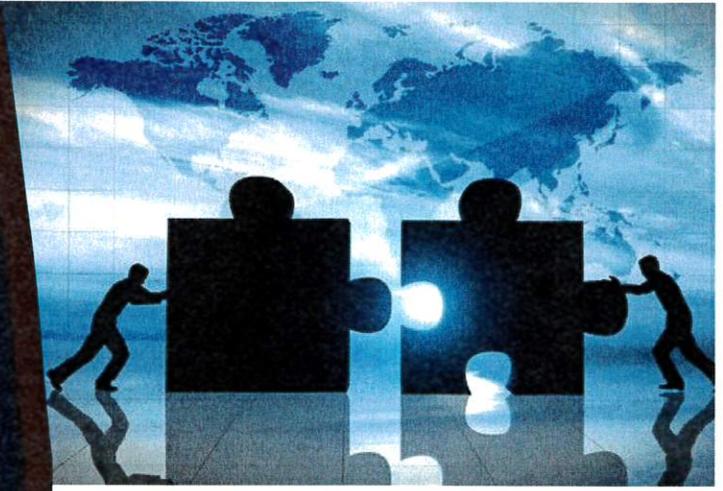




Millcreek
Together

**FY 2019-20
MILLCREEK
STRATEGIC
PLAN
11/18/19
DRAFT**



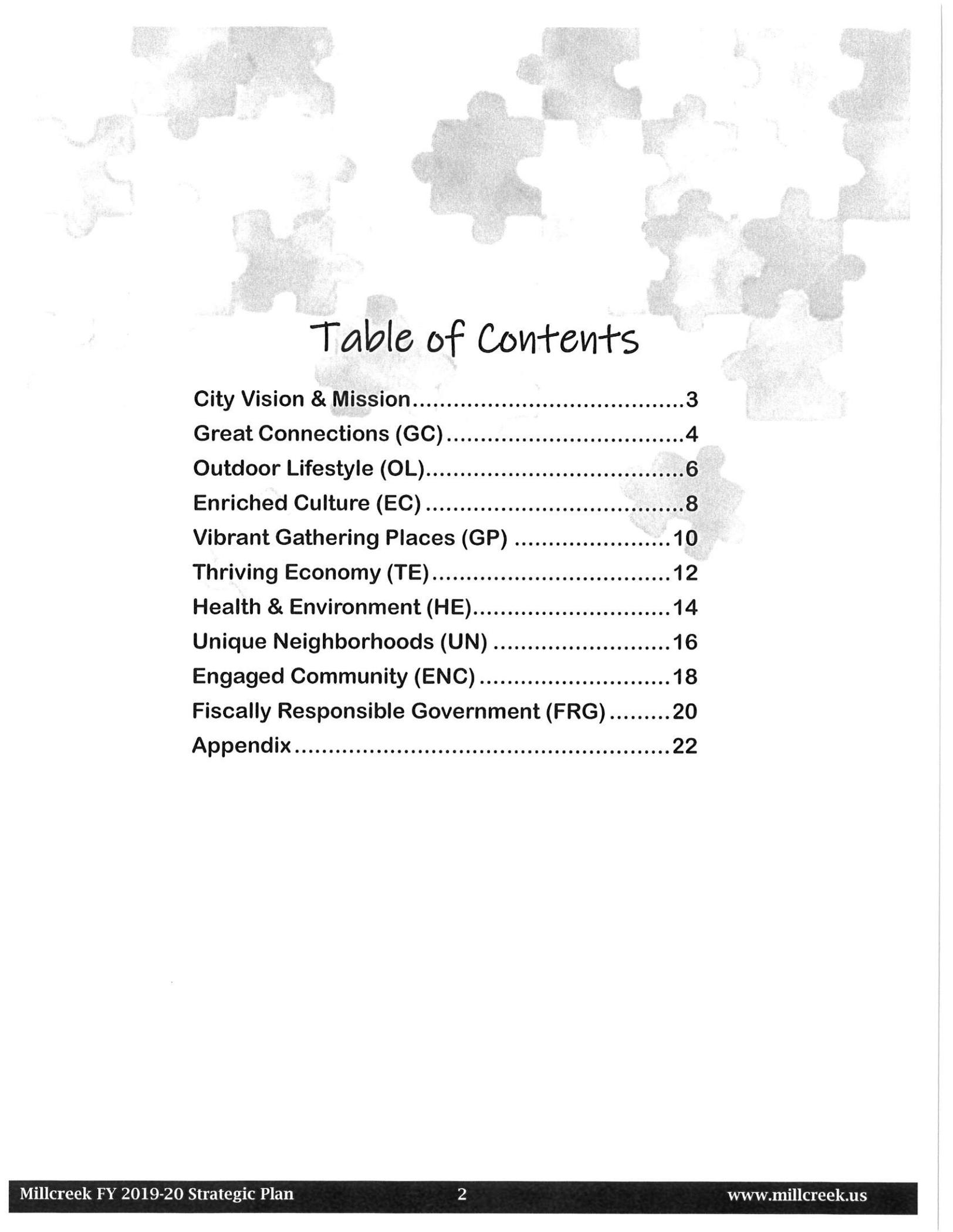


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City Vision

Millcreek is a diverse community where residents and businesses are empowered to respectfully engage and interact with each other in governance and volunteerism to maintain a fiscally responsible, environmentally sustainable City that provides a “welcome home” feeling to everyone – past, present and future.



City Mission

Millcreek provides superior and responsive municipal governance and services in a fiscally conservative and responsible manner that sustains and improves the quality of life for residents and stakeholders of the City.

Great Connections



GREAT CONNECTIONS

Millcreek strives to offer a range of pedestrian, bicycling, transit, and vehicle transportation choices through a cohesive network of safe and reliable streets and trails that connect all residents to their destinations.

Objectives:

- GC-1** Multimodally connect people and land uses regionally and locally throughout the City.
- GC-2** Establish and maintain convenient multimodal connections between neighborhoods, local destinations, employment and activity centers, and neighboring municipalities.
- GC-3** Proactively consider and incorporate the needs of senior and youth populations in all relevant transportation planning and project decisions.
- GC-4** Improve the safety and visual image of the community by enhancing the look and feel of major corridors and protecting our scenic viewsheds.
- GC-5** Preserve the transportation system for the future by implementing appropriate system maintenance and refurbishment.
- GC-6** Actively plan for advancing techniques and trends in transportation planning.
- GC-7** Lay the groundwork for intercity transit connections and for more robust, choice-based transit within the City and larger region.
- GC-8** Manage stormwater and flood control systems as a vital and integrated community asset.



FY2019-20 Goals:

GC-1 Fund 50/50 Sidewalk Program & other recommended sidewalk projects.

