual plaza surface. An option would be to have these developed using a colored stamped concrete, should the budget allow for this upgrade.



PICNIC SHELTERS

Trailhead Plaza will be home to five picnic shelters (circled, left), each of which is 20 feet x 20 feet and can accommodate two large picnic tables plus a 20 foot counter with a sink and running water (in season), and overhead lighting. The sink will have a hose-bib fitting in case a hose is needed to clean-up after a spill or to clean the floors after each use. Hoses can be borrowed at the Trailhead Center.

The counter would also include a second sink (without a faucet) for ice and drinks, which would connect to the drain for the primary washing sink. The 20 foot long counter provides plenty of food prep space and can accommodate a counter-top barbecue, which the guests could rent from the Trailhead Center or could bring with them.

Each shelter will also include one 20A circuit and outlet for the use of additional lighting, a microwave or other appliances.

Each shelter will have low-voltage rope lighting inside around the perimeter of the rafters to provide lighting during dusk hours when the overhead lights are not being used. These would use an automatic photocell, detecting dusk hours when the rope light would be activated.

If budget allows, each shelter could include a natural gas radiant heater above each picnic table. The switch to turn these on would be in a lock-box and only accessible by Trailhead Plaza staff.

In two locations, two of the shelters are placed next to each other to accommodate larger gatherings.

The use of the picnic shelters is open to the public unless reserved. There will be a sign posted at each shelter alerting the public of upcoming reservations, which can be made online or at the Trailhead Center.

There would be no charge to use the shelters, even when reserved, but a $100 cleaning deposit would be required and refunded if the shelter is cleaned to pre-reservation status.

Reservations will include a four-hour block, allowing time for set-up, the picnic event, and clean-up. No pets are allowed in the picnic shelters.

PICNIC SHELTERS

One of our favorite ways to provide picnic shelters would be to purchase (to start) six Alpenglobes, which are manufactured and sold out of Midway. These "globes" make picnicking a year round attraction to Trailhead Plaza.

The goal is to have as many as twenty, on hand, down the road and depending on how well they rent.

These are private dining shelters with panoramic views of all four seasons. Each one is ten feet across and includes a chandelier light and built-in space heater. They can also be customized to include infrared heat, fresh air circulation (for the spring, summer and fall months), sound systems, mood lighting, etc.

Each globe can accommodate up to eight people.

One Utah restaurant said they had 1,500 reservations the first day the Alpenglobes were available, and they were booking reservations at a rate of seven to ten per minute. They are currently booked out three months in advance, with an average group size of three to four people. In their case they added a modest fee to offset the cost of the Alpenglobes to completely cover the cost of the globes the first year of operation.

The Plaza Shops on Main may also rent them from the Trailhead Plaza for their customers, at a reduced rate.

While these are extremely popular with restaurants, renting at a rate of $200 for a 90-minute lunch or dinner. The booking fee does NOT include the cost of food or beverages. Stein Eriksen Lodge in Deer Valley has six Alpenglobes, which are so popular, they must be reserved months in advance for breakfast, lunch or dinner.



OUR STORY

Alpenglobe

Part stargazing observatory, part gondola carriage, part secluded conclave for making memories with friends and family.

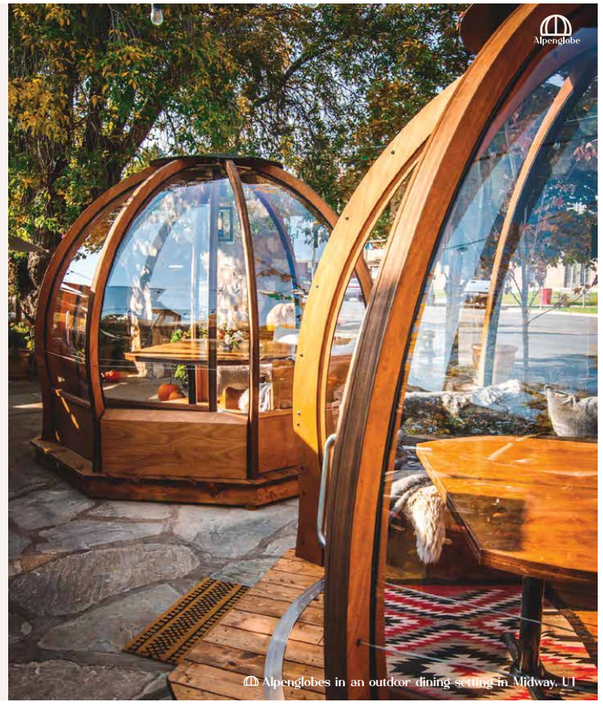
This was our vision for Alpenglobe– space to safely gather, without limiting connection.

Equipped for the ever-changing seasons in a range of climates, these unique private habitats can be outfitted with infrared heating, fresh air recirculation, independent sound systems, variable mood lighting, and are designed with panoramic seating for up to eight.

Alpenglobes create a captivating atmosphere for everything from private dining events and offsite meeting spaces, to Cribbage & cocktails nights, and slopeside warming shelters– making them a timely and versatile year-round investment.

Designed and fabricated in Utah, USA from top-grade materials, Alpenglobes are built to stand up to the elements while bringing an unforgettable complement to any environment.

2



Alpenglobes in an outdoor dining setting in Midway, UT

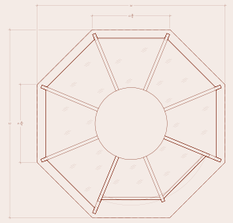


BENEFITS of

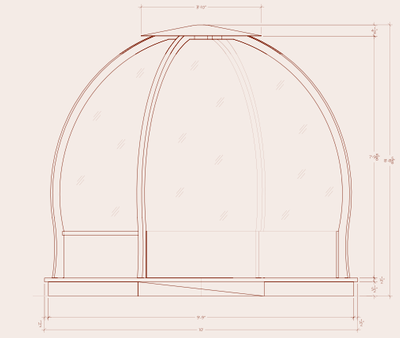
Alpenglobe

- INCREASED REVENUE
- DYNAMIC SOCIAL CONTENT & ENGAGEMENT
- SECLUDED CLIMATE CONTROLLED DINING
- PHYSICALLY DISTANCED SMALL GROUPS
- VISUALLY ENHANCE THE LANDSCAPE
- BUILD BRAND AWARENESS & LOYALTY
- CREATE EXPANDED SEATING
- MULTI-PURPOSE MEETING SPACES
- YEAR-ROUND & ALL-WEATHER
- CUSTOM BRANDING OPTIONS
- WORD OF MOUTH & RETURN CUSTOMERS

3



GENERAL VIEW – TOP W/ DOOR



GENERAL VIEW – ELEVATION W/O DOOR

"It was the most magical atmosphere, unlike anything we had ever experienced"

–Katherine Sallinger, San Francisco, CA

SPECIFICATIONS

Alpenglobe

10' x 10' ALPENGLOBE BASE UNIT:

- Overhead infrared heater
- High wind & heavy snow load rated
- Marine-grade laminated beams
- Double-width sliding door
- Heavy duty pivot hinge
- Powder coated steel dome top
- Durable UV resistant polycarbonate windows
- Douglas fir deck & electrical substructure
- All-weather exterior finish
- 360º panoramic views

OPTIONAL UPGRADES:

- Six-person Baltic birch bench w/ hardwood trim
- Eight-person dining table
- Stain & lacquer finishes
- Upholstered bench seats
- Extra Duty heat package for extreme climates
- Independent Sonos sound systems

Alpenglobe





A VERSATILE YEAR-ROUND INVESTMENT

We offer installation services throughout northern Utah, and can arrange for interstate delivery and installations as needed.

We also offer routine maintenance and repair services throughout the life of your Alpenglobe.

WARRANTY TERMS

STRUCTURE	GLASS	PERIPHERALS
12 months	Six months	12 months
Fully covered	Covered from defects	Fully covered

**Any additional terms and conditions detail covered in contract*

Installation is based on delivery, labor and time, and typically requires four installers for four to six hours per globe, depending on site conditions.

The Cafe Galleria in Midway, a rustic Italian restaurant, has several Alpenglobes, which are rented for $25 to $45 per 90-minute reservation, depending on the time of day and day of the week.

For Trailhead Plaza, with six Alpenglobes rented at $25 each for a two-hour block x four rental periods a day x 150 days of the year (November through March), and if no more than three were rented at any one time, the Aplenglobes would generate $45,000 a year in revenues.

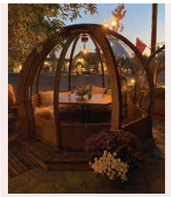
One, two or more of the Plaza Shops on Main may want to rent them from Trailhead Plaza. They would not be allowed to bring in their own. The seating they provide must be within in the defined space as noted elsewhere in this plan.

While they would likely rent them for perhaps $100 per day, they will undoubtedly increase the seating spaces, and since these are small retail shops, it will easily increase their winter and shoulder season sales since most of these businesses will have little, if any, indoor seating areas.

As C Street Trail is developed, it creates additional opportunities to bring in additional Alpenglobes to service restaurants along C Street.

Power will need to be provided to each, so it will be important to have predetermined locations where they might sit, so utilities can be included in those areas of the plaza.



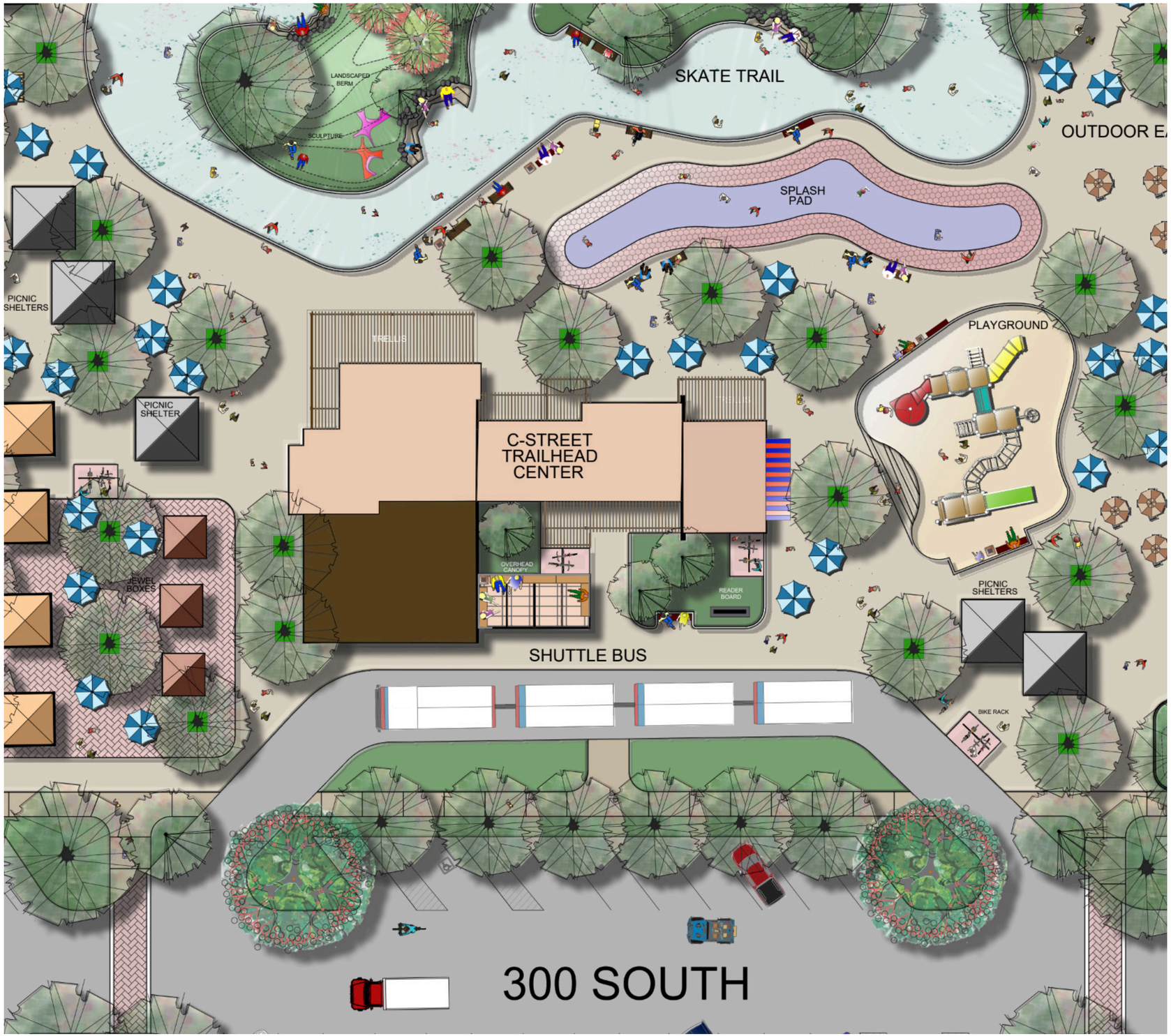












THE TRAILHEAD CENTER

The Trailhead Center is the lifeblood of the entire plaza. The interior space will be approximately 7,000 square feet, with outdoor arbors creating shade areas, seating areas, and two bike racks.

In this site plan (left) the Trailhead Center was estimated to be just under 5,000 square feet. This means this area of the plaza may need a slight design change to accommodate the larger Center, or perhaps some of the office space could be on a second floor in a story-and-a-half structure.

In front would be one or two digital readerboards (one at the Grand Entrance), which would provide a list of upcoming events, contact and emergency information, and general rules (such as no bikes or dogs on the plaza).

These readerboards would likely be 4 feet wide x 8 feet tall and built into a wood frame and architectural style of the Trailhead Center.

While Heber City currently doesn't allow for this type of digital display, these would be tastefully done, would be high resolution to be easy to read from close distance, and would not include motion graphics.

Content would include several screens that would feature:
- Upcoming events over the next 60 to 90-days
- Welcome and general rules
- Contact information
- Two to three sponsors each with their own full-screen ad.

Each screen would remain up for about a full-minute, so the Upcoming Events screen would appear every five minutes. A sponsor would be featured four times each hour (only one per cycle).

In front of the Trailhead Center will be a drop-off and pick up point for buses, micro-transit, Uber and ride share vehicles, and for ADA licensed vehicles. The drop-off area is curbless, creating easy access for mobility-challenged guests.

Shown here is a multi-car bus (left), which could be put in use during special events where off-site parking is recommended. This is an option that can be explored down the road. Working with High Valley Transit will be important during large-scale events, of which there would be approximately 30 each year.

In this case, it is hoped that High Valley Transit could provide shuttles between parking areas west of the plaza, running every 15 to 20-minutes during these events to encourage off-site parking. A separate parking plan is being developed for the Plaza and downtown Heber City.

Architectural style

The Trailhead Center should mirror the look and feel of the Main Stage, using native stone and facade treatments along with the use of timber frame or post and beam styles, used throughout the area.

It could have the look of a train depot (see rendering below), or more of a modern peaked roof style. It should be kept to a single story or, at most, a story and a half - keeping the plaza feeling intimate and in keeping with the commercial and residential structures south and west of the Plaza.

It will include at least 3,000 square feet of exterior gathering places under trellis and arbor shade structures, with abundant landscaping and lighting.

Included inside the Trailhead Center:

- Multi-stall public restrooms	(800 s/f ea)	1,600 s/f
- Three family changing rooms	(168 s/f ea)	504 s/f
- Waiting area, lockers, common areas		1,200 s/f
- Visitor information		200 s/f
- Historical displays		140 s/f
- Gift shop, logo gear		220 s/f
- General offices & front desk	(six people)	960 s/f
- Zamboni garage and ice dump		600 s/f
- Rental & check-out office (outside access)		900 s/f
- Staff break and lunch room		480 s/f
- Maintenance room, closet, storage		100 s/f
- Security office (two person)		240 s/f
Total square footage		7,144 s/f

Lobby area and waiting room

The visitor information, historical displays and gift shop could be in a combined open area with the additional 1,200 square feet of lobby/waiting area for a total "open area" of 1,760 square feet. The waiting area would also include a bank of lockers (approximately 60 lockers), two high by 30 lockers wide, where visitors can leave valuables. There would be a $1 key deposit, which would be returned when the key is returned. There would be no charge to use the lockers, although all would need to be emptied by the end of each day.

Front counter and offices, break room

The front counter would be approximately 20 feet long and open to the lobby area and would include a cash register, customer service, and would provide visitor information and the sale of train tickets for the Heber Valley Railroad.

Behind the front counter would be the staff space in an open-air layout with multiple work stations, each one approximately 100 square feet. For six staff members, this would occupy about 600 square feet, plus another 360 square feet for file cabinets, printer/copier, the front desk (with stools for workers), etc.

Next to the staff area and front desk would be a staff break/lunch room - and meeting room - complete with a warming kitchen and counter space, several round four-place tables, and a full-size refrigerator which can accommodate lunches and drinks for staff members and plaza volunteers.

Rental and Check-out office, Zamboni Garage

The Zamboni garage and ice dump would be placed on the west end of the Trailhead Center, and close to the Skate Trail gated entrance for easy access. Next to it would be the rental and check-out office.

This is where one can rent ice or roller skates and check out table and lawn games. There would be both an interior rental counter as well as an exterior counter. The rental and check-out room can accommodate three staff members at a time.

Both inside and out, benches would be available so that guests can try on skates to make sure they've got the right size.

Skate and gear rental is explained further in the Skate Trail section of this plan.

From the outdoor counter, rubber matting would extend from there to the Skate Trail gate, a must for those wearing ice skates.

Public restrooms, changing rooms

The Trailhead Center will have two multi-stall restrooms, each with approximately eight to ten stalls each, plus a four-sink counter in each and three air-dryers.

Additionally, there will be three family changing rooms, each with a toilet, counter and sink, paper towel dispenser and a fold-down changing table, and wall hooks so that changing out of wet clothes into dry clothes (after playing in the Splash Pad Trail) is easier to accommodate.

Security and Maintenance

Finally, a security office would have desks for two people and numerous monitors showing all areas of the plaza. This would also be a communications center for transit, police, fire and emergency medical services. First aid equipment would be kept in this area, which would be a "crisis center" of sorts.

The Security Office would also include access to the plaza-wide sound system for piping in music or for general announcements.

Next to it would be a maintenance closet, hot water heater, furnace and other HVAC equipment, as well as a coat closet for staff and volunteers.

The Vault - or basement

This area will house all of the above ground and underground systems for the entire plaza including:

- Lawn irrigation system
- In ground and pole-based lighting
    - Picnic shelter lighting (rope lighting)
    - Overhead lighting
    - Grounds lighting (light poles throughout the plaza)
- Natural gas management for fire-pit areas, Plaza Shops on Main, and other hookup locations throughout the plaza.
- Water systems including:
    - Recirculating and purifying splash pad water
    - Irrigation systems and zones
    - Potable water sources: drinking fountains, restrooms, stage facilities, water outlets in various locations on the Majestic Lawn, in picnic shelters
- Splash pad pumps, programming, lighting and related equipment
- Skate Trail operations including chiller, recirculating equipment and water/ice management.
- Electrical panels for all areas of the plaza (excluding Main Stage, which will have its own electrical service.

There will also be an office in the Vault (or basement) for grounds crew, with two desks, digital equipment, wall schedules and calendars.

It will also include a Supply Room of about 300 square feet for storing chemicals and other materials used in managing the plaza.

There will also be a restroom facility (one stall), with shower and sink; a coat closet and six full-height lockers for uniformed staff.

The Trailhead Center's HVAC system will be housed in the vault (except for external heat pumps), which will also create good air recirculation in the vault so that there are no buildup of chlorine or other gasses put out by the equipment and their processes.





PLAZA SEATING AREAS

Seating is one of the most important ingredients to a successful plaza development. Each of the Plaza Shops on Main will include their own seating (see example below), but throughout the plaza there will be anywhere from 200 to 400 chairs around 50 to 100 tables. If you look closely at the site plan (left), see the small blue and brown Catalina-style umbrellas. The blue ones are nine feet across while the brown umbrellas are 6 feet to 8 feet across. Under each is a four-place table.

Shown here are 24 of the smaller tables and nearly 50 of the larger tables, seating nearly 300 guests. This does not include picnic shelter seating, seating within the Skate Trail or around its perimeter, nor seating provided by the Plaza Shops, Jewel Box vendors, or market booths.

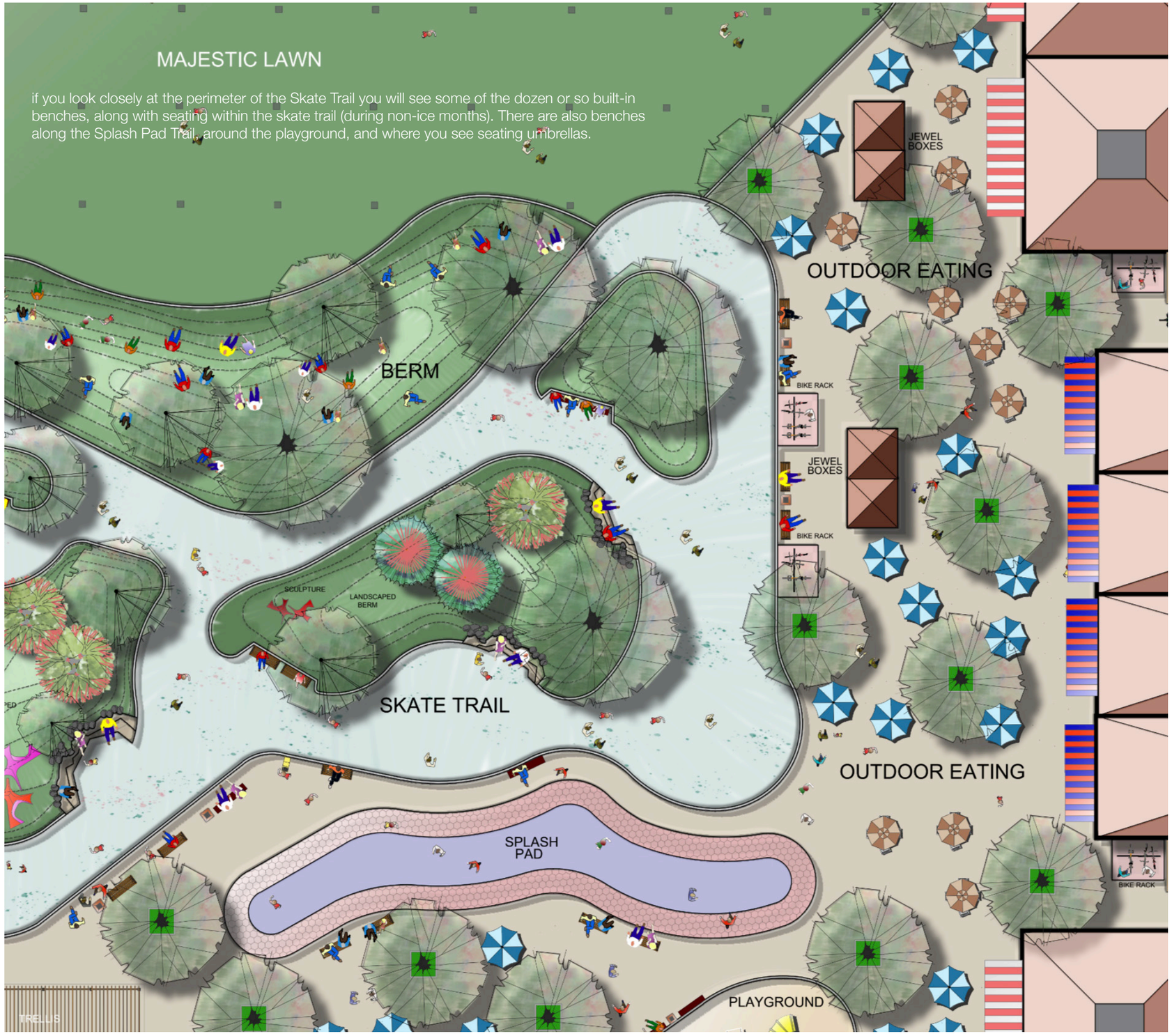
Of course the seating can be arranged together on the Majestic Lawn and hard-surfaces for food exhibitions and fairs, or can be scattered, as shown here, throughout the plaza.

The Plaza will have as many as 800 chairs, and 200 four-place tables, and 200 umbrellas. There may be times when additional seating is needed for large concerts on the Main Stage (and Bandshell) and in those cases, additional seating can be rented or borrowed from other organizations locally.

Seating by movable tables & chairs:	Up to 800
Bench seating throughout the plaza:	100+
Plaza Shops seating (total):	200+
Picnic shelters (total seating):	80
Trailhead Center exterior seating areas	120
Raised planter seating:	100
Total seating (not including lawn and berm seating):	1,400

No matter what activity you want to visit or watch kids playing, there will be seating nearby, creating a relaxing and enjoyable experience.





PLAZA SEATING AREAS



Here are 6' square umbrellas with two-place seating at each table.



Above: Sample seating at one of the Plaza Shops on Main.
Below: An example of a four-place table with stackable chairs





FIRE PITS

The natural gas fire pit, shown to the left, is nearly 10 feet across, surrounded by a trellis and patio area. This signature fire pit can seat about 14 people on the built-in bench, but can accommodate an additional dozen people with chairs added to the other sides of the fire pit.

While the photographic example, below, is shown in a home setting, imagine something along this line, yet four times the size.

While this is the only stationary fire pit on Trailhead Plaza, the plans call for another dozen or so portable fire pits located on solid surface areas throughout the plaza.

For the architectural and engineering team, it will be important to have twenty, or so, underground natural gas connection points where fire pits can be placed for use during the colder months. These fire pits will need to include a locked anchor so that plaza visitors resist the urge to move them to other locations.

They can only be activated by staff, on request.





PLAYGROUND & HISTORICAL MONUMENT

The popular playground, already in the park, will remain and would not be relocated unless a shift is needed in order to accommodate the Shops on Main, picnic shelters and the Trailhead Center.

The playground would have a soft rubber pellet base and perhaps some enhancements. The playground is available for naming rights, and a portion of those funds could be used to upgrade or enhance the playground.

1 On the west side (left side), stairs have been added to create a raised seating area for those watching their kids play. Each step is approximately 8" tall, with a total height of 40", with a backing wall at the top.

2 Placement of the naming rights sign would be placed behind the bench on the southern part of the playground (see sample below).

The historic "Journey's End" monument on the SE corner of Trailhead Plaza will remain in its current location and is important to the plaza as it signifies the "Trail" theme honoring the early pioneers who settled in the lush Heber Valley - the end of their long and arduous journey.





MARKET TRAIL

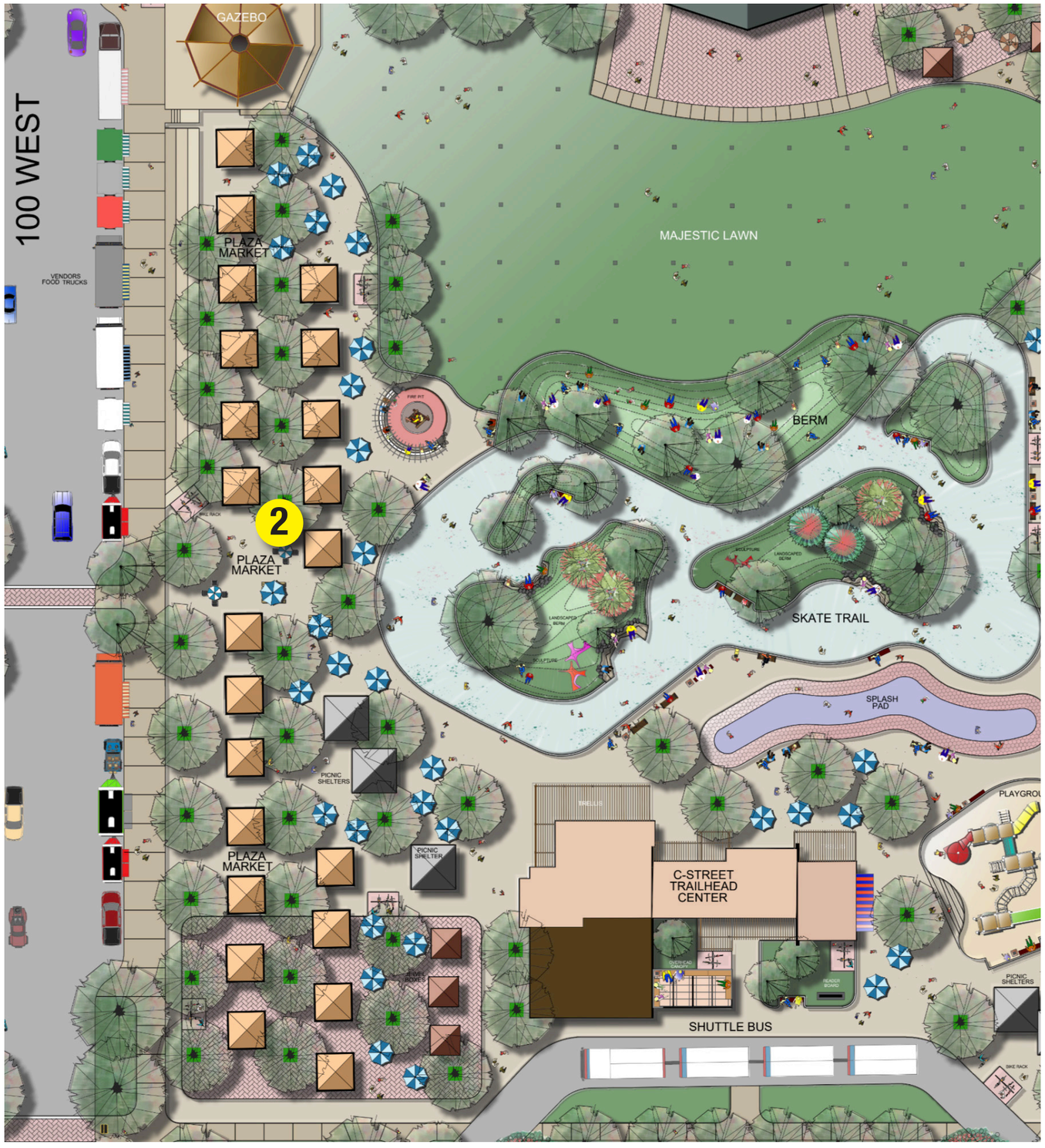
Heber City's Market on Main is a very high priority for the plaza and a major draw to the city. Every Thursday evening from the beginning of June through August, the heavily attended Market on Main includes more than 80 vendors, numerous activities, food trucks, and concerts.

1 The Vendor Map (below) showcases how the Market is typically arranged while the site plan (left) shows the Trailhead Plaza "Market Trail."

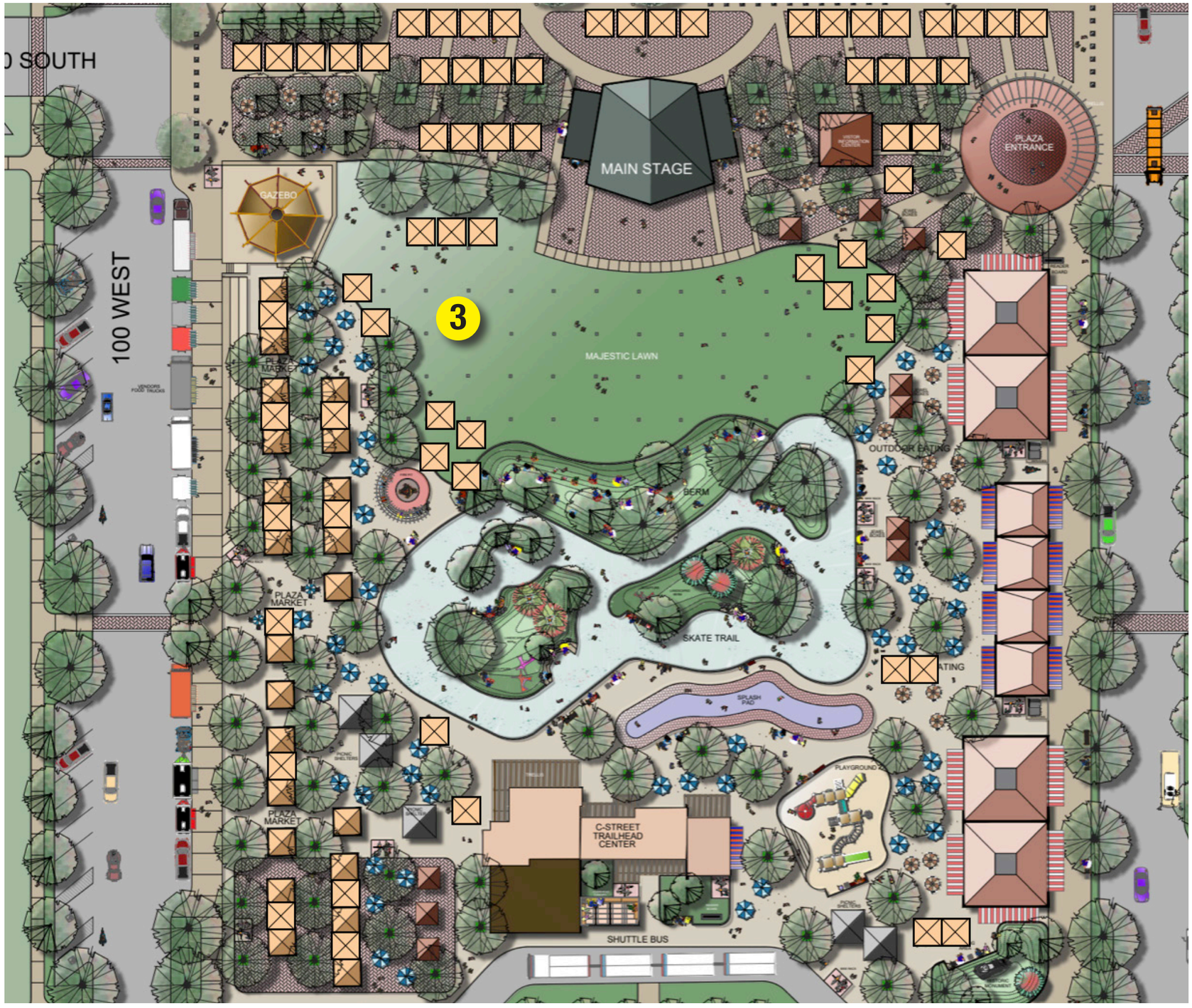
2 In this example 22 vendor booths are shown for market vendors that would like to remain on the plaza through the summer months whether for a couple of days each week, to full weeks or months - beyond just the Thursday market. By placing the booths along the Market Trail closer together, the area could easily accommodate more than thirty 10'x10' booths.

3 The site plan, opposite, showcases a sample layout with more than 90 booth spaces available while keeping the Majestic Lawn open for viewing concerts on the Main Stage and Bandshell.

4 Another example of a market event is shown on the Site Plan (far right), in this case a Christmas Market that might run from Thankgiving weekend through to Christmas Eve. In this example you can see a number of 20'x20' booths and more than 50 10'x10' booths. On the Majestic Lawn this example shows a 60'x120' tent (7,200 square feet) that can house winter concerts and other events out of the weather. The Main Stage could be used as a Christmas Tree Forest with decorated trees for sale, benefiting local non-profit organizations.



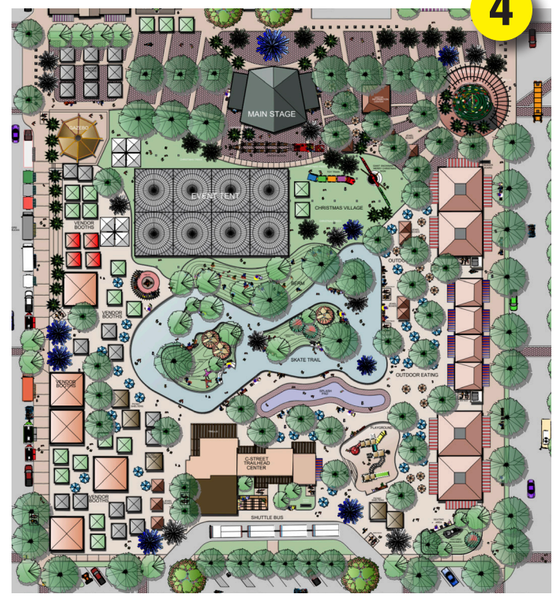




Having commerce on, and around, the Plaza is very important. Trailhead Plaza is a business incubator, providing opportunities for budding entrepreneurs who can start at the weekly Market on Main, perhaps expanding to more hours and days on the Market Trail. From there they could then move to a fixed vendor space - the Jewel Boxes, then to one of the Plaza Shops on Main. The ultimate goal is to have them eventually graduate to a permanent in-line home along the C Street Trail or other areas in downtown Heber.

The goal is to have at least 20 vendors on the square at all times. This includes the eight Plaza Shops on Main, and the twelve 10'x10' Jewel Boxes.







JEWEL BOX VENDORS

The Jewel Boxes (photos opposite) were first developed for the annual Winter Village in Bryant Park in New York City. They were manufactured in Quebec and are a panelized system made of a polycarbonate material.

Because they are made up of modular side and roof panels, they can be configured to as small as 5'x5' to as large as 20'x20' with the average size at 10'x10'.

While they can be moved, we recommend they stay in fixed locations, as shown (circled, left) so that power can be provided at each location. Two 20A circuits would be at each site to allow for LED lighting, a 1,500 watt space heater or fan, cash register and other power needs.

The 20'x20' Jewel Box shown at the north end of the plaza (left, top) is labeled as a Visitor Information Center. This would only be used as such during the construction period and until the Trailhead Center opens. At that time it would be converted to an additional retail space.

The Jewel Box Shops would be open year round, at least six days a week (they could be closed on Sundays and major holidays) from 11:00 AM to 7:00 PM daily during the fall and winter months, and would be open until 9:00 PM during the summer months.

The Jewel Boxes were the brain child of Julie Ember, who worked for the Bryant Park Corporation, but now has her own design firm. She contracted with the firm Poitras Industries based out of Quebec City in Quebec, Canada.

In doing the research for this plan we found that Poitras Industries website was no longer functioning and Julie was unsure whether or not they are still in business.

We were able to get in touch with Guillaume W. Chabot, the President of Poitras Solution, who can be reached at (418) 564-7027 or at gwchabot@poitrassolution.com.

In our conversations with Mr. Chabot, he noted that there was a minimum order of 20 units (we have recommended 12 units) but this could easily be expanded to 20 units. A single 20'x20' unit is equal to four units.

The pricing we were quoted was quite high in Canadian dollars, but with current conversion rates not as shocking:

10'x10'	$29,000 each
12'x12'	$32,000 each
10'x6'	$25,000 each

For 16 total 10'x10' units, the cost - not including shipping costs - would be $464,000. The following pages include the brochure provided by Poitras Industries showcases the Jewel Boxes (referred to as Bryant Park Signature





Collection). We recommend that a Request for Proposals (RFP) be issued for the manufacture of these - or similar units. Perhaps a local or regional company might be able to replicate these saving money on the manufacture and shipping of these units.

Julie, who was instrumental in developing this, may be of some assistance. Included in the Supporting Documentation of this Plan is Julie's brochure with contact information.

Poitras Industries does not provide electrical service or outlets for the units, so that would need to be done locally. This is another reason why it's best if the units stay in a fixed location.

That being said, in Bryant Park they are often relocated and power is run using heavy-duty 40A, 120V extension cords to each kiosk.

If you look at the bottom right corner of the photo (immediate left) you can see the yellow power vault cover and heavy duty extension cords running next to the Jewel Box.

We recommend that all Jewel Box kiosks be set up on a separately built wood deck (2x4 treated frame with 3/4" decking) creating a single step into the kiosk. This will allow for rain water to run under the kiosk as well as any power hookups.

She noted that two trained people can assemble a Jewel Box kiosk in about half a day. They are shipped on a pallet as flat panels, with connectors in a separate box. They are easy to store when disassembled.

Vendors are responsible for all of the interior layout and merchandising.

While many public markets across the country use wood storage or garden sheds, these are far more inviting, better display merchant offerings, and are easier to store and can be configured to different sizes.

The photo (below) shows two 6'x10' Jewel Boxes connected to each other with a common wall. Often this can free up enough panels to provide for an additional kiosk.

These are a VERY important addition to Trailhead Plaza and are worth the extra cost and effort to showcase both vendors and the plaza.





SIGNATURE COLLECTION

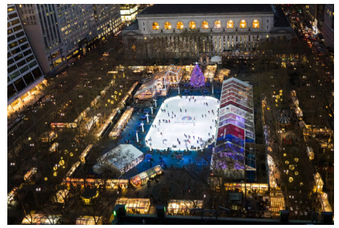
BRYANT PARK

***MODULAR-KIOSK** SYSTEM*

POITRAS INDUSTRIES

The ***Bryant Park Signature Collection*** is an arresting combination of highform and humble function. Designed by the in-house design team of Bryant Park Corporation for the Bank of America Winter Village, it was conceived as a custom solution to advance environmental stewardship at the world's most famous urban park. The three-unit system first developed and produced by Poitras Industries has proven itself on the job, fulfilling its mission and earning rave reviews with a GOOD DESIGN Award in 2018. And now Poitras Industries has made the standout Bryant Park modular kiosks system a standard product.







The ***Bryant Park Signature Collection*** is just what you need to create a magical, warm atmosphere. Transparent walls and light frames, combined with well-lit interiors give these kiosks the appearance of giant lanterns, providing a magical experience for the public. Offering a wide array of arrangements, this modular system has limitless possibilities. The ability to customize with partitions, electrical input and the weatherproofing make it ideal for winter market. Each module can be configured to reflect distinct themes.



FOOD

BOUTIQUE

ART GALLERY

MARKET

HANDICRAFTS

SERVICES

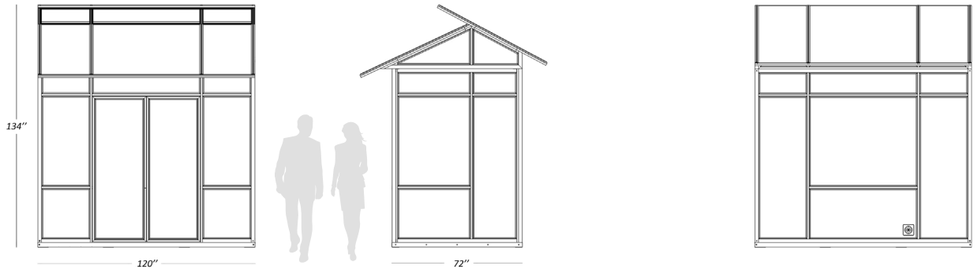




6’ X 10’

The 6’X10’ format provides a surface area perfectly adaptable to countertop sales or even a small boutique. This modest-sized kiosk fits-in well into tight urban spaces and will showcase the wares of any type of user.





Its prefabricated walls make setup a breeze, using standard tools. Dismantling is even faster for easy storage or relocating to another venue.

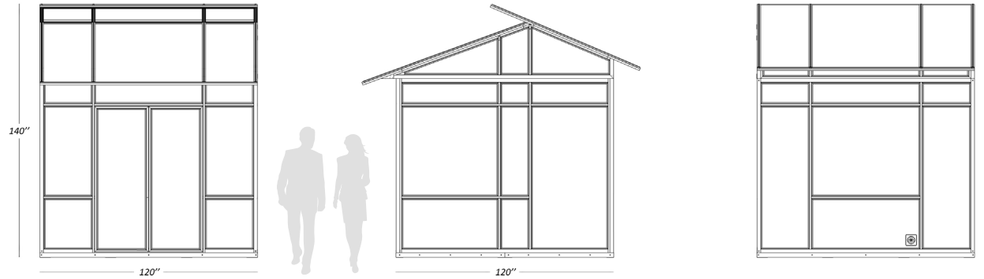
Built with low maintenance materials such as powdercoated aluminum and polycarbonate, the kiosk will keep its attractive appearance for many years.



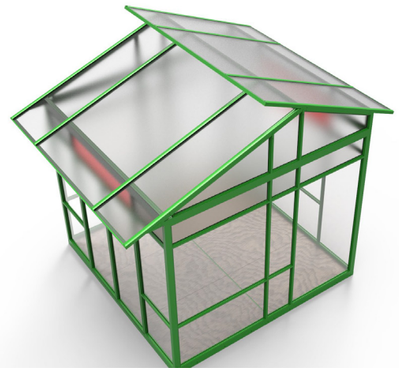
10’ X 10’

This is our intermediate model. Its boutique style offers an inviting welcome and easy entry. More spacious than the 6X10 model, its dimensions allow the addition of one, or more doors, giving the user the choice of multiple entry/exit points. This characteristic facilitates smooth traffic flow in and out of the kiosk and allows for a more efficient placement of wares. The 10X10 format also serves as the base module for a *Group kiosk*.



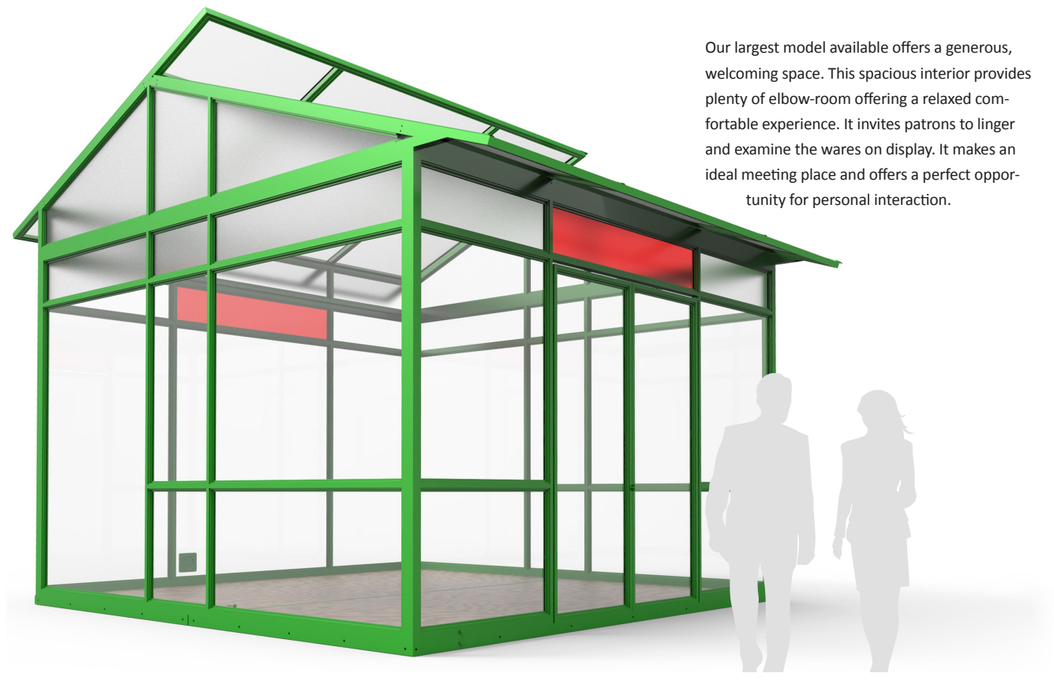


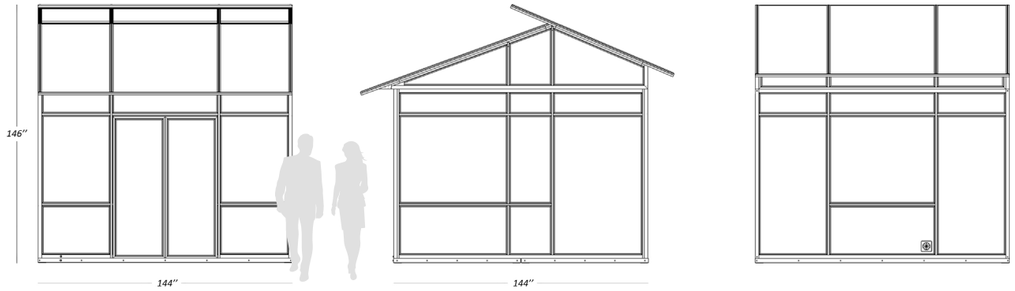
The design of this kiosk gives the impression of being outside while offering complete protection from the elements. Field-testing in the winter climate of New York City has proven the durability of this robust structure.



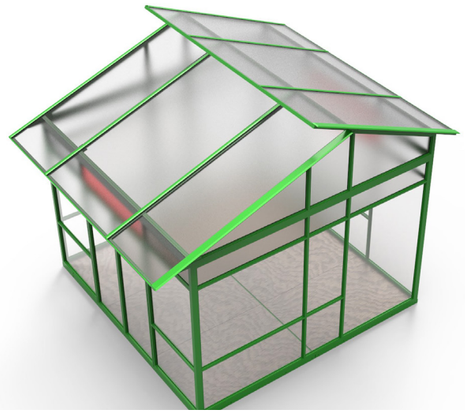
12’ X 12’

Our largest model available offers a generous, welcoming space. This spacious interior provides plenty of elbow-room offering a relaxed comfortable experience. It invites patrons to linger and examine the wares on display. It makes an ideal meeting place and offers a perfect opportunity for personal interaction.





The larger surface area gives each user the opportunity to express his/her creativity. When grouped together as in the context of a fair or exposition, each user offers a new and unique experience for the patrons to discover. This creates a warm inviting atmosphere.





ROW

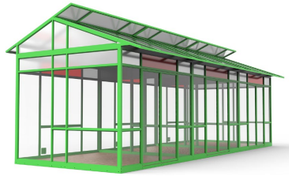
The modular system arranges users into uniform rows. This is an efficient way to stimulate patrons to discover each boutique successively. This format is also very efficient for directing pedestrian traffic flow. It sets-up natural walkways and corridors to follow, making them practical in a wide variety of contexts.

The Kiosks are juxtaposed in such a way that no space is lost, creating a harmonious and uniform exterior. Also, each user can add its personal touch to the interior decor.

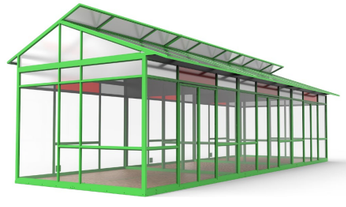
6’ X 10’ (3 units)



10’ X 10’ (3 units)



12’ X 12’ (3 units)







GROUP

When space permits, it could be advantageous to group kiosks back-to-back for larger spaces. Groups of four or more 10’X10’ kiosks make islands of users.

The interior can be either a large open space or be devided. Offering a variety of options to the users, the kiosks will be a delight experience for the customers.

10’ X 10’ (4 units)



GOOD DESIGN Award 2018
Won in the Environments category

Finalist for International Design Excellence Awards (IDEA) 2018

SIGNATURE COLLECTION

BRYANT PARK

***MODULAR-KIOSK** SYSTEM*



Bryant Park is a park with an area of 9.64 acres. It is found at the heart of Manhattan, in Midtown which is the largest business district in New-York, USA

POITRASINDUSTRIES.COM

Visit our website for product information and learn more about Poitras Industries.

Designed by: Ignacio Ciocchini and Julie Ember
Industrial Designers, Bryant Park Corporation
Photo credit: Ruby Tull photography
Specifications are subject to change without notice.
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POITRAS INDUSTRIES



Julie Ember

Holiday Shop Kiosks

Bank of America Winter Village at Bryant Park

Design: Julie Ember and Ignacio Ciocchini, Bryant Park Corporation

Client: Urbanspace

Fabricator: Poitras Industries

220 new Holiday Shops kiosks were redesigned for the 2016-2017 season of Winter Village. The design is an imagining of a contemporary evolution of the Crystal Palace, in Bryant Park in 1853. The design prioritizes ease of set up, breakdown, and maintenance, display of merchandise, and clean organization of storage, signage, utilities, etc.

J. Ember Design



Colin Miller

Holiday Shop Kiosks

Bank of America Winter Village at Bryant Park

Design: Julie Ember and Ignacio Ciocchini, Bryant Park Corporation

Client: Urbanspace

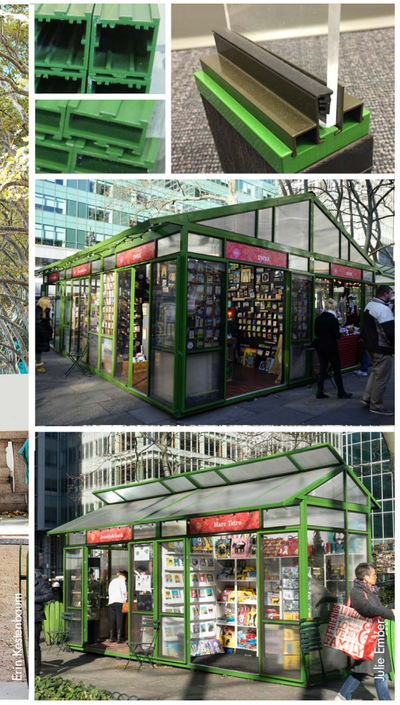
Fabricator: Poitras Industries

The various configurations allow for different types of vendors, sizes of shops, and retail environments. The system can accommodate both retail and food vendors.

J. Ember Design



Erin Kestenbaum



Julie Ember

Holiday Shop Kiosks

Bank of America Winter Village at Bryant Park

Design: Julie Ember and Ignacio Ciocchini, Bryant Park Corporation

Client: Urbanspace

Fabricator: Poitras Industries

The 220 kiosks throughout the park created 131 individual shops in the first year they were used. The modular components can form three different sizes and are made from a simple panel system. Glazing is easily swappable and is either clear or translucent. The kiosks can be used in Single, Row, and Group (Rows that are back-to-back) configurations. At top right: the building blocks of the panel system.

J. Ember Design



COMMERCE ON MAIN

As noted throughout this plan, the most successful plazas, around the world, are ringed with commerce, which include restaurants, cafes, coffee shops, bakeries, doughnut shops, ice cream and yogurt parlors, confectioneries, casual clothing, gifts, and outfitters.

These are all Etsy-style shops and are the future of not only plaza shops, but downtowns as well. In fact, the most popular, and most successful, downtown shops now include retailers along the line of the butcher, the baker, and the candlestick maker right out of the children's nursery rhyme, Rub-A-Dub-Dub.

1 As a business incubator, Trailhead Plaza's commerce begins with the very popular Market on Main, which runs from June through August every year.

But with the Market Trail, between twenty and thirty 10'x10' pop-up market tents can be in place for several days or weeks, depending on season and the merchant's preferences.

Merchants can apply to CAMS to use their own portable pop-up shop (would be approved based on design, character, safety and quality as determined by CAMS) and would pay just $25 per day or can rent a standard pop-up tent from the Plaza and pay $40 per day for the space they occupy. These fees may change over time, but the idea is to keep them as low as possible so the merchant has time to build their business and grow their customer base. Some of these booths may be used for local non-profit charities to help showcase their efforts and abilities.

While the site plan (left) shows standard 10'x10' pop-up tents, these could be a mix of food trucks, pop-up tents, trailers, or other portable structures conducive to the plaza and its business.

In this case, the spaces must be occupied every day that they are in place. If the merchant takes a day off, they must pack up and vacate the spot for that day - just as they would for a farmers market event.

If they are in place for multiple weeks, they must be open at least six days a week. This way there are never shuttered kiosks on Trailhead Plaza.

2 Should merchants desire, they can then move into one of the dozen Jewel Box shops, which will range from 6'x10' up to 20'x20'. These booths include two 20A circuits so they can add lighting, cash register, and heat or fans.

The Jewel Box shops are four-season shops and, like the pop-up vendor tents, must be open at least six days a week.

Rents in these are by the month, starting at $4 per square foot per month. The rental rates would be as follows:

6'x10'	$ 240 per month
10'x10'	$ 400 per month
12'x12'	$ 576 per month
10'x20'	$ 800 per month
20'x20'	$1,600 per month

With an average of twelve 10'x10' shops, the rents would generate $6,000 a month in gross revenues for the Plaza. Out of this, approximately $500 a month (a rough estimate) would be spent on power to the kiosks. Access to water and power would be included in the rental rate.

Jewel boxes of more than 200 square feet would also have water available to them at no additional charge.

Merchants must provide their own insurance, and proof of insurance is required in advance of occupancy.

Jewel Box merchants can stay for up to two years before they must move on. The goal is to provide them with enough time to grow their business and then move on to larger and more permanent locations.

There has been interest from property owners surrounding the plaza that should their properties be zoned for commercial use, that they too could erect their own kiosks or retail spaces, which may not have the requirements of the plaza shops. That's, ultimately, the goal of the plaza: to help merchants grow and move beyond the plaza into other downtown storefronts.

By restricting the amount of time the merchant can occupy a Jewel Box, it keeps the business mix vibrant, and allows for upcoming merchants to have the same opportunities.

3 From there, merchants can move into one of the Plaza Shops on Main. The four smaller shops are 20'x20' (400 square feet) and include 90A of power, water, and natural gas hookups. They have their own meters and merchants are responsible to pay their own utilities plus garbage pickup.

These would be leased at market rates starting at approximately $3 per square foot per month. Rental rates would be $1,200 per month for the 20'x20' structures plus utilities and insurance.

Some may argue that this is the same rate as a Jewel Box, but remember that the Jewel Box shops are leased for at least six-month increments, not month to month, and do not include utilities and other costs.

On the other hand, these are stick-built buildings, fully insulated and up to code conducive, particularly, for food-related businesses.

These could be leased for up to three years and must be open at least six days a week, and hours must be from at least 11:00 AM to at least 9:00 PM daily.

Some may argue that the lease rate of $3 per square foot per month is actually more than current market rates, which is exactly the incentive to encourage shops on the Plaza to move into other quarters once their business have been established.

But, for that rental rate, each merchant has the ability to add their own decks or seating that matches the square footage they occupy. So a 400 square foot shop can also have 400 square feet of outdoor dining space available to them.

Additionally, Trailhead Plaza staff will be bringing customers to their doors at least 250 days a year - something few downtowns can ever guarantee.

That being said, as C Street Trail is developed, Trailhead Plaza staff will also be programming the entire street with activities and entertainment, ensuring their continued success even when they move beyond the plaza.

4 The four larger Plaza Shops on Main are each 40'x40' (1,600 square feet) renting for $4,800 per month. These are suitable for intimate sit-down dining experiences, bakeries, coffee shops, cafes, and most retail uses.

These are also stick-built, meet all codes, and would include the ability to add grease traps and other food-prep related necessities. They also include 1,600 square footage of plaza space for outdoor dining, decks, and landscaping.

In every case, the merchant would be responsible for their own tenant improvements.

Architectural style

Each of the eight stick-built shops should be somewhat unique, but still in keeping with other elements found on the Trailhead Center and Main Stage. The photos (right) are meant to use as inspiration for these shops.

As much glass as possible should be used to keep the plaza rich with an open-air environment and feeling. The permanent Plaza Shops on Main should look and feel much along the same lines as the Jewel Box shops, keeping a "market place" environment in tact.

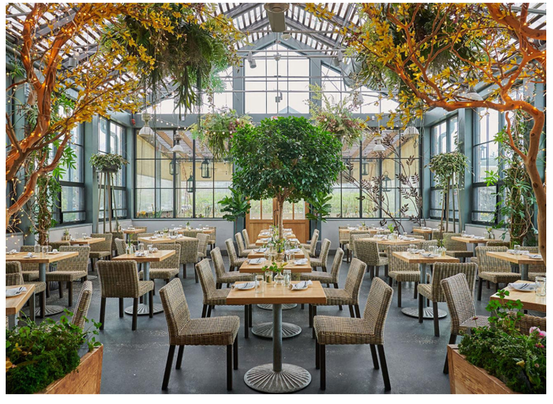




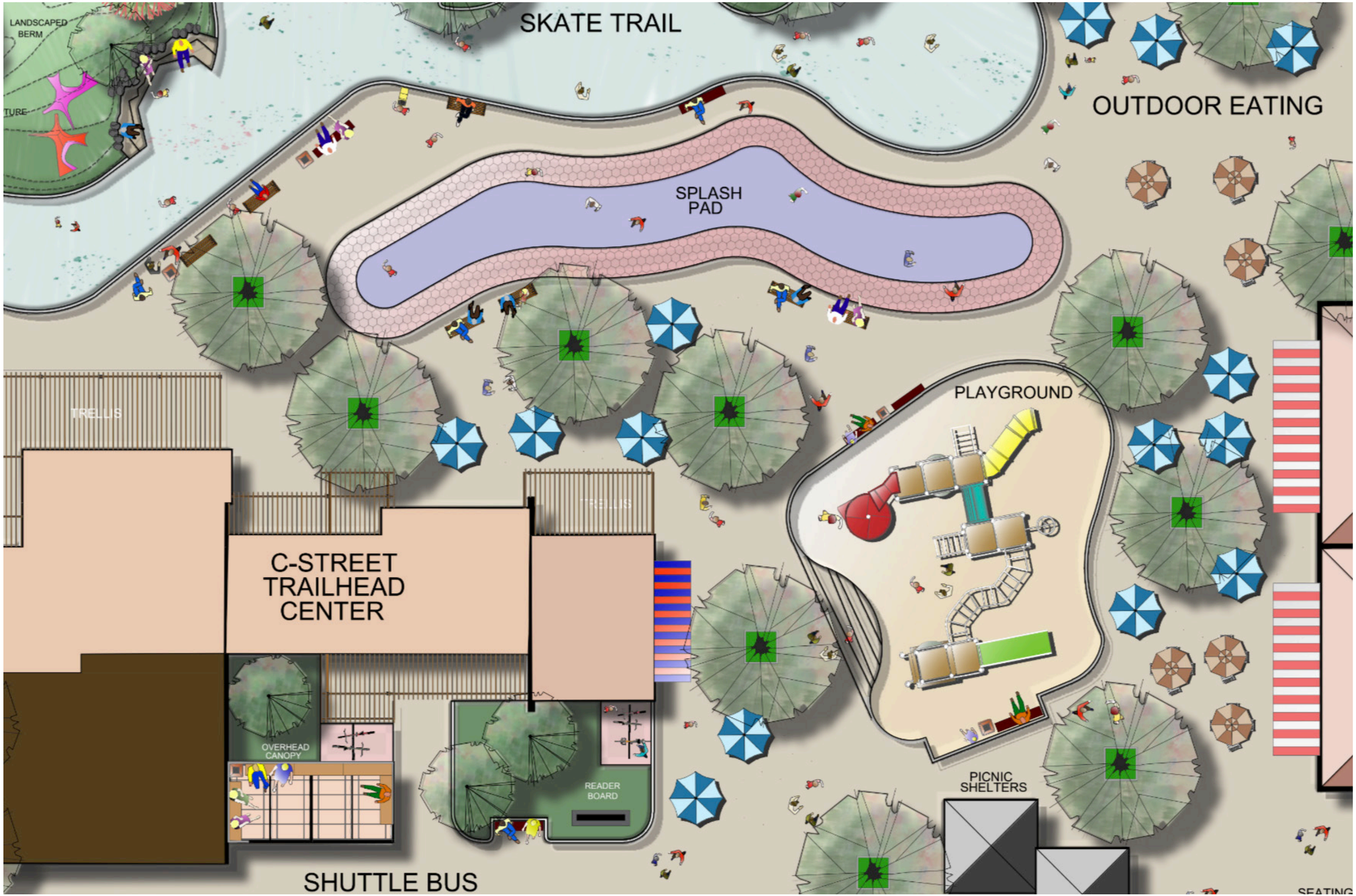




The two photos above and top right, show examples of outdoor dining and gathering spaces outside small retail shops and eateries. The two photos, to the right, showcase examples of small 400 square foot shops that would be a great fit on the plaza. The photo, below, showcases a great dining room in just a 1,600 square foot space with seating up front (shown) and the kitchen and second entrance (the Main Street Side) in the back portion of the shop. Designing these structures with a greenhouse look and feel, ties the Jewel Box shops to the Plaza Shops on Main.






LANDSCAPED BERM
TURE
SKATE TRAIL
OUTDOOR EATING
SPLASH PAD
PLAYGROUND
TRELLIS
C-STREET TRAILHEAD CENTER
OVERHEAD CANOPY
READER BOARD
PICNIC SHELTERS
SHUTTLE BUS
SEATING

The Splash Pad Trail is one of the two signature attractions at Trailhead Plaza, the other being the Skate Trail. These two primary activities ensure a plaza that is active more than 300 days a year.

While most splash pads are circular or in a confined space, in keeping with the trail theme, the Splash Pad Trail is different: A water trail of sorts.

As shown here, the actual splash pad area is close to 2,500 square feet, with the perimeter at 277 feet. The total length of the "trail" is 125 feet, with a five foot perimeter band (another surface color).

The pad will have between 60 and 90 jets with the idea of creating a tunnel of water that fluctuates in height as kids run along the trail. They will also find jets of water underfoot as they spend time on the Trail.

For this, we contacted Tom Anderson from Utah-based Water Design, Inc. Their information is included in the Supporting Documentation of this plan.

In determining a very rough initial estimate, the Splash Pad Trail will be in the $800,000 range, which would include about 60 spray nozzles, 15 or so spray zones, piping, pumps, controllers, filters, UV sanitation, chemical sanitation systems, etc., installed.

The primary operations of the Splash Pad Trail will be in the Vault - or basement of the Trailhead Center.

Design, administration, and observation cost is an additional $35,000 (about 4% of the construction cost).

This will be one of the most unique and desirable activities on the plaza and will be a major hit for families with every age-group. A splash pad of this size can easily accommodate dozens of kids - at any one time - without overcrowding the splash pad.

There are no trip hazards with a splash pad of this type, and during the winter months it would be a great location to set up a row of Christmas Trees, or inflatables for Halloween and the Christmas seasons.

Vehicles and heavy uses must be kept off the splash pad as it will include access ports and will slope (about 8") to the center to capture the water, which will be purified and recycled.

This location is ideal since it is very close to the Trailhead Center and the changing rooms, and it is close to the playground so kids can experience the best of both activities. There is plenty of seating around the splash pad with benches, four-place tables with shade umbrella's, shade trees, and seating around the playground.

Lighting the water is an option that can be explored if the budget allows for this upgrade.

As is the case in Caldwell's Indian Creek Plaza, a user-activated button could turn on the Splash Pad so water isn't running continually when not in use.

This can be overridden by staff so the splash pad is not operating after 8:00 PM, or before 10:00 AM each operating day.

There is no charge for using the splash pad, but kids MUST be accompanied by an adult.

While not shown on this site plan, light poles will be placed around the Skate Trail and playground, and in both cases, will also include overhead lights projecting down on the splash pad, along with speakers (for music or announcements), and security cameras.

The lighting is LED and can be changed in color and intensity.

The photo, below, showcases a bit of a river concept or trail. This is Thunder Junction at Tonaquint Park in St. George.

The Splash Pad Trail will be available for naming rights.














FIRE PIT
BERM
OUTDOOR EATIN
BIKE RACK
JEWEL BOXES
BIKE RACK
SCULPTURE
LANDSCAPED BERM
LANDSCAPED BERM
SCULPTURE
SKATE TRAIL
1
OUTDOOR EA
SPLASH PAD
PICNIC SHELTERS
TRELLIS
PLAYGROUND

Finally, the main attraction at Trailhead Plaza! The year-round Skate Trail. Unlike any other skate ribbon that we could find, this will easily redefine the skating experience. In a typical skate ribbon, skaters simply go around and around without any variation in scenery or the route they take.

In this case, numerous routes can be taken due to the beautifully landscaped islands placed within the ribbon (see route options below).

The Skate Trail has 12,334 square feet of ice, and the total Skate Trail area, including islands, encompasses 19,270 square feet (nearly half an acre), The perimeter is 675 feet long.

While this is a challenging skate ribbon for the Zamboni driver, it's a fantastic ribbon for skaters - whether on ice during the winter months or on roller skates or inline skates during the remaining seven or eight months of the year.

While a bit more challenging for beginning skaters, as long as they stick to the perimeter, skating will be easier with fewer chances of perhaps cutting off a skater coming through the islands.

The islands extend up nearly eight feet above the trail's surface and is heavily planted with native annual color, perennials, and a mix of deciduous and evergreen trees.

These, along with the trees on the berm, would be lit during the holiday season so skaters can travel through a wonderland of lights and music, creating a truly magical experience.

Light poles will also be placed around the perimeter of the Skate Trail (see locations on the map, below right). These poles will include down-facing color-changing LED lighting, an incredible sound system (speakers on each pole), and cameras.

Nearly 20 trees, both large and small, will adorn both the Skate Trail's islands, and the adjacent berm area, creating shade areas during the summer months, fall color during the fall months, and lighting during the holiday months.

Art installations can be included on the islands to add cultural depth to the experience.

The islands have seating areas (only used during the non-ice months) for resting skaters, and if you're on one side of the Skate Trail, you won't be able to see across to the other side. This keeps the Trail from getting boring and with changing landscapes and views every fifty feet or so.

The islands are NOT to be climbed on or explored, as all those on the Skate Trail will be wearing skates of some sort. These are beautifully landscaped gardens.

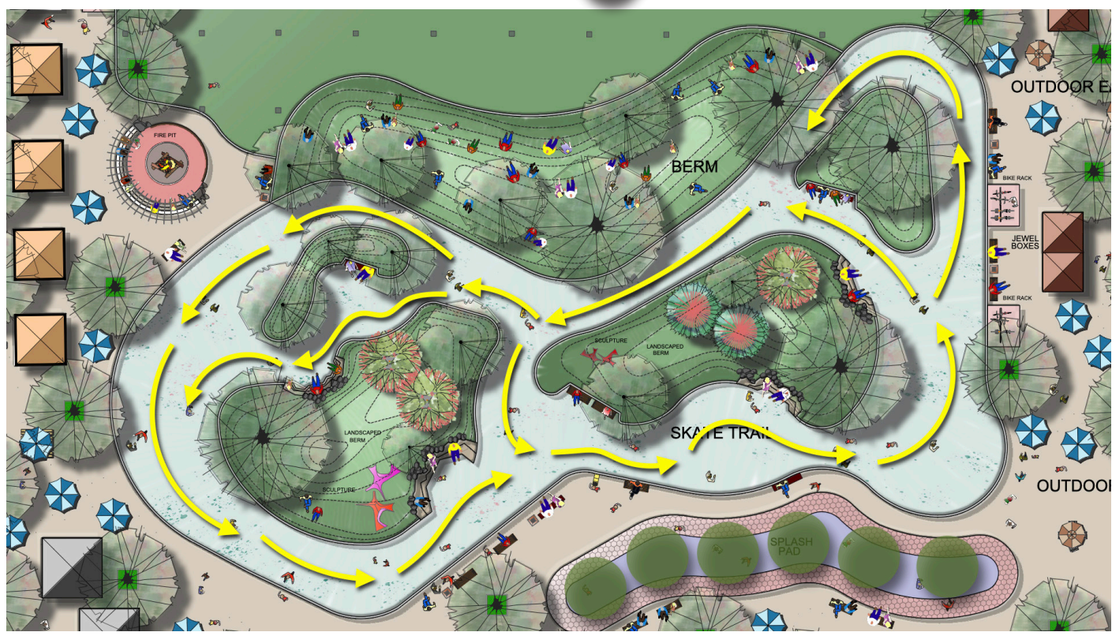
1 For beginning skaters there is a defined area (see opposite) where they can use skating aids as they become more skilled at skating. You can see a similar circle (immediate right) on Caldwell's Indian Creek Plaza skate ribbon.

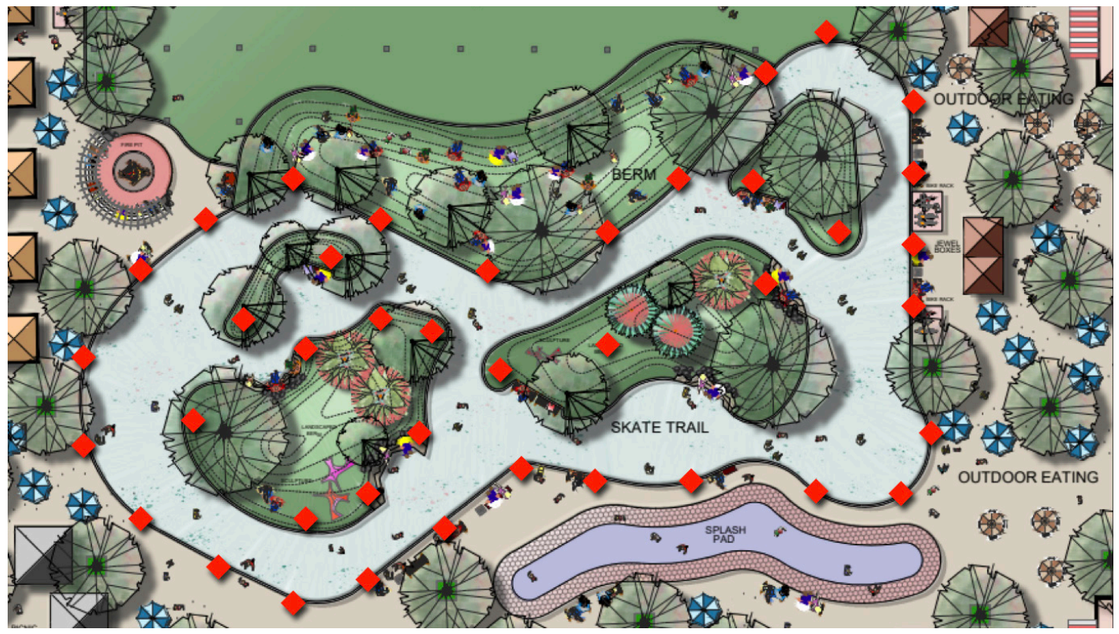
During the winter ice-skating months rubber padding will be placed between the Trailhead Center and the gate on the Skate Trail (see site plan, right) so that those with skates on can walk between the rink to benches and the exterior gear rental counter. Plenty of benches will be placed around the rubber matting to provide places to put on and take off skates. Shoes, once removed, can be brought to the counter and will be held until the skater exchanges them for the skates. The padding will likely expand beyond what is shown here since skating is strenuous, so skaters tend to take breaks to visit with friends and family off the ice, but still on padding.

The Skate Trail is the one activity on the Plaza that will









THE SKATE TRAIL

have a charge for its usage and a charge for the rental of skates. Skaters are always welcome to bring their own gear. That being said, there will be times, almost every day, where the Skate Trail is free for various uses such as morning walks (non-ice months), or for stroller walks, or for skate lessons, which Trailhead Plaza staff can arrange.

The uses of the Skate Trail, beyond ice skating, are nearly limitless. On any given morning, perhaps every morning during the late spring, summer and fall months, the Skate Trail might have a schedule along this line:

7:00 to 10:00	Walking the Trail (some with strollers)
10:00 to 12:00	Tricycles (bring your own)
12:00 to 9:00	Roller and inline skating

The next day (or week) instead of trikes, it would be scooters. Electric vehicles would not be allowed on the Skate Trail.

There would be no charge for walking the Trail, but for others there would be the entrance fee.

Special events might include:
- Zorb ball races (photo, top, near right)
- Kiddie bike races (bottom, near right)

Fees and time limits are discussed in the Operations section of this plan.

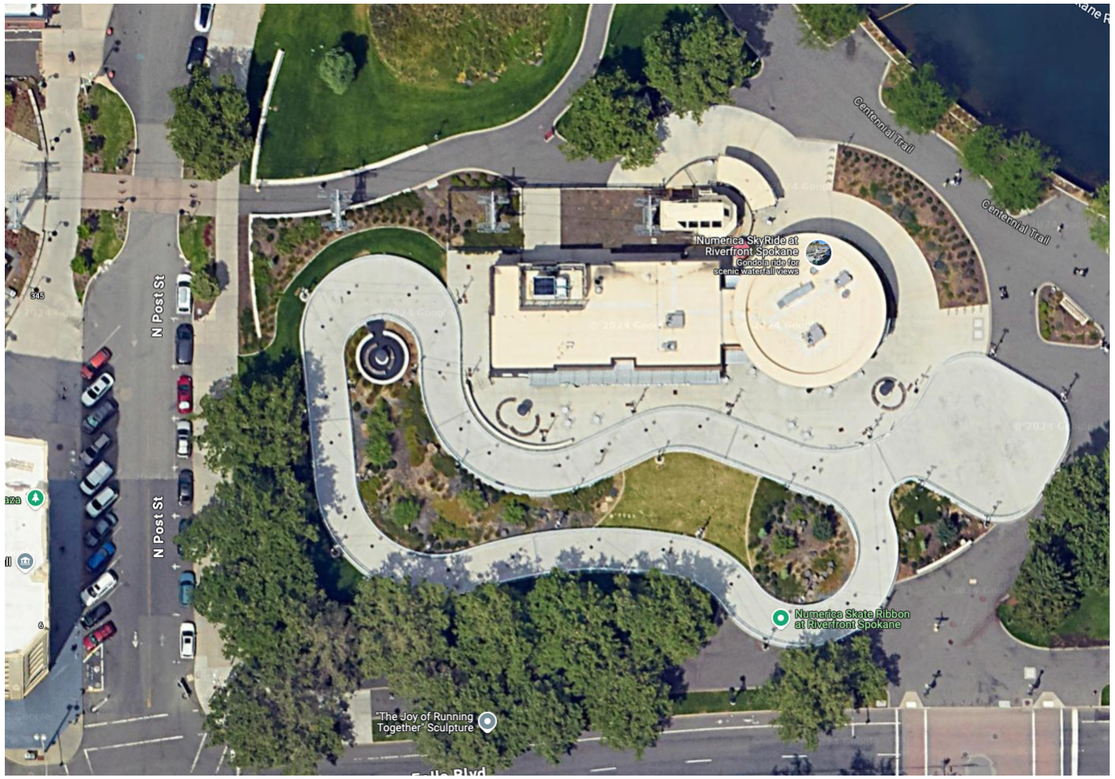
There will be two weeks each year when the Skate Trail will be closed. Once during the late fall when the Trail is being converted over to ice, and once in the spring when the ice is removed. Additionally, one day each week during the growing season, the Trail will be closed until noon to allow for landscape maintenance of both the Trail and the islands.

Riverside Park in Spokane, Washington (top right and below) also has a year round skate ribbon, which has become one of the biggest draws to downtown Spokane.

When renting skates, knee pads and helmets are included in the rental fees.







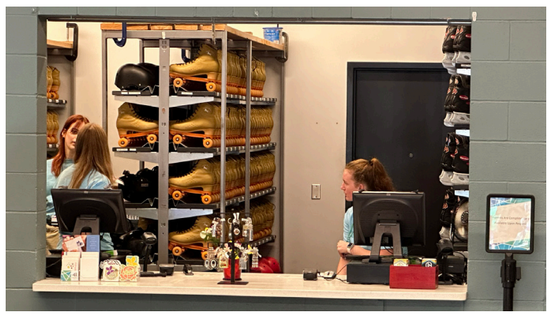












The skate ribbon in Riverside Park in Spokane, Washington (above and opposite) is 625 feet long, compared to 675 feet for the Trailhead Plaza Skate Trail.

Between the skate ribbon and the Numerica building is outdoor seating. The building houses the rental shop, lockers, restrooms, and a cafeteria-style small cafe with indoor seating. If you look at the photos closely (bottom right, opposite), you can see that they've put lights over the ribbon. For the Trailhead Plaza Trail, there would be poles on both sides of the Trail, minimizing the need for overhead wires.

