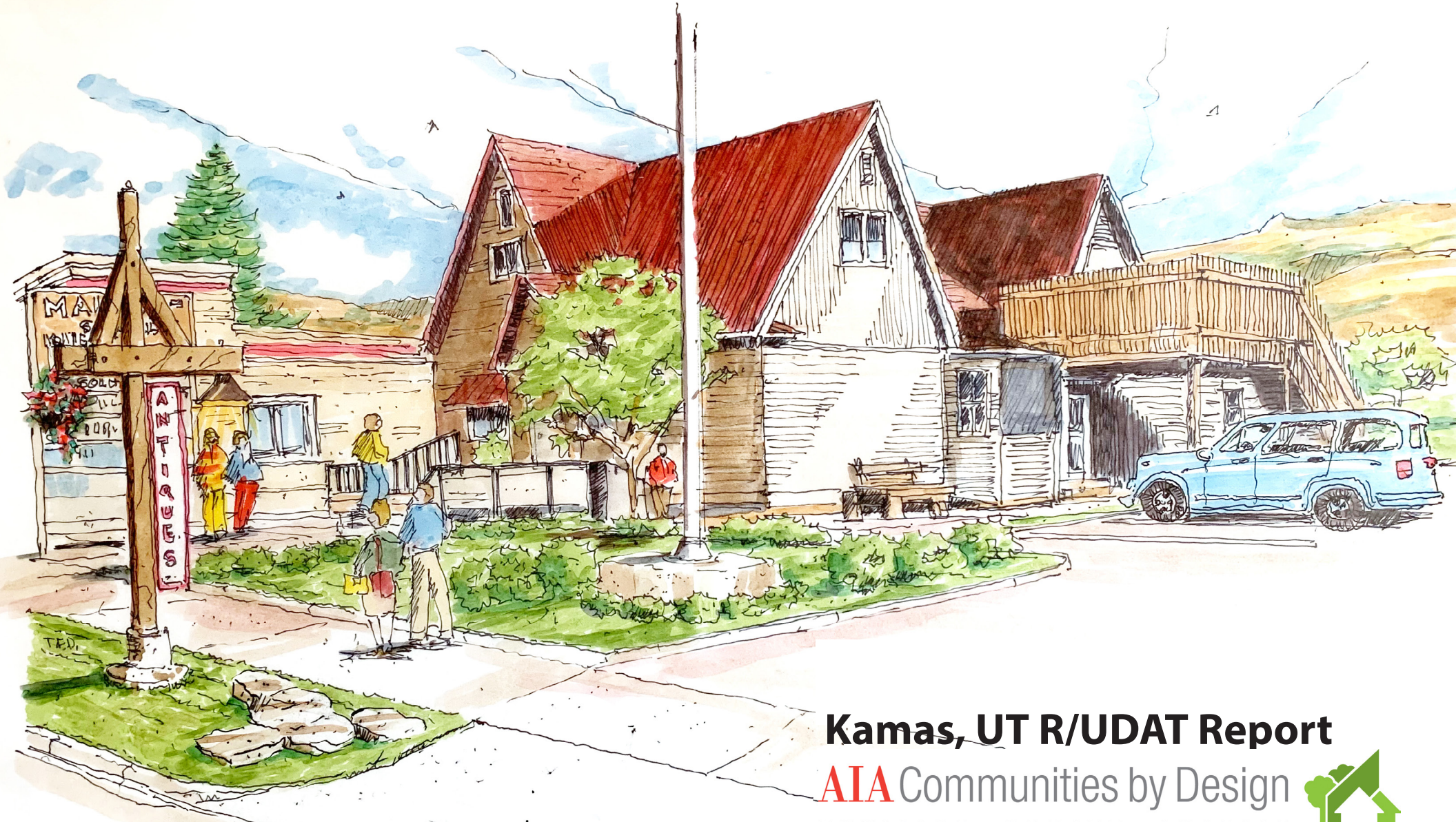


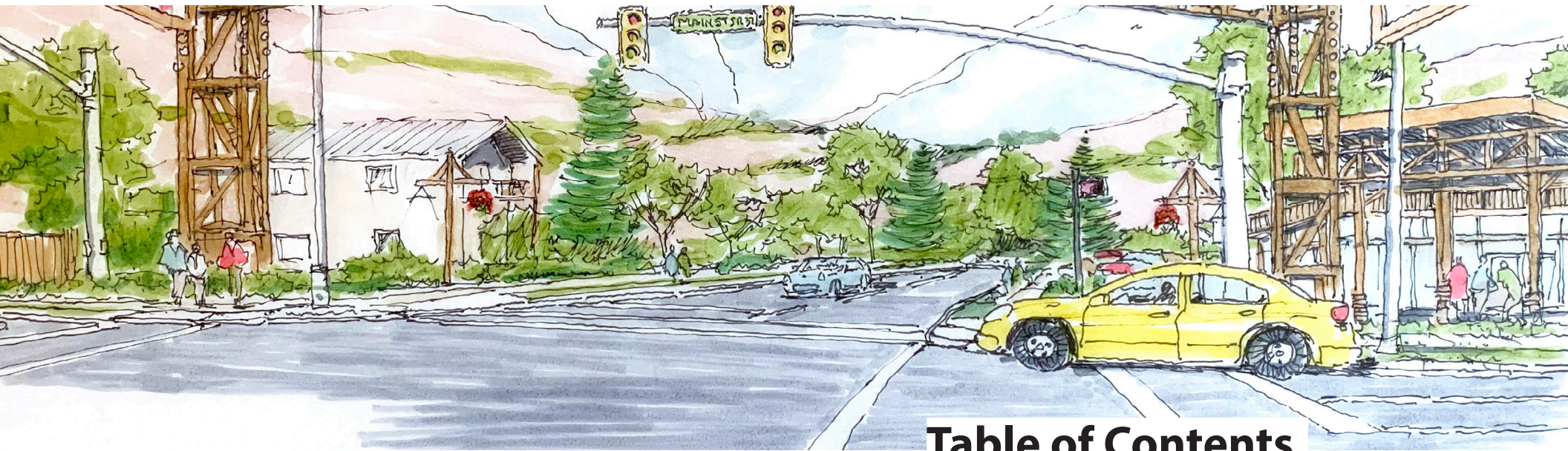
# A Community Vision for Kamas



**Kamas, UT R/UDAT Report**

**AIA** Communities by Design 

ENVISION. CREATE. SUSTAIN.



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## THE R/UDAT PROGRAM

The Regional and Urban Design Assistance Team (R/UDAT) program is a public service of the American Institute of Architects. The Rio R/UDAT represents the 158th R/UDAT project the AIA has held since 1967. The program has served a variety of communities over time, with populations ranging from less than 1,000 people to large jurisdictions of several hundred thousand. Through the program, over 1,000 professionals from more than 30 disciplines have provided millions of dollars in professional pro bono services to communities all over the United States and beyond, engaging tens of thousands of participants in community-driven planning processes. It has made major contributions to unique and authentic places in America, such as the Embarcadero in San Francisco, the Pearl District in Portland and the Santa Fe Railyard Redevelopment in New Mexico. The process has also been widely adapted around the world.

***“We aren’t going to rebuild our cities from the top down. We must rebuild them from the bottom up.”- David Lewis, FAIA***

## THE DESIGN ASSISTANCE PHILOSOPHY

The design assistance philosophy is built around a whole-systems approach to communities. While the normal public decision-making process is conducted within the parameters of representative government, design assistance transcends the political process and expands the public dialogue to include other sectors with the intent of building a platform for cross-sector collaboration, civic leadership, and a new approach to public work. The design assistance process brings together government and civic leaders, the business sector, non-profit leaders and the general public in an integrated, ‘whole-community dialogue’ to build collective action plans for the future. The Design Assistance program operates with four key considerations:

**Context.** *Every community represents a unique place that is the product its own history, tradition and evolution.* There are no one-size-fits-all approaches to community building. Therefore, each project is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community. National experts are matched by subject matter expertise and contextual experience to fit each project. Public processes are designed to fit local practices, experiences and culture.

**Systems Thinking.** *Successful community strategies require whole systems analyses and integrated strategies.* As a result, each design assistance team includes an interdisciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms teams that combine a range of disciplines and professions in an integrated assessment and design process.

**Community Engagement and Partnership.** *Community building requires collective public work.* Each design assistance project is a public event, an act of democracy. The ‘citizen expert’ is central to the design assistance process. The AIA has a five decade tradition of designing community-driven processes that incorporate dozens of techniques to engage the public in a multi-faceted format and involve the community across sectors. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations. It also provides a platform for relationship building, partnership, and collaboration for implementation of the plan.

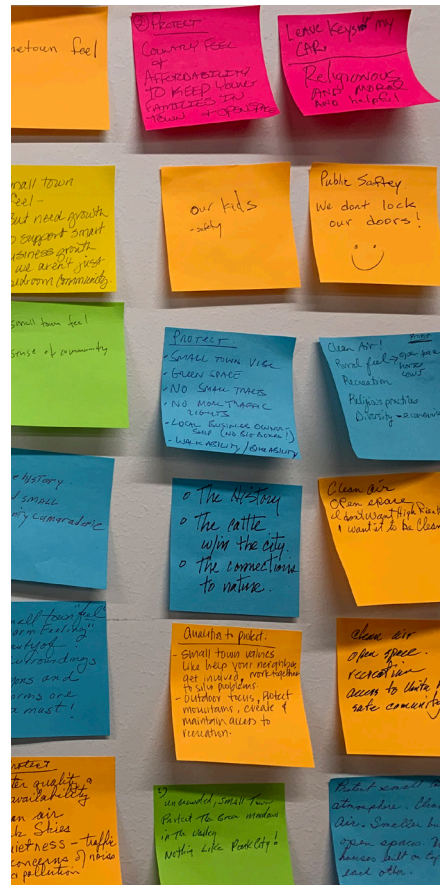
***“Consultants work for somebody. R/UDAT works for everybody.” - Chuck Redmon, FAIA***

**Public Interest.** *Successful communities work together for the common good, moving beyond narrow agendas to serve the whole.* The goal of the design assistance team program is to provide communities with a framework for collective action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that transcends the normal politics of community issues. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team’s role is to listen and observe, and to provide an independent analysis and unencumbered technical advice that serves the public interest.











**What We Heard**



## BACKGROUND: THE KAMAS R/UDAT

On April 2, 2019 the American Institute of Architects received an official application for a Regional/Urban Design Assistance Team (R/UDAT) program in Kamas, Utah. The application was accepted in May and in July 2019, Todd Scott traveled with AIA Staff for an initial visit. The application and initial visit informed the expertise needed for the interdisciplinary team that would work on this project.

### Purpose

The purpose of this process was to revitalize Kamas' Main Street. The R/UDAT explored how to preserve the unique character of Kamas, while recommending business development strategies, land use and zoning changes, and branding/ beautification measures.

### The Community Process

The community process was conducted from November 14- 18, 2019 with broad participation from community members, business owners, and other stakeholders. It included the following key elements:

- Introductory dinner with members of the Local R/UDAT Steering Committee at the Mirror Lake Diner on Main Street
- A meeting with the mayor, city council members, and other key stakeholders
- An extensive car and walking tour of Kamas' Main Street, High Star Ranch, and other Kamas landmarks led by the city's planner, Natalie Kautz and the Community Development Specialist, Kaitlin Eskelson
- Focus groups with key community stakeholders, including local business owners
- A public workshop with over 70 participants. The event began with the visioning session and ended with a community dinner. At the event, participants worked to answer several key questions posed by the design assistance team:

1. What makes you most proud of Kamas?
2. As Kamas grows and changes, what qualities do we most need to protect?
3. If you had 1,000 volunteers, what community project would you accomplish?
4. How do you define success for Kamas in five years?
5. What actions will YOU take in the next 90 days to work towards that success?

### What We Heard

Throughout the public process in Kamas, the R/UDAT team learned several key themes about local community values, as well as the fears and aspirations for its future. These ideas formed the basis for the team to develop feasible strategies for Kamas.

### Survey

Before the team even arrived in Kamas, the community was already heavily involved in the process. The city received over 200 responses through the Kamas Visioning & Revitalization Survey, answering questions such as "what words describe Kamas today?" and "what are the most critical issue facing Kamas?" The responses gave the R/UDAT team an initial understanding of the priorities of the people of Kamas and how to helping them work towards their aspirations. Some responses can be found below, and you can read the full survey results in the appendix.

### What words best describe Kamas?



### ***What are the most critical issues facing Kamas?***



### ***What would encourage you to go downtown on a regular basis?***



In addition to the survey results, the R/UDAT team engaged residents in a community meeting with a number of questions. A summary of the responses can be found below.

### ***What makes you most proud of Kamas?***

Kamas has a lot to offer its residents. The people of Kamas are very proud of the small town, rural atmosphere they enjoy every day. They love their clean air and water, the dark skies, and the abundant open space. They are proud of their farms and agricultural history and their ability to maintain that identity while surrounding cities grow. As the “Gateway to the Uintas” they enjoy their proximity to the Uintas and all the outdoor recreation that comes with it. More than anything, the people of Kamas love their community. They love the spirit of helping out your neighbor in times of need and their family-oriented values. Personal connections, such as being able to get to know their neighbors and the local business owners, are very important to Kamas residents. Lastly—but definitely not least—Kamasites are very proud of their doughnuts!

### ***As Kamas grows and changes, what qualities do we most need to protect?***

Many of the things that community members are proud of are the same things that they want to preserve, especially the qualities that give Kamas its small-town feel. For one, Kamas was built on cattle and lumber, a legacy near and dear to the hearts of the people. Not only should we maintain that history and culture, but it is also important to protect the farms that are still in Kamas so they can continue to thrive. During the community visioning meeting other important facets of small-town rural lifestyle came up, in particular the conservation of their abundant resources: clean air, clean water, open space, access to the mountains and associated outdoor recreation. One of the most valued resources for Kamasites are the stars, so conserving the dark skies is critical to maintaining Kamas’ identity. Lastly, many residents feel safe in Kamas, meaning that they can leave their doors unlocked and children can walk home from school; this is another important aspect that the community doesn’t want to lose as it grows.

### ***If you had 1,000 volunteers, what community project would you accomplish?***

Given that revitalizing Main Street is a big priority for Kamas, many proposed that volunteers could help beautify Main Street, including planting trees and flowers, picking up trash, installing new signage, and upgrading façades such as the old movie theater. Others said they could remove weeds and paint for neighbors to help improve the look of Kamas even beyond the Main Street corridor. Bigger projects, such as pitching in to upgrade the rodeo grounds or build new parks, were recommended to create more gathering spaces in the community. One of the most common suggestions was utilizing those 1,000 volunteers to cut a trail system from Kamas to Peoa and Woodland. This non-motorized path for running and biking would

not only better connect Kamas to the rest of the region, it would also enhance Kamas' recreational and outdoor culture.

### **How do you define success?**

The R/UDAT team asked members of the community how they would define success for Kamas in five years and received a variety of aspirations. Most commonly, Kamas residents want to see a thriving Main Street but with very intentional growth. It is critical to develop the existing businesses and create an environment for new small businesses to fill in the many vacancies on Main Street. Kamasites hope that there would be many places to gather and engage with the community, as well as trails, walkways, and bike lanes to connect those spaces. Kamas also wants to become more than just a means to an end; with over a million tourists driving through town to reach the Uintas, Kamasites imagine a future where visitors stop to shop and eat on Main Street. Many folks in Kamas even hope that the city will become a destination in and of itself. At the same time, development and growth should happen in a smart way. Open spaces and farmland would still be prevalent, there would be a new high school to serve the students and the community, and the town's values are conserved. Consequently, as development occurs, many Kamasites are concerned about the affordability of housing. It is their hope that five years from now, there will be affordable housing that allows the youth who grew up in Kamas to stay in town and raise their families.



### **What actions will YOU take in the next 90 days?**

With so many aspirations, the team asked residents what actions each of them could take in the next 90 days to start moving towards that vision. Overwhelmingly, residents said they would become more involved in Kamas, including attending community meetings and staying current with opportunities available in Kamas and the county. As part of the vision for a vibrant downtown, residents of Kamas said they would help clean up downtown and start the beautification process; that included volunteer efforts from picking up trash to pouring cement to improve sidewalks. Many Kamasites were also eager to support the existing businesses by buying locally more often and spreading the word about those businesses. A few respondents even said they would buy a building or land on Main Street to open up a new business.



### **Conclusions**

With change happening so rapidly in surrounding areas, it is inevitable that there will be growth in Kamas as well. But growth does not need to compromise the essence of Kamas: the small town, agricultural tradition with deep family and community values. Change can even provide the community new possibilities, and Kamasites hope that will include a revitalized, beautiful Main Street with more opportunities for its residents and people driving to the Uintas.

**"I'm most proud of the way Kamas is taking steps to become a forward thinking community."**

United, like city  
(lakes, skiing, biking)

Family oriented  
neighbors helping  
one another.

community

① teamwork  
and community.

People are  
generally  
friendly.

Friendly  
people  
in more  
country

Close to the  
outdoors

easy to walk around  
because  
it's small

Relatively safer &  
quieter than some  
areas. Land back  
a little less traffic  
Family history

② Many people in Kamas  
know each other and  
care about how  
we are all doing.