Outdoor Lifestyle

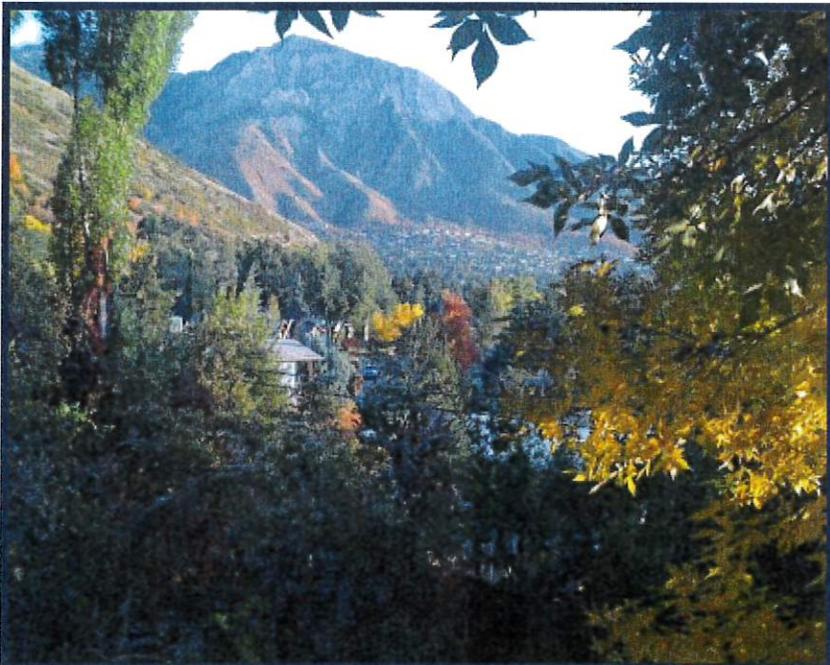


OUTDOOR LIFESTYLE

Millcreek is the gateway to recreation with opportunities from the Wasatch Mountains to the Jordan River, including majestic views of the mountains, expansive parks, and accessible trails, creeks, and open spaces.

Objectives:

- OL-1** Improve access and quality of parks and open space for all areas of Millcreek.
- OL-2** Meet changing demographics by incorporating special use facilities in Millcreek parks.
- OL-3** Emphasize preservation of undeveloped open space and natural areas that combine the preservation of the most environmentally sensitive areas with other values including low impact recreation.
- OL-4** Update and create parks and recreation facilities to address changing needs and population
- OL-5** Ensure adequate and sustainable funding for parks, recreation and open space assets.
- OL-6** Identify and maintain recreational access to Mill Creek Canyon, Neff's Canyon, Mt. Olympus, and
- OL-7** Identify and maintain recreational access to Jordan River Parkway for all residents and visitors.
- OL-8** Develop an interconnected trail, park, and open space system within Millcreek.



FY2019-20 Goals:

OL-3 - Fund participation in the Central Wasatch Commission

For more detail regarding the Outdoor Lifestyle goals, please refer to the Appendix on page XX.

Enhanced Culture



ENHANCED CULTURE

Millcreek embraces the cultural and demographic diversity of its residents and businesses, and supports and promotes a variety of arts, cultures, and education opportunities as essential parts of an engaged community and life-long learning.

Objectives:

- EC-1** Ensure the accessibility and diversity of arts and culture opportunities throughout the City.
- EC-2** Support affordable cultural spaces in all neighborhoods, especially Meadowbrook and villages where they are accessible to a broad range of people, and where they can help activate the public realm.
- EC-3** Make Millcreek a place where all residents feel they can attend community events and participate in neighborhood life, Where they help each other, contribute to the vitality of the City, and create a sense of belonging.
- EC-4** Preserve and advance Millcreek's historic and cultural resources. When feasible, integrate themes and features into design and development that represent Millcreek's history and heritage.
- EC-5** Strengthen and diversify the range of educational and lifelong learning opportunities and resources in Millcreek.



FY2019-20 Goals:

For more detail regarding the Enriched Culture goals, please refer to the Appendix on page XX.

Vibrant Gathering Places



VIBRANT GATHERING PLACES

Millcreek's centers are the heart of community activity, characterized by walkability, unique spaces, commercial areas, and character compatible with Millcreek neighborhoods.

Objectives:

- GP-1** Design new development to respond to and enhance the distinctive physical, historic, aesthetic and cultural qualities of its location, while accommodating growth and change.
- GP-2** Ensure that sign location and design is responsive to site context and compatible with the surrounding character.
- GP-3** Emphasize placemaking throughout the City with design and programming that supports a distinctive identity and experience.
- GP-4** Focus growth in a Citywide network of centers that provide healthy, equitable and sustainable access to services and housing and preserve the City's character and sense of place.
- GP-5** Continue to grow and support The City Center as the mixed-use, cultural, and economic heart of the City.
- GP-6** Continue to grow and support the Meadowbrook/Main Street Urban Center.
- GP-7** Continue to grow and support the identified village centers and maintain valley and mountain views.
- GP-8** Create unique, desirable, and vibrant places and features in Millcreek.
- GP-9** Support complementary infill development and land use investment in the mature and developed areas of the city.



FY2019-20 Goals:

GP-5 Adopt City Center Master Plan.

For more detail regarding the Vibrant Gathering Places goals, please refer to the Appendix on page XX.

Thriving Economy



THRIVING ECONOMY

Millcreek's economic diversity thrives by being inviting, supporting local businesses, attracting an innovative and adaptive workforce, investing in amenities that promote a better quality of life, and encouraging a range of business sizes and types.

Objectives:

- TE-1** Diversify and expand Millcreek's economic base to create a robust economy that offers a wide range of employment opportunities, goods and services.
- TE-2** Cultivate a business culture that allows existing establishments to grow in place, draws new firms to Millcreek and encourages more homegrown enterprises.
- TE-3** Build on Millcreek's emerging recreation and outdoor lifestyle identity as an economic development strategy.
- TE-4** Leverage the City's livability as a workforce and economic driver, and create a city brand that supports growth and leverages existing community and economic assets.
- TE-5** Enhance the physical environment by creating new amenities that help attract and retain new businesses and residents.
- TE-6** Provide high-quality infrastructure and technology Citywide.
- TE-7** Promote environmentally sustainable efforts and initiatives in the public and private sector.



FY2019-20 Goals:

TE-2 - Continue to grow & support the Millcreek Business Council

For more detail regarding the Thriving Economy goals, please refer to the Appendix on page XX.

Health & Environment



HEALTH & ENVIRONMENT

Millcreek supports environmental and human health by establishing and protecting open spaces; protecting healthy fish and wildlife habitats; providing active transportation options; improving local water and air quality; improving access to nutritious foods; and other sustainable practices.

Objectives:

- HE-1** Ensure access to nutritious, affordable, and safe food for an active, healthy life.
- HE-2** Promote a healthy and diverse tree canopy to enhance neighborhood livability, provide habitat, and improve air and water quality.
- HE-3** Creatively increase green space throughout the City to give more residents opportunities to enjoy nature.
- HE-4** Commit to green design, efficient energy use, wise water use, and high performing buildings and landscapes throughout Millcreek.
- HE-5** Promote sustainable practices in the preservation, development, and maintenance of Millcreek's natural and built environments.
- HE-6** Implement standards, policies, and practices that encourage and support enhanced air and water quality.
- HE-7** Require that new development protects the treasured views of Mount Olympus, the Oquirrh Mountains, the Great Salt Lake, and other significant viewsheds from roadways, frequented public areas, community gateways, and other public places.
- HE-8** Strengthen resiliency to natural disasters and climate realities through development patterns, hazard mitigation, and education.



