



MURRAY
CITY COUNCIL

MURRAY CITY MUNICIPAL COUNCIL COMMITTEE OF THE WHOLE

The Murray City Municipal Council met as a Committee of the Whole on Tuesday, November 19, 2019 in the Murray City Center, Council Chambers, 5025 South State Street, Murray Utah.

Council Members in Attendance:

Dave Nicponski - Chair	District #1
Dale Cox – Vice Chair	District #2
Jim Brass	District #3
Diane Turner	District #4
Brett Hales	District #5

Others in Attendance:

Blair Camp	Mayor	Jan Lopez	Council Director
G.L. Critchfield	City Attorney	Jennifer Kennedy	City Recorder
Danny Astill	Public Works Director	Kim Sorensen	Parks & Rec. Director
Jennifer Heaps	Comm. & PR Director	Marie Goettsche	Murray Chamber
Rosalba Dominguez	Resident	Jared Hall	CED Division Supervisor
Jenelle Klinger	Resident	Vince Klinger	Resident
Jennifer Brass	Resident	Janice Strobell	Resident

Mr. Nicponski called the Committee of the Whole meeting to order at 4:15 p.m.

Approval of Minutes - Mr. Nicponski asked for comments or a motion on the minutes from August 6, 2019. Mr. Brass moved approval. Mr. Cox seconded the motion. (Approved 5-0)

Discussion Item

Community Revitalization Toolbox – Jim Brass and Ben Levenger

Mr. Brass gave a brief introduction and explained the reason for the discussion was to gain valuable information from Mr. Levenger, since Murray was in the process of redeveloping the downtown area; Mr. Levenger with Downtown Redevelopment Services, a company that specializes in master planning, specific to communities with downtown areas, had much experience speaking to cities across the

country about city revitalizations. Mr. Levenger presented a slide show (See Attachment #1) to highlight:

- Understanding your community; and
- Effective master planning.

He outlined the *Community Revitalization Toolbox* that included details related to right-sized master planning and noted not every community requires the same planning process or needs the same items. Discussions occurred related to the following elements:

- Vibrant community assessments
 - Identifying strengths and weaknesses, limiting the threats to achieving and implementing a revitalization plan.
- Existing conditions analysis
- Community identity assessment
- Building standards assessment
- Connectedness
- Ownership observations
- External appearances
- Master planning on a budget
 - Understanding the root issues
 - Creating a unified vision
 - Without community support, planning rarely achieves implementation
 - Providing missing services and amenities will provide a new tax base
 - Building capacity and enthusiasm
 - Answer the who, what, when, where and how
 - Multi-stage goals provide impact at all levels
 - Dictating the DIRT of development
 - A Master Plan is only as good as the guidance it provides
 - Determine your catalyst
- Pillars of the community
- Revitalization roadmaps
- Discovery, and downtown evaluation.

Mr. Levenger explained having a unified vision is when everyone in a community agrees upon the proposed process and goals, which then creates a strong sense of place and ownership. People feel they are part of the process when their voices are heard, and their overall goals align with the rest of the community.

He said it was important that city residents, planning officials and elected officials have matching goals. Overarching goals can also include smaller goals for neighborhoods. He discussed tailored stakeholder meetings as essential, for instance holding pop-up shops or events in under used spaces, because these types of gatherings either help people realize the potential for a particular space or how bad that space really is.

Ms. Turner favored pop-up shop events and asked where the best place was to hold them. Mr. Levenger said such events do not have to be indoors, for example, pop ups are effective in parks, along

streetscapes and during sidewalk sales; all of which, can be invigorating.

Mr. Brass said community input and buy-in was important and thought the downtown should be planned specifically to attract people to the area. Therefore, going to the public was vital in discovering what it is they want to see downtown.

Mr. Levenger agreed and noted Moab, Utah; their downtown area was designed for tourists and visitors but has become an area the local community does not enjoy.