Sense of  
community

1. My family is  
from here &  
has helped serve  
the community

Great Real  
Estate com  
Agriculture  
Comm

what makes you  
most proud about Kamas  
open space  
clean air  
Fun old buildings

1. What makes you  
most proud about Kamas  
open space  
clean air  
Fun old buildings

Environment  
to go to

My kids can  
walk home  
from school

friendly  
neighbors

Some people who  
need us with bad  
accidents, sickness, or  
disability, + even  
fundraisers

Most Proud of Kamas  
Friendly Atmosphere  
Community Areas  
SSAFC - Rec. Ctr.  
Library  
Good Restaurants

1. What makes you  
most proud of Kamas  
Community - Rural Close  
mountains + People Clean air

Wide open spaces the  
area is green and  
lush.

- Rural Community  
- close friends  
- safe area

Family  
oriented  
& safe

Question I  
I really like the  
small town feel  
and the friendly  
people that live  
here. Spirit of  
volunteerism -

1. I LIKE SMALL  
Quit towns, Lots  
of open spaces.  
I don't need to  
wait in lines.

tion  
Space

Proximity to Natl. Forest  
& large city, at the  
same time  
→ Solid schools  
→ Great Rec. Ctr.  
→ Clean Air  
→ Agriculture involvement

I grew up in the  
Kamas Valley -  
It is rural, trying  
to stay rural -  
We care about each  
other - Join the  
mountains. Clean Air!

safeness  
The sense  
of community

Small enough  
that citizens  
can be  
involved  
with city  
affairs

1. 5 people agree  
small town  
community  
feel - connected  
- Rural -  
- safe - open space

Recreation  
Community  
Fishing

Most Proud -  
Gateway to the Uintas  
Rural Atmosphere  
Green Space  
Small Town

Small town  
people  
mentality  
we  
care about each  
other -

Most Proud of Kamas  
• Kids able to walk  
around town + have  
brown school  
• Uinta Forest in back  
yard  
• People are generally  
good

friendly people  
nice gym  
(rec center)  
several nice

Ranching  
Bedroom  
Rec

Keep the open space - walking trails  
Biking

open space  
quiet

Kids walking to school  
Safety

Hometown feel

PROTECT  
COUNTRY FEEL  
AFFORDABILITY  
TO KEEP YOUNG FAMILIES IN TOWN + OPEN SPACE

Leave keys in my car  
Religious AND MORAL AND helpful

question 2 -  
reserve open spaces. Provide  
aces for recreation  
the rural  
& landmarks.

Qualities  
Environment/Open Space  
Wildlife -

Wide open spaces.  
Keep some of the farm land.

1. maintain the neighborly attitude  
2. maintain access to wild lands.  
3. keep traffic down!

Small town feel -  
But need growth to support smart business growth so we aren't just a bedroom community

our kids - safety

Public Safety.  
We don't lock our doors!  
😊

WHAT QUALITIES DO WE NEED TO PROTECT?  
ess to open space  
FAMILY-FRIENDLY  
T FOCUSED ON SHORT-TERM RENTALS.  
AN AIR + WATER

Water & air quality  
gray space

Small town values  
state schools

Small town feel  
sense of community

PROTECT -  
- NO SMALL TRAILS  
- NO MOTOR TRAFFIC  
- WALKABILITY / CREATIVITY

Clean Air  
open space  
horses  
cows  
Religious practices  
city - economic

PROTECT  
open space  
horses  
cows  
Religious practices  
city - economic

"We need to protect the rural small town feel- but we need development to support smart business growth so that we aren't just another bedroom community."

Greenspace - Meadow Ground to west of Kansas  
Foothills - No building on FOOTHILLS East Kansas

Areas for Hikes

OPEN SPACE

Preserve the western feel in our buildings.  
Not getting so modern you would be surprised to see the building with a cattle drive passing in front.

The history and small community camaraderie

The History  
The cattle w/in the city.  
The connection to nature.

Clean air  
Open space  
I don't want High Rise  
I want it to be clean

Limit Growth  
2-3 home subdivisions

- Green space!  
Small-town aura + not Vale - Telluride  
meadows are important pastures are critical  
young home building is small family NOT HUGE DEVELOPMENTS

What do we want to protect?  
Open space - Meadows  
Do not want to turn into Snyderville

What qualities need to persist?  
Preserve old character  
- open spaces  
- small town feel  
- Don't need to keep up with the Jones  
- keep it simple

1) Small town "feel"  
"Warm Feeling"  
2) Beauty of surroundings  
Canyons and Farms are a must!

Analysis to protect:  
Small town values like help your neighbors get involved, work together to solve problems.  
- Outdoor focus, protect mountains, create & maintain access to recreation.

Clean air  
open space  
recreation  
access to water  
safe community

2. Preserve more open space.  
Do not make lot sizes too small

Small town Environment  
open spaces

1) Custom & Culture  
Small Town Identity  
Heritage

Protect  
Water quality & availability  
Clean air  
Dark Skies  
Quietness - traffic concerns of noise & pollution

3) uncrowded, small town  
Protect the green meadows in the valley  
Nothing like Park City!

Protect small town atmosphere. Clean Air. Smaller buildings  
open spaces. houses built on top of each other.

"With a thousand volunteers, I would build trails and parks to connect all of the communities. And I would raise money to help build them!"

Butters & clean sidewalks

Clean up projects that need cleaning - Clean Roadway

WIDER SHOULDER ON ROAD FOR BIKES AND TRAILS - BIKE TRAILS - MOUNTAIN: ROAD CONNECTIVITY (AND BETTER BALANCE)

If 1000 volunteers what would you do? - Clean up Brown Back

Plant more trees - Plant more trees - tear down senior citizen building

WITH VOLUNTEERS WHAT COMMUNITY NEED? - COMMUNITY GARDEN - PARKS

3. Fix the concrete & curbing on main street. - We'd like businesses that don't need... every person here

1000 volunteers Build trail # to connect communities - And help raise money to help with the above!

Main Street Beautification Including: - Planting trees - Improved walking and hiking trails - Lights on main "solving" warm lights

OUTDOOR SWIMMING POOL

CLEAN UP PARKS & RECREATION SPACES

3 - flower boxes benches for street - light poles - main street - Christmas lights over road

Question 3 - Kamas (that's nice)

Community Parks

Build a park

Main Street Renovation

Clean up "Little Mexico" 4th & 5th - South - Paint

Make Kamas a bigger place Add tr

build a walkable/bikeable non motorized trail between Francis/Kamas/Oakley

the streets little community

Build a trail system

Protected Bike Trail Connecting Kamas to Oakley

Clean up Parks Specifically the Pecos granite and ball field

1000 vols - Community Project - Clean up Main St facades - Better affordable housing - Clean up Apartment Complex

1000 volunteers - CLEAN UP DOWNTOWN - SIDEWALKS + TREES LIGHTING - NEW SIGNAGE - PAINT HOUSES - CLEAN UP LOWER INCOME MTS - FINE STREET MOUNTAIN + COVER

Protected separate Bike/walking path - Peoa -> WOODLAND

Build a set of benches SIGN PARKS

refresh main street & refresh entry into town (trails) - Trail system around Community

Develop a multi user trail system connecting existing trails together. Accessible to pedestrian/bike and equestrian.

1000

movie theater facade cleaned up.

1,000 volunteers: - Clean up homes in Kamas - Trail system from Woodland to Peoa

sign coming in to Kamas on all four entrances - Clean trash

Build a park

Trail from Woodland to Peoa

Clean up Paint

3. Build a "Western style" facade on the Kamas Foodtown mall. It is the Entrance Statement



Jan 1st

Listen  
Talk to  
other members  
at the community

I vow  
to attend  
some  
community  
meetings.

Buy A  
Buildy on  
Land Near  
Main Street

Question 5  
I will weed  
a widows park  
strip. Work on  
my own home

Talk to  
DOT  
about  
angle  
parking!

Action in 90 days  
- Tell my friends about the  
opportunities for winter  
vacation in the Uintas.  
- Lobby for more groomed  
trails in the winter for  
recreation - non motorized.  
- Eat out at local  
restaurants. :)

Keep the  
conversation  
going and get  
committees for  
issues at hand

Action in 90 days  
Council could  
consider to see  
if there is an  
act committee  
of Joan IT. If  
not, start one.

Next 90 days?  
- Visit each business  
and sample their  
products. JAMES  
- Meet with  
local  
(we last met in June 2019)

Go to the local  
businesses and give  
them my business -  
Encourage others to  
stay local

We will continue  
develop my wife  
new medical  
in Kanab!

5 ACTION 90 DAY  
SUCCESS  
- attend community  
meetings  
- ride

STAY  
ACTIVE  
AND  
UP

Be Involved!  
Encourage others

**"I will continue to work with local leaders and the community to put the plans outlined by this process into action."**

5  
Clean my own  
property  
of weeds  
Help our City Employees

GET MORE INVOLVED  
IN THE COMMUNITY

Work on  
things  
at things  
happening

attend city council  
meetings & share ideas  
Support local businesses  
Small business develop-  
ment  
Support Community Subsidies

local  
- talk with a  
- Be more involved

Develop a  
in town  
a beautiful  
business  
downtown

5  
Clean up around  
our property. Make  
it more presentable  
Talk to our neighbors  
to see if we can help  
them clean up.

5.  
I will attend any  
future meetings  
on this.  
I will serve  
the community

Share this experience  
with others  
did not attend.

FIND OUT HOW  
TO GET MY  
VOICE HEARD.

buy - property  
on main street  
& improve it.  
Also, encourage  
city council to put  
together a plan to  
rejuvenate main street.

Work  
City  
roads  
the  
It lab

Attend community  
meetings so my  
voice can be heard  
and help to move  
city forward

will be a member of the  
city council to help  
direct planning.  
Support local business  
and promote existing  
opportunities

Be creative in  
maintaining our main  
street frontage  
until the Master Plan  
is initiated.

Start  
picking  
up trash  
+ a prep for  
trash bins

- Support local business  
- connect better with  
county

Look for more  
opportunities to  
know what is  
going on in the  
valley & how  
to be of service.

Discuss with  
my neighbors to  
engage more in  
the process.

Listen to your  
feedback &  
ideas.  
Be involved.

Write a letter  
to County Council  
requesting water  
& sewer infrastructure  
consideration.

Pick up # the  
litter and make  
kisses to law the  
laws

- shop at local  
businesses  
- attend town

Talk, Talk  
talk about  
process.

Be involved in  
the process attend  
Planning Meetings  
Council meetings





**Growth & Change**

## GROWTH & CHANGE IN KAMAS: TAKE CONTROL OF YOUR FUTURE

In 1990, the United States Forest Service described Kamas Valley's evolution in an Environmental Impact Statement for the Valley Allotment:

*"The Kamas Valley community has a rich history of changes over the years. The valley was initially settled in the 1850s, following the discovery of coal. Mining activity then shifted to lead, silver, and zinc. Much like the phases of similar mining towns in the West, the focus in the Kamas Valley area changed as the needs of its residents changed. A different type of family was moving into the Valley, one whose income was largely based on agriculture. Mining gradually gave way to agriculture as a means for making a living. The Kamas Valley community's primary community soon became agriculture, including timber and livestock industries at least partially dependent on public lands for production. Lifestyles based on agriculture became the new norm through the generations of families. In recent years other types of residents and land users have been drawn to the Valley for its rural lifestyle. The Kamas Valley area is becoming a "bedroom community" to Salt Lake City."*

Almost three decades later, the transition to a bedroom community is being augmented again by new changes brought by the growth of Park City and the region, bringing increasing pressures to Kamas City.



## Lessons Learned from the Fight Against Growth

Many communities have battled growth and development in recent years and there are important lessons Kamas can learn from their experience.

### **Loudoun County, Virginia**

Loudoun County, Virginia provides an illustration of the policy struggles facing local government in rural, high growth regions. Traditionally, the county had a rural landscape defined by horse farms and agriculture. However, its location west of the District of Columbia with comparatively affordable housing led to unprecedented growth and change. During the past 20 years, Loudoun County has experienced some of the highest growth rates in the nation, often being ranked #1 nationally for its growth rate. It also now boasts some of the highest incomes in the nation as wealthy move-ins have changed the makeup of the county. This put increased pressure on farmers as real estate prices rose and it created a crisis in local government over infrastructure and schools. The growth issue became a key feature of local politics, with county supervisors enacting policies requiring new homes to have substantial lot sizes in an effort to slow development. Instead, the policy fueled sprawling development and wealthy McMansions that damaged the rural character and increased pressure on roadways and infrastructure. Here is how one commentator described the change:

*“Loudoun County was once one of the most beautiful in Virginia. It was characterized by rolling hills, horse farms, other working lands, historic towns and hamlets dating back centuries, a modest mountain or two, streams here and there, and scenic, winding roads. To the visitor, it seemed bucolic, a place of rural peace....But the historic town of Leesburg is now just the historic center of a massively sprawling and rather ordinary new suburb. There are scattered new subdivisions all over the county, one of the country’s fastest-growing in population.”*

In 2006, the Christian Science Monitor reported on the impact of unmanaged growth in the county, writing:

*“The effects of such rapid development have been intense. At rush hour, rural Loudoun’s scenic two-lane byways crawl with traffic that moves more slowly than the new six-lane access road to the east. Air quality has worsened as smog levels have shot up. As thousands of new houses go up each year ahead of water and sewer lines, residents face water shortages and newly polluted streams. If current growth continues, the county estimates it will need 125 grammar schools in the next 15 years.”*

After years of political battles, Loudoun officials finally came together to around a plan to focus growth in more compact town centers and try to preserve traditional rural land uses and the character of the landscape. The plan limited development in untouched rural areas while encouraging denser development and mixed-use growth in developed parts of the county. It has allowed the county to begin to control its growth in a more sustainable way while preserving the character and values of its citizens.

## Take Control of Your Future to Achieve Your Desired Results

There is no denying that Kamas faces some significant challenges with future growth. With no strategy in place, one can imagine a series of reactive decisions that lead Summit County and Kamas down a similar path to Loudoun County’s early years of growth. During the weekend, the team visited some real estate offices in Park City where sprawling developments are being sold and expanding further across the Valley. Given projected growth rates in Summit County, one can expect that with no regional action on future growth and housing Kamas will be negatively impacted in future years as farms are lost to ever-expanding subdivisions. However, you still have time to take action to build the necessary partnerships that will influence future growth in a positive manner and protect what you care most about – your rural character. Regional growth and affordable housing are not issues that Kamas can address alone. They are shared issues that cross the entire valley and are of concern everywhere, and they require a regional dialogue and a true regional strategy to address effectively. Kamas should reach out to partners in Summit County and Park City to begin this dialogue. Make no mistake – taking no action will have consequences and is as decisive a position as regional collaboration would be. Over the past twenty years, the state of Utah has actually been a leader on regional planning through Envision Utah. Through the American Planning Association’s Small Town and Rural Planning Division, there are links to professional exchanges, learning forums, and award-winning rural preservation plans that can offer additional comparative guidance. The Kamas Valley would be well-served to pursue a new regional approach to growth and development that serves mutual interests for everyone. The decisions you make as a region will impact the next two decades of change. Take control of your future and build the partnerships you need to succeed. This report will outline a number of suggestions for Kamas that serve the ultimate goal of developing in a way that strengthens your rural character and identity. It can serve as a guide as you begin the important dialogues that will determine your future.

### **Resource Links:**

Envision Utah: <https://www.envisionutah.org/>

Guide to Regional Visioning: <https://www.envisionutah.org/images/ScenarioPlanningGuide.pdf>

Planning Tools for Quality Growth: <https://www.envisionutah.org/tools/urban-planning-tools-for-quality-growth>

American Planning Association Small Town & Rural Planning Division: <https://www.planning.org/divisions/smalltown/>



# Land Use & Zoning

## LAND USE IN KAMAS

The General Plan Land Use section states: *“Development should be well planned and orderly, with specific emphasis on preserving open space, agriculture and recreational opportunities. Expansion outside current city boundaries should be considered only when it provides an overwhelming benefit to the entire community.”* This statement well reflects the values of Kamas residents as were discovered through this process and the input sessions with stakeholders and community members. This section focuses on three of the main issues brought forth: New business viability and retention of existing business through land development controls, fostering affordable housing, and preservation of rural and open space.

These land use recommendations are mostly short-term accomplishments that are simple changes to the Kamas Municipal Code. The longer-term recommendations pertain to working with Summit County to create intergovernmental agreements to preserve open space in the meadow, and building relationships and maintaining a seat at the table with the South Summit Trails Foundation.



## Recommendations

**1. Make “Mixed Use Project” an Overlay District:** The Mixed Use (MU) ordinance adopted a couple months ago considers this a tool to encourage the “development of general commercial and residential uses in the town center area of Kamas.” However, this tool is established as “project”. It also requires a Master Development Plan be submitted to the city. To enable this tool to be better utilized by a prospective developer, consider the following:

- Map the area able to be considered as mixed use on the zoning map and refine the “project” as an overlay district. The way the “Mixed Use Project” is written into the code is structured like an overlay district. Show the boundary that is described in Section 15.37.040, but reduce the boundary to push this type of development into the core of Kamas. Consider concentrating on the core downtown area before expanding to other areas of the city.