FY2019-20 Goals:

- HE-1 - Support "Promise Program" within Millcreek community.
- HE-4 - Fund Sustainability Coordinator position in conjunction with neighboring cities.
- HE-8 - Complete updated Community Hazard Assessment; Support CERT program

For more detail regarding the Health & Environment goals, please refer to the Appendix on page XX.

Unique Neighborhoods



UNIQUE NEIGHBORHOODS

Millcreek is a City of attractive, proud, stable, unique, and emerging neighborhoods that offer a variety of home types, vibrant gathering areas, and access to quality community amenities.

Objectives:

- UN-1** Preserve and enhance the physical elements that define each neighborhood's character.
- UN-2** Strive for a variety of housing choices in types, styles, and costs of housing throughout Millcreek
- UN-3** Prioritize the development of effective neighborhood-scale plans and programs for those areas
- UN-4** Inform and engage with neighborhoods, community councils, and individual residents during zoning and rezoning processes, capital improvement planning, and decisions on City facilities and services.
- UN-5** Support unique and innovative community design elements and features such as community
- UN-6** Encourage and support the integration of appropriate mixed-use development in selected
- UN-7** Enhance mobility and connectivity between neighborhoods across Millcreek.



FY2019-20 Goals:

UN-4 - Continue to fund & support Community Councils

For more detail regarding the Unique Neighborhoods goals, please refer to the Appendix on page XX.

Engaged Community



ENGAGED COMMUNITY

Millcreek seeks community engagement through communication and transparency to achieve long-term sustainable outcomes, processes, and relationships.

Objectives:

- ENC-1** Respond to the needs and concerns of the community in a professional and respectful manner.
- ENC-2** Provide ample opportunities for community volunteerism and participation.
- ENC-3** Support an environment of open, two-way communication with citizens and stakeholders.



FY2019-20 Goals:

For more detail regarding the Engaged Community goals, please refer to the Appendix on page XX.

Fiscally Responsible Government



FISCALLY RESPONSIBLE GOVERNMENT

Millcreek supports a fiscally responsible government through compliance with the Utah Fiscal Procedures Act along with a transparent budget process, conservative spending and meticulous debt management.

Objectives:

- FRG-1** Ensure strict compliance with the Utah Fiscal Procedures Act and Generally Accepted Accounting Principles (GAAP).
- FRG-2** Conservatively use debt for only long-term capital project needs.
- FRG-3** Maintain a fund balance of at least ??% of the current general fund budget.



FY2019-20 Goals:

Appendix



Appendix

Great Connections

GC-1

- *Strategy 1.1:* Build “complete streets” by safely and reasonably incorporating multiple modes in the design of new and redeveloped transportation corridors. Although Complete Streets are the goal, pursue a “layered” transportation approach that recognizes that while all traveler types need to be accommodated within a community, no single street can accommodate all transportation users at all times.
- *Strategy 1.2:* Focus planning and design attention on the new centers and other elements that provide for safe and convenient interconnections between modes.
- *Strategy 1.3:* Design land uses and transportation improvements with an emphasis on “first and last mile” trips having desirable and safe options for non-motorized travel. Emphasis should be on connections to existing TRAX stops.
- *Strategy 1.4:* Coordinate and collaborate with WFRC, UTA, UDOT and adjacent municipalities when planning multimodal connections.
- *Strategy 1.5:* Complete and maintain a safe bicycling system that connects all parts of Millcreek and accommodates all types of bicyclists. Strive to achieve the highest level Bicycle Friendly Community status as designated by the League of American Bicyclists, or an equivalent designation. Priority routes include: • 3300 South • 3900 South • Evergreen Avenue/3435 South • Millcreek Canyon Road • 500 East • 900 East • 2000 East • Wasatch Boulevard.
- *Strategy 1.6:* Improve pedestrian and bicycle access to parts of the City that are separated by I-15 and I-215. Promote inclusion of bicycle lanes on new bridge structures.

GC-2

- *Strategy 2.1:* Encourage a well-connected system of streets, sidewalks, bike facilities, and off-system trails for new developments and redevelopment areas.
- *Strategy 2.2:* Prioritize new sidewalks in neighborhoods with missing or substandard sidewalk connections identified as High or Moderate priorities (as shown on the Pedestrian Network Framework Map). Consider multimodal programs such as Safe Routes to School as well as neighborhood-based efforts.
- *Strategy 2.3:* Building on the Bicycle Network Framework Map, create a Bicycle Master Plan that addresses funding, alignments, and priority locations.
- *Strategy 2.4:* Create multimodal corridors between centers and local attractions that emphasize all modes of travel.
- *Strategy 2.5:* Implement designs and technologies to improve the safety and efficiency of connections between modes, including well designed drop-off and transfer points, improved wayfinding, additional park and-ride lots, and travel time and capacity information.
- *Strategy 2.6:* Focus attention on the outcomes of travel choices and increase the public’s use of the range of travel choices available by initiating and supporting public awareness campaigns. Partner with public transit agencies to collaborate on strategies that encourage ridership.

GC-3

- *Strategy 3.1:* Particularly focus on the needs of seniors and families by creating more walkable environments that provide ADA-compliant, short and direct connections among parking, buildings, other destinations, transit stops, and drop off locations.
- *Strategy 3.2:* Improve safety with improved visibility, sufficient timing for street crossings and enhanced facilities such as bump outs and pedestrian refuges in medians.

GC-4

- *Strategy 4.1:* Improve streetscape aesthetics on major roadways by incorporating decorative paving, street trees, landscaped medians, pedestrian and vehicular lighting, and street furnishings such as bicycle rings, bollards, garbage/recycling receptacles, and undergrounding utility infrastructure.
- *Strategy 4.2:* In new development and redevelopment, require the burying of utility infrastructure.
- *Strategy 4.3:* Seek federal safety grants for potentially moving or burying utility infrastructure on 3300 South.
- *Strategy 4.4:* Create a Street Lighting Plan.
- *Strategy 4.5:* Create a Streetscape Improvement Plan.
- *Strategy 4.6:* Create a Street Tree Plan and inventory. (See Health and Sustainability for more information)
- *Strategy 4.7:* Incorporate traffic calming solutions i.e. flared intersections, road diets, corner bulb outs, landscaped medians, etc. to streets where speeds are too high or when residential streets intersect with major streets.
- *Strategy 4.8:* Following a hierarchy of streetscape types (arterial, collector, etc.), assign a set of standards or specialized design treatments to each roadway type.
- *Strategy 4.9:* Reduce the number, size, and height of billboards along all City streets.

