

Brigham City: North Main Street Corridor Plan



Brigham City, UT SDAT Report

AIA Communities by Design 
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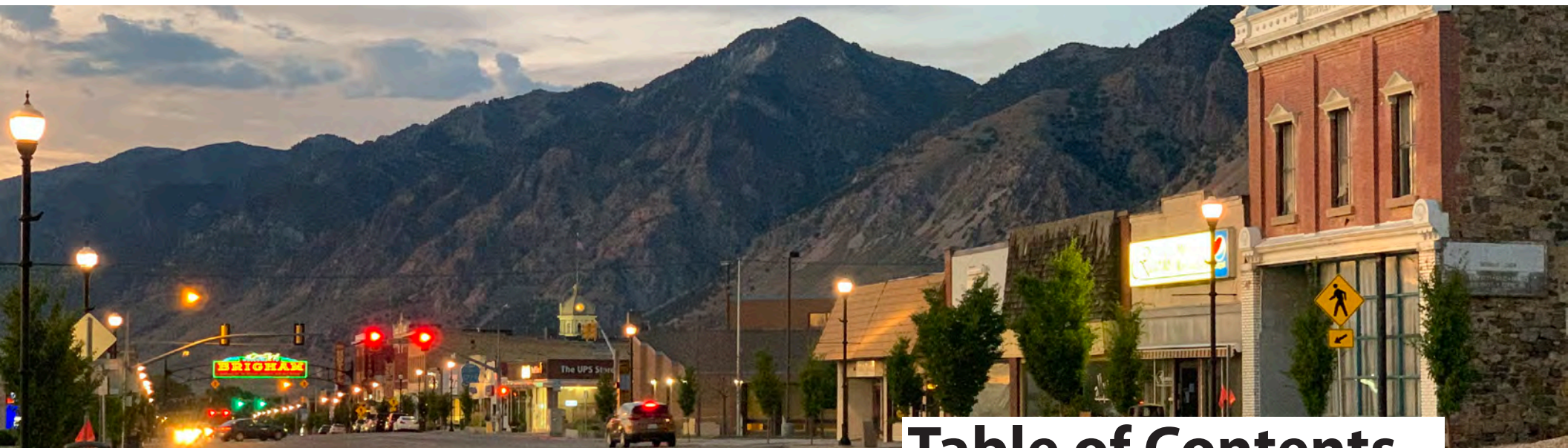


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THE SDAT PROGRAM

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

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

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

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





Introduction

NORTH MAIN STREET OVERVIEW

Brigham City's Main Street is unique among American Main Streets. Its historic allée of mature Sycamore trees define Main Street from end to end. It is a wonderful avenue to drive or walk as the rows of grand street trees turn Main Street into a public green space providing rhythm, order, shade and shelter to both vehicles and pedestrians. Each tree has a strong individual character but lined up for several miles along Main Street, the power of their presence becomes the defining and unifying feature of Brigham City.

General character of North Main Street

Although the street trees line both sides of South Main Street and North Main Street, the character of South Main has evolved, in recent years, into more of a commercial corridor defined by strip shopping centers with large asphalt parking lots facing Main Street. North Main Street, however, has retained much of its original character with a mix of single-family houses, small businesses and a few light industrial uses scattered along the corridor. When you walk or drive along North Main you still feel like you are passing through a neighborhood on a street that leads, eventually, into downtown.

As you drive along North Main Street one of the things you notice is that the corridor is a mix of well kept properties interspersed with properties that feel run-down or abandoned. The persistence of blighted properties and the lack of development of underutilized or vacant properties is a pattern, that if left unchecked, will slowly bring down the value of neighboring properties along the corridor while negatively impacting the overall look and feel of what is the most beautiful tree-lined section of Brigham City's Main Street.



General character of North Main Street.



Historic view of Main Street.



South Main Street showing commercial development.



Examples of blighted or underdeveloped properties along North Main Street..

Our Planning Built on Your Ideas

To address the issues of blight and redevelopment along North Main Street, we first wanted to hear the community's concerns from residents, business and property owners, developers, and government official to understand the issues surrounding these problems and to include citizen ideas in our planning process. Our team met with community members and city official and held public meetings to hear your ideas for how to create an improved and vibrant North Main Street. A wide variety of issues were discussed, but the conversation ultimately focused on a set of key issues/principals that we felt were important in guiding our team's analysis and planning.

Y'all said...

Create development that is family friendly.

You recognized that the North Main Street Corridor serves the surrounding neighborhoods providing necessary services and opportunities to city residents — particularly to the residents of this end of town. An improved North Main Street can provide a better quality of life for the residents of these adjoining neighborhoods with new development providing needed family services and opportunities in this part of the city.



Protect the beauty of the tree lined street.

Everyone agrees that the Sycamore trees, along the entire length of Main Street, are Brigham City's most important and beautiful asset. We heard you say that the protection and maintenance of the street trees must be a priority in any planning or development that takes place along the corridor.

Improve the appearance of North Main Street.

Many of you commented on how the prevalence of run down and vacant properties along the street detract from the beauty of the tree-lined street. The lack of maintenance and poor condition of so many vacant properties diminishes the investments of property owners who are working hard to keep their properties and businesses trim and well maintained. Improving the appearance of North Main Street can help spur reinvestment in corridor development and bring more business to current owners and operators.

Make North Main Street safe and viable.

We heard you say that North Main Street is not as safe as it could be for



Examples of blighted or underdeveloped properties along North Main Street.

pedestrians. With few traffic controls, inconsistent sidewalks, and dangerous crossing locations making residents of the adjacent neighborhoods uncomfortable using or crossing North Main Street. Both sides of North Main should be made accessible for the residents of the neighborhoods to the east and west.

Focus on affordable housing.

We heard your interest in the growth of the surrounding neighborhoods and how the rise in property values has created a need to consider new affordable housing options to promote the addition of young families and new residents to the city.

Increase connectivity — trails, info, visitors...

You told us what a wonderful place Brigham City is for outdoor recreation but that its trails and other recreational opportunities could benefit from being connected into a more integrated system with good information available so that both residents and visitors know what's here and know how to use it.

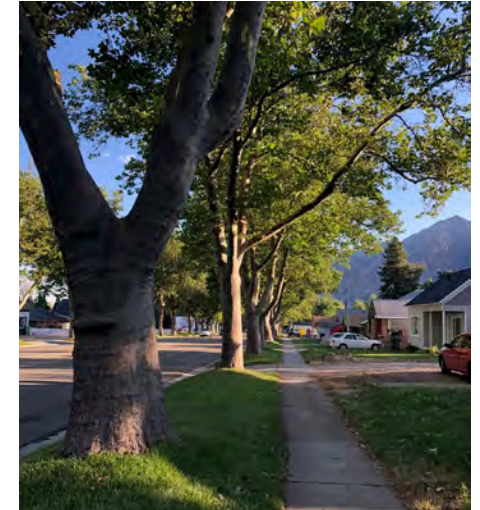
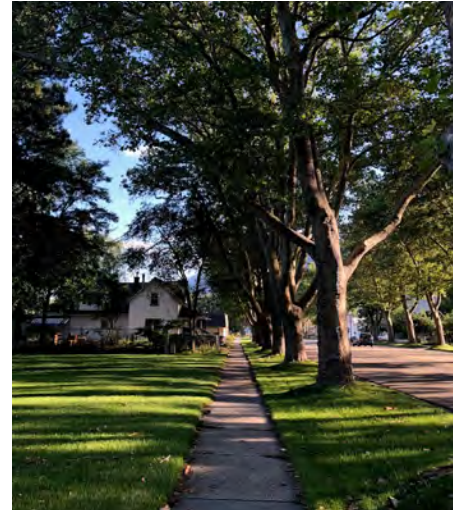
NORTH MAIN STREET: GENERAL ASSESSMENT

Strong Character - Part of the Whole

North Main Street's character differs significantly from the suburbanized commercial development taking place along South Main Street. This difference gives North Main Street a feel that is friendlier, more comfortable and more accommodating of neighborhood scale development.

Brigham City identifies with Main Street's character.

Main Street, with its historic Sycamore trees, is the defining feature of Brigham City. Its tree-lined sidewalks pass from the more commercial South Main Street, through downtown, and on through the city's mixed business/residential North Main Street corridor forming a spine that ties the major areas of the city together. The Sycamore-lined street is unique to Brigham City and North Main Street represents the best



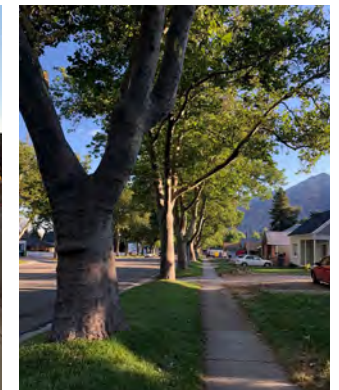
Examples of the character of North Main Street.



South Main



Downtown



North Main



Brigham City's maintenance crew keeping the grass trimmed along North Main Street.

and most intact portion of the historic tree planting. The city's ongoing program of tree and sidewalk maintenance around the trees is an essential part of maintaining Brigham City's character and beauty.

Diversity of uses and building types

North Main Street is currently a mix of business, light industrial and residential uses that provide a range of services to Brigham City residents. This mix of uses includes many local businesses that have been in this neighborhood for decades serving local residents along with new and evolving businesses catering to the needs of today's residents. This diversity of uses creates a range of building types and property sizes along the North Main Street corridor.



Cottage commercial

One of the most distinctive aspects of North Main Street's character is the scattering of "cottage commercial" properties. Basically, where houses, or cottages, have been converted to businesses keeping the residential scale of the buildings and setbacks but providing locations for service and professional businesses with well tended sidewalks and front yards enhancing the feel of the street.



Varied redevelopment opportunities

The diversity of uses and building types also creates the context for a wide variety of redevelopment opportunities at a range of scales. The simplest might be the redevelopment of a residence or residential property for use as a new business or professional office. Various sites along North Main Street range from previously used gas stations, restaurant locations, light industrial sites, or properties that are either vacant or can be cleared for neighborhood friendly development.

Core of stable / essential businesses

Along the North Main Street corridor you will find many well established businesses that have been serving the city and the North neighborhoods for years if not decades. These anchor businesses have provided the services that residents need and play a vital role as invested business/property owners along the corridor.



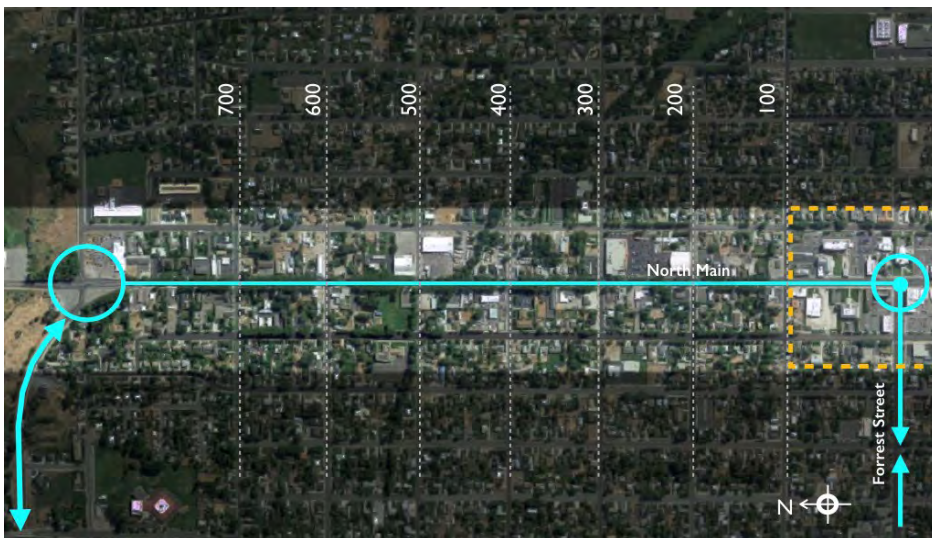
Gateway into the city

With three exits off of the interstate, South Main, Forest, and North Main, there is an opportunity to create three ways to enter Brigham City that can have unique and distinct characters. Entering the city via North Main Street brings you in through beautiful fields with mountain views introducing you, gently, to North Main Street where the heroic tree-lined street is both impressive and comforting as it shelters and shades your approach to downtown. In contrast to entering through South Main Street's commercial development, this approach/entrance to the city creates an impression that is friendly and warm with anticipation for eventually arriving at a vibrant downtown business district.

How North Main Street Works

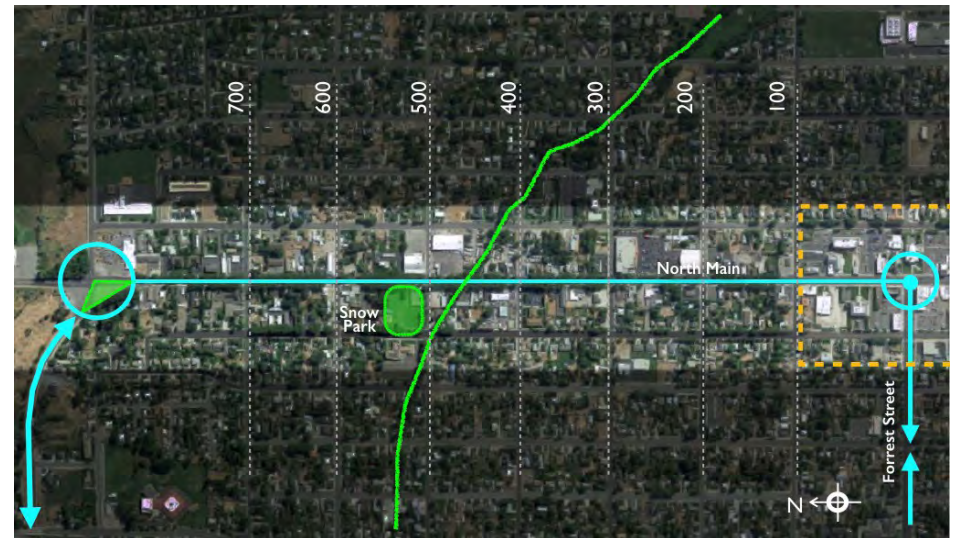
One Mile

North Main Street is an eight block long, straight stretch of Main reaching from the intersection of Forrest Street, in the center of downtown, along its shady, tree-lined path to the North end of town. At this point, North Main turns and takes you through fields and meadows leading to the northern access to/from the interstate. Along its route, the scale of businesses changes as you move out of the downtown area and through a more mixed-use area flanked by residential neighborhoods. The blocks are laid out at roughly regular distances creating a consistent rhythm of streets as you drive along with only one signaled intersection for most of its length. For this reason, traffic speeds are bit faster than desired and pedestrians often choose to use side streets rather than walk along the tree-lined sidewalks of North Main.



Green Space

Residential neighborhoods lie on both sides of North Main Street with businesses serving residents often located on North Main at the intersection of the cross streets leading into the neighborhoods. The two primary green spaces in the north end of the city are Snow Park and the informal green areas created by the creek as it cuts through and crosses North Main in the 400 block (about mid-way). Snow park is currently an underutilized city park with a small playground surrounded by underutilized open space. We were told that a local organization is currently working to restore a rose garden that was once a feature of the park. The riparian area along the creek is currently undeveloped and almost passes through the neighborhoods unnoticed as it is often cutting through private property. Other than occasional use of the playground in Snow Park, quality public green space is currently not available for passive use by the residents in the North Main neighborhoods. There is also an opportunity, in the development of a new city gateway, to create new public green space at the north end of North Main Street.



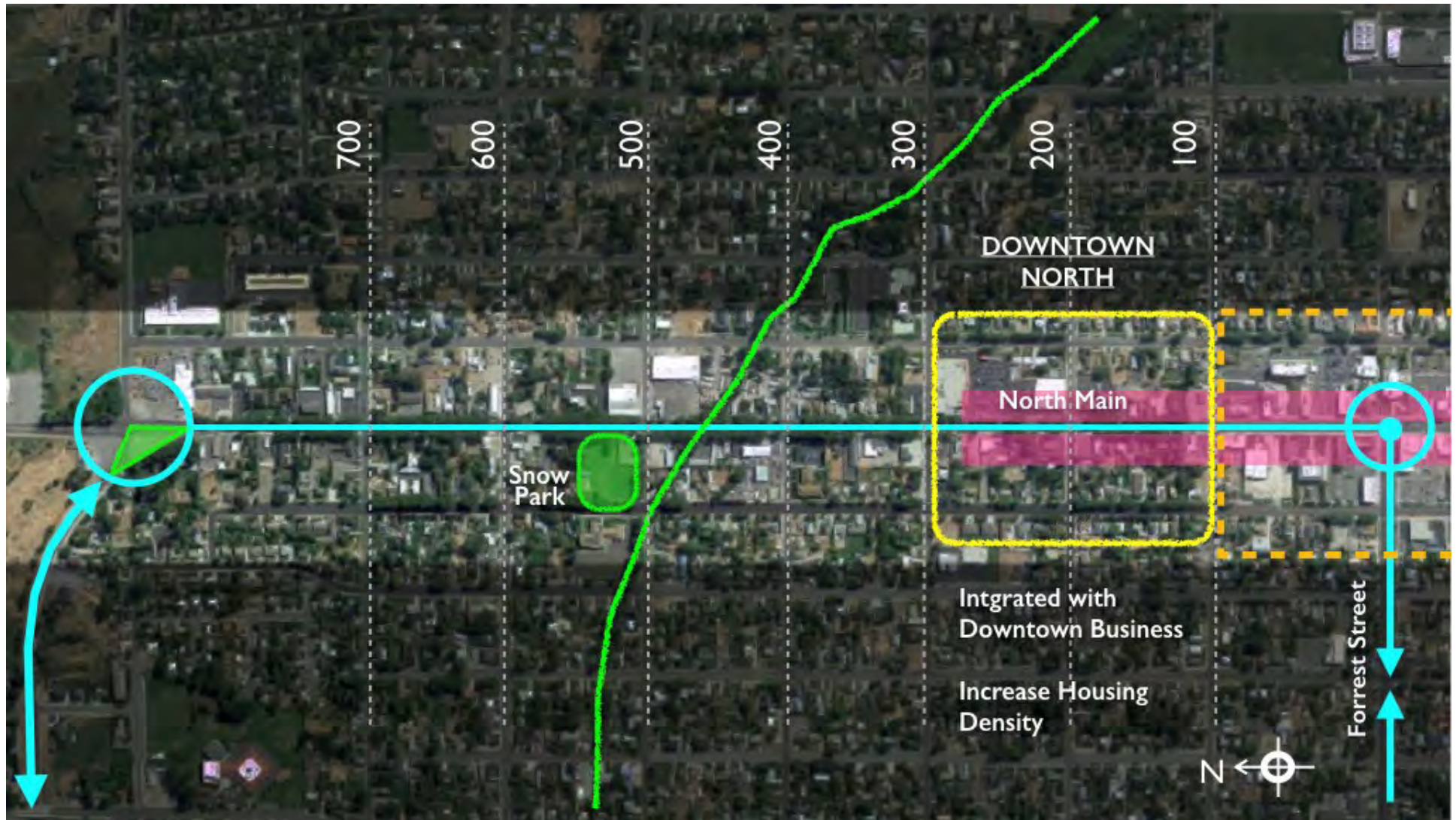
Three Zones

As we looked at the current uses along North Main and how a development strategy could be formed, three primary street functions emerged allowing us to divide North Main into three development zones each with overlapping interests but a separate primary focus.

Downtown North: Blocks 100-300

The Downtown North zone operates as an extension of Downtown while also providing a buffer or transition zone between the density of development that would usually be seen in downtown and the residential neighborhoods to the north. Downtown development patterns already extend into this area allowing for an intermediate level of development density that would not be recommended further north into

the single-family residential areas. This is an area to locate downtown businesses that would be looking to serve both the typical daily needs of downtown along with the residents of the north city neighborhoods. The location of some multi-family density in this area would help the development of a more vibrant and 24-hour downtown allowing businesses to be open longer and to increase revenues.