- Consider implementing thresholds for levels of review needed to be considered by the city council. For example, if a development is mixed use within the same structure (e.g. downstairs commercial, upstairs residential), allow an administrative approval process. If the mixed use project is on two acres or less, also consider as an administrative review. Those requirements listed in Section 15.37.030 such as the creation of a design book with renderings is burdensome to the small or incremental developer. Larger projects can then be subject to public approvals as/if they are more complex.
- Remove the requirement to be in compliance with the subdivision standards (See Section 15.37.030). If the project does create a subdivision, some of those requirements make sense. However, a mixed use development will often times not develop with conventional characteristics. Allow opportunity to be more creative with this type of concept. Have a separate section in the General Design Standards for Subdivisions chapter that speaks to mixed use development so the developer has certainty to what is expected at the time of review.
- As mentioned in other recommendations of this section, remove ambiguous language such as “developments are required to make **reasonable compliance** with mixed use development standards through consultation city staff”, and requesting “other improvements **as required by city staff**” (emphasis added). When a developer is considering a project in Kamas, not knowing what is expected can be a detriment to the potential to create new uses and opportunities. Both the city and the developer need certainty when planning how to develop property within Kamas. This is to protect the city from legal proceedings, and to protect the developer when he/she moves through the approval process.
- To further the prior bullet, create regulations that form the basis for approval of any requirement of the mixed use project. Currently, the certainty the code provides includes where the project can be located within Kamas, the building envelope requirements (setbacks, building orientation and height maximums, and signage and landscaping requirements). Other unknowns for approval include architectural standards (“the city may choose to adopt Design Specifications”), parking requirements since the code allows for the potential for shared parking, and the required amount of each use for approval. In essence, the city should specify the amount in percentages of each use required to receive the ability to develop a project with a mixture of uses (e.g. minimum 20% commercial, 50% residential, and remaining public or open space).

**2. Parking:** Off-street parking often requires space that can be otherwise used for business opportunities, and ultimately additional revenue to the city in the form of increased property and sales taxes. The current parking standards are a hinderance to development within Kamas, and should be reduced and in some locations like in the core of the downtown, be eliminated. Parking recommendations include:

- Reduce off-street parking requirements overall, but especially in the core of Kamas (or if implemented, the Mixed Use Overlay District). Even further, consider eliminating parking requirements in this area.
- In turn, created angled parking along Main Street, specifically within the Mixed Use Overlay District boundaries. This will greatly reduce the need for off-street parking. Conduct a parking study to determine the number of spaces that can be included via angled striping along each side of the roadway. Work with UDOT on how that will practically work on the state road.
- With the recommendation of moving the Mixed Use Project to an actual overlay district, the parking standards for this district should be at minimum greatly reduced. Mixed use developments in their own right reduce the need for parking since varied uses that exist in close proximity to each other, or even located within the same structure, greatly reduce the need for vehicular transportation.

**3. Allow multi-family attached residential structures by right, and not as a conditional use:** The R-M zoning district allows up to four units attached, otherwise known as a quadplex. These units could be in the form of a row house/townhouse development, or multiple story units in the same structure.

- This zoning district allows multi-family dwellings, but any structure other than a single-family detached structure is a conditional use. This restriction goes against the intent of the district, which is “To create a residential zone that provides a well-planned and well-kept housing development that creates a compatible mixture of single and multi-family dwellings”. Any time uncertainty is introduced into the development approval process, it becomes a concern for the developer, and can become a legal issue for the city. Allow the multi-family attached structure to be an allowed use by right, rather than as a conditional use. The city will retain the ability to approve the location of future sites of the R-M district since it is currently only mapped in few areas within the city.
- Examples of attached multi-family structures exist that have the visual appearance of a single-family structure. Similar structural form will keep in line with the existing residential development within Kamas.
- The city can limit the bulk and guide the appearance of multi-family attached residential structures through height limitations, setbacks, and basic architectural requirements such as window articulation, roof slope, siding materials, requiring a front porch, and other visual components.
- The height limitation in this zoning district is of concern. Look to other developments in the area regarding the height limitation for a multi-family structure. The current limitation of twenty-seven (27) feet may not be adequate if

a multi-family unit is two stories in height with a peaked roof. Consider increasing the height limit to that which is specified for the Mixed Use Project, which is thirty-five (35) feet. The definition currently is from the natural grade to the highest point of the roof.



*Example of a duplex.*



*Example of a quadraplex.*



*Example of a triplex.*

**4. Allow accessory dwelling units (ADUs):** ADUs are in practice located on the same parcel as the primary residence. A primary dwelling is required to exist on the site prior to issuance of a permit for an accessory dwelling. Simply put, an accessory structure is one that cannot exist without a primary structure. The city has already defined accessory building in Chapter 2 of the Land Use Ordinance.

ADUs are commonly used to allow a relative to live in close proximity to the residents of the primary dwelling. This can be a young adult who cannot yet afford their own place, or an elderly person who needs daily assistance but can still live independently. ADUs are also used as a rental home that provides income for the residents of the primary dwelling.

An accessory structure can be either attached or detached. If the city is concerned about the scale of the ADU, regulatory language can be introduced to limit the size of the dwelling. For example, the ADU definition can include language to limit an accessory dwelling to a maximum heated and cooled square foot area that is a percentage of the primary dwelling (e.g. 50 percent of the principle structure).

- Amend the zoning districts that allow single family detached structures to also allow ADUs by right as an allowable use. These include A-40, A-5, A-1, R-A, and R-1. The R-M district could also allow ADUs as a conditional use permit, dependent upon whether or not the primary use is a single-family detached dwelling. The city should consider if more than one ADU is allowable, and possibly depend that upon the acreage of the zoning district and/or parcel. This limitation should be

listed in each use table or the text of each zoning district. Be sure to address setbacks for the ADUs (as an accessory structure, occupied) so that they can be located close to the primary structure.



*Examples of detached ADUs.*



*Garage Apartment as an ADU.*

**5. Preserve Agriculture/Rural Lands:** There was a large voice between the stakeholders group meetings and the community meeting to preserve the agriculture lands and the rural feel of Kamas and the area within the valley. This characteristic of the region is what the residents hold dear and would like preserved.

- Although most of the larger ranches and farms are outside of the city limits, and therefore unable to be regulated by the City Council, there is opportunity for Kamas officials to coordinate with Summit County officials in determining how these lands are developed in the future. Intergovernmental agreements can be made to create preservation overlay zones that both the city and county adopt so that in the event the land is ever annexed into the city, the regulation will remain in effect.
- Within the city, create a category for the purpose of farming/ranching combined with small lodging on the same parcel. This will help support small farms financially with the added income from small-scale lodging. The property owner could explore agritourism where guests can work the farm throughout their stay. This opportunity will also supply options such as a bed and breakfast, or small cottages for short-term rentals.
- To build off the last statement, this district should support said uses with a minimum acreage required to house, for example, less than five lodging establishments (small cottages or tiny homes) and small farming activities like rearing of goats, chickens, or a small number of cattle. In turn, these animals can provide food to support the local farmers market as mentioned in the community/stakeholder’s meetings.
- Pull back the Entry Corridor Commercial zoning along HWY 248. This is a primary gateway into Kamas. The purpose of this district is “to develop an aesthetically pleasing, high quality and economically functional entrance to Kamas City”. This at face value is contrary to the voice of retaining open, rural space and agriculture lands. Additionally, the current development along this corridor does not conform to the purpose of the district. Retain the zoning where development has occurred, but remove the district designation from vacant or otherwise rural lands. Otherwise, this area will become strip commercial, which is neither “aesthetically pleasing” or “high quality”.

**6. Expansion of Trails:** Many voices mentioned a trail system in and around Kamas. At the time of this team’s visit, a meeting was scheduled with city staff to begin discussions with the South Summit Trails Foundation, a non-profit organization which is working to craft a master trails plan in the valley. Encourage the formation of a stakeholders group of Kamas residents to become a part of the process.





# Business Development

## BUSINESS DEVELOPMENT IN KAMAS

Business development entails tasks and processes to develop and implement growth opportunities within and between organizations while economic development is defined in many different ways, but the result should always be the process of improving the well-being and quality of life in a region or local community. This normally happens through efforts that entail job creation, job retention, tax base enhancements and quality of life. As there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development. The City of Kamas has the vision of having a well-planned business district. With over 350 business licenses issued in the city it sends a clear message that Kamas is well positioned to capitalize on healthy business community. Kamas is fortunate to be located between Park City and Dejoria, two economic hubs to draw from.

The community has access to the Kamas Valley Business Association (<http://www.kamasvalleybusiness.com/>), whose mission is to promote business, enhance economic and community development and serve as a catalyst for improving the overall quality of life in the Kamas Valley community. While this association is still in its infancy (2 years old), it can still serve to begin creating a healthy business friendly climate. The association currently has 43 members. The only way to be a member of this group is to be a member of the Park City Chamber. This process should be streamlined to be able to quickly respond to the needs of Kamas business owners.



Results from the focus groups indicated most of the business owners agree that beautification and slowing down traffic would draw more traffic to their businesses, resulting in greater sales revenue. Drawing traffic into a business is only one element to the success of a business, however; there are other factors which could greatly help create a sustainable business community. This could begin as simply as utilizing the services of the Small Business Development Center (through the Small Business Administration) and The Summit County Economic Development Department. These meetings/workshops can be held in the Library. Libraries are often used as a resource for these businesses to gain access to information. Creating a business center in the library also helps to attract the homebased businesses. Homebased businesses often feel disconnected from the community and without a sense of place. The feedback also pointed to having a more streamlined approach to zoning and licensing as well as parking being an issue for business owners. (See more in the Land use and Zoning section.)

Economic Development works best when businesses and government collaborate. This can be accomplished by "business walks" where the council members, Mayor and someone from the Kamas Business association would visit local businesses to gain a sense of their needs as well as letting the business owners know they are valued.

In terms of collaboration, Katie Stellpflug of Artique has created a sense of place for the artists in the community, where they can sell and showcase their work. This model can be duplicated in other areas of business as well. The New West along with Main



Street Salon are also excellent examples of businesses that offer a variety of goods and services. New West also has an online presence which makes it easy for client engagement.

Local businesses can click on the link below to see if their business is listed as well as correct posted information as needed. Check to see if your business is listed: <https://us-business.info/directory/kamas-ut/>

## Recommendations

### Short term:

**1. Create a “Business Walk”** dedicated to learning more about your local businesses through face-to-face interviews on their turf. Local leaders visit each business with the hopes of gathering the knowledge that they need to help their community and strengthen relationships. This process will help:

- Understand the issues facing the business community.
- Build working relationships between decision makers and local businesses.
- Celebrate and promote local businesses.
- Provide local businesses with educational resources.
- <http://www.mypittsburgchamber.org/business-walks.html>

**2. Contact the Small Business Administration (SBA).** <https://www.sba.gov/offices/district/ut/salt-lake-city/leadership>. Utah District Office, SBA District Office (Marla Trollan, District Director) 125 South State Street Room 2227, Salt Lake City, UT 84138.

Inquire about the services they offer in terms of the Small Business Development Centers, which provide training and workshops for business owners as well as entrepreneurs. Some of the training they may offer are how to use Social Media and Marketing your business.

**3. Contact the Summit County Economic Development Director** (Jeffrey Jones: <https://www.summitcounty.org/609/Economic-Development>) to inquire about services available to include the BEAR program, which is a business retention program that could help assist business owners.

**4. Work with the local library Branch Manager** (435-783-3190) to create dedicated space for business owners to use computers linked to the SBA websites.

**5. Contact the Utah Economic Development Department** and find which programs Kamas qualifies for: [https://business.utah.gov/wp-content/uploads/2019/10/GOED\\_ORD\\_AllProgramsOnePager\\_102219\\_v5.pdf](https://business.utah.gov/wp-content/uploads/2019/10/GOED_ORD_AllProgramsOnePager_102219_v5.pdf)

### Long Term:

**1. Explore the option of using one of the empty buildings and turn it into a co-space** (this can be initially done out of the Library while it grows into an innovation center.)

- <https://www.kentuckyinnovationstation.com/>
- <https://wacowork.com/>
- <https://www.aredf.org/co-spaces>
- <https://www.shareable.net/5-coworking-spaces-and-business-incubators-in-libraries-that-support-local-workers/>

**2. Create an ombudsman position to help provide and advocate for the business community.** This can be a volunteer program and would serve to link the City to the business community. The ombudsman would have access to the business licenses and would send out welcome packets with useful information to the business owners.

**3. Engage with Kamas Valley Business Association.** This group has the potential to be the voice of the business community. A strategic plan along with goals and action plan should be created. Much of this could be collection from the Business Walk.

### Resources:

1. International Economic Development Council: <https://www.iedconline.org/>
2. Small Business Administration: <https://www.sba.gov/>
3. Economic Development Authority: <https://www.eda.gov/resources/economic-development-directory/states/ut.htm>



# Branding & Marketing

## BRANDING & MARKETING

Developing a brand and strategy for marketing can provide a unified vision for all individuals and organizations involved in realizing the potential of Kamas.

Although branding and marketing are often used synonymously, they mean different things, and understanding the distinctions between the two terms is necessary for understanding community vitality strategies.

Branding refers to the message a community is trying to convey, whereas marketing refers to the tools and tactics the community uses to deliver that message. In other words, branding is the reason someone buys a product, and marketing is the reason someone knew about it in the first place.

A brand is what people think of you, not what you say you are. Brands are created through visual cues, people and attitudes, word of mouth, publicity, and social media. They are promises you make to the public regarding experience. If you market your community for a niche you really don't deliver on, you are setting up for upset visitors, customers or residents. Brands are earned, good or bad.

For example, if visitors have a great experience, the positive message they convey to friends, family and business contacts at home could persuade others to visit, too. This is an example of buzz marketing or word-of-mouth marketing. Word-of-mouth marketing succeeds because: (1) it is believable; (2) it is self-reinforcing; and (3) it is self-spreading. The foundation or essence of today's popular social media involves people talking or "buzzing" about something they have experienced, such as a destination.

Don't get hung up on logos and slogans. They are not brands. They are just marketing messages that support your brand. Logos and slogans are 2% of marketing, but 98% of local attention goes to them. You don't choose Ford over Chevy because of their logo or slogan.

Marketing refers to the methods cities use to promote their brands. Currently, most towns are shifting their focus to digital strategies and away from more traditional ones, such as TV commercials and print ads. This is because digital strategies, such as websites, digital ads, and social media, allow communities to gain a qualified, targeted audience in a cost-effective manner. Buzz marketing, defined above, is often overlooked as a strategy to be pursued with a defined plan of action, but it is a powerful tool.

### Existing Conditions

Your product is Kamas City, UT. To develop a brand, you need to know exactly what

Kamas is and what Kamas is not. The community is currently divided on this, and the reality is that arriving at a common vision for Kamas does not seem likely.

Kamas does not have much of a social media presence outside the community. We found two Facebook pages for Kamas: Kamas Community Connected with 856 followers and Matt McCormick Kamas City Mayor with 103 followers. We found an Instagram with 399 followers and no Twitter account.

We did not find any marketing materials specific to Kamas as a location.

### Opportunities

- You have unsurpassed natural assets. Cultivate social, cultural, arts and/or recreational infrastructure or programs – such as bike trails, nature conservation areas and other cultural amenities to supplement community programming. Do not underestimate the value of these amenities. Rely on your natural assets to develop realistic goals for community vitality.
- Try to understand your community as a product – this includes its past, present and forecasted future.
- The community appears to care about the future of Kamas. Revitalization is a community effort; success requires buy-in, support and feedback from the people you serve.
- National trends favor a community like Kamas. People are more interested in the outdoors, so they want smaller dwellings. They want to experience local art and meet local artists. They want to participate in family focused activities.
- Artique, DeJoria Center and South Summit Aquatic and Fitness Center are consistently mentioned online as top attractions in Kamas. You can also capitalize on attractions that are near Kamas such as Mirror Lake and Provo River Falls.

### Actions

#### *Develop A Brand for Kamas*

This is something you absolutely must do, but because the community is divided in their vision of what Kamas is now and should be in the future, this will be a difficult task. Ideally, you would hire a professional consultant to assist you, but that may not be financially feasible right now. If you rely on local leaders, try to follow the steps outlined below.

## **Change Your Mindset**

First and foremost, a brand is a perception. It is what people think of you, not what you say you are. Top down branding, creating a brand based upon based solely upon how you perceive Kamas, rarely works. Consider the impressions of the people you are looking to attract to Kamas as well as the ideas of your current residents. You want to develop a brand that creates an emotional connection, not a brand based on emotion. Try not to let local politics kill your branding efforts. Too often a good branding initiative has been destroyed by politics. Someone with political clout has one vision while someone else has another vision and the result is an all-out political war with branding as its first victim.

## **Narrow Your Focus**

Successful brands have a narrow focus. When lots of people get involved, that carefully crafted narrow niche gets spread out into making everyone happy. Never build a brand by consensus. You cannot be all things to all people. Promote your primary lure. Answer these questions to help you focus.

- What do you have that people can't do or get closer to home?
- What makes you worth a special trip?
- What sets you apart from everyone else?

## **Build Your Brand By Feasibility, Not Local Sentiment**

Try to put aside your differences and determine the answers to these questions as honestly as you can.

- Where are you today?
- Where do you want to go as a community?
- When someone mentions Kamas in 5 years, what do you want them to mention?