The Trailhead Plaza Skate Trail is available for naming rights.

Throughout this process we worked with Jim Maland from Stantec Consulting who was the developer of the ice ribbon in Spokane, Indian Creek Plaza (the entire plaza including the ice ribbon), and dozens, if not hundreds, of others throughout North America. He provided the rough initial estimate (far right) for Trailhead Plazas Skate Trail. He can be reached at jim.maland@stantec.com.



The new Mayflower, or Deer Valley Resort being developed by Extell, will include 800 hotel rooms, 1,800 residential units, and more than 250,000 square feet of retail when completed. It will also include an ice ribbon (pictured in the concept, left). It's important to point out that while there are nearly a dozen outdoor ice rinks and ribbons throughout the Salt Lake Valley, in Midway, and at Mayflower, this is not a competition. The Skate Trail on Trailhead Plaza is for the people of Heber City and their visitors. All three of these offer a completely different experience and perhaps local residents will enjoy visiting all three throughout each winter.

This plan has budgeted $6.2 million for the development of the Skate Trail. In the initial planning, there are additional light poles and speakers than included in this estimate, and this estimate does not include the development and landscaping of the islands within the Skate Trail. During the summer months the skate ribbon at the Mayflower Resort will be converted to event space, featuring concerts and other forms of entertainment. Only the Trailhead Plaza Skate Trail will be used for skating year round.





PRELIMINARY COST ESTIMATE FOR HEBER CITY ICE TRAIL

BY Stantec JRM 10/18/24

Ice Trail	Description	Total
Notes:	Permenant railing around outside perimeter for the Ice Trail	$ 315,000
Based on Final Concept	Interior railing around portions of islands	$ 135,000
Drawing sent from	Perimeter grade beam w/curb	$ 568,000
Roger Brooks on	Industrial grade refrigeration plant	$ 1,600,000
10/14/24	Insulated transmission mains for Trail	$ 193,000
	6" refrigerated slab for Ice Trail	$ 1,441,000
	Granular borrow base for rink (includes 2' deep granular fill under the trail).	$ 111,000
	Warranty and start-up	$ 112,000
	Subcontractor Pricing Ice Trail	**$ 4,475,000**
	General Contractor Pricing Ice Trail	**$ 4,923,000**
		2025 Pricing
Exclusions:	Ice Trail estimate **EXCLUDES**: Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice Trail Lighting and Sound System, Ice System Electrical Service, special skate rubber tiles.	

Ice Trail Lighting and	Description	Total
	Ice Ribbon Lighting (14 poles)	$ 236,000
	Ice Ribbon Sound (18 speakers)	$ 80,000
	Subcontractor Pricing Lighting & Sound	**$ 316,000**
	General Contractor Pricing Lighting and Sound	**$ 348,000**
		2025 Pricing
Exclusions:	Lighting and Sound estimate **EXCLUDES**: Ice Trail, Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice System Electrical Service, special skate rubber tiles.	

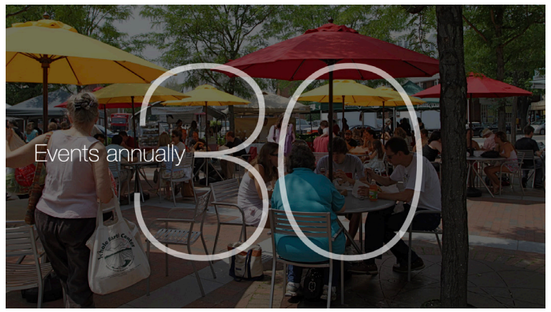
GRAND TOTAL Ice Trail, Lighting and Sound		
	Grand Total Subcontractor Pricing	**$ 4,791,000**
	Grand Total General Contractor Pricing	**$ 5,271,000**
		2025 Pricing
Exclusions:	Ice Trail, Lighting and Sound estimate **EXCLUDES**: Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice System Electrical Service, special skate rubber tiles.	

PLAZA ACTIVITIES









These four figures, left, are the guiding principles tied to programming of Trailhead Plaza. In reality, the Plaza will be home to various activities nearly 340 days a year, but for at least 250 of those days there will be at least ten different interactive activities available for people spending time on the plaza.

It's also important to separate "events" from "activities." While the Plaza will be home to activities at least 250 days a year, plans call for only 30 special events throughout the year - not including the weekly Market on Main each Thursday during the summer months.

For instance, the Back to the 50s Car Show is a special event. Others might include major concerts, battle of the band events, art shows, bridal fairs, home shows, food-oriented events such as chili cook-offs, or "The Taste of Heber Valley." Holiday Season events such as Trunk or Treat, Storytime on the Plaza, Christmas concerts, would be a special event, versus an activity. The photos, right and below, showcase a few of the "events" that will take place on the Plaza throughout the year.

If it has to be organized and planned in advance, then it's likely an event. Activities are unscheduled things you can do while spending time on Trailhead Plaza. Activities are what you see here and on the following pages, including quantities of each and approximate costs.

Some activities will be fixed, meaning they will always be available. This might include musical instruments that are permanently mounted fixtures, thus available year round.

Most, however, with be interchangeable depending on season or other factors.

On these pages you'll see a number of different activities, but not all of them will be available every day of the year. Many are quite seasonal (no need for fire pits during July and August) and so the plaza will change some of the activities every two weeks throughout the year.

For instance, Imagination Playground building blocks might be available during school spring break and again for two weeks during in June and again perhaps in August.











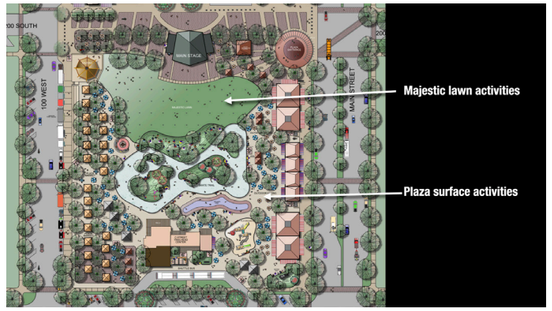


There may be some activities that include vendor-based activities, such as the climbing wall pictured below. Typically these are owned by a vendor who will bring it in, will charge a fee for its use, and will be there to manage it for anywhere from a day to a weekend, or for a week or two. This would be an activity, and not an event. Other vendor activities might include a portable zip-line, an obstacle course, or the Zorb balls that might run around inside the Skate Trail.

Most of the time when tenting is used on the Plaza, it will be for an organized event.







Because the plaza has both lawn and hard surface areas, a sampling of activities is shown on this page along with the type of surface they are best suited for.

Not every activity would be available at one time. For instance, for two weeks in late June, you might have the Four to Score games (six of them), Hoola Hoops (48 of them on three racks), Corn Hole Toss games (six of them) and four Mega Chess sets. In a week, perhaps the Four-to-Score games are swapped out for Giant Jenga blocks, and then a week later, the corn hole toss games are exchanged for foosball (four of them) and ping pong tables (four of these).

Giant chess is one game that might be on the plaza nearly all year long. The musical instruments are permanently mounted, so they'd be available year round.

Exercise equipment could be used during "fitness weeks" where you are encouraging locals to get fit. The goal: You want locals to ask themselves, "I wonder what's on the Plaza this week!" It keeps people coming back to see what's new. This way the plaza is always changing and never gets boring. And, of course, these activities can be supplemented with events such as artisans in action: glass blowers or chainsaw carvers. Yoga instructors might donate an hour or two to offer yoga sessions on the Majestic Lawn a couple of times a week during the spring, summer and fall months. It's a great way to grow their business. They might also sell yoga mats, clothing and other items as well.





Four Playcraft Extera Outdoor Foosball tables
And **four** Joola Nova Outdoor table tennis tables, paddles, and covers, bag of balls



48 qty. US Games standard hula hoops
48 qty. Hoop bundle pack 32"
Three racks



Six Magis Spun Armchairs



1 harp, **1** Pagoda bells, **1** Melody
From Freenotes Harmony Park
or Ensemble Collection (**5 instruments**)



Four MegaChess w/25" tall King
Option: 37" tall King



4 qty. MegaChess Giant Checkers Set - 10"
This uses the same mats as the chess sets. **Four** separate mats



36 qty. 10'x10' Ez Pop-up Canopy Tent with removable end side walls, roller bag, four sand bags with each



Six quantity Driveway Games all-weather corn hole set



8 qty. Tacklife Gas Fire Table, 28", 50,000 BTU
Auto-ignition, natural gas/propane, one fill



4 qty. (1 for parts) Zume Games portable
badminton set w/freestanding base. Extra rackets, shuttlecocks



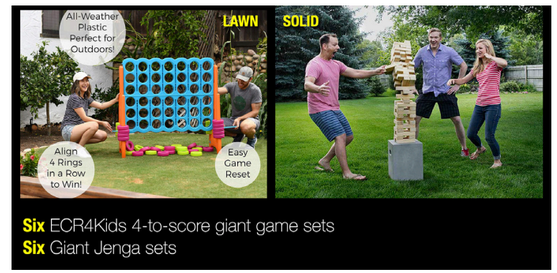
1 Stamina outdoor fitness multi-station
3 qty. Stamina outdoor fitness striders



400 qty. Value Series gray rattan indoor-outdoor stack chairs
100 qty. Round Coral steel patio table 32.5"
100 qty. Jordan Mfg. 9' Market umbrellas



4 full Imagination Playground 105-piece sets
4 storage carts



Six ECR4Kids 4-to-score giant game sets
Six Giant Jenga sets

The goal is to have ten different interactive activities available at any one time;
1. Roller skating
2. The Splash Pad Trail
3. Giant chess
4. Hoola hoops
5. Musical instruments
6. Dining with friends (tables, chairs, shade umbrellas)
7. Corn hole toss games
8. Market booths: Shopping at market booths
9. Yoga or Zumba classes (scheduled)
10. Music on the Main Stage or Bandshell

Typically two or three of these activities would be swapped out every two weeks for other activities such as Four-to_Score, Jenga, badminton, Imagination Playground, or other activities not shown here.

The cost to purchase everything shown on this page, in these quantities, is approximately $80,000.

PLAZA ACTIVITIES



All ten interactive activities do not need to be on the square at all times. You might offer "Zumba on the Plaza" on a Monday morning and then that evening "Movie Night Under the Stars," with the movie projected onto a 40 to 50 foot drop down screen on the Main Stage. Those would be two of the activities available that day.

As you schedule activities, remember that some take up more room than others. While giant chess is pretty confined to a small space, badminton can take up a lot more room, as would volleyball or other team sport activities.

A sample programming calendar can be found in the Programming section of this plan starting on Page 69.

Table games

In addition to the larger games, the Rental & Check-out counter in the Trailhead Center would also have table games to check out. These might include chess, checkers, Chinese checkers, Tic Tac Toe, Scrabble and other games where the wind is less likely to cause the loss of game pieces, such as decks of cards.

Visitors are, of course, allowed to bring their own games to the plaza.

As you can see, it will be pretty easy to always provide at least ten different activities, especially, when one of those might be checking out a table game from the Trailhead Center. Or having a vendor bring in a climbing wall or zip line for a week or two.

Sponsorships

A fund-raising idea would be to have many of the activities sponsored. For instance, Corn Hole Tosses could have the sponsor's name printed on the boards. Zumba or Yoga classes could be sponsored by the instructor or studio.

A local business could sponsor the Giant Chess and checkers games. In that case, a sandwich board would be placed near the games letting users know the "Chess Games sponsored by Smith's Market" - or whoever the sponsor might be.

Managing the activities

The challenge with offering so many things to do, is keeping them in shape, and making sure they are put away each night.

At any time on the plaza, there should be three to four staff members or volunteers wearing Trailhead Plaza logo gear with "Staff" or "Ambassador" printed on the back. Their job is to make sure everyone is having a good time.

Disney calls these people "Cast Members," and that is their primary duty: Making sure everyone is having a good time.

In this case, the plaza's "Cast Members" will restack Jenga blocks, put chess pieces back in playing formation, check out foosballs, or shuttlecocks and rackets for badminton games. Or put hoola hoops back on racks.

Every evening staff and volunteers will go through the plaza making sure things are picked up and put in their place, then bring them out again the following morning.

Nearly every day during the peak months, staff will pressure-wash the plaza hard surfaces, while the landscape crew (contracted or staff) will make sure garden areas are watered, lawn mowed, and trees trimmed, as needed.

For activities such as Imagination Playground (below two photos), bins can be purchased to store the contents in at the end of each session or day. Often the kids, themselves, are recruited to help organize the pieces into the bins.





Volunteers

Volunteers are an integral part of making sure the plaza provides a great experience for every visitor.

Plaza staff should recruit at least 100 "regular" volunteers, with each one donating just one four-hour shift per month.

Look for retired individuals first, who have a bit of time they can donate and are generally reliable and skilled at handling emergency situations as they arise.

Others that should be included would be City staff, elected officials (City and County) - perhaps staff might be allowed to do a shift during working hours. Remember, this is for just one four-hour shift each month.

Reach out to local businesses and organizations and ask if employees could, during business hours, and if they'd like, provide four hours, once a month, to volunteering. In this case they can wear logo gear with "Staff" or "Ambassador" on the back, and the company logo on the front.

For any business or organization that can offer ten volunteer shifts per month, Trailhead Plaza will provide the shirts at no cost to the company.

Others would be local business owners, high school and college students, teachers, and those from other local agencies and organizations such as the Chamber of Commerce.

The plaza will be active about 12 hours a day, with three volunteers on the plaza at a time, requiring nine volunteers per day. Nine volunteers per day x 30 days each month, requires nearly 270 volunteer shifts per month.

Obviously, there may be days where the weather is simply not conducive to spending time on the plaza, so there may be days where only one or two, if any, volunteers are needed.

One of the Jewel Boxes (20'x20'), while the Trailhead Center is being constructed, or other areas of the plaza are closed off for construction, would be used as a Visitor Information Center. This is not meant for tourism, but for plaza visitors and contractors to check in and to see what's open and what areas of the plaza are closed. This may be staffed with Plaza staff, and on occasion, by volunteers.

Once the Trailhead Center is open, this Jewel Box will be converted to retail, or could be divided into three 10'x10' Jewel Box kiosks.

Sometimes it may be a couple, or a family, that volunteers the four hours. They are provided access to the lunch room in the Trailhead Center, and are provided a staff shirt they wear ONLY when working on the plaza.

One of the volunteers would typically work in the Skate Trail, unless it's a slow day, while the other two roam the grounds helping where needed.

All plaza staff and volunteers working the plaza will have two-way radios in case of emergency with the master unit in the Trailhead Center's office area. These would be charged at the end of each shift and a fresh radio picked up by incoming volunteers.

There should be eight radios, charging stations, and a base station as part of the plaza's operational equipment.

Finally, a side-by-side will be available with emergency medical kits and a stretcher handy, just in the very rare (hopefully never) case of a medical emergency.

Volunteers may clean up spills and trash, put away or rearrange games and activities, but their primary focus is to make sure plaza guests are enjoying themselves. Staff maintenance personnel would be charged with cleaning restrooms, pressure washing hardscape surfaces, and the general "heavy duty" cleaning.

One of the Trailhead Plaza staff would be dedicated to scheduling and recruiting volunteers, likely spending 50% of their time to this task.

Annual Thank You Day

One day each year, the plaza would celebrate a "Volunteer Day," where every volunteer who's given time to the plaza is honored with lunch or dinner, and commended by the Mayor for donating their time to the Community's Living Room: Trailhead Plaza. Each should be given a certificate, and those who have donated 48 hours, or more, in a year (one four-hour shift per month) is awarded a plaque during a ceremony on the Main Stage. Entertainment would be provided on the Main Stage as well during the event.

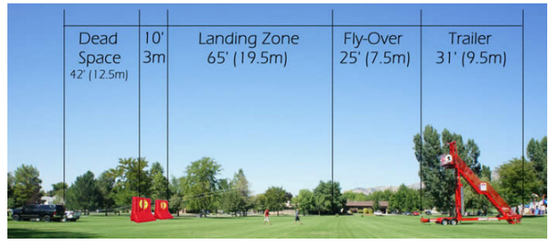
Programming of C Street Trail

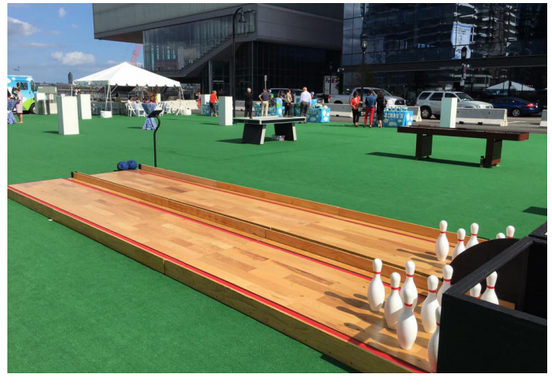
Over time, Trailhead Plaza staff will begin programming beyond just the plaza into C Street Trail as it's developed. The ultimate goal is to build a parking structure that would allow property owners and merchants to park in the parking garage and then convert the parking spaces behind their shops and eateries into gathering places for their customers.

To incentivize merchants to do so, CAMS (Trailhead Plaza staff) will also provide activities along the C Street Trail and other areas of downtown Heber City.











Activity Rentals

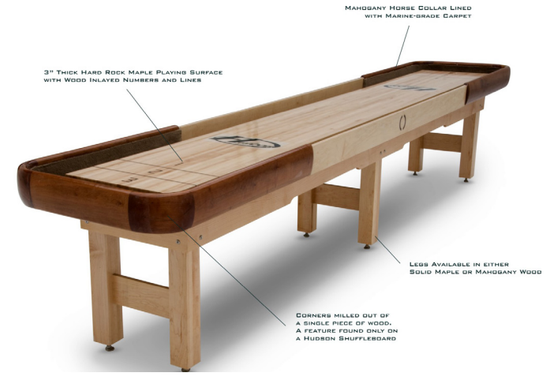
A budget of about $10,000 a year ($2,000 month over five months) should be set aside for the rental of activities such as a portable zip-line (left top three), outdoor and portable bowling lanes (bottom left), climbing walls (above), or for outdoor shuffleboard games (top right).

For the portable zip line and climbing walls, the use of event or crowd control fencing will be necessary. We are proponents of attractive, lightweight, and easy to assemble fencing. as you can see here (right). A catalog of decorative crowd control fencing is included in the Supporting Documentation of this plan.

These activities could be sponsored activities, and if so, make sure a readerboard or sandwich board is provided so that the sponsor is recognized.

Some of these may be purchased, over time. The outdoor shuffleboards, for instance, sell from $3,000 (top right) to $13,000 each (middle right). And these could have naming rights attached to them. It can be silk-screened onto the tables or the bowling lanes, or placement of a sandwich board next to the activities when they are set up.









STORAGE | FURNISHINGS | FIXTURES | EQUIPMENT









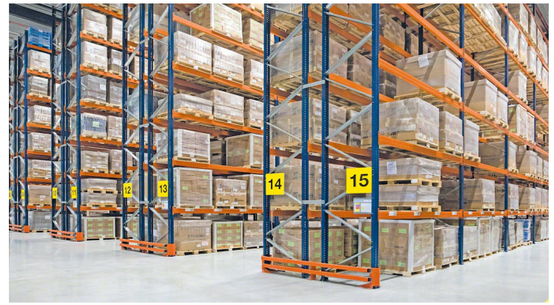
Developing or purchasing a storage facility within a couple of blocks of the plaza is a top priority. A simple metal pole building, like those you see pictured here, is inexpensive (about $100,000) for a 5,000 square foot building.

Pallet racks or warehouse racks (right), will be needed for storing activities and equipment when not in use.

Also needed will be a compact tractor with skid steer quick-attachments including forks, a bucket, snow plow, angled street sweeper brush (right), and a worker platform (opposite). Make sure the reach for pallet forks is high enough to store and remove items on the upper shelves of your warehouse racks. While a fork lift would have considerably more reach, a tractor is more versatile, with attachments, for all types of uses.

The other piece of equipment will be a flatbed trailer approximately 8' x 20', with sides, a double-axle with loading ramp and about a 7,000 pound carrying capacity. These can be purchased new for under $10,000.

Finally, two 2,000+ PSI professional pressure washers will be needed along with two hand-held or backpack blowers for keeping the grounds, splash pad, and skate ribbon clean and free of debris.









Of all the public-sector development opportunities available to communities across the country, two stand out among the rest in terms of private-sector return on investment. Those include year round public markets and programmed plazas.

This takes nothing away from the importance of schools, libraries, parks, sporting facilities, and public services. But investments made in downtowns will spur private-sector investment (tax base) and reduce leakage of locally earned money spent elsewhere, while improving the quality of life for its citizens.

One of dozens of examples is Indian Creek Plaza in Caldwell, Idaho. Once a primarily dead downtown (upwards of 90% vacancy rates), and a community that spent most of its time in nearby Nampa, Meridian and Boise (leakage), the creation and programming of Indian Creek Plaza changed everything for the city.

In fact, it spurred tens of millions of dollars in private-sector investment within months of the plaza's completion. Caldwell, once the "dregs" of the Boise area, became a desirable place to live, start and grow a business, and to visit.

Every city has a myriad of public-sector options for improving the quality of life for its citizens. For example, a 1,200 seat performing arts center is wonderful, but it will range in cost from $60 million to $80 million.

According to several sources, the cost of building a commercial building in the Western U.S. ranges from $313 per square foot to $378 on the high end. The development costs (above, right) have the Trailhead Center and the Plaza Shops on Main estimated at $400 per square foot.

However, the complete cost of developing the entire Trailhead Plaza, including commercial buildings, is $152 per square foot. This includes a separate 5,000 square foot storage building with shelving and moving equipment, 9,000 square feet of retail space, and the 7,200 square foot Trailhead Center including all furnishings, fixtures and equipment.

In comparison, the cost of developing a school ranges between $290 and $342 per square foot. The cost of public administration buildings averages $591 per square foot. Performing arts centers, libraries, and museums average $892 per square foot, nearly six times that of Trailhead Plaza.

Even recreation centers cost around $403 per square foot, nearly three times that of Trailhead Plaza. Building a small convention center or civic center would cost more than $30 million dollars.

Trailhead Plaza approximate development costs

Architectural and engineering	10% of total development cost	$2,043,000
Infrastructure (Underground)	In vault anchors, water, power, gas throughout the plaza	2,800,000
Trailhead Center	At $400 per s/f.	2,880,000
Skate Trail		5,500,000
Skate Trail Islands	Development and landscaping	500,000
Splash Pad Trail	Does not include lighting.	900,000
Landscape	100+ trees, insulated planter boxes, irrigation. Does not include Grasscrete	700,000
Hardscape surfaces	At $10 per s/f x 75,200 square feet	752,000
Lighting | Sound | Security	On poles throughout the plaza - cameras and in-office systems	400,000
Jewel Box booths	12 quantity at 10'x10'	560,000
Plaza Shops on Main	9,000 s/f @ $400 per s/f	4,100,000
Sound and lights	Main Stage, portable for the Bandshell, built-in system for the grounds	740,000
Furniture, Fixtures and Equipment	In office, brochure racks, office equipment and electronics, phones & on plaza activities	600,000
Storage and staging shop	(5,000 s/f @ $150 per s/f (Does not include land acquisition)	750,000
Total estimated cost of development:		$23,225,000

Not only is there the cost of development, ALL of the public-sector buildings noted here require substantial subsidies to keep open - often millions of dollars each year.

Subsidies for Trailhead Plaza will likely be in the $50,000 a year range. The plaza and its staff will generate nearly $750,000 a year in ancillary revenues to offset its operational costs, while leaving funds for capital improvements.

Simply put, there is nothing the city can invest in that has a greater return on investment than the development of Trailhead Plaza. And for several reasons:

1. It will spur substantial private sector investment throughout the city, and particularly within a four-block radius of the plaza, to the tune of tens of millions of dollars.

2. It is the cornerstone investment and anchor tenant of the Envision Central Heber 2050 Plan.

3. It will jump-start the C Street Trail commercial district, finally providing Heber City with a pedestrian-friendly shopping and dining district.

4. It will reduce leakage of locally earned money being spent in Salt Lake, Park City, and other communities.

5. It will keep visitors to Heber City IN Heber City, increasing retail sales locally.

6. It will make Heber City an even better place to live, raise a family, retire, start or expand a business, and to visit.

7. It will level the playing field with so much competition in the area: Park City, Mayflower, Deer Valley, Kimball Junction and dozens of Salt Lake Valley communities such as Bountiful, and others that also have ice ribbons and programmed gathering places.

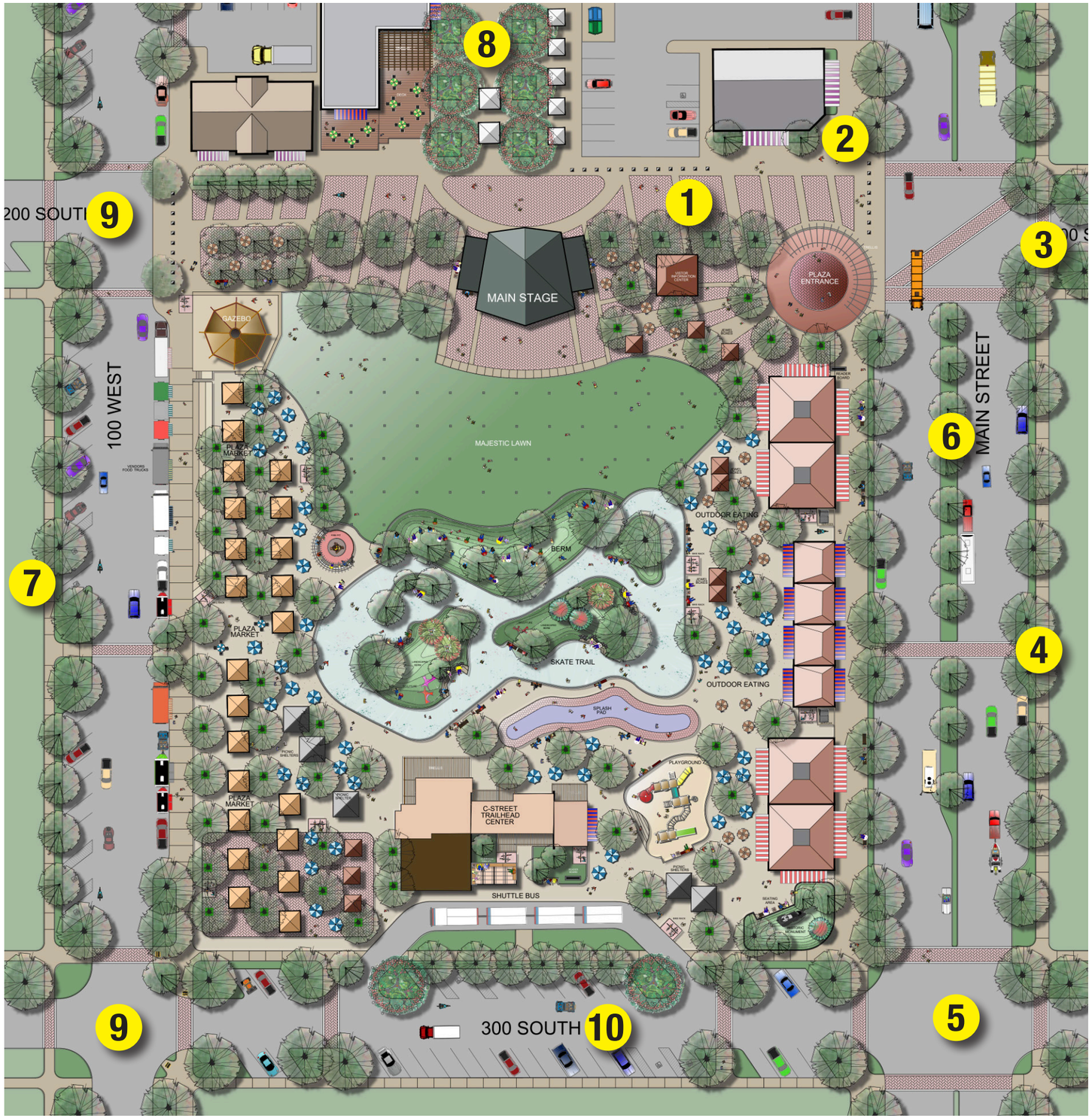
8. It will help Heber City step out from the shadows and become a world-class city in its own right rather than "near Park City."

9. It will create tremendous community pride.

10. It will increase the local tax base substantially, allowing the city to invest in other public sector projects that will improve the quality of life for its citizens.

Finally, It will set the standard for communities across America on initiatives that dramatically improve the quality of life for its citizens. Trailhead Plaza, C Street Trail commercial district, the new High School, the improving sports and recreational facilities in the Depot area, are all key elements of making Heber City THE stand-out community in Utah and throughout the west.





TRAFFIC CALMING | SAFETY | CROSSWALKS

One of the biggest challenges Heber City has always faced has been the creation of a true pedestrian-friendly downtown such as you'll find on Ogden's 25th Street, in Park City, Bountiful and many other Utah cities. This is due to the fact that the city has a major highway running through the middle of town with petroleum tanker trucks roaring through every 20 seconds, nearly 24 hours a day.

And while a highway bypass has been a major topic of discussion, this possibility is still years away from actually being developed.

BUT there are some ideas worth exploring that can help mitigate the challenges and safety concerns of having a vibrant downtown and a quality "living room" for local residents: Trailhead Plaza.

The following recommendations should be further developed with Utah's Department of Transportation and the City, and are critical to creating a safe and pedestrian-friendly plaza and downtown.

200 South

1 This block will be reduced to one way, westbound from Main Street. This will still allow for easy access to the businesses along this one block from the highway.

2 There will be times, however, that the street may be closed for Market on Main and other major events taking place on the plaza throughout the year. To accommodate this, bollards are placed across the intersection at both Main and 100 West. These can be lowered manually or electronically to allow for emergency access.

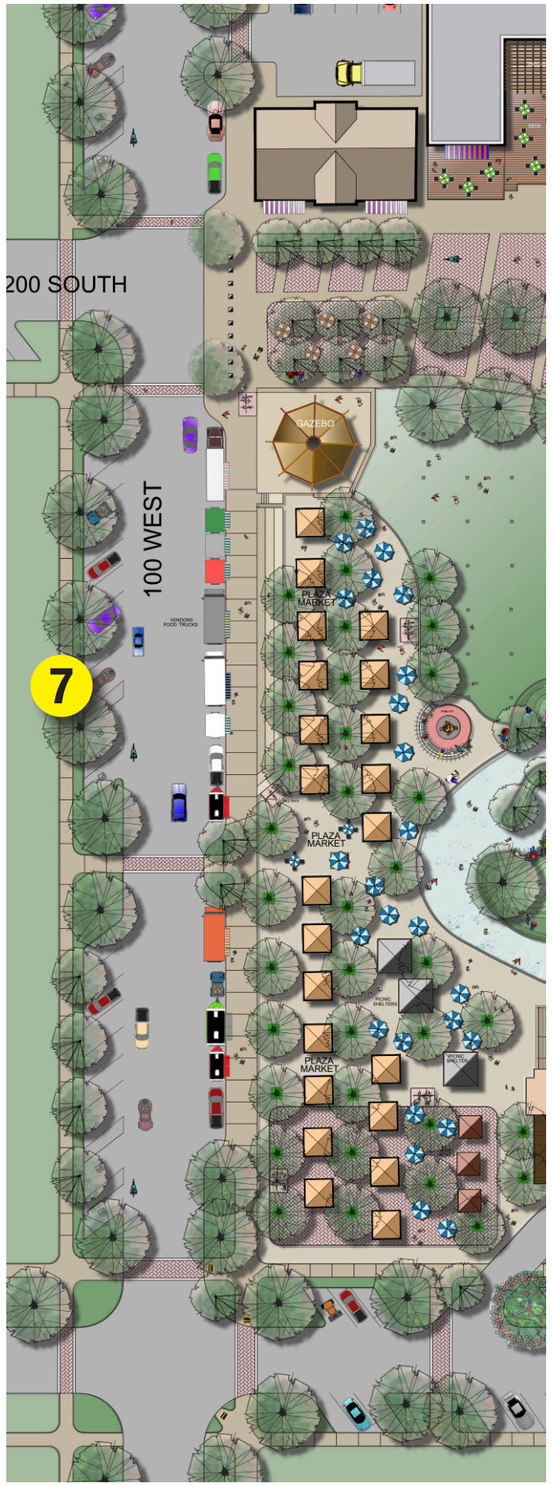
3 The most important safety improvement will be changes to the intersection of 200 south and Main Street. The first intersection of Highway 40 without a traffic light happens to be at 200 South - one of the primary pedestrian crossings to Trailhead Plaza. Instead of installing a traffic light here, we recommend moving and adding decorative crosswalks using Streetprint or Duratherm process to embed a pattern into the asphalt (see opposite) and create a diagonal crosswalk from the very popular Dairy Keen, who host millions of visitors every year, to the plaza.

This crosswalk should have overhead lights and automatic sensors that trigger the lights to stop traffic. However, these can be timed to allow sufficient traffic flow between street crossings.

4 To help facilitate this, the mid-block crosswalk from the Karl Malone Chrysler dealership to the plaza could be removed and the lighting relocated to the 200 South intersection. Having traffic cross here makes little sense.

5 Additionally, decorative sidewalks should also be developed at the 300 South intersection, although, initially, traffic signals here shouldn't be needed since a majority of the pedestrian traffic will be coming from the north areas of downtown.

6 Over time, it is recommended that a center landscaped median be placed between 200 South and 300 South. This will dramatically slow traffic while creating a "sense of place" for the plaza and the heart of downtown Heber City. Over time, perhaps the landscaped center median could be extended both north and south of this block.



7 This site plan shows street trees and angle-in parking on the West side of 100 West (left) and this is just conceptual and NOT included in this plan as a project.

Nothing on this side of the street will be changed - particularly since several properties here already have street trees. Down the road, however, perhaps a future project could include sidewalks and angle-in parking here, especially if commercial activities take place among these properties.

Studies have shown that angle-in parking increases the number of parking spaces by a third compared to parallel parking, and will increase retail sales along that block.

8 Along the 50 West block (alleyway) there are trees and vendor booths shown. Once again, this is merely conceptual, but would become - over time - the beginning of the C Street Trail commercial district.

No changes are included in this area as part of this plan.

9 Over time, recommendations might also include decorative crosswalks at the intersections of 100 West at 200 South and 300 South, from the residential areas to the plaza.

10 No changes would be made, as part of this plan, to the 300 South block other than the creation of the drop-off and pick-up drive in front of the Trailhead Center.

It is recommended, however, that mid-block decorative crosswalks be developed across 300 South on each side of the drop-off drive.







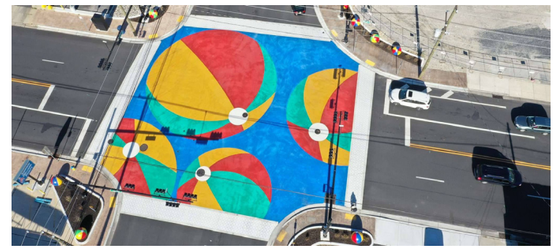




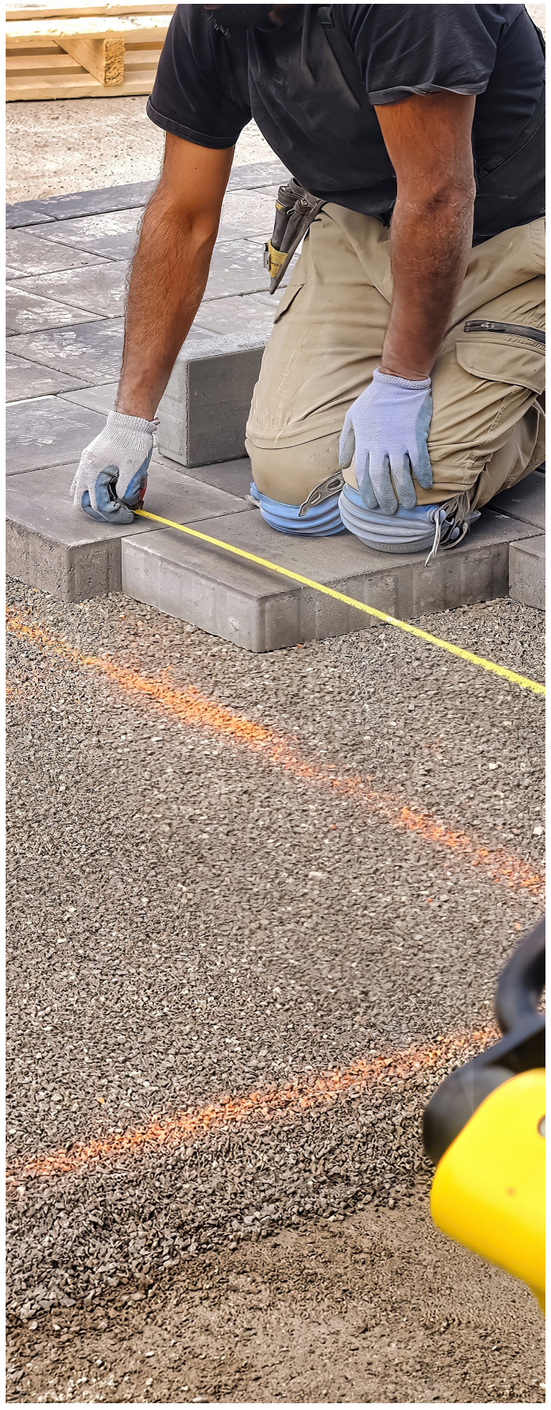
The images you see here showcase the Duratherm or Streetprint process of stamping any pattern, design, and colors into existing asphalt streets. This process lasts for decades, and because the designs are embossed down into the asphalt with a polymer filling, they allow for snow removal without damage to the crosswalk.

Often entire intersections (see below) can be stamped with any design imaginable (see the beach ball design in Wildwood, New Jersey). When the process begins, the intersection only needs to be closed for a couple of hours and can be driven on immediately.

This type of process is far easier, faster and less expensive than actually tearing up existing roadways.







Development of Trailhead Plaza is a multi-year undertaking unless the city were to, basically, shut down the park completely for around six to eight months. Instead, the plaza could be developed in phases with a certain phase taking place each year, approximately along the lines of the following:

Phase I	The Main Stage	Competed in 2024	
Phase II	Architectural & engineering	2025	For the complete project. Approximately an eight-month process
Phase III	The Trailhead Center	2026	7,200 s/f Center. Would also include rough-in of all vault utilities (stubbed out)
Phase IV	Underground services	Early 2027	Natural gas, water, power, irrigation, anchors throughout the plaza and Majestic Lawn areas
Phase V	Hardscape surfaces	Second half of 2027	75,200 square feet of stamped concrete or paver surface
PHASE VI	Jewel boxes and portable commerce, landscaping	2028	Jewel box retail, Market on Main and other commerce
PHASE VII	Skate Trail and Splash Pad Trail	2028	This includes the landscaped berm on the Majestic Lawn next to the Skate Trail
PHASE VIII	Plaza Shops On Main	2029	9,000 square feet of retail/food services along Main

PHASE I - 2024: The Main Stage

With the Main Stage being completed in 2024, the first phase of Trailhead Plaza is already complete and will be a great addition to the park and upcoming events.

PHASE II - 2025: Architectural and engineering

The park will be, for the most part, undisturbed for 2025 while the plaza moves from this plan to actual architectural and engineering services.

During the spring of 2025 improvements will be made to 200 South including pavement treatments, landscaping and other elements.

PHASE III - 2026: The Trailhead Center

This will likely be a year long project that will take place where the current restroom facilities are located. Temporary restrooms will be put in place during the construction period (see photos, left).

This will include the vault (or basement), which will include all of the workings and connections to underground utilities throughout the plaza. These will be stubbed-out for connections made in 2027 and 2028 when the hardscape surfaces, splash pad and skate trail are developed.

The Trailhead Center will, hopefully, host a grand opening for the holiday season of 2026. It will include public restrooms, changing rooms, visitor and historical information and displays, offices for plaza staff, security office, a check-out office for games and for skates and other rental equipment once the Skate Trail opens. It will also include a small gift shop and snacks.

The heavier pieces of equipment that will be in the vault for the operation of the skate trail and splash pad will need to be placed in the vault this year, two years prior to those projects being completed.

PHASE IV - Underground services

This would probably be the most disruptive part of the entire project since it will include trenching through the Majestic Lawn and future hardscape surface areas to install (and stub up for) natural gas (to future fire pit locations), water, power, and fiber lines, and anchors to all areas of the plaza.

Most of these utilities will be underground and will only take three or four months to put in place. Some utilities will be stubbed up for future poles that will house lights, sound, and cameras.

An option for the Majestic Lawn area is to install Grasscrete - an under-the-lawn substrate that will allow vehicles and heavy items (such as a portable zip line) to be on the lawn without creating ruts or damaging the lawn's surface.

PHASE V - Hardscape surfaces

Once the underground utilities and lines are in place, the Majestic Lawn will be restored, and the 75,200 square feet of paver or stamped concrete surfaces will be installed. Along with the surfaces will be the installation of all poles that will host speakers, LED lighting, and cameras for all areas of the lawn and hard surfaces.

This will be a major milestone as it will then open up much of the plaza for the weekly Market on Main, concerts, and all types of other events and activities.

PHASE VI - Jewel boxes and markets

Now that the Trailhead Center, Majestic Lawn, and paver surfaces are in, commerce can begin taking place, beyond just the weekly Market on Main. First up will be the installation of the dozen Jewel Box booths, and the ability to have Market on Main, and other merchants, to have booths along the Market Trail (west side of the plaza).

This is also when all of the trees and other landscape elements (except for the berm) will be installed. The plaza will be home to nearly five times the number of trees than currently occupy the park.

Benches, raised planters and seating will be provided throughout the plaza.

This is also the phase where the five picnic shelters will be developed, by summer, for their use.

PHASE VII - The Skate Trail and Splash Pad

This is the year of the two main activities being developed. The Majestic Lawn, Main Stage, Bandshell and commerce will all be operating while these two venues are being developed. The construction of these two projects will take between six and eight months to complete. Utilities will already be stubbed up for them.

PHASE VIII: Plaza Shops on Main

From almost the beginning of this project a call would be put out to begin securing vendors for the Plaza Shops on Main and for the Jewel Boxes. If commitments come in early on, the Plaza Shops on Main could become part of an earlier phase, which is ideal since these revenues are crucial to keeping the plaza self-sustaining.

Once the skate trail and splash pad trail have been completed, the entire plaza will be fully operational and programmed at least 250 days with activities and entertainment.

This is perfect timing for the development of the Plaza Shops on Main. These eight buildings will be the next stop for merchants who've started on the plaza and are on their way to becoming tenants along C Street Trail or in other areas of the city.

All of these would undergo construction at the same time, saving money on subcontractors and others by making these a single project rather than eight separate projects.

OPERATIONS

OPERATIONS



"Everyone is a genius. But if you judge a fish on its ability to climb a tree, it will live its whole life believing it is stupid." - Albert Einstein

INTRODUCTION

First impressions matter! A welcoming atmosphere for any venue is important to its continued success as it sets the tone for the guest experience. As such, it will be necessary to establish and adhere to operating procedures for Trailhead Plaza that will result in a consistently clean and well-maintained venue. Whether it is a concert, a festival, an urban market event or an ice skating event, each guest is owed a best effort to meet their needs, solve their problems and make them want to return again and again.

STAFFED HOURS OF OPERATION

Although Trailhead Plaza (THP) will be a public plaza with 24-hour access and a place where people will be encouraged to gather all year long, there will be a need for THP to staff the Plaza on a regular basis to maintain a safe, clean environment. THP will also be responsible for the ongoing maintenance and upkeep of THP equipment and all aspects of the ice operation and water features. There are opportunities for Heber City maintenance and Parks Department staffing to assist THP in Plaza operations.
For the purposes of this Pro Forma Budget, the following hours of operation have been used in calculating staffing levels. The projected hours will vary by the time of year and do not include special hours of operation to accommodate specific event activity.

HOURS OF OPERATION

DAYS	TIMES
Spring/Summer/Fall	Monday – Sunday 9:00 a.m. – 9:00 p.m. Open later for movie nights
Winter Skating Months	Monday – Thursday 2:00 p.m. – 9:00 p.m. Friday and Saturday 10:00 a.m. – 10:00 p.m.
Sunday	Noon - 8:00 p.m.

STAFFED HOURS OF OPERATION

DAYS	TIMES
Summer/Fall Months	Monday – Sunday: 8:00 a.m. – 10:00 p.m.
Winter Skating Months	Monday – Thursday: Noon – 9:00 p.m. Friday: Noon - 10:00 pm Saturday 10:00 a.m. – 10:00 p.m. Sunday 10 a.m. - 8:00 p.m.

It is anticipated that during the hours of operation, staff would be scheduled in the areas of maintenance, skate rental, ice operations and/or guest services.

PERSONNEL NECESSARY

Start-up (6 months to opening)
- Executive Director
- Operations Manager

Opening to 1st Year
- Start-up plus:
  - Events Manager
  - Marketing & Sponsorships
  - Office Manager
  - Custodian (PT)
  - PT Event Staff
  - PT Facilities Assistant

After 1st Year
- 1st year plus:
  - Graphic Design and Social Media
  - Events Coordinator
  - Assistant Ops Manager

It is anticipated that there will be an extensive volunteer base of Plaza friends who will assist with the operations and staffing. Partnerships with service organizations will provide additional staffing options too. Graphic design and social media will need to be a key priority from start-up. Finding a local partner to fill this gap to develop initial branding of the Plaza, logo, ad layouts, social media templates, and other media until a full time person can be funded will be key and estimated costs are included in the Proforma startup costs.

OPERATIONAL GOALS AND OBJECTIVES

PERSONNEL NECESSARY

The operational goal of the THP staff should be focused on identifying those events which will support the overall brand of Heber (Utah's best trails: biking, hiking, and downhill skiing), coordinating all facets of the event, implementing and managing the systems, amenities and technological elements of THP in a cost-effective manner in accordance with industry standards. There are three basic objectives necessary to meeting this goal.

The first objective should be achieving the highest standards for operational efficiency. The following is a list of recommended actions steps:
- Ongoing: Conduct pre- and post-evaluations of events and work to set and/or improve efficiency standards.
- Ongoing: Target events that will support the overall brand of Heber as Utah's best trails for every recreational pursuit. Meet with organizers, schedule, provide site layouts, coordinate and conduct events in a manner that support the overall theme of Heber Valley.
- Monthly: Review the budget to compare historic data for measurable aspects of efficiency.
- Monthly: Review financial reports to recognize common cause variations in expenses and special cause variations that may require a response.
- Bi-annually: Report on efficiencies of operating systems including, but not limited to, the splash pad, ice system, stage and the electrical/lighting systems.
- Annually: Review all operational contracts for efficiencies and possible cost saving measures.
- Annually: Review event files for repeat rental items to identify possibly efficiencies and revenue centers if THP were to purchase the equipment rather than rent.
- Annually: Evaluate the year's events performances and determine the continuation of each event. Determine areas of weakness or strength in event lineup and define a target list of events.

The second objective should be maintaining the highest standards of life safety for THP employees, clients and patrons. The following is a list of recommended actions steps:
- Ongoing: Review the input of life safety officials, including police, fire and ambulance personnel when planning individual events.
- Ongoing: Conduct regular safety meetings to proactively review, inspect, and deal with any safety matters and to insure proper staff training.
- Ongoing: Report as needed on substantive policy and/or procedural changes.
- Annually: Review all OSHA requirements with the THP staff to ensure compliance.
- Annually: Review patron life safety policies for the upcoming season.
- Annually: Utilize life safety standards developed for the industry to re-evaluate staffing and equipment requirements.
- Annually: Meet with other managers of regional public assembly facilities to identify trends and issues encountered by similar venues related to employee and patron safety issues.

The third operational objective should be the evaluation of THP operations to reflect customer input and to improve service. The following is a list of recommended actions steps:
- Annually: Develop list of maintenance and upkeep projects that will maintain or enhance

THP's visual appearance.
- Ongoing: Evaluate the location of THP staff and equipment to ensure efficient and effective service and operations.
- Ongoing: Assess customer and event input for underlying indications of facility or operational needs.
- Ongoing: Report customer input and matters of customer service that influence the need for THP improvements or modifications.
- Monthly: Conduct operational overviews of expenses with the Executive Director to identify and assess any variances.
- Quarterly: Post-event evaluations should be conducted with the operational and event staff to identify areas in need of improvement and any communication gaps.
- Annually: Present a list of maintenance projects to the Executive Director with time and material budgets for seasonal projects in a prioritized manner for Executive Director review and appropriate approval.

The THP Event Manager should work with the THP staff to develop and oversee implementation of the procedures necessary to achieve these action steps. CAMS Board of Directors should provide approval authority for any costs associated with their implementation.

DOCUMENTATION

Documentation of the venue's operational activities promotes efficiencies, controls cost and establishes a record of the various responsibilities and tasks. These are the checklists and potential forms in Appendices that are to be used by THP Personnel. These documents are not intended to be all inclusive of the documents needed to fully operate the THP, however, they should serve as examples of the type of materials necessary for the continued successful operation of THP.

- Work Order Request – Report of a Maintenance or Safety Issue
- Incident Report- Patron Injury and/or Damage to THP property
- Incident Report- Employee Injury (OSHA 301)
- Emergency Action Plan- Severe Weather Procedures for Outdoor Events
- Emergency Action Plan- Medical Emergencies
- Conversion Staff Checklist
- Maintenance Checklist
- Restroom Cleaning Checklist

SKATING RINK AND FOUNTAIN OPERATIONS

Since the skating rink and the fountains present unique maintenance requirements, the final selected suppliers of these systems and related equipment should be required to provide the services necessary for the first full year of operation.

A recommendation would be to interface with local ice skating rinks Bountiful Town Square, Millcreek Commons, and Midway Ice Rink for potential guidance on proper protocols and valuable ice management lessons and best practices.

These services/ protocols should include, but not be limited to:

- Installation of all equipment and systems
- Testing to ensure proper operation
- Minimum of one year's worth of operational and maintenance supplies
- An adequate supply of spare parts that may not be available locally
- Complete start-up and shut-down services
- Maintenance schedules required to satisfy warranty requirements
- Adequate on-site training necessary for THP staff to be proficient in all phases of operations including:
  - o Day to day operations of systems including a thorough understanding of any controls or gauges
  - o Routine maintenance of the equipment and systems
  - o Routine maintenance and servicing techniques for the ice resurfacing machine (Zamboni or Olympia) including blade replacement and refueling
  - o Proper ice resurfacing methods
  - o Safe and efficient use of supplies such as chemicals and gasses
- This training should be videotaped by THP staff to ensure a resource library is developed for future staff training.
- The systems suppliers should also provide detailed manuals of startup and shut down procedures that include having the equipment controls and valves clearly numbered or marked so they correspond with the written text in the manuals.
  - o The manuals should include procedures for re-starting systems affected by unexpected power outages.
- Some equipment may need to be restarted in phases in order to minimize damage to motors, pumps and electronics.
- Phase starting may also reduce energy consumption spikes that could impact future electrical rates.

EVENT STAFF/GUEST SERVICES

The event staff includes personnel working events at the Trailhead whether they are full time, part time or volunteers. The venue will recruit, hire and train these workers to ensure compliance with Trailhead standards and policies.

Training needs to be thorough, on-going and documented. Training topics may include, but not be limited to, ADA orientation, first aid, emergency evacuation procedures, CPR, AED protocols and effective alcohol management training through an approved program. Uniforms should be provided for all staff that regularly meet the public.

CUSTODIAL SERVICES

Cleaning should be on-going while guests are at the Trailhead to ensure that the environment is attractive, clean and inviting. Sufficient staffing must be scheduled to clean after large events to rapidly cover the entire site before the public returns the next day. Workers must be hired and trained in using appropriate equipment, materials and methods. Services include routine custodial cleaning, recycling and trash collection, event set up or conversions and related work needed to keep the venue in a safe and like new condition. The highest standards for venue cleanliness should be observed. Trash must be removed frequently to ensure a clean appearance and allow for maximized recycling of waste materials.

Heber City staff and Trailhead staff should coordinate the City's daily normal custodial services of the property.

GROUNDS AND MAINTENANCE

Maintenance must be conducted in a manner and frequency suitable to guarantee a safe, clean site and include Trailhead and the areas immediately around the venue. Special attention should be paid to any potential slip/trip and fall hazards. All safety concerns should be documented and addressed as soon as possible.

Litter and graffiti should be removed as soon as possible.

In the winter public access ways and related areas in and around Trailhead need to be maintained to insure they are kept free of snow and exposed, untreated ice, even if it means having staff clean walkways during an event. Heber City staff should include and prioritize snow removal in and around the plaza during and after snowfall. Trailhead staff should supplement snow removal.

FOUNTAIN AND OTHER WATER FEATURES

Due to the number of children and adults using the splash pad and other water features, special attention must be given to the quality of the water. Daily sampling must be conducted during the months of operation. Typical pool water kits can be used for monitoring daily samples, but weekly tests should be performed by a testing facility and clearly documented for liability purposes.

STORAGE SPACE

A storage space of at least 5,000 sq feet must be identified and within close proximity to the Plaza. Storage space will be used for a number of purposes:

1. Housing equipment necessary to operate both the ice rink and water features. i.e. glycol, pumps, filters, pool supplies.
2. Storage of Zamboni; also ice skates (and roller skates) storage during off season.
3. Tables, chairs, tents and extra event supplies.
4. Seasonal and event décor.
5. Tools, pressure washer and other small repair shop area.
6. Temporary event fencing.
7. Other miscellaneous items.

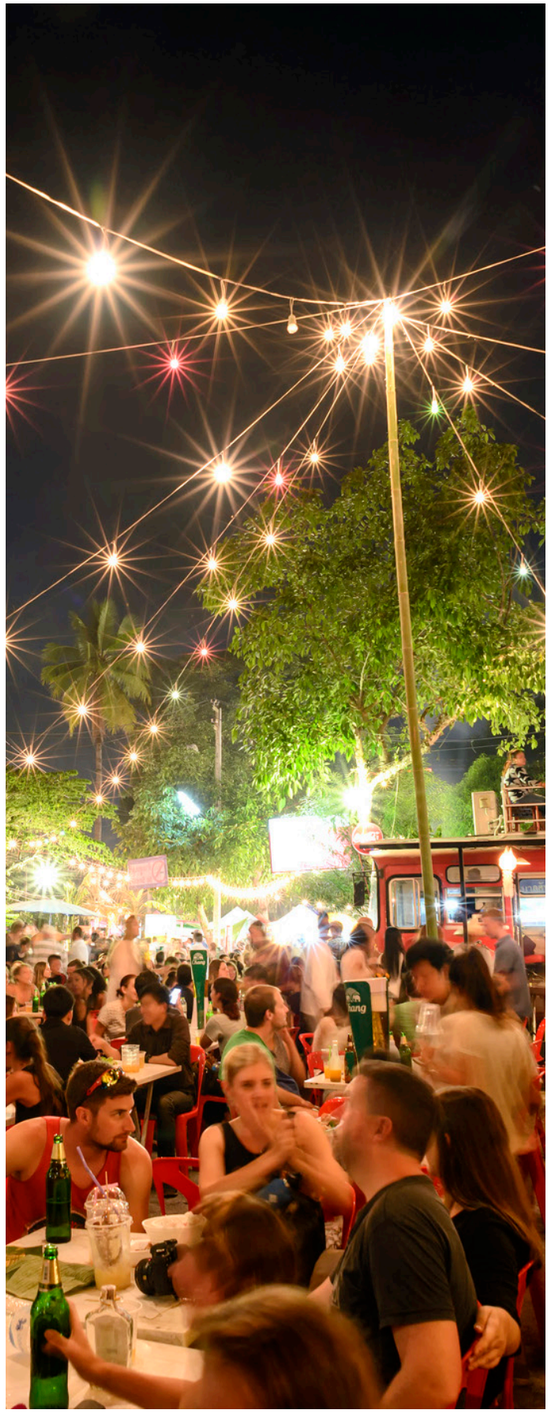
CONVERSION SERVICES

Staffing this function is similar to custodial services, with many workers being involved in both functions, via cross training, to achieve the greatest efficiencies possible. The proper and timely set up and tear down of event related equipment is crucial. The conversion staff will need follow the Event Sheet and event diagrams for every event. The conversion staff should be instructed to handle THP equipment as carefully as possible to minimize damage and extend the equipment's life cycle.

Special attention should be given to winter conversion. This shall include ice ribbon set up and holiday decorating.

STAGE WORK

The standard setup for the stage at THP would require minimal technical aptitude for most events. For larger events requiring expanded lighting and sound equipment and rigging, a sufficient pool of qualified stagehands should be identified and employed as needed. Careful consideration should be given to any rigging requirements that alter the design or structural integrity of any



THP structure. Any group or client using stage equipment should be subject to a certification process to assure that proper safety procedures are followed.

SECURITY

It is recommended that THP adhere to the Best Practices developed by the International Association of Venue Managers for crowd management and event security. Key practices include:

- Ongoing training for all security and event staff personnel
- Sufficient staffing levels to address the number of patrons to be present
- Coordination with local law enforcement agencies and emergency services
- Additional standard practices include:
    - o Providing a comfortable, clean and well-lit environment to set patron expectations at a high level.
    - o Providing adequate staffing to properly service day to day operations and special events.
    - o Providing uniformed security as necessary to create visual assurance to all patrons that any would-be troublesome situations will be taken care of quickly.
    - o A command center should be established as a "back-of-house" location checkpoint for deliveries and staff check-in.

WEBCAM

A webcam video camera system serves multiple purposes: marketing, valuable security asset and determining liability issues.

Video monitoring of THP will constitute camera placement throughout the Plaza. The video system will provide ongoing monitoring capability regardless of the time of day.

THP may consider working in partnership with Heber Police Department for monitoring the THP during after-hours. Certain cameras would upload marketing video feeds to the THP website for live event video capture.

Current systems offer a wide range of options. The following options should be considered:

- Digital recording and storage of images is preferred due to their large capacities requiring a minimal footprint of space.
- Weather-proof color cameras with remote zoom and pan/tilt capabilities.
- Cameras should be located in positions that offer an unimpeded view of Trailhead Plaza.
- Sun glare and reflection issues should be evaluated. Human monitoring methods should be determined.
- Discussions with the THP insurance carrier should include liability issues related to public impression that "all security cameras are monitored 24-7 therefore immediate assistance is always available".
- A policy should be drafted that outlines monitoring, length of time images will be stored and if and how they will be disseminated.

ROUTINE POLICE PRESENCE

The THP staff should work with Heber City Police Department early on to develop a plan that would establish an ongoing police presence at THP. Uniformed officers on routine foot or bicycle patrols in and around THP will provide a safe environment for all patrons and should minimize most vandalism and vagrancy issues. These patrol methods differ from automobile based patrols as it provides the officers with the opportunity to have regular, positive interactions with the patrons, especially children. In turn, THP should consider offering to host officer recognition ceremonies annually.

VENUE / EMPLOYEE SAFETY

On the job safety begins with employee training. Training programs should be provided for all staff, some of which should be delivered on site and some off site. Clear procedures must be established so when an accident does occur, the THP staff will know how to properly deal with the incident. This includes a follow up investigation into the cause of the mishap and the prevention of future incidents. Venue staff should conduct regular risk assessments with the assistance of the venue's insurance carrier including identifying which OSHA standards need to be addressed.

OSHA REQUIREMENTS

Per OSHA, THP has the responsibility to provide a safe working environment for all of its employees. Therefore, the Executive Director should require the Operations Manager and Event Manager to ensure compliance by all THP staff with all applicable OSHA standards. The THP insurance carrier and Heber City Risk Manager will be valuable resources for the THP staff in determining the applicable OSHA standards for Trailhead.

It should be noted that OSHA generally applies to the employer/employee relationship as opposed to the venue/patron relationship. The Occupational Safety and Health Act of 1970 was created within the Department of Labor to do the following:

- Encourage employers and employees to reduce workplace hazards and to implement new or improve existing safety and health programs.
- Provide for research in occupational safety and health to develop innovative ways of dealing with occupational safety and health problems.
- Establish "separate but dependent responsibilities and rights" for employers and employees for the achievement of better safety and health conditions.
- Maintain a reporting and record keeping system to monitor job related injuries and illnesses.
- Establish training programs to increase the number and competence of occupational safety and health personnel.
- Develop mandatory job safety and health standards and enforce them effectively.
- Provide for the development, analysis, evaluation and approval of state occupational safety and health programs.

In addition to the federal standards, Utah may have their own health and safety requirements that must be adhered to as well. The risk assessment should include determinations as to which Utah standards, if any, may be applicable to the operation of THP.

OSHA GENERAL DUTY CLAUSE

Under OSHA each employer "shall furnish to each of his employees' employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees" and "shall comply with occupational safety and health standards promulgated under this Act". In addition, each employee shall "comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct."

SERVICE PROVIDERS/VENDORS

THP also has the responsibility to protect its employees from safety hazards created by contractors or vendors working at the site. All service providers and vendors conducting business on THP property should be vetted to ensure they are in compliance with all applicable OSHA standards prior to beginning any work at the site.

As an example, the location of all Material Safety Data Sheets should be identified and clearly communicated to THP staff and all others working at the site. The posting lo-

cation of the MSDS sheets should be in close proximity to the grounds at THP so as to be quickly accessible in case of an emergency. Regardless of location, the space must be accessible to all THP employees during work hours.

In the past few years OSHA has stepped up enforcement of their standards. One element of some recent OSHA inspections involved the inspector asking a random employee if he/she knew the location of the MSDS files at their place of employment. Simply not knowing this information can result in an OSHA violation being filed against THP. Most OSHA violations involve civil penalties, and the fines levied against the employer can be significant depending on the seriousness of the incident. Records of the violations are also open to the public.

OSHA REQUIRED PROGRAMS

The following is a list of OSHA standards that typically apply to public assembly facilities. The list may not be all inclusive depending on final design and operational decisions determined for THP. Other local, state and federal life safety regulations may also be applicable for THP.

- Bloodborne Pathogens Plan
- Confined Space Plan
- Emergency Action Plan
- Fall Protection Plan
- Fire Prevention Plan
- Forklift Plan (Powered Industrial Trucks
- Hazard Communication Plan
- Hazardous Energy Control Plan
- Hearing Conservation Plan
- OSHA 300 Logs
- Respiratory Protection Plan

The Operations Manager should maintain a three ring notebook of the applicable compliance documents including current plan evaluations and updates. All staff training should be documented and maintained as a part of the THP safety program.

THP should maintain a safety program that is understandable, effective, and one that promotes a safe work environment:

- Where any employee can make recommendations for improvement to the plans or any other aspect of the safety system.
- Where suggestions can be directed to any member of management, any safety committee member, or to the Safety Administrator.

As a matter of policy, the OSHA plans should be reviewed on an annual basis by the Safety Administrator to determine if all aspects still meet the needs of the organization. If there are significant events that take place during the year that indicate the program is less than effective, an immediate evaluation should be conducted and appropriate steps taken to increase the reliability of the plans.

OPERATIONAL NOTES



PROGRAMMING

PROGRAMMING



The vision of Trailhead Plaza is to complement and provide opportunities to grow existing events, create new events for the community and to become an iconic base for events to begin, end or occur as a whole at the site. As an outdoor event space, weather cycles will need to be factored into the programming aspects of Trailhead Plaza. Consistency in event programming will be necessary to establish Trailhead Plaza as an "event destination." While this consistency may be the same type of event occurring at the same time each week, month or year, it will also be a diverse lineup of large and small events occurring throughout each season attracting regular and new patrons to the Plaza.

In addition to identifying events and, in many cases, the people who want to underwrite or present them, there are certain conditions that have to be present in the Trailhead Plaza operating philosophy to ensure success. Among those conditions are:

- An Event Manager willing to reach out to the community to build bridges among different interest groups to bring an event into being
- Flexible scheduling policies that allow groups who need to schedule their events far in advance to do so without closing out the Plaza event calendar to other presenters whose events schedule on short notice
- Flexibility with fee schedules and financial arrangements that allow for the development of strong partnerships
- A lineup of corporate partners that are willing to offer sponsorships to events that will put their name in a positive light in the community.

With a tool box of policies and incentives like those mentioned above, the management staff of Trailhead Plaza will have the ability to bring events to the Plaza that otherwise might never come to life.

GOALS

Aggressive programming goals are set out in this Business Plan. The development of Trailhead Plaza creates the perfect setting for festivals and other events. The early years of program development for Trailhead Plaza will require a dedicated, focused staff that are actively creating unique Plaza produced events. At the same time, the staff must be working with other community organizations in pursuing events and activities in the broadest possible range. Steps involved in developing such programming include:

- Identifying programming opportunities within the community
- Working with local partners to plan, promote and produce an event
- Securing sponsors to help underwrite the financial risk of the event
- Engaging the services of specialized vendors to create exciting, interactive event activity.

POTENTIAL EVENT ACTIVITIES

CONCERTS:

- Local musicians: Work in partnership with community including high school and college jazz bands, choirs and other musical groups
- Pop, classical, chorale and municipal bands
- Battle of the Bands
- Centennial Band Concert Series
- Dueling pianos
- Karaoke on the Plaza
- Heber Fine Arts - Family Music Night
- Christmas Sing-a-long
- Heber Jam - local artists jam session
- Square Dance
- Brown Bag Concert

CULTURE:

- Basque Festival - Dance & Food Celebration
- Cinco De Mayo
- Dia del Padre (Day of the Forgotten One)
- El Dia de los Muertos (Day of the Dead Celebration)
- Mexican Independence Day Celebration

PARADES & RACES:

Although all parades are not on Trailhead Plaza, programming the plaza pre- and post-parades is important. Kids and family friendly activities and food should be the main focus to keep families downtown after parades.

- Night Light Parade
- Veteran's Day - speakers, formal ceremony and school groups set up to meet & greet Veterans Line the park with flags (on light posts)
- Pets on Parade
- Cruiser Night Car Show & Parade

SCHOOL:

- Chorale groups
- Arts or Talent festival
- Science is Fun (Work in partnership with the College or local school program)
- Speakers/lecturers
- Theatrical performances
- Children's theater
- Kid's Safety Day and Kick Off to Summer
- Robotics Showdown on the Plaza

FUNDRAISERS:

- Heart Walk
- Prime on the Plaza – CAMS
- Skates Giving Day
- Special Olympics Champions Breakfast

ICE SKATING:

- Community/Family Skates
- Learn to skate instruction
- Private skate lessons
- Skate competition
- School skating

LIBRARY:

The Wasatch County Library serves as the primary public library for Herber City and the surrounding Wasatch County community. Located in the heart of Heber City, the library provides a range of resources, programs, and services. From physical and digital collections to diverse programming and technical services, the library is a hub of learning and engagement for residents of all ages.

- Winter Read-a-Thon Kick Off
- Summer Reading Kick Off
- Summer Reading Story Time
- Puppet Shows
- Fall Reading Story Time

MARKETS:

- Taste of Heber Valley
- Downtown Merchants Crazy Days
- Spring Garden Show
- Farmer's Market
- Spring Market
- Wild Game Cook-off & Market
- Christmas & Holiday Market
- Mother's Day Market
- Wasatach Great Outdoor

FESTIVALS:

- Art & Wine Festival
- Antiques & Collectibles
- Easter Eggstravaganza
- 4th of July Festival
- Love is in the Air Festival
- Great C Street Pumpkin Festival (October)

COMMUNITY:

- Winter Wonderland
- Broom Ball Competition (Police & Fire Departments)
- Flag Day Presentation
- Chess Club
- Quilt Fair
- Mother's Day Brunch & Market
- Dutch Oven Cookoff

- Buckaroo Breakfast
- Senior Citizens Day on the Plaza
- Shakespeare on the Plaza
- Skate with Santa
- Trailhead Trike/Bike Race for Kids/Adults
- Science is Fun
- Local Sports Post-Game Celebrations

Due to the open, unrestricted view and access to the Trailhead Plaza area, music and activities should not be invasive in any way, and stage content must be monitored to ensure activities are projecting a positive image.

MOVIES ON THE STAGE

Sunset hours by month for Heber City, Utah

Date	Sunset
January 1	5:10 PM
February 1	5:45 PM
March 1	6:18 PM
April 1	7:51 PM
May 1	8:22 PM
June 1	8:50 PM
July 1	8:59 PM
August 1	8:39 PM
September 1	7:55 PM
October 1	7:05 PM
November 1	6:21 PM
December 1	4:59 PM

When comparing local average temperatures and sunsets from the chart above, a successful movie program can be developed. Movies can be shown mid-May through mid-September (depending on the weather). Normal operating hours would be extended on movie nights.

May, August and September movie nights should be family friendly and pre-family activities should be set up and ready for play prior to sunset/movie start time.

June and July movies should be geared towards "date night" in the park. Later sunsets during these months are not conducive to family nights. However, date night opportunities are limited in Heber City, and this will fill a unique niche date night. "Pre-funk" activities for couples should be pre-programmed encouraging couples to come eat, hangout and enjoy the park ahead of sunset.

ACTIVITY DAYS

Trailhead Plaza should be the community living room where friends and family come together. Staff should develop a schedule where more than 250 days of activities are available on the plaza each year. Activities would include use of the Skate Trail (all year) for skating and various wheeled activities, the splash pad (120 days or so), fire pits operating during the fall, winter and spring, dining and shopping among the small shops along Main (year round), and then other activities in the plaza area such as:

- Life Size games (ie giant yard games like: Chess, Jenga, 4 Connect, Battleship, etc.)
- Hoola hoops
- Outdoor exercise equipment
- Lunchtime Summer Series
- Yoga on the Plaza

EVENT PROFILES

To assist the Trailhead Plaza staff in developing and managing their event grid of potential events, event profiles are developed through the event request process which identifies the details of each event to be hosted and managed by the Plaza staff. Event profiles include valuable planning information such as:

- Event Type
- Event Name
- Event Overview
- Dates and Times
- Startup Procedure
- Projected Attendance
- Space Requirements
- Equipment
- Staffing
- Advertising
- Media
- Sponsorships
- Event Revenue Sources
- Expense Items
- Contact Information

MEASURABLES

For the first year of full operation, the Pro Forma Budget reflects the following usage and attendance figures:

EVENT DAYS AND ATTENDANCE: FIRST FULL YEAR OF OPERATION

Event Days	
Number of Event & Activity Days (non-skating)	150
Number of Skating Days	100
Annual Number of Event/Activity Days	250
Attendance	
Events (non-skating)	320,000
Skating	15,000
Annual Attendance	340,000

ICE SKATING FEE STRUCTURE ICE PROGRAMMING FEES

CATEGORY	FEES
Daily Admissions Per Session	
Adult/Youth 12 and older	$ 5.00
Youth 11 and younger	$ 3.00
Rentals	
Skate Rental	$10.00

ICE PROGRAMMING

The Ice Ribbon provides a unique entertainment experience with the open air, seasonal ice-skating rink on the Plaza. The ice-skating season will be relatively short but will include the Thanksgiving, Christmas. New Year and Valentine's holidays. For the first year of operation, it has been assumed that the skating season would last for 12 weeks running from the weekend before Thanksgiving through the middle of February (conclude post Valentine's event).

The skating rink will have a hand rail system surrounding the perimeter of the skating ribbon and the ice surface will be maintained in a professional manner utilizing ice resurfacing equipment. The rink will have specific operating hours and skating sessions as established by Trailhead Plaza with the primary focus on drop-in skating and group sales. Skate rental and concessions will supplement the experience for residents and visitors alike. The ice ribbon could feature the following promotions:

- Winter Carnival
- Skate with Santa
- Themed Skating Events
- Holiday Lights
- School Groups
- Skating Lessons
- Skating Exhibitions
- Church Youth Groups
- Social/Civic Groups

To remain competitive in the marketplace and to attract event planners, Trailhead Plaza should monitor and evaluate the effectiveness of its rental pricing structures and policies through the following methods:

- Annual review of rental rates, labor and equipment pricing policies to ensure Trailhead Plaza is competitively priced for what the local market area can sustain while also considering the annual budget and expenses
- Evaluate "package pricing" for special events; i.e. skate programs, weddings, festivals or multi-day events
- Evaluate the beverage services provided by Trailhead Plaza to ensure client and patrons expectations are met with a positive financial return to Trailhead Plaza
- Evaluate Trailhead Plaza staff to ensure clients and patrons are provided with an "exceptional experience."

WINTER WONDERLAND TRAIL

Heber City and Trailhead staff should develop a phased plan that will light up Trailhead Plaza that will rival Utah's best holiday light display. At a minimum every tree and light post should be lit up. A community campaign to build custom outdoor displays should be encouraged and incentivized if possible. The number of custom lit displays should grow by 20-30% over the first 5-10 years. Then the best of the displays should be featured on an updated Christmas Light Trail for residents and tourists to enjoy each holiday season.

EQUIPMENT RECOMMENDATIONS GENERAL EVENTS

The events produced at Trailhead Plaza will range in size from a single acoustical musician to a large multiple-day festival attended by thousands. The equipment needed to produce these events will also vary depending on the type of event activity. Equipment owned by Trailhead Plaza could provide a source of revenue as well as a consistent appearance to events in the Plaza. In considering the type and quantity of equipment that Trailhead Plaza should own, factors that must be considered include purchase cost, potential usage levels and available storage space.

Equipment Trailhead Plaza should purchase:

- Tables
  - o 8' rectangular (40 quantity)
  - o 6' round (30 quantity)
  - o Bar top height cocktail tables (20 quantity)
- Chairs (approx. 500)
- Vendor Tents (and weights): 10x10 white top with removable side panels (60 mobile quantity)
- Event Fencing
- Sound system that can be utilized for non-concert events
  - o Portable microphone and speakers

Equipment that may prove more cost effective to rent or borrow on an as-needed basis until demand justifies purchase:

- Movie Screen and sound system
- Sound system for concerts
- Reception Tents

Trailhead Plaza should have sufficient inventory of event



equipment to accommodate the setup of smaller events. Equipment needs that exceed Trailhead Plaza inventory can be rented through local Heber Valley suppliers. Some equipment may be available from city departments or other local organizations at minimal or no cost through trade agreements or may be considered as fixed assets to the Plaza and may be included as total Capital Costs for the Plaza.

SKATE RENTAL

It is anticipated for budgeting purposes that 80% of the skating participants will rent their skates from Trailhead Plaza. In addition to having an adequate supply of skates, it is imperative that the Trailhead Plaza skates be maintained in good condition. To meet this need, it is recommended that Trailhead Plaza have the following equipment:

- Ice Skates: +600 pairs – various sizes (5 year life cycle)
- Roller Skates/Blades: Mix of +600 pairs – various sizes
- Cleaning and sharpening equipment
- Dust collection/vacuum system
- Rental skate hangers/storage system

ICE RINK

It is anticipated that the following ice rink equipment will be purchased as part of the construction costs of Trailhead Plaza and not included in the ProForma (final plaza design dependent):

- Refrigeration unit (compressor and pump systems)
- Dasher boards
- Circulation pipes/header – per engineer drawings
- Storage bins for glycol solution
- Freon gas leak detector
- Vapor barrier (plastic)
- Sand to build base to support ice sheet
- Rubber matting – square footage to be determined by the architect
- Ice Resurfacer
    - o Propane tanks
    - o Blades 77" wide
    - o Grease gun
    - o Hoses (one to fill/one to clean tires)
    - o Ice making hose – fire type
    - o Hot water tank 60 gallons
- Hand tools
    - o Ice edger
    - o Snow shovels
    - o Squeegees
    - o Ice scraper

Ongoing equipment repair, maintenance and/or replacement costs are expenses for Trailhead Plaza. Once an operations and maintenance agreement is reached between Heber City and CAMS, those annual operating expenses for CAMS should be included within the budget. Estimates have been factored into the Pro Forma Budget.

STORAGE

In evaluating potential storage areas, Trailhead Plaza will need to consider the following factors:

- Estimated storage space of at least 5,000 square feet for Trailhead Plaza.
    - o Approximately 1,500 to 2,000 square feet should be included within the Trailhead Center.
- On Site Storage should include items that are frequently touched. For example: tables, chairs, tents, activity equipment, maintenance equipment, tools, and supplies, etc.
    - o The remaining +/-3,000 square feet should be located no more than two blocks from the plaza.
- Off Site Storage should include space for UTV, seasonal items, event decorations, larger incidental supplies, etc.
- Equipment will need to be accessible quickly for event set up.
- Equipment will be transported using hand-carts and 4-wheeled utility vehicles.

Accessibility to equipment for set up and tear down of events may result in increased staffing levels and labor costs impacting the Trailhead Plaza annual budget depending on the location and transportation methods. For the purposes of the budget development, it has been estimated that Trailhead Plaza will be able to negotiate a lease arrangement for space within close proximity to the Plaza. The annual expense for this rental space has been calculated at $60,000 (assuming 20 sq ft. including NNN [triple net]) annually as listed in the Pro Forma Budget.

FOOD AND BEVERAGE

A variety of options are available to accommodate the food and beverage needs of Trailhead Plaza, from subcontracting a third-party vendor to operate food and beverage services, to selecting a "preferred list" of vendors to work with clients and to provide service in selected events, to managing the operation in-house. All of these methods have their pros and cons. In evaluating the most cost-effective method for Trailhead Plaza, it is important to note that the events and activities occurring at the Plaza will vary greatly daily, weekly, monthly and seasonally. Additionally, the number of patrons and times of service will also vary.

These variations do not provide the consistency needed for an efficient, cost-effective in-house concession service. Without a consistent revenue stream in this area, staffing and product costs will have a significant negative impact on the operating budget.

Based on these variations, the Pro Forma Budget projects the first year of revenue generated through food and beverage sales at $70,000 based on the following recommendations:

- Trailhead Plaza would contract with local vendors to provide concession service and products during events and charge the vendor a booth/food truck fee. The vendor would be allowed to retain 100% of their sales. CAMS should consider retaining 10% of sales for major/signature events.
- Trailhead Plaza would apply for and retain an appropriate liquor license for Trailhead Plaza. Trailhead Plaza will retain 100% of the gross revenue for beverage sales.
- If it becomes necessary to share the net revenue from alcohol sales in the negotiations with local service and community groups to either bring the group's event to Trailhead Plaza or to secure their partnership in events, Trailhead Plaza should retain the majority share of alcohol sales to offset Trailhead Plaza operating expenses.
- Trailhead Plaza must ensure that all servers have been properly trained in the responsibilities of alcoholic beverage service. This training should occur through a program such as TEAM (Techniques for Effective Alcohol Management) or TIPS (Training for Intervention Procedures).
- The sale and service of soft drinks should be further researched with local vendors. Pour rights agreement points are discussed in detail in the Marketing Section of this report. There should be one point of contact at Trailhead Plaza in coordinating product distribution and sale. However, as Trailhead Plaza will have limited storage capability, consideration must be given to how this product would be stored, refrigerated and distributed. Soft drink vending machines strategically located at Trailhead Plaza will not only provide a source of revenue to Trailhead Plaza, but will also serve the need of patrons during unstructured event times. Sponsorship and exclusivity information is contained in further detail in the Marketing section of this plan.

