



Waypoint

GREEN RIVER

WHAT IS THIS DOCUMENT?

Waypoint: Green River was initiated by Epicenter, in partnership with the City of Green River. This document outlines recommendations for appropriate reinvestment in Green River's downtown and is envisioned as a first step in a downtown development program. As with other planning studies, it is intended to be a working document that public officials and civic groups can refer to for guidance in the redevelopment and rejuvenation of the downtown area.

Though the study refers to "downtown" as the area on Main Street between Napa Auto Parts to the west, City Hall to the east and all of South Broadway, the study's scope at times stretches beyond with ideas and statistics that affect or are affected by "downtown."

HOW IS IT ORGANIZED?

The document first focuses on Green River's past and present, taking stock of who the town is, what it has, and where it finds itself now. This is followed by an exploration of Green River's current assets and challenges — the aspects of town that make it a special, though not always the easiest, place to live. A description of what downtown revitalization can do for the future of Green River comes next, followed by a summary of downtown's past and the forces that shaped it. A brief narrative on the planning process steps follows this, which leads to a description of the overarching principles or "big ideas" the community's input led to. Those principles and information gleaned from the community is then reflected in suggestions and recommendations for downtown improvement, which are separated by theme. The final, and largest part of the document, is an appendix filled with short downtown development resource guides, further documentation of the public input process, and more studies that analyze and demonstrate Green River's built and cultural character.

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PREFACE

OUR LITTLE TOWN

Green River, population 961, lies at the foot of the dramatic river bluffs of Southeastern Utah. Amid John Wayne's West and Edward Abbey's Desert Wilderness, the town is the only place to cross Green River's namesake for many miles and has been a welcomed site to pioneers, cattlemen, outlaws, and modern travelers alike.

Presently, most people experience Green River while zooming past its interstate exits at 80 miles per hour. Since Green River is the eastern end of the longest stretch of I-70 without any services, many stop for gas, maybe a motel or a meal. However, as they make their hasty exit from town, they are missing far more than they see.

Green River is a remarkable place. For thousands of years, people have been working their way through this area, taking its measure, being shaped by it, and leaving their mark upon it. In many ways, the history of the our town parallels the history of the American West. It is a strong community where families have worked hard to build a life in the desert. Today, an agricultural base and a thriving hospitality industry fuel the town, but there are many layers of history — especially recent history that are often overlooked. Green River is more than just motels, watermelons, or a blur on the highway. It's a place worth celebrating, listening to, and learning from. It's a place worth visiting, living in, and loving.

**Excerpt from Epicenter's Field Guide to Green River History and Culture. For more information about Green River's traditions and historic sites, please see page 88.*



WAYPOINT

A waypoint can be defined as an intermediate point or a place on a route or line of travel, a stopping point or point at which course is changed (*Oxford English Dictionary*). Historically, Green River has been a geographic waypoint: an essential crossing point of the mighty river, a place to rest, or better yet, a spot to take a cool dip during a hot desert journey. Now, however, Green River is at a waypoint in another sense — a defining point in time at which it can change its own course. Tourism opportunities that take advantage of Green River's natural surroundings, heavy industry like the proposed nuclear power plant, and other business ventures have the ability to alter the town for the better or worse. This town, where alfalfa and melon fields now cover the once arid badlands, has some questions to ask itself: What do we want our town to be? How do we maintain a small town atmosphere but welcome change? What can we do to help ourselves?

Throughout the planning process, citizens asked and answered similar questions. Some said that this is a town that has some things wrong with it; some Green River citizens were too hard on themselves and don't see all the amazing things we have here. Some thought that Green River is the best-kept secret in Utah and that we shouldn't keep it for ourselves. Some said that residents need to have more pride in who and what we are. Everyone said they loved their city; but no one said they never want it to change. The recommendations outlined in this document are intended to give residents the opportunity to strengthen what they love about this town, build on assets downtown, and give attention to areas that would make Green River truly great.



PART I: INTRODUCTION TO GREEN RIVER



ASSETS & CHALLENGES

Green River has struggled with some of the same issues as other rural communities across the country: population decline, disinvestment in industry, and deterioration of historic buildings. Green River has also seen some recent success through the establishment of new businesses, added amenities to Main Street, and a renewed interest in supporting the city. The following is a non-exhaustive list of the town's assets and challenges it is currently facing:



ASSETS

People:

Much like the generations who came before them, Green River is currently made up of community minded do-it-yourselfers who are equally as likely to usher at church as to fix a tractor transmission. Most in this community like to have dirt on their hands; they like growing things, fixing things, doing things. Utilizing the wisdom and knowledge of residents people in this community is paramount because though they may be the town's harshest critics, they are the town's biggest cheerleaders, best ambassadors, and greatest assets.

Location:

Green River's proximity to road, rail, and natural resources make it an ideal staging area for industry and a perfect rest stop for travelers. The town is situated in the midst of the world class destinations that make Southeastern Utah so popular. Easy access to these natural wonders adds to Green River's magnetism and existing tourist industry.

Businesses:

Downtown is home to a number of successful restaurants, motels, and related service industry businesses. These businesses are strong and growing, serving as models for existing businesses and as critical players in shaping the community's future business base.

Lifestyle:

The unhurried pace of life and the sublime surroundings of the San Rafael Desert make Green River a place many wouldn't dream of leaving. This small town is an idyllic setting to raise a family, where everyone knows their neighbors, and residents have all the quiet they need.

Infrastructure:

Green River likely has more restaurants, motels, and amenities than most towns of its size. The town's institutions, churches, and civic groups provide multiple venues for community involvement; its landmarks and historic buildings add to the town's character and charm. Please see the following page to see a list of a few of these community and cultural assets.



CHALLENGES

Jobs:

The absence of many well-paying jobs is by far the number one concern of Green River citizens. While the town's service industry has more jobs than people willing to fill them, well-paid positions similar to the ones that came with the mines, mills, and missile base are far and few between.

Depopulation:

Many of Green River's recent graduates move away to college or to pursue careers outside of Green River after high school. Country boys and girls at heart, some would be eager to move back to town if steady careers and quality housing were available. Some of Green River's young families have also moved away as of late, leaving an increasing number of seats empty in the town's schools.

Housing:

According to the Green River Housing Plan, almost half of Green River's homes are deteriorated or in some need of repair. Housing options are limited as residents have single family homes, trailers, or a small number of apartments to choose from. Options are limited even further as close to all those dwellings are occupied, leaving potential new residents and their families with no choice but to purchase one of the few homes for sale or to move on.

Engagement:

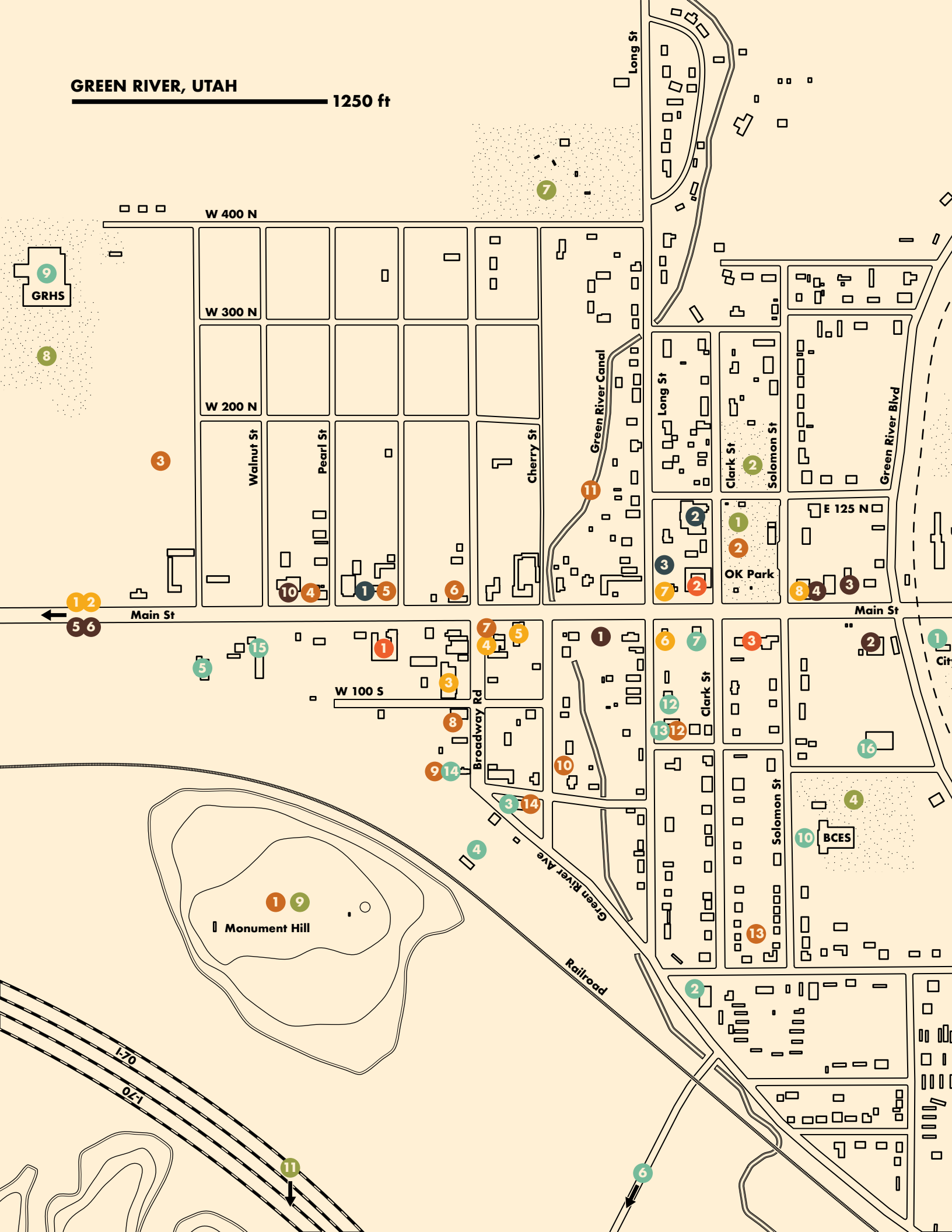
Pockets of enthusiasm for community improvement projects exist in town, but according to many residents, more enthusiasm and hands to help these efforts are needed.

Sprawl:

Green River's commercial development is spread out with a tremendous amount of activity happening at gas stations and restaurants on the fringes of town, closest to I-70. The town's traditional core is miles from I-70's exits, making it relatively hidden from or redundant to the majority of visitors just looking to get gas or a quick bite. The corridor's sprawling scale makes overall improvements a challenge.

Deterioration:

Downtown has many dilapidated buildings and lots left unoccupied for decades. Often, these properties are owned by people who live far from town and unaware or unconcerned of their property's condition. In other cases, they are owned by those looking to strike it rich once industry comes knocking. In fewer cases, properties are owned by people planning to invest and open up businesses in them. Regardless, these deteriorating properties create a sense of economic decline and do not create opportunities for potential downtown investors as they should.



COMMUNITY & CULTURAL ASSETS

CIVIC SERVICES

- 1 City Hall
- 2 Sheriff's Station
- 3 Fire Department
- 4 Amtrak Platform
- 5 Green River Medical Center
- 6 Airport
- 7 Post Office
- 8 UDOT

SCHOOLS & INSTITUTIONS

- 9 Green River High School
- 10 Book Cliff Elementary
- 11 John Wesley Powell Museum
- 12 Green River Library
- 13 PACT Community Center
- 14 Epicenter
- 15 CHEER Teen Center
- 16 Senior Center

CHURCHES

- 1 Bible Church
- 2 LDS Church
- 3 Catholic Mission

FOOD & DINING

- 1 Subway
- 2 Arby's
- 3 Melon Vine
- 4 Ray's Tavern
- 5 La Veracruzana
- 6 Chow Hound
- 7 Green River Coffee Co
- 8 La Pasadita
- 9 West Winds Restaurant
- 10 Tamarisk
- 11 Burger King

LODGING

- 1 Robber's Roost Motel
- 2 Sleepy Hollow Motel
- 3 Budget Inn
- 4 Book Cliff
- 5 AOK RV Park
- 6 KOA
- 7 Knights Inn
- 8 Skyfall
- 9 River Terrace Inn
- 10 America's Best Value Inn
- 11 Motel 6
- 12 Holiday Inn Express
- 13 Super 8 Motel

SERVICE, GAS, & RETAIL

- 1 Credit Union
- 2 Ace Hardware
- 3 Green River Thrift Store
- 4 La Pasadita
- 5 Gas 'n Go
- 6 Chevron
- 7 Shady Acres/Silver Eagle
- 8 West Winds Travel Center
- 9 Phillips 66
- 10 Napa Auto Parts
- 11 First Choice Automotive

PARKS AND RECREATION

- 1 OK Anderson Park
- 2 Solomon Baseball Field
- 3 State Park
- 4 Book Cliff Elementary
- 5 State Park North
- 6 The Green River
- 7 Long Street Baseball Fields
- 8 GRHS Fields

SCENIC VIEW POINTS

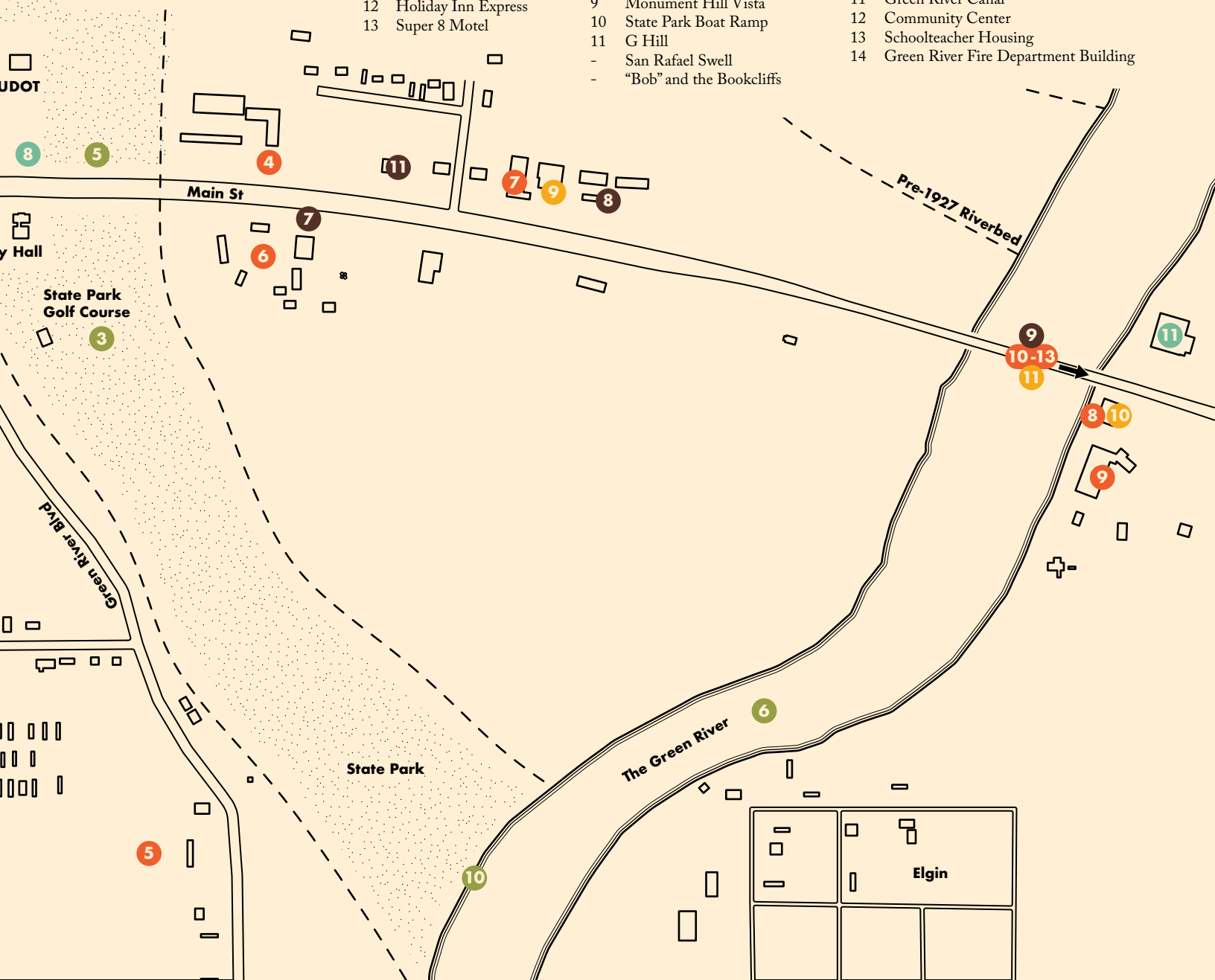
- 9 Monument Hill Vista
- 10 State Park Boat Ramp
- 11 G Hill
- San Rafael Swell
- "Bob" and the Bookcliffs

SURROUNDING LANDMARKS

- 1 Monument Hill
- Uranium Mill and Black Pyramid
- Uranium Disposal Cell
- Green River Diversion Dam & Hastings
- Water Wheel
- Swasey's Beach
- Desolation Canyon
- Blue Castle
- Crystal Geyser
- Green River Launch Complex
- Black Dragon Canyon in the San Rafael Swell

HISTORICAL/ARCHITECTURAL ASSETS

- 2 OK Anderson Park
- 3 Old Cemetery
- 4 Pearl Street Foursquares
- 5 Green River Bible Church
- 6 Old Bank Building
- 7 Ray's Tavern
- 8 Midland Hotel
- 9 Epicenter
- 10 Old Jail
- 11 Green River Canal
- 12 Community Center
- 13 Schoolteacher Housing
- 14 Green River Fire Department Building



WHAT CAN DOWNTOWN REVITALIZATION DO FOR OUR TOWN?

Green River can build on what we have: our natural beauty (river, landscape, green space), our historic resources; our unique community character; our amenities (recreation, culture, tourism infrastructure); and our proximity and accessibility to world-class destinations. We can create jobs by investing in our businesses and local talent. We can strengthen the bonds people have to this place. We can bring back Green River's own to work and live. We can empower local residents with the skills, tools, and confidence to ensure our town's survival; even if heavy industry does not come. We could do all these things by revitalizing downtown.

Downtown revitalization is one of the most complex, challenging undertakings anyone can embark on. Yet, seeing downtown come to life is a great reward for any community—and worth investing time, energy, and emotion.

If the town's downtown revitalization process is successful, **Downtown Green River will be where engaged people and memorable places are valued, small town character and heritage is embraced, creativity and hard work is contagious, prosperity is inclusive, and local pride and confidence thrives.** But, before we start thinking about downtown's future, it's important to consider its past.

HISTORY OF DOWNTOWN DEVELOPMENT

One of the few towns in Utah not founded by Mormon pioneers, Green River's location became the only place to safely cross the Green River between the Book Cliffs to the north and the canyonlands to the south. Prior to European expansion into western North America, some native cultures made the areas surrounding the current city their home. Rock art from prehistoric cultures, the Fremont cultures, and Ute cultures appears in several canyons near town. European expansion into the Southwest displaced the more recent Ute cultures during the 1800s as the Old Spanish Trail came to define the surrounding area. The Old Spanish Trail crossed the river here as early as 1829. Tom Farrer and his family became the first long-term settlers in Green River in 1878, when the town was known as Blake. They operated a general store and ferry. Along with the Blake City Water and Ditch Company, Farrer built the canal which irrigates the town and surrounding agricultural land to this day.



The Denver and Rio Grande Railroad established a station in Greenriver (the name changed from Blake to match the name of the station stop) in 1883. Railroad construction contributed to the growth of the town's population to 375. Greenriver served as a stopover for rail passengers, who stayed at the Palmer House. Transfer of rail operation to Helper in 1892 and the introduction of the Pullman sleeper car — which made overnight stops obsolete — diminished the railroad's significance to Greenriver, and the town population declined.



The town of Greenriver became incorporated in 1906 and kept the one-word spelling until 1951 when it was changed to Green River, apparently to minimize confusion between Gunnison, UT for postal workers. Though many saw little value in terms of farmland in the area, Green River's dry climate and sandy soil make for excellent melon growing. The town began an annual Melon Days Parade in 1947 (Melon Days, which began as a general fruit festival, still happens every third weekend in September).

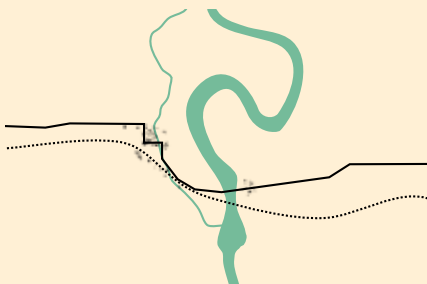
In 1910, the Midland Trail, a transcontinental automobile route from Washington, D.C. to San Francisco passed through Green River. The original route through town crossed the river near the railroad bridge, following Green River Avenue west to Long Street then to Broadway. During this time, Broadway became the downtown center, with the construction of the four star Midland Hotel in 1913, as well as grocery and dry goods outfitters, hardware stores, drug stores, and an opera house. In 1927, a flood changed the course of the river, which shifted about three-quarters of a mile east to where it is today, creating a gap in development along Main Street.



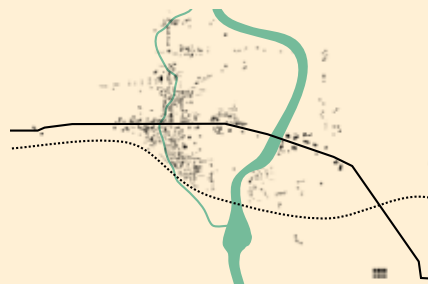
The collapse of the first wagon bridge across the river in 1946 (a Caterpillar machine is to blame) disrupted the Midland Trail route (which became U.S. Route 6 and 50) and brought economic hardship as tourism declined. A replacement bridge was eventually constructed north of the original crossing as an extension of Main Street to shorten travel time through town. This led to the development of businesses along Main rather than Broadway.

1958 began Green River's major economic boom with the operation of a Union Carbide uranium mill, followed by the operation of the Green River Launch Complex — a branch of the White Sands Missile Base in New Mexico — in 1963. The complex's closure in 1979 led to a decline in population as the primary economic opportunities became service-oriented. In 1984, the completion of the Interstate 70 highway bridge allowed travelers to completely bypass town, contributing to further economic decline.

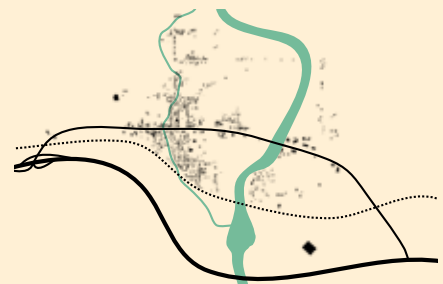
Today, the town of Green River caters to travelers and tourists passing along Interstate 70 or staying to experience the remarkable San Rafael Desert surrounding Green River. Because of Green River's unique position as a crossing point, it has endured boom-and-bust cycles to remain an essential center for commercial and recreational travel services.