Center North: Blocks 300-700

Center North forms the core of North Main Street where a concentration of new businesses and new development should be focused on serving the residents of the neighborhoods to the east and west. This area of North Main already contains many such businesses including restaurants and ice cream shops, bowling alley, and other service and professional businesses that have been anchors along the North

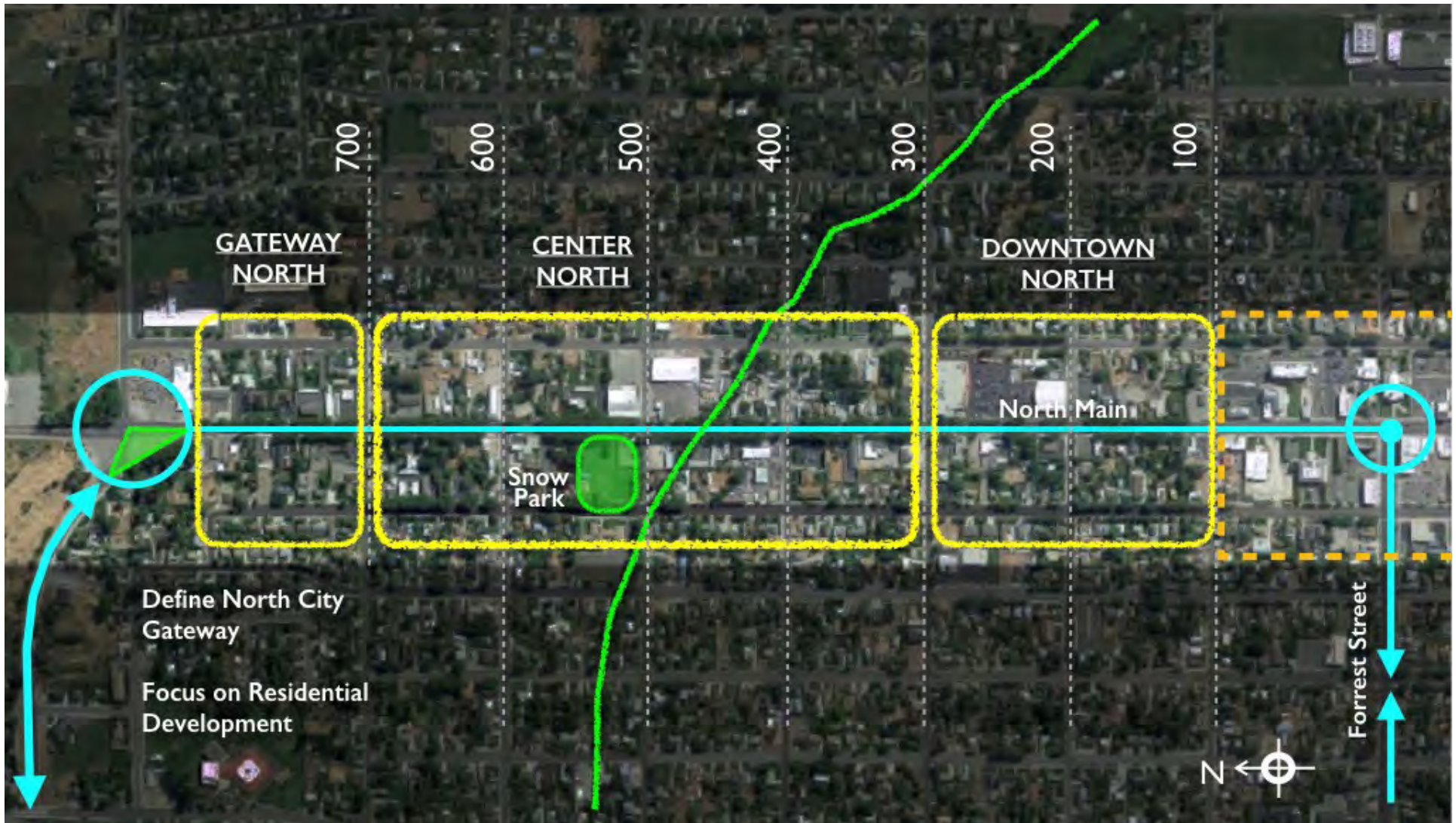
Main corridor for years. Snow Park and the creek are located in this zone and can be redeveloped as new and improved neighborhood amenities. This is the area where the development of businesses and services at neighborhood cross streets is particularly important as these are gateways into the neighborhoods and provide the best opportunity for increased foot traffic to and across North Main Street.



Gateway North: Blocks 700 & Beyond

This is one of the best gateway opportunities you have to take visitors and residents to and from Brigham City. This area can be the focus of a new, articulated city entrance creating a transition from the interstate access road into the tree-lined Main Street corridor. As a transition area, this zone currently contains a range of small to

medium scale multi-family apartment buildings—a pattern that can be reinforced and expanded through new development at this end of the street while carefully managing the size and scale of development to be compatible with the character of North Main Street.



Development and Redevelopment Along North Main Street

To maintain the character and beauty of North Main Street and to stay focused on the key issues you said were important, new development along North Main Street should follow a basic set of overarching principals:

Take cues from the three defined North Main Street development zones

Manage density, development patterns, regulations, and uses to be compatible with the zone you are working in. Target development in these zones for maximum impact on addressing the issues of blight and underutilization of properties.

Strengthen and grow existing and new businesses

Often new business becomes the primary focus of development. Make sure you are working to strengthen existing businesses and business owners who have already invested in being there and are providing needed services to the community. A balanced approach to building partnerships with new and existing businesses can help create a quicker transformation along the corridor and reinforce why you should care about being there and being responsible.



Redevelop underutilized properties

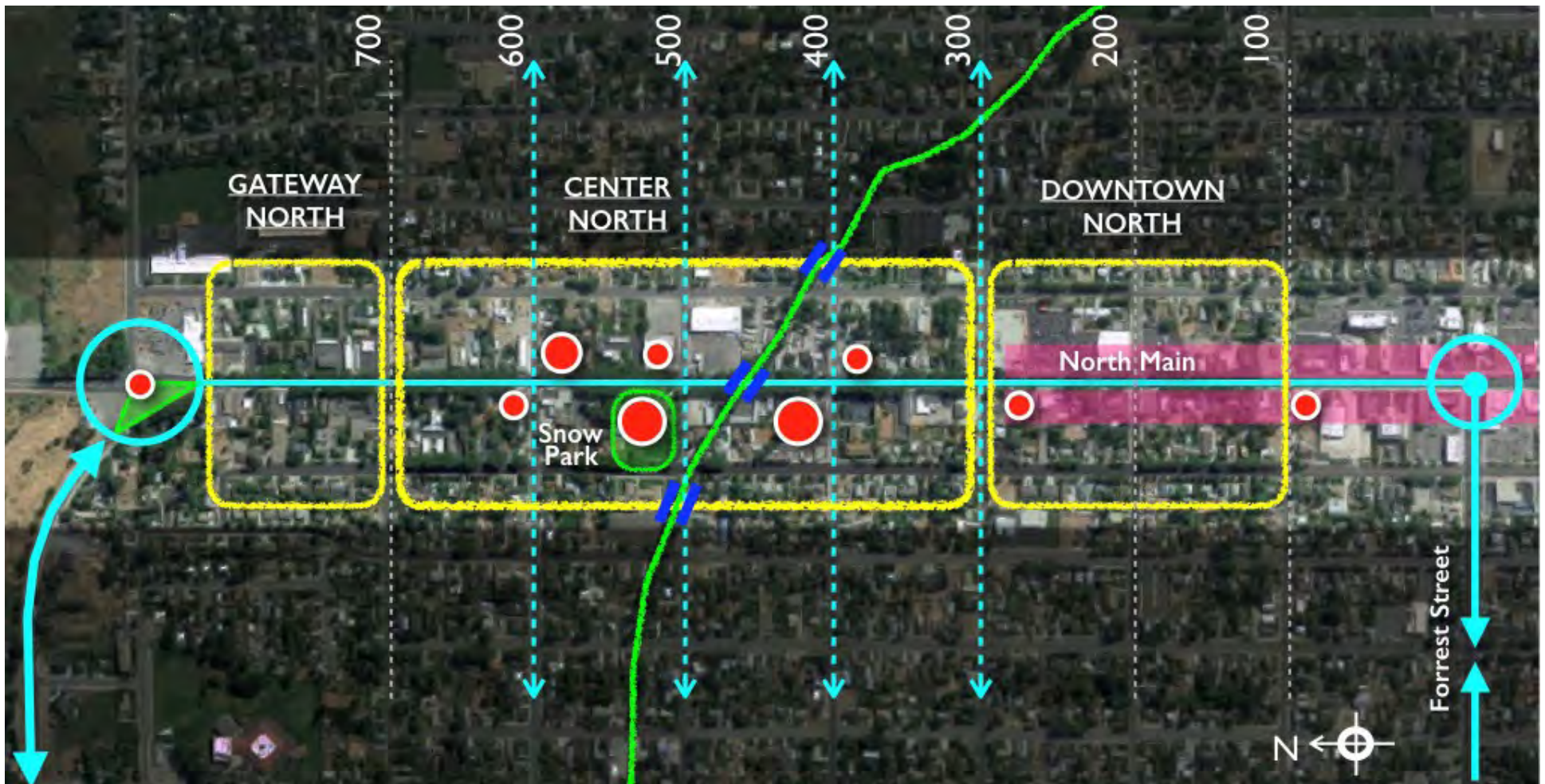
Even if full development is not possible immediately, you can begin to find ways to use and improve the look of properties that are not currently being used, such as focusing on the abandoned parking lot of a business that is still operating but doesn't need it any more. You might be able to create temporary screening for a property that you want to help sell or that has been abandoned for a time. The goal should be to target these underutilized properties and focus on each with specific initiatives aimed at activating them and making them a positive part of the streetscape. Future developers and business owners looking for a property won't mind if they see change happening in the neighborhood. But if they see neglect and blight not being addressed at all, then they will assume the trend is down rather than up and will look elsewhere to make their investments.

Strengthen the relationship between the neighborhoods and the businesses that serve them

Create a business climate where businesses are seen in terms of how they can not just draw from the surrounding area but where they serve to strengthen the neighborhoods where they choose to locate. Focus on developing the cross streets that serve as gateways to the neighborhoods and locate pedestrian friendly businesses near these access points.

Develop quality new affordable neighborhood housing

New affordable housing is needed to support the growth of the city. Businesses need workers and communities of your size need a continual influx of new residents, business owners and ideas in order to be a vital and active community and to maintain an elevated quality of life for everyone.





Existing multi-family housing along North Main Street.



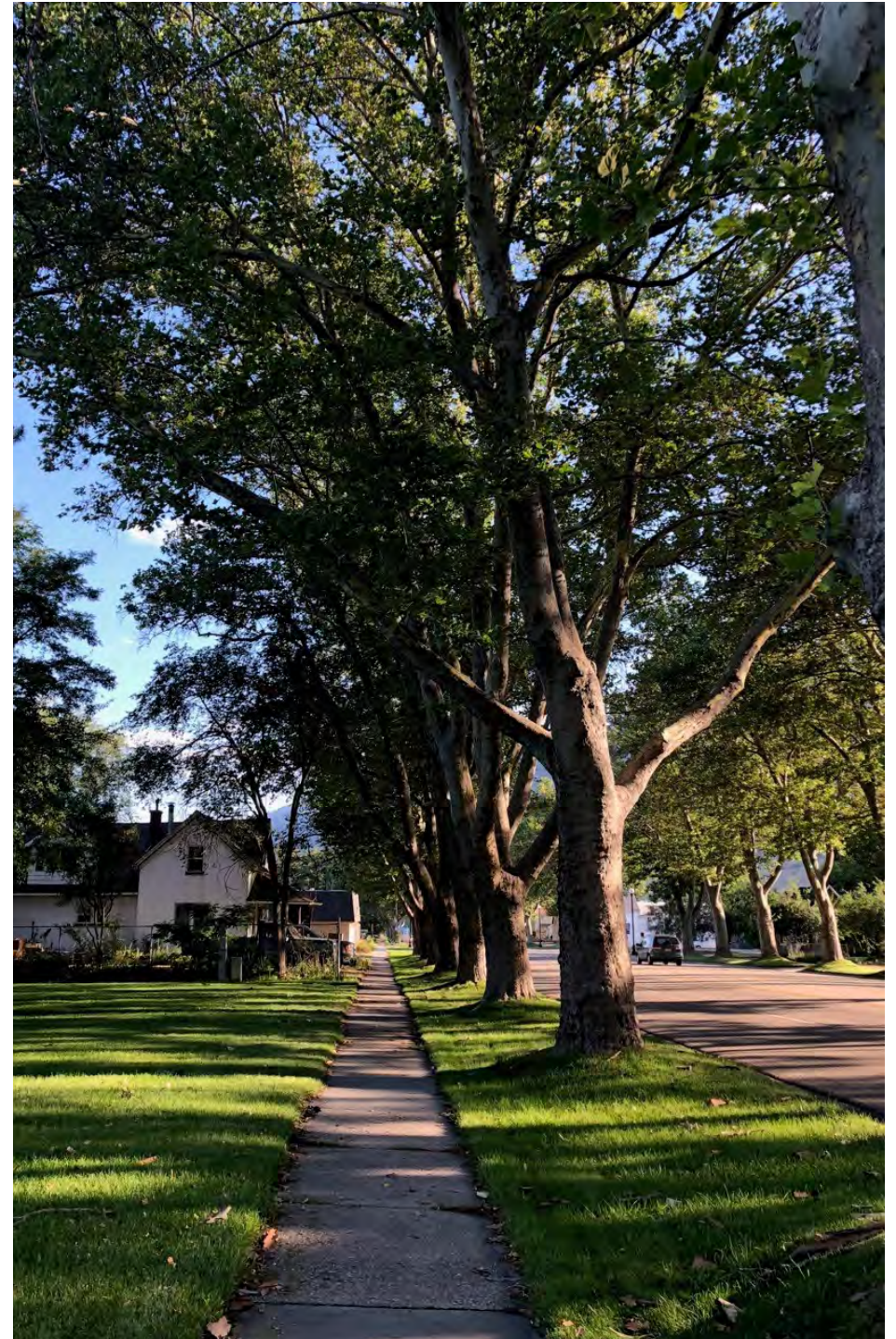
Views of Snow Park showing underutilized green space.

Develop quality public/community space

This can be as easy as starting to program Snow Park for new uses or making the restoration of the rose garden a priority. Visible and accessible community space will strengthen residents' investment in the community and create more opportunities for coming together to solve big problems.

Attract new residents

North Main Street can become an asset for attracting new residents to the city by providing more affordable housing and expanding the variety of housing types available. Improvements to neighborhood amenities like Snow Park, and focusing on new neighborhood oriented businesses create a perfect opportunity for both new infill housing and the rehabilitation of your existing housing stock to strengthen and bring economic diversity to the north city neighborhoods and in turn, bring new business and industry to the area to grow the city's tax base.







Creating a Livable North Main Street

NORTH MAIN STREET TODAY

What We Heard

- Everyone loves the street trees. Brigham City is known throughout the state for its street trees. They must be protected and maintained.
- North Main Street has a small town residential neighborhood feel.
- It is difficult to cross the street safely.
- It feels like vehicles are moving too fast.
- It is difficult to pull out of driveways along the street.
- Large trucks, particularly the gravel trucks, need an alternate route so they are not driving through the community, especially right next to the curb.
- North Main Street needs to be more walkable and more livable.

What We Saw

- North Main Street is about one mile in length between 100 N. and 900 N.
- It is part of State Route 13, historically the primary north-south route but now a local serving route that parallels I-15.
- The right-of-way (ROW) is 90 feet wide and the roadway is 58 feet wide, with two travel lanes each way, a center turn lane and no curbside parking.
- The annual average daily traffic (AADT) just south of 100 N. is approximately 16,000. The AADT at 900 N. is approximately 1,400.
- There are no signals, other intersection controls or marked crosswalks for the entire length of North Main Street between 100 N. and 900 N. As a result, the street is a barrier, separating neighborhoods located the east and west, instead of bringing them together as a Main Street typically does.
- The north access from I-15 on SR 13 merges with SR 38 at 900 N. via a "slip lane" so traffic does not have to slow down as it enters North Main Street.



Existing traffic volumes and traffic signal location. Traffic volumes are expressed as Average Annual Daily Traffic (AADT) defined as the total volume of traffic on a highway for a year divided by 365 days (source: UDOT, 2017). Documented traffic volumes are 16,000 AADT south of 100 N. and 8,000 AADT north of 900 N. The only traffic signal is at 100



North Main Street is a truck route. There are currently no alternate routes for gravel trucks, but the City is working with UDOT to address that problem.



The southbound merge of SR 13 and SR38 is not controlled; there is no indication that traffic is entering a largely residential neighborhood.



North Main Street is served by the 630 bus, which runs between 900 N. and Ogden. The community is also served by the Flex bus.



Street lights match those in the historic downtown but are spaced farther apart. As a result, they may provide a less even light levels.

- The posted speed limit is 30 mph between N. 100 and N. 200 and 35 mph between N. 200 and N. 900. The police chief indicated that most vehicles respect the speed limit.
- North Main Street's sidewalks are 15 to 20 feet wide, typically with a 10-foot wide park strip and 5 to 10-foot wide walkway.
- Street lights, which are the same as those used in the historic Downtown but are spaced farther apart, appear to have an uneven light distribution.
- The park strip is lined with relatively continuous canopy of mature sycamore trees that shade both the sidewalks and street. They unify the street and provide it with a unique identity.
- The residential buildings and many of the commercial buildings are set back from the sidewalk. The residential front yards are typically planted with lawns or groundcover and shrubs. Some commercial front yards are planted, others are paved.

The Challenge: Re-balancing the Street to Make it More Livable

Most streets serve many functions: circulation of motor vehicles, pedestrian, bicycles and transit; access to adjacent land uses; and a place for people to socialize, exercise, relax and otherwise live their lives; all while providing all users a safe environment. Vehicular traffic on an arterial street like North Main Street includes a mix of local and through traffic.

Is North Main Street a highway or the community's Main Street?

It is both, so it needs to balance the two functions. It is not the primary north-south highway anymore. I-15 is and, as such, carries most of the north-south through traffic. Main Street (SR13) provides local north-south access through and within Brigham City. About half the vehicles on North Main Street are turning in or out of a driveway or cross street on North Main Street.

North Main Street needs to support businesses and residents who live on and adjacent to it, as well as carrying local and through traffic.

It is currently functioning primarily as a highway for through traffic, even though through traffic comprises only about half the vehicular users and much less than half the total users. It is not serving local vehicular traffic that wants to make turns in and out of cross streets and driveways, pedestrians, cyclists, businesses or residents located on it as well. Since there is no curbside parking, vehicles, including large trucks, traveling at 35 mph in the curb lane make it:

- Difficult for vehicles to turn in and out of driveways and side streets
- Unsafe for people crossing the street at intersections
- Uncomfortable for people on the sidewalk or in front yards.

This imbalance not only affects the street's livability for existing residents and businesses, but its attractiveness as a location for new businesses and new residential development as well.

In order to serve all users in a balanced way, North Main Street needs to become more livable for the businesses and residents of Brigham City.



The irrigation canal on the west side of Main Street is a unique element.



A typical green front yard.



Commercial front yards: some with planting, others with paving.



A commercial front yard with dining.

SIX CHARACTERISTICS OF A LIVABLE STREET

1. The Roadway is Balanced Among Users

- Vehicles have the space they need to move at a speed appropriate to context. As a general rule, a travel lane can accommodate 10,000 vehicles per day if there is a center turn lane. The capacity may vary if there is a particularly high or low peak period volume, in which case the capacity for an average day would be lower or higher respectively. In a Main Street setting, speeds of 25 to 30 mph are desirable. Design elements that can help to reduce speeds include:
 - narrower lanes
 - fewer lanes
 - traffic signals and other intersection controls (see #2 on page 21)
 - curbside parking
 - curb extensions
 - continuous tree canopy (North Main Street has this already).
- Parking is provided to serve businesses and visitors.
- If there is additional space remaining in the roadway, it can be devoted to parking, curb extensions, bicycle lanes, or widened sidewalks.

It is not uncommon for a state highway/Main Street to be imbalanced in the way North Main Street is, that is, devoted primarily to moving vehicles. There are numerous examples of lane reductions ("road diets") on state highway Main Streets throughout the world where traffic volumes can be accommodated in fewer lanes. Examples near Brigham City include towns in Idaho and many locations in Salt Lake City.

Because there is typically considerably more traffic during the evening and morning peak periods than during the rest of the day, a common practice in some communities is to use the curb lane as a travel lane only during the period of time when two lanes are required, for example, between 5 and 6 pm in one direction and between 7 and 8 am in the other direction. For the other 22 hours of the day, curb side parking is available to serve businesses and visitors. If, for some reason, the peak hour extends to two hours, the sign can be changed.



Left: Striping the travel lane to 10 feet wide clearly directs motorists to where they should be. Right: "Left-over" space in the roadway can be put to other uses, in this case, temporary curb extensions that are also an art project.



Idaho road diets: Paris (upper) and Preston (lower).

What the Federal Highway Administration & Idaho Transportation Department have to say about “Road Diets”

“Based on research, road diets can reduce crashes from 19 to 47%,” said Becky Crowe of the FHWA Office of Safety, who manages the EDC Road Diet Innovation Deployment Team with Keith Harrison of the FHWA Resource Center. “And that’s just the tip of the iceberg. Some localities are seeing crashes reduced by 70 percent when they use road diets.” Federal Highway Administration

“Drivers speeding through the small town of Paris, Idaho were raising safety concerns, so the Idaho Transportation Department collaborated with city leaders to come up with a unique solution -- a Road Diet.

US-89 is a state highway that also serves as the small southeastern Idaho town's main street. Because Highway 89 is on the State Highway System, ITD has responsibility for it.

Mayor Brent Lewis contacted the ITD District 5 (southeastern Idaho) Traffic Section Sept. 25. Because ITD had just chip sealed and fog coated US-89, it was an opportune time. District 5 Traffic Engineer Corey Krantz decided to employ a Road Diet to solve the issue. The Federal Highway Administration (FHWA) defines the concept as the practice of removing travel lanes from a roadway and using the space for other uses and travel modes...The reduction of lanes allows the roadway section to be reallocated for other uses such as bike lanes, pedestrian refuge islands, transit uses, or parking.

According to FHWA, studies show that Road Diets result in a 25% reduction in travel speed. Lane-elimination projects also generally reduce the severity of crashes...

Mayor Lewis is happy with the results. “It looks great, and I’ve heard many positive comments from citizens. Most of the year-round residents really like it. Our City Council liked it. Mayors from other towns have said they view it as a safety improvement. I have talked to all law enforcement officers and asked for their comments, and what they observe with regard to the change.

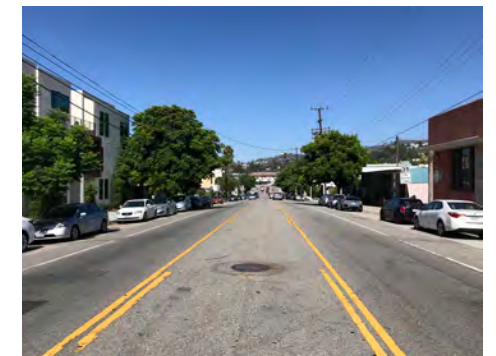
“It has definitely helped from a safety standpoint,” said Idaho State Police officer Chris Clausing, a resident of Paris. Clausing, a father of four who has patrolled Paris for the past two years, has seen egregious speeding firsthand...

“Speeds have definitely dropped, and the biggest benefit is safety for the kids. There’s more of a buffer now between them and the highway lanes. Before, if kids were playing ball and a ball made it out of the front yard, they were right in the middle of the road, because the highway and sidewalk were right next to each other.”

Road Diets also have been used with great success in other Idaho cities such as Victor, Idaho Falls, Rigby, and Malad. After many discussions and meetings with the city and the public, the Preston City Council voted unanimously October 23 to approve a Road Diet through Preston on US-91 next summer. (Source: Idaho Transportation Department)



Virgil Avenue carries over 25,000 vehicles per day. Before 2014 (left) It had two travel lanes each way. Since 2014 (right) it has one travel lane each way with a center turn lane. A few blocks away the striping changes to two lanes in one direction and one lane in the other to accommodate higher traffic volumes (see idea 1.B. on page 27).