Mr. Brass agreed Murray's downtown area should draw neighboring residents to a walkable area. He discussed adaptive re-use but wondered how that would merge with accessibility, as related to the ADA (American Disability Act) – because most old buildings do not have three-foot wide doorways. Massive remodeling would be required for most historic buildings along State Street. In addition, taller thresholds and steps would add to the cost of restoration. Mr. Levenger confirmed the cost of renovating any building must match the potential return on investment and performance. He said restoration is driven by how buildings can be re-used, so, determining the right use ahead of time and doing all the legwork would attract right developers. He said making a building adaptable for re-use is less expensive than constructing a brand-new building.

Ms. Turner asked what was the most effect way to involve and gain community input. Mr. Levenger explained since every community is different the best way was to craft a public input plan, then hold meetings with various agencies to gain an understanding of what was done in the past and discover how well it worked out. He said typically along the Wasatch Front, 60% of results come from online surveys, and 40% from in person events.

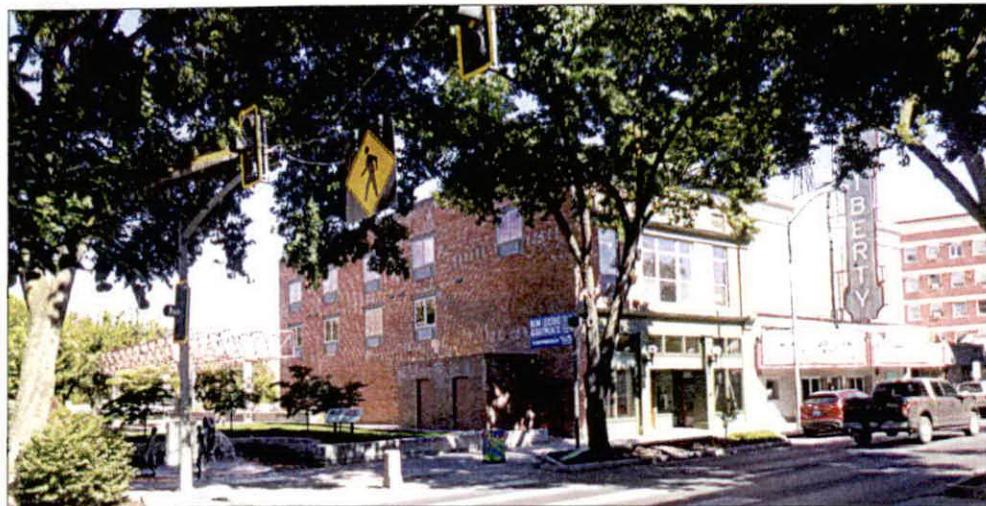
He suggested holding an open house to gain initial thoughts from citizens; then a second meeting to let citizens know what was heard; followed by a third meeting to provide citizens with a draft plan for the community's approval. This process would ensure residents are heard multiple times and would confirm their vision openly. For on-line surveys, business cards, posters, and flyers would be dispersed around the city, utilizing a QR Code, which is a matrix barcode that provide thousands of responses attained by cell phones, and gives residents an equal voice. He noted negative comments would occur, but those anonymous messages should not affect the city's plan. He said inclusive pop-up shops at local farmer's markets are effective by infiltrating the resident's community life, instead of asking citizens to come to city hall. Ms. Turner appreciated the information.

There were no further questions and Mr. Brass thanked Mr. Levenger for his valuable insight.

Announcements: Ms. Lopez made several announcements related to coming events for the council members.

Adjournment: 4:52 p.m.

Pattie Johnson
Council Office Administrator II



Right-Sized Master Planning

Not all communities have the same needs



Truly understanding a community is the first step in the process

Vibrant Community Assessment

- ❖ Identifying strengths and weaknesses, limiting the threats

Community plans are *NOT* one size fits all

What will we cover today?