Fruit Boom
Green River, circa 1910



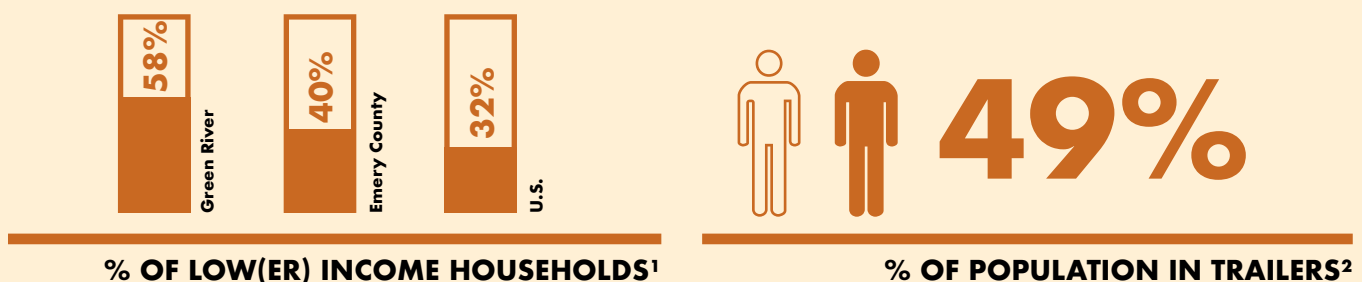
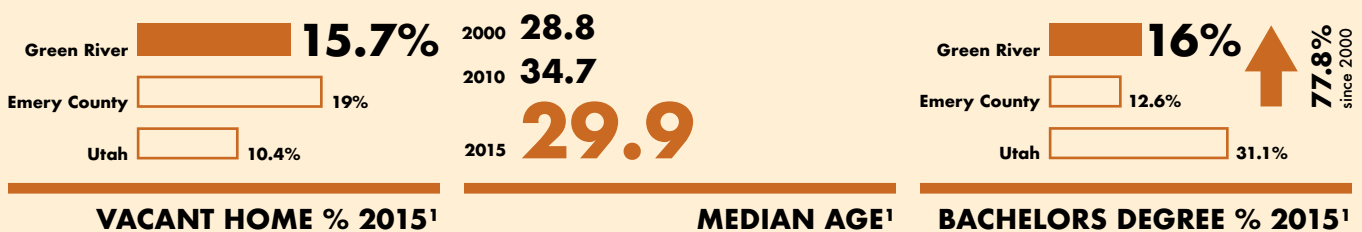
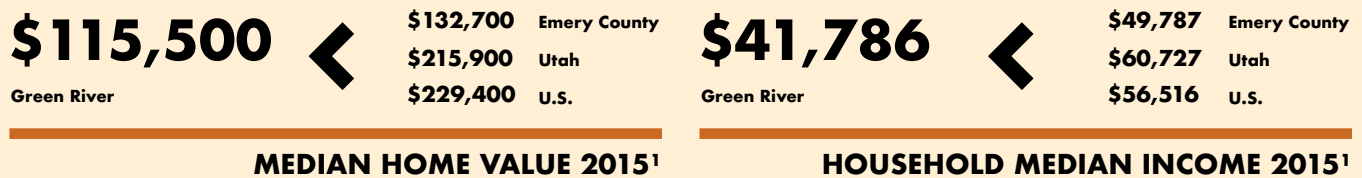
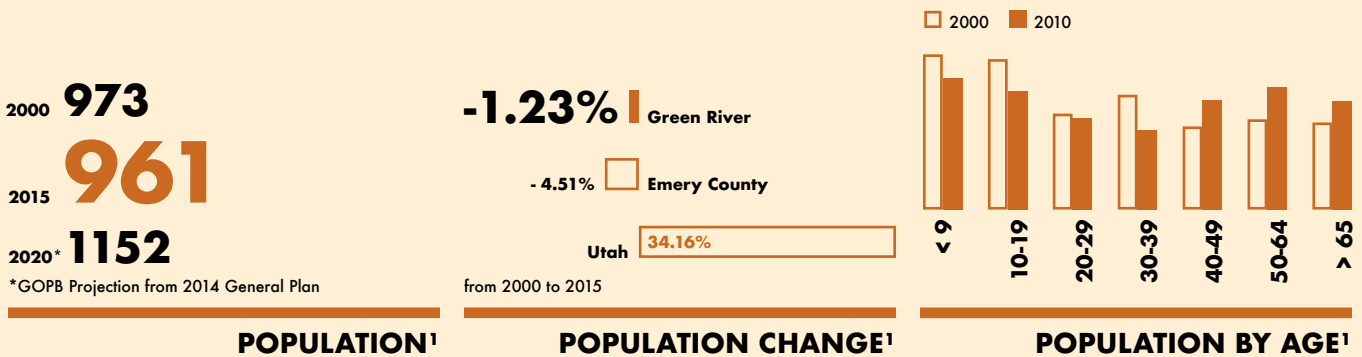
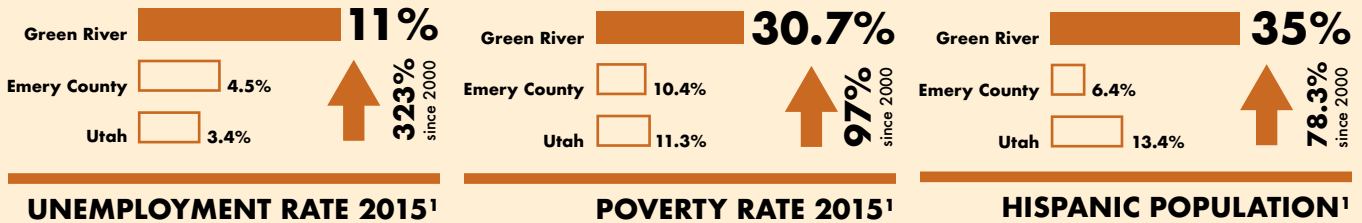
Missile Boom
Green River, circa 1970



Green River, 2017

GREEN RIVER DEMOGRAPHICS

Green River's population is changing. There are more young people, elderly people, people with low income, and Hispanic people than the community has ever seen before. Moving forward, it will be of the utmost importance to include these traditionally underrepresented populations in the town's decision making processes.



¹ US Census from 2000 and 2010, American Community Survey 2015

² 2014 Mobile Home ("Trailers") Survey by Epicenter.

MAIN STREET ASSESSMENT

The map that is split between the next two pages is a compilation of our findings from several meetings including an internal windshield analysis, many Steering Committee meetings, and two Community Workshops that were open to the public. Contained in this analysis are some informal suggestions for improving Main Street. These points of advice have been formalized into specific recommendations in the next section of this document, Part II: Recommendations & Suggestions while others have been used to construct the "Map of a Future Downtown" on pages 34-35. If you would like to know more about what happened during these meetings, please consult Appendix B: Community Workshops & Meetings on page 61.

CASE STUDIES

Two members of Epicenter took a road trip in 2016 to do main street assessments of other similar small towns in Nevada, Utah, and California. The complete breakdown of their analysis with town-specific takeaways can be found in Appendix A on page 43. Below is a list of their suggestions for Green River based on their positive experiences in these other small towns.

LESSONS LEARNED FROM CASE STUDY TOWNS WHICH COULD BE APPLIED TO GREEN RIVER

Street Design

- Landscaped median on main street (in turning lane) helps break up the street and gives visual interest while driving and walking
- Parallel or diagonal parking on with integrated landscaped curb elements at ends and between parking stalls provide a balance between function and aesthetics
- Low speed limits on Main Street coupled with visual street interest encourage pedestrians and lower traffic noise
- Lamp posts should be every 100 feet (50 can be too close); they should be pointed down to preserve dark skies (Reno & Truckee do this well).
- Use drought-resistant, xeriscape plants or landscaping elements (such as rocks, gravel) to create a landscape buffer between the street and the sidewalk (Gunnison).
- Covered sidewalks protect visitors from the sun and encourage downtown walkability. (Eureka has 18 feet of covered sidewalk; Virginia City, Truckee also have covered sidewalks).
- Business signage that is too big or too tall can put a town like Green River out of scale with its small-town buildings.

What to Do with Vacant Properties

- Vacant property can be used proactively with only some gravel and picnic tables (see Salina for a good example)

New or Improved Amenities

- Hotels that have a large rentable space for medium to large events can be a great way to have a convention center-sized space without spending public funds.
- New community amenities (fire station, rec center, etc.) should be part of the infill of the downtown area.
- Parks can be improved by adding elements that bring activity to the edge of the park while also adding a subtle separation between the park and the street (see Gunnison and Ely)

Wayfinding and Creating a Welcoming Environment

- Good wayfinding signage gives visitors helpful directions to top locations ("Downtown," "Library," "Museum," "Town served by Amtrak") and makes them feel welcomed.
- Welcome Centers and informational signage should be centralized and near where visitors park and walk (Gunnison and Austin, NV are good examples).
- "Open" flags at businesses help passersby to know that the business is ready to receive them (In Austin, curb appeal makes a big difference)

MAIN STREET ASSESSMENT



In the past, UDOT has expressed interest in moving its facility to the Industrial Park. While the City could try to pursue this again, a more immediate possibility for improving this blight would be to install a colorful sight-obscuring fence.



Lemiux Cafe and Lounge is in a great location with a wonderful sign and interesting facade. However, this building is in clear disrepair and may even have petroleum leakage in the ground. Its vacancy divides the active spaces of La Pasadita and the Thrift Store.

UDOT is not a very attractive piece of downtown. Its expansive chain link fence provides no visual separation between the street and the large field of black tar asphalt and industrial equipment beyond.

The current speed limit on Main Street is too high for visitors to comfortably enjoy walking, biking, or taking in the sights as they cruise by in their cars.



OK Anderson Park is one of our highest rated places in Green River. For tourists it is a great place to stop to have lunch at the picnic tables, to stretch one's legs, and cool off under the big trees and green grass. Visually, this park is remarkable when traveling along Main Street.



The Budget Inn is a prime location for a multitude of new ventures that could capitalize on the proximity to the park, the Post Office, and Chow Hound. Even if it remains a motel far into the future, large trees should be planted to compliment and match the trees in OK Anderson Park.

265 E Main (formerly Lemiux Cafe and Lounge) is vacant and in disrepair. It is available for sale.

The Green River Coffee Co is a great business in town, but it is not always obvious when the business is open.

MAP KEY

- Area of Concern
- Area of Confusion
- Vacant/Abandoned Lot or Building
- Weeds/Needs maintenance
- Positive Area



Segment A

Image opposite: Google Earth Images



River →

MAIN ST

City Hall

Ace Hardware

Senior Center

Thrift Store

MAIN ST

Sleepy Hollow Motel

US Post Office

Chow Hound

Lot is clean and in good condition. Though it is vacant, it seems ready for development.

Budget Inn (150 E Main) is in a great location, but its large tree-less parking lot and uninteresting facade stands in sharp contrast to the welcoming atmosphere of OK Anderson Park.

400 FT

100 FT



Next page continues map westward

MAIN STREET ASSESSMENT



Oasis Motel and Cafe is in poor condition. It needs maintenance to reduce its obvious decaying appearance. Their empty signs, dusty interiors, and dilapidated motel rooms (many unlocked and falling down) should be brought up to code. It is a great piece of property however, very near to Broadway.



Ray's Tavern has gone through many changes over time and remains one of the most notable businesses in town. Its good food, great atmosphere (especially their covered sidewalk, big tree, and Bone-Yard), and retro neon sign all make this a restaurant that out-of-towners remember about Green River.

20 W Main (formerly Mancos Rose Hotel) is currently vacant but in process to become occupied with a new hotel business.

120 W Main (formerly Oasis Motel Cafe) is vacant and in disrepair.

170 W Main is currently used for storage and the physical condition is in disrepair. Filling the corner of Broadway/Main with public shops are attractive and activating.



True Value Hardware is in a great location considering its location across the street from Ray's Tavern. Despite the fact that the building is quite dilapidated and in the process of falling down, the fact that the windows are covered help to lessen the appearance of its deteriorated vacancy.



The Castle Country Motel is a beautiful building that unfortunately is in too great of disrepair. Its dilapidation, along with many other buildings on the west side of town, are some of the first things a visitor sees when coming to town. Making a good first impression is important to building an lively reputation.

220 W Main (Old Bank Building) is vacant and available for sale. Though currently boarded up, its structural and physical condition are in disrepair.

250 W Main (formerly Mancos Holdings) is vacant and available for sale or rent.

17 N Pearl (formerly Castle County Motel) is vacant, dilapidated, and available for sale.

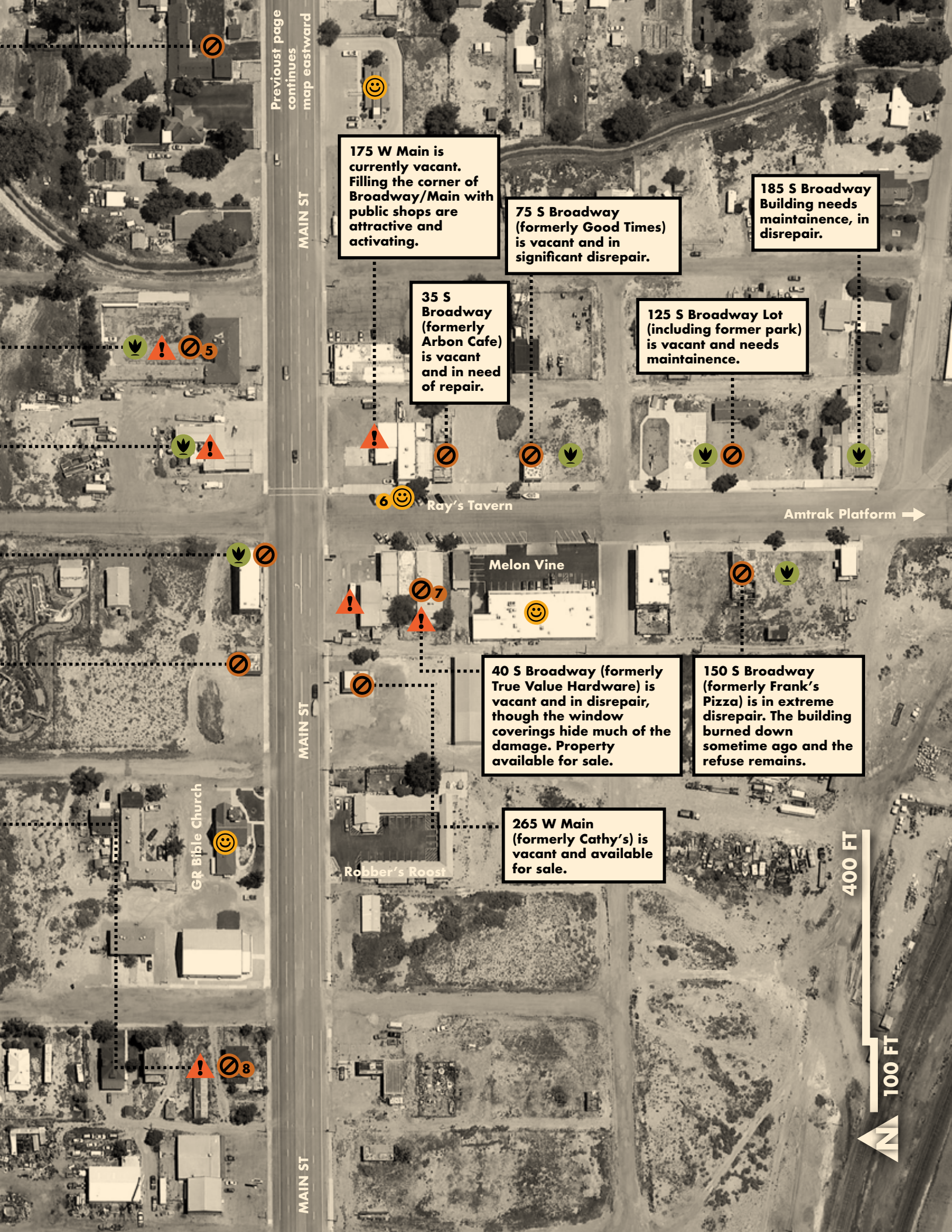
MAP KEY

- Area of Concern**
- Area of Confusion**
- Vacant/Abandoned Lot or Building**
- Weeds/Needs maintenance**
- Positive Area**



Segment B

Image opposite: Google Earth Images



Previous page
continues
map eastward

MAIN ST

MAIN ST

MAIN ST

175 W Main is currently vacant. Filling the corner of Broadway/Main with public shops are attractive and activating.

75 S Broadway (formerly Good Times) is vacant and in significant disrepair.

185 S Broadway Building needs maintenance, in disrepair.

35 S Broadway (formerly Arbon Cafe) is vacant and in need of repair.

125 S Broadway Lot (including former park) is vacant and needs maintenance.

Ray's Tavern

Amtrak Platform →

Melon Vine

40 S Broadway (formerly True Value Hardware) is vacant and in disrepair, though the window coverings hide much of the damage. Property available for sale.

150 S Broadway (formerly Frank's Pizza) is in extreme disrepair. The building burned down sometime ago and the refuse remains.

265 W Main (formerly Cathy's) is vacant and available for sale.

Robber's Roost

GR Bible Church

400 FT

100 FT



PROCESS

Waypoint: *Green River* was designed to represent the voice of the people of Green River and to help guide downtown's future development. After deep research into Green River's past, many months and meetings, dozens of conversations, and countless ideas bandied back and forth by community members, city leaders, business people, and property owners, we found that Green River citizens had a lot to say. The following is a brief narrative of the planning process:

1) SETTING THE STAGE

The first step in our process was to discover what the rest of the steps in the downtown revitalization planning process would be. To do this, we reviewed Green River's previous planning documents and other communities' revitalization plans from around the country, researched best practices in designing public planning processes, and sought the advice of planning experts from around the State. From there, we were able to determine the path forward.

2) UNDERSTANDING THE COMMUNITY THROUGH DATA

The second step was to learn more about Green River's past and present — its history, its demographics, and its economic trends. We also visited similar communities and performed studies of the local built environment. From there, we were able to know more about the community and its context and were able to shape questions for the community input process more effectively.

3) GATHERING PUBLIC INPUT

The third, and most important step in the process, was conducting a community survey and public meetings. The survey, distributed online and in locations downtown, gauged people's general impressions and potential trajectory for downtown, only taking few minutes to complete. If a resident had more time, they could come to the two public workshops that were advertised through door to door fliers and postings at businesses, or talk with an Epicenter staff member one-on-one. To reach out to members of populations traditionally underrepresented at community workshops (senior citizens, high school students, and Hispanic residents), we conducted focused workshops and individual interviews. A steering committee, made up of a diverse group of community members, provided even deeper insight into Green River and the plan's draft recommendations.

4) CREATING SOLUTIONS AND CRAFTING A CONCEPT PLAN

Based on input gathered from the public input process, the fourth step was crafting recommendations and presenting them at a community-wide open house. Input from that meeting led to the first draft of the plan.

5) PLAN REFINEMENT AND FINALIZATION

After multiple internal drafts of the plan, addition of graphics and finalization of document layout, it was distributed to selected community stakeholders for revision. A final version of the plan was created based on their collective input.



We thank the citizens of Green River and for their participation in developing this plan and for their ideas and continued enthusiasm during this process. A full list of the events and meetings that were held can be found in the Community Meetings and Workshops section in the Appendix B, page 61.



PART II: RECOMMENDATIONS & SUGGESTIONS



PRINCIPLES

During the course of conversations with locals and research conducted throughout the planning process, a series of common “big ideas” started to emerge. These big ideas were turned into five guiding principles that went on to shape the recommendations and strategies laid out in this plan. These principles can also serve as pathways for and hallmarks of the many successful projects the Green River community will pursue in the future.

DOWNTOWN PLAN PRINCIPLES

1. USE LOCAL KNOWLEDGE

Utilize the Green River community’s know-how, deep understanding of this place, and insight from the past to help shape the community’s future.

2. STRENGTHEN CONNECTIONS AND NETWORKS

Implement a shared vision and foster a spirit of pride and cooperation with partners new and old.

3. BUILD ON OUR ASSETS SYSTEMATICALLY

Establish a framework that allows big ideas to scale and grow from concrete actions and small investments the community can begin today.

4. INVITE THE “OUTSIDE” IN

Increase the town’s population and fan base by welcoming the interest, resources, and expertise of those outside of town, especially former Green River residents, to Green River.

5. BE GREEN RIVER

Preserve and celebrate Green River’s character, identity, and people; as we work to make our town a better place to live (and visit), we can’t lose sight of what we love about this place.

SHORT, MEDIUM, & LONG TERMS

To lay the foundation for larger initiatives, we need to build support systems that connect citizens with resources and like-minded individuals within the town. This collaboration would provide roots for future ideas to grow and build positivity, excitement, perspective, and encouragement as ideas become concrete. Low-risk ways to invest and improve town by utilizing what we have now (which serve as stepping stones to test new initiative or gauge local interest before making a large investment), can build similar momentum. These strategies are deemed “short term” or “medium term”, depending on how ready the community may be able to tackle the strategy. “Long term” recommendations are programs or initiatives that would improve the town, but would require further planning and substantial investment.

THEMES

Successful downtowns don't just happen on their own, but instead are a complex interweaving of several components, or themes: capable businesses, cooperation and celebration, compelling advertising, and a critical mass of inviting and investment-ready spaces.

To help illustrate what the combination of these ingredients could accomplish, perhaps you can put yourself in the shoes of stakeholders or audiences experiencing the downtown of Green River's future — the downtown that exists after revitalization occurs. What should you see? What should you feel? How will Green River get there?

CAPABLE BUSINESSES (CB)

As an entrepreneur or employee in the Green River of the future, you'll feel supported and listened to. You'll be more optimistic about the town and your role in it. You'll be more confident and sensitive to the needs of your customers and changing industry trends. You'll know that everyone in town, especially other businesses, has your back and wants you to succeed. You'll wonder why anyone would work or start a business anywhere else.

However, for this to happen, Green River should: **take strides to cultivate a supportive, entrepreneurship-focused business climate; and grow the skills and interests of the community's current and future workforce.**

COOPERATION AND CELEBRATION (CC)

As a resident of the Green River of the future, you'll feel more connected to your neighbors, to your community, and to the decisions that affect your life. You'll have a greater appreciation for Green River's past and look forward to helping shape its future. You'll smile as you and a neighbor sit on a downtown bench, recounting the struggles, the heartaches, and the ultimate triumphs in the process of getting downtown to look so good. You'll swell with pride as you think about what you accomplished together. You'll wonder why anyone would ever choose to leave.

However, for this to happen, Green River should: **build community connections and communication networks, take steps to creating a welcoming civic environment, and celebrate Green River's heritage.**

COMPELLING MARKETING (CM)

In the future, after visiting or learning about Green River for the first time, you'll want to spend more time here than you have. You'll realize that this town is a little rough around the edges, but authentic, close to everything, and overflowing with the type of beauty few places know. You'll look forward to the storied sunsets. You'll yearn for the starlit sky. You'll wonder if you should keep this place your little secret. You'll count the days until you can visit next.

However, for this to happen, Green River should: **utilize outside expertise to help advertise Green River and its nearby amenities, and create memorable events for people to spend time and money downtown.**

CRITICAL MASS OF INVITING AND INVESTMENT-READY SPACE (CS)

As a visitor to Green River's future downtown, you'll find an inviting mix of public spaces, retail, housing, and cultural facilities all near each other. As you walk down Main Street or Broadway, you'll see a continuous string of active storefronts and eye-catching displays that pull you down the street. You'll hear live bands, dishes clanging, people laughing, and the melody of different languages from all around the world. You'll smell food from every direction. You'll feel warm and welcomed. You'll wonder how a town can be this charming.

However, for this to happen, Green River should: **utilize strategies that encourage downtown investment and a critical mass of uses, invest in a consistent palette of downtown amenities and furnishings, and steer people to downtown by enhancing the community's gateways.**

The following pages contain more specific recommendations on how Green River can create that future downtown.

CAPABLE BUSINESSES (CB)

1. CULTIVATE A SUPPORTIVE, ENTREPRENEURSHIP-FOCUSED BUSINESS CLIMATE

An essential part of becoming a thriving community is to have a strong local economy — one that keeps as much local money as possible. For this to happen, we need to create an environment that small businesses will thrive in and an environment where people will support them. By strengthening the local entrepreneurship network, utilizing regional resources, and nurturing these entrepreneurs, today's small businesses can become tomorrow's stable, growing, and mid-sized businesses.

SHORT TERM

CB 1.1 - Re-establish the local entrepreneurship network

A re-established Potluck or newly established “Main Street Alliance” will build bridges among Green River's businesses and be its main advocate.

CB 1.2 - Build the community's awareness of and loyalty to local businesses through promotional events and regular updates

Inviting community members to events or simply making them more aware of local businesses would win local customers — particularly during times of the year when there aren't many customers to be had.

CB 1.3 - Partner with regional funders and technical service providers to build a coordinated business retention program

Green River can support local businesses and would-be entrepreneurs with customized trainings, one-on-one technical assistance, and access to grant or loan services. Agencies like Emery County Economic Development and Epicenter can meet with individual businesses to determine the resources that would be most helpful. A list of related resources can be found on page 41.

MEDIUM TERM

CB 1.4 - Through its own purchasing decisions, the City should promote local retail purchases from companies within the City, County, and region

This symbolic gesture would help build goodwill between the City and local businesses.

CB 1.5 - Create a business recruitment packet for would-be businesses

This packet could outline promising local tourism trends, the power of existing local business support networks, and potential investment opportunities.

CB 1.6 - Connect with entrepreneurs and emerging industries looking to start a business in or expand their market into Green River

The business recruitment packet, press releases about ongoing revitalization efforts, and in-person meetings could sway would-be investors to Green River. Reaching out to local potential entrepreneurs or those that have an affinity or prior relationship with Green River should be the first priority here.

LONG TERM

CB 1.7 - Establish a small business incubator space with supportive services for local businesses

The incubator could offer workspaces for emerging businesses, a venue for free or low-cost workshops geared towards startup or existing small businesses, and in-person mentoring services.

Value-Added Melons

No matter what the brand is eventually named, when a curious customer in Chicago turns the bottle around to find out who is making this wonderful salsa, they'll see our community's brand, “Made in Green River.”