GC-5

- *Strategy 5.1:* Keep system operating in safe condition by taking steps to secure funding from a variety of sources to maintain, rehabilitate, or replace sidewalks, crosswalks, trails, bicycle facilities, traffic signal systems, and roadways. Consider developing a pavement management plan and system.
- *Strategy 5.2:* Prioritize system preservation and repair, and consider the long term maintenance costs of new capacity as part of the up-front cost of development.

GC-6

- *Strategy 6.1:* Actively support car share programs beginning in the City Center and Meadowbrook Center and in higher density activity centers, as a means of reducing the footprint of car storage and the need for household car ownership in these areas.
- *Strategy 6.2:* Support shuttle services, bikeshare, and other programs to help travel among destinations.
- *Strategy 6.3:* Create and implement a long range Electric Vehicle (EV) plan to address an implementation program and potential resources.
- *Strategy 6.4:* Research and consider the incremental growth in autonomous vehicles in future transportation planning.

GC-7

- *Strategy 7.1 :* Plan and promote "high-capacity" transit in City Center and Meadowbrook Center and in such corridors as 3300 South, 4500 South, 3900 South, State Street, 1300 East, and Highland Drive.
- *Strategy 7.2:* Promote TOD or transit-supportive development and provide incentives for development that includes specific TOD features at the Meadowbrook Center. Elements of TOD generally include: • A compact mix of land uses, including mixed use, residential, compatible light manufacturing, and commercial development; • Moderate to high density housing; • Affordable housing for all income groups; • Pedestrian orientation/connectivity; • Convenient access to transportation choices, including transit, bicycle, and pedestrian facilities; • Reduced size of surface parking facilities or minimum parking requirements; and • High quality design.
- *Strategy 7.3:* Review the zoning and subdivision codes for opportunities to better support densification and mixed-use in designated areas to support multimodal transportation.

GC-7

- *Strategy 7.4:* Advocate for and support funding for an extension of the Sugarhouse Street Car Line to the City Center and potentially on to adjacent communities. This could also include preserving land for a potential transportation hub.
- *Strategy 7.5:* Support expanded transit service frequency and times along existing key corridors.
- *Strategy 7.6:* Support plans that allow for future accommodation of alternate high speed transportation modes such as Bus Rapid Transit (BRT) on 3300 South and other applicable corridors.

GC-8

- *Strategy 8.1:* Design stormwater infrastructure as an integral and connected part of new development and redeveloping areas.
- *Strategy 8.2:* Manage stormwater runoff to prevent hazardous material from entering surface waters including Millcreek, Big Cottonwood and Parley's Creeks.
- *Strategy 8.3:* Design and construct stormwater improvements to incorporate recreational opportunities and protect/maintain utility infrastructure.
- *Strategy 8.4:* Invest in upgrading and maintenance of facilities and infrastructure to manage stormwater.

Outdoor Lifestyle

OL-1

- *Strategy 1.1:* Strive for a maximum 10-minute walk or ½ mile distance from most homes and businesses to the nearest trail, open space area, or park.
- *Strategy 1.2:* Pursue opportunities to acquire land for parks, especially pocket parks in strategic locations.
- *Strategy 1.3:* Coordinate with local developers and private interests to construct and maintain pocket parks, particularly in underserved areas.
- *Strategy 1.4:* Negotiate the purchase of the Millcreek Activity Center property from Granite School District to ensure that the land remains in recreational use.
- *Strategy 1.5:* Develop partnerships with utility companies and irrigation companies for trail corridors.
- *Strategy 1.6:* Improve sidewalks through a sidewalk improvement program; prioritize areas based on adjacency to schools and gathering areas (as identified on Enhanced Connectivity Walkability Framework Map).

OL-2

- *Strategy 2.1:* Develop pocket parks in underutilized areas.
- *Strategy 2.2:* Study the feasibility (location, funding sources, capital costs and maintenance) of a new swimming pool within Millcreek
- *Strategy 2.3:* Incorporate a multi-use splashpad at the City Center, Meadowbrook, and/or Village Centers (as identified on the Future Land Use Map).
- *Strategy 2.3:* Create a soccer field in the west portion of the City to meet growing demand.
- *Strategy 2.4:* Develop an additional off-leash dog park within Millcreek.

OL-3

- *Strategy 3.1:* Acquire or protect additional properties to preserve Conservation Open Space areas (shown on the Future Land Use map). Pursue state and federal funding through programs such as the Land and Water Conservation Fund to acquire open space in strategic locations.
- *Strategy 3.2:* Develop a comprehensive strategy for open space protection to include tools such as large lot zoning, conservation easements, and clustering to restrict urban development in environmentally sensitive areas.

OL-4

- *Strategy 4.1:* Prepare and Parks and Recreation Master Plan that addresses:
 - * Level of service standards and demand
 - * Funding for acquisition, construction and maintenance
 - * Specific locations for new parks and facility needs, such as a swimming pool or sports courts
 - * Proposed trail alignments
 - * Recreation program management
- *Strategy 4.2:* Identify park components that need to be updated or replaced and develop a schedule, budget, and methodology to complete improvements.
- *Strategy 4.3:* Involve the community in the creation and design of new parks to reflect the City's history and diversity.
- *Strategy 4.4:* Ensure inclusion of parks projects within the City's Capital Improvement Program (CIP) at appropriate levels.

OL-5

- *Strategy 5.1:* Utilize partnerships, grants, and private donations to leverage dedicated revenue sources and particularly to help fund one-time strategic parks, open space, recreation and trails priority projects.
- *Strategy 5.2:* Consider park development impact fees and other financial tools to offset the cost of providing needed parks and facilities associated with new development.

OL-6

- *Strategy 6.1:* Support parking improvements, such as expansion or formalization parking spaces, at trailhead access areas.
- *Strategy 6.2:* Establish off-street recreational trail connectivity from key destinations to each area.
- *Strategy 6.3:* Improve on-street active transportation connections (identified on Enhanced Connectivity Bicycle Framework Map)
- *Strategy 6.4:* Maintain and / or secure public access across private property.

OL-7

- *Strategy 7.1:* Provide ample, safe connections for pedestrians and bicyclists between neighborhoods and the water's edge.
- *Strategy 7.2:* Foster partnerships with the Jordan River Commission and Salt Lake County to enhance river related efforts and maximize the impact of investment.
- *Strategy 7.3:* Develop a public park along the river.

OL-8

- *Strategy 8.1:* Develop a comprehensive trails master plan that includes all park and streamline trails as well as open space and foothills trails.
- *Strategy 8.2:* Support the completion of Bonneville Shoreline trail system.
- *Strategy 8.3:* Incorporate wayfinding signage, viewpoints, and educational displays about Millcreek's history, and natural environment into the design of the trail and open space system.
- *Strategy 8.4:* Coordinate with canal companies regarding utilizing closed canals or land adjacent to canals as potential recreational trail connections.