PARKING

The development of Trailhead Plaza will have a positive impact in drawing visitors to the downtown area and keeping them there for longer periods of time enjoying the event activities, shops, restaurants and other attractions. When evaluating the availability of parking, fees charged, set time limits and enforcement of violations, there is a balance that must be achieved between meeting the needs of the merchants and making the visitors feel welcome.

Ideas that were mentioned during discussions and group meetings included increasing the two hour meter limit, issuing courtesy notices to visitor violators (out of state license plates), increasing signage indicating the location of long term lots and changing from angle parking to parallel. Some venues have had success with valet parking for certain events, while others take advantage of park-and-ride systems where trolleys or buses transport patrons to and from remote lots as a part of the parking fee. In fair weather, open carriages, whether motorized or horse drawn, could add to the patron experience.

Parking is a topic that needs to be thoroughly discussed and decisions made as to how to handle this matter in the downtown area. It is imperative that visitors and patrons easily find available parking and don't feel they are being rushed because they need to keep moving their vehicle or feeding the meter. Meeting the visitor's needs must be balanced against merchant's need to keep spaces open for a continuing flow of shoppers.

EVENT BOOKING POLICIES & PROCEDURES

To ensure that all event inquiries and clients are handled in an equitable manner, it is recommended that Trailhead Plaza have a written booking policy which sets out the policies and procedures for Trailhead Plaza. Additionally, the development of a Facility Rental Packet will provide potential clients with pertinent information regarding the rental and usage guidelines for Trailhead Plaza.

The Trailhead Plaza booking calendar should be in place as soon as construction begins on the site. There are many methods for maintaining the booking calendar from a purchased system designed specifically for this purpose to a simple calendar maintained through Microsoft Outlook or Google. There are many factors to consider when providing available dates to current and potential clients, such as other events occurring in the Plaza, conversion time, conflicting events, etc. Therefore, it is in the best interest of the client and Trailhead Plaza that a limited number of staff members have the authority to discuss dates with clients. However, it is imperative that all potential clients receive timely and accurate information. The following sample documents should be created and provided for Trailhead Plaza usage:

- Trailhead Plaza Event Tracking Form – Event tracking from client's initial call to final resolution (event confirmed or dates released)
- Trailhead Plaza Summary of Events – Snapshot view of confirmed and tentative events
- Trailhead Plaza Event Information Sheet – To be completed by Trailhead Plaza Event Manager to document event details and used to keep other staff informed of requirements for staffing and equipment needed to service event

RESOURCES

The following websites may provide additional resource information regarding policies, procedures and event activity from a variety of venue locations:

Main Street Square Rapid City
http://mainstreetsquarerc.com/
Contact: info@mainstreetsquarerc.com or 605-716-7979

Destination Caldwell & Indian Creek Plaza
Roger Brook's International Branding, Marketing and Action Plan for Caldwell, Idaho
http://www.destinationcaldwell.com/ and
http://www.indiancreekplaza.com
Contact: 208-649-6065

Asheville NC Downtown After Five
Food Vendor Participation Agreement:
www.ashevilledowntown.org
Contact: Asheville Downtown Association (828)251-9973
info@ashevilledowntown.org

Beer Festival
Great Decatur (Georgia) Beer Tasting Festival:
www.decaturbeerfestival.org

Audacious Beer Celebration (Hartland, WI):
www.lakecountrybeer.com

Great American Beer Festival (Denver, CO):
https://www.greatamericanbeerfestival.com

Wine Festival
Manassas (Virginia) Wine & Jazz Festival:
www.visitmanassas.org
Contact: Steve Urry (703)361-6599

Jazz It Up Wine & Food Festival (Farmingdale, NJ):
www.allairevillage.org

Iowa Wine Festival (Indianola, IA):
www.indianolachamber.com
Contact: Indianola Chamber of Commerce (515)961-6269
chamber@indianolachamber.com

Art Festival
Art in the Park (Kennedale, TX):
www.kennedaleartsfestival.com
Contact: Art in the Park (817)713-7426

Marion Arts Festival (Marion, IA):
www.marionartsfestival.com

Guide to Top Art Fairs Across the US
https://www.artworkarchive.com/blog/guide-to-the-top-art-fairs-across-the-us

Urban/Farmers' Market
Farmers Market Manual (Idaho) – https://agri.idaho.gov/main/wp-content/uploads/2018/01/EstablishFarmersMarket.pdf

Downtown District Farmers Market Vendor Handbook (Cedar Rapids, IA) – www.downtowncr.org

Movies in the Park
Swank Motion Pictures Non-Theatrical Guidelines and Exhibition Request Form
www.swank.com
Contact: Mary Warnick, Account Executive, 1-800-876-5577
mwarnick@swankmp.com

City of Rapid City Band Shell-Memorial Park Operating Procedures – www.rcgov.org/Parks-and-Recreation Rushmore Plaza Civic Center (605)394-4115

EVENT LAYOUTS

Trailhead Plaza's design and features will provide a wide range of opportunities to creatively design event layouts. While a pattern of effective event layouts will evolve as clients and Trailhead Plaza staff work together to maximize the site amenities and revenue opportunities, it will be important for the staff to remain open-minded and creative in meeting client's needs. Variations of event layouts should be approved by City staff, police and fire personnel, as appropriate, depending on the type and nature of the event activities.

Event layout design options will be created with final design of Trailhead Plaza.

EMERGENCY ACTION PLAN

Since Trailhead Plaza is an outdoor venue, all events have the potential to be impacted by severe weather. The Emergency Action Plan describes how to prepare the site and the action steps to follow if a severe weather event should threaten the site. As Trailhead Plaza finalizes the Emergency Action Plan, sheltering areas near the site will need to be identified that could be used during a severe weather event to protect patrons who cannot leave the site in a timely manner. The Trailhead Plaza staff should consult with the appropriate City staff to ensure that the Emergency Action Plan is thorough and effective. Copies of the Plan should be given to the appropriate City officials and key Trailhead Plaza staff. Trailhead Plaza staff must be trained to implement the Plan when needed. Potential event layouts must be evaluated to ensure that they dovetail into the Emergency Action Plan. Pre-event staff meetings must include briefings about evacuation routes, assisting patrons with special needs and contingencies for other potential emergencies based on the event type and final layout.

VENDOR BOOTHS

Example vendor booth layouts of how Trailhead Plaza could look with vendor booths and festival tents utilizing the Trailhead Plaza site will be created along with final design of Trailhead Plaza. Vendor booths should only be placed in accordance with approved vendor layout plans.

FESTIVAL/RECEPTION TENTS

Various sized festival tents and reception tents can be used. Several anchoring methods are used to secure both vendor tents and the larger reception tents. Some methods require driving stakes into the ground to provide anchoring points for the tie-offs that secure the tents. Special consideration should be given to how this method would impact the street surface around Trailhead Plaza. Alternate methods may be required to minimize damage to Trailhead Plaza and City property. These methods should be discussed with the tent manufacturer or provider to ensure the security of the tent structure and the safety of the patrons.

Reception tents with attractive transparent side enclosures can extend the season for outdoor events at Trailhead Plaza. In some cases enclosing only one side of the tent may be required to shield patrons from the wind, making the guest experience more comfortable and inviting. If it becomes necessary to enclose all sides of a large reception tent fire exits must be clearly marked just as if it were a permanent structure hosting the same event.

In preparing to deal with rain during an event, Trailhead Plaza staff should have access to poles or broom handles to be used for pushing up sections of tent roofs that may sag under the weight of pooling rainwater. This practice should be avoided if lighting is present in the surrounding area.

PROGRAMMING



RESTROOMS

Depending on the size event and its associated activities, the permanent Trailhead Plaza restrooms may not be adequate to handle the event load. Portable restrooms are the next best option and may be required by City Code. Trailhead Plaza staff should determine in advance where portable restrooms will be located with consideration given to patron accessibility and how these restrooms will be serviced during an event by the vendor. Possible locations to consider would be the outer fringes of the event site including blocked off portions of the streets and alleyways.

GUEST SERVICES BOOTH

To maintain a positive patron experience and to provide guests with the assistance they may require during larger events, a Guest Services booth should be conveniently located at Trailhead Plaza. The booth should be clearly marked and staffed throughout the event. The booth(s) should be located near the main entrance(s) to the event. The booth attendant must be knowledgeable of the major aspects of the event and have the ability to contact the Event Manager on Duty, if needed. The Guest Services booth should also be the designated location for aiding lost children and concerned parents.

FIRST AID BOOTH

A First Aid booth should be considered for certain events. This booth should be clearly marked and located in an area accessible by patrons as well as emergency responders, including an ambulance if needed. The booth should be staffed by Trailhead Plaza personnel trained in advanced first aid techniques or by extra-duty EMS personnel. The booth should be equipped with the supplies needed to address basic emergencies as well as having a two-way radio or telephone should it become necessary to call 911 for advanced care. An Automated External Defibrillator (AED) should be located at the First Aid booth if at all possible. If Trailhead Plaza is unable to purchase an AED, a local hospital may donate one and provide the minimal amount of training required to operate the device. During the warmest weather months, first aid supplies should include ample supplies of water to assist patrons affected by excessive heat.

PROGRAMMING CALENDAR

The following spread shows a sample programming calendar - the activities that might appear at any one time. You will see that during the slower winter months there are fewer activities than you'd find during the warmer late spring, summer and fall months. Also, during the holidays, many activities will be replaced with special events.

ACTIVITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Badminton						
Basketball hoops (portable)						
Bumper Bubble Zorb balls						
Corn hole toss						
Farmers market						
Fire pits						
Flickin' Chicken (check out from office)						
Foosball						
Four-to-score						
Giant chess						
Giant checkers						
Giant Jenga						
Hoola hoops						
Ice skating						
Imagination playground						
Ladder toss (check out from office)						
Laser tag (check out from office)						
Outdoor fitness						
Patio dining (Main Street Commerce)						
Playground						
Plaza shops (Jewel box shops)						
Portable climbing wall						
Ring toss (check out from office)						
Roller blading						
Roller skating						
Skate trail toddler tricycle (rental)						
Skate trail tyke trikes						
Skate trail scooters (rentals)						
Splash pad						
Spun armchairs						
Table tennis | ping pong						
Table-top board games (check out)						
Yoga | Tai Chi | Zumba						
# interactive activities available	9 9 8 8 8 9 9 8 8 8 10 9 10 15 16 14 17 18 18 17 18 24 21					

JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

19 21 22 22 20 23 23 20 21 22 24 21 19 19 18 19 17 16 18 17 15 11 11 9 9 8 8 8 8



PARKING

PARKING









Parking is, of course, a major concern, and for that reason, a separate Parking and Retail Mix Study was commissioned along with this Plan.

As a result of the plaza's development, the only loss of parking is along 200 North, where about a dozen spaces were eliminated in order to make room for the Main Stage and landscaping on each side of it.

To provide an overview of the Parking Study, over time downtown Heber City will need to add an additional 1,200 parking spaces to its inventory of about 350 street-front and parking lot spaces, for a total of 1,500 public parking spaces.

This is based on the completion of the Envision Central Heber 2050 Plan.

The immediate need (over the next three years or so) is for a parking garage with approximately 450 parking spaces.

The city is already working with the county to secure property for this development, which will be a block from Trailhead Plaza on the West side of Main Street.

All parking garages would include retail on the ground floor when facing either Main Street or C Street Plaza. Upper floors would include attractive facades. Each would have three decks, providing four floors of parking, including the roof level. The photos, left, show examples of parking structures with retail on the ground floor and, in Boulder, Colorado, second story office space above the retail.

Over time, two other parking decks would be developed, an additional one on the west side of Main Street and one on the east side. All three would be in the downtown core area.

We've recommended working with High Valley Transit to provide shuttle services for major events, with parking west of town at the ball fields (across from the Depot), at the fairgrounds/rodeo grounds, and at the new high school, when they are not in use.

Nothing has been determined or discussed with the various parties, at this point, and the goal is not to have competing events in downtown and west of town. But for sporting, fair, and rodeo events, it is advisable to have shuttles available to move people into downtown and back, and, likewise, for large downtown events (thirty a year or fewer), shuttles could transport people to available parking west of downtown.

As an example, we designed the parking at the ball fields if it were to be paved, with a transit stop to determine how many vehicles it could accommodate at this one location. The number was 480 (see site plan, opposite).

The site plan for the new high school (below right) includes nearly 1,400 parking spaces, plus bus parking as well. During the summer months, perhaps arrangements can be made with the school district for the use of the parking. Most major events downtown would take place during the summer months or on weekends.

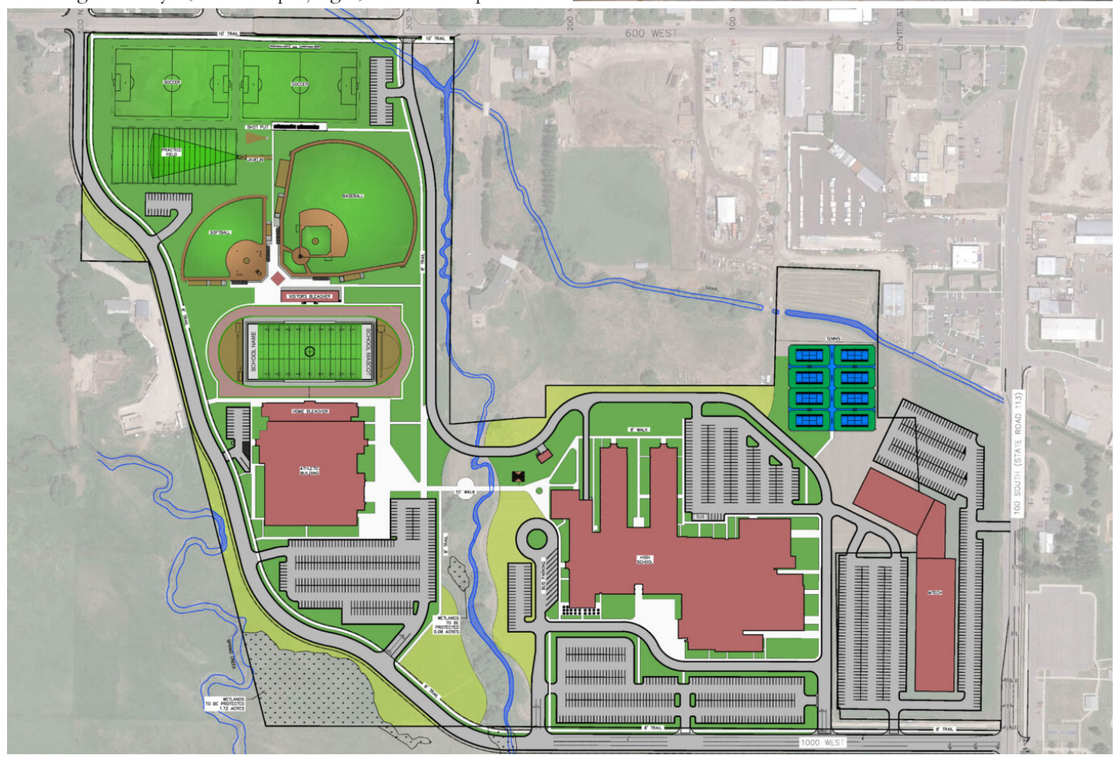
Studies have shown that guests or attendees at major events will wait an average of 15-minutes for a shuttle, but not more than twenty minutes. If longer than that, they will simply drive and try to find parking closer to the destination.

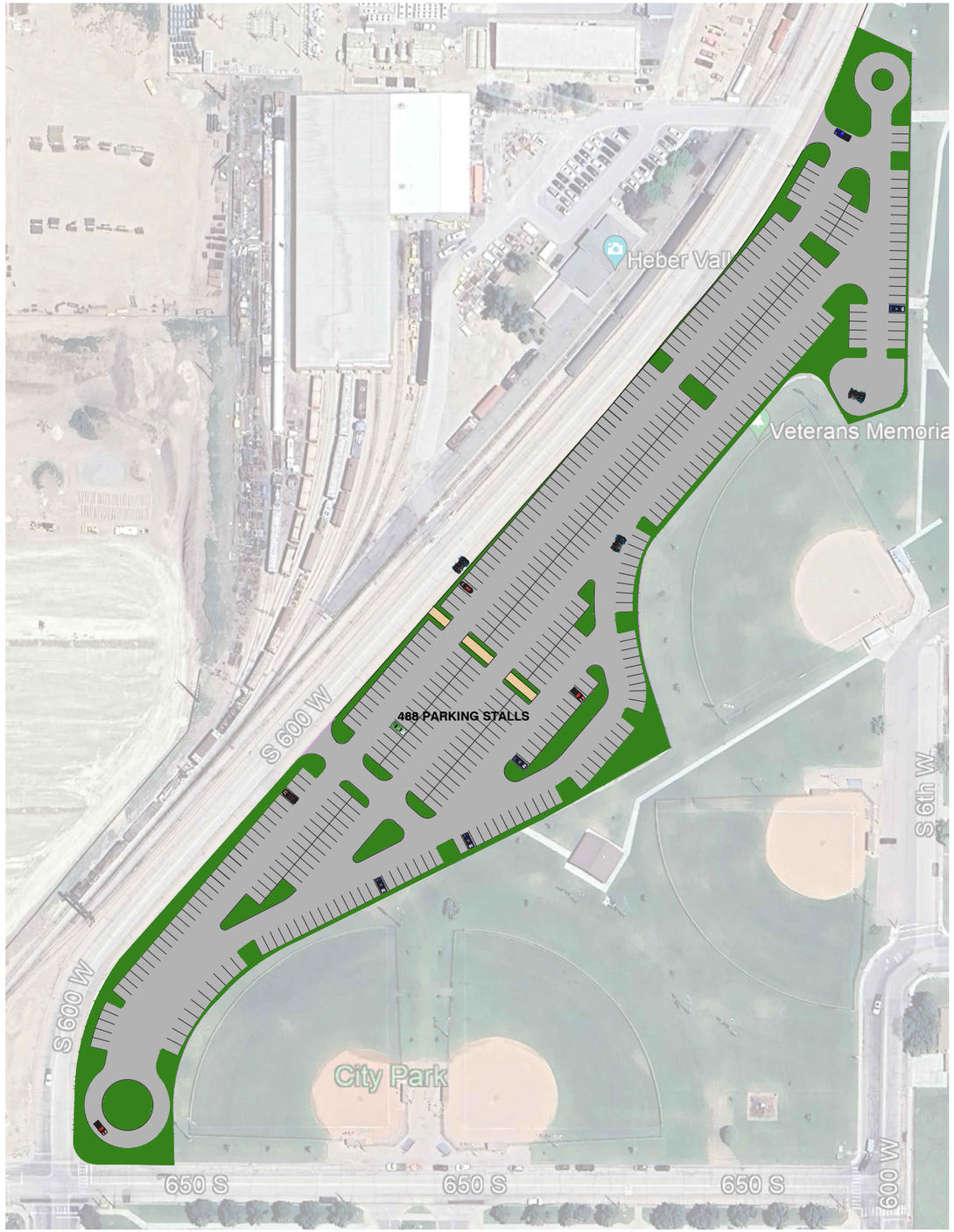
It is hoped that High Valley Transit can provide these shuttles for the larger events.

High Valley Transit also provides Microtransit, which will be promoted in the Trailhead Center as an alternative transportation to and from the plaza.

Eventually, Heber City could own two or three rubber-tire natural gas trolleys (see example, right) so it could provide transit shuttles during larger events or conferences from the College, sports facilities, perhaps as far as Deer Valley, and from local hotels to the plaza and to events taking place west of downtown (rodeo, fairs, sporting tournaments).







Heber City Community Reinvestment Agency (CRA)
Project Overview

Project Title: 100 South 100 West Parking Structure

Project Category: Parking improvements

Project timing: Fiscal year start: 2025
Fiscal year end: 2026

Project location:
100W and 100S (Site of existing fire station, Heber Light & Power)

Strategic relevance:
This is one of the priority key initiatives to implementing the Envision Central Heber 2050 Plan; Heber City Council Budget and Policy Priorities for fiscal year 2025







Project description:
In the 10-block core of downtown Heber City, there are 338 public parking spaces, far short of the demand for more than 900 spaces needed to accommodate the re-development of Heber City's core "downtown," and C Street: an intimate, pedestrian-only shopping, dining and entertainment district (concept, above left). As this three-block street is developed, current private parking would be converted to gathering spaces: outdoor dining, water features, small stages, seating and walking areas, greatly enhanced beautification, and a variety of interactive activities. Converting this area to a pedestrian-only avenue, will net a loss of 185 parking spaces. Additionally, C Street will be home to more than 80 small businesses (retail and eateries) ranging from market kiosks to in-line shops ranging from 500 square feet to 2,500 square feet. The 100 South 100 West parking deck (490 parking spaces) will accommodate the loss of private parking, will accommodate all shops (employees and customers) along C Street and Main Street (Highway 40 - above, right). This would be the first of three public parking structures (to be developed over the next 20 years) - all with built-in street-front retail (top right example). Exteriors will include native sandstone and green-wall elements, elevators, and four floors of parking (including the top deck). The image (top right) uses brick instead of sandstone, but shows that parking garages can be architecturally appealing. The C Street parking garage for Heber City would blend in with the historic feel of the Tabernacle (City Hall) and Performing Arts Center, behind City hall and it, alone, will more than double the parking capacity currently available in the 10-block core downtown area.

Project cost estimate:
$17,150,000 ($35,000 per parking stall x 490 spaces). Street-level retail built into the garage would be privately developed.

Project funding source:
CRA funds, federal transportation grants, naming rights, lease of space for private-sector retail development, parking revenues, impact fees

Project sequencing and phasing:
2025: Site planning and engineering, acquisition and demolition of existing structures, funding sources put in place. 2026: Development of the parking structure, retail development along S100W and Festival Streets.


BAKE SHOP
Tri-City

OWNERSHIP, GOVERNANCE & STAFFING

OWNERSHIP, GOVERNANCE & STAFFING

"Yesterday is gone. Tomorrow has not yet come. We have today. Let us begin." - Mother Teresa

INTRODUCTION

As Trailhead Plaza staff will work with both community and professional entities in the fulfillment of its mission, it is imperative that the venue has clear, consistent and firm operating policies. Missteps in the scheduling, technical services, marketing or administration of Trailhead Plaza can cause the venue to earn the reputation of being difficult to use and negatively impact the level and quality of programming. This Plan lays out a recommended organizational structure and procedures that should become the foundation of a well-run venue.

OWNERSHIP / GOVERNANCE

The Trailhead Plaza Business Plan and Pro Forma Budget are developed based on the following assumptions:

- Trailhead Plaza will be owned by Heber City.
- If selected by Heber City, Trailhead Plaza services will be managed by CAMS.
- Staff dedicated to, and focused on, the programming, marketing and operations aspects of the Plaza will be necessary to achieve overall goals. Therefore, Trailhead Plaza will have its own staff of full time and part time employees.
- CAMS will need to complete 501c3, non-profit status as soon as possible in order to begin a successful fundraising campaign and grant search (and application process).
- CAMS's governing Board of Directors will have authority over Trailhead Plaza services, setting policy and budgets.
- The CAMS Board should work with the County and the City to establish and/or allocate a perpetual funding source for operational management and marketing of Trailhead Plaza.

Trailhead Plaza will be an asset to the entire community, and as such, merits the financial support of public and private entities alike. Key funding partners should be considered for a place at the governance table. The most cost-effective model will be one in which all the funding partners are encouraged and enabled to contribute in-kind support to Trailhead Plaza as they may be able to do so.

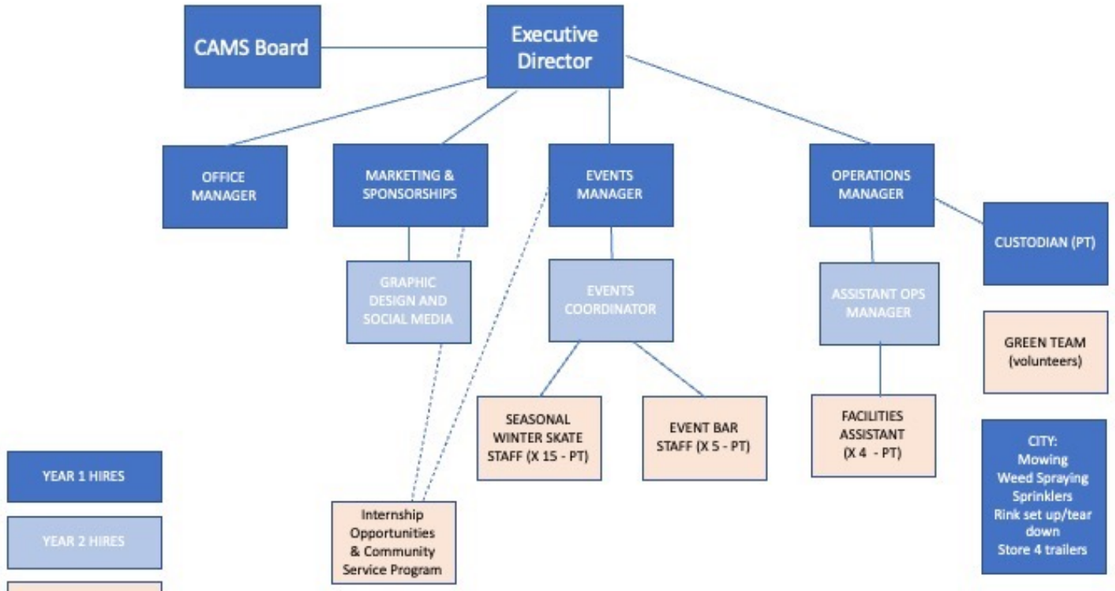
ADMINISTRATION/STAFFING

The staff of Trailhead Plaza will have an exciting and challenging job. The staff will frequently work nights and weekends when activities in the Plaza will be in high demand. They will also be expected to keep regular office hours during the week, taking care of the day-to-day business of scheduling, coordinating, marketing and billing. Recognizing this, in order to ensure a well-run operation, cross-training of staff members is critical in meeting the event demand and allowing for staff members to rotate nights and weekends off.

It is assumed that the responsibilities associated with the ongoing operation of Trailhead Plaza in the areas of financial preparation, payroll administration and human resource management will initially be handled by the new Executive Director, who will also be supported by a bookkeeper / office manager (part time initially, and later becoming a full-time position). As Trailhead grows in both the number of activities and the number of employees, certain activities such as payroll administration and human resource management may be outsourced at a later date (such as a local CPA firm who would be willing to work in-kind or at a reduced rate in order to provide accounting or payroll services as their desire to support the Trailhead effort). Initially, these activities will be handled in-house by the Executive Director and support staff until such a time the activities consume too much of their time and could be best handled by outside providers.

The following job descriptions and organizational chart represent the positions identified in the Pro Forma Budget.

Trailhead Plaza Organizational Chart



TRAILHEAD EXECUTIVE DIRECTOR

Responsible for all aspects of the administration and operation of Trailhead Plaza.

- Reports directly to the Board of Directors
- Carries out the policies of the Board of Directors and produces good working relationships between the Board of Directors and THP staff
- Develops effective programs to ensure the fiscal success of Trailhead Plaza
- Identifies and secures funding for the preservation, programming, promoting and operation of Trailhead Plaza
- Directs the policy, development, programming, financial management, marketing, operations and community relations for Trailhead Plaza
- Develops policy recommendations for approval by Board of Directors and implements the policy
- Responsible to oversee and direct all aspects of sound THP financial management, including day to day financial operations, budget development, financial monitoring and reconciliations, and keeping the Board of Directors informed of the actual financial performance to budget
- Completes performance appraisals for direct reports and makes salary recommendations
- Initiates and oversees programming for venue, including contracting for events
- Ensures an efficient and effective operation, including capital maintenance and improvement projects
- Represents Trailhead Plaza in a positive manner to the community
- Oversees, motivates and directs all staff members to encourage innovative ideas and strong customer service values
- Identifies, applies and lands local, state and national grants for non-profit organizations (focus on placemaking grants, community health, children focused, and local foundation grants)
- Acts as public relations and press relations contact for Trailhead Plaza
- Acts as Manager on Duty when scheduled and provides "front line" support as needed on site at Plaza events and in all areas of Trailhead Plaza operations
- Development and oversight of special events at Trailhead Plaza
- Identifies and secures event sponsors

- Identifies and pursues advertising sponsors around the ice rink dasher boards, Trailhead Plaza street light banners and other designated areas
- Pursues new marketing opportunities to ensure the success of events at Trailhead Plaza
- Negotiates advertising rates, places buys and monitors advertising placement and accuracy

TRAILHEAD EVENTS MANAGER

Responsible for all aspects of event planning for Trailhead Plaza events and activities.

- Reports directly to Trailhead Plaza Executive Director
- Provides critical information to promoters and clients regarding booking and use of Trailhead Plaza
- Assists in the development of special events at Trailhead Plaza
- Works closely with clients utilizing Trailhead Plaza to meet the client's expectations
- Disseminates timely and accurate pre-event information to all staff regarding the essential aspects of each Trailhead Plaza event
- Works with local City staff, police and fire personnel to ensure event compliance with Heber City code provisions
- Responsible for coordinating alcohol service and sales including scheduling and oversight of beverage inventory and servers
- Responsible for hiring, scheduling and oversight of Event Staff personnel as needed per event
- Responsible for ensuring full and part time staff training remains current (including effective customer service skills)
- Takes responsibility for managing the risk factors of Trailhead Plaza including review of all patron incident reports
- Assists in the development and updates of the 5-year capital plan
- Administers annual capital budget in coordination with other Trailhead Plaza staff members and City staff, as applicable
- Maintains a strong working relationship with City departments in coordinating shared areas of responsibility
- Acts as Manager on Duty when scheduled and provides "front line" support as needed on site at Plaza events and in all areas of Trailhead Plaza operations

TRAILHEAD OPERATIONS MANAGER

Responsible for the administration, planning and direction of the engineering, maintenance and operational activities of Trailhead Plaza.

- Reports directly to Trailhead Plaza Executive Director
- Has complete knowledge of the operational aspects for Trailhead Plaza including the features (ice rink, water fountains and stage) and all equipment
- Develops plans to manage costs for the operation of Trailhead Plaza
- Proficient in the operational aspects of the ice functions at Trailhead Plaza, including:
    - o Seasonal start up – installation of the ice surface and dasher board system
    - o Daily operation including maintaining the ice surface
    - o End of season tear down of ice surface and dasher board system
- Operates the ice resurfacing machine as needed (i.e. Zamboni, Olympia, etc.)
    - o Performs routine and ongoing maintenance including but not limited to blade and oil changes
- Knowledgeable and capable of maintaining and sharpening Trailhead Plaza owned ice skates
- Proficient in the operation of the Trailhead Plaza amenities including fountains and features
    - o Performs routine maintenance to maintain water chemistry and balance
- Performs general cleaning tasks as outlined in the Operations Checklist, when needed
- Oversees capital projects for Trailhead Plaza
- Develops and performs preventative maintenance programs on Trailhead Plaza equipment
- Organizes and executes training and safety programs for operational staff
- Oversees Trailhead Plaza equipment service contracts
- Assists in the annual budgeting process and in the monitoring of the current fiscal year budget
- Responsible for staffing and supervision of the operations staff
- Assists in the planning and set up of various event activities at Trailhead Plaza in coordination with the Trailhead Plaza Event Manager, Executive Director and private event hosts
- Supervises the conversions and changeovers from event to event
- Supervises/oversees the purchase of equipment and supplies
- Acts as Manager on Duty when assigned and provides "front line" support as needed on site at Trailhead Plaza events

MARKETING & SPONSORSHIPS

Assists the Executive Director and THP staff in the marketing and sponsorships for Trailhead Plaza.

- Reports directly to the Trailhead Plaza Executive Director
- Provides information as appropriate to patrons/promoters/clients regarding usage of Trailhead Plaza and the events occurring at Trailhead Plaza
- Creates and prepares collateral marketing pieces for distribution to prospective Trailhead Plaza users
- Maintains Trailhead Plaza website
- Writes and disseminates information to media through press releases
- Works closely with downtown merchants to keep them apprised of Trailhead Plaza activities and schedule of events
- Coordinates and monitors event promotions
- Conducts market research on an ongoing basis
- Develops and maintains marketing and sponsor ship material
- Develop and maintain list of potential sponsors
- Solicit business participation in events through sponsorships.
- Coordinates annual sponsorship plan and facilitates and builds relationships with sponsors

OFFICE MANAGER

Responsible for all aspects of the administration of the office, Trailhead Center and Visitor Center.

- Performs administrative duties including greeting all visitors, answering phones, receiving and handling all mail
- Support Executive Director in the preparation / management of budget. Oversee office budget
- Perform bookkeeping, accounts payable and receivables, and payroll
- Composes and types correspondence, reports, statistical lists, agreements, contracts and other information in support of other positions
- Conducts annual focus group meetings with community members and Trailhead Plaza clients to assess Trailhead Plaza services and operations
- Attends appropriate committee meetings to take minutes
- Proficient in the use of computer and telephone systems
- Assists in the preparation, billing and tracking of event settlements
- Performs various projects as assigned from all departments
- Acts as Manager on Duty when assigned and provides "front line" support as needed on site at Trailhead Plaza events

GENERAL FACILITY STAFFING

Local City staff needs to be in place and capable of performing all of the services necessary to the maintenance and operation of the facility. In partnership with Heber City, general facility staffing may vary depending upon the final design of Trailhead Plaza and potential access to City staffing for those Plaza and event functions that fall within the parameters of Heber City staffing. These functions will likely include:

- Event staff
- Custodial services
- Ice rink set up/tear down
- Event set-ups
- Event technical production
- Security
- Grounds keeping

These functions are event driven, often requiring large crews for short periods and occur in time periods beyond the normal workday. Also, these functions are closely inter-related and require precise coordination to meet the time demands of Trailhead Plaza activities. Thus, experience shows that a small full-time staff supplemented by a large pool of on-call workers is the most economical and efficient staffing arrangement.



MARKETING

MARKETING



"Be so good they can't ignore you." - Steve Martin

INTRODUCTION

In marketing any venue, it is necessary to position the venue in the marketplace to generate programming, maximize revenues and establish an identity. Trailhead Plaza is no exception to this principle. To establish itself as a "destination" for both events and patrons, Trailhead Plaza must have aggressive management, a "can-do" attitude and exceptional customer service. With its downtown location, Trailhead Plaza has an opportunity to become home to many Heber events and activities, and this must be emphasized in its marketing strategies.

Explore the scenic trails of Wasatch Mountain State Park, or admire the dazzling lights of Heber City's iconic Main Street during the holiday season, each year thousands of visitors are drawn to the attractions within Heber, Utah, and its surrounding areas. From outdoor adventures in Daniels Canyon to seasonal festivals in nearby Midway, the region offers unique experiences that keep travelers coming back year after year. Developing promotional and marketing alliances with local organizations and members of the hospitality industry will develop a marketing plan that benefits all the organizations participating. Marketing outreach may include working with:

- Local hotels to place fliers in guest rooms that highlight the activities at Trailhead Plaza.
- Downtown merchants to produce these fliers by placing ads offering incentives to shoppers.
- Go Heber Valley to include Trailhead Plaza's event schedule in Chamber publications.
- Regional media outlets through social media, e-newsletters, press releases and personal visits to talk about THP and upcoming events.

Once the funding is in place and the Trailhead Plaza project is approved to move forward, programming and marketing must begin immediately. Opportunities to showcase Trailhead Plaza will present themselves often even before the first event occurs at the Plaza. To take advantage of these opportunities and to stage others, the following strategies are recommended.

PUBLIC RELATIONS PLAN

Trailhead Plaza staff should make use of every opportunity to create media awareness and exposure of the new venue through press releases, press conferences, groundbreaking ceremonies, celebrity visits and announcements of events that are confirmed at the venue.

PRESS RELEASES

Press releases should be used to announce plans for the new venue, new events confirmed and booked for the Plaza, milestone events occurring during construction, and other news related matters regarding the pre-opening, opening and operation of the venue.

PHOTO OPPORTUNITIES

Photo opportunities will be created throughout the construction process of the venue, including celebrity visits, milestones occurring during construction, venue dedication, ribbon cutting, grand opening and other related activities occurring at the venue. A member of the Trailhead Plaza staff should be appointed to ensure the occasion is captured in a photo that can then be posted to the THP website or used in marketing and promotions material.

PRE-OPENING VENUE MARKETING

The groundbreaking should be considered as an opportunity for maximum public relations value and exposure in the industry, both locally and regionally. Ongoing community relations and exposure to potential clients via press releases, speaker's bureau, paid advertising and direct mail must be maintained. During this pre-opening time, a dedicated effort needs to be given to identifying potential advertisers, sponsors, equity partners and event producers and planning the grand opening.

BRAND IDENTITY

Developing a brand strategy that promotes the uniqueness of Trailhead Plaza is integral to its marketing endeavors. The first component of the strategy would be to create a logo to be used in all advertising, collateral pieces such as letterhead and business cards and all printed materials related to Trailhead Plaza. Most importantly, though, is delivering on the future "brand promise".

Development of a signature event that promotes the brand identity of Heber City and Trailhead Plaza should be a high priority. This annual event will celebrate the large variety of trails within and just outside of Heber City. It should have a sample "taste" of the trail, a trail of music/musicians, and a trail of vendors that span the various trails throughout Heber Valley.

MARKETING/SALES MATERIALS

- Create comprehensive site plans, photos of typical events, Trailhead Plaza features, rental price lists and complete sales kits
- Create sales brochure/booklet, with detailed information sheets that can be edited to match the interests of the prospective client

DIRECT SALES

- Target local and regional event planners of festivals, concerts and community events to make them aware of Trailhead Plaza and its mission in the community
- Host a Chamber of Commerce "After Hours" mixer at the construction site

WEBSITE/ELECTRONIC MEDIA

- Create a dynamic website for Trailhead Plaza that promotes activities, provides information about the Plaza including directions to the site and links to community partners
- Link to the Trailhead Plaza webcam offering viewers the chance to see what is happening on the site (from construction through events)
- Create a website Guest Book where visitors may sign up to receive e-mail blasts regarding Trailhead Plaza news and event information
- Include Trailhead Plaza contact information for planners interested in hosting events at the Plaza
- Establish a Facebook & Twitter account and designate who on staff will have authority to post information

ADVERTISING

- Advertising will be used in tandem with direct sales efforts, as a reinforcement of the sales message, targeted toward the tourism industry
- Work with pouring rights partners to tag their local and regional advertising spots with THP event information

RE-OPENING PUBLICITY EVENTS

Trailhead Plaza staff should create publicity events to generate interest and awareness of the new venue, including: groundbreaking, continual additions to the venue (i.e. splash pad, ice ribbon, jewel boxes for vendors/commerce), ribbon cutting, open houses, community events and other events related to the development of Trailhead Plaza.

GROUND BREAKING

- Identify key figures who must be present at groundbreaking
- Establish invitation list for groundbreaking
- Identify site location of groundbreaking (consider backdrop); attempt to do groundbreaking on the actual grounds of the new venue
- Identify date and time for groundbreaking

- Schedule in afternoon or evening for increased community attendance
- Create invitation to groundbreaking
- Create item (memento) to be given out at the groundbreaking
- Distribute fact sheet (utilizing new branding and logo) about THP to all in attendance
- Identify who speaks at groundbreaking
- Guide/create message for each speaker

VENUE TOURS AND HARD HAT RECEPTIONS

- Create events that entice media to attend
- Obtain approval from construction company for date and time

RIBBON CUTTING CEREMONY

- Identify key figures that must be present at the ribbon cutting ceremony
- Identify date and time for ribbon cutting
- Schedule in afternoon or evening for increased community attendance
- Create invitation to ribbon cutting ceremony
- Establish invitation list to ribbon cutting ceremony
- Create item to be given out at the ribbon cutting (T-shirt, Desktop Calendar, Meeting Planner)
- Create brochure highlighting all events at THP to distribute to all in attendance at ribbon cutting
- Mail to neighborhood and key community organizations to build excitement
- Identify speakers for ribbon cutting
- Create message for each speaker
- Create agenda and timeline for ribbon cutting
- Send out personal reminders the day before the event.

ONGOING MODEL MARKETING PLAN

In addition to building on the pre-opening activities and continuing practices as applicable, Trailhead Plaza will need to market the venue and activities on an on-going basis. Additional strategies may include:

ADVERTISING

Print and media advertising can be very expensive and should be placed very sparingly and precisely in a rifle, not shotgun, approach. Advertising will build awareness but it will not, by itself, create bookings or drive attendance. Advertising should be used in tandem with direct sales and electronic advertising efforts, as a reinforcement of the sales message, targeted specifically toward the audience whether it is intended to attract promoters or patrons.

Ads should be placed in publications that are read by probable promoters and patrons of the venue. Placement of ads should be timed to appear in publications that are current with direct sales/direct mail efforts or publications that have an extended shelf life such as guides and other community and regional event and venue directories.

SURVEYS

Surveys should be sent to clients who use Trailhead Plaza, requesting their feedback on venue amenities and operations. The most effective means of distributing these surveys is in conjunction with final event billing statement. The surveys should include questions related to load in/set up capabilities, sound system, available power, availability and condition of Trailhead Plaza equipment.

Periodic surveys of patrons attending events should also be conducted. A short survey could either be handed out randomly to patrons or by having volunteers stop and talk with patrons to gather information. Information gathered on these surveys may provide data related to where patrons are from, other types of events they are interested in attending at Trailhead Plaza and their e-mail address. Surveys that are handed out could be collected at a central guest services booth. Trailhead Plaza may wish to have a drawing of the returned surveys and offer a prize. This will encourage patrons to complete the survey and provide e-mail and contact information from attendees that could then be used to make the patrons aware of future events.

LOCAL PRESENCE

To keep Trailhead Plaza "top of mind" locally, the staff of Trailhead Plaza must be involved in the community through service groups and organizations. Requests from the media should be directed to the Executive Director. Actively participating in speaking opportunities will render favorable public relations for Trailhead Plaza, providing sales exposure while supporting the Heber community. Trailhead Plaza staff involvement in service organizations will broaden the Plaza's presence as a community partner, provide networking opportunities and project a positive image of Trailhead Plaza.

CONTRACTUALLY OBLIGATED INCOMES

Public assembly venues have the potential for generating operating funds through the solicitation of Contractually Obligated Incomes (COI's). COI's represent fees paid to the venue for varying rights, such as:

- Naming Rights
- Partnerships, Sponsorships and Advertising Sales
- Pour Rights

The development of each of these income streams requires careful research, patience and a determined effort to find the best fit for both the venue and the sponsor. It is imperative in the research phase of each of the COI opportunities to be fully aware of each company's annual funding timelines and process. While there may be opportunities for smaller sponsorships throughout the fiscal year, to successfully secure a larger sponsorship, it is important to make an application during the company's annual funding cycle.

The negotiation of these agreements cannot readily be forced into narrow time frames, and to do so often penalizes the venue. It is to the advantage of both the venue and the sponsor that the right partnership be found. Speed can be a negative factor to maximizing revenues from COI's. By working with the governing body to analyze and appraise options outlined below, it is possible to maximize income from these potential revenue sources.

NAMING RIGHTS

There are elements of Trailhead Plaza that may have the potential for naming rights, such as the stage, the splash pad and the ice rink. This section will highlight the benefits and process for securing naming rights, should the decision be made to pursue a partnership of this nature in the future.

The benefits realized by a venue from a naming sponsorship are many and varied. First, of course, there is the financial benefit. Naming sponsorships involve cash payments from the sponsor to the venue. For new venues, the cash realized from naming sponsorships might be the vital missing link to financing construction of the venue and purchasing equipment.

For many facilities, the greatest benefit of a naming sponsorship comes from the marketing partnership that develops with the sponsor. For a naming sponsorship to be truly effective, the sponsor should have the same marketing and community interests as the venue. When the venue and the naming sponsor share similar goals, the opportunities for synergy are endless. The sponsor may become an ongoing event sponsor, and may even bring in related vendors to participate in promotions. Sponsors regularly convert their own promotions and ongoing advertising to allow for tie-ins and cross promotion of events with their own products. Coupons distributed in sponsor locations, and through sponsor billings, cost almost nothing to develop, and drive traffic through the sponsor's place of business while promoting venue events.

NAMING RIGHTS ANALYSIS

Once it is decided to seek a naming sponsor, the process to be followed can vary depending on the community, economic conditions and venue priorities. In general, the following steps are undertaken:

- Establish probable event attendance, seasonal and annual attendance projections
- Determine privileges, rights, advertising and usage to be provided to naming sponsor and qualify the value of each, including but not limited to:

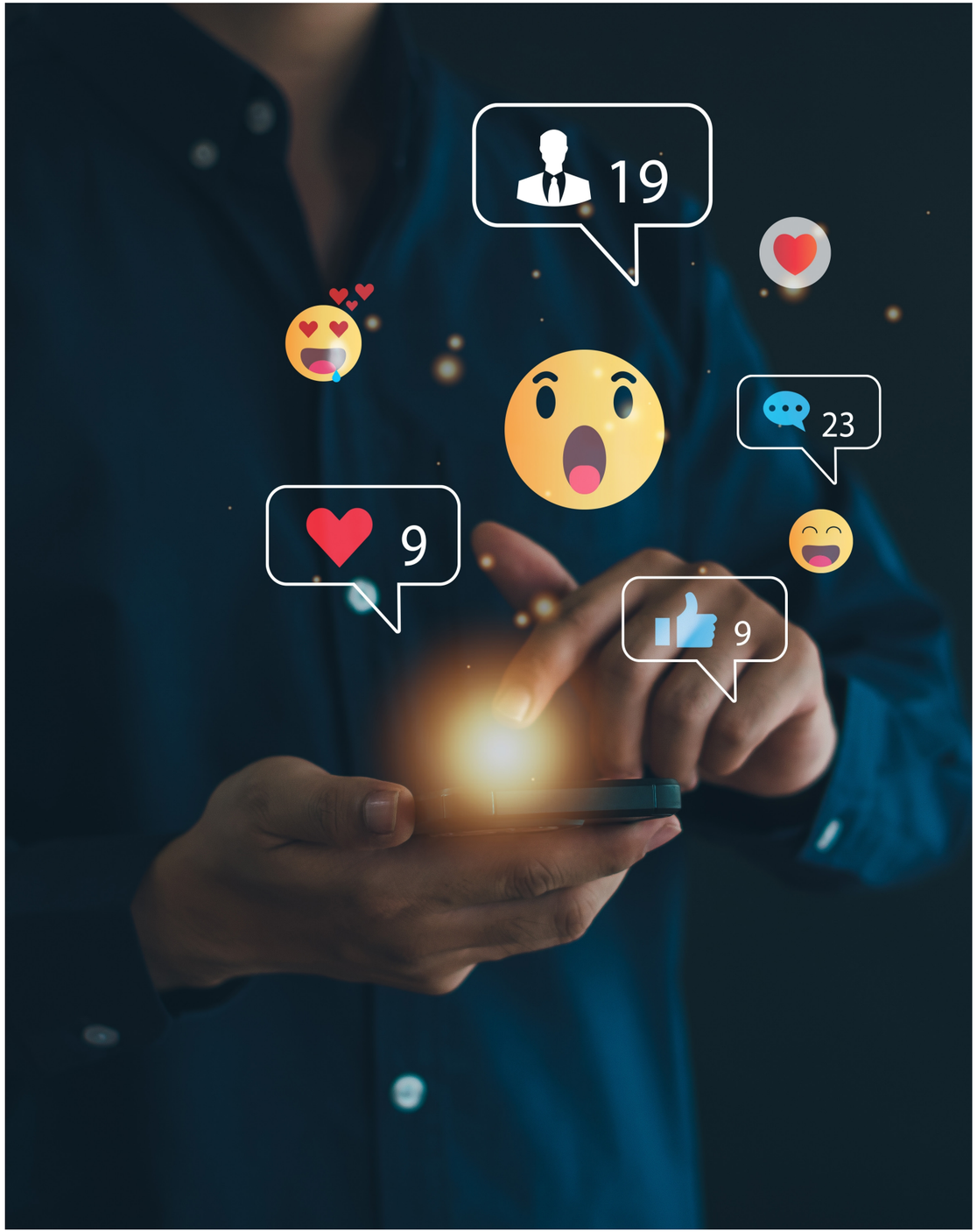
1. Signage
2. Usage of the venue
3. Sponsor's name exposure to street traffic along negotiated street frontage around the plaza.
4. Number of anticipated attendees
5. VIP Parking
6. Name (possibly logo) inclusion on all collateral items
7. Name (possibly logo) on website

NAMING RIGHTS SOLICITATION

- Research naming rights contracts in comparable markets
- Develop model naming rights contract in collaboration with Heber City. Funds raised from the naming rights should remain with CAMS to help with start up costs and operational costs
- Identify potential naming sponsors
- Perform research on potential sponsors in order to customize approach to identify common goals between sponsor and Trailhead Plaza
- Develop sales materials and concept statements, including perks to name sponsor
- Approach potential name sponsors until sponsor is found
- Perform follow-up as required
- Negotiate name sponsor contract, including term of naming rights and renewal options
- Publicize the sponsorship
- News conference announcement
- Media releases

Modification per the terms of the contract to:

- Signage
- Marketing materials



PARTNERSHIPS, SPONSORSHIPS, AND ADVERTISING SALES

The financial success of Trailhead Plaza will be strongly dependent upon securing partnerships (financial and in-kind) through sponsorships and advertising. The Pro Forma Budget used in Trailhead Plaza for the first full year of operation reflects the following revenue goals:

- Event Sponsorships - $10,000 (growing to $110,000 by year five)
- Advertising - $5,000 (growing to $75,000 by year five)

Heber boasts a vibrant economic sector, including major resorts, healthcare services, small businesses, and a growing presence of financial and investment services. While Heber's scenic location attracts visitors from across Utah, its economic influence primarily draws from surrounding areas within Utah and nearby states such as Idaho and Wyoming, rather than from farther states like Oregon, Colorado, or Nevada. The city is well-positioned to serve local commerce and tourism within the Wasatch Back region and increasingly attracts business from broader areas due to its proximity to Salt Lake City and Park City. Organizations that conduct business in multiple communities within this region provide the sponsor the opportunity to heighten awareness of their brand through participation in Trailhead Plaza events and exposure to a wide cross section of event attendees.

Identifying sponsors and advertisers for a venue is much like the process for finding a naming sponsor. The best potential sponsors and advertisers are those who are seeking to position themselves with the likely attendees of the venue. For Trailhead Plaza there may be a number of opportunities to realize sponsorship revenues including event title sponsors, series title sponsors, special services sponsors (AEDs, wheelchairs, first aid booth, etc.) and media sponsors. Site advertising areas may include the ice dasher boards, skate rental area and street light banners.

The steps taken to find sponsors can be summarized as follows:

- Inventory sponsor and ad opportunities (including activities and events) and set sales goals
- Develop sponsor packages
- Assign sponsor values taking into consideration:

1. Sponsor name exposure to street traffic along Main St. and 300 South. and visibility on Trailhead Plaza site
2. Number of anticipated attendees
3. Community and attendee demographics
4. Inclusion in marketing materials
5. Website presence
6. Exclusivity
    - Develop perks for corporate partners, sponsors, and advertisers
    - Develop direct sponsorship sales plan and support materials that will be necessary to secure partnerships
    - Leverage sponsorships for in-kind advertising dollars and live on-site promotions from local media and influencers.

BEVERAGE POUR RIGHTS

Several factors must be considered by Trailhead Plaza with regard to how both soft drinks (pop/water products) and alcoholic beverages will be handled during event and non-event days.

Soft Drinks (Pop/Water/Other Beverages) - As outlined in the Programming Section of this report, it is not anticipated that Trailhead Plaza will handle the food concession sales for events and activities in the Plaza. Therefore, the pursuit of an exclusive pour rights partner must be approached from a different perspective, as typically the service of these beverages would be closely tied to the service of concession food products. This does not mean that there are not opportunities for Trailhead Plaza to pursue in this type of partnership.

Trailhead Plaza will partner with local vendors and distributors. All pop/water/other beverage products sold on the site through approved concession vendors, must be obtained through Trailhead Plaza's contract with the provider at established product rates.

Alcoholic Beverages - The service and sale of alcoholic beverages can be a significant revenue generator for Trailhead Plaza. Trailhead Plaza should apply for and retain an on premise liquor license covering all events. In considering whether exclusivity is the best approach for Trailhead Plaza, the following factors should be considered:

- Utah law needs to be further researched before distributors approach Trailhead Plaza with a proposal for exclusivity.
- Trailhead Plaza must determine if having an exclusive partner is the most effective method of operation. If so, Trailhead Plaza must approach the distributors directly to negotiate a contract. The steps taken to negotiate any pour rights are as follows:
    - Determine potential consumption by event attendees
    - Create package for rights holder

Possible options:

1. Non-Exclusive
    - Patrons will be able to choose product from multiple distributors.
    - Trailhead Plaza may be able to negotiate for a lower product cost.
2. Exclusive
    - The distributor may be able to provide more marketing support (banners, beverage stand signage, posters, third-party tie-ins).
    - The distributor may be committed to a higher level of customer service in support of Trailhead Plaza events.
    - A stronger partnership may develop between Trailhead Plaza and the distributor in determining the amount of product needed per event, flexibility on return of product and overall pricing structure.

PRIVATE FUNDRAISING

Naming rights, advertising and sponsorships are a form of fundraising in which the contributor or buyer is entitled to a return for the investment made. For example, a sponsor purchases the naming rights to a public events venue or partners with the venue through advertising and sponsorships in order to gain exposure for its product or service. In addition to these revenue sources, traditional fundraising through the Trailhead Plaza "Pillars of Progress" should also be conducted as a means of producing the revenues necessary to sustain Trailhead Plaza.

Traditional fundraising involves the soliciting of funds from contributors that are given philanthropically with no expectation of a quid pro quo. The Pro Forma Budget for the first full year of operation of Trailhead Plaza projected the private and corporate fundraising goal at $100,000. This aspect of revenue generation will take a major public relations campaign and will need to be headed by a group, private entity or organization to champion the cause. As a 501(c)(3) organization, donations to CAMS, operating and doing business as Trailhead Plaza, will qualify as tax deductible.

SUCCESSFUL FUNDRAISING PROGRAM BASICS

The elements of a private fundraising campaign usually include:

- Compelling case – confidence by donor that their funds will be well spent and the project will be successful
- Strong leadership with willing and capable volunteers
- Adequate and skilled staff (follow through is imperative to continued success)
- Organized effort

WHAT PROMPTS DONORS TO GIVE

- Being asked at the right time, for the right amount by the right person for the right project
- Recognition
- To offset record profits / tax write off
- Being asked to give by someone they know well
- Reading or hearing a compelling news story
- Community buzz
- Personal belief they want to be a part of positive community initiative

POTENTIAL CONTRIBUTORS

- Corporations
- Family owned businesses
- Individuals
- Business Match Programs
- In-Kind Contributions (advertising, marketing materials, equipment, services)

MANAGING THE PROCESS

- Identifying potential donors and their funding level capability
- Assigning who will make the call and close "the ask"
- Follow up with donors
- Keeping committed donors up to date on progress of project
- Determine how donors will be recognized (i.e. donor wall, bricks, plaques)

ESTABLISHING MARKETING CAMPAIGN

- Host lunch sessions for specific groups to provide information and then follow up individually with attendees
- Reach out to potential user groups for their mailing lists

COMMUNITY INVOLVEMENT FUNDRAISING

- Host a fundraising event - raise awareness

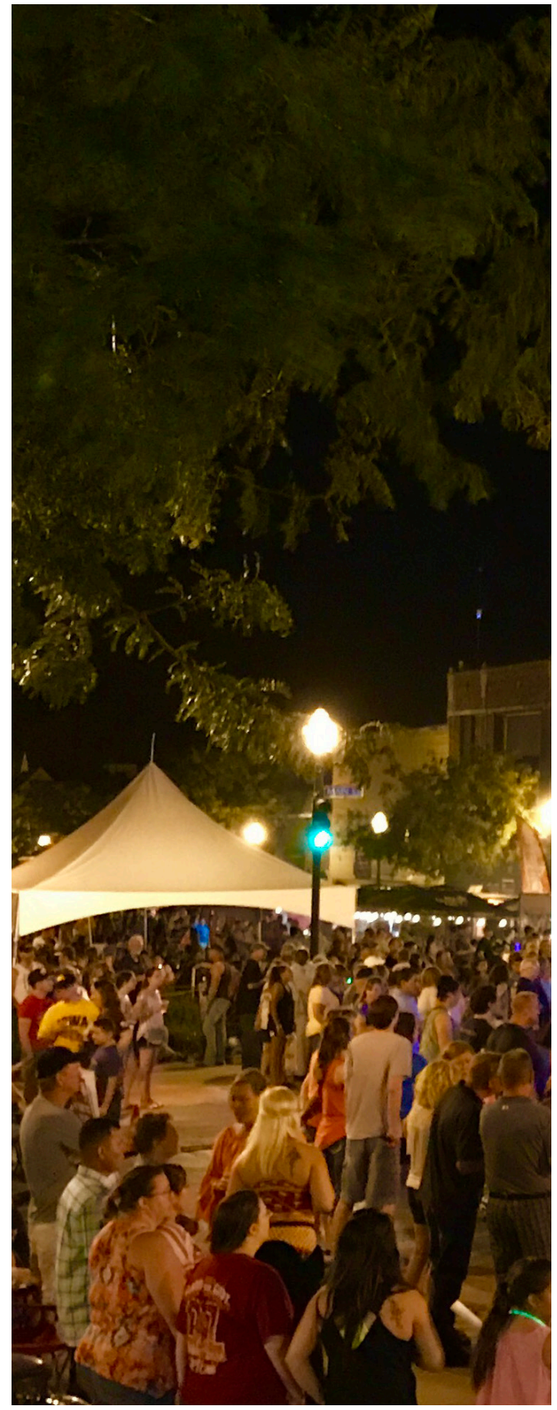
TRACKING AND FOLLOW-UP

To maintain strong partnerships with current and potential sponsors, it is imperative that each of these entities be treated as special, valued clients. The Executive Director and/or Trailhead Plaza Marketing and Sponsorship Coordinator will need to stay in contact with the sponsor in person, by phone or by e-mail. Regardless of the sponsors preferred method, tracking the sales/sponsorship calls and the current status of all confirmed agreements will ensure that follow up is handled in a timely, effective manner.

- Sales/Sponsorship Call Report
- Current Sponsorships and Partners Form
- Event or year-end summary reports should be produced for each participating sponsor. This report may be produced in house and should include:
    - o Number of attendees
    - o Photos of events
    - o Photos of sponsor signage
    - o Media articles which reference sponsor's name
- A personal letter to the sponsor thanking them for their participation

GRANT WRITING

Due to the type, uniqueness and community aspect of the events and activities planned for Trailhead Plaza, there may be opportunities to apply for State and Federal grant funding. While identifying grant opportunities and completing the applications can be a very time-consuming endeavor, securing the grants will provide a positive financial and public relations position for Trailhead Plaza. If Trailhead Plaza does not have a staff member with the expertise to pursue and write grants, this service may be contracted locally or potentially accomplished through a volunteer effort.




BUDGET

PROFORMAS

Furnishings, Fixtures & Equipment

ICE SKATING FF&E	PRICE
Zamboni	$50,000.00
Ice Skates	$61,000.00
Roller Skates and Roller Blades	$65,000.00
Racks to hold Ice and Roller Skates	$20,000.00
Walkers -	$835.00
Sharpener	$2,000.00
Boot Dryer	$3,695.00
Rubber Floor Mats	$14,000.00
Portable Heaters	$7,000.00
Snow blower - commercial	$3,500.00
Air Compressor	$1,000.00
Large Fans	$600.00
Brooms, Shop Vac, etc.	$3,000.00
Total Ice Skating FF&E	**$231,630.00**

PLAZA SMALL EQUIPMENT	PRICE
Stage audio visual, lighting, projectors, back drop, etc.	*Rent As Needed*
POS Software	$1,068.00
Event Site Planning Software	$1,500.00
POS Terminals	$300.00
iPads, Stands, and CC Scanners	$5,500.00
Web Cam System	$10,000.00
Pressure Washer	$22,000.00
Traffic Barricades - Bollards	*Include in construction costs*
Large Event Tents	*Rent As Needed*
Pop up event tents 10x10 w/ weights (60)	$12,000.00
Tables 20 bistro tables, 25 dining tables, 40 8' tables, 30 rounds	$18,000.00
Chairs and racks. 150 bistro chairs & 500 event chairs	$18,000.00
Umbrellas (20)	$5,500.00
Stanchions - crowd control (20)	$3,200.00
Event Fencing	$20,000.00
ATV / UTV / Golf Carts	$19,500.00
Walkie-talkie radio system (6)	$550.00
Walk In Cooler & Racks	$25,000.00
Vendor Cart (6)	$12,000.00
Soda & Beer Coolers	$3,000.00
Trash Cans and Recycling Bins	*Include in construction costs*
Signage	$85,000.00
Water Dispensers	*Include in construction costs*
Bike Racks	*Include in construction costs*
Total Plaza Small Equipment	**$262,118.00**

PLAZA MISC. FF&E	PRICE
Gardening Equipment to supplement Heber City maintenance	$600.00
Rubber Storage Containers	$675.00
Metal Storage Racks	$4,000.00
Portable Ice Coolers - camping cooler	$1,020.00
General Maintenance Tools	$1,800.00
Wheel Barrows & Service Carts	$560.00
Construction Type / Maintenance Lights	$600.00
Large Artificial Christmas Tree	$80,000.00
Total Plaza Misc. FF&E	**$89,255**

OFFICE EXPENSES	PRICE
Desks & chairs (probably 6)	$3,000.00
Conference room chairs (minimum 20)	$2,600.00
Phone System & Speakerphone for the conference room	$865.00
Breakroom Appliances	$800.00
Computers (6) & Monitors (8 offices, conference room and front desk)	$4,800.00
Printer / copier	$1,100.00
Internet & Wifi	$3,000.00
Office supplies	$2,000.00
Total Office Equipment	**$18,165.00**

ACTIVITY (PRODUCT)	PRICE
ECR4Kids 4-to-score giant game set (6)	$725.00
Giant Jenga sets (6)	$280.00
MegaChess w/25" tall King (4)	$2,050.00
MegaChess w/37" tall king (2)	$1,750.00
MegaChess Giant Checkers set (4)	$450.00
Mats for the checkers (4)	$280.00
Playcraft Extera Outdoor Foosball tables (4)	$6,000.00
Outdoor table tennis (ping pong) (4)	$2,500.00
US Games standard hula hoops 36" (48)	$8,000.00
Hula Hoop bundle pack (32")	$10,000.00
Hula Hoop Racks (3)	$600.00
Magis Spun Armchairs (12)	$6,750.00
Freenotes Harmony Park musical instruments	$25,000.00
All-weather corn hole set (8)	$1,000.00
Zume Games portable Badminton (4)	$250.00
Stamina outdoor fitness multi-station	$450.00
Stamina outdoor fitness striders (3)	$1,350.00
Full Imagination Playground 105-piece set	$5,750.00
Imagination Playground storage carts (2)	$3,500.00
Total Activity	**$76,685.00**
TOTAL FF&E, SMALL EQUIP COSTS, & OFFICE EXPENSES	**$677,853.00**

Citizens Alliance for Main Street

5 Year Budget (ProForma)

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Income					
Merchandise Income	3,000.00	4,000.00	5,000.00	6,000.00	7,000.00
Direct Public Support					
Advertising Income	8,000.00	9,500.00	10,500.00	12,000.00	15,000.00
Contributions	100,000.00	110,000.00	120,000.00	130,000.00	150,000.00
Pledges Receivable	75,000.00	76,660.00	76,660.00	76,660.00	76,660.00
Grant Income	6,000.00	7,500.00	9,000.00	10,000.00	5,000.00
Board Member Contributions	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Brick Income	25,000.00			27,000.00	
Direct Public Support - Other					
Total Direct Public Support	219,000.00	212,660.00	221,160.00	260,660.00	251,660.00
PERPETUAL FUNDING SOURCE					
TRT tax	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00
Retail Bldg Leases/Rentals					
Main St. Leases and Jewel Boxes	200,000.00	280,000.00	300,000.00	325,000.00	340,000.00
Alpenglobe Rentals	30,000.00	37,500.00	45,000.00	45,000.00	45,000.00
Total Lease/Rentals Income	230,000.00	317,500.00	345,000.00	370,000.00	385,000.00
Event Income					
Staff/Labor Income	5,000.00	7,000.00	8,000.00	10,000.00	12,000.00
Beverage Income	70,000.00	72,000.00	73,000.00	75,000.00	76,000.00
Equipment Rental	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Event Activities	8,000.00	10,000.00	12,000.00	14,000.00	14,000.00
Event Sponsorships	110,000.00	115,000.00	120,000.00	125,000.00	130,000.00
Vendor Space Rent	28,000.00	30,000.00	32,000.00	34,000.00	36,000.00
EBT Sales	1,000.00	1,250.00	1,500.00	1,750.00	2,000.00
Total Event Income	217,000.00	238,750.00	250,500.00	264,250.00	275,000.00
Ice Skating Income					
Food & Beverage Income	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Vendor Space Rent	6,000.00	6,250.00	6,500.00	6,750.00	7,000.00
Rentals/Ice Time	245,000.00	260,000.00	275,000.00	290,000.00	300,000.00
Total Ice Skating Income	254,000.00	269,750.00	285,500.00	301,250.00	312,000.00
Miscellaneous Income					
Miscellaneous Income - Other	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Total Miscellaneous Income	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
TOTAL INCOME	990,000.00	1,109,660.00	1,174,160.00	1,269,160.00	1,232,660.00

Operating expenses

Citizens Alliance for Main Street

5 Year Budget (ProForma)

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses					
Event Expenses					
Donations	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Entertainment Expense	68,000.00	72,000.00	75,000.00	80,000.00	95,000.00
Equipment Rental	5,000.00	5,500.00	6,000.00	6,500.00	7,000.00
Event Activities	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00
Event Printing	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00
Concessions Expense	750.00	800.00	850.00	900.00	950.00
Beverage Expense	20,000.00	22,000.00	24,000.00	26,000.00	28,000.00
General Event Supplies	4,000.00	4,500.00	5,000.00	5,500.00	6,000.00
Licenses & Permits	1,600.00	1,700.00	1,750.00	1,800.00	1,850.00
Security	10,000.00	10,500.00	11,000.00	11,500.00	12,000.00
EBT Vendor Reimbursement	750.00	1,000.00	1,250.00	1,500.00	1,750.00
Event Expenses - Other	200.00	200.00	200.00	200.00	200.00
Total Event Expenses	119,700.00	127,600.00	134,450.00	143,300.00	177,150.00
General Operating Expenses					
Credit card processing fees	8,000.00	8,500.00	9,000.00	9,500.00	10,000.00
Copying & Printing	3,500.00	3,600.00	3,700.00	3,800.00	3,900.00
Dues & Registrations	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Equipment	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Insurance	42,000.00	44,000.00	46,000.00	48,000.00	50000.00
Meals & Entertainment (50%)	750.00	750.00	750.00	750.00	750.00
Meeting Expense (100%)	500.00	500.00	500.00	500.00	500.00
Miscellaneous Expense	500.00	500.00	500.00	500.00	500.00
Office Supplies	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Office Equipment	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Office Cleaning	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Postage & Delivery	1,250.00	1,500.00	1,750.00	2,000.00	2,250.00
Rent (storage)	50,000.00	50,000.00	50,000.00	50,000.00	25,000.00
Repairs and Maintenance	750.00	1,000.00	1,500.00	2,000.00	500.00
Tax & License	300.00	300.00	300.00	300.00	300.00
Training & Seminars	5,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Utilities	8,000.00	8,500.00	9,000.00	9,500.00	10,000.00
Travel & Mileage Reimbursement	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Uniforms	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
General Operating Expenses - Other					
Total General Operating Expenses	151,450.00	153,550.00	157,900.00	162,250.00	139,600.00
Professional Service Expense					
Accounting Fees	2,520.00	2,750.00	3,000.00	3,250.00	3,500.00
Technology - IT	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Graphic Design Fees	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Legal Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Engineering	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Professional Service Expense - Other	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Total Professional Service Expense	18,020.00	18,250.00	18,500.00	18,750.00	19,000.00

Citizens Alliance for Main Street

5 Year Budget (ProForma)

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses Continued					
Plaza Operation Expenses					
Maintenance and Repair	18,000.00	19,000.00	20,000.00	21,000.00	22,000.00
Plaza Supplies	12,000.00	13,500.00	15,000.00	16,500.00	20,000.00
Plaza Utilities	8,800.00	9,000.00	9,200.00	9,400.00	9,500.00
Miscellaneous Expense	600.00	600.00	600.00	600.00	600.00
Fuel	1,750.00	2,000.00	2,250.00	2,500.00	2,750.00
Retail Building and Jewel Box Maintenance	10,000.00	15,000.00	15,000.00	18,000.00	20,000.00
Total Plaza Operation Expenses	51,150.00	59,100.00	62,050.00	68,000.00	74,850.00
Sponsorship Expense					
Brick Campaign		4,500.00		4,750.00	
Sponsorship Expense - Other	4,000.00	4,500.00	5,000.00	5,500.00	6,000.00
Total Sponsorship Expense	4,000.00	9,000.00	5,000.00	10,250.00	6,000.00
Ice Skating Expense					
Food and Beverage	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Ice Rink Setup/Teardown	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Security	6,000.00	6,500.00	7,000.00	7,500.00	8,000.00
Stage Decorations	2,500.00	1,000.00	1,000.00	1,000.00	1,000.00
Propane	7,500.00	7,500.00	8,000.00	8,000.00	9,500.00
Utilities - Chiller	25,000.00	26,000.00	27,000.00	28,000.00	29,000.00
Ice Skating Equipment	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Total Ice Skating Expense	50,500.00	51,500.00	54,500.00	56,000.00	62,000.00
Marketing Expense					
Services	5,000.00	5,500.00	5,750.00	6,000.00	6,500.00
Advertising and Promotions	30,000.00	30,000.00	35,000.00	35,000.00	38,000.00
Marketing Materials	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Printing & Materials	3,500.00	3,500.00	3,500.00	3,500.00	3,000.00
Website	2,500.00	2,500.00	2,500.00	2,500.00	2,000.00
Total Marketing Expense	44,000.00	44,500.00	49,750.00	50,000.00	52,500.00
Payroll Expenses					
Payroll	407,640.00	528,152.80	540,075.86	459,994.69	469,514.59
Payroll Taxes	31,795.92	41,195.92	42,125.92	35,879.59	36,622.14
Workers Comp Insurance	14,130.00	17,000.00	19,000.00	20,000.00	22,000.00
Payroll Processing Fee	2,445.84	3,168.92	3,240.46	2,759.97	2,817.09
Simple IRA	8,152.80	10,563.06	10,801.52	9,199.89	9,390.29
Medical Insurance	36,687.60	47,533.75	48,606.83	41,399.52	42,256.31
Bonus - Full Time Employees					
HR Expenses	2,400.00	3,000.00	3,500.00	4,000.00	4,500.00
Total Payroll Expenses	503,252.16	650,614.44	667,350.57	573,233.66	587,100.42
TOTAL EXPENSE	942,072.16	1,114,114.44	1,149,500.57	1,081,783.66	1,118,200.42
NET INCOME	**47,927.84**	**-4,454.44**	**24,659.43**	**187,376.34**	**114,459.58**



SUPPORTING INFORMATION

Julie Ember Design (Jewel Boxes and Bryant Park programming) 100

Public presentation made to the City Council and Planning Commission (slides) 108

Caldwell, Idaho examples: Fundraising 111

Tamis Event Fencing brochure 120

Pacer.AI visitation numbers to Heber City Central Park 124

ESRI Heber City and primary market area demographics 126

High Valley Transit proposal for Heber City 130



About J. Ember Design

We create warm, welcoming, playful public spaces that work.

J. Ember Design creates infrastructure, elements, amenities, and spaces for programming, play, food, comfort, and joy. These are humanizing details that demonstrate care to communities, and enable great spaces that are **strong, beautiful, joyful, functional, maintainable, and durable**—meeting your goals, serving the whole community, and continuing to evolve. We get there by being fully grounded in two pillars: community needs, and a deep understanding of how great spaces are effectively stewarded— whether that's through active management or from the ground up.

With experience in urban and industrial design, and a range of projects from within in-house public space design and management in addition to consulting for public, private, and non-profit clients, we can tackle many scales and all phases of the design and placemaking process. We **specialize in the human-scale details that people notice, that make them feel comfortable**.

In conjunction wtih long-term visioning and management strategies, we produce anything from iterative interventions up through complex, multi-dimensional permanent design. The strongest work with lasting benefits emerges from real collaboration with your team, partners, other expertise as needed, and most importantly the community. Together with the team, we will take creative steps to build up **mutual community trust, ownership, stewardship, and sense of place**.

Great spaces bring people together and strengthen communities. We love making spaces that bring **play and joy**, and we believe that all communities deserve access to great spaces that meet their specific needs. We look forward to helping you get there.

J. Ember Design is a certified Woman-Owned Business Enterprise (WBE) in New York City, and WBE certification is in process in New York State and Port Authority of New York and New Jersey.



Bryant Park's The Tables: a ping pong area. Julie Ember led the design while she was an employee of Bryant Park Corporation.

J.
Ember
Design

About J. Ember Design

We believe:

- **Great public spaces bring people together and strengthen communities**

  It's so important to have access to public spaces in our daily lives; we've all seen this so tangibly during the pandemic. They serve many critical functions, including as connective tissue for communities, building support, trust, strengthening bonds, and elevating arts and culture.

- **Everyone deserves excellent public spaces**

  We need more public spaces in every community that serve and reflect each individual community's needs, not one size fits all.

- **People of all ages deserve play and joy**

  Great spaces enable people to feel free, comfortable, relaxed, or adventurous, and allow for a range of activity from passive to active. In spaces like these, people can fully connect: with themselves, others, and their environment.

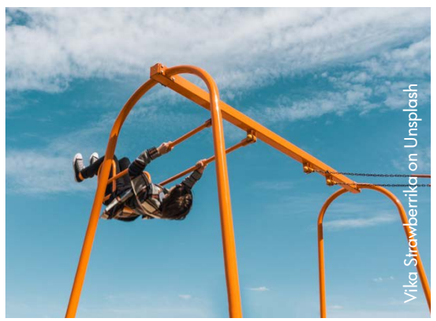
- **There are many ways to get to a great space**

  This can happen through many approaches, for any size of organization or budget. Various building blocks are important, such as good design working hand-in-hand with good management, but regardless of method, great spaces ultimately emerge from the cultivation of strong mutual trust, a feeling of community ownership, and stewardship, which can come about no matter what level of institutional management there is.

- **We must take care of our full communities for future prosperity**

  Communities include all inhabitants and their environments. We continue to learn and push toward equity, diversity, accessibility, and sustainability, so that all voices are at the table and all communities can thrive.





Vika Strawberrika on Unsplash

At left, Prospect Park, Brooklyn: an example of a great public space, where Julie Ember spends a lot of time!

About J. Ember Design

How we work + what makes us different

Collaboration and empathy

We will work with your team in a collaborative, communicative way to come up with great solutions. Listening and asking the right questions to get to the heart of your needs, we think deeply about the end users and strive to empathize with all stakeholders.

We understand public space management and usage

Having firsthand public space management experience in the in-house design department of two high profile business improvement districts, Bryant Park Corporation and 34th Street Partnership, we know how important and integral management, programming, maintenance, and stewardship really are. We consider the design of a space and the deep understanding of its usage (and potential usage) as intricately connected. We understand the needs of both heavily-used spaces and underutilized spaces, and are comfortable working within a range of budgets and timelines. We know how to attract people and make things welcoming, while making things really functional and durable over the life of the space. All of this enables effective strategic design and placemaking.

Making complex projects achievable

We can reconcile and integrate the needs of many different parameters, entities, and stakeholders into a cohesive, effective and beautiful solution. We can work with complex operational and programming needs, and when there are competing interests, we have experience finding commonalities and negotiating solutions. We have a great track record of getting and keeping complex projects moving and approved.

Sense of responsibility

We strive to meet not only your goals and needs, but also prioritize these questions: is it welcoming and inviting, is it comfortable, does it encourage and include a diversity of uses and people? Is it responsible and sustainable?



Colin Miller

Bryant Park's Winter Village, see project pages

About J. Ember Design

About Julie Ember



Julie is a public space designer and leader with 16 years of experience creating vibrant spaces. She is passionate about bringing people and things together— to enable joy, connection, and community. With an empathetic and thorough approach, she loves making sense of complexities to create solutions that are welcoming, friendly, and comfortable.

Before founding J. Ember Design, Julie was the Associate Director of Design at Bryant Park Corporation and 34th Street Partnership. This gave her experience at many scales; she has seen through projects from small interventions, design and planning for programming and events from one-off to multi-season, to large multidisciplinary projects that iterated over many years. Julie led teams designing for permanent and temporary outdoor programmed spaces, public plazas, street furniture, and architectural projects.

Throughout her work, Julie highly values working collaboratively to build the strength of communities: with inclusiveness, equity, and sustainability. And she is driven to cultivate a playful sense of abandon for people of all ages. To that end, she loves creating opportunities for play in spaces, objects, and activities, and— singing ridiculous songs at musical improv and live piano karaoke.

Julie has earned awards from Fast Company, the Chicago Athenaeum, Industrial Designers Society of America, Spark Awards, and International Downtown Association. She holds a Bachelors in Studio Art from Bard College and a Masters in Industrial Design from Pratt Institute.





At left: Bryant Park's Winter Village. Above: Turnout NYC. See project pages.

Design and Placemaking Specialties

Play Spaces and Elements

Design for play spaces, furniture or elements—for kids or adults. From active play to games areas to playful furniture.

We believe in play for all ages, so we love to bring play into the everyday lives of people (or dogs or other animals!).

Programming and Performance Spaces

Design and placemaking for programming, performance, and other types of events, whether one-off or ongoing, temporary or permanent.

Public Spaces: New or Existing

Design, strategizing, planning, placemaking: any part of the process, from analysis, strategy, advice and recommendations, to full design including implementation and changes and adjustments.

Experience with many scales, complexities, and budgets, tackling parks, plazas, sidewalks, as well as small, low-cost interventions. Services can also include project management for placemaking projects, and maintenance and storage needs and solutions.

Park + Street+ Plaza Elements

Design of new elements, structures, street or park furniture or furnishings, signage structures, specification and/or adaptation of off-the-shelf products for your needs.

Food Spaces

Design of food spaces, from carts to kiosks to outdoor dining for indoor restaurants, to seating areas in parks and plazas.