Rowena Avenue carries over 20,000 vehicles per day. Before it was re-balanced (left), It had two travel lanes each way. After (right) it has one travel lane each way with a center turn lane. When volumes are over 20,000 AADT, some traffic may want to move to parallel residential streets, which can be addressed by traffic calming on parallel streets (see 5 on page 31).

2. It is Easy to Cross the Street

Safe intersections are essential to a walkable, bikeable, drivable street. In a setting like North Main Street where there are parks, schools, community services and retail serving the surrounding community, it is desirable have a crosswalk with some means of controlling traffic at least every quarter mile.

Typical improvements include:

- Signalized Intersections with pedestrian count-down signals. On a street like North Main Street, a traffic signal every half mile is typical.
- More frequent marked crosswalks with control devices where needed. At unsignalized pedestrian crossings, rectangular rapid flashing beacons (RRFB) or pedestrian hybrid signals (HAWK) are appropriate.
- High visibility, consistent crosswalk marking, that is, Continental striping at least 10 feet wide at all marked crosswalks.
- Appropriate corner radii. On a community-serving Main Street, a corner typically can have a radius of 15 feet (sometimes 20 feet with a curb extension). Corner radii on North Main Street are currently in that range and should be maintained or restored where they have been increased.
- ADA compliant corner ramps of a consistent design. Directional ramps, that is one in each direction, are considered to be the best practice since they allow pedestrians, especially those in wheelchairs, to enter the street perpendicular to and within the crosswalk. However, there is not always enough room to accommodate ADA-compliant directional ramps.
- Curb extensions. Curb extensions at crosswalks reduce the crossing distance, make pedestrians more visible to motorists, and make it easier to provide directional ramps. Drainage is sometimes a challenge with permanent curb extensions.
- Adequate crossing time. Signals should be timed to allow an older adult or disabled person to cross the street. Generally, shorter cycle lengths (ideally less than 90 seconds) and longer walk intervals provide better service to pedestrians and encourage better signal compliance.



Continental striping at least ten feet wide is very visible to motorists. This crosswalk could have been bit wider.



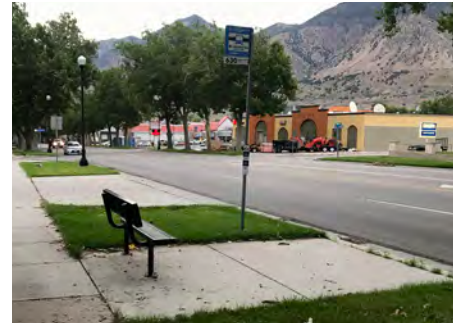
An intersection with a traffic signal, directional ramps, 15=20-foot curb radius, curb extensions, and high visibility crosswalk marking, with adequate crossing time is safer to cross.

3. There Is Room On Sidewalks for Everyone

- To accommodate people walking, including wheelchairs, the walkway portion of the sidewalk should be a minimum of five feet wide for low activity areas, increasing to ten feet as activity increases. North Main Street has sidewalks on both sides that are at least five feet wide, although in some sections the walkway is overgrown by lawn.
- Bus stops should have room for people to wait, both standing and sitting, and must be accessible by all.
- Street trees need adequate soil volume and unpaved surface area. The existing 10-foot wide parkways, in combination with unpaved front yards, are adequate to support the Sycamore trees.
- Where appropriate, additional space can be provided for seating and outdoor dining.

4. Sidewalks Are Comfortable

- Shade is essential for people who are walking or seated.
- Night lighting is also essential. The distribution should be even and without glare.
- People who are walking or seated need to be buffered from traffic. Parking is an excellent buffer and since its primary function is to serve businesses, it provides double benefit. Parkway with street trees also buffer people on the sidewalk from moving vehicle



Several bus stops on North Main Street, including the one on the left, are accessible. Others, like the one on the right, are not.



Dining can be located on the sidewalk (left) or in the adjacent front yard (right).



Left: North Main St. has shade and light with some buffering by trees. Right: Curbside parking improves the buffer between moving traffic and people.

5. It is Easy to Walk/Cycle from Surrounding Neighborhoods

- Sidewalks in the surrounding neighborhoods are shaded, illuminated and accessible to all.
- Vehicles move slowly and respect people who are walking or cycling.
- It is safe and easy to walk to schools and parks.

Typical improvements on neighborhood streets include:

- Striping lanes
- Adding four-way stop signs and speed humps
- Adding bicycle lanes
- Adding painted or permanent curb extensions.

Additional Safe Routes to School measures to manage traffic and facilitate walking and bicycling are often implemented near schools. Facilitating walking and bicycling to school can reduce school-related vehicular traffic congestion, as well improving children's (and their parents') health. Typical measures near schools include:

- 15 mph speed limit when children are present
- Fluorescent yellow-green signs and striping
- Stop signs, even if not "warranted" by current pedestrian activity
- Curb extensions at the crosswalks
- Protected or off-street bicycle lanes.

6. There Are Things to Do and See Along the Street

- Transparent commercial facades that invite you in
- Interesting cottage commercial uses
- Activity in commercial front yards
- Quality residential buildings
- Active parks

See Design Principles and Placemaking for more on this characteristic.



Neighborhood walkability improvements (clockwise from top left): stormwater curb extensions, protected bike lanes, speed humps, curb extensions/visible crosswalks.



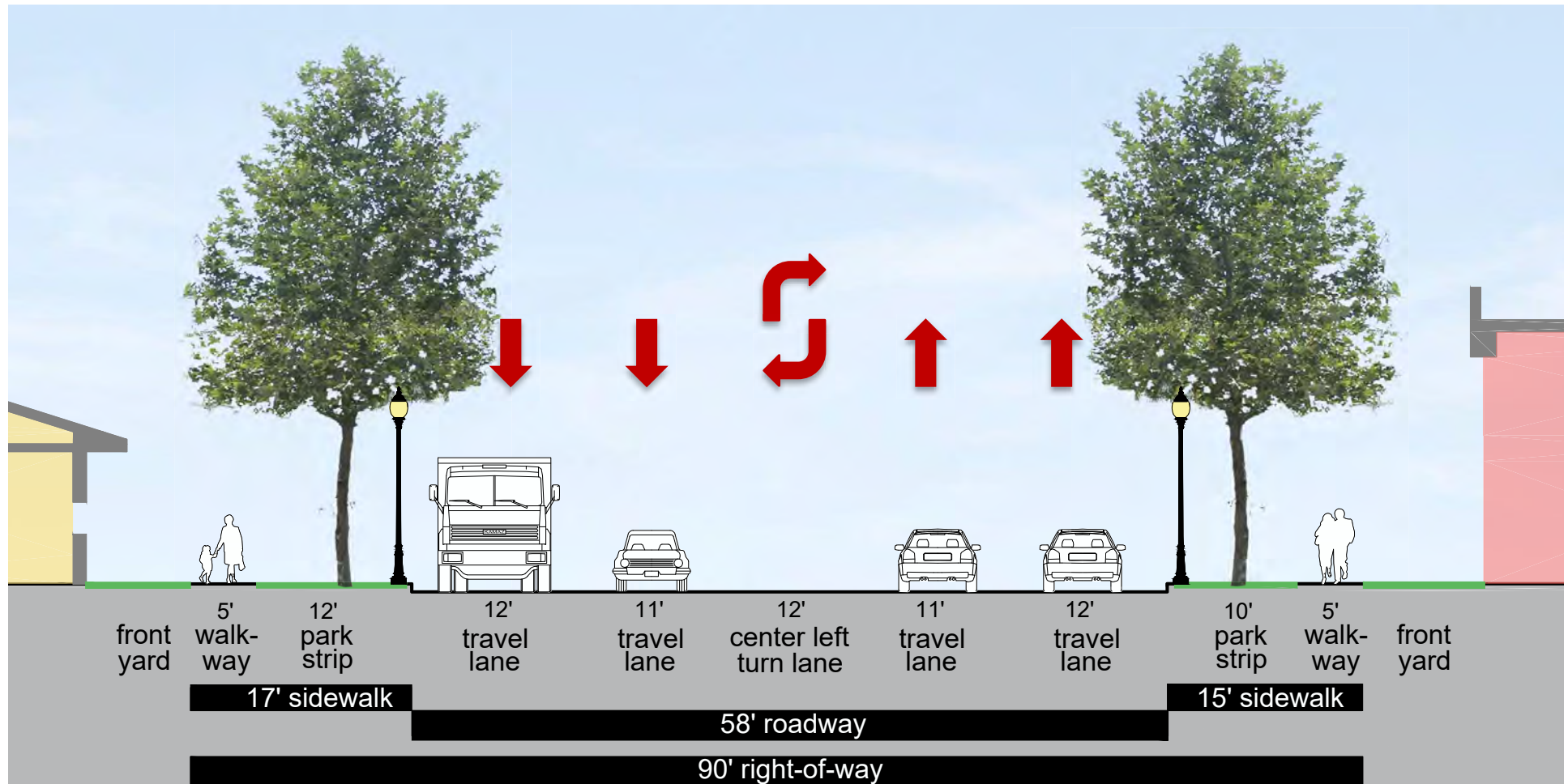
The Opportunity: A STREET for Everyone

North Main Street has the opportunity to become not just a more balanced street that accommodates all modes of circulation, but also a place for people. And by doing so, it can address problems community members identified, including:

- It is difficult to cross the street safely.
- It feels like vehicles are moving too fast.
- It difficult to pull out of driveways along the street.

The following pages illustrate five possible street redesigns, using cross sections and photos from places where similar redesigns have been implemented.

All options should be reviewed with fire, police, emergency services and maintenance to ensure that they meet access requirements, which vary among jurisdictions. In particular, where there are medians on a street with only one lane in each direction, the median is often designed to allow emergency vehicles to cross mid-block with alternate emergency routes on parallel streets.



Existing street cross section, showing two travel lanes in each direction, a center turn lane and no curbside parking to serve businesses and visitors, to buffer the sidewalk from moving traffic, or to enable vehicles to more easily turn into/out of driveways and cross streets.

Temporary or Permanent Changes?

All of the street re-designs on the following pages can be implemented temporarily or permanently.

Nowadays many communities are using paint, potted plants, furniture, and flexible posts to create low-cost spaces for people where there is excess roadway and especially where an excessively wide roadway is contributing to speeding and reducing pedestrian safety. Once they have tried it, if they like it, they can seek funding for permanent improvements. Sometimes they are happy with the “temporary” solutions.

Step 1. Stripe the travel lanes. The first step many communities take is to stripe the travel lanes, typically at 10 feet wide, so motorists know where they are supposed to be. Typically, channeling traffic in this way helps to reduce vehicle speeds.

Step 2. Create temporary people spaces using excess roadway.

Step 3. When funding becomes available, create permanent people spaces by replacing excess roadway with sidewalks, plazas, or parks.



Painted corner curb extension and people space in the roadway.



Permanent corner curb extension can serve a variety of functions - clockwise from top left: make pedestrians more visible and shorten the crossing distance; bus stops; seating; landscaping.

1. Re-Balance the Roadway

In order to determine the best way to re-balance the roadway, the City and UDOT need to conduct a more fine-grained traffic count. The 2017 UDOT counts were taken at 2 locations (one at the south end of North Main Street and the other north of 900 N.); they are for the entire day and do not distinguish between northbound and southbound traffic. Traffic volumes should be counted at several locations, hourly (or better yet 15 minute increments) and directionally to understand how the traffic diminishes from south to north, how much is traveling north versus south, how much traffic is present during peak commute periods, when those periods occur, and how long they last in order to select an appropriate re-balancing strategy.

The following three street re-design ideas are applications of commonly used techniques to North Main Street.

A. Peak-Period Curb Travel Lane

Typically 10% of traffic occurs in the afternoon peak hour and a bit less in the morning peak hour. During our visit we observed 1,200 cars between 5 and 6 pm, 400 cars between 7 and 8 am, and fewer cars during other one-hour periods.

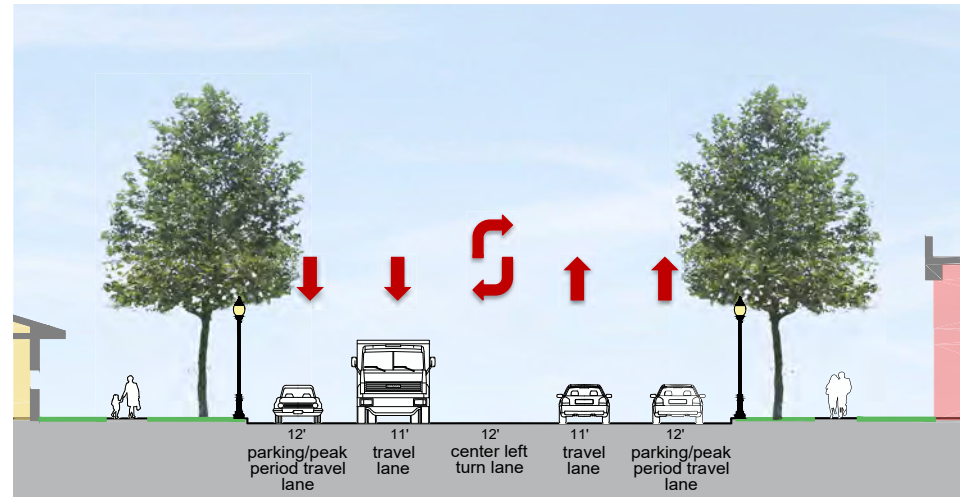
While 2017 traffic counts suggest that only one lane each way is required, if the recommended detailed traffic counts show that traffic volume during the peak period exceeds the threshold for one lane each way on a portion of North Main Street, that segment of the street can be striped with two lanes for the peak period and curbside parking for the rest of the day.

All this requires is to paint the parking spaces (see adjacent photo) and add signs saying, for example, "no parking 5 - 6 pm."

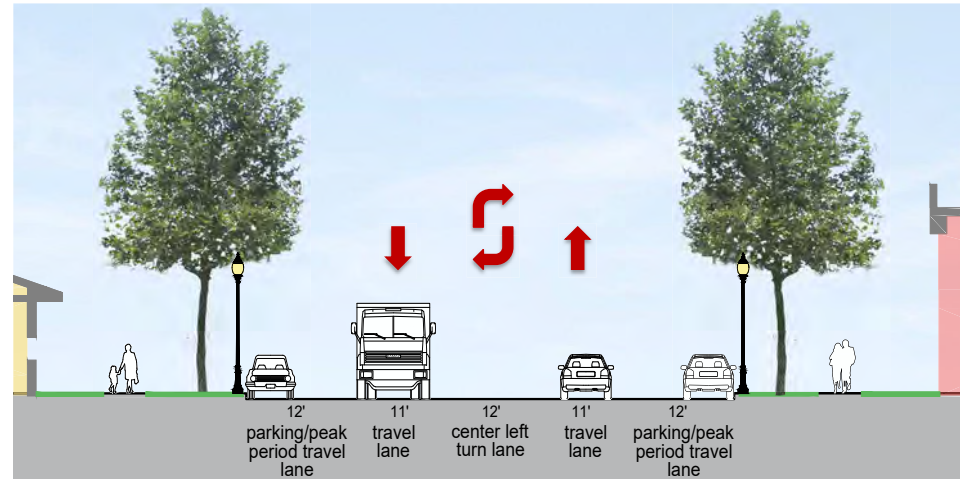
Then, for most of the day:

- It will be easier to turn in and out of driveways and cross streets
- There will be curbside parking for businesses and visitors
- People on the sidewalk and in front yards will be buffered from traffic.

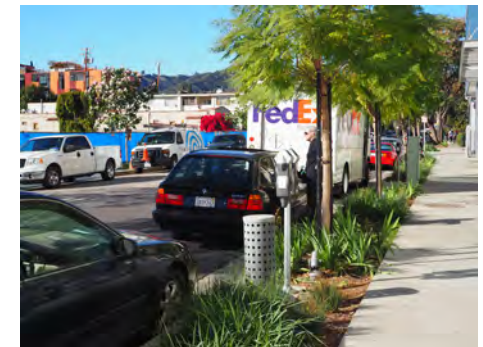
And when additional traffic capacity is needed during the peak period, there will be an additional lane.



Two lanes each way during the peak period.



One lane each way with curbside parking most of the time.

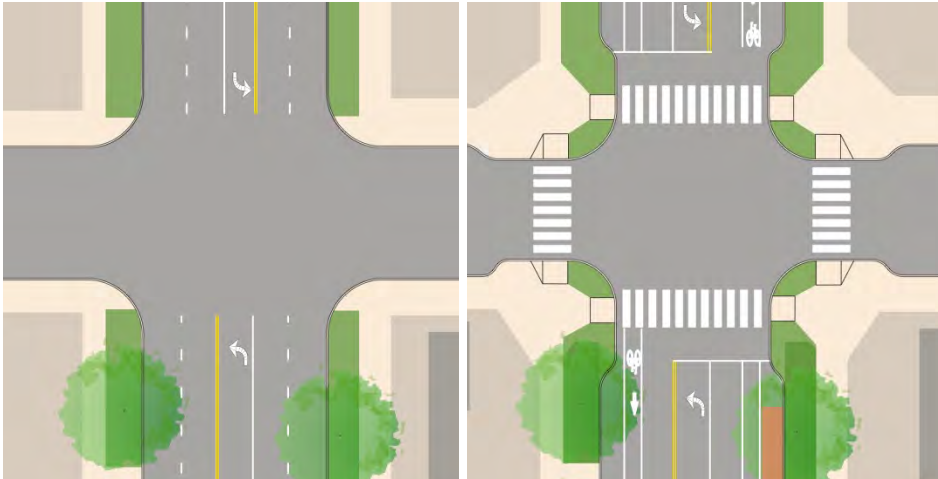


Curbside travel lane during peak period (left); curbside parking (right).

B. Permanent Curbside Parking

Full-time curb-side parking is preferable. There is room for two lanes northbound and one lane southbound if needed. Otherwise, one lane each way with or without bicycle lanes would be more typical. Center left turn lane would be provided with all options.

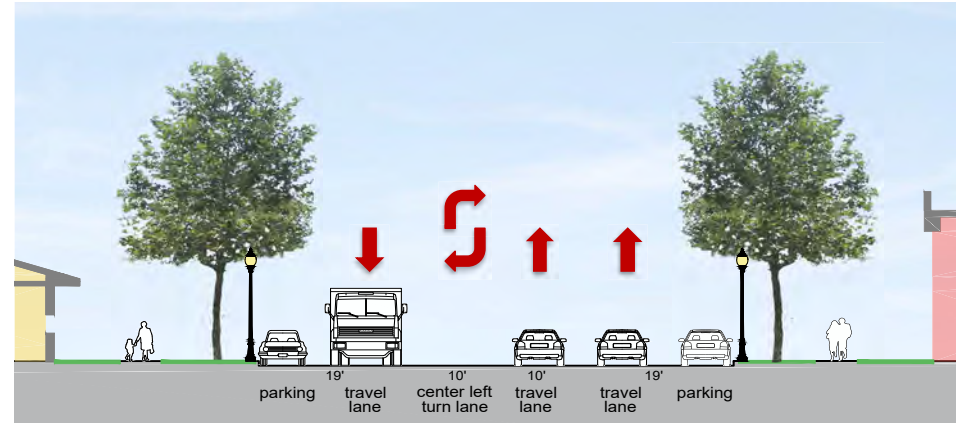
With permanent curbside parking, curb extensions can be added on Main Street as well as on the side streets to shorten the crossing distance.



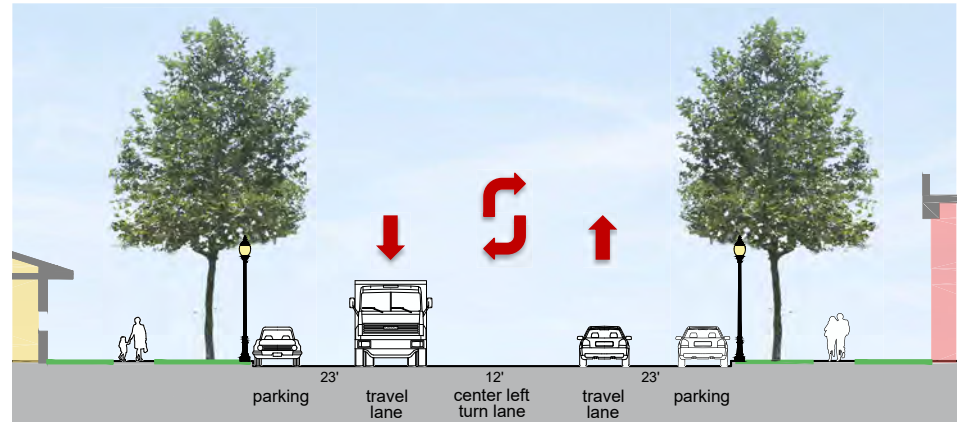
Left: existing intersection on North Main St. Right: With full-time curbside parking, curb extensions could be added on North Main St, as well as on cross streets, to make it easier to cross.



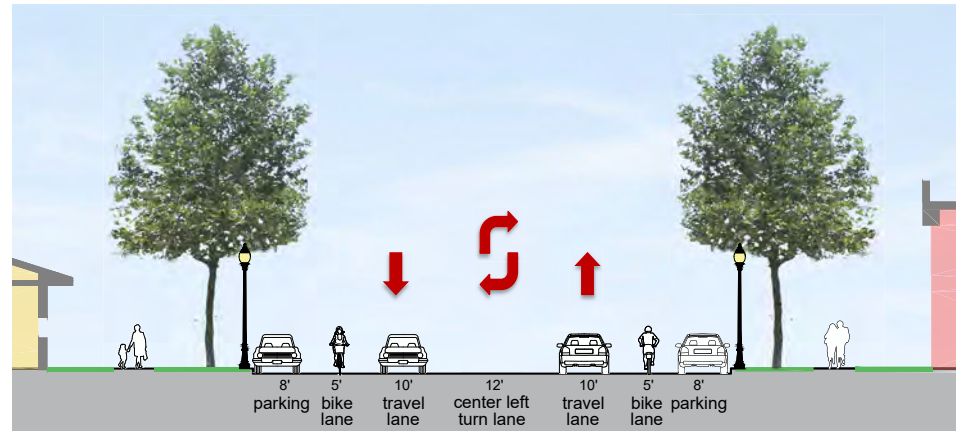
In this location, Virgil Avenue, mentioned earlier, has two lanes in one direction, one in the other with a center lane, curbside parking to accommodate traffic volumes.