Determine which of all the ideas makes the most sense and answer these key questions about feasibility:

- Is this something the markets we are hoping to attract can't get or do closer to home?
- Can the community buy into it over time?

- Can the private sector invest in it?
- How much will it cost and when will we see return?
- Does it have legs? Can we start with a niche, then add extensions to the brand?
- Can we make it obvious and pervasive throughout the city?
- Will it extend our seasons?
- Do we have tireless champions for this cause?
- Is it experiential? Things to do, not things to look at.

## **Implement Your Brand**

- Develop a logo or use the current city seal. This provides a formal visual element that your residents and visitors can identify with and immediately identifies your website, your Facebook page, etc. as being YOUR page and not something setup by a disgruntled party.
- Develop a tagline (optional). Jettison the generic. If you can substitute any city name in your tagline, don't use it. "Outdoor adventure; home town comfort."
- Take stock of your visual elements. This is probably one of the most overlooked areas in town and municipal branding. We live in a visual age and Kamas and its surroundings have opportunities for beautiful visual images.
- Use your website more effectively. Having a website is crucial to town branding because in many ways it is the foundation of your branding as well as its chief reinforcement agent. It is the main way people will be introduced to your brand. The three most important things to consider regarding your website are: speed, ease of navigation and useful data. Content drives web traffic. Good websites answer investor questions and guide them toward the content they are seeking. A good website design should connect visitors to content; therefore, it is always best to keep website design simple and inviting.
- Develop a social media strategy. The role of social media in modern marketing campaigns can't be overstated. Research suggests most people expect an entity to be active on at least 3-4 social media platforms. That number hits 95% when the question is asked of anyone born after 1981.

### **Create A Community Collaborative**

Engage, engage, engage. What key partnerships should the Kamas develop to support its goals? Enlisting a variety of sectors to work together offers enormous potential to bring about broader, more lasting change. By mobilizing resources outside of their immediate control, networked organizations achieve their missions far more efficiently, effectively, and sustainably than they could have by working alone.

### **Develop an Email List and Start a Newsletter**

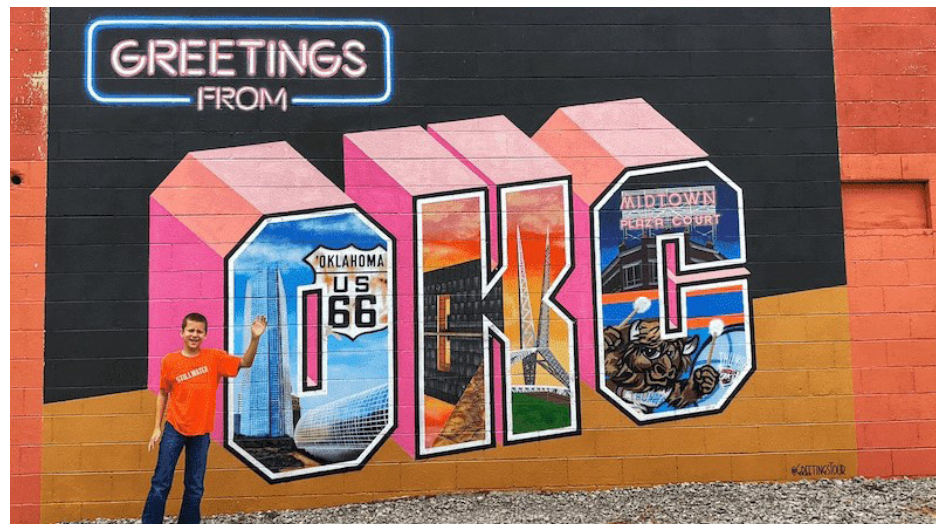
A simple email newsletter is a great way of improving communication to your target markets. Segmented email lists and personalized email lists will boost open rates even further. It may seem counterintuitive, but email newsletters outperform social media marketing when it comes to eyes on content. Again, consistency is important, do not start a newsletter unless you are ready to commit to a regular publication schedule.

### **Embrace and Capitalize on the Dejoria Center**

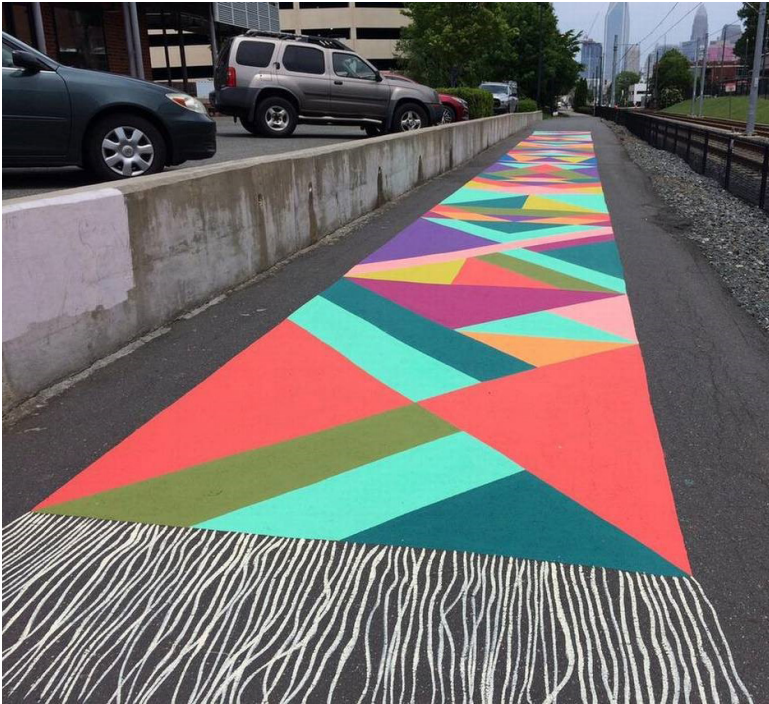
This is a tremendous asset for your community. It will draw visitors north of Center Street and create an opportunity for good development along the northern corridor of Main Street.

### **Consider Becoming a City Known for its Murals**

We heard numerous times during our visit that more than a million visitors pass through Kamas on their way to the Uintas but never seem to stop in the community except for meals, gas and donuts. Our suggestion for getting those pass-through visitors to stop is murals – both static and interactive.



*Murals can reflect heritage or history (Oklahoma City, OK).*



*Murals can be as simple as painting a carpet on a sidewalk or alley (Charlotte, NC).*



*A simplified version of a carpet mural using stencils.*

Interactive murals will stop traffic. People love to be photographed with art. Many of these images go viral and become associated with the town. We think the south side of the Artique building would be a perfect place for an interactive mural.



*Oklahoma City interactive mural.*



*Conceptual graphic of an interactive mural on the side of the Artique Building.*





*Involve the Community.*



*Ditch the paint and use other media and wheat paste to create a collage of your community (OKC).*



*Yakima, WA*

Potential Mural Locations



*The above map can help you identify locations for murals.*

## A Word About Signage

When compared to the gateway sign to Francis, the Kamas sign looks a little tired and worn. This welcome sign gives you the first opportunity to tell people what to expect in your community, reflecting both your brand and the how the community feels about itself.

Also, the town probably needs to add some directional signage for businesses, particularly at the intersection of Center Street and Main Street, guiding northbound tourists to Artique and the DeJoria Center, two of your most popular attractions.

You can design a sign using the city hall streetlights for inspiration or you can just use city signage.



Examples of directional signage.

## Resources:

<https://nextcity.org/>

<https://www.visualfizz.com/blog/a-guide-to-branding-a-city/>

<https://opticosdesign.com/blog/the-power-of-public-art-murals/>

<http://plazawalls.org/>

<https://www.strongtowns.org/podcast>

## Books:

*Reinventing Your City*, by Kim J. Briesemeister, Christopher J. Brown

*Tactical Urbanism: Short-term Action for Long-term Change*, by Mike Lydon and Anthony Garcia

*Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity*, by Charles L. Marohn Jr.



# Main Street Design

## REVITALIZATING MAIN STREET

According to the city's general plan, a portion of the community vision of Kamas is "To have a well-planned, business district serving as the commercial hub of the Kamas Valley and the "Gateway to the Uintas". Also to maintain a family oriented, clean and friendly community that is a great place to live, work, and visit." Revitalizing Main Street is perhaps the most critical component of guiding the growth of Kamas in the future and keeping Kamas relevant as the commercial center for the entire Kamas Valley. That revitalization can take the form of new and improved businesses, building improvements, a better pedestrian environment, and more downtown activities for locals and visitors alike. We had a lot of feedback from the community meeting in support of improving Main Street. Many participants wanted Downtown Kamas to be a destination with better sidewalks and thriving small businesses not chain stores.



## Beautify Kamas

One of the more popular recommendations from our community visioning session and dinner was to help some of Kamas' residential properties look better. Even though we're focused primarily on Main Street as part of this project, the rest of the community has an impact on how visitors perceive Kamas. They'll be more inclined to stop if their first impression of the community is well-kept homes and businesses. One easy way to contribute to this is to use a local community group, preferably a non-profit one (or form one yourselves) to do seasonal cleanup and maintenance for homeowners in the city. Volunteers could be used to mow lawns or prune overgrown vegetation, to paint houses, to mend fences, to patch roofs and gutters, or any number of projects. Or even find vacant lots where clumps of camas flowers could be planted, since they were once prevalent in the valley and they are the valley's namesake. INSERT CAMAS PHOTO HERE The group could focus on one property in spring, one in summer, and one in fall. The properties could be selected by a simple lottery of addresses dropped off at city hall or a business location, or a simple application could be developed, and those with less financial means could be selected for the project. This is probably something that should not be run by the city, but a group more focused on general community activities, that has the ability to raise funding separately.

## Preserve Significant Historic Buildings

Kamas has an interesting history and a number of significant historic buildings, most of which are located on Main Street. Based on our feedback from the community meeting, Kamas residents are proud of their fine old buildings, and they are an important physical reminder of the community's history. Consequently, they're worthy of preserving. The more important historical buildings on Main include:

- New West Country Store (formerly The Green Hall)
- Summit Inn (The Summit Hotel)
- Community Food Bank (formerly City Hall)
- Fire Department Building and the tower siren
- Russell House
- Aristocats (formerly Hoyts)
- Kamas Theater
- Blazzard Mill teepee burner (further north, but still an iconic historic structure)



At least four of the buildings (the old city hall, theater, New West, and the Russell House) are likely eligible for listing in the National Register of Historic Places, and the community should make an effort to have them listed. It may be possible to have a graduate architecture or planning student from the University of Utah prepare a nomination for listing. This listing does not protect a building from being modified or demolished, but is generally just an honor, and will occasionally provide an avenue for certain incentives. The state does provide a historic tax credit for work done on listed residential properties, and the National Park Service also manages a federal rehabilitation tax credit program, which can be used for commercial buildings listed in the National Register. Go to Utah Division of State History for more information <https://history.utah.gov/preservation/>.

It's also a good idea to make people aware of the significance of these buildings. One way to provide this awareness is through signage. Installing plaques that discuss the histories of the more significant buildings is a simple, easy way to provide residents and visitors alike with information, and it can encourage people to walk around downtown to learn more. It would be good to have some interpretive signage about the overall history of Kamas and Kamas Valley in a central location, maybe near a new visitor center.

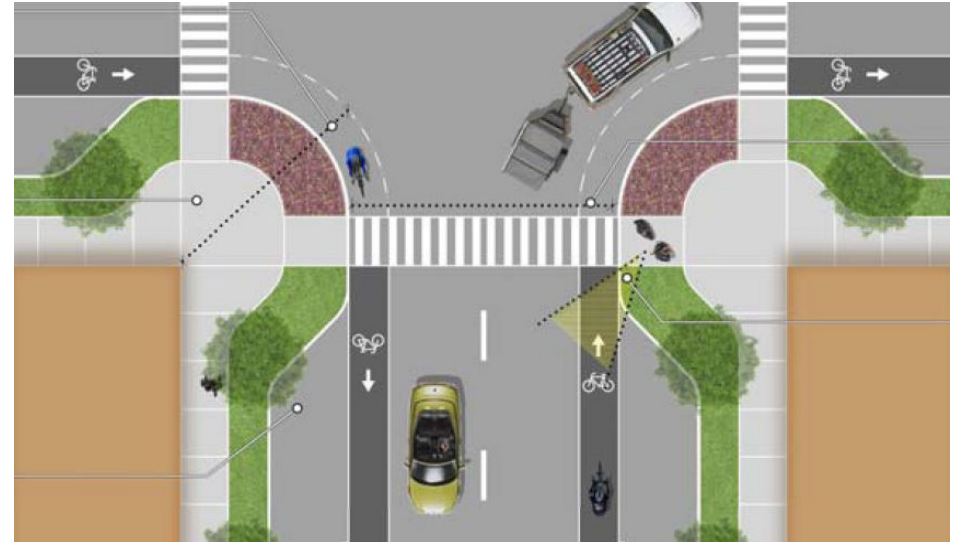
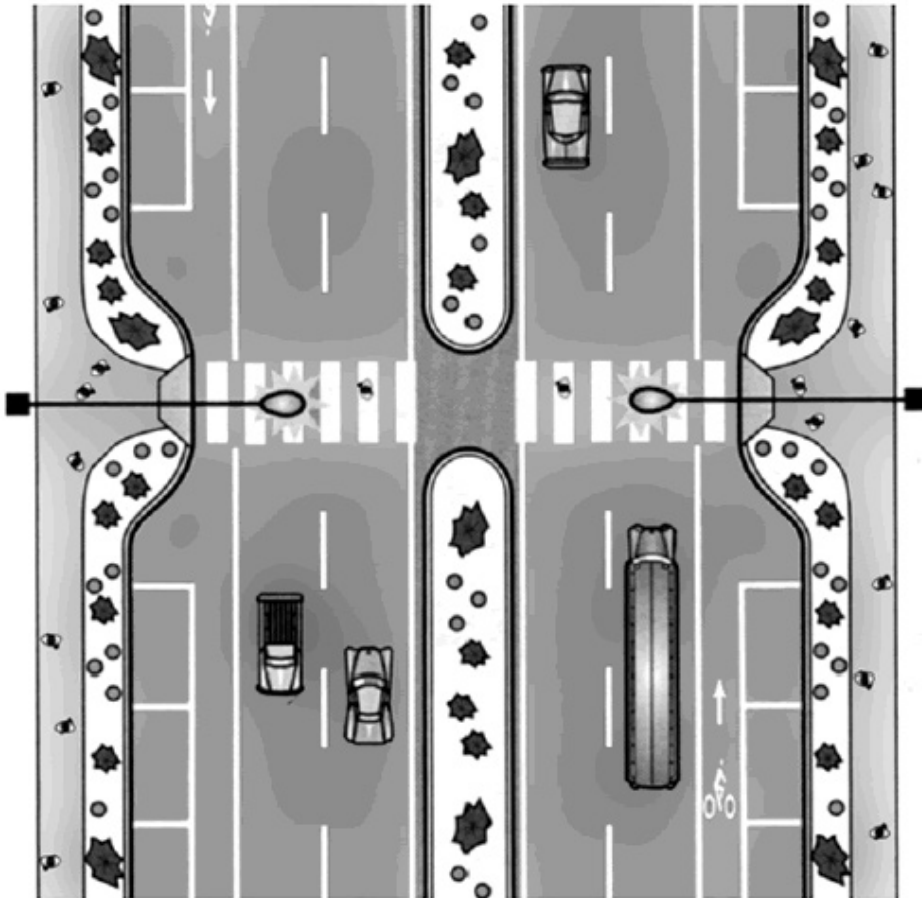
### **Create Better Pedestrian Environment and Increase Foot Traffic**

Universally there seems to be concern that the sidewalks need improvement and that it's very difficult for pedestrians to cross Main Street, except maybe at the two signaled intersections. As a result, a UDOT representative participated in the community meetings and felt that there are certain Main Street improvements UDOT would be willing to work with the city on, including the following:

- Reduce speed limit to 30 mph or less. This gives drivers a better opportunity to see what is available along Main as well as opening up the opportunity for angled parking.
- Create angle parking along at least one side of Main. Retain certain areas of parallel parking in order to facilitate vehicles with trailers.
- Create sidewalk bumpouts at each intersection, to minimize the pedestrian travel distance across each street.
- Create mid-block bumpouts and crosswalks along with crossing signals, due to the long distance between intersections, and to increase pedestrian safety. These bumpouts are an ideal place to locate significant plant material.

In addition to these improvements that would require UDOT approval, there are other streetscape standards that should also be part of the conversation. They may or may not require UDOT approval, but they will enhance the ability for pedestrians to utilize Main Street.