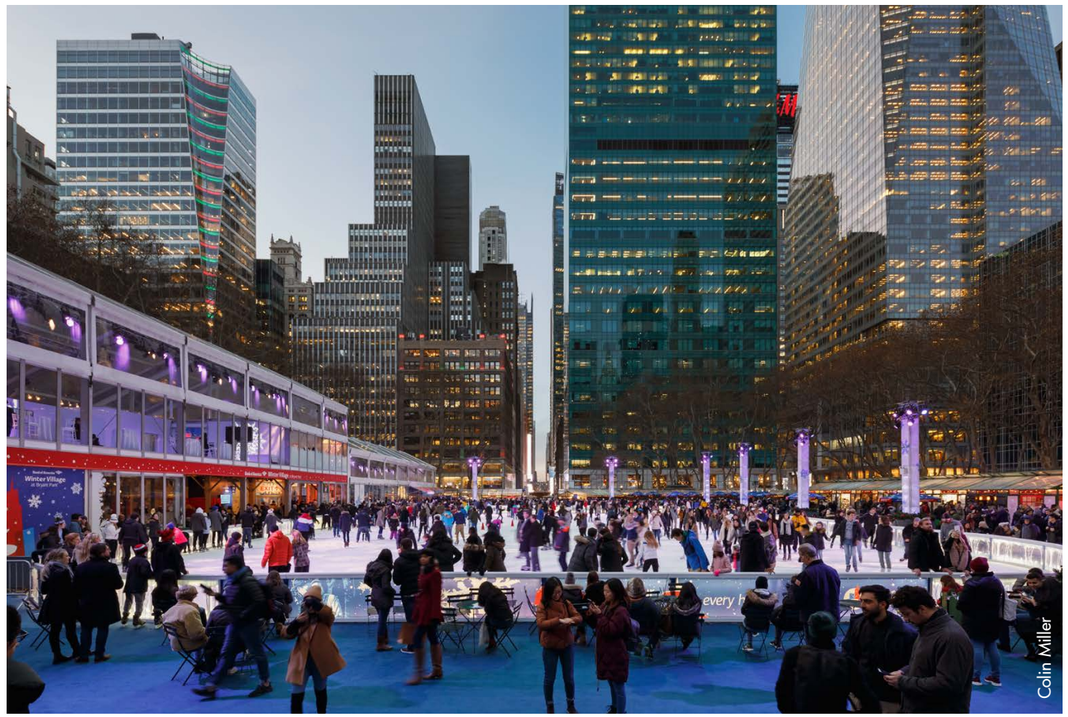
Exhibition and Public Art

Design / planning of spaces and objects that communicate, educate, inspire.

J. Ember Design

Winter Village at Bryant Park

Bryant Park Corporation





This work was done while Julie Ember was an employee of Bryant Park Corporation. Within a collaborative team, Julie co-led the Design Department in a complete redesign of Bank of America Winter Village at Bryant Park when it was brought under in-house management. The parkwide and season-long, annual project included an ice skating rink, skating pavilion, restaurant, and holiday market, along with many programs and events. The team designed exterior tent structures, interiors, site design and all elements, as well as performed event design, construction management, and iterated changes year over year.

Julie personally re-designed the holiday shop kiosks (at left— 220 quick set-up kiosks for both retail and food), skate-resistant benches, LED-lit dasher boards, and led the lighting design.

Corporate sponsor: Bank of America. Partners: In-house team, Hill Holliday and other BofA agencies, Upsilon Ventures (original operator), Rink Management Services, Urbanspace, Union Square Events, all fabricators and vendors.
Keywords: public spaces, programming spaces, play, park elements, food spaces, management, performance spaces, park furniture, construction management

J. Ember Design

Winter Village Programming

Bryant Park Corporation









This work was done while Julie Ember was an employee of Bryant Park Corporation.

For the annual Tree Lighting event with skate performances (top), Julie advised on the site design and designed all large environmental graphics (stage and screen banners) each year. Every year, Santa came to Bryant Park (Santa's Corner, at bottom). The daily program was set in an area of the park that was always available for anyone to use— with an accessible stage, giant Santa chair, landscaping and decor, fake "presents", kids' programming such as crafts and letters to Santa, photo opportunities for kids and adults, which all changed every year. Julie did all site design, site elements, signage and environmental graphics, and coordinated construction.

Partners: In-house departments: Events, Capital Projects
Keywords: public space, programming, park elements, play, construction management

J. Ember Design

Southwest Porch at Bryant Park

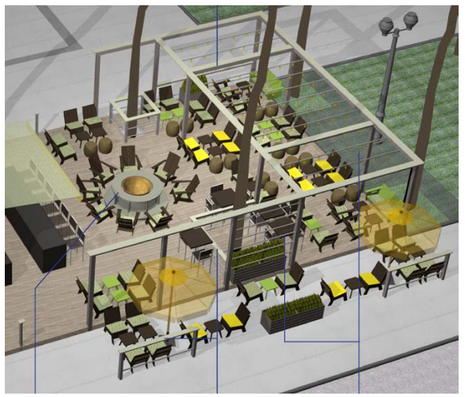
Bryant Park Corporation



Bryant Park Corporation

This work was done while Julie Ember was an employee of Bryant Park Corporation. Southwest Porch was an outdoor food and beverage area in Bryant Park; it is now called The Porch at Bryant Park.

Julie led this redesign of a temporary amenity connected to a landmarked kiosk, originally in an underutilized area of the park, into a permanent, city-approved space (Julie presented to both the Community Board and Landmarks Preservation Committee). Echoing the kiosk's architectural details, the team created a pergola, perimeter, and deck that was distinctive, visually light, open and inviting, and integrated electrical and gas utilities. Comfortable backyard-like furniture and heating in the cold months made it supremely comfortable in any season.



Corporate sponsor: Southwest Airlines. Partners/agencies: Bryant Park Corporation (Design Team), NYC Dept. of Parks and Recreation, Landmarks Preservation Commission, NYC Public Design Commission, Community Board 5.
Original operator: 'wichcraft.
Keywords: public spaces, food spaces, programmed spaces, park elements, park furniture, sustainability, management, production and construction management

Bryant Park Five Food Kiosks

Bryant Park Corporation

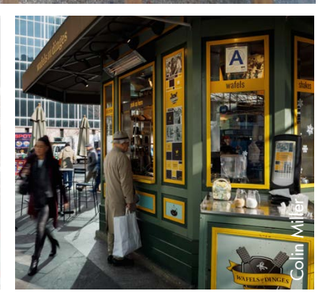


Bryant Park Corporation



Colin Miller





Colin Miller

This work was done while Julie Ember was an employee of Bryant Park Corporation.

Shown are three of the five permanent food kiosks in Bryant Park, all of which had new operators in 2015 (the other two were Southwest Porch and Coffeed, shown on other pages). Each design tried to open up each landmarked kiosk as much as possible, to feel as indoor/outdoor and welcoming and friendly as it could be. Outdoor seating elements and other amenities, like plantings, charging stations, counters, and ledges were added to make it a welcoming and comfortable space to linger. Julie oversaw the kiosk operators' redesigns and gave approvals.

Partners: In-house departments: Design
Keywords: public space, programming, park elements, food spaces

Bryant Park Kiosk: Transformations

Bryant Park Corporation

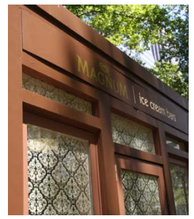




Liz Clayton for Joe Coffee













This work was done while Julie Ember was an employee of Bryant Park Corporation.

One of the five food kiosks, a newer addition to the Bryant Park, went through multiple transformations: a series of 6-month sponsored pop-ups, and later, permanent operators. Julie designed the pop-ups which involved exterior structure design and construction, color and material changes, equipment selection, signage and seating areas. For the permanent operators (Coffeed, Joe Coffee), she oversaw and gave approvals for all proposed design changes. At immediate right is a rendering by Julie of a proposed seating area expansion and kiosk redesign, for a potential sponsor for the same kiosk.

Partners: Daedalus Design and Construction (construction, installation)
Keywords: public space, programming, park elements, food spaces, construction management

J. Ember Design

Turnout NYC: Five Boroughs

Client / Design Partners:
Design Trust for Public Space, SITU Studio



NeON Photographer, Andre Whitehead



NeON Photographer, Andre Whitehead

Other partners / collaborators: Brownsville Community Justice Center, Alice Austen House, Queensborough Dance Festival, Uptown Grand Central, The Point CDC, LSTN Consultants, NYC DOT, NYC Parks, SAPO
Sponsors: Mellon Foundation and the ConEdison Arts Al Fresco Series
Keywords: public spaces, programmed spaces, play, park + plaza elements

Member of the core design team with SITU, and site design and planning / placemaking advisement for the team and site partners.

Turnout NYC is a Mellon Foundation-funded project bringing equitable arts access to all five boroughs. We created infrastructure and placemaking, in collaboration with community members and organizations, that activated underserved public spaces and enabled community partners to create accessible performances and other programming, reflective of and representative of their diverse communities. 100+ events took place where over 500 artists were supported.

Modular elements create platforms, seating, signage, and storage for programs. All can be set up simply by non-professional installers.

J. Ember Design

Bouncy Bench

Competition / Exhibition:
Figment NYC, Governors Island, NYC



Design and prototyping of a play object.

Bouncy Bench was a working prototype of a play object that bounced back and forth with movement. It was aimed at encouraging new movement, abandon, and joy through physical play, especially for adults.

Shown at Figment NYC, a participatory arts event on Governors Island, it brought giggles, ecstatic joy, and even relaxation to the approximately 300 people over three days who used it, and served as proof that adults (as well as kids) are hungry for play and are willing to be playful in public!





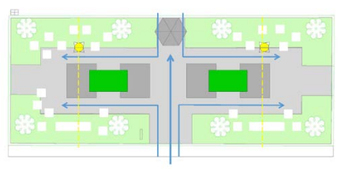
J. Ember Design

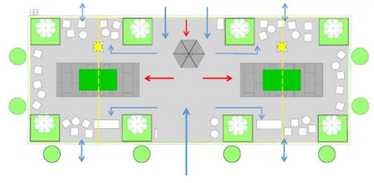
Keywords: play, public spaces, park elements, exhibition, public art

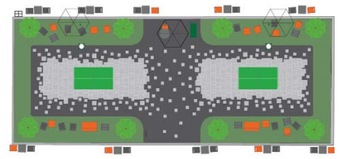
The Tables at Bryant Park

Bryant Park Corporation









This work was done while Julie Ember was an employee of Bryant Park Corporation. The Tables is a ping pong area in Bryant Park. The project evolved over several iterations in several years, transforming the area into a beloved and well-used space.

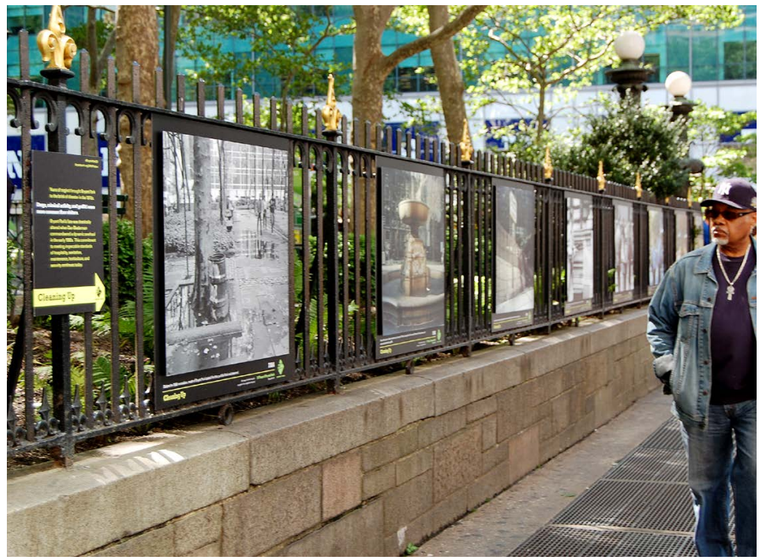
Originally a small experiment of sponsored ping pong tables in an underutilized area, Julie designed the space from the beginning and worked with several sponsors in a succession of years. Each year the team responded to challenges by making low-budget improvements to the functionality of the space in conjunction with programming changes. One persistent challenge was inclusivity: the area was dominated by mostly male, dedicated players. Julie led a full redesign, in conjunction with innovative programming, which resulted in the area becoming more inclusive to casual players, women, and children. The final design included vibrant color, branding, distinctive surfacing and furniture—creating a welcoming, playful space.

J. Ember Design

Corporate sponsors in previous years: Spin New York, Coca-Cola, Pepsi
Keywords: public space, programming spaces, play, park elements, park furniture, construction management

Signage Structures

Bryant Park Corporation













This work was done while Julie Ember was an employee of Bryant Park Corporation. These are various signage projects in Bryant Park. The photo on the upper left is of Bryant Park's 20th anniversary photo exhibit, which wrapped around the park's perimeter. All other photos show elements of the Bryant Park sign system: moveable signage for programming and operations that complements the permanently installed signage.

Keywords: public space, park elements, programming spaces, exhibition + public art

Get In Touch

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julie@jemberdesign.com
917-697-7275
jemberdesign.com

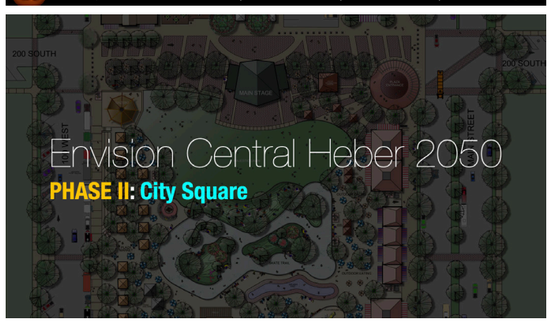


WHY THIS IS SO IMPORTANT





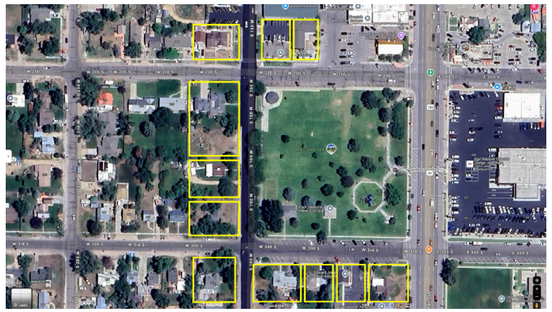
1. Safety (particularly for kids) ✓
2. Good educational system & child care ✓
3. Top-notch recreation (surpassing other areas) ✓
4. Affordability & quality
5. Health (particularly for kids) ✓
6. **An engaged community: sense of belonging (downtown)**
7. **Cultural depth: visual/performing arts | education | food**
8. **Life after 6:00 pm (downtown)**
9. Secure jobs **or** specific entrepreneurial opportunities ✓
10. Transportation: Transit | bike lanes | ride share | school ✓



Destination Heber City Team

Yvonne Barney
Tom Bonner
Jessica Broadhead
Matt Brower
April Estel
Dustin Grabau
Phil Jordan
Rachel Kahler
Matthew Kennard
Dallin Koecher
Tony Kohler
Mark Nelson
Scott Phillips
Mark Rounds
Jeremy Smith
Tom Stone

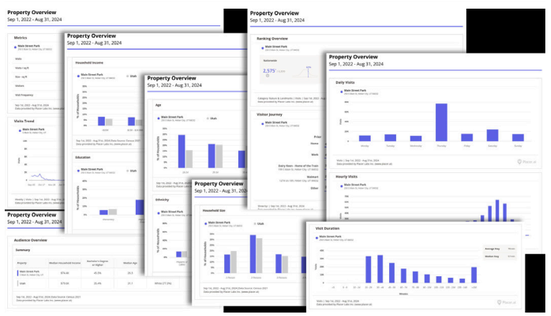
Thank you!

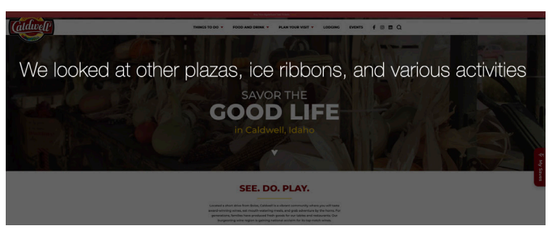


Met with stakeholder organizations

- City Council presentation
- Tourism | Chamber | Economic development
- CAMS (Downtown Association)
- Meetings with individuals
- Emails | phone calls with interested citizens

Thank you!



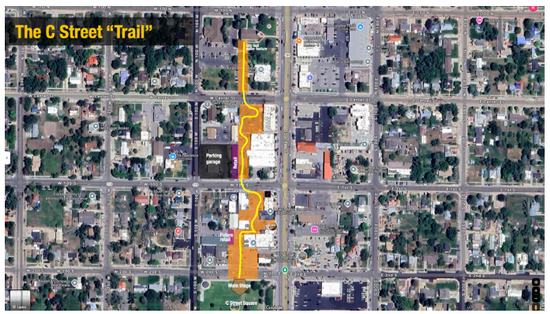


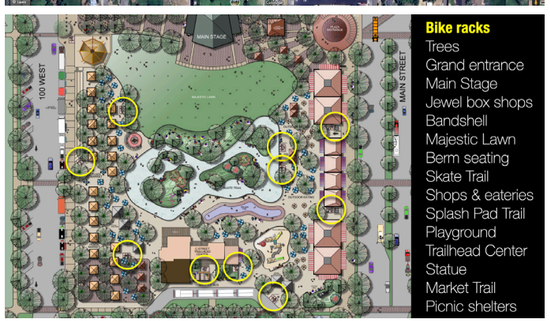
Programmed plaza research

Main Street Square - Rapid City, SD
The Naberhood - Shawano, WI
City Square - Oskaloosa, IA
Reston Town Center - Reston, VA
Outlaw Square - Deadwood, SD
Bryant Park - New York City, NY
Pioneer Courthouse Square - Portland, OR
Campus Martius Park - Detroit, MI
Indian Creek Plaza - Caldwell, ID
Market Square - Pittsburgh, PA
Third Street Promenade - Santa Monica, CA
16th Street | Larimer Square - Denver, CO
Caras Park - Missoula, MT
Pearl Street Mall - Boulder, CO
Market Square - Fallbrook, CA
Arcadia Creek Festival Place - Kalamazoo, MI
Waterloo Public Square - Waterloo, ON
Stuart Park - Kelowna, BC
Sir Winston Churchill Square - Edmonton, AB
Church Street Marketplace - Burlington, VT
Granbury Square - Granbury, TX
Mint Plaza - San Francisco, CA
The Plaza - Helen, GA
Fountain Square - Cincinnati, OH
Santa Fe Place - Santa Fe, NM
Centerway Square - Corning, NY
Decatur Square - Decatur, GA
Washington Street Mall - Cape May, NJ
Riverfront Park - Spokane, WA
Circle of Palms - San Jose, CA
Kungstradgarden - Stockholm, Sweden
Old Town Square - Fort Collins, CO
Market Square - Knoxville, TN
Brightleaf Square - Durham, NC

OVERALL THEME







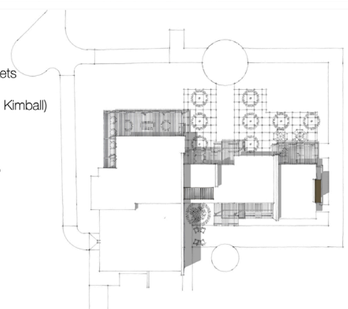


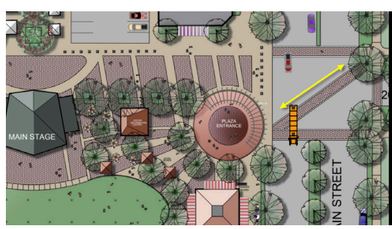


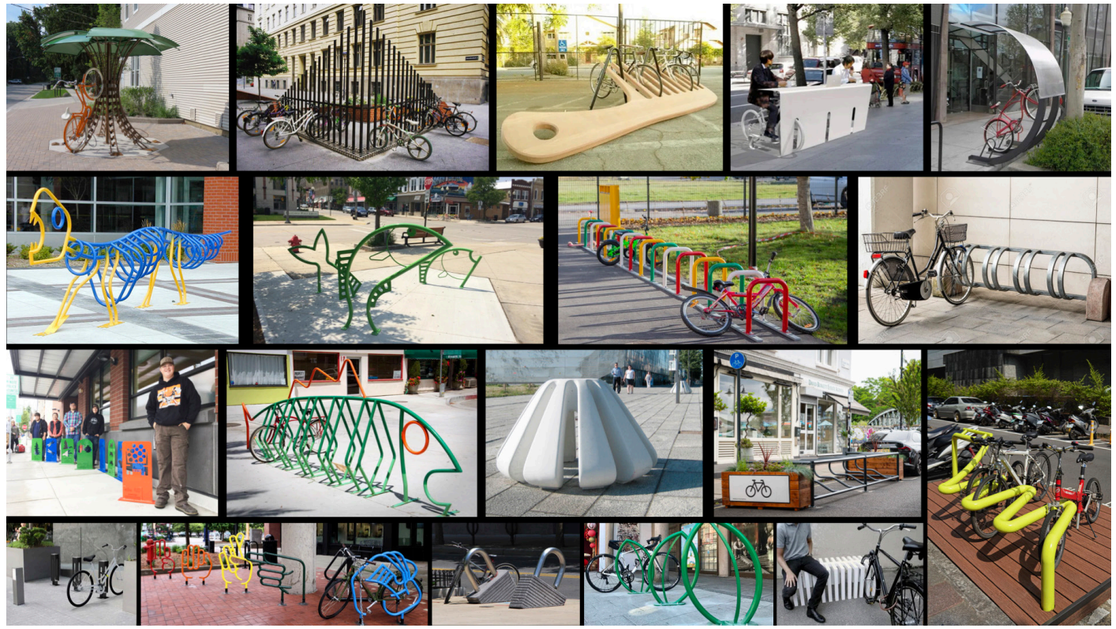


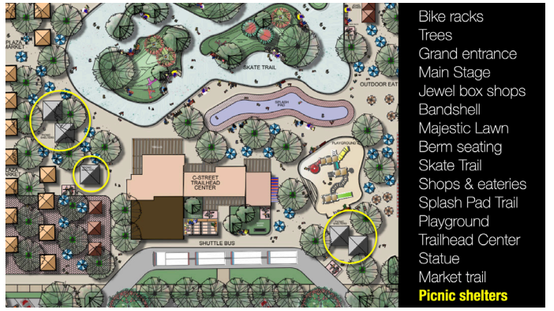
THE TRAILHEAD CENTER
- Public restrooms
- Family changing rooms (3)
- Visitor information | train tickets
- CAMS offices
- Historical displays (Heber C Kimball)
- Gift shop | logo gear
- Skate rentals
- Game check-out
- Zamboni garage | ice dump
- Security office
- Lockers

BASEMENT
- Water management
- Ice management
- Lighting & electrical
- Power distribution
- Natural gas distribution









Bike racks
Trees
Grand entrance
Main Stage
Jewel box shops
Bandshell
Majestic Lawn
Berm seating
Skate Trail
Shops & eateries
Splash Pad Trail
Playground
Trailhead Center
Statue
Market trail
Picnic shelters



Bike racks | Trees
Grand entrance
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Jewel box shops
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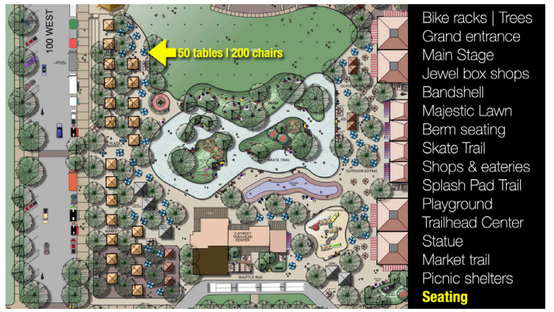

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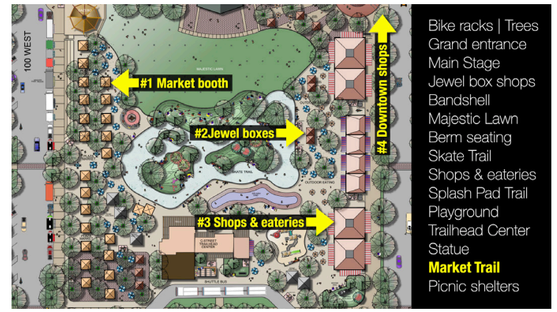
Seating



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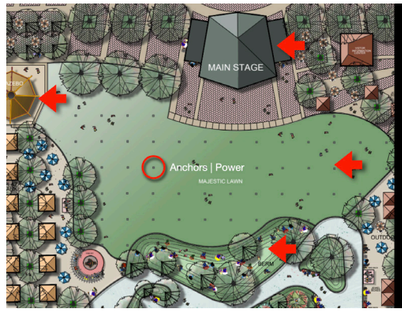

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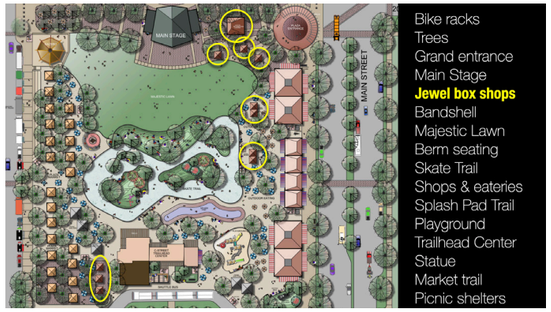

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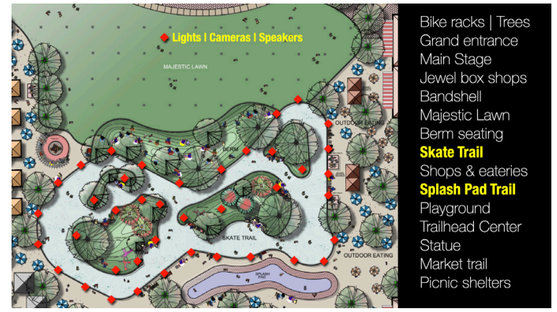

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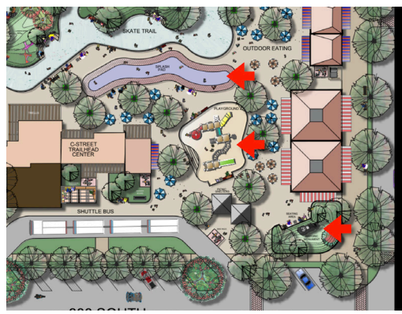

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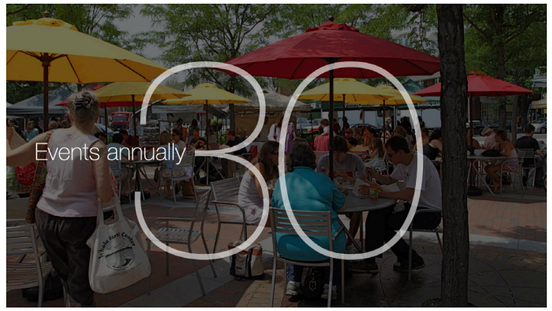
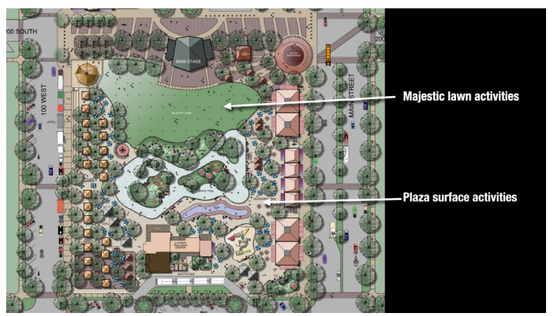










80' x 140' Tent
- With radiant heating
- Stage
- Seating 250 dining style
- Lighting | Sound

Holiday Village
- Dozens of vendors
- Christmas displays
- Christmas trees
- Food trucks



Car Show
- 210 cars on display
- Can accommodate 40+ vendors
- Beer garden

This example 200S closed to through traffic



INDIAN CREEK Plaza

The vision in the development of Indian Creek Plaza is to be recognized as a premier outdoor entertainment venue that can showcase a diverse range of family-centric, activity driven events becoming a destination for its community, the Treasure Valley and the Pacific Northwest.

BRIDGING A PUBLIC PRIVATE PARTNERSHIP

1. Destination Caldwell and the local community joined together in support of revitalization of Caldwell.
2. Indian Creek Plaza is a public/private partnership whereby the city is building the facility and Destination Caldwell will manage, operate and program the Plaza.
3. Caldwell Urban Renewal and the City of Caldwell will be investing $6.5 million to build Caldwell's premier gathering place, Indian Creek Plaza.
4. Destination Caldwell will be launching a pre-opening, capital fundraising campaign to raise $1.7 million for capital expenses associated with operating and furnishing Indian Creek Plaza.
5. GGLO Design was hired to take Indian Creek Plaza from the original concept in the Caldwell Marketing, Branding and Action Plan all the way through design and construction documents.
6. McAlvain Construction Group is the Construction Manager/ General Contractor to build Indian Creek Plaza.
7. 371 downtown Caldwell parcel/property owners came together to form the Downtown Caldwell Business Improvement District and agreed to an annual assessment to provide approximately $200,000 in annual funding for the operations and management of the Plaza.

"We are excited to bring Caldwell's cornerstone project to life; Indian Creek Plaza will be a big draw for the entire Treasure Valley and that special place in our hometown where we build lasting memories with our friends and families. This project highlights the best of our community and shows the true determination of a community that came together to make this happen."

- Mayor Garret Nancolas
City of Caldwell

"Indian Creek Plaza will host a variety of events and activities ranging from urban markets, festivals and ice skating. It will be an iconic landmark for the downtown area and activities in the Plaza will have a positive economic impact for the entire community. We are excited to be a part of build a place that invites the community and visitors to linger with friends and family, engage in events, read a book, enjoy a concert or watch children learning to ice skate or play in the water."

- Kelli Jenkins,
President of Destination Caldwell

INDIAN CREEK Plaza

NAMING OPPORTUNITIES: PLAZA FEATURES/ATTRACTIONS





6th in the Nation Ice Ribbon/Rink
Estimated Construction Cost: $1,902,303



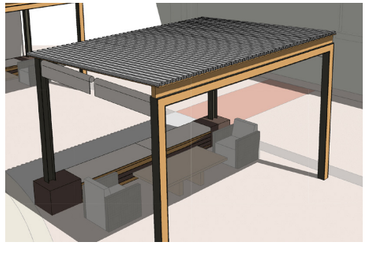
Performance Stage
(Includes A/V, stage structure and stair tower)
Estimated Construction Cost:
$1,022,558



Splash Pad & Arching Water Features
Estimated Construction Cost:
$836,612



Three Fire Pits/Calderas
Estimated Construction Cost:
$83,083 or $27,695/each



Four Cabanas
Estimated Construction Cost:
$200,000 or $50,000/each

PRINTED AND DESIGNED BY VALLI Information Systems, Inc.

With Your Contribution We Will Be



PARTNERS IN PROGRESS

Becoming a partner with Destination Caldwell helps ensure Caldwell is known as THE place to raise a family, start or grow a business, and visit. Help us continue to create projects that showcase Caldwell's finest qualities: fresh air, country living, stunning scenery, the Sunnyslope Wine Trail, 'Farm to Fork' and 'Farm to Cork' dining, market fresh foods, and Indian Creek Plaza, to build a prosperous future here for all. Your contribution will sustain our on-going projects as well as support our branding effort to reclaim Caldwell's rightful place on the map as a premier gathering place in an agricultural rich community.

COMMITMENT LEVELS



Platinum: $50,000 and above

Platinum donors are honored on the Pillars of Progress art installation along the festival street (formerly known as Arthur St.) on the Plaza. This donor area features sidewalks on both sides of the art and encourages people to enjoy a walk around the pillars. Terms are negotiable based on donation amount and with a yearly renewal option.



Gold: $25,000 **Bronze:** $5,000
Silver: $15,000 **Copper:** $1,000

Gold, Silver, Bronze and Copper donors will be featured on a new donor recognition element that will be placed along the northeast side of the Idaho Central Credit Union Stage at Indian Creek Plaza. This donor recognition will be updated annually.

Naming Opportunities

PLAZA FEATURES & ATTRACTIONS

Naming partnerships, terms and commitments are negotiable.



Ice Skating Ribbon/Rink



Idaho Central Credit Union Stage



Splash Pad & Arching Water Features

Other Naming Opportunities

Festival Street
Ice Resurfacer/Zamboni Wrap
Berkshire Hathaway Fire Pit (SOLD)
Caxton Printers Fire Pit (SOLD)
Intermountain Gas Fire Pit (SOLD)

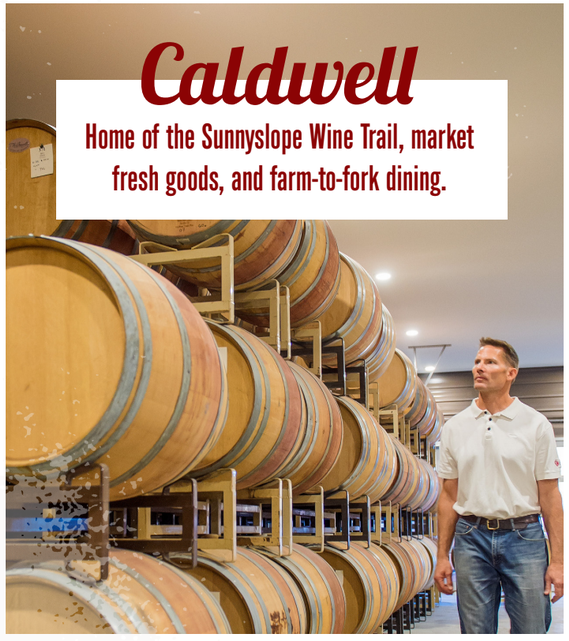
For more partnership information contact:
Keri Smith-Sigman
Chief Executive Officer
Keri@DestinationCaldwell.com
(208)960-4811



Partners in Progress









From the CEO

MESSAGE FROM DESTINATION CALDWELL CHIEF EXECUTIVE OFFICER

Caldwell is a community in change and its better days are on the horizon! Downtowns across America are experiencing an economic renaissance fueled by Baby Boomers and Millennials who increasingly prefer a place where they can listen to music, sit down, relax and spend quality time with family and friends in urban environments. People are longing for a sense of community and one-stop experience. Vibrant downtowns are poised to capitalize on economic opportunities and depend on the demand for downtown housing by offering jobs, amenities and activities that respond to the needs of the community.

Caldwell's best chapter in its history is ahead with a community-wide effort to revitalize Caldwell. As CEO of Destination Caldwell, I am recruiting the right type of businesses that will flourish in downtown, the kind that locals visit frequently and tourists rave about.

Our Partners in Progress are ensuring continued growth. Your donation secures the future development and progress of a revitalized downtown by helping Destination Caldwell create a business center and lifestyle attractive to residents, visitors and employee recruits.

Your contributions to Destination Caldwell enable us in continuing our work to stimulate the economic development and growth that you are seeing in downtown Caldwell today. Now is the perfect time to bring Caldwell back to life. Together, we are creating a vibrant, active downtown.

It is time to monetize and grow Caldwell's great assets and investments while leveraging and celebrating our community's rich heritage, widely recognized wineries and growers that call Caldwell home. As we focus on the brand promise we are celebrating Caldwell's rich heritage, working together to better our community, and sharing our bountiful blessings with others.

Keri Smith-Sigman
Chief Executive Officer
Destination Caldwell

Mission

OF DESTINATION CALDWELL

To position Caldwell as Idaho's premier gathering place with a focus on locally produced wines along the Sunnyslope Wine Trail, market fresh-goods and farm-to-fork dining.

To bring life to downtown Caldwell through economic development.

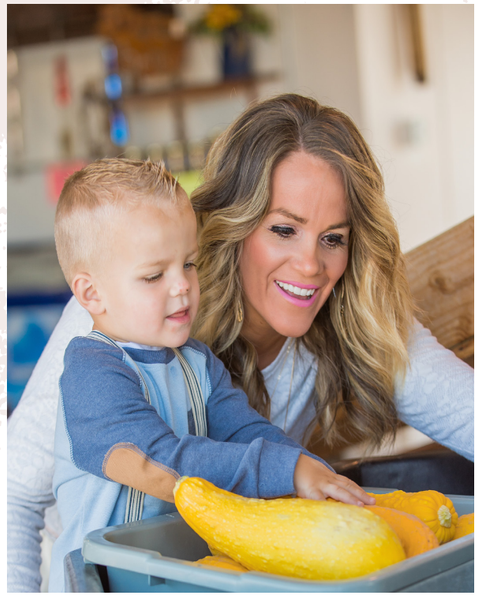
To put Caldwell "on the map" as a desirable place to live, visit and raise a family.

To differentiate Caldwell from other cities and towns throughout the Northwest.

To slow the leakage of locally earned money being spent elsewhere.

To create a vibrant and active downtown rich in appeal for the entire Caldwell community and its visitors.

To showcase Caldwell as THE place for active, healthy living in a phenomenal country-setting.





DESTINATION CALDWELL

At a Glance

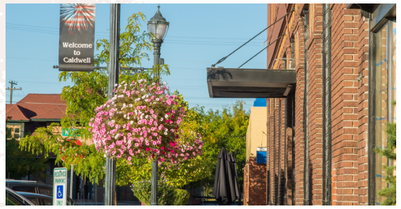
Destination Caldwell has created many high-impact projects that leverage our agricultural heritage for economic development in order to make Caldwell a desirable place to live, raise a family, do business and visit. Our community wants Caldwell to be known for locally produced wines, farm-fresh goods, and farm-to-fork dining. Our current focus is on developing these offerings into unique experiences and shairing them with the world.

Agriculture Initiative

Preserving and growing our agricultural heritage and country lifestyle is an extremely important part of Destination Caldwell's mission. We are creating a reputation for market-fresh goods in Caldwell and generating demand for our farmers from locals and tourists by focusing on the following:

- Protecting Caldwell's land for agricultural purposes
- Supporting farm-forward legislation at city, county and state levels
- Providing community education to encourage farming and instill pride
- Curating unique experiences that consistently need locally grown food
- Developing agritourism to support local farm stands
- Attracting out-of-area visitors to the Sunnyslope Wine Trail





Downtown Evolution

Now that Indian Creek Plaza is consistently bringing locals and visitors downtown, Destination Caldwell is focused on creating an environment where they want to spend more time and money. Plaza guests need food to eat, places to shop, and entertainment options. In addition, physical and visual improvements are needed for the downtown core in order to create a pedestrian-friendly, premier gathering place. With your support we are:

- Recruiting a business mix that supports Caldwell's farm-fresh focus
- Encouraging businesses to extend their hours beyond 6:00 p.m. and to stay open on weekends
- Supporting mixed-use development proposals including a boutique hotel, downtown living, retail and office space
- Facilitating downtown beautification: façade improvements, clean team, seasonal decorations and streetscapes
- Developing pedestrian improvements: information kiosks, wayfinding system, restrooms
- Sourcing funding to incorporate art into downtown

On-Going Business Support

Finding the right businesses to fit Caldwell's farm-fresh focus is essential for downtown's evolution into a destination for farm-fresh goods. Destination Caldwell develops tools to help recruit AND support these new mom-and-pop businesses by:

- Assisting potential businesses in information gathering and market analysis
- Helping businesses understand and navigate city and county ordinances
- Creating certification programs for 'farm-to-fork' and 'farm-to-cork' dining
- Assisting in local ingredient and wine sourcing
- Marketing downtown Caldwell as a destination
- Establishing a Downtown Business Association for business owners
- Managing the Business Improvement District for property owners

Building Community

Destination Caldwell was formed by a grassroots team of local citizens, downtown property owners, and businesses who wanted to help others take pride in their community and to create more opportunities to live, work and play in their hometown. Six years later, community is still at the heart of Destination Caldwell's mission and is an important part of our organization's action plan. We are committed to:

- Providing the community with 250+ activities and events a year at Indian Creek Plaza
- Encouraging the community to invest in itself through volunteerism
- Informing citizens of opportunities to eat, shop, and play in Caldwell
- Creating and utilizing community champions and ambassadors for future projects
- Supporting other community non-profits and groups
- Advising other communities on branding and destination development

Preserving Our Heritage

The roots of Caldwell—a farming community with an exceptional quality of life—has always been and will always be what makes Caldwell great. Opening a plaza and letting the world know that Caldwell is the home of the Sunnyslope Wine Trail is not enough. It will take continual effort and partnerships with other organizations to maintain the promise that Caldwell is Idaho's premier gathering place and THE place to go for market-fresh goods and farm-to-fork dining. Destination Caldwell is ensuring that demand for the country's best wine and food continues for years to come, creating a place where people want to live and economic opportunity for our children and grandchildren.



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Introducing
PLAZA SIGNATURE EVENTS

Spring Eggstravaganza

Mother's Day Vintatage Market

Tuesdays on the Creek: Farm to Fork Market & Summer Concert Series

Local Legends' Lip Sync Battle

Idaho's Wild West Brew Fest

So, You Think You Can Sing? Karaoke Competition

Starlight Cinema Series

PlazaPalooza!

Sunnyslope Wine Trail Festival

Indian Creek Festival

Big Boys' Toy Box

The Great Downtown Pumpkin Festival

Ice Ribbon and Rink Opening Party

Winter Wonderland Festival

Winter Solstice Market

Sponsorship
OPPORTUNITIES

Would your business like to sponsor one of Indian Creek Plaza's Signature events? For event information and opportunities, email Indian Creek Plaza's Director, Lynn Calvin, at Lynn@indiancreekplaza.com or visit www.indiancreekplaza.com/sponsor-event.

Your Event
ON THE PLAZA

Are you searching for an event venue? We are now accepting applications for public and private plaza rentals. For more information visit www.indiancreekplaza.com/rent-the-plaza.





With Your Contribution

By becoming involved with our Partners in Progress program, you are ensuring the future growth of downtown Caldwell and our community. Beyond downtown, your partnership is about showcasing Caldwell as THE place to raise a family, start or grow a business, and visit. We continue to market Caldwell's finest qualities and projects: fresh air, country living, stunning scenery, The Sunnyslope Wine Trail, "Farm-to-Fork" and "Farm-to-Cork" dining, market fresh foods, and Indian Creek Plaza experiences. Your contribution is part of our on-going community projects and branding effort to reclaim Caldwell's rightful place on the map as a premier gathering place in an agricultural rich community.

PARTNERS IN PROGRESS

Gold:	$25000
Silver:	$15000
Bronze:	$5000
Copper:	$1000

Your Partners in Progress commitment will be featured on a donor recognition element along the right side of the Idaho Central Credit Union Stage at Indian Creek Plaza. Partners are also featured on the Indian Creek Plaza and Destination Caldwell websites.



PILLARS IN PROGRESS

Platinum: $50,000 and above

Your Platinum Partners in Progress commitment will be displayed on a pillar along the left side of the stage inbetween the Plaza and Arthur Street as seen in the "Pillars in Progress" rendering below.

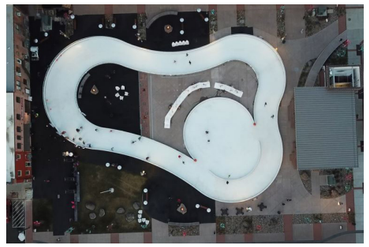




Naming Opportunities

PLAZA FEATURES & ATTRACTIONS

Naming partnerships, terms and commitments are negotiable.



Ice Skating Ribbon/Rink



Idaho Central Credit Union Stage



Splash Pad & Arching Water Features

Other Naming Opportunities

Festival Street

Ice Resurfacer

Three Fire Pits/Calderas (SOLD)



DESTINATION CALDWELL

106 S. Kimball Ave.

Caldwell, Idaho

(208) 649-5010

destinationcaldwell.com

ADVERTISING OPPORTUNITIES



ICE RIBBON LOGO PANELS

Have your organization's logo seen by over 35,000 skaters and 100,00 visitors. Your $1500 contribution includes your logo 'frosted' on up to three panels of the ice ribbon mid-November to late -February, weather permitting. Limited to a maximum of 35 sponsorships per year.

READER BOARD ADVERTISING

Your advertisement will be shown a minimum of 10 instances per hour to approximately 25,000 pedestrians and 115,000 cars per month. $500 per month al a carte. Discounts provided for multi month contracts. Custom ad design provided.

EVENT SPONSORSHIP

Event sponsorships give our supporters an opportunity to directly interact with the public and help attract visitors to Indian Creek Plaza that will support businesses downtown. If you are interested in helping support an event in addition to your donation, we can provide you with detailed event sponsorship information.

DESTINATIONCALDWELL.COM OR INDIANCREEKPLAZA.COM

ABOUT DESTINATION CALDWELL

Destination Caldwell is a grassroots team of local citizens, downtown property owners, and business leaders seeking to create better opportunities to live, work and play together. We're growing our economic base and vitality of the city to attract and retain businesses and residents. Since our founding in 2013, Destination Caldwell projects have attracted hundreds of thousands of visitors and generated millions of dollars in economic impact.

106 S. Kimball Ave. • Caldwell, Idaho 83605
info@destinationcaldwell.com • 208.649.5010



DESTINATION Caldwell IDAHO

DONATION GUIDE

PRESERVING OUR HERITAGE

GROWING

OUR FUTURE TOGETHER.

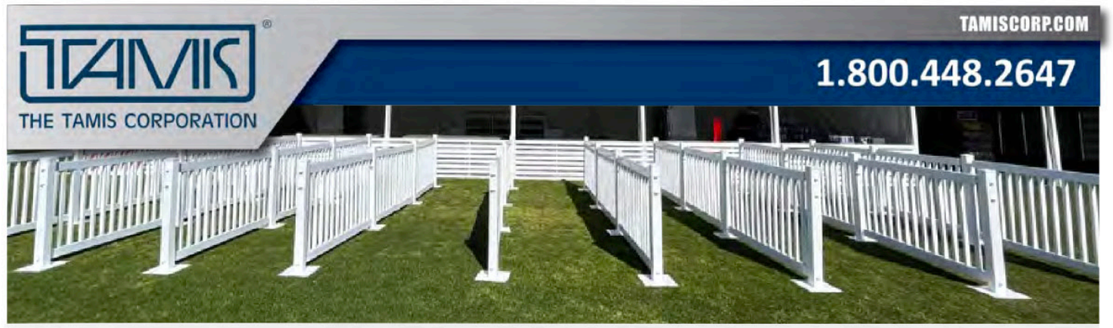
Table of Contents

- Plastic Event Fencing *Page 1 - 3*
- Decorative Steel Fencing *Page 4 - 5*
- Plastic Sport Fencing *Page 6 - 7*

ABOUT TAMIS

The Trusted Leader in Crowd and Traffic Management since 1983.

Tamis is an industry leader in the direct sale of products like steel crowd control barriers, belt stanchions and traffic barricades. Our areas of expertise include products for crowd control, security, traffic safety, sanitation, and exhibition. Established in 1983, we have clients in every state and major city in North America. We are one of the best crowd management companies at the forefront of innovation.



PLASTIC EVENT FENCING

Lightweight & Easily Transported

Deploy In Any Configuration

Rapid Installation Without Tools

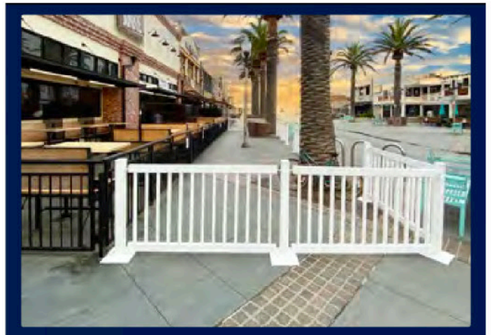
SELECT YOUR FENCE PANEL STYLE, SIZE & ACCESSORIES

Explore our Plastic Event Fencing options, available in two distinct styles: Traditional and Picket.

Each style comes in 6ft and 3ft sizes. For easy access and enclosure setup, add our Gate Panel.

Our PVC portable fence panels are sleek, chic, and sturdy, providing a clean aesthetic for any event.

We also have packaged kits ready to go for quicker ordering. Don't forget about storage and transport with the plastic event fencing cart, too.



Traditional Fence

Traditional Fence is a temporary event fencing solution designed for both indoor and outdoor use. Show off a clean pristine white finish that helps your event bring an elevated sense of aesthetic and organization.

Perfect For:

- Concerts & Festivals
- Parades
- Line Management
- Seasonal Attractions
- Crowd Control
- Dog Areas
- Child Play Areas



Picket Fence

Picket Fence provides a level of elegance to your event fencing deployment. The sophistication and American aesthetic is sure to complement the rest of your special event setup.

Perfect For:

- State Fairs
- Weddings
- Art Exhibitions
- Outdoor Markets
- Graduations
- Ceremonies
- Private Events

PO Box 1138 Monroeville, PA 15146 • MAIN 800-448-2647 • FAX 800-722-5281 • EMAIL Sales.Info@Tamismail.com • TamisCorp.com

TAMISCORP.COM

THE TAMIS CORPORATION

1.800.448.2647

Plastic Event Fencing Specifications

3ft Panels:
- Weight: 14 lbs.
- 34"L x 1.75"W x 38"H



6ft Panels:
- Weight: 17 lbs.
- 68"L x 1.75"W x 38"H



Gate Panels:
- Weight: 18 lbs..
- 68"L x 1.75"W x 38"H



Posts:
- Weight: 11 lbs.
- 3.5"L x 11.75"W x 42"H



Traditional Fence Panel

6ft, 3ft and picket options available.

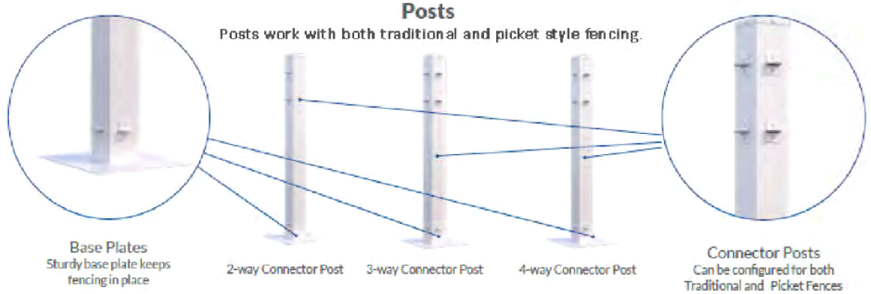


UV Inhibited, Compounded PVC

Hook & Loop Connection System
Universal pivot posts connect to both Traditional and Picket fence panels. Once hooked, fence panels can pivot 180° for unlimited configurations and setups.

Posts

Posts work with both traditional and picket style fencing.



Base Plates
Sturdy base plate keeps fencing in place

2-way Connector Post

3-way Connector Post

4-way Connector Post

Connector Posts
Can be configured for both Traditional and Picket Fences

Traditional Gate Panel

Picket option available.



Iron Casted Wheels
Allows for a smooth opening on either side.

Latch
Easily secure your fencing enclosure

PLASTIC EVENT FENCING

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Storing and Transporting Your Fencing

Streamline your event setup with our Fence Cart. This heavy-duty cart holds up to 20 Mod-Fence panels and 24 Mod-Fence posts, ensuring durability and reliability. Its compact design allows easy maneuverability through tight spaces, making setups and tear-downs quick and efficient. Save time and labor with the perfect solution for organizing and transporting your event fencing.

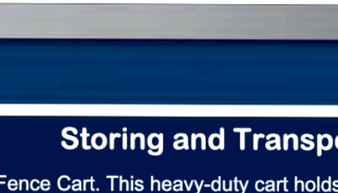


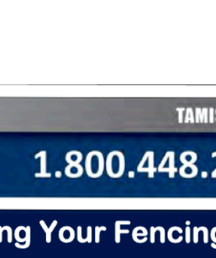
- Dimensions: 48"x72"x74"
- Weight: 250 lbs. (empty) / 860 lbs. (fully loaded)
- Can stack 3 high for efficient storage
- Easily movable with forklift/pallet jack (or request optional wheels)
- Fits up to 20 plastic fence panels and 24 posts with space for one gate panel.

Kits Available for Quick, Easy Ordering!



- 60ft kits with or without cart
- 120ft kits with or without cart

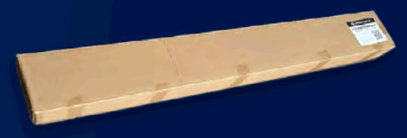




Please check every panel upon delivery for damage!

Flat Pack Shipping Options Available for Small Orders

- Assembly required
- Rivet gun included



Ask About Customization Options



PLASTIC EVENT FENCING

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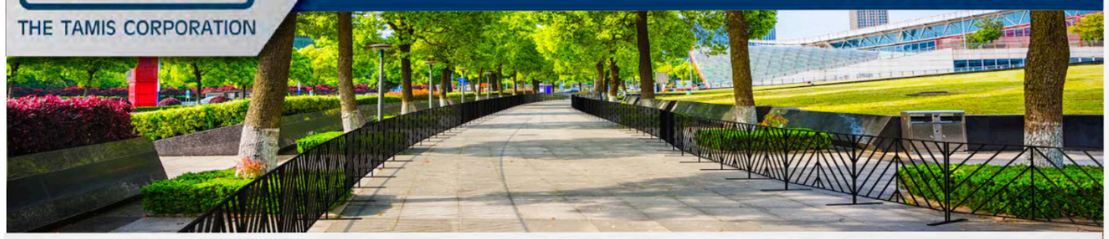

DECORATIVE STEEL FENCING

Powder Coated Steel Material

Available in Black or White Finish

Lightweight & Portable

No Tools Needed

Durability Meets Elegance

This advanced event fence style system is designed with both functionality and aesthetic appeal in mind. Our decorative steel fencing is portable and lightweight enough to travel with you to any event and yet strong and robust enough to last years.

Perfect for:

- Crowd Control
- Athletic Events
- Ceremonies
- Parades
- Weddings
- Graduations
- Parks
- and more!

Kits Available!



DECORATIVE STEEL FENCING

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Decorative Steel Fence Specifications

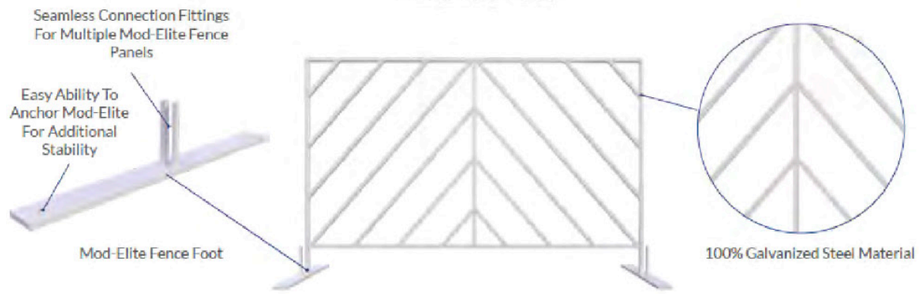
Each Panel

- 4' x 6' | 29 lbs.
- 100% Galvanized Steel
- Powder Coated For Long Lasting Finish
- Weather Resistanth
- Available in White & Black Color Options

Each Foot

- 12 lbs.
- 100% Galvanized Steel
- Powder Coated For Long Lasting Finish
- Connects Multiple Mod-Elite Fence Pieces
- 2 End Fittings For Additional Staking Stability

Decorative Steel Fence Panel and Feet



Storage Carts Available

- Holds 300 linear feet of Mod-Elite fence panels
- Easy transport and deployment



DECORATIVE STEEL FENCING

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PLASTIC SPORT FENCING

Durable PVC Material | **Freestanding Solution** | **Rapid Installation**

Portable & Lightweight | **No Tools Required**

Our 7ft long Plastic Sport Fence or Outfield Fence is a highly versatile and portable modular fencing system, perfect for outfitting sports fields. Whether on natural or synthetic turf, the Mod-Sport system is ideal for configuring pickle-ball, baseball, softball, soccer fields, and more to accommodate any field size. Lightweight and freestanding, this outfield fence is available with a white mesh color, enhancing visibility and safety.

Perfect For Any Size Sporting Event:

- Outfield Fencing
- Pickle-ball Fencing
- Sideline Boundaries
- Perimeter Field Fencing







Sport Fence Specifications:

- Dimensions: 7'L x 1.75W x 48"H
- Weight: 15 lbs.
- Mesh Color: White
- Tubing Color: White with Yellow Top Rail
- Material: Compounded PVC Frame / Polypropylene Copolymer Mesh
- Easily collapsibles
- 3 Year Warranty For Manufacture Defects or

PLASTIC SPORT FENCING

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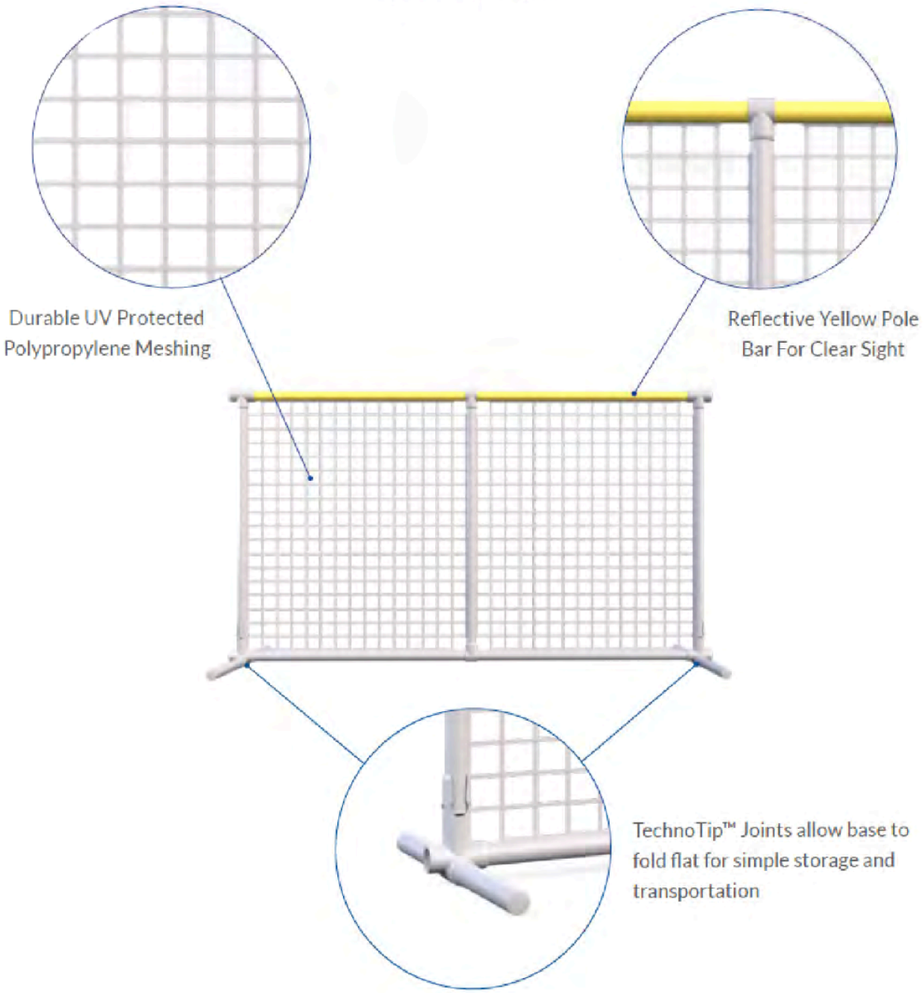
Sport Fence Panel



PLASTIC SPORT FENCING

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Property Overview

Sep 1, 2022 - Aug 31, 2024

Metrics

Main Street Park
250 S Main St, Heber City, UT 84032

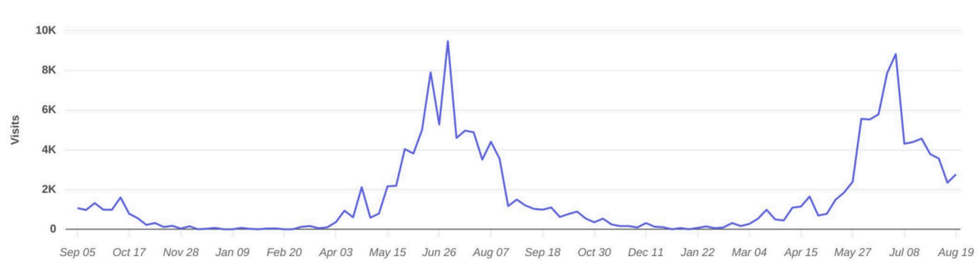
Visits	169K	Avg. Dwell Time	78 min
Visits / sq ft	1.07	Panel Visits	5.8K
Size - sq ft	157.5K	Visits YoY	+11.7%
Visitors	54.2K	Visits Yo2Y	+16.1%
Visit Frequency	3.12	Visits Yo3Y	+21.6%

Sep 1st, 2022 - Aug 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

Visits Trend

Main Street Park
S Main St, Heber City, UT



Weekly | Visits | Sep 1st, 2022 - Aug 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

Property Overview

Sep 1, 2022 - Aug 31, 2024

Audience Overview

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Main Street Park S Main St, Heber City, UT	$74.4K	45.5%	26.3	White (77.5%)	3.24
Utah	$79.6K	35.4%	31.1	White (77.3%)	3.13

Sep 1st, 2022 - Aug 31st, 2024 | Data Source: Census 2021
Data provided by Placer Labs Inc. (www.placer.ai)

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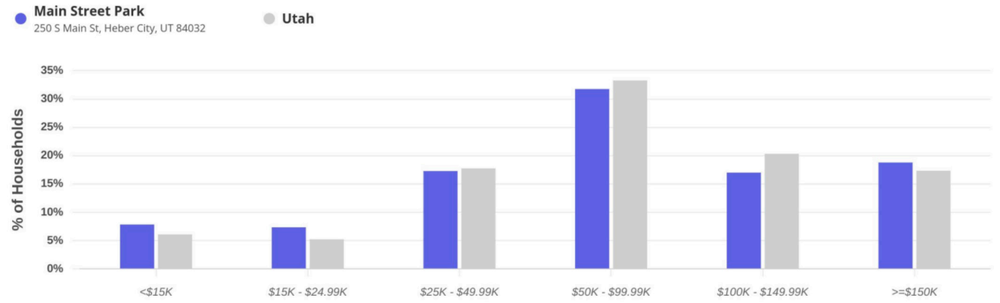
Property Overview

Sep 1, 2022 - Aug 31, 2024

Household Income

Main Street Park
250 S Main St, Heber City, UT 84032

Utah



Sep 1st, 2022 - Aug 31st, 2024 | Data Source: Census 2021
Data provided by Placer Labs Inc. (www.placer.ai)

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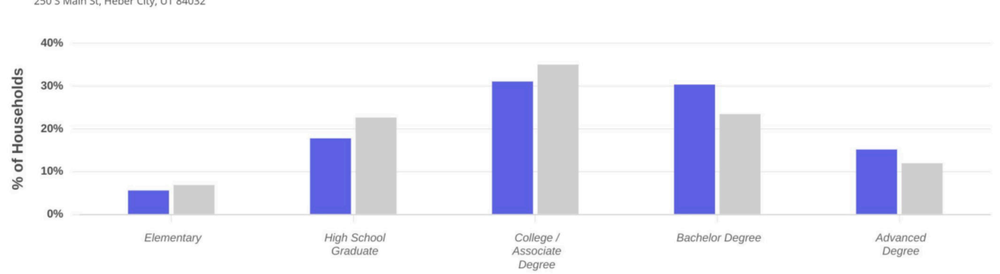
Education

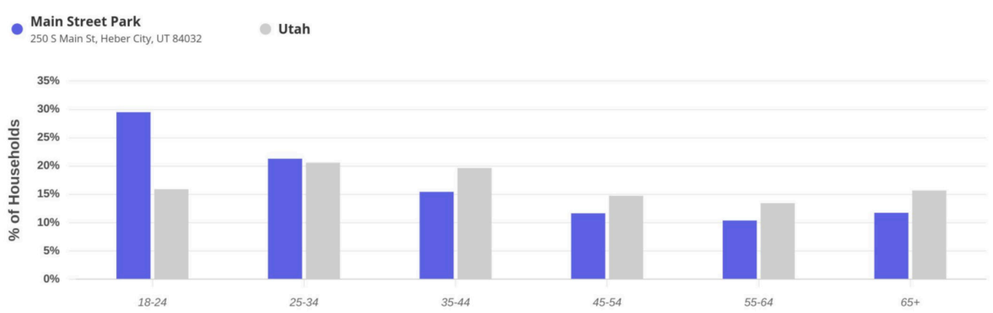
Main Street Park
250 S Main St, Heber City, UT 84032

Utah



Property Overview
Sep 1, 2022 - Aug 31, 2024

Age



Sep 1st, 2022 - Aug 31st, 2024|Data Source: Census 2021
Data provided by Placer Labs Inc. (www.placer.ai)

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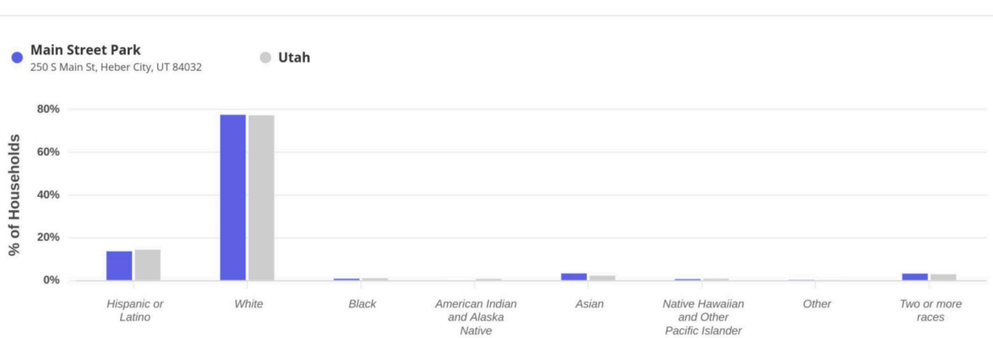
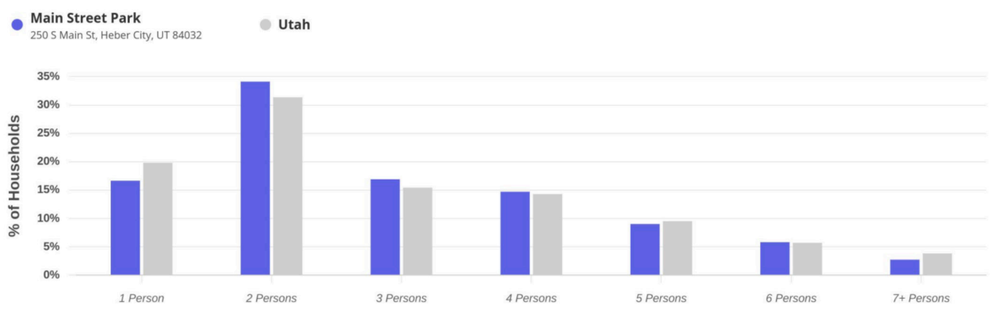
Ethnicity



Household Size



Sep 1st, 2022 - Aug 31st, 2024|Data Source: Census 2021
Data provided by Placer Labs Inc. (www.placer.ai)

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Property Overview
Sep 1, 2022 - Aug 31, 2024

Ranking Overview

Main Street Park
250 S Main St, Heber City, UT 84032

Nationwide	Utah	15mi
2,575* / 6,899	47* / 144	2* / 2
62%	68%	50%

Category: Nature & Landmarks | Visits | Sep 1st, 2022 - Aug 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

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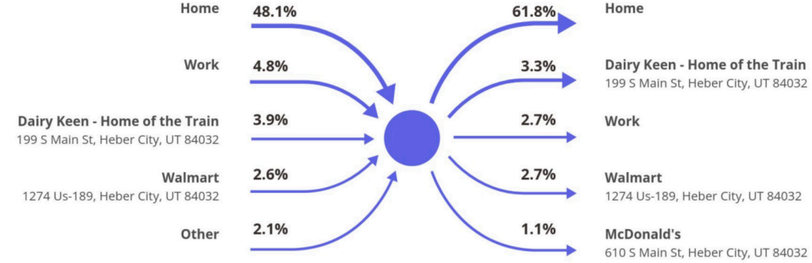
Visitor Journey

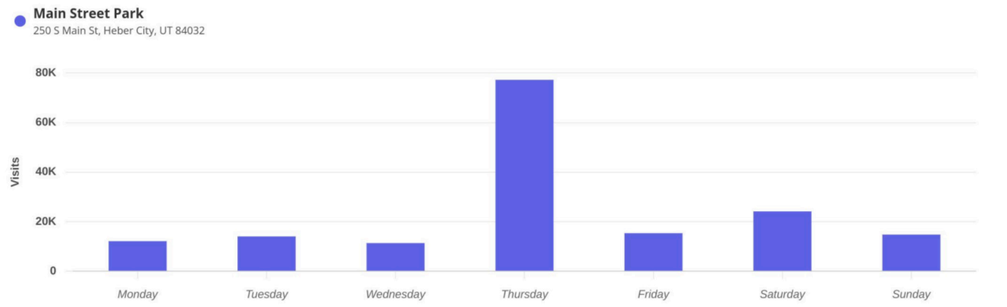
Main Street Park
250 S Main St, Heber City, UT 84032



Property Overview

Sep 1, 2022 - Aug 31, 2024

Daily Visits



Visits | Sep 1st, 2022 - Aug 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

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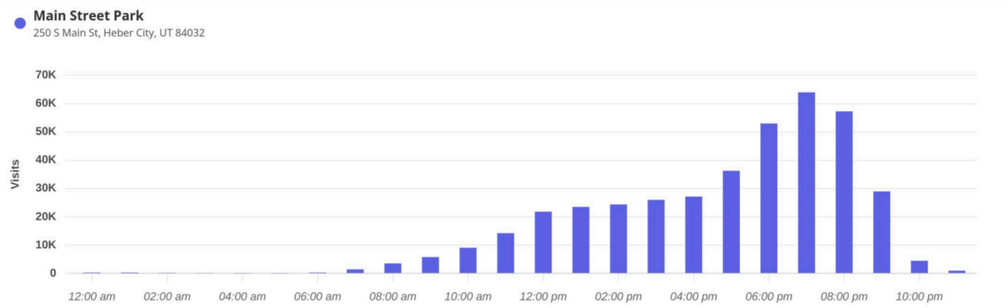
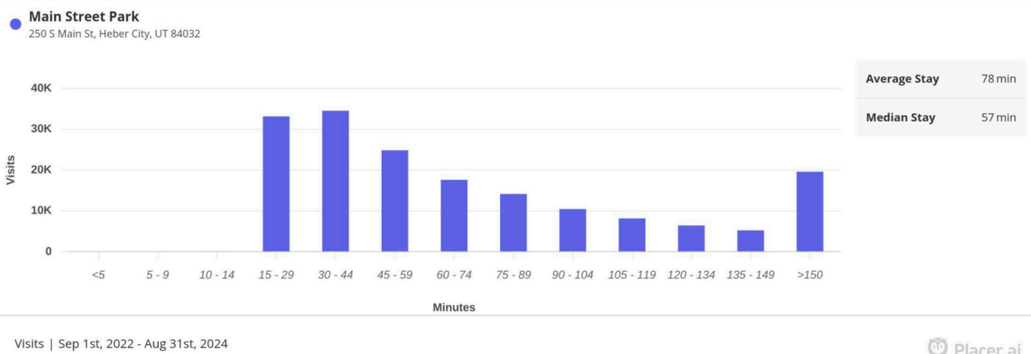
Hourly Visits



Visit Duration



Visits | Sep 1st, 2022 - Aug 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

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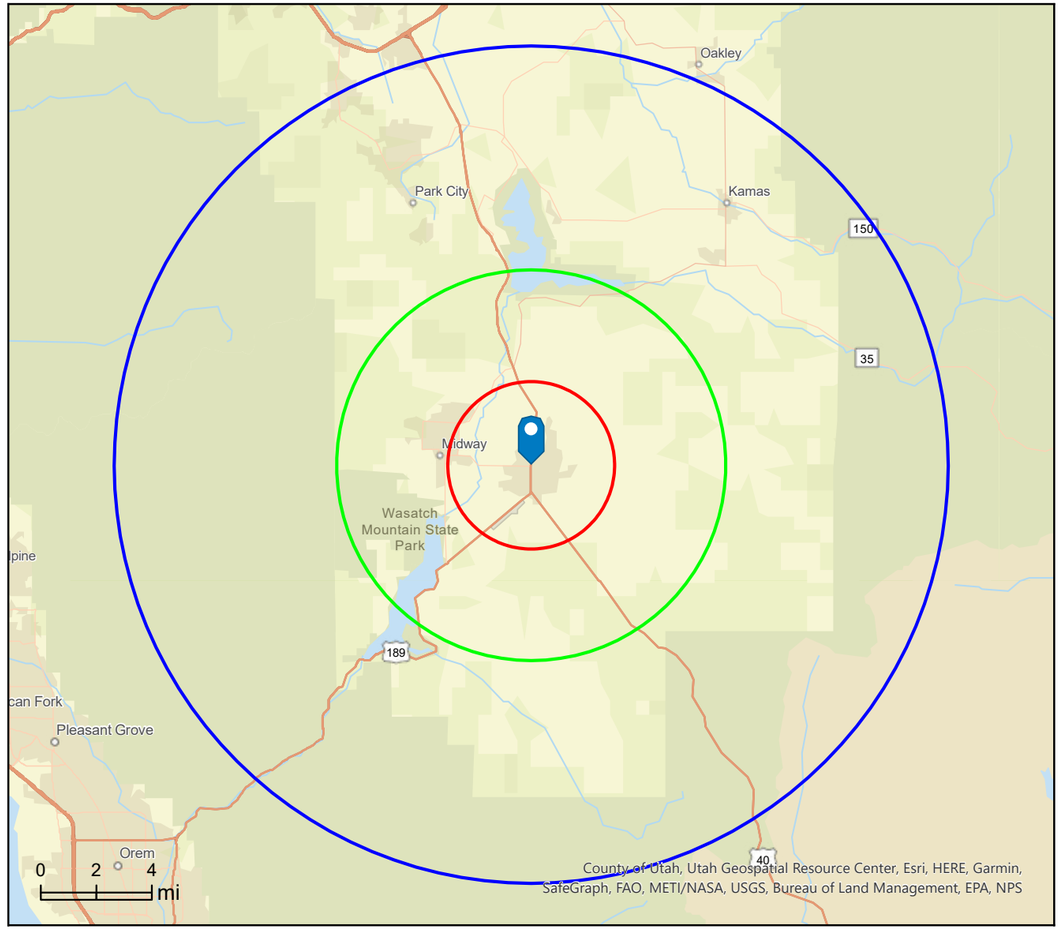
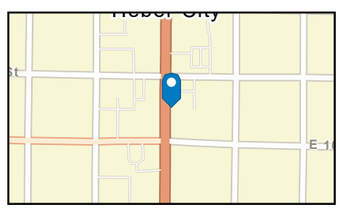
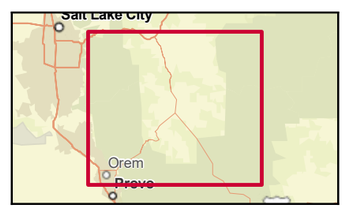
Site Map

Heber City
Latitude : 40.5070087 - -111.41332339999997
Ring: 3 mile radius

Latitude: 40.5070
Longitude: -111.4133







July 25, 2023

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Community Profile

Heber City
Latitude : 40.5070087 - -111.41332339999997
Rings: 3, 7, 15 mile radii

Latitude: 40.5070
Longitude: -111.4133

	3 mile	7 mile	15 mile
Population Summary			
2010 Total Population	15,986	20,754	39,236
2020 Total Population	23,144	30,283	52,729
2020 Group Quarters	240	245	337
2023 Total Population	25,903	33,994	58,498
2023 Group Quarters	240	245	340
2028 Total Population	29,402	38,257	66,893
2023-2028 Annual Rate	2.57%	2.39%	2.72%
2023 Total Daytime Population	22,194	28,971	65,687
Workers	9,394	11,528	37,407
Residents	12,800	17,443	28,280
Household Summary			
2010 Households	4,752	6,268	12,996
2010 Average Household Size	3.32	3.27	2.99
2020 Total Households	6,893	9,253	17,845
2020 Average Household Size	3.32	3.25	2.94
2023 Households	7,645	10,254	19,517
2023 Average Household Size	3.36	3.29	2.98
2028 Households	8,455	11,259	22,124
2028 Average Household Size	3.45	3.38	3.01
2023-2028 Annual Rate	2.03%	1.89%	2.54%
2010 Families	3,817	5,058	9,653
2010 Average Family Size	3.73	3.67	3.43
2023 Families	6,044	8,118	14,212
2023 Average Family Size	3.82	3.74	3.48
2028 Families	6,754	8,978	16,167
2028 Average Family Size	3.90	3.82	3.51
2023-2028 Annual Rate	2.25%	2.03%	2.61%
Housing Unit Summary			
2000 Housing Units	3,568	4,912	17,129
Owner Occupied Housing Units	73.0%	67.7%	43.3%
Renter Occupied Housing Units	19.5%	17.1%	13.8%
Vacant Housing Units	7.5%	15.2%	42.9%
2010 Housing Units	5,261	7,733	26,256
Owner Occupied Housing Units	67.3%	61.6%	36.2%
Renter Occupied Housing Units	23.0%	19.4%	13.3%
Vacant Housing Units	9.7%	18.9%	50.5%
2020 Housing Units	7,349	10,602	27,769
Vacant Housing Units	6.2%	12.7%	35.7%
2023 Housing Units	8,203	11,846	30,457
Owner Occupied Housing Units	70.5%	66.3%	47.7%
Renter Occupied Housing Units	22.7%	20.3%	16.4%
Vacant Housing Units	6.8%	13.4%	35.9%
2028 Housing Units	9,527	13,514	34,104
Owner Occupied Housing Units	70.2%	66.4%	50.6%
Renter Occupied Housing Units	18.5%	17.0%	14.2%
Vacant Housing Units	11.3%	16.7%	35.1%
Median Household Income			
2023	$94,757	$100,169	$108,651
2028	$109,038	$113,825	$121,249
Median Home Value			
2023	$524,229	$587,803	$685,851
2028	$572,469	$626,366	$721,244
Per Capita Income			
2023	$36,978	$40,275	$52,421
2028	$41,528	$44,875	$57,455
Median Age			
2010	29.9	30.9	33.4
2023	32.0	33.4	35.9
2028	31.8	33.3	36.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023