Two lanes north, one lane south and center lane with full-time curbside parking.



One lane each way and center lane with full-time curbside parking.

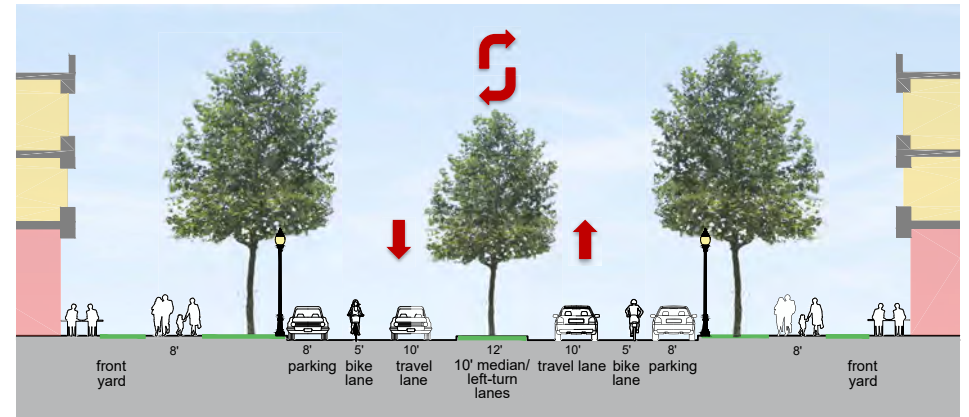
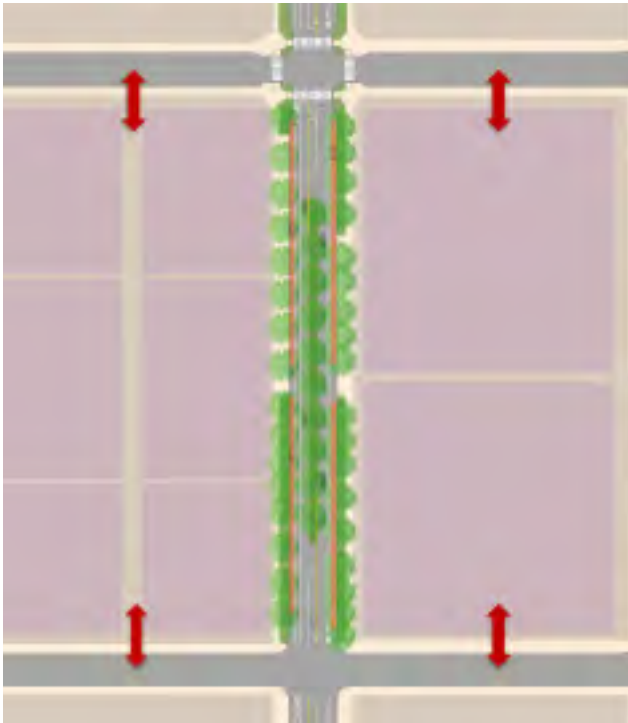


One lane each way, center lane and bike lanes with full-time curbside parking after trucks have been provided with an alternate route.

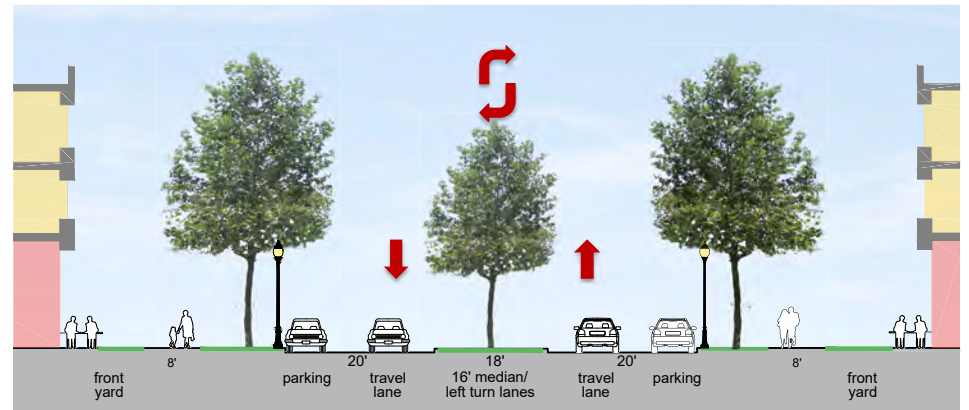
C. Medians Where Blocks are Redeveloped

In the future, if properties along North Man Street are redeveloped, some driveways can be shifted to side streets with right in/right out access on North Main Street.

Then, when it is no longer necessary to have a center turn lane, landscaped medians with left-turn lanes at cross streets can be added. Medians make the street feel narrower and make it easier to cross.



A 10' wide median with bike lanes.



A 16' wide median.



Washington Blvd. (SR 89) in Ogden has landscaped medians with midblock crossings.



A wide median with a path.



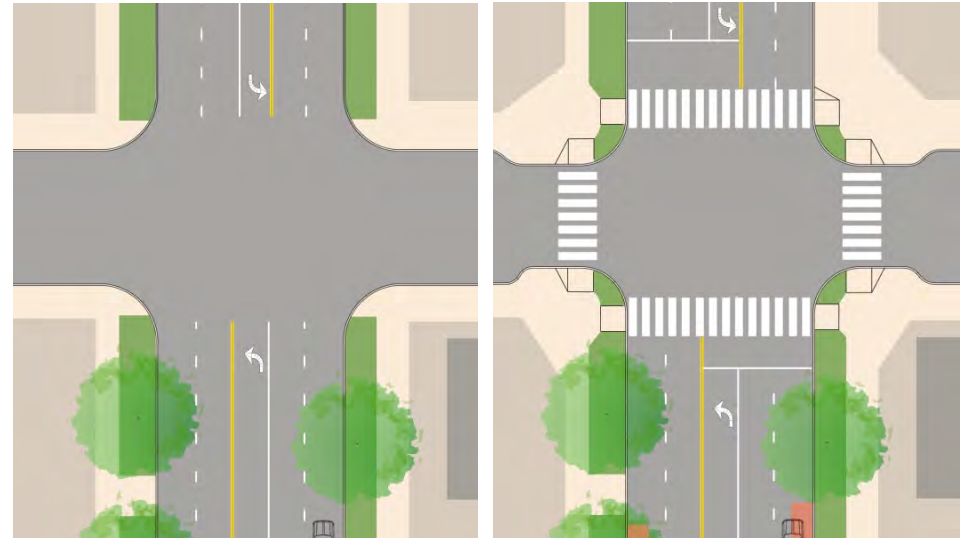
A narrow planted median.

2. Add Traffic Signals and Controlled Crosswalks

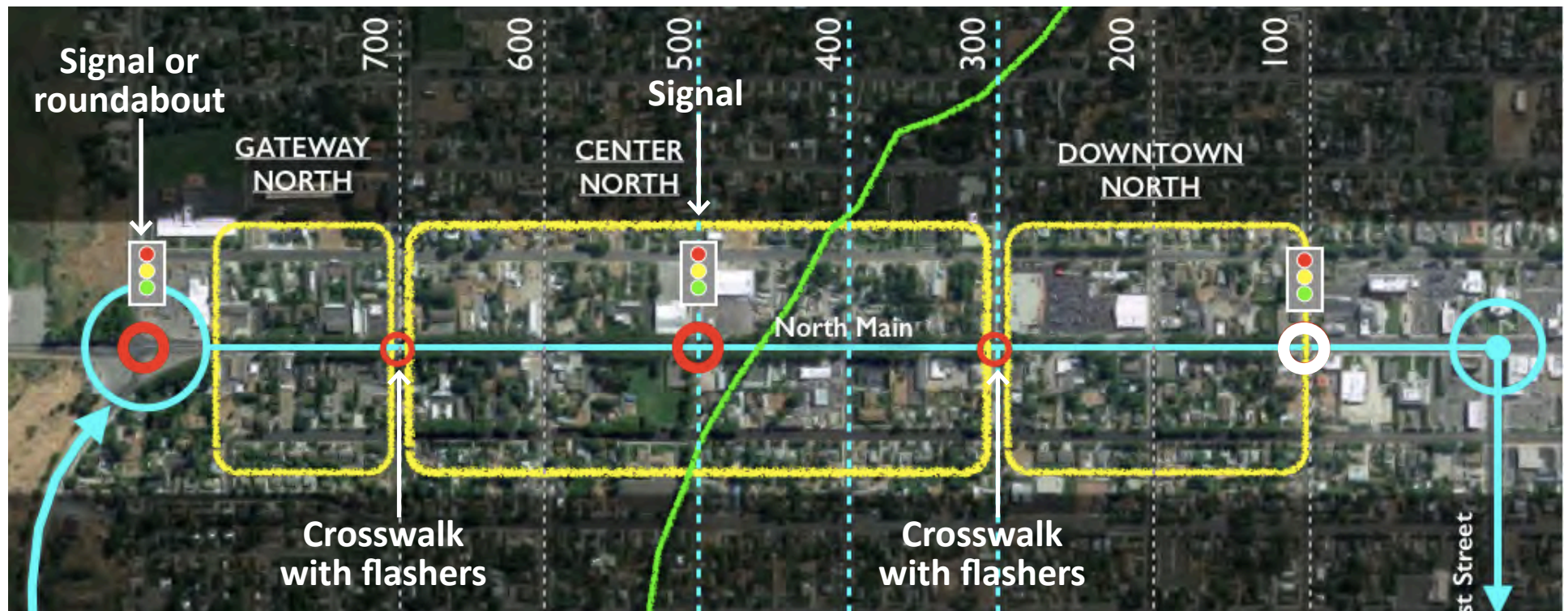
Traffic signals and controlled pedestrian crossings might be the first street improvements to make, since the City and UDOT are already considering them.

In light of the land use suggestions described previously, a traffic signal at 500 N. would make sense, along with a traffic signal or roundabout at 900 N. to make motorists aware that they are entering a neighborhood and should slow down (see Placemaking for more on this).

Marked crosswalks with either rectangular rapid flashing beacons (RRFB) or pedestrian hybrid signals (HAWK) at 300 N. and 700 N. would make it possible to cross North Main Street every quarter mile/two blocks.



Left: existing intersection on North Main St. Right: high visibility crosswalks; directional curb ramps; and, even with peak-period curb travel lanes, curb extensions on cross streets, all to make it easier to cross the street.



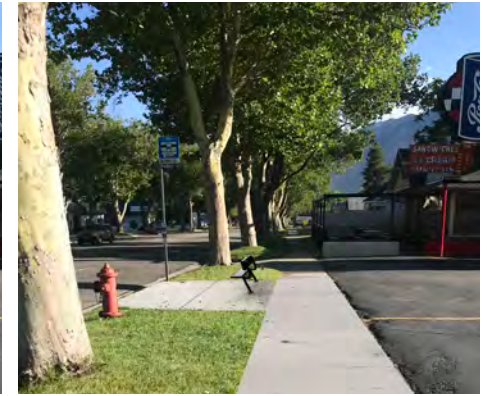
Proposed traffic signal/ crosswalk and crosswalk with flashers or other traffic control.

3. Provide Room for Everyone

- Provide accessible bus stops with benches, shade and weather protection.
- Maintain the existing 10- to 12-foot wide park strips so that, along with the landscaped front yard, the street trees will have adequate soil volume.
- Widen sidewalks with new development as has been done on the east side between 200 N. and 300. in front of Ace Hardware and Kent's Market.
- Landscape front yards to maintain a consistency and small town feel and for to accommodate seating, dining, other building related activity.
- Encourage dining, seating and other activities in front yard and on the sidewalk to make the street more fun and interesting for everyone.

4. Make the Sidewalks More Comfortable

- Maintain the Sycamore trees and replace them as they decline with the same or similar species that can adapt in the future as the climate becomes hotter and drier. Infill them where there are gaps in the canopy.
- Evaluate the existing street lighting to determine whether the distribution could be improved by replacing the lights with LED lights with a more even spread that will eliminate glare and provide more even illumination along the sidewalk.
- Make sure bus stops are well-illuminated and have seating.
- Improve the buffer between people and moving vehicles by added curbside parking.
- Reduce conflicts between vehicles and people in the future by reducing the number of driveways on North Main Street. Some can be moved to the side street or combined with adjacent driveways.
- Provide distinctive street furnishings, including seating, trash receptacles, and bike racks, that enhance community identity.
- Consider incorporating stormwater collection into the parkways/tree wells and permanent open spaces.
- Leave room for both programmed and spontaneous activity along the sidewalks.



Left: an existing ADA-non-compliant bus stop. Right: the same bus stop with a concrete pad and bench to make it accessible to everyone.



Maintain landscaped front yards. They can have shrubs, including drought-tolerant native plants (right) and can include seating and outdoor dining.



Sidewalk dining and seating attract people.

5. Make It Easier to Walk/Cycle to Adjacent Neighborhoods

Like other Main Streets, North Main Street's commercial uses and park serve the adjacent community. However, as in many communities, it is not always easy to walk or bike to Main Street. In particular, the block directly adjacent to Main Street is the least nice. In addition, in Brigham City the streets, particularly the north-south streets, are wide and some lack sidewalks.

Potential improvements include:

- Continue the current program to add sidewalks on residential streets
- Stripe lanes and bike lanes on wide streets to slow traffic
- Enhance the side street sidewalks between North Main Street and 100 E. and 100 W. to invite residents to North Main Street
- Install curb extensions that slow cars down and create an neighborhood gateway can be designed to collect and infiltrate or treat stormwater runoff
- Stripe travel lanes at 10 feet wide
- Provide four-way stops and speed humps
- Plant street trees
- Implement Safe Routes to School measures near schools.





Design Principles

MAIN STREET

Utah has a rich history of Main Streets. Historically, the best Main Streets are the epicenter of public activity, and therefore, the heart of the community. These streets contain a continuous building edge (or “street wall”) that defines the sidewalk and promotes daytime and evening activities, such as commerce, walking, and gathering. Successful Main Streets typically include a rhythm of the following types of building elements: large windows, columns and engaged pilasters, canopies and awnings, and pedestrian-oriented signage (blade signs, projecting signs, and hanging signs). These architectural elements are often supported, in the public realm, by public art, street trees, and street furnishings, including benches and fountains. The most vibrant Main Streets include commercial as well as residential uses and connect to a larger residential neighborhood that supports the activities on Main Street.

Existing Conditions: Brigham City's Main Street

Brigham City's Main Street is just under three miles in length. The larger Main Street is divided into three zones: South Main Street which extends from the 1200 Block and Eagle Mountain Golf Course to 300 South Main Street, Historic Downtown which extends from 300 South to 100 North Main Street, and North Main which extends from 100 to 900 North Main Street. In general, South Main Street is auto oriented with national chains, fast food restaurants, car dealerships, and a sprinkling of residential buildings that often house commercial uses. The historic core consists of classically styled buildings built primarily of brick and stone that exhibit many of the traditional Main Street elements described above.

North Main Street, which is the focus of this SDAT, includes elements of a successful Main Street, but its success is hindered by a lack of continuity and cohesiveness. North Main Street contains three areas:

- Downtown North (100-300 North Main) feels like an extension of the Historic Core. The buildings and front yards define the street edge. Timeless building materials are used, such as brick, stone, and stucco.
- Center North (300 to 700 Main) has a more haphazard land use pattern but includes the iconic Peach City Drive-In and Kent's Market, both considered landmarks in Brigham City. This zone is further noteworthy because it is designated in the General Plan as Main Street Mixed Use, which includes higher density development.
- Gateway North (700-900 North) is designated as an Economic Development Project Area (EDA) in the General Plan. It is experiencing some intensification with the construction of a commercial building.

Although Main Street contains challenges, several desirable elements are already present. In looking at the existing conditions, the historic core contains high-quality physical features ripe for continuation throughout North Main Street.

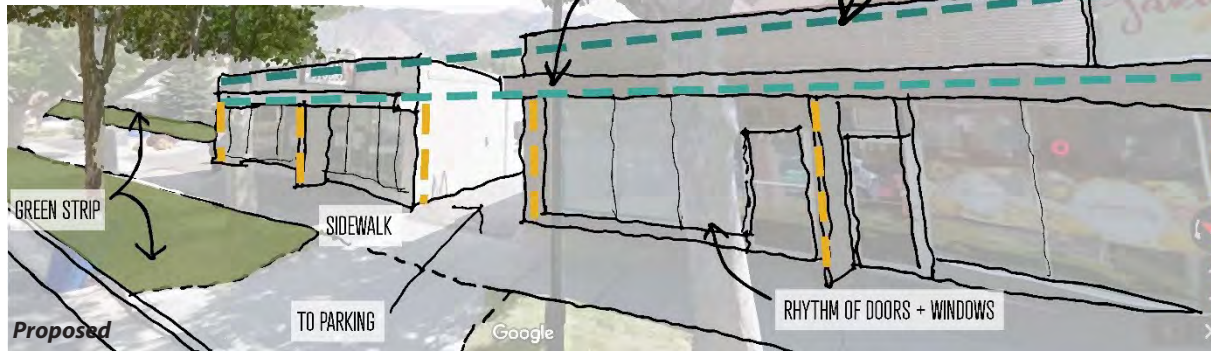
Design Principles

The following six Design Principles are similar in spirit to the Intent statements in the Brigham City Historic Downtown Guidelines. They are not a complete list. Rather, they are intended to serve as a framework for a more robust conversation between the Mayor, City Council and the people who live and work in Brigham City. Similar in spirit to the Brigham City Historic Downtown Guidelines, the purpose of the North Main Street Corridor Plan Design Principles is to:

- Shape the identity of North Main Street
- Manifest the character, history, and values of Brigham City
- Catalyze development
- Inspire community pride

Each description below includes key Challenges and Design Recommendations. Additional Approaches as well as Rationale for the Recommendation are included where helpful.





Promote rhythm and depth in building massing and articulated facade details which are designed at a pedestrian scale.



Principle One: Inviting & Continuous Street Edge

- **Challenge:** North Main Street as previously described includes many elements of a Great Main Street – tree-lined streets, lively storefronts, places to gather and high-quality building materials. Unfortunately, these elements are disconnected. With few exceptions, buildings are not adjacent to the sidewalk and the street. This is made worse by parking lots located between the building and the street or on corners, a pattern which perpetuates a more auto-oriented environment and creates conflicts between pedestrian and automobiles.

- **Design Recommendation:** Extend the Building Orientation strategy described in the Brigham City Historic Downtown Guideline (September 2007) to the 300 block of North Main. This may be achieved by orienting future buildings to the street and encouraging parking behind the building. Creating a street-wall in this manner will promote walking and reinforce the urban character of the neighborhood. North of Block 300 a more suburban strategy may be adopted. In this area landscaping between the building and the right-of-way or back of sidewalk may be encouraged.
 - **Additional Approaches/Rationale:** Ensure that the ground floor, typically the first 12-15 feet of the building, is designed to the scale of the pedestrian and not passing cars.
1. Prohibit parking between the building and the street in all new developments. If parking is deemed to be necessary fronting Main Street, it should be located mid-block and buffered by landscaping. Automobiles should be setback to the building line to foster a continuous edge treatment.
 2. Avoid creating long uninterrupted wall planes.
 3. Incorporate a depth and shadow strategy into all wall planes in order to create visual interest.
 4. Incorporate vertical and horizontal datums such as windows, doors, canopies, awnings and parapets to reduce the scale of large wall planes and create a sense of rhythm along the façade.



Sidewalk-facing storefronts and entries need to be inviting and accessible to all passersby.

Principle Two: Transparency & Visual Prominence

- **Challenge:** Many of the existing buildings have insufficient transparency to promote an interesting and safe pedestrian experience. Ace Hardware is the most egregious example due to the uninterrupted blank wall and the use of the front yard to display and store merchandise. This treatment is both unappealing and compromises natural surveillance, a key Crime Prevention through Environmental Design (CPTED) principle.

- **Design Recommendation:** Enhance the pedestrian experience and create visually interesting building facades by requiring a percentage of ground floor windows. An ample percentage of transparency will connect activities inside the building to the sidewalk and the public realm. Special attention should also be given to the primary entryway. Entries should be transparent and supported by lighting to highlight the front door and eliminate blind spots. Equally important is landscaping that facilitates visual surveillance while framing areas where people congregate.
- **Additional Approaches/Rationale:** In addition to fostering a dialogue between inside and outside, ground floor windows are essential for creating a safe and engaging pedestrian environment. Elements that foster an inviting entry experience also include:
 1. Entry lighting that incorporates shielded or cut-off luminaires to control glare;
 2. Pathway lighting; and
 3. Transparent vestibules, canopies, and overhangs at building entryways that provide weather protection and visibility.



Principle Three: Vibrant Gathering Spaces

- **Challenge:** North Main Street's lengthy blocks (typically greater than 700 feet) coupled with the absence of a continuous street edge deters people from walking and gathering. Vibrant, visible gathering spaces can stimulate development. When viewed in the context of the City's park system and the desire to increase tourism in the Historic Core this is a missed opportunity.
- **Design Recommendation:** In support of Brigham City's existing parks and open spaces, create an interconnected network of permanent and temporary pedestrian-oriented spaces along North Main Street – places where people can gather, rest and meet friends. These spaces can be independent or directly support the existing land uses. Temporary uses should be, wherever possible, coordinated with the City and groups like the Box Elder Chamber of Commerce.
- **Additional Approaches/Rationale:** Center North is the most fractured section of North Main Street, despite having iconic destinations such as Peach City Drive-In and Kent's Market. Given the lack of a consistent, easily identifiable urban form, these special places are primarily accessed via cars. The Main Street Mixed Use designation in the General Plan establishes a vision for the area, allowing for the development of a more urban land use pattern. Densification will ultimately benefit the area and promote walkability. However, this is going to take time. To create momentum in this zone, the city should encourage things like seasonal pop-ups, a farmer's market and informal community gathering. Future development should be considered with an eye to sidewalk cafes and dining, particularly given the gracious front yard setbacks.