- Understanding your community
- Effective Master Planning

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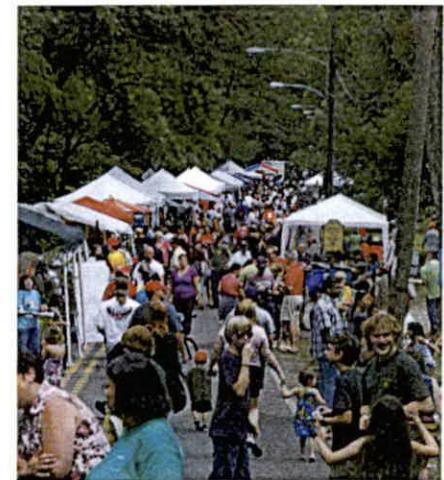
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Vibrant Community Assessment

Understanding your community is the first step toward an achievable and implementable revitalization plan. The VCA will assist with that. Elements of the VCA include:

- ❖ Existing conditions Analysis
- ❖ Community Identity Assessment
- ❖ Building Standards Review
- ❖ Connectedness Review
- ❖ Ownership Observations
- ❖ External Appearances



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Existing Conditions Analysis

Understanding what your community has will help you understand where you need to go. To this extent, existing conditions analysis should be completed for the following categories:

- Building Conditions
- Building utilization
- Infrastructure conditions
- Businesses or amenities
- Underserved services or cohorts



Community Identity Assessment

A "COMMUNITY" is not something that has a set definition, yet it is required to make a place feel like HOME.

- How do residents and visitors define your community?
- What can you identify in your community that people have in common?
- Are there common traditions?
- Does your community support a common vision?



Building Standards Assessment

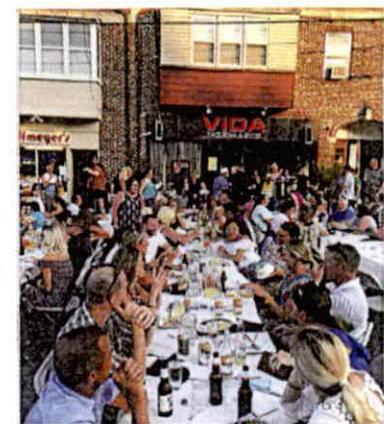
Building standards are not in place to restrict a private property owner, more importantly they are in place to ensure all people are required to meet the same set of standards

- If you ask more out of people, they typically will live up to the challenge
- Lowering expectations, lowers results
- Building standards are a collective set of decisions we, as a community, agree upon regarding the look, feel and behavior of a community
- To experience place, people must meet face-to-face



Connectedness

To experience a sense of place, people must get together. Improving how your community connects will improve your community.



Ownership Observations

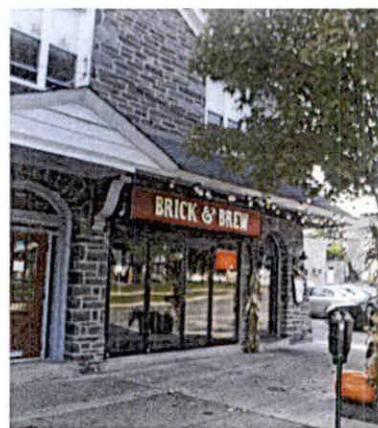
A vested citizen understands it is THEIR community and the overall well-being of a community is up to them

- Residents serve the community, and the community, in-turn, serves the residents
- Individual actions mount to a large community benefit
- Apathy is the true community killer

External Appearances

The first impression a visitor or prospective resident has of your community is lasting. While the outside appearance is not the most important, it does affect your image.