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Latitude : 40.5070087 - -111.41332339999997
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	3 mile	7 mile	15 mile
2023 Households by Income			
Household Income Base	7,636	10,245	19,508
<$15,000	4.2%	4.2%	4.9%
$15,000 - $24,999	2.6%	2.8%	2.4%
$25,000 - $34,999	4.1%	4.1%	3.9%
$35,000 - $49,999	8.9%	7.8%	7.7%
$50,000 - $74,999	17.6%	16.5%	13.7%
$75,000 - $99,999	15.1%	14.5%	13.1%
$100,000 - $149,999	20.3%	20.1%	17.9%
$150,000 - $199,999	14.4%	14.3%	12.4%
$200,000+	12.8%	15.6%	24.0%
Average Household Income	$125,011	$133,403	$156,561
2028 Households by Income			
Household Income Base	8,446	11,250	22,115
<$15,000	3.7%	3.7%	4.2%
$15,000 - $24,999	1.8%	1.9%	1.7%
$25,000 - $34,999	3.1%	3.1%	3.3%
$35,000 - $49,999	7.7%	6.8%	7.0%
$50,000 - $74,999	13.5%	12.3%	11.0%
$75,000 - $99,999	14.8%	14.4%	13.3%
$100,000 - $149,999	21.3%	21.3%	18.3%
$150,000 - $199,999	18.5%	18.4%	15.1%
$200,000+	15.6%	18.2%	26.1%
Average Household Income	$144,253	$152,259	$173,180
2023 Owner Occupied Housing Units by Value			
Total	5,775	7,845	14,517
<$50,000	2.5%	2.3%	1.7%
$50,000 - $99,999	0.0%	0.2%	0.1%
$100,000 - $149,999	0.1%	0.1%	0.1%
$150,000 - $199,999	0.8%	0.6%	0.7%
$200,000 - $249,999	2.3%	1.9%	1.4%
$250,000 - $299,999	4.3%	3.4%	2.4%
$300,000 - $399,999	16.6%	13.7%	9.7%
$400,000 - $499,999	20.4%	17.0%	12.6%
$500,000 - $749,999	29.7%	30.5%	28.7%
$750,000 - $999,999	14.2%	17.4%	16.2%
$1,000,000 - $1,499,999	4.0%	7.6%	10.0%
$1,500,000 - $1,999,999	1.1%	1.7%	4.7%
$2,000,000 +	3.9%	3.4%	11.8%
Average Home Value	$635,610	$685,456	$894,911
2028 Owner Occupied Housing Units by Value			
Total	6,686	8,962	17,261
<$50,000	2.0%	1.9%	1.4%
$50,000 - $99,999	0.0%	0.1%	0.1%
$100,000 - $149,999	0.1%	0.1%	0.1%
$150,000 - $199,999	0.6%	0.5%	0.4%
$200,000 - $249,999	1.8%	1.6%	1.1%
$250,000 - $299,999	3.5%	2.8%	1.9%
$300,000 - $399,999	13.5%	11.2%	7.8%
$400,000 - $499,999	19.7%	16.4%	12.1%
$500,000 - $749,999	30.3%	30.6%	28.5%
$750,000 - $999,999	15.7%	19.3%	18.1%
$1,000,000 - $1,499,999	6.6%	9.3%	11.2%
$1,500,000 - $1,999,999	1.4%	2.0%	4.8%
$2,000,000 +	4.7%	4.2%	12.6%
Average Home Value	$691,916	$732,747	$934,199

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023

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Rings: 3, 7, 15 mile radii

Latitude: 40.5070
Longitude: -111.4133

	3 mile	7 mile	15 mile
2010 Population by Age			
Total	15,986	20,756	39,236
0 - 4	10.7%	10.1%	8.5%
5 - 9	10.7%	10.4%	9.0%
10 - 14	9.5%	9.3%	8.4%
15 - 24	12.9%	12.7%	12.5%
25 - 34	14.8%	13.9%	14.0%
35 - 44	14.5%	14.1%	14.3%
45 - 54	11.6%	12.0%	14.0%
55 - 64	8.0%	9.0%	10.9%
65 - 74	4.3%	5.0%	5.6%
75 - 84	2.5%	2.6%	2.3%
85 +	0.7%	0.7%	0.6%
18 +	64.1%	65.1%	69.4%
2023 Population by Age			
Total	25,903	33,992	58,498
0 - 4	9.1%	8.6%	7.5%
5 - 9	9.4%	9.2%	8.1%
10 - 14	9.1%	9.0%	8.2%
15 - 24	13.3%	12.7%	12.2%
25 - 34	13.2%	12.7%	12.7%
35 - 44	15.1%	14.7%	14.6%
45 - 54	11.1%	11.2%	12.0%
55 - 64	9.2%	10.0%	11.5%
65 - 74	6.6%	7.8%	8.7%
75 - 84	2.8%	3.2%	3.5%
85 +	1.0%	1.0%	0.9%
18 +	67.4%	68.4%	71.6%
2028 Population by Age			
Total	29,402	38,257	66,892
0 - 4	9.1%	8.6%	7.6%
5 - 9	9.2%	9.0%	7.9%
10 - 14	9.1%	9.1%	8.2%
15 - 24	13.1%	12.7%	12.0%
25 - 34	14.2%	13.1%	12.8%
35 - 44	14.0%	14.0%	14.3%
45 - 54	11.7%	11.8%	12.4%
55 - 64	8.3%	8.7%	10.1%
65 - 74	6.7%	7.9%	9.0%
75 - 84	3.4%	4.0%	4.5%
85 +	1.1%	1.1%	1.1%
18 +	67.7%	68.5%	71.9%
2010 Population by Sex			
Males	8,092	10,496	20,169
Females	7,894	10,258	19,067
2023 Population by Sex			
Males	13,060	17,128	29,721
Females	12,843	16,866	28,777
2028 Population by Sex			
Males	14,752	19,179	33,717
Females	14,649	19,078	33,176

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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Latitude: 40.5070
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	3 mile	7 mile	15 mile
2010 Population by Race/Ethnicity			
Total	15,986	20,754	39,235
White Alone	89.8%	91.0%	89.2%
Black Alone	0.3%	0.3%	0.4%
American Indian Alone	0.7%	0.6%	0.4%
Asian Alone	0.9%	0.8%	1.0%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	6.5%	5.8%	7.3%
Two or More Races	1.5%	1.4%	1.5%
Hispanic Origin	15.0%	13.0%	14.4%
Diversity Index	39.5	35.7	39.6
2020 Population by Race/Ethnicity			
Total	23,144	30,283	52,729
White Alone	81.5%	83.8%	83.3%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.7%	0.6%	0.5%
Asian Alone	1.1%	1.0%	1.3%
Pacific Islander Alone	0.2%	0.1%	0.1%
Some Other Race Alone	7.5%	6.6%	7.0%
Two or More Races	8.5%	7.5%	7.3%
Hispanic Origin	17.1%	14.6%	14.2%
Diversity Index	51.5	46.5	46.7
2023 Population by Race/Ethnicity			
Total	25,904	33,993	58,498
White Alone	81.5%	83.8%	83.0%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.8%	0.7%	0.5%
Asian Alone	1.2%	1.0%	1.3%
Pacific Islander Alone	0.2%	0.1%	0.1%
Some Other Race Alone	7.3%	6.4%	7.1%
Two or More Races	8.5%	7.5%	7.5%
Hispanic Origin	16.9%	14.4%	14.3%
Diversity Index	51.3	46.3	47.2
2028 Population by Race/Ethnicity			
Total	29,402	38,257	66,893
White Alone	81.8%	83.8%	82.4%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.9%	0.7%	0.6%
Asian Alone	1.2%	1.0%	1.4%
Pacific Islander Alone	0.2%	0.2%	0.1%
Some Other Race Alone	6.9%	6.2%	7.2%
Two or More Races	8.5%	7.6%	7.8%
Hispanic Origin	16.2%	14.1%	14.6%
Diversity Index	50.3	46.1	48.2
2010 Population by Relationship and Household Type			
Total	15,986	20,754	39,236
In Households	98.6%	98.8%	99.1%
In Family Households	91.1%	91.3%	87.2%
Householder	23.9%	24.4%	24.6%
Spouse	20.2%	21.0%	20.9%
Child	41.5%	40.7%	35.6%
Other relative	3.4%	3.2%	3.3%
Nonrelative	2.1%	2.0%	2.7%
In Nonfamily Households	7.5%	7.5%	11.9%
In Group Quarters	1.4%	1.2%	0.9%
Institutionalized Population	1.3%	1.2%	0.6%
Noninstitutionalized Population	0.0%	0.0%	0.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023

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Latitude : 40.5070087 - -111.41332339999997
Rings: 3, 7, 15 mile radii

Latitude: 40.5070
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	3 mile	7 mile	15 mile
2023 Population 25+ by Educational Attainment			
Total	15,300	20,560	37,379
Less than 9th Grade	2.8%	2.3%	2.0%
9th - 12th Grade, No Diploma	1.8%	1.5%	1.7%
High School Graduate	20.7%	19.1%	16.6%
GED/Alternative Credential	2.2%	1.8%	1.9%
Some College, No Degree	22.4%	21.6%	19.3%
Associate Degree	8.0%	8.6%	7.4%
Bachelor's Degree	29.0%	29.0%	32.7%
Graduate/Professional Degree	13.2%	16.1%	18.4%
2023 Population 15+ by Marital Status			
Total	18,751	24,885	44,543
Never Married	28.8%	27.0%	28.4%
Married	60.0%	62.7%	60.2%
Widowed	3.2%	3.3%	2.9%
Divorced	8.0%	7.0%	8.4%
2023 Civilian Population 16+ in Labor Force			
Civilian Population 16+	13,231	16,788	30,714
Population 16+ Employed	98.6%	98.4%	98.8%
Population 16+ Unemployment rate	1.5%	1.6%	1.2%
Population 16-24 Employed	14.8%	14.3%	13.6%
Population 16-24 Unemployment rate	5.9%	5.3%	3.4%
Population 25-54 Employed	66.2%	66.2%	64.3%
Population 25-54 Unemployment rate	0.4%	0.4%	0.4%
Population 55-64 Employed	13.1%	13.9%	14.8%
Population 55-64 Unemployment rate	0.8%	0.7%	0.6%
Population 65+ Employed	5.9%	5.6%	7.3%
Population 65+ Unemployment rate	2.7%	7.5%	4.7%
2023 Employed Population 16+ by Industry			
Total	13,040	16,527	30,354
Agriculture/Mining	3.0%	3.1%	2.5%
Construction	7.7%	7.9%	6.7%
Manufacturing	6.0%	5.6%	5.7%
Wholesale Trade	1.3%	1.3%	1.4%
Retail Trade	7.9%	8.1%	8.3%
Transportation/Utilities	3.8%	3.8%	4.4%
Information	2.0%	1.9%	1.9%
Finance/Insurance/Real Estate	8.4%	9.3%	11.2%
Services	55.1%	54.4%	54.3%
Public Administration	4.7%	4.5%	3.6%
2023 Employed Population 16+ by Occupation			
Total	13,039	16,527	30,355
White Collar	56.2%	59.1%	63.0%
Management/Business/Financial	19.3%	21.2%	24.5%
Professional	20.5%	20.5%	21.1%
Sales	6.8%	7.6%	8.5%
Administrative Support	9.6%	9.9%	8.9%
Services	23.4%	21.9%	19.8%
Blue Collar	20.4%	19.0%	17.2%
Farming/Forestry/Fishing	0.1%	0.0%	0.1%
Construction/Extraction	6.0%	5.4%	4.7%
Installation/Maintenance/Repair	2.4%	2.4%	2.3%
Production	3.4%	3.2%	3.0%
Transportation/Material Moving	8.6%	7.9%	7.1%

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023

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Community Profile

Heber City
Latitude : 40.5070087 - -111.41332339999997
Rings: 3, 7, 15 mile radii

Latitude: 40.5070
Longitude: -111.4133

	3 mile	7 mile	15 mile
2010 Households by Type			
Total	4,751	6,268	12,996
Households with 1 Person	15.3%	15.2%	18.6%
Households with 2+ People	84.7%	84.8%	81.4%
Family Households	80.3%	80.7%	74.3%
Husband-wife Families	68.0%	69.3%	63.0%
With Related Children	41.9%	40.4%	33.3%
Other Family (No Spouse Present)	12.3%	11.4%	11.3%
Other Family with Male Householder	3.8%	3.6%	4.0%
With Related Children	2.6%	2.4%	2.7%
Other Family with Female Householder	8.5%	7.8%	7.3%
With Related Children	6.0%	5.3%	5.1%
Nonfamily Households	4.3%	4.1%	7.1%
All Households with Children	50.9%	48.5%	41.5%
Multigenerational Households	4.5%	4.3%	3.3%
Unmarried Partner Households	4.9%	4.7%	5.5%
Male-female	4.4%	4.2%	4.9%
Same-sex	0.5%	0.5%	0.6%
2010 Households by Size			
Total	4,752	6,268	12,997
1 Person Household	15.3%	15.2%	18.6%
2 Person Household	28.1%	30.2%	33.0%
3 Person Household	15.1%	14.8%	15.0%
4 Person Household	16.4%	15.6%	14.8%
5 Person Household	12.0%	11.6%	9.2%
6 Person Household	7.1%	6.8%	5.1%
7 + Person Household	6.0%	5.7%	4.2%
2010 Households by Tenure and Mortgage Status			
Total	4,751	6,268	12,996
Owner Occupied	74.6%	76.0%	73.0%
Owned with a Mortgage/Loan	57.8%	58.2%	55.5%
Owned Free and Clear	16.8%	17.9%	17.5%
Renter Occupied	25.4%	24.0%	27.0%
2023 Affordability, Mortgage and Wealth			
Housing Affordability Index	77	73	69
Percent of Income for Mortgage	33.2%	35.3%	37.9%
Wealth Index	121	135	168
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	5,261	7,733	26,256
Housing Units Inside Urbanized Area	0.0%	0.0%	0.8%
Housing Units Inside Urbanized Cluster	89.4%	79.7%	52.6%
Rural Housing Units	10.6%	20.3%	46.5%
2010 Population By Urban/ Rural Status			
Total Population	15,986	20,754	39,236
Population Inside Urbanized Area	0.0%	0.0%	0.9%
Population Inside Urbanized Cluster	91.0%	82.9%	73.2%
Rural Population	9.0%	17.1%	25.9%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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Community Profile

Heber City
Latitude : 40.5070087 - -111.41332339999997
Rings: 3, 7, 15 mile radii

Latitude: 40.5070
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	3 mile	7 mile	15 mile
Top 3 Tapestry Segments			
1.	Workday Drive (4A)	Workday Drive (4A)	Workday Drive (4A)
2.	Up and Coming Families (7A)	Green Acres (6A)	Middleburg (4C)
3.	Middleburg (4C)	Up and Coming Families (7A)	Green Acres (6A)
2023 Consumer Spending			
Apparel & Services: Total $	$19,490,341	$27,698,501	$61,822,544
Average Spent	$2,549.42	$2,701.24	$3,167.63
Spending Potential Index	116	123	144
Education: Total $	$14,947,513	$21,783,082	$50,533,888
Average Spent	$1,955.20	$2,124.35	$2,589.22
Spending Potential Index	109	118	144
Entertainment/Recreation: Total $	$33,852,464	$48,513,284	$107,241,890
Average Spent	$4,428.05	$4,731.16	$5,494.79
Spending Potential Index	117	125	145
Food at Home: Total $	$58,211,146	$83,274,204	$186,765,974
Average Spent	$7,614.28	$8,121.14	$9,569.40
Spending Potential Index	112	119	141
Food Away from Home: Total $	$33,734,092	$47,722,129	$105,716,261
Average Spent	$4,412.57	$4,654.00	$5,416.62
Spending Potential Index	119	125	145
Health Care: Total $	$64,774,677	$93,570,173	$205,129,894
Average Spent	$8,472.82	$9,125.24	$10,510.32
Spending Potential Index	115	124	143
HH Furnishings & Equipment: Total $	$26,785,980	$38,187,867	$84,594,235
Average Spent	$3,503.73	$3,724.19	$4,334.39
Spending Potential Index	119	126	147
Personal Care Products & Services: Total $	$8,583,746	$12,241,920	$27,253,622
Average Spent	$1,122.79	$1,193.87	$1,396.40
Spending Potential Index	117	125	146
Shelter: Total $	$217,022,288	$309,213,697	$699,031,614
Average Spent	$28,387.48	$30,155.42	$35,816.55
Spending Potential Index	115	122	145
Support Payments/Cash Contributions/Gifts in Kind: Total $	$29,100,764	$41,834,316	$91,684,654
Average Spent	$3,806.51	$4,079.80	$4,697.68
Spending Potential Index	122	130	150
Travel: Total $	$20,799,205	$29,739,738	$66,103,437
Average Spent	$2,720.63	$2,900.31	$3,386.97
Spending Potential Index	121	129	151
Vehicle Maintenance & Repairs: Total $	$11,838,085	$16,827,183	$36,773,599
Average Spent	$1,548.47	$1,641.04	$1,884.18
Spending Potential Index	118	125	144

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.
Source: Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.
Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023

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High Valley TRANSIT

High Valley Transit

Transportation for Wasatch County & Heber City

August 2024

Agenda

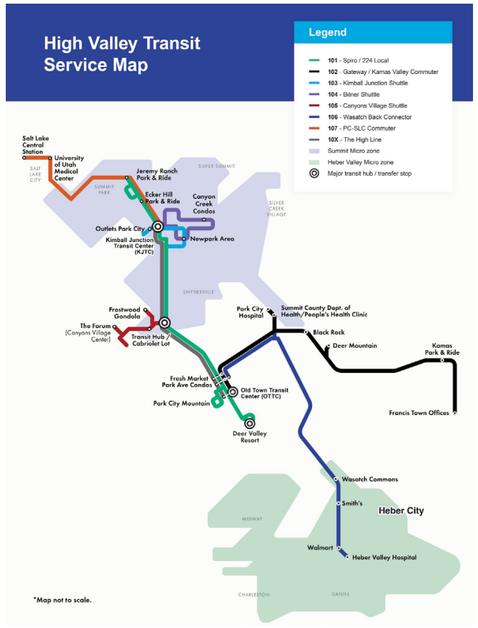
- High Valley Transit Overview
- Wasatch County Results
- Recommendations for Heber City
- Partnering with HVT



2

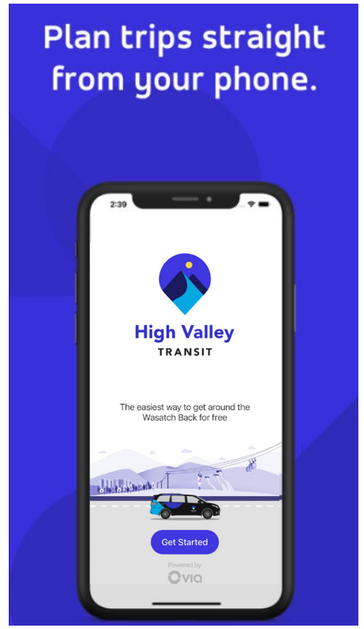
What is High Valley Transit?

- **Fare Free**: riders do not need to pay to use this public service
- **Easy to Use**: riders use the HVT app to call microtransit rides and/or see fixed route schedules
- **Transit for the Wasatch Back**: HVT provides 9 bus routes, microtransit, and paratransit across the Wasatch back. In 3 years, HVT has provided over 3.5 million rides

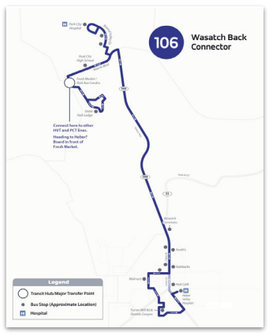


How to use the HVT App

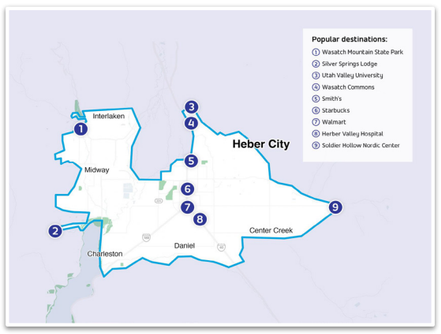
- **Create an account:** Download the High Valley Transit app from the App Store or Google Play Store and follow the simple signup steps. You can also call (435) 246-1538 to get assistance or book a ride.
- **Book a ride:** Look up Bus schedules and book a Micro trip all in one place. Enter your pickup and dropoff addresses and choose the trip option that works for you by tapping Book This Ride.
- **Meet your vehicle:** Check the app to find out exactly where to catch the bus or meet your driver, which may be a short walk from the address you gave us.



Since 2022, HVT has provided bus and microtransit service in Wasatch County



106: Wasatch Back Connector
Commuter shuttle connecting Heber City and Park City

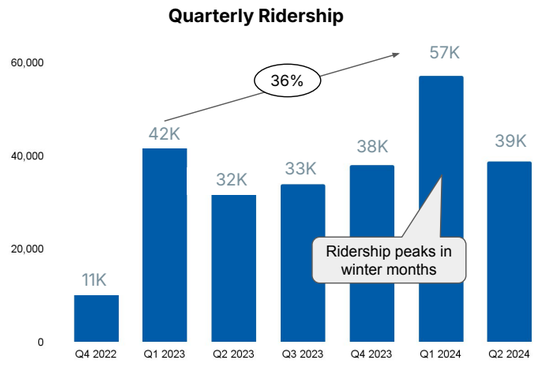


HVT Microtransit
On-demand service providing shared rides throughout Wasatch County Monday-Sunday 5am-10pm

High Valley TRANSIT

HVT Metrics in Wasatch County

High Valley Transit has moved over 250K people in Wasatch County



250K+
Rides served

5
Micro passengers per vehicle hour

5,457
Unique riders (15% of Wasatch County)

High Valley TRANSIT

The service allows residents to afford living & working in Wasatch County

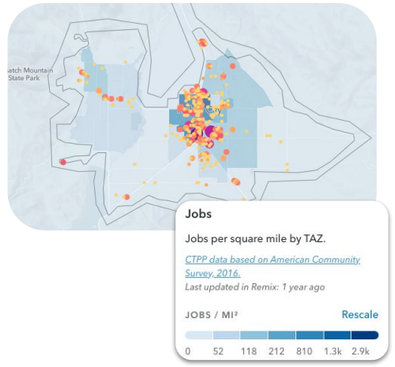
63%
of riders do not have a personal car

53%
of riders have an income of <$50K

38%
of riders use the service to get to work

Our family has used the transit frequently. After a car accident, we became a one car family for a few weeks. It was such a blessing to have the transit available for the 6 of us. It's helped my teens get to **work, school, and social activities** and helped my husband get to work.

We cannot afford 2 car payments with how high rent is in the valley. Work is here so we are here- but with a family- **HVT makes it possible to live where we work**



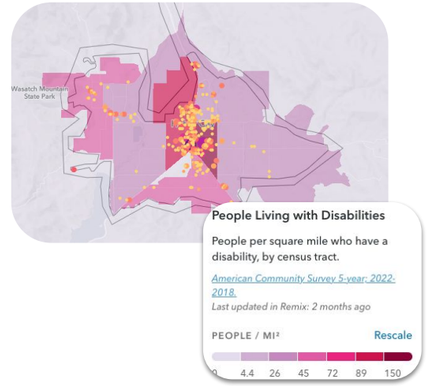
The service gives the 2,000+ disabled residents of Wasatch County a much needed way to get around

1%
of rides required a wheelchair accessible vehicle

21%
of riders report having a disability

My husband is handicapped and doesn't drive. This has been hugely instrumental in him getting around and **having the freedom to go to necessary places like** Dr appts and work

I am **visually impaired**, and where there is no public transportation system in Heber, it would be harder to find a ride.



Public transit riders are also more likely to generate economic activity at Wasatch County businesses

88%
of riders are more likely to shop at nearby businesses when using the services

$2.79
in economic benefits for every $1 spent on transit, according to Victoria Public Transit Institute*

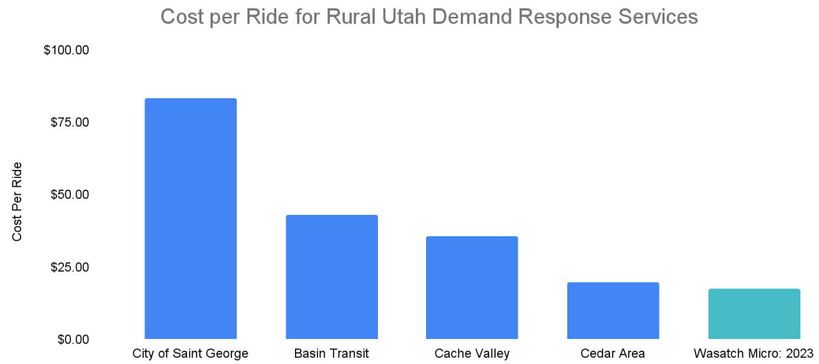
I use HVT to run into a store, pick up prescriptions, etc

Top Ride Destinations

1. **Walmart**
2. Wasatch High
3. **Smiths**
4. Starbucks Bus Stop
5. **Heber Valley Hospital**
6. Wasatch County Rec Center

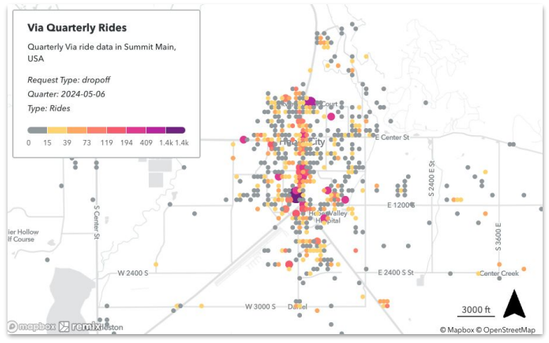
*Transit Means Business - Quantifying the Economic Impacts and Benefits of Transit (https://transitmeansbusiness.metroplanning.org/benefits/transit-has-a-net-economic-benefit#fnref:9)

The microtransit service in Wasatch County is far more efficient than other microtransit services in rural Utah



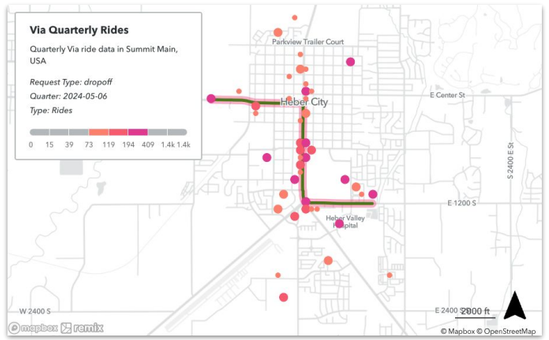
*Cost per ride comparison points come from 2022 NTD data

High Valley Transit recommends that Heber City invest in microtransit to transport visitors and residents in the most cost effective manner



Heber City **ridership is very dispersed**; creating a fixed route shuttle that connects the demand points on the heat map would be far more expensive than providing wide coverage through microtransit

Microtransit will provide demand data, which could be used to determine when it makes sense to introduce a bus line



For example, if demand starts to concentrate along a particular corridor, HVT will be able to monitor the data and determine when it is most cost effective to add a bus route

Valley Regional Transit leverages on-demand to provide efficient transit in Caldwell, which has been a reference for Heber City's development

Service Overview

- Shared on-demand ride service
- M-F 6am-8pm
- Rides bookable by phone or app
- Powered by Via, the same company powering HVT's app

Results

- 300%+ increase in ridership over three years
- Average of 8 rides per rider per month



Partnering with HVT will allow Heber City to take advantage of existing expertise providing transit throughout the Wasatch Back

Access to a large local team & resources



Significant and engaged user base



140,000 rider app downloads

Equivalent to **3x** the population of Summit County

Seamless regional connectivity



HVT will provide the high-touch service required by Heber City's resident and visitor populations

Significant & dedicated local presence



Robustly vetted and trained drivers

*"Such a **wonderful driver**. Joyce is **kind and personable** and made such an early morning commute more pleasant."*

Rider Testimonial

Custom-branded fleet with accommodations (e.g. skis, bike, WAV)





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Destination Development Association

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Heber City Council

FY '25/'26 Policy & Budget Priorities

Established 1/18/25; Adopted 2/4/25

Policy/Budget Priorities					
Priorities	**Description/Strategy**	**Operationalizing Strategy**	**Target**	**Responsible**	**Status**
Leadership Role in 2034 Olympic Games Planning	Assume leadership role in planning and leveraging 2034 Olympic Games for the benefit of the community and to advance Council's priorities and economic opportunities for Heber City	Initial opportunities include 1) locating Soldier Hollow parking closer to downtown; 2) host a "live site" at Heber City Park during the Games; 3) advance Heber Valley Corridor design and construction; and 4) transform Hwy 40 through downtown into a walkable, pedestrian friendly atmosphere; 5) improved walkability from back of event center, over railroad tracks, to HVR. Create Council committee to represent Heber and lead initiative.	Ongoing Q1	MB/CC	Ongoing
Execution of Envision Central Heber Initiative	Begin taking assertive and strategic actions to realize Envision Central Heber vision	***Main Street District (MSD)*** **City Square** 1. Evaluate public input prior to adopting Roger Brooks Plaza Design, Programming and Management Plan 2. Adopt, after final review, the Plaza Design, Programming and Management Plan 3. Complete Phase 1 of park improvements (Main Stage and 200 S.) 4. Commence subsequent phasing as resources permit. **Parking** 1. Finalize policy and begin executing strategy for increasing parking opportunities in downtown area 2. Utilize Roger Brooks recommendations to draft policy supporting increasing parking strategies. 3. Leverage shared parking agreements in downtown area to increase parking opportunities. **C-Street** 1. Implement formalizing initial path for C Street between 200 S. and Center Street. 2. Adopt policy to require redevelopment to recognize "final" C-street pedestrian avenue. 3. Begin working with UDOT for pedestrian crossing concepts on Midway Lane between Hwy 40 and 100 W. **Zoning/Land Use** 1. Complete overlay zone and supportive changes for Central Heber Overlay Zone (CHOZ) **Infrastructure**	**City Square** 1.Q1 '25 2.Q2 '25 3.Q2 '25 4.Ongoing **Parking** 1.Q2 '25 2.Q2 '25 3.Q2 '25 **C-Street** 1.Q2 '25 2.Q2 '25 3.Ongoing **Zoning** 1.Q2 '25 **Infrastructure** 1.Q1 '26	**City Square** MB/CC/RB/ TK **Parking** MB/CC/TK **C-Street** TK/RF **Zoning** TK/CC **Infra.** RF/CC/MB	**City Square** **Infrastructure**

Policy/Budget Priorities					
Priorities	**Description/Strategy**	**Operationalizing Strategy**	**Target**	**Responsible**	**Status**
		1. Complete design for 100 W. for blocks between 500 N. and 600 S. Construction priority would focus on blocks between 100 N and 300 S. 2. Develop strategy to bury power lines 3. Mainstreet Enhancements: develop concept plan for Main Street enhancements. Transitioning to shovel ready plans to present to UDOT/Legislature for funding. **Funding** 1. Evaluate changes to CRA boundary area. 2. Evaluate and seek grant opportunities. **Property Acquisition** 1. Acquire strategic properties, through purchase, to advance Central Heber Vision. Priority property purchases include County fire station property; HL&P administration building property; and County administration building property. **Branding & Promotion** 1. Finalize branding for C-Street and park. 2. Develop and implement promotion plan for downtown **Park Programming** 1. Execute MOU with CAMS for park programming ***Arts & Recreation District (ARD)*** 1. Continue focused discussion with stakeholders to realize vision for area. Initial plan presented on 1/20/24. ***Central District (CD)*** 1. Complete zoning changes in Central District. 2. Consider Roger Brooks recommendations for place making, including use design and chain stores.	2.Q2 '25 3.Q4 '25 **Funding** 1.Q1 '25 2.Ongoing **Property Acquisition** 1.HLP Q1'25 2.County 2025 **Branding** 1.Q2. '25 2.Ongoing **Programming** Q2'25 **Art & Rec. District** 1.Ongoing **Central District** 1.TK/CC 2.TK/CC	**Funding** SN/MB/CC MS/NO **Property** MB/CC **Branding** RB/CC **Programming** MB **Art & Rec.** MB/CC **Central** TK/CC	3.Awarded $120k grant for planning process. Currently entering into grant agreement.
Airport Compliance	Remain compliant with FAA grant assurances and settlement agreements	1.Complete environmental assessment 2.Settlement compliance	1.Q1'26 2.Ongoing	TB/MB TB/MB/CC	
Heber Valley Arts Center	Continue support for Arts Center	1-Execute on Ground Lease and Parking Agreement 2-Continue strong relationship with stakeholders—WCAC & Jordanelle Ridge	1-Ongoing 2-Ongoing	CC/MB/JC	1-Ground Lease & Parking Agreement adopted in Jan. '24. 2. Ongoing
Infrastructure & Building Investments	Complete existing infrastructure projects: -Central Heber Water & Sewer Line Replacement Project -Pressurized Irrigation Project (PI) -Cemetery Columbarium and Adm Building	1-Adopt annual supporting rate increases. 2-Work to keep projects on time, on budget and on scope.	1.Q4 '25 2.Ongoing	RF/MB/CC/ CD/MR	

Policy/Budget Priorities					
Priorities	**Description/Strategy**	**Operationalizing Strategy**	**Target**	**Responsible**	**Status**
Year of the Parks Continued	Begin construction on Phase 1 of Muirfield Park Expansion and finish Coyote Springs Park	1-Complete construction of Coyote Spring Park. 2-Complete plans and environmental review for Muirfield Park expansion 3-Bid Muirfield Park 4-Identify and seek grants to offset funding of parks.	1-Q2 ’25—targeting Memorial weekend. 2-Q3’25 3-January ‘26 4-Ongoing	MR/MB/CC/ NO	
Transportation Focus	Consider ways to effectively address current and future transportation challenges and opportunities	1.Complete transportation study 2.Evaluation of recommendations	1.Q2’25 2.Q2’25	RF/CC	
Gateway/Park/Way Finding Signs	Finalize plans for gateway/park/way finding signs	1.Finalize designs for gateway/park/way findings signs. 2.Implement designs	1.Q3’25 2.Q4’25	TK/MB/MR/ RB/CC	
Affordable Housing Plan	Move the needle on developing and realizing affordable housing in Heber community.	1-Affordability Ideas A) Negotiate greater affordability with existing affordable housing obligations (80% AMI to 120% to 60% AMI) B) Explore City owned land opportunities, swapping land, use of County and/or District property for AH C) All projects to have permanent deed restrictions D) Evaluate utilization of different housing types E) Evaluate government funding opportunities F) “City Purchase Land” (Governor’s Initiative) G) Look to create partnerships with AH organizations 2-Location A) Negotiate more viable locations with existing obligations B) Explore opportunities for affordable housing projects in CRA and central neighborhoods of Heber 3-Ordinance A) Amend City’s AH ordinance to eliminate required payment of fee-in-lieu to WCAHA and increase fee-in-lieu	1-Ongoing 2-Ongoing 3-Q2’25	TK/MB/JC/CC	
Historic Preservation	Establish a Historic Preservation District in downtown area	1-Identify district boundary 2-Draft historic district policy 3-Community input 4-Adoption	Q4’25	TK	

Heber City Council
2025 Strategic Retreat Action Register
Established January 18, 2025

Execution Strategy					
Action Item	**Description**	**CC**	**Target**	**Responsible**	**Status**
TAP Tax Promotion	Robustly promote TAP Tax and projects funded via the tax	All	Ongoing	RB/MS	
Traffic Enforcement	Enhance traffic enfoncement tactacs--300 E, 300 W, 500 E.	Barney	Q1	PS	
Council Chambers A/V	Resolve A/V issues in council chambers. Hide cords to facilitate more professional look	All	Q1	MS/AB	
Land Dedication	Evaluate how city might donate land to domestic violence center or work with other groups, such as high school group, Jordanelle Ridge, and others.	Franco	2025	MS	
Legal Communications	Review internal process for legal review of city contracts and communications with Council	Cheatwood	Q1'25	JC	
N. Village Preservation Fee	1.Present to City Council alternatives for N. Village Preservation Fee 2.Adopt proclamation supporting efforts to keep N. Field as open space	Franco All	Q2 '25 Q1'25	TK JC	
Water Losses	1.Find cause(s) of water loss. 2.Reduce water loses to acceptable standards	Franco	1.Q4'25 2.Ongoing	RF/MK	
Staffing	1. Include funding for 2 Uniformed Officers in PD 2. Evaluate staffing requests in FY '26 budget 3. Develop metrics to assist in justification of staffing increases 4.Identify means to fund staffing requests, including tax increase of service level adjustments	Franco Barney	1.Q2'25 2.Q2'25 3.Q2'25 4.Q2'25	LEAD	
Dark Sky PR Campaign	Kick off comprehensive dark sky PR campaign	Barney	Q2'25	RB	
Business Processes	Evaluate internal business processes for purpose of improving customer service—emphasis on department handoffs.	Cheatwood	Q2'25	MS	
Inflationary Tax Increase	Consider annual inflationary tax increase	Cheatwood	Annual	SN	
E-Bike Policy	Policy adoption and PR campaign; utilize work completed by POSTT; evaluate county wide policy.	Barney	Q2'25	PS	
Recycling	Improve Heber City organization's recycling ethic	Barney	Q2 '24	MS/RB	
Small Business Support	1.Coordinate with Dallin Kocher for an Economic Development Report 2.Work with Dallin Kocher to develop specific training opportunities for small businesses	Cheatwood	1.Q1'25 2.Ongoing	MB	
SMART Program	Adopt SMART program for incentivizing staff to innovate	Cheatwood	Q1'25	MB/CA	

Heber City Council Staff Report

MEETING DATE: 3/18/2025
SUBJECT: Acceptance of Parking Solutions & Downtown Business Mix Plan
RESPONSIBLE: Tony Kohler
DEPARTMENT: Planning
STRATEGIC RELEVANCE: Community Development

SUMMARY

Roger Brooks prepared a downtown parking solutions and business mix plan for consideration by the Council, which was discussed earlier this year at the Council's annual retreat. This item requests moving forward with acceptance of the plan.

RECOMMENDATION

Staff recommends Council accept the proposed Parking Solutions & Downtown Business Mix Plan. This action of the City Council will authorize staff to begin investigating specific parking strategies, such as the Fee-In-Lieu of Parking, for future consideration by Council.

BACKGROUND

The plan puts forth a list of goals for improving parking in the downtown.

1. Create parking district
2. Create 1200 parking spaces
3. Acquire properties
4. Construct parking structure
5. Establish parking fees
6. Establish parking fee in lieu
7. Establish transit stops
8. Utilize event parking
9. Build 2 future parking structures
10. Establish angled on-street parking
11. Fire Station Site Reimagined
12. Shared Parking Agreements

Some of these goals are long-term, expensive parking solutions. At the annual retreat, Council discussed beginning with low hanging fruit that are more attainable in the short-term and have a smaller initial cost. These include:

1. **Creation of a parking district.** There is no cost for this item and will be brought back to Council in the next couple of months. The initial district will likely only have one purpose, the parking fee-in-lieu, but could potentially have medium to long-term new parking regulations to address unique parking issues in the downtown.
2. **Establish a parking fee-in-lieu.** This issue will also be brought back to Council with the parking district. Staff is currently revising the formula for the potential fee to ensure the fee accurately reflects the cost to provide parking.
3. **Establish angled on-site parking**. This is potentially being implemented with the improvement of 100 West with curb, gutter and sidewalk. There are opportunities to provide immediate increases to on-street angled parking on the fire station block by simply striping parking stalls on existing asphalt.
4. **Create 1200 parking stalls.** This can begin immediately by striping on-site parking stalls on properties being purchased by Heber City this year, though the City will realize much fewer stalls than 1200.
5. **Acquire properties.** This is already underway.
6. **Event Parking.** This involves entering into long term agreements with large parking lot owners, namely, Wasatch County and Wasatch County School District, for parking on the west site of town. This will be particularly important for the upcoming 2034 Olympic event.
7. **Shared Parking Agreements.** This involves entering into long-term public parking arrangements with private property owners in the downtown, and the process for this is already underway.

The more expensive parking improvements will be done as needs arise and finances become available. As Council discussed at the retreat,

DISCUSSION

Parking improvements have been mentioned by residents and businesses consistently as an important priority for enhancing the downtown.

FISCAL IMPACT

There are no fiscal impact as a result of accepting the parking plan; implementation of the plan will have small to major costs for the City, depending upon which specific parking strategy is being considered by the City.

CONCLUSION

The proposed parking plan implements the goals and policies of City's Envision Central Heber General Plan, specifically to improve on-street parking facilities as well as off-street parking facilities in the downtown.

ALTERNATIVES

1. Accept as proposed
2. Accept as amended
3. Continue
4. Deny

POTENTIAL MOTIONS

Alternative 1 - Accept- Staff Recommended Option

I move to accept the item as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 - Accept as Amended

I move to accept the item as amended, as follows.

Alternative 3 - Continue
I move to **continue** the item to another meeting on , with direction to the applicant and/or Staff on information and / or changes needed to render a decision, as follows:
Alternative 4 - Denial
I move to **deny** the item with the following findings.

ACCOUNTABILITY

Department: Planning
Staff member: Tony Kohler, Community Development Director

EXHIBITS

1. HeberCityDowntown&Parking
2. Parking
3. Parking Summary 01-09-25
4. 2-4-25 Roger Brooks Parking Discussion
5. 2023 General Plan Update 101224 SMALL

Parking Solutions & Downtown Business Mix

Fall/Winter 2024



Heber City, Utah

Envision Central Heber 2050 Implementation Planning

Destination Development Association


Rankin Ave
Public Parking
Rankin Avenue Garage
RANKIN AVENUE
20
SPACES AVAILABLE
CIVIC CENTER
165
SPACES AVAILABLE
NO PARKING
Bus Stop
Haywood
Arcade

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Development fees & transit services 18

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The 20 Ingredients of an Outstanding Downtown



1 **Razor sharp focus**
Food, art, entertainment, antiques, wine, nightlife...



2 **The Action Plan**
Your to-do list from A to Z. It takes a whole community to win.



3 **Critical mass**
10 eateries, 10 retail shops, 10 open after 6, in three blocks.



4 **Anchor tenants**
Shops, restaurants, activities people will travel for.



5 **Consistent hours**
Businesses open common days and hours.



6 **Living, staying downtown**
Condos, loft apartments, hotels, and inns.



7 **Pioneers with vision**
And patient money, who take the chance and make the investment.



8 **Just one block**
Concentrate on creating one awesome block. Your demonstration project.



9 **Four hour parking**
Better yet, all-day parking within two blocks.



10 **Public restrooms**
Relieved shoppers and visitors spend more. Open after 5:00!



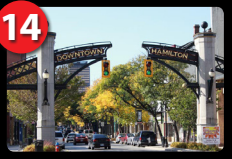
11 **A Programmed Plaza**
250 days of activity a year. Retailers will follow - in droves.



12 **Community gateways**
First impressions are critical. Add directions to downtown.



13 **Wayfinding system**
Vehicular & pedestrian wayfinding, pole banners, visitor info kiosks.



14 **Downtown gateways**
Create a sense of place and sense of arrival. You're here!



15 **An Intimate setting**
Just one traffic lane each direction and crosswalks every half block.



16 **Blade signs**
Retail signs perpendicular to traffic. Consistent height and width.



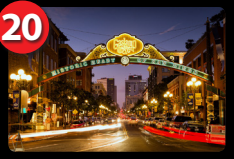
17 **Sidewalk cafe dining**
Beautification, umbrellas, lighting = incredible ambiance.



18 **Curb appeal**
70% of first-time sales come from curb appeal. Beautification pays!



19 **Constant activity**
Activities and entertainment. Bring downtown to life!



20 **Give downtown a name**
A name makes it a destination, not a geographic designation.

www.RogerBrooksInternational.com

QR code to watch the video

ROGER BROOKS International

INTRODUCTION

The future of cities is changing dramatically as the U.S population is increasingly mobile, and for several reasons:

1. For the first time in American history, jobs are going where the talent is, or where the talent wants to be. This means that community development, or quality of life, is leading economic development.

2. In recent research where thousands of Millennials (those in their 30s and 40s and the largest generation in U.S. history) were asked about their priorities when it comes to putting down roots.

Surprisingly, nine of the top ten priorities were quality of life. In fact, having a secure job was number nine on their list.

The Millennials, and now Generation Z following them, are looking for the perfect place to live and raise a family. Not surprisingly, their top five priorities include good schools, clean air and water, a sense of place (downtown), recreation, and health care and affordability.

Out of their ten highest priorities, Heber City easily has eight of the ten, which is difficult for ANY city of achieve. The two challenging ingredients are affordability and a sense of place: a true downtown.

While affordability is a tough topic to tackle, creating a true “downtown” is achievable. Completed and adopted by Heber City in late 2023 was the Envision Central Heber 2050 plan, designed specifically to address the creation of a real sense of place - a true, pedestrian-friendly downtown.

INTRODUCTION

This research and plan is meant to be among the first implementation steps to creating a desirable and economically feasible downtown.

The first two projects implemented in the 2050 Plan include the fountain at City Hall, and the Main Stage at the City's upcoming Trailhead Plaza.

The third project is the development of Trailhead Plaza - Heber's Community Living Room, which will finally create a hub and a true sense of place for the City and its citizens.

Following that is the creation of a pedestrian-friendly, intimate, downtown shopping, dining and entertainment district, with an orchestrated business mix. For the time being we are referring to this district as the "C Street Trail."

Tied to that is solving parking demands tied to making downtown a better gathering place for local residents and their visitors.

Both of these issues are addressed in this Plan. In essence, these five projects (City Hall Fountain, Main Stage, Trailhead Plaza, C Street Trail, and parking) make up the first five years to implementing the 2050 plan.

Nearly all of the major initiatives after that revolve around private-sector investment into "Central Heber" - your "new" downtown.

In the following pages you'll see the initial plans of how the C Street Trail may evolve and why it's important. We will detail the perfect business mix, making downtown Heber City one of Utah's best downtowns - in a city that currently doesn't have a true downtown core.

Downtowns are now about people, not cars and traffic. It was a painful exercise to have to tell city officials that Heber will never have a successful, vibrant downtown core area along Main Street.

Why? Because it impossible to encourage outdoor dining, walking and gathering areas where you can have a normal conversation, when you have tanker trucks roaring by every twenty seconds, almost twenty-four hours a day and tens of thousands of other vehicles coming through downtown from dawn to dusk.

Successful downtowns are places you go to, not through. In fact, the most successful downtowns have either no vehicles (except emergency and delivery vehicles) or have one lane each direction, with average speeds of less than 20 miles an hour.

We've often wondered how many people traveling through central Heber even know that in just a block or two you have several restaurants, a fly fishing shop, a bike shop, theater, home accents and furnishings, and other great shops.

And if they know they are there, how often do they decide it's not worth the hassle to visit them.

Over a seven year period, the Destination Development Association (DDA) conducted one of the largest research projects, ever, on what makes a great downtown. The DDA researched 2,000 downtowns and downtown districts across the U.S. and Canada, found 400 of the most successful, and from those, found the twenty most common ingredients that lead to their success. See the poster developed from that research on the opposite page.

The good news: With the implementation of this plan, Heber City will end up with 18 of these 20 ingredients.

This plan provides the focus, the action plan, the critical mass (clustering of like businesses), anchor tenants, consistent hours (with the help of property owners), and the creation of lodging and living units downtown.

To make this work will take "pioneers with vision" and patient money, but it only takes one block to make this a success.

Parking and public restrooms are addressed in this plan, the programmed plaza is on the way.

Community and downtown gateways, along with wayfinding will be one of the follow-up projects to this plan.

Creating a pedestrian-only district will provide an intimate setting, merchants will have excellent signage, sidewalk dining, great curb appeal, and programming of Trailhead Plaza AND downtown will keep it active and vibrant.

Welcome to downtown Haber City and to the up and coming C Street Trail - your shopping, dining and entertainment district that will be the envy of communities across the country, let along Utah.

This is part of the road map to making this a reality. You are very lucky to have a forward-thinking city council and staff that are looking to the future and finding ways to make Heber City an even better place to live, work, invest in, and visit.



DOWNTOWN BUSINESS MIX

BUSINESS MIX RESEARCH







Over the past twenty years, a major transformation has been taking place in downtowns across the country.

Downtowns are now where locals go after work and on weekends. In fact, according to the National Retail Federation, nearly seventy percent of bricks-and-mortar shopping now takes place after 6:00 pm.

With the advent of Amazon, and the fact that more than fifty percent of all American households pay to be Amazon Prime members, downtown shops have shifted to Etsy-style shops: small, locally grown specialty shops offering goods that are typically impulse buys or offering goods and services you can't easily find on Amazon or in big box stores.

Nearly two-thirds of the basic, utilitarian, suburban malls across the country have now closed. The successful malls that still remain and do well tend to concentrate on higher-end retail goods and are more experiential: going there is an experience, not just a collection of stores under a single roof.

Even outlet malls are struggling in the face of so many online discount retailers.



Because downtowns often include dozens separate property owners, each with their own ambitions and priorities, they've slow to catch on to what works and what doesn't. Because of this cam the advent of Lifestyle Retail Centers.

A perfect example would be Station Park in nearly Farmington, Utah.

A visit to Station Park and you'll find narrow streets with parking behind the retail core, extensive and beautiful landscaping along the streetfronts and in common areas.

They also have "anchor tenants." These are the businesses customers will go out of their way, making a special trip for. The Apple Store in Station Park is an example of an anchor tenant. Sometimes it can be a signature restaurant, or another major draw to the development.

At Station Park, and other lifestyle retail centers, find wide sidewalks making it pedestrian-friendly, a small ice rink in the winter and large fountains during the summer months, with outdoor seating areas, music, food vendors, restaurants with outdoor dining areas, shade trees every thirty feet or so - the ingredients required to create a sense of place. This is the art of Placemaking.

The word "Lifestyle" is key to making the visit experiential. And it's a key to any downtown development project.

While these faux downtowns provide inspiration for "real" downtowns, they are filled primarily with chain eateries and retail shops. And because they are manufactured, they little in the way of authenticity.

THE PERFECT BUSINESS MIX

Heber City has its own challenges. The city, over the years, became a hodge-podge mix of businesses that want Highway 40 exposure. Both north and south of the downtown core area, the city has dozens of big box retailers, fast food joints, chain restaurants, auto and related dealerships, and strip malls.

Downtowns, on the other hand, are about people, not cars. Successful downtowns are pedestrian-friendly, if not pedestrian-only, and offer a beautiful intimate setting.

There is zero chance of creating this in Heber City where Main Street is a major highway.

In our research, we asked two primary questions:

1. Where could a downtown be developed?
2. What would be included there?

These are the same questions asked during the Envision Central Heber 2050 planning process. The answer was clear and make total sense: use the 50 West alleyway half a block behind Main Street, currently dubbed C Street Trail. This way retailers have the benefit of both Main Street exposure, and access via a pedestrian-oriented district that can be programmed with activities and entertainment, making it experiential.

This plan answers the second question, "what would be included there?"

Over several years, the Destination Development Association (DDA) studied more than 400 successful downtowns, of every size, detailing the retail mix in each - by population size.

Within a three-mile radius of Main Street and 100 South, the current population is approximately 16,000. If you go out seven miles, the population is nearly 21,000 - Heber's primary service area.

In one of Utah's fastest growing areas, that number may be closer to a 45,000 service-area population in short order.

Based on a population of 25,000, here are the local businesses that would be a perfect fit along the C Street Trail:

- Timber Knives
- E-Power Bike and Boards
- Local Grind
- Lee Music
- Midway Bakery
- Chick's Cafe
- Heartland Bread Company
- The Pretzel Connection
- Johnny Adophson Photography
- Innovative Custom Jewelry
- Roonies Ice Cream
- Ritual Chocolates and Coffee Shop
- Five Penny Floral
- Wigglish Toy Store
- Fish Heads Fly Shop
- Trek Bikes Heber City
- Avon Theater
- Corner Treats
- Mountain Wellness Bar
- Taquaria Los Hermanos Mexican Restaurant
- Wonderwall Gallery and Framing

All of these business already exist in Heber City and would increase their sales by moving to, or remaining along, the C Street Trail.

Other shops that would be ideal - and should be recruited to the C Street Trail include:

- Outfitter (hiking, climbing, outdoor gear)
- Butcher shop
- Home Accents, candles, hand-crafted items
- Clothing shops
- Quilting, Stamping, other hobby shops
- Shoes
- Cupcake shop, additional bakery
- Wine shop
- Kitchen Store
- Olive oil and specialty seasonings
- Additional galleries
- Micro-brewery (with food)
- Confectionery
- Frozen yogurt
- Tea gallery
- Ethnic sit-down restaurants
- Market fresh foods

In the three-block C Street Trail, there should be:

- At least fifteen sit-down dining restaurants (including those already in place)

- At least six casual and take-out food services such as coffee shops, delis, confectioneries, cupcakes, gourmet foods, Panini shop, etc.

- At least forty specialty shops

There will be an immediate fear that bringing in "competition," such are more restaurants will kill restaurants already in place. This is simply not true and has been proven to be a wrong assumption hundreds of times. If C Street Trail was home to 30 sit-down restaurants, each one a different ethnicity or specialty, people would drive from Salt

THE PERFECT BUSINESS MIX

Lake City just to have dinner in Heber City.

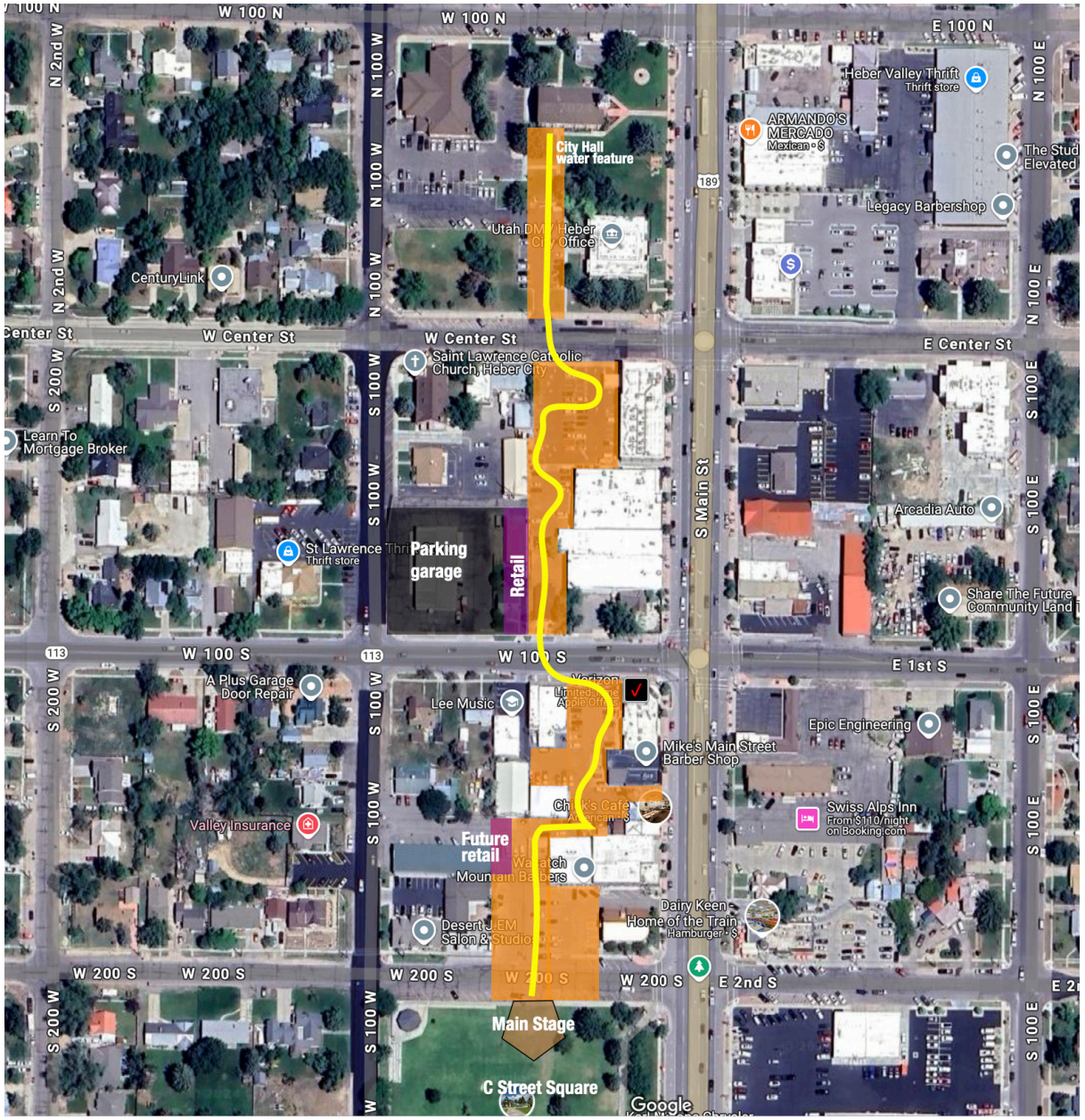
The more you have of something, the more all will do even better. This is why you see auto malls. Why would Toyota want to be right next to Subaru, Ford and Nissan dealerships? Because they do seven-times the business when clustered together. The same with antique malls, food courts, furniture "districts," etc.
A novel idea promoting restaurants is to put a 14' flagpole in front of the establishment, showcase a flag of the country they specialize in. A Thai, Mexican, Brazilian, Japanese, American, German, and Swiss flags. This would make C Street Trail an outstanding international cuisine district.

All in all, C Street Trail, when fully developed, should contain approximately eighty specialty shops and dining establishments.

Many of these may be as small as 200 to 400 square feet up to about 2,500 square feet, with full-service restaurants in the 5,000 square foot range.

Every district, like C Street Trail, needs to have at least one "anchor tenant," a business that, by itself, makes downtown worth a special trip. There are several businesses in Heber that already Anchor Tenants to the city: Dairy Keen, The Hub, and Back 40 Ranch House Grill quickly come to mind. There may be others as well. Having several of these along the C Street Trail will be very important for its long-term success.

Upper floor businesses are perfect for mixed-use professional service businesses and residential units.



Downtown hotels command higher average daily rates than do highway hotels and having limited service lodging along the C Street Trail would be a boon to the city and to C Street retailers and restaurants.

C STREET TRAIL

The C Street Trail - Heber City's pedestrian-only retail shopping, dining and entertainment district - is just in the very beginning of the planning process.

As the Envision Central Heber 2050 plan was being developed, the rendering (below right) showed how this district would look and feel.

It shows street trees, vendor booths, outdoor dining areas, a food truck, fire pit, retail awnings, soft overhead lighting, down-facing street lights - all in a very pedestrian-friendly setting.

Many saw the buildings as a future removal of all existing buildings in order to create new buildings along the lines of what is shown in the rendering. That couldn't be further from the truth unless private property owners want to embark on a project like what is shown.

The overhead view (opposite) is more in line with how the C Street Trail would be developed.

As you can see, only one building has been removed, and perhaps could be relocated. And that's the E-bike shop along 100 South. This is a business that is perfect in the C Street Trail so there's no intention of removing them, but perhaps over time, they could be accommodated in one of the shops along the trail.

The area colored in orange would become the "pedestrian mall." The yellow line or "trail" simply shows how pedestrians could access all of the shops and eateries in this three-block district.

The C Street district would be anchored at the north end by City Hall and the Timpanogos Valley Theatre and the Main Stage at Trailhead Plaza.

On the corner of W 100 S, plans call for the development of a 450+ public parking garage, with ground floor retail facing C Street Trail.

This alleyway is largely privately-owned with some public access along the route. The private properties are currently used for parking and, in total, include about 185 parking spaces.

The goal is to have local businesses and property owners convert this space to beautification, patio dining, water features, and event space. In exchange, staff and customers would use the parking garage, which gives them covered parking and only a one-block walk to any of the businesses along the Trail.
The Trail would be open each morning for delivery access (typically before 10:00 AM) and for emergency vehicle access. Bollards would be placed at each cross street, and these can either be manually or electronically lowered and raised as needed.

Property owners would be encouraged to develop the "backs" of their buildings facing C Street so they have front door access on both Main and C Street. This is exactly what they did in Caldwell,



C STREET TRAIL

Idaho so that downtown businesses could front their Main Street and Indian Creek Plaza.

In order to encourage property owners and local businesses to make these changes, the city, working with CAMS (Community Alliance for Main Street) to program C Street with a varieties of activities in a beautifully landscaped setting - basically extending Trailhead Plaza activities throughout downtown.

While this is very early in the actual planning process for C Street Trail's development, the goal is to work with private-sector property owners and investors, as well as local businesses to make this a win-win for them.

The city would create a great public-access atmosphere while the private-sector would develop the retail, restaurants, facades, and on-site amenities and activities.

The ultimate goal is to create a central gathering place that is lines with small shops, cafes, and restaurants away from the noise of tanker trucks and heavy traffic in a safe, inviting and appealing setting, like you see in the photo, below.
This is coming to downtowns across North America, and how it's been for centuries throughout Western Europe.



A plus for the C Street Trail is rather than having a straight row of shops, the Trail will actually meander around some shops making it far more interesting with something new to discover around each corner or around each collection of shops.

There are some businesses already in this area that would not be part of the "highest and best use" of these properties.

All of these businesses are wanted, and needed, in Heber City, but over time they might decide to locate in upper-floor spaces or in other areas more suitable to their business.

Sometimes this includes "rearranging the business mix" so that destination retail is placed along C Street Trail, and neighborhood retail (banks, pharmacies, shoe repair, etc.) are in another well-defined area of Heber City.

This has worked well in cities like Park City; Jackson, Wyoming (Jackson Hole; and Sisters, Oregon.

Roger Brooks was working in Jackson, Wyoming as they focused on becoming one of the largest arts towns in the U.S., with a focus on Native American and Western art, including western furnishings and home accents.

One of the existing businesses in the core downtown area happened to be an insurance agency and they owned the building. He, and other similar businesses, had no intention of moving and

none were forced to do so.

Over time, downtown became home to more than eighty-five galleries and western living shops, and the insurance agency realized they could lease their property to a "destination retail" shop, which commands a higher rent, and then move to another part of town (just a couple of blocks away) where other like "local" businesses were located.

As C Street is developed, the business mix will organically shift to meet the needs of the customers that are in front of their buildings.

ZONING

It is recommended that the C Street District have a zoning overlay that does not allow for chains and franchises along the C Street Trail.

This keeps the Trail organic to Heber City with local shops and eateries.

Remember that the Trailhead Plaza is a business incubator with the goal of helping grow businesses on the plaza in small kiosks and retail spaces, and then move into inline permanent locations along the C Street Trail or in other areas of downtown Heber City.

This district should also have strict design standards, blade signs in a uniform height and size, no backlit signage (a neon open sign would be allowed in shop windows), and other ordinances specific to the district.

Awnings should be encouraged and other elements and guidelines encouraged. This can be done by creating a "C Street Trail Guidelines and



Options" book with photographic examples that include seasonal decor, window displays, exterior facade treatments, extension of window displays to exterior spaces, sidewalk cafe seating, benches, pots and planters, etc.




sandwich
1500 E
COMMON ERA

PARKING

PUBLIC PARKING

LONG TERM SOLUTIONS

The old model of so many parking spaces per square foot of office or retail no longer applies in high-density shopping, dining and entertainment districts - core downtown areas. In fact, that model has, for the most part, been out of date for more than twenty years.

And with downtowns finally focusing on people instead of cars and parking, great solutions are now in play.

Typically, the city will build parking structures (often they are privately developed in large urban cities) and new development projects pay an in lieu fee to help offset the cost of providing public parking.

This way development can concentrate on the highest return on investment, which includes retail, office, lodging, food services, and entertainment venues instead of taking up valuable space for parking lots.

The Envision Central Heber 2050 plans call for high-density development with a focus on a mix of uses in a beautiful, pedestrian-friendly environment.

In reviewing the 2050 plan, the types and quantities of businesses that will, over the next twenty-five years, be developed in downtown Heber, and then including public parking already in place (primarily street-front parking), there will be a need for an additional 1,200 parking spaces.

This is in addition to the approximately 380 city-owned street-side parking spaces along Main Street, on each side street one-block east and west from 100 N to 400 S. This does not include any public parking along the E 100 and W 100 blocks throughout the district.

This would serve the core high-density district, which would have its own "parking district" and set of rules that differ from traditional surface parking lots both north and south of the core business district. The Central Heber Parking District (see map, opposite) would encompass the blocks from 100 North to 400 South along Main Street and, from west to east would include 150 West to 150 East.

Should properties along 100 W and 100 E be zoned for commercial use, in the future, then those properties would fall under the Central Heber Parking District.

The district includes ten square blocks, and over time, this Parking Plan includes the development of three 400+ space parking structures, two on the West side of Main, and one on the East side of Main.

Each of these would include ground floor retail where they face Main Street or the C Street Plaza and would have decorative screening so that they aesthetically pleasing.

Location ideas have been discussed, but no determinations have been made, at this point. The first, and primary structure, will be located on publicly owned land (see yellow square, opposite), but the other two sites may be developed on privately-held properties.

SHORT TERM SOLUTION

The goal is to create the first parking structure in 2026, with 2025 set aside for property acquisition, architecture and engineering, fundraising, permitting, site clearing and prep, etc.

Because this structure will open onto the future C Street Trail, retail frontage will be placed on the street level of the parking garage. This could extend up two stories, as they did (opposite far right) in downtown Boulder Colorado.
If you look at the large photo on Page 14, you'll see retail on the ground floor, office space on the second floor, and if you look closely, you can see the parking structure behind these frontage uses.

The recommended parking structures would include three parking decks, plus ground floor parking behind the retail shops, providing four levels of parking, including the roof level.

Each of the parking garages would likely be a public-private partnership with the private-sector ownership and development of the retail and upper floor uses (if any). Some of the spaces within the garage would be condominium parking stalls for the use of those tenants and property owners.

This should still allow for more than 300 public-use parking spaces in the structure.

Once C Street Trail has been developed, the businesses along the trail would use the parking structure (185 spaces when every space is full), still leaving well over 100 spaces for customers.

The other two parking structures will need spaces in each to accommodate retail as part of the struc-



ture, but wouldn't need to offset the loss of parking in the C Street Trail district.

PARKING FEES

To help offset the cost to develop these structures, there would be a charge to use the parking garage. The trick is to make the parking "worth the cost." If you ever attend an NFL game or other major sporting event, or a major event you'll find parking fees range from $10 to $30 and attendees are often willing to pay that for the convenience. A good chunk of attendees will take public transit, Uber, Lyft or micro-transit to attend these.

A good model for Heber City would be a fee along the lines of $1 per hour, up to a maximum of $5 per day, with no time limits in each 24-hour period.

To have covered parking during the hot summer months and icy winter months (except for the roof level) makes this a valuable, and worthwhile expense.

By charging no more than $5 also incentivizes customers to stay longer. After all, after the first five hours, it's free. This also is a benefit to workers who might uses a parking space for nine hours each day (including lunch period).

If a 450 spaces garage averaged seventy-percent occupancy, and accommodated two turns (a person for five hours, and a second person in the same spot for an additional five hours), the garage would generate $3,150 per day or $1,134,000 a year in parking fees. This is conservative at both seventy-percent and only ten hours of use each day, so revenues would likely be higher than this. While most parking structures are now automated, there will typically be at least one of two people assigned to work in each garage for security, maintenance, and customer assistance. Other costs include insurance and capital costs.

But that should still provide about $500,000 per year to offset the cost of development.

Depending on the arrangement with retail development at each structure, additional revenues would be realized to help offset the cost of development. Particularly the full cost of developing the spaces they would "own."

The photos, left, show three examples of parking with first, floor retail and decorative facades.

CITY-OWNED STREET-FRONT PARKING

The city (and county) currently is home to 380 on-street parking spaces along Main from 100 North to 400 South, and one block east and west from Main. This does not include parking along E 100 and W 100 blocks.

Initially, we recommend that no parking fees be charged for use of these spaces, but that an three-hour time limit be strictly enforced to encourage parking beyond three hours in the garages where not time limits are imposed.

PUBLIC PARKING







DEVELOPMENT FEES

For each new development within the Central Heber Parking District, for every 350 square feet of retail or office space, the developer would pay an in lieu fee of $4,000 to help offset the cost of a parking structure.

Current city ordinances call for three parking spaces per 1,000 square feet. This is in keeping with that ratio.

The average cost of develop a single surface parking space, not including land acquisition, is approximately $8,000. So this fee should not be an impediment, at all, and is actually great incentive to develop high-quality retail, office, restaurant, or living/lodging spaces within the district.

The average cost of developing a multi-level parking garage is typically $30,000 to $35,000 per space, with attractive screening.

No business within this zone would be required to provide parking.

With reagrds to upper level lodging or residential the in lieu fee would be as follows:

Hotel rooms	$4,000 per room	(1 space)
Studio living	$4,000 per unit	(1 space)
One bedroom	$6,000	(1.5 spaces)
Two bedroom	$8,000	(2 spaces)
Three bedroom	$12,000	(3 spaces)

These figures also accommodate guest and staff parking.

HIGH VALLEY TRANSIT

Wasatch County recently passed a levy that allows for expanded High Valley Transit services throughout the county.

The Trailhead Center will be a transit stop, and we recommend that four other easy-to-identify stops, with covered shelters be located at or near:

1) The Timpanogos Valley Theatre (serving it as well as the city and county offices)
2) At the current Heber Valley Tourism offices (500 N and Main)
3) At or near the police department building
4) At or near Dairy Keen or the Swiss Alps Inn.

The photo, opposite top left, shows one of the "Trolley Stops" used in Gatlinburg, Tennessee. The photo below that shows the trolley stop in Springdale, Utah.

Schedules, QR codes, and other information should be posted at each location, along with contact information for Micro-Transit services.







EVENT PARKING & SHUTTLES

For large-scale events (about thirty each year), off-site parking would be accommodated with shuttles running every 20-minutes between the parking and event location (typically Trailhead Plaza).

The goal is to provide event parking on the west side of town near the fairgrounds, ballfields, rodeo grounds, and future high school. We took the liberty of showing the parking next to the county ball-fields, if it were paved with a transit stop to see how many spaces it can accommodate (see lower right concept). There are 480 spaces here. The goal is to not have competing events at the same time. For major sporting events, it would be beneficial to provide shuttles between the sporting facilities (and the scenic railroad across the street) to Trailhead Plaza and downtown.

Then during Trailhead Plaza events, the shuttles would offer rides from parking on the West side to downtown.

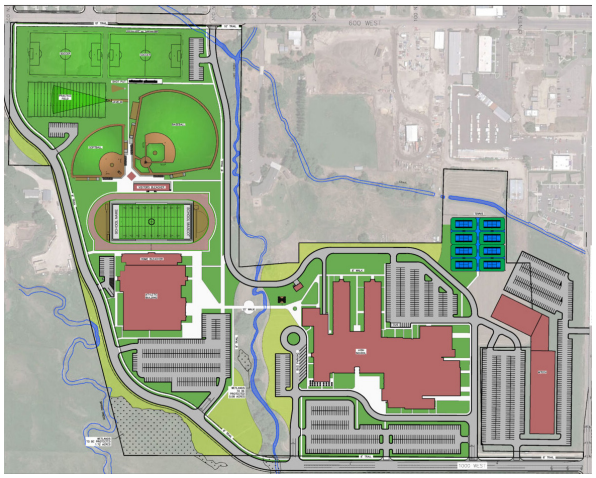
There will be more than a thousand parking spaces in the Depot and Old Town Heber area once the high school is built.

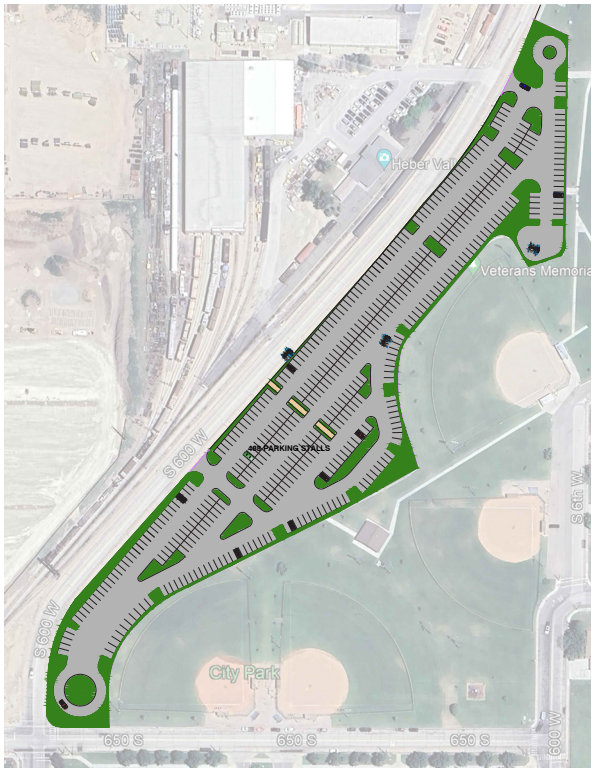
During weekends, and during the summer months, perhaps an arrangement can be made with the school district to also utilize its parking areas larger downtown events.

And the same could be done with the fair and rodeo grounds - and other parking areas in this part of town.

Over time, and by the time the Winter Olympics take place (2034), Heber City may decide to purchase two or three rubber-tire trolleys (top right photo) and provide its own shuttle service, every 15-minutes between the west side of town and downtown.

Studies have shown that event guests will typically wait up to 15 minutes to catch a shuttle. Otherwise they will simply drive.