Enriched Culture

EC-1

- *Strategy 1.1:* Include arts, culture, education and historical elements, as applicable, in publicly initiated small area and topical master plans.
- *Strategy 1.2:* Encourage neighborhood-specific arts, culture, and educational opportunities in Neighborhood Plans.
- *Strategy 1.3:* Through partnerships with interested neighborhood associations and homeowners associations and community groups, consider painted murals or install other community-defining public art.
- *Strategy 1.4:* Activate redevelopment areas, plazas, and other underutilized spaces with arts and cultural events.
- *Strategy 1.5:* Prioritize locations for new public art where the community desires it, can be accommodated safely and will be enjoyed by many people in places throughout the City.
- *Strategy 1.6:* Set aside funding for new public art as part of capital improvement projects.
- *Strategy 1.7:* Support the Millcreek Arts Discovery program to outline gaps, needs, and resources required to promote the arts in Millcreek.

EC-2

- *Strategy 2.1:* Designate existing clusters of cultural spaces, such as the Baldwin Radio Factory/Millcreek Community Center/2300 East Village Center, as cultural districts.
- *Strategy 2.2:* Continue to pursue the Cultural Facilities Program Grant through Salt Lake County.
- *Strategy 2.3:* Incorporate public art and other cultural features when reviewing and approving design guidelines and any newly created form based zoning plans.
- *Strategy 2.4:* Study the feasibility of a performing arts center.
- *Strategy 2.5:* Utilize existing venues to attract traveling shows and museum exhibits.
- *Strategy 2.6:* Create and maintain an inventory of both public and private cultural spaces

EC-3

- *Strategy 3.1:* Enhance community pride through continued support of and addition of new year-round community events.
- *Strategy 3.2:* Promote the use of open spaces and park facilities in the City for events that celebrate our history and the many cultures of our community.
- *Strategy 3.3:* Promote opportunities for people to build connections with their peers, neighbors, and the greater community by supporting intergenerational and intercultural programs, activities, and events.
- *Strategy 3.4:* Use innovative street design to expand the role of streets as public spaces, and that could include use for markets, festivals, art, or street parks.
- *Strategy 3.5:* Promote community improvement projects that can be acted upon through community-based efforts, as well as through public investment.

EC-4

- *Strategy 4.1:* Integrate historical themes into project design, public art, and landscaping areas of the City.
- *Strategy 4.2:* Continue to research, inventory, register, and secure resources to protect Millcreek's highest priority historic resources.
- *Strategy 4.3:* Promote education and programs that increase public awareness of the City's historic resources and heritage.

EC-5

- *Strategy 5.1:* Create equitable access to high-quality early-learning services, and support families so that their children are prepared for school.
- *Strategy 5.2:* Support opportunities for community-based learning through service projects that have value to both the students and the community.
- *Strategy 5.3:* Partner actively with the City's institutions of higher learning on their plans for growth, adaptation, and reinvestment.
- *Strategy 5.4:* Actively encourage arrangements between educational institutions, local arts groups, and the City and other properties for shared use of assets such as parks, facilities, and parking.
- *Strategy 5.5:* Coordinate as an active partner in the Millcreek Promise Neighborhood initiative and encourage the expansion of successful education strategies to other schools in Millcreek.
- *Strategy 5.6:* Partner with Salt Lake County to maintain and develop library programs and services that contribute to the personal education of adults (of all ages) pursuing lifelong learning opportunities.
- *Strategy 5.7:* Encourage learning beyond the classrooms by promoting lectures, other educational opportunities at local libraries, community centers, senior centers, and art studios.
- *Strategy 5.8:* Encourage the adaptive reuse of education facilities to ensure they always remain neighborhood assets.

Vibrant Gathering Places

GP-1

- *Strategy 1.1:* Ordinances and incentives should achieve excellence in architecture, site design, and infrastructure and durability in building materials to enrich the appearance of the surrounding area.
- *Strategy 1.2:* Design buildings and streetscapes that are attractive to create a more inviting atmosphere for pedestrians.
- *Strategy 1.3:* Promote development that enhances and improves views of the Wasatch Mountains and other significant view areas.
- *Strategy 1.4:* Encourage building and street designs that respect the unique built natural, historic, and cultural characteristics of Millcreek's centers, corridors, and historic residential pattern areas and avoids discordant, clashing visual themes.
- *Strategy 1.5:* Encourage the development of aesthetically sensitive and character-giving design features that are responsive to place and the cultures of communities.
- *Strategy 1.6:* Provide for appropriate transition and buffers between dissimilar uses by managing and shaping the height and mass of buildings, while accommodating urban scale development.
- *Strategy 1.7:* Reduce the proportion of street frontages and right of way lined by parking lots, blank walls and empty lots.

GP-2

- *Strategy 2.1:* Ensure that signs are compatible with their surroundings. Signs should provide information and make a positive contribution to the character of the community.
- *Strategy 2.2:* Signs should effectively contribute to the aesthetics of the development and minimize negative impacts on adjacent uses and all modes of transportation.
- *Strategy 2.3:* Promote compatibility of signs with pedestrian-oriented development in all areas, and particularly in designated mixed-use centers and residential areas.
- *Strategy 2.4:* Discourage billboards in designated or developed commercial and residential areas and in locations that block views of the Wasatch Mountains or in conflict with the goals of the General Plan. Consider techniques to remove or alter billboards such as purchase, amortization or other techniques.
- *Strategy 2.5:* Discourage temporary signs (usually construction signs) on road shoulders that serve as bike lanes and pose hazards to bicyclists.

GP-3

- *Strategy 3.1:* Incorporate distinctive placemaking as an element of public and private development plans including privately initiated master plans, concept plans and Planned Unit Development (PUD) zoning.
- *Strategy 3.2:* Focus area-specific planning attention and capital improvements prioritization on major corridors (3300 South, 3900 South, 4500 South, 700 East, 1300 East, Highland Drive, Main Street, and State Street) potential and need for redevelopment.
- *Strategy 3.3:* Encourage new and redeveloped buildings to activate street life and support multi-modal access.
- *Strategy 3.4:* Partner with local business and volunteers to pursue a "Lighter, Quicker, Cheaper" approach (described on page 50) to placemaking.
- *Strategy 3.5:* Create a public space activation guide that provides guidance to the City and developers on activating public spaces. (Example: Inspired Leaders Shaping Cities)
- *Strategy 3.6:* Evaluate the cost and other resources needed to create active programming in parks and along trails to create multiuse destinations that support both formal and informal activities.
- *Strategy 3.7:* Review development regulations every two years to ensure building design requirements support and encourage public spaces.