Safe, friendly public and semi-public zones augment the pedestrian realm by creating opportunities for the community to gather.



Proposed

Dynamic gathering spaces and building entries where streets intersect, enhance wayfinding and comprehension of the built environment.



Principle Four: Anchor the Corners

- **Challenge:** North Main Streets lacks a continuous building edge and attractive landscaping. The long block length is not punctuated by formal and informal gathering spaces or design features which provide a sense of arrival.
- **Design Recommendation:** In conjunction with controlled crosswalks, bulb outs and traffic signals, identified in the Livable Street section of the report, the City should prioritize the design of corner buildings that define the public realm and signify a sense of arrival and departure from the block.
- **Additional Approaches/Rationale:**
 1. Locate the primary building entry at the corner of the building or within close proximity to the corner of the building.
 2. Incorporate prominent architectural elements, such as increased building height or massing, a cupola, a turret, or a pitched roof, at the corner of the building.
 3. Chamfer the corner of the building and incorporate a combination of special paving materials, street furnishings, and plantings.

Principle Five: High Quality Materials

- **Challenge:** Brigham City and the surrounding communities have a rich history of using local materials from the region including quartz monzonite (similar to granite), heavy timber, brick and stone. The historic core of Main Street from 300 South Main to 100 North Main is largely characterized by buildings that are constructed of brick and stone, timeless materials. However, as one moves from the core to North Main the use of high-quality building materials dissipates. As a result, the identity and character of the neighborhood is unclear.
- **Design Recommendations:** Promote the use of timeless, durable, and attractive materials. High-quality materials exhibit a sense of permanence and strengthen the identity of the community. Distinguish between primary materials (brick, stone, stucco, glass and wood veneers, wood siding and metal panels) and secondary materials (fiber reinforced cement siding and panels, finished concrete and standing seam metal). Prohibit vinyl siding, T-111 Plywood, mirrored or tinted windows and Exterior Insulation and Finishing Systems (EIFS).



Beautification & Placemaking

As you drive along North Main Street one of the things you notice is that the corridor is a mix of well kept properties interspersed with properties that feel run-down or abandoned. Some of the properties that look and feel abandoned may not be, but the maintenance of buildings, plantings, fences, and signs has been neglected for years and is having a negative impact on their immediate neighbors and the neighborhoods surrounding the North Main Street corridor.

You can start immediately to improve the look and feel of the North Main Street corridor while you begin to engage residents and business owners, personally, in the process. Although many of the recommendations presented in this report will require planning, time, and money, you can start to tackle beautification projects, right away, using volunteers and donated supplies. The scale of these projects can vary from just keeping a hedge trimmed or cleaning up debris in a vacant lot to the painting of a wall that helps brighten up a blighted or lackluster property. Most importantly, you can start talking to each other about these quick start initiatives and begin building an ongoing community conversation about North Main Street and how everyone can pitch in to help.

Your beautification projects will bring people together for hands on work as a community and as neighbors on projects that have immediate results. Everyone will feel the power of transformation through small projects that over time help to improve the whole corridor and set an example for responsible stewardship and action for



current and future residents, business owners and all who pass through, shop, eat, or just choose to stroll along North Main under the sheltering sycamore trees.

These quick turn-around projects often get organized informally and just “happen.” But there are a few recommendations that may help turn what could be seen as isolated improvements into a larger scale initiative for the North Main Street corridor and the surrounding neighborhoods.

Recommendations

- **Become a community.** Use community meetings to let people know what everyone’s thinking. Share ideas, Eat ice cream. Decide to do something together.
- **Develop a strategy or just pick a couple initial projects and get started.** Start by keeping it simple and identifying easily achievable goals while you start to think about the bigger picture, prioritizing and planning for the projects that will be the most impactful.
- **Invite participation.** Create a communications tool...something that will allow as many people as possible to keep up with what’s going on and to know how they can volunteer or help with each effort. ie; Facebook, Instagram, newsletters, email blasts, etc. They’re free. Use them all.
- **Continue using community meetings** to identify priority projects and the resources and people power needed. Share information quickly and continue to invite people to participate.
- **Invite other local stakeholders** to the table to help like local artists, community leaders, and civic organizations and put them to work.
- **Don’t over-organize.** North Main Street might need its own beautification committee partnering with the folks who are already working to improve Snow Park and bring back the rose gardens. But don’t over organize the small, quick projects. Let them work as catalysts for building interest, support and visibility throughout the community then when you need to organize for something more challenging, you’ve already got plenty of engaged people to call on.
- **Schedule projects and make sure everyone has something to do.** Everyone is busy so being able to plan around a project day and feel like they can contribute is important to volunteers.
- **Talk to the neighbors** around the project and let them know what’s happening. No one likes to be left in the dark and it’s best to know how the neighbors feel about the work to so that any negative impacts can be mitigated.

- **Don't forget to feed people!** A bit of food and refreshments just makes everyone happy and gives them a chance to take a break and get to know each other through their shared experience. A little thank you for a lot of hard work helps keep people volunteering for more and feeling like their work is valued.

First Steps

Painting

One of the quickest and easiest ways to make immediate improvements to properties that look and feel a bit run-down is by painting. Start with the simple painting of walls and entries that face the street or painting fences, railings, or signs at building entries or along the sidewalks. Sometimes a quick touch up is all that is needed to brighten up a building or freshen up a rusty metal fence but sometimes it takes a little more.

As you drive along North Main Street you notice an abundance of very visible blank building walls either facing the street or at corners and open side lots. Think of these walls as blank canvases ready for decoration and murals. Murals can be extensive pieces of local art or can be simply the addition of decorative pattern or color band on the wall. A local mural program along North Main Street would begin to activate some of these blank walls while building excitement in the community as they see the corridor begin to transform and lift itself up. Businesses can buy in and offer up their blank walls even working with artists to create murals that showcase aspects of the business's role in Brigham City's history or how they want to be seen as a part of Brigham City's future.

Recommendations:

- Develop a mural program for blank walls and businesses that would like to participate.
- Focus on alleys and side walls for painting or creative installations.
- Freshen up aging signage.
- Paint fences, crosswalks, railings, sign posts, etc.
- Encourage businesses and homeowners to paint their buildings.



Existing properties along North Main Street that could be improved by a paint project.



Examples of how painting and art projects can transform drab unused walls and spaces.

Edges

Street corridors are defined by edges. They are the first thing you feel when you enter the corridor. Upon entering North Main Street you are immediately presented with a layering of edges, from the line of the trees to the grass strips, sidewalks, fences, gates, and corner delineations. These layers give structure to the street and give it a unique "feeling" that you may not even think about as your driving under the canopy of the trees but this feeling is often broken when you pass a beaten-up fence or an overgrown grass strip.

Poorly maintained edges are one of the first thing you pick up on as you drive or walk down the street. The line where the public sidewalk meets the private front yard is often a particularly challenging edge to manage as it will vary from property to property while providing enough visual continuity to impact the overall look and feel of the street.

Although the public tree-lined sidewalks of North Main Street and their grass strips are well maintained, often the sidewalk and grass strips of intersecting streets are not. At each corner you can see a block down the side streets and the way these edges are managed at these locations impact both how North Main feels and how you perceive

the neighborhoods to east and west. The look and feel of North Main Street is the sum of its visible parts and these side streets must get the same level of attention as North Main itself rather than being seen as leftovers and at the mercy of loading docks, back entrances, and transitional areas between business and residential uses.

Recommendations:

- Repairing or removing damaged fencing.
- Trimming the grass and weeds.
- Keeping signage in the sidewalk zone straight and well maintained.
- Adding landscaping to help define the edge .
- Install good looking temporary fencing at abandoned properties to screen unsightly lots or enhance the look of the street until the property is developed.



Examples of existing edge conditions along North Main Street that could be improved.



Examples of well defined edges along North Main Street.

Front Yards

North Main Street is a mixed use street with range of commercial, industrial and residential uses. Consequently there are a wide variety of “front yards” so continuity/“look and feel” is less about looking similar and more about feeling that property owners care about their street. Every front yard can play a part to enhance the experience of the street in a variety of ways.



Some North Main Street front yards could use a little work. If cars aren’t allowed to be parked in front yards then just enforce the rules. Many front yard improvements, with a little planning, can be good candidates for volunteer weekend projects.



There are many good examples of well designed and maintained front yards along North Main Street to set the bar for improvements.

Recommendations:

- Work to eliminate parking in front yards and on sidewalks
- Use landscaping to help define walks, driveways and signage where appropriate
- Maintain walks to building entrances
- Keep trees and shrubs trimmed
- Improve front yard signage with landscaping
- Find ways to encourage owners to improve front yards without penalizing them for past maintenance issues
- Promote sustainable landscape practices - plant natives, zeroscaping, permaculture, water collection and conservation, etc.; www.localscapes.com is a Utah-based initiative to promote attractive landscapes that conserve water.
- Recognize examples of “best practices” and help other residents to follow these examples

Screening

One of the primary characteristics of North Main Street is its mix of residential, professional, retail, and industrial uses ranging from gas stations and retail stores to single family houses, apartments and professional offices. This mix, along with a scattering of light industrial businesses means that even when some owners are responsibly managing their properties, more attention could be paid to screening some of the necessary but often unsightly areas around properties such as loading and trash collection areas, auto repair lots, and mechanical equipment. Fences can be used both as an opaque screen (as with the loading dock at the grocery store) or as a framework for creating a green wall. In other locations, hedges and plantings can be used to screen mechanical equipment or unsightly parking areas and even when these areas can't be totally screened out-of-sight, introducing landscaping and planting areas can soften their impact on the streetscape.

Where there are abandoned properties that suffer from a lack of maintenance, the city could use a temporary fencing program to help screen unsightly lots from view. Property owners who do not wish to clean up their lots would have to pay for the installation of the fencing, creating an incentive for owners to get responsible and clean up their site before the fencing is installed. The number of North Main properties in this condition are relatively few so this could be an easily managed program allowing the city to be playing an active role in beautification efforts along the corridor. A temporary fencing program can be used along with a neighborhood painting/mural program to help liven things up and bring attention to properties that need improvement or a ready investor.



Properties along the corridor that would benefit from improved screening or the installation of temporary fencing until development can happen.



Successful screening, like at the grocery store's loading dock and electrical transformer locations (left, center) help reduce the visual impact of these service areas bringing a pleasant and orderly appearance to the street. Fences and screening can also used to promote art and mural projects (right).

Recommendations:

- Look for opportunities to screen mechanical units and electrical transformers
- Older fencing can become better screening by planting native vines to become a "green wall"
- Screen loading areas and trash collection areas whenever possible
- Create a temporary fence program for abandoned or unmaintained lots.
- Work with property owners to shift around the unsightly things they have to make it easier to screen them.
- Work with property owners to haul junk away voluntarily or reorganize it so it can be managed better.

Neighbors Helping Neighbors

Beautification projects build community and strengthens bonds between neighbors and businesses. In such a mixed use area with many long time anchor businesses still in operation, it's important to create strong bonds between businesses and residents so they can all work together to maintain a balanced diversity of business and industry focused on the needs of neighboring residents and the city as a whole. To help facilitate neighbor-helping-neighbor projects the city could facilitate partnerships with local businesses to, for instance, create a City Paint Fund — a partnership with local hardware stores, in the neighborhood, to provide paint for beautification projects that are using all volunteer labor. This approach can be used for hardware and home improvement needs, providing food for workers, printing branded T-shirts and hats for project teams, or providing plants for landscaping. These programs not only build social bonds between neighbors and business owners, they help to activate local businesses by calling on them to invest and play an active role in the improvement of their neighborhood.



Choose a location, get permission, tell them when to show up, bring paint, work together, feed them, watch them become friends, and entice them with the promise of the next project.

WHAT IS PLACEMAKING?

The concept of placemaking is built on honoring and respecting the distinct identity of place. When the values of place are embedded in the design and development philosophy of new projects, they contribute to unique identity, rather than change it. Placemaking takes its inspiration from what exists: context, history, people and culture. It includes architecture and urban design, public art and public space, and people. It is development that leverages the essential qualities of a place to amplify and strengthen them. It is development that not only aspires to achieve performance outcomes economically, environmentally and socially, but more importantly seeks to capture and represent the meaning of place. Placemaking elevates the importance of citizens because they are the place experts of their community. No one understands the experience of place better than the citizens who contribute to it every day – the people who give a community narrative life and meaning.



Brigham City can use placemaking to leverage the power of arts, culture and creativity to serve the community's interest while driving a broader agenda for change, growth and transformation. By focusing on the City's existing resources, the community can institute successful placemaking initiatives to build better public realms with clear identities (physical, cultural, and social). Brigham is blessed with a number of community assets, including the Main Street corridor with its intact historic architecture, magnificent allée of mature Sycamore trees, and iconic downtown arch; the Bear River Migratory Bird Refuge (which brings over 100,000 visitors a year to the area); the annual Peach Days festival; and the farm stands that celebrate Brigham City's still extant agricultural heritage. These assets can be further highlighted and expanded upon through simple design initiatives such as public art, programming/markets, pop-up parks, and gateway activations. These measures can be quick, cost effective improvements that bring immediate life to space and community. Because these activations are low-cost and have a light touch on existing conditions, they are opportunities to test ideas and create a path for future, more permanent development of space.

What You Can Do: Start Tomorrow!

Brigham City should organize a placemaking initiative immediately. A leadership committee could be organized from the SDAT Steering Committee, or North Main business owners and residents, or the creative community. Regardless of how it is led or organized, it should seek to engage the entire community in the effort. Everything you do should reinforce your community identity, your values and your aspirations for the future of North Main Street. Every action should serve as an articulation of identity and vision. There are dozens of people-friendly interventions that Brigham City can engage in to reinforce its self-expression and promote the animation of its vision for the future.

Engage in "tactical urbanism". Create small-scale interventions that use materials and volunteers to build opportunities for public gathering and a stronger, people-friendly public realm. For examples, many communities are organizing chair bombing events, which involve using donated warehouse pallets to build chairs and then program a public area as a people-friendly gathering space. These kinds of creative ideas are



easily scalable. In Christchurch, New Zealand, volunteers came together to build the “Pallet Pavilion” as a public gathering and event space following an earthquake event that left many properties vacant and in need of activation. In Houston’s Fifth Ward, local artists gathered lumber from housing demolitions and built the “Fifth Ward Community Jam” amphitheater which quickly became the main civic space in the neighborhood and is programmed for community events throughout the year. Get creative, and harness the talents of residents to create community events and spaces that reflect the character of Brigham City.



Leverage Public Art for Placemaking. Public art has played an important role in placemaking initiatives across the country. Public art offers an opportunity to engage the community in continuing self-expression about its collective vision for the future. Participatory art projects can help engage the community by offering an opportunity for the community to put its unique stamp on North Main culturally as well as the chance to articulate aspirations for the future. For example, one neighborhood in Seattle held a planning process to envision what they would like to see for a vacant block. They had an artist produce a large scale mural of the envisioned uses for the



block, and it created so much interest that an investor developed the block accordingly as a result. In the Fremont neighborhood of Seattle, a community planning process reimagined a derelict area under a bridge with a giant Troll. The troll has now become the iconic image for the neighborhood, is the central meeting location for civic life, and draws visitors from around the world. The derelict space has now become a hub and an economic asset.



Take it to the Streets. Placemaking ideas can also extend into strengthening the public realm, particularly streets. For instance, in Portland, Oregon neighbors organized to paint the streets as a traffic calming measure. In Tampa, locals organized street festivals to reclaim the public realm for people and test new ideas regarding street design. Through the Build a Better Block initiative, communities all over the world have engaged in community-driven pop-up street design interventions to reclaim public space and create a more human-friendly neighborhood context. Efforts in this vein can also complement organizing efforts for resident activities like critical mass bike rides or night rides that are often organized to demonstrate demand for bike facilities or experience biking at untraditional times.



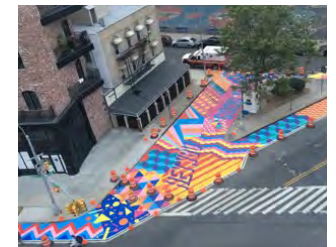


Gateways & Public Space. Gateways should serve to foster a sense of arrival and welcome visitors and local community members to downtown. Brigham City should encourage visitors and residents through a collection of placemaking initiatives, creating a sense of place through a variety of design elements: gateways, parks, architecture, art, and wayfinding. Activating gateways and public spaces would make them more attractive to people by inviting activity and beautification into the public realm, thereby creating life inside and outside buildings.

Entry Roundabout. The northern entrance to Main Street could easily be transformed into a true gateway to the city through the addition of a new public greenspace west of the intersection of North Main and E 900 N. The construction of a roundabout with an artistic feature representative of Brigham City's heritage would further anchor that intersection as a true entry point to an extraordinary destination: downtown Brigham City.



Proposed roundabout at the northern entrance to Main Street.



Parks and Civic Space. The opportunity for civic spaces, pop-up parks, and placemaking events is a great way for the community to express its identity and animate active uses that reinforce its vision for the future. Brigham City needs to engage residents in the process to create spaces that are reflective of the culture and instill a sense of pride. Vacant lots could be sites for pop-up dog parks or community events. Regardless of whether these initiatives are organized as one-off temporary events or are intended to create permanent installations, they help the community imagine how improvements to connectivity and the public realm would promote community and improve livability. They also build momentum for additional interest in the community's vision for its future.

Activating Snow Park. Snow park is the perfect place to begin programming activities and create spaces for engaging neighborhood residents while testing out ideas for how best to plan for the future development of the park. Snow Park can be the new character defining element and neighborhood public space for a revitalized North Main Street Corridor.





Making it Happen

WHAT WILL IT TAKE

To achieve some of the goals identified by the community for the North Main corridor, there are both economic and political challenges that will need to be addressed. This section breaks down the types of challenges and potential strategies for each that may be appropriate in the corridor as Brigham City, North Main property owners, businesses and residents seek to improve their neighborhood.

Economic Engine

Currently, the economic center of town has been shifting south, following residential growth in Perry and investment by the University and other national and regional players on the southern end of Brigham City. Economic growth on the north end of town will require either development types that are location neutral, serve as a destination (such as Peach City), or that can serve local customer needs. In general, adding additional retail and commercial uses desired by local residents will require growing the local economy, either through the addition of residents or the capture of additional spending from tourists.

Retail market

Brigham City's location roughly a half hour distant from Ogden and the hub city for multiple rural communities to the north accommodates a strong convenience retail market with multiple grocery, gas, restaurant and retail options. However, the smaller population and relative proximity to larger metros also make larger retail development unlikely. Currently, approximately 45 percent of local retail demand is accommodated within the community, which is a favorable percentage for its size and geographic location. Local retailers are also able to draw consumers from outside the trade area (both commuters and tourists) to shop and dine in the community, with Walmart, gas stations, local restaurants and sporting goods stores benefitting the most from these additional shoppers. Current leakage analysis does not point to any specific business types that would automatically be supported by current unmet demand (although well-run businesses in many industries could still be successful).

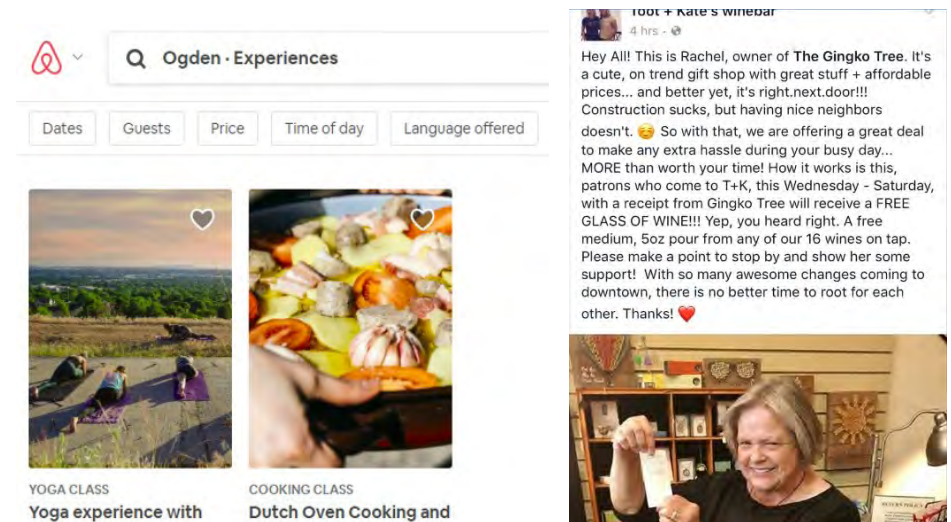
Residents vs. Tourists

Using a new restaurant as a comparison (the most frequently identified desired business recruitment target), a local restaurant with \$500,000 in annual sales could be supported equally by the addition of 20 new households, or by attracting an additional \$2 in spending from visitors to the Bear River Wildlife Refuge. An average local household generates \$50,589 in discretionary consumer spending each year (\$3,000 annually in food away from home), while the average tourist has the potential to contribute \$31 (day trip) to \$180 (overnight) per day, although currently the share of this spending only represents approximately 6% of local retail spending, or \$25 per visitor, indicating that at best half of potential spending is being captured within the community.

