

# Plaza Design, Programming & Management Plan

## Heber City, Utah









Welcome ..... 4

The Vision..... 6

The process..... 8

Operational overview..... 10

The plaza design in detail

- Overall feel, trees and landscaping ..... 12
- Overall theme & wayfinding ..... 13
- The grand entrance ..... 14
- Surface areas ..... 16
- 200 South ..... 18
- Bike racks..... 20
- The Main Stage & Bandshell ..... 21
- The Majestic Lawn & anchors ..... 22
- The tie-in to “C Street” pedestrian retail walkway ..... 26
- Sidewalks..... 28
- Picnic shelters ..... 29
- Alpenglobes ..... 30
- The Trailhead Center ..... 32
- Seating areas ..... 34
- Playground and historical monument..... 37
- Market Trail (market kiosks) ..... 38
- Jewel box vendors ..... 40
- Commerce on Main ..... 46
- The Splash Pad Trail..... 48
- The Skate Trail ..... 50
- Plaza activities..... 54
- Storage & equipment..... 58

Development costs ..... 59

Traffic calming, safety, crosswalks..... 60

Timelines & phasing..... 62

Operations (in depth) ..... 63

Programming ..... 68

Programming calendar ..... 75

Parking ..... 78

Ownership, Governance & Staffing..... 82

Marketing ..... 86

Budgets and proformas (five years) ..... 92

SUPPORTING INFORMATION..... 98

- Julie Ember Design (Jewel Boxes and Bryant Park programming)..... 100
- Public presentation made to the City Council and Planning Commission (slides)..... 108
- Caldwell, Idaho examples: Fundraising..... 111
- Tamis Event Fencing brochure..... 120
- Pacer.AI visitation numbers to Heber City Central Park..... 124
- ESRI Heber City and primary market area demographics..... 126
- High Valley Transit proposal for Heber City ..... 130



WELCOME





### Heber City's Community Living Room

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

### A Year-Round Destination for All Seasons

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

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

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

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

### Creating Opportunity Through Commercial Space

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

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

### The Jewel Boxes: Launchpads for Small Business Success

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

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

### A Downtown Designed for Success

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

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

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

### Building a Legacy for Heber City

Trailhead Plaza is more than a development—it's a transformative project that will redefine the way residents and visitors experience Heber City. By combining year-round activities, innovative retail spaces, and opportunities for local entrepreneurs, the plaza is set to become a catalyst for

economic growth and a source of pride for the community. With its emphasis on community connection, entrepreneurial opportunity, and vibrant downtown living, Trailhead Plaza is poised to serve as the heart of Heber City,

creating a legacy of connection, creativity, and prosperity for generations to come. This plan covers the design, programming and management of Trailhead Plaza: Heber City's incredible vibrant community living room.





HEBER CITY'S TRAILHEAD PLAZA

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





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

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

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

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

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

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

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

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

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

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

In town, Trailhead Plaza will be home to the Skate Trail, a

700 foot long trail featuring ice skating during the winter months and roller skates and other activities the remainder of the year.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The 6,300 square foot Trailhead Center is the life-blood of the plaza and will be home to:

- Public restrooms, including three family changing rooms
- Visitor information and scenic train ticket sales
- Lockers
- Historical displays
- A gift shop
- Check-out services for games and activities
- Offices for plaza staff, security, skate and equipment rentals, Zamboni and other amenities.

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

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

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

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

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

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

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

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

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

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

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

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

Welcome to Heber City's Trailhead Plaza.





## THE PROCESS

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

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

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

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

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

### THE DESTINATION HEBER CITY TEAM

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

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

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

The Destination Heber City Team included:

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



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

PUBLIC OUTREACH

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

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

THE DDA TEAM

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

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

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

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

Robert Scott has worked with Roger for more than 20 years and, together, they have worked on projects across the U.S. A Utah resident, Robert spent a considerable amount of time working in Dubai and the United Arab Emirates on

world-renowned projects such as the Palm Islands and other major projects. He’s the team lead on the site planning you see here and throughout this document.

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

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

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

RESEARCH

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

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

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

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

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

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

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

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

INITIAL CONCEPTS

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

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

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

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

OPEN HOUSE & PRESENTATIONS

During the month of October, 2024 Roger, Keri and Robert returned to Heber City and presented the final plan to

the City in a joint Planning Commission and City Council meeting which was well-attended by interested citizens.

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

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

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

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

WHAT’S NEXT?

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

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

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

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

ENVISION CENTRAL HEBER 2050

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

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





## THE PLAZA OPERATIONAL OVERVIEW

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

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

This plaza is meant to accomplish two primary goals:

- 1) Create a true “sense of place” for Heber City - a central gathering place for local residents.
- 2) To jump start downtown development - primarily on what will become the C Street Trail - a pedestrian-only walkway between Main Street and 100 W that will, over time, be full of boutique retail shops, eateries, and entertainment venues.

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

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

### TRAILHEAD PLAZA OPERATING HOURS

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

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

### LIGHTING AND SECURITY

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

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

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



OPERATIONAL OVERVIEW

STAFFING HOURS

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

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

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

VOLUNTEERS

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

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

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

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

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

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

MAJOR EVENTS

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

PLAZA MAINTENANCE

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

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

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

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

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

SKATE TRAIL CLOSURES

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

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

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

TRAILHEAD CENTER

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

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

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

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

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

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

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

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

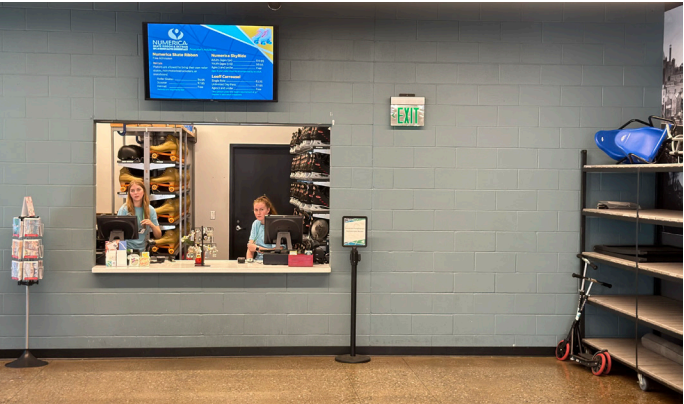
A list of activities and games that can be checked out (with

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

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

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

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







## TREES & LANDSCAPING

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

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

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

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

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

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

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

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

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







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



## OVERALL THEME & WAYFINDING

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

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

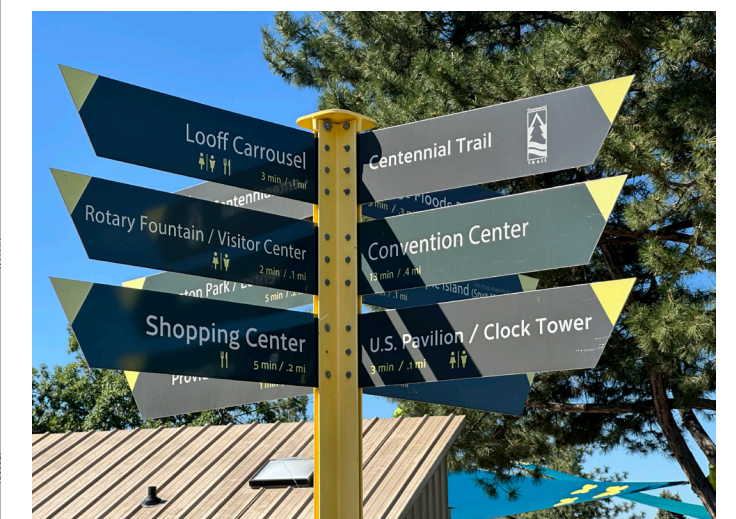
With more than 400 miles of trails in this alpine area of Utah, there is a multitude of trails for every skill level including: hiking, mountain biking, photography, wildlife viewing, UTV riding, horseback excursions.

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

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

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

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









## THE GRAND ENTRANCE

**1** Trailhead Square's Grand Entrance will be built on the corner of Main (Highway 40) and 200 S, kitty-corner from Dairy Keen.

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

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



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



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

StreetPrint or Duratherm is a method where decorative designs, and colors, can be stamped into the asphalt - a lower cost method of making the

street more attractive. The photo, below, shows how the StreetPrint process can make a crosswalk far more appealing, without the cost of installing actual individual paver stones.



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

Future improvements would include a landscaped median.

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



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



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

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



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



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











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

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

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

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

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



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

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

Throughout Trailhead Plaza we've shown a mix of surfaces

## SURFACE AREAS



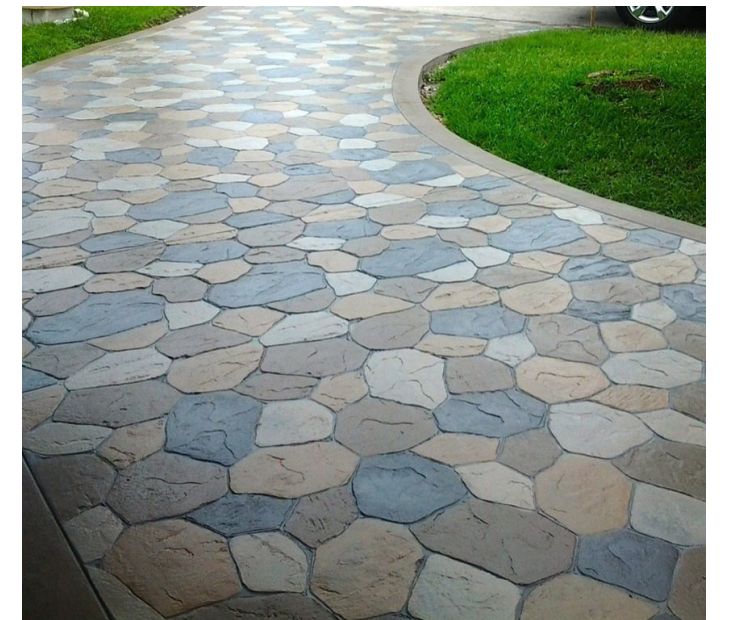
in terms of colors and textures, but ALL surfaces, including sidewalks surrounding the plaza, should be developed in either laid paver-stone surfaces or in stamped concrete.

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

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

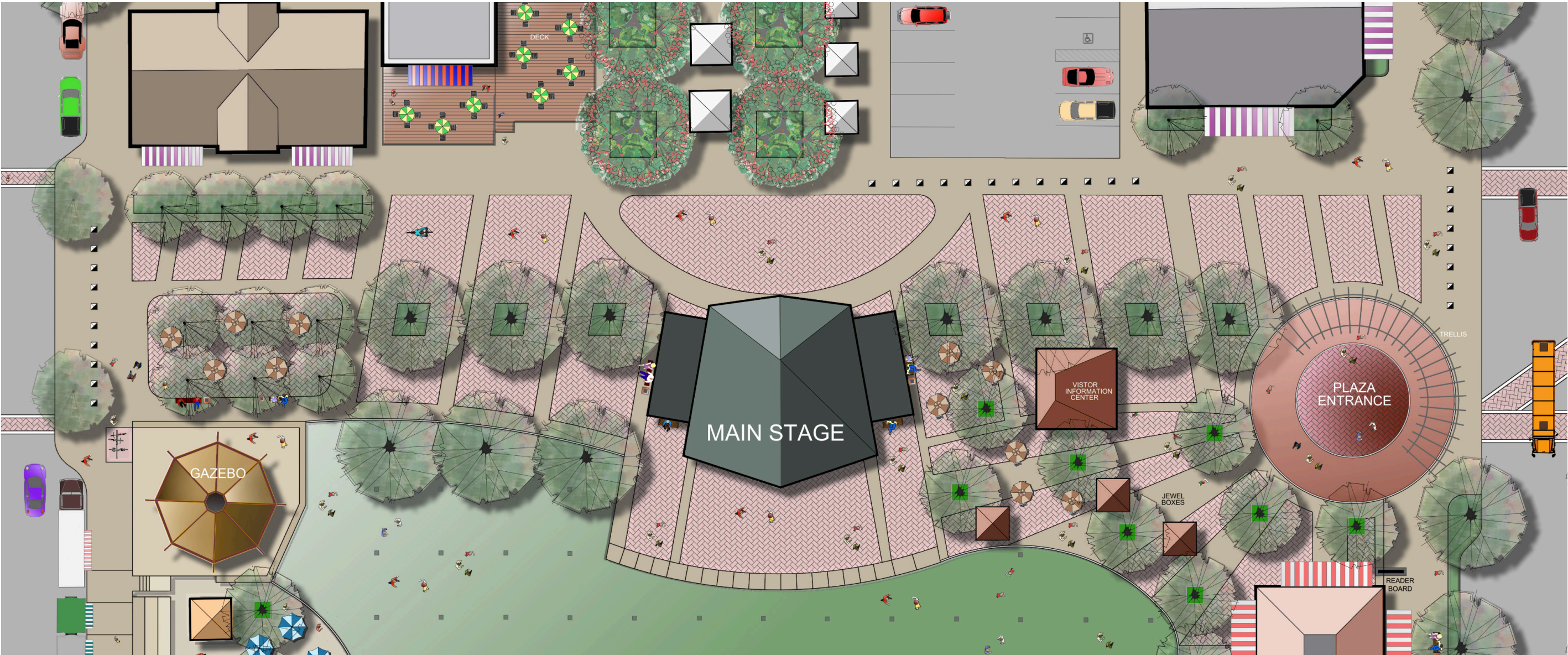
It will be important to use lighter colors that won't hold as much heat during the summer months.

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





200 SOUTH



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

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

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

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

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

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

This pedestrian-oriented “district” (C Street Trail) would extend from the plaza up to City Hall and the Timpanogos Valley Theatre. To accommodate this future development,

the Main Stage can host stage productions and concerts facing north to the future C Street Trail, or south onto the plaza and Majestic Lawn.

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

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





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

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

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

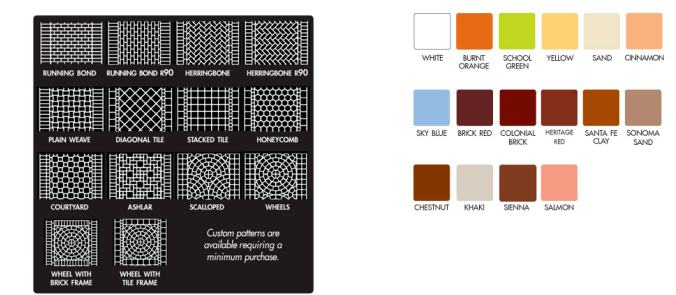
Placing a three foot planter between the trees still leaves six feet of pedestrian access on each side of the planter.

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

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

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

DuraTherm® Standard Colors and Patterns



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

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

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



Planters along Randolph Street in Downtown Chicago



Row of terra cotta planters in Anaheim, California





## BIKE RACKS

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

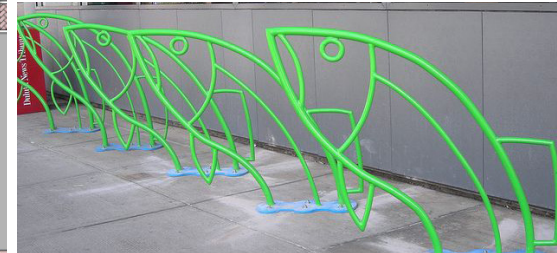
Included should be replicas (or actual) covered wagon or handcart wheels being placed and used as bike racks. Next to them would be an interpretive display talking about the early pioneers who settled the area in the 1840s, once again, playing up the trail theme.

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

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

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

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





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

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

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







## THE MAJESTIC LAWN

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

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

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

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

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

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





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

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

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

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

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

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

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





THE MAJESTIC LAWN



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

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

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

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

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

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

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

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











## “C STREET TRAIL”

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

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

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

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

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

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

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

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

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





## “C STREET TRAIL”

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

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

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

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

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

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

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

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

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

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



## SIDEWALKS

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

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

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

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

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

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

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

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

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

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





## PICNIC SHELTERS

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

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

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

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

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

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

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

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

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





# PICNIC SHELTERS

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

The goal is to have as many as twenty, on hand, down the road and depending on how well they rent.

These are private dining shelters with panoramic views of all four seasons. Each one is ten feet across and includes a chandelier light and built-in space heater. They can also be customized to include infrared heat, fresh air circulation (for the spring, summer and fall months), sound systems, mood lighting, etc.

Each globe can accommodate up to eight people.

One Utah restaurant said they had 1,500 reservations the first day the Alpenglobes were available, and they were booking reservations at a rate of seven to ten per minute. They are currently booked out three months in advance, with an average group size of three to four people. In their case they added a modest fee to offset the cost of the Alpenglobes to completely cover the cost of the globes the first year of operation.

The Plaza Shops on Main may also rent them from the Trailhead Plaza for their customers, at a reduced rate.

While these are extremely popular with restaurants, renting at a rate of \$200 for a 90-minute lunch or dinner. The booking fee does NOT include the cost of food or beverages. Stein Eriksen Lodge in Deer Valley has six Alpenglobes, which are so popular, they must be reserved months in advance for breakfast, lunch or dinner.



**OUR STORY**

## Alpenglobe

Part stargazing observatory, part gondola carriage, part secluded conclave for making memories with friends and family.

This was our vision for Alpenglobe– space to safely gather, without limiting connection.

Equipped for the ever-changing seasons in a range of climates, these unique private habitats can be outfitted with infrared heating, fresh air recirculation, independent sound systems, variable mood lighting, and are designed with panoramic seating for up to eight.

Alpenglobes create a captivating atmosphere for everything from private dining events and offsite meeting spaces, to Cribbage & cocktails nights, and slopeside warming shelters– making them a timely and versatile year-round investment.

Designed and fabricated in Utah, USA from top-grade materials, Alpenglobes are built to stand up to the elements while bringing an unforgettable complement to any environment.

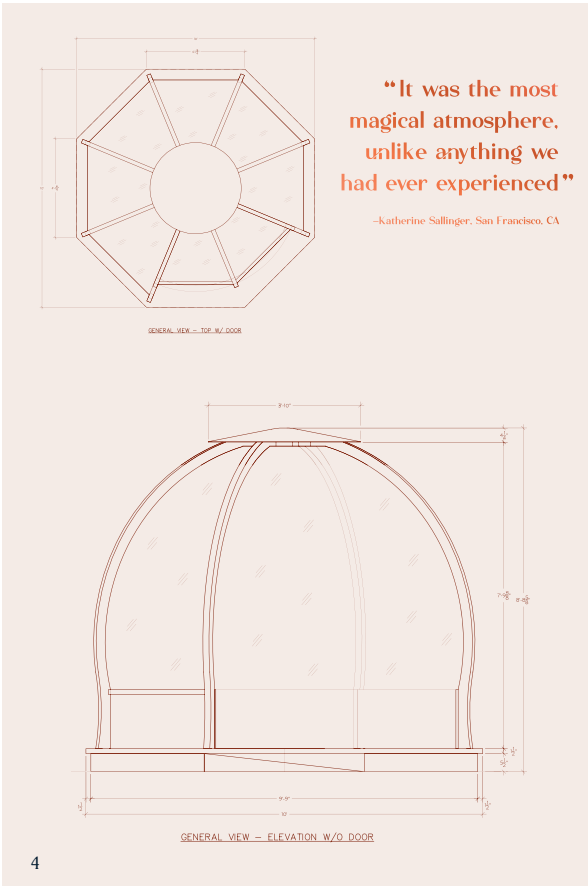
Alpenglobes in an outdoor dining setting in Midway, UT

**BENEFITS of**

## Alpenglobe

- INCREASED REVENUE
- DYNAMIC SOCIAL CONTENT & ENGAGEMENT
- SECLUDED CLIMATE CONTROLLED DINING
- PHYSICALLY DISTANCED SMALL GROUPS
- VISUALLY ENHANCE THE LANDSCAPE
- BUILD BRAND AWARENESS & LOYALTY
- CREATE EXPANDED SEATING
- MULTI-PURPOSE MEETING SPACES
- YEAR-ROUND & ALL-WEATHER
- CUSTOM BRANDING OPTIONS
- WORD OF MOUTH & RETURN CUSTOMERS





“It was the most magical atmosphere, unlike anything we had ever experienced”

—Katherine Sallinger, San Francisco, CA

SPECIFICATIONS

Alpenglobe

10' x 10' ALPENGLOBE BASE UNIT:

- Overhead infrared heater
- High wind & heavy snow load rated
- Marine-grade laminated beams
- Double-width sliding door
- Heavy duty pivot hinge
- Powder coated steel dome top
- Durable UV resistant polycarbonate windows
- Douglas fir deck & electrical substructure
- All-weather exterior finish
- 360° panoramic views

OPTIONAL UPGRADES:

- Six-person Baltic birch bench w/ hardwood trim
- Eight-person dining table
- Stain & lacquer finishes
- Upholstered bench seats
- Extra Duty heat package for extreme climates
- Independent Sonos sound systems



A VERSATILE YEAR-ROUND INVESTMENT

We offer installation services throughout northern Utah, and can arrange for interstate delivery and installations as needed.

We also offer routine maintenance and repair services throughout the life of your Alpenglobe.

WARRANTY TERMS

STRUCTURE	GLASS	PERIPHERALS
12 months	Six months	12 months
Fully covered	Covered from defects	Fully covered

\*Any additional terms and conditions detail covered in contract

Installation is based on delivery, labor and time, and typically requires four installers for four to six hours per globe, depending on site conditions.

The Cafe Galleria in Midway, a rustic Italian restaurant, has several Alpenglobes, which are rented for \$25 to \$45 per 90-minute reservation, depending on the time of day and day of the week.

For Trailhead Plaza, with six Alpenglobes rented at \$25 each for a two-hour block x four rental periods a day x 150 days of the year (November through March), and if no more than three were rented at any one time, the Aplenglobes would generate \$45,000 a year in revenues.

One, two or more of the Plaza Shops on Main may want to rent them from Trailhead Plaza. They would not be allowed to bring in their own. The seating they provide must be within in the defined space as noted elsewhere in this plan.

While they would likely rent them for perhaps \$100 per day, they will undoubtedly increase the seating spaces, and since these are small retail shops, it will easily increase their winter and shoulder season sales since most of these businesses will have little, if any, indoor seating areas.

As C Street Trail is developed, it creates additional opportunities to bring in additional Alpenglobes to service restaurants along C Street.

Power will need to be provided to each, so it will be important to have predetermined locations where they might sit, so utilities can be included in those areas of the plaza.



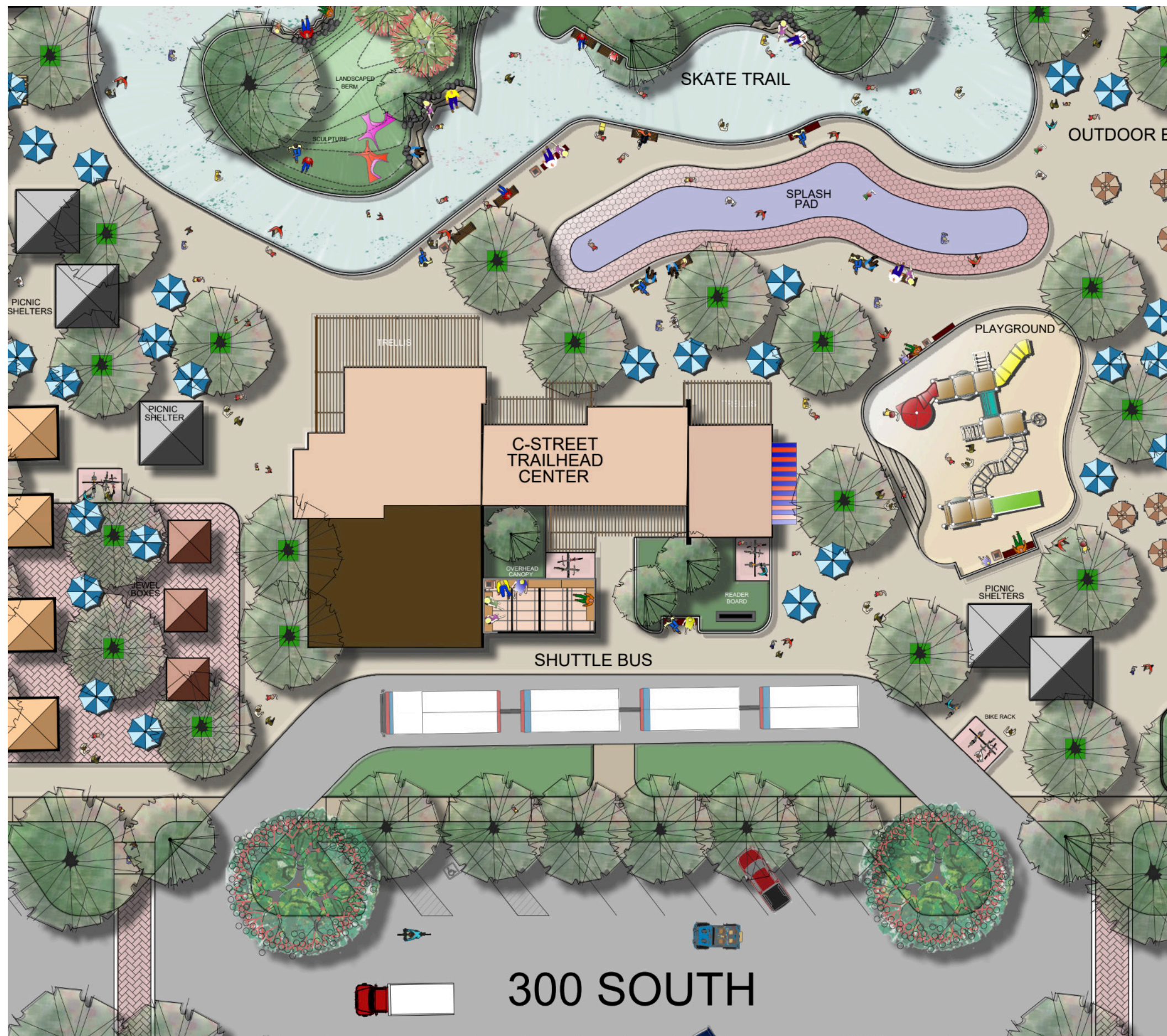
Private dining shelters with panoramic views of all four seasons

sales@alpenglobe.com  
alpenglobe.com  
@alpen\_globe

101 W Main Street, Midway, Utah 84049

Photo: Alpine Lakes Shrine by Jeffery Adolphson





## THE TRAILHEAD CENTER

The Trailhead Center is the lifeblood of the entire plaza. The interior space will be approximately 7,000 square feet, with outdoor arbors creating shade areas, seating areas, and two bike racks.

In this site plan (left) the Trailhead Center was estimated to be just under 5,000 square feet. This means this area of the plaza may need a slight design change to accommodate the larger Center, or perhaps some of the office space could be on a second floor in a story-and-a-half structure.

In front would be one or two digital readerboards (one at the Grand Entrance), which would provide a list of upcoming events, contact and emergency information, and general rules (such as no bikes or dogs on the plaza).

These readerboards would likely be 4 feet wide x 8 feet tall and built into a wood frame and architectural style of the Trailhead Center.

While Heber City currently doesn't allow for this type of digital display, these would be tastefully done, would be high resolution to be easy to read from close distance, and would not include motion graphics.

Content would include several screens that would feature:

- Upcoming events over the next 60 to 90-days
- Welcome and general rules
- Contact information
- Two to three sponsors each with their own full-screen ad.

Each screen would remain up for about a full-minute, so the Upcoming Events screen would appear every five minutes. A sponsor would be featured four times each hour (only one per cycle).

In front of the Trailhead Center will be a drop-off and pick up point for buses, micro-transit, Uber and ride share vehicles, and for ADA licensed vehicles. The drop-off area is curbsless, creating easy access for mobility-challenged guests.

Shown here is a multi-car bus (left), which could be put in use during special events where off-site parking is recommended. This is an option that can be explored down the road. Working with High Valley Transit will be important during large-scale events, of which there would be approximately 30 each year.

In this case, it is hoped that High Valley Transit could provide shuttles between parking areas west of the plaza, running every 15 to 20-minutes during these events to encourage off-site parking. A separate parking plan is being developed for the Plaza and downtown Heber City.



# THE TRAILHEAD CENTER

## Architectural style

The Trailhead Center should mirror the look and feel of the Main Stage, using native stone and facade treatments along with the use of timber frame or post and beam styles, used throughout the area.

It could have the look of a train depot (see rendering below), or more of a modern peaked roof style. It should be kept to a single story or, at most, a story and a half - keeping the plaza feeling intimate and in keeping with the commercial and residential structures south and west of the Plaza.

It will include at least 3,000 square feet of exterior gathering places under trellis and arbor shade structures, with abundant landscaping and lighting.

Included inside the Trailhead Center:		
- Multi-stall public restrooms	(800 s/f ea)	1,600 s/f
- Three family changing rooms	(168 s/f ea)	504 s/f
- Waiting area, lockers, common areas		1,200 s/f
- Visitor information		200 s/f
- Historical displays		140 s/f
- Gift shop, logo gear		220 s/f
- General offices & front desk	(six people)	960 s/f
- Zamboni garage and ice dump		600 s/f
- Rental & check-out office (outside access)		900 s/f
- Staff break and lunch room		480 s/f
- Maintenance room, closet, storage		100 s/f
- Security office (two person)		<u>240 s/f</u>
Total square footage		7,144 s/f

## Lobby area and waiting room

The visitor information, historical displays and gift shop could be in a combined open area with the additional 1,200 square feet of lobby/waiting area for a total “open area” of 1,760 square feet. The waiting area would also include a bank of lockers (approximately 60 lockers), two high by 30 lockers wide, where visitors can leave valuables. There would be a \$1 key deposit, which would be returned when the key is returned. There would be no charge to use the lockers, although all would need to be emptied by the end of each day.

## Front counter and offices, break room

The front counter would be approximately 20 feet long and open to the lobby area and would include a cash register, customer service, and would provide visitor information and the sale of train tickets for the Heber Valley Railroad.

Behind the front counter would be the staff space in an open-air layout with multiple work stations, each one approximately 100 square feet. For six staff members, this would occupy about 600 square feet, plus another 360 square feet for file cabinets, printer/copier, the front desk (with stools for workers), etc.

Next to the staff area and front desk would be a staff break/lunch room - and meeting room - complete with a warming kitchen and counter space, several round four-place tables, and a full-size refrigerator which can accommodate lunches and drinks for staff members and plaza volunteers.

## Rental and Check-out office, Zamboni Garage

The Zamboni garage and ice dump would be placed on the west end of the Trailhead Center, and close to the Skate Trail gated entrance for easy access. Next to it would be the rental and check-out office.

This is where one can rent ice or roller skates and check out table and lawn games. There would be both an interior rental counter as well as an exterior counter. The rental and check-out room can accommodate three staff members at a time.

Both inside and out, benches would be available so that guests can try on skates to make sure they’ve got the right size.

Skate and gear rental is explained further in the Skate Trail section of this plan.

From the outdoor counter, rubber matting would extend from there to the Skate Trail gate, a must for those wearing ice skates.

## Public restrooms, changing rooms

The Trailhead Center will have two multi-stall restrooms, each with approximately eight to ten stalls each, plus a four-sink counter in each and three air-dryers.

Additionally, there will be three family changing rooms, each with a toilet, counter and sink, paper towel dispenser and a fold-down changing table, and wall hooks so that changing out of wet clothes into dry clothes (after playing in the Splash Pad Trail) is easier to accommodate.

## Security and Maintenance

Finally, a security office would have desks for two people and numerous monitors showing all areas of the plaza. This would also be a communications center for transit, police, fire and emergency medical services. First aid

equipment would be kept in this area, which would be a “crisis center” of sorts.

The Security Office would also include access to the plaza-wide sound system for piping in music or for general announcements.

Next to it would be a maintenance closet, hot water heater, furnace and other HVAC equipment, as well as a coat closet for staff and volunteers.

## The Vault - or basement

This area will house all of the above ground and underground systems for the entire plaza including:

- Lawn irrigation system
- In ground and pole-based lighting
  - Picnic shelter lighting (rope lighting)
  - Overhead lighting
  - Grounds lighting (light poles throughout the plaza)
- Natural gas management for fire-pit areas, Plaza Shops on Main, and other hookup locations throughout the plaza.
- Water systems including:
  - Recirculating and purifying splash pad water
  - Irrigation systems and zones
  - Potable water sources: drinking fountains, restrooms, stage facilities, water outlets in various locations on the Majestic Lawn, in picnic shelters
- Splash pad pumps, programming, lighting and related equipment
- Skate Trail operations including chiller, recirculating equipment and water/ice management.
- Electrical panels for all areas of the plaza (excluding Main

Stage, which will have its own electrical service. There will also be an office in the Vault (or basement) for grounds crew, with two desks, digital equipment, wall schedules and calendars.

It will also include a Supply Room of about 300 square feet for storing chemicals and other materials used in managing the plaza.

There will also be a restroom facility (one stall), with shower and sink; a coat closet and six full-height lockers for uniformed staff.

The Trailhead Center’s HVAC system will be housed in the vault (except for external heat pumps), which will also create good air recirculation in the vault so that there are no buildup of chlorine or other gasses put out by the equipment and their processes.







## PLAZA SEATING AREAS

Seating is one of the most important ingredients to a successful plaza development. Each of the Plaza Shops on Main will include their own seating (see example below), but throughout the plaza there will be anywhere from 200 to 400 chairs around 50 to 100 tables. If you look closely at the site plan (left), see the small blue and brown Catalina-style umbrellas. The blue ones are nine feet across while the brown umbrellas are 6 feet to 8 feet across. Under each is a four-place table.

Shown here are 24 of the smaller tables and nearly 50 of the larger tables, seating nearly 300 guests. This does not include picnic shelter seating, seating within the Skate Trail or around its perimeter, nor seating provided by the Plaza Shops, Jewel Box vendors, or market booths.

Of course the seating can be arranged together on the Majestic Lawn and hard-surfaces for food exhibitions and fairs, or can be scattered, as shown here, throughout the plaza.

The Plaza will have as many as 800 chairs, and 200 four-place tables, and 200 umbrellas. There may be times when additional seating is needed for large concerts on the Main Stage (and Bandshell) and in those cases, additional seating can be rented or borrowed from other organizations locally.

Seating by movable tables & chairs:	Up to 800
Bench seating throughout the plaza:	100+
Plaza Shops seating (total):	200+
Picnic shelters (total seating):	80
Trailhead Center exterior seating areas	120
Raised planter seating:	<u>100</u>
Total seating (not including lawn and berm seating):	1,400
No matter what activity you want to visit or watch kids playing, there will be seating nearby, creating a relaxing and enjoyable experience.	







## PLAZA SEATING AREAS



Here are 6' square umbrellas with two-place seating at each table.



Above: Sample seating at one of the Plaza Shops on Main.  
Below: An example of a four-place table with stackable chairs







## FIRE PITS

The natural gas fire pit, shown to the left, is nearly 10 feet across, surrounded by a trellis and patio area. This signature fire pit can seat about 14 people on the built-in bench, but can accommodate an additional dozen people with chairs added to the other sides of the fire pit.

While the photographic example, below, is shown in a home setting, imagine something along this line, yet four times the size.

While this is the only stationary fire pit on Trailhead Plaza, the plans call for another dozen or so portable fire pits located on solid surface areas throughout the plaza.

For the architectural and engineering team, it will be important to have twenty, or so, underground natural gas connection points where fire pits can be placed for use during the colder months. These fire pits will need to include a locked anchor so that plaza visitors resist the urge to move them to other locations.

They can only be activated by staff, on request.





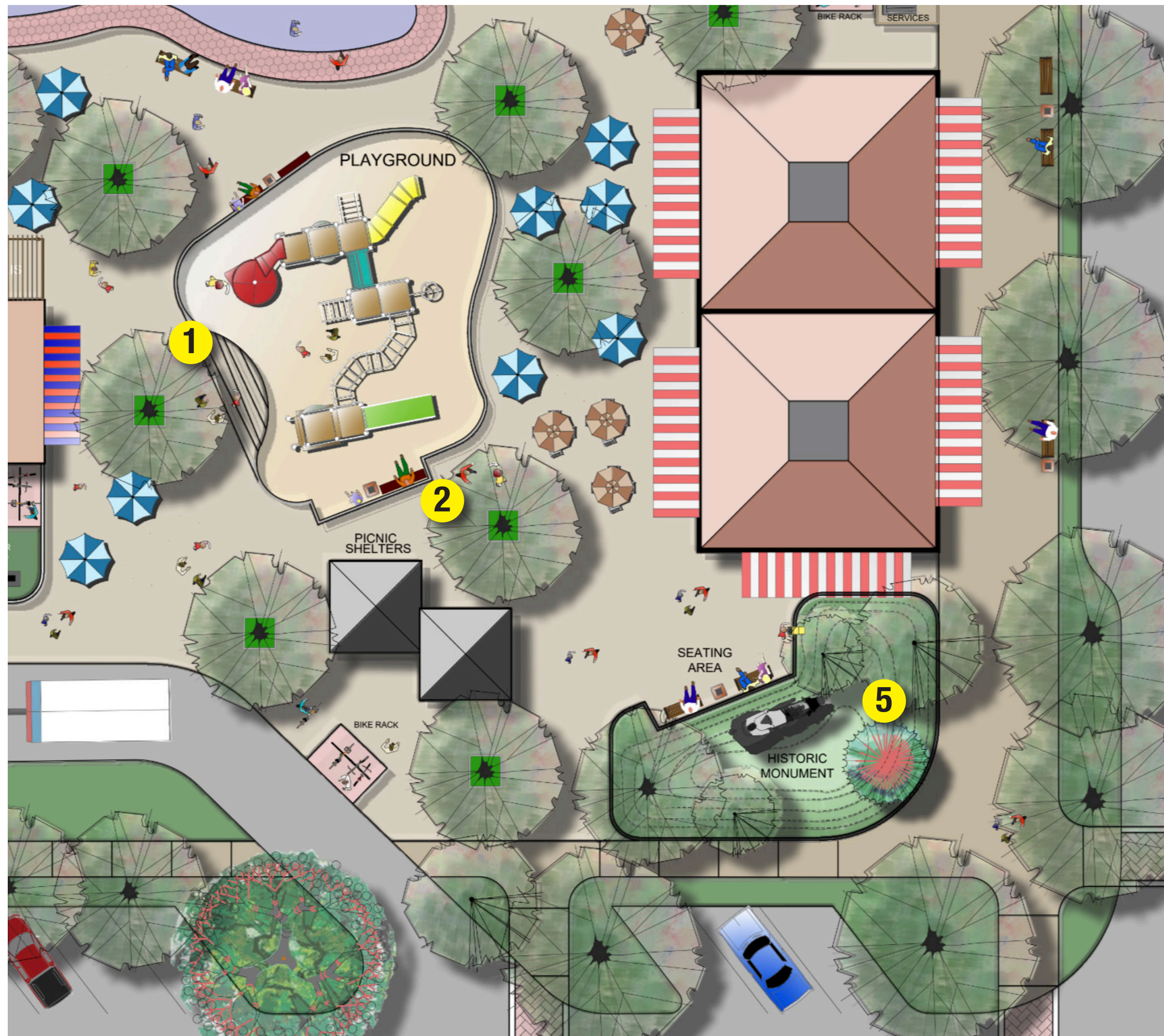
## PLAYGROUND & HISTORICAL MONUMENT

The popular playground, already in the park, will remain and would not be relocated unless a shift is needed in order to accommodate the Shops on Main, picnic shelters and the Trailhead Center.

The playground would have a soft rubber pellet base and perhaps some enhancements. The playground is available for naming rights, and a portion of those funds could be used to upgrade or enhance the playground.

- 1** On the west side (left side), stairs have been added to create a raised seating area for those watching their kids play. Each step is approximately 8" tall, with a total height of 40", with a backing wall at the top.
- 2** Placement of the naming rights sign would be placed behind the bench on the southern part of the playground (see sample below).

The historic "Journey's End" monument on the SE corner of Trailhead Plaza will remain in its current location and is important to the plaza as it signifies the "Trail" theme honoring the early pioneers who settled in the lush Heber Valley - the end of their long and arduous journey.







## MARKET TRAIL

Heber City's Market on Main is a very high priority for the plaza and a major draw to the city. Every Thursday evening from the beginning of June through August, the heavily attended Market on Main includes more than 80 vendors, numerous activities, food trucks, and concerts.

- 1** The Vendor Map (below) showcases how the Market is typically arranged while the site plan (left) shows the Trailhead Plaza "Market Trail."
- 2** In this example 22 vendor booths are shown for market vendors that would like to remain on the plaza through the summer months whether for a couple of days each week, to full weeks or months - beyond just the Thursday market. By placing the booths along the Market Trail closer together, the area could easily accommodate more than thirty 10'x10' booths.
- 3** The site plan, opposite, showcases a sample layout with more than 90 booth spaces available while keeping the Majestic Lawn open for viewing concerts on the Main Stage and Bandshell.
- 4** Another example of a market event is shown on the Site Plan (far right), in this case a Christmas Market that might run from Thanksgiving weekend through to Christmas Eve. In this example you can see a number of 20'x20' booths and more than 50 10'x10' booths. On the Majestic Lawn this example shows a 60'x120' tent (7,200 square feet) that can house winter concerts and other events out of the weather. The Main Stage could be used as a Christmas Tree Forest with decorated trees for sale, benefiting local non-profit organizations.

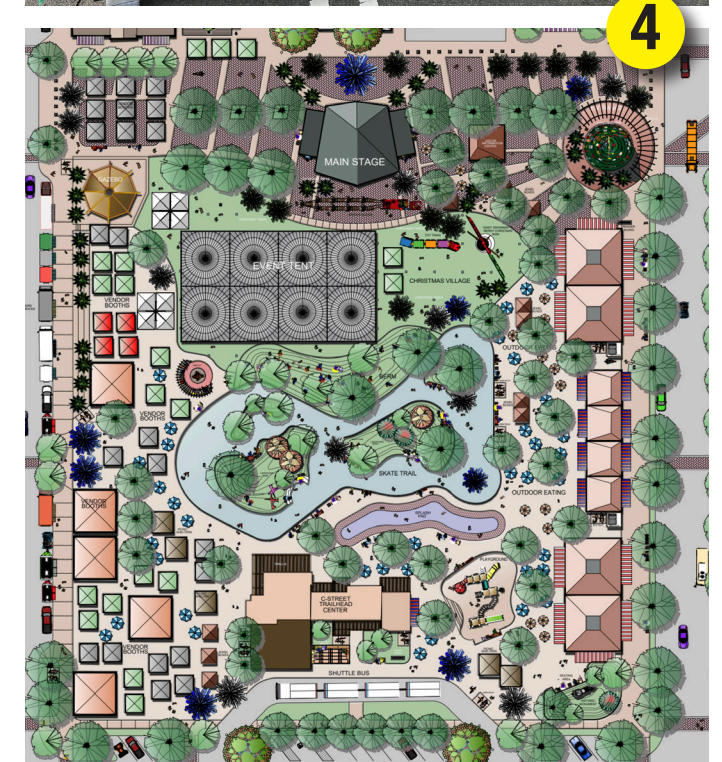




## MARKET TRAIL

Having commerce on, and around, the Plaza is very important. Trailhead Plaza is a business incubator, providing opportunities for budding entrepreneurs who can start at the weekly Market on Main, perhaps expanding to more hours and days on the Market Trail. From there they could then move to a fixed vendor space - the Jewel Boxes, then to one of the Plaza Shops on Main. The ultimate goal is to have them eventually graduate to a permanent in-line home along the C Street Trail or other areas in downtown Heber.

The goal is to have at least 20 vendors on the square at all times. This includes the eight Plaza Shops on Main, and the twelve 10'x10' Jewel Boxes.







## JEWEL BOX VENDORS

The Jewel Boxes (photos opposite) were first developed for the annual Winter Village in Bryant Park in New York City. They were manufactured in Quebec and are a panelized system made of a polycarbonate material.

Because they are made up of modular side and roof panels, they can be configured to as small as 5'x5' to as large as 20'x20' with the average size at 10'x10'.

While they can be moved, we recommend they stay in fixed locations, as shown (circled, left) so that power can be provided at each location. Two 20A circuits would be at each site to allow for LED lighting, a 1,500 watt space heater or fan, cash register and other power needs.

The 20'x20' Jewel Box shown at the north end of the plaza (left, top) is labeled as a Visitor Information Center. This would only be used as such during the construction period and until the Trailhead Center opens. At that time it would be converted to an additional retail space.

The Jewel Box Shops would be open year round, at least six days a week (they could be closed on Sundays and major holidays) from 11:00 AM to 7:00 PM daily during the fall and winter months, and would be open until 9:00 PM during the summer months.

The Jewel Boxes were the brain child of Julie Ember, who worked for the Bryant Park Corporation, but now has her own design firm. She contracted with the firm Poitras Industries based out of Quebec City in Quebec, Canada.

In doing the research for this plan we found that Poitras Industries website was no longer functioning and Julie was unsure whether or not they are still in business.

We were able to get in touch with Guillaume W. Chabot, the President of Poitras Solution, who can be reached at (418) 564-7027 or at [gwchabot@poitrassolution.com](mailto:gwchabot@poitrassolution.com).

In our conversations with Mr. Chabot, he noted that there was a minimum order of 20 units (we have recommended 12 units) but this could easily be expanded to 20 units. A single 20'x20' unit is equal to four units.