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Destination Development Association

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HEBER CITY
EST 1889
PLANNING

Roger Brooks Report on Downtown Parking

Heber City Council Annual Retreat



January 18, 2025

Summary of Recommendations

1. Create parking district
2. Create 1200 parking spaces
3. Acquire properties
4. Construct parking structure
5. Establish parking fees
6. Establish parking fee in lieu
7. Establish transit stops
8. Utilize event parking
9. Build 2 future parking structures
10. Angled on-street parking
11. Fire Station Site Reimagined
12. Shared Parking Agreements



Create Parking District

- 100 N to 400 S (150 W to 150 E)
- 3 hour on-street parking limit
- Separate parking rules & fees



Create Parking Structure

- 3 Parking Decks, Retail on Main
- 300+/- Stalls
- 2025 Planning
- 2026 Construction
- $35k/stall x 490 = $17 million





Establish Parking Fees

- $1 per hour, up to $5 day max
- $0.5 million net annual revenue









Establish a Parking Fee In Lieu

- Retail/office fee in lieu: $4,000
  - ½ cost for developed space

- Residential fee in lieu
  - Studio/hotel: $4,000
  - 1 bed: $6,000
  - 2 bed: $8,000
  - 3 bed: $12,000



Establish Transit Stops

1. Trailhead Plaza
2. TVT/City Offices
3. Public Safety Building
4. Dairy Keen





Utilize Event Parking

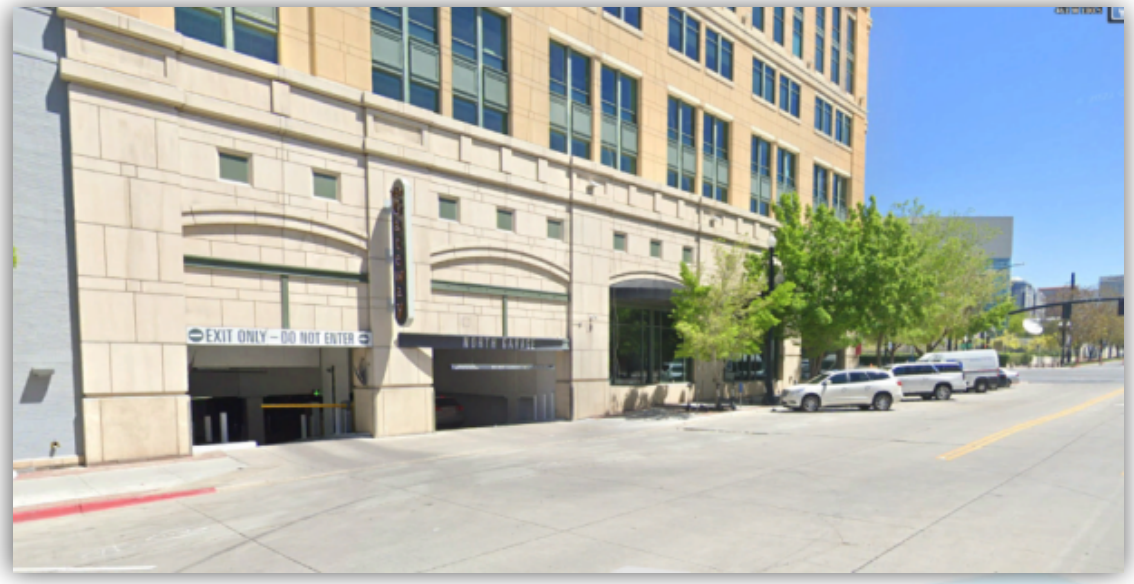
- Off-site parking
- Estimated 1,000 stalls
  - High School
  - Middle School
  - Elementary School
  - Event Center
  - Ball fields
- Transit Options
  - High Valley Transit; or
  - Rubber tire trolleys





Angled Parking: The Low-Hanging Fruit

Structured Parking



Angled On-Street Parking

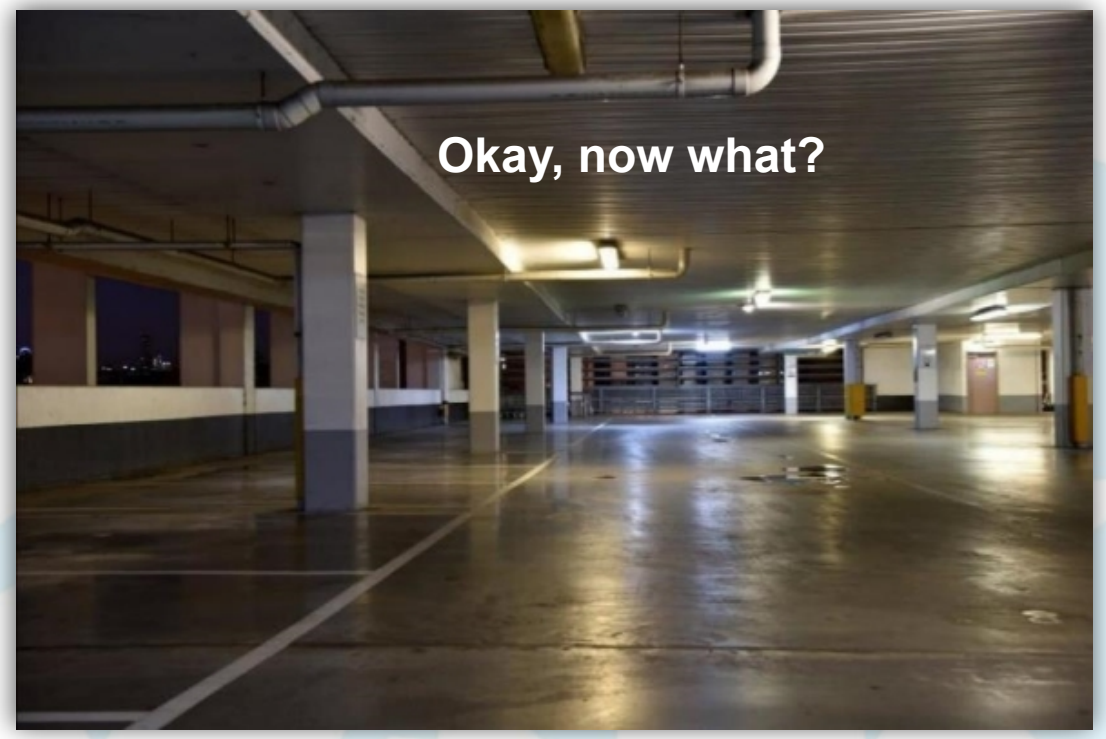


Item	Structured Parking	Angled On-Street Parking
Unit Cost	$30,000 - $40,000	$0 - $3,000
Facility Cost	$5 million - $10 million	$0 - $1 million
Land Purchase	Yes	No
Phasing	No	Yes
Aesthetics	Street wall retail	Landscaping, signage

Structured Parking Feasibility

Land Value < **Structure Cost**

$12/sf < **$100+/sf**



Reasons to go downtown not yet in place

- Events
- Facilities
- Retail
- Parking is not an Anchor Tenant

Financing Mechanisms not yet in place

- CRA MOUs
- TIF
- Plenty of cheaper parking options

Not ready for Structured Parking

- Instead, focus on:
  - On-street parking
  - Joint-Use Agreements
  - City Parking Lots

Angled Parking Plan



Fire Station & Power Buildings

Reimagined Fire Station

- 7,000 sf
- 10x10x10 Incubator Space
- Parks/Events Department

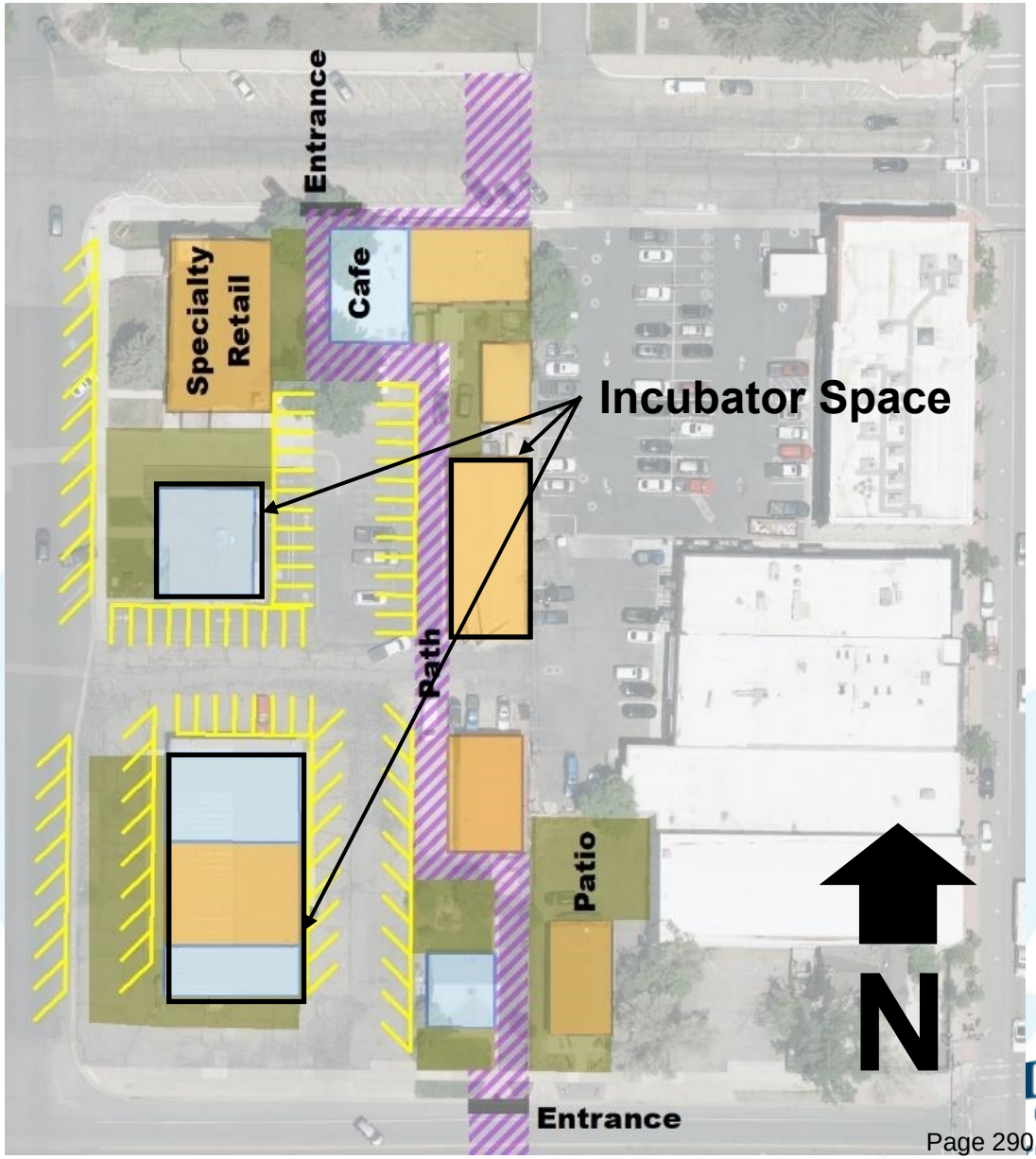
Reimagined HPL Building 1

- 2,000 sf
- City Office Space

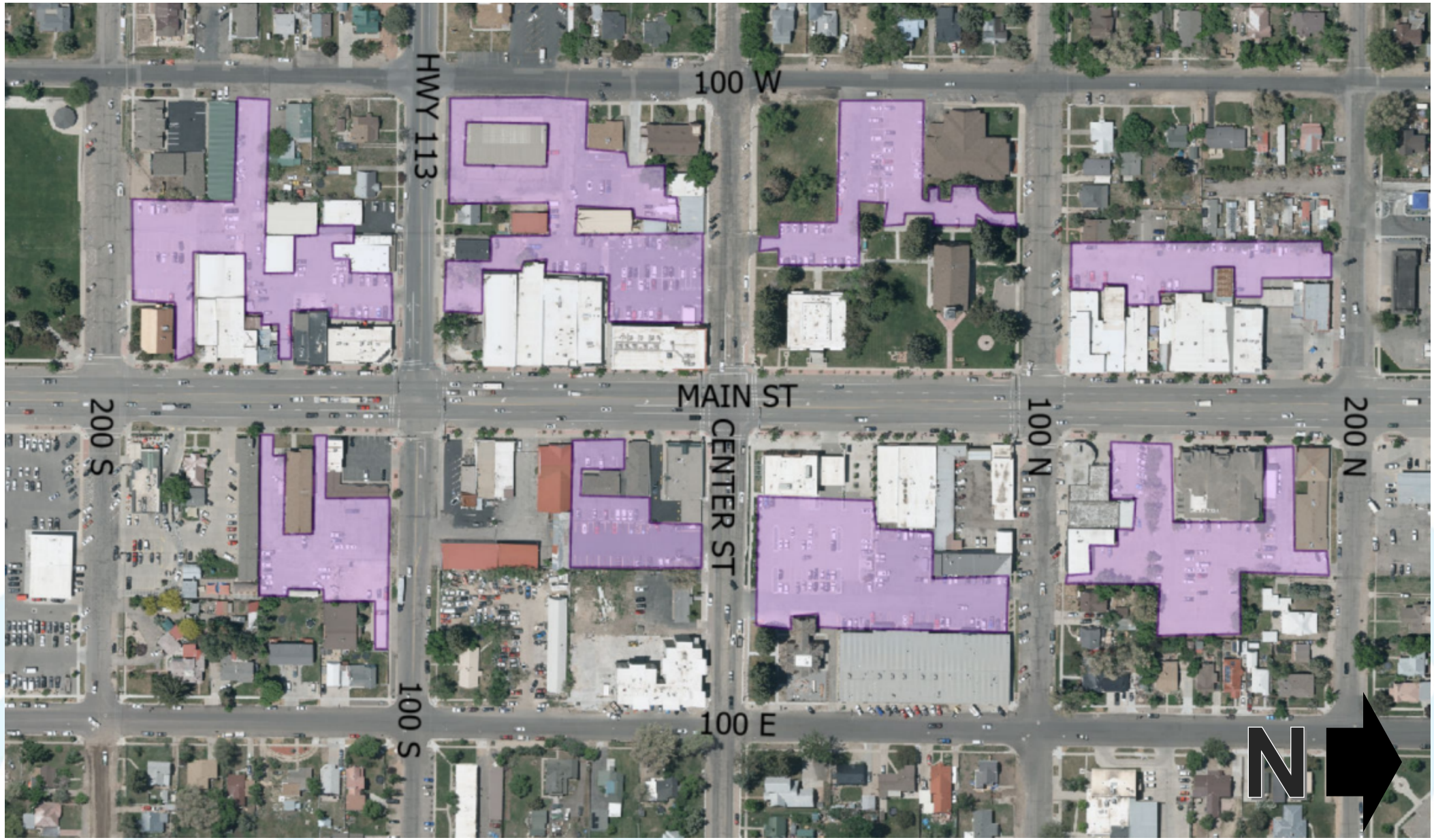
Reimagined HPL Building 2

- 3,000 sf
- 10x10x10 Incubator Space

New public parking



Shared Parking Agreements



Recommendations

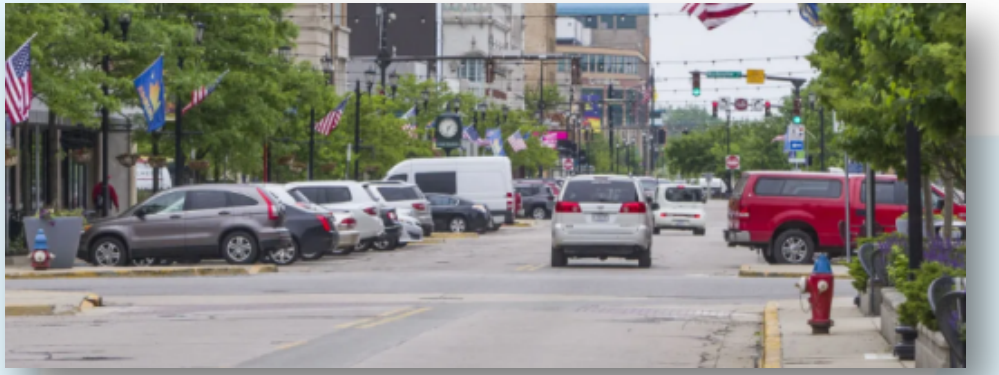
Next Steps

1. Shared Parking Agreements*
2. Acquire properties*
3. Angled on-street parking*
4. Establish parking fee in lieu
5. Create parking district
6. Event Coordination with Transit
7. Reimagine Fire Station Site

*underway

Future Steps

1. Create 1200 parking stalls*
2. Establish parking fees
3. Construct parking structures



Hi Tony:

Sorry I didn't get back to you sooner. I avoided all emails and calls this past week so I could get the plaza plan written and off to staff for proofing and editing.

In a nutshell, here's where we're at with the parking recommendations:

- From 200 N to 400 South and from 100 W to 100 E would be the "Downtown Retail District." This is the core downtown area. It would have a zoning overlay and new parking requirements.

- IN this "district" parking would not be a requirement for new development projects.

- However, for every 500 square feet of retail/office/restaurant a $4,000 in lieu payment (or impact fee) would be made to help offset the development of a shared public parking garage. The cost of developing a single surface parking space is approximately $8,000. So the developer will save 50% - an incentive to develop in the downtown core area.

- For residential and lodging, the parking requirements would remain as they are now except:
    - Here's an alternative: For hotels, they could pay $30,000 per room, and they would own "deeded" spaces in a city parking structure. The city would build the garage, and spaces would be condominiumized for each of the apartment or condo units. The average cost for a parking space in a garage is $35,000, but with enough spaces, we could probably bring that down to closer to the $30,000 mark.
        - What's in it for the hotel? They would pay for parking, but they would have exclusive use of those spaces (perhaps a floor of the garage). They would NOT be required to purchase additional land to develop their own parking.
        - However, if they want to develop their own parking, then ordinances already in place would apply.
    - For residential, each studio and one bedroom unit would be required to have two spaces, two and three bedroom units would be required to have three spaces. Plus there needs to be 10 spaces for staff and vendor/supplier parking for each 100-unit complex.
        - They can provide these, or they could pay the in lieu fee of $30,000 per space in a public parking garage - just as you would for lodging.

- For all areas outside of this zone, the parking requirements would remain as they are now.

In our research, the downtown core district will need approximately 1,200 public parking spaces by 2050. We recommend three parking garages, each will about 400+ parking spaces PLUS ground floor retail on all spaces that would front on Main or on C Street Trail.

The C Street Trail, when developed, would eliminate 185 parking spaces that currently exist along the 50E blocks. This does not include the parking at the city/county buildings. Having a parking structure with 450 parking stalls where the fire station is now, would allow merchants to convert their parking to pedestrian-oriented spaces (outdoor dining, beautification, decking, etc.) at no charge. This would waive their parking requirements in exchange for converting their spaces to gathering areas. They do not need to deed over the property or to allow public access. It's to create a pedestrian-oriented shopping and dining district. The property still is theirs. However, there might be grants or other incentives to help them convert that space.

The other element is we recommend a zoning overlay for this same district, making it a "Destination Retail" zone. It would require:

- Retail and food services on all street-level shops
- Upper floors can be mixed-use residential or professional office
- No professional office would be allowed on the street level. No attorneys, accountants, architects, hair salons, barbers, and other professional services.
- There would be no restrictions on the size of retail shops and eateries: They can be as small as a couple hundred square feet.
- No chains or franchises would be allowed in the district.
- Blade signs would be encouraged: No higher than 9', no lower than 7' from the sidewalk, no wider than 42". They should be placed 18" from the facade.
    - No backlit signs. No neon signs (other than an open sign in windows)
    - Facade-mounted lights lighting up the sign would be allowed.

I will actually be providing a list of recommended business in this district including shops already in Heber City that would be ideal tenants along the C Street Trail.

I'm writing this up this week, but let me know if you have any questions, and I'd like to know your thoughts on this.

Roger Brooks

February 4, 2025

1) The plan we created is a 25 year plan based on the Envision Central Heber 2050 Plan. The parking is what you'd need IF the Central Heber Plan was fully implemented.

2) Downtowns are now about where we go after work and on weekends. Even the plaza's primary hours would be from 4:00 pm to 9:00 pm

3) Downtowns are now about small Etsy-style shops (500 to 1,200 square feet). The butcher, the baker, the candlestick maker. Things we don't buy on Amazon or at Smith's or Walmart. That's the future of C Street.

4) Development of the plaza: It will be home to about 300 residents at any one time. With three people per vehicle you would need about 100 parking spaces to accommodate all but large events.

5) Create a "Parking district" from 100 N to 400 S along Main - one block east, one block west. As new development comes in, they would pay an In Leu fee of $4,000 for every required parking spot. This money would be set aside for future development of a parking structure that would be built perhaps five to seven years down the road - as C Street is developed.

6) No other areas of Heber City would undergo changes in parking requirements. Just this pedestrian-oriented and focused area of downtown.

6) What about between now and then?

7) The City already has 335 public parking spaces in this district. Few people know about them:

- 161 spaces: Around the City Hall/Timpanogas Valley Theatre/County building
- 50 spaces: Around the park - NOT counting ANY along 100W
- 41 spaces: Center Street (West side), S100W - NONE on S 100 since that's a state highway
- 50 spaces: Around the police station

This is more than 300 spaces of which only 50 are across the street (police station) from the plaza and C Street.

SOLUTIONS FOR THE NEXT FIVE YEARS AND WHILE C STREET IS BEING DEVELOPED

1) The city needs wayfinding signage to public parking areas ("FREE After 5:00 public parking")

2) The city should secure easements to use business, city hall, county courthouse, and church parking when not in use by the business or days not in use by churches.

- Example: A bank may put up signs that say "Evening Parking here, courtesy of Zion Bank" - a community service

- In exchange, city street sweepers (or contractors) would sweep their parking lots at no charge to them perhaps every other week
- This, alone, could add another 100 parking spaces downtown

3) Striping along W 100 from the Timpanogas Valley Theatre to the plaza.
- Angle in parking on the east side of W 100 would provide 26 parking stalls WITH bulbouts at each end of each block - this is 26 spaces per block
- No parking across the street (I don't think it's wide enough for angle-in on one side, and parallel on the other - but I could be wrong)
- This would net an additional 117 parking spaces (4.5 blocks)

4) For larger events, put up temporary signage directing people to park off-site near the depot, future high school, etc. Then work with High Valley Transit to run shuttles every 20-minutes between the two locations.

These four things would provide more than **500 parking spaces** in just a four block area of downtown!

All of this could probably be done for about $70,000.

This includes striping along W 100 for several blocks, developing wayfinding signage (working with UDOT on that), moving the crosswalk from in front of Karl Malone's dealership to Main and 200 S (UDOT). And this is if the city paid for the highway-related projects. It doesn't include the cost of bulb-outs along W 100, but those can be done down the road or as grants become available. Tied to those I'd develop sidewalks along the street between City Hall and the plaza. If UDOT move the crosswalk at their expense, the cost would probably only be about $40,000. And even that doesn't have to be done on day one.

If you started with wayfinding, that could be done for less than $20,000. Signage would along Main, both directions.

FYI: We studied 100 programmed plazas in the U.S. and Canada, and 70 of them were built on existing parking lots and NONE of them made up the parking. Yet 100% of them have been hugely successful. In this case, you are only losing about 5 spaces - for the stage. That's it! People will learn to use Micro-Transit, or they will see that it's an easy walk from City Hall or other easily identifiable parking areas.

I would encourage you, and the council, to read the book "Paved Paradise: How Parking Explains the World" by Henry Grabar. He calls all parking "storage spaces." "Where can I store my car for the next four hours while I go to work or spend time on the plaza." The days of building modern cities around vehicles is coming to a close. Downtowns are about people, not cars. This book is a hoot to read. As it says on the cover "Consistently entertaining and often downright funny. - The New Yorker."

Heber City Envision 2050

General Plan

Updated December 05, 2023

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2020 Heber City Council

March 17, 2020

Dear Heber City Residents:

The General Plan is the primary tool for guiding the future of Heber City. It contains the community's goals and policies on character and design, land use, open space and the natural environment, business and economics, neighborhood vitality, transportation and growth. It shapes the physical form of the City, yet it also addresses other aspects, such as community services, protection of sensitive lands and the character of neighborhoods and the community.

The General Plan provides a guide for day-to-day, short- and long-term decision making. Heber City's General Plan has three interrelated roles:

- *It is an expression of the community vision, aspirations, values, and goals;*
- *It is a decision-making guide; and*
- *It fulfills State legal requirements.*

The previous General Plan was adopted by a former City Council on July 3, 2003. The General Plan needed to be updated to reflect significant community changes and events such as rapid population growth, increased traffic and annexations. The City desired to have a very transparent and inclusive process for updating the plan so that its goals and policies would reflect the values of the community. Residents responded through several surveys, public meetings, public outreach at public events and online sources, steering committee meetings and open houses, and expressed concern about the need for better parks, gathering spaces, economic development, open space, trails, streets, dark skies, development patterns and the downtown.

The new General Plan incorporates the required sections of state law. Some of the state mandated elements have been combined, and some have been expanded beyond what is required. The plan is arranged into chapters categorized by the important principles identified by residents in developing the Heber City Vision Statement. These principles include (1) Quality Neighborhoods, (2) Centers and Gathering Places, (3) Open Space and Rural Character, (4) Outdoor Recreation, (5) Parks and Trails, (6) Mobility and Streetscapes and (7) Jobs and Economic Development.

The General Plan's goals and policies are implemented through ordinances, regulations, ongoing procedures, recommendations from City boards and commissions, and decisions made by the City Council. The General Plan is also carried out by private actions and initiatives in the community. This new plan will provide a new vision to guide the growth of the community for the next 30 years; thus, its name, Heber City Envision 2050.

Sincerely,

Kelleen Potter, Mayor
Heidi Franco
Wayne Hardman
Ryan Stack
Rachel Kahler
Mike Johnston

ACKNOWLEDGMENTS

Thank you to everyone who participated in Envision Heber by attending a meeting, taking a survey, spreading the word, or in any other way to make Heber City's future brighter.

Mayor
Kelleen Potter, Heber City Mayor

City Council
Kelleen Potter, Mayor
Heidi Franco
Wayne Hardman
Ryan Stack
Rachel Kahler
Mike Johnston

Planning Commission
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Darek Slagowski ,Vice Chairman
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John Janson
Jake Young
Meg Ryan
Ryan Bunnell, Ignition Creative Group

The People of Heber City

Photography: A special thank you to Jake Young for providing project photography and for contributing numerous photos from his collection to this document.

2023 General Plan Update

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Scott Phillips
Yvonne Barney

Planning Commission
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1: INTRODUCTION

Introduction

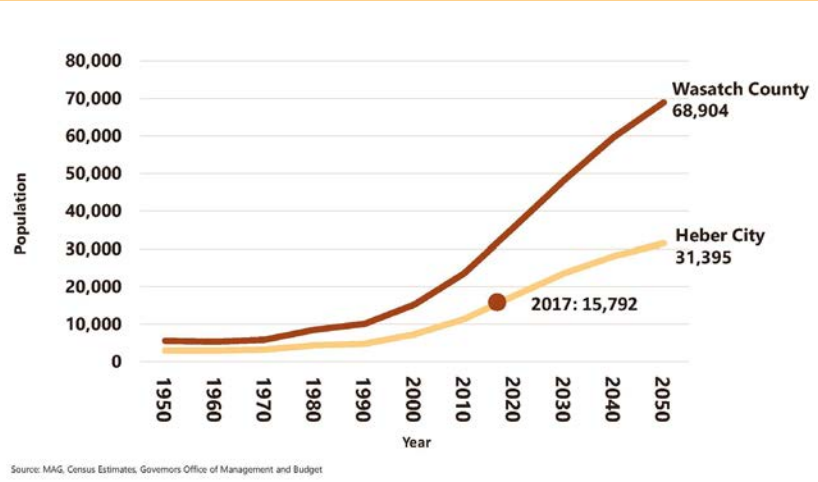
Heber City is at a crossroads in the midst of significant growth along the Wasatch Back. The City can choose to let development shape it, or the City can choose to shape development. Shaping a city is what planning is all about, and the effort to refresh city planning strategies is best initiated through a city's general plan – a vision for the future.

Heber City is located in a beautiful rural setting, but the growth that is being planned in areas beyond the community threatens the values that residents hold dear. They value open space, the rural atmosphere and the small town feel. These values could be compromised by the influx of new development if development does not meet the expectations of residents. This fact is not offered to imply that new growth is negative in some manner, but simply to suggest that new growth needs to help achieve Heber's vision for the future.

A Context of Growth

While Heber residents enjoy tremendous quality of life in the heart of a beautiful valley, the City also grapples with another reality: its context in a rapidly growing state and region. Utah's growth continues to be mostly homegrown due to the larger average size of our families, but the state also attracts many new residents, who come for economic opportunities and the quality of life that places like Heber City offer. Just like the state as a whole, Wasatch County is experiencing rapid growth, expecting to double its population by 2050, reaching nearly 70,000 residents. Like the County, Heber City itself is likely to double its population by 2050, to reach a total of more than

The Big Question Is Not "*Will* We Grow?", but "*How* Will We Grow?"



Heber's population is expected to double by 2050. This population projection reflects numbers developed by our state, which provides population projections as a part of its planning. The state effort is informed by local government input.

The larger context of Heber City is Wasatch County, which is experiencing similar growth

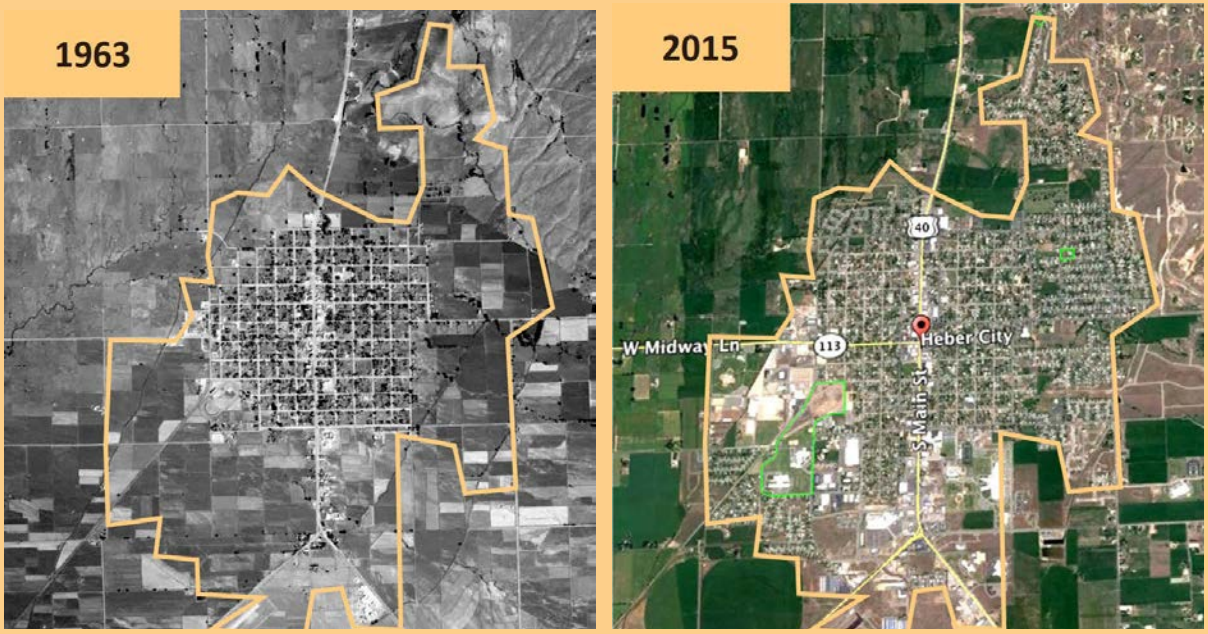
30,000 residents. And growth is nothing new to the City. A 2018 Salt Lake Tribune article noted that for the second year in a row, Heber ranked No. 1 for growth among the nation's smaller "micropolitan areas," with populations between 10,000 and 50,000. Growth is a part of Heber's past, present and future.

What Does Growth Look Like?

Until the 1990s, Heber City's growth was concentrated in its historic core, featuring a tidy grid of residential streets surrounding Main Street.

In subsequent decades the City's growth pattern changed. The City grew beyond its grid and into a pattern that included strip commercial and more dispersed residential growth. Between 1963 and 2015, the City's footprint grew by about 2.5 times, with most of that growth happening in the last couple of decades. The visioning process explored land well beyond Heber's current boundaries, so residents and the City could be proactive about lands surrounding the city—land that Heber influences and is influenced by.

Heber City: Growth in Recent Decades



Key Facts: Population

17,093
2019 Population

4.5%
2010-2019 Population Growth Rate

29.4
Median Age

3.4
Ave Household Size

$62,826
Median Household Income (2019)

Educational Attainment

9%
No High School

37%
Some College

21%
High School Graduate

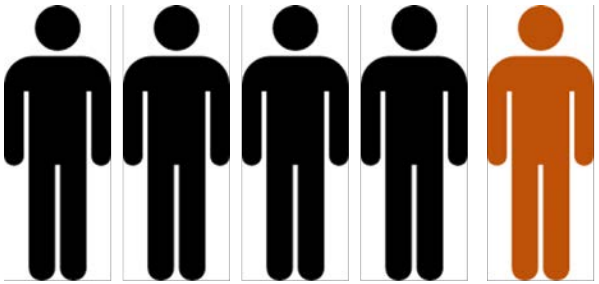
21%
Bachelor's/Grad/ Prof Degree

Source: ESRI/American Community Survey

Issues Surrounding Growth

As the major regional hub for Wasatch County, Heber is central to many issues facing the greater area. The location, within a short drive of two major ski resorts with a third under construction, is in an area brimming with world class, year-round outdoor recreational opportunities, yet it is not far from the Salt Lake and Provo/Orem job markets. Combined, these factors suggest continued strong growth into the distant future. Rapid recreation-oriented growth and access to strong job markets also affect housing affordability. Increasingly, the ability to buy a home is out of reach for first-time home buyers, and workforce housing is in short supply. Household income is not keeping pace with rising housing costs in Heber.

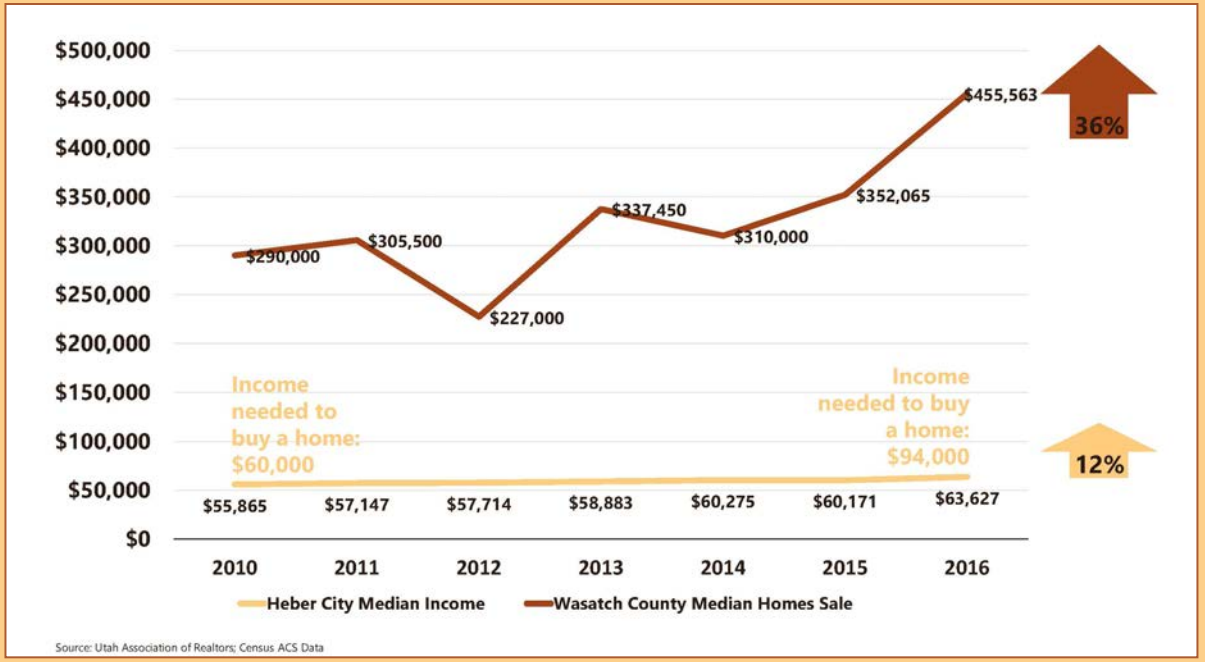
Only 1 in 5 of Heber City residents work in Heber City proper; most others work in Park City, Salt Lake County, Utah County, or other communities in the area.



Somewhere Else | Heber City

Median Household Income and Median Home Sales Price

This chart shows Heber City's median income in tan, and Wasatch County's median home price in brown. Income has not kept up with rising home prices. What's even more interesting is the annual income needed to buy a median priced home. In 2010, it was $60,000. Now it's $94,000. Increasingly, housing is out of reach for low to median income residents.



How growth is managed is a primary question for all of Wasatch County. In Heber itself there are many important issues that are being addressed with additional studies:

- The future of Main Street
- A new high school
- Airport expansion
- Bypass roads
- Housing affordability
- Transit feasibility
- A parks system master plan



Establishing Direction: The Role of a Vision and General Plan

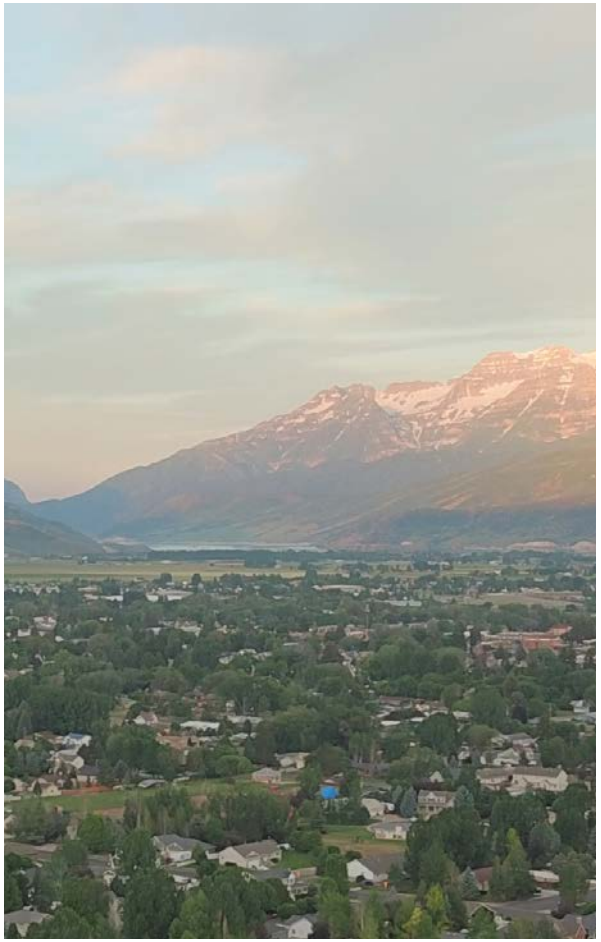
General plans are the foundation that establishes direction on the "big" issues. Heber's Envision 2050 visioning process started with a survey, a web site and then a workshop intended to ascertain issues of importance to everyone in the community. A community values assessment and a land use visioning exercise resulted in a vision map and vision principles. The vision map and principles became the foundation for this general plan.

Heber City's visioning process, Envision Heber 2050, described in Chapter 2, was a grassroots conversation about the future of the City. It provided an opportunity for Heber City residents to explore issues surrounding Heber's future and, in that context, conceptualize together the future they want to create. The process identified what residents need to preserve and enhance quality of life today, but also the quality of life for the City's children and grandchildren. Finally, the process laid the foundation for the development of this general plan, which represents a road map to the future envisioned by the public. Rather than diving into the general plan update, the visioning process provided the space to ask, "*What do people want and how will our City provide it?*" before moving directly to implementation strategies, which are embodied in the general plan.

2023 General Plan Update

In 2023, Heber City updated this general plan to include the Central Heber Vision, a guide for future growth and development in the Downtown District blocks surrounding Main Street, the Central Neighborhoods in the City's core, and the Recreation and Arts District on the west side of town. Chapters two and five contain most of the updates.

2: HEBER CITY VISION



Heber City Vision

Heber City is nestled in a green valley, brimming with **historic agricultural** uses, the **beautiful Provo River**, and unmatched views of the **Wasatch Mountains**. Our residents value this **beautiful and unique setting** and are committed to **preserving its character** while **growing and nurturing** our City. **Together**, we desire to:

- preserve the **beautiful open lands** that surround us;
- create **friendly neighborhoods and centers** that focus homes, jobs, shopping, and recreation into places where we gather and interact regularly;
- enhance and strengthen **downtown—the heart of our community**; and
- grow, promote and diversify our **recreational opportunities**.

By **focusing our growth** in specific areas, we **foster a vibrant community** and a **quiet countryside**—a place residents and visitors alike will **enjoy for generations to come.**

Topic Area Vision Statements and Guiding Principles

Quality Neighborhoods

Heber City's neighborhoods thrive because all of them are valued for their unique characters, amenities and context. Residents with a range of incomes have access to great places to live, and all residential neighborhoods are stable, attractive options.

Principles:

1. Heber City will honor and enhance existing neighborhoods and increase their walkability.
2. Heber City's new neighborhoods will be walkable and blend a variety of housing options and shared open space amenities. New neighborhoods will be within walking distance of a center, where neighbors can gather.
3. Rural and mountain residential clusters will enable residents to live in neighborhoods where housing is focused in a smaller area, resulting in the majority of natural lands reserved for shared open space with recreational, equestrian or agricultural uses.
4. Heber will maintain its clean air and dark skies so the City is a healthy and beautiful place to live.



Centers & Gathering Places

Centers enable Heber to maintain a small town feel by focusing new growth into distinct areas rather than dispersing growth across our City's surrounding open lands. Centers focus activities, providing a home base for visitors and a "living room" for residents.

Principles:

Downtown, Heber's historic center, will develop into an even stronger center and remain the heart of the community. Main Street, together with surrounding blocks, is a local and regional destination.

1. Heber preserves, enhances, and improves access to its valued places and buildings on Main Street.
2. Heber improves pedestrian and bike accessibility, parking, and traffic conditions along Main Street.

Shared Values

Heber City residents share common values that will guide our growth:

- We value our people and the friendly, caring atmosphere that we create together.
- We value maintaining a small town feel even as we grow.
- We value an outdoor lifestyle and recreational opportunities, with the ability to access and enjoy the lands that surround us.
- We value the beauty of our mountain valley setting.
- We value a thriving downtown, the heart of our City.
- We value proactive planning to realize the future we envision.



3. Underused spaces are reimagined into significant new places to work, live and enjoy time together.
4. Downtown is a regional destination for annual gatherings and traditions that Heber residents and visitors enjoy.

New centers will be strategically located, connected to each other and the greater community, and offer walkable access to amenities and day-to-day needs.

1. New centers should encourage many distinct features: outdoor gathering spaces; parks and plazas, schools; community centers; a mix of shopping, restaurants, offices; as well as a variety of housing choices, including more affordable options.

Open Space & Rural Character

Heber City draws a clear distinction between what is city and what is country, maintaining a distinct city that is surrounded by open land, valuable for its beauty, ecology and agricultural function.



Principles:

1. Heber actively works with neighboring communities and Wasatch County on strategies to implement the permanent protection of farmlands, natural open spaces, and rural character, to keep the distinct separation between communities.
2. Heber City will work with the County and surrounding communities to create permanent farm and mountain land protection through such mechanisms as conservation easements and partnerships.
3. Heber actively clusters development to focus growth and protect remaining open land from dispersed development.

Outdoor Recreation, Parks & Trails

For Heber residents, outdoor recreation is a lifestyle and a passion. Both new and existing homes should have walking access to parks, trails and other outdoor amenities.

Principles:

1. Trails connect residents to other neighborhoods, downtown and new centers.
2. Trails provide access to the City's beautiful setting, including nearby canyons, mountains, lakes and the Provo River.
3. All neighborhoods have access to a park within walking distance, whether it be a neighborhood park or a regional recreation facility.
4. In general, recreational opportunities are diverse, well-maintained and accessible.
5. Heber City meets its current and future park system needs through obtaining lands and trail corridors for a connected system of parks and trails.

Mobility and Streetscapes

Heber's streets are safe and inviting for all travel modes, including pedestrian, bike, car and bus.

1. Heber emphasizes walkable streets that are comfortable and inviting for people walking and biking.
2. As Heber grows it continues using a well-connected street network system, similar to the historic pioneer grid.
3. Heber maintains a system of bike routes around town, with access to desired destinations, and collaborates with neighboring communities on regional bike routes.



4. Heber works with neighboring communities and the County on a bus system to connect our City with surrounding cities and nearby regional centers, including Salt Lake, Park City and Provo/Orem.

Jobs and Economic Development

Heber's economic vitality enables most residents to work in town if they choose. The City attracts and partners with employers in key industry sectors to locate downtown, in new town centers and in the business center on the south end of downtown.

Principles:

1. Heber fosters an environment that supports local business.
2. Heber supports and grows its emerging recreation and tourism industry, as well as opportunities in technology, research and development, professional/office, medicine/ healthcare and light manufacturing.
3. Heber continues to support its historic economic status as a support center for

"The future is not some place we're going to, but a place we are creating. The paths to it are not found, they are made."

–Jane Garvey

What is Envision Heber 2050?

Heber City's visioning process, Envision 2050, was a grassroots up conversation about the future of the City. It provided an opportunity for Heber City residents to explore issues surrounding Heber's future and, in that context, imagine together the future they want to create. The process identified what residents need to preserve and enhance quality of life today, but also the quality of life of the City's children and grandchildren. Finally, the process laid the foundation for the development of this general plan, which represents a road map to the future envisioned by the public. Rather than diving into the general plan update, the visioning process provided the space to ask, "*What do people want and how will our city provide it?*" before moving directly to strategies, which are embodied in the general plan. The vision and principles on preceding pages are the result of the Envision 2050 process.

Vision Process Goals

1. Identify, honor and address values and "big ideas/issues."
2. Create a vision statement and principles to the guide general plan and to be a standard to weigh current and future decisions against.

Even a minor course adjustment can have significant long-term impact. Visioning helped residents and leaders take a 30,000 foot view of Heber and to look out a few decades. It may seem hard to see the effect of a visioning process when so much is happening in our community in the present time. However, like a rudder that turns a ship, even small adjustments, while they may not seem to make much difference initially, over the long term make a giant impact on where a ship ends up. The

A Public Stakeholder Process

The process included a large steering committee of residents and community leaders—a diverse group of people with varied ideas but with a commitment to a public process and the greater good of Heber City. The steering committee met regularly, ensuring the visioning process would:

1. Provide research and information to the public both in person and online;
2. Seek broad public input through a variety of events and online opportunities;
3. Build the vision directly from public input;

4. Use transparent methods throughout, so the nexus between what the public input and the resulting vision was clear; and
5. Build momentum for implementation as residents and City leaders had conversations together and built trust.

The steering committee reviewed all feedback from the public and used it throughout the process as it worked alongside City leaders and consultants to create options for further public consideration as well as the final vision and principles.

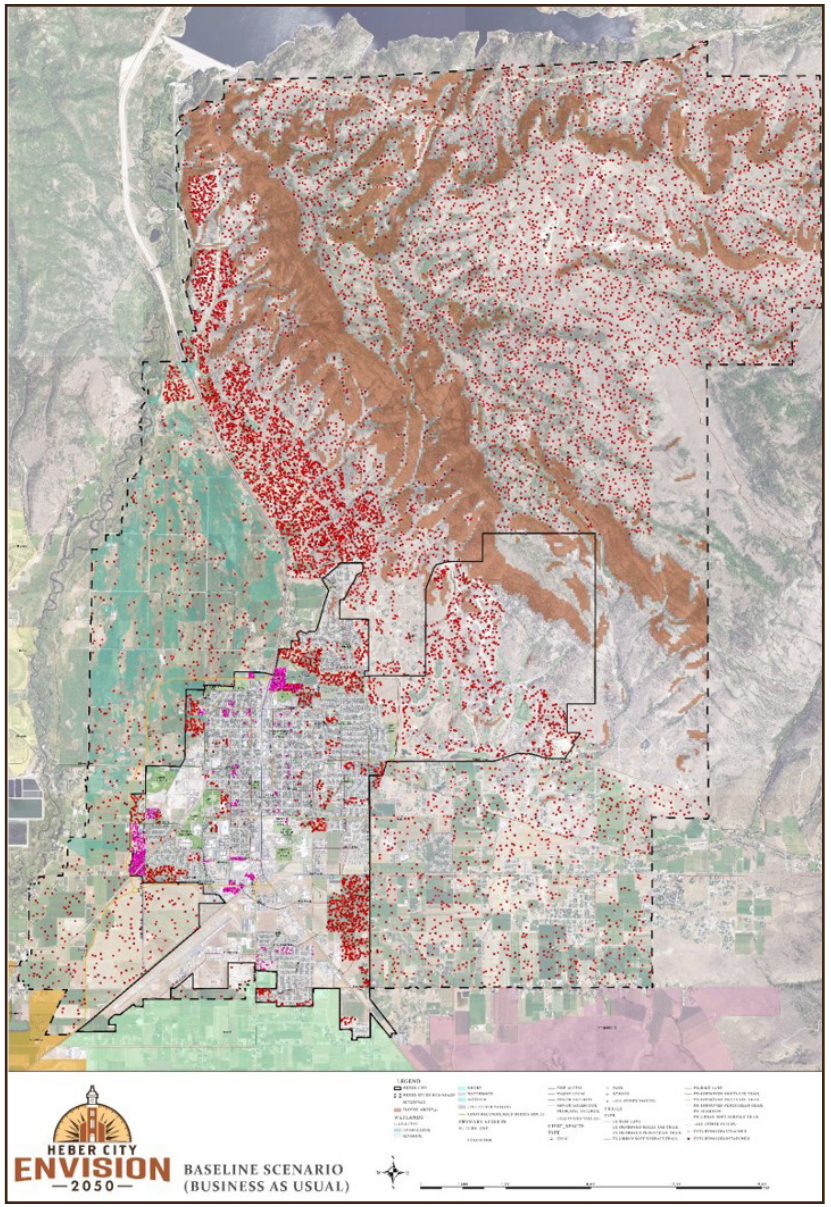
Envision Heber's website, EnvisionHeber.com, provided transparency throughout the process, supplying project updates, breaking news and project progress, while also providing ways for people to share their ideas through several online surveys. Combined with in person events, the website delivered a locally unprecedented level of transparency and public outreach so that citizens could easily understand and trust the process.

A Scenarios Process

While the visioning process was a public process, it was also a scenarios process, which built a range of potential futures based on various conventional trends (trend scenario) and the public's ideas (alternative scenarios) and compared them, to explore the long-term consequences of the choices they could make today. Ideas from citizens shaped the scenarios, and feedback on those scenarios shaped the vision. The visioning process enabled residents to identify the best options while acknowledging the reality of growth.

How Will Heber Grow?

Heber City's 2050 baseline projection (at right) is a picture of what growth might look like in 2050 if we simply follow existing zoning and grow in the patterns we have in the recent past. This scenario contains 12,900 new households, which includes the state's 2050 projection for Heber City, while also capturing approved units outside the City but in the vision study area. Will Heber add 12,900 households to the vision study area by 2050? We don't know. We might by 2040, or by 2060—we just know that



In this image, recent growth trends are projected out to 2050. Each red or pink dot represents a new household. If we follow recent trends, our future includes a dispersed pattern of growth.

we are likely to grow a lot, and it will be helpful to identify the growth patterns Heber residents prefer, so that when more growth comes, the City will be well prepared. The baseline projection is helpful because it shows our likely growth pattern if Heber follows recent trends. We can ask proactively, "*Is this how we want to grow? What does this growth pattern mean for community identity? Jobs? Recreational opportunity? Rural atmosphere and agricultural heritage? Housing affordability? Downtown?*" In contrast to the 2050 baseline projection, which simply carries current trend forward, a vision scenario charts a deliberate course toward a future that residents want.

Public Meetings and Online Feedback

First Public Workshop (March 2019) and Online Survey

Heber residents participated in a public workshop to explore Heber's context of growth and brainstorm options for the City's future. Residents were asked, "*What do you value?*" They added dozens of sticky notes to posters, answering questions about what they cared most about. A second activity at the workshop asked people to imagine Heber's future in 2050, and to answer the following questions through a mapping exercise:

- *As we grow, what do we need to hold on to?*
- *How shall we accommodate anticipated growth?*

Tables of residents created 25 maps identifying how the City should accommodate and plan for growth while preserving and enhancing quality of life. Together, these activities enabled residents to identify what matters most to them and to voice preferences in the context of both their values and the reality of growth. Workshop presentations and a companion survey were also available online.



Thousands of Heber Citizens Helped Create the Vision

- 3 = public meetings
- 2 = mailers to every household
- Lots! = print/radio presence
- 23,324 = social media reach
- 2,500 = unique visitors to website
- 1200+ survey responses



What do Heber Residents Value?

In addition to basic values, there were also a number of big ideas that rose to the top after hearing from residents at the workshop and reviewing online feedback. Six big ideas were identified:

1. Open Space/Rural Character Preservation

The desire to preserve open space and Heber's rural character is not a new idea, but it was a loud and clear message, especially in regard to the North Fields. As the City and its residents contemplate open space preservation, they will need to acknowledge that property owners possess a "bundle of rights" that run with the land, including development rights, based on their zoning classification. Permanent open space preservation involves employing many strategies, including moving development rights and building them elsewhere, selling development rights, exchanging open spaces, conservation easements, zoning for large agricultural parcels, etc. Many of those strategies require both a voluntary seller and a funding source, likely a public one.



Source: Jake Young

2. Trails



Heber residents want to connect their neighborhoods with the mountains and lakes that surround them. They imagine continuing the Provo River Parkway up the canyon and into the valley (connecting Deer Creek Reservoir and Jordanelle Reservoir), accessing the mountains, and connecting priority destinations, including new centers.

3. Centers



A center combines the ability to live, work, learn and play all in one walkable place. This idea is similar to historic town development, in which most places, including homes, shops, workplaces and schools, were connected to one another with a series of walkable streets. New centers were identified as important to future development.

4. Downtown Enhancement (Preservation and Redevelopment)

There is significant interest in enhancing Heber's



historic center, downtown. One concept embodied in this idea is preserving and restoring the spaces and buildings downtown that make Heber, Heber. The second concept is reimagining spaces that are underused. Most newer retail spaces turn over every 25 years or so. As these spaces do so, there is opportunity to revitalize downtown. Adjacent mixed use is also embraced.

5. Neighborhoods with Open Space



Heber residents want to build subdivisions that include a variety of homes as well as significant open space amenities—a neighborhood a park, tree-lined streets or trails, maybe a community garden. They also explored neighborhoods that are mostly open space, with larger acreage reserved for farming, recreation, or shared equestrian facilities, with homes clustered onto a small amount of the land.

6. Small Town Character (Even as We Grow)

Heber residents want to maintain a small town feel even as the City grows. The following encourages small town feel:

- **Separation**: open lands surround the town, so it remains distinct from nearby communities



- **Downtown**: a distinct and vibrant place, the destination and commercial center of a community
- **Building heights**: building heights encourage a vibrant downtown with enough stories to promote a strong economy without feeling like a big city



- **Unique character**: preserve historic architecture; support local businesses
- **Gatherings/gathering places**: city residents gather and celebrate together at more regular traditional annual events
- **Village/neighborhood component**: residents live in neighborhoods or villages that enable them to see the people they know more often



Second Public Open House (May 2019)

The maps created by workshop participants and online survey feedback were used as the basis for alternative scenario development. The scenarios created from public feedback explored different ways Heber could grow, in contrast to the trend scenario. At an open house and online, residents reviewed the scenarios to identify the components of each scenario they preferred and didn't prefer.



The Numbers: Survey Results

Preferred approach to community life?

79%....prefer centers, either smaller town centers or larger destination centers over conventional subdivisions.

Preferred approach for new development? There's a lot of interest in new neighborhood forms over conventional subdivisions.

46%: Neighborhoods with open space
44%: Rural residential clusters
9%: Conventional subdivisions

Best approach for affordable housing?

75%: Blend it in *[Blend compact single family, townhomes, apartment homes into neighborhoods (38%) or centers (37%).]*
25%: Isolate it *(Edges of town or along Hwy 40)*

Streets: preferred emphasis?

85%: Walkable streets with sidewalks and street trees, with buildings lining the streets and parking to the side or behind buildings

Level of support for a bus system?

84%: Support [Fully support (59%) or somewhat support (25%)]

Trail you're most excited about?

66%: Lake-to-lake *(Connect Jordanelle and Deer Creek via Provo River)*

Preferred approach to economic development?

68%: Attract more/substantially more family-sustaining jobs
33%: Remain a bedroom community

Industries most important to Heber's future? (Top 3)

- Recreation and tourism
- Agriculture
- Tech/research & development

Preferred approach to conserving the North Fields?

Almost half want to permanently protect the North Fields by purchasing land or development rights, and there's a lot of support for maintaining 20-acre zoning.

Approach to conserving the Jordanelle Mountains?

77%: In addition to precluding development on steep slopes, significant open space is permanently preserved by clustering development in town centers

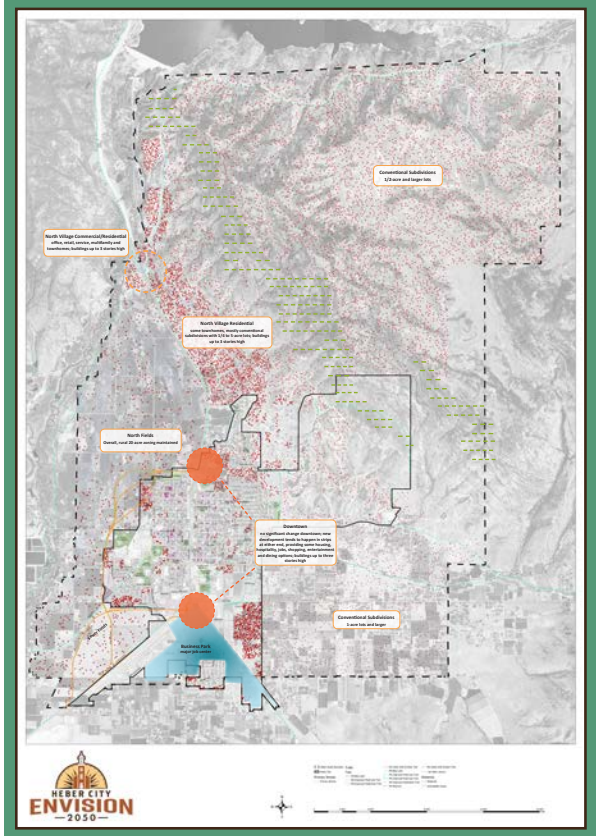
Components that best define "small town"

1. Unique character
2. Separation (open space between communities)
3. Gatherings/gathering places

% that prefer scenarios C/D, featuring centers & open space, to address the following values and goals:

78%: small town feel
78%: goals for open space
77%: goals for preserving views & scenic beauty
79%: fosters a friendly atmosphere
76%: overall preferred scenario
79%: best addresses needs of future residents

Trend Scenario

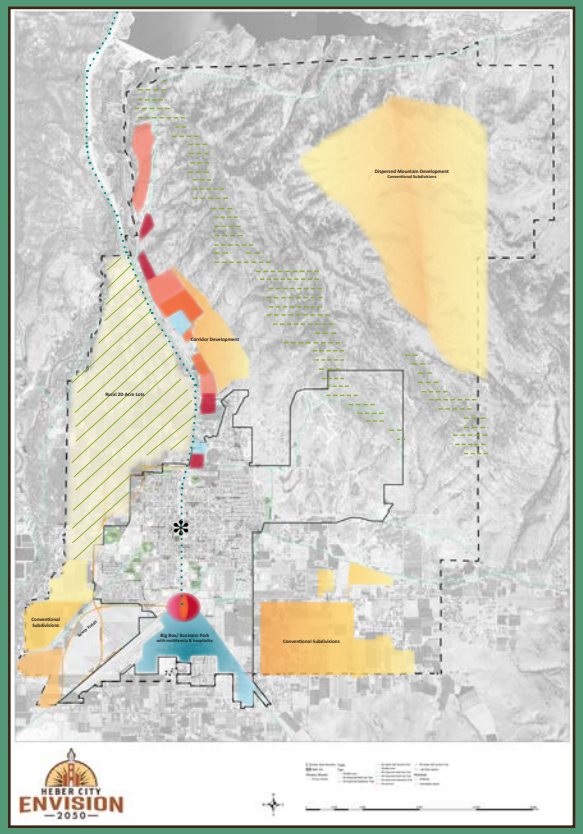


Scenario A:
Bedroom Community (Baseline Projection)

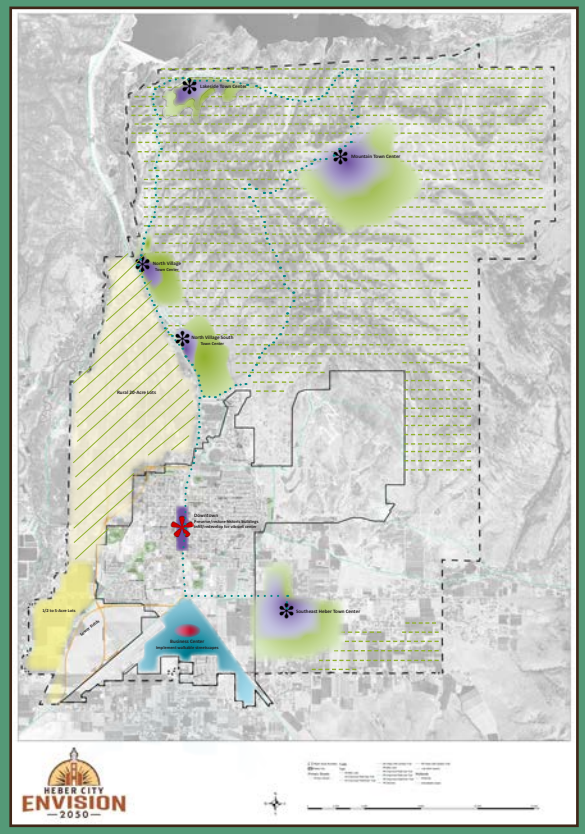
Public Preferences: What Did We Learn?

Overall, 76% of residents preferred Scenario C or Scenario D, with only 24% preferring the

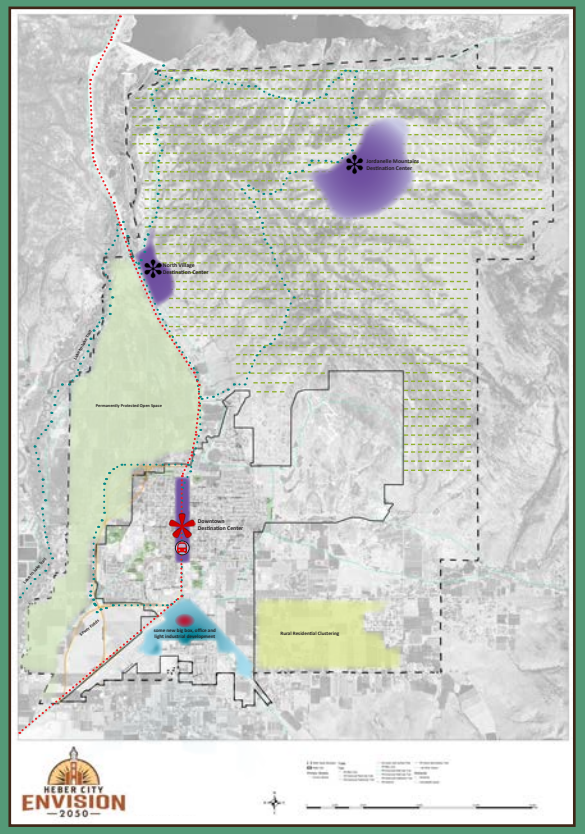
Scenarios Created with Ideas from the Public



Scenario B:
Corridor Focus



Scenario C:
Town Centers with Neighborhood Open Space



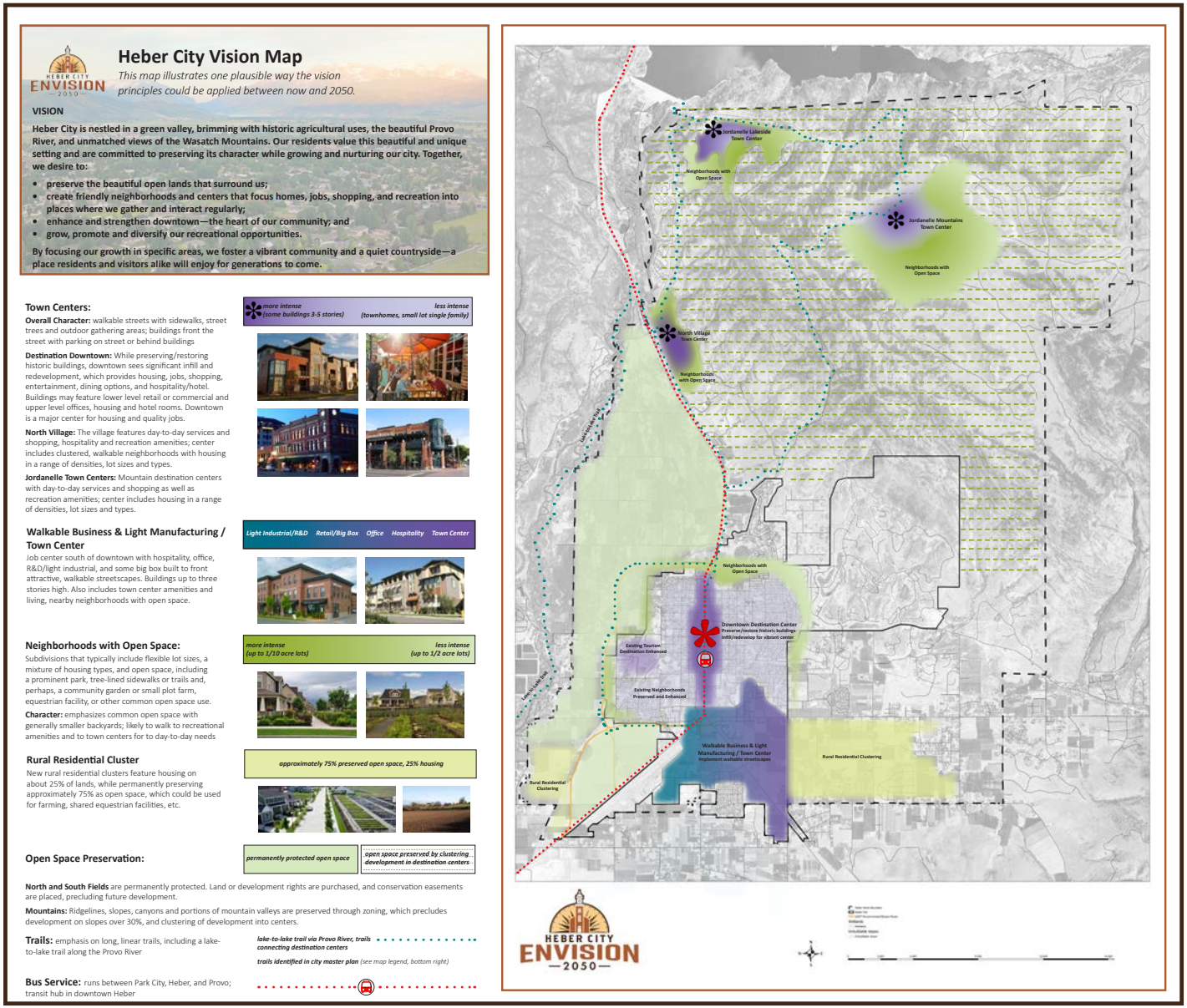
Scenario D:
Destination Centers with Rural Open Space

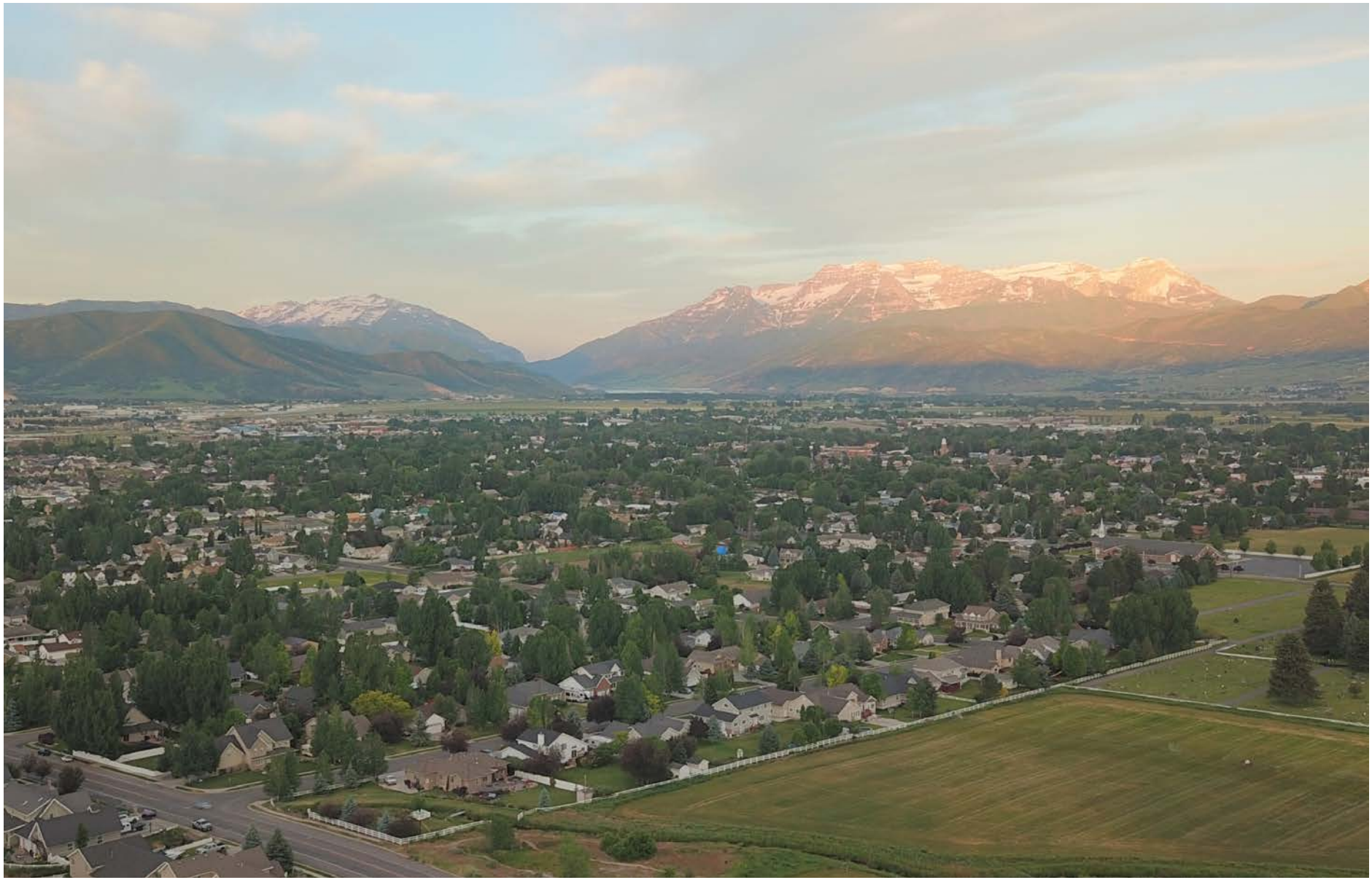
Scenario A or Scenario B. Scenarios C and D explored variations of the “big ideas” that came from the public at the initial public workshop, whereas Scenario A simply projected trend, and Scenario B was judged by many residents not to be much different than Scenario A, though it did capture the feedback from some residents at the public workshop. Clearly, Heber residents want a future that is much different than a projection of recent trends. Heber residents embrace a future that preserves its open lands and creates vibrant centers for living and working.

Public Vision Celebration

The steering committee, City leaders and consultants used feedback from the public's review of alternative growth scenarios to create a vision (see the vision and principles at the beginning of this chapter) that represents Heber's values and hopes for the future. This vision was warmly received and celebrated at a final open house in August 2019. As with each step in the process, the website provided a complete summary of the process and its findings, as well as the vision itself. Heber City's vision represents a collective effort of hundreds of citizens over many months to identify how they would like to grow between now and 2050. It's inspiring to see the common ground among Heber's residents, and to know the City's future direction!

The vision map depicts one plausible way the vision principles listed at the beginning of this chapter could be applied between now and 2050. It features significant open space preservation; a vibrant downtown, town centers and business center; neighborhoods with open space; rural residential clusters; trails; and bus





A Vision for Central Heber

In 2023 Heber City updated its vision to include a detailed vision for Central Heber, which includes the Downtown District blocks near Main Street, the Central Neighborhoods in the City's core, and the Recreation and Arts District on the west side of town and encompassing the Heber Valley Railroad depot area.

The Central Heber visioning process engaged hundreds of residents, business leaders, and other stakeholders in a variety of meetings, activities and events. Stakeholders guided the process, meeting six times over the course of the process. Six public meetings to enabled people to brainstorm possibilities through mapping and online surveys, evaluate scenarios through keypad polling and poster sessions, and come together at a final vision celebration. The vision and general recommendations from that process appear below. A large poster, pictured on the following page, provides detailed maps, recommendations, and illustrations, and is best viewed at envisionheber.com.

Central Heber's Vision

The heart of our community and region, Central Heber is a destination area featuring unique shopping, dining, and gathering areas for residents and visitors who enjoy a welcoming and peaceful environment with a sense of history and place in a beautiful mountain valley. Downtown is our economic catalyst, featuring our historic center and working, living, and public gathering areas in a mixed use environment, which help support street level retail, restaurants, and entertainment. Outdoor-oriented local and regional recreation are features at our Recreation and Arts Destination, which is the place to go to enjoy the train, rent a bike, enjoy a ballgame, or plan regional recreational adventures. Heber's quiet central neighborhoods provide places to live that are rooted in our history while also conveniently located nearby places to work, play, shop and dine.

General Recommendations

1. Highlight Heber's sense of history and place in a beautiful mountain valley, and its welcoming and peaceful environment.
2. Create a walkable, bikeable central city, with safe and pleasant streets.
3. Connect destination places and districts with interesting, pedestrian-friendly routes.
4. Create increased living and working opportunities in the Downtown area, for economic resilience and to better support uses like shopping, dining, gathering, and entertainment.
5. Activate and connect public spaces on Main Street, including Heber City Park, Civic Center Block, and the Public Safety Block, adding amenities, activities, and attractions that people return to again and again.
6. Enliven the streets in Heber's Downtown with features that provide interest and comfort and encourage repeat visits.
7. Create a new recreation/lifestyle gateway on the west side of town that supports existing and new arts, recreation, tourism, and outdoor-oriented pursuits, better positioning Heber as a destination for regional recreational opportunities.
8. Provide a small neighborhood dining/ shopping area near the train station to provide amenities adjacent to tourism and sporting events.
9. Create a new missing middle neighborhood east of the planned high school to provide needed housing options.
10. Preserve Central Heber's neighborhoods, enhancing their quiet, friendly atmosphere while providing options for new housing that fits into the historic fabric.

CENTRAL HEBER VISION

The heart of our community and region, Central Heber is a destination area featuring unique shopping, dining, and gathering areas for residents and visitors who enjoy a welcoming and peaceful environment with a sense of history and place in a beautiful mountain valley. Downtown is our economic catalyst, featuring our historic center and working, living, and public gathering areas in a mixed use environment, which help support street level retail, restaurants, and entertainment. Outdoor-oriented local and regional recreation are features at our Recreation and Arts Destination, which is the place to go to enjoy the train, rent a bike, enjoy a ballgame, or plan regional recreational adventures. Heber's quiet central neighborhoods provide places to live that are rooted in our history while also conveniently located nearby places to work, play, shop and dine.

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9. Create a new missing middle neighborhood east of the planned high school to provide needed housing options.
10. Preserve Central Heber's neighborhoods, enhancing their quiet, friendly atmosphere while providing options for new housing that fits into the historic fabric.

THE RECREATION & ARTS DISTRICT

The western gateway into Heber from Midway at 600 West and 100 South is anchored by a flex-space venue and plaza supporting the arts and recreational opportunities and lifestyle. It includes mixed uses focusing on meeting day-to-day needs of nearby residents and visitors, and supporting and expanding local and regional arts, recreation, and tourism opportunities. A small commercial area adjacent to the railroad depot provides convenient options for dining and services. Needed missing middle and more reasonably priced housing is provided east of the planned high school.

WEST GATEWAY | NEW SCHOOL NEIGHBORHOOD | RAILROAD AREA

Character
An outdoor-oriented district that lets Downtown shine while supporting local arts and recreational activities and regional recreational destination pursuits.

Focus
Outdoor and recreational lifestyle, arts

Features
Flex-space lifestyle center and gathering area; trails (including Spring Creek Canal Trail), trailheads, and a trail depot with bike rentals and repair; potential shuttle to Main Street; pedestrian and bike friendly boulevard along 600 West to connect the West Gateway and the Railroad Area

Placemaking
Wide sidewalks, benches, outdoor dining areas, street trees, plaza space, fire pits/heaters, bike racks, activity structures, artsculptures, planters, attractive streetlights

Use Mix

West Gateway
Residential & Lodging: hotel, housing in mixed use buildings with ground floor commercial
Civic: cultural assembly, performance and/or museum
Retail/Restaurant/Office: neighborhood retail/restaurant, neighborhood service, office (main floor retail/restaurant required)
Open Space: active plaza, pocket park, contamination garden
Parking: on-street public parking areawide, private parking lots

Railroad Area
Retail/Restaurant/Office: neighborhood retail/restaurant, neighborhood service, office
Parking: on street public parking areawide, private parking lots

New School Neighborhood
Residential: missing middle, multifamily
Open Space: neighborhood park

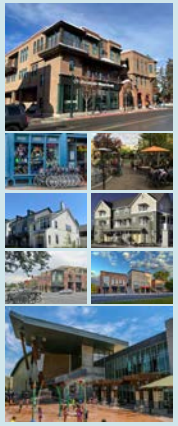
Building Height

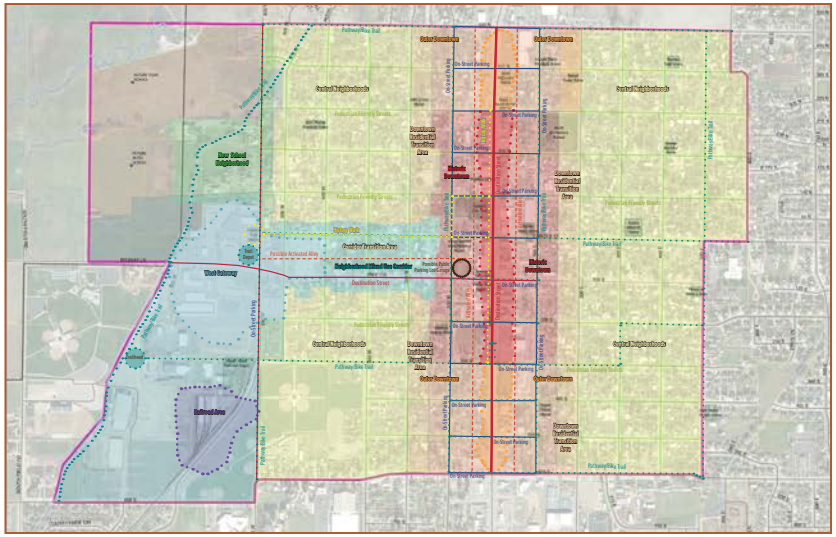
West Gateway
Up to four stories
Step backs required for buildings over three stories
Encourage other height-softening strategies (e.g. roofline variation, building modulation, attached features, corner cuts)

Railroad Area:
Up to two stories

New School Neighborhood:
Up to three stories

Visual
Style: classic materials and features, modern/clean lines
Preferred building materials: brick, wood/composite siding, sandstone, timbers
Design standards requiring classic commercial feature (e.g. storefront), but with flexibility for a variety of styles (e.g. mountain modern)





DEFINITIONS

Activated Alley: primarily a pedestrian space with extra-wide sidewalk or shared pathway, street trees, and seating/eating/gathering/event space.

Destination Street: a pedestrian-friendly street with extra-wide sidewalk, street trees, seating/eating space, and on-street parking.

Missing Middle Housing: a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes that provide housing for middle income households. Examples include town homes and mansion homes.

Pedestrian Friendly Street: a street that feels comfortable for people, with wide sidewalk, street trees, and on-street parking.

Workforce Housing: a type of home that aims to provide affordable, safe, and comfortable living spaces for workers and their households. Examples include multiplex or stacked housing (apartments or condos).

THE DOWNTOWN DISTRICT

Downtown is characterized by a vibrant business environment and ample housing opportunities that support dining, shopping, playing, and gathering opportunities, providing a strong destination in the heart of Heber City. Historic Downtown (300 North to 300 South) features the richest suite of options for people to return to again and again, from restaurants and shops to inviting public spaces and streets, making the area a strong destination for residents and visitors. Alleys off Main Street as well as streets bisecting Main provide quieter spaces for shopping and dining. Outer Downtown (north of 300 North and south of 300 South) offers the greatest opportunities for working and living near Historic Downtown. The District as a whole features Downtown destination branding and beautification.

HISTORIC DOWNTOWN | OUTER DOWNTOWN | DOWNTOWN RESIDENTIAL TRANSITION AREA

Historic Downtown = 300 North to 300 South | Outer Downtown = north of 300 North and south of 300 South

Character
Highly active destination downtown featuring live/work/play/shop/dine/gather opportunities; historic/classic architecture in Historic Downtown District and historic themed but more flexible architecture in outer Main

Focus
Major focus on business and housing that supports shopping/dining/playing/gathering; Heber City Park, Civic Center Block, and Public Safety Block provide active park/plaza space for gathering

Features
Walkable streets, on-street parking district wide, alley pilot project(s) behind Main Street for a quiet dining/pedestrian experience, history walk on Main Street with a major feature at Civic Center Block, publicly owned historic buildings and places preserved, active destination public space at Heber City Park, Civic Center Block, and Public Safety Block

Placemaking
Benches, outdoor dining areas, street trees, plaza space, fire pits/heaters, bike racks, activity structures, artsculptures, planters, attractive streetlights

Activity Spaces to Consider
Skating ribbon/rink, farmer's market, rock climbing wall/boulders, food truck court, food hall, concert/event amphitheater, fitness stations, water feature

Use Mix

Historic Downtown & Outer Downtown
Residential & Lodging: missing middle/multifamily, hotel
Civic
Retail/Restaurant/Office: neighborhood retail/restaurant, neighborhood service, office
Open Space: destination plaza/park
Commercial use required on Main Street-facing first floor facades in Historic Downtown, with limited percentage allowed for residential or office access doors
Residential allowed on Main Street-facing first floor facades in Outer Downtown

Downtown Residential Transition Area
Residential: single family, missing middle
Retail/Restaurant/Office: neighborhood commercial allowed as a conditional use in Residential Transition Area east and west of Historic Downtown
Accessory uses: home-based business, attached/detached accessory dwelling units; Open space: pocket park/plaza

Parking
Striped on-street public parking district wide, private parking lots/garages but not fronting Main Street in Historic Downtown area, public parking lot/public parking garage possible in future phase

Building Height
Up to three stories allowed in Historic Downtown, with step backs up to four stories allowed
Up to four stories allowed in Outer Downtown with step backs for buildings over three stories; up to five stories allowed if incorporating additional design features and affordable housing (on site or off site)
Step backs required for buildings over three stories on Main Street
Step backs required for buildings over two stories adjacent to publicly-owned historic places
Building height transition required; buildings in Historic Downtown on 100 West/100 East frontages limited to three stories or less; in Residential Transition Area east and west of Historic Downtown limited to two stories or less
Require other height-softening strategies (e.g. roofline variation, building modulation, attached features, corner cuts/plazas)

Visual Preferences
Style: mix of existing historic and new modern and traditional
Preferred building materials: brick, sandstone, glass, timbers, rock
Apply existing design standard for classic commercial requiring historic/classic commercial features (e.g. storefront), but with flexibility for a mix of styles, especially in Outer Downtown
Historic Downtown: increase existing design standards, and encourage a greater number of classic/historic building features











Step Back: a change in the vertical plane of multi-story building that preserves the pedestrian experience at sidewalk level by setting the upper story building facade away from the street

Building Height Transition Area: a change in building heights, generally with taller buildings on main/internal streets, with shorter buildings on the transition area next to single-family homes



CENTRAL NEIGHBORHOODS DISTRICT

In central neighborhoods, changes to housing is typical of older neighborhoods: maintaining and enhancing existing homes, rebuilding those that owners deem are no longer satisfactory, and adding attached accessory dwelling units. Detached accessory dwellings and flag lots are allowed to provide more neighborhood housing options, but in keeping with the feel of a predominantly single family residential area. The 100 South corridor between 600 West and Main includes new missing middle housing and neighborhood retail, restaurants, and services.