Capturing Tourist Spending

Capturing tourist spending is primarily a function of marketing and awareness. It is telling that the 2012 study of visitors to the Bear River Bird Refuge found that the vast majority of visitors (locals and non) became aware of the center through word of mouth or a referral, with an additional 30 percent visiting based on highway signage. Given the large percentage of out-of-town visitors, this suggests that significantly more visitors would be interested in the refuge, and that many current visitors are equally unaware of local retail and restaurant options. This is likely a factor in the relatively low per visitor spending – the average of \$55 per visitor per day is low, especially considering that visitors indicated staying an average of three days in the area. Similarly, the visitor center in town only attracts a fraction of area visitors with their annual 70,000 visitors, although visits to information centers are shown to increase tourist spending by 25%. Additionally, the relatively steady hotel occupancy rate year-round provides still another source of visitor traffic (leisure and business) that is likely under-utilized. As previously discussed in this document, two primary strategies for reaching these markets include the installation of comprehensive community wayfinding signage, and the introduction of visitor kiosks or mini-information centers at area hotels and destinations, potentially in addition to customer service training for staff at these destinations.

If local businesses are interested in better marketing attractions to visitors already in the community, simple and cost-effective strategies might include the use of free marketing such as through Airbnb experiences or through joint marketing initiatives which encourage patrons at one establishment to visit other local destinations. An example of this would be if diners at Peach City received a coupon for 10% off a gift at Peach Tree gifts with a same-day receipt, and vice versa. In this way, businesses with complementary customer groups could encourage additional spending while also providing relevant recommendations for customers to enhance their visit.



The screenshot shows an Airbnb search interface for 'Ogden Experiences'. The search bar at the top contains 'Ogden Experiences'. Below the search bar are filters for 'Dates', 'Guests', 'Price', 'Time of day', and 'Language offered'. Two experience cards are visible: 'Yoga Class' with a photo of people practicing yoga outdoors, and 'Cooking Class' with a photo of a Dutch oven cooking. To the right of the search results is a social media post from 'root + kate's winery' dated 4 hours ago. The post text reads: 'Hey All! This is Rachel, owner of The Gingko Tree. It's a cute, on trend gift shop with great stuff + affordable prices... and better yet, it's right next door!!! Construction sucks, but having nice neighbors doesn't. 😊 So with that, we are offering a great deal to make any extra hassle during your busy day... MORE than worth your time! How it works is this, patrons who come to T+K, this Wednesday - Saturday, with a receipt from Gingko Tree will receive a FREE GLASS OF WINE!!! Yep, you heard right. A free medium, 5oz pour from any of our 16 wines on tap. Please make a point to stop by and show her some support! With so many awesome changes coming to downtown, there is no better time to root for each other. Thanks! ❤️'. Below the text is a photo of a woman, Rachel, smiling and holding a glass of wine.

Residents

Stakeholder input from the community identified both opportunities and concerns associated with affordable housing within the community, as well as perceptions about which households are targets for relocation to Brigham City. The term 'bedroom community' was used multiple times to refer to the community. While it is true that just over one-third of local workers travel 30 miles or more to work daily (primarily to Ogden or Salt Lake City), one third work within the community and the remainder work in the surrounding region. In contrast, local employers benefit from a strong local workforce, with 45% of daytime employees living within 10 miles, and less than 20% traveling more than 30 miles to work in the community – primarily from the north. This pattern is consistent for nearly all age and income ranges. (2015 Census).



Because Brigham City serves as a desirable residential destination for greater Salt Lake employees seeking a rural or small community lifestyle, it is desirable to retail a mix of housing types to accommodate all ages and household types. There has been a steady supply of new single family homes added over the past several decades catering to younger families moving into the community, a few workforce-oriented rental units added in scattered locations around town and some limited assistance is available for existing homeowners of limited means to help with renovations on older properties, but there is likely a remaining need for low-maintenance and/or single story ownership opportunities to cater to empty nesters or young professionals looking to remain in the community, as well as for assisted living or transitional senior properties. Either of these property types are appropriate for development on the North Main corridor as properties become available. Some representative images are included below.



Real Estate Improvement

Given the diverse nature of properties along the corridor and long-term nature of development planning, increasing the value of real estate will require a variety of strategies. The needs of building and business owners interested in renovating existing buildings, expanding and converting currently vacant structures and redeveloping larger sites are distinct and require different approaches and tools.

One way to assess the economic health of a corridor is to examine the relationship between improvement and land value. A property in productive use will, at a minimum, feature built improvements that are valued at or above the value of the underlying land. Uses such as outdoor storage or surface parking, which feature little or no physical improvements, are essentially zero value uses of property, occurring when there is an excess of land relative to economic activity, or as holdover uses from previous periods when the neighborhood was more rural in nature. In contrast, downtown areas where the density of properties is highest, typically have improvement values of at least 2 times the land value (i.e. a two-story building covering the entire lot), and often upwards of 10 or 20 times the value, indicating the presence of a higher-than-average density of development as well as a typically strong economic base.

From a property value standpoint, focusing on those properties where built improvements are not utilizing the property represents a strategy for maximizing future property tax revenue while also minimizing demolition or other costs. While often cities look to demolish older structures on smaller lots in the pursuit of blight

removal, often these properties are effectively utilizing the real estate, while new structures built with modern parking requirements are unlikely to generate equivalent value, especially once modern parking requirements are added.

Along the North Main Street corridor (as shown in the below map) there are several properties where improvement values are less than the underlying property value, but also properties which are being well-utilized. For example, most of the lowest value properties are either entirely vacant, or dedicate significant shares of the parcel to parking, in addition to only having a single-story structure on the site (car repair, garage storage, Anvil), while the most productive sites incorporate multiple structures (apartments in the 400 North block), or structures on smaller lots (Academy, multiple single family homes) in addition to more modern additions such as Hansen Associates or New Horizons Academy.

It is also important to keep in mind that improving property utilization does not require demolition and new construction – infill or pad site development in parking lots and/or renovation of fully or partially vacant structures can also produce measurable improvements in property value, often at a much lower cost/much higher return. Given this, in addition to looking at underutilized properties, the City may also want to focus on underperforming properties adjacent to more efficiently used properties to preserve and enhance the value of already-productive space. This strategy would suggest that the Fixed Automotive site, Family Fun Center, Anvil Cabinet, the garage facility on the southwest corner of 500 North all have potential to enhance the area. In each of these cases, renovations to the property to make them competitive in their



property class would significantly improve the value of the property and likely the performance of the business itself. In the case of the fun center, utilizing the Main Street storefronts, adding outdoor seating and better utilizing the property as a whole would result in higher business revenues, while improved loading and façade enhancements at Anvil, potentially coupled with better utilization of the large parking lot area could also boost sales and marketing.

Renovate

Existing property owners looking to improve and renovate existing structures primarily need a risk mitigation strategy to reduce the fear of the unknown that often comes with renovating historic structures. Providing free walk-throughs of buildings with building inspectors (without a fear of citation), and/or connection with local contractors experienced with historic properties to provide free estimates can help property owners identify projects that are appropriately scaled for their budget and particular property without the need to engage professionals and spend money only to determine that a project is infeasible. Similarly, providing a simple and straightforward set of design guidelines targeting the type of simple projects most often pursued can help property owners identify appropriate projects and communicate their desires to local contractors. An example of this is provided in the appendix.

Other communities have opted to provide additional assistance or incentives to encourage smaller scale renovations. This might include free paint in appropriate colors for those interested in painting storefronts, mini curb appeal grants for paint and landscaping of properties (residential and commercial) fronting Main Street, or even a coordinated dumpster days or painting day for businesses looking to access free hauling or painting assistance for a coordinated cleanup event. The Garage to Storefront brochure included in the appendix represents one such program. In a more ambitious program, Edgerton, Wisconsin, a rural community in Wisconsin, created a limited-time only double-dollars program which provided property owners with a doubled match for their façade program, but only if they applied within 90 days and completed the project within the year. To introduce this program, they also had their building inspector walk the district and create a checklist of 'noticed items' for each property owner that they might consider implementing with the program. As a result of this 'carrot and potential stick' approach, more

than 40 projects were completed in the year. In addition, five significant life safety concerns were identified, and the respective property owners were called in for a meeting with City staff to pursue further remedy.

Redevelop

There are some instances of properties which may no longer be appropriate for the use for which they were designed. On North Main, many properties may have constraints which hinder productive reuse, such as a lack of curb cut, narrow but deep lots, etc. In these cases it would often be necessary to acquire multiple parcels and/or easements to accommodate the necessary rear parking for commercial uses. Providing templates for easement agreements and/or facilitating such partnerships may be necessary to facilitate these negotiations. Additionally, in instances where larger projects are desired, the cost of acquiring multiple lots and demolishing existing structures creates extraneous costs to development in the neighborhood that are not present in other commercial districts in the city. The following formula indicates the scope of the problem comparing a North and South Main location for a similarly-sized project. A \$30,000 increase in cost to develop in a less established commercial district would need to be offset with appropriate incentives, which could be monetary or other in-kind support.

Offset Cost Discrepancy

Current Average Lot:	\$40,000
+Adjacent Lot (parking/access):	\$40,000
+Demolition:	\$100,000

= New Lot Cost	\$180,000
Vs. Comparable Lot Cost	\$150,000

Excess Cost	\$30,000
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Two examples of programs which support local reinvestment in creative ways are outlined below and may provide inspiration for Brigham City.

La Crosse, WI Promise: In order to encourage reinvestment in a deteriorating neighborhood, the City and a coalition of businesses created a pool of funds to provide financial assistance (0% loans) to individuals or businesses renovating or building in the neighborhood (investments over \$50,000). In addition, households moving into the neighborhood with children and remaining in the City through graduation would receive \$50,000 in tuition assistance for an in-state university). As a result, young households returned to the City, boosting the school district enrollment and also investment in a critical inner-city neighborhood.

Red Wing Restaurant Challenge: The City of Red Wing, MN lacked a full-service restaurant in their downtown area, which was significantly limiting their tourist activity. To remedy this, the community identified a suitable location for the restaurant and assembled a package of incentives from the community, including 6 months of free rent, installation of the kitchen equipment, \$5,000 in a savings account at the local bank, and free marketing and IT support for a year. The top five resumes were invited to cook for the community in a taste-test contest, and the community selected their favorite as the winner of the prize package. As a result, the community secured a new restaurant, and the runner-up also located to an additional property elsewhere in the community.

Small Business Support

North Main offers several advantages as a business destination. The presence of small-scale older properties creates an opportunity for affordable and accessible commercial spaces. Additionally, the residential and neighborhood vibe, along with the presence of other unique long-standing destination businesses creates an appealing atmosphere for other small businesses to take advantage of an existing customer base. Brigham City is fortunate to have both an SBDC and Small Business Resource Center within the community to provide targeted assistance for businesses.



However, many startup businesses may still be unaware of these resources, or feel that they do not have the time or resources to take advantage of them. Providing easy-to-access information and resources online is important for helping would-be entrepreneurs get off to a good start, increasing the chances of success.

Two specific resources that are especially useful for small businesses are:

- **Available space marketing.** Studies show that more than two-thirds of entrepreneurs will seek information on available spaces online. Currently, there are no spaces marketed for sale or for lease on North Main. This alone may preclude potential entrepreneurs, especially those not from the community, from pursuing it as a business location. Working with owners of available property to make information available, whether through formal listings or free sites such as Craigslist, is a good first step in promoting new business formation in the corridor.
- **Business Startup Guide.** The City currently provides general information on permitting and licensing on its website, but this information does not provide sufficient information for businesses to budget time and money accordingly. A study of retail permitting in small Midwestern communities found that the permitting time and costs associated with a set of typical storefront improvements varied by more than \$1,000 and three months, which can make the difference between success and failure for a startup business. Providing sufficient information for new owners to create a plan for necessary approvals and meetings during their business plan development can boost the potential for success. The same study found that businesses working with a liaison or small business assistance program rated their experience as significantly more positive – providing a designated point of contact for new businesses entering the permitting system can also improve success.

Live/work

Brigham City has another significant advantage to promote Live/Work and work

from home arrangements throughout the City, although the presence of residential properties with Main Street visibility may make such initiatives especially appealing in the North Main corridor. Commuting patterns indicate that a significant number of local residents commute up to an hour each day to work. These individuals are clearly attracted to the small-town lifestyle of Brigham City and are choosing to live here. The Utopia high speed network creates a unique opportunity to promote this quality of life to a broader audience of individuals and families that can take advantage of this connectivity to live in Brigham City and telecommute a portion of the time, or simply operate their entire business from their home, as is increasingly common. The City can take proactive steps to create policies that make this path simpler and market these opportunities to targeted audiences. There are several examples of such programs, at state, regional and local levels that cater to this growing segment of the workforce. The Telecommuter Forward program in Wisconsin recognizes communities that have implemented such policies (<https://psc.wi.gov/Pages/Programs/TelecommuterForward.aspx>), and Montana has a similar statewide program that reaches out to individuals with connections to the state to promote locations where telework is possible through its Come Home to Montana program. Wichita has created a local program marketed as Live Here, Work Anywhere that promotes the City's connectivity and telecommuter friendly zoning and policies as a marketing ploy targeting younger individuals and families.

A related strategy to engage existing and future home-based entrepreneurs would be to create a co-working space within the community. Although the Small Business Resource Center already has an incubator space, this is oriented toward more traditional office type employment and especially for new and expanding businesses, while co-working facilities cater more towards independent and remote workers, providing camaraderie and shared amenities such as meeting space and copying services. There are many examples of successful rural co-working models, including those co-housed within a chamber of commerce or other civic partner, as well as those which are partnered with coffee shops and other small businesses that can benefit from a steady supply of daily traffic, and some even seek to also attract vacationers looking to check in on work during their trip. Some inspirational models of rural coworking spaces can be seen here: <https://www.coworker.com/lab/5-rural-escape-coworking-spaces-in-the-us/>

Community Engagement

The final critical element for future success in the corridor is community engagement. Several corridor residents indicated that the decline in the corridor has coincided with reduced neighbor engagement and interaction. Although there are a handful of properties owned by out of town landlords, a majority of the neighborhood is still comprised of local businesses and long-time residents of the community. Empowering these individuals to make small scale changes that improve the quality of life and convey a sense of ownership is an important step in transforming the neighborhood, and has the added benefit of connecting new residents with the community

and creating a positive-pressure environment supporting property maintenance and improvement. Some specific actions that can be implemented to jump-start communication among neighbors are profiled below.

Friendly Fronts

The Friendly Fronts program is designed to increase engagement among residents by moving activity into the front yards. Relevant to both residential and business properties, this toolkit (included in the appendix) provides specific strategies for promoting this type of activity. Increasing the amount of pedestrians and front-yard activity has the added benefit of slowing traffic, both as a result of curiosity (slowing to see what is happening) as well as safety (need to watch for pedestrian and bike traffic). Some specific strategies that can be applied on North Main include:

- Provide small curb appeal grants for residents to improve landscaping and add front yard seating and amenities.
- Consider adding free wifi in Snow Park or outside other area businesses to encourage residents to congregate and socialize outside.
- Purchase streetscape elements (chairs, games, chalk), and distribute them to neighbors and encourage them to utilize them in the neighborhood. Keep track of where they are used and what type of activities people are seeking in the corridor and find a more permanent opportunity to accommodate these activities.

The storefront version of the toolkit is included in the appendix to this document, while the residential version can be accessed here: <http://www.friendlyfronts.com/get-the-toolkit.html>

Soup Events

Community Soup events have grown in popularity in recent years as a way of allocating community resources based on local priorities. Soup events are essentially community potlucks, where participants pay \$5 to attend a dinner (donated or potluck) and listen to presentations by community members with ideas for projects that could improve



the neighborhood or community. At the close of the event, participants vote on their favorite project, and the pot of funds from the event is allocated to the winning project. Resulting projects can be far ranging – from public art to community health, landscaping, bike racks or any other amenity or program identified as a local need .



Neighborhood events

Although Brigham City is known for its large-scale events, there are no festivals specifically hosted on North Main. Introducing neighborhood-scale initiatives to encourage residents from throughout the City to visit the corridor and experience local businesses and amenities is desirable, especially as positive changes occur and residents can be exposed to positive messages about North Main. Some ideas might include:

- Slow Roll bike rides that utilize the curb-side lanes for a community bike ride through the neighborhood.
- Bring back the Laps on North Main for a one-day nostalgia-fueled event. According to local residents, this was a favorite pastime in the neighborhood that could be resurrected and recognized as part of an annual event to attract people to the corridor.
- Encourage partnerships with local businesses within the neighborhood. For instance, Good Seed Yoga Studio might host a monthly yoga in snow park event, or create a neighborhood planter contest in partnership with Ace Hardware's nursery.

BRINGIN' BACK THE LAPS

in Darlington

All Makes & Models Welcome!

THURS., JUNE 6TH, 2019

CanoeFest Weekend

6:00 - 8:00 PM

Car staging and lineup will start at 4:30 pm at
the corner of Ann Street and Main Street.
Car line up will be on W. Ann Street
Bring your lawn chairs to enjoy the Root Beer Floats and Car Laps!

ROOT BEER FLOATS!

on the corner
of Ann Street
help support the
Darlington
Chamber/
Main Street!

Canoe Fest Princess

Winner will be announced
right before The Laps start!
The winning candidate
will lead the cruise!



50 & 60'S OLDIES!

PERFORMING
AFTER THE LAPS
Under tent at
Festival Grounds







Tune in to WBGR - 93.7 FM



Team Roster & Thanks



Terry Ammons- Team Leader

Terry Ammons, the principal of StudioAmmons, is an architectural graduate of Virginia Tech and has worked for over 30 years with a focus on historic preservation, community planning, wayfinding, and museum/exhibit design. He has worked with communities and museums throughout the U.S. and Europe and has been working with the AIA's Communities by Design program as a R/UDAT and

S/DAT team member and leader since 2006. He recently completed award winning designs for the restoration and exhibits at the Robert Russa Moton Museum, the national center for the study of civil rights in education, and has been recognized for his design work on such projects as the Sailors Creek Battlefield exhibits, the James River State Park visitor center, Wyoming's National Museum of Wildlife Art, and the Chrysler Museum of Art in Norfolk, Virginia.



David Berniker, LEED AP, AICP, Assoc. AIA

David is a goal-oriented professional, with over 25 years of experience in the public and private sector in the areas of urban and sustainable design, community and land use planning and architecture. Project experience includes developing and managing pedestrian-oriented land use and transportation plans, creating graphic friendly development standards, design guidelines and form based codes and

facilitating the creation of community-oriented goals and objectives. Accomplished in project coordination, project entitlements, strategic planning, project management, consensus building and conceptual design. Passionate about working with all stakeholders (neighborhood groups, municipalities and private developers) to forge a link between the regulatory environment and "place-making" that reflects the vision of the community. Provides managerial leadership to a team of 20 planners and support staff and as part of the Senior Area Manager's team, under the guidance of City Manager, supports city-wide initiatives and organizational improvements.



Fuller Hanan, Assoc AIA

Early in her career, Fuller Hanan, Assoc. AIA, has led benchmark initiatives that have made her a nationally recognized resilience leader. Dedicated to improving the public's quality of life through professional, educational, and community leadership, she is a role model for peers seeking to improve the built environment. As a project manager for Pfeffer Torode Architecture, a boutique firm headquartered

in Nashville, Hanan is heavily involved in the firm's business operations and leads its recruiting, marketing, and business development efforts. Previously she was the community development manager for the Nashville Civic Design Center during one

of the fastest periods of growth for any large U.S. city. Operating at the intersection of community action and architecture, the center is a nonprofit entity that elevates the quality of the city's built environment while promoting public participation. Hanan leveraged the work of the center's Design Your Neighborhood program, which provides high school students with a curriculum for relevant and intensive leadership training, with her work in the community to initiate the design process for a park in nearby Madison, Tennessee.



Patricia Smith, ASLA, AICP

Patricia Smith, ASLA, AICP has 40 years of experience providing planning, urban design and landscape architecture services to private and public sector clients, with over 100 completed projects and numerous awards. She specializes in streetscape improvements, active transportation, and transit-oriented development planning. As lead Landscape Architect on a team led by ZGF, she prepared the Master Plan

for Santa Monica Boulevard in West Hollywood, which received a national AIA Urban Design Award. More recently she prepared a streetscape master plan for three major streets in West Hollywood's Design District. She designed and prepared construction documents for streetscape and landscape improvements in the Los Angeles Sports and Entertainment District around Staples Center and prepared the Streetscape Master Plan for future improvements. For the City of Los Angeles, Pat prepared the Downtown Design Guide and Street Standards, Warner Center Specific Plan, and the Westside Livable Boulevards streetscape plan, as well as an active transportation plan to link Los Angeles' Union Station with the historic neighborhoods around it, an active transportation and streetscape plan for 1st Street in Boyle Heights and for the future West Santa Ana Branch rail line for LA County Metro.



Errin Welty, CECd, EDFP

Errin Welty works as a community and downtown development specialist at WEDC. She previously worked as a market analyst at Vierbicher, working with public and private sector clients to create market-based solutions to solve economic and planning issues, and as Vice President of Client Services for Grubb & Ellis, managing marketing and research for the firm's Denver office. Errin has significant planning and

real estate experience, having been on staff with downtown organizations in both St. Cloud, MN and Denver, CO, and a founding member of Wheat Ridge 2020, an economic development organization focused on revitalizing one of Denver's original inner-ring suburbs. She recently relocated to Madison, Wisconsin from Denver, Colorado. Specialties: Economic Development Strategy & Implementation, Market Analysis, Real Estate Analysis, Downtown Development, Redevelopment Planning, Corridor Planning, Meeting Facilitation.

Joel Mills

Joel Mills is Senior Director of the American Institute of Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and democratic design for community success. Its programs have catalyzed billions of dollars in sustainable development across the country, helping to create some of the most vibrant places in America today. The Center's design assistance process has been recognized with numerous awards and has been replicated and adapted across the world. Joel's 24-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives across four continents. In the United States, Joel has worked with over 100 communities, leading participatory processes that facilitated community-generated strategies for success. His past work has been featured in over 1,000 media stories, including ABC World News Tonight, Nightline, CNN, The Next American City, The National Civic Review, The Washington Post, and dozens of other sources. He has served on numerous expert working groups, boards, juries, and panels focused on civic discourse and participation, sustainability, and design. He has also spoken at dozens of national and international conferences and events, including the Remaking Cities Congress, the World Eco-City Summit, the Global Democracy Conference, the National Conference on Citizenship, and many others.