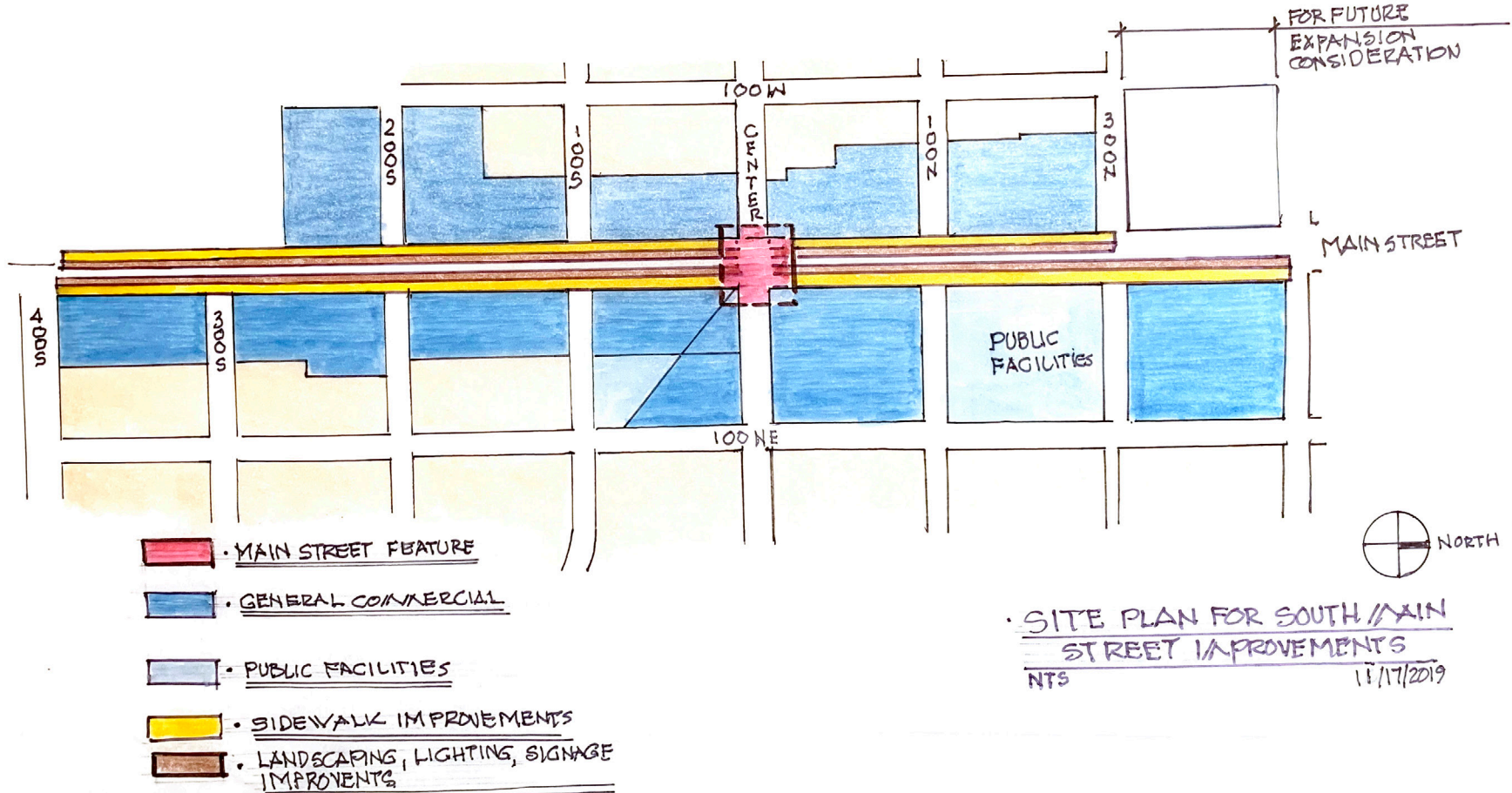




- Encourage wider sidewalks, particularly in those areas that are especially narrow. It's not necessary to have the same width the entire length of Main Street, but it is important for two people to be able to walk side-by-side.
- Establish a standard for parking strips. Our team recommends easy maintenance plant material in the parking strip, such as sod or drought tolerant low-growing plants. Hardscape material (such as concrete or pavers) is not recommended, as it creates additional water runoff and contributes to a less vibrant downtown experience.
- Symmetrically placed street trees are generally not recommended, as they have a relatively short life span, and can obscure interesting building elements or signage. Trees are desirable, however, and can be planted in small groves or clusters where there is open space between buildings. This can drastically increase the types of species that can be used and will usually result in a longer life span.
- Planters and planter beds should only be used at intersections and mid-block crosswalks, in order to create more visual interest and to minimize maintenance and watering concerns. We did hear that flower baskets might be a good way to beautify downtown, but the maintenance concerns and cost of installing them are likely not the best use of limited resources.
- Lighting is critical, both for vehicles and pedestrians. Consequently, there will likely need to be two sets of light standards. The pedestrian scale standard can be patterned after those in the city hall parking lot, or other designs can be considered. All lighting should be designed in such a way that the light is downcast only, so as to minimize upward light pollution.



- Many communities have looked at the potential to use stamped or colored concrete for their sidewalks or crosswalks downtown, but we would not recommend those, as invariably sections need to be replaced and it's very difficult to match the original color or design. Simple standard gray concrete is best; you want people to be looking in storefronts, not focused on the color or pattern of the sidewalk.
- Directional or wayfinding signage is needed for historic main street, city hall, library, parks, Artique and DeJoria. These should be done using the same template so that they're easily recognizable and can be made using the same design as the streetlights.



## Make Façade Improvements

The community group that begins working to improve the appearance of properties within the neighborhoods can also focus on doing the same for commercial businesses on Main Street. However, it might be more effective for the group to raise some funds to help those businesses with façade improvements. A façade improvement grant is a pretty common vehicle in many small communities. Business or property owners can

apply to receive anywhere from \$500 to \$5000 to put toward sprucing up the fronts of their buildings. Grants can be awarded periodically, or just given out to any qualifying recipient. If the community group could raise \$5000 they could hand out five \$1000 grants to use toward painting, awnings or awning repair, new signage, storefront window repair, or any other potential improvements.





Storefronts provide great visual diversity along Main Street. It's important to encourage businesses to regularly activate their storefronts. Static displays should be changed periodically, especially if there is no activity in the building. Businesses that are about to open or buildings that are being rehabilitated should find an alternative to just papering over the windows. Give your potential customers or tenants a glimpse of what is going on behind the paper or get them excited about what is "Coming Soon." If nothing else, use colorful paper or balloons rather than brown paper.

Another concern relates to the types of signage that are allowed downtown. The current sign code specifically allows banners as permanent signs. These should be used only for temporary events, or as a stopgap measure for a business until a more permanent sign can be manufactured. The sign code is being considered for some changes, and the elimination of banners as a permanent sign should be part of those changes.

## New Construction on Main

Most commercial buildings were traditionally built right to the sidewalk, and most residential buildings were set much further back from the street. Kamas has a strong mix of both along Main Street. A number of these residences have been converted to commercial use, but as the community continues to grow, there will be fewer and fewer strictly residential uses in the main commercial core. As new buildings are constructed, it's important to keep that pattern of building commercial buildings to the sidewalk. It's also important that new buildings use compatible but durable materials, have similar rhythms of fenestration, and a high percentage of ground level transparency. Most historic buildings also had a slightly decorative parapet cap at the top, and that is something that could easily be created with new construction. Materials used in historic buildings downtown vary significantly (brick, stone, stucco, wood, metal), so it may be difficult to narrow a preference for materials in new



construction. Generally speaking though, neutral colored materials like brick, stone, stucco, wood, timber, and structural steel would be acceptable.

It's also important for new construction to be complimentary with the surrounding buildings, especially if they're historic. There are two opportunities for new construction that will likely be coming up quite soon, the laundromat building that was damaged by a truck, and the building just south of the Aristocat Children's Academy. Both buildings are likely slated for demolition and any new buildings constructed in their place should blend in with surrounding structures. For the building south of Aristocat, using brick for the façade and creating storefronts on the first floor are the best options, as there is brick on buildings adjacent and across the street. For the laundromat, that section of Main is slightly more residential, so the use of a gable roof and pulling in some stone or timber elements like the adjacent Zion Bank building would be a reasonable solution.

This report does not provide in-depth design guidelines for Main Street. That process should be a longer one and involve visual preference surveys with the community and in-depth discussions with property owners and potential developers. The team feels it is important not to make design guidelines too prescriptive and to allow for a range of building styles and types. As most of the historic buildings on Main Street are relatively simple in design, it seems that any design guidelines would recognize that simplicity. The incorporation of basic setbacks, patterns of fenestration and durable materials into any development code should suffice to keep things relatively cohesive.

### **Celebrate Main Street**

There are many opportunities to bring some extra attention to Main Street. One of those is through the establishment of a visitor center to provide information on local activities and events as well as local businesses. We've looked at a couple of opportunities for the visitor center. The first of those is to utilize the old Sinclair service station at the northwest corner of Center and Main for that purpose. It is easily recognizable and at the primary intersection in town. Visitors who are stopping across the street for gas and donuts could easily walk over for information on local activities or learn where to buy local art.

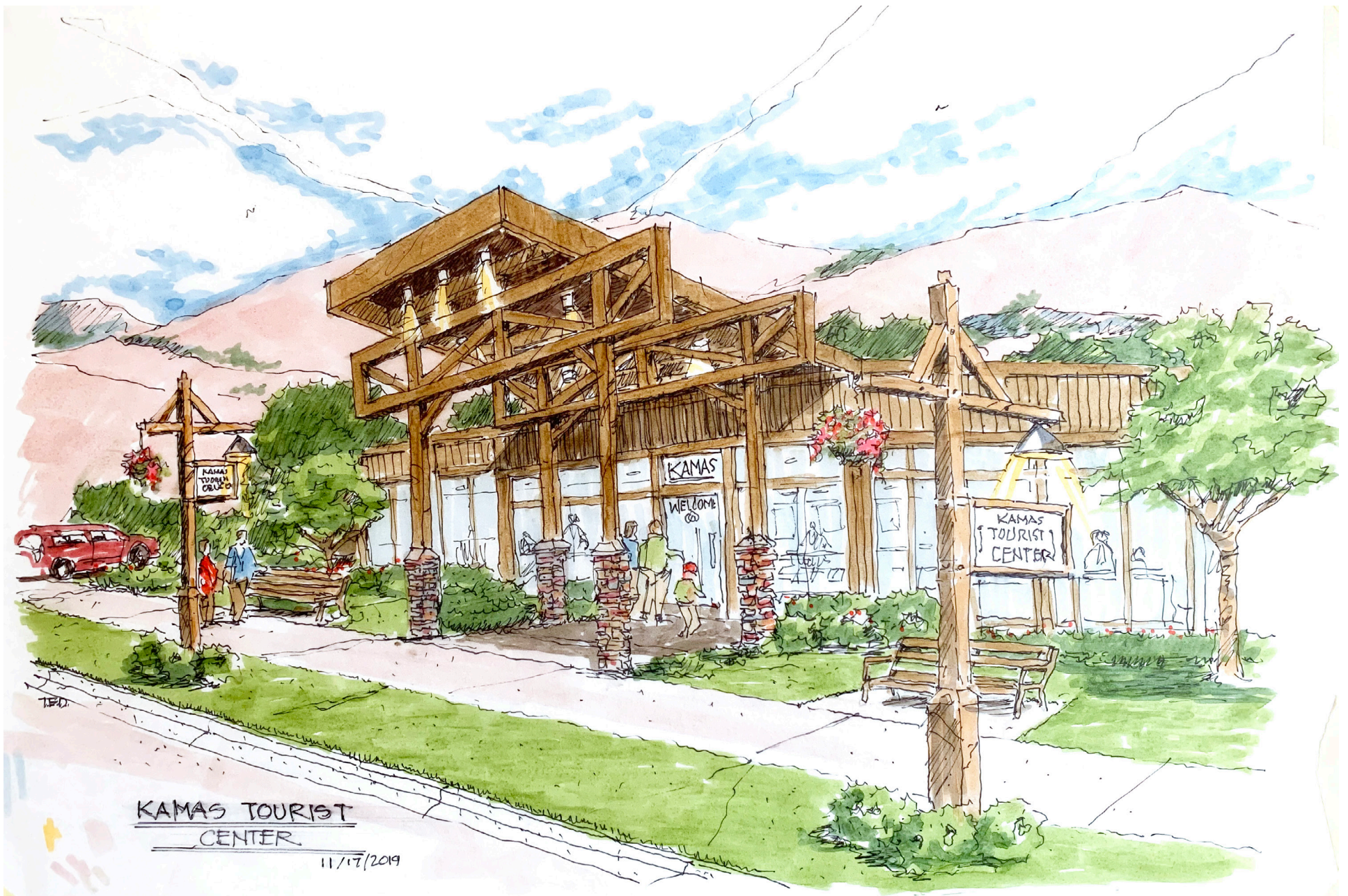
An alternative to the use of this station as a visitor center is to use it as a café or coffee shop. The service station canopy would provide a nice cover for some outdoor tables, and its location at this primary intersection would be a big draw. Its location adjacent to Beaver Creek could also provide some respite during the summer months.

Other opportunities exist for outdoor activities with existing or new businesses, like The Shack outdoor café area set up along Beaver Creek at Center and Main. There is an opportunity to do something similar with the old fire department building just across Main Street. The highest and best use of this building is as a restaurant or

possibly a brewery. The interior space lends itself to setting up brewing tanks and the garage doors could provide an opportunity to have an outdoor picnic area. If a brewery is not preferred by the community, a restaurant could easily serve a similar function. The adjacency of the old city hall building (now serving as the local food bank) is another opportunity to provide visitor services. The food bank is considering an alternative location and this building could serve as the visitor center if the historic service station becomes a café. Alternatively, it could be the Kamas City Historical Museum, with displays and exhibits focused on the history of Kamas and the Kamas Valley. Rehabilitation work would be required, like removal of the garage to the side, but some funding to assist in the rehab might be available from heritage tourism or historic preservation sources.

All of this development at Center and Main, historically the main intersection in Kamas, could become the primary hub of activity in town. With a visitor center at one corner, a restaurant and museum at another, the outdoor café on the third, and a popular gas station and donut shop at the fourth. Such a prominent location might call for some additional emphasis, as this truly is the Gateway to the Uintas from downtown Kamas. We're showing the potential to develop a gateway arch, a popular thing in many Utah communities, but this one could span all four corners of the intersection. If this proved too much for UDOT highway regulations, at least a single span of the arch could extend across Center Street just west of Main.





KAMAS TOURIST  
CENTER

11/17/2019



MAIN STREET FEATURE

11/17/2019

## RECOMMENDATIONS

### Within 6 months:

- City of Kamas to meet with UDOT to discuss intersection bumpouts on Main Street and Center Street, and at Hwy 248 and Main Street; to discuss mid-block crosswalks in at least four blocks of Main; and to discuss reducing the highway speed limit to 30 mph to allow for angle parking.
- City of Kamas to meet with South Summit Fire Protection District to discuss best options for sale of the old fire department and old city hall, with the anticipation that City of Kamas should acquire the old city hall building for future civic use.
- Convene a group of community folks interested in developing the Kamas Enhanced Properties program. Develop a mechanism for identifying those residential properties in most need of improvement. Target Spring 2020 for the first project.

### 6 - 18 months:

- Begin the process of nominating the most important historic buildings to the National Register of Historic Places. Identify a source for plaques to be placed on these buildings.
- Complete additional residential property cleanup activities.
- Develop a master streetscape plan that includes the standards identified above.

### 2 - 3 years:

- Engage a consultant to identify more specific design guidelines if the community still feels the need.
- Begin installation of mid-block and corner bumpouts. Make additional streetscape improvements as new construction or rehabilitate



**Placemaking**

## What is Placemaking?

According to The National Endowment for the Arts, "Creative Placemaking is generally understood as the use of arts and culture by diverse partners to strategically shape the physical and social character of a place in order to spur economic development, promote enduring social change and improve the physical environment." In Utah, Governor Gary Herbert has made the state a leading promoter of the idea. The Governor is the recipient of the 2019 National Award for State Arts Leadership. As he states, "Utah has always prioritized arts, from the early settlers who carried pianos across the plains to the modern-day pioneers of film, music, and the stage." Utah's LDS pioneers reportedly built a theater before any other structure and Utah is home to the oldest arts council in the country.



## The Economic Opportunity of Placemaking

Utah provides fertile ground for creative placemaking activities as a leader in the field. The team believes that Kamas has a real opportunity to join the placemaking movement and tap into new resources while leveraging existing assets in a more coordinated fashion. According to the Utah Cultural Alliance, Utah is the #1 state in the country for live arts participation and for attending art exhibits. Over 53 percent of citizens in the state personally engage in the arts as musicians, dancers, writers or other artists. Utah is ranked 6th in the country for reading literature and citizens here check out more children's books than any other state. The state is ranked 7th for visiting buildings, neighborhoods and parks for their historic or design value. The economic impact of this activity is clear. The state's cultural businesses generate over \$4 billion in earnings and \$16 billion in sales and employ over 112,000. According to state figures, spending 10 percent more on local food in Utah has a \$1.3 billion economic impact. The combination of demand for cultural activity represented by both residents and visitors presents a lucrative market opportunity while also providing the key benefit of protecting and preserving key cultural values and physical assets that Kamas residents wish to maintain.