Melon Salsa Ingredients:
Canary Melon, Cilantro, Jalapeño,
Red Bell Pepper, Red Onion, Sweet
Corn, Lime, Salt, Cayenne Pepper,
Ancho Chile Powder

CAPABLE BUSINESSES (CB)

2. GROW THE SKILLS AND INTERESTS OF GREEN RIVER'S CURRENT AND FUTURE WORKFORCE

Workforce development is a critical part of sustaining Green River's economy. As the frontline and the backbone of business operations, Green River's workforce needs to match the skills and knowledge required for Green River's emerging businesses. By leveraging resources in partnership with regional organizations, making learning a lifelong process, and building excitement for the local area, Green River can create a pipeline of leaders for every facet of our City's future — especially its workforce.

SHORT TERM

CB 2.1 - Promote distance-learning programs and other educational opportunities for employees to build skill-sets of their choosing

Utah State University has a spectacular array of educational offerings that can be accessed via their distance learning program; facilitated locally at Green River High School. By continuing to link employees to educational opportunities like these, we can build the capacity of Green River's workforce.

MEDIUM TERM

CB 2.2 - Develop an "employee-of-the-month" program

The program would celebrate community members that exemplify the best of Green River businesses, reinforcing the community's spirit of customer service.

CB 2.3 - Facilitate employee field trips led by experts to nearby attractions to build first-hand knowledge and interest in the area

Some of Green River's service industry employees have not been to or may not remember some of the nearby destinations this area is known for. By visiting and learning about these locales in person, they would more fully appreciate those destinations and better relay what could be found there to visitors.

CB 2.4 - Connect with employees and look for ways to improve the employee experience

Many Green River businesses express concerns about their high levels of staff turnover. Seeking feedback on what leads to them staying or leaving their positions and subsequently implementing changes could help mitigate this problem.

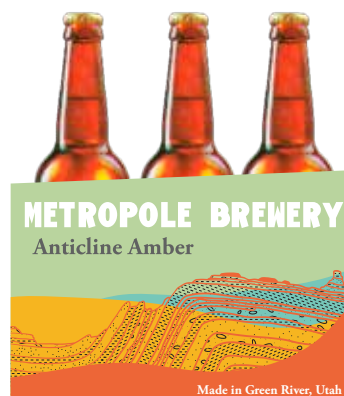
LONG TERM

CB 2.5 - Develop an internship program that brings Green River's college-aged residents back to Green River during the tourist season

This potential partnership between local businesses, the City, and a local non-profit organization could bring young residents back to Green River to work part-time at a business while also being engaged in other civic, community oriented activities as determined by the City.

Hometown Brew

Named (and designed) after the old Metropole Bar on Broadway, this new hometown brewery would attract tourists in addition to providing a year-round industry that can be exported throughout Utah and out of state.



Try some of our other award-winning beers

Mancos Ale • Crenshaw Cider •
IPA-70 • State Stout 19 •
Loper's Lager • Sego Sour •
Powell's Porter • Blue Castle Bock •
Crystal Imperial Stout

COOPERATION AND CELEBRATION (CC)

1. BUILD COMMUNITY NETWORKS AND COMMUNICATION CHANNELS

Effective community improvement projects require strong community partnerships, access to important information, and proper organization.

SHORT TERM

CC 1.1 - Hire or appoint a downtown steering committee manager to guide improvement efforts and manage volunteers

A paid employee (or employees) dedicated to guiding and implementing downtown improvement plans could be the most important factor in ensuring that downtown revitalization efforts succeed.

CC 1.2 - Establish a downtown steering committee

Reaching out to a broad cross-section of community members interested in offering their time and knowledge to steer downtown improvement efforts is an important step in the revitalization process. Establishing membership, crafting a detailed work plan for accomplishing objectives, and clarifying responsibilities would follow. For information on how to form a community committee as recommended by the Orton Foundation, please see “Building Partnerships” on page 39.

CC 1.3 - Establish and distribute a community newsletter (and e-newsletter)

The newsletter could include a community calendar, updates from businesses, or other local stories of interest. Green River’s civic-minded organizations should be encouraged to provide regular updates on their good work and progress in the newsletter as well.

CC 1.5 - Push for membership of government entities and civic community groups to reflect the demographics of the community

Inviting people of different age groups, ethnicities, and backgrounds — especially Green River’s young adults, senior citizens, and Hispanic residents — into the town’s civic-minded organizations can build bridges among the town’s changing population.

CC 1.6 - Cultivate ongoing relationships with former residents

Relationships with former residents who still feel a connection to Green River can help bring new resources and networks to town. Channels like “Green River Friends” Facebook page, the e-newsletter, or inviting them to “homecoming” style events would help build those bridges. There should also be a priority to make former residents aware of avenues to come back and contribute to Green River through postings for jobs, internships for college-aged students, and entrepreneurship opportunities

MEDIUM TERM

CC 1.4 - Make information about the City of Green River easily available, including information about public projects

Important information should be made as available through fliers, email, and social media. Information should be accessible for as many groups as possible by translating it into Spanish for Spanish speakers, in larger print for those with low vision, and mailed to those who don’t regularly view fliers or email.

COOPERATION AND CELEBRATION (CC)

2. CREATE A WELCOMING CIVIC ENVIRONMENT

Strong communities are places where residents feel like they belong and are valued. More celebration of what brings residents together and further recognition of what makes them unique could lead to Green River being an even stronger community than it already is.

SHORT TERM

CC 2.1 - Build on successful community events and programs, especially those that bring all members of the community together

The City could continue to plan on hosting at least one large city-sponsored event per quarter, like Light the Night or the Melon Days Community Day. During these events, the City could encourage community voting on projects, local performers, and opportunities for cultural exchange. Focused outreach on segments of the community less likely to come to these events — especially Green River’s young adults, senior citizens, and Hispanic residents — should also be a priority.

CC 2.2 - Highlight Green River’s youth, their development, and their connections to the community

Showcasing young people’s contributions in and outside of school, such as their jobs or volunteer work, would forge stronger bonds between Green River’s young citizens and the community.

CC 2.3 - Cultivate appreciation for volunteerism with events and celebrations

The Green River Improvement Team (or “GRIT”) could host at least three community clean-ups a year that either improve the appearance of downtown or assist neighbors. GRIT can also host an annual event that celebrates Green River’s volunteers, including a “volunteer of the year” award.

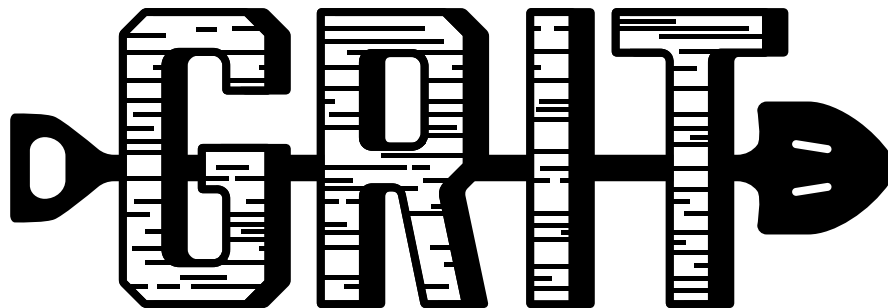
MEDIUM TERM

CC 2.4 - Create a welcome committee and welcome packages to give to new residents

Putting together welcome packages with items like coupons, brochures about the area, a newsletter, and a letter from the Mayor would be a small but symbolic way to reach out to new residents. Being welcomed by a committee made up of local residents would also make them feel appreciated in their new home.

CC 2.5 - Develop official venues for citizens to express their creativity

Forming a local arts coalition would ensure that arts programming, workshops, events, or contests happen throughout the year. Establishing a “resident-artist-in-residence” program as part of Epicenter’s Frontier Fellowship would support the artistic endeavors of local and returning residents.



Green River Improvement Team

COOPERATION AND CELEBRATION (CC)

3. CELEBRATE GREEN RIVER'S HERITAGE

The town's heritage reminds us that we are part of a narrative that defines our past, informs who we are today, and shapes who we are likely to become. Connecting the community to its heritage will further connect residents with each other and build stronger bonds that will prove useful when implementing community improvement goals.

SHORT TERM

CC 3.1 - Encourage programming based on stories, traditions, and natural surroundings of Green River

This effort could utilize artists, designers, historians, and interested parties of all sorts to help discern and celebrate Green River's people and past. John Wesley Powell River History Museum's River Running Hall of Fame or Epicenter's "This is Green River" series are both great programming examples.

CC 3.2 - Create a brief guide to the history and culture of Green River for residents and tourists to more fully appreciate this unique community

Thought of during the planning process, this idea was realized in August 2017. For a brief summary of the "Field Guide to Green River History and Culture," please see page 88.

MEDIUM TERM

CC 3.3 - Re-establish Historical Preservation Committee

This committee would be the steward for Green River's historic preservation efforts and write grants to the State of Utah supporting local building preservation or rehabilitation efforts. The committee would also maintain an inventory of sites for listing on the National Register of Historic Places and look to ensure that downtown's original built character stays as intact as possible. For more information regarding some of downtown's historic structures, please see "More of Green River's Cultural Assets & Landmarks" on page 89.

CC 3.4 - Establish city symbols and name unnamed public amenities

Establishing city symbols (like an official city bird, flower, or mineral) and naming public amenities after historical figures or other aspects of local heritage can be simple ways to celebrate Green River's past. These can be selected via community vote like in the case of the recently adopted Green River flag.

COMPELLING MARKETING (CM)

1. UTILIZE OUTSIDE EXPERTISE TO HELP ADVERTISE GREEN RIVER AND ITS NEARBY AMENITIES

Over the past year and a half, the city has worked with HUB, a creative agency from Portland, to construct a strategy for building Green River's brand and attract more tourists. HUB created a phased guide for how the city should proceed with its marketing and branding. While many of these recommendations originate in the idea of attracting tourism and building the city's brand, they overlap with considerations for improving our city for current and future residents. The following is a summary of their recommendations:

SHORT TERM

CM 1.1 - Create a new Green River website

Currently, there are two Green River websites: one with all things city government-related (greenriver.com) and another with information geared to tourists (destinationgreenriver.com). HUB suggests combining both ideas into one new website while also creating a regularly updated tourism focused Facebook page.

CM 1.2 - Install new pole banners on Main Street

Light pole banners highlighting local destinations or traditions would add color to downtown.

CM 1.3 - Install new HUB-designed billboards on Interstate-70

Green River's promotional billboards on both I-70 approaches are outdated and often hard to see. Replacing them would make visitors more aware of the town and what it has to offer.

CM 1.4 - Create branded Green River merchandise

A new line of postcards or stickers, for example, would be great as visitor souvenirs and ways for locals to share their hometown pride.

CM 1.5 - Design and distribute an updated rack card brochure that would help tourists better experience and access the town's amenities.

Though there are now quite a few Green River-centric rack cards, a rack card with the images and language created by HUB does not currently exist.

For more information about HUB's marketing strategy, please see page 54. For more information about what tourism can do for a community and specific destination development recommendations from expert Roger Brooks, please see "Roger Brooks Emery County Tourism Assessment" on page 56.

MEDIUM TERM

CM 1.6 - Install a merchandise vending machine in town

The vending machine would give visitors tangible and enduring ways to remember Green River by, bought in a fun and unique manner.

CM 1.7 - Create a local guide to Green River

The document would be used by tourists and new residents to learn about local features, general information, or store and city hours.

CM 1.8 - Create a mobile visitors center

This moveable visitors center could travel around the city and regional events to bring information to visitors and potential visitors.

CM 1.9 - Create a regularly updated City Facebook page

This would be a venue to attract visitors while letting locals know about city updates.



Green River Branding - HUB Collective

COMPELLING MARKETING (CM)

2. CREATE MEMORABLE EVENTS FOR PEOPLE TO SPEND TIME AND MONEY DOWNTOWN

Green River offers a variety of civic experiences and public events that make our town unique. The town should promote these experiences, hold them in downtown venues, and consider building larger venues to host larger events.

SHORT TERM

CM 2.1 - Encourage small events and programs downtown, especially after 5pm

While Green River has quite a few places to eat and rest, the town has relatively few other venues for visitors to spend time with friends, have fun new experiences, or spend money — especially in the night time. The town already has a great start in its ongoing series of summer movies in the park; a restaurant hosting live music or a store having extended night hours would add similar excitement to Green River's nightlife.

CM 2.2 - Create new large events and expand on existing events

Hosting events is an excellent way to bring new visitors to Green River, particularly during the town's off-season. For a list of events the town may consider hosting in the future, please see "Event Meeting Summary" on page 86.

LONG TERM

CM 2.3 - Consider building a convention center on Main Street or rodeo grounds to host larger events

Outside of the high school, the town does not have a venue that can hold more than a couple hundred people. A convention center could bring visitors to town for conferences and special events; a rodeo grounds could hold events that would channel Green River's Western heritage and traditions.

CRITICAL MASS OF INVITING AND INVESTMENT-READY SPACE (CS)

1. ENCOURAGE A CRITICAL MASS OF USES AND DOWNTOWN INVESTMENT

According to destination development expert Roger Brooks, “many communities have been highly successful with the development of a two or three block long pedestrian ‘village’ including visitor-oriented retail shops, dining, visitor information, restrooms, etc., all in an attractive, landscaped setting. Grouping businesses close together and adding amenities like benches on the sidewalk would create a “critical mass.” Critical mass, or the opportunity to have variety of choices and experiences in a convenient and attractive setting, will attract both locals and visitors, and make it worth their time to stop and shop.

There are several opportunities for infill and redevelopment in downtown where lots are vacant and under-utilized. Many of Green River’s buildings are now severely at risk— empty yet still exploited, standing in spite of the people that own them, not because of them. Some of downtown’s empty lots also remain undeveloped due to the difficulty of building on terrain they lie on. To inject life into downtown’s under-used spaces, discourage the pattern of sprawl, and assist entrepreneurs who are having trouble finding a locations, the City should get creative in its efforts to attract new ventures to downtown.

SHORT TERM

CS 1.1 - Maintain an inventory of downtown properties and spaces for sale or rent

This list would be updated frequently and forwarded to those interested in developing downtown ventures.

CS 1.2 - Fill empty store front windows with vibrant displays and give life to unused lots

These displays could showcase the Green River area and the talent of our local artists in locations that otherwise would be eyesores. Short-term events, community programming, or other inexpensive but highly visible uses for empty lots would infuse similar energy into downtown’s forgotten places.

CS 1.3 - Actively enforce violations against owners of unkempt downtown properties, compelling them to make their properties more presentable

The new code enforcer has some challenges ahead, but also some resources at his disposal. For more information, please see “Steps to Build an Effective Code Enforcement Program” on page 38.



Pop-Up Shops

This Pop-Up Shop Court could fit in any clean, vacant lot or in a highly trafficked area like OK Anderson Park.

CRITICAL MASS OF INVITING AND INVESTMENT-READY SPACE (CS)

MEDIUM TERM

CS 1.4 - Focus investment on existing or potential centers of activity

In line with Roger Brook's recommendation, the City should consider major investments in the area most residents consider "the heart" of town to be: Main Street, between Long Street and the eastern edge of the park. Similarly, Green River should consider major investments in the area most residents want "the heart" of town to be: Main Street and South Broadway. By focusing resources and building critical mass in smaller areas, the City would create small and vital centers of activity that would eventually expand and connect to each other. This connection would create one larger "district" that would expand and create an ever larger vital downtown area. For more information, please see "Establishing Districts" on page 60.

CS 1.5 - Encourage non-traditional business models and locations

Supporting non-traditional business models or locations, like "pop-up shops," can be a creative and resourceful approach to finding locations for businesses. For more information, please see "Innovative Small Business Models" on page 59.

CS 1.6 - Compile and distribute best practices document on how to build on "Mancos Shale"

Much of the undeveloped land near and on West Main Street is difficult to build on due to its sandy soil, known to locals as "Mancos Shale." Approaches on how to build on that terrain could be useful to potential investors.

CS 1.7 - Encourage mixed-use development in building improvement efforts and in construction of new buildings downtown.

Mixed-use development; or development that blends two or more commercial, residential, cultural, or industrial uses; can help create an environment where residents can live, work, and play. For example, a two-story building with a restaurant on the bottom floor and apartments on the top floor would create smaller, more affordable housing units; immediate proximity of a dining option for the building's residents; immediate proximity to customers for the restaurant; and jobs for people who live close-by. Imagining and implementing similar projects can be a main driver in transforming downtown.

CS 1.8 - Develop incentives and resources to encourage reinvestment and infill development downtown

Property tax breaks, micro-loans, and discounted fees for businesses that start downtown are examples of incentives to attract new downtown enterprises. Resources for revitalizing historic vacant buildings are also available at both state and national levels.



Broadway Neon

Crystal Geyser neon sign placed on the South end of Broadway in the median; Athena Missile sign at the North

CRITICAL MASS OF INVITING AND INVESTMENT-READY SPACE (CS)

2. DEVELOP A CONSISTENT PALETTE OF DOWNTOWN AMENITIES AND FURNISHINGS

Creating an inviting visual atmosphere will convey a positive message about downtown and encourage residents and tourists to visit and stay.

SHORT TERM

CS 2.1 - Develop inexpensive amenities on Main Street and Broadway

Adding more benches and light pole banners to Main Street or overhanging lights to South Broadway can be great small steps in making downtown more welcoming.

MEDIUM TERM

CS 2.2 - Provide directional wayfinding information on Main Street

Directional signage can help downtown visitors navigate the area, telling them what attractions and amenities are available and where to find them. Visitors would be pointed to key locations, like OK Anderson Park or the Amtrak station, for example.

LONG TERM

CS 2.3 - Develop more recreational amenities in the park

Improving the park by creating more recreational opportunities (fitness stations, beach volleyball court, a running path, or adventure-oriented playground equipment) would lead to healthier lifestyles for residents and more reasons for visitors to spend time downtown.

CS 2.4 - Plant additional low-maintenance trees at downtown intersections

Adding trees to Main Street has been a desired, yet somewhat controversial idea in Green River. Though they would add shade and bolster the visual appeal of downtown, new trees would present logistical challenges. If the City was able to select a variety of trees that would not uproot sidewalks or roads and implement a coordinated watering system, trees should be added to following intersections: N300W/Main, Broadway/Main, Cherry/Main, Long/Main, Clark/Main, Solomon/Main, and Green River Boulevard/Main.

CS 2.5 - Lower the speed limit on Main Street (SR 19 and Business I-70 Loop) between gateways within the downtown core

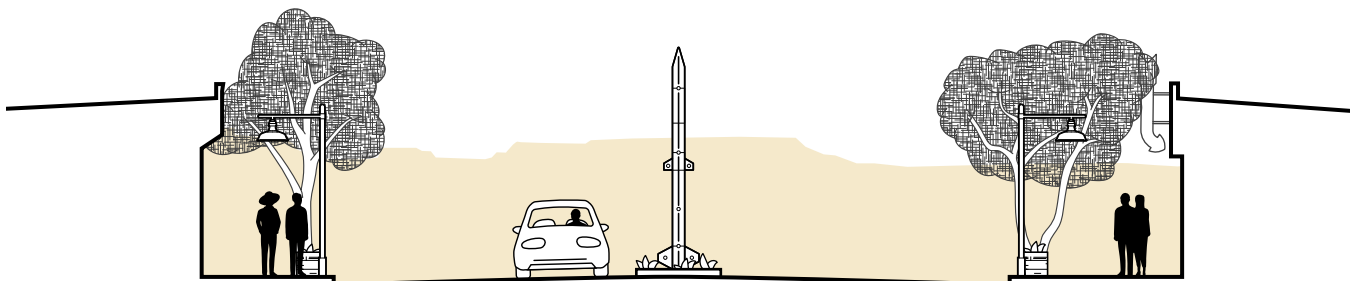
Lowering the speed limit would improve downtown's potential as a walkable area, signaling to pedestrians and drivers that it's an area worth slowing down for and spending time in.

CS 2.6 - Add xeriscaped, low planting medians on Broadway and along Main Street

A median would naturally slow the flow of traffic and provide a spot for pedestrians to take refuge while crossing Main Street's busy four lanes.

CS 2.9 - Develop the appropriate physical infrastructure to support new investment on Main Street and Broadway

Investing in curb and gutter on South Broadway, updating downtown's sidewalks, and investing in the infrastructure necessary to bring natural gas to the community will be essential in attracting and keeping interest and investment downtown.



Broadway Street Section - Looking North

CRITICAL MASS OF INVITING AND INVESTMENT-READY SPACE (CS)

3. ENHANCE COMMUNITY GATEWAYS

The town's entryways are like the cover a book; they introduce Green River to newcomers and give the first hints of the community's quality and character. Green River's entryways should provide a sense of arrival and sway visitors to want to drive further and experience downtown.

SHORT TERM

CS 3.1 - Develop western gateway near Exit 164 and new welcome sign

A 2014 Epicenter study revealed that roughly 70% of vehicles that come to Green River via I-70 Exit 164 get right back onto the interstate after stopping at either one of the town's western-most gas stations. The ease of getting gas and eating at Subway or Arby's in one quick stop likely keeps visitors from venturing further in town. However, the town itself can be hard to spot from the gas stations. Advertising Green River and its amenities on one or both of the empty billboards near the interstate exit could compel some of these new visitors into town. Landscaping around the new welcome sign can further convince visitors that Green River is making strides to improve its appearance.

CS 3.2 - Enhance eastern gateway near welcome sign

The welcome sign's refurbishment and addition of Spanish Trail rider silhouettes make for an attractive eastern entrance to Green River. Adding solar lights to showcase the welcome sign at night and designating a place for visitors to stop and take pictures of the sign can enhance the eastern entrance even further.

MEDIUM TERM

CS 3.3 - Remove dilapidated billboards on Main Street

Many of Green River's billboards have been empty and deteriorating for decades. Working with owners to rehabilitate or demolish billboards in disrepair will be a great step towards improving the approach to downtown.

CS 3.4 - Develop South Broadway's southern gateway

Some visitors first experience Green River from South Broadway, arriving via Amtrak. Installing a kiosk with information about the area and painting a welcome sign on the asphalt leading from the Amtrak station can be low-cost and effective ways of greeting those new visitors.

LONG TERM

CS 3.5: Develop South Broadway's northern gateway

To welcome visitors to South Broadway once it has been gone through further development, the town could consider adding a neon sign celebrating Green River on South Broadway's northern end.

RECOMMENDATION REVIEW

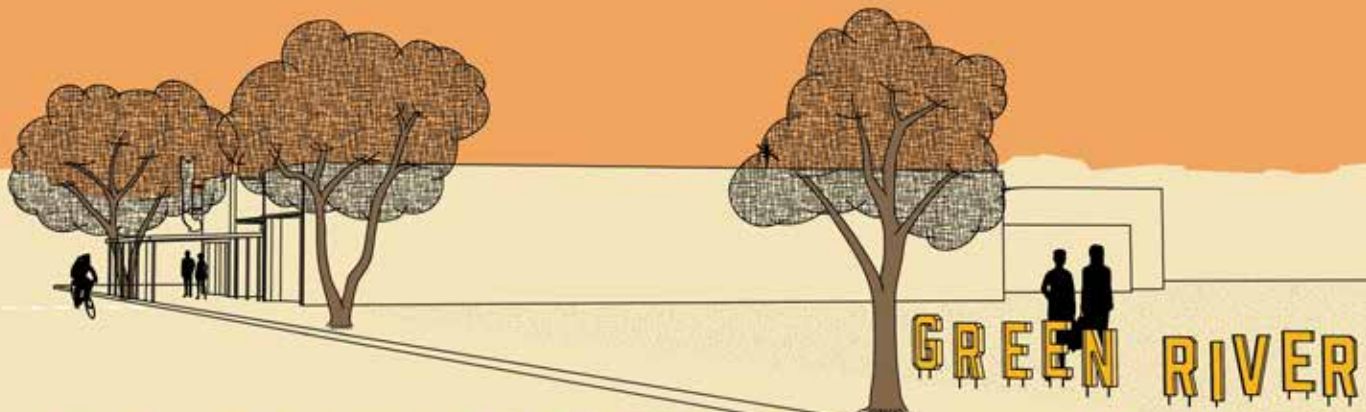
Use this worksheet to rate priorities for the previous recommendations on a scale of 1 to 5 (with 1 being the lowest and 5 being the highest) and mark off when the recommendations have been completed.