The pricing we were quoted was quite high in Canadian dollars, but with current conversion rates not as shocking:

10'x10'	\$29,000 each
12'x12'	\$32,000 each
10'x6'	\$25,000 each

For 16 total 10'x10' units, the cost - not including shipping costs - would be \$464,000. The following pages include the brochure provided by Poitras Industries showcases the Jewel Boxes (referred to as Bryant Park Signature



## JEWEL BOX VENDORS



Collection). We recommend that a Request for Proposals (RFP) be issued for the manufacture of these - or similar units. Perhaps a local or regional company might be able to replicate these saving money on the manufacture and shipping of these units.

Julie, who was instrumental in developing this, may be of some assistance. Included in the Supporting Documentation of this Plan is Julie's brochure with contact information.

Poitras Industries does not provide electrical service or outlets for the units, so that would need to be done locally. This is another reason why it's best if the units stay in a fixed location.

That being said, in Bryant Park they are often relocated and power is run using heavy-duty 40A, 120V extension cords to each kiosk.

If you look at the bottom right corner of the photo (immediate left) you can see the yellow power vault cover and heavy duty extension cords running next to the Jewel Box.

We recommend that all Jewel Box kiosks be set up on a separately built wood deck (2x4 treated frame with 3/4"

decking) creating a single step into the kiosk. This will allow for rain water to run under the kiosk as well as any power hookups.

She noted that two trained people can assemble a Jewel Box kiosk in about half a day. They are shipped on a pallet as flat panels, with connectors in a separate box. They are easy to store when disassembled.

Vendors are responsible for all of the interior layout and merchandising.

While many public markets across the country use wood storage or garden sheds, these are far more inviting, better display merchant offerings, and are easier to store and can be configured to different sizes.

The photo (below) shows two 6'x10' Jewel Boxes connected to each other with a common wall. Often this can free up enough panels to provide for an additional kiosk.

These are a VERY important addition to Trailhead Plaza and are worth the extra cost and effort to showcase both vendors and the plaza.



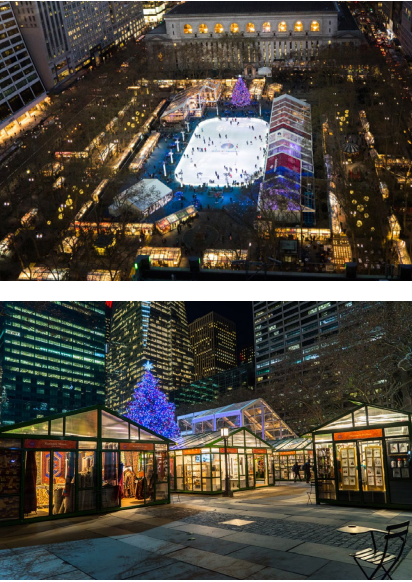




The **Bryant Park Signature Collection** is an arresting combination of highform and humble function. Designed by the in-house design team of Bryant Park Corporation for the Bank of America Winter Village, it was conceived as

a custom solution to advance environmental stewardship at the world's most famous urban park. The three-unit system first developed and produced by Poitras Industries has proven itself on the job, fulfilling its mission and earning

rave reviews with a GOOD DESIGN Award in 2018. And now Poitras Industries has made the standout Bryant Park modular kiosks system a standard product.



The **Bryant Park Signature Collection** is just what you need to create a magical, warm atmosphere. Transparent walls and light frames, combined with well-lit interiors give these kiosks the appearance of giant lanterns, providing a magical experience for the public. Offering a wide array of arrangements, this modular system has limitless possibilities. The ability to customize with partitions, electrical input and the weatherproofing make it ideal for winter market. Each module can be configured to reflect distinct themes.



FOOD

BOUTIQUE

ART GALLERY

MARKET

HANDICRAFTS

SERVICES

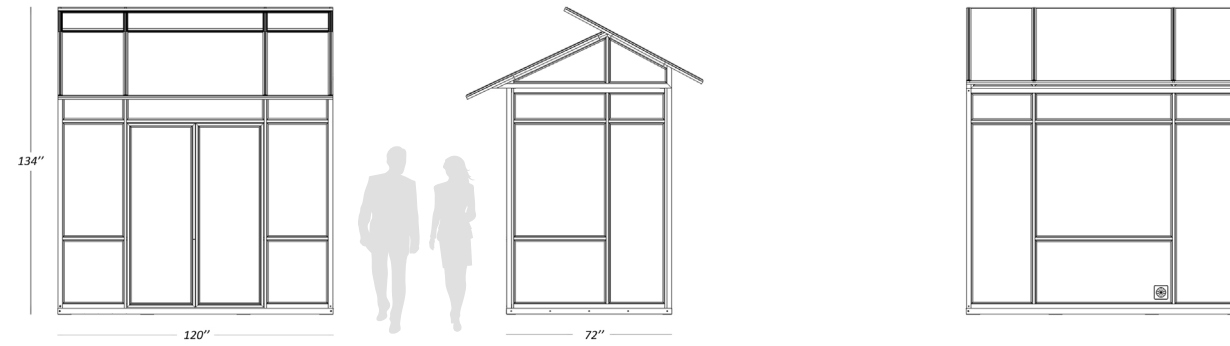


6' X 10'

The 6'X10' format provides a surface area perfectly adaptable to countertop sales or even a small boutique. This modest-sized kiosk fits-in well into tight urban spaces and will showcase the wares of any type of user.

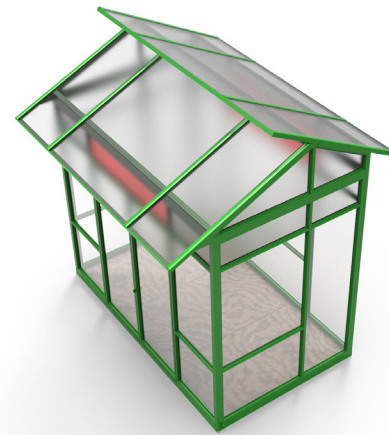






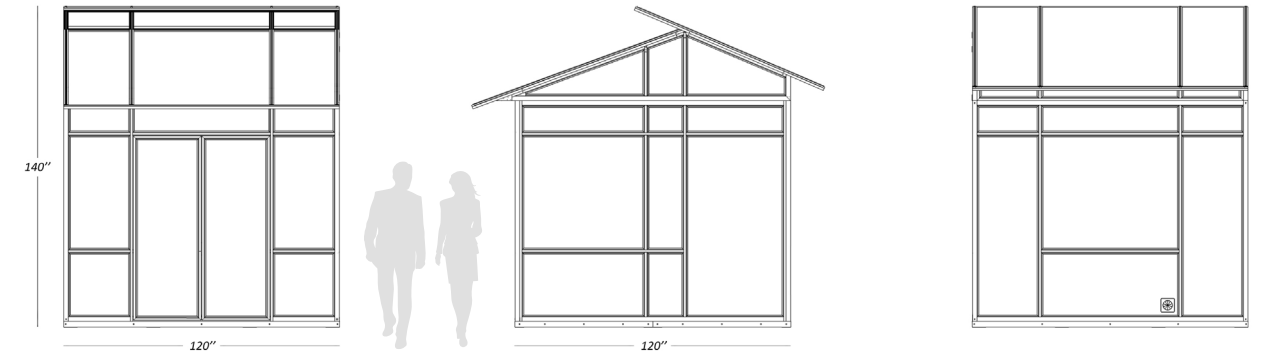
Its prefabricated walls make setup a breeze, using standard tools. Dismantling is even faster for easy storage or relocating to another venue.

Built with low maintenance materials such as powdercoated aluminum and polycarbonate, the kiosk will keep its attractive appearance for many years.

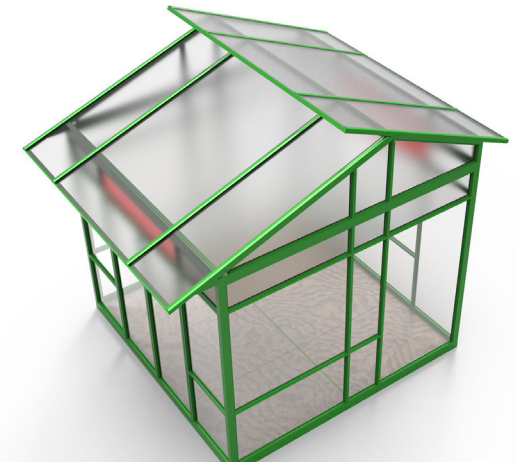


10' X 10'

This is our intermediate model. Its boutique style offers an inviting welcome and easy entry. More spacious than the 6X10 model, its dimensions allow the addition of one, or more doors, giving the user the choice of multiple entry/exit points. This characteristic facilitates smooth traffic flow in and out of the kiosk and allows for a more efficient placement of wares. The 10X10 format also serves as the base module for a *Group kiosk*.

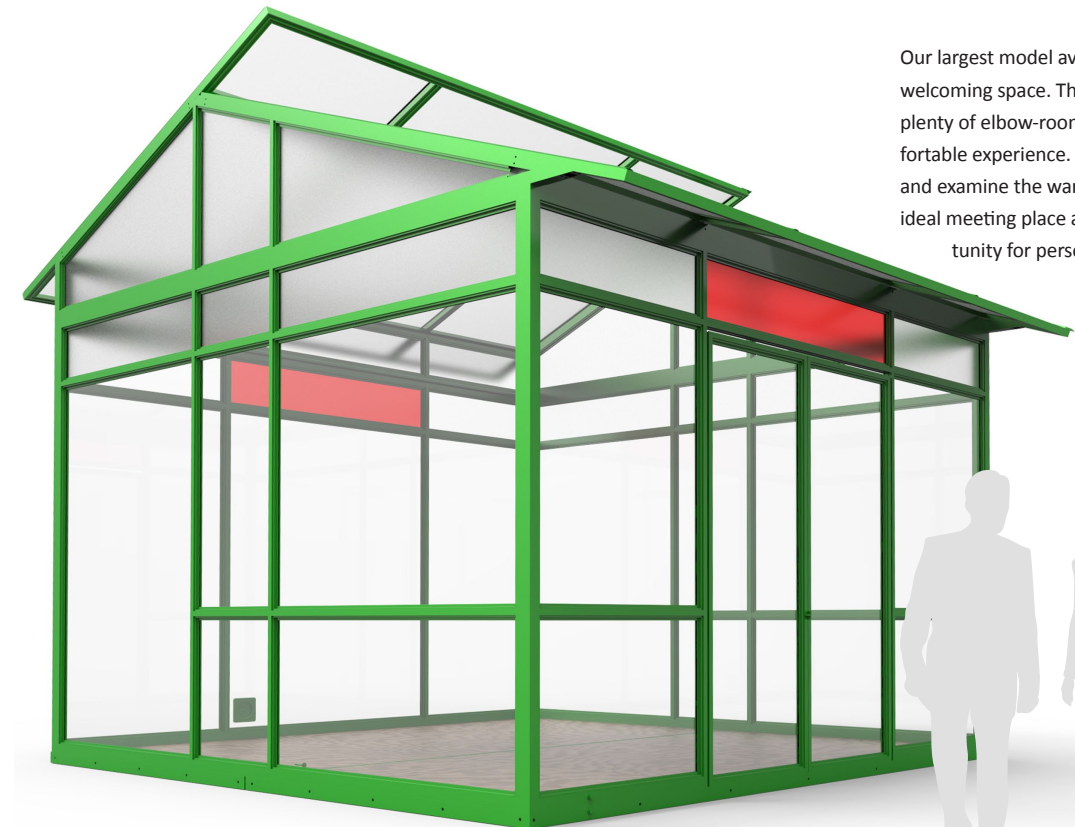


The design of this kiosk gives the impression of being outside while offering complete protection from the elements. Field-testing in the winter climate of New York City has proven the durability of this robust structure.

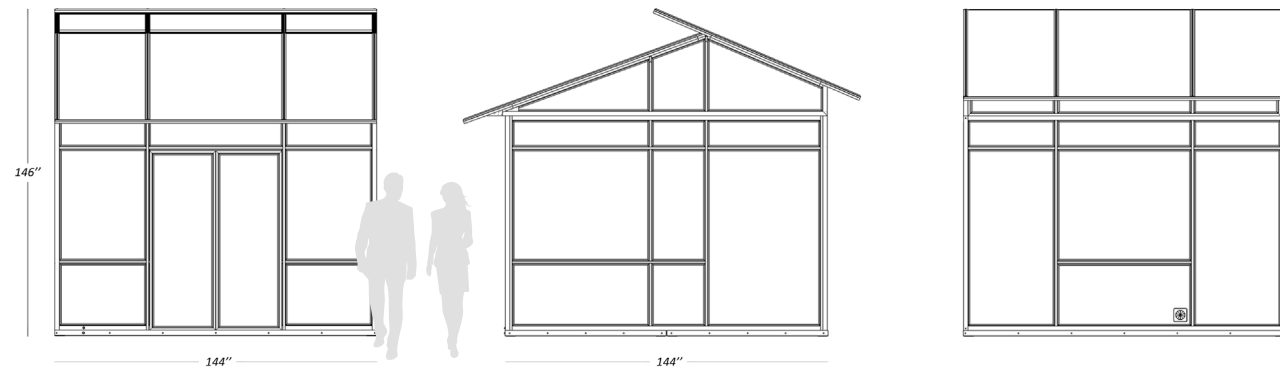


12' X 12'

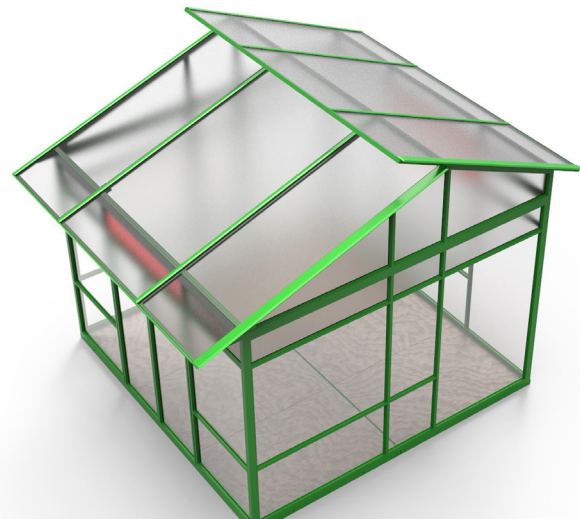
Our largest model available offers a generous, welcoming space. This spacious interior provides plenty of elbow-room offering a relaxed comfortable experience. It invites patrons to linger and examine the wares on display. It makes an ideal meeting place and offers a perfect opportunity for personal interaction.







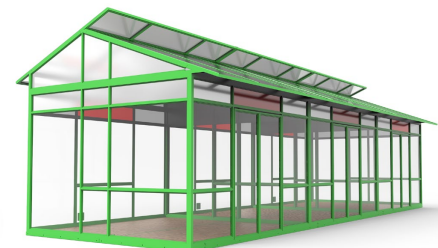
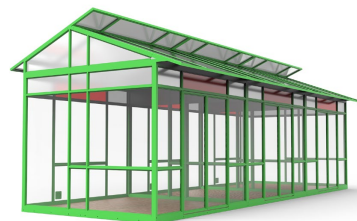
The larger surface area gives each user the opportunity to express his/her creativity. When grouped together as in the context of a fair or exposition, each user offers a new and unique experience for the patrons to discover. This creates a warm inviting atmosphere.



6' X 10' (3 units)

10' X 10' (3 units)

12' X 12' (3 units)



## ROW

The modular system arranges users into uniform rows. This is an efficient way to stimulate patrons to discover each boutique successively. This format is also very efficient for directing pedestrian traffic flow. It sets-up natural walkways and corridors to follow, making them practical in a wide variety of contexts.

The Kiosks are juxtaposed in such a way that no space is lost, creating a harmonious and uniform exterior. Also, each user can add its personal touch to the interior decor.



## GROUP

When space permits, it could be advantageous to group kiosks back-to-back for larger spaces. Groups of four or more 10'X10' kiosks make islands of users.

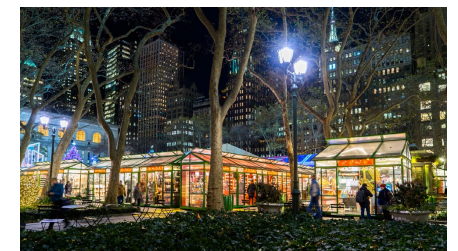
The interior can be either a large open space or be divided. Offering a variety of options to the users, the kiosks will be a delight experience for the customers.

10' X 10' (4 units)



## SIGNATURE COLLECTION BRYANT PARK

### MODULAR-KIOSK SYSTEM



Bryant Park is a park with an area of 9.64 acres. It is found at the heart of Manhattan, in Midtown which is the largest business district in New-York, USA

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Visit our website for product information and learn more about Poitras Industries.

Designed by: Ignacio Ciocchini and Julie Ember  
Industrial Designers, Bryant Park Corporation  
Photo credit: Ruby Tull photography  
Specifications are subject to change without notice.  
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DESIGN Award 2018**  
Won in the Environments category

Finalist for International Design Excellence Awards (IDEA) 2018







### Holiday Shop Kiosks

Bank of America Winter Village  
at Bryant Park

Design: Julie Ember and Ignacio  
Ciocchini, Bryant Park Corporation

Client: Urbanspace

Fabricator: Poitras Industries

220 new Holiday Shops kiosks were redesigned for the 2016-2017 season of Winter Village. The design is an imagining of a contemporary evolution of the Crystal Palace, in Bryant Park in 1853. The design prioritizes ease of set up, breakdown, and maintenance, display of merchandise, and clean organization of storage, signage, utilities, etc.



### Holiday Shop Kiosks

Bank of America Winter Village  
at Bryant Park

Design: Julie Ember and Ignacio  
Ciocchini, Bryant Park Corporation

Client: Urbanspace

Fabricator: Poitras Industries

The various configurations allow for different types of vendors, sizes of shops, and retail environments. The system can accommodate both retail and food vendors.



### Holiday Shop Kiosks

Bank of America Winter Village  
at Bryant Park

Design: Julie Ember and Ignacio  
Ciocchini, Bryant Park Corporation

Client: Urbanspace

Fabricator: Poitras Industries

The 220 kiosks throughout the park created 131 individual shops in the first year they were used. The modular components can form three different sizes and are made from a simple panel system. Glazing is easily swappable and is either clear or translucent. The kiosks can be used in Single, Row, and Group (Rows that are back-to-back) configurations. At top right: the building blocks of the panel system.







## COMMERCE ON MAIN

As noted throughout this plan, the most successful plazas, around the world, are ringed with commerce, which include restaurants, cafes, coffee shops, bakeries, doughnut shops, ice cream and yogurt parlors, confectioneries, casual clothing, gifts, and outfitters.

These are all Etsy-style shops and are the future of not only plaza shops, but downtowns as well. In fact, the most popular, and most successful, downtown shops now include retailers along the line of the butcher, the baker, and the candlestick maker right out of the children's nursery rhyme, Rub-A-Dub-Dub.

**1** As a business incubator, Trailhead Plaza's commerce begins with the very popular Market on Main, which runs from June through August every year.

But with the Market Trail, between twenty and thirty 10'x10' pop-up market tents can be in place for several days or weeks, depending on season and the merchant's preferences.

Merchants can apply to CAMS to use their own portable pop-up shop (would be approved based on design, character, safety and quality as determined by CAMS) and would pay just \$25 per day or can rent a standard pop-up tent from the Plaza and pay \$40 per day for the space they occupy. These fees may change over time, but the idea is to keep them as low as possible so the merchant has time to build their business and grow their customer base. Some of these booths may be used for local non-profit charities to help showcase their efforts and abilities.

While the site plan (left) shows standard 10'x10' pop-up tents, these could be a mix of food trucks, pop-up tents, trailers, or other portable structures conducive to the plaza and its business.

In this case, the spaces must be occupied every day that they are in place. If the merchant takes a day off, they must pack up and vacate the spot for that day - just as they would for a farmers market event.

If they are in place for multiple weeks, they must be open at least six days a week. This way there are never shuttered kiosks on Trailhead Plaza.

**2** Should merchants desire, they can then move into one of the dozen Jewel Box shops, which will range from 6'x10' up to 20'x20'. These booths include two 20A circuits so they can add lighting, cash register, and heat or fans.

The Jewel Box shops are four-season shops and, like the pop-up vendor tents, must be open at least six days a week.



Rents in these are by the month, starting at \$4 per square foot per month. The rental rates would be as follows:

6'x10'	\$ 240 per month
10'x10'	\$ 400 per month
12'x12'	\$ 576 per month
10'x20'	\$ 800 per month
20'x20'	\$1,600 per month

With an average of twelve 10'x10' shops, the rents would generate \$6,000 a month in gross revenues for the Plaza. Out of this, approximately \$500 a month (a rough estimate) would be spent on power to the kiosks. Access to water and power would be included in the rental rate.

Jewel boxes of more than 200 square feet would also have water available to them at no additional charge.

Merchants must provide their own insurance, and proof of insurance is required in advance of occupancy.

Jewel Box merchants can stay for up to two years before they must move on. The goal is to provide them with enough time to grow their business and then move on to larger and more permanent locations.

There has been interest from property owners surrounding the plaza that should their properties be zoned for commercial use, that they too could erect their own kiosks or retail spaces, which may not have the requirements of the plaza shops. That's, ultimately, the goal of the plaza: to help merchants grow and move beyond the plaza into other downtown storefronts.

By restricting the amount of time the merchant can occupy a Jewel Box, it keeps the business mix vibrant, and allows for upcoming merchants to have the same opportunities.

**3** From there, merchants can move into one of the Plaza Shops on Main. The four smaller shops are 20'x20' (400 square feet) and include 90A of power, water, and natural gas hookups. They have their own meters and merchants are responsible to pay their own utilities plus garbage pickup.

These would be leased at market rates starting at approximately \$3 per square foot per month. Rental rates would be \$1,200 per month for the 20'x20' structures plus utilities and insurance.

Some may argue that this is the same rate as a Jewel Box, but remember that the Jewel Box shops are leased for at least six-month increments, not month to month, and do not include utilities and other costs.

On the other hand, these are stick-built buildings, fully insulated and up to code conducive, particularly, for food-related businesses.

These could be leased for up to three years and must be open at least six days a week, and hours must be from at least 11:00 AM to at least 9:00 PM daily.

Some may argue that the lease rate of \$3 per square foot per month is actually more than current market rates, which is exactly the incentive to encourage shops on the Plaza to move into other quarters once their business have been established.

But, for that rental rate, each merchant has the ability to add their own decks or seating that matches the square footage they occupy. So a 400 square foot shop can also have 400 square feet of outdoor dining space available to them.

Additionally, Trailhead Plaza staff will be bringing customers to their doors at least 250 days a year - something few downtowns can ever guarantee.

That being said, as C Street Trail is developed, Trailhead Plaza staff will also be programming the entire street with activities and entertainment, ensuring their continued success even when they move beyond the plaza.

**4** The four larger Plaza Shops on Main are each 40'x40' (1,600 square feet) renting for \$4,800 per month. These are suitable for intimate sit-down dining experiences, bakeries, coffee shops, cafes, and most retail uses.

These are also stick-built, meet all codes, and would include the ability to add grease traps and other food-prep related necessities. They also include 1,600 square footage of plaza space for outdoor dining, decks, and landscaping.

In every case, the merchant would be responsible for their own tenant improvements.

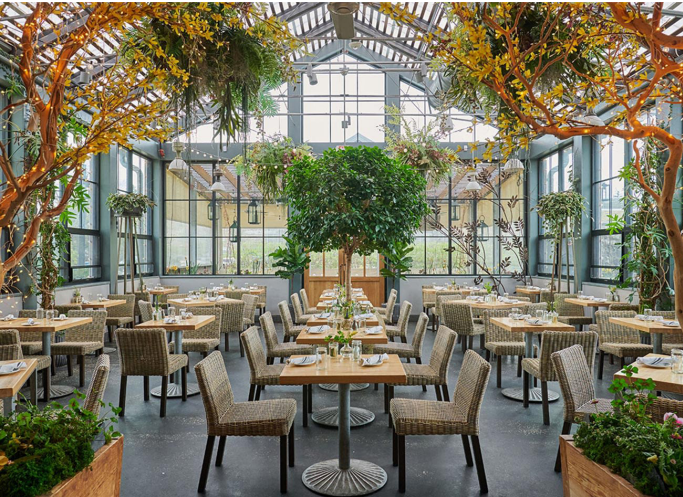
**Architectural style**

Each of the eight stick-built shops should be somewhat unique, but still in keeping with other elements found on the Trailhead Center and Main Stage. The photos (right) are meant to use as inspiration for these shops.

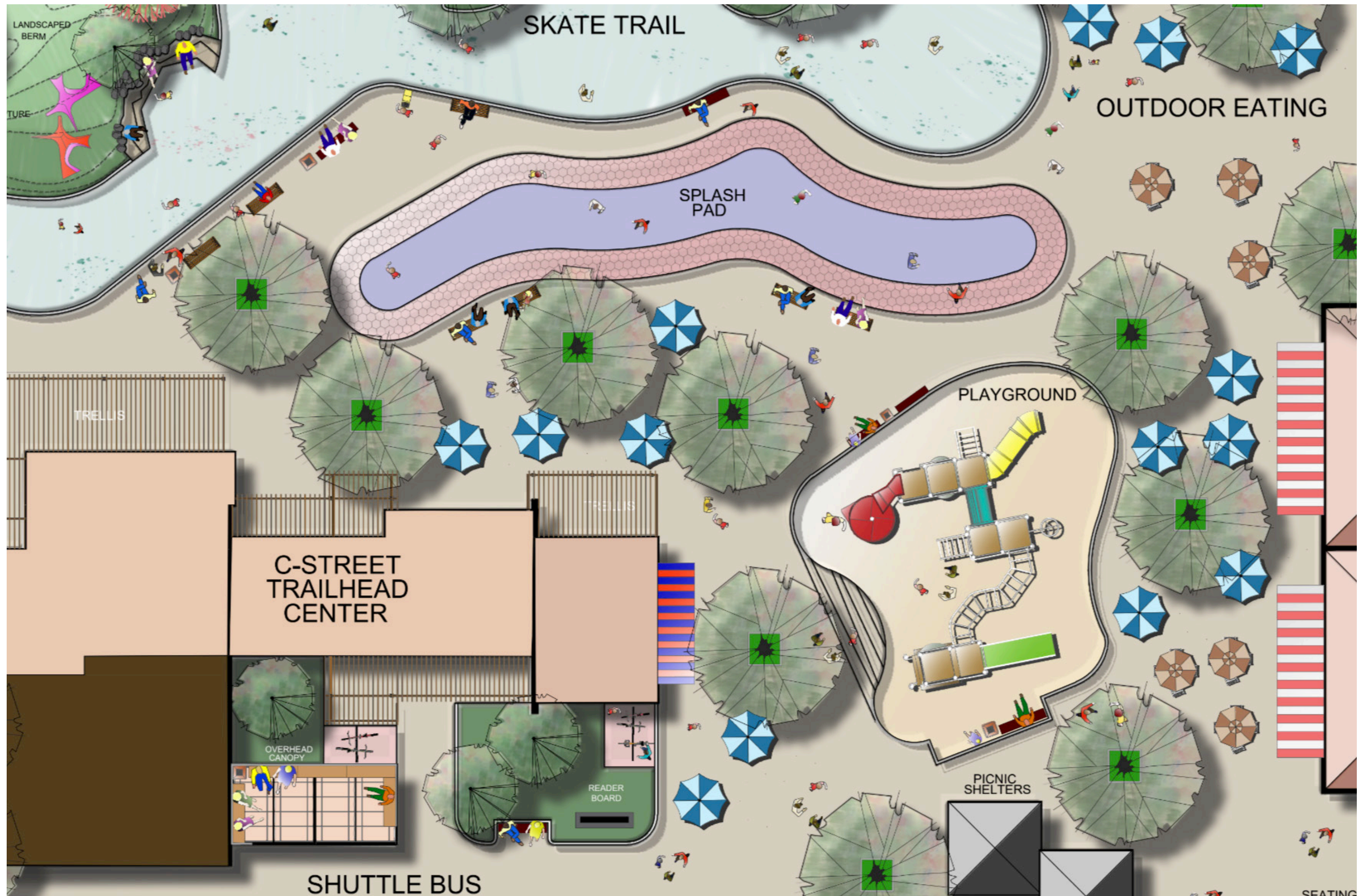
As much glass as possible should be used to keep the plaza rich with an open-air environment and feeling. The permanent Plaza Shops on Main should look and feel much along the same lines as the Jewel Box shops, keeping a "market place" environment in tact.



The two photos above and top right, show examples of outdoor dining and gathering spaces outside small retail shops and eateries. The two photos, to the right, showcase examples of small 400 square foot shops that would be a great fit on the plaza. The photo, below, showcases a great dining room in just a 1,600 square foot space with seating up front (shown) and the kitchen and second entrance (the Main Street Side) in the back portion of the shop. Designing these structures with a greenhouse look and feel, ties the Jewel Box shops to the Plaza Shops on Main.









## THE SPLASH PAD TRAIL

The Splash Pad Trail is one of the two signature attractions at Trailhead Plaza, the other being the Skate Trail. These two primary activities ensure a plaza that is active more than 300 days a year.

While most splash pads are circular or in a confined space, in keeping with the trail theme, the Splash Pad Trail is different: A water trail of sorts.

As shown here, the actual splash pad area is close to 2,500 square feet, with the perimeter at 277 feet. The total length of the “trail” is 125 feet, with a five foot perimeter band (another surface color).

The pad will have between 60 and 90 jets with the idea of creating a tunnel of water that fluctuates in height as kids run along the trail. They will also find jets of water underfoot as they spend time on the Trail.

For this, we contacted Tom Anderson from Utah-based Water Design, Inc. Their information is included in the Supporting Documentation of this plan.

In determining a very rough initial estimate, the Splash Pad Trail will be in the \$800,000 range, which would include about 60 spray nozzles, 15 or so spray zones, piping, pumps, controllers, filters, UV sanitation, chemical sanitation systems, etc., installed.

The primary operations of the Splash Pad Trail will be in the Vault - or basement of the Trailhead Center.

Design, administration, and observation cost is an additional \$35,000 (about 4% of the construction cost).

This will be one of the most unique and desirable activities on the plaza and will be a major hit for families with every age-group. A splash pad of this size can easily accommodate dozens of kids - at any one time - without overcrowding the splash pad.

There are no trip hazards with a splash pad of this type, and during the winter months it would be a great location to set up a row of Christmas Trees, or inflatables for Halloween and the Christmas seasons.

Vehicles and heavy uses must be kept off the splash pad as it will include access ports and will slope (about 8”) to the center to capture the water, which will be purified and recycled.

This location is ideal since it is very close to the Trailhead Center and the changing rooms, and it is close to the playground so kids can experience the best of both activities. There is plenty of seating around the splash pad with

benches, four-place tables with shade umbrella's, shade trees, and seating around the playground.

Lighting the water is an option that can be explored if the budget allows for this upgrade.

As is the case in Caldwell's Indian Creek Plaza, a user-activated button could turn on the Splash Pad so water isn't running continually when not in use.

This can be overridden by staff so the splash pad is not operating after 8:00 PM, or before 10:00 AM each operating day.

There is no charge for using the splash pad, but kids MUST be accompanied by an adult.

While not shown on this site plan, light poles will be placed around the Skate Trail and playground, and in both cases, will also include overhead lights projecting down on the splash pad, along with speakers (for music or announcements), and security cameras.

The lighting is LED and can be changed in color and intensity.

The photo, below, showcases a bit of a river concept or trail. This is Thunder Junction at Tonaquint Park in St. George.

The Splash Pad Trail will be available for naming rights.









Finally, the main attraction at Trailhead Plaza! The year-round Skate Trail. Unlike any other skate ribbon that we could find, this will easily redefine the skating experience. In a typical skate ribbon, skaters simply go around and around without any variation in scenery or the route they take.

In this case, numerous routes can be taken due to the beautifully landscaped islands placed within the ribbon (see route options below).

The Skate Trail has 12,334 square feet of ice, and the total Skate Trail area, including islands, encompasses 19,270 square feet (nearly half an acre). The perimeter is 675 feet long.

While this is a challenging skate ribbon for the Zamboni driver, it's a fantastic ribbon for skaters - whether on ice during the winter months or on roller skates or inline skates during the remaining seven or eight months of the year.

While a bit more challenging for beginning skaters, as long as they stick to the perimeter, skating will be easier with fewer chances of perhaps cutting off a skater coming through the islands.

The islands extend up nearly eight feet above the trail's surface and is heavily planted with native annual color, perennials, and a mix of deciduous and evergreen trees.

These, along with the trees on the berm, would be lit during the holiday season so skaters can travel through a wonderland of lights and music, creating a truly magical experience.

Light poles will also be placed around the perimeter of the Skate Trail (see locations on the map, below right). These poles will include down-facing color-changing LED lighting, an incredible sound system (speakers on each pole), and cameras.

Nearly 20 trees, both large and small, will adorn both the Skate Trail's islands, and the adjacent berm area, creating shade areas during the summer months, fall color during the fall months, and lighting during the holiday months.

Art installations can be included on the islands to add cultural depth to the experience.

The islands have seating areas (only used during the non-ice months) for resting skaters, and if you're on one side of the Skate Trail, you won't be able to see across to the other side. This keeps the Trail from getting boring and with changing landscapes and views every fifty feet or so.

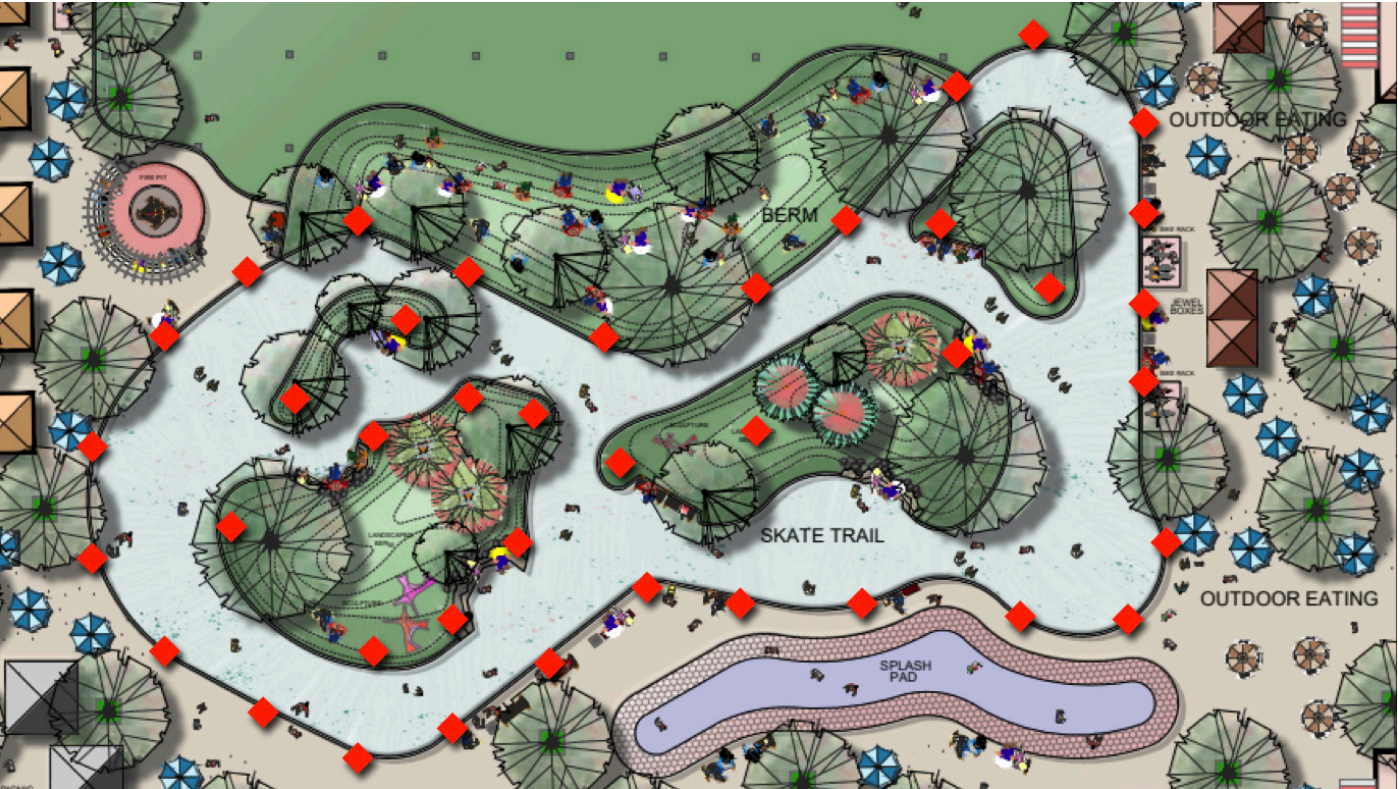
The islands are NOT to be climbed on or explored, as all those on the Skate Trail will be wearing skates of some sort. These are beautifully landscaped gardens.

**1** For beginning skaters there is a defined area (see

opposite) where they can use skating aids as they become more skilled at skating. You can see a similar circle (immediate right) on Caldwell's Indian Creek Plaza skate ribbon.

During the winter ice-skating months rubber padding will be placed between the Trailhead Center and the gate on the Skate Trail (see site plan, right) so that those with skates on can walk between the rink to benches and the exterior gear rental counter. Plenty of benches will be placed around the rubber matting to provide places to put on and take off skates. Shoes, once removed, can be brought to the counter and will be held until the skater exchanges them for the skates. The padding will likely expand beyond what is shown here since skating is strenuous, so skaters tend to take breaks to visit with friends and family off the ice, but still on padding.

The Skate Trail is the one activity on the Plaza that will





THE SKATE TRAIL

have a charge for its usage and a charge for the rental of skates. Skaters are always welcome to bring their own gear. That being said, there will be times, almost every day, where the Skate Trail is free for various uses such as morning walks (non-ice months), or for stroller walks, or for skate lessons, which Trailhead Plaza staff can arrange.

The uses of the Skate Trail, beyond ice skating, are nearly limitless. On any given morning, perhaps every morning during the late spring, summer and fall months, the Skate Trail might have a schedule along this line:  
7:00 to 10:00 Walking the Trail (some with strollers)  
10:00 to 12:00 Tricycles (bring your own)  
12:00 to 9:00 Roller and inline skating

The next day (or week) instead of trikes, it would be scooters. Electric vehicles would not be allowed on the Skate Trail.

There would be no charge for walking the Trail, but for others there would be the entrance fee.

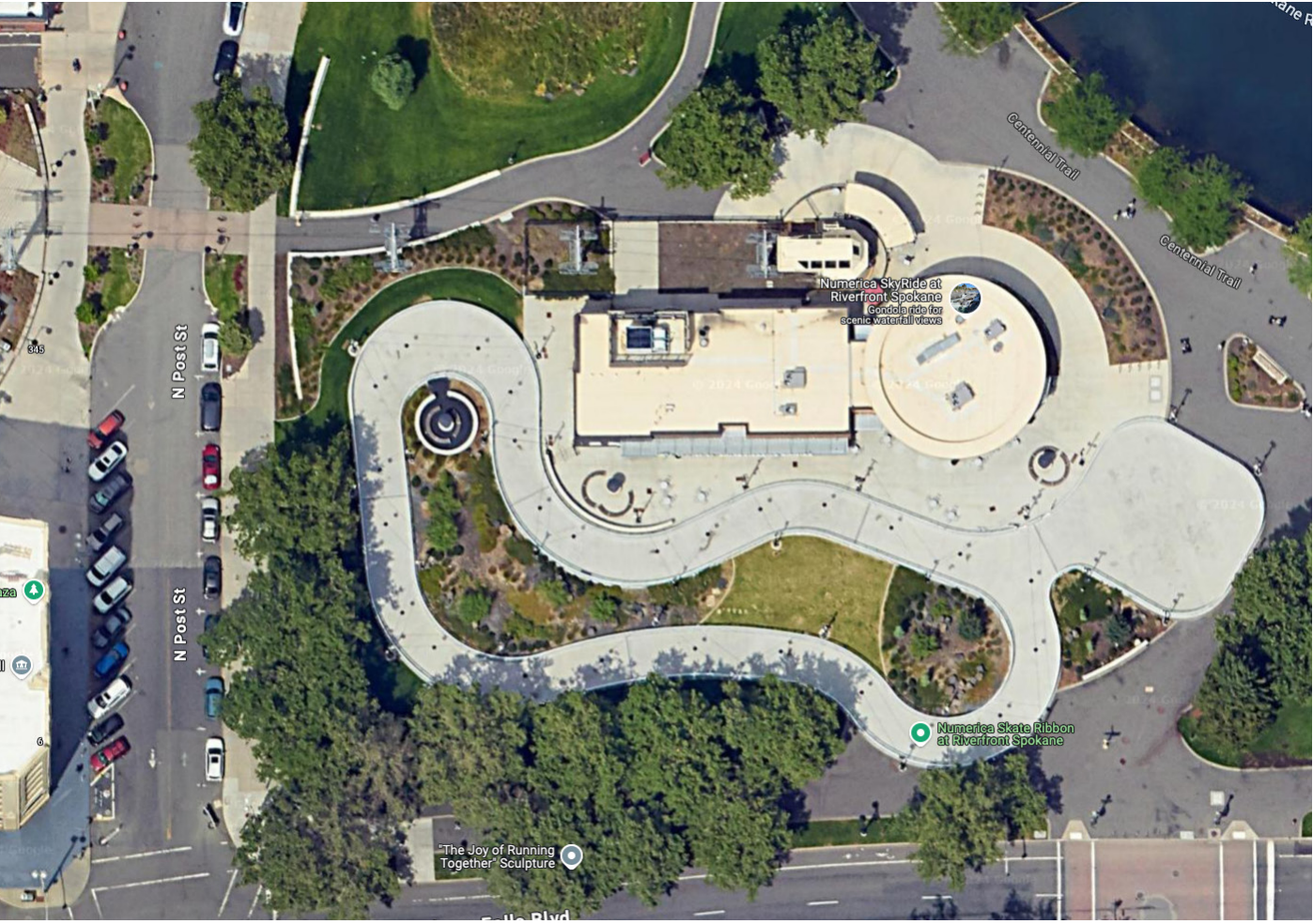
- Special events might include:
- Zorb ball races (photo, top, near right)
  - Kiddie bike races (bottom, near right)

Fees and time limits are discussed in the Operations section of this plan.

There will be two weeks each year when the Skate Trail will be closed. Once during the late fall when the Trail is being converted over to ice, and once in the spring when the ice is removed. Additionally, one day each week during the growing season, the Trail will be closed until noon to allow for landscape maintenance of both the Trail and the islands.

Riverside Park in Spokane, Washington (top right and below) also has a year round skate ribbon, which has become one of the biggest draws to downtown Spokane.

When renting skates, knee pads and helmets are included in the rental fees.



The skate ribbon in Riverside Park in Spokane, Washington (above and opposite) is 625 feet long, compared to 675 feet for the Trailhead Plaza Skate Trail.

Between the skate ribbon and the Numerica building is outdoor seating. The building houses the rental shop, lockers, restrooms, and a cafeteria-style small cafe with indoor seating. If you look at the photos closely (bottom right, opposite), you can see that they've put lights over the ribbon. For the Trailhead Plaza Trail, there would be poles on both sides of the Trail, minimizing the need for overhead wires.

The Trailhead Plaza Skate Trail is available for naming rights.

Throughout this process we worked with Jim Maland from Stantec Consulting who was the developer of the ice ribbon in Spokane, Indian Creek Plaza (the entire plaza including the ice ribbon), and dozens, if not hundreds, of others throughout North America. He provided the rough initial estimate (far right) for Trailhead Plazas Skate Trail. He can be reached at [jim.maland@stantec.com](mailto:jim.maland@stantec.com).





This plan has budgeted \$6.2 million for the development of the Skate Trail. In the initial planning, there are additional light poles and speakers than included in this estimate, and this estimate does not include the development and landscaping of the islands within the Skate Trail. During the summer months the skate ribbon at the Mayflower Resort will be converted to event space, featuring concerts and other forms of entertainment. Only the Trailhead Plaza Skate Trail will be used for skating year round.



The new Mayflower, or Deer Valley Resort being developed by Extell, will include 800 hotel rooms, 1,800 residential units, and more than 250,000 square feet of retail when completed. It will also include an ice ribbon (pictured in the concept, left). It's important to point out that while there are nearly a dozen outdoor ice rinks and ribbons throughout the Salt Lake Valley, in Midway, and at Mayflower, this is not a competition. The Skate Trail on Trailhead Plaza is for the people of Heber City and their visitors. All three of these offer a completely different experience and perhaps local residents will enjoy visiting all three throughout each winter.