GP-4

- *Strategy 4.1:* Plan for a variety of gathering spaces and centers throughout the City to enhance local, equitable access to services, employment, and housing opportunities.
- *Strategy 4.2:* When planning capital and transportation improvements in centers, consider the following priorities:
 - a. a. Focus and coordinate investments in one or two centers for maximum effect;
 - b. b. Focus investments in centers where the real estate market is emerging and where public efforts would likely stimulate private investment;
 - c. c. Identify and respond to special needs and opportunities in centers, including possible level of service deficiencies.
 - d. d. Explore partnerships with existing businesses who desire to enhance their "centers".
- *Strategy 4.3:* Connect centers to each other and to other key destinations, such as schools and parks, by frequent and convenient transit, bicycle sharing, bicycle routes, pedestrian trails and sidewalks, and electric and vehicle charging stations.
- *Strategy 4.4:* Design centers to be compact, safe, attractive, and accessible places, where the street environment makes access by transit, walking, biking, and mobility devices, such as wheelchairs, safe and attractive for people of all ages and abilities.
- *Strategy 4.5:* Encourage residential development for mixed income levels in all centers.
- *Strategy 4.6:* Activate centers with events like food truck markets and concerts.
- *Strategy 4.7:* Establish a network of connections such as gateways, signage, and trails to support, define, and provide context for Millcreek's centers.
- *Strategy 4.8:* Evaluate development applications in and around urban centers with particular attention to their contribution to the integration and mixing of uses, orientation to the public realm and their support of connections with multi-modal transportation.
- *Strategy 4.9:* Utilize special area tax and financing tools, such as Community Reinvestment Areas (CRAs), to highlight and prioritize the importance of areas targeted for redevelopment as unique gathering places and centers.
- *Strategy 4.10:* Aggressively pursue and leverage public, non-profit and private grants and matching funds to support public/private redevelopment in designated centers.

GP-5

- *Strategy 5.1:* Continue to refine, adapt, and expand the Town/City Center Overlay Zone as the City Center develops and evolves.
- *Strategy 5.2:* Maintain City Codes to support reduced onsite parking, limited parking lot areas between the public right-of-way and buildings, design elements that enhance visual impressions from the street, multimodal access, and the safety and enjoyment of the onsite pedestrian experience.
- *Strategy 5.3:* Continue to coordinate with Salt Lake City to enhance the City Center.
- *Strategy 5.4:* Establish a parking management plan to regulate on-street parking that supports business patrons and visitors.

GP-6

- *Strategy 6.1:* Continue to develop new transit-oriented development (TOD) and mixed use supportive base zoning and/or overlays to support the continued development and redevelopment of key corridors and centers.
- *Strategy 6.2:* Coordinate with neighboring municipalities of Murray and South Salt Lake City as development projects are proposed for the center.
- *Strategy 6.3:* Continue to encourage the development of flex uses in the Meadowbrook area.

GP-7

- *Strategy 7.1:* Coordinate with neighboring municipalities during development of village centers, specifically the Murray Holladay Road village center.
- *Strategy 7.2:* Strategically brand each center as a unique neighborhood area while complementing the overall City brand.
- *Strategy 7.3:* Aggressively pursue high quality development design and view preservation in village centers.
- *Strategy 7.4:* Create an Olympus Hills Village Center Plan and coordinate with UDOT, UTA, property owners, and stakeholders with specific focus on how Wasatch Boulevard is designed to cohesively join the two sides of the center.

GP-8

- *Strategy 8.1:* Create design guidelines for development of City gateways. Gateway branding serves as an opportunity to brand the City as a whole.
- *Strategy 8.2:* Create a City brand and identity campaign.

GP-9

- *Strategy 9.1:* Value and protect historic and built resources through appropriate rehabilitation and preservation.
- *Strategy 9.2:* Develop policies and standards for identifying appropriate locations and types of infill development in Millcreek.
- *Strategy 9.3:* Encourage the development or redevelopment of vacant and under-utilized properties in centers and along major corridors by using a combination of incentives, rezoning, and creative design solutions.
- *Strategy 9.4:* Provide opportunities for redevelopment by identifying and supporting catalyst projects in underutilized locations such as disinvested strip malls, former “big box’ retail spaces, and no longer needed school buildings.
- *Strategy 9.5:* Evaluate zoning regulations for opportunities to be more streamlined and flexible regarding infill, redevelopment, and mixed-use development, especially in older, underutilized commercial areas.

Thriving Economy

TE-1

- *Strategy 1.1:* Create and implement an Economic Development Strategic Plan that identifies short and mid-term goals and strategies to diversify and expand the Millcreek economy.
- *Strategy 1.2:* Coordinate and explore partnerships with the state, county, other cities, businesses and organizations engaged in diversifying and expanding the economic base of the Wasatch Front region.
- *Strategy 1.3:* Prioritize growth in regional targeted industry clusters – Outdoor Products and Recreation, Life Sciences, Software and IT, Financial Services– when allocating available economic development incentives.
- *Strategy 1.4:* Prioritize City Center development and redevelopment to establish it as the City’s hub of commerce, governing, innovation, entertainment, art and culture.
- *Strategy 1.5:* Target, create, and promote incentives for businesses and industries that foster growth and retention of jobs offering wages higher than the county average.

TE-2

- *Strategy 2.1:* Continue land regulations that allow for a diverse mix of workplace types including non-traditional and flexible workspaces, such as co-working facilities.
- *Strategy 2.2:* Support the establishment and expansion of commercial businesses that produce goods locally, increase local spending and provide needed goods and services to local residents and businesses in Millcreek
- *Strategy 2.3:* Coordinate with organizations that provide microloans, small business loans and other financial resources to fund new businesses and business expansions and encourage entrepreneurs to explore innovative financing strategies, such as crowdfunding.
- *Strategy 2.4:* Support and expand incubator space in Millcreek for existing and future small businesses, particularly those seeking to commercialize innovative products and services.
- *Strategy 2.5:* Support efforts to attract, expand and retain large, medium and small businesses that offer high quality jobs, generate local tax revenue and/or provide needed goods or services to residents.
- *Strategy 2.6:* Support and leverage projects and initiatives with mixed uses, transit supported and walkable attributes to attract and retain a skilled workforce and business investment.
- *Strategy 2.7:* Partner with the K-12 school system, the Promise Millcreek program, technical and community colleges, and universities on physical plans that support workforce training opportunities for jobs in sectors with the greatest need and growth potential such as skilled nursing and information technology.
- *Strategy 2.8:* Promote internship opportunities in business sectors present in Millcreek.
- *Strategy 2.9:* Support business growth in innovation, research, development, and emerging technologies by being responsive in the application and adaptation of City processes and requirements.

TE-3

- *Strategy 3.1:* Integrate the recreation and outdoor lifestyle brand into citywide initiatives, such as tourism, education, and arts and culture.
- *Strategy 3.2:* Utilize the State of Utah’s Office of Outdoor Recreation’s Utah Outdoor Recreation Grant to assist with the construction and expansion of outdoor recreation amenities, recognizing that new trails and other amenities further our goal of promoting outdoor recreation and conservation of open space as an economic development strategy.

TE-4

- *Strategy 4.1:* Maintain and enhance the social and cultural amenities of the City (such as attractive public spaces, restaurants, and art galleries) to help attract more creative, artistic, skilled, and innovative people (the creative class) to live, shop, work, and invest in the Millcreek community.
- *Strategy 4.2:* Collaborate with businesses, business organizations, and the community to organize and promote events and festivals that help residents and visitors develop positive associations with the Millcreek community.
- *Strategy 4.3:* Structure ordinances and incentives to encourage new development to include site, architectural and landscape design features that enhance the appearance and reputation of the City and its neighborhoods and business districts.