- Appearances shape opinion
- If a town is blighted, it will affect the feeling of residents
- Appearances of travelers shape the perception of travelers



Not all plans are long or drawn out processes

Master Planning on a Budget

Plans for communities should be meaningful, not substantial



Frank Conversations

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Creating a common understanding



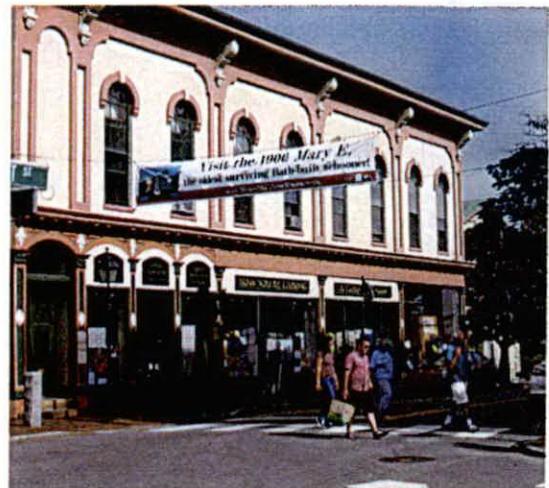
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Understanding the Root Issues

Planning is often prepared due to issues within the community. Understanding where the issues stem from is vital:

- Understand where the issues stem from
- Understand whom the issues impact
- Determine if the issues are valid through fact finding
- Identify where the many issues converge into a single point



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Creating A Unified Vision

Creating a unified vision for the downtown corridor will create help ensure:

- Everyone in the community agrees with and support a common theme
- A strong sense of place with unified buildings, signage and decorative elements
- The community knows and supports the proposed DIRT of services within the downtown corridor
- Implementation of a unified character by future development work



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Inclusive Community Input

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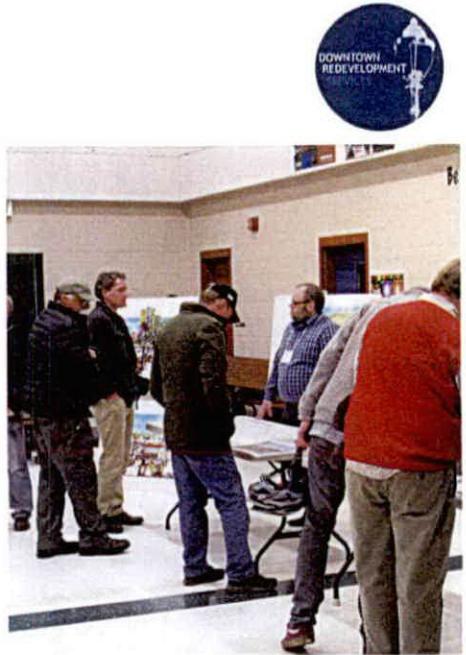
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Without community support, planning rarely achieves implementation

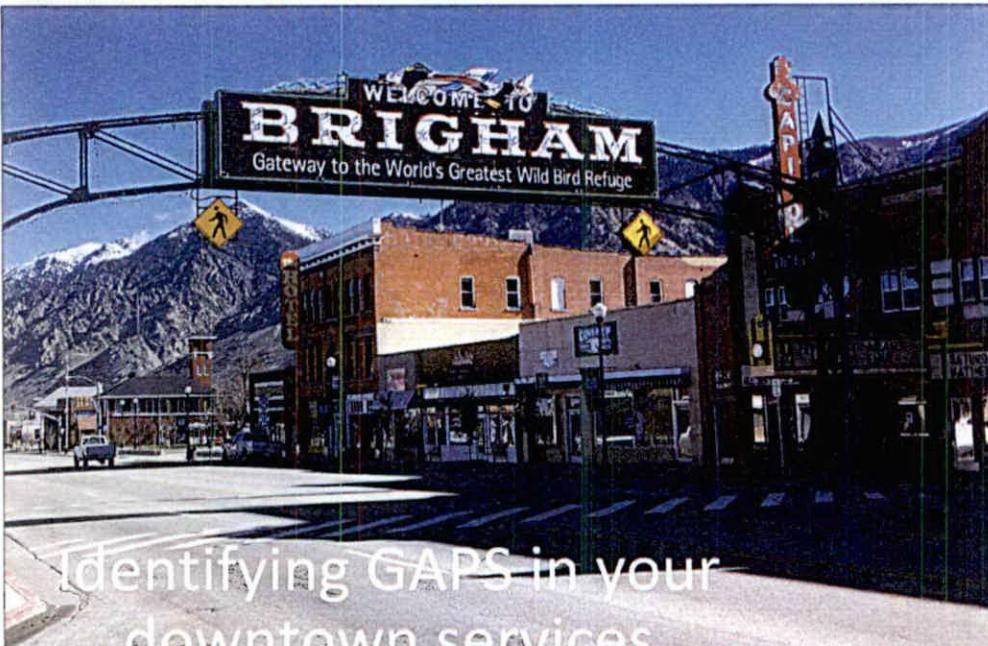
The community should always have a voice in civic projects. In the modern era, it is more important than ever to have a strong public input campaign. Some options for input include:

- Online engagement
- Multi-sensory experiences
- Inclusion at community events (farmers markets, park events, etc.)
- Stakeholder meetings
- Pop-up shop events to highlight the downtown
- Resident buy-in

Remember, it is the local community that will support the downtown, and the downtown should support the local residents. Their tax dollars will pay for improvements and cost bonding.



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Identifying GAPS in your downtown services

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Providing missing services and amenities will provide a new tax base

Identifying the gaps in services or amenities within your downtown will:

- Provide a snapshot of services that residents or visitors go elsewhere to utilize
- Provide a clear picture of the leakage in sales tax revenue for each amenity
- Identify which goods or services will be sustainable long-term
- Provide a concise image of what the community or main street group should be proactively marketing to create a vibrant downtown



Location Quotient

Lamar

- 74 total businesses
- 0 Jewelry stores
- 0% of all business are Jewelry Stores
- Deficient in Jewelry Stores

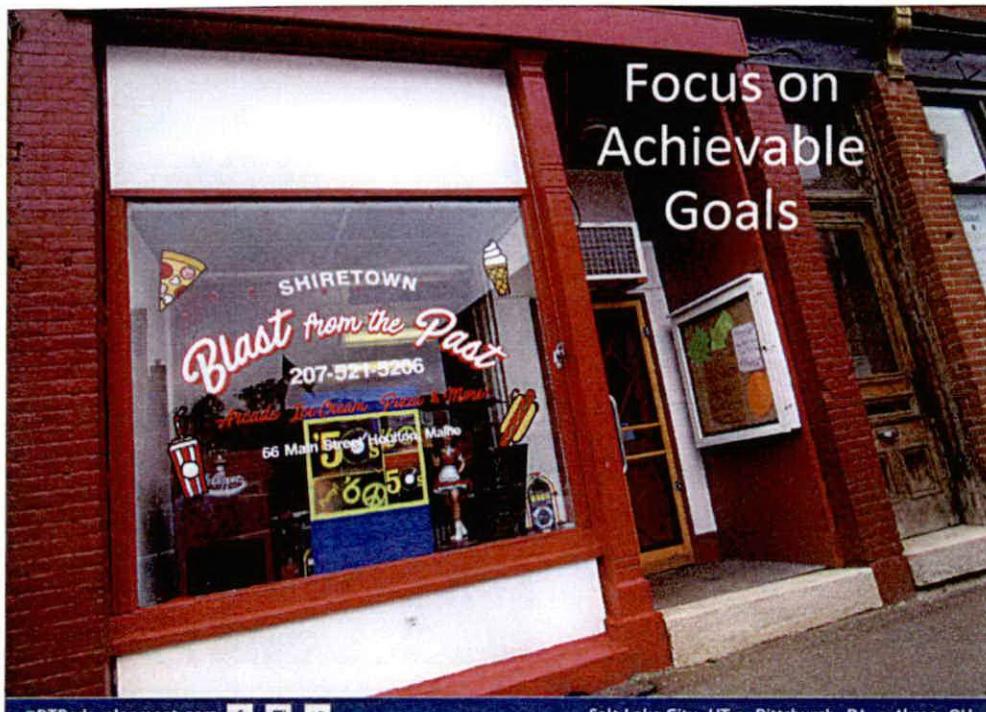
74 total business x 1.3% = 1 business
1 jewelry Business is projected to have an annual revenue of \$465,471
This will capture \$42,337.41 per year in sales tax at Lamar's 6.5% sales tax rate
This will provide a total additional revenue direct to Lamar of \$31,964.13 annually