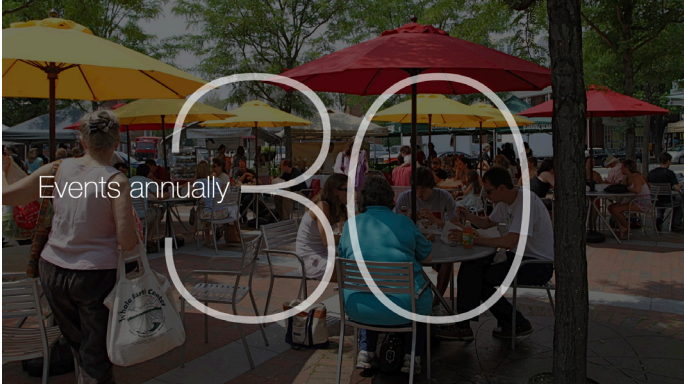
PRE L IMINARY COST ESTIMATE FOR HEBER CITY ICE TRAIL

BY Stantec JRM 10/18/24

Ice Trail		Description	Total
Notes:		Permenant railing around outside perimeter for the Ice Trail	\$ 315,000
Based on Final Concept		Interior railing around portions of islands	\$ 135,000
Drawing sent from		Perimeter grade beam w/curb	\$ 568,000
Roger Brooks on		Industrial grade refrigeration plant	\$ 1,600,000
10/14/24		Insulated transmission mains for Trail	\$ 193,000
		6" refrigerated slab for Ice Trail	\$ 1,441,000
		Granular borrow base for rink (includes 2' deep granular fill under the trail).	\$ 111,000
		Warranty and start-up	\$ 112,000
		Subcontractor Pricing Ice Trail	\$ 4,475,000
		General Contractor Pricing Ice Trail	\$ 4,923,000
			2025 Pricing
Exclusions:	Ice Trail estimate <b>EXCLUDES:</b> Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice Trail Lighting and Sound System, Ice System Electrical Service, special skate rubber tiles.		
Ice Trail Lighting and		Description	Total
		Ice Ribbon Lighting (14 poles)	\$ 236,000
		Ice Ribbon Sound (18 speakers)	\$ 80,000
		Subcontractor Pricing Lighting & Sound	\$ 316,000
		General Contractor Pricing Lighting and Sound	\$ 348,000
			2025 Pricing
Exclusions:	Lighting and Sound estimate <b>EXCLUDES:</b> Ice Trail, Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice System Electrical Service, special skate rubber tiles.		
GRAND TOTAL Ice Trail, Lighting and Sound			
		Grand Total Subcontractor Pricing	\$ 4,791,000
		Grand Total General Contractor Pricing	\$ 5,271,000
			2025 Pricing
Exclusions:	Ice Trail, Lighting and Sound estimate <b>EXCLUDES:</b> Buildings, Building General Electrical and HVAC, Snowmelt Pit, Condensing Support, Buildings, Louvers, Ice System Electrical Service, special skate rubber tiles.		



PLAZA ACTIVITIES



These four figures, left, are the guiding principles tied to programming of Trailhead Plaza. In reality, the Plaza will be home to various activities nearly 340 days a year, but for at least 250 of those days there will be at least ten different interactive activities available for people spending time on the plaza.

It's also important to separate “events” from “activities.” While the Plaza will be home to activities at least 250 days a year, plans call for only 30 special events throughout the year - not including the weekly Market on Main each Thursday during the summer months.

For instance, the Back to the 50s Car Show is a special event. Others might include major concerts, battle of the band events, art shows, bridal fairs, home shows, food-oriented events such as chili cook-offs, or “The Taste of Heber Valley.” Holiday Season events such as Trunk or Treat, Storytime on the Plaza, Christmas concerts, would be a special event, versus an activity. The photos, right and below, showcase a few of the “events” that will take place on the Plaza throughout the year.

If it has to be organized and planned in advance, then it's likely an event. Activities are unscheduled things you can do while spending time on Trailhead Plaza. Activities are what you see here and on the following pages, including quantities of each and approximate costs.

Some activities will be fixed, meaning they will always be available. This might include musical instruments that are permanently mounted fixtures, thus available year round.

Most, however, will be interchangeable depending on season or other factors.

On these pages you'll see a number of different activities, but not all of them will be available every day of the year. Many are quite seasonal (no need for fire pits during July and August) and so the plaza will change some of the activities every two weeks throughout the year.

For instance, Imagination Playground building blocks might be available during school spring break and again for two weeks during in June and again perhaps in August.



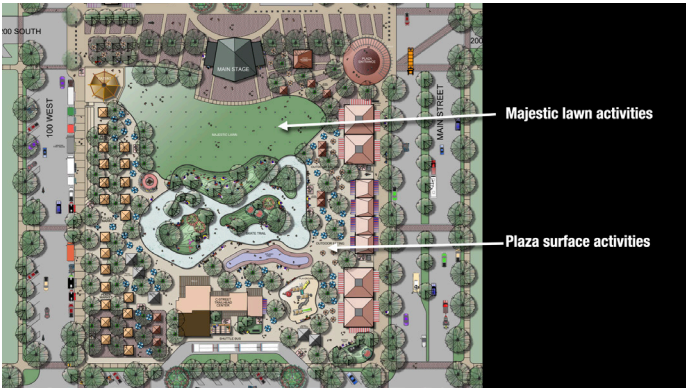
There may be some activities that include vendor-based activities, such as the climbing wall pictured below. Typically these are owned by a vendor who will bring it in, will charge a fee for its use, and will be there to manage it for anywhere from a day to a weekend, or for a week or two. This would be an activity, and not an event. Other vendor activities might include a portable zip-line, an obstacle course, or the Zorb balls that might run around inside the Skate Trail.

Most of the time when tenting is used on the Plaza, it will be for an organized event.





PLAZA ACTIVITIES



Because the plaza has both lawn and hard surface areas, a sampling of activities is shown on this page along with the type of surface they are best suited for.

Not every activity would be available at one time. For instance, for two weeks in late June, you might have the Four to Score games (six of them), Hoola Hoops (48 of them on three racks), Corn Hole Toss games (six of them) and four Mega Chess sets. In a week, perhaps the Four-to-Score games are swapped out for Giant Jenga blocks, and then a week later, the corn hole toss games are exchanged for foosball (four of them) and ping pong tables (four of these).

Giant chess is one game that might be on the plaza nearly all year long. The musical instruments are permanently mounted, so they'd be available year round.

Exercise equipment could be used during “fitness weeks” where you are encouraging locals to get fit. The goal: You want locals to ask themselves, “I wonder what’s on the Plaza this week!” It keeps people coming back to see what’s



**Four** MegaChess w/25" tall King  
Option: 37" tall King



**4 qty.** MegaChess Giant Checkers Set - 10"  
This uses the same mats as the chess sets. **Four** separate mats



**Four** Playcraft Extera Outdoor Foosball tables  
And **four** Joola Nova Outdoor table tennis tables, paddles, and covers, bag of balls



**48 qty.** US Games standard hula hoops  
**48 qty.** Hoop bundle pack 32"  
**Three** racks



**Six** Magis Spun Armchairs



**1** harp, **1** Pagoda bells, **1** Melody  
From Freenotes Harmony Park  
or Ensemble Collection (**5 instruments**)



**36 qty.** 10'x10' Ez Pop-up Canopy Tent with removable end side walls, roller bag, four sand bags with each



**Six** quantity Driveway Games all-weather corn hole set



**8 qty.** Tacklife Gas Fire Table, 28", 50,000 BTU  
Auto-ignition, natural gas/propane, one fill



**4 qty.** (1 for parts) Zume Games portable badminton set w/freestanding base. Extra rackets, shuttlecocks



**1** Stamina outdoor fitness multi-station  
**3 qty.** Stamina outdoor fitness striders

new. This way the plaza is always changing and never gets boring. And, of course, these activities can be supplemented with events such as artisans in action: glass blowers or chainsaw carvers. Yoga instructors might donate an hour or two to offer yoga sessions on the Majestic Lawn a couple of times a week during the spring, summer and fall



**400 qty.** Value Series gray rattan indoor-outdoor stack chairs  
**100 qty.** Round Coral steel patio table 32.5"  
**100 qty.** Jordan Mfg. 9' Market umbrellas



**4 full** Imagination Playground 105-piece sets  
**4** storage carts



**Six** ECR4Kids 4-to-score giant game sets  
**Six** Giant Jenga sets

months. It's a great way to grow their business. They might also sell yoga mats, clothing and other items as well.

- The goal is to have ten different interactive activities available at any one time;
1. Roller skating
  2. The Splash Pad Trail
  3. Giant chess
  4. Hoola hoops
  5. Musical instruments
  6. Dining with friends (tables, chairs, shade umbrellas)
  7. Corn hole toss games
  8. Market booths: Shopping at market booths
  9. Yoga or Zumba classes (scheduled)
  10. Music on the Main Stage or Bandshell

Typically two or three of these activities would be swapped out every two weeks for other activities such as Four-to\_Score, Jenga, badminton, Imagination Playground, or other activities not shown here.

The cost to purchase everything shown on this page, in these quantities, is approximately \$80,000.



PLAZA ACTIVITIES



All ten interactive activities do not need to be on the square at all times. You might offer “Zumba on the Plaza” on a Monday morning and then that evening “Movie Night Under the Stars,” with the movie projected onto a 40 to 50 foot drop down screen on the Main Stage. Those would be two of the activities available that day.

As you schedule activities, remember that some take up more room than others. While giant chess is pretty confined to a small space, badminton can take up a lot more room, as would volleyball or other team sport activities.

A sample programming calendar can be found in the Programming section of this plan starting on Page 69.

Table games

In addition to the larger games, the Rental & Check-out counter in the Trailhead Center would also have table games to check out. These might include chess, checkers, Chinese checkers, Tic Tac Toe, Scrabble and other games where the wind is less likely to cause the loss of game pieces, such as decks of cards.

Visitors are, of course, allowed to bring their own games to the plaza.

As you can see, it will be pretty easy to always provide at least ten different activities, especially, when one of those might be checking out a table game from the Trailhead

Center. Or having a vendor bring in a climbing wall or zip line for a week or two.

Sponsorships

A fund-raising idea would be to have many of the activities sponsored. For instance, Corn Hole Tosses could have the sponsor’s name printed on the boards. Zumba or Yoga classes could be sponsored by the instructor or studio.

A local business could sponsor the Giant Chess and checkers games. In that case, a sandwich board would be placed near the games letting users know the “Chess Games sponsored by Smith’s Market” - or whoever the sponsor might be.

Managing the activities

The challenge with offering so many things to do, is keeping them in shape, and making sure they are put away each night.

At any time on the plaza, there should be three to four staff members or volunteers wearing Trailhead Plaza logo gear with “Staff” or “Ambassador” printed on the back. Their job is to make sure everyone is having a good time.

Disney calls these people “Cast Members,” and that is their primary duty: Making sure everyone is having a good time.

In this case, the plaza’s “Cast Members” will restack Jenga

blocks, put chess pieces back in playing formation, check out foosballs, or shuttlecocks and rackets for badminton games. Or put hoola hoops back on racks.

Every evening staff and volunteers will go through the plaza making sure things are picked up and put in their place, then bring them out again the following morning.

Nearly every day during the peak months, staff will pressure-wash the plaza hard surfaces, while the landscape crew (contracted or staff) will make sure garden areas are watered, lawn mowed, and trees trimmed, as needed.

For activities such as Imagination Playground (below two photos), bins can be purchased to store the contents in at



the end of each session or day. Often the kids, themselves, are recruited to help organize the pieces into the bins.

Volunteers

Volunteers are an integral part of making sure the plaza provides a great experience for every visitor.

Plaza staff should recruit at least 100 “regular” volunteers, with each one donating just one four-hour shift per month.

Look for retired individuals first, who have a bit of time they can donate and are generally reliable and skilled at handling emergency situations as they arise.

Others that should be included would be City staff, elected officials (City and County) - perhaps staff might be allowed

to do a shift during working hours. Remember, this is for just one four-hour shift each month.

Reach out to local businesses and organizations and ask if employees could, during business hours, and if they’d like, provide four hours, once a month, to volunteering. In this case they can wear logo gear with “Staff” or “Ambassador” on the back, and the company logo on the front.

For any business or organization that can offer ten volunteer shifts per month, Trailhead Plaza will provide the shirts at no cost to the company.

Others would be local business owners, high school and college students, teachers, and those from other local agencies and organizations such as the Chamber of Commerce.

The plaza will be active about 12 hours a day, with three volunteers on the plaza at a time, requiring nine volunteers per day. Nine volunteers per day x 30 days each month, requires nearly 270 volunteer shifts per month.

Obviously, there may be days where the weather is simply not conducive to spending time on the plaza, so there may be days where only one or two, if any, volunteers are needed.

One of the Jewel Boxes (20’x20’), while the Trailhead Center is being constructed, or other areas of the plaza are closed off for construction, would be used as a Visitor Information Center. This is not meant for tourism, but for plaza visitors and contractors to check in and to see what’s open and what areas of the plaza are closed. This may be staffed with Plaza staff, and on occasion, by volunteers.

Once the Trailhead Center is open, this Jewel Box will be converted to retail, or could be divided into three 10’x10’ Jewel Box kiosks.

Sometimes it may be a couple, or a family, that volunteers the four hours. They are provided access to the lunch room in the Trailhead Center, and are provided a staff shirt they wear ONLY when working on the plaza.

One of the volunteers would typically work in the Skate Trail, unless it’s a slow day, while the other two roam the grounds helping where needed.

All plaza staff and volunteers working the plaza will have two-way radios in case of emergency with the master unit in the Trailhead Center’s office area. These would be charged at the end of each shift and a fresh radio picked up by incoming volunteers.



There should be eight radios, charging stations, and a base station as part of the plaza’s operational equipment.

Finally, a side-by-side will be available with emergency medical kits and a stretcher handy, just in the very rare (hopefully never) case of a medical emergency.

Volunteers may clean up spills and trash, put away or rearrange games and activities, but their primary focus is to make sure plaza guests are enjoying themselves. Staff maintenance personnel would be charged with cleaning restrooms, pressure washing hardscape surfaces, and the general “heavy duty” cleaning.

One of the Trailhead Plaza staff would be dedicated to scheduling and recruiting volunteers, likely spending 50% of their time to this task.

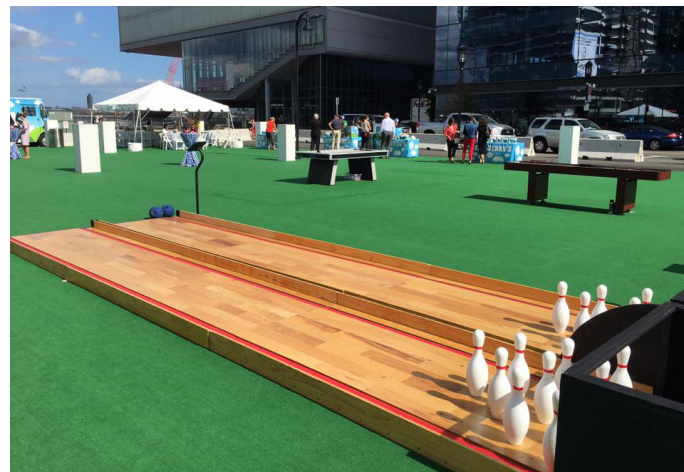
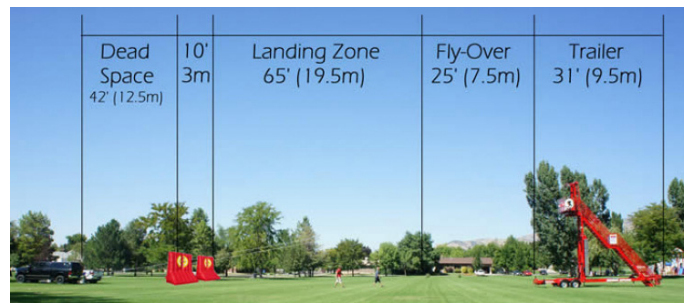
### Annual Thank You Day

One day each year, the plaza would celebrate a “Volunteer Day,” where every volunteer who’s given time to the plaza is honored with lunch or dinner, and commended by the Mayor for donating their time to the Community’s Living Room: Trailhead Plaza. Each should be given a certificate, and those who have donated 48 hours, or more, in a year (one four-hour shift per month) is awarded a plaque during a ceremony on the Main Stage. Entertainment would be provided on the Main Stage as well during the event.

### Programming of C Street Trail

Over time, Trailhead Plaza staff will begin programming beyond just the plaza into C Street Trail as it’s developed. The ultimate goal is to build a parking structure that would allow property owners and merchants to park in the parking garage and then convert the parking spaces behind their shops and eateries into gathering places for their customers.

To incentivize merchants to do so, CAMS (Trailhead Plaza staff) will also provide activities along the C Street Trail and other areas of downtown Heber City.



### Activity Rentals

A budget of about \$10,000 a year (\$2,000 month over five months) should be set aside for the rental of activities such as a portable zip-line (left top three), outdoor and portable bowling lanes (bottom left), climbing walls (above), or for outdoor shuffleboard games (top right).

For the portable zip line and climbing walls, the use of event or crowd control fencing will be necessary. We are proponents of attractive, lightweight, and easy to assemble fencing. as you can see here (right). A catalog of decorative crowd control fencing is included in the Supporting Documentation of this plan.

These activities could be sponsored activities, and if so, make sure a readerboard or sandwich board is provided so that the sponsor is recognized.

Some of these may be purchased, over time. The outdoor shuffleboards, for instance, sell from \$3,000 (top right) to \$13,000 each (middle right). And these could have naming rights attached to them. It can be silk-screened onto the tables or the bowling lanes, or placement of a sandwich board next to the activities when they are set up.

## PLAZA ACTIVITIES





STORAGE | FURNISHINGS | FIXTURES | EQUIPMENT



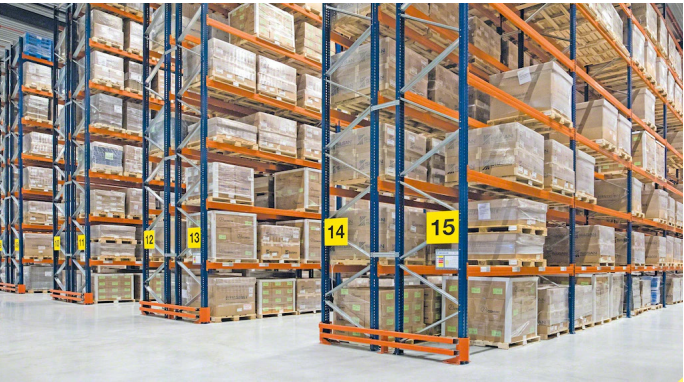
Developing or purchasing a storage facility within a couple of blocks of the plaza is a top priority. A simple metal pole building, like those you see pictured here, is inexpensive (about \$100,000) for a 5,000 square foot building.

Pallet racks or warehouse racks (right), will be needed for storing activities and equipment when not in use.

Also needed will be a compact tractor with skid steer quick-attachments including forks, a bucket, snow plow, angled street sweeper brush (right), and a worker platform (opposite). Make sure the reach for pallet forks is high enough to store and remove items on the upper shelves of your warehouse racks. While a fork lift would have considerably more reach, a tractor is more versatile, with attachments, for all types of uses.

The other piece of equipment will be a flatbed trailer approximately 8' x 20', with sides, a double-axle with loading ramp and about a 7,000 pound carrying capacity. These can be purchased new for under \$10,000.

Finally, two 2,000+ PSI professional pressure washers will be needed along with two hand-held or backpack blowers for keeping the grounds, splash pad, and skate ribbon clean and free of debris.





Of all the public-sector development opportunities available to communities across the country, two stand out among the rest in terms of private-sector return on investment. Those include year round public markets and programmed plazas.

This takes nothing away from the importance of schools, libraries, parks, sporting facilities, and public services. But investments made in downtowns will spur private-sector investment (tax base) and reduce leakage of locally earned money spent elsewhere, while improving the quality of life for its citizens.

One of dozens of examples is Indian Creek Plaza in Caldwell, Idaho. Once a primarily dead downtown (upwards of 90% vacancy rates), and a community that spent most of its time in nearby Nampa, Meridian and Boise (leakage), the creation and programming of Indian Creek Plaza changed everything for the city.

In fact, it spurred tens of millions of dollars in private-sector investment within months of the plaza’s completion. Caldwell, once the “dregs” of the Boise area, became a desirable place to live, start and grow a business, and to visit.

Every city has a myriad of public-sector options for improving the quality of life for its citizens. For example, a 1,200 seat performing arts center is wonderful, but it will range in cost from \$60 million to \$80 million.

According to several sources, the cost of building a commercial building in the Western U.S. ranges from \$313 per square foot to \$378 on the high end. The development costs (above, right) have the Trailhead Center and the Plaza Shops on Main estimated at \$400 per square foot.

However, the complete cost of developing the entire Trailhead Plaza, including commercial buildings, is \$152 per square foot. This includes a separate 5,000 square foot storage building with shelving and moving equipment, 9,000 square feet of retail space, and the 7,200 square foot Trailhead Center including all furnishings, fixtures and equipment.

In comparison, the cost of developing a school ranges between \$290 and \$342 per square foot. The cost of public administration buildings averages \$591 per square foot. Performing arts centers, libraries, and museums average \$892 per square foot, nearly six times that of Trailhead Plaza.

Even recreation centers cost around \$403 per square foot, nearly three times that of Trailhead Plaza. Building a small convention center or civic center would cost more than \$30 million dollars.

Trailhead Plaza approximate development costs		
Architectural and engineering	10% of total development cost	\$2,043,000
Infrastructure (Underground)	In vault anchors, water, power, gas throughout the plaza	2,800,000
Trailhead Center	At \$400 per s/f	2,880,000
Skate Trail		5,500,000
Skate Trail Islands	Development and landscaping	500,000
Splash Pad Trail	Does not include lighting	900,000
Landscape	100+ trees, insulated planter boxes, irrigation. Does not include Grasscrete	700,000
Hardscape surfaces	At \$10 per s/f x 75,200 square feet	752,000
Lighting   Sound   Security	On poles throughout the plaza - cameras and in-office systems	400,000
Jewel Box booths	12 quantity at 10'x10'	560,000
Plaza Shops on Main	9,000 s/f @ \$400 per s/f	4,100,000
Sound and lights	Main Stage, portable for the Bandshell, built-in system for the grounds	740,000
Furniture, Fixtures and Equipment	In office, brochure racks, office equipment and electronics, phones & on plaza activities	600,000
Storage and staging shop	(5,000 s/f @ \$150 per s/f (Does not include land acquisition)	750,000
Total estimated cost of development:		\$23,225,000

Not only is there the cost of development, ALL of the public-sector buildings noted here require substantial subsidies to keep open - often millions of dollars each year.

Subsidies for Trailhead Plaza will likely be in the \$50,000 a year range. The plaza and its staff will generate nearly \$750,000 a year in ancillary revenues to offset its operational costs, while leaving funds for capital improvements.

Simply put, there is nothing the city can invest in that has a greater return on investment than the development of Trailhead Plaza. And for several reasons:

1. It will spur substantial private sector investment throughout the city, and particularly within a four-block radius of the plaza, to the tune of tens of millions of dollars.
2. It is the cornerstone investment and anchor tenant of the Envision Central Heber 2050 Plan.
3. It will jump-start the C Street Trail commercial district, finally providing Heber City with a pedestrian-friendly shopping and dining district.
4. It will reduce leakage of locally earned money being spent in Salt Lake, Park City, and other communities.
5. It will keep visitors to Heber City IN Heber City, increasing retail sales locally.
6. It will make Heber City an even better place to live, raise a family, retire, start or expand a business, and to visit.
7. It will level the playing field with so much competition

in the area: Park City, Mayflower, Deer Valley, Kimball Junction and dozens of Salt Lake Valley communities such as Bountiful, and others that also have ice ribbons and programmed gathering places.

8. It will help Heber City step out from the shadows and become a world-class city in its own right rather than “near Park City.”
9. It will create tremendous community pride.
10. It will increase the local tax base substantially, allowing the city to invest in other public sector projects that will improve the quality of life for its citizens.

Finally, It will set the standard for communities across America on initiatives that dramatically improve the quality of life for its citizens. Trailhead Plaza, C Street Trail commercial district, the new High School, the improving sports and recreational facilities in the Depot area, are all key elements of making Heber City THE stand-out community in Utah and throughout the west.







## TRAFFIC CALMING | SAFETY | CROSSWALKS

One of the biggest challenges Heber City has always faced has been the creation of a true pedestrian-friendly downtown such as you'll find on Ogden's 25th Street, in Park City, Bountiful and many other Utah cities. This is due to the fact that the city has a major highway running through the middle of town with petroleum tanker trucks roaring through every 20 seconds, nearly 24 hours a day.

And while a highway bypass has been a major topic of discussion, this possibility is still years away from actually being developed.

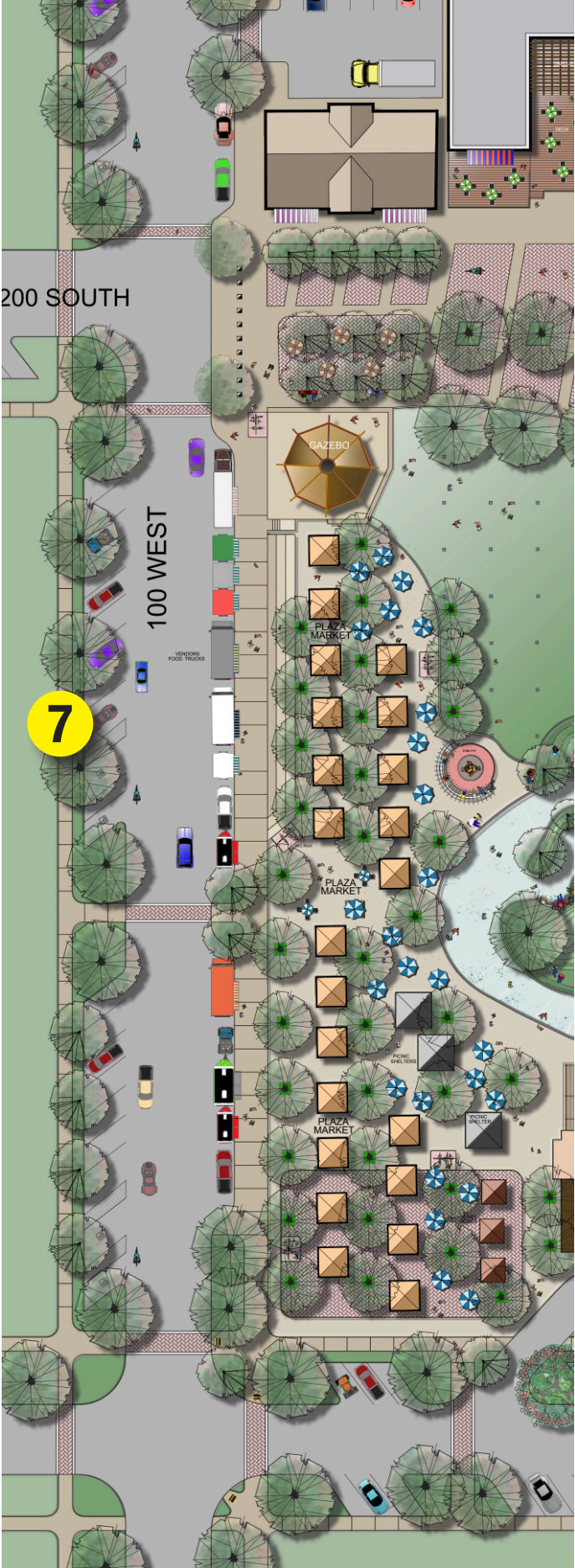
BUT there are some ideas worth exploring that can help mitigate the challenges and safety concerns of having a vibrant downtown and a quality "living room" for local residents: Trailhead Plaza.

The following recommendations should be further developed with Utah's Department of Transportation and the City, and are critical to creating a safe and pedestrian-friendly plaza and downtown.

### 200 South

- 1** This block will be reduced to one way, westbound from Main Street. This will still allow for easy access to the businesses along this one block from the highway.
  - 2** There will be times, however, that the street may be closed for Market on Main and other major events taking place on the plaza throughout the year. To accommodate this, bollards are placed across the intersection at both Main and 100 West. These can be lowered manually or electronically to allow for emergency access.
  - 3** The most important safety improvement will be changes to the intersection of 200 south and Main Street. The first intersection of Highway 40 without a traffic light happens to be at 200 South - one of the primary pedestrian crossings to Trailhead Plaza. Instead of installing a traffic light here, we recommend moving and adding decorative crosswalks using Streetprint or Duratherm process to embed a pattern into the asphalt (see opposite) and create a diagonal crosswalk from the very popular Dairy Keen, who host millions of visitors every year, to the plaza.
- This crosswalk should have overhead lights and automatic sensors that trigger the lights to stop traffic. However, these can be timed to allow sufficient traffic flow between street crossings.
- 4** To help facilitate this, the mid-block crosswalk from the Karl Malone Chrysler dealership to the plaza could be removed and the lighting relocated to the 200 South intersection. Having traffic cross here makes little sense.
  - 5** Additionally, decorative sidewalks should also be developed at the 300 South intersection, although, initially, traffic signals here shouldn't be needed since a majority of the pedestrian traffic will be coming from the north areas of downtown.
  - 6** Over time, it is recommended that a center landscaped median be placed between 200 South and 300 South. This will dramatically slow traffic while creating a "sense of place" for the plaza and the heart of downtown Heber City. Over time, perhaps the landscaped center median could be extended both north and south of this block.





**7** This site plan shows street trees and angle-in parking on the West side of 100 West (left) and this is just conceptual and NOT included in this plan as a project.

Nothing on this side of the street will be changed - particularly since several properties here already have street trees. Down the road, however, perhaps a future project could include sidewalks and angle-in parking here, especially if commercial activities take place among these properties.

Studies have shown that angle-in parking increases the number of parking spaces by a third compared to parallel parking, and will increase retail sales along that block.

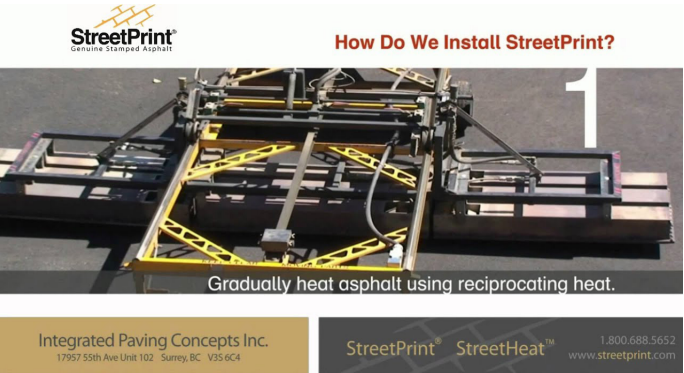
**8** Along the 50 West block (alleyway) there are trees and vendor booths shown. Once again, this is merely conceptual, but would become - over time - the beginning of the C Street Trail commercial district.

No changes are included in this area as part of this plan.

**9** Over time, recommendations might also include decorative crosswalks at the intersections of 100 West at 200 South and 300 South, from the residential areas to the plaza.

**10** No changes would be made, as part of this plan, to the 300 South block other than the creation of the drop-off and pick-up drive in front of the Trailhead Center.

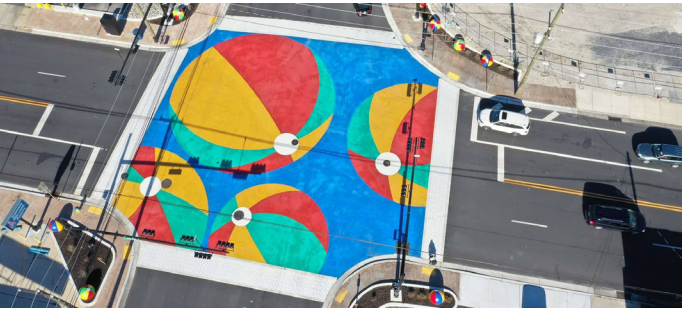
It is recommended, however, that mid-block decorative crosswalks be developed across 300 South on each side of the drop-off drive.



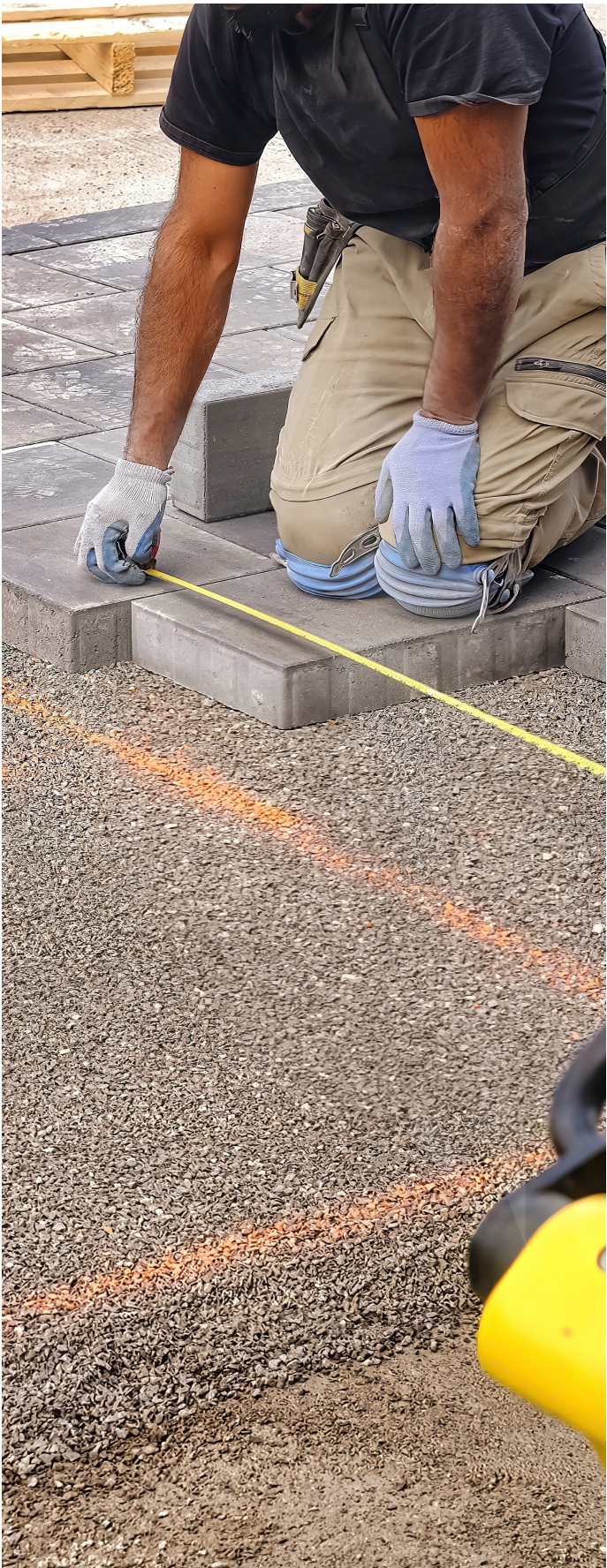
The images you see here showcase the Duratherm or Streetprint process of stamping any pattern, design, and colors into existing asphalt streets. This process lasts for decades, and because the designs are embossed down into the asphalt with a polymer filling, they allow for snow removal without damage to the crosswalk.

Often entire intersections (see below) can be stamped with any design imaginable (see the beach ball design in Wildwood, New Jersey). When the process begins, the intersection only needs to be closed for a couple of hours and can be driven on immediately.

This type of process is far easier, faster and less expensive than actually tearing up existing roadways.







Development of Trailhead Plaza is a multi-year undertaking unless the city were to, basically, shut down the park completely for around six to eight months. Instead, the plaza could be developed in phases with a certain phase taking place each year, approximately along the lines of the following:					
Phase I	The Main Stage . . . . .	Competed in 2024			
Phase II	Architectural & engineering . . . . .	2025 . . . . .	For the complete project. Approximately an eight-month process		
Phase III	The Trailhead Center. . . . .	2026 . . . . .	7,200 s/f Center. Would also include rough-in of all vault utilities (stubbed out)		
Phase IV	Underground services . . . . .	Early 2027 . . . . .	Natural gas, water, power, irrigation, anchors throughout the plaza and Majestic Lawn areas		
Phase V	Hardscape surfaces . . . . .	Second half of 2027 . . . . .	75,200 square feet of stamped concrete or paver surface		
PHASE VI	Jewel boxes and portable commerce, landscaping . .	2028 . . . . .	Jewel box retail, Market on Main and other commerce		
PHASE VII	Skate Trail and Splash Pad Trail . . . . .	2028 . . . . .	This includes the landscaped berm on the Majestic Lawn next to the Skate Trail		
PHASE VIII	Plaza Shops On Main . . . . .	2029 . . . . .	9,000 square feet of retail/food services along Main		

**PHASE I - 2024: The Main Stage**

With the Main Stage being completed in 2024, the first phase of Trailhead Plaza is already complete and will be a great addition to the park and upcoming events.

**PHASE II - 2025: Architectural and engineering**

The park will be, for the most part, undisturbed for 2025 while the plaza moves from this plan to actual architectural and engineering services.

During the spring of 2025 improvements will be made to 200 South including pavement treatments, landscaping and other elements.

**PHASE III - 2026: The Trailhead Center**

This will likely be a year long project that will take place where the current restroom facilities are located. Temporary restrooms will be put in place during the construction period (see photos, left).

This will include the vault (or basement), which will include all of the workings and connections to underground utilities throughout the plaza. These will be stubbed-out for connections made in 2027 and 2028 when the hardscape surfaces, splash pad and skate trail are developed.

The Trailhead Center will, hopefully, host a grand opening for the holiday season of 2026. It will include public restrooms, changing rooms, visitor and historical information and displays, offices for plaza staff, security office, a check-out office for games and for skates and other rental equipment once the Skate Trail opens. It will also include a small gift shop and snacks.

The heavier pieces of equipment that will be in the vault for the operation of the skate trail and splash pad will need to be placed in the vault this year, two years prior to those projects being completed.

**PHASE IV - Underground services**

This would probably be the most disruptive part of the entire project since it will include trenching through the Majestic Lawn and future hardscape surface areas to install (and stub up for) natural gas (to future fire pit locations), water, power, and fiber lines, and anchors to all areas of the plaza.

Most of these utilities will be underground and will only take three or four months to put in place. Some utilities will be stubbed up for future poles that will house lights, sound, and cameras.

An option for the Majestic Lawn area is to install Grasscrete - an under-the-lawn substrate that will allow vehicles and heavy items (such as a portable zip line) to be on the lawn without creating ruts or damaging the lawn’s surface.

**PHASE V - Hardscape surfaces**

Once the underground utilities and lines are in place, the Majestic Lawn will be restored, and the 75,200 square feet of paver or stamped concrete surfaces will be installed. Along with the surfaces will be the installation of all poles that will host speakers, LED lighting, and cameras for all areas of the lawn and hard surfaces.

This will be a major milestone as it will then open up much of the plaza for the weekly Market on Main, concerts, and all types of other events and activities.

**PHASE VI - Jewel boxes and markets**

Now that the Trailhead Center, Majestic Lawn, and paver surfaces are in, commerce can begin taking place, beyond just the weekly Market on Main. First up will be the installation of the dozen Jewel Box booths, and the ability to have Market on Main, and other merchants, to have booths along the Market Trail (west side of the plaza).

This is also when all of the trees and other landscape

elements (except for the berm) will be installed. The plaza will be home to nearly five times the number of trees than currently occupy the park.

Benches, raised planters and seating will be provided throughout the plaza.

This is also the phase where the five picnic shelters will be developed, by summer, for their use.

**PHASE VII - The Skate Trail and Splash Pad**

This is the year of the two main activities being developed. The Majestic Lawn, Main Stage, Bandshell and commerce will all be operating while these two venues are being developed. The construction of these two projects will take between six and eight months to complete. Utilities will already be stubbed up for them.

**PHASE VIII: Plaza Shops on Main**

From almost the beginning of this project a call would be put out to begin securing vendors for the Plaza Shops on Main and for the Jewel Boxes. If commitments come in early on, the Plaza Shops on Main could become part of an earlier phase, which is ideal since these revenues are crucial to keeping the plaza self-sustaining.

Once the skate trail and splash pad trail have been completed, the entire plaza will be fully operational and programmed at least 250 days with activities and entertainment.

This is perfect timing for the development of the Plaza Shops on Main. These eight buildings will be the next stop for merchants who’ve started on the plaza and are on their way to becoming tenants along C Street Trail or in other areas of the city.

All of these would undergo construction at the same time, saving money on subcontractors and others by making these a single project rather than eight separate projects.



# OPERATIONS





*“Everyone is a genius. But if you judge a fish on its ability to climb a tree, it will live its whole life believing it is stupid.” - Albert Einstein*

INTRODUCTION

First impressions matter! A welcoming atmosphere for any venue is important to its continued success as it sets the tone for the guest experience. As such, it will be necessary to establish and adhere to operating procedures for Trailhead Plaza that will result in a consistently clean and well-maintained venue. Whether it is a concert, a festival, an urban market event or an ice skating event, each guest is owed a best effort to meet their needs, solve their problems and make them want to return again and again.

STAFFED HOURS OF OPERATION

Although Trailhead Plaza (THP) will be a public plaza with 24-hour access and a place where people will be encouraged to gather all year long, there will be a need for THP to staff the Plaza on a regular basis to maintain a safe, clean environment. THP will also be responsible for the ongoing maintenance and upkeep of THP equipment and all aspects of the ice operation and water features. There are opportunities for Heber City maintenance and Parks Department staffing to assist THP in Plaza operations. For the purposes of this Pro Forma Budget, the following hours of operation have been used in calculating staffing levels. The projected hours will vary by the time of year and do not include special hours of operation to accommodate specific event activity.

HOURS OF OPERATION

DAYS	TIMES
Spring/Summer/Fall	Monday – Sunday 9:00 a.m. – 9:00 p.m. Open later for movie nights
Winter Skating Months	Monday – Thursday 2:00 p.m. – 9:00 p.m. Friday and Saturday 10:00 a.m. – 10:00 p.m.
Sunday	Noon - 8:00 p.m.

STAFFED HOURS OF OPERATION

DAYS	TIMES
Summer/Fall Months	Monday – Sunday: 8:00 a.m. – 10:00 p.m.
Winter Skating Months	Monday – Thursday: Noon – 9:00 p.m. Friday: Noon - 10:00 pm Saturday 10:00 a.m. – 10:00 p.m. Sunday 10 a.m. - 8:00 p.m.

It is anticipated that during the hours of operation, staff would be scheduled in the areas of maintenance, skate rental, ice operations and/or guest services.

PERSONNEL NECESSARY

- Start-up (6 months to opening)
- Executive Director
  - Operations Manager
- Opening to 1st Year
- Start-up plus:
    - Events Manager
    - Marketing & Sponsorships
    - Office Manager
    - Custodian (PT)
    - PT Event Staff
    - PT Facilities Assistant
- After 1st Year
- 1st year plus:
    - Graphic Design and Social Media
    - Events Coordinator
    - Assistant Ops Manager

It is anticipated that there will be an extensive volunteer base of Plaza friends who will assist with the operations and staffing. Partnerships with service organizations will provide additional staffing options too. Graphic design and social media will need to be a key priority from start-up. Finding a local partner to fill this gap to develop initial branding of the Plaza, logo, ad layouts, social media templates, and other media until a full time person can be funded will be key and estimated costs are included in the Proforma startup costs.

OPERATIONAL GOALS AND OBJECTIVES

PERSONNEL NECESSARY

The operational goal of the THP staff should be focused on identifying those events which will support the overall brand of Heber (Utah’s best trails: biking, hiking, and downhill skiing), coordinating all facets of the event, implementing and managing the systems, amenities and technological elements of THP in a cost-effective manner in accordance with industry standards. There are three basic objectives necessary to meeting this goal.

The first objective should be achieving the highest standards for operational efficiency. The following is a list of recommended actions steps:

- Ongoing: Conduct pre- and post-evaluations of events and work to set and/or improve efficiency standards.
- Ongoing: Target events that will support the overall brand of Heber as Utah’s best trails for every recreational pursuit. Meet with organizers,

schedule, provide site layouts, coordinate and conduct events in a manner that support the overall theme of Heber Valley.

- Monthly: Review the budget to compare historic data for measurable aspects of efficiency.
- Monthly: Review financial reports to recognize common cause variations in expenses and special cause variations that may require a response.
- Bi-annually: Report on efficiencies of operating systems including, but not limited to, the splash pad, ice system, stage and the electrical/lighting systems.
- Annually: Review all operational contracts for efficiencies and possible cost saving measures.
- Annually: Review event files for repeat rental items to identify possibly efficiencies and revenue centers if THP were to purchase the equipment rather than rent.
- Annually: Evaluate the year’s events performances and determine the continuation of each event. Determine areas of weakness or strength in event lineup and define a target list of events.

The second objective should be maintaining the highest standards of life safety for THP employees, clients and patrons. The following is a list of recommended actions steps:

- Ongoing: Review the input of life safety officials, including police, fire and ambulance personnel when planning individual events.
- Ongoing: Conduct regular safety meetings to proactively review, inspect, and deal with any safety matters and to insure proper staff training.
- Ongoing: Report as needed on substantive policy and/or procedural changes.
- Annually: Review all OSHA requirements with the THP staff to ensure compliance.
- Annually: Review patron life safety policies for the upcoming season.
- Annually: Utilize life safety standards developed for the industry to re-evaluate staffing and equipment requirements.
- Annually: Meet with other managers of regional public assembly facilities to identify trends and issues encountered by similar venues related to employee and patron safety issues.

The third operational objective should be the evaluation of THP operations to reflect customer input and to improve service. The following is a list of recommended actions steps:

- Annually: Develop list of maintenance and upkeep projects that will maintain or enhance



THP’s visual appearance.

- Ongoing: Evaluate the location of THP staff and equipment to ensure efficient and effective service and operations.
- Ongoing: Assess customer and event input for underlying indications of facility or operational needs.
- Ongoing: Report customer input and matters of customer service that influence the need for THP improvements or modifications.
- Monthly: Conduct operational overviews of expenses with the Executive Director to identify and assess any variances.
- Quarterly: Post-event evaluations should be conducted with the operational and event staff to identify areas in need of improvement and any communication gaps.
- Annually: Present a list of maintenance projects to the Executive Director with time and material budgets for seasonal projects in a prioritized manner for Executive Director review and appropriate approval.