	SHORT TERM ACTIONS	MEDIUM TERM ACTIONS	LONG TERM ACTIONS
CAPABLE BUSINESSES (CB)	<input type="checkbox"/> CB - 1.1 Low 1 2 3 4 5 High	<input type="checkbox"/> CB - 1.4 Low 1 2 3 4 5 High	<input type="checkbox"/> CB - 1.7 Low 1 2 3 4 5 High
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		<input type="checkbox"/> CB - 2.4 Low 1 2 3 4 5 High	
COOPERATION AND CELEBRATION (CC)	<input type="checkbox"/> CC - 1.1 Low 1 2 3 4 5 High	<input type="checkbox"/> CC - 1.4 Low 1 2 3 4 5 High	
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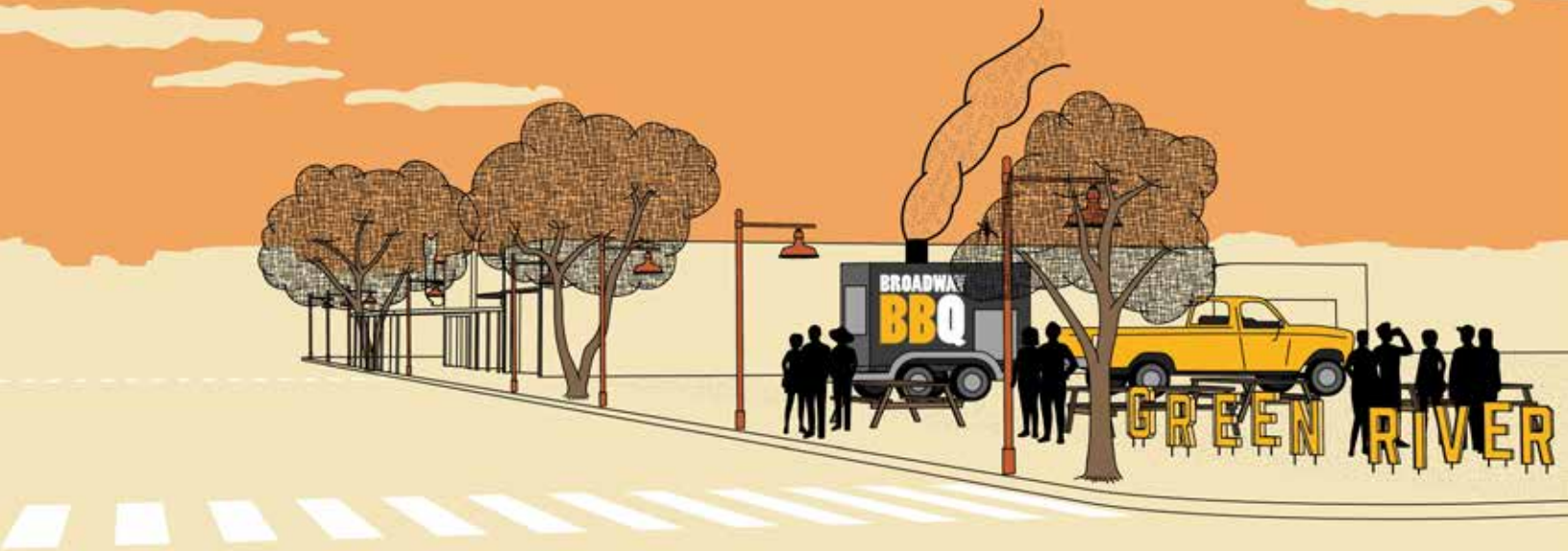
A BROADWAY OF THE NEAR FUTURE



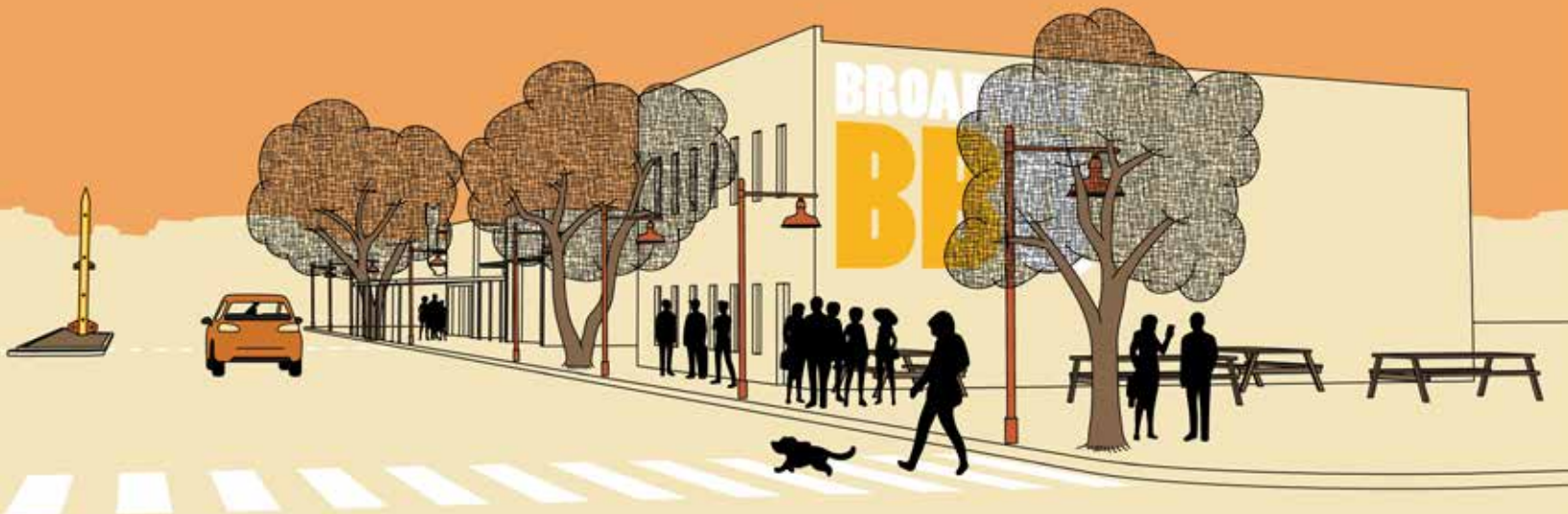
In the short term the town could repaint some of the most visibly decaying buildings. New window treatments could beautify and help visitors navigate around Main and Broadway.



In the near future, this building has been demolished and in its place a clean, graded, gravel lot stands open for new development. A simple "Green River" sign now occupies the lot encouraging visitors to snap a family photo.



Still empty, a food truck has rented out the lot with only some picnic tables needed to attract passersby stopping at the Melon Vine before they continue on their journey. New street lights bring an intimate scale and much needed light for the future development along Broadway.



The food truck has grown its business on the lot so well that it only makes sense to establish their brick and mortar on the same location. A new median and Athena Missile Neon Sign has been added to increase Broadway walkability.

MAP OF A FUTURE DOWNTOWN

During both Community Workshops, residents made comments on how to improve the downtown area. Below is an assembled version of a possible future Green River. Traffic is slowed not only by the new lower speed limit, but by the new beautiful trees, medians, and thriving business that are densely arranged to encourage a lively pedestrian-focused streetscape. New restaurants, more retail, a car and ATV rental company, and maybe even a cinema are now here. Vacant properties have been fixed-up and new gateways, crosswalks, and street lamps have been installed to identify this old part of Green River as the place to be.



MAP KEY

1. New street medians with low-height xeriscape plants
2. Trees planted on Main Street Corners
3. New large crosswalk and median area between park and new retail
4. New offices
5. New Broadway retail/restaurants
6. Car/ATV rental
7. New painted Welcome Sign on asphalt leading from Amtrak Station
8. Oasis Motel Restored
9. Improvements to Motel Front
10. New Main Street Retail
11. New obscuring UDOT fence



CONCLUSION

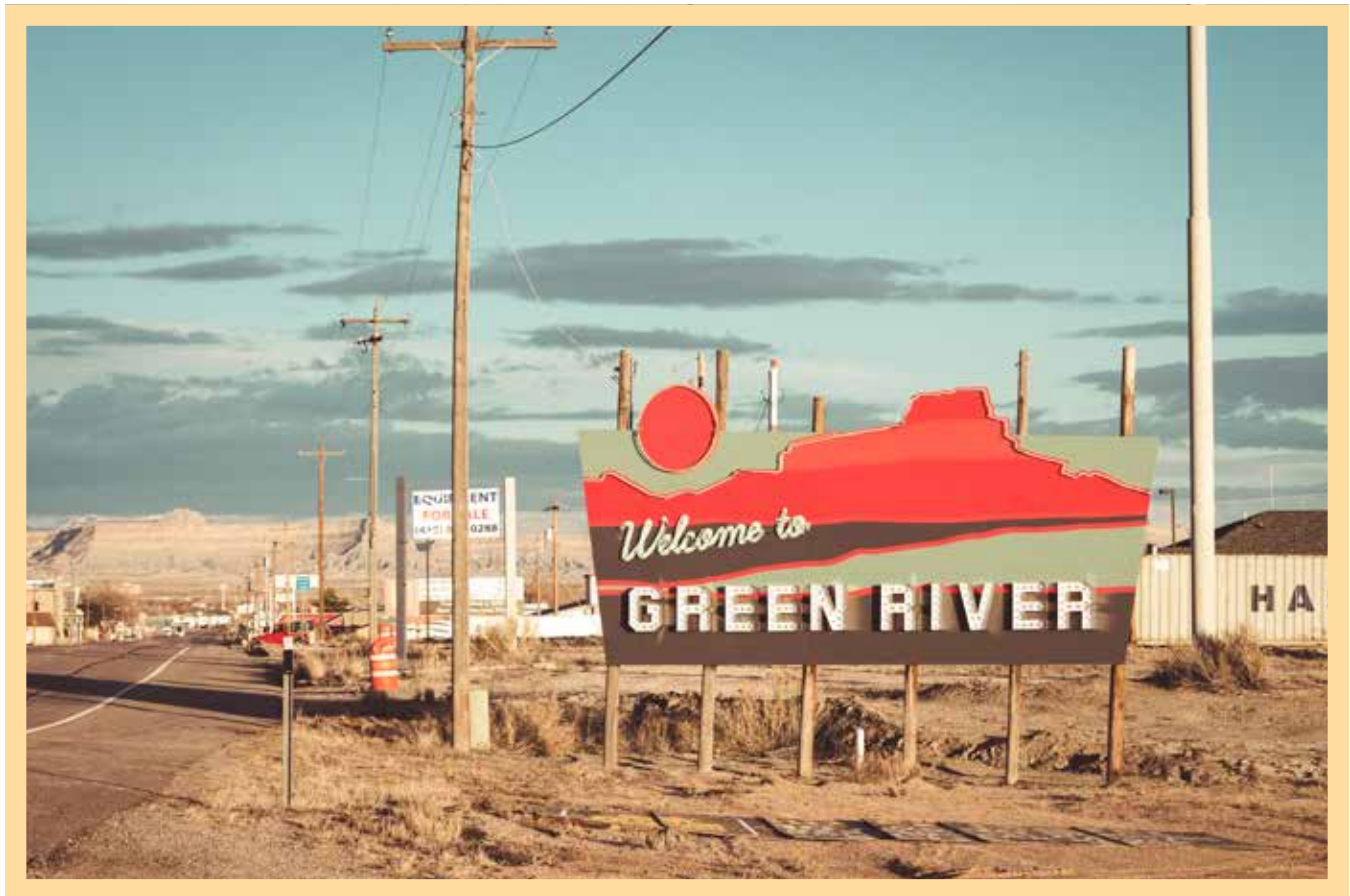
WAYPOINT: POTENTIAL FUTURES

A few years from now, Green River will tell one of two stories about itself:

In one story, our town's population continues to fall and residents continue to be heart-sick for the town that once was – the place they knew and know slowly crumbling since the town's last boom.

There's another story, one that's been happening quietly for some time. It's a story of new life, of new hope, and of using what is best in a community to save a community. It's a story of a pioneer town blazing new trails together – making sure all members of the community (young, old, White, Hispanic) have a voice in the process. It's a story of a town's people demonstrating how imaginative, resourceful, and committed they can be. It's the story of Green River turning its own tide.

We believe that a community that is connected, engaged, and united will ensure the second story is the one that is told. By supporting Green River's businesses, making downtown a place people want to be, instilling more pride in residents, inviting new fans to the community, and building faith in the future of our community, Green River can live the story it wants: the story of a desert town overcoming the odds to bloom once again.



APPENDIX A

PLANNING RESOURCES & USEFUL INFORMATION

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STEPS TO BUILDING AN EFFECTIVE CODE ENFORCEMENT PROGRAM

The following are ideas to assist both the code enforcer and city government in developing an effective and community-supported code enforcement process.

STEPS

A. Ensure the City has good code

Good code establishes guidelines that assist cities in reaching their long term vision. Similarly, good code provides clear definitions of what is and not allowed. Simplifying complicated code or clarifying aspects that are unclear makes infractions easier to enforce.

1. Review current code for consistency with city planning and zoning.
2. Conduct research and reach out to other communities that are effectively enforcing code to gain insight on proper code enforcement policies and procedures.
3. Consider code revisions for sections that are unclear or that do not support the community's goals, vision, or plans.

B. Create and adapt a sustainable code enforcement strategy

The City should adopt an enforcement framework and strategy that outlines its intended means of enforcing code in a way that matches the capacity and culture of the town.

1. Evaluate current enforcement methods for gaps and opportunities to improve.
2. Conduct a public meeting soliciting public comment on potential enforcement measures.
3. Establish enforcement plan improvements, create short to long term enforcement goals, and ensure the public and city government is aware of the code's requirements.
4. Ensure that there is regular communication between the code enforcer and his/her direct supervisor (likely a city councilman), creating and tracking goals in the process.
5. Evaluate how consistently the City is conducting enforcement considering time and monetary constraints.
6. Do not commit to more enforcement than is reasonable for the City's finances or employee capacity.

C. Introduce code enforcer and code enforcement process to the public

When the code enforcer knows and can work with community members, code enforcement can help solve (rather create) problems for community members.

1. Provide information to the general community on the code enforcement process through brochures to residents and property owners, meetings with business owners, or a town-wide letter from the Mayor.
2. Introduce code enforcer in local newspapers, the City's social media outlets, or community events.

D. Build momentum and change the culture through consistency

The results of effective code enforcement can take time as many vacant properties have been in poor condition for years or decades. Making clear that the town will enforce a higher standard for the condition of properties and setting an expectation that the exterior of those properties must be well tended and cared for will be crucial.

1. Mitigate any potential violations on City property to ensure it is following the rules it created.
2. Partner with community groups and property owners to make small, inexpensive changes to empty lots and properties including clean-up projects or art in vacant storefronts.
3. Ensure that the town's most flagrant violators are at least making small improvements to their properties (i.e. boarding up windows)..
4. Follow an approach that imposes consistent penalties on properties that violate codes and increases fines over time.
5. Make incremental progress over time, tackling long and short term projects simultaneously.

Adapted from Rural Planning Group's "Code Enforcement: Recommendations for Small Towns"

BUILDING PARTNERSHIPS

HEART AND SOUL COMMUNITY PLANNING

Partnerships between organizations, individuals and regulating agencies mean that a project will be able to access a broader array of perspectives and deeper pools of talent, resources, and energy. These partnerships will also help weave in complementary efforts and increase shared ownership for project outcomes and implementation.

There are three essential phases to building a partnership: Recruiting, Forming, and Maintaining.

RECRUITING: IDENTIFY PARTNERSHIPS STRATEGICALLY

1. **Start with a small team** of partners you know and trust
2. **Broaden your search by finding additional partners** who can fill gaps in representation, talent and resources, access to decision-makers and regulators, and access to funding.
3. **Bring on specialists and knowledgeable partners on parts of the project.** Not all partners need to be members of the core project team, especially if their mission or skill set is highly specialized.
4. **Partners need a reason to participate.** Before you approach a potential partner, try to anticipate why they might want to become involved and think of concrete ways for them to contribute.
5. **Ensure that partner representatives have organizational support.** A partner representative is less effective if they do not have the support of their organization's leadership or if the representative doesn't have the authority to make decisions.

FORMING: CLARIFY THE PARTNERSHIP NETWORK

6. **Define and confirm the partnership structure.** Begin to clarify how the project work will be distributed between partners, how much is expected of each partner, and who will be responsible for specific tasks. These categories could include:
 - *Project Management or Leadership Teams* include the partners closest to the project and those most active in making it happen, and/or those (typically 3-5 members)
 - *Community Advisory Teams* represent diverse stakeholder groups, have input on project decisions, and help engage community members in project activities. People on this team may participate in subcommittees around a particular project like communication and act as ambassadors for the projects to other projects.
 - *Task Forces or Action Teams* work on discrete tasks such as research on a specific issue or delivering an activity such as an outreach event. These teams may include partners from the Advisory team as well.
7. **Define goals and expectations for success.** Defining shared goals builds cohesion and lets everyone understand what everyone is working towards. The goals should be realistic, well-defined and put together early on in the process.
8. **Make sure you are on the same page.** Miscommunication can lead to all sorts of partnership stress: false expectations, tasks that fall through the cracks, or duplicated efforts.

MAINTAINING: CHOCOLATE, ICE CREAM, & FLOWERS

9. **Don't forget about the work plan and budget.** The biggest sources of partnership stress are time and money. Without good oversight, it's easy to spend 80 percent of the time or money on Phase 1 and then have to scrape through the rest. Make sure that someone is tracking and regularly reporting on the budget.
10. **Encourage regular feedback and communication.** Open and regular communication is critical to maintaining relations and keeping partners engaged. Project leaders should check in regularly with the teams and partners to ensure issues are addressed and resolved quickly.
11. **Review procedures and partnership structure.** Make sure to include a regular time for revisiting procedures, goals, definitions of success, and partner roles and responsibilities. Ask partners what is and isn't working for them, and identify areas that can be adapted for a better fit. Schedule reviews in advance on a monthly, bi-monthly, or quarterly basis depending on what works for you and your partner.
12. **Celebrate achievements, recognize contributions, and deal with setbacks.** Make sure that everyone gets a pat on the back, both personally and publicly, for their hard work -- especially those who work behind the scenes and may feel overlooked. Put 'a bouquet of flowers' in your budget and hand them out at a big (or little) event. Don't ignore setbacks either. If your project is losing momentum due to lack of progress or major obstacles, or partners are losing interest due to unfulfilled expectations, address these issues and talk about how they can be redressed. Once discussed and resolved, you and your team can accomplish the important work you came together to do.

Adapted from Orton Foundation's Heart & Soul Community Planning Handbook

RURAL FUNDING SOURCES

ENTERPRISE ZONE TAX INCENTIVES (UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT)

Description: These incentives can be used by eligible businesses moving to or expanding in Green River (as a designated Enterprise Zone)

1. A tax credit (not to exceed \$100,000) of 50% of the value of a cash contribution to a 501(c)(3) private nonprofit corporation engaged primarily in community and economic development, and is accredited by the Utah Rural Development Council.
2. A tax credit of 25% of the first \$200,000 spent on rehabilitating a building which has been vacant for at least two years, and which is located within an enterprise zone.
3. An annual investment tax credit of 10% of the first \$250,000 in investment, and 5% of the next \$1,000,000 qualifying investment in plant, equipment, or other depreciable property.

Construction jobs are not eligible for tax credits. Retail businesses and public utilities are not eligible to claim tax credits.

Contact: James Dixon, GOED

UTAH RURAL DEVELOPMENT GRANT (UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT)

The purpose of this grant is to further economic development in rural areas in Utah. These project grants are available to non-profit organizations, counties, cities, and others.

Note: Epicenter received this or a similar grant in the past to help fund the Epicenter building's rehabilitation.

Contact: James Dixon, GOED

RAP TAX (CITY OF GREEN RIVER)

Description: The RAP (Recreation, Arts, and Parks) Tax is a .1% sales and use tax to fund parks improvements, recreational improvements, and cultural facilities and organizations in their respective communities. Communities that have implemented this tax have used this funding source for sports and field facilities, pavilion and stage improvements, trails, and grants to arts and cultural programming for organizations.

Contact: Jackie Nelson, City of Green River

RURAL FAST TRACK (UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT)

Description: A small business in business for at least two years and employing at least 2 full time employees can receive a 50% matching grant up to \$50,000. The grant can be used for purchasing equipment or buying a building. Additional incentives are available if the project creates and retains for at least 12 months new high-paying jobs in a rural county.

Note: This may not be applicable during the building's rehabilitation and first couple years of operation, but perhaps a business that operates in the building could access this funding.

Contact: James Dixon, GOED

EMERY COUNTY TRAVEL BOARD/TOURISM BUREAU

Description: Emery County Tourism Bureau, staffed by one employee, is currently based 82 miles away from Green River in the county seat of Castle Dale, UT. In the past, the Tourism Bureau employee was based in Green River, which is an idea that has merit considering Green River is responsible for the lion's share of Emery County tourism. Funding to help staff a part time tourism position, have a small tourism office, or other related opportunities could potentially occur.

Contact: Keith Brady, Emery County Commission

TRANSIENT ROOM TAX (CITY OF GREEN RIVER)

Description: Green River currently receives a percentage of the transient room tax that is collected. In 2014, Green River collected \$64,000 which went towards the town's general fund. Green River receives an additional \$15,000 from Emery County's portion of TRT funds that are collected, used at the City's discretion. The past few years, the monies have gone towards covering various museum expenses including paying doubt debt and purchasing new exhibits.

Contact: Conae Black, City of Green River

REDEVELOPMENT AGENCY (CITY OF GREEN RIVER)

Description: Redevelopment Agencies (RDAs) are a tool used by local governments to eliminate blight and to implement the development goals of a community using tax increment financing.

Note: The City is currently moving towards establishing RDA for its industrial zone, though the process has been delayed considerably.

Contact: Conae Black, City of Green River

REVOLVING LOAN FUND (UTAH HERITAGE FOUNDATION)

To qualify, a property must be at least 50 years old and retain its architectural integrity. Approval of loan applications is based on a number of criteria, including the historic appropriateness of the proposed renovation and availability of loan funds. If a property meets all criteria, the owner would be eligible for a loan at half of the prime interest rate.

Contact: Elizabeth Bradley-Wilson, Utah Heritage Foundation

PRESERVATION EASEMENT DONATIONS (UTAH HERITAGE FOUNDATION)

Owners of National Register-listed buildings may donate easements to UHF to ensure the preservation of their buildings in perpetuity and may take a charitable gift deduction on the federal return for the value of the donation. This value is calculated by a qualified appraiser and is generally related to the value of the development potential of the land which the building occupies. An easement is a legal agreement between a property owner and the easement holding organization and will govern the future treatment of the property to ensure it will be appropriate to the historic building.

Contact: Elizabeth Bradley-Wilson, Utah Heritage Foundation

CASE STUDIES

The following case study survey looks at the strengths and weaknesses of the downtown planning of eleven small towns in Utah, Nevada, and California. All share commonalities with Green River, be it a history of boom-and-bust economic cycles, location on an interstate or Amtrak route, or a shifting focus toward tourism. The survey concludes with general recommendations for Green River distilled from all case studies.

CASE STUDY TOWNS

- Gunnison, Utah
- Salina, Utah
- Ely, Nevada
- Eureka, Nevada
- Austin, Nevada
- Fallon Nevada
- Virginia City, Nevada
- Truckee, California
- Lovelock, Nevada
- Winnemucca, Nevada

GREEN RIVER, UTAH, FACT SHEET

- Population: 952
- Town size: 26.4 square miles
- Geography: High desert, Colorado Plateau
- Connectivity: I-70, US 6, Amtrak
- Number of hotels or motels: 11

Green River is a rural town just off the beaten path, at the edge of the Southwest frontier land, surrounded by the raw, undisturbed beauty of the wilderness, adjacent to world-class geological formations, and with a storied river running through it. Gritty but well-lived, the uncrowded oasis is rich in history and abundant in surprises and juxtapositions.

Historically, Green River has existed in contrasts. The Green River runs through the desert. It has a history of travel, outpost, and adventure, and today acts as a comfortable, civilized base to explore the wilderness. Today the contrasts continue with great amenities (restaurants, hotels, grocery stores) among abandoned storefronts. Green River has an interesting story.

Green River is at the confluence of authentic heritage and invigorated culture.



OK Anderson Park water feature



Broadway Today

GUNNISON, UT

- Population: 3,269
- Town size: 5.3 square miles
- Geography: Great Basin valley
- Connectivity: US 89 (I-70 16 miles south)
- Number of hotels or motels: 1

Gunnison, Utah, boasts a single block of compact downtown development. The remainder of the city is spread out along US 89 and merges with Centerfield to the south. There does not appear to be much tourist draw to the town, and it lacks amenities like lodging and restaurant choices.

Assets

- Well-defined downtown block with density
- Downtown park and gathering space with informational signage
- Sidewalks, on-street parking, and planters integrated to create cohesive streetscape
- Two levels of lighting for cars (20 feet) and pedestrians (10 feet)
- Use of river rock in planters and in separation between street and sidewalks provides texture and interest while being climate appropriate
- City park integrates public pool, skatepark, historic elements, and veterans memorial

Challenges

- Un-established gateways
- Park on main street but at edge of town
- Sprawl outside of downtown block
- Lack of business diversity downtown (few restaurants)
- Schools not located in town core

TAKEAWAYS

Gunnison's downtown boasts good street design in its use of planters, lighting, and benches. Its downtown plaza can serve as a model for a similar gathering space and location for tourist information in Green River. However, the town—though larger than Green River—possesses less tourist infrastructure and does not have well-defined boundaries or gateways. Even with its compact core, the town still sprawls along the highway.