CENTRAL NEIGHBORHOODS & MIXED USE CORRIDOR

Character
Quiet, pedestrian-friendly streets with a range of homes built across decades, supported by a neighborhood corridor that includes additional housing options and convenient neighborhood retail, restaurants, and services.

Focus
Residential, with some neighborhood retail and commercial along 100 South

Features
Pedestrian-friendly streets with bike network, neighborhood parks, a potential alley pilot project between 100 South and Center Street, history walk connecting the original train depot and the Civic Center Block, historic structures and homes enhanced

Use Mix

Neighborhoods
Residential: single family
Open Space: neighborhood park

Accessory Uses: home-based business, attached accessory dwelling units, detached accessory dwelling units with height equal to or lower than main home height, flag lots

Neighborhood Mixed Use Corridor
Residential & Lodging: missing middle multifamily, hotel
Retail/Restaurant/Office: neighborhood retail/restaurant, neighborhood service, office (on commercial corners on 100 South)
Open Space: pocket park/plaza, neighborhood park
Parking: on-street public parking, private parking lots behind buildings

Corridor Transition Area (area between mixed use corridor and neighborhoods)
Residential: missing middle, single family
Open Space: pocket park/plaza, neighborhood park

Building Height
Up to three stories





OUR DOWNTOWN IS FOR NURTURING COMMUNITY

As we grow, Downtown will feature new places to live and work, and especially places to gather together, to celebrate, to share a meal, to support a local artisan or shopkeeper. This is where we enjoy life together and practice our tradition of being friendly, warm, and welcoming.

ENVISION CENTRAL HEBER

The Central Heber Vision poster includes detailed maps, recommendations, and illustrations, and is best viewed at envisionheber.com.

3: FUTURE LAND USE

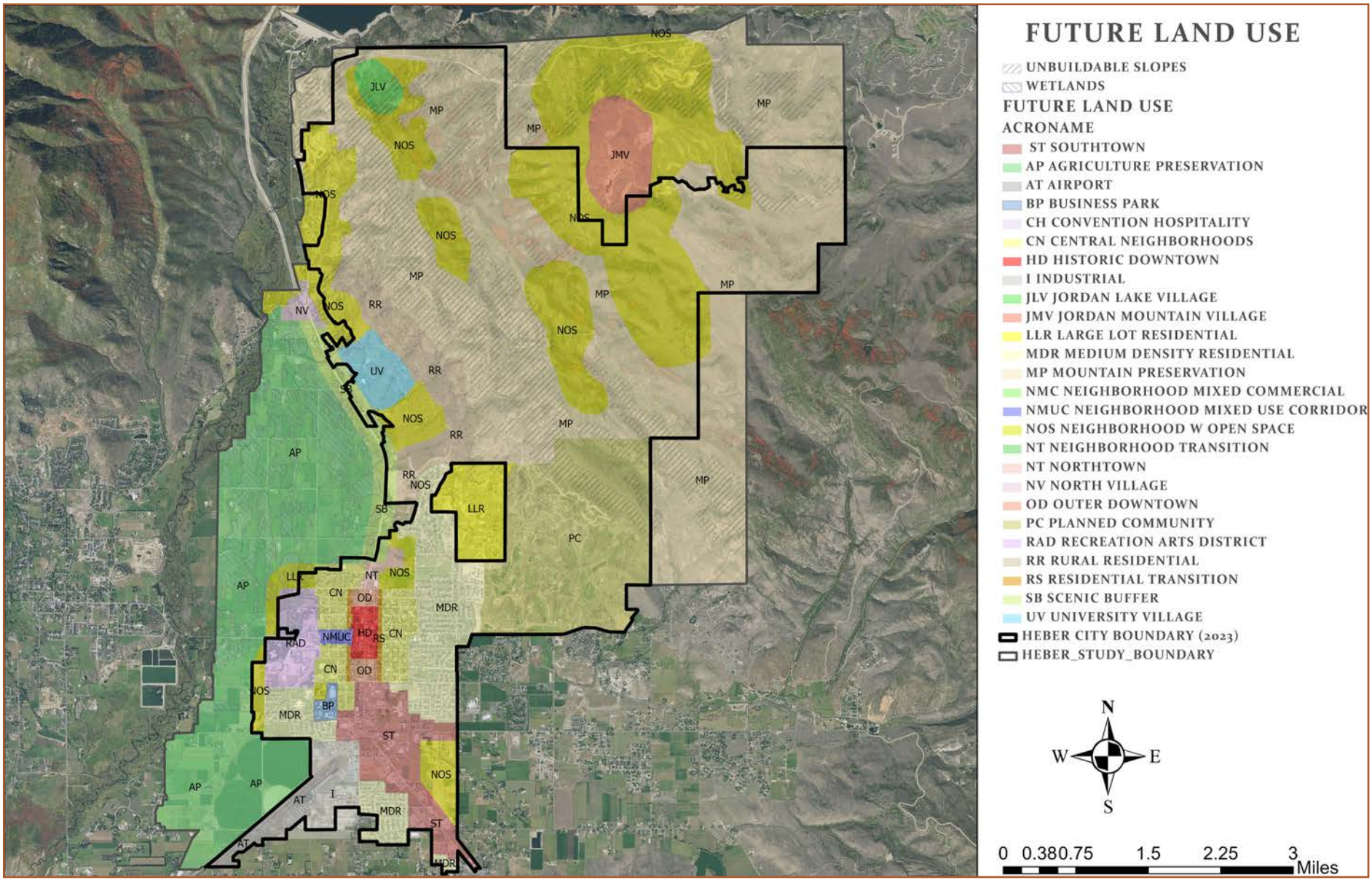


Future Land Use Map and Definitions

Heber's spectacular setting makes creating a future land use plan that embraces the vision for Heber particularly important. The design and patterns within new development areas are expected to follow the guidelines described in this general plan, which will be translated into updated ordinances. This chapter provides direction and guidance for future decisions to expand, modify or rehabilitate City infrastructure. It suggests where prudent public and private investments should be placed. It illustrates the future land uses that the City will support.

This chapter is comprised of a Future Land Use map which identifies various land uses that the City believes are consistent with the vision for Heber. Land uses are divided into categories which are identified on following the map. The edges or lines for each land use category on the map are not meant to be precise. Future land use maps in general plans are purposely intended to be "general" and do not strictly follow property lines like a zoning map. They are a guide to the future land uses that the City has determined help achieve the City's vision.

Since the intent of the map is to guide with flexibility, future zone changes should generally conform to the land use districts described in this chapter. There can be discussions of "intent" and "general conformity" when there are situations where a proposal under consideration follows the City's vision and principles but where exact adherence to the map suggests a different outcome. The Planning Commission and City Council have discretion in applying the concepts found in this plan.


FUTURE LAND USE
UNBUILDABLE SLOPES
WETLANDS
FUTURE LAND USE
ACRONAME
ST SOUTHTOWN
AP AGRICULTURE PRESERVATION
AT AIRPORT
BP BUSINESS PARK
CH CONVENTION HOSPITALITY
CN CENTRAL NEIGHBORHOODS
HD HISTORIC DOWNTOWN
I INDUSTRIAL
JLV JORDAN LAKE VILLAGE
JMV JORDAN MOUNTAIN VILLAGE
LLR LARGE LOT RESIDENTIAL
MDR MEDIUM DENSITY RESIDENTIAL
MP MOUNTAIN PRESERVATION
NMC NEIGHBORHOOD MIXED COMMERCIAL
NMUC NEIGHBORHOOD MIXED USE CORRIDOR
NOS NEIGHBORHOOD W OPEN SPACE
NT NEIGHBORHOOD TRANSITION
NT NORTHTOWN
NV NORTH VILLAGE
OD OUTER DOWNTOWN
PC PLANNED COMMUNITY
RAD RECREATION ARTS DISTRICT
RR RURAL RESIDENTIAL
RS RESIDENTIAL TRANSITION
SB SCENIC BUFFER
UV UNIVERSITY VILLAGE
HEBER CITY BOUNDARY (2023)
HEBER_STUDY_BOUNDARY
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Miles

Future Land Use Map Categories

District Type	Uses	Density Range / Scale (gross acreage)	Key Characteristics
Central Neighborhoods (CN)	Primary: SFDs on smaller lots, with options for detached ADUs, flag lots Secondary: connective and corner small scale retail/ restaurants, bed and breakfasts, community gardens, along 100 South	3-8 units per acre 1-3 story height	A mixed neighborhood emphasizing a variety of housing types. Strong street connections to the downtown and the tourist center; bicycle and pedestrian friendly. Historic structures and homes enhanced.
Neighborhood Mixed Use Corridor (Frontages of Center Street and 100 South from 150 West to 600 West) (NMUC)	Primary: A mix of residential, missing middle housing, hospitality, retail, restaurant, office	3-12 units per acre 1-3 story height	Single family in scale (e.g. mansion homes, townhomes), transition area to central neighborhoods, historic structures and homes enhanced, possible activated alley, history walk, bicycle and pedestrian friendly.
Historic Downtown (300 South to 300 North, 200 East to 200 West) (HD)	A mixed residential and commercial town center with historical architecture and active open spaces	Up to 4 story heights with step backs (interior block locations encouraged) Consider 2 story minimum height	Small business storefronts with historic architectural elements on first floors along Main Street. Interior block commercial/office uses blending with higher density residential. Includes on-street parking and bike accommodations, parking structures, and shared parking. Emphasis on historic beautification, placemaking, plazas, parks, historic walk, and activated alley.
Outer Downtown (300 South to 600 South; 300 North to 500 North; 150 East to 150 West) (OD)	A mixed residential and commercial area supportive of historic downtown	Up to 5 story heights with affordable housing and additional design features	Gateway to Historic Downtown with mixed use blocks. Streets to include on-street parking and bike accommodations.
Residential Transition Area (150 West to 200 West and 150 East to 200 East; generally 500 North to 600 South) (RT)	Single family and missing middle housing, retail, restaurant, office, neighborhood commercial, home based business, attached/detached ADUs, pocket parks and plazas	1-2 story height	Mixed use transition area to central neighborhoods. Streets to include on-street parking and bike accommodations.

Future Land Use Map Categories

District Type	Uses	Density Range / Scale (gross acreage)	Key Characteristics
Recreation and Arts District (RAD)	A recreation/arts mixed use center including residential, missing middle, hospitality, retail, restaurants, outdoor recreation, tourism, office, craftsman industrial, civic, educational uses.	1-4 story height (West Gateway) 1-2 story height (Railroad Area) 1-3 story height (New School)	Recreation and arts-oriented feel that highlights the railroad and recreational amenities and trails. New School a key area for multifamily/missing middle.
Jordanelle Mountain Village (JMV)	Primary: commercial and service uses intended to reduce trip generation to other town centers Neighborhoods: low, medium and higher density residential areas on slopes less than 30%, clustering options, schools	Base density established by a master development agreement. Overall property base densities may be transferred to the center and adjacent NOS by concentrating and clustering land uses. Up to 3-4 story heights in mixed use village 1 to 14 units per acre in residential areas adjacent to centers	A mixed use town center intended to serve the significant population on the upper mountain area, characterized by Mountain Modern architecture and mixed uses that include gathering spaces. Natural lands are preserved. Roads with swales and trails, clustering options, small lot and townhome options, significant open space, natural areas, schools.
Jordanelle Lake Village (JLV)	Primary: hospitality, mixed uses, service and commercial uses Secondary: medium to higher density residential, schools	Base density established by a master development agreement. Overall property base densities may be transferred to the center and adjacent NOS by concentrating and clustering land uses. Up to 4 story heights in the town center	A mixed use town center with adjacent neighborhoods to serve the region's growing recreation/tourism industry, characterized by Mountain Modern architecture and mixed uses that include gathering spaces. Development blends into the slopes, and natural lands are preserved. Roads with swales and trails, clustering options, small lot and townhome options, significant open space, natural areas.
North Village (NV)	Primary: hospitality and commercial/retail uses, higher density residential adjacent to the southern two quadrants at the intersection. Offices complement the town center. Secondary: SFDs, townhomes, limited multifamily complexes	14 to 30 units per acre Overall property base densities established by the North Village Overlay Zone may be transferred to the Village and adjacent NOS to create open space. Up to 4 story heights in the village center Residential clustering up to 3 stories with 4 to 20 units per acre in clustered locations	A mixed use village to serve the region's growing recreation/tourism industry and retail needs, characterized by Mountain Modern architecture and a greater range of mixed uses that include gathering spaces. Small lot, townhouse, and apartment developments, clustering, open space.

Future Land Use Map Categories

District Type	Uses	Density Range / Scale (gross acreage)	Key Characteristics
Utah Valley University Village	Primary: an array of uses supportive to the University, including hospitality, training centers, small retail, gathering places, mixed use, and student housing. Secondary: tech uses, affordable housing	14 to 30 units per acre Overall property base densities established by the North Village Overlay Zone may be transferred to the Village and adjacent NOS to create open space. Up to 4 story heights in the village center Residential clustering up to 3 stories with 4 to 20 units per acre in clustered locations	A mixed use village created to support the growth and desirability of the UVU campus, characterized by Mountain Modern architecture and vibrant pedestrian gathering places.
New Neighborhoods with Open Space (NOS)	Primary: SFDs Secondary: townhomes, small lot and attached housing	3 to 20 units per acre Overall property base densities, established by the North Village Overlay Zone may be transferred to adjacent Villages to create open space. 2-3 story height limit	Small lot clusters, townhomes and open space achieved through clustering and generally located adjacent to centers
Agricultural Preservation (AP)	Agricultural uses on large lot (20 acres), with minor residential use	1 unit per 20 acres	Dairy, grazing and grazing supportive crops with a homestead. Agricultural areas provide separation between communities.
Mountain Preservation (MP)	Recreational uses using the preserved natural areas	1 unit per 20 acres transferred to mountain residential areas	Steep slopes over 30%, stream corridors, wetlands, areas providing separation between communities. Clustered housing with density transfers to the villages.
Scenic buffer (SB)	Scenic highway corridors with adjacent trail systems, storm water retention and significant use setbacks	Setback minimum 150 feet from highway right of way	Natural and enhanced landscapes with trail systems adjacent to existing and proposed highways.

Future Land Use Categories

District Type	Uses	Density Range / Scale (gross acreage)	Key Characteristics
Rural Residential (RR)	Residential and agricultural mix in clustered patterns of development	1 to 2 units per acre; base density with clustering incentives for higher densities	Rural streetscapes with clustered housing and large open spaces in a natural, grazing, or agricultural use.
Medium Density Residential (MDR)	Primary: single family residential uses	3 to 6 units per acre	Existing single family neighborhoods with a mix of suburban and rural street standards.
Large Lot Residential (LLR)	Primary: single family residential uses	1 unit per five acres	Mostly existing single family neighborhoods with expansive views due to large separations between homes.
Planned Community (PC)	Primary: large lot single family homes	1 to 2 units per acre	Existing neighborhood with significant open space and recreation uses.
South Town Center (ST)	Primary: regional commercial/office uses, health services, light manufacturing and tech businesses Secondary: medium to high density residential	14 to 20 units per acre Up to 3 story heights	A mix of businesses catering to the regional larger scale needs of Wasatch County. Includes big box retail opportunities.
North of Downtown Center (NT)	Primary: regional commercial/office uses, health services, incubator business complexes Secondary: medium to high density residential	14 to 20 units per acre Up to 3 story heights	A secondary regional hub.
Business Park (BP)	Office and tech uses	NA	High quality design and architecture.
Airport (AT)	Airport and air traffic related uses	NA	Runways, hangars, service shops and supportive commercial uses.
Light Industrial (I)	Manufacturing uses located generally within enclosed buildings, plus office warehouse uses	*NA*	Limited outdoor storage and activity; may allow for accessory apartments

4: QUALITY NEIGHBORHOODS

Quality Neighborhoods Vision

Heber City's neighborhoods **thrive** because all of them are valued for their **unique character, amenities, and context**. Residents with a range of incomes have access to great places to live, and all residential neighborhoods are **stable**, **attractive** options.



Guiding Principles

1. Heber City will preserve and enhance existing neighborhoods and increase their walkability.
2. Heber City's new neighborhoods will be walkable and blend a variety of housing options and shared open space amenities. New neighborhoods will be within walking distance of a center, where neighbors can gather.
3. Rural and mountain residential clusters will enable residents to live in neighborhoods where housing is focused in a smaller area, resulting in the majority of natural lands reserved for shared open space with recreational, equestrian or agricultural uses.
4. Heber will maintain its clean air and dark skies so the City is a healthy and beautiful place to live.

Existing Neighborhoods

Heber City's existing neighborhoods have provided and will continue to provide a variety of housing options and living environments for the City's residents. Options include large single family dwellings with views of the region's open lands on the edge of town; historic homes on shady, tree-lined streets in the historic core; new, smaller lot subdivisions; and a variety of townhome and apartment/condominium homes closer to the City's center and along Highway 40. As Heber grows, investments in existing neighborhoods should enhance unique neighborhood characteristics and features. In general, the City's existing neighborhoods will benefit from continued investment in existing housing stock,

During the Heber City's recent visioning process, 85% of survey respondents were supportive of working toward more walkable streets. Access to parks, trails and open space was a common theme across both new and existing neighborhoods.

context-sensitive infill, streetscape enhancements to improve walkability and better access to parks and trails.

Central Neighborhoods District

In central neighborhoods, changes to housing is typical of older neighborhoods: maintaining and enhancing existing homes, rebuilding those that owners deem are no longer satisfactory, and adding attached accessory dwelling units. Detached accessory dwellings and flag lots are allowed to provide more neighborhood housing options, but in keeping with the feel of a predominantly single family residential area. The district includes the Neighborhood Mixed Use Corridor, an area along 100 South and Center Street between 600 West and Main. It includes new missing middle housing and neighborhood retail, restaurants, and services.

Character

- Quiet, pedestrian-friendly streets with a range of homes built across decades, supported by a neighborhood corridor that includes additional housing options and convenient neighborhood retail, restaurants, and services.

Focus

- Residential, with some neighborhood retail and commercial along 100 South

What Could Heber's Central Neighborhoods Become?

Over time, the historic core could become a consistently beautiful area. Imagine tree-lined streets, upgraded homes, new architecturally pleasing housing, and a wonderful place to walk and bike, with connections to the entire City. Heber's Central Neighborhoods and Neighborhood Mixed Use Corridor could be the most desirable neighborhoods in Heber, offering a range of housing types, convenience and historic character.

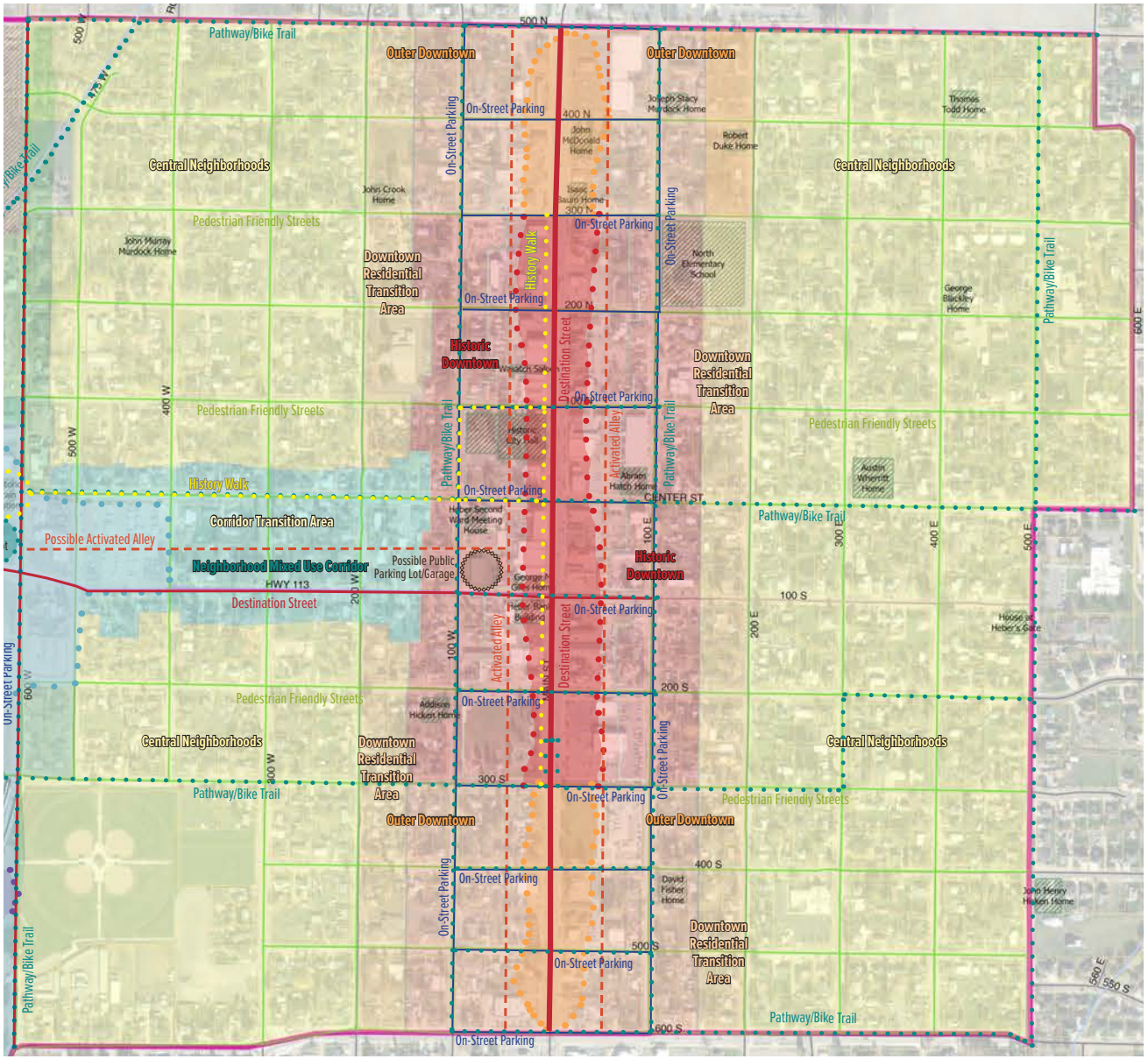


Features

- Pedestrian-friendly streets with bike network, neighborhood parks, a potential alley pilot project between 100 South and Center Street, history walk connecting the original train depot and the Civic Center Block, historic structures and homes enhanced



Central Neighborhoods District Vision Map: Excerpted from the Central Heber Vision Map, this illustration highlights key subdistricts, which are explained in the text on the surrounding pages. Central Neighborhoods are shaded yellow, and the Neighborhood Mixed Use Corridor is shaded blue.



Examples below and on opposite page of potential building types and neighborhood forms for the Central Neighborhoods District



Use Mix

Central Neighborhoods

- Residential: single family
- Open Space: neighborhood park
- Accessory Uses: home-based business, attached accessory dwelling units, detached accessory dwelling units with height equal to or lower than main home height, flag lots

Neighborhood Mixed Use Corridor

- Residential & Lodging: missing middle multifamily, hotel
- Retail/Restaurant/Office: neighborhood retail/restaurant, neighborhood service, office (on commercial corners on 100 South)
- Open Space: pocket park/plaza, neighborhood park
- Parking: on-street public parking, private parking lots behind buildings

Corridor Transition Area (area between mixed use corridor and neighborhoods)

- Residential: missing middle, single family
- Open Space: pocket park/plaza, neighborhood park

Building Height

- Up to three stories

Strategies - Central Neighborhoods District

1. Consider land use changes to grow the connection between Historic Downtown the Recreation and Arts District along 100 South. Consider tourism-based businesses, and more flexible options for homeowners, such as more flexible home occupation ordinances, live/work opportunities, bed and breakfasts and other residence-based businesses.
2. Consider additional upgrades to existing zoning that promote reinvestment and infill.
3. Support improvements to existing homes. Establish and/or identify grants and/or loans for home repairs, façade improvements and efficient, attractive landscaping. Work with local business and historic groups to establish a historic home walking tour. This will encourage residents to improve and maintain their historic homes.
4. Use dark sky compliant lighting throughout the historic core.
5. Promote ordinance revisions for infill and flag lots to increase redevelopment potential, where appropriate.







What Could Streets in Central Neighborhoods Look Like?

Heber's historic core features many charming characteristics. As streets are improved, there is opportunity to retain desirable qualities and add new elements that increase beauty and safety. The image below features reduced pavement width, wide parkstrips, consistent walkways, street trees, lighting, swales with some irrigation ditches preserved, and both natural and more formal parkstrip plantings.



Where possible, Heber should retain the rural feel that Heber's open irrigation ditches convey. As the City moves toward pressurized irrigation and working irrigation ditches are slowly replaced, some streets should be designated to preserve historic ditches and retain related rural context. Since existing ditches and street-adjacent swales will accommodate storm water for the near future, a phased approach is suggested. A more detailed streetscape plan and streetscape options should be considered.

Existing Neighborhoods Outside the Historic Core

Heber residents that live in neighborhoods outside of the historic core enjoy a wide range of living opportunities, all relatively nearby the City's center. Like the historic core, as these neighborhoods age, Heber should support reinvestment to improve or enhance the quality of existing homes, encourage infill and new investment where possible, and implement context-sensitive streetscape plans that highlight the unique character of neighborhoods while improving walkability.

Strategies – Existing Neighborhoods

1. Create a citywide streetscape plan, strategy and program that explores distinct options for various neighborhoods, including older areas of the city encompassed in the historic grid as well as options for newer existing neighborhoods and future neighborhoods. Streetscape improvements include sidewalks, trails, street tree planting, street parking and setbacks. (see Chapter 8, Mobility and Streetscape for more detail)
2. Enhance park access from existing neighborhoods. Add trail connections and new parks. Look for opportunities to consolidate stormwater detention in multi-purpose ponds that can also be used for recreation. (see Chapter 7, Open Space, Parks and Trails for more detail)

New Streets in the Mountains

While most of Heber's new streets will be in traditional neighborhoods and can implement ideas from the historic core image at left, some streets will be "collector" in nature, moving traffic between new and existing centers. These streets provide enjoyable travel through open spaces, whether driving a car or walking/biking on the adjacent trail. These streets feature narrow pavement width with right turn lanes, swales and off-street trails.









New Neighborhoods and Rural Clusters

Heber City embraces a range of new neighborhood options designed to provide a variety of beautiful, comfortable, convenient and safe places for all of its residents to live their lives.

New Neighborhoods with Housing Variety and Amenities

Public feedback during Heber's recent visioning process uncovered a strong desire for new neighborhood options that include both housing variety and amenities. This desire should be realized with new guidelines that enable flexibility in lot size, setbacks and housing type. This option provides for a broader range of household types—including young families, mature families and empty nesters—to live in a more diverse neighborhood setting with common open space areas for socializing and recreating.





Further, when combined with incentives, such as density increases, varied lot sizes and housing types allow developers to cluster housing to reduce the development footprint in order to establish common open space areas. This encourages higher quality design and distributes shared maintenance costs among more homeowners, keeping costs sustainable over time for each household.

The examples at right explore a more limited amount of high-quality open space over a larger percentage of open space. When ordinances require a high percentage of open space (30% to 50%), the result is often a configuration of homes on pad sites with a private outdoor patio area, but without a building lot containing individual yard space. With pad sites, the common open space is typically provided as shared landscaping surrounding homes, in addition to a landscaped detention area. This design format provides limited usable open space area for recreation, socializing and gathering.

What Could Heber's New Neighborhoods Be Like?

As Heber grows, residents have a strong desire to create neighborhoods that include a variety of housing options and recreational opportunities. A recent survey found that 46% want this type of neighborhood compared with only 9% who want to continue building conventional subdivisions.

What's in every example at right?

- **A concept for a 10-acre parcel**
- **10% - 20% common usable open space for recreation, socializing and gathering**
- **Quality streetscapes with street trees, lighting, and trails, pathways and/or sidewalks**

31 units | 10,000 sq ft lots



(above) A standard 10-acre subdivision with minimal streetscape features and no common open space. This plan suggests moving away from this pattern of growth in new neighborhoods.

1. Neighborhood with Agriculture & Open Space

38 units | 6,000-10,000 sq ft lots
single family
1-acre farm/community garden
.5-acre park



2. Traditional Neighborhood with Open Space

44 units | 5,000-10,000 sq ft lots
single family
1-acre park



58 units | 4,000-6,000 sq ft lots
single family | rowhomes
1.5-acre park



3. Compact Neighborhood with Open Space

91 units | 4,000-6,500 sq ft lots
single family | rowhomes | multifamily
2-acre park & plaza



4. Mixed Use Neighborhood with Gathering/Open Space

Most open spaces in new neighborhoods will be the responsibility of homeowners in the development and will be governed by a homeowner's association. The developer or association will improve the space for recreation, restore it to a natural state, create a community garden or perhaps lease it to a small plot farmer. However, the City may want to assure public access through acquisition in the development process or agreements to that effect. A systematic approach to consider is for the City to determine priority areas for open space that might further other goals such as stormwater retention or trails. Trail systems along creeks, canals and utility corridors, connected to mountain area trails, could provide a more functional and distinctive connected series of open spaces.

Common open space area(s) should be right-sized for recreational needs, and right-priced for residents to sustain long-term care and maintenance costs through a homeowners' association. Open space quantity and design should be informed by an appropriate integration of storm water detention without compromising recreational use, and by an appropriate balance between outdoor common area and private yard space. In some cases, the City may want to acquire open space during the development process, to provide public access. These decisions should be informed by the City's parks and trails master plan.

Strategies - New Neighborhoods

1. Create incentives or new zones to build neighborhoods that include a variety of housing types and quality open space amenities.
2. Include quality building materials and architectural standards as part of new ordinances.
3. Sustain the long-term quality and value of these neighborhoods through:
   a. Superior neighborhood design;
   b. Quality building materials;
   c. Integrating a variety of lot sizes and housing types;
   d. Establishing private development covenants and homeowner's associations to ensure continual reinvestment in and maintenance of the neighborhood.
4. Open space amenities should be a central feature in a neighborhood and may include parks, plazas, trails, community gardens, small plot farms or other space that can be used by residents. Quality open space amenities include long-term management and maintenance plans.
5. Develop and implement streetscape standards to ensure walkability. Create new residential street cross sections that are comfortable







and safe for pedestrians. Consider crossings, pavement widths, traffic speed, park strip width, street trees, sidewalk widths, etc. (see Chapter 8, Mobility and Streetscapes for more detail)

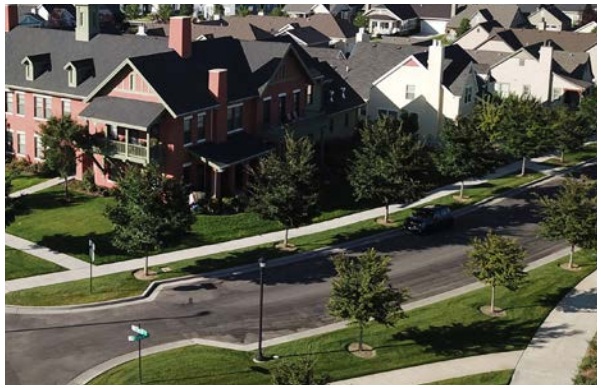
a. Connect new neighborhoods to centers with sidewalks, pathways and/or trails.
b. Connect new neighborhoods to existing regional or local trail systems when possible.

6. Consider a new neighborhood design process that analyzes priority destinations for pedestrians and focuses the design process on achieving a walkable community first, as opposed to the greatest number of lots.
7. Consider an incentive-based system with a base lot size that can be reduced by exceeding city goals for open space, walkability, trails, views and stormwater reduction.
8. New neighborhoods at Jordanelle Mountain, Jordanelle Lakeside and North Village
   a. Create walkable, compact neighborhoods with significant natural open space and mountain-themed village town centers.
      1. Create design standards for interesting "mountain modern" residential architectural features.
      2. Promote deed restricted workforce housing in the villages and inclusionary affordable housing for a portion of new housing.
      3. Create trail systems with greater separation from roadways.
      4. Encourage increased residential densities in village town centers.
      5. Develop a street connectivity and circulation plan that does not rely on the highways to reach destinations. (see Chapter 8, Mobility and Streetscapes for more detail)
      6. Consider more hospitality and entertainment options near the highways.
      7. Consider design standards for outdoor and indoor storage facilities, and promote the placement of such facilities in less visually prominent locations through ordinance amendments.









How Are Rural & Mountain Residential Clusters Developed? (100-acre example)



Existing Condition:
Parcels feature historic farming operations, and owner is considering options for future development.



Conventional Development Pattern: 88 units
Underlying one-acre zoning employed to create standard subdivision with uniform lot sizes, eliminating agricultural uses.



Residential Cluster Alternative:
Clustered housing, flexible lot sizes and a density bonus enable a profitable project while **permanently preserving** remaining agricultural uses. This alternative could also be used to preserve natural areas in the mountains.

Rural and Mountain Residential Clusters

After the New Neighborhoods with Housing Variety and Amenities option described above, the option second most desired by Heber residents is the Rural Residential Cluster. This option clusters housing on about 25% of the development parcel, while permanently preserving approximately 75% of a parcel as open space. This option is best employed where larger acreages exist, so preserved open space is large enough to be viable for continued farming or ranching, for shared passive recreation (e.g. trails in a natural area), shared equestrian use or to provide a large open space that remains or is restored to its natural state. Developments should include clear plans for long-term open space management and maintenance. Areas for these types of neighborhoods include lands adjacent to north village and university village.



Strategies - Rural and Mountain Residential Clusters

1. As part of a new zoning ordinance, create incentives or new zones to enable rural and mountain residential clusters that permanently designate open space for agricultural, natural, passive recreation or shared equestrian uses.
2. Update trail plans as new rural and mountain residential clusters are developed.
3. Promote neighborhood safety by reviewing and updating as necessary community wildfire prevention plans and wildfire ordinances and development standards for hillside and mountain areas.

Clean Air: Options for Residential and Business Land Uses

Heber has relatively clean air today, but keeping that clear blue sky is a concern for residents. The Wasatch Front is notorious for temperature inversions, when warmer air gets trapped below colder air. Such inversions trap pollution close to the ground, creating air that is both ugly and unhealthy to breath. Occasionally, Heber residents can see the inversion from the Wasatch Front creeping up the canyon toward the Heber Valley.

Like the Wasatch Front, Heber Valley can experience temperature inversions. If we want to maintain air that is healthy and skies that are beautiful, we will need to be mindful of the pollution that we create and release into the air as the City grows. As our vehicles become more efficient, our homes and businesses will be the largest source of air pollution and should be a focus for maintaining air quality.

Water heaters and furnaces that burn natural gas and have not been updated create emissions that we do not see, but, as a percentage of the overall air pollution problem, our house and business heating systems start to take on a greater role because vehicles are getting cleaner and more are electric. In the Salt Lake Valley, on red burn days, wood stove fires are not allowed. Wood stoves add significant amounts of particulates, especially when the air is not moving, during an inversion.

Strategies - Clean Air

1. Explore ways to reduce air pollution from homes and businesses and improve efficiency.
   a. Promote a water heater replacement program. Promote no “nox” water heaters and more efficient furnaces for long-term clean air benefits.
   b. Eliminate wood stoves and/or prohibit use on stagnant air days.
   c. Encourage rooftop solar installations.
   d. Explore potential strategies with Heber Power and Light.
2. Explore no idle programs for vehicles and electric vehicle facilities such as charging stations.
3. Promote and support the Heber Valley Regional Air Quality Board.
4. Adopt a clean air program with priorities, time lines and strategies.

During Heber City’s recent visioning process, a number of survey respondents and meeting participants were concerned about long term air quality. Blue skies are one of Heber’s valued assets.



What's the best approach to affordable housing?

75% Heber of residents say, "Blend it in!"

Based on survey responses from Heber's recent visioning process, **38%** prefer to blend compact single family, townhomes and apartment homes into neighborhoods, and **37%** say to blend these housing types into town centers. Only 25% wanted to isolate affordable housing at the edges of town or along Highway 40. The picture below depicts a home with limited square footage to reduce overall cost.



General Housing/Moderate Income Housing Plan (MIHP)

When Heber's neighborhoods and centers provide housing for a broader range of household types and consider our school teachers, police officers, and service industry employees, more of our residents can enjoy living in a safe and comfortable environment, with convenient access to goods, services and amenities.

Heber City has recognized the great need for and difficulty of providing affordable housing for many years and has been innovative in its approaches to creating more affordable housing. The City adopted its revised Moderate Income Housing Plan (MIHP) as part of the General Plan by Ordinance 2018-31 on August 16, 2018. Utilizing property values, census data, building permit data and data from the Utah State Department of Workforce Services, the City identified the existing supply of moderate income housing and identified the five-year moderate income housing need. The City analyzed residential zoning and identified how zoning densities affect opportunities for moderate income housing. Based on this analysis, the plan identified the following affordable housing needs for the next five years:

- 517 units of 30% AMI or less
- 429 units of 50% AMI or less
- 138 units of 80% AMI or less

The four primary goals of the MIHP include:

1. Heber City will continue to provide a realistic opportunity to meet the estimated needs for additional moderate-income housing.
2. Heber City will continue to foster partnerships with non-profit organizations and developers, and identify new funding sources to implement affordable housing policies.
3. Heber City will continue to work with the County Housing Authority to increase the supply of affordable housing
4. Heber City shall biennially review the moderate-income housing plan element of its general plan.

The implementation strategies identified below exceed the requirements of Utah State Code Section 10-9a-403. The following four strategies from the 2018 General Plan update mirror Utah State Code recommendations for implementing three or more implementation strategies. Not only have these strategies been identified by the MIHP, they have also been adopted into the City's zoning ordinance and are already being implemented.

1. **Utilization of accessory apartments (aka accessory dwelling units).** Accessory dwelling units are allowed in all residential zones in Heber City.

2. **Consider inclusionary housing ordinances to close the future housing need gap.** Heber City has adopted an inclusionary housing ordinance that requires 10% of all new residential units to be affordable housing that is aimed at those earning 30%, 50% and/or 80% of County average median income. The ordinance permits increased density, open space and spatial incentives to developers for providing affordable housing.
3. **Consider deed restriction programs to keep new moderate income housing units affordable to target populations.** As part of the inclusionary housing ordinance, Heber City requires that certain affordable housing units in the 50% AMI or lower category be deed restricted and often works with the County Housing Authority to accomplish this.
4. **Consider general fund expenditures to waive or reduce construction related fees that are otherwise generally imposed by the City.** The inclusionary housing ordinance permits the waiver of building permit fees.

Potential Near-Term Work Efforts:

1. Update the accessory apartment ordinance to eliminate barriers.
2. Track spending of the affordable housing fund, and emphasize workforce housing.
3. Continue to require deed restricted housing aimed at the 50% AMI and below category, and track City progress.
4. Study the pros and cons of waiving building permit fees for qualifying projects or portions of projects. Track additional units produced.
5. Consider areas for mixed use housing and mixed housing types, especially adjacent to the downtown and in emerging centers.
6. Create a mixed housing types cluster subdivision ordinance.
7. Consider an update study of the fee-in-lieu program to assure that fees are reasonably commensurate with actual construction costs.


Volodymyr Kyrylyuk via Getty Images



5: CENTERS AND GATHERING PLACES

Centers & Gathering Places Vision

Centers enable Heber to maintain a **small town** feel by focusing **new growth into distinct areas** rather than dispersing growth across our City's surrounding **open lands**. Centers **focus** activities, providing a **home base** for **visitors** and a **"living room"** for **residents**.



Guiding Principles

Downtown, Heber's historic center, will develop into an even stronger center and remain the heart of the community. Main Street, together with surrounding blocks, is a local and regional destination.

1. Heber preserves, enhances and improves access to its valued places and buildings on Main Street.
2. Heber improves pedestrian and bike accessibility, parking and traffic conditions along Main Street.
3. Underused spaces are reimagined into significant new places to work, live and enjoy time together.
4. Downtown is a regional destination for annual gatherings and traditions that Heber residents and visitors enjoy.

New centers will be strategically located, connected to each other and the greater community and offer walkable access to amenities and day-to-day needs.

1. New centers should encourage many distinct features, including outdoor gathering spaces, parks and plazas; schools and community centers; a mix of shopping, restaurants, and offices; as well as a variety of housing choices, including more affordable options.

Central Heber

Central Heber includes two distinct multiuse centers: (1) The Main Street District, and (2) The Recreation and Arts District, which are discussed here. Central Heber also includes the residential Central Neighborhoods District, which is discussed in detail in Chapter 4.

Central Heber Vision

The heart of our community and region, Central Heber is a destination area featuring unique shopping, dining, and gathering areas for residents

and visitors who enjoy a welcoming and peaceful environment with a sense of history and place in a beautiful mountain valley. Downtown is our economic catalyst, featuring our historic center and working, living, and public gathering areas in a mixed use environment, which help support street level retail, restaurants, and entertainment. Outdoor-oriented local and regional recreation are features at our Recreation and Arts Destination, which is the place to go to enjoy the train, rent a bike, enjoy a ballgame, or plan regional recreational adventures. Heber's quiet central neighborhoods provide places to live that are rooted in our history while also conveniently located nearby places to work, play, shop and dine.

General Recommendations

1. Highlight Heber's sense of history and place in a beautiful mountain valley, and its welcoming and peaceful environment.
2. Create a walkable, bikeable central city, with safe and pleasant streets.
3. Connect destination places and districts with interesting, pedestrian-friendly routes.
4. Create increased living and working opportunities in the Downtown area, for economic resilience and to better support uses like shopping, dining, gathering, and entertainment.
5. Activate and connect public spaces on Main Street, including Heber City Park, Civic Center Block, and the Public Safety Block, adding amenities, activities, and attractions that people return to again and again.
6. Enliven the streets in Heber's Downtown with features that provide interest and comfort and encourage repeat visits.
7. Create a new recreation/lifestyle gateway on the west side of town that supports existing and new arts, recreation, tourism, and outdoor-oriented pursuits, better positioning Heber as a destination for regional recreational opportunities.
8. Provide a small neighborhood dining/shopping area near the train station to provide amenities adjacent to tourism and sporting events.
9. Create a new missing middle neighborhood east of the planned high school to provide needed housing options.
10. Preserve Central Heber's neighborhoods, enhancing their quiet, friendly atmosphere while providing options for new housing that fits into the historic fabric. (Discussed in Chapter 4.)

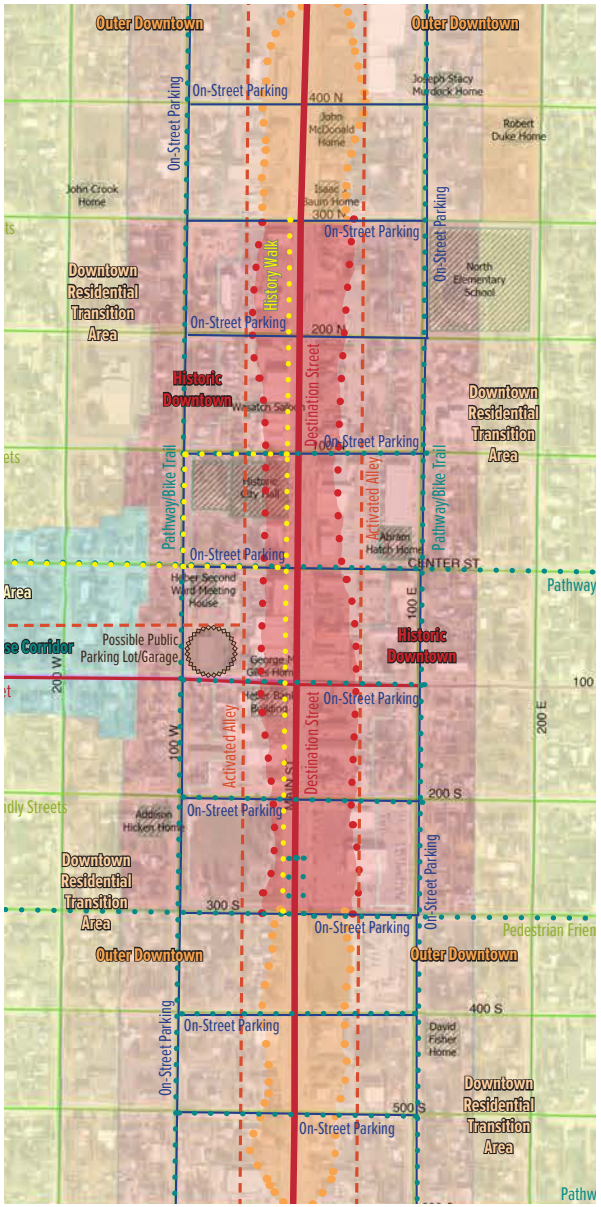
Which scenario best preserves "small town" feel?

78% of recent survey respondents selected scenarios featuring **centers** and **open space**.

Surveys for Main Street and the general surveys performed as part of the visioning process indicate that **Main Street is important to nearly everyone in the community.** Residents want Main Street to become quieter and more walkable.



Downtown District Vision Map: Excerpted from the Central Heber Vision Map, this illustration highlights key sub-districts, which are explained in the text on the following pages.



Examples of potential building types and forms for the Downtown District











The Downtown District

Downtown is characterized by a vibrant business environment and ample housing opportunities that support dining, shopping, playing, and gathering opportunities, providing a strong destination in the heart of Heber City. Historic Downtown (300 North to 300 South) features the richest suite of options for people to return to again and again, from restaurants and shops to inviting public spaces and streets, making the area a strong destination for residents and visitors. Alleys off Main Street as well as streets bisecting Main provide quieter spaces for shopping and dining. Outer Downtown (north of 300 North and south of 300 South) offers the greatest opportunities for working and living near Historic Downtown. The District as a whole features Downtown destination branding and beautification.

The following provides detailed recommendations regarding character, focus, features, use, and form for the district.

Character

- Highly active destination downtown featuring living, working, playing, shopping, dining, and gathering opportunities.
- Historic/classic architecture in Historic Downtown District; historic themed but more flexible architecture in Outer Main.

Focus

- Major focus on business and housing that supports shopping, dining, playing, and gathering.
- Heber City Park, Civic Center Block, and Public Safety Block provide active park/plaza space for gathering.

Features

- Walkable streets
- On-street parking district wide
- Alley pilot project(s) behind Main Street for a quiet dining/pedestrian experience
- History walk on Main Street with a major feature at Civic Center Block
- Publicly owned historic buildings and places preserved
- Active destination public space at Heber City Park, Civic Center Block, and Public Safety Block

Placemaking

- Benches
- Outdoor dining areas
- Street trees
- Plaza space
- Fire pits/heaters
- Bike racks
- Activity structures
- Art/sculptures
- Planters
- Attractive streetlights
- Activity Spaces to Consider: skating ribbon/ rink, farmer's market, rock climbing wall/ boulders, food truck court, food hall, concert/ event amphitheater, fitness stations, water feature

Use Mix

Historic Downtown & Outer Downtown

- Residential and Lodging: missing middle/ multifamily, hotel
- Civic
- Retail/Restaurant/Office: neighborhood retail/ restaurant, neighborhood service, office
- Open Space: destination plaza/park
- Commercial use required on Main Street-facing first floor facades in Historic Downtown, with limited percentage allowed for residential or office access doors
- Residential allowed on Main Street-facing first floor facades in Outer Downtown

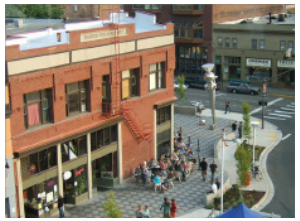
Downtown Residential Transition Area

- Residential: single family, missing middle
- Retail/Restaurant/Office: neighborhood commercial allowed as a conditional use in Residential Transition Area east and west of Historic Downtown
- Accessory uses: home-based business, attached/detached accessory dwelling units,
- Open space: pocket park/plaza

Examples of potential building types and forms and streetscape for the Downtown District







Before and After: Heber's Downtown District Vision Concept

As Heber grows, the Downtown District will feature new places to live and work, and especially places to gather together, to celebrate, to share a meal, to support a local artisan or shopkeeper. This is where we enjoy life together and practice our tradition of being friendly, warm, and welcoming.





Above: Recent aerial photograph of the Main Street District; Right: Downtown District vision concept.





Above: Recent aerial photograph of the Main Street District between Main Street & 100 West; Left: Vision concept; Top left: vision concept zoomed in to alley just west of Main.





Above right: A large plaza in the alley near the Civic Center Block provides space for outdoor movies and other activities; Right: Midblock walkways connect Main Street and the pedestrian alley.

Before and After: Heber's Downtown District—Civic Center Block Concept

We reflect on, remember, and celebrate Heber's heritage at Civic Center Block, highlighting the historic tabernacle and theater, daylighting Lake Creek, and creating interpretive elements commemorating our history. This space is also the center of our history walk, which runs along Main Street and then along Center Street, ending at the historic depot building.

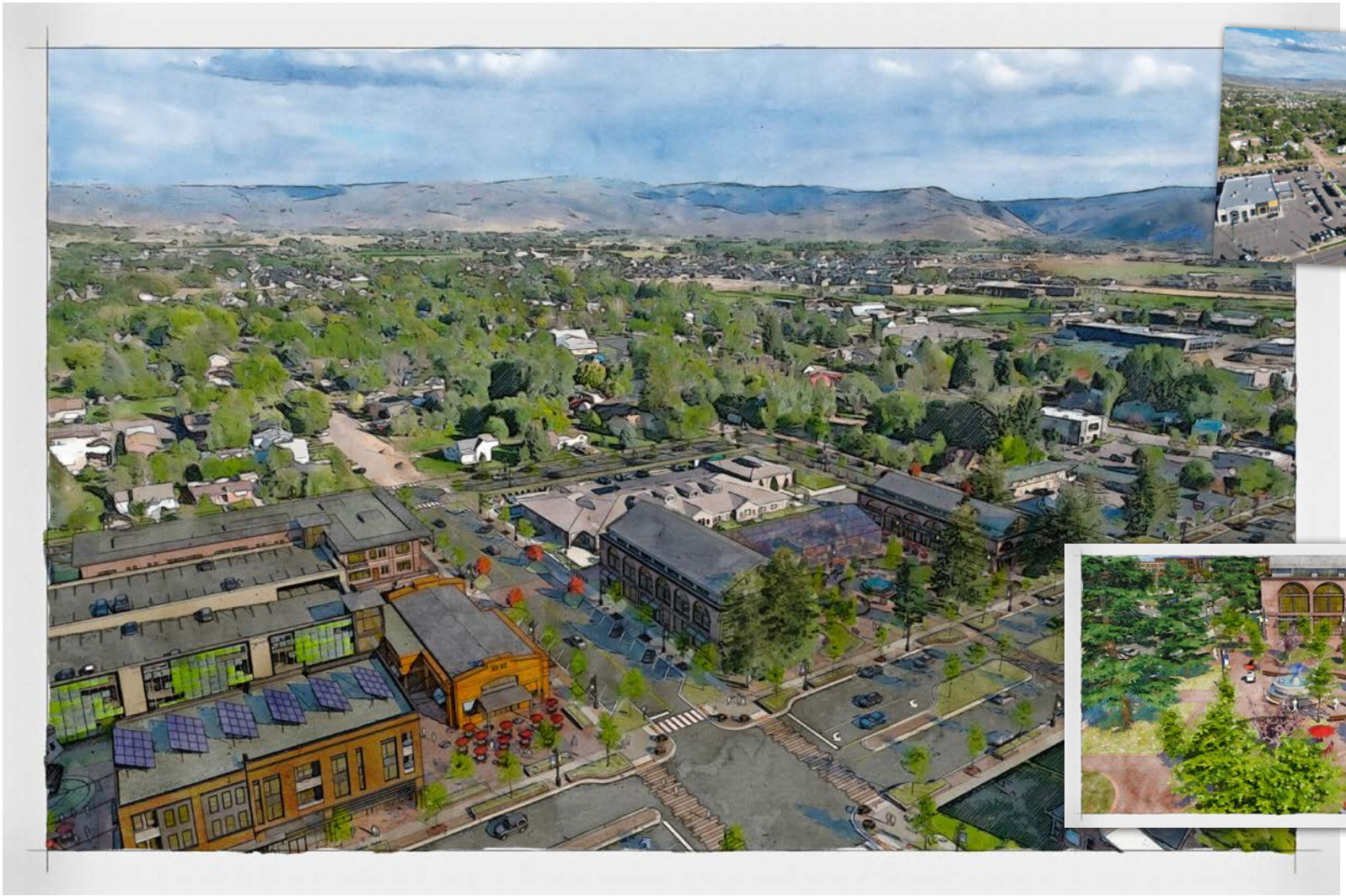




Above: Recent aerial photograph of the Civic Center Block, location of the historic tabernacle; Right: Vision concept for Civic Center Block; Far right: Vision concept zoomed in, looking at a new public arts/history building and interpretive features.

Before and After: Heber's Downtown District—Civic Center Block Concept

Rather than developing all of the green space on the Public Safety Block, this concept preserves a large plaza for enjoying a meal in the shade or strolling through an exhibition or year round farmer's market out of the weather. The trees and buildings along the perimeter reduce traffic noise and provide space for a plaza, food hall, meeting rooms, or other amenities.





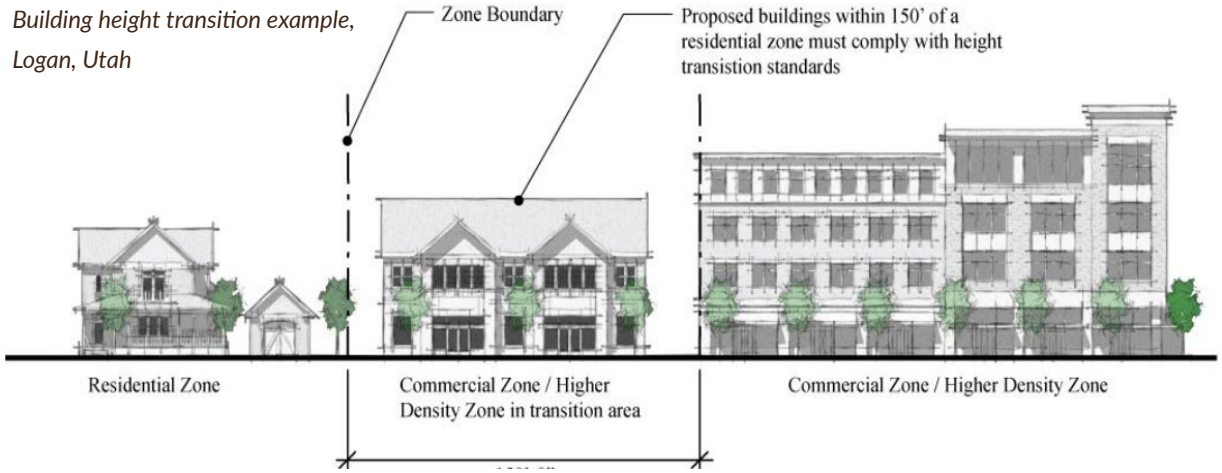
Above: Recent aerial photograph of the Public Safety Block; Left: Vision concept for the Public Safety Block; Below: Vision concept zoomed into plaza area.



Step Back: a change in the vertical plane of multi-story buildings that preserves the pedestrian experience at sidewalk-level by setting the upper story building facade away from the street

Building Height Transition: a change in building heights, generally with taller buildings on more intense streets, with shorter buildings as the transition area nears single family homes

Building height transition example, Logan, Utah



Parking

- Striped on-street public parking district wide
- Private parking lots/garages, but not fronting Main Street in Historic Downtown area
- Public parking lot/public parking garage possible in future phase

Building Height

- Up to three stories allowed in Historic Downtown; with step backs up to four stories allowed
- Up to four stories allowed in Outer Downtown with step backs for buildings over three stories; up to five stories allowed if incorporating additional design features and affordable housing (on site or off site)
- Step backs required for buildings over three stories on Main Street
- Step backs required for buildings over two stores adjacent to publicly-owned historic places
- Building height transition required; buildings in Historic Downtown on 100 West/100 East frontages limited to three stories or less; in Residential Transition Area east and west of Historic Downtown limited to two stores or less
- Require other height-softening strategies (e.g. roofline variation, building modulation, attached features, corner cuts/plazas)

Visual Preferences

- Style: mix of existing historic and new modern and traditional
- Preferred building materials: brick, sandstone, glass, timbers, rock
- Apply existing design standard for classic commercial requiring historic/classic commercial features (e.g. storefront), but with flexibility for a mix of styles, especially in Outer Downtown
- Historic Downtown: increase existing design standards, and encourage a greater number of classical/historic building features

Strategies: How Do We Achieve Goals for the Downtown District?

1. Update City code to align with detailed recommendations, listed above.
2. Create a Downtown Development Authority, such as a Community Reinvestment Agency (CRA), to provide a sustainable source of funding for community enhancements and a focused group that facilitates the improvement of downtown.
3. As part of a downtown placemaking and branding study, develop a set of unified community character elements to be implemented within the entire downtown corridor, to create a stronger sense of place. Use the City brand to complement downtown.
4. Increase activity downtown. Activate downtown through public spaces, including streetscapes, alleys, and parks that attract people, so that residents and visitors want to return over and over again. Create a design plan for the three public blocks (Heber City Park, Civic Center Block, and the Public Safety Block) that includes uses that bring people back on a daily basis and include free WIFI. Upgrade restrooms for safety and convenience, and request businesses to allow the public to use their bathrooms. Promote consistent business hours of operation, emphasizing Thursday, Friday and Saturday evenings.
5. Create a unified pedestrian-friendly and bike-friendly streetscape for the entire Main Street District. Include wider sidewalks and bikelanes.
6. Promote historic architecture in the Historic Downtown District. Beautify sidewalk areas and create a comprehensive set of façade/ storefront standards; incorporate into City ordinances. Fund implementation of a city-wide façade program.
7. Create a parking plan and management strategy to maximize land use intensification and minimize parking needs.
8. Revise the sign ordinance to unify size and location; allow projecting and certain



A pedestrian-friendly sidewalk with planted bulb out that shortens pedestrian crossing distances



Mixed use buildings with ground floor retail add vibrancy



A shady sidewalk designed for living



Blade/projecting signage adds appeal

Potential Downtown Improvements



Main Street

Main Street is envisioned as Heber's premier destination—a place that's comfortable for residents and visitors to enjoy on foot, and a place that supports adjacent local businesses, restaurants, public gathering areas and quality housing and hospitality options. A reimagined Main Street includes the following features:

- Reduced pavement width and lower speed limits
- Wide sidewalks to accommodate walking, shopping and dining
- Interesting street trees and plantings for shade and beauty
- On-street parallel parking
- Medians and bulb outs to add beauty, reduce traffic speed and ease pedestrian crossings; mid-block pedestrian crossings
- Dark sky compliant lighting



East/West Streets Adjacent to Main Street

East/West streets in the blocks off of Main Street can support downtown activity, providing a pedestrian friendly means of accessing Main Street destinations, whether walking or driving into town. They could feature:

- Reduced pavement width
- Comfortable sidewalks and "parklets" to accommodate walking, shopping and dining
- On-street angled parking
- Planted medians and bulb outs to add beauty, reduce traffic speed and ease pedestrian crossings
- Mid-block pedestrian crossings
- Bike accommodations, including bike lanes and bike parking

temporary signs, such as A-frames. Include wayfinding signs within the downtown corridor.

9. Promote adjacent increased densities and mixed uses through ordinance updates. Increase and expand the alleys a parallel to Main Street for a unique pedestrian experience. Alleys could accommodate additional development and become the "quiet" space that visitors seek until Main Street is reconfigured.
10. Spur economic development by mixing land uses, specifically to attract services and amenities that will attract local residents. Offices, service uses, residential, and moderately priced restaurants and shops should be part of the mix. Increase retail diversity along the Main Street corridor, especially for smaller, local shops. Restrict national chains from Historic Downtown. See list of potential uses in Chapter 8.

Appropriate lighting can help keep skies dark.



11. Work with UDOT to reduce Main Street speeds, install raised medians within the spaces between turn-queue lanes along the primary downtown corridor, widen sidewalks, extend themed streetlights further north and south (assure dark sky compliance), replace distressed trees and plant additional large shade street trees, consider diagonal parking (with bike lanes adjacent to the curb) on the streets approaching Main, build larger bulb-outs to reduce pedestrian crossing distances, add trash receptacles, add benches located near the buildings that face the street, and add distinctive bike racks. Consider "for sale" art and sculpture along the street and in public parks.
12. Enhance the gateways to downtown to ensure that people know when they have arrived.



Activate public spaces on Main Street to encourage community gathering and return visits



Mid-block crossings provide pedestrian convenience

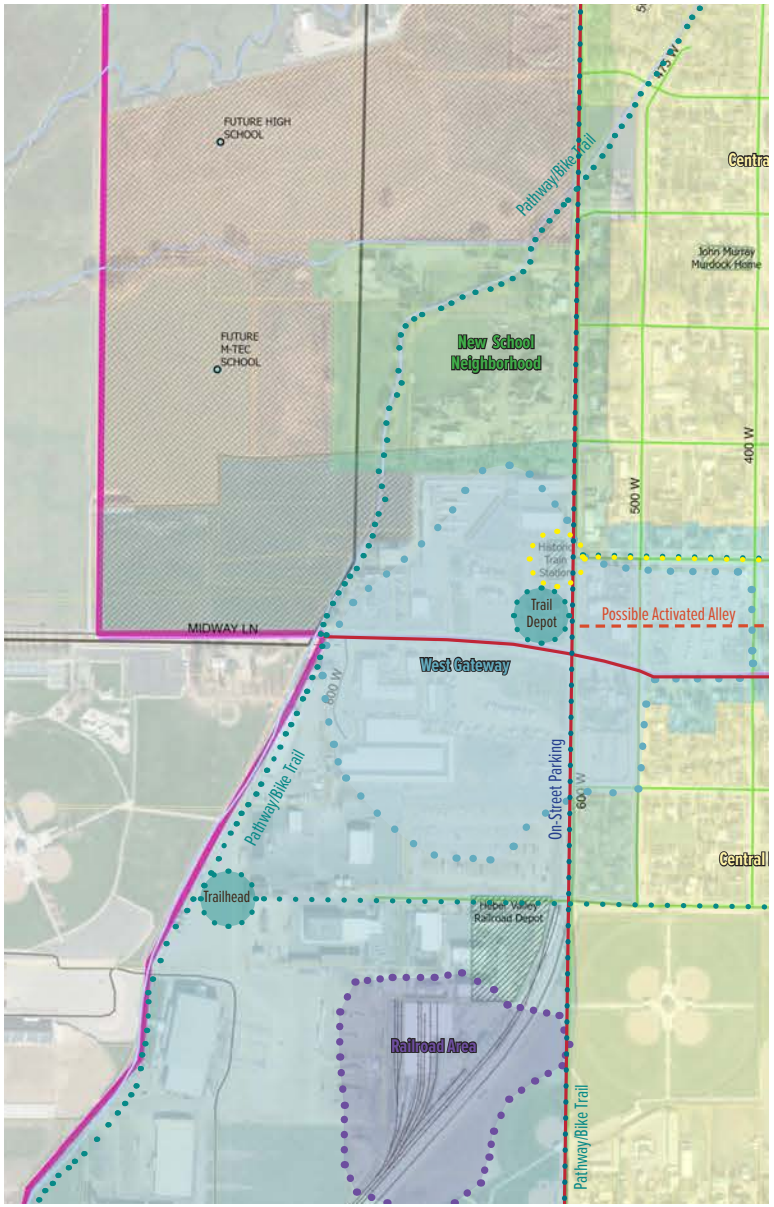


Scooters could provide a mobility alternative



Public art adds interest along the sidewalk

Recreation and Arts District Vision Map: Excerpted from the Central Heber Vision Map, this illustration highlights key sub-districts, which are explained in the text on the following pages.



Heber Valley Railroad is a key attraction in the Recreation and Arts District.



A potential building types and form for the Recreation and Arts District



The Recreation and Arts District

The western gateway into Heber from Midway at 600 West and 100 South is anchored by a flex-space venue and plaza supporting the arts and recreational opportunities and lifestyle. It includes mixed uses focusing on meeting day-to-day needs of nearby residents and visitors, and supporting and expanding local and regional arts, recreation, and tourism opportunities. A small commercial area adjacent to the railroad depot provides convenient options for dining and services. Needed missing middle and more reasonably priced housing is provided east of the planned high school.

The following provides detailed recommendations regarding character, focus, features, use, and form for the district.

Character

- An outdoor-oriented district that lets Downtown shine while supporting local arts and recreational activities and regional recreational destination pursuits.

Focus

- Outdoor and recreational lifestyle, arts

Features

- Flex-space lifestyle center and gathering area
- Trails (including Spring Creek Canal Trail), trailheads, and a trail depot with bike rentals

and repair
- Shuttle to Main Street
- Pedestrian and bike friendly boulevard along 600 West to connect the West Gateway and the Railroad Area

Placemaking

- Wide sidewalks
- Benches
- Outdoor dining areas
- Street trees
- Plaza space
- Fire pits/heaters
- Bike racks
- Activity structures
- Art/sculptures
- Planters
- Attractive streetlights

Use Mix

West Gateway

- Residential & Lodging: hotel, housing in mixed use buildings with ground floor commercial
- Civic: cultural assembly, performance and/or museum
- Retail/Restaurant/Office: neighborhood retail/ restaurant, neighborhood service, office (main floor retail/restaurant required)
- Open Space: active plaza, pocket park, conservation garden
- Parking: on-street public parking areawide, private parking lots

Railroad Area

- Retail/Restaurant/Office: neighborhood retail/ restaurant, neighborhood service, office
- Parking: on street public parking areawide, private parking lots

New School Neighborhood

- Residential: missing middle, multifamily
- Open Space: neighborhood park

Building Height

West Gateway

- Up to four stories
- Step backs required for buildings over three stories
- Encourage other height-softening strategies (e.g. roofline variation, building modulation, attached features, corner cuts)

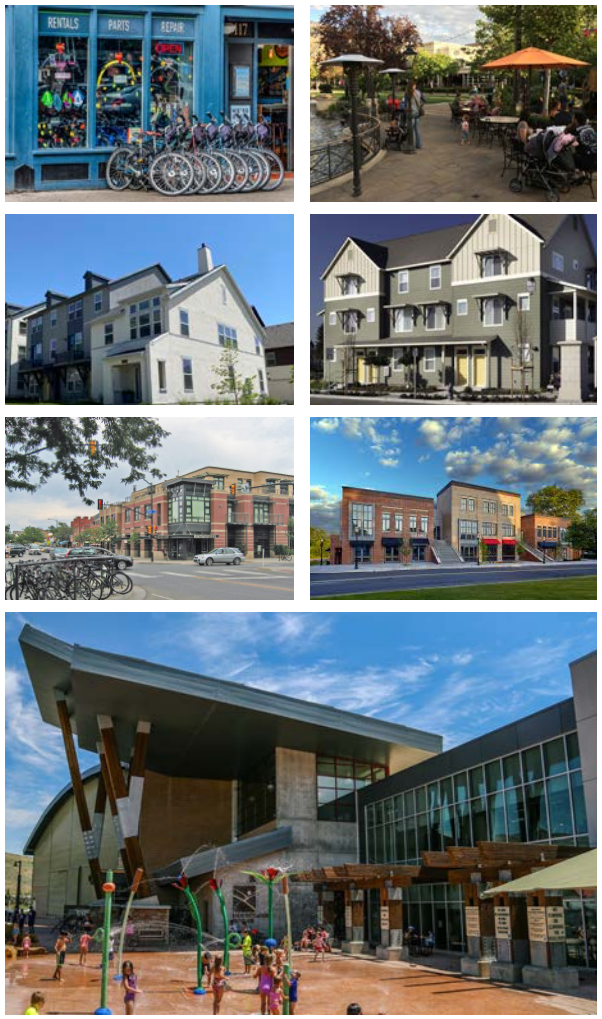
Railroad Area

- Up to two stories
- New School Neighborhood:
- Up to three stories

Visual Preferences

- Style: classic materials and features, modern/ clean lines
- Preferred building materials: brick, wood/ composite siding, sandstone, timbers
- Design standards requiring classic commercial features (e.g. storefront), but with flexibility for a variety of styles (e.g. mountain modern)

Examples of potential uses, building types, and building forms for the Recreation and Arts District



Public Preferences: How Do Centers Rate?

76% of residents completing recent visioning surveys preferred scenarios that included **walkable, connected, vibrant new centers**.

Beyond Central Heber

Beyond Central Heber, the City expects to have several emerging and new centers gradually developing over the planning period. As annexations occur and new development is proposed, it is important to implement the City's "center focused" vision. Centers provide many benefits and are the best way to assure that the community vision for walkability and connectedness is achieved. Different types of centers are envisioned since they will be located in several unique locations.

What Are Heber's New Centers?

Jordanelle Mountain Village

Comprised of moderate slopes leading up from the Jordanelle to flatter but considerably higher mountainous terrain, this development will include a town center of significant size. This center should be oriented toward everyday shopping needs and function as a gathering place for the residents of the development. Residential uses in and adjacent to the center will include compact housing types, could blend with other uses and should be concentrated to retain as much natural open space as possible. The density that could have been built over much of the property will be transferred to the center and surrounding mixed housing types. Neighborhoods with open space should connect to the center. A main road will provide the primary access, but additional access roads from the plateau down to Highway 32 will become increasingly important.

(below) The New Park center, in the Park City area, showcases Mountain Modern architecture with this mixed use building featuring ground floor retail/restaurants and upper floor hospitality. (below, right) Village Center in Holladay, while not Mountain Modern, provides an excellent example of a mixed use building featuring ground floor retail and upper floor offices. (below, far right) A Mountain Modern mixed use building in nearby Midway









A Town Center Concept for the Mountains

As development happens in the mountains to the northeast, Heber envisions clustering development into town centers and nearby neighborhoods with open space and other amenities (see Chapter 4). This concept highlights a town center itself, linked to the City and other centers by a mountain connector featuring a pleasant road and trail. The center features a church, grocery, theater, hotel, offices, small shops and restaurants, as well as a variety of single family homes, townhomes, condos or apartments, and live/work units. Plazas, green space and trails support an outdoor lifestyle and anticipated tourism and recreation.





(far left) Heber City leaders and staff have studied Daybreak, Utah, as a model for new town center development. The community blends a variety of housing types and signature open spaces within walking distance of the town center core, which features shopping, dining and employment. The housing variety enables people to live there at all stages of life, whether needing a small flat, a single family home, an apartment or senior housing. (left) Centers provide opportunities for community members to gather and enjoy festivals, farmers markets and other activities. They also provide convenient access to things

A Town Center for the Region

This concept represents a possibility for a town center off our major highway, perhaps in the North Village area. With convenient highway access, this center could support regional needs for shopping, jobs and a range of housing options while also serving as a recreation and entertainment district. The center features a grocery and larger format shopping as well as small shops and restaurants. Offices, a hotel and a variety of townhomes, condos or apartments and live/work units are also envisioned. Just as in the mountain center concept on the prior page, plazas, green space and trails support an outdoor lifestyle and anticipated tourism and recreation.

Heber envisions neighborhoods with open space and amenities (see Chapter 4) adjacent to town centers, so those living in new neighborhoods can enjoy walkable access.



Jordanelle Lake Village

Located adjacent to the Jordanelle Reservoir and along Highway 32, this center will focus on providing convenient goods and services for neighborhoods in the area, as well as hospitality options for the recreational activities already established and growing in Wasatch and Summit Counties. Due to slope issues, development will be concentrated along US 32. The density that could have been built over much of the property will be transferred to the center and surrounding mixed housing types. Neighborhoods with open space (NOS) should connect to the center.

North Village

At the major crossroads of Highway 40 and Highway 32, growth is anticipated to exceed many other areas of Heber due to the numerous developments occurring in both Summit and Wasatch Counties, including evolving ski resort destinations. This crossroads is logically one of the areas to receive much development pressure and will likely include major commercial, recreational, and hospitality uses, paired with compact mixed housing in adjacent residential neighborhoods (NOS). Trail connections to the mountains, along the canals, in the scenic buffer, and the planned lake-to-lake trail will be paramount.

Strategies - How Do We Achieve the Vision for New Centers?

1. Create a town center ordinance with flexible housing types, varying lot sizes and increased densities in the town center core.
2. Adopt design standards to promote interesting "mountain modern" architectural building features for the three centers.
3. Encourage workforce housing in the centers, as part of the City's Moderate Income Housing Plan.
4. Provide parks, plazas and build trails that connect residents to regional and local trails networks, natural open spaces and the rest of the community.
5. Promote a greater concentration of hospitality uses in the North Village.
6. Prevent standard strip commercial development through ordinance modifications.
7. Coordinate with the school district to establish new schools based on anticipated population and distances to be traveled.
8. Assure dark sky compliance for all lighting.
9. Consider design standards for outdoor and indoor storage facilities, and promote the placement of such facilities in less visually prominent locations through ordinance amendments.







Heber's South Town could become an attractive jobs center while still providing regional retail and services.



Utah Valley University Wasatch Campus Town Center

Located near the south end of the North Village Town Center and including the open areas further south to the Wasatch Commons apartment complex, the Utah Valley University Wasatch Campus and its environs have the potential to become the southern bookend to the North Village neighborhoods and town center. The area currently includes the campus and significant vacant land before expanding out to several proposed developments. Land on both sides of the campus have potential to provide supportive development, which is critical to the success of the school. Supportive development could include additional affordable housing for the student population, limited retail and personal services, hospitality, and space for incubator businesses, including high tech and trades, which could be encouraged in the area through a flexible zoning philosophy.

Strategies - Utah Valley University Wasatch Campus Town Center

1. Design continuous parallel roads to US 40 that connect north and south of the school.
2. Provide opportunities for supportive businesses such as tech, retail and hospitality in close proximity to the school.
3. Promote affordable housing options for students and workers in the area.
4. Create and enhance trailheads into the mountains, but also connect trail and open spaces in a north south direction, using the canals.
5. Establish a US 40 scenic buffer that includes trails and stormwater provisions.
6. Promote transit connections to the area.

What Are Heber's Emerging Centers?

South Town & Tech Hub

How could the South Town area change over time? Located at the triangular intersection of SR 189 and US 40, this diverse area includes shopping, health services, light manufacturing, the airport, Wasatch High School, storage and housing, including a trailer court. It is a natural area for larger commercial businesses and "big box" developments since it is clearly an important crossroads. It is an area that can accommodate commercial uses associated with a regional hub community—building materials, discount shopping, car dealerships, etc. These uses consume considerable land area, need good vehicular access, and are in demand by the larger region.

This area also could support more jobs, especially in the tech industries. With good road access, potential transit in the future and an existing airport, the area has potential to serve an expanded tech sector.

While the area currently lacks walkability and cohesiveness, the eastern portion of the area could transform into a town center over time, while remaining areas could become more attractive and cohesive. To some extent, the results of the bypass study may impact properties in this area, but they could also create business opportunities. Although a mix of businesses and residential uses already exist, adding a "sense of place" to the area will help it emerge as a true center.

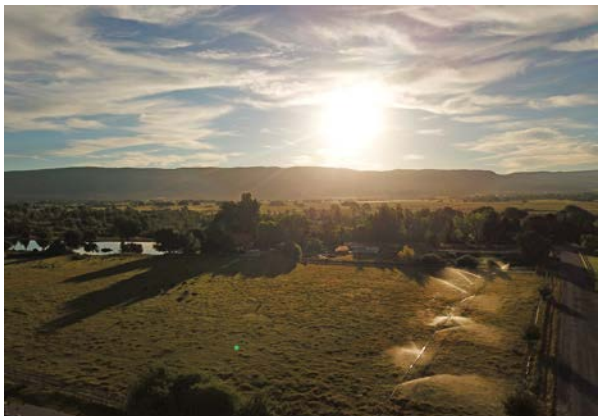
Strategies - South Town & Tech Hub

1. Unify the area with consistent streetscape standards, including five-foot sidewalks.
2. Create connections to the rest of the community.
3. Through ordinance revisions, incorporate more town center characteristics as the area grows, especially on the east side, where the high school, the library, and professional/medical services already exist.
4. Emphasize anticipated uses, including major commercial and light manufacturing, and include larger trucks in street design.
5. Promote rooftop and near the airport.
6. Consider additional storage businesses, but control their location to assure they do not consume prominent corners and critical frontages.

6: OPEN SPACE AND RURAL CHARACTER

Open Space and Rural Character Vision

Heber City draws a clear **distinction** between **what is city** and **what is country**, maintaining a distinct city that is **surrounded** by open land, valuable for its **beauty**, **ecology** and **agricultural** function.



Guiding Principles

1. Heber actively works with neighboring communities and the County on strategies to implement the permanent protection of farmlands, natural open spaces and rural character to maintain distinct separation between communities.
2. Heber will work with the County and surrounding communities to create permanent farm and mountain land protection through such mechanisms as conservation easements and partnerships.
3. Heber actively clusters development to focus growth and protect remaining open land from dispersed development.

Existing Open Space System

Heber currently enjoys highly visible open spaces. The North Fields provide a strong rural feel when coupled with the mountainside on the east side of US 40. From the south the views from Daniels Canyon are expansive, showcasing many rural farms and the spectacular Wasatch Mountains to the west. To the east are views of large open spaces featuring farming and ranching functions. West of the airport, large open fields create a desirable separation between Heber and other communities. Retaining a sense of being a distinct community—not allowing the typical blending of communities that occurs in suburban areas—is a goal that Heber residents embrace. The nearby mountains contribute to that undeveloped feeling.

The issue that this chapter addresses is the potential loss of open space through development as the population more than doubles over the next 40 years. Although a bond for $10 million recently passed to acquire open space in Wasatch County, those funds will not be enough to achieve the City's vision. Zoning for large lots may not work when some of those open spaces are not under the City's jurisdiction. A Transfer of Development Rights (TDR) system has been previously considered but never adopted. Creating a workable TDR system is not easily accomplished but could add a new property right that provides a conservation mechanism.

What Could Heber's Future Open Space System Look Like?

Community interest in open space preservation is focused on the North Fields, maintaining separation between communities and the mountainsides. An open space system that includes those areas, as well creates open space corridors using the creeks, canals and utility corridors, could help retain the open feeling that the community has now. Much of the currently visible open space is a result of views of the surrounding mountains, agricultural fields and wetlands, all of which may slowly disappear unless actively preserved.