The THP Event Manager should work with the THP staff to develop and oversee implementation of the procedures necessary to achieve these action steps. CAMS Board of Directors should provide approval authority for any costs associated with their implementation.

DOCUMENTATION

Documentation of the venue’s operational activities promotes efficiencies, controls cost and establishes a record of the various responsibilities and tasks. These are the check-lists and potential forms in Appendices that are to be used by THP Personnel. These documents are not intended to be all inclusive of the documents needed to fully operate the THP, however, they should serve as examples of the type of materials necessary for the continued successful operation of THP.

- Work Order Request – Report of a Maintenance or Safety Issue
- Incident Report- Patron Injury and/or Damage to THP property
- Incident Report- Employee Injury (OSHA 301)
- Emergency Action Plan- Severe Weather Procedures for Outdoor Events

- Emergency Action Plan- Medical Emergencies
- Conversion Staff Checklist
- Maintenance Checklist
- Restroom Cleaning Checklist

SKATING RINK AND FOUNTAIN OPERATIONS

Since the skating rink and the fountains present unique maintenance requirements, the final selected suppliers of these systems and related equipment should be required to provide the services necessary for the first full year of operation.

A recommendation would be to interface with local ice skating rinks Bountiful Town Square, Millcreek Commons, and Midway Ice Rink for potential guidance on proper protocols and valuable ice management lessons and best practices.

These services/ protocols should include, but not be limited to:

- Installation of all equipment and systems
- Testing to ensure proper operation
- Minimum of one year’s worth of operational and maintenance supplies
- An adequate supply of spare parts that may not be available locally
- Complete start-up and shut-down services
- Maintenance schedules required to satisfy warranty requirements
- Adequate on-site training necessary for THP staff to be proficient in all phases of operations including:
  - o Day to day operations of systems including a thorough understanding of any controls or gauges
  - o Routine maintenance of the equipment and systems
  - o Routine maintenance and servicing techniques for the ice resurfacing machine (Zamboni or Olympia) including blade replacement and refueling
  - o Proper ice resurfacing methods
  - o Safe and efficient use of supplies such as chemicals and gasses
- This training should be videotaped by THP staff to ensure a resource library is developed for future staff training.
- The systems suppliers should also provide detailed manuals of startup and shut down procedures that include having the equipment controls and valves clearly numbered or marked so they correspond with the written text in the manuals.
  - o The manuals should include procedures for re-starting systems affected by unexpected power outages.
- Some equipment may need to be restarted in phases in order to minimize damage to motors,

pumps and electronics.

- Phase starting may also reduce energy consumption spikes that could impact future electrical rates.

EVENT STAFF/GUEST SERVICES

The event staff includes personnel working events at the Trailhead whether they are full time, part time or volunteers. The venue will recruit, hire and train these workers to ensure compliance with Trailhead standards and policies.

Training needs to be thorough, on-going and documented. Training topics may include, but not be limited to, ADA orientation, first aid, emergency evacuation procedures, CPR, AED protocols and effective alcohol management training through an approved program. Uniforms should be provided for all staff that regularly meet the public.

CUSTODIAL SERVICES

Cleaning should be on-going while guests are at the Trailhead to ensure that the environment is attractive, clean and inviting. Sufficient staffing must be scheduled to clean after large events to rapidly cover the entire site before the public returns the next day. Workers must be hired and trained in using appropriate equipment, materials and methods. Services include routine custodial cleaning, recycling and trash collection, event set up or conversions and related work needed to keep the venue in a safe and like new condition. The highest standards for venue cleanliness should be observed. Trash must be removed frequently to ensure a clean appearance and allow for maximized recycling of waste materials.

Heber City staff and Trailhead staff should coordinate the City’s daily normal custodial services of the property.

GROUND AND MAINTENANCE

Maintenance must be conducted in a manner and frequency suitable to guarantee a safe, clean site and include Trailhead and the areas immediately around the venue. Special attention should be paid to any potential slip/trip and fall hazards. All safety concerns should be documented and addressed as soon as possible.

Litter and graffiti should be removed as soon as possible.

In the winter public access ways and related areas in and around Trailhead need to be maintained to insure they are kept free of snow and exposed, untreated ice, even if it means having staff clean walkways during an event. Heber City staff should include and prioritize snow removal in

and around the plaza during and after snowfall. Trailhead staff should supplement snow removal.

FOUNTAIN AND OTHER WATER FEATURES

Due to the number of children and adults using the splash pad and other water features, special attention must be given to the quality of the water. Daily sampling must be conducted during the months of operation. Typical pool water kits can be used for monitoring daily samples, but weekly tests should be performed by a testing facility and clearly documented for liability purposes.

STORAGE SPACE

A storage space of at least 5,000 sq feet must be identified and within close proximity to the Plaza. Storage space will be used for a number of purposes:

1. Housing equipment necessary to operate both the ice rink and water features. i.e. glycol, pumps, filters, pool supplies.
2. Storage of Zamboni; also ice skates (and roller skates) storage during off season.
3. Tables, chairs, tents and extra event supplies.
4. Seasonal and event décor.
5. Tools, pressure washer and other small repair shop area.
6. Temporary event fencing.
7. Other miscellaneous items.

CONVERSION SERVICES

Staffing this function is similar to custodial services, with many workers being involved in both functions, via cross training, to achieve the greatest efficiencies possible. The proper and timely set up and tear down of event related equipment is crucial. The conversion staff will need follow the Event Sheet and event diagrams for every event. The conversion staff should be instructed to handle THP equipment as carefully as possible to minimize damage and extend the equipment’s life cycle.

Special attention should be given to winter conversion. This shall include ice ribbon set up and holiday decorating.

STAGE WORK

The standard setup for the stage at THP would require minimal technical aptitude for most events. For larger events requiring expanded lighting and sound equipment and rigging, a sufficient pool of qualified stagehands should be identified and employed as needed. Careful consideration should be given to any rigging requirements that alter the design or structural integrity of any



# OPERATIONS



THP structure. Any group or client using stage equipment should be subject to a certification process to assure that proper safety procedures are followed.

## SECURITY

It is recommended that THP adhere to the Best Practices developed by the International Association of Venue Managers for crowd management and event security. Key practices include:

- Ongoing training for all security and event staff personnel
- Sufficient staffing levels to address the number of patrons to be present
- Coordination with local law enforcement agencies and emergency services
- Additional standard practices include:
  - o Providing a comfortable, clean and well-lit environment to set patron expectations at a high level.
  - o Providing adequate staffing to properly service day to day operations and special events.
  - o Providing uniformed security as necessary to create visual assurance to all patrons that any would-be troublesome situations will be taken care of quickly.
  - o A command center should be established as a “back-of-house” location checkpoint for deliveries and staff check-in.

## WEBCAM

A webcam video camera system serves multiple purposes: marketing, valuable security asset and determining liability issues.

Video monitoring of THP will constitute camera placement throughout the Plaza. The video system will provide ongoing monitoring capability regardless of the time of day.

THP may consider working in partnership with Heber Police Department for monitoring the THP during after-hours. Certain cameras would upload marketing video feeds to the THP website for live event video capture.

Current systems offer a wide range of options. The following options should be considered:

- Digital recording and storage of images is preferred due to their large capacities requiring a minimal footprint of space.
- Weather-proof color cameras with remote zoom and pan/tilt capabilities.

- Cameras should be located in positions that offer an unimpeded view of Trailhead Plaza.
- Sun glare and reflection issues should be evaluated. Human monitoring methods should be determined.
- Discussions with the THP insurance carrier should include liability issues related to public impression that “all security cameras are monitored 24-7 therefore immediate assistance is always available”.
- A policy should be drafted that outlines monitoring, length of time images will be stored and if and how they will be disseminated.

## ROUTINE POLICE PRESENCE

The THP staff should work with Heber City Police Department early on to develop a plan that would establish an ongoing police presence at THP. Uniformed officers on routine foot or bicycle patrols in and around THP will provide a safe environment for all patrons and should minimize most vandalism and vagrancy issues. These patrol methods differ from automobile based patrols as it provides the officers with the opportunity to have regular, positive interactions with the patrons, especially children. In turn, THP should consider offering to host officer recognition ceremonies annually.

## VENUE / EMPLOYEE SAFETY

On the job safety begins with employee training. Training programs should be provided for all staff, some of which should be delivered on site and some off site. Clear procedures must be established so when an accident does occur, the THP staff will know how to properly deal with the incident. This includes a follow up investigation into the cause of the mishap and the prevention of future incidents. Venue staff should conduct regular risk assessments with the assistance of the venue’s insurance carrier including identifying which OSHA standards need to be addressed.

## OSHA REQUIREMENTS

Per OSHA, THP has the responsibility to provide a safe working environment for all of its employees. Therefore, the Executive Director should require the Operations Manager and Event Manager to ensure compliance by all THP staff with all applicable OSHA standards. The THP insurance carrier and Heber City Risk Manager will be valuable resources for the THP staff in determining the applicable OSHA standards for Trailhead.

It should be noted that OSHA generally applies to the employer/employee relationship as opposed to the venue/patron relationship. The Occupational Safety and Health

Act of 1970 was created within the Department of Labor to do the following:

- Encourage employers and employees to reduce workplace hazards and to implement new or improve existing safety and health programs.
- Provide for research in occupational safety and health to develop innovative ways of dealing with occupational safety and health problems.
- Establish “separate but dependent responsibilities and rights” for employers and employees for the achievement of better safety and health conditions.
- Maintain a reporting and record keeping system to monitor job related injuries and illnesses.
- Establish training programs to increase the number and competence of occupational safety and health personnel.
- Develop mandatory job safety and health standards and enforce them effectively.
- Provide for the development, analysis, evaluation and approval of state occupational safety and health programs.

In addition to the federal standards, Utah may have their own health and safety requirements that must be adhered to as well. The risk assessment should include determinations as to which Utah standards, if any, may be applicable to the operation of THP.

## OSHA GENERAL DUTY CLAUSE

Under OSHA each employer “shall furnish to each of his employees’ employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees” and “shall comply with occupational safety and health standards promulgated under this Act”. In addition, each employee shall “comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct.”

## SERVICE PROVIDERS/VENDORS

THP also has the responsibility to protect its employees from safety hazards created by contractors or vendors working at the site. All service providers and vendors conducting business on THP property should be vetted to ensure they are in compliance with all applicable OSHA standards prior to beginning any work at the site.

As an example, the location of all Material Safety Data Sheets should be identified and clearly communicated to THP staff and all others working at the site. The posting lo-











# PROGRAMMING



PROGRAMMING



The vision of Trailhead Plaza is to complement and provide opportunities to grow existing events, create new events for the community and to become an iconic base for events to begin, end or occur as a whole at the site. As an outdoor event space, weather cycles will need to be factored into the programming aspects of Trailhead Plaza. Consistency in event programming will be necessary to establish Trailhead Plaza as an “event destination.” While this consistency may be the same type of event occurring at the same time each week, month or year, it will also be a diverse lineup of large and small events occurring throughout each season attracting regular and new patrons to the Plaza.

- In addition to identifying events and, in many cases, the people who want to underwrite or present them, there are certain conditions that have to be present in the Trailhead Plaza operating philosophy to ensure success. Among those conditions are:
- An Event Manager willing to reach out to the community to build bridges among different interest groups to bring an event into being
  - Flexible scheduling policies that allow groups who need to schedule their events far in advance to do so without closing out the Plaza event calendar to other presenters whose events schedule on short notice
  - Flexibility with fee schedules and financial arrangements that allow for the development of strong partnerships
  - A lineup of corporate partners that are willing to offer sponsorships to events that will put their name in a positive light in the community.

With a tool box of policies and incentives like those mentioned above, the management staff of Trailhead Plaza will have the ability to bring events to the Plaza that otherwise might never come to life.

GOALS

- Aggressive programming goals are set out in this Business Plan. The development of Trailhead Plaza creates the perfect setting for festivals and other events. The early years of program development for Trailhead Plaza will require a dedicated, focused staff that are actively creating unique Plaza produced events. At the same time, the staff must be working with other community organizations in pursuing events and activities in the broadest possible range. Steps involved in developing such programming include:
- Identifying programming opportunities within the community
  - Working with local partners to plan, promote and produce an event
  - Securing sponsors to help underwrite the

- financial risk of the event
- Engaging the services of specialized vendors to create exciting, interactive event activity.

POTENTIAL EVENT ACTIVITIES

CONCERTS:

- Local musicians: Work in partnership with community including high school and college jazz bands, choirs and other musical groups
- Pop, classical, chorale and municipal bands
- Battle of the Bands
- Centennial Band Concert Series
- Dueling pianos
- Karaoke on the Plaza
- Heber Fine Arts - Family Music Night
- Christmas Sing-a-long
- Heber Jam - local artists jam session
- Square Dance
- Brown Bag Concert

CULTURE:

- Basque Festival - Dance & Food Celebration
- Cinco De Mayo
- Día del Padre (Day of the Forgotten One)
- El Día de los Muertos (Day of the Dead Celebration)
- Mexican Independence Day Celebration

PARADES & RACES:

- Although all parades are not on Trailhead Plaza, programming the plaza pre- and post-parades is important. Kids and family friendly activities and food should be the main focus to keep families downtown after parades.
- Night Light Parade
  - Veteran’s Day - speakers, formal ceremony and school groups set up to meet & greet Veterans
  - Line the park with flags (on light posts)
  - Pets on Parade
  - Cruiser Night Car Show & Parade

SCHOOL:

- Chorale groups
- Arts or Talent festival
- Science is Fun (Work in partnership with the College or local school program)
- Speakers/lecturers
- Theatrical performances
- Children’s theater
- Kid’s Safety Day and Kick Off to Summer
- Robotics Showdown on the Plaza

FUNDRAISERS:

- Heart Walk
- Prime on the Plaza – CAMS
- Skates Giving Day
- Special Olympics Champions Breakfast

ICE SKATING:

- Community/Family Skates
- Learn to skate instruction
- Private skate lessons
- Skate competition
- School skating

LIBRARY:

- The Wasatch County Library serves as the primary public library for Herber City and the surrounding Wasatch County community. Located in the heart of Heber City, the library provides a range of resources, programs, and services. From physical and digital collections to diverse programming and technical services, the library is a hub of learning and engagement for residents of all ages.
- Winter Read-a-Thon Kick Off
  - Summer Reading Kick Off
  - Summer Reading Story Time
  - Puppet Shows
  - Fall Reading Story Time

MARKETS:

- Taste of Heber Valley
- Downtown Merchants Crazy Days
- Spring Garden Show
- Farmer’s Market
- Spring Market
- Wild Game Cook-off & Market
- Christmas & Holiday Market
- Mother’s Day Market
- Wasatach Great Outdoor

FESTIVALS:

- Art & Wine Festival
- Antiques & Collectibles
- Easter Eggstravaganza
- 4th of July Festival
- Love is in the Air Festival
- Great C Street Pumpkin Festival (October)

COMMUNITY:

- Winter Wonderland
- Broom Ball Competition (Police & Fire Departments)
- Flag Day Presentation
- Chess Club
- Quilt Fair
- Mother’s Day Brunch & Market
- Dutch Oven Cookoff



PROGRAMMING

- Buckaroo Breakfast
- Senior Citizens Day on the Plaza
- Shakespeare on the Plaza
- Skate with Santa
- Trailhead Trike/Bike Race for Kids/Adults
- Science is Fun
- Local Sports Post-Game Celebrations

Due to the open, unrestricted view and access to the Trailhead Plaza area, music and activities should not be invasive in any way, and stage content must be monitored to ensure activities are projecting a positive image.

MOVIES ON THE STAGE

Sunset hours by month for Heber City, Utah

Date	Sunset
January 1	5:10 PM
February 1	5:45 PM
March 1	6:18 PM
April 1	7:51 PM
May 1	8:22 PM
June 1	8:50 PM
July 1	8:59 PM
August 1	8:39 PM
September 1	7:55 PM
October 1	7:05 PM
November 1	6:21 PM
December 1	4:59 PM

When comparing local average temperatures and sunsets from the chart above, a successful movie program can be developed. Movies can be shown mid-May through mid-September (depending on the weather). Normal operating hours would be extended on movie nights.

May, August and September movie nights should be family friendly and pre-family activities should be set up and ready for play prior to sunset/movie start time.

June and July movies should be geared towards “date night” in the park. Later sunsets during these months are not conducive to family nights. However, date night opportunities are limited in Heber City, and this will fill a unique niche date night. “Pre-funk” activities for couples should be pre-programmed encouraging couples to come eat, hangout and enjoy the park ahead of sunset.

ACTIVITY DAYS

Trailhead Plaza should be the community living room where friends and family come together. Staff should develop a schedule where more than 250 days of activi-

ties are available on the plaza each year. Activities would include use of the Skate Trail (all year) for skating and various wheeled activities, the splash pad (120 days or so), fire pits operating during the fall, winter and spring, dining and shopping among the small shops along Main (year round), and then other activities in the plaza area such as:

- Life Size games (ie giant yard games like: Chess, Jenga, 4 Connect, Battleship, etc.)
- Hoola hoops
- Outdoor exercise equipment
- Lunchtime Summer Series
- Yoga on the Plaza

EVENT PROFILES

To assist the Trailhead Plaza staff in developing and managing their event grid of potential events, event profiles are developed through the event request process which identifies the details of each event to be hosted and managed by the Plaza staff. Event profiles include valuable planning information such as:

- Event Type
- Event Name
- Event Overview
- Dates and Times
- Startup Procedure
- Projected Attendance
- Space Requirements
- Equipment
- Staffing
- Advertising
- Media
- Sponsorships
- Event Revenue Sources
- Expense Items
- Contact Information

MEASURABLES

For the first year of full operation, the Pro Forma Budget reflects the following usage and attendance figures:

EVENT DAYS AND ATTENDANCE:  
FIRST FULL YEAR OF OPERATION

<u>Event Days</u>	
Number of Event & Activity Days (non-skating)	150
Number of Skating Days	<u>100</u>
Annual Number of Event/Activity Days	250
<u>Attendance</u>	
Events (non-skating)	320,000
Skating	<u>15,000</u>
Annual Attendance	340,000

ICE SKATING FEE STRUCTURE  
ICE PROGRAMMING FEES

CATEGORY	FEES
Daily Admissions Per Session	
Adult/Youth 12 and older	\$ 5.00
Youth 11 and younger	\$ 3.00
Rentals	
Skate Rental	\$10.00

ICE PROGRAMMING

The Ice Ribbon provides a unique entertainment experience with the open air, seasonal ice-skating rink on the Plaza. The ice-skating season will be relatively short but will include the Thanksgiving, Christmas. New Year and Valentine’s holidays. For the first year of operation, it has been assumed that the skating season would last for 12 weeks running from the weekend before Thanksgiving through the middle of February (conclude post Valentine’s event).

The skating rink will have a hand rail system surrounding the perimeter of the skating ribbon and the ice surface will be maintained in a professional manner utilizing ice resurfacing equipment. The rink will have specific operating hours and skating sessions as established by Trailhead Plaza with the primary focus on drop-in skating and group sales. Skate rental and concessions will supplement the experience for residents and visitors alike. The ice ribbon could feature the following promotions:

- Winter Carnival
- Skate with Santa
- Themed Skating Events
- Holiday Lights
- School Groups
- Skating Lessons
- Skating Exhibitions
- Church Youth Groups
- Social/Civic Groups

To remain competitive in the marketplace and to attract event planners, Trailhead Plaza should monitor and evaluate the effectiveness of its rental pricing structures and policies through the following methods:

- Annual review of rental rates, labor and equipment pricing policies to ensure Trailhead Plaza is competitively priced for what the local market area can sustain while also considering the annual budget and expenses
- Evaluate “package pricing” for special events; i.e. skate programs, weddings, festivals or multi-day events
- Evaluate the beverage services provided by Trailhead Plaza to ensure client and patrons

expectations are met with a positive financial return to Trailhead Plaza

- Evaluate Trailhead Plaza staff to ensure clients and patrons are provided with an “exceptional experience.”

WINTER WONDERLAND TRAIL

Heber City and Trailhead staff should develop a phased plan that will light up Trailhead Plaza that will rival Utah’s best holiday light display. At a minimum every tree and light post should be lit up. A community campaign to build custom outdoor displays should be encouraged and incentivized if possible. The number of custom lit displays should grow by 20-30% over the first 5-10 years. Then the best of the displays should be featured on an updated Christmas Light Trail for residents and tourists to enjoy each holiday season.

EQUIPMENT RECOMMENDATIONS  
GENERAL EVENTS

The events produced at Trailhead Plaza will range in size from a single acoustical musician to a large multiple-day festival attended by thousands. The equipment needed to produce these events will also vary depending on the type of event activity. Equipment owned by Trailhead Plaza could provide a source of revenue as well as a consistent appearance to events in the Plaza. In considering the type and quantity of equipment that Trailhead Plaza should own, factors that must be considered include purchase cost, potential usage levels and available storage space.

Equipment Trailhead Plaza should purchase:

- Tables
  - o 8’ rectangular (40 quantity)
  - o 6’ round (30 quantity)
  - o Bar top height cocktail tables (20 quantity)
- Chairs (approx. 500)
- Vendor Tents (and weights): 10x10 white top with removable side panels (60 mobile quantity)
- Event Fencing
- Sound system that can be utilized for non-concert events
  - o Portable microphone and speakers

Equipment that may prove more cost effective to rent or borrow on an as-needed basis until demand justifies purchase:

- Movie Screen and sound system
- Sound system for concerts
- Reception Tents

Trailhead Plaza should have sufficient inventory of event



# PROGRAMMING



equipment to accommodate the setup of smaller events. Equipment needs that exceed Trailhead Plaza inventory can be rented through local Heber Valley suppliers. Some equipment may be available from city departments or other local organizations at minimal or no cost through trade agreements or may be considered as fixed assets to the Plaza and may be included as total Capital Costs for the Plaza.

### SKATE RENTAL

It is anticipated for budgeting purposes that 80% of the skating participants will rent their skates from Trailhead Plaza. In addition to having an adequate supply of skates, it is imperative that the Trailhead Plaza skates be maintained in good condition. To meet this need, it is recommended that Trailhead Plaza have the following equipment:

- Ice Skates: +600 pairs – various sizes (5 year life cycle)
- Roller Skates/Blades: Mix of +600 pairs – various sizes
- Cleaning and sharpening equipment
- Dust collection/vacuum system
- Rental skate hangers/storage system

### ICE RINK

It is anticipated that the following ice rink equipment will be purchased as part of the construction costs of Trailhead Plaza and not included in the ProForma (final plaza design dependent):

- Refrigeration unit (compressor and pump systems)
- Dasher boards
- Circulation pipes/header – per engineer drawings
- Storage bins for glycol solution
- Freon gas leak detector
- Vapor barrier (plastic)
- Sand to build base to support ice sheet
- Rubber matting – square footage to be determined by the architect
- Ice Resurfacer
  - o Propane tanks
  - o Blades 77” wide
  - o Grease gun
  - o Hoses (one to fill/one to clean tires)
  - o Ice making hose – fire type
  - o Hot water tank 60 gallons
- Hand tools
  - o Ice edger
  - o Snow shovels
  - o Squeegees
  - o Ice scraper

Ongoing equipment repair, maintenance and/or replacement costs are expenses for Trailhead Plaza. Once an operations and maintenance agreement is reached between Heber City and CAMS, those annual operating expenses for CAMS should be included within the budget. Estimates have been factored into the Pro Forma Budget.

### STORAGE

In evaluating potential storage areas, Trailhead Plaza will need to consider the following factors:

- Estimated storage space of at least 5,000 square feet for Trailhead Plaza.
  - o Approximately 1,500 to 2,000 square feet should be included within the Trailhead Center.
- On Site Storage should include items that are frequently touched. For example: tables, chairs, tents, activity equipment, maintenance equipment, tools, and supplies, etc.
  - o The remaining +/-3,000 square feet should be located no more than two blocks from the plaza.
- Off Site Storage should include space for UTV, seasonal items, event decorations, larger incidental supplies, etc.
- Equipment will need to be accessible quickly for event set up.
- Equipment will be transported using hand-carts and 4-wheeled utility vehicles.

Accessibility to equipment for set up and tear down of events may result in increased staffing levels and labor costs impacting the Trailhead Plaza annual budget depending on the location and transportation methods. For the purposes of the budget development, it has been estimated that Trailhead Plaza will be able to negotiate a lease arrangement for space within close proximity to the Plaza. The annual expense for this rental space has been calculated at \$60,000 (assuming 20 sq ft. including NNN [triple net]) annually as listed in the Pro Forma Budget.

### FOOD AND BEVERAGE

A variety of options are available to accommodate the food and beverage needs of Trailhead Plaza, from subcontracting a third-party vendor to operate food and beverage services, to selecting a “preferred list” of vendors to work with clients and to provide service in selected events, to managing the operation in-house. All of these methods have their pros and cons. In evaluating the most cost-effective method for Trailhead Plaza, it is important to note that the events and activities occurring at the Plaza will vary greatly daily, weekly, monthly and seasonally. Additionally, the number of patrons and times of service will also vary.

These variations do not provide the consistency needed for an efficient, cost-effective in-house concession service. Without a consistent revenue stream in this area, staffing and product costs will have a significant negative impact on the operating budget.

Based on these variations, the Pro Forma Budget projects the first year of revenue generated through food and beverage sales at \$70,000 based on the following recommendations:

- Trailhead Plaza would contract with local vendors to provide concession service and products during events and charge the vendor a booth/food truck fee. The vendor would be allowed to retain 100% of their sales. CAMS should consider retaining 10% of sales for major/signature events.
- Trailhead Plaza would apply for and retain an appropriate liquor license for Trailhead Plaza. Trailhead Plaza will retain 100% of the gross revenue for beverage sales.
- If it becomes necessary to share the net revenue from alcohol sales in the negotiations with local service and community groups to either bring the group’s event to Trailhead Plaza or to secure their partnership in events, Trailhead Plaza should retain the majority share of alcohol sales to offset Trailhead Plaza operating expenses.
- Trailhead Plaza must ensure that all servers have been properly trained in the responsibilities of alcoholic beverage service. This training should occur through a program such as TEAM (Techniques for Effective Alcohol Management) or TIPS (Training for Intervention Procedures).
- The sale and service of soft drinks should be further researched with local vendors. Pour rights agreement points are discussed in detail in the Marketing Section of this report. There should be one point of contact at Trailhead Plaza in coordinating product distribution and sale. However, as Trailhead Plaza will have limited storage capability, consideration must be given to how this product would be stored, refrigerated and distributed. Soft drink vending machines strategically located at Trailhead Plaza will not only provide a source of revenue to Trailhead Plaza, but will also serve the need of patrons during unstructured event times. Sponsorship and exclusivity information is contained in further detail in the Marketing section of this plan.



PARKING

The development of Trailhead Plaza will have a positive impact in drawing visitors to the downtown area and keeping them there for longer periods of time enjoying the event activities, shops, restaurants and other attractions. When evaluating the availability of parking, fees charged, set time limits and enforcement of violations, there is a balance that must be achieved between meeting the needs of the merchants and making the visitors feel welcome.

Ideas that were mentioned during discussions and group meetings included increasing the two hour meter limit, issuing courtesy notices to visitor violators (out of state license plates), increasing signage indicating the location of long term lots and changing from angle parking to parallel. Some venues have had success with valet parking for certain events, while others take advantage of park-and-ride systems where trolleys or buses transport patrons to and from remote lots as a part of the parking fee. In fair weather, open carriages, whether motorized or horse drawn, could add to the patron experience.

Parking is a topic that needs to be thoroughly discussed and decisions made as to how to handle this matter in the downtown area. It is imperative that visitors and patrons easily find available parking and don't feel they are being rushed because they need to keep moving their vehicle or feeding the meter. Meeting the visitor's needs must be balanced against merchant's need to keep spaces open for a continuing flow of shoppers.

EVENT BOOKING POLICIES & PROCEDURES

To ensure that all event inquiries and clients are handled in an equitable manner, it is recommended that Trailhead Plaza have a written booking policy which sets out the policies and procedures for Trailhead Plaza. Additionally, the development of a Facility Rental Packet will provide potential clients with pertinent information regarding the rental and usage guidelines for Trailhead Plaza.

The Trailhead Plaza booking calendar should be in place as soon as construction begins on the site. There are many methods for maintaining the booking calendar from a purchased system designed specifically for this purpose to a simple calendar maintained through Microsoft Outlook or Google. There are many factors to consider when providing available dates to current and potential clients, such as other events occurring in the Plaza, conversion time, conflicting events, etc. Therefore, it is in the best interest of the client and Trailhead Plaza that a limited number of staff members have the authority to discuss dates with clients. However, it is imperative that all potential clients receive timely and accurate information. The following

sample documents should be created and provided for Trailhead Plaza usage:

- Trailhead Plaza Event Tracking Form – Event tracking from client's initial call to final resolution (event confirmed or dates released)
- Trailhead Plaza Summary of Events – Snapshot view of confirmed and tentative events
- Trailhead Plaza Event Information Sheet – To be completed by Trailhead Plaza Event Manager to document event details and used to keep other staff informed of requirements for staffing and equipment needed to service event

RESOURCES

The following websites may provide additional resource information regarding policies, procedures and event activity from a variety of venue locations:

Main Street Square Rapid City

<http://mainstreetsquarerc.com/>

Contact: [info@mainstreetsquarerc.com](mailto:info@mainstreetsquarerc.com) or 605-716-7979

Destination Caldwell & Indian Creek Plaza

Roger Brook's International Branding, Marketing and Action Plan for Caldwell, Idaho

<http://www.destinationcaldwell.com/> and

<http://www.indiancreekplaza.com>

Contact: 208-649-6065

Asheville NC Downtown After Five

Food Vendor Participation Agreement:

[www.ashevilledowntown.org](http://www.ashevilledowntown.org)

Contact: Asheville Downtown Association (828)251-9973

[info@ashevilledowntown.org](mailto:info@ashevilledowntown.org)

Beer Festival

Great Decatur (Georgia) Beer Tasting Festival:

[www.decaturbeerfestival.org](http://www.decaturbeerfestival.org)

Audacious Beer Celebration (Hartland, WI):

[www.lakecountrybeer.com](http://www.lakecountrybeer.com)

Great American Beer Festival (Denver, CO):

<https://www.greatamericanbeerfestival.com>

Wine Festival

Manassas (Virginia) Wine & Jazz Festival:

[www.visitmanassas.org](http://www.visitmanassas.org)

Contact: Steve Urry (703)361-6599

Jazz It Up Wine & Food Festival (Farmingdale, NJ):

[www.allairevillage.org](http://www.allairevillage.org)

Iowa Wine Festival (Indianola, IA):

[www.indianolachamber.com](http://www.indianolachamber.com)

Contact: Indianola Chamber of Commerce (515)961-6269  
[chamber@indianolachamber.com](mailto:chamber@indianolachamber.com)

Art Festival

Art in the Park (Kennedale, TX):

[www.kennedaleartsfestival.com](http://www.kennedaleartsfestival.com)

Contact: Art in the Park (817)713-7426

Marion Arts Festival (Marion, IA):

[www.marionartsfestival.com](http://www.marionartsfestival.com)

Guide to Top Art Fairs Across the US

<https://www.artworkarchive.com/blog/guide-to-the-top-art-fairs-across-the-us>

Urban/Farmers' Market

Farmers Market Manual (Idaho) – <https://agri.idaho.gov/main/wp-content/uploads/2018/01/EstablishFarmersMarket.pdf>

Downtown District Farmers Market Vendor Handbook

(Cedar Rapids, IA) – [www.downtowncr.org](http://www.downtowncr.org)

Movies in the Park

Swank Motion Pictures Non-Theatrical Guidelines and Exhibition Request Form

[www.swank.com](http://www.swank.com)

Contact: Mary Warnick, Account Executive, 1-800-876-5577

[mwarnick@swankmp.com](mailto:mwarnick@swankmp.com)

City of Rapid City Band Shell-Memorial Park

Operating Procedures – [www.rcgov.org/Parks-and-Recreation](http://www.rcgov.org/Parks-and-Recreation)

Rushmore Plaza Civic Center (605)394-4115

EVENT LAYOUTS

Trailhead Plaza's design and features will provide a wide range of opportunities to creatively design event layouts. While a pattern of effective event layouts will evolve as clients and Trailhead Plaza staff work together to maximize the site amenities and revenue opportunities, it will be important for the staff to remain open-minded and creative in meeting client's needs. Variations of event layouts should be approved by City staff, police and fire personnel, as appropriate, depending on the type and nature of the event activities.

Event layout design options will be created with final design of Trailhead Plaza.

EMERGENCY ACTION PLAN

Since Trailhead Plaza is an outdoor venue, all events have the potential to be impacted by severe weather. The Emergency Action Plan describes how to prepare the site

and the action steps to follow if a severe weather event should threaten the site. As Trailhead Plaza finalizes the Emergency Action Plan, sheltering areas near the site will need to be identified that could be used during a severe weather event to protect patrons who cannot leave the site in a timely manner. The Trailhead Plaza staff should consult with the appropriate City staff to ensure that the Emergency Action Plan is thorough and effective. Copies of the Plan should be given to the appropriate City officials and key Trailhead Plaza staff. Trailhead Plaza staff must be trained to implement the Plan when needed. Potential event layouts must be evaluated to ensure that they dovetail into the Emergency Action Plan. Pre-event staff meetings must include briefings about evacuation routes, assisting patrons with special needs and contingencies for other potential emergencies based on the event type and final layout.

VENDOR BOOTHS

Example vendor booth layouts of how Trailhead Plaza could look with vendor booths and festival tents utilizing the Trailhead Plaza site will be created along with final design of Trailhead Plaza. Vendor booths should only be placed in accordance with approved vendor layout plans.

FESTIVAL/RECEPTION TENTS

Various sized festival tents and reception tents can be used. Several anchoring methods are used to secure both vendor tents and the larger reception tents. Some methods require driving stakes into the ground to provide anchoring points for the tie-offs that secure the tents. Special consideration should be given to how this method would impact the street surface around Trailhead Plaza. Alternate methods may be required to minimize damage to Trailhead Plaza and City property. These methods should be discussed with the tent manufacturer or provider to ensure the security of the tent structure and the safety of the patrons.

Reception tents with attractive transparent side enclosures can extend the season for outdoor events at Trailhead Plaza. In some cases enclosing only one side of the tent may be required to shield patrons from the wind, making the guest experience more comfortable and inviting. If it becomes necessary to enclose all sides of a large reception tent fire exits must be clearly marked just as if it were a permanent structure hosting the same event.

In preparing to deal with rain during an event, Trailhead Plaza staff should have access to poles or broom handles to be used for pushing up sections of tent roofs that may sag under the weight of pooling rainwater. This practice should be avoided if lighting is present in the surrounding area.





**RESTROOMS**

Depending on the size event and its associated activities, the permanent Trailhead Plaza restrooms may not be adequate to handle the event load. Portable restrooms are the next best option and may be required by City Code. Trailhead Plaza staff should determine in advance where portable restrooms will be located with consideration given to patron accessibility and how these restrooms will be serviced during an event by the vendor. Possible locations to consider would be the outer fringes of the event site including blocked off portions of the streets and alleyways.

**GUEST SERVICES BOOTH**

To maintain a positive patron experience and to provide guests with the assistance they may require during larger events, a Guest Services booth should be conveniently located at Trailhead Plaza. The booth should be clearly marked and staffed throughout the event. The booth(s) should be located near the main entrance(s) to the event. The booth attendant must be knowledgeable of the major aspects of the event and have the ability to contact the Event Manager on Duty, if needed. The Guest Services booth should also be the designated location for aiding lost children and concerned parents.

**FIRST AID BOOTH**

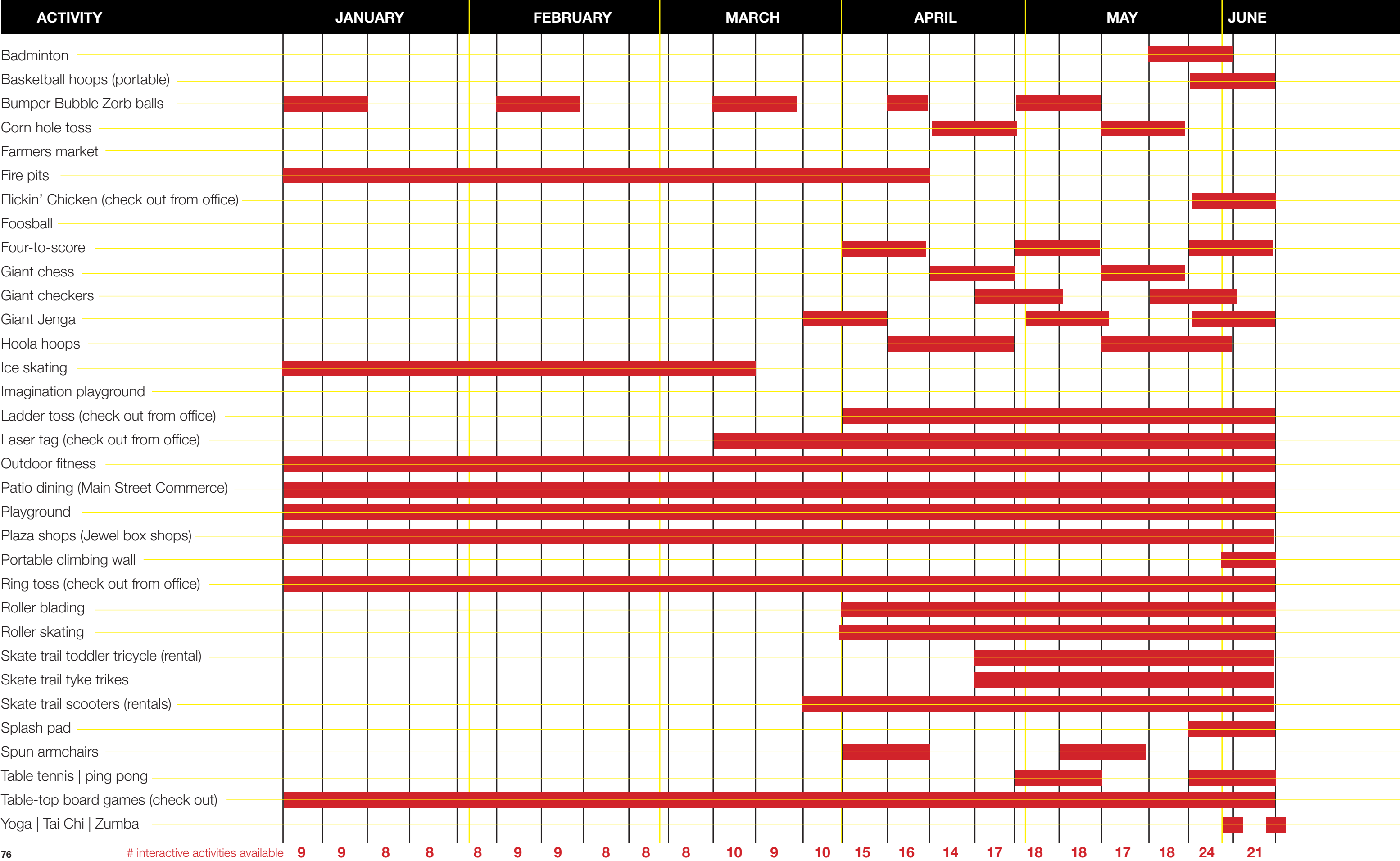
A First Aid booth should be considered for certain events. This booth should be clearly marked and located in an area accessible by patrons as well as emergency responders, including an ambulance if needed. The booth should be staffed by Trailhead Plaza personnel trained in advanced first aid techniques or by extra-duty EMS personnel. The booth should be equipped with the supplies needed to address basic emergencies as well as having a two-way radio or telephone should it become necessary to call 911 for advanced care. An Automated External Defibrillator (AED) should be located at the First Aid booth if at all possible. If Trailhead Plaza is unable to purchase an AED, a local hospital may donate one and provide the minimal amount of training required to operate the device. During the warmest weather months, first aid supplies should include ample supplies of water to assist patrons affected by excessive heat.



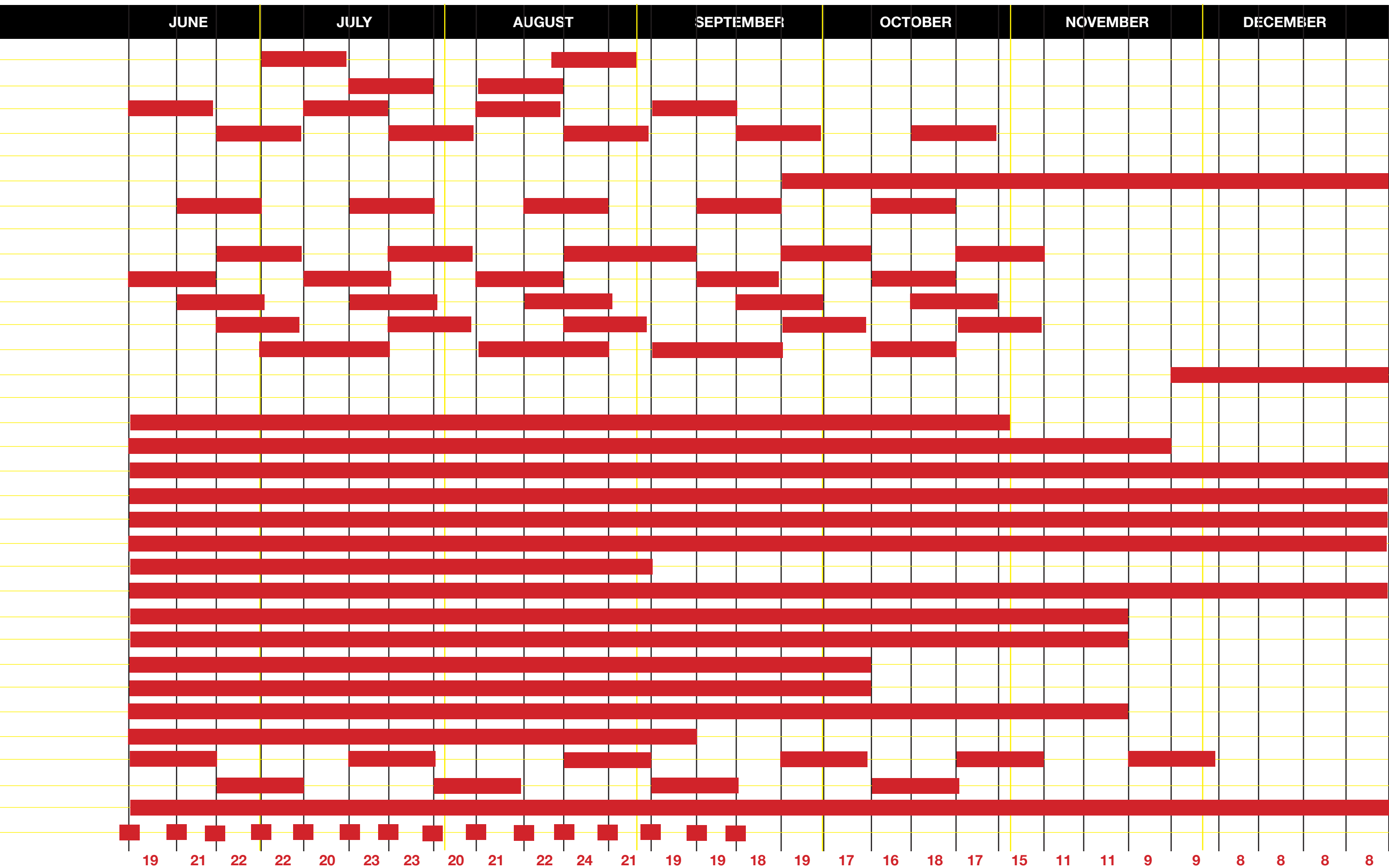
# PROGRAMMING CALENDAR

The following spread shows a sample programming calendar - the activities that might appear at any one time. You will see that during the slower winter months there are fewer activities than you'd find during the warmer late spring, summer and fall months. Also, during the holidays, many activities will be replaced with special events.















# PARKING



PARKING



Parking is, of course, a major concern, and for that reason, a separate Parking and Retail Mix Study was commissioned along with this Plan.

As a result of the plaza’s development, the only loss of parking is along 200 North, where about a dozen spaces were eliminated in order to make room for the Main Stage and landscaping on each side of it.

To provide an overview of the Parking Study, over time downtown Heber City will need to add an additional 1,200 parking spaces to its inventory of about 350 street-front and parking lot spaces, for a total of 1,500 public parking spaces.

This is based on the completion of the Envision Central Heber 2050 Plan.

The immediate need (over the next three years or so) is for a parking garage with approximately 450 parking spaces.

The city is already working with the county to secure property for this development, which will be a block from Trailhead Plaza on the West side of Main Street.

All parking garages would include retail on the ground floor when facing either Main Street or C Street Plaza. Upper floors would include attractive facades. Each would have three decks, providing four floors of parking, including the roof level. The photos, left, show examples of parking structures with retail on the ground floor and, in Boulder, Colorado, second story office space above the retail.

Over time, two other parking decks would be developed, an additional one on the west side of Main Street and one on the east side. All three would be in the downtown core area.

We’ve recommended working with High Valley Transit to provide shuttle services for major events, with parking west of town at the ball fields (across from the Depot), at the fairgrounds/rodeo grounds, and at the new high school, when they are not in use.