## The Placemaking Landscape in Kamas

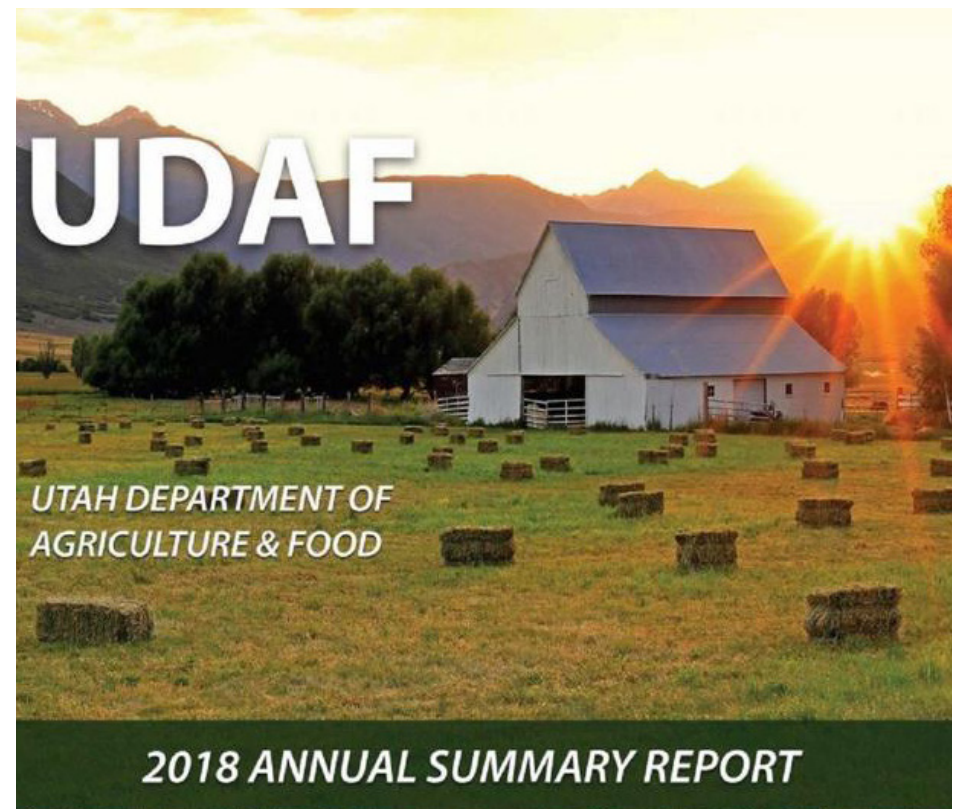
For such a small town, Kamas boasts some incredible placemaking assets that can be leveraged through partnerships to achieve real results for the community. The people and culture of Kamas have historically been naturally inclined to creative pursuits and innovation. As one citizen described it, “Historically, we’ve always had a pioneering spirit here. We’ve always been willing to try new things.” The physical and cultural infrastructure here also is an advantage. For instance, Artique represents a model for integrating local arts in a retail operation that reinforces local identity and provides visitors with uniquely local gifts and culture to purchase. The DeJoria Center provides an incredible entertainment facility and regular music and other cultural performances, festivals, and events that most small towns do not have. The new library represents another community asset for literary and cultural events. The main street serves both as a potentially important community space and includes several key sites that can be connected and leveraged for placemaking initiatives. In addition, the surrounding farmlands provide an all-important cultural reference point to reflect the rural character of Kamas and contribute to its identity via products, programming and interpretive events.

## Placemaking Through Agritourism

According to the U.S. Travel Association, travel and tourism is a \$1,036 billion industry in the United States that has directly generated more than 8.8 million jobs. Travel and tourism generates \$165 billion in tax revenue for federal, state and local governments, with the restaurant industry accounting for the majority of this economic activity. Farming in the United States has been in decline for decades, particularly in growth regions where the real estate costs become prohibitive. However, one growing opportunity for farmers is agritourism. It is defined as “activities that include visiting a working farm or any agricultural, horticultural or agribusiness operation to enjoy the rural setting, be educated, or be involved in a special activity.” In 2004, only 2.5 percent of all farms were engaged in “farm-based recreation,” or agritourism. However, today estimates of annual agritourism income run as high as 3 billion dollars. For the average farmer, agritourism often provides additional income to supplement core productive activities and may be a seasonal activity or a year-round initiative. This income helps keep farming economically viable. For instance, in Loudoun County, VA, growth and sprawl have led to the decline of much of its traditional agriculture and farmland. However, a focus on agritourism has led to a resurgence in appreciation for rural culture. Loudoun recently became the top county in the state for agriculture income even though it has less farmland. As they report, “Loudoun farms have embraced new opportunities in agriculture – from agri-tourism to value-added products from their crops. This is an important reason that Loudoun is No. 1 in so many categories in this year’s census report,” recalled Agricultural Development Officer Vanessa Wagner. Loudoun farm businesses attract visitors from around the D.C. metro area and beyond, resulting in more than \$1.8 billion in tourism dollars spent in the county.

## Agritourism in Utah

Utah has some notable examples of agritourism. In Washington, Utah, the Staheli Family Farm partners with High Fly’n Zip Lines to create a 400-foot-long zip line ride over the farm for visitors. In December’s holiday season, they present a live nativity program. In the spring, it hosts an Easter Egg-stravaganza with egg hunts, games, train rides, baby animals and related activities. In Mona, Young Living Farms provides a different experience with lavender fields and over 1,400 acres of herbs. Their programming includes “essential oils classes, the annual Run Through the Lavender 5K in June, wagon rides, paddleboat cruises and a late summer lavender harvest, bottled as pure essential oil.” In 1996, Brett Herbst launched The Maize in American Fork, Utah. His first corn maze drew over 18,000 visitors. Today, he has helped design over 3,000 mazes all over the world on farms. In Summit County, the Lodge at Blue Sky represents a large-scale agritourism concept. Their stated goal is to market “the experience of reconnection — connecting to the land, animals and nature, as well as to themselves and other humans.” Local officials there believe agritourism “might offer an alternative to subdividing their heritage into condominiums.” The same is true in Kamas. The team believes agritourism presents an untapped opportunity for Kamas, both for its economic impact and its related benefit to the preservation efforts for local agricultural production.





## Community Farming

Community farming represents another opportunity for local residents to consider in Kamas. The team heard the desire for community gardens and a farmers market from residents during the public process. Kamas has plenty of available land to pilot a community garden project and a farmers market to see if it takes off with the community. Even though Utah has a short growing season, the produce from a community garden could contribute to family meals, allow people to reconnect with their land and heritage, and provide local restaurants with a farm-to-table opportunity. The Lodge at Blue Sky features a geothermal greenhouse that supplies its restaurants with fresh produce. Coincidentally, during the community process the team was approached by local resident Sherman Smoot who has also developed a geothermal greenhouse operation and would like to expand his operations. The opportunities to engage in community farming concepts are there for Kamas to take advantage of and there are resident leaders who just need the support to bring these projects to fruition. Community farming can be a powerful economic tool and can be used to enhance livability. For instance, Newport, Vermont (see case study at end of report) started its R/UDAT implementation by focusing on a donated parking lot, with donated materials and volunteer labor, to produce a community garden. This led to the "Grow A Neighborhood" program, giving families plots and teaching citizens agriculture. The effort began supplying local restaurants with produce, which led to 6 new restaurants opening. Several years later, it has expanded to a full community farming effort with plots all over the city. It can also be connected to specific programming like trail walks and related activities which share the community's identity and vision. This concept is being put to use all over the world. For instance, in the UK town of Todmorden, citizen volunteers came together to organize a community movement around food and health. Their Incredible Edible effort focused on planting crops in the vacant and public spaces around town and inviting anyone to harvest that food as needed. Visitors to Todmorden will find large "Kindness" signs on the scale of the famous Hollywood Hills sign in Los Angeles that announce their ethos. Incredible Edible led to a full-scale food and health movement that expanded regionally and now has been replicated in hundreds of communities around the world.



## Recommendations: Near Term

### Form a Creative Placemaking Organization and Build a Strategic Plan.

During the community process, residents expressed interest in forming an arts council in Kamas. The team believes that leaders from the arts and creative community should come together to form a creative placemaking organization for the community. The major reason to form such an organization is to build a strategic plan and position the community for important grants and technical assistance to implement projects. For instance, in Green River, Utah, (population 952) Epicenter serves as an important local resource organization. Epicenter's tagline is "Rural and Proud." Their stated mission is "To accentuate Green River's rural pride and pioneering spirit, Epicenter provides housing and business resources and promotes the arts. A passionate, multidisciplinary team of young professionals, we engage, collaborate with, and learn from our community." Their work ranges from designing and building a prototype home to adding lighted benches in the business area and organizing festivals.

### Mobilize the Community: Community Clean Up

During the community process, the team heard a lot from residents willing to participate in a community clean-up operation and help in beautification projects. This effort would be an easy way to engage volunteers in a tangible first project with visible impact on the town and build energy and momentum for larger tasks.

### Activate and Enhance Main Street Through Small Physical Projects and Events

A placemaking organization could organize the community for a series of projects to help activate the downtown main street and lead beautification efforts. For instance, Kamas should initiate a mural and public art initiative downtown to bring the arts more visibly into the main street and enhance the street. There is the possibility to organize pop-up retail events in some of the vacant storefronts and stimulate interest in a more active street. Many temporary installations lead to permanent retail offerings or new investments, so they provide important experiments for the community to build momentum toward permanent life in the downtown. They also contribute important cultural elements to the life of the community and often require little more than donated space and materials and volunteers. For instance, in Houston, artists used reclaimed wood from the demolition of

abandoned homes to construct the Fifth Ward Community Jam, a small amphitheater on donated land. It immediately became the center of community life in the neighborhood. In Christchurch, New Zealand, a series of pop-up projects built in the aftermath of an earthquake have now become beloved local places of their own and draw visitors from around the world. For instance, the Pallet Pavilion is a performance and gathering space built from warehouse pallets. The Dance-O-Mat is a coin operated dance floor that anyone can use. A coin-operated ex-laundromat washing machine powers four speakers which surround a custom-made dance floor. To use the Dance-O-Mat, people bring any device with a headphone jack such as an Ipad, phone or Mp3 player and plug it into the converted washing machine and insert \$2 to activate the power. These and other unique attractions have drawn visitors from around the world. In Provincetown, MA, local fishermen are memorialized on the side of the pier building with large scale portraits. In Kamas, the idea would be to start small and build momentum for larger, more integrated events over time based on what works and gains traction. You should also seek to activate the downtown throughout the year and not just in the high season of the summer, as a year-long cultural life will attract investments for assets such as lodging and restaurants that help enhance downtown substantially. There are many experiences that Kamas can learn from as it designs its own approach. Many interventions require little or no resources, allowing you to build momentum by mobilizing volunteer and organizing power instead. For instance, in the Russian city of Krasnoyarsk there is a winter 'Parade of Snowmen' competition which offers a creative opportunity for community self-expression that requires nothing more than a space and competitors to organize, and can be expanded to include food, retail and other offerings. In Washington, DC, a "Snowball Fight Association" formed several years ago to organize a flash mob snowball fight in Dupont Circle – over 2,000 people turned out for the event. It has now become a tradition whenever weather permits, drawing up to 5,000, and occasionally includes themes such as all competitors dressing as characters from the Star Wars movies. Other communities have organized snow sculpture events, something that may suit the Kamas artistic community well.





### Launch a Community Garden Initiative and Study Agritourism and Potential Farm Partnerships, Especially a Regular Farmers Market

Common agritourism activities here could include classes on butchery, cheesemaking, making beef jerky and smoking fish and related relevant content in addition to festivals, art installations and participatory events around food and rural culture. Successful pilots could lead to more robust agritourism involving visitor stays on working farms. Kamas should send representatives to attend the 2020 Utah Farm and Food Conference to learn from other communities' work in these areas and build a network of resources to help inform local efforts as a starting point. Kamas should also explore the opportunities around food specifically and food-related agricultural products that are home to the area. A committee should be formed to reach out to local farmers and measure the possibilities for a pop-up farmers market in season downtown. A longer-term goal may be to launch a food hub or tasting center downtown featuring area food products and related goods. Park City is home to food festival events already and Kamas might seek to build a partnership to bring in food trucks to augment some of its own offerings and complement local food products in the community. Currently, there aren't enough restaurants and food-related offerings for visitors, but the opportunity to use temporary pop-up installations and events to augment existing offerings will enhance the experience significantly and lead to greater benefits to local businesses.



## Study Rural Applications of Creative Placemaking

Initiate a study of the potential to engage in creative placemaking that activates and enhances the rural landscape and brings people closer to the roots of the Kamas identity. For instance, in Wisconsin the Wormfarm Institute has led some innovative projects that use creative arts to bring people in touch with the rural landscape. "Fermentation Fest—A Live Culture Convergence" is an annual celebration of food, farming and fermentation. It features "live culture" in all its forms from the practical to the metaphorical – yogurt to dance, poetry to sauerkraut. Wormfarm also organizes the Farm/Art DTour, a 50-mile self-guided drive through scenic working lands punctuated by temporary art installations, pasture performances and more. Kamas should partner with other jurisdictions and regional arts organizations such as the Park City Arts Council to explore these kind of possibilities as well as collaborations for mutual benefit that expand and extend the reach of each organization.



## Recommendations: Mid-Term

### Leverage your Placemaking Organization to Seek Additional Grants and Technical Assistance to Expand Your Resources and Activities.

There are several sources of funding to pursue as you build your creative placemaking initiative. ArtPlace America provides grants to creative placemaking. In fact, ArtPlace "is particularly interested in projects from states in which it has not yet granted including Delaware, Montana, New Hampshire, Oklahoma, South Carolina, Utah, and Wyoming." The National Endowment for the Arts has a program called Our Town that provides grants for a number of arts and creative placemaking opportunities. The Citizens Institute on Rural Design provides technical assistance and resources. In state, Utah Arts & Museums awards over \$1.6 million dollars in grants to assist "arts organizations, museums, schools, educators, local arts councils, cultural organizations, and folk artists across the state of Utah." The Citizens' Institute on Rural Design (CIRD) is a leadership initiative that focuses on communities with populations of 50,000 or less. CIRD's goal is to enhance the quality of life and economic viability of rural America through planning, design, and creative placemaking. Kamas could pursue additional assistance for the next phase of its work through organizations like this.

## Recommendations: Long-Term

### Expand an Active Cultural Life that Serves Residents and Draws Visitors Year-Round

Kamas already succeeds in offering some iconic local cultural events through its Fiesta Days in the summer, so it has demonstrated capacity to build upon these events and amplify them through partnerships that extend activity throughout the downtown all the way to the Dejouria Center. The team believes that the fairgrounds hosts such an event for the city currently, but the opportunity for the downtown to think about complementary pop-up programming that is specific to the event character and artistic culture is something that shouldn't be missed. The idea is to coordinate and connect multiple activities to create a user experience and invite people to engage across the community. More importantly, the team believes that Kamas should seek to utilize the fairgrounds again for a seasonal winter placemaking event. Given the number of vacant spaces and public areas along main street, the opportunity for winter 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. Because Park City and the Valley is a winter community that draws tourists for an active winter culture regarding parks and open space, there is an opportunity for Kamas to create a complementary placemaking event that offers something distinct to the local community and provides an authentic experience to visitors seeking something beyond the ski slopes of Park City. Kamas should become an active part of this winter tradition with its own offerings that reflect its unique assets and culture. Its rural character, natural setting and open space, and its creative community offer unique assets to leverage.

## Launch a Winter Season Temporary Placemaking Festival

Coordinate activities that use all assets and activate the entire town, rather than one-off events that are uncoordinated or connected. Create a visitor experience that leverages the full length of Main Street. Kamas already has some incredible assets to leverage for a WinterFest event. Ironically, you have already built some of the hard infrastructure to support such an event. The biggest existing asset is the skating pavilion that was never programmed, and the adjacent fairground's real estate. The team's understanding is that the skating rink was never completed because the maintenance and related costs of maintaining the programming proved prohibitive. However, many communities with limited resources seek a corporate sponsor to provide these resources in exchange for naming rights and brand recognition. We feel that solution could serve the Kamas rink as well, particularly if it was part of a larger program that drew visitors from the region.

### A Kamas WinterFest Concept

One can imagine a vision of the Kamas WinterFest including a combination of elements that include the following components:

- An activated skating pavilion with corporate sponsorship.
- A Well-Designed Lodge with fireplaces, gathering areas, beverages and food using the adjacent fairgrounds real estate
- A "village" of food trucks and programmed shipping containers offering food and retail. During the process, the team spoke with one local entrepreneur with plans to open a shipping container restaurant in Kamas. This kind of programming would fuel investments like that.
- Warming huts and fireplace areas to gather, roast marshmallows and sip hot beverages
- An art sale in one central structure featuring local artists
- Firewood sculptures and a firewood sale
- A grove of Christmas trees and outdoor gathering areas with firepits. A Christmas tree lot for sale.
- Thousands of strung lights connecting various areas of the fairgrounds
- "The Battle of Kamas" snowball fight in the demolition derby arena

## An Example: Philadelphia's WinterFest

In Philadelphia, an industrial site at Penn's Landing was turned into a winterized riverfront park as a seasonal pop-up. In their version, a parking lot is used to create a skating rink, more than 100,000 LED lights illuminate the area, a ski-chalet-style heated tent offers sofas and fireplaces, and industrial storage containers are programmed to sell food, provide games, create bars, and produce retail offerings. Like Kamas, they have limited public resources. Therefore, a corporate partnership is leveraged to fund the rink. BlueCross BlueShield sponsors the skating rink. The industrial heritage and character of the area is leveraged and celebrated while animating it and making it a people-friendly environment. This placemaking park started as a temporary, seasonal pop-up park but has become an annual event that thousands of citizens and visitors participate in. It includes a wide range of activities to appeal to a broad range of consumers. These kinds of strategies would apply well in Kamas and reinforce its eclectic identity and creativity while expressing a vision for the kind of place it wants to be in the future. The team believes that the community should think creatively about these kinds of interventions and make sure they express your unique rural culture and leverage your existing assets fully.