TE-5

- *Strategy 5.1:* Support the redevelopment and adaptive re-use of functionally obsolete buildings and strip commercial centers as new mixed use employment centers, particularly in the centers identified on the Future Land Use Map.
- *Strategy 5.2:* Consider impact fees to increase new public investments in streets, infrastructure, and public spaces in order to keep pace with new development and foster redevelopment.
- *Strategy 5.3:* Create street activation in the of employment and business centers through the use of supportive zoning, design guidelines, and street standards.
- *Strategy 5.4:* Incorporate street-activating uses in and near public places and facilities.
- *Strategy 5.5:* Accommodate creative temporary uses such as food trucks, farmers markets, pop-up retail, and craft markets to help activate business and employment centers.
- *Strategy 5.6:* Improve access to parks, trails, nature and the outdoors from employment centers.

TE-6

- *Strategy 6.1:* Support Millcreek's major institutions, business centers, and other businesses with continued quality infrastructure that meets the City's needs.
- *Strategy 6.2:* Enhance infrastructure, transportation, and communications connectivity near major cultural, hospitality, and entertainment venues.
- *Strategy 6.3:* Create a mechanism to coordinate activities among service providers to collaborate on service installations to coordinate trenching opportunities to reduce the digging within streets.
- *Strategy 6.4:* Create a Telecommunications Plan to better understand the feasibility and financing tools necessary for a citywide broadband/fiber optic network.

TE-7

- *Strategy 7.1:* Encourage the integration of environmentally sustainable and cost effective best practices and technology in public infrastructure investments, such as street trees, permeable paving, green spaces, bicycle parking, electric vehicle charging stations, etc.
- *Strategy 7.2:* Encourage businesses to adopt renewable energy, waste reduction, recycling, and other green initiatives.
- *Strategy 7.3:* Promote Millcreek's natural assets, infrastructure, and supportive policies to expand a recreation- and environment related economy.

Health & Environment

HE-1

- *Strategy 1.1:* Implement programs to increase accessibility and affordability of healthy food options such as grocery stores, school programs, farmers' markets, community gardens, and urban agriculture within walking distance (0.15—.5 mile depending on neighborhood).
- *Strategy 1.2:* Partner with New Roots and other organizations to promote local food production and incentivize growing culturally appropriate foods.
- *Strategy 1.3:* Revise zoning requirements and guidelines as needed to promote urban agriculture. This may include updating amenity requirements for multifamily developments to include space for community garden plots and fruit trees.
- *Strategy 1.4:* Connect currently segmented sidewalks within close proximities to grocery stores to allow pedestrians to more easily access healthy foods. Evaluate tools for funding such as CDAs or special improvement districts.

HE-2

- *Strategy 2.1:* Develop a Street Tree Master Plan to guide overall management and preservation of the tree canopy throughout the City. The Street Tree Master Plan should guide planting trees along streets during development and redevelopment, and should designate appropriate tree species for plantings.
- *Strategy 2.2:* Encourage the planting of new trees and protect Millcreek's urban tree canopy by:
 - * Requiring a no net loss policy for the City's urban tree canopy by maintaining and preserving existing trees, replacing trees that need to be removed, and planting new trees on public and private property.
 - * Maintaining Tree City U.S.A. standards.
 - * Update the landscape ordinance in a manner to maximize the number of trees required for projects.
- *Strategy 2.3:* Protect native riparian vegetation along Mill, Parleys, and Big Cottonwood creeks. Develop a strategy for restoring and maintaining a mix of native tree species in Millcreek.

HE-3

- *Strategy 3.1:* Explore mechanisms to permanently acquire and expand open spaces through tools such as bonding, conservation easements, impact fees, state and federal funding, and taxing districts. See Outdoor Lifestyle for more information.
- *Strategy 3.2:* Review the Development Code to ensure that adequate public green spaces and gathering areas are part of new development projects. Support creative green space additions in multi-family developments.
- *Strategy 3.3:* Implement an impact fee for parks, trails, open spaces and recreational facilities.

HE-4

- *Strategy 4.1:* Integrate green infrastructure elements such as LEED (Leadership in Energy and Environmental Design) rated buildings¹ or other above-code programs, recycling and composting programs, green streets², and dark-sky lighting requirements into the urban design of Millcreek.
- *Strategy 4.2:* Develop a portfolio of recommended green design development standards, such as low water use landscaping, water-permeable paving, drainage swales, parking lot planters, and other features to encourage developers to incorporate green design in future projects. Incorporate green design considerations in the Millcreek development review process.
- *Strategy 4.3:* Encourage developments to utilize renewable energy sources including solar, geothermal, hydro, and biomass.

HC-4

- *Strategy 4.4:* Modify the City's policies, ordinances, and programs to encourage low impact development and conservation design practices to include such measures as:
 - * Green building modeled after the United States Green Building Council's Leadership in Energy and Environmental Design (LEED),
 - * Low impact xeric landscaping which promotes native plantings or uses drip irrigation,
 - * On-site storm-water retention,
 - * Dark sky lighting standards, and
 - * Green space requirements.
- *Strategy 4.5:* Establish incentives for new development to meet higher energy and sustainability building standards and techniques to reduce energy demand and resulting air emissions.
- *Strategy 4.6:* Convert City Hall and other City facilities to 100% renewable energy, and work to replace City vehicles and equipment with low emissions vehicles, such as electric and natural gas.

HE-5

- *Strategy 5.1:* Develop a handbook of best practices for sustainability in:
 - * Housing
 - * Transportation
 - * Water use
 - * Landscaping & irrigation
 - * Waste management
 - * Private and commercial recycling
 - * Renewable energy
 - * Exterior lighting
- *Strategy 5.2:* Use existing development review processes to actively promote alternative modes of transportation such as public transit, bicycles, car and bike share programs, carpools, and promote alternative work schedules.
- *Strategy 5.3:* Create a dark-sky lighting ordinance that incorporates dark-sky principles and current technology.
- *Strategy 5.4:* Coordinate with Salt Lake County on waste management programs that focus on reducing, reusing, and recycling solid waste prior to disposal.

HE-6

- *Strategy 6.1:* Review and modify building zoning codes as needed to allow and incentivize redevelopments, building additions, and new developments, etc., to facilitate and incorporate solar, wind, and other renewable energy elements.
- *Strategy 6.2:* Install electric vehicle charging stations as public facilities are developed or redeveloped.
- *Strategy 6.3:* Implement water conservation technologies and standards for all landscaped park areas and areas with public infrastructure.
- *Strategy 6.4:* Encourage increased use of xeric plants and less water intensive plants throughout most landscaped park areas.
- *Strategy 6.5:* Upgrade irrigation systems at public parks and City facilities to expand water recycling, gray water use, and more efficient systems.