Boulder

- 835 total businesses
- 11 Jewelry stores
- 1.3% of all businesses are Jewelry stores
- Deficient in Jewelry Stores

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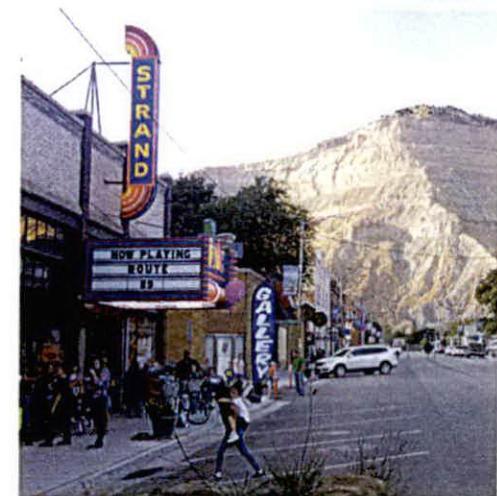
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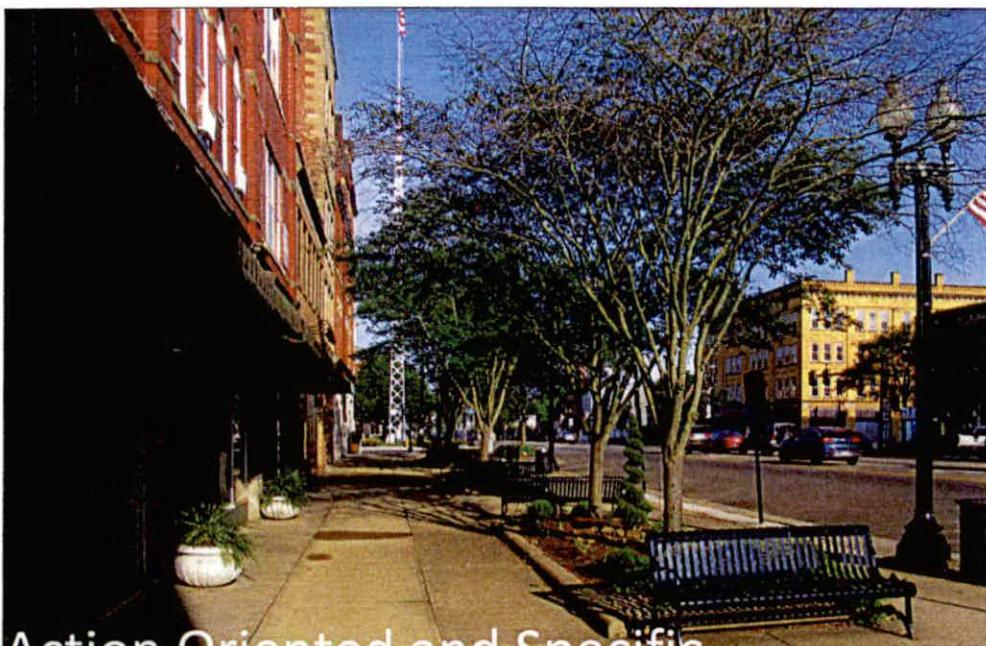
Building Capacity & Enthusiasm

Not all successful master plans are designing grand projects and not all catalyst projects need to be substantial. As part of the master planning process, each community should:

- Identify projects that will be impactful, yet cheap and easy to implement
- Foster a climate that removes the chance of apathetic residents
- Prepare a prioritized list of projects that will include individuals and community based groups
- Build momentum and capacity through small projects first, escalating to larger when funding and capacity is available



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Action Oriented and Specific

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Answer the WHO, WHAT, WHEN, WHERE AND HOW