Erin Simmons

Erin Simmons is the Senior Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. The Center is a leading provider of pro bono technical assistance and participatory planning for community revitalization. Through its design assistance programs, the AIA has worked in over 250 communities across 47 states, and has been the recipient of numerous awards including "Organization of the Year" by the International Association for Public Participation (IAP2) and the "Outstanding Program Award" from the Community Development Society. Erin is a leading practitioner of the design assistance process, providing expertise, facilitation, and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community leaders to provide technical design assistance to communities across the country. Her portfolio includes work in over 100 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, and conducted historic resource surveys. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

THANKS!

The SDAT team would like to extend its gratitude to the many partners and participants who worked on this project. Special thanks go to the elected and appointed official of the City and the County, and the numerous city staff members, businesses, and residents of North Main and the City at large who contributed their input



Appendix

How do I find a space?

What are the steps I need to follow?

**How much time should I allow
for the process?**

Where do I find help?

**A GUIDE TO
Starting your
Business in
BIDDEFORD**



heart of biddeford

www.heartofbiddeford.org • (207) 450 6233

Downtown Biddeford is in the midst of an economic resurgence. In recent months, our beautiful, historic downtown area has attracted significant new investment in the form of old buildings being purchased and re-purposed. The market for new business continues to improve every day.

For an individual or entrepreneur, starting a new business can present a major challenge. You need to locate a space to lease. Or possibly buy a building. You need access to funding and technical assistance. You need to obtain city permits and approvals. The process can seem overwhelming to some.

The Heart of Biddeford has created this guide in an effort to make the process of starting your business as simple as possible by outlining the recommended steps and addressing some FAQs we've encountered:

1 LOCATING YOUR BUSINESS: Where does it make sense for your business to be? Is it a retail or service business? Does your business rely on high visibility? Or do you need an office setting?

2 FINDING SPACE: For businesses wanting to locate within the downtown or mill district, the Heart of Biddeford is here to help. Downtown Biddeford is home to a variety of property types: storefronts, office space, residential buildings and historic mills. We maintain a database of space available for lease and buildings for sale in downtown Biddeford. Our database includes square footage, rental rates/listing prices, available parking and other important building data. If you're interested in business parks or outlying areas, contact the office of Economic & Community Development at **(207) 282-7119**.

3 RESEARCH FINANCING OPTIONS & ECONOMIC INCENTIVES:

A number of loan programs and other economic incentives are available for prospective businesses in downtown Biddeford. These include:

- **Downtown Revolving Loan Fund (RLF):** The Biddeford Saco Area Economic Development Corporation (BSAEDC) administers a low-interest loan fund for businesses locating in downtown Biddeford. **Call BSAEDC at (207) 282-1748 or visit bsaedc.org.**
- **Downtown TIF District:** Biddeford is working to establish a Tax-Increment Financing (TIF) district for the purpose of infrastructure improvements in the downtown and mill district area. Contact Bob Dodge, Economic Development Director, 282-7119 or bdodge@biddefordmaine.org
- **Facade Improvement Program:** The City of Biddeford has established a grant fund for downtown merchants and property owners seeking to improve their street front facades. The program offers up to \$5000 in matching funds for qualifying improvements. **(207) 284-9105 or email lhaddacker@biddefordmaine.org.**
- **New Markets Tax Credits:** Downtown Biddeford is designated as an eligible district for federal New Markets Tax Credits. These credits are primarily administered in Maine by Coastal Enterprises, Inc. (CEI). **(207) 882-7552 or visit ceimaine.org.**
- **Pine Tree Zones:** Available to new "qualified business activity" by offering manufacturers, financial

service businesses and targeted technology companies the chance to greatly reduce, or in some cases, virtually eliminate state taxes for a period of time that may be up to ten years.

Contact ECD Office at (207) 282 7119.

- **Finance Authority of Maine (FAME):** FAME offers a variety of financial assistance options for businesses of all sizes. **(207) 623-3263 or visit famemaine.com.**
- **Maine Small Business Development Center (SBDC):** Free business counseling, business planning and funding assistance services are available through SBDC. An SBDC counselor has weekly office hours in Saco. **(207) 324-0316 or visit mainesbdc.org.**
- **Financing by Local Lenders:** Several local lenders have offered to help the Heart of Biddeford by sponsoring our business recruitment efforts. These lenders are very much interested in providing financing for qualifying small businesses that seek to locate in downtown Biddeford, and include:

Biddeford Savings
(207) 284-5906

KeyBank
(207) 283-0062

Pepperell Bank & Trust
(207) 282-4121

Saco Biddeford Savings Institution
(207) 284-4591

4

PERMITS, LICENSES & APPROVALS:

Opening a business will require permits, licenses and other approvals from the City of Biddeford. The particular approvals needed for your business will depend on the nature of your business and the scope of needed improvements to real estate. The Heart of Biddeford will provide assistance to you in determining which City approvals you will need to open your business. The following City departments are the first points of contact for issuing approvals:

- **Code Enforcement Office (207) 284-9236:** Building Permit, Certificate of Occupancy, Sign Permit, Conditional Use Permit, Shoreland Zoning Permit, Site Plan, Home Occupation Permit, Private Septic Permit, Historic Preservation Permit
- **Engineering Department (207) 284-9118:** Public Sewer Discharge Permit
- **Public Works Department (207) 283-3577:** Driveway Permit/Opening
- **City Clerk's Office (207) 284-9307:** Business License, Special Amusement Permit

All listed offices are located at City Hall at 205 Main Street, with the exception of Public Works, which is housed in the Public Works Garage at 371 Hill Street.

The City of Biddeford's Guide for Business Starts, Expansions and Relocations contains details about what approvals you may need. This publication is available at both the Code Enforcement Office and the Economic Development Department. A PDF is also available online by clicking on **City Departments** then **Economic Development** then **Development Process** from the City's home page at biddefordmaine.org or at heartofbiddeford.org.

5

WELCOME! YOU'RE ON YOUR WAY TO BUILDING A SUCCESSFUL BUSINESS IN BEAUTIFUL, HISTORIC DOWNTOWN BIDDEFORD.

FAQs



Q. I simply need to get a “Doing Business As” (DBA) license. Where do I go?

A. City Clerks Office. A DBA is required for all sole proprietors and general partnerships. All business entities that are corporations (LLC, LLP, C and S Corps) must first file the appropriate paperwork with the State of Maine in order to get a business license from the City of Biddeford.

Q. I need a sign for my business. What do I do first?

A. Signage must comply with City ordinances. Download the signage guidelines at heartofbiddeford.org. Then, bring your sign design to the Codes Office to be sure it complies with local ordinances. Then schedule review with the Historic Preservation Commission. Once the Commission reviews your signs, they will either make recommendations or approve your design on an advisory basis. The Codes office is the final authority regarding signage and will either issue a sign permit or ask for modifications to the signage. Allow yourself approximately 6-8 weeks once you’ve got your sign designed to get it produced and installed. Time varies with complexity of production and vendors’ schedules.

Q. I’m opening a restaurant. How do I apply for a victualer’s and/or liquor license?

A. Complete a form provided by the City Clerk’s office. Your application will be reviewed by City Council and approved or rejected if your space has not passed appropriate inspections or does not meet City ordinances.

Biddeford Profile

Biddeford, along with its neighboring city, Saco, forms the largest urban center in York County, Maine. The two cities have a year-round population of 40,000 and are experiencing strong growth in population, housing and income. The area’s population booms in the summer months as well. The Biddeford-Saco area also has a strong economy, with about 20,000 people employed in the two cities.

“It’s the Heart of Biddeford’s intention to assist potential business owners and entrepreneurs in starting businesses here in Biddeford. We want to make the process as easy as possible because we want you here.”

—Rachael Weyand, Executive Director

Biddeford is located along the Maine Turnpike, just 20 minutes from Portland, Maine’s largest city, and 45 minutes from Portsmouth, New Hampshire. The Amtrak Downeaster rail line serves the city; Boston is just two hours away by train. Biddeford is also located on the Atlantic Coast and offers miles of sand beaches.



heart of biddeford

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STOREFRONT TOOLKIT

Thank You

Thank you for your interest in creating a friendly front in your community; your passion to make your storefront, your neighborhood, and your community a more welcoming place.

We'd also like to thank everyone who participated in the creation of the Friendly Front Platform and to those who gave their time, energy, and funding to create this storefront version of the toolkit, the second of our Friendly Front initiative. Special thanks to Hennepin County, the City of Hopkins, and the Hopkins business and community partners who participated in the pilot program that inspired this storefront version of our toolkit.

We are truly grateful.

-The Musicant Group

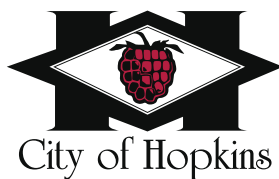


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Create Community & Drive Value

Places, like people, have personalities. They can be warm and inviting or they can be desolate and cold. Continuing this metaphor, if your business is a body, your storefront is its face. The storefront is the border that binds the public world of sidewalks and customers to the goods, services, employees, and owners within. Just as a human face communicates a dynamic array of information, reflecting our constantly changing feelings, so does a storefront reflect the values, personalities, and organizations within.

What does your storefront and the storefronts of your community communicate? Do they reflect a sense of invitation, respect, and joy? Or do the storefronts make one feel like a commodity, merely a “consumer”, someone to transact but not form a relationship with? Just as a smiling face invites conversation, does your storefront call potential customers to community and commerce within?

No matter where you or your community falls along this spectrum, this toolkit provides you—and entire retail districts—with an easy, fun, and effective path to create community and drive commercial activity, one Friendly Storefront at a time.



Guiding Principles

1. Place matters. Who we are as individuals, community members, and business owners is deeply affected by the places we inhabit. Physical places have the power to foster or inhibit our personal, civic, and commercial life. It is important, natural, and essential that we all create places that make people feel alive.

2. Everyone has the power to create great places. Everyone has the innate ability to shape spaces and places in their community to best meet their needs and desires. By working together, we can create places that respond to the local context, foster community, and boost business.

3. Feelings and questions serve as our guide. As human beings we inherently know what makes spaces and places feel good and beneficial to us (or those that do not). By asking the right questions and trusting our feelings, we can create places of value..

4. Think and act holistically. Human beings are multi-faceted creatures. We are physical beings with intellectual, emotional, relational, and spiritual aspects. Places too, are whole things, not collections of isolated pieces or siloes. When creating great places, it is important to consider all of these elements and how they relate to each other.

5. Process is more important than product. Each community and business is unique. The key to the process of placemaking is finding the right action for

each step and situation. There is not a one-size-fits-all solution, so we must wisely use the process to tailor actions we take to best serve the local context.

6. Great places benefit both community and commerce actors. The positive effects of placemaking extend beyond the people that inhabit these places. When and where there are people, commerce thrives too. Creating commercial and community value should never be mutually exclusive.

The Relationships Are Where the Value Is

Place of value, are such because of the relationships between elements, rather than the elements in of themselves. What this means, is that the location of any given thing—a chair, a window, an isle of merchandise, etc.—has more or less value due to its relationship to the things around it. In an extreme example, a piece of merchandise is more valuable on the shop floor than in the basement. This toolkit provides you with a process to get the relationship between elements just right.

How to Use the Toolkit



This toolkit, the second of our Friendly Front initiative, is designed to help you take action, to affect real change, to the benefit of your business and community.

Every user will have a different goal in approaching this toolkit, responding to your unique location, situation and goals. But the process to achieve those goals will be the same. That said, we suggest using this toolkit as:

- A way to bring more community and commercial vitality to your business and/or business district;
- A way to run an experiment that serves as a precedent for getting something big done within your business, commercial district, or community;
- A tool to mobilize stakeholders and resources;
- A framework to develop new programs and initiatives;
- A way to meet and bond with your neighbors.

And don't forget to have fun! If you—and everyone else—don't enjoy the process of creating places, your places probably won't feel very good either. So enjoy yourself!



If You Do Just One Thing

It all started in front of my apartment during the late Summer of 2013.

I had been living in my building in Minneapolis for a little over a year. I liked the area—the tree-lined streets, the shops and parks I could easily walk to, the friends and family who lived nearby. But something was missing. The apartment building had no space to sit and be outside, no porch or patio. So when the weather was nice I had to go to a café or a park to enjoy the outdoors; the 6-foot expanse of concrete and landscaping that was our front yard wasn't doing anybody much good.

One late Saturday afternoon the fire alarm went off. As the building's residents shuffled outside in their undershirts and sweats, I glanced around at my neighbors. I realized I didn't know any of them. In living there for more than a year I hadn't forged a single meaningful relationship, which made sense; we had no comfortable venue where we could come to know one another.

I wanted to do something about it.

The next weekend I went to my local hardware store and bought two canvas bucket chairs for \$20. When I got home I set the two chairs out in the small expanse of concrete walkway that was within our six foot buffer. With permanent marker I scrawled on the chairs: "Please sit here!"

That evening, I returned with a book and read in those chairs for an hour. The next afternoon I did the same thing with a newspaper, and then I decided to eat my dinner there as well. Over and over that first week I was simply present in those chairs in front of my building, on my block.

And I started meeting people. Over that week I got to know almost half of the residents in my building. Their names, where they worked, their personal interests and goals, what movies they liked, what movies they didn't. They sat down with me, we shared meals, drinks, books. The simple presence of two chairs, inscribed with an invitation to sit, had created a comfortable place to have meaningful interactions.

That experience led to the creation of the Friendly Front Yards toolkit in 2016—a process that we found to have led people to meet over five new neighbors on average!

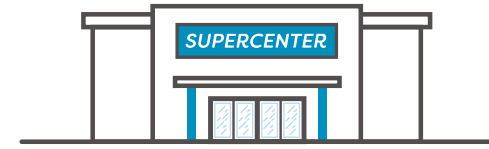
We believe that the lessons of front yards are easily translated from residential to commercial buildings. The idea that good things happen if you create a place with things for people to do and ways to stay comfortable holds for any type of place.

So, while there are lots of elaborate things you can do to improve your storefront, if you read no further and just do one thing, create a place to sit and something to do while there and just watch for what happens next!

Why Your Storefront Matters

From a business perspective, does the quality of your storefront really matter? The short answer is **Yes!**
If we think about the journey of potential customers to your storefront today...

- 1 Mobile technology allows people to do whatever they want, when they want and where they want.



- 3 People are choosing and seeking out *places* that make them feel good, that are inviting, that deliver a compelling experience, and that foster social connections.



- 2 Since people no longer HAVE to travel to shop, be entertained, get information and more, they end up only going to *places* where they WANT to go.



- 4 Your competitive advantage against big box and online retailers is to have your storefront (and the business within) be one of these places.

Why play the same game as online and big box retailers? Compete by maximizing your business' unique competitive advantages that they can't touch, starting with a Friendly Storefront!

Online Retailers and Big Box		Small-scale Bricks and Mortar Retailers	
Assumes experience of shopping is horrible and should take as little time as possible	VS	Assumes experience of shopping should be enjoyable and the journey is part of the benefit	
Extensive product information	VS	Touch, trial, sensory stimuli of actual product	
Limitless selection and price comparisons	VS	Curation and in-person service	
Speed (in purchasing)	VS	Speed (in obtaining the item)	
Parking access	VS	Walking and biking access	
Consistency: always the same	VS	Unique: customized with something new every time	
In and out convenience	VS	Opportunities for social interaction and lingering	
Forgettable	VS	Creation of memories and emotional attachment	

6 Windows into a Friendly Storefront

As we mentioned in our Guiding Principles: relationships are where the value is. The 6 Windows into a Friendly Storefront provide us with a set of design relationships that you can apply in infinite number of ways to generate more commercial and community activity.

In order to create a Friendly Storefront:

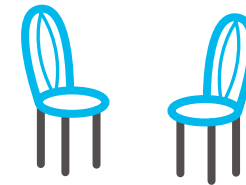
1 Follow the Desire Lines

How do people get to your store? What are the paths they take on foot and what are the paths they would like to take? Find and enhance the (often diagonal or curved) desire lines into your front door.



2 A Place to Sit

If people can't sit, rest, and wait comfortably in and near your store, then they won't stick around very long. Whether it's a yoga studio or a drug store, outdoor seating increases your customer's engagement by: 1.) providing those who accompany customers a place to comfortably wait (allowing the shopper more time and peace of mind) and 2.) communicating to the outside world that people patronize your store, creating a center of social life.



3 Surprise and Delight

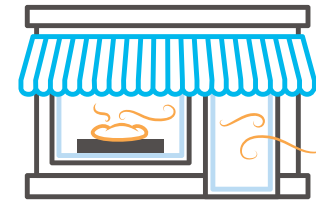
Get creative, get noticed and get people talking! Stand out on the street with fun and relevant street engagements; a skeleton mascot in front of a chiropractic business, a fanciful little letter drop for a toy store, or a dish with water for dog walkers. The possibilities are endless!



A storefront becomes a great one – like any place – because of how all the pieces relate to each other. These 6 Windows will help you create valuable bonds between you and your customers, your business and the street.

4 Engage the 5 Senses

Humans have 5 senses—appeal to them all! Have your storefront more than look good; have it sound, smell, feel and even taste good too. Tap into and create new positive associations with customers by creating multi-sensory storefront experiences.



5 Inviting Transitions

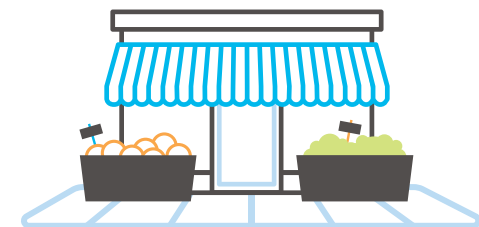
People need to slow down from the public life of the street in order to enter the more private life of your store. Create semi-enclosures, like the eddies along a stream, to pull people in. Outdoor merchandise, seating nooks, and slightly recessed doorways... the possibilities are endless!



6 Borders that Bind

Just as a beach binds the water to the land, a porch binds a house to the yard, how can your storefront create a meaningful bond with your community and customers? You can do so by celebrating and enhancing the places where two things meet: sidewalk to storefront, pathway to doorway, outside air to window, seating area and shopping aisle.

Each is a critical moment and place for your customer—celebrate and enhance them with color, decor, and sensory elements!



What a Friendly Storefront Looks (and Feels!) Like

So what does a Friendly Storefront look and feel like when the 6 Windows are in place? What can happen when a business introduces the Windows into their storefront?

The answer is...it depends! The 6 Windows, the Friendly Storefronts placemaking process, and this toolkit are the result of a six-month pilot program and partnership with the City of Hopkins (MN) its main street businesses and Hennepin County. Rather than just hope our ideas worked, we partnered with local businesses to test the process, implementation and efficacy of our methodology to create storefronts that surprise, delights, and foster valuable experiences. This toolkit distils those inspiring results.

LTD Brewing

Across town, LTD Brewing decided to enhance their storefront by simply helping people find it!

- 1 Follow the Desire Lines: Located just off mainstreet, the owners created a pathway from the main drag to their doorstep.
- 3 Surprise and Delight: A bikestand on the streetcorner provided a simple, flexible and unique way to stand out.



Good Vibes Yoga

Karen and Andy owned a yoga studio one block off Mainstreet in Hopkins, Minnesota. Since moving into the space they made many improvements to the space to make their studio as welcoming and inviting as possible to students and passersby.

Prior to starting their project, Karen and Andy had mostly thought about improving their studio room to create a more relaxing and welcoming environment, but had paid little attention to the storefront courtyard and the value it could bring to their business and community. They properly identified two of the major opportunities, or “windows” to enhance their storefront experience:

2 A Place to Sit

4 Engage the 5 Senses



By focusing on creating more comfortable edges to their storefront (by adding moveable seating) they were able to generate valuable engagement, turning customers into a community of advocates by simply creating a space for people to socialize, share class info and hear of new offerings.



“The day they went in, there wasn’t a class here,” Andy told a local reporter. **“We walked in and people were out there hanging out, chatting.”**

All Andy and Karen did was add three small tables, a few chairs and a string of patio lights to guide, welcome and attract students. Through the creation of a friendly front, they were able to engage with their customers like never before. They enjoyed getting to know new students and benefited from the facetime with customers.

KiddyWampus Toy Store



KiddyWampus toy store was looking for a way to take advantage of an empty storefront wall along a busy intersection, just across the street from a busy community arts center.

- 3 Surprise and Delight: They decided to create a fun experience on this empty exterior that mirrors the fun and that customers discover and enjoy inside the store.
- 6 Borders that Bind: By converting an empty wall of their building into a whimsical mail drop to engage kids (and their parents), they enjoyed more face-to-face time with regular customers and opportunities for deeper engagement through conversations about upcoming programming and events at the store.



Center for the Arts

The Center for the arts recognized that, while it has plenty of comfy seating inside the theater, there was nowhere to wait outside for a friend or discuss after the show.



- 2** A Place to Sit & **5** Inviting Transition:
By adding some colorful seating and teaming up with the library around the corner, which lacked Main Street visibility) they created a win-win-win situation for their organization, customers and guests, transforming an empty patch of sidewalk into an outdoor “Info Café” that serves up donated books, programming updates, as well as conversations and programming recommendations amongst those using the space.

Clocktower Plaza

The Clock Tower Plaza is located in the center of downtown Hopkins, a natural gathering and resting place for Main Street shoppers and the downtown community. There was only one problem: there wasn't much for people to do once they go there.

- 2** A Place to Sit & **3** Surprise and Delight:
But it was an easy fix with some colorful, movable seating to invite people into the space and a gamebox full of family fun. Now the surrounding businesses enjoy increased business from hungry hop scotch competitors.



HealthSource Chiropractic

HealthSource Chiropractic was looking for a way to engage and inform passersby of its busy Main Street storefront. They wanted to create an “ice breaker” with people who may not understand what chiropractic services are and who could benefit from them.

- 3** Surprise and Delight & **5** Inviting Transitions:
After reviewing the 6 Windows they decided to leverage the recessed area of their doorway by adding a little surprise: Lux, a new skeleton Mascot welcoming clients and curious passersby alike—a creative solution that landed them headlines in regional daily newspaper, the Star Tribune!