- The Kamas Parade of Snowmen down Main Street, and a contest for best in show
- A Christmas Tree Lighting and sing along ceremony at the Russell Ranch House using the glorious tree on the front property.
- A programmed food hall at the firestation, with hot chocolate across the street at the Uintas Soda Co. and special hours at the restaurants on Main Street. The food hall could feature local agricultural products from surrounding farms.
- Holiday story time for kids at the Library with a visit with Santa. A winter literary festival hosted at the library. Arts activities for families.
- A music festival at the DeJoria Center to usher in the season with headline artists
- A new fireworks show shifted from the summer Pioneer Days and Fiesta Days where fire hazards make it more difficult.
- A holiday fun run and bike race.
- A snowmaze and ice carvings or snow sculptures.
- A programmed outing to Uintas Forest to cut down Christmas Trees. According to the Forest Service, "cutting a Christmas tree in a national forest is a family tradition for many residents of Utah."

Whether Kamas pursues a WinterFest or not, a coordinated and integrated approach to placemaking events will spur additional investment and returns for local businesses on Main Street. The team encourages you to think creatively about event concepts that reinforce local identity while leveraging the full range of community assets. The same kind of thinking can be applied to Fiesta Days and Pioneer Day to add and enhance these events to draw more visitors and offer diverse and authentic local experiences that fuel downtown vitality.



## **Additional Resources, Assistance, Information & Grant Opportunities**

### ***A Guide to Successful Agritourism Enterprises:***

[https://www.uvm.edu/sites/default/files/Vermont-Agritourism-Collaborative/2019\\_BestPracticesAgritourism-FINALDRAFT-lores.pdf](https://www.uvm.edu/sites/default/files/Vermont-Agritourism-Collaborative/2019_BestPracticesAgritourism-FINALDRAFT-lores.pdf)

### ***The Citizens Institute on Rural Design:***

<https://www.arts.gov/national-initiatives/citizens-institute-rural-design>

### ***Rural Prosperity Through The Arts & Creative Sector: A Rural Action Guide for Governors and States:***

[https://www.nga.org/wp-content/uploads/2019/01/NGA\\_RuralArtsReport.pdf](https://www.nga.org/wp-content/uploads/2019/01/NGA_RuralArtsReport.pdf)

### ***National Endowment for the Arts Our Town program:***

<https://www.arts.gov/grants-organizations/our-town/grant-program-description>

### ***ArtPlace America:***

<https://www.artplaceamerica.org/our-work/national-creative-placemaking-fund/program-details>

### ***EpiCenter: <https://ruralandproud.org/>***

<https://www.arts.gov/NEARTS/2017v2-national-endowment-arts-and-state-arts-agencies-bringing-arts-people/rural-and-proud>

### ***Wormfarm Institute: <https://wormfarminstitute.org/>***

<https://wormfarminstitute.org/programs/fermentation-fest/>

### ***The Maize:***

<https://www.themaize.com/our-story>

### ***Agritourism Resource Links:***

<https://www.agmrc.org/commodities-products/agritourism>

### ***Utah County Agriculture Toolbox:***

<http://www.utahagriculture.org/>

### ***Incredible Edible:***

<https://www.incredibleedible.org.uk/>

### ***Utah Farm & Food Conference:***

<https://redacrecenter.org/utah-farm-conference/>

New Zealand Gap-filler project <https://gapfiller.org.nz/>



**Lessons Learned**



## LESSONS FROM THE DAT PROCESS

The Kamas Main Street belongs to everyone. It is the central civic space where people and culture should be best represented. Each resident has a role to play in creating a main street that best represents who you are as a community, provides a central place for community expression and creates a dynamic and inviting space for people from all over to interact with local residents. The future of the main street is in your hands as a community. The contributions of every resident matter, and collectively they hold more power than anything that government or the private sector can do alone. The history of the R/UDAT program is replete with examples of communities that took control of their future by involving everyone in the process. The following selection of community stories illustrate how towns of comparable size have built partnerships and involved everyone to achieve success.

### Boerne, TX (pop 16,000): The Hill Country Mile

In 2008, the citizens of Boerne, Texas hosted an AIA team to help them plan for the future. At the time, the town had a population of 8,000 but was facing extreme growth pressure and conflict over preservation. It also had a struggling main street that suffered from a lack of walkability, high street speeds, struggling retail and a lack of vibrancy. The main street was a state road, so part of the strategy for success relied on the town partnering with the state department of transportation on improvements to the downtown and connections to it. The strategy also required that the town focus its investments on the downtown main street as it grew, so that it didn't lose the small town characteristics everyone in town identified with. Ten years later, Boerne boasts "The Hill Country Mile," a brand for its vibrant main street that draws visitors from all over the world. The street has been awarded a Great Street designation from the American Planning Association and downtown businesses are thriving and growing. Most importantly, the downtown has enhanced its existing character while the town doubled in size and it has leveraged its growth to support investment in the characteristics that citizens hold important. Today, the life of the downtown is marked by a number of cultural events throughout the year that draw both locals and visitors.



## Newport, Vermont (pop. 5,000) The Power of Leveraged Actions

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

Newport was able to achieve success through broad partnership and involvement. It also leveraged small actions to build momentum for larger investments. For example, the R/UDAT team included a recommendation to create a community garden downtown, something that has been suggested by residents in Kamas as well. Newport created a community garden with over 32 organizational partners. They took advantage of existing capacity – a downtown parking lot that was donated – and not only created a garden but programmed it to have a transformational impact.

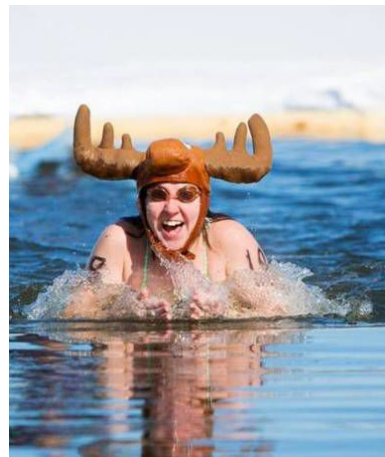
Out of the community garden, the "Grow a Neighborhood" program was created, teaching neighborhood residents about agriculture, providing space for family plots, and engaging local restaurants in a farm to table initiative. Six new restaurants opened in the downtown during the first two years of implementation. This activity spurred new investments that included boutique hotels, a waterfront resort and a tasting center featuring regional agriculture. As they described it, the goal behind the Northeast Kingdom Tasting Center was "to create a culinary destination for all the fantastic products in the Northeast Kingdom." The new restaurants and Tasting Center created enough connectivity to launch an annual food festival in the downtown, which provided further momentum to the effort to revitalize the main street. One of

the key partners in spurring tourist visits to the downtown was Jay Peak, a ski and recreational resort that lies 20 miles west of town. It was an area of mutual interest for Newport and Jay Peak to include the downtown in the visitor experience for tourists and Jay Peak provided not only promotional assistance but a tourist circulator bus to take visitors from the resort to the downtown and back. It is not hard to imagine similar partnerships for Kamas as you move forward in implementing the results of this process.

One of the key recommendations of the community process was to re-invigorate the connection to the lakefront and organize and program more events to spur investment and visitors. Newport organized an international speedskating competition, the Rasputitsa Gravel Road Race for mountain bikers, and the Memphremagog Winter Swimming Festival which includes an international outdoor winter swimming competition. The events have spurred visitors from all over the world and increased investment activity in the town while reinforcing local identity and the value of place.

Newport has undergone a fundamental shift in its thinking since the R/UDAT process. In 2009, the public dialogue was dominated by nostalgia about the city's past. As one resident exclaimed, "I've seen

Newport come, and I've seen it go." Two years later, the R/UDAT team conducted a follow up visit to assess progress in the community. As the Mayor stated, "I attribute our success to the successful R/UDAT in 2009 followed by the great public/private partnerships which have developed." The sense of change reaches all levels of the community. A citizen described the civic "attitude adjustment" that had occurred: "When you have people working together, things can happen and do happen. That's the most important change that has occurred – a change in attitude. All of a sudden, nothing is impossible." In recent years, communities across New England have visited Newport to learn the 'secrets' of its success. It received a Facilitation Impact Award for the results of its process as well.



## Helper, Utah: The Little Town that Can (population 2,200)

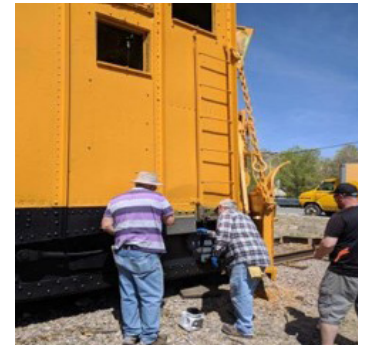
Helper City, Utah was incorporated in the late 19th century as a result of surrounding mines and the railroad, which runs through town. It developed a thriving local mining economy in the early 20th century. The town got its name from the ‘helper’ engines that were stationed at the mouth of the canyon to assist trains in reaching the Soldier Summit up the mountain. The natural resource economy began to suffer economic decline over the past 20 years, and in 2015 the Carbon Power Plant in Helper was closed. It had been in operation since 1954. The economic impact resulted in de-population and increased poverty, putting a strain on resources and capacity. The population of the town is 2,095, and the per capita income for the city was \$15,762, with almost 13 percent of the population living below the poverty line. In September 2017, Helper City hosted an AIA Sustainable Design Assessment Team (SDAT) to build a community-driven strategy for its downtown. Over 200 people participated in the process, which produced a 53-page report with recommended implementation strategies that focused on strengthening the public realm, activating the downtown and enhancing the historic fabric. At the conclusion of the process, one citizen stood up and declared, “You’ve given us hope.”

In the first year of implementation efforts, the town of 2,000 mobilized hundreds of volunteers in a grassroots effort to remake the public realm and activate downtown. Citizens were involved directly in a series of hands-on projects that included the redesign of Main Street, pop-up retail stores, redesigned public parks, restoration of the riverfront, and other initiatives. They also enhanced programming downtown with successful arts festivals and related events. The impact has been transformational, stimulating private investment and momentum for positive change. Helper City Mayor Lenise Peterman notes that, “The plan created from the SDAT event is driving continuous improvement in Helper City. By giving voice to the community we have also given it hope in creating a sustainable environment which is respectful of our past, values our environmental assets and maximizes the opportunity for community engagement.”

Recently, Carbon County leaders hired a consultant to do an assessment of the entire jurisdiction. Regarding Helper, he had this to say: “I have never seen a community like this. You guys are the poster child for how to get things done... We really believe Helper is setting the Gold Standard for Utah.” That sentiment is felt locally as well. The Mayor and Steering Committee wrote that “The three-day immersion by the SDAT team has impacted, and continues to impact, our community on a daily basis. People in our community have something they haven’t had for some time, hope for a sustainable community. Key tenants of creating that sustainability include replenishing human capital (drawing young families to our city), caring for our environmental assets, and finally recreating an energy-based economy to a destination based one. And we are doing just that – everywhere in Carbon County people say it’s happening in Helper” – and it is!” Helper is living up to its namesake and living its motto, “The Little Town that Can.” As one local report noted, “Within the last 18 months, all but one of the available

buildings on Main Street has been purchased and has undergone some degree of renovation.”

In 2018, Helper was recognized with a Facilitation Impact Award for its revitalization efforts. As Mayor Lenise Peterman wrote, “The SDAT program was the catalyst for what we have done and is the road map for what we will do to create our best version of a sustainable community. The community, at the final presentation during the SDAT visit, literally cheered. And we are delivering on the vision in lockstep with our citizens. A community with hope is unstoppable – I can’t imagine being where we are today without the support, guidance and expertise the SDAT program afforded a small, struggling rural community in Utah.”



### **Guemes Island, Washington (pop. 605): Partnerships for Preservation**

In 2006, Guemes Island residents brought an AIA team to town to help them identify ways to preserve their rural character. The community is known locally for “parking in the roadway,” as neighbors pull over to chat with one another and socialize. It’s the kind of place where local folks say that they don’t need to use turn signals because everyone already knows where they are going. The community process involved over 10 percent of the population and focused on the urgent need to preserve rural lands before they disappeared. As a result, the San Juan Preservation Trust launched a campaign with the Skagit Land Trust in 2007 to save the 70-acre summit of Guemes Mountain. In the midst of the Great Recession, they witnessed a tremendous community effort that included more than 550 donations from individuals, families, foundations, and businesses. They were able to purchase the land for \$2.2 million and forever preserved this “amazing summit, which affords spectacular views of Mt. Baker and surrounding islands and waterways.” They successfully negotiated a reduced price for the land and mobilized dozens of volunteers in their effort to achieve the goal of preserving the summit. The result is that a favorite hiking area and the most prominent piece of the natural landscape is protected and can be cherished for generations to come. The partnership necessary to make this possible is also noteworthy, as Skagit Land Trust owns and manages Guemes Mountain while the San Juan Preservation Trust holds a conservation easement on it.

### **The Way Forward for Kamas**

As the preceding examples demonstrate, communities of similar and smaller size have achieved significant success by mobilizing and involving residents directly in the process. The team believes Kamas can achieve the same level of success if the community can come together and build partnerships across the Valley to implement the strategies outlined in this report. Kamas provides a unique and complementary offering to the Valley and Park City area as an authentic small town in a rural setting. By leveraging its assets together Kamas can elevate its place in a way that protects what citizens value so much while providing economic benefits and livability to the people who call it home.



**Team Roster & Thanks**

## TEAM ROSTER

### **J. Todd Scott, AIA, Seattle, Washington – Team Leader**

Todd is a licensed architect who specializes in historic preservation and downtown revitalization. His preservation experience includes stints with Oklahoma City, as historic preservation officer, and with King County, Washington, where he currently provides assistance to historic property owners and local officials in that county and 23 suburban and rural communities. He has been involved in the rehabilitation of many buildings in small downtowns as the state architect for Oklahoma Main Street and for DesignWorks, an arts-based design charrette program. He has participated in a dozen design assessment teams with the AIA's Center for Communities by Design; several as team leader. Todd also served as community development director and assistant city manager for the city of Astoria, Oregon. He has presented at numerous state, regional, and national conferences on topics ranging from sustainability in design to mounting grass roots campaigns for endangered buildings. Todd has served on the boards of various non-profit agencies including heritage organizations, community development corporations, urban renewal authorities, and architectural foundations. He also currently edits *The Alliance Review*, the quarterly publication of the National Alliance of Preservation Commissions.

### **Terry DeWitt, AIA, ASAI –Memphis, TN**

Terry DeWitt is a retired architect in Memphis, Tennessee. Before his retirement he was principal at Hnedak Bobo Group in Memphis. He established his Architectural Rendering practice in 2003. He brings 25 years of product design experience in the metal building industry and 20 years as an architect as well as being an accomplished illustrator and artist. Terry is a 1982 graduate of the University of Memphis Architectural Technology program and studied at the Universities of Illinois and Kansas. He is a long time member of AIA and ASAI. Terry brings experience working as the project manager for the renovation and redesign of the Memphis Main Street Mall and other large and small projects which included research, planning, meeting with civic groups, retailers, and communication with multiple disciplines during design and construction. Terry has used his illustration experience in design charrettes and planning studies including working with architectural firms in Florida in the communities of Sarasota and Cape Coral, as well as a planning study in Lebanon, Tennessee. Terry has been an active participant in AIA since 1978 serving as President of the Memphis Chapter of AIA in 1992 and President of AIA Tennessee in 1999.

### **Mignonne Hollis, Sierra Vista, AZ**

Currently the executive director of the Arizona Regional Economic Development Foundation and founder of Aerospace Arizona, Mignonne has over 10 years of hands-on Economic Development experience promoting and supporting industries

such as aerospace and defense, small business, health care, Arizona/Mexico commerce, and transportation, which have provided thousands of new jobs throughout the state. Although her focus is on rural Arizona, Mignonne is dedicated to making an economic impact throughout the entire state. She was most recently appointed to the Arizona Commerce Authority Board of Directors. She sits on the board of the Arizona Association for Economic Development (AAED), where she serves as the treasurer as well as serving on the government relations committee and the rural committee as past chairman. Mignonne was appointed by the Governor to the Greater Arizona Development Authority (GADA) and the Aerospace and Defense Commission. Among her efforts to support economic development in Arizona, Mignonne operates an entrepreneurial co-working facility and co-writes a weekly newspaper advice column for business owners. Mignonne is an active member of the International Economic Development council where she serves on the public policy committee and she recently accepted a position on the Arizona Advisory Committee of the US Global Leadership Coalition. Mignonne received the 2013 Governor's Excellence in Economic Development award and is a Flinn-Brown Fellow. She also serves on the board of trustees of the Canyon Vista Medical Center. Most recently she received her AZED Pro designation and was awarded the 2017 Small Organization of the Year award from the Arizona Association of Economic Development.