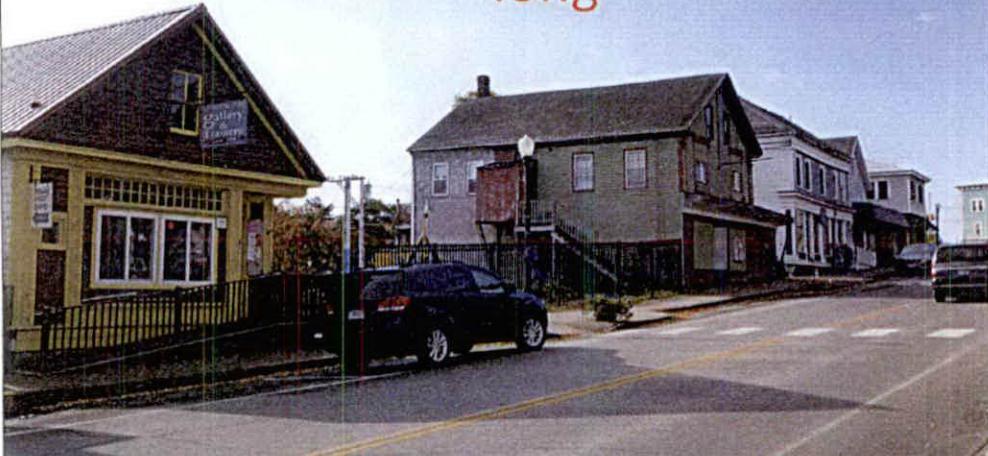
Communities beginning the downtown revitalization process are often lost in terms of a direction, even after the planning step. It is important that all goals, recommendations or strategies are:

- Action oriented
- Time bound
- Specific to the individual or party responsible for completion
- Prioritized



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Plan for the short before the long



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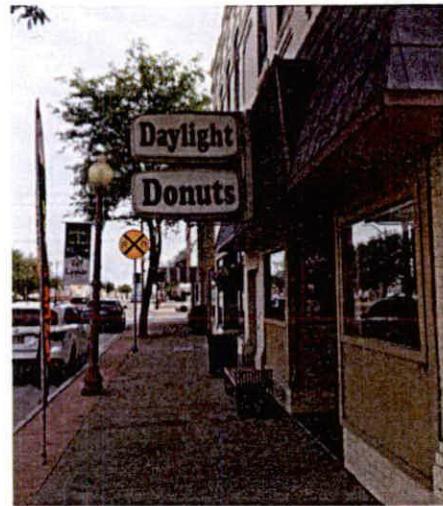


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Multi-stage goals provide impact at all levels

Creating interest and visible progress is critical for a downtown to be have long-term support for revitalization