Entry signage at city park



Veterans Memorial

SALINA, UT

- Population: 2,389
- Town size: 6.2 square miles
- Geography: Great Basin valley/mountain edge
- Connectivity: US 50, US 89, and I-70
- Number of hotels or motels: 3

Assets

- Well-defined downtown block along Main Street
- Downtown boasts several creative ways to use vacant space to benefit the public.
- 35 mph speed limit through downtown

Challenges

- Development directly off I-70 discourages more traffic from passing through the downtown core.
- Town gateways somewhat undeveloped

Salina, Utah, was founded by Mormon Pioneers in 1864 and received its name from salt deposits found in the area. The region has seen coal mining and extensive farming during its history. Salina's proximity to Interstate 70 has led to gas, convenience store, fast food, and lodging franchise development close to the interstate south of the town's downtown core, which includes development around the intersection of US 50 and US 89.

TAKEAWAYS

Salina is fortunate enough to possess an intact downtown block that creates a sense of place that is defined and walkable. The city has creatively activated vacant lots through simple means (tables, gravel grading) to increase attractiveness. Development close to the interstate, however, may deter passersby from venturing into the downtown proper.



Tables activate vacant lot



Downtown block along Main Street

ELY, NEVADA

- Population: 4,255
- Town size: 7.1 square miles
- Geography: Great Basin valley/mountain edge
- Connectivity: US 50, US 6, and US 93
- Number of hotels or motels: 19

Ely, Nevada, was founded as a stagecoach station along the Pony Express route, but became a mining town with the discovery of copper in 1906. Since then, the town has been subject to boom-and-bust cycles typical of mining towns. Today, the town boasts a number of casinos, a railway museum, and is the largest town with close access to Great Basin National Park. The Ely Renaissance Society operates a living history village in town and facilitated the creation of over twenty murals and sculptures around town.

Assets

- Well-defined downtown focused on casino district
- Beautiful park on main street directly across from the high school, library, courthouse, and senior center creates a very active public core
- Mountainous geography restricts sprawl on west side of town
- Speed limit lowered to 25 mph through downtown
- Convention center located downtown
- Casino lights and overhangs make downtown feel more alive than it actually is

Challenges

- Major sprawl outside the casino district
- Old downtown is largely abandoned
- Un-established gateways
- Railway museum far from downtown core
- Murals and sculpture can lack context

TAKEAWAYS

Ely's downtown core is built around casinos, which bring life and vibrancy to an otherwise quiet location. The most successful portion of town includes the relationship of city park to high school, courthouse, library, and senior center. The proximity of these municipal buildings to the park and to downtown encourage interaction between users. Streetlights and planters are used effectively if not inspiring. The old downtown of the town remains underdeveloped as the rest of the town sprawls along its highways. The same could happen in Green River if sprawl is not discouraged.



High school and city park relationship

EUREKA, NEVADA

- Population: 610
- Town size: 1.4 square miles
- Geography: Great Basin mountain valley
- Connectivity: US 50
- Number of hotels or motels: 3

Dubbed the “friendliest town on the loneliest highway,” Eureka, Nevada, was founded by mining prospectors in 1864. Mining—mainly for lead—has been the primary economic force in town, which saw a population as high as 10,000 during the height of its mining boom. Farming occurs north of town. Eureka boasts several historic buildings which have been restored in recent years.

Assets

- Well-defined downtown with covered pedestrian paths focused on historic buildings (e.g. Opera House)
- Mountainous geography restricts sprawl on west side of town
- Speed limit lowered to 25 mph through downtown
- Historic buildings and a variety of construction materials provide texture and interest to the built environment
- Public buildings (post office, library, senior center, courthouse, fire station) located downtown
- Welcome billboards, picnic tables, interpretive signage and walking tour

Challenges

- Main Street is very wide (four lanes plus parking on both sides)
- New supermarket located away from downtown core in isolation from other development
- No major retail
- Museum not on Main Street

TAKEAWAYS

Though small, Eureka’s well-defined downtown block along Main Street (US 50) evokes a strong sense of place, thanks to the many historic buildings that have been refurbished, covered pedestrian walks which create an inviting, shaded experience, and tourism initiatives that include clear historic signage and information. Centrally located municipal amenities also add to the life of Main Street. The town’s location in a mountain valley, surrounded by steep terrain on either side, has no doubt constricted sprawling development.



Historic Courthouse



New Fire Department building

AUSTIN, NEVADA

- Population: 192
- Town size: 1.1 square miles
- Geography: Great Basin mountain valley
- Connectivity: US 50
- Number of hotels or motels: 3

Now an unincorporated community, Austin, Nevada, was the center of silver and gold mining for much of its history. Today, it caters to tourists drawn to the mining history on display and natural hot springs in the area.

Assets

- Well-defined downtown block focused on historic buildings (e.g. old churches)
- Mountainous geography restricts sprawl on west side of town
- Speed limit lowered to 25 mph on two-lane road through downtown
- Historic buildings and a variety of construction materials provide texture and interest to the built environment
- Welcome billboards ten miles outside of town piques interest
- Good wayfinding
- Businesses employ curb appeal tactics (like “open” banners to attract customers

Challenges

- Limited retail, dining, and lodging options
- Downtown development is biased to one side of Main Street

TAKEAWAYS

Though small, Austin’s downtown block along Main Street (US 50) is solidified by the presence of historic buildings, a small park, and businesses which smartly employ curb appeal. The size of town, however, means that the number of businesses and amenities is limited.



Main Street



Covered pedestrian walkway

FALLON, NEVADA

- Population: 8,606
- Town size: 3.65 square miles
- Geography: Great Basin valley
- Connectivity: US 50, US 95
- Number of hotels or motels: 10

Fallon, Nevada, is the largest community close to Naval Air Station Fallon, which is the town and county's largest employer. Agricultural production also exists in the surrounding area. The town has invested extensively in built environment improvements to its downtown.

Assets

- Built environment improvements (benches, signage, planting) increase the attractiveness of downtown
- Covered pedestrian walks provide shade
- Speed limit lowered to 25 mph through downtown; medians also slow traffic

Challenges

- Main Street is very wide (median helps break the expanse)
- Beyond Main Street, commercial sprawl and extensive franchise development undermine a sense of place

TAKEAWAYS

Fallon has invested heavily in revitalizing its downtown, and its efforts greatly improve the curb appeal of the downtown area. Benches, medians, trees, lighting, and poll banners create a cohesive and strong sense of place. Even so, few of these improvements reveal any unique character specific to the town. The improvements are stock, tried-and-true investments, but lack "Fallon-ness."



Rocks as landscaping tool



Welcome Sign and new median on Main Street

VIRGINIA CITY, NEVADA

- Population: 855
- Town size: 0.8 square miles
- Geography: Great Basin valley/mountain edge
- Connectivity: State Routes 341/342
- Number of hotels or motels: 10

Virginia City, Nevada, famed as the location of the Comstock Lode, boasted a population of 25,000 during the height of its mining boom. The decline of the mining industry has led Virginia City to currently focus almost exclusively on tourism as its economic driver.

Assets

- Many historic buildings create a strong sense of place
- Covered pedestrian walks provide shade
- Lights, banners, benches, trash cans consistent along Main Street
- Speed limit lowered to 25 mph through downtown; medians also slow traffic
- Plentiful retail and dining options
- Municipal services (fire station, post office, sheriff's office) on Main Street)
- Welcome sign and billboards on approach to town
- Few franchises

Challenges

- Tourism focus creates a "kitsch" environment suggestive of a historic playground rather than an actual town

TAKEAWAYS

Virginia City has capitalized on its famed history and robust collection of historic buildings to create a vibrant downtown full of character. However, the town's focus on attracting tourists stifles the sense of Virginia City being a lived place. The sense of place has evolved into historic-tourist kitsch; it has lost some its authenticity in the process.



Welcome Banner



Covered and planted dining area

TRUCKEE, CALIFORNIA

- Population: 16,180
- Town size: 33.7 square miles
- Geography: Alpine Sierra Nevadas
- Connectivity: Interstate 80, Amtrak, Airport
- Number of hotels or motels: 10

Truckee, California, grew with the construction of the Transcontinental Railroad through the Sierra Nevadas. During the 20th century, it became known as a winter recreation destination, and today its economy is driven by winter sport recreation around the Lake Tahoe area.

Assets

- Many historic buildings create a strong sense of place
- Covered pedestrian walks provide shade
- Lights, banners, benches, trash cans consistent along Main Street
- Traffic calming infrastructure slow traffic and encourage pedestrian activity
- Plentiful retail and dining options
- Few franchises within the downtown area

Challenges

- Tourism and winter recreation focus creates an environment that caters to upper-middle and wealthy clientele only
- Beyond Main Street, commercial sprawl and extensive franchise development undermine a sense of place
- Enormous town square footage encourages sprawl, often in exclusive high-end developments

TAKEAWAYS

Truckee has invested heavily in improvements to its Main Street, included cohesive lighting, planting, bench, and banner improvements. However, sprawl and major franchise development outside of downtown undermine a larger sense of place for the town, which—like Aspen or Park City—has succumbed to being the site of second homes for wealthy city dwellers.



Trees and benches



Benches, planters, & lighting



Trees and benches



Street lamp

LOVELOCK, NEVADA

- Population: 1,958
- Town size: 0.9 square miles
- Geography: Great Basin Valley
- Connectivity: Interstate 80
- Number of hotels or motels: 7

Lovelock, Nevada, has served as a waypoint for settlers headed for California. Today, its economy is based on farming, mining, and tourism.

Assets

- Exit from highway onto Main Street sets up a nice axis to the courthouse
- Two lane street is narrow enough to create a bounded space
- Built environment improvements, like poll banners and defined parking areas help define a struggling downtown
- Municipal buildings (courthouse, post office) located downtown

Challenges

- Lack of retail and dining downtown
- Opportunities for tourists not well-advertised

TAKEAWAYS

Lovelock seems to be transitioning to more tourism promotion, as apparent in built environment efforts that improve parking, lighting, and medians. Main Street boasts an attractive axis that ends in the courthouse, but further retail development would make the sense of place stronger.



Decorative rocks in median



Beautifying a vacant lot

WINNEMUCCA, NEVADA

- Population: 8,002
- Town size: 9.4 square miles
- Geography: Great Basin Valley
- Connectivity: Interstate 80, Amtrak
- Number of hotels or motels: 18

Winnemucca, Nevada, was a stop on the Transcontinental Railway, and is still served by Amtrak today. The primary industry includes mining and service jobs associated with the casino industry.

Assets

- Speed limit lowered to 25 mph through downtown; medians also slow traffic
- Built environment improvements, like poll banners and defined parking areas help create a sense of place
- Lights and banners extend well beyond the downtown core
- Good wayfinding signage

Challenges

- Design of street lights feels over-scaled
- Sprawl outside of downtown diminishes sense of place

TAKEAWAYS

Winnemucca's existing casinos and businesses fill out a robust downtown, even if attractive retail and dining could be further developed. The city has invested in built environment improvements throughout the town, though some of the design choices feel out of scale and disjointed with the existing sense of place of the city.



Casino signs give visual interest to street



Historic Fire Department building

HUB MARKETING SUMMARY

Over the past year, the city has worked with a branding and marketing company from Portland called HUB Collective to construct a strategy for building Green River's brand and attracting more tourism. Their work has been extensive and they have created a guide with phases for how the city should proceed in regards to marketing and branding. Below is a summary of their findings and recommendations. For access to the entire document including graphics and marketing demographics, contact City Hall.

While many of these recommendations originate in the idea of attracting tourism and building the city's brand, they overlap with considerations for improving our city for current and future residents.

GREEN RIVER SUMMARY

Green River is Remote, Peaceful, Proud, Beautiful, Gritty, Hardy, Pragmatic, Honest, and Contrasting

THE LAND

You can see millions of years revealed in the earth — rock that originated in the Mesozoic and Cenozoic eras that have been shaped by pressure, water, heat, and wind and formed into spectacular world-class geologic formations... waves of deep canyons, towering mesas, arches, pinnacles, and cliffs provide spectacular vistas and frames. The horizon is particularly vast, revealing the raw, undisturbed beauty of the Utah desert as far as the eye can see, framing some of the best sunrises and sunsets anywhere.

THE PEOPLE

It takes a certain type of person to embark into the unknown to homestead. The first American to explore the region was the storied John Wesley Powell, a brave and patriotic one-armed civil war veteran who dared to lead a mission into some of the last unknown American terrain to map the rivers and canyons of Utah and Colorado.

THE PLACE

The town of Green river has long been a crossroads of time and adventure. First settled as a river crossing in 1876, the town was officially incorporated in 1906. Cradled in world-class geology and an oasis of service with excellent food (Tamarisk, Ray's), comfortable lodging, a great grocery store, and hardware store, Green River sits on the longest stretch of highway in the United States without services (117 miles to Salina).

TARGET TOURIST: THE EXPLORERS

Explorers are more than simply tourists. They actively seek wild and raw nature for an authentic experience. They value the community of explorers, sharing knowledge on the trail — nature has a way of breaking down barriers.



Image by HUB Collective

MARKETING

PRIMARY GOALS

1. Invite tourists to see Green River through the types of stories and ideas necessary to build connections.
2. Build realities & infrastructure that will enable those connections to thrive.

PHASE ONE

New city website for both visitors and locals (merging the city website and the tourism website): While this new attractive website will attract tourists, it will also be a platform for finding official information such as the municipal code, meeting minutes for City Council, and a community calendar.

Downtown Dressing: New pole banners and window films can help fill up the downtown and obscure empty spaces. They can also help in way finding for new residents.

Merchandise (Green River branded products): A new line of postcards, stickers, candies, and guides can be great for tourists but also for locals looking for ways to share their hometown pride.

Rack Card Brochure: Information can help tourists and locals better experience and access our town's amenities. Making sure that our children experience the same wonders that would cause a tourist to fly across the world to come see is a great way to build local pride, memories, and a connection to place.

PHASE TWO

Mobile Visitor's Center: Whether a camper, mobile cart, or temporary tent, a mobile visitor's center is able to move around the city and region bringing information about the city to curious interstate travelers.

Merchandise Vending Machine: This reused vending machine would have postcards and small branded items that would sell these items in a memorable way while simultaneously acting as a fun and unique photo opportunity.

Facebook: A city Facebook page that is updated regularly with attractive design will help attract visitor's. A frequently updated and managed Facebook page will let locals know that they have an easy way to check on the most recent calendar updates and city information (simultaneously updated on city website as well).

A Local Guide to Green River: This guide would typically be used by tourist, but new residents may find this useful when acclimating to their new home. In one small book they can learn about local features ("Bob," Crystal Geyser, etc.) as well as general information about store and city hours.

ADDITIONAL IDEAS

Print Ads in Magazines and Digital Advertising: Advertising in key locations (SLC, Boulder, Boise) and lifestyles (ATV, hiking) to bring in tourism.

Photo Opportunity Installations: Instagram-able and branded, these installations might end up as Christmas Cards and free advertising.



Image by HUB Collective

ROGER BROOKS EMERY COUNTY TOURISM ASSESSMENT

In May of 2016, Roger Brooks International performed an opportunity assessment of Emery County, Utah. The assessment provides an unbiased overview of Emery County—how it is seen by a visitor. It includes a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public restrooms, overall appeal, and the community's ability to attract overnight visitors. The following summarizes assessment notes and recommendations pertinent to Green River's downtown revitalization.

DIVERSIONS, AMBIANCE, & CRITICAL MASS

Historic downtowns provide ambiance—they are not attractions, diversions, nor are they a primary lure. It's what's in the buildings that makes a downtown a destination. The same can be said for scenery. Unless your vista is a world-class scene, such as Niagara Falls or the Grand Canyon, scenic vistas create wonderful ambiance, but don't translate to spending, and they only last a few minutes. Your local heritage is important to the community and can set the ambiance, even becoming a diversionary activity. For local heritage to be a major attraction, it needs to combine activities with ambiance, and it needs to be pervasive throughout the area.

Although it may not be the primary reason why visitors come to your community, shopping and dining in a pedestrian setting is the number one activity of visitors. Besides lodging, it is also how visitors spend the most amount of money. Do you have a pedestrian-friendly shopping district? If not, can you create one? Many communities have been highly successful with the development of a two or three block long pedestrian "village" including visitor-oriented retail shops, dining, visitor information, restrooms, etc., all in an attractive, landscaped setting.

The general rule of thumb in those two or three blocks (not spread out all over town) is 10+10+10: Ten destination retail shops, which includes galleries, antiques, collectibles,

home accents and furnishings, artists in action, book stores, logo gear (clothing), souvenirs, outfitters, tour operators, activity shops such as kites, jewelry, wine or tobacco shops, and other specialties. The second ten is for food: ice cream, fudge and candy stores, soda fountains, sit-down dining, coffee shops, cafes, bistros, delis, etc. And the final ten are businesses open after 6:00 pm. This includes entertainment: bars, dance clubs, theaters (movies and performing arts), retail shops with activities (piano bar in a wine shop), etc. The important point is to group these businesses together to create the "critical mass" in a pedestrian friendly setting. This will attract visitors as well as locals, and make it worth their while to stop and shop. People are always drawn to the critical mass—the opportunity to have multiple choices, multiple experiences, all in a convenient and attractive setting.

Tourism provides a diverse market within the community, expanding its potential. Enhancing the community through beautification efforts creates an attractive setting for both locals and visitors, key in revitalizing a community's downtown. And a tourism-friendly town will attract non-tourism industries faster than others – new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts.

FINDINGS & ASSESSMENTS

STREETS

The streets in your towns are wider than the highways. These super wide streets are not pedestrian-friendly at all and encourage speeding. Consider making your streets people-friendly. You could narrow your streets and turn the extra space into parks, walking/biking paths, or retail space.

GATEWAYS

Always put your gateway signs where you make the first best impression, even if that isn't at the city limits. You can add "Downtown Green River - 1 mile ahead," or something similar. That tells visitors not to judge you yet, there's still another mile to go.

BUSINESSES & CURB APPEAL

Businesses need to step up their efforts to attract customers. 70% of first-time sales come from curb appeal. Add beautification, and add signage to let visitors know you what you offer.

One other business issue that affects travelers is that businesses are not open consistent hours and days. The Forbidden Fruit [in Cleveland], for example, is open only Tuesdays, Wednesdays, and Thursdays from 12:00 to 5:00. What if a visitor drives through on Friday or Saturday?

The benefit of tourism comes from people spending money at private businesses in your towns. The businesses need to be attractive to customers, be open when visitors are there, promote what they are selling on their signage outside, have good customer service, and offer good quality food and merchandise. If there aren't shops and restaurants open, then no matter how many visitors drive through town, there won't be a lot of benefit from tourism.

70% of all consumer retail spending takes place after 6:00 p.m. If visitors are out hiking, looking at petroglyphs, riding OHVs during the day, they will spend money at shops and restaurants at the end of the day. Are you open?

Sometimes it was hard to tell which businesses were shut down and which were operating. Beautification (pots, benches, tables and chairs outside, hanging baskets, decorative signage, "open" signs, and brightly colored flags) lets visitors know that you are open for business and want them to come in. Beautification makes a business inviting.

THE OVERALL IMPACT AND IMPORTANCE OF TOURISM

Tourism provides the opportunity for entrepreneurs to get started, for small family-run businesses to thrive, for artisans and craftspeople to find a market, and creates a basis for unique niche-retail environment including wineries, artists, crafts, etc. Tourism provides a diverse market within the community, expanding its potential. Enhancing the community through beautification efforts creates an attractive setting for both locals and visitors, key in revitalizing a community's downtown. And a tourism-friendly town will attract non-tourism industries faster than others – new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts. The benefits of a healthy tourism industry can rejuvenate a town, foster community pride, encourage economic diversity, and lead the way to a vital, successful community.

VISITOR INFORMATION

Finding visitor information around the county was a real challenge. There wasn't any visitor information at Green River State Park. We suggest adding visitor information kiosks and/or brochure holders all over the county. At the museum, have a prominent sign posted outside indicating that this is a visitor information center. People are more likely to stop in. The staff was excellent and very helpful. Add outdoor brochure distribution, and indicate that there is 24/7 visitor information on the signage; visitors want to be able to take a brochure with them.

It's easy to provide brochure distribution around the clock. Weather-proof brochure holders outside visitor information centers enable these centers to be working 24 hours every day. Kiosks can be designed to fit the ambiance of the town. Portable kiosks allow you to take your visitor information to local events and happenings. Your visitor information should be cross-selling other attractions, shops, restaurants, and that is how you can help monetize your tourism industry.

OHV ATTRACTION

We realized that we've been seeing a lot of cars towing their own off-road vehicles. This is definitely a favorite activity for residents and visitors to the area. What if Green River recruited an off-road vehicle dealer—especially a super-dealer, such as Bert's Mega Mall or RideNow? Imagine if Green River installed a 20-acre test track in the downtown, with obstacles, mud, rock climbs, a dirt track, a kids' hill, and testing areas. Recruit a large dealer, and offer training, sales, repairs, gear, accessories, clothing, OHVs, watercraft, motorcycles, and fat-tire and mountain bikes. This type of facility would attract people from all over the West.

DILAPIDATION & SIGNAGE

You also need to start cleaning up unsightly places in Green River. Start with a volunteer signage abatement program to get rid of old signs. Dilapidated signs scream, "dying town." Not the message you want.

Another idea: Create a Mid-Century Sign Art Park, using all the very cool old, unused signs you have in Green River. We were astonished at how many cool old signs there are! Green River has some very cool mid-century things - just look and you'll find them. If you group them together into a display park, you create an attraction.

TRAFFIC COUNTS FOR GREEN RIVER

	ROUTE	LOCATION DESCRIPTION	Average Annual Daily Traffic (AADT)			
			2012	2013	2014	2015
1	1712	Main St via Hastings Rd - Swasey's Beach	510	530	535	785
2	SR-19	I-70 via Main St - Walnut St	4685	4845	4925	5215
3	SR-19	Walnut St via Main St - Green River Blvd	2380	2460	2500	3895
4	SR-19	Green River Blvd via Main St - Hastings Rd	3135	3245	3295	3490
5	SR-19	Hastings Rd via Main St - I-70 Green River	1670	1725	1755	1855
6	I-70	Main St East Green River	7400	7430	7790	8510
7	I-70	Main St West Green River	6920	6950	7285	7960



Google Earth Images

INNOVATIVE RURAL SMALL BUSINESS MODELS

Rural businesses all over the United States are exploring new ways, locations, and models of doing business. Here are five innovative ideas Green River entrepreneurs can explore.

POP-UP SHOPS

These are temporary businesses that may last from just one day to several months. Just like short-term vendors setting up tents and booths around special events, this idea could extend to all sorts of businesses. This would allow an entrepreneur to experiment and gauge demand before committing to a more expensive permanent business.

BUSINESS-IN-A-BUSINESS

In a small town, there may not be enough demand for a single business to fill up an entire building. At the same time, some established businesses may have unused and available space for rent. Rural innovators are now borrowing and sharing space with several different businesses under one roof. A restaurant may pop-up inside a retail space, a retail space in a restaurant, or other combinations of businesses could emerge.

OMNI-LOCAL

Instead of waiting for customers to walk in the front door, smart rural retailers are using some of the same tactics as big retailers. The low cost of internet service and cloud-based tools allows them to reach customers in new ways that didn't exist even 20 years ago. It's easier and more affordable than ever for a small business to market their unique products and use e-commerce to take orders online. A great example of this is South Broadway's Savage Territory Gallery.

TRUCKS & TRAILERS

Food trucks are a hot trend in urban areas, and now all kinds of businesses from retail to service are going mobile. With a truck or a trailer as a base, there is no need for a building. That's good since there is a problem of finding usable buildings in town.

TINY BUSINESS VILLAGES

Groups of tiny houses or dressed up sheds are popping up on empty lots and unused green spaces, filled with extra-small businesses. The smaller spaces encourage lower risk experiments and all the businesses together draw a critical mass of visitors to the village. The key factor is to bring a number of them together. One tiny business on its own is lonely; groups of tiny businesses are a draw.