Hopkins project adds novelty to Mainstreet storefronts

The city hopes 'Friendly Fronts' program proves popular with downtown pedestrians.

By Eric Roper Star Tribune | OCTOBER 13, 2017 — 11:53PM



ERIC ROPER • STAR TRIBUNE

Brenda Higgins, owner of HealthSource Chiropractic in Hopkins, poses with “Lux,” a skeleton aimed at attracting a little lighthearted attention to her business among everyday shoppers on Mainstreet.

Other Examples of Friendly Storefronts

Live Laugh Love • *Edina, MN*



Making the most of limited sidewalk space!

- 2 A Place to Sit: for two groups of people
- 4 Engaging the Senses: with color, touch and smell from the flowers
- 6 Borders that Bind: the benches, awning, and plants serve to bind the store to the sidewalk

Small Grocery Store • *Brooklyn, NY*

Convenience Store as a Community Hub

- 1 Follow the Desire Lines: picnic tables frame and support the customer's path
- 2 A Place to Sit: people outside communicate that something is worth buying inside
- 6 Borders that Bind: the energy within the store comes to life outside with a pop-up clothing sale and seating that allows customers to enjoy all that is sold within



Cooks of Crocus Hill • St. Paul, MN



Doing everything right!

- 2 A Place to Sit: especially important for a store selling a specialty product
- 3 Surprise and Delight: through window displays and the garden
- 4 Engaging the Senses: via the garden, colorful seating, displays, and signage
- 5 Inviting Transition: the pathway is celebrated via the awning
- 6 Borders that Bind: despite the distance, the store absolutely feels like it extends 20 feet from the door onto the sidewalk itself

Gigi's Parking Day 2015 • Minneapolis, MN

Putting the “park” back into parking

- 1 Follow the Desire Lines: the parklet lines the walking path, pulling people off to explore
- 2 A Place to Sit: with a variety of places to sit, people linger
- 5 Inviting Transitions: the café provides a welcoming transition via the patio seating and awnings
- 6 Borders that Bind: the parklet creates a border to protect visitors from traffic and it in of itself provides a welcoming—but porous—border between café patrons the busy street



Engine Repair Shop • Shakopee, MN



You don't have to be fancy to have a Friendly Storefront

- 1 Follow the Desire Lines: the row of lawn mowers seems to just funnel passersby into the garage to inquire
- 3 Surprise and Delight: the garage is brimming with life! The arrangement of the tools and engines captivates those who walk by
- 6 Borders that Bind: the lawn mowers displayed in the parking space and the open garage door create a think border from the back wall of the store to the middle the street!

Vacant Storefront Installations Platteville, WI

Vacancy doesn't have to mean a storefront lacks energy

- 3 Surprise and Delight and
- 4 Engaging the Senses: window decoration and “Snap, Crackle, and Pop-scotch” using packing bubbles on the sidewalk



How to Create Your Own Friendly Storefront

Now the fun part! The questions below will get you into the mind of your customers; to help you envision the user experience you want to foster for them. From there you'll be guided into how to create those experiences by applying the 6 Windows.

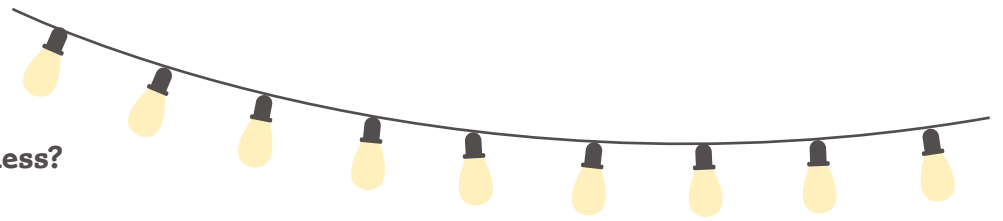
Who are your customers? List a few characteristics of a “typical” customer:

**Where is your storefront? Where does your engagement with your customers start, where could it start?
How do people arrive? Describe their journey during the 50 yards before they reach your storefront.
Go out and actually walk the journey yourself!**

How do people hear about your business? Why do they come in?



**Do you have seating for people to wait, talk and connect?
Is it comfortable? Is it in a location that supports your business?**



**What is your lighting like? Does it focus attention on the things you want people to see?
Does it celebrate borders and transition zones?**

**How many things can visitors do outside your storefront? How many are related directly to your business?
What other activities could be added to provide additional reasons to visit and linger?**

How are the 5 Senses being engaged?

Sight

Smell

Touch

Taste

Hearing

Now that you're warmed up, let's get creative and translate your assessment into ideas for action and reality! Answer the following questions below with words, drawings, or photographs to develop your Friendly Storefront Activation Plan.

1. Recalling the journey that your customers take to your storefront and the experience they have when they arrive, what are the best locations to enhance? Consider: pathways, sight-lines, adjacent and nearby uses, and “empty” spaces.

2. Once the best locations for enhancement have been identified, how can you use one or more of the “6 Windows” to activate these within your storefront area in order to get customers to better

KNOW
the business

ENGAGE
and patronize the business

STAY
longer at the business

Here is a hint: if you can't remember all of them: Follow the Desire Lines, A Place to Sit, Surprise and Delight, Engage the 5 Senses, Inviting Transitions, Borders that Bind (pp. 8-9).

3. What items do you need to make this improvement/experience available? What do you already own that could be easily deployed? Do you at least have enough to run a little experiment? There's no substitute for action, taking the first step (no matter how small!), and trying something out.

Project Plan Sketch

Write, draw, or use photos to create a plan of your new friendly storefront below. Then gather the needed items to execute your plan. Place them, test out how it works and feels, and if your plan seems off, experiment by placing items in different areas until it is just right. Lastly, make sure to **ENJOY!**

Stuck? Start by focusing on the edges of things: doorways, pathways, windows, etc. and items that feel the most important. When in doubt, add some seating.



Why This Works

This toolkit is distillation of what we at The Musicant Group have learned through executing over 50 space-activation projects over the last half decade—from large office building atriums to vacant lots, small town main streets, to suburban strip malls, from block parties to bus stops. Along the way we’ve been insatiably curious about how to create places that people want to be, learning from what worked as much (if not more!) from what didn’t.

The frameworks, questions, and processes on the preceding pages are the same that we use for clients big and small. We believe that in order to live in a world where every space is a great place, where our physical environments and the people in them are truly alive, everyone needs to participate in the practice of place-making. And because of that, we care deeply about sharing what we have learned with the world at large.

The Strategy of Place

So why are places that people want to be valuable? It may sound like a silly or rhetorical question, but if we think seriously about the answer, we can unlock key insights into why creating a Friendly Storefront is such a valuable exercise.

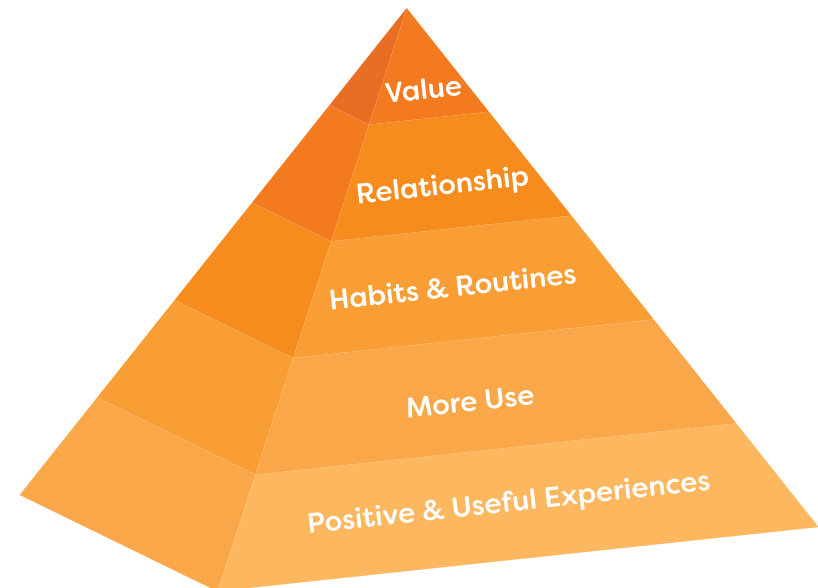
If people have **positive and useful experiences** in a place, then they will;

use it more frequently. By frequently using the space they establish;

habits and routines. These habits are the foundation that support enterprise and;

relationships, between people and the space itself. These relationships are non-portable and create;

value. A place where people want to be is the essence of real estate’s “location, location, location” value proposition.



When one recalls the real estate adage: Location, location, location—what that really means is that there is a space that people visit so frequently and have such positive and useful experiences there that it is worth intensifying those uses through the creation/expansion of more space via a building. *Through placemaking we can create social and economic value.*

The Relationships of Place

Now that we know why a place is valuable, the question remains on how one creates those positive and useful experiences.

The practice of placemaking is a

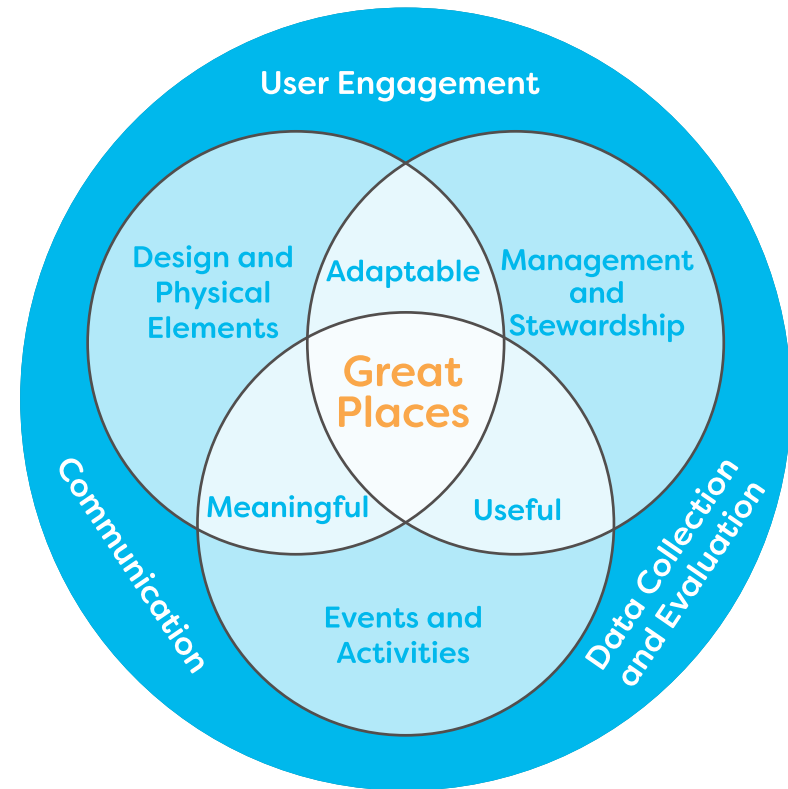
- **Holistic**
- **Iterative**
- **Process**
- That focuses on the **relationships** between things, rather than the things themselves
- And follows **feelings** to make design decisions

Holistic

A great place is so because of how everything comes together: the physical environment, how that environment is cared for, and then what activities, uses, and experiences are fostered within that environment. In creating places, we have to think about all three.

Iterative

Great places are created over time, not all at once. Each



improvement responds to what is already there and happening. There is a constant cycle of user engagement, data analysis, and communication to discern what design, management, and activities should be changed, enhanced, or removed.

Process

Placemaking is a process, more than a product – meaning it doesn't just copy the end-result of what worked somewhere else. The process itself (and the common questions it asks) accommodates an infinite variety of

circumstances, fostering unique solutions particular to the needs and desires of the specific users, stakeholders, and locations.

Relationships

This process focuses on the relationships between things, rather than getting too hung up on things themselves. Going back to our first example of the two chairs, the location of those—their relationship to the building, the sidewalk, the walkway, the residents—is what made them so valuable. The chairs themselves were “cheap”, but their impact was huge. Now having beautiful, well-made things are important, but it’s the relationship between each thing that makes each thing more or less valuable. The 6 Windows are a framework to get these relationships right.

Feelings

It may sound silly in this day in age, but our feelings are our best guide to creating a great place and storefront. People do things, go places, and buy stuff because it feels good. We choose and arrange furniture in our own houses based on “feel”. The very same thing holds for spaces outside our private realms. By becoming more conscious about how spaces make us feel, we can start to see (and feel!) what changes would make any space more functional, beautiful, social, and even commercially successful.

Go forth!

Now you have all that you need to start making your storefront, your business, your street, your home—and your whole community—a great place that comes alive! There’s no substitute for action, so go forth and enjoy the journey and all that comes from it!

For Further Reading

These books have had an outsized impact on our work at The Musicant Group and the creation of this toolkit. Each author stands apart in large part because their ideas, theories and recommendations are based on their years of real-world practice, rather than vice versa. Each book is not only informative, but also fun to read—the mark of a great tome!

Placemaking and the Built Environment

A Pattern Language – (Christopher Alexander, et al., Oxford, 1977)

If you get one book on this list, this should be it. *A Pattern Language* lays out a new way of looking at and shaping our world; a path that allows all people to create physical places that foster community and commerce. It is both an assessment of and a manual to positively shape our world.

Timeless Way of Building – (Christopher Alexander, et al., Oxford, 1979)

The precursor to *A Pattern Language*, *Timeless Way of Building* provides a compelling critique of how the process used to shape our built environment has gone wildly off-track and how we can get back to a timeless approach.

How Buildings Learn – (Stewart Brand, Penguin, 1994)

This book examines how buildings can get better with time...or not. Brand proposes that buildings adapt best when they are constantly refined and reshaped by their occupants, and that designers need to think more about the human experience of their buildings.

The Social Life of Small Urban Spaces – (William H. Whyte, Project for Public Spaces, 2001)

The book that sparked the placemaking movement in America. Through careful observation of actual spaces, Whyte develops practical and easy to implement strategies on how to create life in small urban spaces.

Urban Planning and Economic Development

Strongtowns.org

Practical and thought provoking content and discussion about the financial and design systems that underlie our communities. One begins to see that the way we have been doing things for the last 50 years may not be working (and probably never did!). There is a treasure trove of data, analysis, and tools to help practitioners engage with stakeholders of all kinds.

Retailing

Why We Buy, the Science of Shopping – (Paco Underhill, Simon & Schuster, 2008)

A disciple of William H. Whyte, Underhill went on to apply placemaking to the retail and shopping environment. This classic book lays out compelling theories and practical steps to enhance the shopping experience—and sales!—for individual businesses and districts as a whole.

The Great Good Place – (Ray Oldenburg, Marlowe & Company, 1999)

The Great Good Place argues that “third places”—where people can gather, put aside the concerns of work and home, and hang out simply for the pleasures of good company and lively conversation—are the heart of a community’s social vitality and the grassroots of democracy.

Business and Strategy

Antifragile – (Nassim Taleb, Random House, 2014)

Just as human bones get stronger when subjected to stress and tension, many things in life benefit from stress, disorder, volatility, and turmoil. What Taleb has identified and calls “antifragile” is that category of things that not only gain from chaos but need it in order to survive and flourish. The book provides a new way of looking at the world and how to take measured risks that lead to long-term positive change.

Community: The Structure of Belonging – (Peter Block, Berrett-Koehler Publishers, 2008) An insightful guide on how to structure conversations, meetings, and gatherings in order for groups of people to overcome problems and create a future that is better than where we are today.

The Lean Start Up – (Eric Reis, Crown Business, 2011)

A step-by-step guide to creating new programs, organizations, and businesses in an environment with limited resources and extreme uncertainty. While it is geared towards technology start up companies, the approach applies to any new endeavor within an organization or community.

For more info, please visit
www.friendlyfronts.com

Stay ahead of the curve. Get lease-ready.

Property owner incentive

Looking to make interior or exterior improvements? **Garage to Storefront 2.0** can help you attract or retain tenants with a new improvement incentive option offering two great benefits between July 1, 2017, and June 30, 2018.

REMODEL – \$0 for City-related improvement permits to remodel existing vacant commercial space.

FACADE IMPROVEMENT – \$0 for City-related façade improvement permits for a vacant or occupied commercial space.

To qualify, a property must:

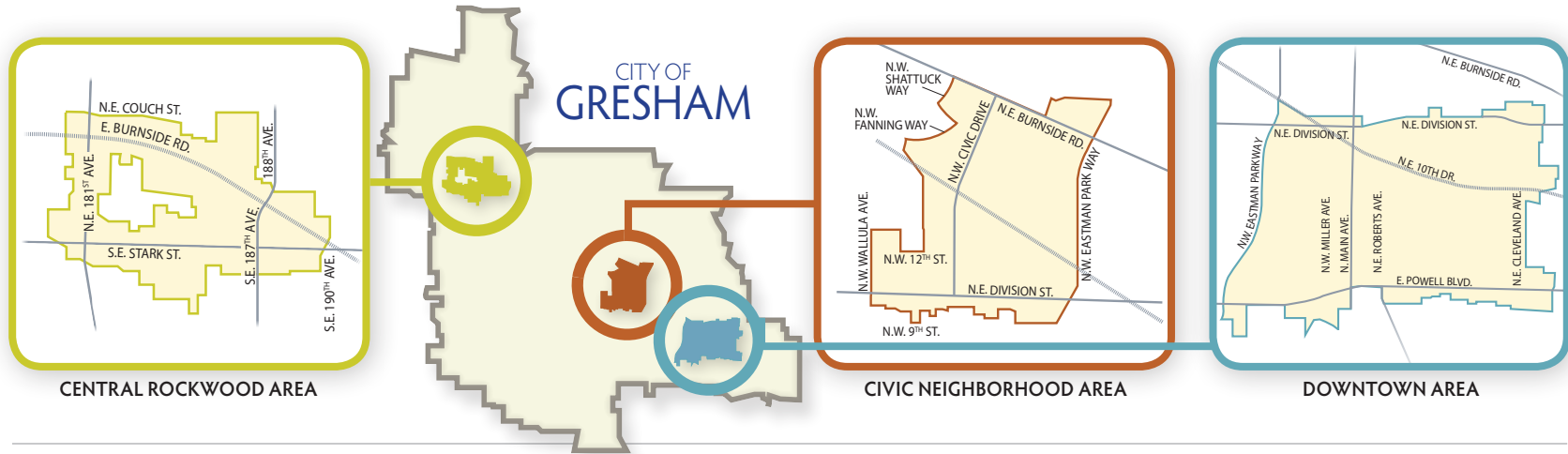
- Be located in Downtown, Civic Neighborhood or Central Rockwood. (See map)

- **Update** existing construction, not undertake brand-new construction.
- **Not exceed** 5,000 square feet for each leasable tenant space; total building must not exceed 30,000 square feet.
- **Sign** an agreement with the City covering terms, obligations, timelines, etc.



Find vacant properties with our Small Business mobile app. Search for "Gresham SBC" in app stores.

Start or expand your business in our **Central Rockwood, Civic Neighborhood** or **Downtown** incentive zones. Or put a better facade forward with our new improvement incentive for property owners in these same areas.



GARAGE TO
STOREFRONT
IS BROUGHT TO
YOU BY:

**SMALL BUSINESS
CENTER
CITY OF
GRESHAM
OREGON**

PROGRAM DOES NOT COVER:

- Corporate or franchise stores with more than three existing locations.
- Government offices or agencies.
- Businesses or properties that:
 1. Exclude minors at all hours.
 2. Create new construction.
 3. Have a drive-thru.
 4. Must obtain a Type II or Type III Community Service Permit. (example: childcare facilities)

Printed on recycled paper

WE WANT YOU HERE



Garage to
Storefront
2.0

SMALL BUSINESS
CENTER

CITY OF GRESHAM OREGON
GreshamOregon.gov/SmallBusiness

Come join us. We're invested in your success.

Our successful **Garage to Storefront** program has earned rave reviews and grabbed national attention for waiving City fees and charges for qualifying businesses in Gresham's key commercial districts – the historic **Downtown** and the **Civic** and **Central Rockwood** neighborhoods.

Now we are bringing it back – and making it even better – by adding a new incentive that helps property owners prime commercial spaces for future businesses or upgrade them for existing tenants. So whether you are an entrepreneur looking for a start-up space, or a property owner looking to make some strategic improvements, **Garage to Storefront 2.0** is ready to support, encourage and assist you in that next important step.

We're going all-out to create vibrant places where people and businesses want to be.

SAVORING SUCCESS
*Thanks to our previous **Garage to Storefront** program, more than 140 small businesses have opened in Gresham. That's 140 entrepreneurs making their dreams come true. These small business owners saved more than \$170,000 in City fees, hired or retained more than 300 employees, and occupied more than 225,000 square feet of commercial space.*



↑
Chef Austin Jones
of the **Local Cow**,
336 N. Main St.

“The Garage to Storefront program was huge for our business. We saved thousands of dollars in fees and were able to pump that money back into our business.”

— **Chris Rhyne**,
Local Cow co-owner

You want a place to start
or expand your business.

We're looking for entrepreneurs
to build their dreams here in Gresham.

Start up, or size up, with us.

New or expanding business incentive

Between July 1, 2017, and June 30, 2018, take advantage of space within specific commercial areas and City-related fees and charges for new or expanding businesses will be waived including:

- Business license fees.
- Commercial tenant improvement permit fees (building/sign permits etc.).
- System development charges (SDCs).

TO QUALIFY, A BUSINESS MUST:

- **Operate** in the designated areas of Downtown, Civic Neighborhood or Central Rockwood.
- **Occupy** no more than 5,000 square feet of existing vacant commercial space.
- **Be** a new business or an existing business expanding by at least 10 percent.
- **Sign** an agreement with the City covering terms, obligations, timelines, etc.

*Some restrictions apply.
For details, visit GreshamOregon.gov/SmallBusiness.
For more information, or to confirm eligibility, contact the Small Business Center at 503-618-2872 or SmallBusiness@GreshamOregon.gov.*



↑
Janelle Mikula
(pictured) and
Debbie Eggers
co-own **iCandy**
at 312 N. Main
Ave.

For a
boundary
map see
reverse side.

Brigham City: North Main Street Corridor Plan

Facilitated by Communities by Design, a program of the American Institute of Architects