Strategies - Open Space Preservation in Heber

1. Review and update rural zoning ordinances. Rural zoning should have a minimum 20-acre lot size. New incentives, such as additional clusters and on-site density bonuses, could be used to create larger open spaces. Consider starting a County-wide discussion about rural zoning, defined as 20-acre lots. Incentives to continue grazing and farming could be part of ordinance revisions.
2. Consider reviewing and updating zoning ordinances for highway corridors and City entrances, using overlays. Corridor overlay ordinances could include view preservation, different setbacks, lower building heights and minimize the size and types of signs, including billboards.
3. Develop a system to purchase or transfer development rights with implementation through the zoning ordinance. Clustering bonuses may be a part of this process. The potential ordinance should transfer residential unit density into villages from areas between communities, using a defined priority open space ranking system. TDR works best if it becomes a condition of rezoning to higher densities where the development rights from rural/lower densities areas are acquired for higher density zoning requests. Both landowners and developers should be involved in the process. A similar system where priority open spaces are exchanged for ones that are more logical for development could also be established. This would preserve open space in areas identified by the City as highly supportive to the open space system.
4. Some communities are using a crowd sourcing fund raising process for the purchase of development rights. Encourage the use of the County-wide bond funds to purchase the North Fields development rights is a logical step. Consider additional bonding campaigns to purchase development rights or land for priority properties. Policies for large annexations should include a condition requiring deed restricted development agreements that permanently protect open space.
5. Revising ordinances to promote clustering as long as open space maintenance is addressed is a viable option, especially where it can be used in conjunction with an open space corridor. Consider linked open spaces that create corridors along creeks, rivers, utility corridors and canals. Creating ordinance incentives for farmers to continue their agricultural livelihood, such as density transfers, clustering, and preventing residential encroachment, can add help achieve preservation goals. Include wildfire risks and prevention programs as new development encroaches on natural areas.

A Link Between "Small Town" Feel and Open Space

Separation—maintaining open space between Heber and surrounding communities—is the second most important feature that defines "small town" for Heber residents (according to a recent survey completed as a part of the City's visioning process). Residents want to preserve larger open spaces that provide a rural feel and promote a distinct identity for each community in the Heber Valley.

Partnering Options

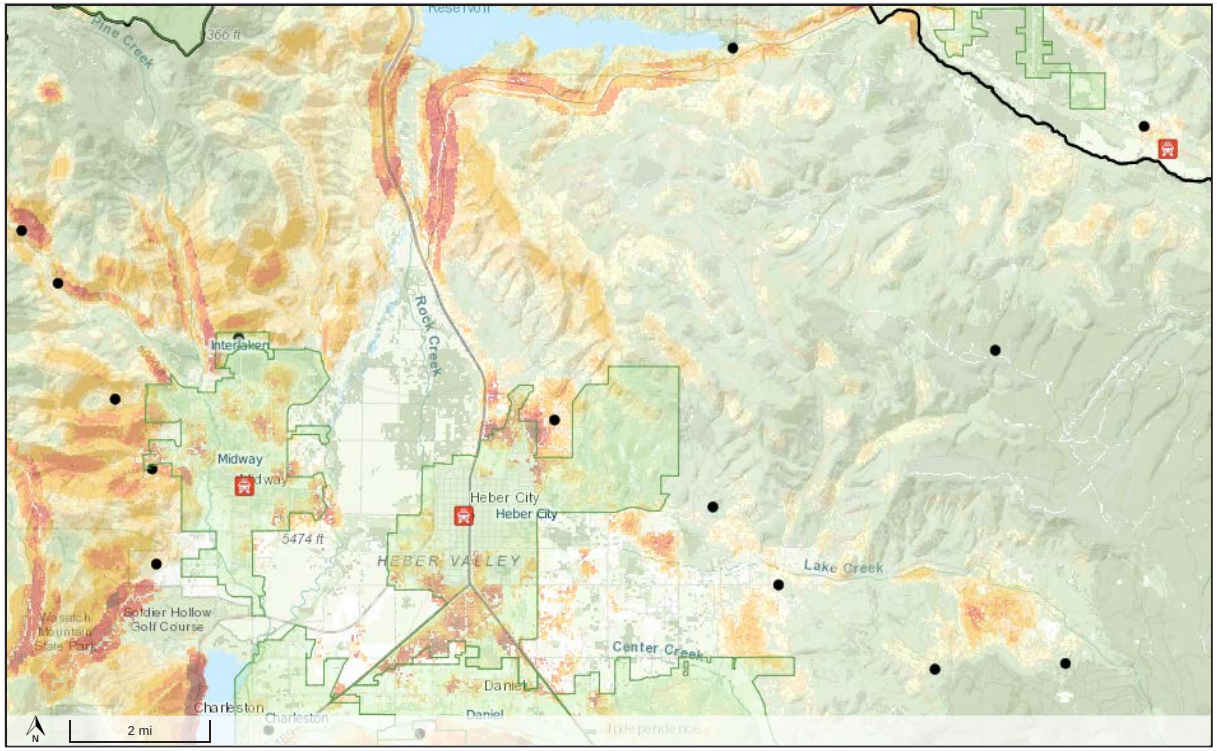
Working on an open space system will most likely necessitate expanding the focus on shared issues and priorities within the County. Open space preservation is an issue throughout the County and efforts to preserve open space are underway.

Strategies - Partnership Options

1. Explore Federal and State funding options, such as the LeRay McCalister fund and the USDA, to maximize local investments in the purchase of development rights and/or the establishment of conservation easements.
2. Partner with non-profits, such as Utah Open Lands, to offer conservation easements to owners of priority open space properties.
3. Countywide ordinances should prevent development, other than trails, on slopes greater than 30% through a coordinated Countywide series of ordinance amendments within each city and the unincorporated area. This should include preventing view obscuring ridge development through Countywide ordinance amendments and incorporate dark sky philosophies. Promote a Countywide effort to retain the open spaces between communities through such techniques as clustering and agricultural 20-acre lot zoning.
4. To assure greater focus the City could support a coordinating council to manage a Countywide system of open spaces and trails, with a designated staff person and/or consider creating a non-profit organization/trust for this purpose.
5. The Heber Valley and regional conservation efforts should be included in the branding and development of outdoor recreation and tourism. The City could explore ways tourism could financially support open space preservation through a hotel tax or recreation fee.

Wildfire Risk

Source Utah DNR Wildfire Risk Assessment



Report Created:
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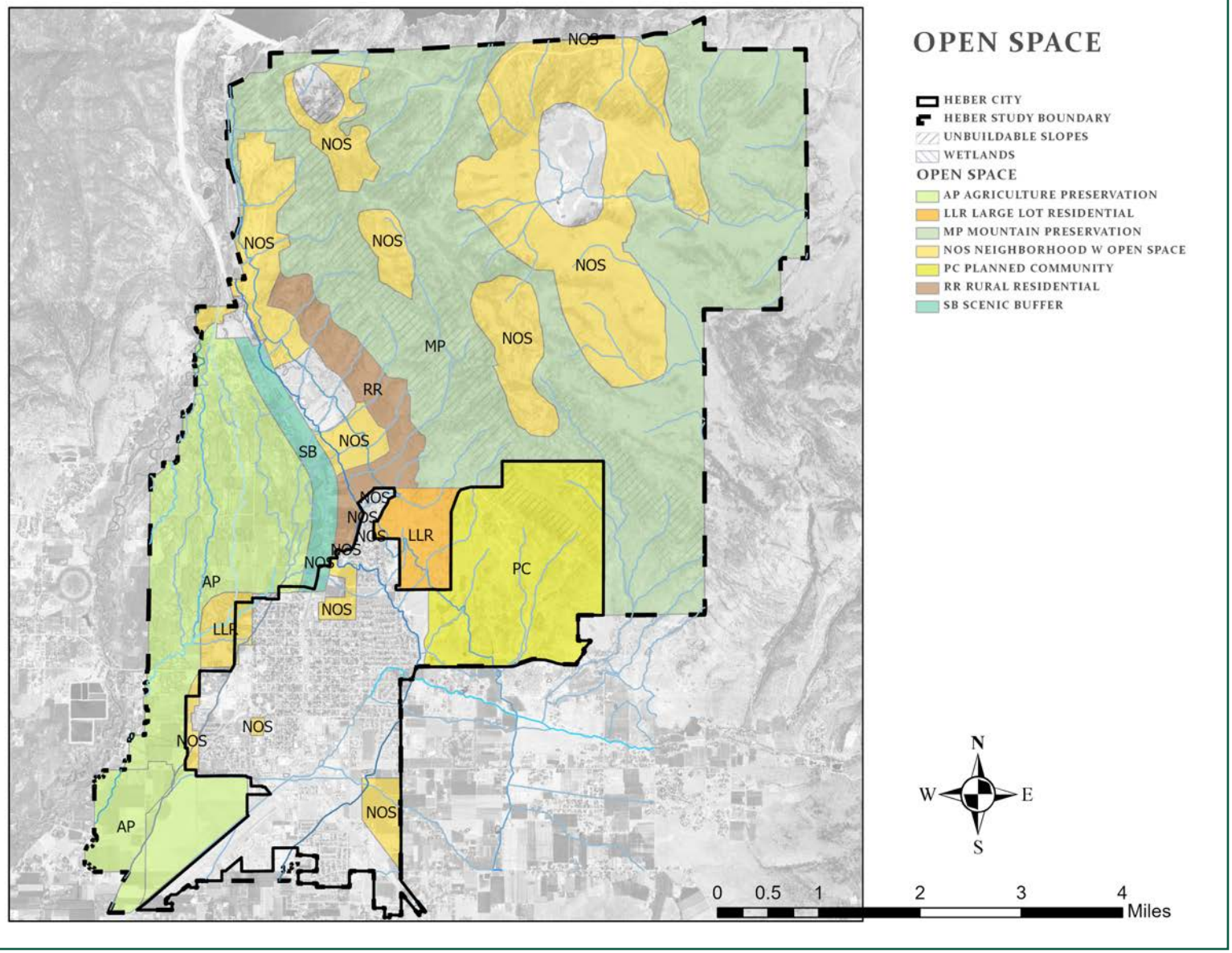
Wildfire Risk Assessment Portal
http://wildfirerisk.utah.gov

The user assumes the entire risk related to their use of the Wildfire Risk Assessment Portal and either the published or derived products from these data. UTAH DNR is providing these data "as is" and disclaims any and all warranties, whether expressed or implied, including (without limitation) any implied warranties of merchantability or fitness for a particular purpose. In no event will UTAH DNR be liable to you or to any third party for any direct, indirect, incidental, consequential, special or exemplary damages or lost profit resulting from any use or misuse of these data.


OPEN SPACE
HEBER CITY
HEBER STUDY BOUNDARY
UNBUILDABLE SLOPES
WETLANDS
OPEN SPACE
AP AGRICULTURE PRESERVATION
LLR LARGE LOT RESIDENTIAL
MP MOUNTAIN PRESERVATION
NOS NEIGHBORHOOD W OPEN SPACE
PC PLANNED COMMUNITY
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7: OUTDOOR RECREATION, PARKS AND TRAILS

Outdoor Recreation Parks and Trails Vision

For Heber residents, **outdoor recreation** is a **lifestyle** and a **passion**. Both new and existing homes should have walking access to **parks**, **trails** and other **outdoor amenities**.



Guiding Principles

1. Trails connect residents to other neighborhoods, downtown and new centers.
2. Trails provide access to the City's beautiful setting, including nearby canyons, mountains, lakes and the Provo River.
3. All neighborhoods have access to a park within walking distance, whether it be a neighborhood park or a regional recreation facility.
4. In general, recreational opportunities are diverse, well-maintained and accessible.
5. Heber City meets its current and future park system needs through obtaining lands and trail corridors for a connected system of parks and trails.

Existing System

Heber City and Wasatch County have an extensive recreation system consisting of trails, regional athletic facilities and local parks. The regional parks and recreation facilities attract participants from all over the County and from more remote areas for tournament play. With South Fields Park, City Park and Wasatch High School, soccer and baseball are well supported in Heber. Multi-purpose ball diamonds that are large enough to also provide soccer fields are a trend that is emerging across the Country and in Heber. There are few smaller parks in the City. Many of the parks are large in size and accommodate traditional sports with their associated fields. Pickleball is a growing demand sport, and new facilities are under construction.

Currently there are approximately 6 acres of parks per 1,000 residents in Heber City. Some Utah cities have a goal of 5 acres per 1,000, but the national average is 10 acres of parks per 1,000 residents. As population grows, it's important to increase park lands and amenities.

In 2016, Wasatch County completed a Regional Trails Master Plan, including recommendations for

Heber City and potential annexation areas. The Master Plan makes recommendations for regional trails connecting the cities and the County and for multiple types of trails. The document provides instructional information on trail types, construction methods and long-term goals. The City adopted an updated trails plan in 2018.

The nearby lakes, reservoirs, rivers, streams and mountains diversify recreational opportunities. Heber City has a location advantage over most communities with adjacent access to wild mountain areas and water bodies. These areas provide for additional activities, including fishing, boating, winter sports, ATV riding, motorcycle riding, mountain biking, hiking and equestrian activities. Heber City's location, setting and amenities are exceptional for outdoor recreation.

What Could Heber's Future Outdoor Recreation System Look Like?

Heber's recreation system should become an integrated network that promotes regional activities by the County and a more local emphasis for the City. The trail system becomes a part of an overall active transportation system in Heber that focuses on creating better connections to desired destinations within the community and to regional locations. Increased trail connections, internal trails, event spaces and more parks is the desired local emphasis. Trails could connect throughout the County to a variety of destinations, into the mountains and along wetlands and streams. Trails may be constructed as wider sidewalks in some locations due to right of way considerations and to assure connectivity. Working together with the County, some regional park locations could be combined with other more local activities. Defining the relationship between the County and the City and then institutionalizing it for current and future generations is an important part of Heber's recreation future.

Establishing a trails coordination system, with a dedicated staff, could move the Heber Valley closer to its goal of a connected regional trail network. A shared trail coordinator model already exists in Cache Valley, which has very similar geographic characteristics to Heber Valley. The trail coordinator n Cache Valley is funded through contributions from each city and town, as well as the County. The coordinator seeks grants and donations, oversees construction, coordinates between communities and provides a central focus to the Countywide efforts. It has been a very successful program.

Recreation: Ideas from Residents

Resident input in the visioning process prioritized recreational uses, with trails being particularly important. When asked about trails, two thirds of vision survey participants said they are **most excited about a lake-to-lake trail** connecting Jordanelle Reservoir and Deer Creek Reservoir. Survey respondents also consistently desire a Countywide trails system. A recreation brand has also been suggested for the community.



Strategies - Improving and Diversifying Trails

1. Heber City should work with Wasatch County, UDOT, MAG, Midway, Charleston, Daniel, Hideout, local non-profits and other jurisdictions to collectively pay for a Wasatch County regional trails coordinator.
    - The coordinator will be funded by multiple jurisdictions and respond directly to paying jurisdictions.
    - The coordinator will oversee trail funding, including grants, general funds and fund raising.
    - The coordinator will oversee construction of trails.
    - The coordinator will oversee trail maintenance and volunteer efforts.
    - The coordinator will implement the coordination of trail construction and planning between the cities, the County, MAG, UDOT, and non-profits.
2. Plan and develop a lake-to-lake trail, connecting Jordanelle Reservoir to Deer Creek Reservoir.
    - The lake-to-lake trail should have multiple trailheads and access points.
    - The lake-to-lake trail should have multiple fishing access points.
    - The lake-to-lake trail should be planned for multiple user groups.
3. Continue to improve trails to valley and mountain amenities. Trails provide access to the City's beautiful setting, including nearby canyons, mountains, lakes and the Provo River.
    - The Trails Plan emphasizes the ability of residents and visitors to connect with natural areas from their front door.
    - Trails are designed to be safe and separate from traffic as much as possible. Safe is defined as minimizing vehicular conflicts and roadway crossings.
    - Trails should connect to downtown, centers, parks, schools and other key destinations. Parks should feature interior trails. Some trails should provide a "collector" road type function, anticipating greater usage.
    - Parallel trails to canals and streams can provide major corridors of open space.
    - Areas with established wetlands become potential open space areas and trail connection destinations that could incorporate boardwalks, wildlife viewing areas and interpretive signage.







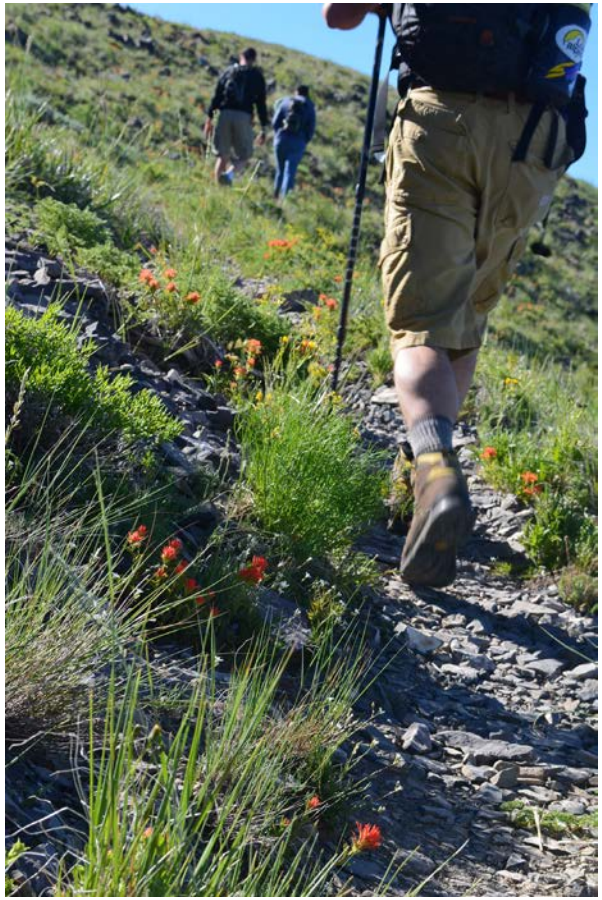
- Coyote Lane is emphasized as a major trail connection to the Jordanelle Mountain development. Coyote Lane or a nearby location may also need to become a road connection to the new development on the mountain plateau. If a road is required, it could be closed in the winter and provide a new cross country skiing area.
- Trail connections with the unincorporated area are coordinated and include, as per the adopted County Plan:
  a) Railroad Trail (Heber Portion)
  b) Mill Road and Canal Trails
  c) Bypass Road multi-use trails
  d) Main Street Bike Lanes north and south of the downtown
  e) Canal Trail Connection from Coyote Lane trailhead to the Highway



4. Update and fund the working trails plan on a regular basis.
   - The working plan should be considered in all aspects of city planning. Update the plan every three years showing progress on trails and prioritizing next steps.
   - Prioritize and dedicate a portion of the annual City capital improvements plan to construct/improve new trails every year.
   - Plan and provide a budget for maintenance.
   - Create a parks impact fee that includes both parks and trails, which also accounts for the installation of parks and trails by new development.
   - Prioritize trails that are incomplete but could provide good access to desired destinations.



- All neighborhoods should be within a 1/4-1/2-mile or less from trail access points or trailheads.
- As part of the working trails plan, Heber City should develop trail user policies and post them on trailhead wayfinding signs and online. The trail user policies should





address all user types, including: horses, dogs, and people hiking, biking, horseback riding, walking, running, strolling, etc.

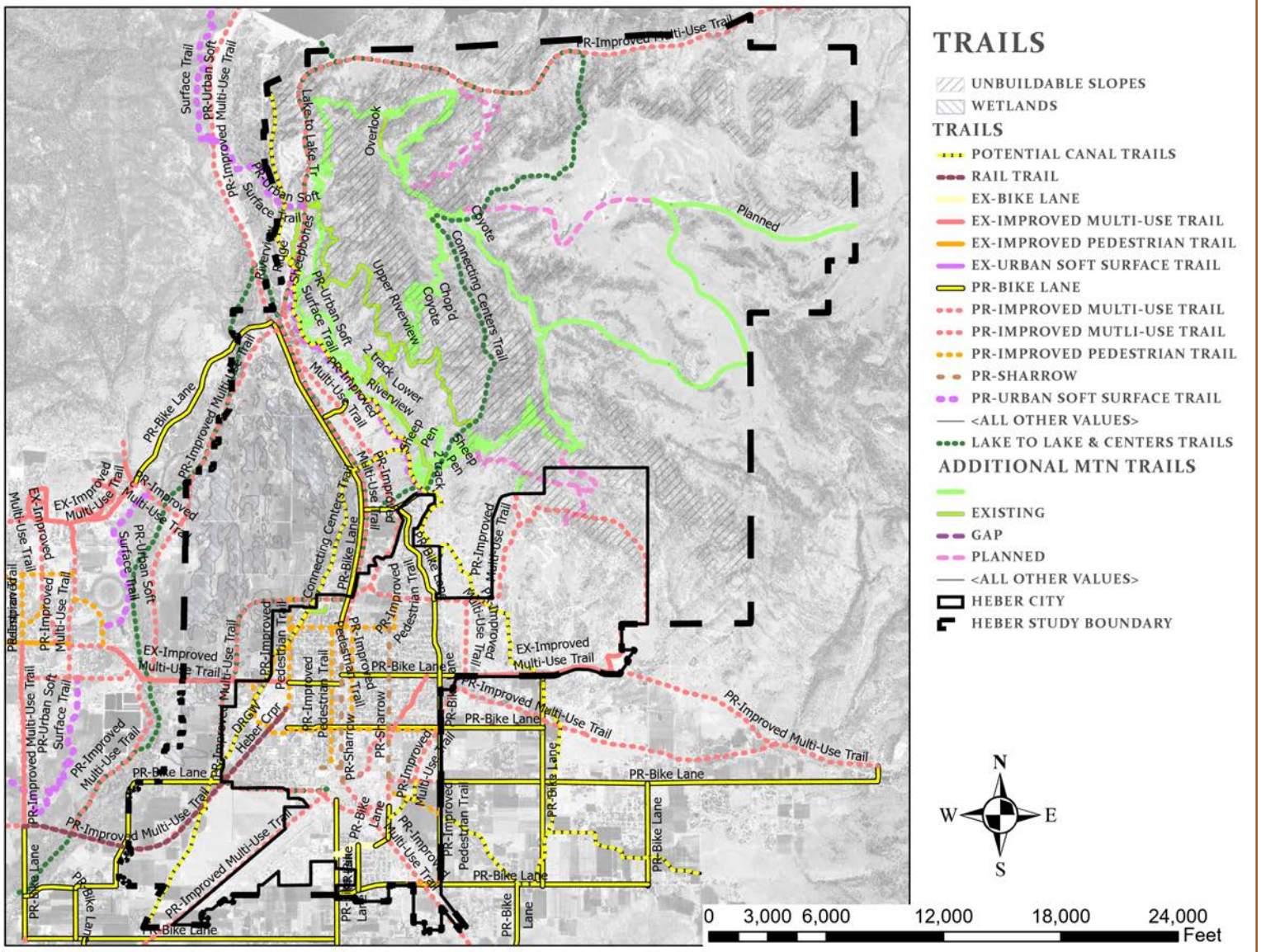
Strategies - Evolving Heber's Park System

1. Heber City will plan for providing usable and programmable parks for current and future populations at 10 acres per 1,000 residents. This policy will guide Heber City in acquiring the proper amount of park land to meet current and future demands. Park lands should be usable for active sports, recreation and programing. All neighborhoods should be within a 1/4-1/2-mile or less walking distance to a park. Such policies will be further explored in the forthcoming Parks Master Plan.
2. Wetlands, stormwater basins, steep slopes and foothills, although not considered active park lands (for the 10 acres per 1,000 residents goal), do provide scenic and recreational value for other purposes and are an important part of the mix. Trails planning should consider these open space areas.
3. Walking and biking access to parks is critical for local and consistent park usage. Park efforts should be focused to create parks within 1/4-1/2-mile or less walking distance from neighborhoods of significance.
4. Parks should be somewhat equally distributed throughout the City in areas of significant population.
5. The three publicly owned open spaces (Tabernacle Square, Main Street Park, and the front lawn of the Police Station) on Main Street should be redesigned and improved to work with synergy, activating both park spaces and the larger Main Street area. These three parks need to attract visitors consistently through designs that provide a reason to





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UNBUILDABLE SLOPES
WETLANDS
TRAILS
POTENTIAL CANAL TRAILS
RAIL TRAIL
EX-BIKE LANE
EX-IMPROVED MULTI-USE TRAIL
EX-IMPROVED PEDESTRIAN TRAIL
EX-URBAN SOFT SURFACE TRAIL
PR-BIKE LANE
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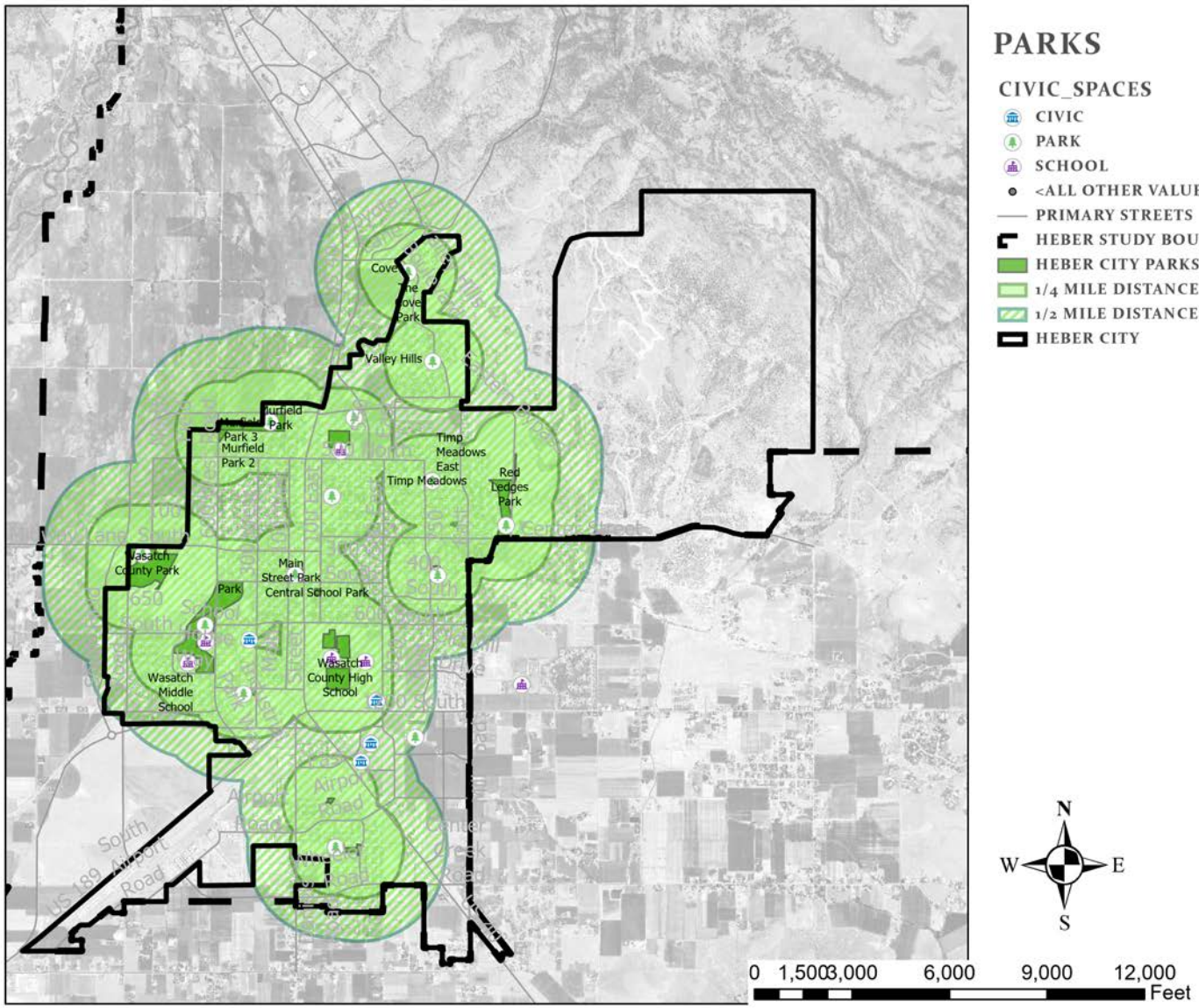
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HEBER STUDY BOUNDARY
HEBER CITY PARKS
1/4 MILE DISTANCE FROM PARKS
1/2 MILE DISTANCE FROM PARKS
HEBER CITY
Valley Hills
Murfield Park
Murfield Park 3
Murfield Park 2
Timp Meadows East
Timp Meadows
Red Ledges Park
Wasatch County Park
Main Street Park
Central School Park
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return again and again. It is recommended that Main Street's public spaces have at least 250 days of activities a year and these park spaces offer opportunities to achieve that goal.

6. Heber City is in the process of creating a more detailed parks master plan. The guiding plan is to be a working plan that provides both long-term vision and near-term priorities and steps.
    - The master plan will identify the future park lands needed by both acreage/ population and walking distance.
    - The master plan will conduct a needs assessment for both active and passive recreation needs. The plan will include a facilities and programming assessment of all existing facilities and proposed needed facilities.
    - Along with park acreage and distribution, considerations for the parks master plan include a fishing pond and park, connections with trail systems and Provo River fishing access points.
    - The parks master plan will include recommendations for establishing open space/recreation requirements for new development.
    - The parks master plan will include funding recommendations for park land purchases, building parks, Main Street parks, and future recreational facilities and maintenance.
    - The plan will establish priorities and include a capital improvements plan.
    - The planning process will include input from residents, visitors and stakeholders.
7. In general, recreational opportunities are diverse, well-maintained and accessible.
8. Parks design, signage and activities should help to promote the City "brand" and help promote tourism opportunities both through tournaments and outdoor recreation.





8: MOBILITY AND STREETSCAPES

Mobility and Streetscapes Vision

Heber's streets are **safe** and **inviting** for **all travel modes**, including pedestrian, bike, car and bus.



Guiding Principles

1. Heber emphasizes streets that are comfortable and inviting for people walking and biking.
2. As Heber grows it continues using a well-connected street network system, similar to the historic pioneer grid.
3. Heber maintains a system of bike routes around town with access to desired destinations and collaborates with neighboring communities on regional bike routes.
4. Heber works with neighboring communities and the County on a bus system to connect our City with surrounding cities and nearby regional centers, including Salt Lake, Park City and Provo/Orem.

Existing Transportation System

With an original Brigham Young "plat of Zion" grid, the historic core has been developed with mobility and structure in mind. The layout of the blocks and streets creates a development pattern that is distinct, but not as functional as it once was when horses were the primary mode of transportation. Many roads lie on a very wide rights of way that are inconsistently filled with street features, including narrow asphalt widths, dirt shoulders, irrigation ditches, informal street tree plantings, and occasional curb, gutter, sidewalks and streetlights. Adjacent property owners use this extra space, mostly as a place to park vehicles. The overall appearance is disjointed but still provides an atmosphere of a rural small town. To some extent the highly rural past has defined Heber's roads over time. In the future, the wider rights of way characteristic of Heber's historic grid provide a unique opportunity for sidewalks or trails, large shade trees, bike lanes and green infrastructure for stormwater.

New subdivisions have a much more organized street appearance, with consistent roadway standards. However, they lack rural appearance, and feel "anywhere USA" due to generally conventional architecture and streetscapes.

The community has relied on US 40 to handle major traffic flows to destinations beyond and within City boundaries. Over the years, traffic on US 40 has grown significantly with rapidly expanding development in Wasatch and Summit Counties. In addition, the oil industry in the Vernal and Duchesne areas to the southeast has brought oil tankers to Main Street, exacerbating congestion and increasing noise levels.

Traffic on Main Street has grown to a point where a UDOT-sponsored western bypass alternatives study is underway. When a western bypass route is finalized and constructed, Main Street will see a significant reduction in large trucks and a reduction in vehicle traffic. A western bypass, where UDOT responsibility is shifted from Main Street to the new bypass, creates opportunities for Main Street to become a destination for business to grow and for placemaking to foster a pleasant street atmosphere.

Travel demand to access jobs near the ski resorts and in Salt Lake and the Provo-Orem areas has also increased; about four of five employed persons currently commutes out of the City.

Main Street and the bypass study are extremely important to Heber residents. Two high-response surveys were performed as part of the Main Street Study. 82% support making Main Street a more inviting corridor.

Some trails exist within Heber, but many opportunities exist to expand trails and create connections to destinations important to the community. Sidewalks may provide trail functions in some areas of the community, but they are intermittent.

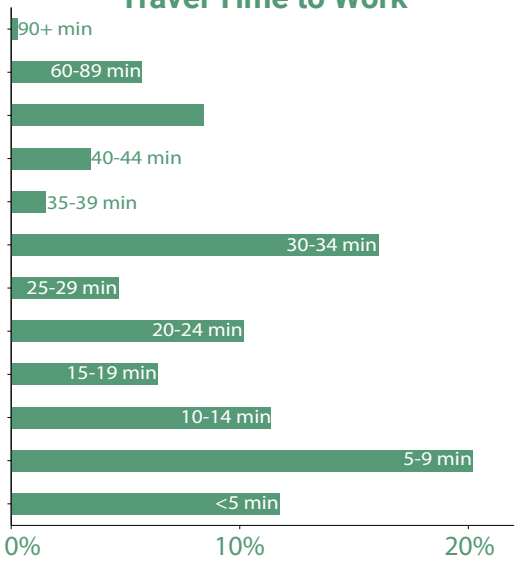
What Could Heber's Future Transportation System Look Like?

During the next decade, one of the western bypass road alternatives will likely be finalized and constructed. This will radically change Main Street by allowing the City to control how the street functions. Slower traffic speeds and roadway enhancements along the edges for pedestrians and bicyclists will change the ambiance in a very positive way. Bicycle-friendly east/west streets, with bike racks on Main Street's corners, will become the norm. Diagonal parking between 100 East and 100 West on east/west streets as they approach Main Street will assist in meeting downtown parking demands.

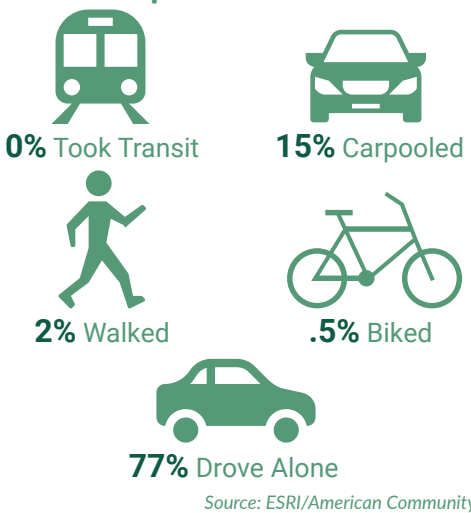
Historic streets in the downtown area will become pedestrian and bicycle-friendly, and the rural appearance will continue as irrigation ditches remain a significant feature. Reduced pavement widths and a greater use of swales will change the way new subdivisions look and function. Collector roads parallel to the major roads will act as an alternative to using US 40.

Key Facts: Heber Commuting

Travel Time to Work



Transportation to Work



Source: ESRI/American Community Survey

Reimagining Streets in the Historic Core



Transforming Main Street





New Ideas for Other Downtown Streets



An Option for a Mountain Connector Street

Often cities think of roads simply as conduits for moving vehicles quickly and efficiently. This may be the case for freeways or high-speed highways, but most city streets, especially residential ones, should also serve the role of public space—places where people can stop and enjoy a conversation or a meal, or where you might even find children playing. In many communities, the car-focused approach has created streetscapes that are too inhospitable for pedestrians or cyclists to use.

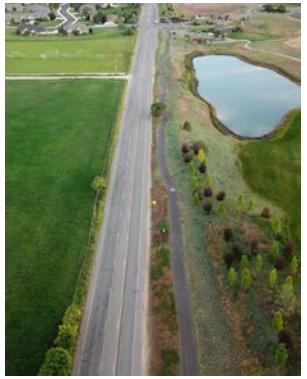
By contrast, a "complete street" design integrates diverse modes of transportation in a way that benefits the widest portion of a city's population. A basic complete street would typically include bike lanes, comfortably-sized adjacent sidewalks and narrower traffic lanes for speed calming. Complete streets systems can also include a paved multi-use path, dedicated transit lanes, street furniture, other traffic calming devices and transit stations. Curb bulb-outs and raised crosswalks are also often used to increase crossing safety. The width and placement of these additional amenities varies depending on the size and type of facility.

Advancements in artificial intelligence will bring changes to the transportation system and individual travel patterns in the future. Self-driving cars, delivery vehicles and possibly semi-trucks may no longer need a human driver. Implications of this likely change to our transportation modes include people starting their work day while in the car, a potential for increased sprawl as distance from work issues are reduced, the need for less on-site parking, the need for better drop-off accommodations, the potential for more vehicle sharing and, therefor, reduced traffic volume, and reduced accidents because the AI is always focused on the task of driving.

Strategies - Achieving Walkable, Safe Streets

1. Develop and adopt new Citywide street cross sections, with a focus on complete streets.
    - In new neighborhoods, consider street cross sections that provide at least 5-foot sidewalks and a large park strip to separate pedestrians from traffic. Consider alternatives such as construction of an 8- to 10-foot sidewalk on one side of City streets.
    - In mountainous areas consider a trail and street cross section where the trail is well separated from the street with natural vegetation and swales.
    - Downtown sidewalks should be 14 feet or more in width to allow for sidewalk dining.
    - In the historic core, retain the rural appearance by continuing to daylight certain designated irrigation ditches, but protect them from pollution with adjacent







Maintain and extend Heber's historic street grid pattern on flat to moderate terrain to encourage connectivity, convenience and improved appearance.





swales that catch street runoff.
- Allow for on-street parking, but reduce the paved width of streets.
- Design street cross sections to reduce the conflicts between cars, pedestrians and bicycles, especially at intersections, by adding features such as bulb outs, crosswalks and bike lanes.
- Large, thriving street trees become an important part of the streetscape. Heber becomes a Tree City USA designee.

2. Create a connectedness ordinance based on a ratio of intersections, block length and a consideration of the need for additional connections to service adjacent areas. Include incentives if the developer will lose a lot where a connection is needed.
3. Consider the concept of parallel roads to US 40 that can carry local traffic, so not all cars have to use US 40 to move north and south.
4. Maintain the historic grid pattern on flat to moderate terrain.
5. Consider the use of roundabouts in locations where traffic speeds necessitate a reduction, intersection capacity is problematic and studies show a benefit. Careful consideration of pedestrian traffic issues should be included in the study.
6. Adopt a complete streets approach for regional planning. Engage with regional planning partners and programming processes to encourage the funding of a balanced, multi-modal transportation system, emphasizing adjacent trails within Heber City's borders and in context with Wasatch County neighbors.
7. Adopt a complete streets approach to the local transportation system design.
   - Encourage street connectivity as a priority when planning new developments and other land use and transportation planning. Consult Utah Street Connectivity Guide sponsored by Mountainland Association of Governments.
   - Consider all modes (car, bike, walking, future transit) and user needs when projects are designed and implemented in the public right-of-way. Standards should be developed and consistently applied to consider these needs.
   - Consider public health and reduce air contaminants by encouraging designs that encourage walking and biking. Consider safety, especially in the design of cross walks and trails, with trails well separated from vehicles.
   - Consider changes that make the network more safe, livable, understandable and hospitable for all modes, users and trip types, including recreational and

commuter bicycle riders, pedestrians of all ages and abilities, auto and transit users, and large freight haulers.

- Strengthen sense of community by restoring connectivity to portions of the community divided by large roadways and intersections, such as Main Street or the future bypass.





Strategies - Achieving More Trails and Bike Paths

1. Formalize an organization composed of Wasatch County, communities, UDOT, MAG, non-profits, and the County to promote a coordinated effort for trails into the mountains, trail connections between cities and trails along canals, creeks and rivers.
2. Consider a staff person designated to manage, oversee construction, seek additional funding, etc. for Countywide trails (see Parks and Trails chapter).
3. Seek regular funding to build and maintain trails.
4. Consider fundraising events and such techniques as crowd share funding.
5. Adopt trail cross sections appropriate to the user and location in the community

Trails Designed for User Safety and Enjoyment

Where possible, trails should be separate from roadways, immersing users in nature, whether enjoying bike ride in the mountains or walking along the envisioned lake-to-lake trail.





Public transportation adds an affordable and attractive option for commuting and recreation.

Tactical urbanism in Salt Lake City



Strategies - Establishing a Transit System

1. Complete the bus transit study, secure funding sources and begin structuring the system. Small buses may be warranted for the initial start up.
2. Consider a hub location at the airport and one on the north end of Heber, but also add stops downtown.
3. In addition to managing work-related trips, create alternate schedules for the ski season.

Strategies - Improving Main Street

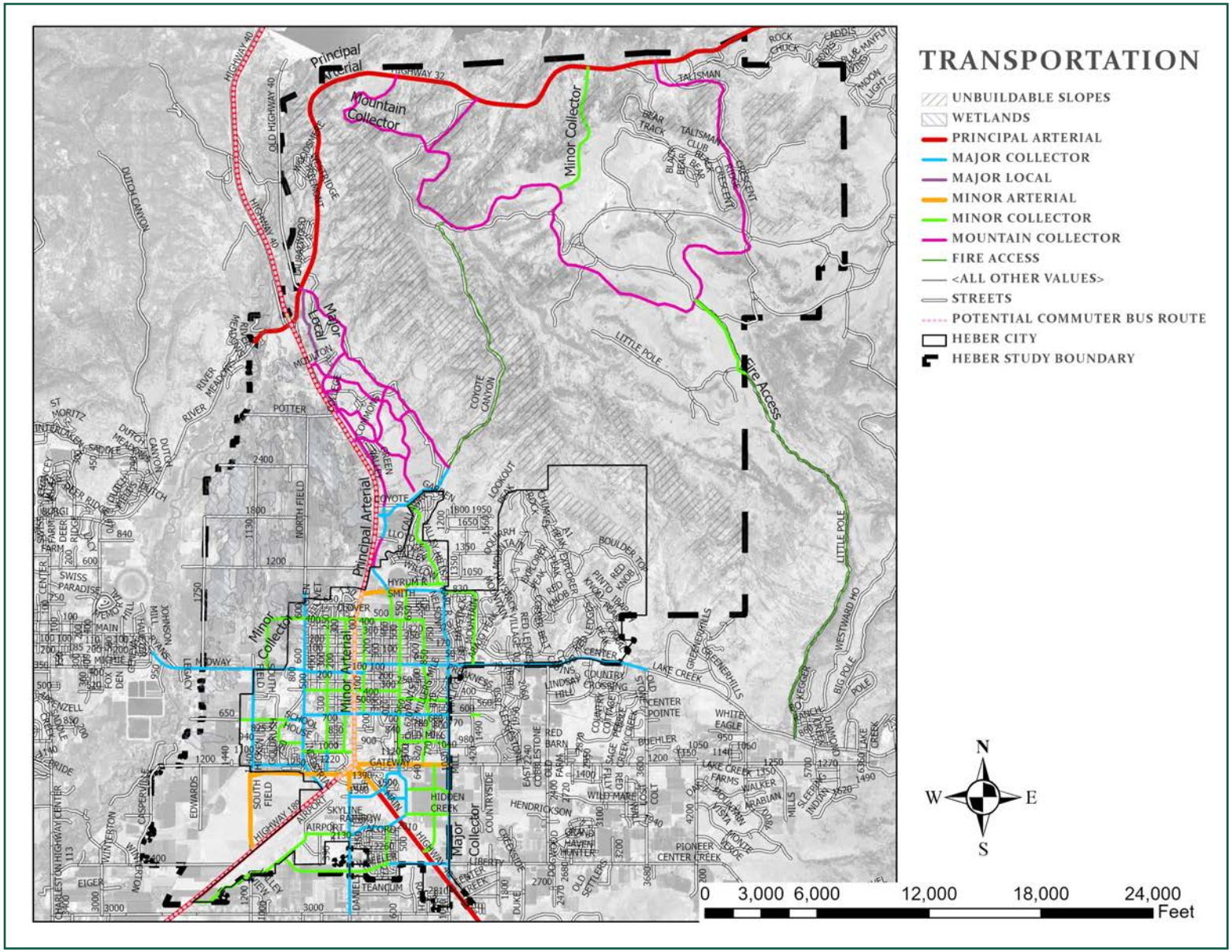
1. Actively promote the completion of the western bypass study and lobby for construction dollars.
2. Negotiate with UDOT to discontinue their jurisdictional responsibility for Main Street and to accept responsibility for the new western bypass road. Local control of the Main Street right of way will provide more flexible options for street reconfiguration and a more pleasant environment to foster Main Street business.
3. Begin recommended improvements to Main Street to slow traffic down, as per Chapter 5 and the Main Street Study found in the Appendix.
4. Consider testing the new right of way concepts for Main Street using a temporary, "tactical urbanism" approach. For example, temporary paint and low-cost barriers could be used to illustrate how a complete street feels and functions.

How Could the Heber Valley Airport Change?

The Airport's future is currently under study. When that study is complete, this section of the general plan should be updated.

Strategies - Parking Policy Supportive of Mobility and Efficient Land Use

1. Review and update ordinances, including modern policies such as park once districts, right sizing parking for capacity, shared parking and bike and transit-related parking requirement reductions.
2. Heber City should manage on-street parking downtown and develop a parking plan that includes wayfinding.


TRANSPORTATION
UNBUILDABLE SLOPES
WETLANDS
PRINCIPAL ARTERIAL
MAJOR COLLECTOR
MAJOR LOCAL
MINOR ARTERIAL
MINOR COLLECTOR
MOUNTAIN COLLECTOR
FIRE ACCESS
<ALL OTHER VALUES>
STREETS
POTENTIAL COMMUTER BUS ROUTE
HEBER CITY
HEBER STUDY BOUNDARY
Principal Arterial
Mountain Collector
Minor Collector
Major Local
Fire Access
Minor Arterial
Major Collector
N
W
E
S
0 3,000 6,000 12,000 18,000 24,000
Feet

9: JOBS AND ECONOMIC DEVELOPMENT

Jobs and Economic Development Vision

Heber's **economic vitality** enables most residents to work in town if they choose. The City **attracts and partners with employers** in key industry sectors to locate in the **downtown**, in **new town centers**, and in the **business center** on the south end of downtown.



Guiding Principles

1. Heber fosters an environment that supports local business.
2. Heber supports and grows its emerging recreation and tourism industry, as well as opportunities in technology, research and development, professional/office, medicine/ healthcare and light manufacturing.
3. Heber continues to support its historic economic status as a support center for surrounding agricultural operations and as the valley's retail and entertainment destination.



Existing Economic Climate

Located along the valley's main highway corridors and with a long history of providing the goods and services that most people need countywide, Heber functions as the "hub" community for Wasatch County. Its traditional Main Street shopping district is complemented by grocery stores, big box retail and home improvement stores. Reinvestment in Main Street will reward the City with a long-term shopping and gathering place into the distant future.

While there are quality local jobs, there is



an insufficient number relative to the City's workforce, and many jobs don't provide the income needed to live in the valley. Instead, many residents commute to job markets in Salt Lake and the Provo/Orem areas. Housing prices and rents have also risen disproportionately to income over the last ten years, making it difficult for workers earning lower wages to remain in Heber. Attracting higher paying jobs and long-term employers should be an important part of the City's economic development strategy.

Though a healthy mix of small shops and larger retail is available in Heber, a recent Lewis, Young, Robertson and Burningham study revealed some shopping and service categories that the City does not provide well. Supporting the existing retail mix and adding in missing or underrepresented categories could become a focus of an economic development plan.

How Could Heber's Business Environment Evolve?

Although being the hub city in the County creates its own synergy and market demand, it cannot be relied on to provide all that is needed for positive long-term growth. Main Street is the recognizable center that residents believe needs improvement. A revitalized Main Street with reduced traffic, a pedestrian friendly and quieter environment, mixed uses, thriving businesses and active gathering spaces is achievable over time and can become a major force for attracting additional economic development.

A Community Reinvestment Agency (CRA) should be created to improve funding options. A CRA derives its funding from the property taxes generated by new development. Through the establishment of a project area that encompasses properties that front on 100 East and 100 West, the property taxes from redevelopment and new infill development can be captured for use by the CRA. CRA funds are required to be reinvested in a defined project area and can be used for a variety of enhancements, especially infrastructure repairs and improvements.

With considerable effort, the Heber Valley Railroad and nearby regional recreation facilities can become a cohesive recreation and arts node within the City, with a great connection to downtown along 100 South.

Emerging regional retail businesses to the north and south end of Main Street could become gateway features that clearly state when you have arrived in Heber. The City should limit further standard strip commercial growth along the highways, focusing instead on creating distinctive gateways into town. On the south end there is potential for tech businesses to thrive.

Key Facts: Heber Jobs

$62,826
Median Household Income

705
Total Businesses

5,566
Total Employees

Employment

58% White Collar

21% Blue Collar

22% Services

1.9%
Unemployment Rate

Source: ESRI/American Community Survey

Industries Most Important to Heber's Future *(top 3, according to public feedback during Heber's visioning process)*

1. Recreation and tourism
2. Agriculture
3. Tech/research & development





New centers will emerge at River Road, at Utah Valley University, near the Jordanelle and up on the mountain that will have Heber's influence, as the City provides models for town center development.

More work-from-home opportunities and artificial intelligence systems are trends we can expect in the future. Encouraging more flexible home occupations will help foster additional jobs in Heber. Creating training partnerships with Utah Vally University and other organizations to address an artificial intelligence boom will be critical for continued, diversified job growth.

Strategies - Downtown Economic Development (see additional strategies in Chapter 5)

1. Create a Community Reinvestment Agency (CRA) project area, that will provide an additional source of funding for the downtown area. Include an incubator business fund using CRA funds.
2. Encourage a storefront width that promotes smaller businesses and historic architectural features along Main Street in City ordinances.
3. Include some national chains in the mix to assure additional downtown patronage.
4. Consider ordnance amendments that avoid drive-up lanes and windows facing Main Street; consider prohibiting drive-through businesses downtown.
5. Activate Main Street public spaces so residents and visitors want to visit repeatedly, bringing people downtown consistently.
6. Initiate a branding study to provide guidance for strategy and message consistency.
7. Restructure capital Improvements, City ordinances, sign plans (including wayfinding) to promote and reinforce the brand.
8. Incorporate recognizable physical improvements downtown that strengthen the City's brand.
9. Increase the number of local and regional events.
10. Revise zoning ordinances to promote infill and redevelopment and incentivize a mixture of uses downtown, including residential.
11. Identify key historic buildings and adopt a historic preservation ordinance with incentives to preserve those sites.

Strategies - Economic Development Throughout the City

1. Promote opportunities in technology, research and development, professional/office, and light manufacturing.
2. Attract businesses that have reduced impacts on air and water quality; discourage those that increase noise pollution or degrade the

recreation environment/brand.

3. Downtown and the South Town centers provide the focus for the above sectors. Light manufacturing is best clustered in the South Town area.
4. Foster connections with Utah Valley University to create a partnership for incubator businesses and needed training for targeted professions.
5. Promote a business center, including tech businesses, associated Utah Valley University's Wasatch campus.
6. Consider emphasizing tech businesses in downtown, the South Town area and as infill in the recreation/tourism hub.
7. Consider deriving additional funding from tourism/hospitality businesses that could generate funds for citywide recreation, trails and downtown improvements.
8. Address issues with outside/inside storage developments in ordinance amendments, and prevent them from building on prominent corners or blocks.
9. Continue to promote Heber's historic economic status as a support center or hub for surrounding agricultural operations and the valley's retail, entertainment and job destination.
10. Define the historic architectural character of Heber and incorporate design standards in City ordinances to showcase that character in new buildings downtown.

Strategies - Enhancing Retail Sales

1. Attract business sectors that are currently underrepresented in Heber, including clothing and accessories, furniture and home furnishings, miscellaneous retail trade (smaller shops), business management companies and enterprises (offices), arts, entertainment and recreation, health and personal services, goods/necessities, natural foods store, mid-grade dining ($15–$25 per person), used-books store, and technology stores (computers, IT services).*

2. Plan for and develop civic uses such as mid-sized plazas, a bike/scooter share hub and community fair/farmers market space.*

3. Create an economic incentive-based strategy to assist in reducing vacancy and increasing diversity in the variety of businesses in Heber.

4. Promote a chamber of commerce organization to represent local businesses, foster historic preservation and attract visitors using Heber's brand.

**As suggested by Lewis Young and Downtown Revitalization Services*

Sales Tax Leakage Analysis

- Heber City is **capturing 145% of all taxable retail sales** as compared to average taxable sales for the State of Utah.
- **Significant Leakage:** clothing & accessories, furniture & home furnishings, and miscellaneous retail trade.
- **Significant Capture:** building materials & garden equipment, food & beverage, motor vehicle, and health care & social assistance



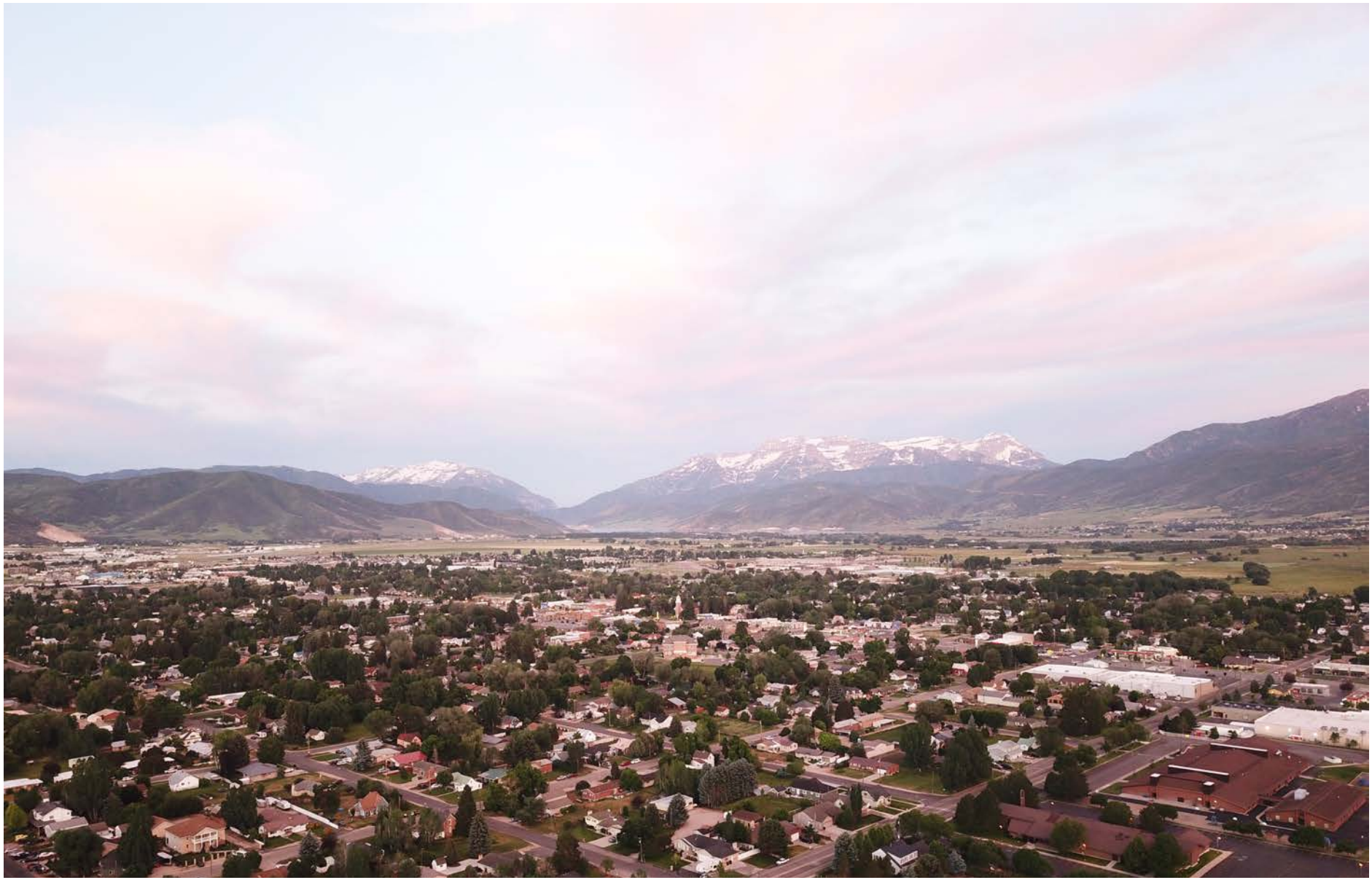


Strategies - Enhancing Long-Term Resiliency

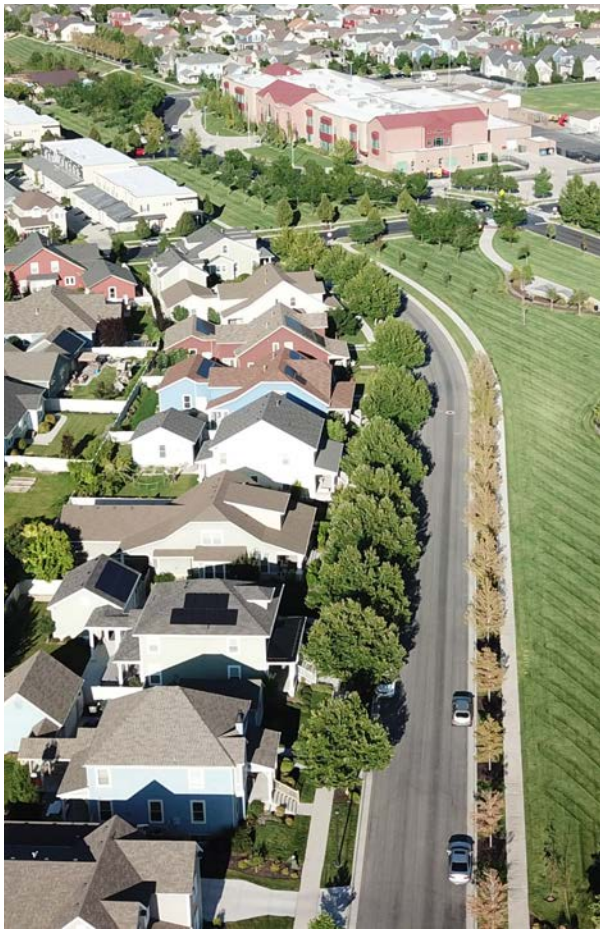
1. Track business trends and promote a diversity of industries and professions to establish resiliency. Consider hiring an economic development professional.
2. Coordinate increased broadband services while helping to reduce costs within the City. This includes coordination of ditch digging and increasing speeds, which help to foster job opportunities, including home-based business.
3. Create more flexible home occupation ordinances to reflect work-from-home trends.
4. Establish ordinance changes to promote solar power and charging stations.
5. Work toward a partnership with Heber Light and Power to achieve greater emphasis on renewable energy sources.
6. Set the example for renewable energy through municipal purchases of electric vehicles, solar power installations, scooters, and on-site public charging stations.
7. Embrace transportation options that minimize pollution by reducing individual vehicle trips (see Chapter 8, Mobility and Streetscapes for more detail).
8. Improve the walkability and bikeability of Heber City.
9. Work with transit agencies to provide mass transit options.
10. Enhance the regional economy with supportive street design.
    - Provide for freight trucks on designated routes and at critical network connections.
    - Increase the economic value of business districts and neighborhoods through more transportation choices and community amenities; focus on cost savings through full utilization of existing infrastructure.







10: GENERAL PLAN PRIORITIES



Higher Priority Strategies

All of the strategies in the various chapters are important, but the sheer number of potential strategies becomes unwieldy for City staff to determine where to start and how to measure progress. Some strategies can be postponed and included in later initiatives, but there are priorities that should be addressed more quickly.

The Steering Committee helped set the priorities that follow, along with the City's staff and planning consultant. Higher priority strategies are those in which there is consensus about addressing the strategy as soon as possible. Lower priority strategies are important but have less consensus about their urgency.

Quality Neighborhoods

1. Consider areas for mixed use housing and mixed housing types, especially adjacent to the downtown and in emerging centers.
2. Consider land use changes to grow the connection between Historic Downtown the Recreation and Arts District along 100 South. Consider tourism-based businesses, and more flexible options for homeowners, such as more flexible home occupation ordinances, live/work opportunities, bed and breakfasts and other residence-based businesses.
3. Open space amenities should be a central feature in a neighborhood and may include parks, plazas, trails, community gardens, small plot farms or other space that can be used by residents. Quality open space amenities include long-term management and maintenance plans.
4. As part of a new zoning ordinance, create incentives or new zones to enable rural and mountain residential clusters that permanently designate open space for agricultural, natural, passive recreation or shared equestrian uses.
5. In new neighborhoods at Jordanelle Mountain, Lakeside, North Village, and Utah Valley University Village create walkable, compact

neighborhoods with significant natural open space and mountain-themed town centers.

6. Consider an incentive-based system with a base lot size that can be reduced by achieving city goals for open space, walkability, trails, views and stormwater reduction.
7. Support redevelopment and enhancement of existing homes in the Historic Core.
8. Include quality building materials and architectural standards as part of the new ordinances.
9. Explore ways to reduce air pollution from homes and businesses and improve efficiency.

Summary

These strategies reflect an emphasis on mixed use/infill, the Recreation and Arts District, open space, clustering, housing quality, clear skies and downtown.

2020 Moderate Income Housing Plan Work Efforts

1. Update the accessory apartment ordinance to eliminate barriers.
2. Continue to require deed restricted housing aimed at the 50% AMI and below category, and track City progress.
3. Track spending of the affordable housing fund and emphasize workforce housing.
4. Study the pros and cons of waiving building permit fees for qualifying projects or portions of projects. Track additional units produced.
5. Consider areas for mixed use housing and mixed housing types, especially adjacent to the downtown and in emerging centers.
6. Create a mixed housing types cluster subdivision ordinance.
7. Consider an update study of the fee-in-lieu program to assure that fees are reasonably commensurate with actual construction costs.

Centers and Gathering Places

1. Create a Downtown Development Authority, such as a Community Reinvestment Agency.
2. Increase activity downtown. Activate downtown through public spaces (streetscapes, alleys, and the three parks) that attract people, so that residents and visitors want to return over and over again.
3. Conduct a downtown placemaking and recreation branding study, and reinforce findings through City ordinances, programs and visible improvements.
4. In the South Town tech center, through ordinance revisions, incorporate more town center characteristics.
5. Create a parking plan and management strategy.
6. Promote historic architecture in the Historic Downtown District, and promote interesting “mountain modern” architectural building features at the four new centers.
7. Prevent standard strip commercial development through ordinance modifications.
8. Assure dark sky compliance for all lighting in all centers.
9. In the Recreation and Arts District, develop an economic development strategy to begin transitioning to more consistent uses.

Summary

These strategies reflect an emphasis on Downtown, South Town, architectural features, dark skies and the tecreation and Arts District.

Open Space and Rural Character

1. Consider bonding as an important open space preservation strategy.
2. Develop a system to purchase or transfer development rights (TDR) with implementation through the zoning ordinance. Consider crowd sourcing funding, density transfers, etc.
3. Review and update rural zoning ordinances. Rural zoning should have a minimum 20-acre

lot size.

4. Partner with non-profits, such as Utah Open Lands.
5. The City could explore ways tourism could financially support open space preservation through a hotel tax or recreation fee.

Summary

These strategies reflect an emphasis on preserving and creating open space through various techniques, including bonding and the use of tourism dollars.

Outdoor Recreation, Parks and Trails

1. Heber City will plan for providing usable and programmable parks for current and future populations at a ratio of 10 acres per 1,000 residents.
2. Plan and develop a lake-to-lake trails system, connecting Jordanelle Reservoir to Deer Creek Reservoir.
3. Continue to improve and connect trails to valley and mountain amenities. Trails provide access to the City's beautiful setting, including nearby canyons, mountains, lakes and the Provo River.
4. The three publicly owned open spaces (Tabernacle Square, Main Street Park, and the front lawn of the Police Station) on Main Street should be redesigned and improved to work synergistically to activate Main Street.
5. Parks design, signage and activities should help to promote the City "brand".

Summary

These strategies reflect an emphasis on creating new trails along the Provo River and to valley/mountain amenities, activating Main Street parks and providing more parks internal to the City.

Mobility and Streetscapes

1. Develop and adopt new Citywide street cross sections, with a focus on complete streets, 5-foot minimum sidewalks, larger park strips, narrower street widths and swales.
2. Begin recommended improvements to Main Street to slow traffic down.
3. Consider the use of roundabouts in certain studied locations.
4. Actively promote the completion of the western bypass study and lobby for construction dollars.

Summary

These strategies reflect an emphasis on new street cross sections that promote swales and adjacent trails, improving Main Street, considering roundabouts and completing the bypass.

Jobs and Economic Development

1. Create a Community Reinvestment Agency project area.
2. Activate Main Street public spaces so residents and visitors want to visit repeatedly.
3. Revise zoning ordinances to promote infill and redevelopment and incentivize a mixture of uses.
4. Promote a business center, including tech businesses, associated with Utah Valley University.
5. Promote opportunities in technology, research and development, professional/office and light manufacturing.
6. Create an economic incentive-based strategy.
7. Attract businesses that have reduced impacts on air and water quality and decreased noise pollution.

Summary

These strategies reflect an emphasis on Main Street by creating a new financing tool (CRA), mixing uses, providing more jobs in a coordinated manner with Utah Valley University, attracting clean jobs and developing an incentive-based economic development plan/strategy.



APPENDIX



Documents in the Appendix

The Appendix contains a series of documents listed below:

- Heber City Downtown Study (Downtown Redevelopment Service)
- General Plan Land Use Study (Lewis Young Robertson & Burningham)
- Moderate Income Housing Plan
- Presentation: Vision Celebration and General Plan Kick-Off (August 28, 2019)
- Presentation: Workshop Values Summary (March 20, 2019)







HEBER CITY
ENVISION
—2050—

City Council Staff Report

MEETING DATE:	**March 18, 2025**
SUBJECT:	**RCV Discontinuation**
RESPONSIBLE:	**Ryan Bunnell**
DEPARTMENT:	**Public Relations**
STRATEGIC RELEVANCE:	**Facilitate discussion on the future of RCV in Heber City.**

SUMMARY

As a follow-up to the public comment and City Council discussion surrounding Ranked Choice Voting (RCV) in the March 4, 2025 City Council meeting, I was given an assignment to research, evaluate, and recommend implementable courses of action for public feedback, considering the April 15, 2025 Utah deadline to make a change for the 2025 Heber City election.

The policy questions include the following:

1. Should Heber City continue to use Ranked Choice Voting?
2. What types of public outreach should be engaged to poll citizen opinion on RCV?

RECOMMENDATION

Heber City should create a comprehensive information campaign catered to its citizens to teach how RCV works and how to complete a ballot. This campaign should center around an informational web page and utilize various media and outreach strategies similar to those previously engaged in the Heber City public outreach. This campaign will alleviate general concerns and coach the public on how to be civically involved in the upcoming 2025 election.

BACKGROUND

Time constraints for this election cycle will make objective and empirical polling data cost prohibitive and generally unobtainable.
'Quick fixes,' such as social media polls, frequently generate impulsive, reactionary, uninformed, or disingenuous decisions. They are easily corruptible, nearly impossible to geographically mediate, and will not provide a responsibly balanced data set sufficient to override existing policy. Social Media polling has its place, which is generally reserved for matters of low-level consequence.
Heber City should create a comprehensive information campaign catered to its citizens to teach how RCV works and how to complete a ballot. This campaign will target concerns raised by the public in the March 4, 2025 meeting, and coach Heber City residents on becoming effective with their civic involvement in the upcoming 2025 election.

If the RCV concerns continue past the 2025 election, the information campaign could be extended, and the citizens could be polled through various media so that all voter demographics of Heber City can express an educated opinion.
It is worth mentioning that the Utah pilot program for RCV will expire in 2026, and the City Council will have to decide whether to adopt or discontinue it then formally. With empirical and objective data collected, the City Council will be well equipped to adopt or reject RCV for the 2027 election.

DISCUSSION

Options for public outreach are scalable. Below are three proposed benchmarks that could be utilized.

1) Engage a third-party polling contractor. This method will provide the most defensible, viable and accurate data. Drawbacks include, but are not limited to, cost and implementation timeline. This option will not be effectively implemented before the upcoming election's April 15, 2025 deadline.
2) Create an informational campaign through staff resources. Leverage existing PR opportunities and tactics to educate and boost public understanding of voting with an RCV ballot for the 2025 election. The City Council may define the scope, duration, and intensity. An internally generated campaign will reinforce Heber City's ongoing communication strategy and direct communication with its citizens.
3) Run social media polls on Facebook and/or X. Benefits are that social media polls are fast, cheap, and transparent. Drawbacks are that the information gathered is characteristically impulsive and data collection is limited to users of the given platform. Other data integrity risks include disingenuous feedback, non-resident participation, and utilizing multiple user accounts to cast repeated votes from a single citizen. There is also a question of platform favoritism and inclusivity of all platforms – leading back to the multiple votes per user concern. This option is the only polling solution with an implementable timeline to provide data for an April 2025 decision. However, creating a precedent using social media polls to overturn an existing policy could create credibility and reputation issues for Heber City. Such a tactic should not be lightly considered. Social media polls are generally utilized to gauge matters of far less consequence.

FISCAL IMPACT

Fiscal impact will be determined after the project scope is defined. The most expensive option is to engage a third-party contract. An internally generated PR campaign for public outreach generally fits within the annual budget for public outreach. Social media polling is the least expensive outreach methodology but has inherent flaws and risks.

CONCLUSION

I recommend no policy change to Ranked Choice Voting for the 2025 election, coupled with an internally generated PR campaign leading up to the election to directly address the concerns voiced by citizens in the March 4, 2025 Heber City Council meeting.

ALTERNATIVES

1. Approve as proposed
2. Approve as amended
3. Continue
4. Deny

POTENTIAL MOTIONS

Staff Recommended Option – Approval

I move to **approve** '*no change to RCV policy coupled with educational public outreach leading to the election*' as presented, with the findings and conditions as presented in the conclusion above.

Alternative 2 – Continuance

I move to **continue** '*no change to RCV policy coupled with educational public outreach leading to the election*' to another meeting on [DATE], with direction to the applicant and/or Staff on information and/or changes needed to render a decision, as follows:

_____
_____
_____
_____
_____
_____

Alternative 3 – DENIAL

I move to **deny** '*no change to RCV policy coupled with educational public outreach leading to the election*' with the following findings.

_____
_____
_____
_____
_____
_____

ACCOUNTABILITY

Department: Public Relations
Staff Member: Ryan Bunnell

HEART OF THE WASATCH BACK

HEBER CITY

EST 1889

3/18 RCV Council Presentation

September, 2024

ASSIGNMENT

As a follow-up to the public comment and City Council discussion surrounding Ranked Choice Voting (RCV) in the March 4, 2025 City Council meeting, I was given an assignment to research, evaluate, and recommend implementable courses of action for public feedback, considering the April 15, 2025 Utah deadline to make a change for the 2025 Heber City election.

INTRO QUESTIONS:

1. Should Heber City continue to use Ranked Choice Voting?
2. What types of public outreach should be engaged to poll citizen opinion on RCV?





BACKGROUND

Time constraints for this election cycle will make objective and empirical polling data cost prohibitive and generally unobtainable.

‘Quick fixes,’ such as social media polls, frequently generate impulsive, reactionary, uninformed, or disingenuous decisions. They are easily corruptible, nearly impossible to mediate geographically, and will not provide a responsibly balanced data set sufficient to override existing policy.



DISCUSSION

1. Engage a third-party polling contractor.
2. Create an informational campaign through staff resources.
3. Run social media polls on Facebook and/or X.

FISCAL IMPACT

1

Most expensive option:
Engage an objective third-party contract.

2

Middle of the road option:
An internally generated PR campaign for public outreach.

3

Least expensive option:
Social media polling with inherent flaws and risks.



RECOMMENDATION

Heber City should create a comprehensive information campaign catered to its citizens to teach how RCV works and how to complete a ballot.

Campaign to include: web page for source data, inclusive media outreach.

Conclusion

Heber City should create a comprehensive information campaign catered to its citizens to teach how RCV works and how to complete a ballot. This campaign will target concerns raised by the public in the March 4, 2025 meeting, and coach Heber City residents on becoming effective with their civic involvement in the upcoming 2025 election.

If the RCV concerns continue past the 2025 election, the information campaign could be extended, and the citizens could be polled through various media so that all voter demographics of Heber City can express an educated opinion.

The Utah pilot program for RCV will expire in 2026, and the Heber City Council will have to decide whether to adopt or discontinue it then formally. With the proposed empirical and objective data collected, the City Council will be well equipped to adopt or reject RCV for the 2027 election.

I recommend ‘no policy change’ to Ranked Choice Voting for the 2025 election, coupled with an internally generated PR campaign leading up to the election to directly address the concerns voiced by citizens in the March 4, 2025 Heber City Council meeting.

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HEBER CITY

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Thank you

Heber City Council

EXHIBIT A

HEBER CITY FISCAL YEAR 2026 BUDGET CALENDAR

DATE	DESCRIPTION
November	Work begins on capital projects and 5-year budget forecasts for General Fund Update financial policies, if necessary
Tuesday, December 3	Council adopts Budget Calendar for FY 2026
By end of January	Council Strategic Retreat: Council determines strategic direction for FY 2026 and details budget priorities
By end of January	Staff Planning Retreat: Staff implements Council's top budget priorities
By end of January	Budget instructions distributed to Department Directors City Manager conducts budget workshop with staff
January/February	City Manager and Finance Director work on revenue projections Department's work on operating and capital budgets
Thursday, February 13	Personnel requests due by 5 PM
Thursday, February 27	County notified of date, time and place of first public hearing at which the budget will be discussed[1]
Monday, March 3	Capital Project Budgets, and Operating Budgets requests due by 5 PM
Week of March 10	City Manager and Finance Director conduct budget reviews with Department Directors and completes revenue projections for all funds
March 17 - April 14	City Manager & Finance Director complete the preparation of the Tentative Budget and computes the Tentative Millage Rate necessary to support the proposed Tentative Budget
Thursday, April 10	Tentative Budget and Tentative Millage Rate submitted to City Council[2]
Tuesday, April 15	Tentative Budget tentatively adopted by City Council and Public Hearing date set for adoption of Final Budget[3]
April 16 - May 7	Mayor & City Council review Tentative Budget with City Manager & Staff One budget workshop to review operating budgets for all funds One budget workshop to review capital requests and misc. items
May 8 - May 26	City Manager and Finance Director prepare Final Budget based on Council's direction
Tuesday, May 27	Issue notice to WAVE, Public Notice Website and placed on City web site of Public Hearing (Published 7 days prior to Public Hearing) to consider adoption of Final Budget[4]
Friday, May 23	Final Budget distributed to Council, Staff and Public 10 days prior to adoption of final budget[5]
Tuesday, June 3	Public Hearing on the Final Budget[6] Adopt Final Budget by resolution[7] Adopt final tax rate by resolution[8]
Tuesday, June 10	Forward final Tax Rate to County Auditor[9]
Saturday, July 20	Final certified copy of budget filed with State Auditor within 30 days after adoption[10]

EXHIBIT A

HEBER CITY FISCAL YEAR 2026 BUDGET CALENDAR

NOTE: If the City decides to consider an increase the certified tax rate, the City would not adopt the budget in June and the calendar would be modified by following actions:	
Thursday, May 29	Notify the County Auditor and Tax Commission of the date, time and place of the public hearing[11]
Tuesday, June 10	Forward proposed Tax Rate to County Auditor[12]
Thursday, July 17	Issue public notice of Public Hearing for adoption of FY 2026 Tax Levy[13]
Tuesday, August 19	Council holds Public Hearing on proposed augmented tax levy[14] Council adopts Resolution approving augmented tax levy[15] Council adopt Resolution approving Final Budget[16]
Wednesday, August 20	Final certified copy of budget filed with State Auditor within 30 days after adoption[17]

1. 59-2-919(8)(a)(i)(A): A fiscal year taxing entity shall, on or before March 1, notify the county legislative body in which the fiscal year taxing entity is located of the date, time, and place of the first public hearing at which the fiscal year taxing entity's annual budget will be discussed.

2. 10-6-111(1)(a): On or before the first regularly scheduled meeting of the governing body in the last May of the current period, the budget officer shall prepare for the ensuing fiscal period, and file with the governing body, a tentative budget for each fund for which a budget is required.

3. 10-6-111(3)(a)(i): A governing body in any regular public hearing or special public hearing shall review, consider, and tentatively adopt each tentative budget.

4. 10-6-113: At the meeting at which each tentative budget is adopted, the governing body shall establish the time and place of a public hearing to consider its adoption and shall order that notice of the public hearing be published for the city, as a class A notice under Section 63G-30-102, for at least seven days before the day of the hearing.

5. 10-6-112: Each tentative budget adopted by the governing body and all supporting schedules and data shall be a public record in the office of the city auditor or the city recorder, available for public inspection for a period of at least 10 days prior to the adoption of a final budget, as hereinafter provided.

6. 10-6-114: At the time and place advertised, or at any time and place to which the public hearing may be adjourned, the governing body shall hold a public hearing on the budgets tentatively adopted. All interested persons in attendance shall be given an opportunity to be heard, for or against, the estimates of revenue and expenditures or any item thereof in the tentative budget of any fund.

7. 10-6-118(1): Before June 30 of each fiscal period, or, in the case of a property tax increase under Sections 59-2-919 through 59-2-923, before September 1 of the year for which a property tax increase is proposed, the governing body shall by resolution or ordinance adopt a budget for the ensuing fiscal period for each fund for which a budget is required under this chapter.

8. 59-2-912(1): The governing body of each taxing entity shall before June 22 of each year: (a) adopt a proposed tax rate, or, if the tax rate is not more than the certified tax rate, a final tax rate for the taxing entity.

9. 10-6-134: The city recorder shall certify the ordinance or resolution setting the levy to the county auditor, or auditors if the municipality is located in more than one county, before the fifteenth day of June of each year.

10. 10-6-118(2): The budget officer of the governing body shall certify a copy of the final budget and file the copy with the state auditor within 30 days after adoption.

11. 59-9-919(8)(a)(i): (i) A fiscal year taxing entity shall, on or before June 1, notify the commission and the county auditor of the date, time, and place of the public hearing described in Subsection (4)(b).

12. 59-9-920(1): If a taxing entity, after fulfilling the requirements of Section 59-2-919, adopts a resolution to levy a tax rate that exceeds the taxing entity's certified tax rate, the taxing entity shall forward the resolution to the tax commission along with the statement of the amount and purpose of the levy required under Sections 59-2-912 and 59-2-913.

13. 59-2-919(6)(e)(i)(A): The advertisement shall be run once each week for the two weeks before a taxing entity conducts a public hearing.

14. 59-2-919(4)(c): a fiscal year taxing entity may levy a tax rate that exceeds the fiscal year taxing entity's certified tax rate if the fiscal year. taxing entity conducts a public hearing.

15. 10-6-133(1)(a): Before September 1 in the case of a property tax rate increase under Sections 59-2-919 through 59-2-923, the governing body of each city, including charter cities, at a regular meeting or special meeting called for that purpose, shall by ordinance or resolution set the real and personal property tax levy for various municipal purposes.

16. 59-2-919(9)(c): A public hearing on levying a tax rate that exceeds a fiscal year taxing entity's certified tax rate may coincide with a public hearing on the fiscal year taxing entity's proposed annual budget.

17. 59-2-920(1): If a taxing entity adopts a resolution to levy a tax rate that exceeds the taxing entity's certified tax rate, the taxing entity shall forward the resolution to the tax commission along with the statement of the amount and purpose of the levy.