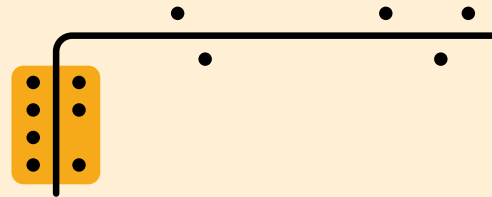
Adapted from Small Biz Survival's "Six Innovative Small Business Models in Small Towns" at smallbizsurvival.com

ESTABLISHING DISTRICTS

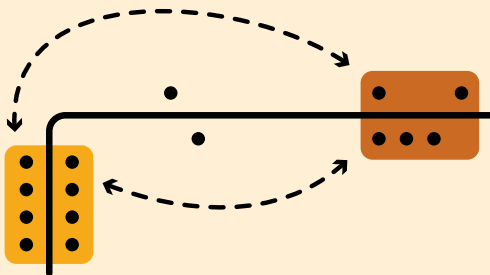
Establishing districts can help concentrate efforts into smaller areas since Main Street is a very long stretch. Districts can have unique lighting, benches, or banners. They create small neighborhoods of stores that support one another. The walking distance between districts in town will receive the foot traffic that could one day support a connecting district.



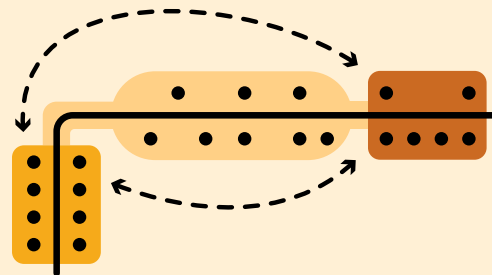
EXISTING:
Low Density Strip



PHASE 02 - PART 1
Establish Broadway District



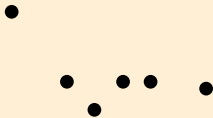
PHASE 02 - PART 2
Establish Main Street District



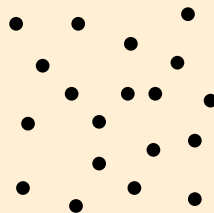
PHASE 02 RESULT:
Traffic between districts creates new connecting district

STAYING RURAL

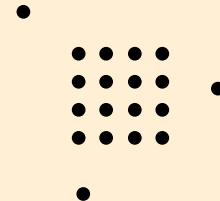
Green River will someday attract a greater number of people, jobs, and industry. Smart growth of more dense neighborhoods and business districts not only lowers the cost of the City's Operations & Maintenance (cost of maintaining water, sewer, and power) but prevents buildings and development from interrupting the beautiful desert vistas and open space that partly defines our "rural-ness."



EXISTING
Moderately dense core with surrounding rural open landscape



SPRAWL GROWTH
High growth and sprawl creates a disorganized suburbia over time.



DENSE GROWTH
High growth and planned density creates a communal center while preserving the rural open landscape.

APPENDIX B

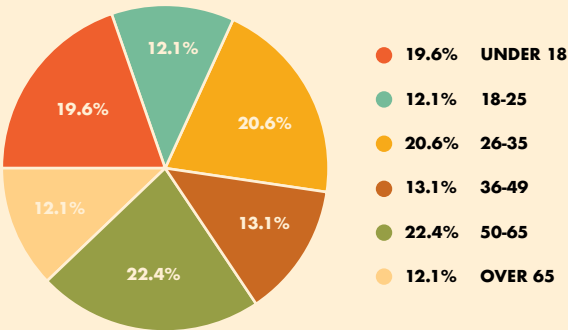
COMMUNITY SURVEY & WORKSHOPS

Downtown Plan Survey Results	62
Design Workshop 01	71
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Windshield Analysis & Mule Ride	78
High School Focus Group	80
Senior Focus Group	82
Design Workshop 02	83
Future Green River Events	86

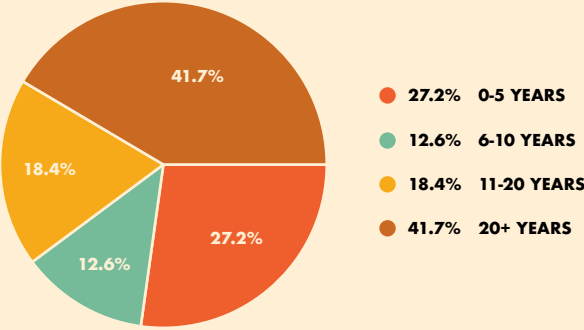
DOWNTOWN PLAN SURVEY RESULTS

The survey had 109 responses, or 11% of the population of Green River. This survey was distributed both physically and digitally with a fairly varied distribution of ages represented. Just below are the demographic information we collected on survey takers.

Q: What is your age range?



Q: How long have you lived in Green River?

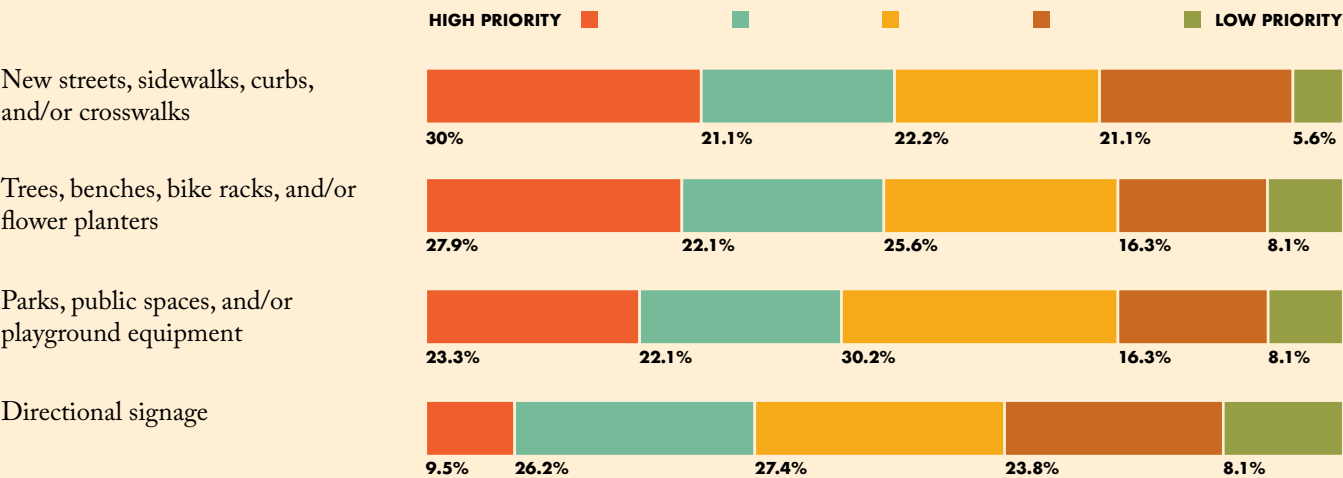


The survey was split into two sections: one section focused on Downtown Development (what are our assets?, where is our potential?) and the other focused on Community Art. Art does not always mean paintings or sculptures, though these can be excellent contributions to the wealth of a community. Art is a broad term that can be expressed through benches and planters, signage, and war memorials. Art can also mean events or concerts, which, like Melon Days, can bring economic vitality to our local businesses.

In composing this plan, Epicenter used the Downtown Revitalization Survey to uncover all potential avenues for revitalization, including art, that the community chose as useful and meaningful.

DOWNTOWN DEVELOPMENT

Q: What kind of general improvements are most important in the downtown area?



Other general improvements important for the downtown area:

- 12 Dangerous buildings should be and torn down
- 9 General building maintenance
- 8 Fix up the old dilapidated buildings
- 3 Dog park
- 3 Everything
- 3 New businesses
- 2 Adding a median on Broadway and/or Main Street
- 2 Lighting
- 2 Make our streets more pedestrian-friendly
- 2 A skate park
- 2 Trails
- 1 Better signage
- 1 Bike path
- 1 Build on history of the area
- 1 Convert vacant lots into small parks
- 1 Fix city drainage
- 1 Getting rid of empty billboards
- 1 More meeting space
- 1 New buildings
- 1 Pick up litter
- 1 Playground exercise equipment for adults
- 1 Reduce speed limit of Main Street to 25mph
- 1 Refurbish signs
- 1 There should be signs on I-70 noting a business loop
- 1 Trails and/or benches near river

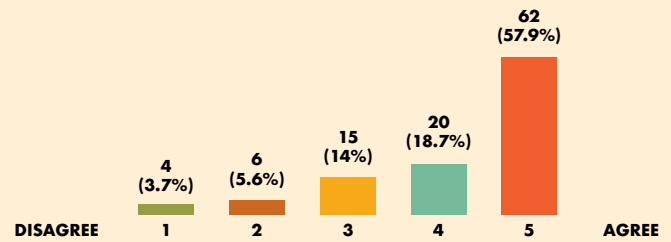
Q: Which two buildings or vacant lots in the downtown area have the most potential for redevelopment?

46	The Old Bank Building
12	True Value Hardware Store
11	Cathy's Pizza
9	The Oasis Bar & Motel
7	Mancos Rose Motel
6	Bookcliff Lodge
6	Franks Pizza
4	Arbon Cafe
4	Empty Broadway buildings and lots
4	Good Times
4	Garage at NE Corner Main/Broadway
4	Lemiux Cafe & Lounge
4	Mini Golf Course
4	SE Corner of Solomon/Main
2	Broadway Playground & Old Community Center
2	The Budget Inn
2	The empty lot across from the Melon Vine
2	National Nine
2	Powell Park - State Park North
2	Stotts Motel
1	Epicenter
1	Green River Inn
1	Hal's Garage
1	Land west of the Medical Center
1	Midland Hotel
1	Property east of the West Winds on the river
1	The Tomahawk

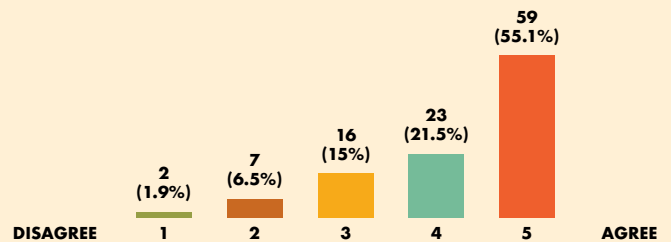
Q: What would make downtown a place businesses want to be? (check all that apply)

OVERALL BEAUTIFICATION	<input type="checkbox"/>	75 (72.1%)
IMPROVING HISTORIC BUILDINGS	<input type="checkbox"/>	70 (67.3%)
AFFORDABLE BUSINESS SPACE	<input type="checkbox"/>	57 (54.8%)
MORE RETAIL SPACE	<input type="checkbox"/>	42 (40.4%)
LEASABLE SPACE	<input type="checkbox"/>	41 (39.4%)
CODE CREATION/ENFORCEMENT	<input type="checkbox"/>	35 (33.7%)
TAX BREAKS	<input type="checkbox"/>	33 (31.7%)
MORE OFFICE SPACE	<input type="checkbox"/>	17 (16.3%)

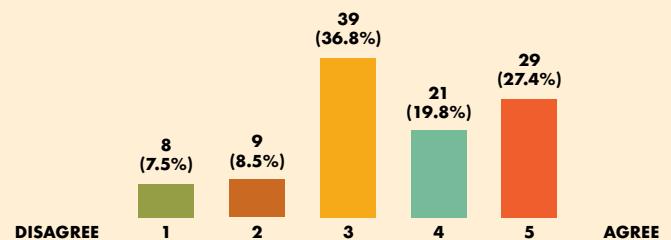
Q: A revitalized and thriving downtown is critical to the long-term health of Green River?



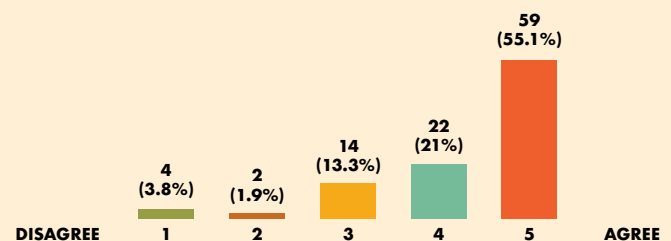
Q: I frequently leave town to purchase goods or services not currently available downtown.



Q: Buying from locally-owned businesses is more important than buying cheaper goods from a chain or big box store.



Q: A revitalized and thriving downtown is critical to attracting tourists off the freeway.



Q: What are your two favorite places in town (besides your home, the beach, and the geyser)?

Top 5 Answers



Additional Answers

7	Ray's Tavern	2	The desert	1	Green River Launch Complex
6	Green River Coffee Company	2	The dock	1	Green River Medical Center
		2	Main Street	1	Goose Point
5	State Park Golf Course	2	Melon Vine	1	Gun Range
		2	La Pasadita	1	Historic Buildings
4	Baseball Fields			1	Monument Hill
4	Green River High School	1	Ace Hardware	1	Post Office
4	Long Street	1	Airport	1	Savage Territory
4	Tamarisk	1	Amtrak Station	1	Senior Citizens Center
		1	Bible Church	1	Tusher Canyon
3	The Bowl	1	Bike Park (behind Melon Vine)		
3	G-Hill	1	Blue Castle		
3	Green River Library	1	FM Hill		

Q: Currently, what is the best thing about Green River's downtown corridor?

Top 5 Answers



Additional Answers

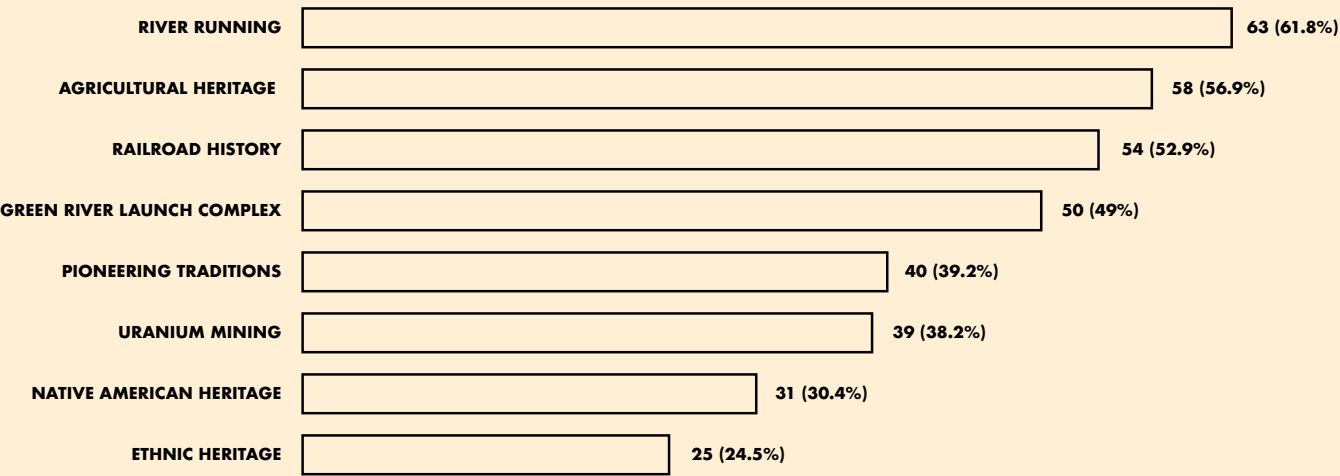
6	The new sidewalks	2	Historic buildings	1	Green River Coffee Company
		2	Napa Auto Parts	1	Green River Thrift Store
5	Locally-owned businesses	2	The people	1	Horseshoe pit
5	No busy streets	2	The restaurants	1	KOA
5	Nothing	2	Trees	1	Lights
5	Savage Territory	2	Wide, nice roads	1	Melon stands
				1	Post Office
4	Ace Hardware	1	Bible Church	1	River
4	State Park Golf Course	1	Broadway	1	Robbers Roost Motel
		1	The charm		
3	Accessible businesses	1	Dirt biking opportunities		
3	State Park	1	Epicenter		

COMMUNITY ART

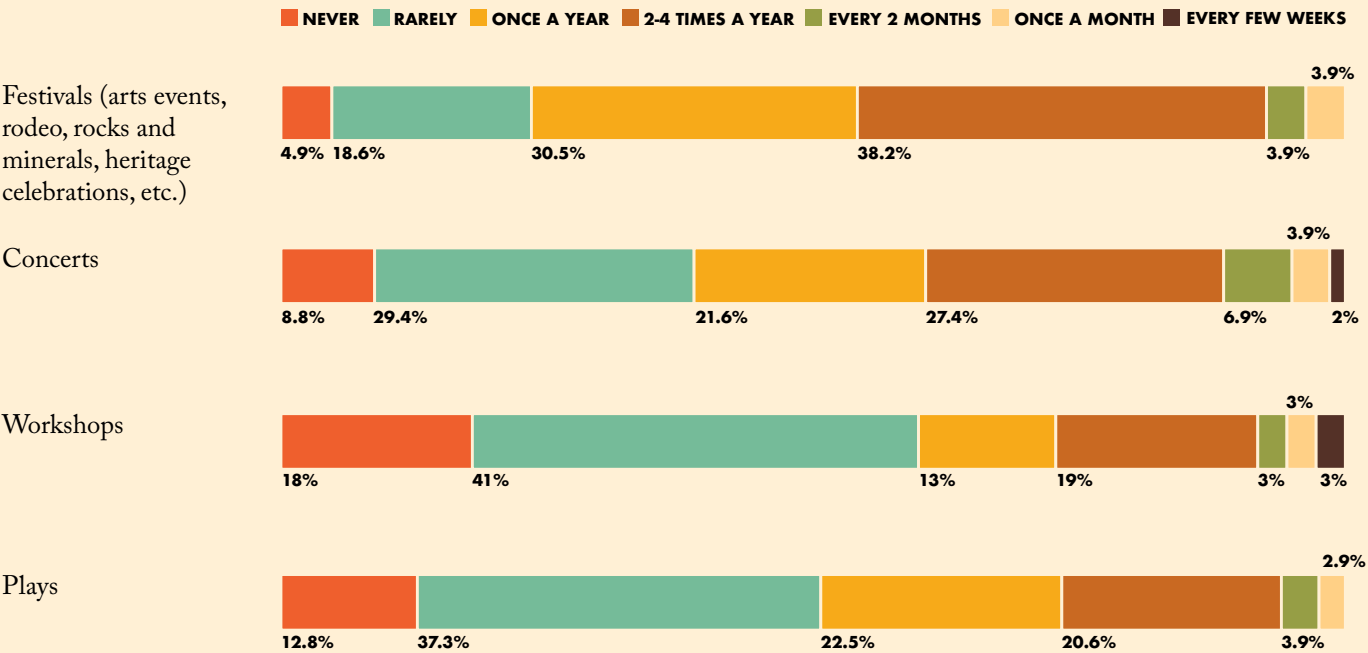
Q: List two specific locations in or near downtown where you would like to see public art installations.
If you would like, include suggestions for the kind of art to be installed there.

	Location	Type of art
19	OK Anderson Park	Sculpture (+1), Swimming area, Water fountain, Old Hastings water wheel placed in park
7	Old Bank Building	Sculpture (+1), Skate park
6	Broadway/Main	Sculpture in the middle of the street (e.g. Wendover Will)
5	Broadway	Creative lighting
5	Vacant buildings	Murals (+3), Performance art/theatre, Fill windows with displays of local culture
4	Main Street	Attractive street lights
3	Frank's Pizza	
2	City Hall	
2	Good Times	
2	JWPRH Museum	Artist-of-the-Month rotating display, rock art
2	The Oasis Bar & Motel	
2	State Park	
1	200 South Street	
1	All intersections on Main Street	
1	Amtrak Station	Town map
1	Behind Melon Vine	Dirt jumps
1	Broadway Park	Murals
1	Budget Inn	
1	Cut 'n Curl	Murals
1	G-Hill	
1	Green River Bridge	Public Art
1	Green River Coffee Co.	
1	Library	Local stories
1	Long/Main	Desert art
1	La Pasadita	Hispanic-inspired
1	Post Office	
1	Lot next to Ace Hardware	Sculptures
1	River	
1	Main Street Bridge	
1	Mancos Rose Motel	Something physical on the corner
1	Melon Vine	
1	True Value Hardware	
1	La Veracruzana	Car-culture inspired
	No place specified	Murals (+2), Kid-friendly activities, Anything to help out the abandoned eye-sores, Improved business signage, Fix up old signs

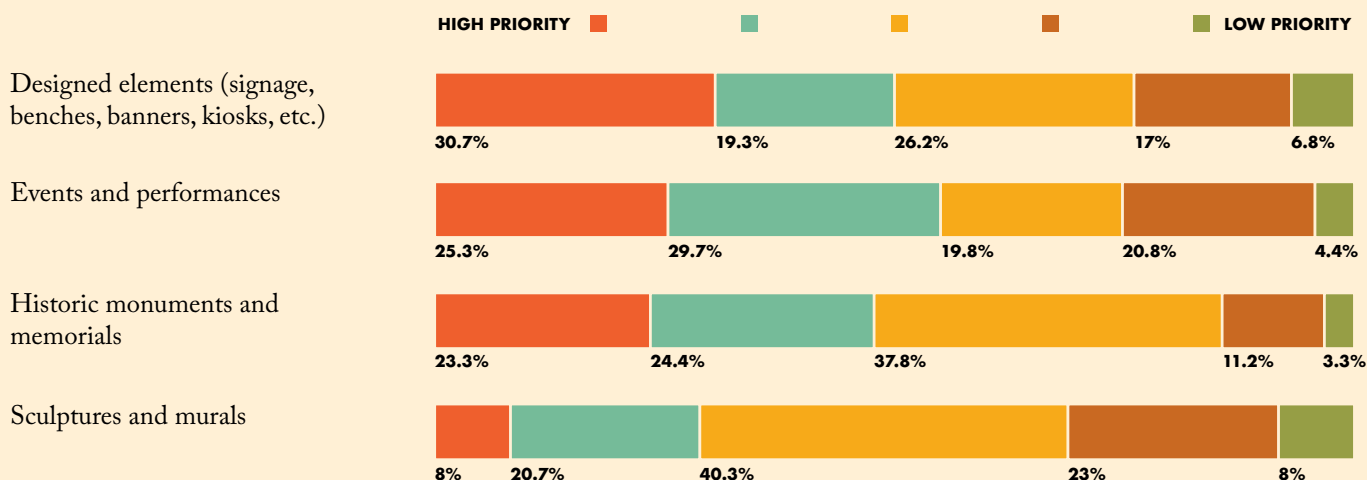
Q: What type of local stories should public art in Green River tell or emphasize? (Choose three)



Q: In general, how often do you attend the following art and culture events?



Q: What kind of art would you like to see more of in Green River?



Other art projects you would like to see more of in the downtown area:

Art that Revitalizes

- Artfully designed downtown buildings
- Restoring signage for old businesses (+1)
- Something that brings an historic feel in town

Public Art

- Botanical art
- Historic plaques
- Mining Recognition
- Sculptural, kid-friendly water features
- Sculptures and murals
- Skate park
- War memorial
- Water fountains

Event Art

- Advertise our sunrises and sunsets. They are worthy of notice.
- Any event lasting more than 1 day
- A place where locals can have a date night
- A youth theater program in the town would do great things.

Functional Art

- ATV/OHV trail staging areas
- Making citizens clean up the front yards equals art

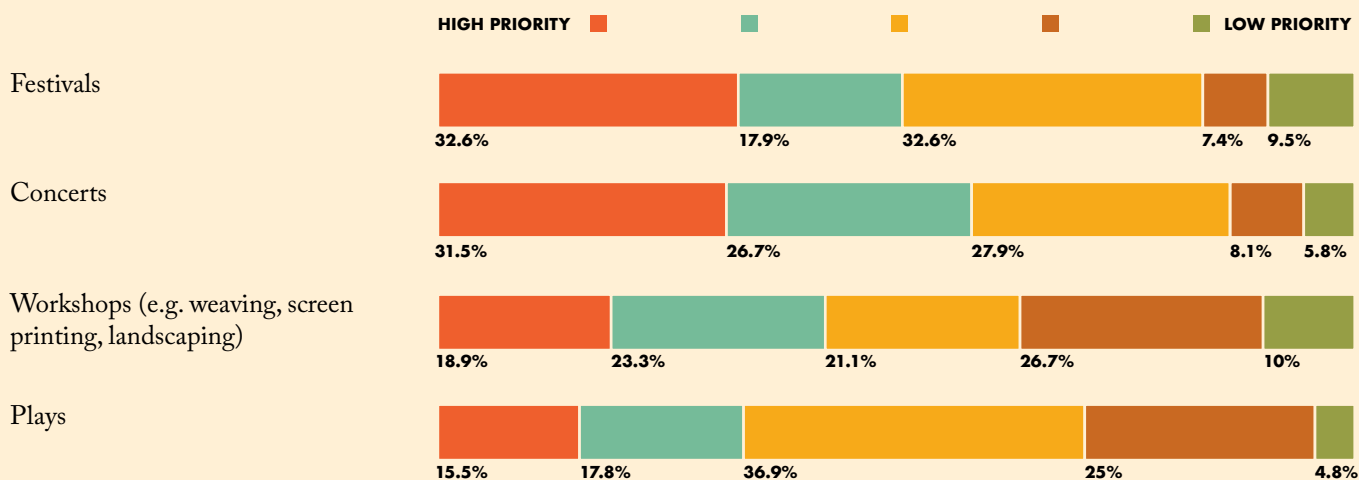
Gallery Art

- Paintings
- Art stores and galleries
- Art that combines technology and storytelling

General Comments

- Home-crafted
- I would just like to see more art on display.
- Local artists, not artists imported from outside areas
- Work made by and for the community

Q: What kind of cultural events would you like to see more of in Green River?