Nothing has been determined or discussed with the various parties, at this point, and the goal is not to have competing events in downtown and west of town. But for sporting, fair, and rodeo events, it is advisable to have shuttles available to move people into downtown and back, and, likewise, for large downtown events (thirty a year or fewer), shuttles could transport people to available parking west of downtown.

As an example, we designed the parking at the ball fields

if it were to be paved, with a transit stop to determine how many vehicles it could accommodate at this one location. The number was 480 (see site plan, opposite).

The site plan for the new high school (below right) includes nearly 1,400 parking spaces, plus bus parking as well. During the summer months, perhaps arrangements can be made with the school district for the use of the parking. Most major events downtown would take place during the summer months or on weekends.

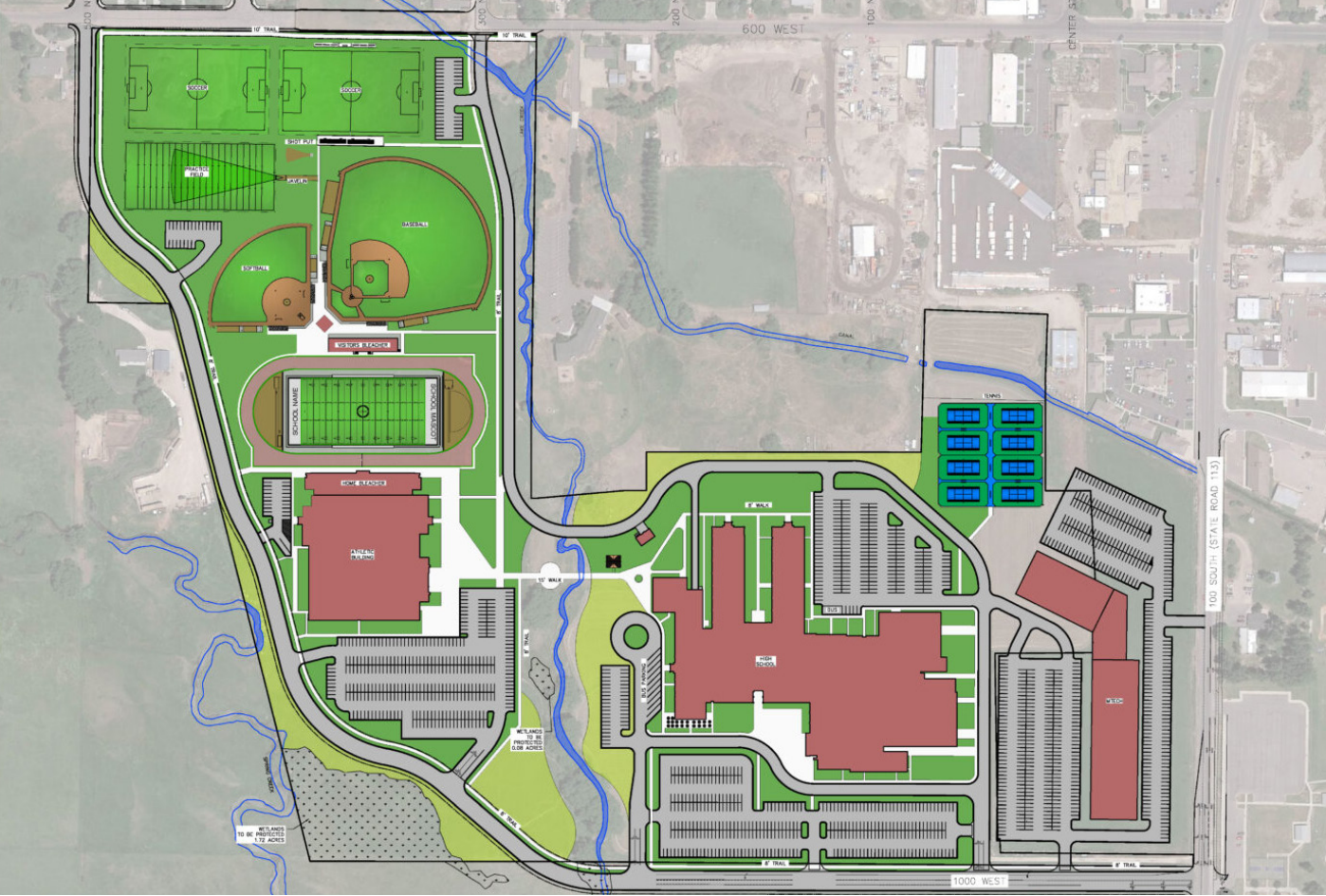
Studies have shown that guests or attendees at major events will wait an average of 15-minutes for a shuttle, but not more than twenty minutes. If longer than that, they will simply drive and try to find parking closer to the destination.

It is hoped that High Valley Transit can provide these shuttles for the larger events.

High Valley Transit also provides Microtransit, which will be promoted in the Trailhead Center as an alternative transportation to and from the plaza.

Eventually, Heber City could own two or three rubber-tire natural gas trolleys (see example, right) so it could provide

transit shuttles during larger events or conferences from the College, sports facilities, perhaps as far as Deer Valley, and from local hotels to the plaza and to events taking place west of downtown (rodeo, fairs, sporting tournaments).





Heber City Community Reinvestment Agency (CRA)  
Project Overview



**Project Title:** 100 South 100 West Parking Structure

**Project Category:** Parking improvements

**Project timing:** Fiscal year start: 2025  
Fiscal year end: 2026

**Project location:**  
100W and 100S (Site of existing fire station, Heber Light & Power)

**Strategic relevance:**  
This is one of the priority key initiatives to implementing the Envision Central Heber 2050 Plan; Heber City Council Budget and Policy Priorities for fiscal year 2025



**Project description:**  
In the 10-block core of downtown Heber City, there are 338 public parking spaces, far short of the demand for more than 900 spaces needed to accommodate the re-development of Heber City's core "downtown," and C Street: an intimate, pedestrian-only shopping, dining and entertainment district (concept, above left). As this three-block street is developed, current private parking would be converted to gathering spaces: outdoor dining, water features, small stages, seating and walking areas, greatly enhanced beautification, and a variety of interactive activities. Converting this area to a pedestrian-only avenue, will net a loss of 185 parking spaces. Additionally, C Street will be home to more than 80 small businesses (retail and eateries) ranging from market kiosks to in-line shops ranging from 500 square feet to 2,500 square feet. The 100 South 100 West parking deck (490 parking spaces) will accommodate the loss of private parking, will accommodate all shops (employees and customers) along C Street and Main Street (Highway 40 - above, right). This would be the first of three public parking structures (to be developed over the next 20 years) - all with built-in street-front retail (top right example). Exteriors will include native sandstone and green-wall elements, elevators, and four floors of parking (including the top deck). The image (top right) uses brick instead of sandstone, but shows that parking garages can be architecturally appealing. The C Street parking garage for Heber City would blend in with the historic feel of the Tabernacle (City Hall) and Performing Arts Center, behind City hall and it, alone, will more than double the parking capacity currently available in the 10-block core downtown area.

**Project cost estimate:**  
\$17,150,000 (\$35,000 per parking stall x 490 spaces). Street-level retail built into the garage would be privately developed.

**Project funding source:**  
CRA funds, federal transportation grants, naming rights, lease of space for private-sector retail development, parking revenues, impact fees

**Project sequencing and phasing:**  
2025: Site planning and engineering, acquisition and demolition of existing structures, funding sources put in place. 2026: Development of the parking structure, retail development along S100W and Festival Streets.









# OWNERSHIP, GOVERNANCE & STAFFING



OWNERSHIP, GOVERNANCE & STAFFING

“Yesterday is gone. Tomorrow has not yet come. We have today. Let us begin.” - Mother Teresa

INTRODUCTION

As Trailhead Plaza staff will work with both community and professional entities in the fulfillment of its mission, it is imperative that the venue has clear, consistent and firm operating policies. Missteps in the scheduling, technical services, marketing or administration of Trailhead Plaza can cause the venue to earn the reputation of being difficult to use and negatively impact the level and quality of programming. This Plan lays out a recommended organizational structure and procedures that should become the foundation of a well-run venue.

OWNERSHIP / GOVERNANCE

- The Trailhead Plaza Business Plan and Pro Forma Budget are developed based on the following assumptions:
- Trailhead Plaza will be owned by Heber City.
  - If selected by Heber City, Trailhead Plaza services will be managed by CAMS.
  - Staff dedicated to, and focused on, the programming, marketing and operations aspects of the Plaza will be necessary to achieve overall goals. Therefore, Trailhead Plaza will have its own staff of full time and part time employees.
  - CAMS will need to complete 501c3, non-profit status as soon as possible in order to begin a successful fundraising campaign and grant search (and application process).
  - CAMS’s governing Board of Directors will have authority over Trailhead Plaza services, setting policy and budgets.
  - The CAMS Board should work with the County and the City to establish and/or allocate a perpetual funding source for operational management and marketing of Trailhead Plaza.

Trailhead Plaza will be an asset to the entire community, and as such, merits the financial support of public and private entities alike. Key funding partners should be considered for a place at the governance table. The most cost-effective model will be one in which all the funding partners are encouraged and enabled to contribute in-kind support to Trailhead Plaza as they may be able to do so.

ADMINISTRATION/STAFFING

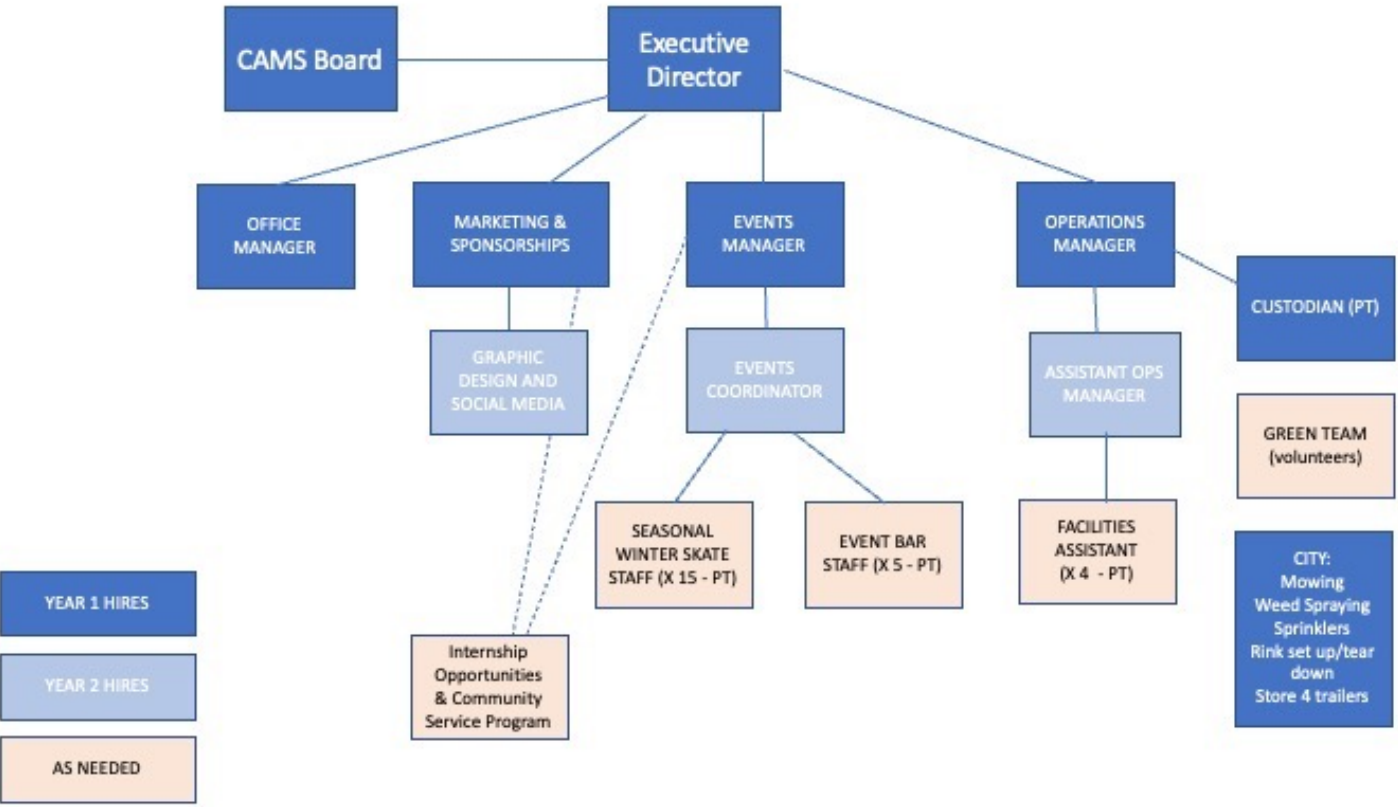
The staff of Trailhead Plaza will have an exciting and challenging job. The staff will frequently work nights and weekends when activities in the Plaza will be in high demand. They will also be expected to keep regular office hours during the week, taking care of the day-to-day busi-

ness of scheduling, coordinating, marketing and billing. Recognizing this, in order to ensure a well-run operation, cross-training of staff members is critical in meeting the event demand and allowing for staff members to rotate nights and weekends off.

It is assumed that the responsibilities associated with the ongoing operation of Trailhead Plaza in the areas of financial preparation, payroll administration and human resource management will initially be handled by the new Executive Director, who will also be supported by a bookkeeper / office manager (part time initially, and later becoming a full-time position). As Trailhead grows in both the number of activities and the number of employees, certain activities such as payroll administration and human resource management may be outsourced at a later date (such as a local CPA firm who would be willing to work in-kind or at a reduced rate in order to provide accounting or payroll services as their desire to support the Trailhead effort). Initially, these activities will be handled in-house by the Executive Director and support staff until such a time the activities consume too much of their time and could be best handled by outside providers.

The following job descriptions and organizational chart represent the positions identified in the Pro Forma Budget.

Trailhead Plaza Organizational Chart



TRAILHEAD EXECUTIVE DIRECTOR

- Responsible for all aspects of the administration and operation of Trailhead Plaza.
- Reports directly to the Board of Directors
  - Carries out the policies of the Board of Directors and produces good working relationships between the Board of Directors and THP staff
  - Develops effective programs to ensure the fiscal success of Trailhead Plaza
  - Identifies and secures funding for the preservation, programming, promoting and operation of Trailhead Plaza
  - Directs the policy, development, programming, financial management, marketing, operations and community relations for Trailhead Plaza
  - Develops policy recommendations for approval by Board of Directors and implements the policy
  - Responsible to oversee and direct all aspects of sound THP financial management, including day to day financial operations, budget development, financial monitoring and reconciliations, and keeping the Board of Directors informed of the actual financial performance to budget

- Completes performance appraisals for direct reports and makes salary recommendations
- Initiates and oversees programming for venue, including contracting for events
- Ensures an efficient and effective operation, including capital maintenance and improvement projects
- Represents Trailhead Plaza in a positive manner to the community
- Oversees, motivates and directs all staff members to encourage innovative ideas and strong customer service values
- Identifies, applies and lands local, state and national grants for non-profit organizations (focus on placemaking grants, community health, children focused, and local foundation grants)
- Acts as public relations and press relations contact for Trailhead Plaza
- Acts as Manager on Duty when scheduled and provides “front line” support as needed on site at Plaza events and in all areas of Trailhead Plaza operations
- Development and oversight of special events at Trailhead Plaza
- Identifies and secures event sponsors



- Identifies and pursues advertising sponsors around the ice rink dasher boards, Trailhead Plaza street light banners and other designated areas
- Pursues new marketing opportunities to ensure the success of events at Trailhead Plaza
- Negotiates advertising rates, places buys and monitors advertising placement and accuracy

TRAILHEAD EVENTS MANAGER

Responsible for all aspects of event planning for Trailhead Plaza events and activities.

- Reports directly to Trailhead Plaza Executive Director
- Provides critical information to promoters and clients regarding booking and use of Trailhead Plaza
- Assists in the development of special events at Trailhead Plaza
- Works closely with clients utilizing Trailhead Plaza to meet the client's expectations
- Disseminates timely and accurate pre-event information to all staff regarding the essential aspects of each Trailhead Plaza event
- Works with local City staff, police and fire personnel to ensure event compliance with Heber City code provisions
- Responsible for coordinating alcohol service and sales including scheduling and oversight of beverage inventory and servers
- Responsible for hiring, scheduling and oversight of Event Staff personnel as needed per event
- Responsible for ensuring full and part time staff training remains current (including effective customer service skills)
- Takes responsibility for managing the risk factors of Trailhead Plaza including review of all patron incident reports
- Assists in the development and updates of the 5-year capital plan
- Administers annual capital budget in coordination with other Trailhead Plaza staff members and City staff, as applicable
- Maintains a strong working relationship with City departments in coordinating shared areas of responsibility
- Acts as Manager on Duty when scheduled and provides “front line” support as needed on site at Plaza events and in all areas of Trailhead Plaza operations

TRAILHEAD OPERATIONS MANAGER

Responsible for the administration, planning and direction of the engineering, maintenance and operational activities of Trailhead Plaza.

- Reports directly to Trailhead Plaza Executive Director
- Has complete knowledge of the operational aspects for Trailhead Plaza including the features (ice rink, water fountains and stage) and all equipment
- Develops plans to manage costs for the operation of Trailhead Plaza
- Proficient in the operational aspects of the ice functions at Trailhead Plaza, including:
  - o Seasonal start up – installation of the ice surface and dasher board system
  - o Daily operation including maintaining the ice surface
  - o End of season tear down of ice surface and dasher board system
- Operates the ice resurfacing machine as needed (i.e. Zamboni, Olympia, etc.)
  - o Performs routine and ongoing maintenance including but not limited to blade and oil changes
- Knowledgeable and capable of maintaining and sharpening Trailhead Plaza owned ice skates
- Proficient in the operation of the Trailhead Plaza amenities including fountains and features
  - o Performs routine maintenance to maintain water chemistry and balance
- Performs general cleaning tasks as outlined in the Operations Checklist, when needed
- Oversees capital projects for Trailhead Plaza
- Develops and performs preventative maintenance programs on Trailhead Plaza equipment
- Organizes and executes training and safety programs for operational staff
- Oversees Trailhead Plaza equipment service contracts
- Assists in the annual budgeting process and in the monitoring of the current fiscal year budget
- Responsible for staffing and supervision of the operations staff
- Assists in the planning and set up of various event activities at Trailhead Plaza in coordination with the Trailhead Plaza Event Manager, Executive Director and private event hosts
- Supervises the conversions and changeovers from event to event
- Supervises/oversees the purchase of equipment and supplies

- Acts as Manager on Duty when assigned and provides “front line” support as needed on site at Trailhead Plaza events

MARKETING & SPONSORSHIPS

Assists the Executive Director and THP staff in the marketing and sponsorships for Trailhead Plaza.

- Reports directly to the Trailhead Plaza Executive Director
- Provides information as appropriate to patrons/ promoters/clients regarding usage of Trailhead Plaza and the events occurring at Trailhead Plaza
- Creates and prepares collateral marketing pieces for distribution to prospective Trailhead Plaza users
- Maintains Trailhead Plaza website
- Writes and disseminates information to media through press releases
- Works closely with downtown merchants to keep them apprised of Trailhead Plaza activities and schedule of events
- Coordinates and monitors event promotions
- Conducts market research on an ongoing basis
- Develops and maintains marketing and sponsor ship material
- Develop and maintain list of potential sponsors
- Solicit business participation in events through sponsorships.
- Coordinates annual sponsorship plan and facilitates and builds relationships with sponsors

OFFICE MANAGER

Responsible for all aspects of the administration of the office, Trailhead Center and Visitor Center.

- Performs administrative duties including greeting all visitors, answering phones, receiving and handling all mail
- Support Executive Director in the preparation / management of budget. Oversee office budget
- Perform bookkeeping, accounts payable and receivables, and payroll
- Composes and types correspondence, reports, statistical lists, agreements, contracts and other information in support of other positions
- Conducts annual focus group meetings with community members and Trailhead Plaza clients to assess Trailhead Plaza services and operations
- Attends appropriate committee meetings to take minutes
- Proficient in the use of computer and telephone systems
- Assists in the preparation, billing and tracking of

- event settlements
- Performs various projects as assigned from all departments
- Acts as Manager on Duty when assigned and provides “front line” support as needed on site at Trailhead Plaza events

GENERAL FACILITY STAFFING

Local City staff needs to be in place and capable of performing all of the services necessary to the maintenance and operation of the facility. In partnership with Heber City, general facility staffing may vary depending upon the final design of Trailhead Plaza and potential access to City staffing for those Plaza and event functions that fall within the parameters of Heber City staffing. These functions will likely include:

- Event staff
- Custodial services
- Ice rink set up/tear down
- Event set-ups
- Event technical production
- Security
- Grounds keeping

These functions are event driven, often requiring large crews for short periods and occur in time periods beyond the normal workday. Also, these functions are closely inter-related and require precise coordination to meet the time demands of Trailhead Plaza activities. Thus, experience shows that a small full-time staff supplemented by a large pool of on-call workers is the most economical and efficient staffing arrangement.







# MARKETING





“Be so good they can’t ignore you.” - Steve Martin

INTRODUCTION

In marketing any venue, it is necessary to position the venue in the marketplace to generate programming, maximize revenues and establish an identity. Trailhead Plaza is no exception to this principle. To establish itself as a “destination” for both events and patrons, Trailhead Plaza must have aggressive management, a “can-do” attitude and exceptional customer service. With its downtown location, Trailhead Plaza has an opportunity to become home to many Heber events and activities, and this must be emphasized in its marketing strategies.

Explore the scenic trails of Wasatch Mountain State Park, or admire the dazzling lights of Heber City’s iconic Main Street during the holiday season, each year thousands of visitors are drawn to the attractions within Heber, Utah, and its surrounding areas. From outdoor adventures in Daniels Canyon to seasonal festivals in nearby Midway, the region offers unique experiences that keep travelers coming back year after year. Developing promotional and marketing alliances with local organizations and members of the hospitality industry will develop a marketing plan that benefits all the organizations participating. Marketing outreach may include working with:

- Local hotels to place fliers in guest rooms that highlight the activities at Trailhead Plaza.
- Downtown merchants to produce these fliers by placing ads offering incentives to shoppers.
- Go Heber Valley to include Trailhead Plaza’s event schedule in Chamber publications.
- Regional media outlets through social media, e-newsletters, press releases and personal visits to talk about THP and upcoming events.

Once the funding is in place and the Trailhead Plaza project is approved to move forward, programming and marketing must begin immediately. Opportunities to showcase Trailhead Plaza will present themselves often even before the first event occurs at the Plaza. To take advantage of these opportunities and to stage others, the following strategies are recommended.

PUBLIC RELATIONS PLAN

Trailhead Plaza staff should make use of every opportunity to create media awareness and exposure of the new venue through press releases, press conferences, groundbreaking ceremonies, celebrity visits and announcements of events that are confirmed at the venue.

PRESS RELEASES

Press releases should be used to announce plans for the new venue, new events confirmed and booked for the

Plaza, milestone events occurring during construction, and other news related matters regarding the pre-opening, opening and operation of the venue.

PHOTO OPPORTUNITIES

Photo opportunities will be created throughout the construction process of the venue, including celebrity visits, milestones occurring during construction, venue dedication, ribbon cutting, grand opening and other related activities occurring at the venue. A member of the Trailhead Plaza staff should be appointed to ensure the occasion is captured in a photo that can then be posted to the THP website or used in marketing and promotions material.

PRE-OPENING VENUE MARKETING

The groundbreaking should be considered as an opportunity for maximum public relations value and exposure in the industry, both locally and regionally. Ongoing community relations and exposure to potential clients via press releases, speaker’s bureau, paid advertising and direct mail must be maintained. During this pre-opening time, a dedicated effort needs to be given to identifying potential advertisers, sponsors, equity partners and event producers and planning the grand opening.

BRAND IDENTITY

Developing a brand strategy that promotes the uniqueness of Trailhead Plaza is integral to its marketing endeavors. The first component of the strategy would be to create a logo to be used in all advertising, collateral pieces such as letterhead and business cards and all printed materials related to Trailhead Plaza. Most importantly, though, is delivering on the future “brand promise”.

Development of a signature event that promotes the brand identity of Heber City and Trailhead Plaza should be a high priority. This annual event will celebrate the large variety of trails within and just outside of Heber City. It should have a sample “taste” of the trail, a trail of music/musicians, and a trail of vendors that span the various trails throughout Heber Valley.

MARKETING/SALES MATERIALS

- Create comprehensive site plans, photos of typical events, Trailhead Plaza features, rental price lists and complete sales kits
- Create sales brochure/booklet, with detailed information sheets that can be edited to match the interests of the prospective client

DIRECT SALES

- Target local and regional event planners of festivals, concerts and community events to make them aware of Trailhead Plaza and its mission in the community
- Host a Chamber of Commerce “After Hours” mixer at the construction site

WEBSITE/ELECTRONIC MEDIA

- Create a dynamic website for Trailhead Plaza that promotes activities, provides information about the Plaza including directions to the site and links to community partners
- Link to the Trailhead Plaza webcam offering viewers the chance to see what is happening on the site (from construction through events)
- Create a website Guest Book where visitors may sign up to receive e-mail blasts regarding Trailhead Plaza news and event information
- Include Trailhead Plaza contact information for planners interested in hosting events at the Plaza
- Establish a Facebook & Twitter account and designate who on staff will have authority to post information

ADVERTISING

- Advertising will be used in tandem with direct sales efforts, as a reinforcement of the sales message, targeted toward the tourism industry
- Work with pouring rights partners to tag their local and regional advertising spots with THP event information

RE-OPENING PUBLICITY EVENTS

Trailhead Plaza staff should create publicity events to generate interest and awareness of the new venue, including: groundbreaking, continual additions to the venue (i.e. splash pad, ice ribbon, jewel boxes for vendors/commerce), ribbon cutting, open houses, community events and other events related to the development of Trailhead Plaza.

GROUND BREAKING

- Identify key figures who must be present at groundbreaking
- Establish invitation list for groundbreaking
- Identify site location of groundbreaking (consider backdrop); attempt to do groundbreaking on the actual grounds of the new venue
- Identify date and time for groundbreaking



- Schedule in afternoon or evening for increased community attendance
- Create invitation to groundbreaking
- Create item (memento) to be given out at the groundbreaking
- Distribute fact sheet (utilizing new branding and logo) about THP to all in attendance
- Identify who speaks at groundbreaking
- Guide/create message for each speaker

VENUE TOURS AND HARD HAT RECEPTIONS

- Create events that entice media to attend
- Obtain approval from construction company for date and time

RIBBON CUTTING CEREMONY

- Identify key figures that must be present at the ribbon cutting ceremony
- Identify date and time for ribbon cutting
- Schedule in afternoon or evening for increased community attendance
- Create invitation to ribbon cutting ceremony
- Establish invitation list to ribbon cutting ceremony
- Create item to be given out at the ribbon cutting (T-shirt, Desktop Calendar, Meeting Planner)
- Create brochure highlighting all events at THP to distribute to all in attendance at ribbon cutting
- Mail to neighborhood and key community organizations to build excitement
- Identify speakers for ribbon cutting
- Create message for each speaker
- Create agenda and timeline for ribbon cutting
- Send out personal reminders the day before the event.

ONGOING MODEL MARKETING PLAN

In addition to building on the pre-opening activities and continuing practices as applicable, Trailhead Plaza will need to market the venue and activities on an on-going basis. Additional strategies may include:

ADVERTISING

Print and media advertising can be very expensive and should be placed very sparingly and precisely in a rifle, not shotgun, approach. Advertising will build awareness but it will not, by itself, create bookings or drive attendance. Advertising should be used in tandem with direct sales and electronic advertising efforts, as a reinforcement of the sales message, targeted specifically toward the audi-

ence whether it is intended to attract promoters or patrons.

Ads should be placed in publications that are read by probable promoters and patrons of the venue. Placement of ads should be timed to appear in publications that are current with direct sales/direct mail efforts or publications that have an extended shelf life such as guides and other community and regional event and venue directories.

SURVEYS

Surveys should be sent to clients who use Trailhead Plaza, requesting their feedback on venue amenities and operations. The most effective means of distributing these surveys is in conjunction with final event billing statement. The surveys should include questions related to load in/set up capabilities, sound system, available power, availability and condition of Trailhead Plaza equipment.

Periodic surveys of patrons attending events should also be conducted. A short survey could either be handed out randomly to patrons or by having volunteers stop and talk with patrons to gather information. Information gathered on these surveys may provide data related to where patrons are from, other types of events they are interested in attending at Trailhead Plaza and their e-mail address. Surveys that are handed out could be collected at a central guest services booth. Trailhead Plaza may wish to have a drawing of the returned surveys and offer a prize. This will encourage patrons to complete the survey and provide e-mail and contact information from attendees that could then be used to make the patrons aware of future events.

LOCAL PRESENCE

To keep Trailhead Plaza “top of mind” locally, the staff of Trailhead Plaza must be involved in the community through service groups and organizations. Requests from the media should be directed to the Executive Director. Actively participating in speaking opportunities will render favorable public relations for Trailhead Plaza, providing sales exposure while supporting the Heber community. Trailhead Plaza staff involvement in service organizations will broaden the Plaza’s presence as a community partner, provide networking opportunities and project a positive image of Trailhead Plaza.

CONTRACTUALLY OBLIGATED INCOMES

Public assembly venues have the potential for generating operating funds through the solicitation of Contractually Obligated Incomes (COI’s). COI’s represent fees paid to the venue for varying rights, such as:

- Naming Rights
- Partnerships, Sponsorships and Advertising Sales

- Pour Rights

The development of each of these income streams requires careful research, patience and a determined effort to find the best fit for both the venue and the sponsor. It is imperative in the research phase of each of the COI opportunities to be fully aware of each company’s annual funding timelines and process. While there may be opportunities for smaller sponsorships throughout the fiscal year, to successfully secure a larger sponsorship, it is important to make an application during the company’s annual funding cycle.

The negotiation of these agreements cannot readily be forced into narrow time frames, and to do so often penalizes the venue. It is to the advantage of both the venue and the sponsor that the right partnership be found. Speed can be a negative factor to maximizing revenues from COI’s. By working with the governing body to analyze and appraise options outlined below, it is possible to maximize income from these potential revenue sources.

NAMING RIGHTS

There are elements of Trailhead Plaza that may have the potential for naming rights, such as the stage, the splash pad and the ice rink. This section will highlight the benefits and process for securing naming rights, should the decision be made to pursue a partnership of this nature in the future.

The benefits realized by a venue from a naming sponsorship are many and varied. First, of course, there is the financial benefit. Naming sponsorships involve cash payments from the sponsor to the venue. For new venues, the cash realized from naming sponsorships might be the vital missing link to financing construction of the venue and purchasing equipment.

For many facilities, the greatest benefit of a naming sponsorship comes from the marketing partnership that develops with the sponsor. For a naming sponsorship to be truly effective, the sponsor should have the same marketing and community interests as the venue. When the venue and the naming sponsor share similar goals, the opportunities for synergy are endless. The sponsor may become an ongoing event sponsor, and may even bring in related vendors to participate in promotions. Sponsors regularly convert their own promotions and ongoing advertising to allow for tie-ins and cross promotion of events with their own products. Coupons distributed in sponsor locations, and through sponsor billings, cost almost nothing to develop, and drive traffic through the sponsor’s place of business while promoting venue events.

NAMING RIGHTS ANALYSIS

Once it is decided to seek a naming sponsor, the process to be followed can vary depending on the community, economic conditions and venue priorities. In general, the following steps are undertaken:

- Establish probable event attendance, seasonal and annual attendance projections
- Determine privileges, rights, advertising and usage to be provided to naming sponsor and qualify the value of each, including but not limited to:

1. Signage
2. Usage of the venue
3. Sponsor’s name exposure to street traffic along negotiated street frontage around the plaza.
4. Number of anticipated attendees
5. VIP Parking
6. Name (possibly logo) inclusion on all collateral items
7. Name (possibly logo) on website

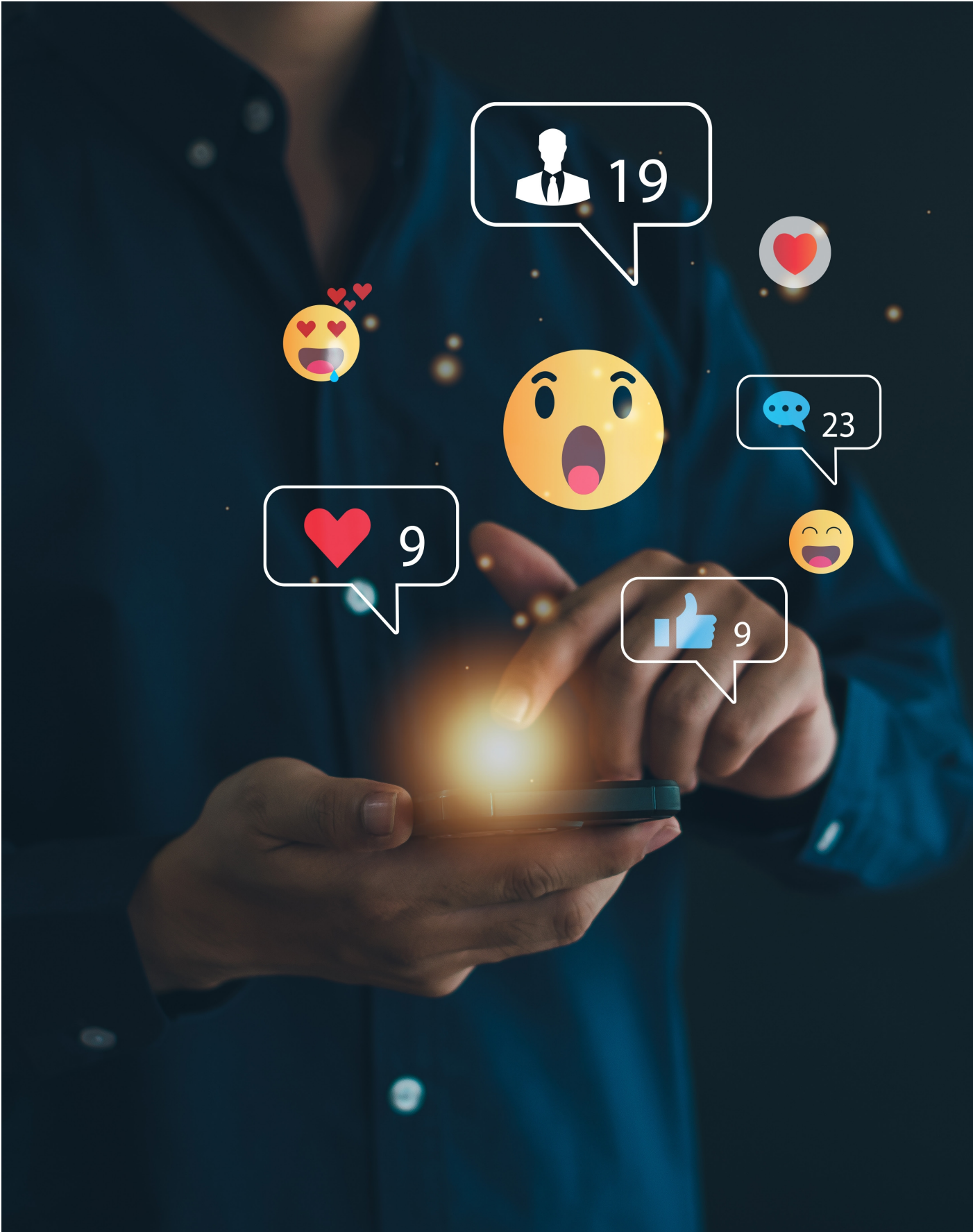
NAMING RIGHTS SOLICITATION

- Research naming rights contracts in comparable markets
- Develop model naming rights contract in collaboration with Heber City. Funds raised from the naming rights should remain with CAMS to help with start up costs and operational costs
- Identify potential naming sponsors
- Perform research on potential sponsors in order to customize approach to identify common goals between sponsor and Trailhead Plaza
- Develop sales materials and concept statements, including perks to name sponsor
- Approach potential name sponsors until sponsor is found
- Perform follow-up as required
- Negotiate name sponsor contract, including term of naming rights and renewal options
- Publicize the sponsorship
- News conference announcement
- Media releases

Modification per the terms of the contract to:

- Signage
- Marketing materials





**PARTNERSHIPS, SPONSORSHIPS, AND ADVERTISING SALES**

The financial success of Trailhead Plaza will be strongly dependent upon securing partnerships (financial and in-kind) through sponsorships and advertising. The Pro Forma Budget used in Trailhead Plaza for the first full year of operation reflects the following revenue goals:

- Event Sponsorships - \$10,000 (growing to \$110,000 by year five)
- Advertising - \$5,000 (growing to \$75,000 by year five)

Heber boasts a vibrant economic sector, including major resorts, healthcare services, small businesses, and a growing presence of financial and investment services. While Heber’s scenic location attracts visitors from across Utah, its economic influence primarily draws from surrounding areas within Utah and nearby states such as Idaho and Wyoming, rather than from farther states like Oregon, Colorado, or Nevada. The city is well-positioned to serve local commerce and tourism within the Wasatch Back region and increasingly attracts business from broader areas due to its proximity to Salt Lake City and Park City. Organizations that conduct business in multiple communities within this region provide the sponsor the opportunity to heighten awareness of their brand through participation in Trailhead Plaza events and exposure to a wide cross section of event attendees.

Identifying sponsors and advertisers for a venue is much like the process for finding a naming sponsor. The best potential sponsors and advertisers are those who are seeking to position themselves with the likely attendees of the venue. For Trailhead Plaza there may be a number of opportunities to realize sponsorship revenues including event title sponsors, series title sponsors, special services sponsors (AEDs, wheelchairs, first aid booth, etc.) and media sponsors. Site advertising areas may include the ice dasher boards, skate rental area and street light banners.

The steps taken to find sponsors can be summarized as follows:

- Inventory sponsor and ad opportunities (including activities and events) and set sales goals
  - Develop sponsor packages
  - Assign sponsor values taking into consideration:
1. Sponsor name exposure to street traffic along Main St. and 300 South. and visibility on Trailhead Plaza site
  2. Number of anticipated attendees
  3. Community and attendee demographics
  4. Inclusion in marketing materials
  5. Website presence

6. Exclusivity

- Develop perks for corporate partners, sponsors, and advertisers
- Develop direct sponsorship sales plan and support materials that will be necessary to secure partnerships
- Leverage sponsorships for in-kind advertising dollars and live on-site promotions from local media and influencers.

**BEVERAGE POUR RIGHTS**

Several factors must be considered by Trailhead Plaza with regard to how both soft drinks (pop/water products) and alcoholic beverages will be handled during event and non-event days.

Soft Drinks (Pop/Water/Other Beverages) - As outlined in the Programming Section of this report, it is not anticipated that Trailhead Plaza will handle the food concession sales for events and activities in the Plaza. Therefore, the pursuit of an exclusive pour rights partner must be approached from a different perspective, as typically the service of these beverages would be closely tied to the service of concession food products. This does not mean that there are not opportunities for Trailhead Plaza to pursue in this type of partnership.

Trailhead Plaza will partner with local vendors and distributors. All pop/water/other beverage products sold on the site through approved concession vendors, must be obtained through Trailhead Plaza’s contract with the provider at established product rates.

Alcoholic Beverages - The service and sale of alcoholic beverages can be a significant revenue generator for Trailhead Plaza. Trailhead Plaza should apply for and retain an on premise liquor license covering all events. In considering whether exclusivity is the best approach for Trailhead Plaza, the following factors should be considered:

- Utah law needs to be further researched before distributors approach Trailhead Plaza with a proposal for exclusivity.
- Trailhead Plaza must determine if having an exclusive partner is the most effective method of operation. If so, Trailhead Plaza must approach the distributors directly to negotiate a contract. The steps taken to negotiate any pour rights are as follows:
  - Determine potential consumption by event attendees
  - Create package for rights holder



Possible options:

- 1. Non-Exclusive
  - Patrons will be able to choose product from multiple distributors.
  - Trailhead Plaza may be able to negotiate for a lower product cost.
- 2. Exclusive
  - The distributor may be able to provide more marketing support (banners, beverage stand signage, posters, third-party tie-ins).
  - The distributor may be committed to a higher level of customer service in support of Trailhead Plaza events.
  - A stronger partnership may develop between Trailhead Plaza and the distributor in determining the amount of product needed per event, flexibility on return of product and overall pricing structure.

**PRIVATE FUNDRAISING**

Naming rights, advertising and sponsorships are a form of fundraising in which the contributor or buyer is entitled to a return for the investment made. For example, a sponsor purchases the naming rights to a public events venue or partners with the venue through advertising and sponsorships in order to gain exposure for its product or service. In addition to these revenue sources, traditional fundraising through the Trailhead Plaza “Pillars of Progress” should also be conducted as a means of producing the revenues necessary to sustain Trailhead Plaza.

Traditional fundraising involves the soliciting of funds from contributors that are given philanthropically with no expectation of a quid pro quo. The Pro Forma Budget for the first full year of operation of Trailhead Plaza projected the private and corporate fundraising goal at \$100,000. This aspect of revenue generation will take a major public relations campaign and will need to be headed by a group, private entity or organization to champion the cause. As a 501(c)(3) organization, donations to CAMS, operating and doing business as Trailhead Plaza, will qualify as tax deductible.

**SUCCESSFUL FUNDRAISING PROGRAM BASICS**

- The elements of a private fundraising campaign usually include:
- Compelling case – confidence by donor that their funds will be well spent and the project will be successful
  - Strong leadership with willing and capable

- volunteers
- Adequate and skilled staff (follow through is imperative to continued success)
- Organized effort

**WHAT PROMPTS DONORS TO GIVE**

- Being asked at the right time, for the right amount by the right person for the right project
- Recognition
- To offset record profits / tax write off
- Being asked to give by someone they know well
- Reading or hearing a compelling news story
- Community buzz
- Personal belief they want to be a part of positive community initiative

**POTENTIAL CONTRIBUTORS**

- Corporations
- Family owned businesses
- Individuals
- Business Match Programs
- In-Kind Contributions (advertising, marketing materials, equipment, services)

**MANAGING THE PROCESS**

- Identifying potential donors and their funding level capability
- Assigning who will make the call and close “the ask”
- Follow up with donors
- Keeping committed donors up to date on progress of project
- Determine how donors will be recognized ( i.e. donor wall, bricks, plaques)

**ESTABLISHING MARKETING CAMPAIGN**

- Host lunch sessions for specific groups to provide information and then follow up individually with attendees
- Reach out to potential user groups for their mailing lists

**COMMUNITY INVOLVEMENT FUNDRAISING**

- Host a fundraising event - raise awareness

**TRACKING AND FOLLOW-UP**

To maintain strong partnerships with current and potential sponsors, it is imperative that each of these entities be treated as special, valued clients. The Executive Director

and/or Trailhead Plaza Marketing and Sponsorship Coordinator will need to stay in contact with the sponsor in person, by phone or by e-mail. Regardless of the sponsors preferred method, tracking the sales/sponsorship calls and the current status of all confirmed agreements will ensure that follow up is handled in a timely, effective manner.

- Sales/Sponsorship Call Report
- Current Sponsorships and Partners Form
- Event or year-end summary reports should be produced for each participating sponsor. This report may be produced in house and should include:
  - o Number of attendees
  - o Photos of events
  - o Photos of sponsor signage
  - o Media articles which reference sponsor’s name
- A personal letter to the sponsor thanking them for their participation

**GRANT WRITING**

Due to the type, uniqueness and community aspect of the events and activities planned for Trailhead Plaza, there may be opportunities to apply for State and Federal grant funding. While identifying grant opportunities and completing the applications can be a very time-consuming endeavor, securing the grants will provide a positive financial and public relations position for Trailhead Plaza. If Trailhead Plaza does not have a staff member with the expertise to pursue and write grants, this service may be contracted locally or potentially accomplished through a volunteer effort.