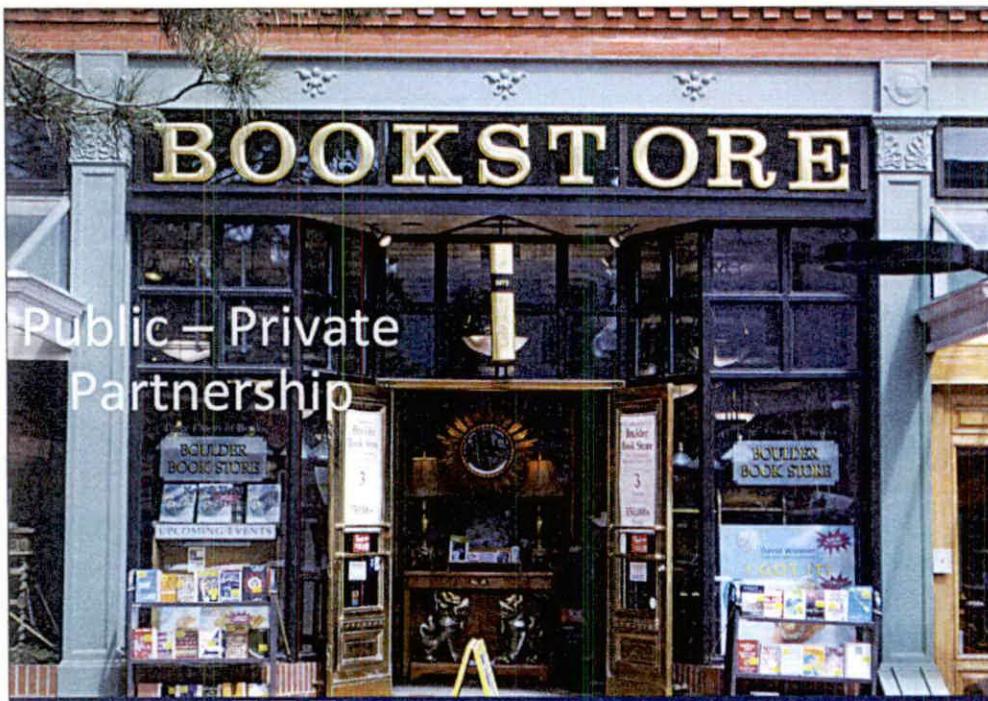
- Successful plans provide short, mid and long term goals
- Stages goals will provide a “progress” milestone at intervals
- Continual progress will retain the support of the community
- Typical milestone terms are:
 - Short term - 2-3 years
 - Mid term - 3-7 years
 - Long term - 7-15 years



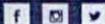
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Public-Private Partnership



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Dictating the DIRT of development

Ensuring the Duration, Intensity, rate and Timing of private development is how communities will meet community revitalization goals. Steps to helping ensure the DIRT of development are:

- Creating a strong set of guidelines for architectural, streetscape and civic spaces
- Developing concessions or incentives for private developers
- Preparing adaptive re-use studies for critical buildings
- Preparing developer due diligence reports



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Creating a “MAP” for your community

Harmony Museum

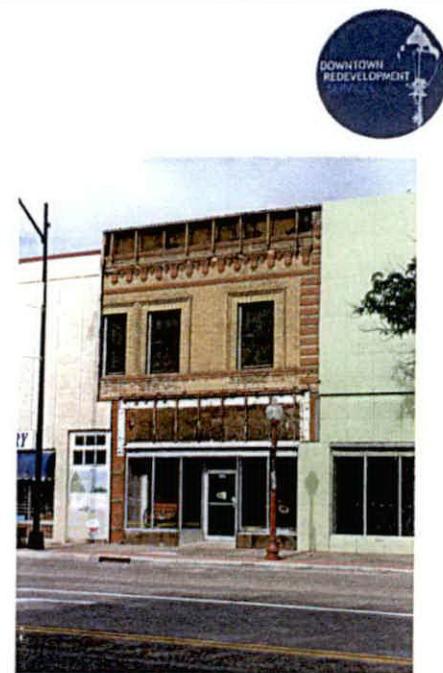
A Master Plan is only
as good as the
guidance it provides

Master Plans are prepared to provide a clear “map” or “route” for each community to follow for achieving their common goal. Understanding this, it is critical that each master plan:

- Clearly mark the starting point and the desired ending point
- Outline the desired path for achieving the goal
- Provide solutions on what to do if a “roadblock” or “pot hole” is encountered
- Clearly outline what is needed to successfully achieve the goal

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Catalyst Projects

SHREVE & MICHMAN

Determine YOUR
catalyst

Catalyst projects will create an impact in your community and show the residents success stories. Each catalyst should be unique to your community. Sample catalyst projects are:

- Adaptive reuse projects
- Vegetation installations
- Civic space creation
- Alleyway activation
- Signage projects
- Façade programs

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Master Plan Suggestions



- ❖ Clear and concise
- ❖ Action oriented
- ❖ Short, medium and long term goals
- ❖ Focus on utilizing or maximizing community capacity
- ❖ Identify the missing services within your downtown
- ❖ Prepare a framework for implementation



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Questions/Comments



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