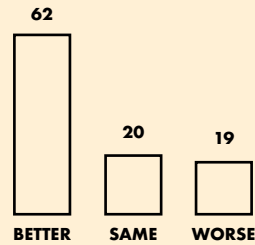


Other cultural events that you would like to see more of in Green River:

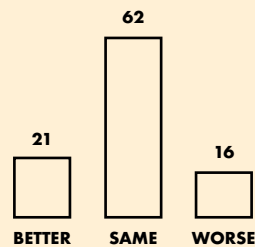
- Adult activities that aren't sports
- BMX tournaments
- Conferences by people outside of the community (e.g. University of Utah)
- Dirt biking, 4 wheeling and or sporting events or racing
- Fairs and public events
- I think it would be nice to have a movie theater
- Library functions
- More annual events
- More artists displayed at the museum
- More town BBQ's
- Mark Rylance in a play
- Neighborhood barbecues, block parties
- Plays in the park
- Rodeo (+1)
- Sewing, painting, photography
- Sporting events

CONCLUDING QUESTIONS

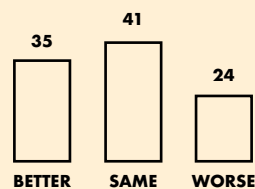
Q: Will Green River be a better place to live five years from now?



Q: Is Green River a better place to live now as compared to one year ago?



Q: Is Green River a better place to live now as compared to five years ago?



Q: Why do you believe that Green River will be a better/worse/the same place to live in five years?

“Because I am from this town and I know that it is an awesome place.

“I think people are working hard to improve Green River. There is a lot of dedication from the community and town council”.

“Not much money for change or people move away”.

“We have a great group of people who continually want to innovate and come up with new things to attract tourists”.

“Because we have so much positive momentum in town going forward”.

“Because there are not enough jobs for everyone”.

“Because if you don't get people in and support local businesses that bring you good money, then this town will die”.

“I'm hopeful that the citizens of Green River are going to make a change in the city. I have a positive outlook for the future. I am hoping that others do too”.

DESIGN WORKSHOP 01

The first Design Workshop was conducted in the basement of the John Wesley Powell River History Museum on September 8th, 2016. This event had a great turnout with community members gathering around several tables to share their thoughts about Downtown Green River. One of these tables contained a large satellite image print of the area with post-its and tree cutouts ready to be placed, moved, and discussed. The Workshop also featured several questions on a few A-frame sandwich boards, inviting comments and ideas. All of the information from this first Workshop is collected below.

During the Workshop, attendees were given smiley-face stickers to place near images or comments with which they agreed. Many people also chose to write similar comments instead of using the sticker. In the record below, these approval stickers and duplicate comments are represented with the following notation: (+1). This note means that another person agreed with this comment in some way. (+4) would mean that an additional 4 people agreed, or a total of 5 people said the same thing.

ATTENDEES

- | | | |
|--------------------------|--------------------|-------------------|
| 1. Char Uptain | 9. Travis Bacon | 17. Flint Timmins |
| 2. Kathy Farnsworth | 10. Gayna Salinas | 18. Jackie Nelson |
| 3. Connie Copenhaver | 11. Julie Stever | 19. Kim McFarlane |
| 4. Kayce Flukey | 12. Amber Furrer | 20. Ryan Baxter |
| 5. Gwen Peck | 13. Justin Queen | 21. Jarod Hamm |
| 6. Mike Winters | 14. Kathy Ryan | 22. Bryan Brooks |
| 7. Nancy Dunham | 15. Cindy Bowerman | 23. Chris Lezama |
| 8. Christopher Henderson | 16. Paul Moberly | 24. Maria Sykes |

QUESTIONS ON SANDWICH BOARDS

WHAT IS ONE WAY TO CREATE MORE COMMUNITY INVOLVEMENT?

1. Built Environment - more physical places for the community to come together in a casual way (+2), and a community board (to write in activities on - maybe on fence between Chow Hound & Post office)
2. Programming - music concerts, adult education classes (e.g. cooking), day of service, allow the community to vote on art projects, and provide more opportunities for cultural exchange between Hispanics and others
3. Travel - revive railway station as a hospitality station and a convention center
4. Other - better paying jobs (to bring more people in)

WHAT IS ONE EVENT THAT YOU THINK SHOULD OCCUR IN TOWN?

Concerts (+1), more bike trails (+1), marathon races, zombie apocalypse event, amateur WWF-style wrestling, melon smashing, ATV events, more things on river, rodeos, town vs town games in the offseason for all ages (e.g. GR vs. Hanksville), and a focused Hispanic day.

WHAT WOULD YOU DO TO MAKE GREEN RIVER BETTER?

- Built Environment - get rid of all visual pollution (billboards) (+1), code enforcement, clean up nuisance properties and remove vacant buildings, embrace our architectural past in preserving old buildings, build new buildings, embrace some of the dilapidated character, make everything more visually appealing, and be an eco/environmental example to other towns.
- Jobs - no nuclear power plant (+1), bring in a new industry, and fill up vacant buildings with awesome businesses
- Entertainment - evening gathering spots, community fire pit, river trail, art on the corners, competition for local sculpture, and restore railway station welcome center
- Other - Start a foundation. Ask everyone who graduated from GRHS to give \$. The use - both for education, maintenance, and building special projects. Will keep the town from dying.

MAP ACTIVITY SUMMARY

In the center of the basement of the JWP Museum, we set up a large print of the downtown. As community members perambulated through the room, they were encouraged to write notes, move tree cutouts, medians, and enter a discussion with any other community member or an Epicenter staff member. Below is the map with comments added.



CODE ENFORCEMENT

- Codes should be enforced especially on the Bdwy/Main intersection and the signs on Main
- Cleared lots are better than decaying buildings
- A new coat of paint is a quick fix for old properties (e.g. the buildings on the corner of Bdwy/Main)
- Lemieux's needs to be torn down or fixed up

BROADWAY

- "Downtown Grand Junction-y" - this is the best spot in town for pedestrian only or a one-way road
- Parking should be moved one street east/west (behind Midland Hotel for RVs only?)
- Train station could be a welcome center and the Bank Building a brewery
- Fix up Arbon Cafe and demolish Good Times and True Value (replace with a park or new shops)
- Median at Main to Melon Vine turn and Midland Hotel to Epicenter
- Vacant lot across from Frank's Pizza is a great place for Car/ATV rental
- Between bank and mini golf would be great spot for mixed-use (retail below and housing above)
- Broadway buildings should be historic or historic-looking
- Bring back the trees in front of Melon Vine and add some more along Broadway

MAIN STREET

- Housing should not go on Main Street
- Trees should be:
 - At the corners of Main/Broadway, Main/Long, Main/Clark, Main/Solomon, Main/Green River Boulevard.
 - There could be planters, benches, and sculptures at these corners, too.
 - Going down the middle of Main (with water line in road) between Long & Solomon.
- Old Chevron & Oasis Bar would be a good spot for Convention Center with parking to the North.
- Turn Cathy's Pizza into parking for Ray's (if Broadway has less parking eventually).
- Mancos Rose should have gift/rock shop and be a walkable mall
- The Budget Inn and lot next to Ace needs restaurants/cafes and small retail along street edge
- Sidewalks from Downtown all the way to Burger King with pedestrian-friendly lighting.
- Move UDOT station to Industrial Park
- Convention Center could be located at UDOT Maintenance Center/Powell Park
- Skate Park at the Teen Center?

OTHER

- Can we use sight obscuring fence for eyesore sites?
- We need a business incubator downtown (with small office/retail for startups) and where we house college students as problem solvers.
- The public safety / fire department building should not be downtown
- We need small creative retail spaces in select areas (not on Broadway probably)
- The Veteran's Memorial should be in Elgin along river trail, not in the Park.
- Storage units behind Thrift Store
- Between Ace Hardware and the Senior Center is a great place for housing (mixed groups or specifically senior citizens) or Solomon/E 140 S
- Community has responded positively to rock art
- When is it appropriate to plan for privately-owned site?
- Canal is an opportunity (gardens, fountains, trail, etc.)
- Powell Park suggestions: dog park, historic walk/signage, water park, gardens, and fountains
- Why won't people sell their land? — Expecting value to go up, in many cases water is tied to land.



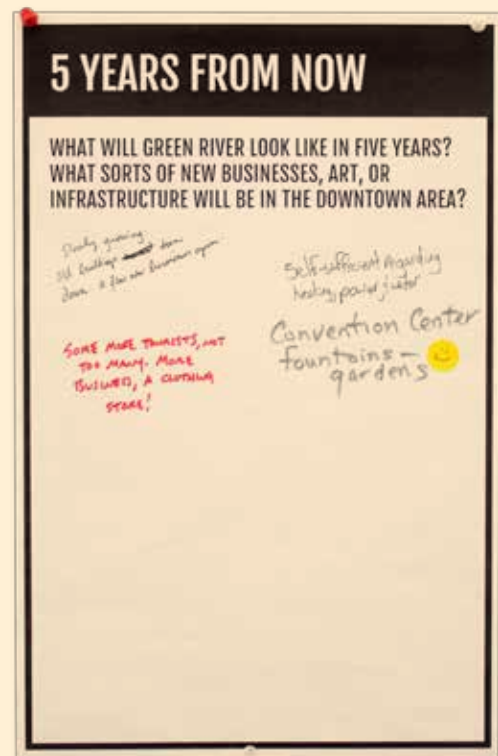
QUESTIONS ON BOARDS

WHAT IS YOUR BEST IDEA FOR A NEW BUSINESS THAT COULD BE LOCATED DOWNTOWN?

1. Service - barber (+3), nail/hair/massage parlor, dry cleaner, and a business records storage center
2. Tourism - a proper train depot (+1), car rental (+1), ATV rental, convention center, and an evening activity family center for out-of-towners and locals
3. Entertainment - a bar (liquor) and movie theatre (second run)
4. Retail - outdoor/backcountry gear shop/outfitters (+2), rock/gem shop (+2), bookstore, clothing store, bike shop, and a Utah souvenirs shop (made in Utah - both low budget and high items)
5. Other - value-added processing (melon fruit snacks/leather/juice/jam - sell local & regionally), small industry (employees 20 people), and an outdoor gear HQ (e.g. Patagonia)
6. Notes - Would someone locate their business here? Cheap/good land, access to water, good Internet, access (train, etc.), and cheap land.

WHAT WILL GREEN RIVER LOOK LIKE IN FIVE YEARS? WHAT SORT OF NEW BUSINESSES, ART, OR INFRASTRUCTURE WILL BE IN THE DOWNTOWN AREA?

The town will be slowly growing, old rundown buildings will be torn down, and a few new businesses will be open (including a clothing store). We'll be self-sufficient regarding heating, power, and water. We will have a new convention center featuring fountains/gardens. There will be some more tourists, not too many.



STEERING COMMITTEE MEETING - NOV 17TH, 2016

ATTENDEES

- | | |
|------------------|-----------------|
| 1. Jackie Nelson | 5. Bryan Brooks |
| 2. Julie Steuer | 6. Chris Lezama |
| 3. Travis Bacon | 7. Maria Sykes |
| 4. Ryan Baxter | |

GROUP QUESTIONS

For these first questions, we asked attendees to attempt to answer what they thought someone else likes about Green River and what they might want in town. While some of these answers were answered by people within that age group, this exercise was intended to get the Steering Committee thinking about how the Downtown might be understood and shaped differently by different groups in town.

WHAT DOES A 5 YEAR OLD LIKE ABOUT TOWN?

- Park – play area (water feature)
- Playground – swings at Book Cliff
- West Winds Dino
- Melon Vine (bars at check out)
- Ace Hardware
- Chow Hound (sticker machines)
- Skate park
- Boat ramp

WHAT WOULD A 5 YEAR OLD LIKE TO SEE IN TOWN?

- Daycare
- Chuck E. Cheese, ballpit
- Arcade
- Pool (swimming)
- Splash pad
- Kids area at the museum
- Animals
- Boardwalk

WHAT DOES A 15 YEAR OLD LIKE ABOUT TOWN?

- Chow Hound
- G-Hill
- B-Ball in Park
- GRHS gym
- Geyser
- Fugitive game (hiding on foot all over town)
- Church – young adult
- Work

WHAT WOULD A 15 YEAR OLD LIKE TO SEE IN TOWN?

- Expand Chow Hound
- Mall
- Movie Theater
- Coffee shop for teens
- Skate park/BMX
- Arcade
- Barnes and Noble
- Tennis
- *A place to hangout with friends
- Competition with other kids from other communities in different activities (not usual stuff)
- Skate park
- Snack places for both summer and winter (Popcorn, chips, dip, salsa)

WHAT DOES A 30 YEAR OLD LIKE ABOUT TOWN?

- Home
- Ray's
- Chow Hound
- West Winds (karaoke)
- Coffee Shop
- Park
- Beach
- Church
- GRHS and Book Cliff sports
- Desert (side by side)
- Softball field
- Horseback riding
- Outdoor recreation
- A place to raise kids near their grandparents

WHAT WOULD A 30 YEAR OLD LIKE TO SEE IN TOWN?

- Bar
- Movies
- Salon
- Dateable singles
- Ethnic food
- Coffee shop at night
- Music venue
- 2nd grocery
- Family friendly dining
- Daycare
- Rodeo
- *Rental property
- Gym
- Opportunities to contribute
- Education/enrichment opportunities
- An organic restaurant
- More colored murals to brighten old buildings
- No nuclear power plant
- Social life

WHAT DOES A 60 YEAR OLD LIKE ABOUT TOWN?

- Home
- Church
- Chow Hound
- Basketball games
- w/grandkids
- Outdoors (side by side, Tuscher/Swell, hiking, hunting)
- Quilt guild
- Eastern star
- Shooting range
- Golf

WHAT WOULD A 60 YEAR OLD LIKE TO SEE IN TOWN?

- Good health care
- Assisted living
- Active senior center
- Movie theater
- Swimming pool
- Gym
- More casual dining
- Salon
- Service club
- Pizza
- *Healthy workout area with equipment
- Easy access to local rock art and Indian history
- Walking and bike trail
- Fellowship with other seniors or travelers going through
- Shops, retail
- More artwork, color

WHAT'S BUILT COMMUNITY PRIDE IN THE RECENT PAST (METHOD IN ITALICS)

- Being involved with Melon Days 2016 -> *City keeps event coordinator position*
- Christmas Light parade -> *City keeps event coordinator position, us celebrating us*
- Local business no longer trashing the town, sending people to the museum -> *train employees on customer service*
- Tamarisk/Skyfall -> *incentives, access to capital, supportive business climate*
- GRHS B-Ball going to state -> *quality education and extracurriculars*
- This is Green River exhibit and film -> *more projects celebrating local people and stories, culture, recent history, chance to showcase GR to outside audiences*
- GR Flag -> *more lapel pins, chance to showcase GR to outside audiences*
- Changes by Tim at the museum -> *supporting the museum*
- GRIT meetings
- Pasadita -> *reputation brings people here*
- Planters -> *more tangible beautification efforts*

WHY HAVE PEOPLE - ESPECIALLY YOUNG PEOPLE - LEFT GREEN RIVER?

- Jobs, more \$
- School – no vocational training or higher education
- See the world or something different
- Spouse/dating
- Stuff to do, the city is more appealing
- Family (e.g. older parent's health)

WHAT WOULD KEEP PEOPLE FROM LEAVING?

- More diverse employment opportunities
- Dating/marriage options
- Housing – affordable
- They like the rural/outdoors
- Take over the family business
- Working remotely (jobs in tech)
- Entrepreneur opportunities/resources
- Support – business, friends, church
- Better education for kids
- Distance duration for adults
- Love of this community
- A big town like SLC but half the distance

WHAT EVENTS OR THINGS HAPPENED IN THE PAST?

- Big employers
- Missile base
- Mining
- 5 bars and more restaurants
- Rodeo (long term goal?)
- Dirt bike racing behind GRHS
- Mule Ride
- Friendship Cruise
- Jeep Safari – branch in GR
- Christmas Tree bonfire at current PACT garden
- Plays at GRHS, chorus football
- Sheriff's Jeep Posse – rode together did rescues
- Putt Putt and go-carts
- Drive-in movie theater
- Ben's Café, roller rink and movie theater
- Prom – whole family
- Halloween Carnival

WHAT EVENTS CAN WE DO NOW?

- More stuff on Pioneer days
- 4th of July
- Non-motorized boat race at the museum
- Open Mic at West Winds
- Community Potlucks
- Hispanic cultural events/parties (food, music, DJs)
- Day of the Dead Festival
- Our Lady of Guadalupe
- January bonfire

WINDSHIELD ANALYSIS & MULE RIDE

On June 22, 2016, two members of the Downtown Planning team performed a windshield analysis of the Downtown. A windshield analysis is a critical examination of the Downtown from inside a car (and behind the windshield). We took notes of our discussion; both problems and potential solutions. This analysis acted as a guide for future community discussions and for how it revealed unknown information about the Downtown.

Not long after the first windshield analysis, Epicenter invited the Steering Committee members to take a ride in a wagon drawn by mules in order to conduct another windshield analysis; this time with the Steering Committee and at a much more comfortable pace. Epicenter extends its thanks to Dawna Dinkins and her husband Phillip for taking us out on the mule ride across town.

The following is a summary of topics that were discussed at both events.

ATTENDEES

- | | |
|--------------------|-----------------|
| 1. Raj Panchal | 5. Ryan Baxter |
| 2. Dawna Dinkins | 6. Bryan Brooks |
| 3. Phillip Dinkins | 7. Chris Lezama |
| 4. Travis Bacon | 8. Maria Sykes |

BROADWAY

Broadway is an historic street in Green River. It was once the primary street in town with the old highway running directly through it. Though the freeway and Main Street have moved, Broadway has remained the primary business corridor for our town. Today it boasts the Melon Vine Grocery store (the only grocery store in town), Ray's Tavern, and Epicenter with the Amtrak station (one of only four stations in Utah) at the end of the street.

Broadway has seen better days. Many of the buildings are not only vacant but are in poor condition. However, the potential is clear. Broadway has great potential to see the largest growth in business development because of its current anchor businesses.

MAIN STREET

Main Street is a very long strip with low density. This makes it rather difficult to determine where the downtown begins and where it ends. However since funding is limited, it makes sense to begin revitalization efforts around the core of Green River. The Downtown Area cannot be considered out of the context of the city just as the city cannot be considered out of the context of the region. Probably the most important section of the Downtown Area along Main Street is near Chow Hound, Green River Coffee Shop, the Post Office, and OK Anderson Park. The park in particular is one of our best community assets.



GENERAL OBSERVATIONS

TREES

Broadway already boasts several wonderful trees which help to shade sidewalks and parking during the summer while adding aesthetic interest to the street. Trees should be encouraged and where possible increased to form a steady rhythm to Broadway. Likewise, the trees in OK Anderson Park provide relief and visual appeal to Main Street. Adding more trees along Main Street will make it a more pedestrian-friendly street.

WAYFINDING

Currently, our town's signage is sparse and uninformative. Wayfinding and well-designed signs are not only important for helping tourists find their way about town, they can be subjects of community pride and art. The existing wooden Green River sign on the East side of town is a good example of this.

MEDIANS

Adding a median in the middle of Broadway and/or Main Street would breakup the very wide streets and give pedestrians a place to stop while crossing the street and a safe place for tourists to snap a photo. Trees should not be placed in the street median as they would disrupt the vistas - the framed view - of the Book Cliffs and the Swell while simultaneously decreasing vehicle viability.

GATEWAYS

There are three major gateways to Green River: Main Street East, Main Street West, and Broadway South where passengers on Amtrak disembark. The current gateways are not well-defined and a visitor by train descends the platform with little idea of where they are or where they are going. A kiosk, welcome sign, point of threshold that is well-maintained can do a lot for new arrival's first impressions.

INFILL

Besides buildings that are vacant, Broadway has several empty lots dividing up the otherwise dense and walkable street.

CODE ENFORCEMENT

The city should prioritize the enforcement of its municipal code in order to remove dangerously dilapidated buildings and clean up properties which diminish the visual appeal of Green River.

LIGHTS

The hanging Christmas lights over Broadway help to bring intimate lighting to the street. They also increase the appearance of activity to the street. Is there a way to do this or something like it along Main Street?

FLAGS

In the same vein as lights, flags - such as Open flags or pennant flags - can add movement and liveliness to the street during the day. An Open flag can also help inform tourists of business hours.

BENCHES

Adding more benches along Main Street and Broadway will help to make these streets more pedestrian-friendly.

HIGH SCHOOL FOCUS GROUP

On November 18th, 2016, the Downtown Planning team led a small workshop in Mr. Craig Gowan's 7th and 8th grade classes at Green River High School. We kicked off the meeting with a quick fun exercise intent more on breaking the ice. Our next exercise was to have the students draw a Mental Map of Green River (there is a more detailed explanation below). Following this exercise, the students were asked to write a short narrative involving features that they drew on that map. Finally students were asked to share their stories amongst themselves. Overall there were 31 students who participated in this focus group.

MENTAL MAP

In this exercise, we asked students to draw a map of Green River. They were not asked to make an accurate drawing but rather a map of the Green River they experienced on an average day with labels describing important features. This is an exercise first pioneered by urban planner and sociologist Kevin Lynch in the 1950s. By asking people to draw a map of a place they experienced, Lynch used the drawings to reveal important features and elements that consistently formed the collective psychological understanding of that place. Here we have listed - by frequency - elements that were drawn and labeled by the students. It should be important to note that while Green River High School does probably form an important part of their daily experience, its number may be inflated by that fact that this was the location where we conducted this exercise.