# PROFORMAS



Furnishings, Fixtures & Equipment

ICE SKATING FF&E	PRICE
Zamboni	\$50,000.00
Ice Skates	\$61,000.00
Roller Skates and Roller Blades	\$65,000.00
Racks to hold Ice and Roller Skates	\$20,000.00
Walkers -	\$835.00
Sharpener	\$2,000.00
Boot Dryer	\$3,695.00
Rubber Floor Mats	\$14,000.00
Portable Heaters	\$7,000.00
Snow blower - commercial	\$3,500.00
Air Compressor	\$1,000.00
Large Fans	\$600.00
Brooms, Shop Vac, etc.	\$3,000.00
Total Ice Skating FF&E	\$231,630.00

PLAZA SMALL EQUIPMENT	PRICE
Stage audio visual, lighting, projectors, back drop, etc.	Rent As Needed
POS Software	\$1,068.00
Event Site Planning Software	\$1,500.00
POS Terminals	\$300.00
iPads, Stands, and CC Scanners	\$5,500.00
Web Cam System	\$10,000.00
Pressure Washer	\$22,000.00
Traffic Barricades - Bollards	Include in construction costs
Large Event Tents	Rent As Needed
Pop up event tents 10x10 w/ weights (60)	\$12,000.00
Tables 20 bistro tables, 25 dining tables, 40 8' tables, 30 rounds	\$18,000.00
Chairs and racks. 150 bistro chairs & 500 event chairs	\$18,000.00
Umbrellas (20)	\$5,500.00
Stanchions - crowd control (20)	\$3,200.00
Event Fencing	\$20,000.00
ATV / UTV / Golf Carts	\$19,500.00
Walkie-talkie radio system (6)	\$550.00
Walk In Cooler & Racks	\$25,000.00
Vendor Cart (6)	\$12,000.00
Soda & Beer Coolers	\$3,000.00
Trash Cans and Recycling Bins	Include in construction costs
Signage	\$85,000.00
Water Dispensers	Include in construction costs
Bike Racks	Include in construction costs
Total Plaza Small Equipment	\$262,118.00

PLAZA MISC. FF&E	PRICE
Gardening Equipment to supplement Heber City maintenance	\$600.00
Rubber Storage Containers	\$675.00
Metal Storage Racks	\$4,000.00
Portable Ice Coolers - camping cooler	\$1,020.00
General Maintenance Tools	\$1,800.00
Wheel Barrows & Service Carts	\$560.00
Construction Type / Maintenance Lights	\$600.00
Large Artificial Christmas Tree	\$80,000.00
Total Plaza Misc. FF&E	\$89,255

OFFICE EXPENSES	PRICE
Desks & chairs (probably 6)	\$3,000.00
Conference room chairs (minimum 20)	\$2,600.00
Phone System & Speakerphone for the conference room	\$865.00
Breakroom Appliances	\$800.00
Computers (6) & Monitors (8 offices, conference room and front desk)	\$4,800.00
Printer / copier	\$1,100.00
Internet & Wifi	\$3,000.00
Office supplies	\$2,000.00
Total Office Equipment	\$18,165.00

ACTIVITY (PRODUCT)	PRICE
ECR4Kids 4-to-score giant game set (6)	\$725.00
Giant Jenga sets (6)	\$280.00
MegaChess w/25" tall King (4)	\$2,050.00
MegaChess w/37" tall king (2)	\$1,750.00
MegaChess Giant Checkers set (4)	\$450.00
Mats for the checkers (4)	\$280.00
Playcraft Extera Outdoor Foosball tables (4)	\$6,000.00
Outdoor table tennis (ping pong) (4)	\$2,500.00
US Games standard hula hoops 36" (48)	\$8,000.00
Hula Hoop bundle pack (32")	\$10,000.00
Hula Hoop Racks (3)	\$600.00
Magis Spun Armchairs (12)	\$6,750.00
Freenotes Harmony Park musical instruments	\$25,000.00
All-weather corn hole set (8)	\$1,000.00
Zume Games portable Badminton (4)	\$250.00
Stamina outdoor fitness multi-station	\$450.00
Stamina outdoor fitness striders (3)	\$1,350.00
Full Imagination Playground 105-piece set	\$5,750.00
Imagination Playground storage carts (2)	\$3,500.00
Total Activity	\$76,685.00
TOTAL FF&E, SMALL EQUIP COSTS, & OFFICE EXPENSES	\$677,853.00



# REVENUE STREAMS

## Citizens Alliance for Main Street 5 Year Budget (ProForma)

	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget
<b>Income</b>					
<b>Merchandise Income</b>	3,000.00	4,000.00	5,000.00	6,000.00	7,000.00
<b>Direct Public Support</b>					
Advertising Income	8,000.00	9,500.00	10,500.00	12,000.00	15,000.00
Contributions	100,000.00	110,000.00	120,000.00	130,000.00	150,000.00
Pledges Receivable	75,000.00	76,660.00	76,660.00	76,660.00	76,660.00
Grant Income	6,000.00	7,500.00	9,000.00	10,000.00	5,000.00
Board Member Contributions	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Brick Income	25,000.00			27,000.00	
Direct Public Support - Other					
<b>Total Direct Public Support</b>	219,000.00	212,660.00	221,160.00	260,660.00	251,660.00
<b>PERPETUAL FUNDING SOURCE</b>					
TRT tax	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00
<b>Retail Bldg Leases/Rentals</b>					
Main St. Leases and Jewel Boxes	200,000.00	280,000.00	300,000.00	325,000.00	340,000.00
Alpenglobe Rentals	30,000.00	37,500.00	45,000.00	45,000.00	45,000.00
<b>Total Lease/Rentals Income</b>	230,000.00	317,500.00	345,000.00	370,000.00	385,000.00
<b>Event Income</b>					
Staff/Labor Income	5,000.00	7,000.00	8,000.00	10,000.00	12,000.00
Beverage Income	70,000.00	72,000.00	73,000.00	75,000.00	76,000.00
Equipment Rental	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Event Activities	8,000.00	10,000.00	12,000.00	14,000.00	14,000.00
Event Sponsorships	110,000.00	115,000.00	120,000.00	125,000.00	130,000.00
Vendor Space Rent	28,000.00	30,000.00	32,000.00	34,000.00	36,000.00
EBT Sales	1,000.00	1,250.00	1,500.00	1,750.00	2,000.00
<b>Total Event Income</b>	217,000.00	238,750.00	250,500.00	264,250.00	275,000.00
<b>Ice Skating Income</b>					
Food & Beverage Income	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Vendor Space Rent	6,000.00	6,250.00	6,500.00	6,750.00	7,000.00
Rentals/Ice Time	245,000.00	260,000.00	275,000.00	290,000.00	300,000.00
<b>Total Ice Skating Income</b>	254,000.00	269,750.00	285,500.00	301,250.00	312,000.00
<b>Miscellaneous Income</b>					
Miscellaneous Income - Other	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
<b>Total Miscellaneous Income</b>	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
<b>TOTAL INCOME</b>	990,000.00	1,109,660.00	1,174,160.00	1,269,160.00	1,232,660.00



Operating expenses

Citizens Alliance for Main Street					
5 Year Budget (ProForma)					
	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget
Expenses					
Event Expenses					
Donations	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Entertainment Expense	68,000.00	72,000.00	75,000.00	80,000.00	95,000.00
Equipment Rental	5,000.00	5,500.00	6,000.00	6,500.00	7,000.00
Event Activities	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00
Event Printing	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00
Concessions Expense	750.00	800.00	850.00	900.00	950.00
Beverage Expense	20,000.00	22,000.00	24,000.00	26,000.00	28,000.00
General Event Supplies	4,000.00	4,500.00	5,000.00	5,500.00	6,000.00
Licenses & Permits	1,600.00	1,700.00	1,750.00	1,800.00	1,850.00
Security	10,000.00	10,500.00	11,000.00	11,500.00	12,000.00
EBT Vendor Reimbursement	750.00	1,000.00	1,250.00	1,500.00	1,750.00
Event Expenses - Other	200.00	200.00	200.00	200.00	200.00
Total Event Expenses	119,700.00	127,600.00	134,450.00	143,300.00	177,150.00
General Operating Expenses					
Credit card processing fees	8,000.00	8,500.00	9,000.00	9,500.00	10,000.00
Copying & Printing	3,500.00	3,600.00	3,700.00	3,800.00	3,900.00
Dues & Registrations	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Equipment	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Insurance	42,000.00	44,000.00	46,000.00	48,000.00	50000.00
Meals & Entertainment (50%)	750.00	750.00	750.00	750.00	750.00
Meeting Expense (100%)	500.00	500.00	500.00	500.00	500.00
Miscellaneous Expense	500.00	500.00	500.00	500.00	500.00
Office Supplies	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
Office Equipment	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Office Cleaning	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Postage & Delivery	1,250.00	1,500.00	1,750.00	2,000.00	2,250.00
Rent (storage)	50,000.00	50,000.00	50,000.00	50,000.00	25,000.00
Repairs and Maintenance	750.00	1,000.00	1,500.00	2,000.00	500.00
Tax & License	300.00	300.00	300.00	300.00	300.00
Training & Seminars	5,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Utilities	8,000.00	8,500.00	9,000.00	9,500.00	10,000.00
Travel & Mileage Reimbursement	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Uniforms	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
General Operating Expenses - Other					
Total General Operating Expenses	151,450.00	153,550.00	157,900.00	162,250.00	139,600.00
Professional Service Expense					
Accounting Fees	2,520.00	2,750.00	3,000.00	3,250.00	3,500.00
Technology - IT	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Graphic Design Fees	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Legal Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Engineering	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Professional Service Expense - Other	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Total Professional Service Expense	18,020.00	18,250.00	18,500.00	18,750.00	19,000.00



Citizens Alliance for Main Street  
5 Year Budget (ProForma)

Operating expenses

	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget
Expenses Continued					
Plaza Operation Expenses					
Maintenance and Repair	18,000.00	19,000.00	20,000.00	21,000.00	22,000.00
Plaza Supplies	12,000.00	13,500.00	15,000.00	16,500.00	20,000.00
Plaza Utilities	8,800.00	9,000.00	9,200.00	9,400.00	9,500.00
Miscellaneous Expense	600.00	600.00	600.00	600.00	600.00
Fuel	1,750.00	2,000.00	2,250.00	2,500.00	2,750.00
Retail Building and Jewel Box Maintenance	10,000.00	15,000.00	15,000.00	18,000.00	20,000.00
Total Plaza Operation Expenses	51,150.00	59,100.00	62,050.00	68,000.00	74,850.00
Sponsorship Expense					
Brick Campaign		4,500.00		4,750.00	
Sponsorship Expense - Other	4,000.00	4,500.00	5,000.00	5,500.00	6,000.00
Total Sponsorship Expense	4,000.00	9,000.00	5,000.00	10,250.00	6,000.00
Ice Skating Expense					
Food and Beverage	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Ice Rink Setup/Teardown	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Security	6,000.00	6,500.00	7,000.00	7,500.00	8,000.00
Stage Decorations	2,500.00	1,000.00	1,000.00	1,000.00	1,000.00
Propane	7,500.00	7,500.00	8,000.00	8,000.00	9,500.00
Utilities - Chiller	25,000.00	26,000.00	27,000.00	28,000.00	29,000.00
Ice Skating Equipment	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Total Ice Skating Expense	50,500.00	51,500.00	54,500.00	56,000.00	62,000.00
Marketing Expense					
Services	5,000.00	5,500.00	5,750.00	6,000.00	6,500.00
Advertising and Promotions	30,000.00	30,000.00	35,000.00	35,000.00	38,000.00
Marketing Materials	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Printing & Materials	3,500.00	3,500.00	3,500.00	3,500.00	3,000.00
Website	2,500.00	2,500.00	2,500.00	2,500.00	2,000.00
Total Marketing Expense	44,000.00	44,500.00	49,750.00	50,000.00	52,500.00
Payroll Expenses					
Payroll	407,640.00	528,152.80	540,075.86	459,994.69	469,514.59
Payroll Taxes	31,795.92	41,195.92	42,125.92	35,879.59	36,622.14
Workers Comp Insurance	14,130.00	17,000.00	19,000.00	20,000.00	22,000.00
Payroll Processing Fee	2,445.84	3,168.92	3,240.46	2,759.97	2,817.09
Simple IRA	8,152.80	10,563.06	10,801.52	9,199.89	9,390.29
Medical Insurance	36,687.60	47,533.75	48,606.83	41,399.52	42,256.31
Bonus - Full Time Employees					
HR Expenses	2,400.00	3,000.00	3,500.00	4,000.00	4,500.00
Total Payroll Expenses	503,252.16	650,614.44	667,350.57	573,233.66	587,100.42
TOTAL EXPENSE	942,072.16	1,114,114.44	1,149,500.57	1,081,783.66	1,118,200.42
NET INCOME	47,927.84	-4,454.44	24,659.43	187,376.34	114,459.58







# SUPPORTING INFORMATION

Julie Ember Design (Jewel Boxes and Bryant Park programming) ..... 100

Public presentation made to the City Council and Planning Commission (slides) ..... 108

Caldwell, Idaho examples: Fundraising ..... 111

Tamis Event Fencing brochure ..... 120

Pacer.AI visitation numbers to Heber City Central Park ..... 124

ESRI Heber City and primary market area demographics ..... 126

High Valley Transit proposal for Heber City..... 130





# About J. Ember Design

We create warm, welcoming, playful public spaces that work.

J. Ember Design creates infrastructure, elements, amenities, and spaces for programming, play, food, comfort, and joy. These are humanizing details that demonstrate care to communities, and enable great spaces that are **strong, beautiful, joyful, functional, maintainable, and durable**—meeting your goals, serving the whole community, and continuing to evolve. We get there by being fully grounded in two pillars: community needs, and a deep understanding of how great spaces are effectively stewarded— whether that’s through active management or from the ground up.

With experience in urban and industrial design, and a range of projects from within in-house public space design and management in addition to consulting for public, private, and non-profit clients, we can tackle many scales and all phases of the design and placemaking process. We **specialize in the human-scale details that people notice, that make them feel comfortable.**

In conjunction with long-term visioning and management strategies, we produce anything from iterative interventions up through complex, multi-dimensional permanent design. The strongest work with lasting benefits emerges from real collaboration with your team, partners, other expertise as needed, and most importantly the community. Together with the team, we will take creative steps to build up **mutual community trust, ownership, stewardship, and sense of place.**

Great spaces bring people together and strengthen communities. We love making spaces that bring **play and joy**, and we believe that all communities deserve access to great spaces that meet their specific needs. We look forward to helping you get there.

*J. Ember Design is a certified Woman-Owned Business Enterprise (WBE) in New York City, and WBE certification is in process in New York State and Port Authority of New York and New Jersey.*



Bryant Park’s The Tables: a ping pong area. Julie Ember led the design while she was an employee of Bryant Park Corporation.





# About J. Ember Design

## We believe:

- **Great public spaces bring people together and strengthen communities**

It's so important to have access to public spaces in our daily lives; we've all seen this so tangibly during the pandemic. They serve many critical functions, including as connective tissue for communities, building support, trust, strengthening bonds, and elevating arts and culture.

- **Everyone deserves excellent public spaces**

We need more public spaces in every community that serve and reflect each individual community's needs, not one size fits all.

- **People of all ages deserve play and joy**

Great spaces enable people to feel free, comfortable, relaxed, or adventurous, and allow for a range of activity from passive to active. In spaces like these, people can fully connect: with themselves, others, and their environment.

- **There are many ways to get to a great space**

This can happen through many approaches, for any size of organization or budget. Various building blocks are important, such as good design working hand-in-hand with good management, but regardless of method, great spaces ultimately emerge from the cultivation of strong mutual trust, a feeling of community ownership, and stewardship, which can come about no matter what level of institutional management there is.

- **We must take care of our full communities for future prosperity**

Communities include all inhabitants and their environments. We continue to learn and push toward equity, diversity, accessibility, and sustainability, so that all voices are at the table and all communities can thrive.



At left, Prospect Park, Brooklyn: an example of a great public space, where Julie Ember spends a lot of time!



# About J. Ember Design

## How we work + what makes us different

### Collaboration and empathy

We will work with your team in a collaborative, communicative way to come up with great solutions. Listening and asking the right questions to get to the heart of your needs, we think deeply about the end users and strive to empathize with all stakeholders.

### We understand public space management and usage

Having firsthand public space management experience in the in-house design department of two high profile business improvement districts, Bryant Park Corporation and 34th Street Partnership, we know how important and integral management, programming, maintenance, and stewardship really are. We consider the design of a space and the deep understanding of its usage (and potential usage) as intricately connected. We understand the needs of both heavily-used spaces and underutilized spaces, and are comfortable working within a range of budgets and timelines. We know how to attract people and make things welcoming, while making things really functional and durable over the life of the space. All of this enables effective strategic design and placemaking.

### Making complex projects achievable

We can reconcile and integrate the needs of many different parameters, entities, and stakeholders into a cohesive, effective and beautiful solution. We can work with complex operational and programming needs, and when there are competing interests, we have experience finding commonalities and negotiating solutions. We have a great track record of getting and keeping complex projects moving and approved.

### Sense of responsibility

We strive to meet not only your goals and needs, but also prioritize these questions: is it welcoming and inviting, is it comfortable, does it encourage and include a diversity of uses and people? Is it responsible and sustainable?



Bryant Park's Winter Village, see project pages





# About J. Ember Design

## About Julie Ember

Julie is a public space designer and leader with 16 years of experience creating vibrant spaces. She is passionate about bringing people and things together— to enable joy, connection, and community. With an empathetic and thorough approach, she loves making sense of complexities to create solutions that are welcoming, friendly, and comfortable.

Before founding J. Ember Design, Julie was the Associate Director of Design at Bryant Park Corporation and 34th Street Partnership. This gave her experience at many scales; she has seen through projects from small interventions, design and planning for programming and events from one-off to multi-season, to large multidisciplinary projects that iterated over many years. Julie led teams designing for permanent and temporary outdoor programmed spaces, public plazas, street furniture, and architectural projects.

Throughout her work, Julie highly values working collaboratively to build the strength of communities: with inclusiveness, equity, and sustainability. And she is driven to cultivate a playful sense of abandon for people of all ages. To that end, she loves creating opportunities for play in spaces, objects, and activities, and— singing ridiculous songs at musical improv and live piano karaoke.

Julie has earned awards from Fast Company, the Chicago Athenaeum, Industrial Designers Society of America, Spark Awards, and International Downtown Association. She holds a Bachelors in Studio Art from Bard College and a Masters in Industrial Design from Pratt Institute.



# Design and Placemaking Specialties

## Programming and Performance Spaces

Design and placemaking for programming, performance, and other types of events, whether one-off or ongoing, temporary or permanent.

## Play Spaces and Elements

Design for play spaces, furniture or elements—for kids or adults. From active play to games areas to playful furniture.

We believe in play for all ages, so we love to bring play into the everyday lives of people (or dogs or other animals!).

## Public Spaces: New or Existing

Design, strategizing, planning, placemaking: any part of the process, from analysis, strategy, advice and recommendations, to full design including implementation and changes and adjustments.

Experience with many scales, complexities, and budgets, tackling parks, plazas, sidewalks, as well as small, low-cost interventions. Services can also include project management for placemaking projects, and maintenance and storage needs and solutions.

## Park + Street+ Plaza Elements

Design of new elements, structures, street or park furniture or furnishings, signage structures, specification and/or adaptation of off-the-shelf products for your needs.

## Food Spaces

Design of food spaces, from carts to kiosks to outdoor dining for indoor restaurants, to seating areas in parks and plazas.

## Exhibition and Public Art

Design / planning of spaces and objects that communicate, educate, inspire.



At left: Bryant Park's Winter Village. Above: Turnout NYC. See project pages.





# Winter Village at Bryant Park

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation. Within a collaborative team, Julie co-led the Design Department in a complete redesign of Bank of America Winter Village at Bryant Park when it was brought under in-house management. The parkwide and season-long, annual project included an ice skating rink, skating pavilion, restaurant, and holiday market, along with many programs and events. The team designed exterior tent structures, interiors, site design and all elements, as well as performed event design, construction management, and iterated changes year over year.

Julie personally re-designed the holiday shop kiosks (at left— 220 quick set-up kiosks for both retail and food), skate-resistant benches, LED-lit dasher boards, and led the lighting design.

Corporate sponsor: Bank of America. Partners: In-house team, Hill Holliday and other BofA agencies, Upsilon Ventures (original operator), Rink Management Services, Urbanspace, Union Square Events, all fabricators and vendors.  
Keywords: public spaces, programming spaces, play, park elements, food spaces, management, performance spaces, park furniture, construction management



# Winter Village Programming

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation.

For the annual Tree Lighting event with skate performances (top), Julie advised on the site design and designed all large environmental graphics (stage and screen banners) each year. Every year, Santa came to Bryant Park (Santa's Corner, at bottom). The daily program was set in an area of the park that was always available for anyone to use— with an accessible stage, giant Santa chair, landscaping and decor, fake “presents”, kids’ programming such as crafts and letters to Santa, photo opportunities for kids and adults, which all changed every year. Julie did all site design, site elements, signage and environmental graphics, and coordinated construction.

Partners: In-house departments: Events, Capital Projects  
Keywords: public space, programming, park elements, play, construction management





# Southwest Porch at Bryant Park

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation. Southwest Porch was an outdoor food and beverage area in Bryant Park; it is now called The Porch at Bryant Park.

Julie led this redesign of a temporary amenity connected to a landmarked kiosk, originally in an underutilized area of the park, into a permanent, city-approved space (Julie presented to both the Community Board and Landmarks Preservation Committee). Echoing the kiosk’s architectural details, the team created a pergola, perimeter, and deck that was distinctive, visually light, open and inviting, and integrated electrical and gas utilities. Comfortable backyard-like furniture and heating in the cold months made it supremely comfortable in any season.



Corporate sponsor: Southwest Airlines. Partners/agencies: Bryant Park Corporation (Design Team), NYC Dept. of Parks and Recreation, Landmarks Preservation Commission, NYC Public Design Commission, Community Board 5.  
Original operator: 'wichcraft.  
Keywords: public spaces, food spaces, programmed spaces, park elements, park furniture, sustainability, management, production and construction management



# Bryant Park Five Food Kiosks

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation.

Shown are three of the five permanent food kiosks in Bryant Park, all of which had new operators in 2015 (the other two were Southwest Porch and Coffeed, shown on other pages). Each design tried to open up each landmarked kiosk as much as possible, to feel as indoor/outdoor and welcoming and friendly as it could be. Outdoor seating elements and other amenities, like plantings, charging stations, counters, and ledges were added to make it a welcoming and comfortable space to linger. Julie oversaw the kiosk operators’ redesigns and gave approvals.

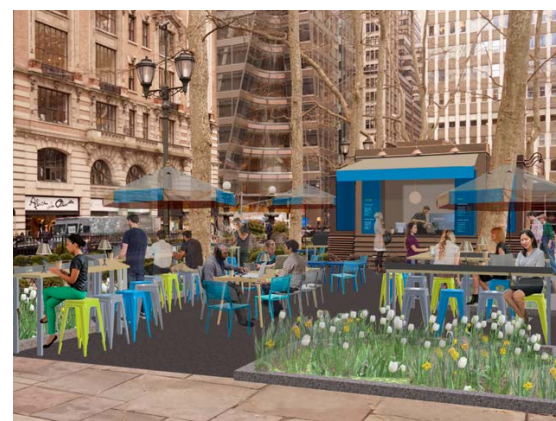
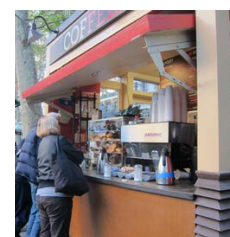
Partners: In-house departments: Design  
Keywords: public space, programming, park elements, food spaces





# Bryant Park Kiosk: Transformations

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation.

One of the five food kiosks, a newer addition to the Bryant Park, went through multiple transformations: a series of 6-month sponsored pop-ups, and later, permanent operators. Julie designed the pop-ups which involved exterior structure design and construction, color and material changes, equipment selection, signage and seating areas. For the permanent operators (Coffeed, Joe Coffee), she oversaw and gave approvals for all proposed design changes. At immediate right is a rendering by Julie of a proposed seating area expansion and kiosk redesign, for a potential sponsor for the same kiosk.

Partners: Daedalus Design and Construction (construction, installation)  
Keywords: public space, programming, park elements, food spaces, construction management



# Turnout NYC: Five Boroughs

Client / Design Partners:  
Design Trust for Public Space, SITU Studio



Other partners / collaborators: Brownsville Community Justice Center, Alice Austen House, Queensborough Dance Festival, Uptown Grand Central, The Point CDC, LSTN Consultants, NYC DOT, NYC Parks, SAPO  
Sponsors: Mellon Foundation and the ConEdison Arts AI Fresco Series  
Keywords: public spaces, programmed spaces, play, park + plaza elements

Member of the core design team with SITU, and site design and planning / placemaking advisement for the team and site partners.

Turnout NYC is a Mellon Foundation-funded project bringing equitable arts access to all five boroughs. We created infrastructure and placemaking, in collaboration with community members and organizations, that activated underserved public spaces and enabled community partners to create accessible performances and other programming, reflective of and representative of their diverse communities. 100+ events took place where over 500 artists were supported.

Modular elements create platforms, seating, signage, and storage for programs. All can be set up simply by non-professional installers.





# Bouncy Bench

Competition / Exhibition:  
Figment NYC, Governors Island, NYC



Design and prototyping of a play object.

Bouncy Bench was a working prototype of a play object that bounced back and forth with movement. It was aimed at encouraging new movement, abandon, and joy through physical play, especially for adults.

Shown at Figment NYC, a participatory arts event on Governors Island, it brought giggles, ecstatic joy, and even relaxation to the approximately 300 people over three days who used it, and served as proof that adults (as well as kids) are hungry for play and are willing to be playful in public!

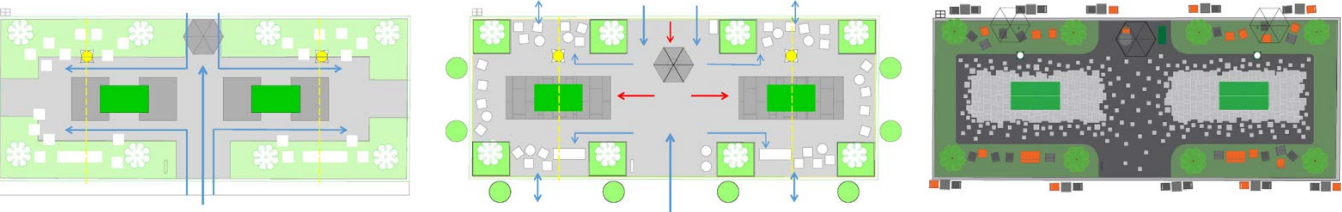


Keywords: play, public spaces, park elements, exhibition, public art



# The Tables at Bryant Park

Bryant Park Corporation



This work was done while Julie Ember was an employee of Bryant Park Corporation. The Tables is a ping pong area in Bryant Park. The project evolved over several iterations in several years, transforming the area into a beloved and well-used space.

Originally a small experiment of sponsored ping pong tables in an underutilized area, Julie designed the space from the beginning and worked with several sponsors in a succession of years. Each year the team responded to challenges by making low-budget improvements to the functionality of the space in conjunction with programming changes. One persistent challenge was inclusivity: the area was dominated by mostly male, dedicated players. Julie led a full redesign, in conjunction with innovative programming, which resulted in the area becoming more inclusive to casual players, women, and children. The final design included vibrant color, branding, distinctive surfacing and furniture—creating a welcoming, playful space.

Corporate sponsors in previous years: Spin New York, Coca-Cola, Pepsi  
Keywords: public space, programming spaces, play, park elements, park furniture, construction management





# Signage Structures

Bryant Park Corporation

# Get In Touch



This work was done while Julie Ember was an employee of Bryant Park Corporation. These are various signage projects in Bryant Park. The photo on the upper left is of Bryant Park's 20th anniversary photo exhibit, which wrapped around the park's perimeter. All other photos show elements of the Bryant Park sign system: moveable signage for programming and operations that complements the permanently installed signage.

Keywords: public space, park elements, programming spaces, exhibition + public art



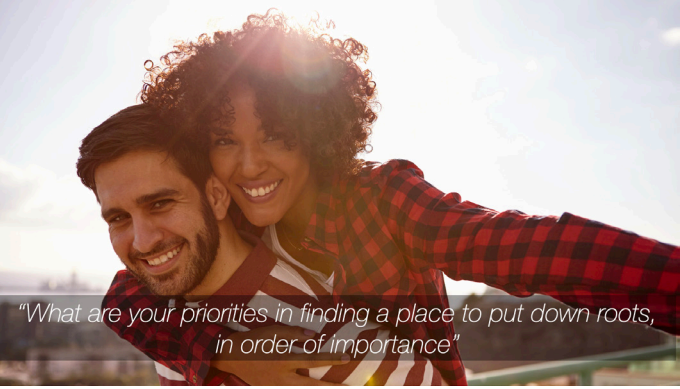
Julie Ember  
J. Ember Design LLC  
147 Prince Street, #323A  
Brooklyn, NY 11201

julie@jemberdesign.com  
917-697-7275  
jemberdesign.com





# WHY THIS IS SO IMPORTANT



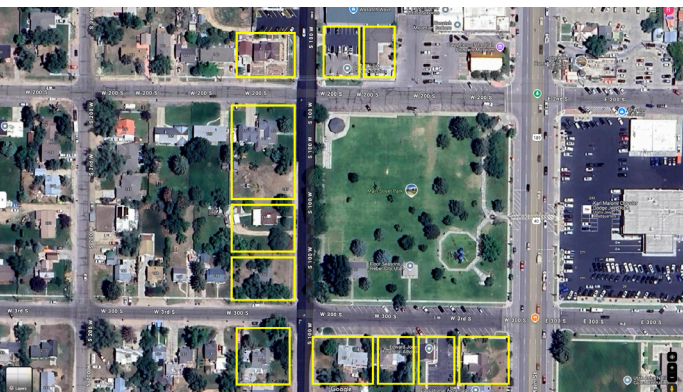
- 1 Safety (particularly for kids) ✓
- 2 Good educational system & child care ✓
- 3 Top-notch recreation (surpassing other areas) ✓
- 4 Affordability & quality
- 5 Health (particularly for kids) ✓
- 6 An engaged community: sense of belonging (downtown)
- 7 Cultural depth: visual/performing arts | education | food
- 8 Life after 6:00 pm (downtown)
- 9 Secure jobs or specific entrepreneurial opportunities ✓
- 10 Transportation: Transit | bike lanes | ride share | school ✓



### Destination Heber City Team

Yvonne Barney	Matthew Kennard
Tom Bonner	Dallin Koecher
Jessica Broadhead	Tony Kohler
Matt Brower	Mark Nelson
April Estel	Scott Phillips
Dustin Grabau	Mark Rounds
Phil Jordan	Jeremy Smith
Rachel Kahler	Tom Stone

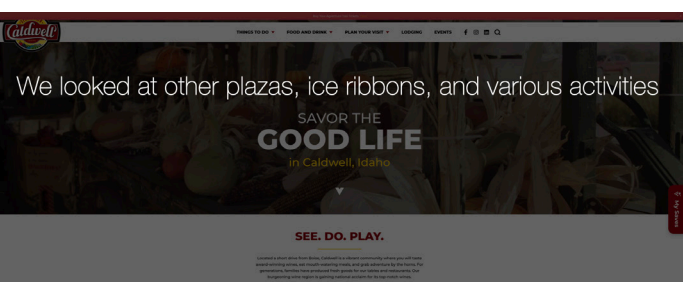
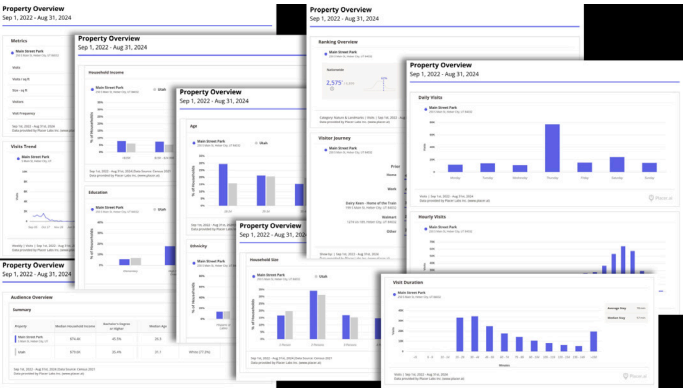
Thank you!



### Met with stakeholder organizations

- City Council presentation
- Tourism | Chamber | Economic development
- CAMS (Downtown Association)
- Meetings with individuals
- Emails | phone calls with interested citizens

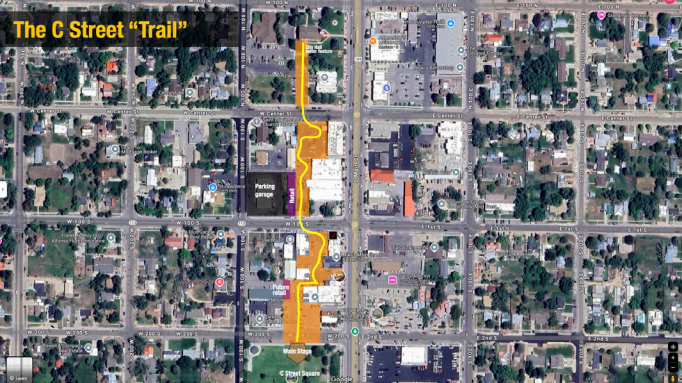
Thank you!



### Programmed plaza research

<b>Main Street Square</b> - Rapid City, SD	<b>Stuart Park</b> - Kelowna, BC
<b>The Naberhood</b> - Shawano, WI	<b>Sir Winston Churchill Square</b> - Edmonton, AB
<b>City Square</b> - Oskaloosa, IA	<b>Church Street Marketplace</b> - Burlington, VT
<b>Reston Town Center</b> - Reston, VA	<b>Granbury Square</b> - Granbury, TX
<b>Outlaw Square</b> - Deadwood, SD	<b>Mint Plaza</b> - San Francisco, CA
<b>Bryant Park</b> - New York City, NY	<b>The Plaza</b> - Helen, GA
<b>Pioneer Courthouse Square</b> - Portland, OR	<b>Fountain Square</b> - Cincinnati, OH
<b>Campus Martius Park</b> - Detroit, MI	<b>Santa Fe Place</b> - Santa Fe, NM
<b>Indian Creek Plaza</b> - Caldwell, ID	<b>Centerway Square</b> - Corning, NY
<b>Market Square</b> - Pittsburgh, PA	<b>Decatur Square</b> - Decatur, GA
<b>Third Street Promenade</b> - Santa Monica, CA	<b>Washington Street Mall</b> - Cape May, NJ
<b>16th Street   Larimer Square</b> - Denver, CO	<b>Riverfront Park</b> - Spokane, WA
<b>Caras Park</b> - Missoula, MT	<b>Circle of Palms</b> - San Jose, CA
<b>Pearl Street Mall</b> - Boulder, CO	<b>Kungstradgarden</b> - Stockholm, Sweden
<b>Market Square</b> - Fallbrook, CA	<b>Old Town Square</b> - Fort Collins, CO
<b>Arcadia Creek Festival Place</b> - Kalamazoo, MI	<b>Market Square</b> - Knoxville, TN
<b>Waterloo Public Square</b> - Waterloo, ON	<b>Brightleaf Square</b> - Durham, NC

# OVERALL THEME



### Bike racks

- Trees
- Grand entrance
- Main Stage
- Jewel box shops
- Bandshell
- Majestic Lawn
- Berm seating
- Skate Trail
- Shops & eateries
- Splash Pad Trail
- Playground
- Trailhead Center
- Statue
- Market Trail
- Picnic shelters

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- Picnic shelters

### THE TRAILHEAD CENTER

- Public restrooms
- Family changing rooms (3)
- Visitor information | train tickets
- CAMS offices
- Historical displays (Heber C Kimball)
- Gift shop | logo gear
- Skate rentals
- Game check-out
- Zamboni garage | ice dump
- Security office
- Lockers

### BASEMENT

- Water management
- Ice management
- Lighting & electrical
- Power distribution
- Natural gas distribution

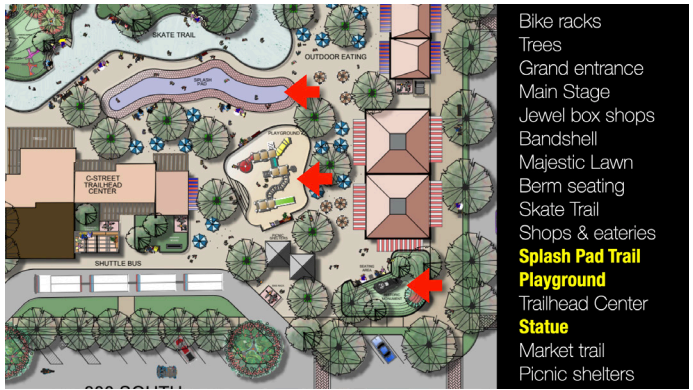
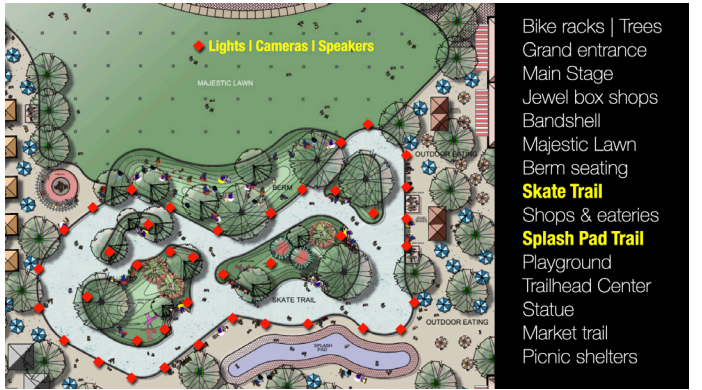
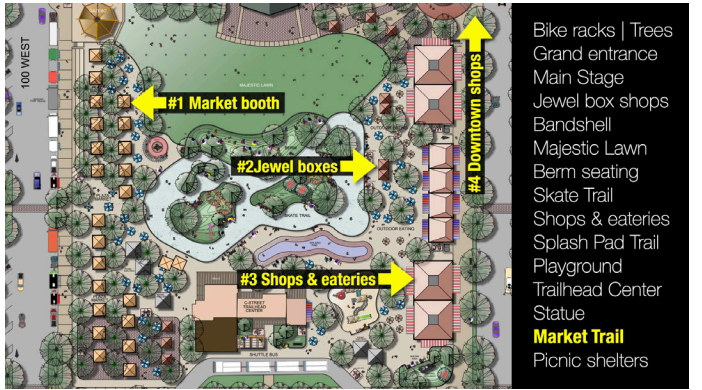
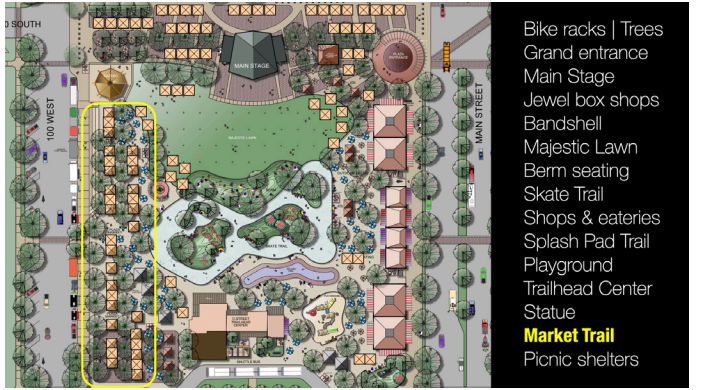
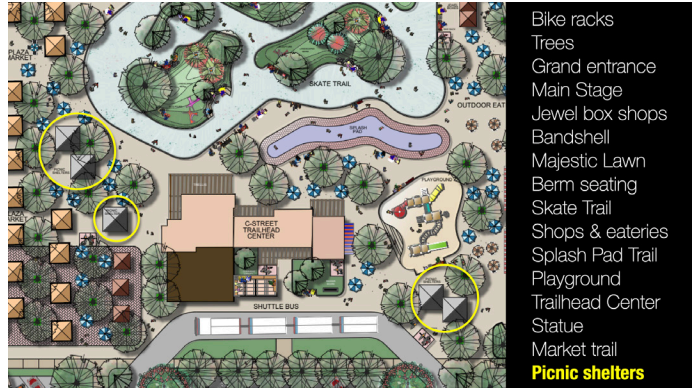
### Bike racks

### Trees

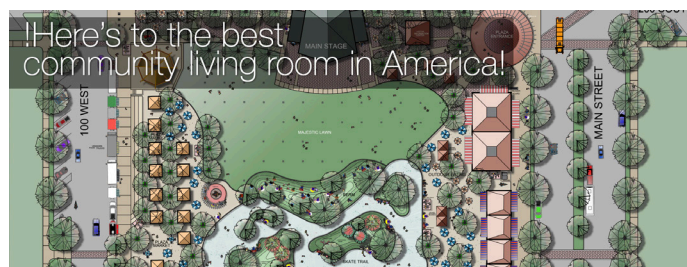
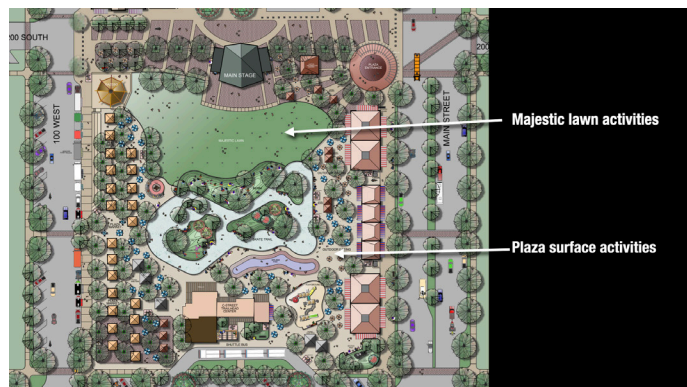
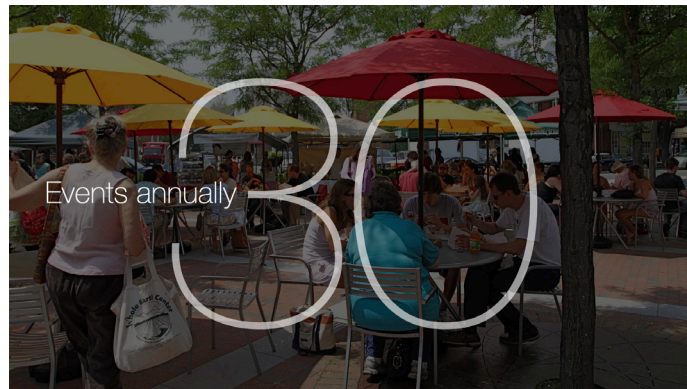
### Grand entrance

- Main Stage
- Jewel box shops
- Bandshell
- Majestic Lawn
- Berm seating
- Skate Trail
- Shops & eateries
- Splash Pad Trail









### 80' x 140' Tent

- With radiant heating
- Stage
- Seating 250 dining style
- Lighting | Sound

### Holiday Village

- Dozens of vendors
- Christmas displays
- Christmas trees
- Food trucks



### Car Show

- 210 cars on display
- Can accommodate 40+ vendors
- Beer garden

This example 200S closed to through traffic







The vision in the development of Indian Creek Plaza is to be recognized as a premier outdoor entertainment venue that can showcase a diverse range of family-centric, activity driven events becoming a destination for its community, the Treasure Valley and the Pacific Northwest.

### BRIDGING A PUBLIC PRIVATE PARTNERSHIP

1. Destination Caldwell and the local community joined together in support of revitalization of Caldwell.
2. Indian Creek Plaza is a public/private partnership whereby the city is building the facility and Destination Caldwell will manage, operate and program the Plaza.
3. Caldwell Urban Renewal and the City of Caldwell will be investing \$6.5 million to build Caldwell's premier gathering place, Indian Creek Plaza.
4. Destination Caldwell will be launching a pre-opening, capital fundraising campaign to raise \$1.7 million for capital expenses associated with operating and furnishing Indian Creek Plaza.
5. GGLO Design was hired to take Indian Creek Plaza from the original concept in the Caldwell Marketing, Branding and Action Plan all the way through design and construction documents.
6. McAlvain Construction Group is the Construction Manager/ General Contractor to build Indian Creek Plaza.
7. 371 downtown Caldwell parcel/property owners came together to form the Downtown Caldwell Business Improvement District and agreed to an annual assessment to provide approximately \$200,000 in annual funding for the operations and management of the Plaza.



"We are excited to bring Caldwell's cornerstone project to life; Indian Creek Plaza will be a big draw for the entire Treasure Valley and that special place in our hometown where we build lasting memories with our friends and families. This project highlights the best of our community and shows the true determination of a community that came together to make this happen."

- **Mayor Garret Nancolas**  
City of Caldwell

"Indian Creek Plaza will host a variety of events and activities ranging from urban markets, festivals and ice skating. It will be an iconic landmark for the downtown area and activities in the Plaza will have a positive economic impact for the entire community. We are excited to be a part of build a place that invites the community and visitors to linger with friends and family, engage in events, read a book, enjoy a concert or watch children learning to ice skate or play in the water."

- **Kelli Jenkins,**  
President of Destination Caldwell



### NAMING OPPORTUNITIES: PLAZA FEATURES/ATTRACTIONS



**6th in the Nation Ice Ribbon/Rink**  
Estimated Construction Cost: \$1,902,303



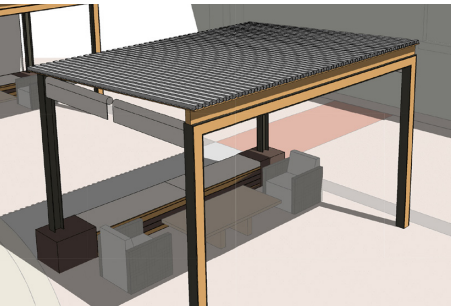
**Performance Stage**  
(Includes A/V, stage structure and stair tower)  
Estimated Construction Cost:  
\$1,022,558



**Splash Pad & Arching Water Features**  
Estimated Construction Cost:  
\$836,612



**Three Fire Pits/Calderas**  
Estimated Construction Cost:  
\$83,083 or \$27,695/each



**Four Cabanas**  
Estimated Construction Cost:  
\$200,000 or \$50,000/each



# With Your Contribution We Will Be

## PARTNERS IN PROGRESS



Becoming a partner with Destination Caldwell helps ensure Caldwell is known as THE place to raise a family, start or grow a business, and visit. Help us continue to create projects that showcase Caldwell’s finest qualities: fresh air, country living, stunning scenery, the Sunnyslope Wine Trail, ‘Farm to Fork’ and ‘Farm to Cork’ dining, market fresh foods, and Indian Creek Plaza, to build a prosperous future here for all. Your contribution will sustain our on-going projects as well as support our branding effort to reclaim Caldwell’s rightful place on the map as a premier gathering place in an agricultural rich community.