HE-7

- *Strategy 7.1:* Conduct a view plane analysis that identifies significant viewing platforms of the treasured views from Millcreek and within Millcreek (such as views of the Wasatch Mountains from Sunnyvale Park).
- *Strategy 7.2:* Protect view corridors by creating visual breaks between buildings.
- *Strategy 7.3:* Protect and enhance views by reducing, removing, or undergrounding visual obstacles such as utility lines and equipment.
- *Strategy 7.4:* Continue to protect the foothills natural landscape by using a variety of techniques such creating conservation easements or purchasing private property.
- *Strategy 7.5:* Protect native landscapes by encouraging retention of native plants and controlling noxious weeds
- *Strategy 7.6:* Identify on- and off-site signs that could be altered or removed to enhance view corridors. Consider alternative strategies such as acquisition, amortization and other techniques to alter or remove identified signs.

HE-8

- *Strategy 8.1:* Develop a Citywide integrated weed management plan to help effectively and efficiently control noxious weeds that degrade the ecosystem and pose a threat to the integrity and usability of the City's parks, open space foothills, and the adjacent Wasatch-Cache National Forest.
- *Strategy 8.2:* Incentivize fire mitigation and wildland fire fuel reduction on private property within the Wildland Urban Interface (WUI).
- *Strategy 8.3:* Develop fire mitigation partnerships and create natural area management plans with public land managers, utility providers, and public safety official.
- *Strategy 8.4:* Promote and implement community emergency preparedness and safety plans and programs, such as the emergency caches.
- *Strategy 8.5:* Partner with the Unified Fire Authority to determine areas suitable for a new fire station, with particular emphasis on the Mount Olympus service area.
- *Strategy 8.6:* Continue to support Neighborhood Watch and support creation and operation of Neighborhood Watch programs in every neighborhood in the City.
- *Strategy 8.7:* Continue to support Millcreek's Community Emergency Response training program.

Unique Neighborhoods

UN-1

- *Strategy 1.1:* Support sustainable investment in and maintenance of established neighborhoods, including use of special districts and the strategic use of grant funding.
- *Strategy 1.2:* Partner with neighborhood and industry organizations on civic engagement programs such as neighborhood cleanups, property maintenance and repair events, and neighborhood celebrations.
- *Strategy 1.3:* Identify neighborhood natural features such as trees, waterways, and open spaces, and incorporate them into project design. Include outdoor amenities in new development and redevelopment projects such as trails, outdoor dining areas, and plazas.
- *Strategy 1.4:* Update plans and City Codes to allow for mixed uses in appropriate locations in ways that support "complete" neighborhoods where shopping, entertainment and recreation are accessible and convenient.
- *Strategy 1.5:* Ensure that new infill development is compatible with existing neighborhoods by regulating structure sizes and heights; building forms and materials; yard setbacks; streetscape character; height and bulk transitions; buffering; and other factors.
- *Strategy 1.6:* Protect neighborhood character by appropriately controlling home occupations and business activities in residential areas.

UN-2

- *Strategy 2.1:* Consider Citywide and/or identify appropriate locations and standards that could allow for accessory dwelling units (ADUs), tiny homes, and small homes in Millcreek as a means to offer more housing choices. Consider initially allowing for interior ADUs (mother-in-law apartments) as a strategy to evaluate ADU impacts and compatibility in selected locations. Consider 2300 East as an area to test the compatibility of allowing accessory dwelling units, using 1100 East in Salt Lake City as a template.
- *Strategy 2.2:* Collaborate with private sector partners to establish a comprehensive affordable housing strategy that enhances available funding and establishes financial and zoning incentives to support the development of housing for families below the area median income level. Financial incentives could include such measures as tax increment financing, grants, density bonuses and others. Zoning incentives could include inclusionary zoning, relaxation of non-conformity regulations and other similar measures.
- *Strategy 2.3:* Apply and/or create zoning in and around centers (identified on the Future Land Use Map) that allows for and supports a variety of housing types.
- *Strategy 2.4:* Support development projects in centers and mixed-use corridors that provide a variety of housing types and sizes to serve a range of demographic sectors and meet the needs of residents and families through various life stages and income levels.
- *Strategy 2.5:* Promote the maintenance and improvement of the existing housing stock and allow for remodeling, expansion, and additions as appropriate in the area to accommodate the changing sizes and varieties of household types.
- *Strategy 2.6:* Support a diverse supply of accessible housing to meet the needs of older adults and people with disabilities, especially in centers and other places which are in close proximity to services and transit.

UN-3

- *Strategy 3.1:* Identify the locations, areas and character of mature residential areas of Millcreek. Prioritize the development of Neighborhood Plans to establish development, redevelopment and remodeling objectives and policies that protect the character of stable neighborhoods.
- *Strategy 3.2:* Amend zoning and subdivision regulations, as necessary, to implement Neighborhood Plans (e.g. new zoning or design overlays, and/or development and remodeling standards).
- *Strategy 3.3:* Celebrate, support and advocate neighborhood identity through the City's marketing, programs, events and communications.

UN-4

- *Strategy 4.1:* Create and implement state-of-the-art, transparent, clear and cost-effective methods to inform and involve neighborhoods and affected property owners in zoning and rezoning proposals and City planning projects.
- *Strategy 4.2:* Collaboratively include and partner with community councils and the development community on City planning projects of community or area-wide importance.

UN-5

- *Strategy 5.1:* Encourage neighborhood and school partnerships to coordinate joint use of school facilities.
- *Strategy 5.2:* Encourage walkable civic, retail, and community gathering places as design elements within neighborhood centers.
- *Strategy 5.3:* Encourage creation of neighborhood activity centers within walking or biking distance of residential areas.
- *Strategy 5.4:* Develop a public art policy that considers Citywide as well as individual neighborhood approaches. Consider and encourage public arts and cultural elements in Neighborhood Plans.
- *Strategy 5.5:* Identify and secure grants and other funding to create and sustain neighborhood identifiers including gateways, street tree plans, signage, lighting, markers, and enhanced streetscapes.

UN-6

- *Strategy 6.1:* Focus incentives for mixed-use development within centers and mixed-use corridors that have the potential for enhanced multimodal access and walkability.
- *Strategy 6.2:* Encourage vertical mixed-use design in village centers as neighborhood focal points, along with neighborhood design meant to encourage a sense of community and provide a walkable environment.

UN-7

- *Strategy 7.1:* Increase transportation and recreation choices for all neighborhoods by improving or adding bike lanes, sidewalks, off-street neighborhood trails and greenways that connect to a larger system of trails with associated wayfinding/signage.
- *Strategy 7.2:* Retrofit existing features such as drainage ways, canals, and utility corridors with pedestrian ways and trail systems.

Engaged Community

ENC-1

- *Strategy 1.1:*
- *Strategy 1.2:*
- *Strategy 1.3:*

ENC-2

- *Strategy 2.1:*
- *Strategy 2.2:*
- *Strategy 2.3:*

ENC-3

- *Strategy 3.1:*
- *Strategy 3.2:*
- *Strategy 3.3:*

Fiscally Responsible Government

FRG-1

- *Strategy 1.1:*
- *Strategy 1.2:*
- *Strategy 1.3:*

FRG-2

- *Strategy 2.1:*
- *Strategy 2.2:*
- *Strategy 2.3:*

FRG-3

- *Strategy 3.1:*
- *Strategy 3.2:*
- *Strategy 3.3:*