### **Allara Mills Gutcher, AICP, Panama City, Florida**

Allara is the Principal of The Planning Collaborative, a sole-proprietorship established in 2011. She is a seasoned policy planner and has worked with both local governments and private developers on numerous development entitlements to include comprehensive plan amendments and zoning changes. She also works with land use attorneys as an expert witness. Allara was recently with Gadsden County as the Planning and Community Development Director, overseeing economic development, planning, community development and tourism development initiatives. There she worked on the Competitive Florida Partnership Program, where local consensus was built not only among the elected officials, but with the community, various non-profit groups, and local industry to become aware of local assets and opportunities, and create an economic development strategy to further business development and retention county-wide. Prior to that she was the Planning Manager for the City of Panama City. There she oversaw all comprehensive and current planning activities. During her time with Panama City she worked on several major projects to include the 2007 Evaluation and Appraisal Report, the Post Disaster Redevelopment Plan, and the EAR-based amendments to the comprehensive plan. Allara is a member of the American Institute of Certified Planners and has previously been involved on the board of the Florida American Planning Association. She currently serves on the board of directors of Opportunity Florida, a regional economic development organization, and Explore Northwest Florida, a regional tourism organization. Allara has over 20 years' experience in the planning profession with a Masters of Regional and City Planning from the University of Oklahoma. Her undergraduate studies were completed at Florida State.

## **Jane Jenkins, Oklahoma City, Oklahoma**

Jane Jenkins, president/CEO of Downtown OKC Inc., has 30 years of experience in downtown revitalization and management. Previously, Jane was Executive Director of the Downtown Boulder Business Improvement District in Boulder, CO. Jane is an internationally recognized speaker and expert on urban issues. She is a former Chairman for the International Downtown Association Board of Directors and is also active in the International Economic Development Council, Urban Land Institute, the American Institute of Architects and Rotary Club 29 in Oklahoma City. In 2014, Jane earned accreditation from the Congress for New Urbanism, and she was recently named a senior fellow at the Institute for Place Management in Manchester, England. She has been honored three times by the Oklahoma Journal-Record as one of “50 Women Making a Difference” in Oklahoma and has twice been listed by Friday Magazine as one of the most powerful women in Oklahoma. Jane is a graduate of Leadership Oklahoma City and Leadership Oklahoma. A former high school educator, Jane was named Teacher of the Year at Union High School in Tulsa, Oklahoma. She holds a Master of Public Administration from the University of North Texas in Denton.

## **AIA STAFF:**

### **Paola Capo**

Paola Capo is the Sustainability and Communities by Design Specialist at the American Institute of Architects. In her position, she provides architects and communities with the resources they need to create healthier, more sustainable and equitable built environments. She graduated from Georgetown University in 2017 with a degree in Science, Technology, and International Affairs, concentrating on Energy and the Environment—a degree inspired by the many places she lived growing up as an Army brat. She recently completed the 6-week [IN]City program at UC Berkeley to expand on her interests in urban planning.

### **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 United States, 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 26-year career has been focused on strengthening civic capacity, public processes and civic institutions. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. He has delivered presentations, training content, workshops and public processes in

over a dozen countries across 5 continents. In the United States, Joel has provided consultative services to hundreds of communities, leading participatory processes on the ground in over 80 communities across 35 states. His work has been featured in over 1,000 media stories.

Joel has served on dozens of expert working groups, boards, juries, and panels focused on civic discourse and participation, sustainability, and democracy. He was a founding Board Member of the International Association for Public Participation’s United States Chapter. He has spoken at numerous international conferences concerning democratic urbanism and the role of democracy in urban success, including serving as the Co-Convener of the Remaking Cities Congress in 2013. Joel is an Academician of the Academy of Urbanism in London, UK. He is the author of numerous articles on the relationship between democracy, civic capacity and community.

### **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 recent publication “Assessing Sustainability: A guide for Local Governments”. Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm, 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.

## ACKNOWLEDGEMENTS

On behalf of the AIA R/UDAT team, we would like to extend our profound gratitude to the people of Kamas for your warm reception and generous hospitality. The team is grateful for everyone that shared your thoughts about the community. It has been a privilege to learn about Kamas and experience the culture that you have created. In the years to come, the team will look forward to returning to Kamas to see your dreams realized. We would like to add a special note of thanks to the following entities and individuals for their contributions to the process.

Mayor Matt McCormick

Natalie Kautz, City Planner

Kaitlin Eskelson, Community Development

Matt Crittenden, Public Works Director

Treasurer: Dori Snyder

Recorder, Kim Peacock

Scott Kettle, City Engineer

### City Council:

Monica Blazzard

Kevin Todd

Garry Walker

Mike Crystal

Allen McNeil

### Planning Commission:

Larry Gines, Chair

Nathan Miles, Vice Chair

Gary Padfield

Leslie Staples

Tammy Georgi

### R/UDAT Steering Committee:

Katie Stellpflug, Artique

Lorri Sargent, Main Street Salon & Spa

Dan Littledike, Summit Pizza

Eileen Dunn, Done to Your Taste

Jeff Camp, Main Street Property Owner

Betty Morin, Mirror Lake Diner

Jeff Jones, Summit County Economic Development & Housing Director

Marjorie Rasmussen, Utah Department of Transportation

Kip Bigelow, South Summit School District

South Summit Youth Council Members

Jacie Butters, AristoCat Children's Academy

Mark Newman, Property Owner

### Special thank you to:

Michelle Christensen, Cutting Board

Dave Wade, Mirror Lake Station

Gabe Morin, Mirror Lake Diner

South Summit Library-Kamas Branch

Governor's Office of Econ. Development-Business Expansion & Retention Grant Program

Done to Your Taste

**The team would like to thank everyone who participated in the process and contributed to our understanding of Kamas and its possibilities for the future.**





**Appendix**

## Report for Kamas Visioning & Revitalization Survey

### Response Counts

Completion Rate:	91.8%	
	Complete	190
	Partial	17
		Totals: 207

1. In your opinion, what three words best describe Kamas today?

Word #1



[Show Responses](#)

Word #2



[Show Responses](#)

Word #3



[Show Responses](#)

2. What three words best describe Kamas in 10 years?

Word #1



[Show Responses](#)

Word #2



[Show Responses](#)

Word #3



[Show Responses](#)

3. Please identify the most critical issue facing Kamas' Main Street?



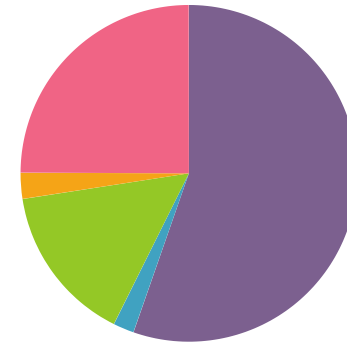
[Show Responses](#)

4. What would be your ideal vision of Kamas City if you could design it yourself?



[Show Responses](#)

5. If I had to choose a Main Street aesthetic, all buildings would be \_\_\_\_\_.



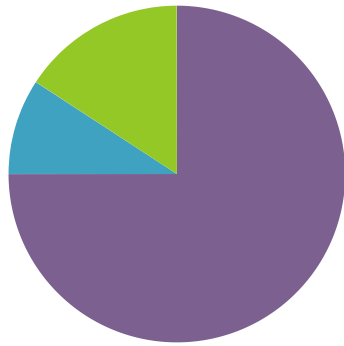
● Timberframe/Wood ● Modern/Glass ● Traditional Brick ● Sturdy Metal (or similar) ● Other - Write In

Value	Percent	Responses
Timberframe/Wood	55.3%	109

Totals: 197

Value	Percent	Responses
Modern/Glass	2.0%	4
Traditional Brick	15.2%	30
Sturdy Metal (or similar)	2.5%	5
<a href="#">Other - Write In (click to view)</a>	24.9%	49
		Totals: 197

6. If I had to choose a Main Street aesthetic, the color palette would be \_\_\_\_\_.



● Neutral/Earth Tones ● Bright Colors ● Other - Write In

Value	Percent	Responses
Neutral/Earth Tones	75.0%	147
Bright Colors	9.2%	18
<a href="#">Other - Write In (click to view)</a>	15.8%	31
		Totals: 196

7. What three businesses/services do you consistently outsource (Heber City, Park City, Salt Lake City) that Kamas doesn't offer?

Business/Service #1:



[Show Responses ▶](#)

Business/Service #2:

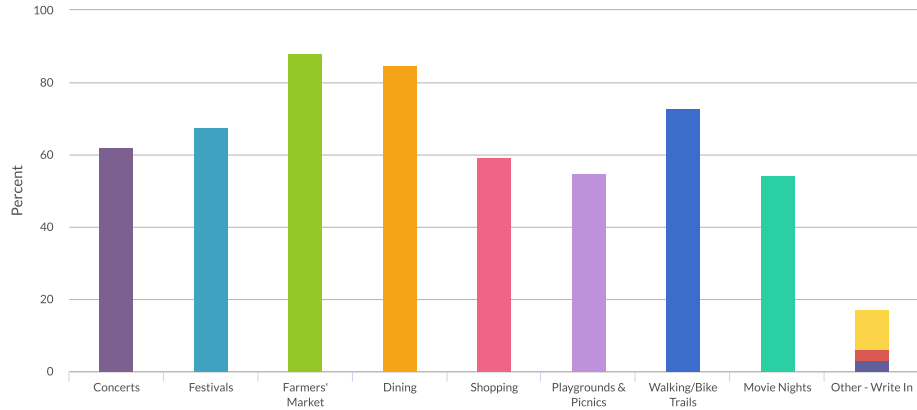


[Show Responses ▶](#)



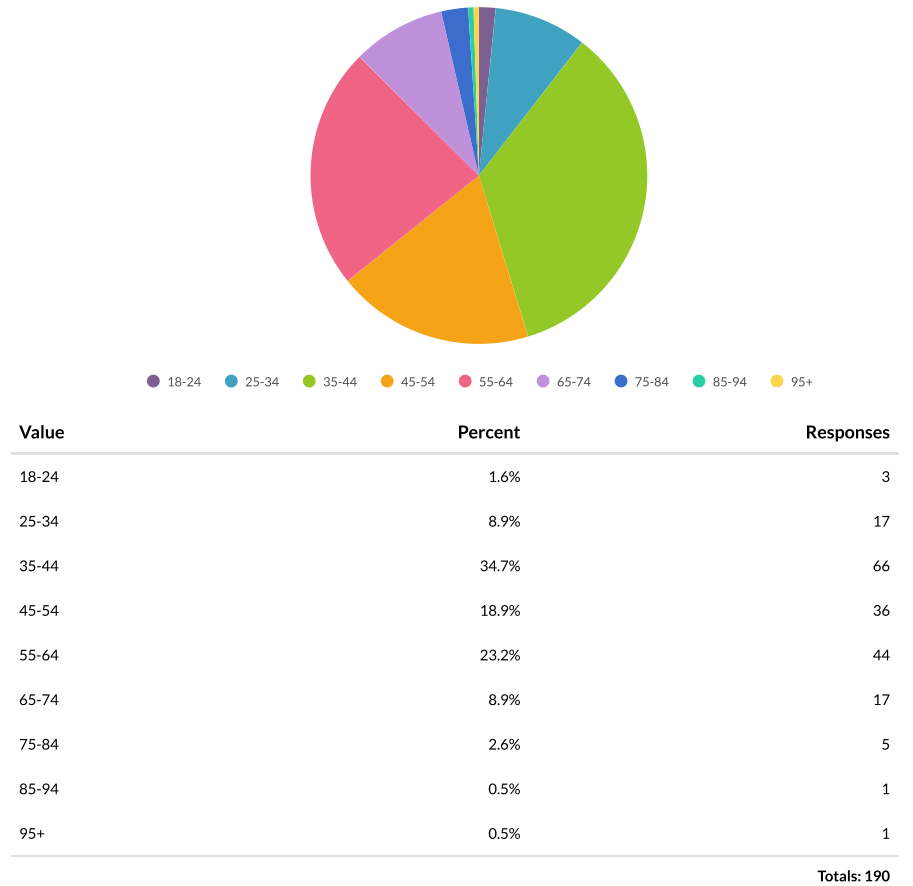
[Show Responses](#)

10. What activities in Kamas City would you like to participate in with your family and friends? Check all that apply.

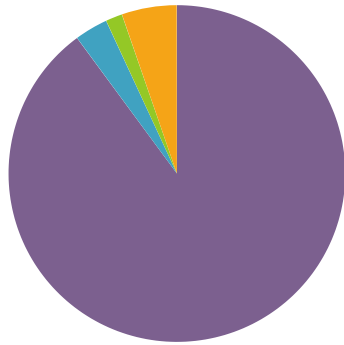


Value	Percent	Responses
Concerts	62.1%	121
Festivals	67.7%	132
Farmers' Market	88.2%	172
Dining	84.6%	165
Shopping	59.5%	116
Playgrounds & Picnics	54.9%	107
Walking/Bike Trails	72.8%	142
Movie Nights	54.4%	106
<a href="#">Other - Write In (click to view)</a>	17.4%	34
<a href="#">Other - Write In (click to view)</a>	6.2%	12
<a href="#">Other - Write In (click to view)</a>	3.1%	6

11. Age:



12. The following best describes my Kamas residency:

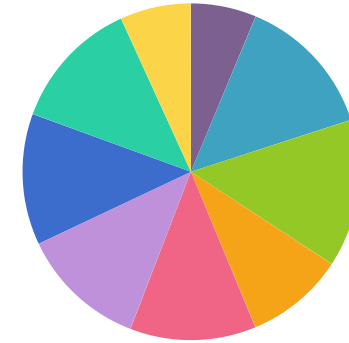


● Homeowner
 ● Renter
 ● Living with family/friends
 ● Other - Write In

Value	Percent	Responses
Homeowner	90.0%	171
Renter	3.2%	6
Living with family/friends	1.6%	3
<a href="#">Other - Write In (click to view)</a>	5.3%	10
		<b>Totals: 190</b>

Other - Write In	Count
Artist at Artique	1
Business owner	1
Business owner/Home owner	1
Commercial property owner	1
Employed by Kamas business	1
Francis homeowner	1
I work in Kamas but live in the valley	1
In Kamas Valley, not in city limits.	1
live in marion	1
nearby town	1
<b>Totals</b>	<b>10</b>

13. The following describes the years that I have personally lived in Kamas City:

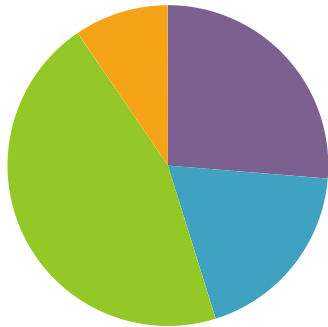


● Less than 1 year
 ● 1-3
 ● 4-7
 ● 8-10
 ● 10-15
 ● 16-20
 ● 21-30
 ● 31-50
 ● 51+

Value	Percent	Responses
Less than 1 year	6.3%	12
1-3	13.7%	26
4-7	14.2%	27
8-10	9.5%	18
10-15	12.1%	23
16-20	12.1%	23
21-30	12.6%	24
31-50	12.6%	24
51+	6.8%	13
		<b>Totals: 190</b>

14. The following best describes my working relationship relative to Kamas City:

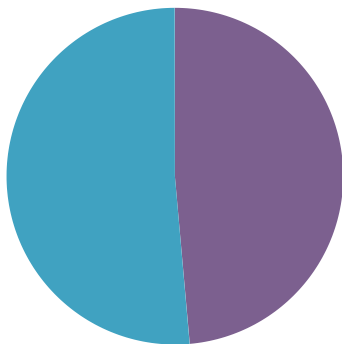




● I work full-time in Kamas City limits
 ● I work part-time in Kamas City limits
 ● I work outside of Kamas City limits
 ● I am not currently employed

Value	Percent	Responses
I work full-time in Kamas City limits	26.3%	50
I work part-time in Kamas City limits	18.9%	36
I work outside of Kamas City limits	45.3%	86
I am not currently employed	9.5%	18
<b>Totals: 190</b>		

15. I plan to attend the Community Harvest Dinner & Visioning Session on November 15, 2019 from 6:00-8:30PM. Kamas City location TBD.

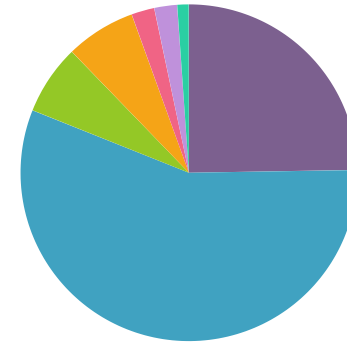


● Yes
 ● No

Value	Percent	Responses
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Value	Percent	Responses
Yes	48.6%	89
No	51.4%	94
<b>Totals: 183</b>		

16. I understand the Community Harvest Dinner is complimentary and would like to RSVP for:



● 1 person
 ● 2 people
 ● 3 people
 ● 4 people
 ● 5 people
 ● 6 people
 ● 8 people

Value	Percent	Responses
1 person	24.7%	22
2 people	56.2%	50
3 people	6.7%	6
4 people	6.7%	6
5 people	2.2%	2
6 people	2.2%	2
8 people	1.1%	1
<b>Totals: 89</b>		



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## **A Community Vision for Kamas**

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