## COMMITMENT LEVELS



**Platinum:** \$50,000 and above

Platinum donors are honored on the Pillars of Progress art installation along the festival street (formerly known as Arthur St.) on the Plaza. This donor area features sidewalks on both sides of the art and encourages people to enjoy a walk around the pillars. Terms are negotiable based on donation amount and with a yearly renewal option.



**Gold:** \$25,000      **Bronze:** \$5,000  
**Silver:** \$15,000      **Copper:** \$1,000

Gold, Silver, Bronze and Copper donors will be featured on a new donor recognition element that will be placed along the northeast side of the Idaho Central Credit Union Stage at Indian Creek Plaza. This donor recognition will be updated annually.

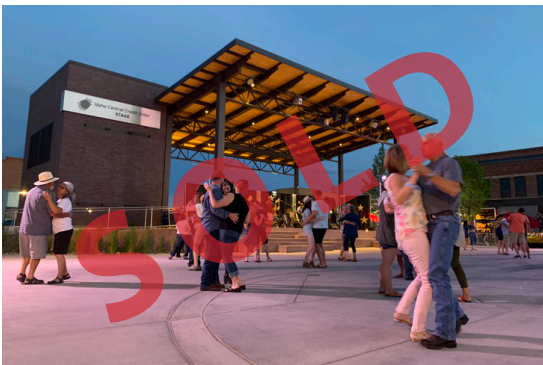
# Naming Opportunities

## PLAZA FEATURES & ATTRACTIONS

Naming partnerships, terms and commitments are negotiable.



Ice Skating Ribbon/Rink



Idaho Central Credit Union Stage



Splash Pad & Arching Water Features

## Other Naming Opportunities

- Festival Street
- Ice Resurfacer/Zamboni Wrap
- Berkshire Hathaway Fire Pit (SOLD)
- Caxton Printers Fire Pit (SOLD)
- Intermountain Gas Fire Pit (SOLD)

*For more partnership information contact:*  
Keri Smith-Sigman  
Chief Executive Officer  
Keri@DestinationCaldwell.com  
(208)960-4811





**Caldwell**  
Home of the Sunnyslope Wine Trail, market  
fresh goods, and farm-to-fork dining.





# From the CEO

## MESSAGE FROM DESTINATION CALDWELL CHIEF EXECUTIVE OFFICER

Caldwell is a community in change and its better days are on the horizon! Downtowns across America are experiencing an economic renaissance fueled by Baby Boomers and Millennials who increasingly prefer a place where they can listen to music, sit down, relax and spend quality time with family and friends in urban environments. People are longing for a sense of community and one-stop experience. Vibrant downtowns are poised to capitalize on economic opportunities and depend on the demand for downtown housing by offering jobs, amenities and activities that respond to the needs of the community.

Caldwell's best chapter in its history is ahead with a community-wide effort to revitalize Caldwell. As CEO of Destination Caldwell, I am recruiting the right type of businesses that will flourish in downtown, the kind that locals visit frequently and tourists rave about.

Our Partners in Progress are ensuring continued growth. Your donation secures the future development and progress of a revitalized downtown by helping Destination Caldwell create a business center and lifestyle attractive to residents, visitors and employee recruits.

Your contributions to Destination Caldwell enable us in continuing our work to stimulate the economic development and growth that you are seeing in downtown Caldwell today. Now is the perfect time to bring Caldwell back to life. Together, we are creating a vibrant, active downtown.

It is time to monetize and grow Caldwell's great assets and investments while leveraging and celebrating our community's rich heritage, widely recognized wineries and growers that call Caldwell home. As we focus on the brand promise we are celebrating Caldwell's rich heritage, working together to better our community, and sharing our bountiful blessings with others.

Keri Smith-Sigman  
Chief Executive Officer  
Destination Caldwell



## Mission OF DESTINATION CALDWELL

To position Caldwell as Idaho's premier gathering place with a focus on locally produced wines along the Sunnyslope Wine Trail, market fresh-goods and farm-to-fork dining.

To bring life to downtown Caldwell through economic development.

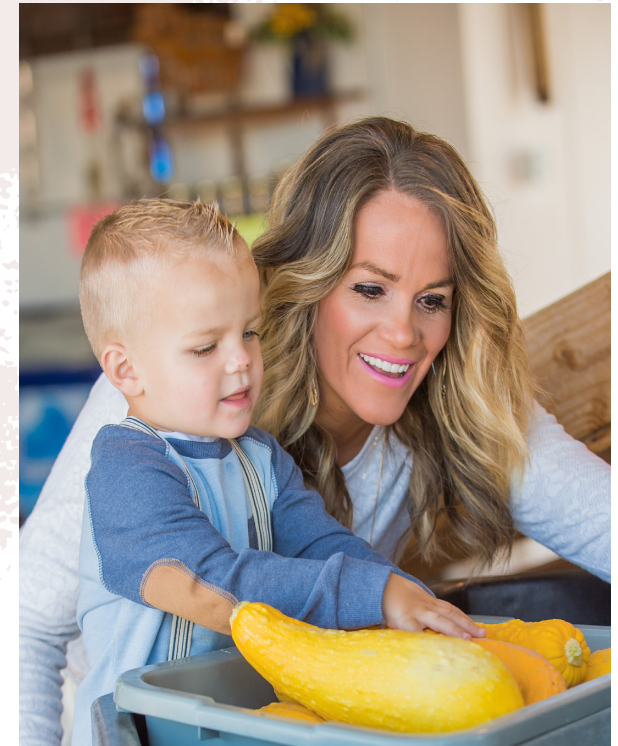
To put Caldwell "on the map" as a desirable place to live, visit and raise a family.

To differentiate Caldwell from other cities and towns throughout the Northwest.

To slow the leakage of locally earned money being spent elsewhere.

To create a vibrant and active downtown rich in appeal for the entire Caldwell community and its visitors.

To showcase Caldwell as THE place for active, healthy living in a phenomenal country-setting.





## DESTINATION CALDWELL

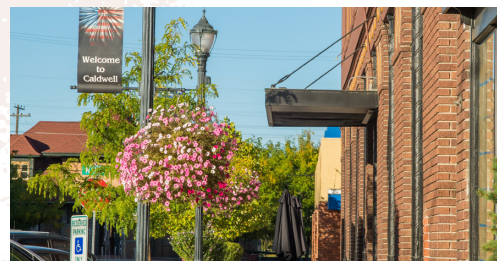
# At a Glance

Destination Caldwell has created many high-impact projects that leverage our agricultural heritage for economic development in order to make Caldwell a desirable place to live, raise a family, do business and visit. Our community wants Caldwell to be known for locally produced wines, farm-fresh goods, and farm-to-fork dining. Our current focus is on developing these offerings into unique experiences and shairing them with the world.

### Agriculture Initiative

Preserving and growing our agricultural heritage and country lifestyle is an extremely important part of Destination Caldwell's mission. We are creating a reputation for market-fresh goods in Caldwell and generating demand for our farmers from locals and tourists by focusing on the following:

- Protecting Caldwell's land for agricultural purposes
- Supporting farm-forward legislation at city, county and state levels
- Providing community education to encourage farming and instill pride
- Curating unique experiences that consistently need locally grown food
- Developing agritourism to support local farm stands
- Attracting out-of-area visitors to the Sunnyslope Wine Trail



### Downtown Evolution

Now that Indian Creek Plaza is consistently bringing locals and visitors downtown, Destination Caldwell is focused on creating an environment where they want to spend more time and money. Plaza guests need food to eat, places to shop, and entertainment options. In addition, physical and visual improvements are needed for the downtown core in order to create a pedestrian-friendly, premier gathering place. With your support we are:

- Recruiting a business mix that supports Caldwell's farm-fresh focus
- Encouraging businesses to extend their hours beyond 6:00 p.m. and to stay open on weekends
- Supporting mixed-use development proposals including a boutique hotel, downtown living, retail and office space
- Facilitating downtown beautification: façade improvements, clean team, seasonal decorations and streetscapes
- Developing pedestrian improvements: information kiosks, wayfinding system, restrooms
- Sourcing funding to incorporate art into downtown

### On-Going Business Support

Finding the right businesses to fit Caldwell's farm-fresh focus is essential for downtown's evolution into a destination for farm-fresh goods. Destination Caldwell develops tools to help recruit AND support these new mom-and-pop businesses by:

- Assisting potential businesses in information gathering and market analysis
- Helping businesses understand and navigate city and county ordinances
- Creating certification programs for 'farm-to-fork' and 'farm-to-cork' dining
- Assisting in local ingredient and wine sourcing
- Marketing downtown Caldwell as a destination
- Establishing a Downtown Business Association for business owners
- Managing the Business Improvement District for property owners

### Building Community

Destination Caldwell was formed by a grassroots team of local citizens, downtown property owners, and businesses who wanted to help others take pride in their community and to create more opportunities to live, work and play in their hometown. Six years later, community is still at the heart of Destination Caldwell's mission and is an important part of our organization's action plan. We are committed to:

- Providing the community with 250+ activities and events a year at Indian Creek Plaza
- Encouraging the community to invest in itself through volunteerism
- Informing citizens of opportunities to eat, shop, and play in Caldwell
- Creating and utilizing community champions and ambassadors for future projects
- Supporting other community non-profits and groups
- Advising other communities on branding and destination development

### Preserving Our Heritage

The roots of Caldwell—a farming community with an exceptional quality of life—has always been and will always be what makes Caldwell great. Opening a plaza and letting the world know that Caldwell is the home of the Sunnyslope Wine Trail is not enough. It will take continual effort and partnerships with other organizations to maintain the promise that Caldwell is Idaho's premier gathering place and THE place to go for market-fresh goods and farm-to-fork dining. Destination Caldwell is ensuring that demand for the country's best wine and food continues for years to come, creating a place where people want to live and economic opportunity for our children and grandchildren.





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# Introducing

## PLAZA SIGNATURE EVENTS

Spring Eggstravaganza

Mother's Day Vintatage Market

Tuesdays on the Creek: Farm to Fork  
Market & Summer Concert Series

Local Legends' Lip Sync Battle

Idaho's Wild West Brew Fest

So, You Think You Can Sing? Karaoke  
Competition

Starlight Cinema Series

PlazaPalooza!

Sunnyslope Wine Trail Festival

Indian Creek Festival

Big Boys' Toy Box

The Great Downtown Pumpkin Festival

Ice Ribbon and Rink Opening Party

Winter Wonderland Festival

Winter Solstice Market

# Sponsorship

## OPPORTUNITIES

Would your business like to sponsor one of Indian Creek Plaza's Signature events? For event information and opportunities, email Indian Creek Plaza's Director, Lynn Calvin, at [Lynn@indiancreekplaza.com](mailto:Lynn@indiancreekplaza.com) or visit [www.indiancreekplaza.com/sponsor-event](http://www.indiancreekplaza.com/sponsor-event).

# Your Event

## ON THE PLAZA

Are you searching for an event venue? We are now accepting applications for public and private plaza rentals. For more information visit [www.indiancreekplaza.com/rent-the-plaza](http://www.indiancreekplaza.com/rent-the-plaza).



# With Your Contribution

By becoming involved with our Partners in Progress program, you are ensuring the future growth of downtown Caldwell and our community. Beyond downtown, your partnership is about showcasing Caldwell as THE place to raise a family, start or grow a business, and visit. We continue to market Caldwell's finest qualities and projects: fresh air, country living, stunning scenery, The Sunnyslope Wine Trail, "Farm-to-Fork" and "Farm-to-Cork" dining, market fresh foods, and Indian Creek Plaza experiences. Your contribution is part of our on-going community projects and branding effort to reclaim Caldwell's rightful place on the map as a premier gathering place in an agricultural rich community.

## PARTNERS IN PROGRESS

<b>Gold:</b>	\$25000
<b>Silver:</b>	\$15000
<b>Bronze:</b>	\$5000
<b>Copper:</b>	\$1000

Your Partners in Progress commitment will be featured on a donor recognition element along the right side of the Idaho Central Credit Union Stage at Indian Creek Plaza. Partners are also featured on the Indian Creek Plaza and Destination Caldwell websites.



## PILLARS IN PROGRESS

**Platinum:** \$50,000 and above

Your Platinum Partners in Progress commitment will be displayed on a pillar along the left side of the stage inbetween the Plaza and Arthur Street as seen in the "Pillars in Progress" rendering below.

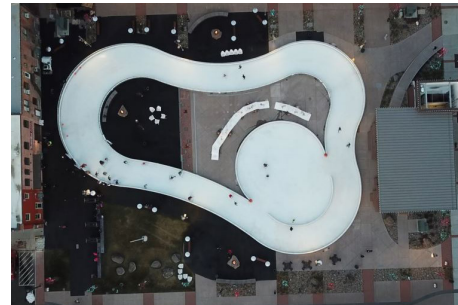




# *Naming Opportunities*

## PLAZA FEATURES & ATTRACTIONS

Naming partnerships, terms and commitments are negotiable.



**Ice Skating Ribbon/Rink**



**Idaho Central Credit Union Stage**



**Splash Pad & Arching Water Features**

### *Other Naming Opportunities*

**Festival Street**

**Ice Resurfacer**

**Three Fire Pits/Calderas (SOLD)**

## DESTINATION CALDWELL

106 S. Kimball Ave.

Caldwell, Idaho

(208) 649-5010

[destinationcaldwell.com](http://destinationcaldwell.com)





# ADVERTISING OPPORTUNITIES



## ICE RIBBON LOGO PANELS

Have your organization's logo seen by over 35,000 skaters and 100,000 visitors. Your \$1500 contribution includes your logo 'frosted' on up to three panels of the ice ribbon mid-November to late February, weather permitting. Limited to a maximum of 35 sponsorships per year.

## READER BOARD ADVERTISING

Your advertisement will be shown a minimum of 10 instances per hour to approximately 25,000 pedestrians and 115,000 cars per month. \$500 per month at a rate. Discounts provided for multi month contracts. Custom ad design provided.

## EVENT SPONSORSHIP

Event sponsorships give our supporters an opportunity to directly interact with the public and help attract visitors to Indian Creek Plaza that will support businesses downtown. If you are interested in helping support an event in addition to your donation, we can provide you with detailed event sponsorship information.

[DESTINATIONCALDWELL.COM](http://DESTINATIONCALDWELL.COM) OR [INDIANCREEKPLAZA.COM](http://INDIANCREEKPLAZA.COM)

## ABOUT DESTINATION CALDWELL

Destination Caldwell is a grassroots team of local citizens, downtown property owners, and business leaders seeking to create better opportunities to live, work and play together. We're growing our economic base and vitality of the city to attract and retain businesses and residents. Since our founding in 2013, Destination Caldwell projects have attracted hundreds of thousands of visitors and generated millions of dollars in economic impact.



106 S. Kimball Ave. • Caldwell, Idaho 83605  
[info@destinationcaldwell.com](mailto:info@destinationcaldwell.com) • 208.649.5010



## DONATION GUIDE

## PRESERVING OUR HERITAGE

# GROWING OUR FUTURE TOGETHER.



# Table of Contents

• Plastic Event Fencing	Page 1 - 3
• Decorative Steel Fencing	Page 4 - 5
• Plastic Sport Fencing	Page 6 - 7

## ABOUT TAMIS

**The Trusted Leader in Crowd and Traffic Management since 1983.**

Tamis is an industry leader in the direct sale of products like steel crowd control barriers, belt stanchions and traffic barricades. Our areas of expertise include products for crowd control, security, traffic safety, sanitation, and exhibition. Established in 1983, we have clients in every state and major city in North America. We are one of the best crowd management companies at the forefront of innovation.



THE TAMIS CORPORATION

TAMISCORP.COM

1.800.448.2647



PLASTIC EVENT FENCING



Lightweight & Easily Transported



Deploy In Any Configuration



Rapid Installation Without Tools

### SELECT YOUR FENCE PANEL STYLE, SIZE & ACCESSORIES

Explore our Plastic Event Fencing options, available in two distinct styles: Traditional and Picket. Each style comes in 6ft and 3ft sizes. For easy access and enclosure setup, add our Gate Panel. Our PVC portable fence panels are sleek, chic, and sturdy, providing a clean aesthetic for any event. We also have packaged kits ready to go for quicker ordering. Don't forget about storage and transport with the plastic event fencing cart, too.

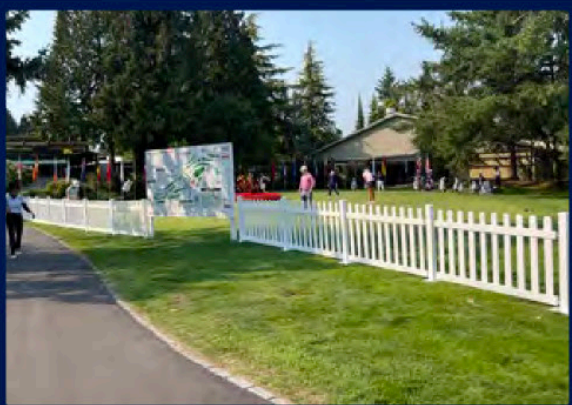


#### Traditional Fence

Traditional Fence is a temporary event fencing solution designed for both indoor and outdoor use. Show off a clean pristine white finish that helps your event bring an elevated sense of aesthetic and organization.

##### Perfect For:

- Concerts & Festivals
- Parades
- Line Management
- Seasonal Attractions
- Crowd Control
- Dog Areas
- Child Play Areas



#### Picket Fence

Picket Fence provides a level of elegance to your event fencing deployment. The sophistication and American aesthetic is sure to complement the rest of your special event setup.

##### Perfect For:

- State Fairs
- Weddings
- Art Exhibitions
- Outdoor Markets
- Graduations
- Ceremonies
- Private Events

PLASTIC EVENT FENCING



## Plastic Event Fencing Specifications

### 3ft Panels:

- Weight: 14 lbs.
- 34"L x 1.75"W x 38"H



### 6ft Panels:

- Weight: 17 lbs.
- 68"L x 1.75"W x 38"H



### Gate Panels:

- Weight: 18 lbs..
- 68"L x 1.75"W x 38"H



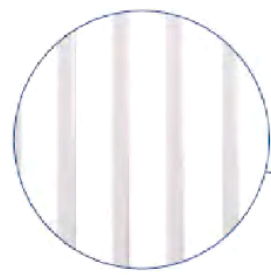
### Posts:

- Weight: 11 lbs.
- 3.5"L x 11.75"W x 42"H



### Traditional Fence Panel

6ft, 3ft and picket options available.



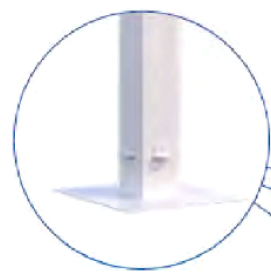
UV Inhibited, Compounded PVC



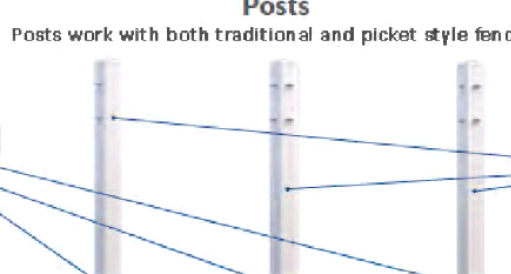
Hook & Loop Connection System  
Universal pivot posts connect to both  
Traditional and Picket fence panels.  
Once hooked, fence panels can pivot 180°  
for unlimited configurations and setups.

### Posts

Posts work with both traditional and picket style fencing.



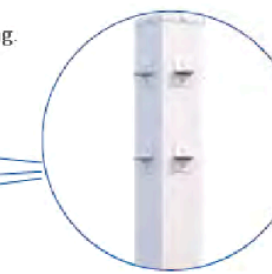
Base Plates  
Sturdy base plate keeps  
fencing in place



2-way Connector Post

3-way Connector Post

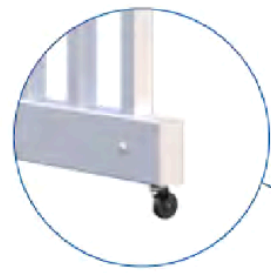
4-way Connector Post



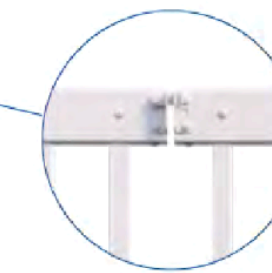
Connector Posts  
Can be configured for both  
Traditional and Picket Fences

### Traditional Gate Panel

Picket option available.



Iron Casted Wheels  
Allows for a smooth opening  
on either side.



Latch  
Easily secure your fencing  
enclosure

## Storing and Transporting Your Fencing

Streamline your event setup with our Fence Cart. This heavy-duty cart holds up to 20 Mod-Fence panels and 24 Mod-Fence posts, ensuring durability and reliability. Its compact design allows easy maneuverability through tight spaces, making setups and tear-downs quick and efficient. Save time and labor with the perfect solution for organizing and transporting your event fencing.



- Dimensions: 48"x72"x74"
- Weight: 250 lbs. (empty) / 860 lbs. (fully loaded)
- Can stack 3 high for efficient storage
- Easily movable with forklift/pallet jack (or request optional wheels)
- Fits up to 20 plastic fence panels and 24 posts with space for one gate panel.

## Kits Available for Quick, Easy Ordering!

- 60ft kits with or without cart
- 120ft kits with or without cart

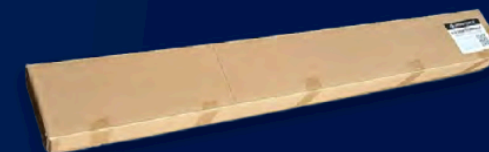


Please check every panel  
upon delivery for damage!



## Flat Pack Shipping Options Available for Small Orders

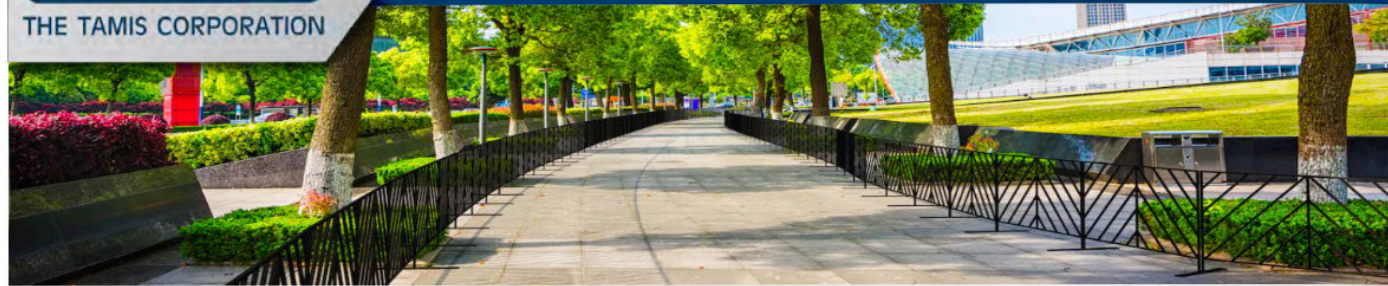
- Assembly required
- Rivet gun included



## Ask About Customization Options



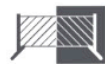




## DECORATIVE STEEL FENCING



Powder Coated  
Steel Material



Available in Black or  
White Finish



Lightweight & Portable



No Tools Needed

### Durability Meets Elegance

This advanced event fence style system is designed with both functionality and aesthetic appeal in mind. Our decorative steel fencing is portable and lightweight enough to travel with you to any event and yet strong and robust enough to last years.

#### Perfect for:

- Crowd Control
- Athletic Events
- Ceremonies
- Parades
- Weddings
- Graduations
- Parks
- and more!

**Kits Available!**



DECORATIVE STEEL FENCING

4/7

### Decorative Steel Fence Specifications

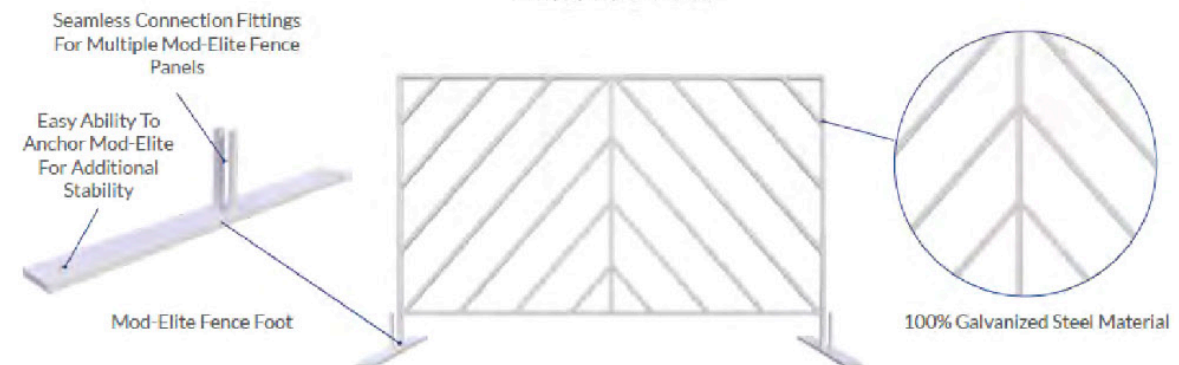
#### Each Panel

- 4' x 6' | 29 lbs.
- 100% Galvanized Steel
- Powder Coated For Long Lasting Finish
- Weather Resistant
- Available in White & Black Color Options

#### Each Foot

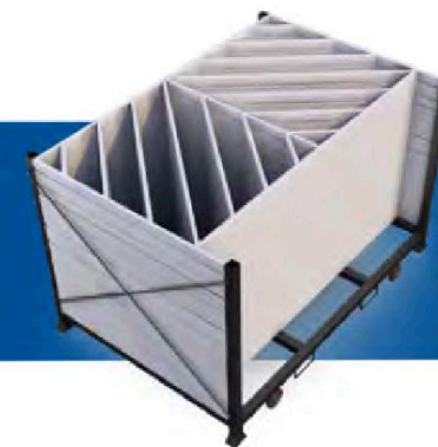
- 12 lbs.
- 100% Galvanized Steel
- Powder Coated For Long Lasting Finish
- Connects Multiple Mod-Elite Fence Pieces
- 2 End Fittings For Additional Staking Stability

#### Decorative Steel Fence Panel and Feet



#### Storage Carts Available

- Holds 300 linear feet of Mod-Elite fence panels
- Easy transport and deployment



DECORATIVE STEEL FENCING

5/7





## PLASTIC SPORT FENCING



**Durable PVC Material**



**Freestanding Solution**



**Rapid Installation**



**Portable & Lightweight**

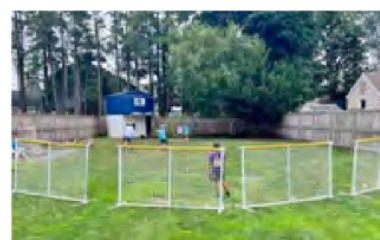


**No Tools Required**

Our 7ft long Plastic Sport Fence or Outfield Fence is a highly versatile and portable modular fencing system, perfect for outfitting sports fields. Whether on natural or synthetic turf, the Mod-Sport system is ideal for configuring pickle-ball, baseball, softball, soccer fields, and more to accommodate any field size. Lightweight and freestanding, this outfield fence is available with a white mesh color, enhancing visibility and safety.

### Perfect For Any Size Sporting Event:

- Outfield Fencing
- Pickle-ball Fencing
- Sideline Boundaries
- Perimeter Field Fencing

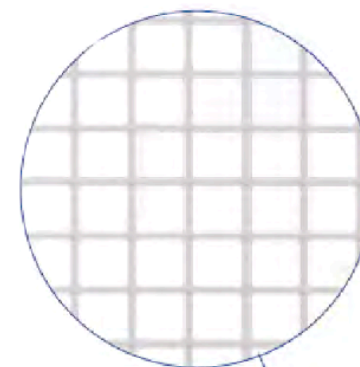


### Sport Fence Specifications:

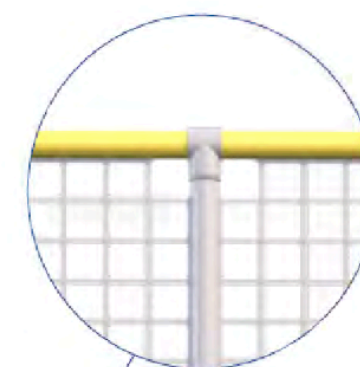
- Dimensions: 7'L x 1.75W x 48"H
- Weight: 15 lbs.
- Mesh Color: White
- Tubing Color: White with Yellow Top Rail
- Material: Compounded PVC Frame / Polypropylene Copolymer Mesh
- Easily collapsibles
- 3 Year Warranty For Manufacture Defects or

PLASTIC SPORT FENCING

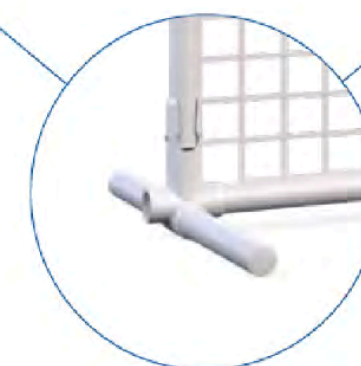
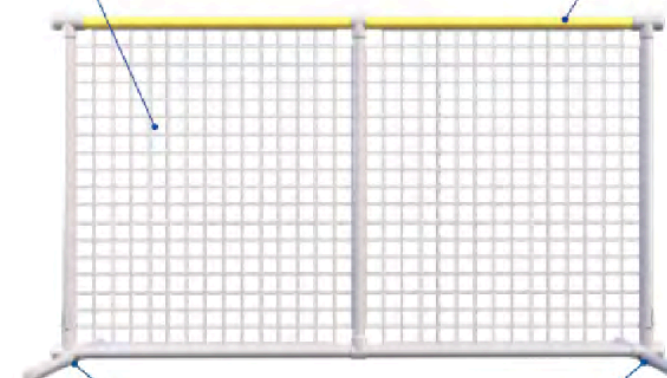
### Sport Fence Panel



Durable UV Protected Polypropylene Meshing



Reflective Yellow Pole Bar For Clear Sight



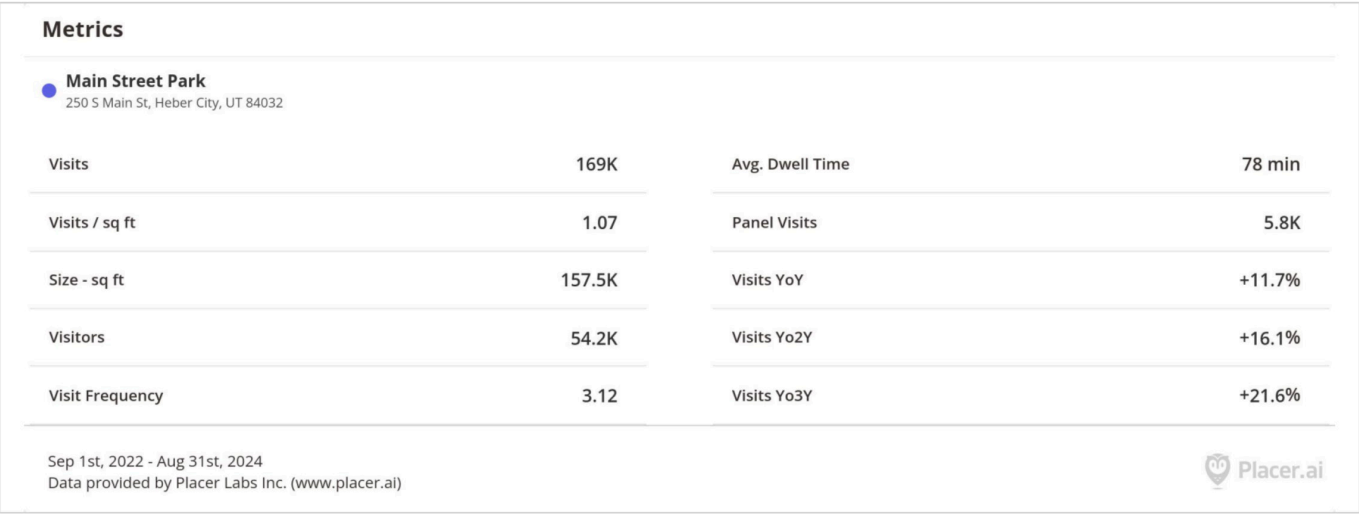
TechnoTip™ Joints allow base to fold flat for simple storage and transportation

PLASTIC SPORT FENCING



Property Overview

Sep 1, 2022 - Aug 31, 2024

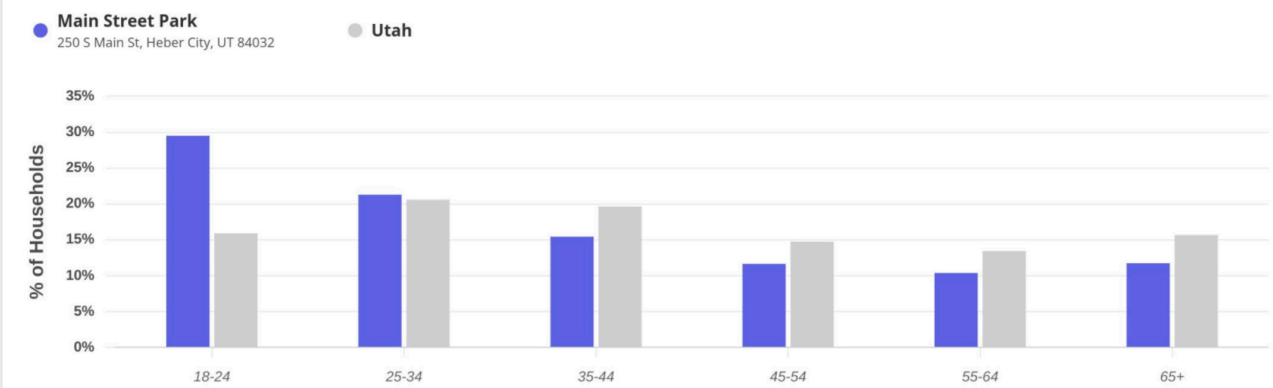




Property Overview

Sep 1, 2022 - Aug 31, 2024

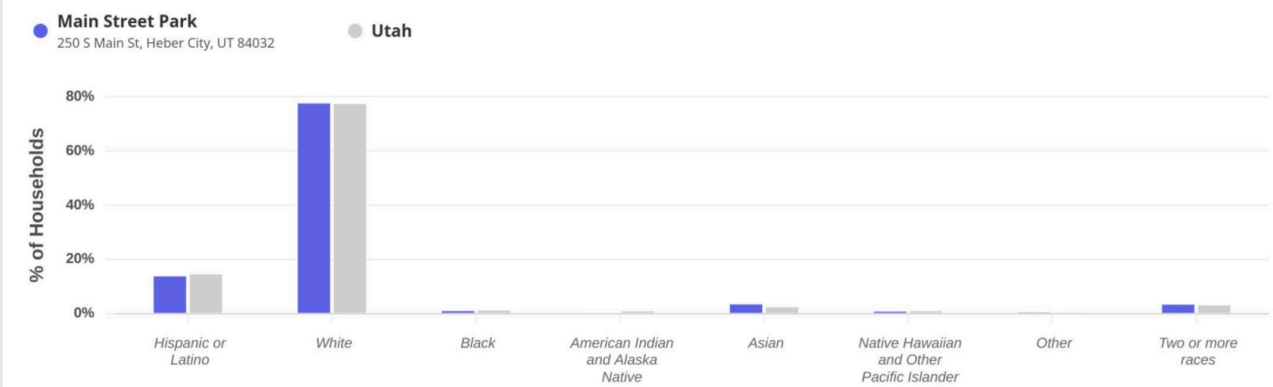
Age



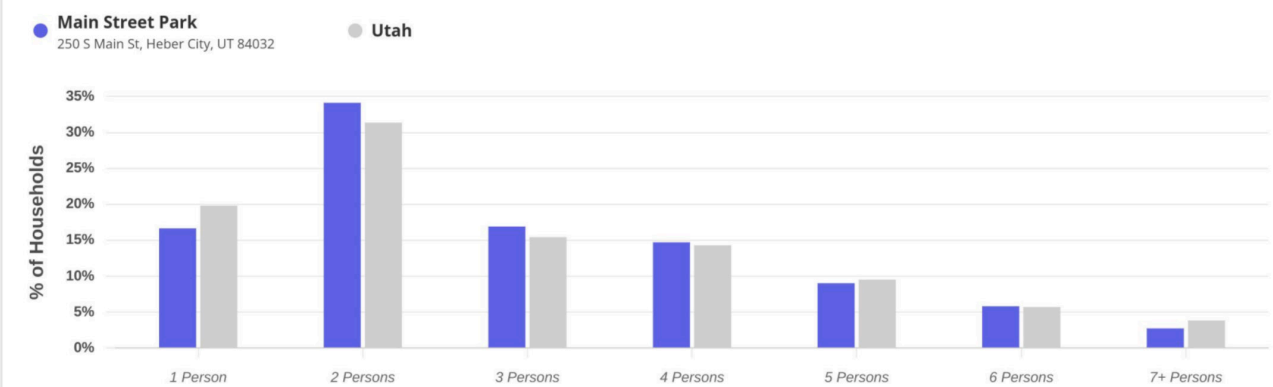
Sep 1st, 2022 - Aug 31st, 2024 | Data Source: Census 2021  
Data provided by Placer Labs Inc. (www.placer.ai)



Ethnicity



Household Size



Sep 1st, 2022 - Aug 31st, 2024 | Data Source: Census 2021  
Data provided by Placer Labs Inc. (www.placer.ai)

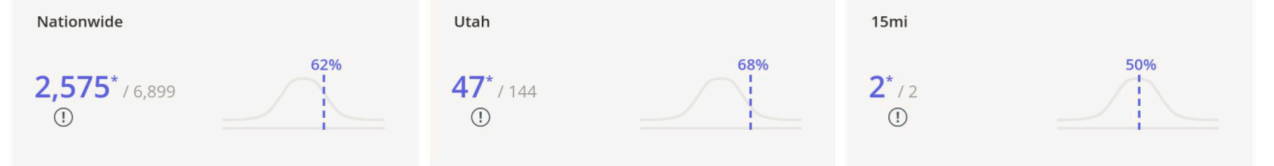


Property Overview

Sep 1, 2022 - Aug 31, 2024

Ranking Overview

**Main Street Park**  
250 S Main St, Heber City, UT 84032

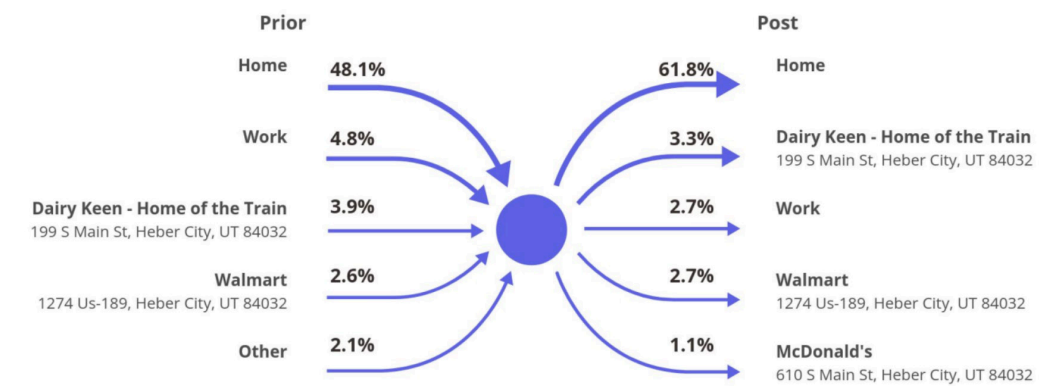


Category: Nature & Landmarks | Visits | Sep 1st, 2022 - Aug 31st, 2024  
Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

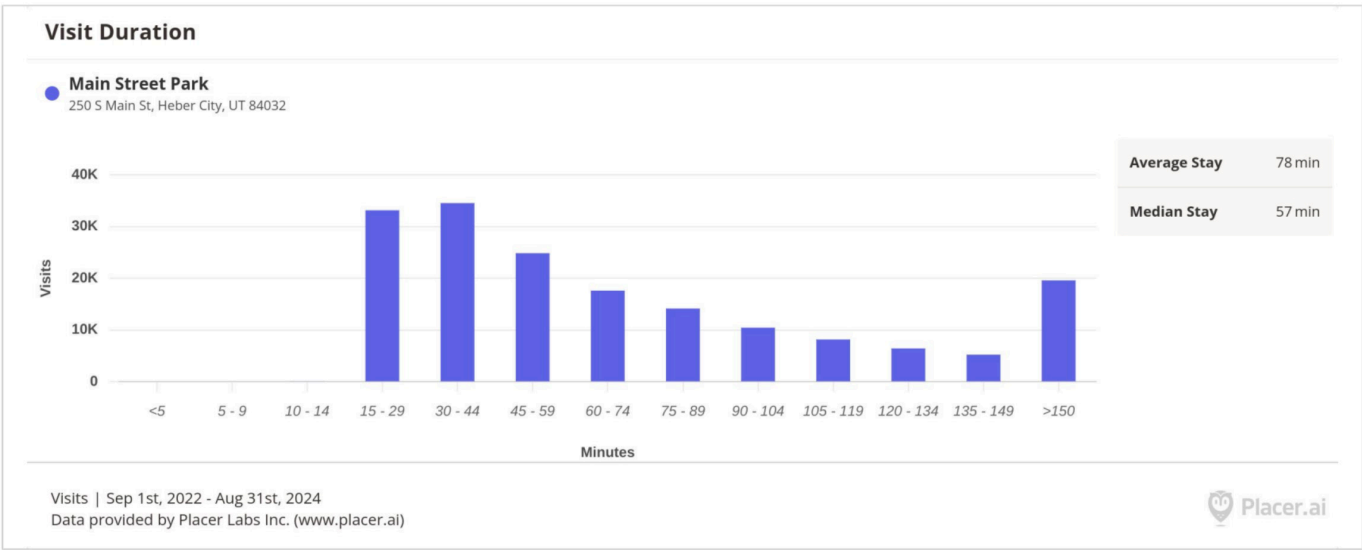
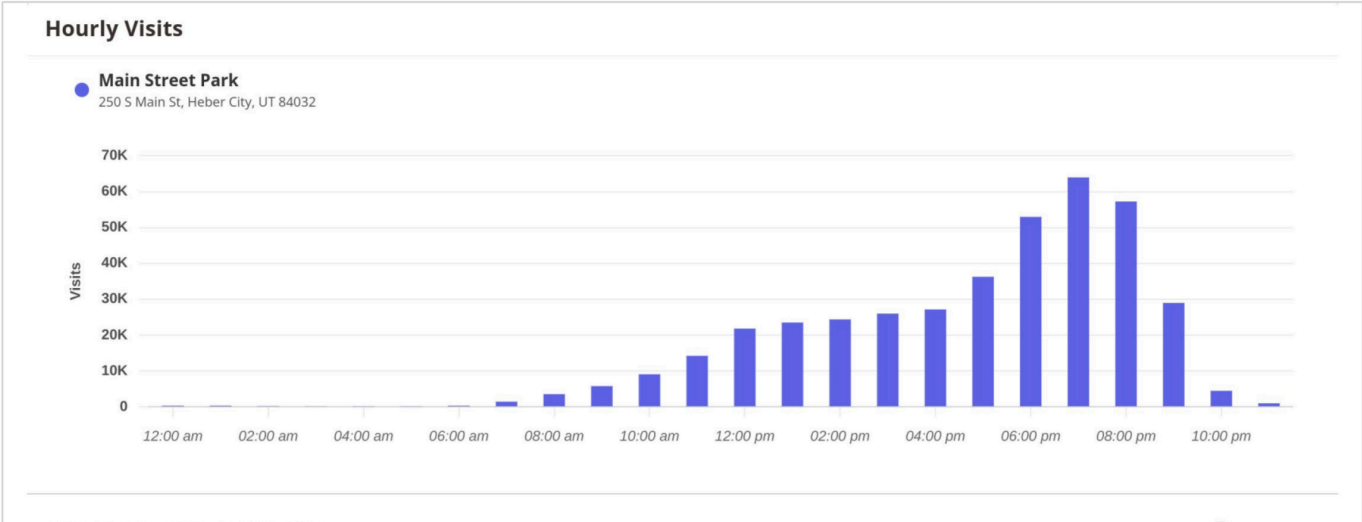
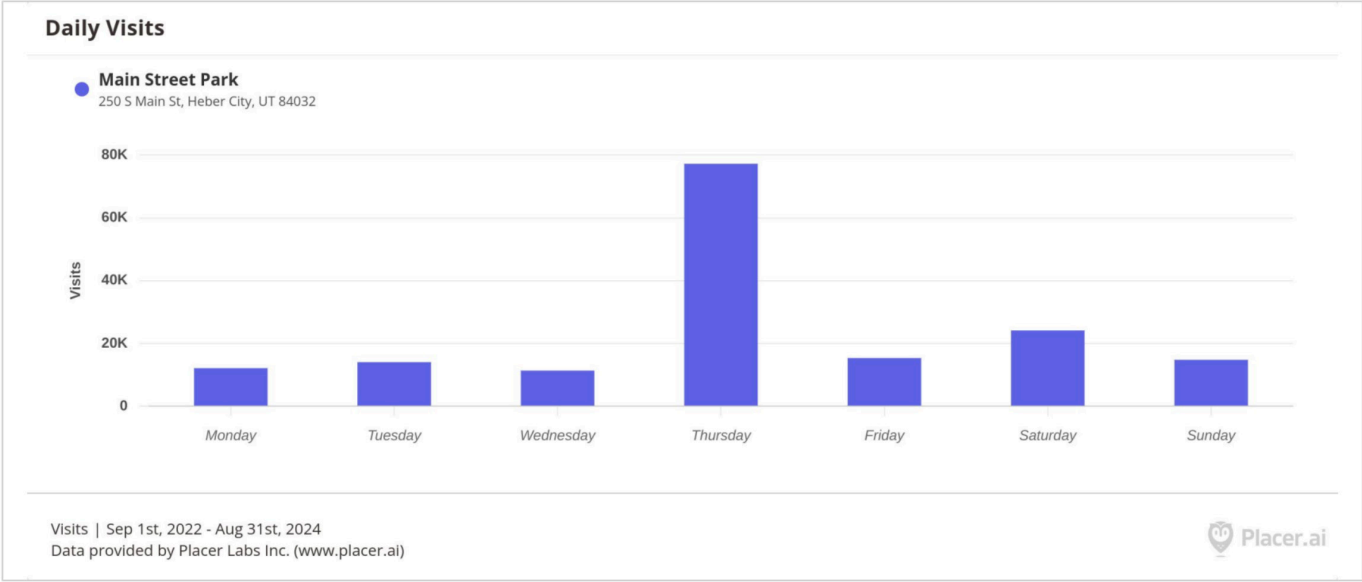
**Main Street Park**  
250 S Main St, Heber City, UT 84032





Property Overview

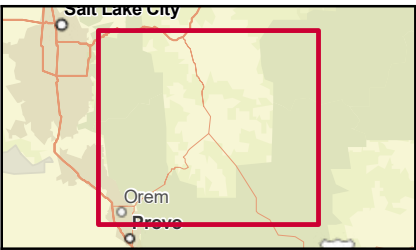
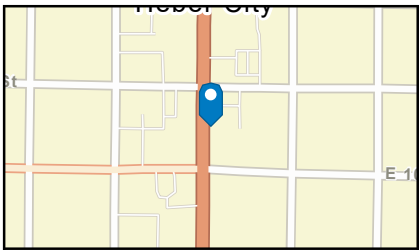
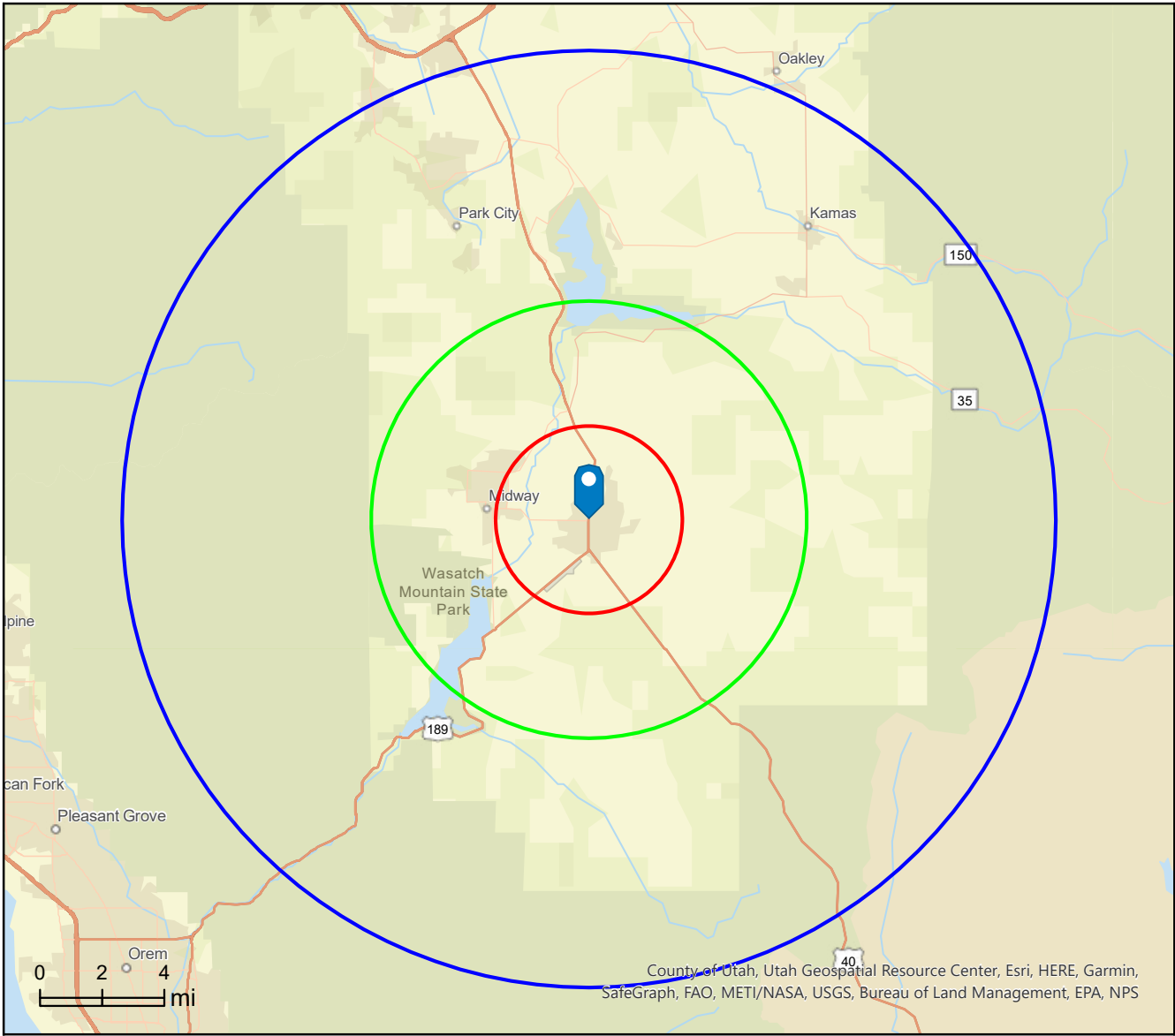
Sep 1, 2022 - Aug 31, 2024



Site Map

Heber City  
Latitude : 40.5070087 - -111.41332339999997  
Ring: 3 mile radius

Latitude: 40.5070  
Longitude: -111.4133



July 25, 2023





Community Profile

Heber City  
Latitude : 40.5070087 - -111.41332339999997  
Rings: 3, 7, 15 mile radii

Latitude: 40.5070  
Longitude: -111.4133

	3 mile	7 mile	15 mile
Population Summary			
2010 Total Population	15,986	20,754	39,236
2020 Total Population	23,144	30,283	52,729
2020 Group Quarters	240	245	337
2023 Total Population	25,903	33,994	58,498
2023 Group Quarters	240	245	340
2028 Total Population	29,402	38,257	66,893
2023-2028 Annual Rate	2.57%	2.39%	2.72%
2023 Total Daytime Population	22,194	28,971	65,687
Workers	9,394	11,528	37,407
Residents	12,800	17,443	28,280
Household Summary			
2010 Households	4,752	6,268	12,996
2010 Average Household Size	3.32	3.27	2.99
2020 Total Households	6,893	9,253	17,845
2020 Average Household Size	3.32	3.25	2.94
2023 Households	7,645	10,254	19,517
2023 Average Household Size	3.36	3.29	2.98
2028 Households	8,455	11,259	22,124
2028 Average Household Size	3.45	3.38	3.01
2023-2028 Annual Rate	2.03%	1.89%	2.54%
2010 Families	3,817	5,058	9,653
2010 Average Family Size	3.73	3.67	3.43
2023 Families	6,044	8,118	14,212
2023 Average Family Size	3.82	3.74	3.48
2028 Families	6,754	8,978	16,167
2028 Average Family Size	3.90	3.82	3.51
2023-2028 Annual Rate	2.25%	2.03%	2.61%
Housing Unit Summary			
2000 Housing Units	3,568	4,912	17,129
Owner Occupied Housing Units	73.0%	67.7%	43.3%
Renter Occupied Housing Units	19.5%	17.1%	13.8%
Vacant Housing Units	7.5%	15.2%	42.9%
2010 Housing Units	5,261	7,733	26,256
Owner Occupied Housing Units	67.3%	61.6%	36.2%
Renter Occupied Housing Units	23.0%	19.4%	13.3%
Vacant Housing Units	9.7%	18.9%	50.5%
2020 Housing Units	7,349	10,602	27,769
Vacant Housing Units	6.2%	12.7%	35.7%
2023 Housing Units	8,203	11,846	30,457
Owner Occupied Housing Units	70.5%	66.3%	47.7%
Renter Occupied Housing Units	22.7%	20.3%	16.4%
Vacant Housing Units	6.8%	13.4%	35.9%
2028 Housing Units	9,527	13,514	34,104
Owner Occupied Housing Units	70.2%	66.4%	50.6%
Renter Occupied Housing Units	18.5%	17.0%	14.2%
Vacant Housing Units	11.3%	16.7%	35.1%
Median Household Income			
2023	\$94,757	\$100,169	\$108,651
2028	\$109,038	\$113,825	\$121,249
Median Home Value			
2023	\$524,229	\$587,803	\$685,851
2028	\$572,469	\$626,366	\$721,244
Per Capita Income			
2023	\$36,978	\$40,275	\$52,421
2028	\$41,528	\$44,875	\$57,455
Median Age			
2010	29.9	30.9	33.4
2023	32.0	33.4	35.9
2028	31.8	33.3	36.0

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

**Source:** Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023



Community Profile

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Latitude: 40.5070  
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	3 mile	7 mile	15 mile
2023 Households by Income			
Household Income Base	7,636	10,245	19,508
<\$15,000	4.2%	4.2%	4.9%
\$15,000 - \$24,999	2.6%	2.8%	2.4%
\$25,000 - \$34,999	4.1%	4.1%	3.9%
\$35,000 - \$49,999	8.9%	7.8%	7.7%
\$50,000 - \$74,999	17.6%	16.5%	13.7%
\$75,000 - \$99,999	15.1%	14.5%	13.1%
\$100,000 - \$149,999	20.3%	20.1%	17.9%
\$150,000 - \$199,999	14.4%	14.3%	12.4%
\$200,000+	12.8%	15.6%	24.0%
Average Household Income	\$125,011	\$133,403	\$156,561
2028 Households by Income			
Household Income Base	8,446	11,250	22,115
<\$15,000	3.7%	3.7%	4.2%
\$15,000 - \$24,999	1.8%	1.9%	1.7%
\$25,000 - \$34,999	3.1%	3.1%	3.3%
\$35,000 - \$49,999	7.7%	6.8%	7.0%
\$50,000 - \$74,999	13.5%	12.3%	11.0%
\$75,000 - \$99,999	14.8%	14.4%	13.3%
\$100,000 - \$149,999	21.3%	21.3%	18.3%
\$150,000 - \$199,999	18.5%	18.4%	15.1%
\$200,000+	15.6%	18.2%	26.1%
Average Household Income	\$144,253	\$152,259	\$173,180
2023 Owner Occupied Housing Units by Value			
Total	5,775	7,845	14,517
<\$50,000	2.5%	2.3%	1.7%
\$50,000 - \$99,999	0.0%	0.2%	0.1%
\$100,000 - \$149,999	0.1%	0.1%	0.1%
\$150,000 - \$199,999	0.8%	0.6%	0.7%
\$200,000 - \$249,999	2.3%	1.9%	1.4%
\$250,000 - \$299,999	4.3%	3.4%	2.4%
\$300,000 - \$399,999	16.6%	13.7%	9.7%
\$400,000 - \$499,999	20.4%	17.0%	12.6%
\$500,000 - \$749,999	29.7%	30.5%	28.7%
\$750,000 - \$999,999	14.2%	17.4%	16.2%
\$1,000,000 - \$1,499,999	4.0%	7.6%	10.0%
\$1,500,000 - \$1,999,999	1.1%	1.7%	4.7%
\$2,000,000 +	3.9%	3.4%	11.8%
Average Home Value	\$635,610	\$685,456	\$894,911
2028 Owner Occupied Housing Units by Value			
Total	6,686	8,962	17,261
<\$50,000	2.0%	1.9%	1.4%
\$50,000 - \$99,999	0.0%	0.1%	0.1%
\$100,000 - \$149,999	0.1%	0.1%	0.1%
\$150,000 - \$199,999	0.6%	0.5%	0.4%
\$200,000 - \$249,999	1.8%	1.6%	1.1%
\$250,000 - \$299,999	3.5%	2.8%	1.9%
\$300,000 - \$399,999	13.5%	11.2%	7.8%
\$400,000 - \$499,999	19.7%	16.4%	12.1%
\$500,000 - \$749,999	30.3%	30.6%	28.5%
\$750,000 - \$999,999	15.7%	19.3%	18.1%
\$1,000,000 - \$1,499,999	6.6%	9.3%	11.2%
\$1,500,000 - \$1,999,999	1.4%	2.0%	4.8%
\$2,000,000 +	4.7%	4.2%	12.6%
Average Home Value	\$691,916	\$732,747	\$934,199

**Data Note:** Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

**Source:** Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023





Community Profile

Heber City

Latitude : 40.5070087 - -111.41332339999997

Rings: 3, 7, 15 mile radii

Latitude: 40.5070

Longitude: -111.4133

	3 mile	7 mile	15 mile
2010 Population by Age			
Total	15,986	20,756	39,236
0 - 4	10.7%	10.1%	8.5%
5 - 9	10.7%	10.4%	9.0%
10 - 14	9.5%	9.3%	8.4%
15 - 24	12.9%	12.7%	12.5%
25 - 34	14.8%	13.9%	14.0%
35 - 44	14.5%	14.1%	14.3%
45 - 54	11.6%	12.0%	14.0%
55 - 64	8.0%	9.0%	10.9%
65 - 74	4.3%	5.0%	5.6%
75 - 84	2.5%	2.6%	2.3%
85 +	0.7%	0.7%	0.6%
18 +	64.1%	65.1%	69.4%
2023 Population by Age			
Total	25,903	33,992	58,498
0 - 4	9.1%	8.6%	7.5%
5 - 9	9.4%	9.2%	8.1%
10 - 14	9.1%	9.0%	8.2%
15 - 24	13.3%	12.7%	12.2%
25 - 34	13.2%	12.7%	12.7%
35 - 44	15.1%	14.7%	14.6%
45 - 54	11.1%	11.2%	12.0%
55 - 64	9.2%	10.0%	11.5%
65 - 74	6.6%	7.8%	8.7%
75 - 84	2.8%	3.2%	3.5%
85 +	1.0%	1.0%	0.9%
18 +	67.4%	68.4%	71.6%
2028 Population by Age			
Total	29,402	38,257	66,892
0 - 4	9.1%	8.6%	7.6%
5 - 9	9.2%	9.0%	7.9%
10 - 14	9.1%	9.1%	8.2%
15 - 24	13.1%	12.7%	12.0%
25 - 34	14.2%	13.1%	12.8%
35 - 44	14.0%	14.0%	14.3%
45 - 54	11.7%	11.8%	12.4%
55 - 64	8.3%	8.7%	10.1%
65 - 74	6.7%	7.9%	9.0%
75 - 84	3.4%	4.0%	4.5%
85 +	1.1%	1.1%	1.1%
18 +	67.7%	68.5%	71.9%
2010 Population by Sex			
Males	8,092	10,496	20,169
Females	7,894	10,258	19,067
2023 Population by Sex			
Males	13,060	17,128	29,721
Females	12,843	16,866	28,777
2028 Population by Sex			
Males	14,752	19,179	33,717
Females	14,649	19,078	33,176

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023



Community Profile

Heber City

Latitude : 40.5070087 - -111.41332339999997

Rings: 3, 7, 15 mile radii

Latitude: 40.5070

Longitude: -111.4133

	3 mile	7 mile	15 mile
2010 Population by Race/Ethnicity			
Total	15,986	20,754	39,235
White Alone	89.8%	91.0%	89.2%
Black Alone	0.3%	0.3%	0.4%
American Indian Alone	0.7%	0.6%	0.4%
Asian Alone	0.9%	0.8%	1.0%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	6.5%	5.8%	7.3%
Two or More Races	1.5%	1.4%	1.5%
Hispanic Origin	15.0%	13.0%	14.4%
Diversity Index	39.5	35.7	39.6
2020 Population by Race/Ethnicity			
Total	23,144	30,283	52,729
White Alone	81.5%	83.8%	83.3%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.7%	0.6%	0.5%
Asian Alone	1.1%	1.0%	1.3%
Pacific Islander Alone	0.2%	0.1%	0.1%
Some Other Race Alone	7.5%	6.6%	7.0%
Two or More Races	8.5%	7.5%	7.3%
Hispanic Origin	17.1%	14.6%	14.2%
Diversity Index	51.5	46.5	46.7
2023 Population by Race/Ethnicity			
Total	25,904	33,993	58,498
White Alone	81.5%	83.8%	83.0%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.8%	0.7%	0.5%
Asian Alone	1.2%	1.0%	1.3%
Pacific Islander Alone	0.2%	0.1%	0.1%
Some Other Race Alone	7.3%	6.4%	7.1%
Two or More Races	8.5%	7.5%	7.5%
Hispanic Origin	16.9%	14.4%	14.3%
Diversity Index	51.3	46.3	47.2
2028 Population by Race/Ethnicity			
Total	29,402	38,257	66,893
White Alone	81.8%	83.8%	82.4%
Black Alone	0.4%	0.4%	0.5%
American Indian Alone	0.9%	0.7%	0.6%
Asian Alone	1.2%	1.0%	1.4%
Pacific Islander Alone	0.2%	0.2%	0.1%
Some Other Race Alone	6.9%	6.2%	7.2%
Two or More Races	8.5%	7.6%	7.8%
Hispanic Origin	16.2%	14.1%	14.6%
Diversity Index	50.3	46.1	48.2
2010 Population by Relationship and Household Type			
Total	15,986	20,754	39,236
In Households	98.6%	98.8%	99.1%
In Family Households	91.1%	91.3%	87.2%
Householder	23.9%	24.4%	24.6%
Spouse	20.2%	21.0%	20.9%
Child	41.5%	40.7%	35.6%
Other relative	3.4%	3.2%	3.3%
Nonrelative	2.1%	2.0%	2.7%
In Nonfamily Households	7.5%	7.5%	11.9%
In Group Quarters	1.4%	1.2%	0.9%
Institutionalized Population	1.3%	1.2%	0.6%
Noninstitutionalized Population	0.0%	0.0%	0.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023





Community Profile

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	3 mile	7 mile	15 mile
<b>2023 Population 25+ by Educational Attainment</b>			
Total	15,300	20,560	37,379
Less than 9th Grade	2.8%	2.3%	2.0%
9th - 12th Grade, No Diploma	1.8%	1.5%	1.7%
High School Graduate	20.7%	19.1%	16.6%
GED/Alternative Credential	2.2%	1.8%	1.9%
Some College, No Degree	22.4%	21.6%	19.3%
Associate Degree	8.0%	8.6%	7.4%
Bachelor's Degree	29.0%	29.0%	32.7%
Graduate/Professional Degree	13.2%	16.1%	18.4%
<b>2023 Population 15+ by Marital Status</b>			
Total	18,751	24,885	44,543
Never Married	28.8%	27.0%	28.4%
Married	60.0%	62.7%	60.2%
Widowed	3.2%	3.3%	2.9%
Divorced	8.0%	7.0%	8.4%
<b>2023 Civilian Population 16+ in Labor Force</b>			
Civilian Population 16+	13,231	16,788	30,714
Population 16+ Employed	98.6%	98.4%	98.8%
Population 16+ Unemployment rate	1.5%	1.6%	1.2%
Population 16-24 Employed	14.8%	14.3%	13.6%
Population 16-24 Unemployment rate	5.9%	5.3%	3.4%
Population 25-54 Employed	66.2%	66.2%	64.3%
Population 25-54 Unemployment rate	0.4%	0.4%	0.4%
Population 55-64 Employed	13.1%	13.9%	14.8%
Population 55-64 Unemployment rate	0.8%	0.7%	0.6%
Population 65+ Employed	5.9%	5.6%	7.3%
Population 65+ Unemployment rate	2.7%	7.5%	4.7%
<b>2023 Employed Population 16+ by Industry</b>			
Total	13,040	16,527	30,354
Agriculture/Mining	3.0%	3.1%	2.5%
Construction	7.7%	7.9%	6.7%
Manufacturing	6.0%	5.6%	5.7%
Wholesale Trade	1.3%	1.3%	1.4%
Retail Trade	7.9%	8.1%	8.3%
Transportation/Utilities	3.8%	3.8%	4.4%
Information	2.0%	1.9%	1.9%
Finance/Insurance/Real Estate	8.4%	9.3%	11.2%
Services	55.1%	54.4%	54.3%
Public Administration	4.7%	4.5%	3.6%
<b>2023 Employed Population 16+ by Occupation</b>			
Total	13,039	16,527	30,355
White Collar	56.2%	59.1%	63.0%
Management/Business/Financial	19.3%	21.2%	24.5%
Professional	20.5%	20.5%	21.1%
Sales	6.8%	7.6%	8.5%
Administrative Support	9.6%	9.9%	8.9%
Services	23.4%	21.9%	19.8%
Blue Collar	20.4%	19.0%	17.2%
Farming/Forestry/Fishing	0.1%	0.0%	0.1%
Construction/Extraction	6.0%	5.4%	4.7%
Installation/Maintenance/Repair	2.4%	2.4%	2.3%
Production	3.4%	3.2%	3.0%
Transportation/Material Moving	8.6%	7.9%	7.1%

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.



Community Profile

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Rings: 3, 7, 15 mile radii

Latitude: 40.5070  
Longitude: -111.4133

	3 mile	7 mile	15 mile
<b>2010 Households by Type</b>			
Total	4,751	6,268	12,996
Households with 1 Person	15.3%	15.2%	18.6%
Households with 2+ People	84.7%	84.8%	81.4%
Family Households	80.3%	80.7%	74.3%
Husband-wife Families	68.0%	69.3%	63.0%
With Related Children	41.9%	40.4%	33.3%
Other Family (No Spouse Present)	12.3%	11.4%	11.3%
Other Family with Male Householder	3.8%	3.6%	4.0%
With Related Children	2.6%	2.4%	2.7%
Other Family with Female Householder	8.5%	7.8%	7.3%
With Related Children	6.0%	5.3%	5.1%
Nonfamily Households	4.3%	4.1%	7.1%
<b>All Households with Children</b>			
	50.9%	48.5%	41.5%
Multigenerational Households	4.5%	4.3%	3.3%
Unmarried Partner Households	4.9%	4.7%	5.5%
Male-female	4.4%	4.2%	4.9%
Same-sex	0.5%	0.5%	0.6%
<b>2010 Households by Size</b>			
Total	4,752	6,268	12,997
1 Person Household	15.3%	15.2%	18.6%
2 Person Household	28.1%	30.2%	33.0%
3 Person Household	15.1%	14.8%	15.0%
4 Person Household	16.4%	15.6%	14.8%
5 Person Household	12.0%	11.6%	9.2%
6 Person Household	7.1%	6.8%	5.1%
7 + Person Household	6.0%	5.7%	4.2%
<b>2010 Households by Tenure and Mortgage Status</b>			
Total	4,751	6,268	12,996
Owner Occupied	74.6%	76.0%	73.0%
Owned with a Mortgage/Loan	57.8%	58.2%	55.5%
Owned Free and Clear	16.8%	17.9%	17.5%
Renter Occupied	25.4%	24.0%	27.0%
<b>2023 Affordability, Mortgage and Wealth</b>			
Housing Affordability Index	77	73	69
Percent of Income for Mortgage	33.2%	35.3%	37.9%
Wealth Index	121	135	168
<b>2010 Housing Units By Urban/ Rural Status</b>			
Total Housing Units	5,261	7,733	26,256
Housing Units Inside Urbanized Area	0.0%	0.0%	0.8%
Housing Units Inside Urbanized Cluster	89.4%	79.7%	52.6%
Rural Housing Units	10.6%	20.3%	46.5%
<b>2010 Population By Urban/ Rural Status</b>			
Total Population	15,986	20,754	39,236
Population Inside Urbanized Area	0.0%	0.0%	0.9%
Population Inside Urbanized Cluster	91.0%	82.9%	73.2%
Rural Population	9.0%	17.1%	25.9%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.





Community Profile

Heber City  
Latitude : 40.5070087 - -111.41332339999997  
Rings: 3, 7, 15 mile radii

Latitude: 40.5070  
Longitude: -111.4133

	3 mile	7 mile	15 mile
Top 3 Tapestry Segments			
1.	Workday Drive (4A)	Workday Drive (4A)	Workday Drive (4A)
2.	Up and Coming Families (7A)	Green Acres (6A)	Middleburg (4C)
3.	Middleburg (4C)	Up and Coming Families (7A)	Green Acres (6A)
2023 Consumer Spending			
Apparel & Services: Total \$	\$19,490,341	\$27,698,501	\$61,822,544
Average Spent	\$2,549.42	\$2,701.24	\$3,167.63
Spending Potential Index	116	123	144
Education: Total \$	\$14,947,513	\$21,783,082	\$50,533,888
Average Spent	\$1,955.20	\$2,124.35	\$2,589.22
Spending Potential Index	109	118	144
Entertainment/Recreation: Total \$	\$33,852,464	\$48,513,284	\$107,241,890
Average Spent	\$4,428.05	\$4,731.16	\$5,494.79
Spending Potential Index	117	125	145
Food at Home: Total \$	\$58,211,146	\$83,274,204	\$186,765,974
Average Spent	\$7,614.28	\$8,121.14	\$9,569.40
Spending Potential Index	112	119	141
Food Away from Home: Total \$	\$33,734,092	\$47,722,129	\$105,716,261
Average Spent	\$4,412.57	\$4,654.00	\$5,416.62
Spending Potential Index	119	125	145
Health Care: Total \$	\$64,774,677	\$93,570,173	\$205,129,894
Average Spent	\$8,472.82	\$9,125.24	\$10,510.32
Spending Potential Index	115	124	143
HH Furnishings & Equipment: Total \$	\$26,785,980	\$38,187,867	\$84,594,235
Average Spent	\$3,503.73	\$3,724.19	\$4,334.39
Spending Potential Index	119	126	147
Personal Care Products & Services: Total \$	\$8,583,746	\$12,241,920	\$27,253,622
Average Spent	\$1,122.79	\$1,193.87	\$1,396.40
Spending Potential Index	117	125	146
Shelter: Total \$	\$217,022,288	\$309,213,697	\$699,031,614
Average Spent	\$28,387.48	\$30,155.42	\$35,816.55
Spending Potential Index	115	122	145
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$29,100,764	\$41,834,316	\$91,684,654
Average Spent	\$3,806.51	\$4,079.80	\$4,697.68
Spending Potential Index	122	130	150
Travel: Total \$	\$20,799,205	\$29,739,738	\$66,103,437
Average Spent	\$2,720.63	\$2,900.31	\$3,386.97
Spending Potential Index	121	129	151
Vehicle Maintenance & Repairs: Total \$	\$11,838,085	\$16,827,183	\$36,773,599
Average Spent	\$1,548.47	\$1,641.04	\$1,884.18
Spending Potential Index	118	125	144

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

**Source:** Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

**Source:** Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

July 25, 2023



# High Valley Transit

Transportation for Wasatch County & Heber City

August 2024

Agenda

- High Valley Transit Overview
- Wasatch County Results
- Recommendations for Heber City
- Partnering with HVT

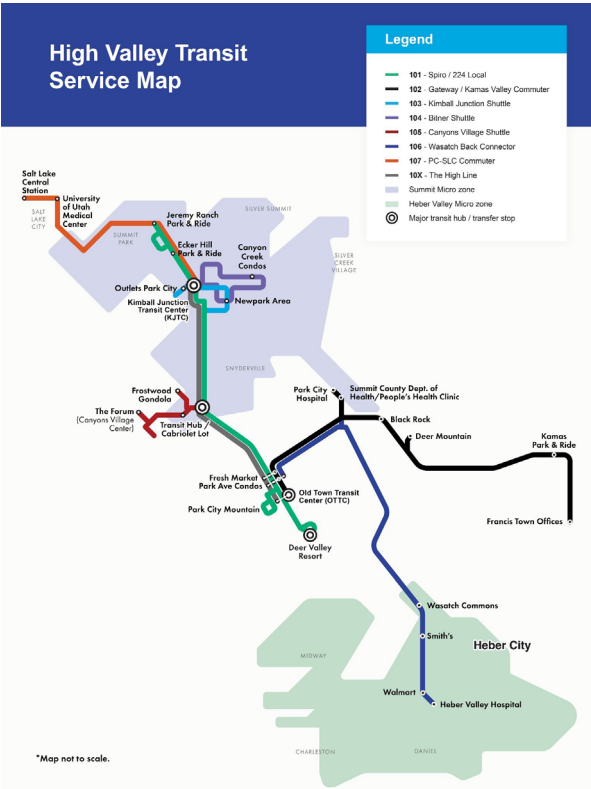




What is High Valley Transit?

- **Fare Free:** riders do not need to pay to use this public service
- **Easy to Use:** riders use the HVT app to call microtransit rides and/or see fixed route schedules
- **Transit for the Wasatch Back:** HVT provides 9 bus routes, microtransit, and paratransit across the Wasatch back. In 3 years, HVT has provided over 3.5 million rides

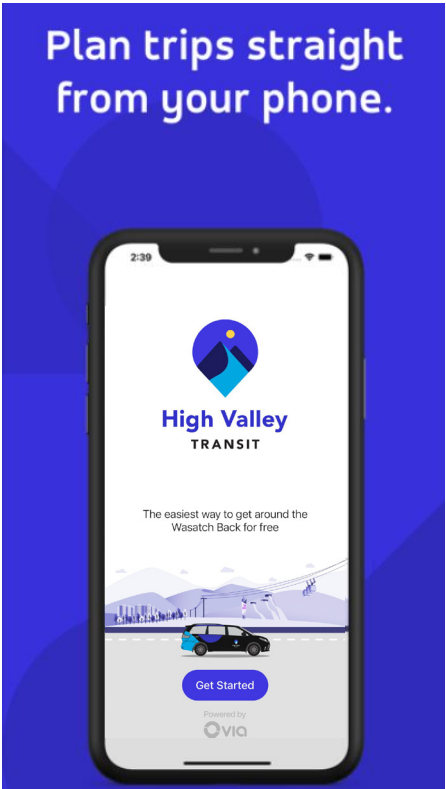
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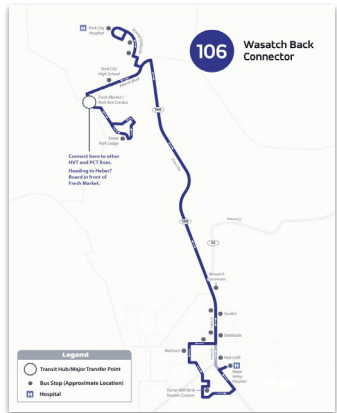
How to use the HVT App

- **Create an account:** Download the High Valley Transit app from the App Store or Google Play Store and follow the simple signup steps. You can also call (435) 246-1538 to get assistance or book a ride.
- **Book a ride:** Look up Bus schedules and book a Micro trip all in one place. Enter your pickup and dropoff addresses and choose the trip option that works for you by tapping Book This Ride.
- **Meet your vehicle:** Check the app to find out exactly where to catch the bus or meet your driver, which may be a short walk from the address you gave us.

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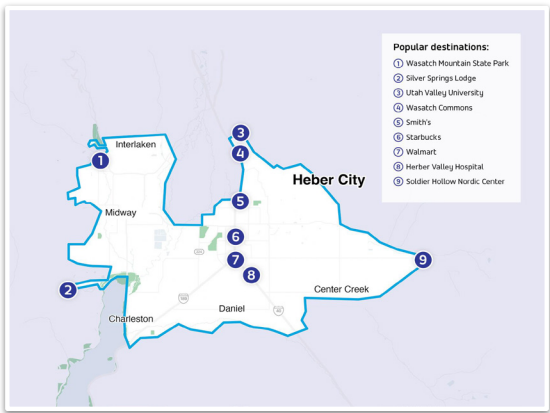


Since 2022, HVT has provided bus and microtransit service in Wasatch County



**106: Wasatch Back Connector**  
Commuter shuttle connecting Heber City and Park City

4

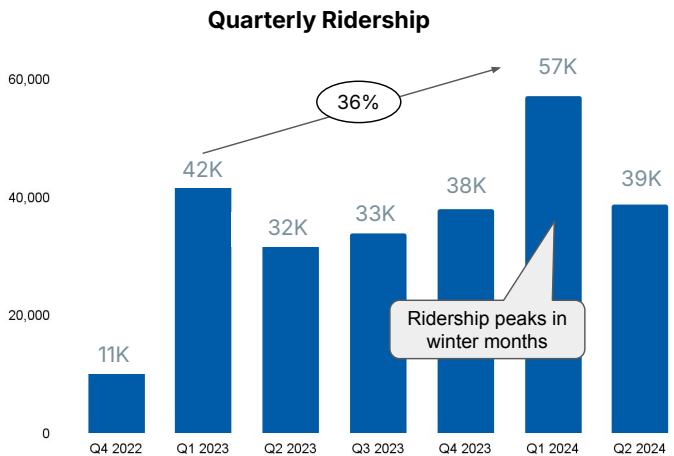


**HVT Microtransit**  
On-demand service providing shared rides throughout Wasatch County Monday-Sunday 5am-10pm



HVT Metrics in Wasatch County

High Valley Transit has moved over 250K people in Wasatch County



**250K+**  
Rides served

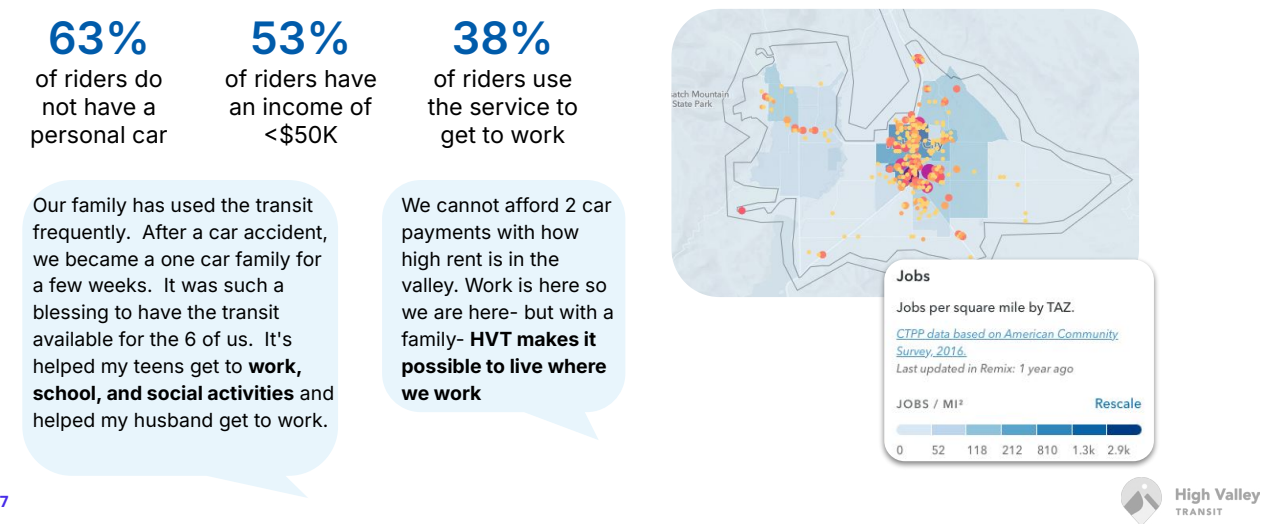
**5**  
Micro passengers  
per vehicle hour

**5,457**  
Unique riders  
(15% of Wasatch  
County)



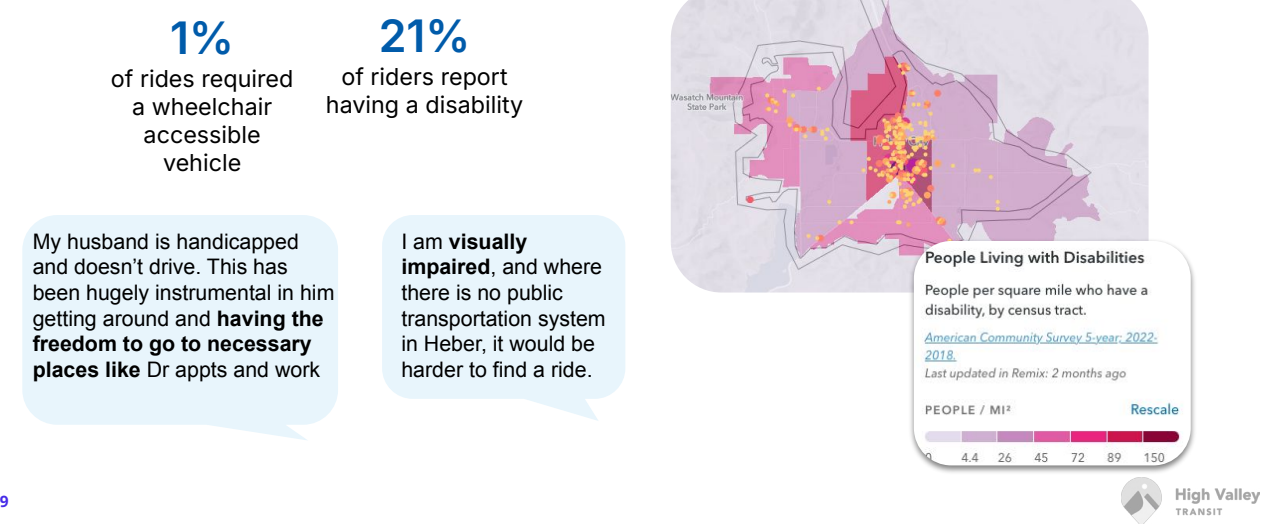


The service allows residents to afford living & working in Wasatch County



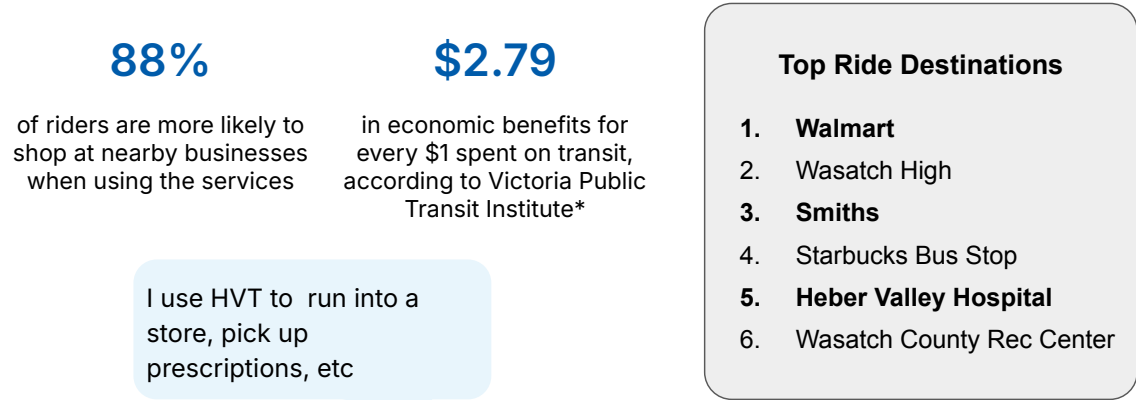
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The service gives the 2,000+ disabled residents of Wasatch County a much needed way to get around



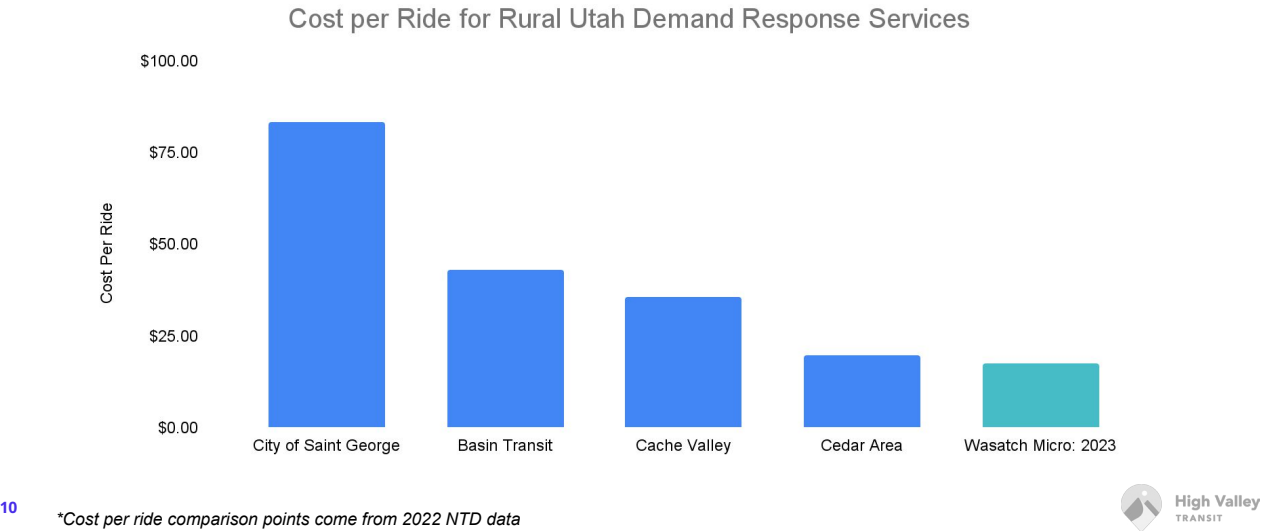
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Public transit riders are also more likely to generate economic activity at Wasatch County businesses



8 \*Transit Means Business - Quantifying the Economic Impacts and Benefits of Transit (<https://transitmeansbusiness.metroplanning.org/benefits/transit-has-a-net-economic-benefit#ref:9>)

The microtransit service in Wasatch County is far more efficient than other microtransit services in rural Utah

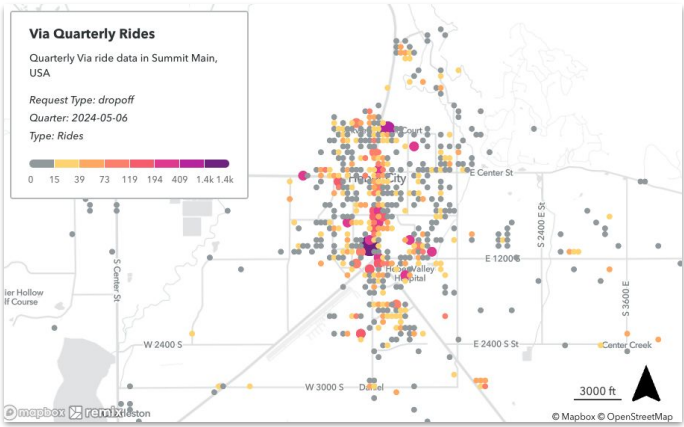


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Recommendations for Heber City

High Valley Transit recommends that Heber City invest in microtransit to transport visitors and residents in the most cost effective manner



Heber City **ridership is very dispersed**; creating a fixed route shuttle that connects the demand points on the heat map would be far more expensive than providing wide coverage through microtransit



Case Study

Valley Regional Transit leverages on-demand to provide efficient transit in Caldwell, which has been a reference for Heber City’s development

Service Overview

- Shared on-demand ride service
- M-F 6am-8pm
- Rides bookable by phone or app
- Powered by Via, the same company powering HVT’s app

Results

- 300%+ increase in ridership over three years
- Average of 8 rides per rider per month



Partnering with HVT will allow Heber City to take advantage of existing expertise providing transit throughout the Wasatch Back

Access to a large local team & resources



Significant and engaged user base



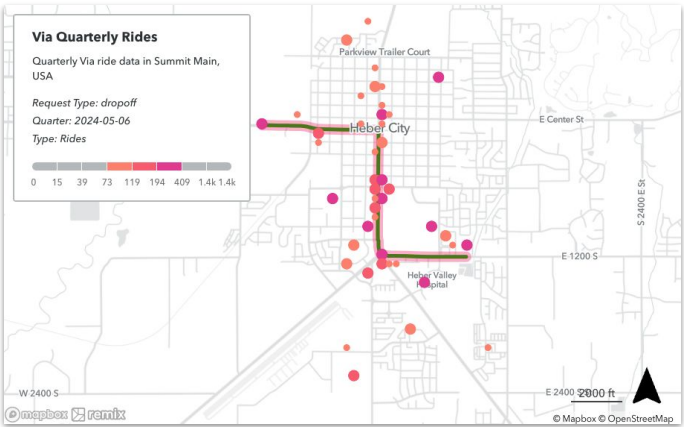
140,000 rider app downloads  
Equivalent to 3x the population of Summit County

Seamless regional connectivity



Recommendations for Heber City

Microtransit will provide demand data, which could be used to determine when it makes sense to introduce a bus line



For example, if demand starts to concentrate along a particular corridor, HVT will be able to monitor the data and determine when it is most cost effective to add a bus route



HVT will provide the high-touch service required by Heber City’s resident and visitor populations

Significant & dedicated local presence



Robustly vetted and trained drivers

“Such a **wonderful driver**. Joyce is **kind and personable** and made such an early morning commute more pleasant.”

Rider Testimonial

Custom-branded fleet with accommodations (e.g. skis, bike, WAV)







### Contact Information

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 **Destination Development  
Association**

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