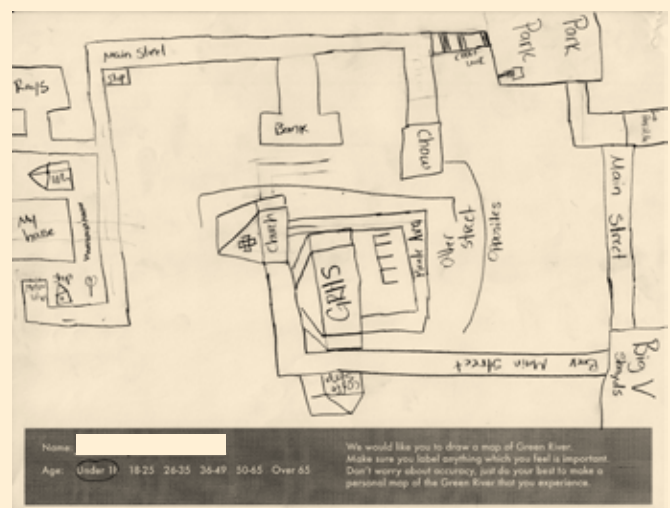
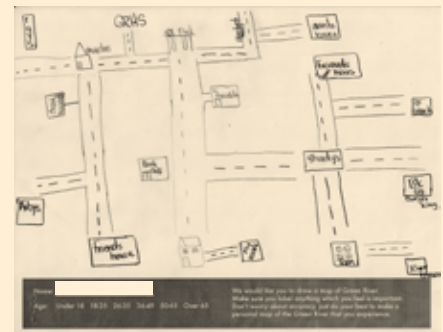
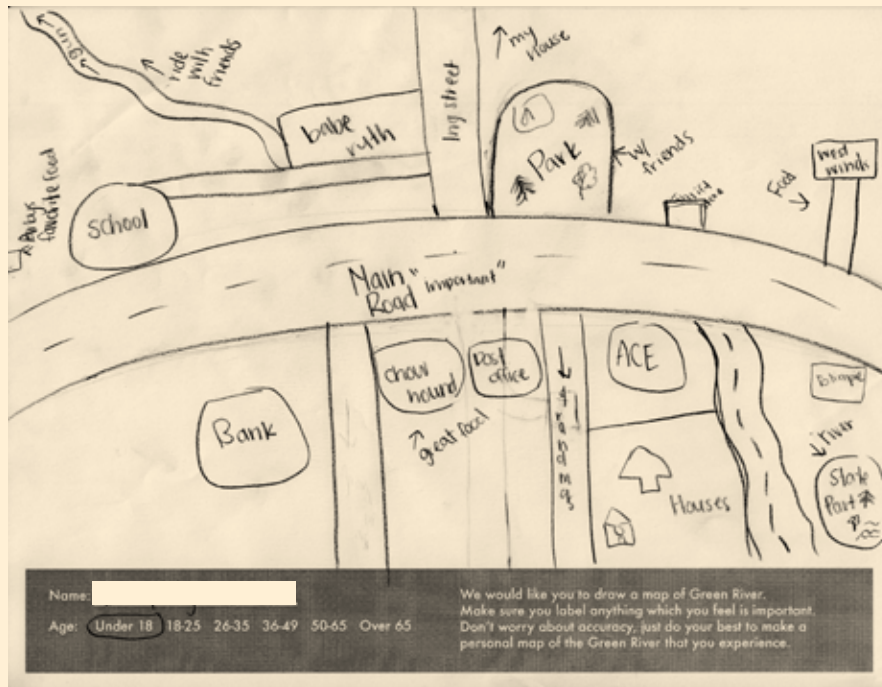
LABELED ITEM ON MAPS (LISTED BY FREQUENCY)

17	Green River High School*	4	Shady Acres
17	OK Anderson Park	4	West Winds
15	Chow Hound	3	Book Cliffs
		3	Epicenter
14	My House	3	Gun Hill
		3	LDS Church
13	Melon Vine	3	Long Street
12	Arby's	2	Ace Hardware
		2	Dirt Road
10	Houses	2	Field
10	Subway	2	Golf Course
		2	Hotels
8	Main Street	2	Library
8	Ray's Tavern	2	Midland
8	Teen Center	2	Old Stuff
		2	PACT
7	Book Cliff Elementary School	2	Roads
7	Tamarisk	2	State Park
		2	Store
6	Burger King	2	Super 8 Motel
6	Friend's House	2	Swasey's Beach
		2	Thrift Store
5	Bank (Credit Union)	2	Train Station
5	Baseball Field	2	La Veracruzana
5	Church		
5	River		
5	Relative's House		
4	G Hill		
4	Green River Coffee Co		
4	Green River Medical Center		
4	La Pasadita		
4	Post Office		
4	Railroad Tracks		

*the building where the students completed this exercise

- 1 Abandoned House
- 1 Airport Road
- 1 Amerigas
- 1 Auto Mechanic
- 1 Blimpie Subs
- 1 "Bob" (Battleship Book Cliff formation)
- 1 Catholic Church
- 1 Comfort Inn
- 1 Dump
- 1 Fire Department Building
- 1 Frank's
- 1 G Trails (near G Hill)
- 1 Gas 'n Go
- 1 Haunted House
- 1 Holiday Inn
- 1 I-70
- 1 KOA

- 1 LDS Seminary
- 1 Melon Vine BMX Jumps (behind Melon Vine)
- 1 Motel 6
- 1 Old Broken Motel
- 1 Old Building
- 1 Old Cemetery
- 1 Old Corral
- 1 Old School
- 1 Pearl Street
- 1 Pirate Avenue
- 1 Ramada (America's Best Value Inn)
- 1 River Terrace Inn
- 1 Robber's Roost
- 1 Sands Garage
- 1 Sheriff's Department
- 1 Sleep Hollow
- 1 Wash Trail (near Airport Road and Railroad)



SENIOR FOCUS GROUP

On November 30th, 2016, the Downtown Planning team led a casual focus group during a lunch at the Senior Center. This mostly consisted of small group and one-on-one conversations about Green River. We asked them targeted questions about what Green River used to be like and what of that can we do today. We also asked them about why they have chosen to stay in Green River and what would cause them to leave. Direct questions usually led to general answers about the state of Green River. Below is a summary of the attendees' responses.

DISCUSSION SUMMARY

- The town is changing, whether we like it or not. So, what are we going to do about it?
- Some people seem to be in it for themselves. It's hard to get anything done when that's the case.
- There used to be a rodeo, mud bog, and a number of other events that happened in the town.
- The City has to do more to clean up town.
- We'd like to see buildings on Main Street and Broadway cleaned-up. The code enforcer should be doing more. There are laws on the books to push that process forward, why hasn't anyone done anything about it?
- Clean up the Old Bank Building and take over and renovate the abandoned motels.
- There's just less people who want to be involved than before, many of us aren't with us anymore.
- One of the ways that people have come together in the recent past is to get markers for and cleaning the cemetery.
- It would be nice if there were more shops, things for kids to do.
- The flower pots were a great addition to the city.
- There isn't anything that would keep us from staying at this point.
- I stayed in town because of family.
- We need an assisted living facility as an option to stay. Otherwise many people have to move away.
- Kids need good-paying jobs in the area. It's difficult for families when many have to work out-of-town at long hours.
- Things that bring people together: funerals, Melon Days (the queen pageant, the Ray's Tavern dance, school class projects like a dunking booth or balloon darts), state fair (used to be in Green River), quilt contest, canning contest, mud run, motor-cross marathon, off-road festivals
- Put bed and breakfasts in the old homes to attract tourists
- Political climate needs changing



DESIGN WORKSHOP 02

The second design workshop was held in the basement of the John Wesley Powell River History Museum on December 1st, 2016. Many local community members attended this workshop, including several that had previously attended the Design Workshop 01.

For this workshop, instead of the large satellite image print of the Downtown area, Epicenter created a model of the area with spare blocks of varying sizes to discuss where and how vacancy should be filled and where important buildings would be placed in the downtown. The Workshop also featured several questions on a few A-frame sandwich boards, inviting comments and ideas. All of the information from this first Workshop is collected below.

Many people chose to write similar comments as fellow citizens or by marking the comment with a check-mark or similar sign of approval. In the record below, these marks of approval and duplicate comments are represented with the following notation: (+1). This note means that another person agreed with this comment in some way. (+4) would mean that an additional 4 people agreed, or a total of 5 people said the same thing.

ATTENDEES

- | | | |
|----------------------|--------------------|------------------|
| 1. Mona Schoenfelder | 7. Gayna Salinas | 13. Ryan Baxter |
| 2. Pat Brady | 8. Jackie Nelson | 14. Jarod Hamm |
| 3. Justin Queen | 9. Nancy Dunham | 15. Chris Lezama |
| 4. Keith Brady | 10. Cincy Bowerman | 16. Bryan Brooks |
| 5. Travis Bacon | 11. Julie Stever | |
| 6. Kayce Fluckey | 12. Maria Sykes | |

QUESTIONS ON SANDWICH BOARDS

WHAT ABOUT GREEN RIVER SHOULD STAY THE SAME?

- Celebration of melons
- Small businesses
- Small town feel
- Green River Culture
- Our green in summer
- More trees - greenery
- Pioneer history

HOW CAN WE BUILD PRIDE IN OUR COMMUNITY?

- Fly our community flag
- More community events
- Clean up the city
- More involvement in community activities
- Welcome new neighbors & businesses
- Show appreciation for existing neighbors and businesses you love — especially ones that improving the town (Tamarisk, Skyfall)
- More community dinners
- Have a community board for news of all kinds (announcements, sales, lost/found, etc.) located near the Post Office

WHAT WOULD A 5 YEAR-OLD WANT IN GREEN RIVER?

- More parks
- Better parks
- Safe places to play, more water features for play in summer
- Playground things at different locations around town

WHAT WOULD A 15 YEAR-OLD WANT IN GREEN RIVER?

- A place to hang out with friends
- A movie theatre (+1)
- Non-sports/non-drama extra-curricular (i.e. robotics club, quiz bowl)
- More opportunities, educated kids are not coming back
- Competition with kids from other communities in different activities (not the usual stuff)
- Skate park
- Recreation Center
- Benches - places to sit and watch traffic
- "Snack Places" for both summer and winter (snow cones, popcorn, chips & salsa, etc.)

WHAT WOULD A 30 YEAR-OLD WANT IN GREEN RIVER?

- Rental property
- Movie theater (+1)
- Recreation Center with pool (+1)
- A bar (+1)
- A place to raise kids near family
- Education/enrichment opportunities
- An organic restaurant
- Social life
- Outdoor recreation outfitters
- More colorful murals to brighten old buildings
- No nuclear plant (+1)

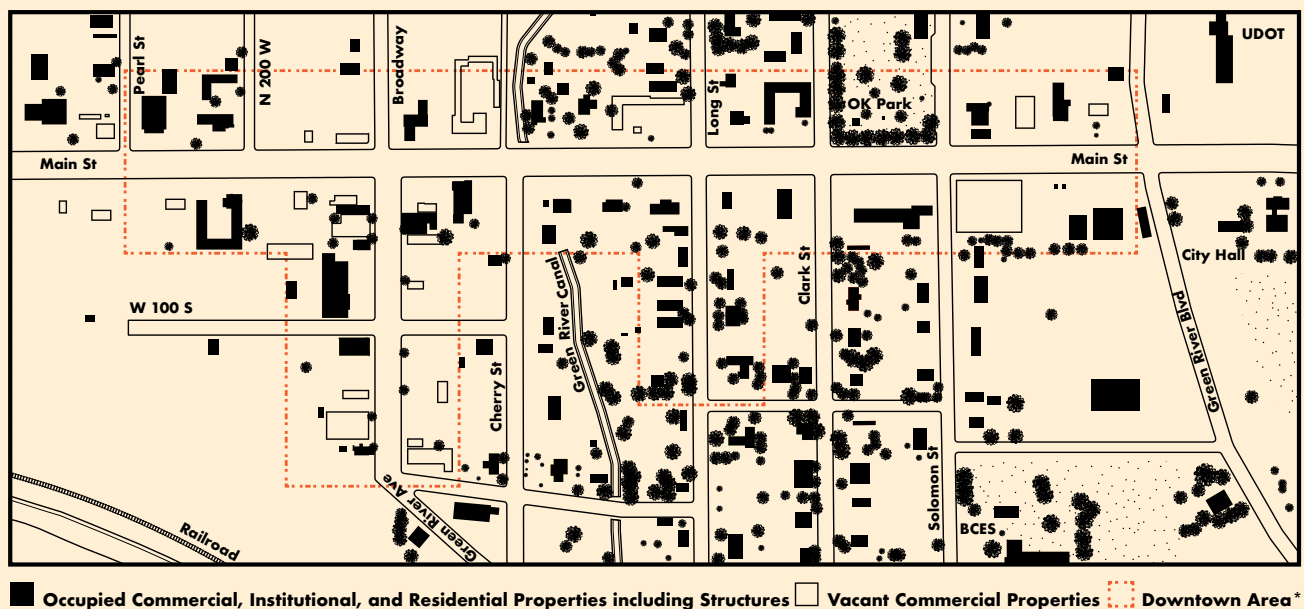
WHAT WOULD A 60 YEAR-OLD WANT IN GREEN RIVER?

- Senior housing
- Fellowship with other seniors or travelers/tourists
- Easy access to local Petroglyphs/Pictographs and American Indian history
- Recreation Center (+1)
- Movie theatre (+2)
- Walking and biking trail
- More colorful artwork
- Shops, retail

PHYSICAL MODEL

For the a physical model of the downtown, we made available extra blocks of varying sizes representing new buildings in town, strips of sandpaper to represent medians, and small modeled trees for new trees. Attendees were asked to add, move, and debate changes to the downtown area with these pieces. Conversations about where and how a Recreation Center might belong in the downtown area brought up questions about soil quality, cost of construction, and key features and program of that building. Overall, many suggestions made on the 2D map from Workshop 01 were repeated in this 3D version, including trees on every corner along Main Street and infill on Broadway with retail and dining. Some of these suggestions result in the demolition of a few buildings in the downtown. This exercise should not be interpreted as a plan for redevelopment but rather as a way to engage the community in difficult questions about problems and opportunities in an open and candid manner.

CURRENT CONDITION

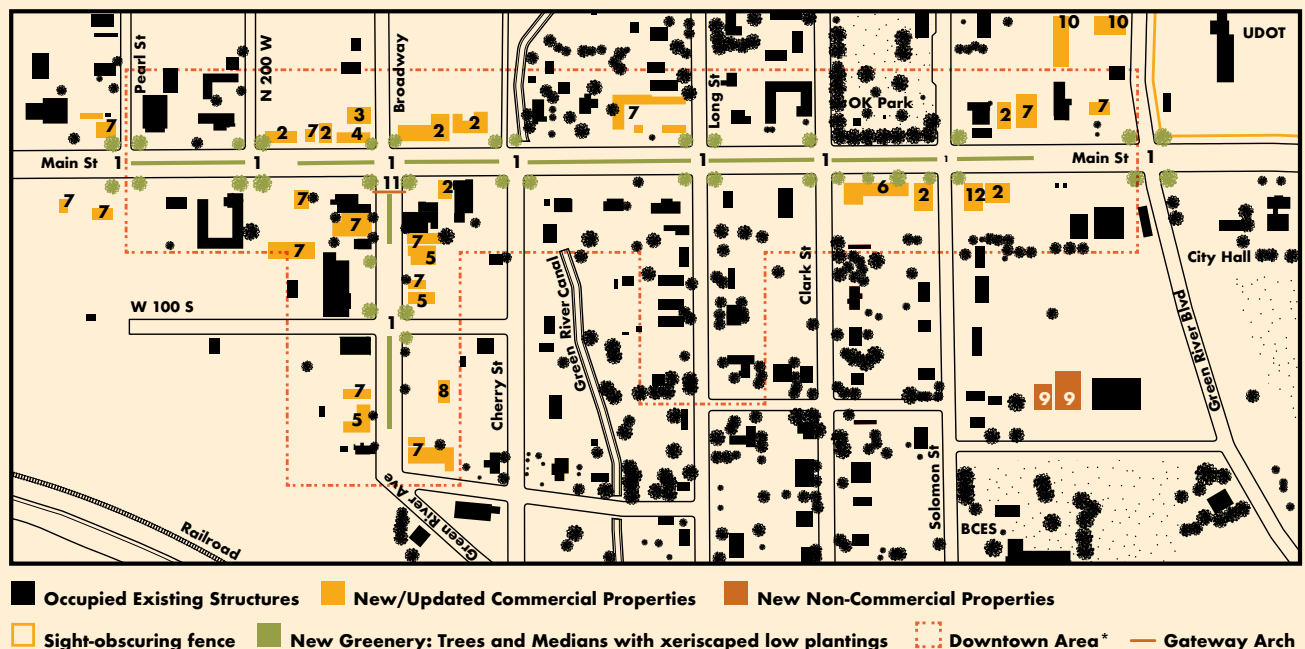


*The Downtown Area is an area where concentrated revitalization efforts will make the biggest difference for Green River.

MAP KEY

1. Trees should be placed on every corner along Main Street in the downtown area. Work with UDOT to place Medians filled with desert-friendly low plantings (xeriscaped) along Main Street and Broadway in the downtown area.
2. Suggested infill location for retail that meets the street edge, type of retail unspecified
3. Suggested infill for unspecified commercial space (not retail)
4. Restore Old Bank Building for public use or as a publicly accessible business (i.e. rent-able commercial space)
5. Broadway commercial infill. Though unspecified these businesses should be retail, dining, or bars to support the existing business (Ray's, Melon Vine, Savage Gallery)
6. Recreation Center with gym and swimming pool
7. These existing buildings are no longer vacant or have been adequately repaired and beautified as per the Green River Municipal Code
8. Car and ATV rental company. This is a great location based on its proximity to the Amtrak Platform and available land for car parking
9. Senior Housing, Assisted Living, or new apartments
10. New apartment complex
11. Gateways, arches, or banners to create a downtown threshold.
12. Movie theater

WORKSHOP 02 SUGGESTED CONDITION



POTENTIAL FUTURE EVENTS

On January 4th, 2017, members of the community came together to discuss potential events to host in town. Residents were encouraged to let their imaginations go and build on others ideas. The following is a list of the events that were suggested.

Biking Events

BMX Festival
Cross Country Cyclist Rendezvous
Mountain Bike Festival

River Events

Float Festival
Green River River Run (replace Friendship Cruise with boat run to confluence and back)
Paddle Board Festival

Vehicle Shows or Festivals

ATV Jamboree
ATV/Jeep Parts Show
Car Show
Club Car Rally
Dirt Bike Festival
Partner with Moab for Jeep Week
RV Tradeshow
Tractor Race/Pull

Western Heritage-related Events

Cowboy Caucus
Horse/Mule Ride
Old Spanish Trail Ride
Pack Race
Quilt Retreat
Rodeo
Western Movie Convention

Running/Race Events

Marathon
Mud Run
Ultra Marathon

Shooting Events or Tournaments

Long Range Shooting
Paintball at Missile Base or in desert
Three Gun Shooting

Other Sporting Tournaments

Baseball
Catfish
Fishing at Golf Course
Frisbee Golf
Golf
Green River vs. other town(s) tournament
Kids/Adult Fishing Derby
Soccer
Softball
Volleyball

Combination Events

Biathlon
Birds and Birdies (With GR Medical Center and GR Shooting Sports Park)
Triathlon

Flight-inspired Events

Air Show
Catapult (Melon Launchers)
Drone Races
Hot Air Balloon Festival
Kite Festival
Para Planes
Rocket Festival

Contests

Robotics Tournament
Sand Castle Contest
Wood Carving Contest

Spooky Events

Halloween Corn Maze
Mystery Weekend
Mystery Escape Building
Year Long Haunted House

Treasure Hunting Events

Geocache Festival
Rockhounding Festival
Treasure Hunt

Events in Partnership with Green River Medical Center

Burn Trauma Conference
Physician Assistant Conference
Tactical Medicine Course

APPENDIX C

GENIUS LOCI - SPIRIT OF PLACE

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FIELD GUIDE TO GREEN RIVER HISTORY AND CULTURE

In 2017, Epicenter created the “Field Guide to Green River History and Culture” to showcase Green River’s unique character to visitors and to help residents remember what makes Green River so special. The document contains a brief description of Green River’s history, a sampling of its legends and traditions, and short narrative detailing the town of today. The following is a summary of the field guide; key words and definitions that give you a taste of what Green River is about.

MELON DAYS

Green River is the region’s prime melon-growing spot, and renowned as the home of the world’s best melons. The town has had annual celebrations of locally grown fruit since 1906. Now known as “Melon Days,” the town has an annual celebration of its most famous export every third weekend of September. More than 3,000 people attend the Melon Days Parade where festival goers can wave to the Melon Queen or catch pieces of candy thrown their way. The heart of the festival is the park, where one can visit concession stands and craft vendors, listen to live music, and enjoy the tastiest melons around.

MINES

Uranium played a major role in Green River’s economy during periods of the 1940s to 1980s. Large companies, miners, and weekend dabblers came to the greater Green River area to seek their fortunes; especially when the price of uranium spiked in the 1950s and 1970s.

MISSILE BASE

From 1963-1975, the U.S. Air Force launched Athena missiles a distance of over 400 miles from the Green River Launch Complex to White Sands in New Mexico as part of a U.S. Defense Dept. program. Many who came during those years stayed to build a life in town and still live here, but most left after the launch complex closed.

NATIVE AMERICAN ROCK ART

Southeastern Utah is covered with fantastic examples of Native American rock art from several distinct eras of history, and most of it is really easy to see for yourself. Pictographs and petroglyphs are found in the region, including at nearby Sego Canyon and Black Dragon. The ghost-like images at these sites could be interpreted as spirits, wraiths, mythological animals, or even ancient aliens. One of the things that makes rock art viewing so intriguing is all the theories and ideas that are inspired while seeing these strange wonders.

NEW AREA 51

In 1997, Popular Mechanics magazine featured a cover story about the possible relocation of its alleged Nevada-based UFO base, “Area 51,” to the already abandoned Green River Launch Complex. Of course, this story is false. Or is it?

OLD BRIGHAM

The column of rock known as “Old Brigham” was visible from all parts of the valley and became an interesting landmark for residents before falling in 1937. No one knows how the legend started, but at one time, residents half-jokingly blamed the rock formation for every disaster that befell the town. Its eventual collapse was likely due to the worst thunderstorm the valley had seen in years, but some say residents toppled it themselves. Regardless, the town has seen its share of booms, busts, good fortunes, and bad luck since.

RIVER RUNNING

The river is central to how Green River was formed and defines itself. Explorers, boating pioneers traversed Green River’s namesake, as did locals during the “Friendship Cruise” events of the late 20th century. “River running” has gone from obscure pastime to a major component of Southeastern Utah’s tourism industry. Each year, thousands of people gravitate to this region’s wild rivers to challenge themselves in whitewater or to experience the quiet and beauty of nature unchanged.

ROBBERS' ROOST

Butch Cassidy and his rowdy band of stick up men, known as the “Wild Bunch,” had the longest series of successful robberies in the history of the Old West. After many of their heists, the gang would escape to Robbers Roost, their impenetrable hideout. According to legend, the Robbers Roost was so isolated and nestled in labyrinth-type rock formations, it was impossible for any pursuing lawmen to find them.

TOURISM & COMING CHOICES

Every day, the town's population doubles, triples, quadruples with the influx of a transient population of travelers navigating I-70, Amtrak, Greyhound, and the river. Green River's hospitality industry continues to fuel the town's economy. The hotels, restaurants, and gas stations that line Main Street employ much of the town, and the city and county have invested in tourism marketing to try to keep those positions filled. There is a rising sentiment in Green River of no longer wanting to be a mere waypoint. Instead, the community is looking to keep prosperity here rather than see it just drive through. However to do this, the town has to decide what it wants to be.

UNCHANGING BUT EVER-CHANGING

Just as those who came before them, the people who pass through this desert community will love it, curse it, change it, endure it, and be shaped by it. And just as those who came before them, the present and future inhabitants of Green River will explore new territory like the geographer who first mapped the Green River create new traditions like the town's first melon farmers, live new legends like Butch Cassidy and his Wild Bunch, and record their stories like the area's ancient Native American inhabitants. Though this town is not big, it's full of history, traditions, character, and promise.

MORE OF GREEN RIVER'S CULTURAL ASSETS & LANDMARKS

Please reference the Community & Cultural Asset Map on pages 6-7 to see many of the following assets and landmarks plotted on a town map.

BIBLE CHURCH

Originally a Presbyterian church, the Bible Church is the only building in town on the National Register of Historic Places. It was built in 1907 and features stain-glass windows made in Germany.



COMMUNITY CENTER

Constructed in 1894 as the first school in Green River, today's community center also served as a newspaper printing shop, an LDS chapel, the American Legion Hall, and a senior center.



BLUE CASTLE

North of town - near the Book Cliffs - is the Blue Castle formation. It is a great recreation area for BMX bikes and off-road vehicles.

CRYSTAL GEYSER

A rare cold water geyser, the Crystal Geyser is just south of town near the Launch Complex bunker. It once erupted often and with great force but now only erupts infrequently (once a day or so) and only a few feet into the air. However, the geyser is still a wonderful attraction because of beautifully stained and eroded rocks.



EPICENTER

Originally built in 1906, the Marriel Bolinger Building as it was then known housed a manufacturer of concrete masonry blocks (out of which the building is constructed). The building has been a hardware store, several bars and clubs, a teen center, and storage facility before it was renovated in 2010 to house Epicenter, a nonprofit community design center.

G HILL

G Hill is easily recognizable as the hill south of town sporting a large white "G." In addition to how it shows off town pride, the hill is a favorite location for biking, off-roading, and when there is enough snow, sledding.

THE GREEN RIVER

Our namesake is one, if not our most important asset. It is imbued in history and deeply ingrained into our culture and is a continuing source of opportunity for Green River.

GREEN RIVER CANAL

The Farrers planned a corporation to fund the building of an irrigation canal which still runs through Green River. Upriver, they created a dam of logs and earth across the river and dug the canal about seven miles into town. The earthen dam was replaced in the early 1900s with a concrete dam that stood for over a hundred years until it was re-constructed and updated in 2016. Visit the modern dam by taking Long Street 6.5 miles north of Main Street.

GREEN RIVER DIVERSION DAM & HASTINGS WATER WHEEL

Though it has been rebuilt, the diversion dam continues to perform the same function as it did long ago. It diverts water from the Green River into the Green River Canal, which runs directly through town. Hastings Water is now non-functioning but still exists. It is an important artifact of Green River culture and the people who decided to make a life here.



MIDLAND HOTEL

Now a private residence, the Midland was a four star hotel built in 1913. The hotel featured a dance hall in the basement that hosted Catholic services, meetings of the American Legion, proms, and the cattlemen's ball.

MONUMENT HILL

Monument Hill is a small hill on the southside of town in between I-70 and the railroad. In the past the hill was the location to dugout homes for the railroad employees. Today it is home to two monuments by landscape artist Andrew Rogers, Ratio and Elements. Both sculptures and the land were donated by Herbert Steiner.

OK ANDERSON PARK

The park was established in 1948. You can see replicas of the Athena and Loki missiles that date from the days of the Green River Launch Complex, a division of the White Sands Missile Range in New Mexico, that was established in 1963. A statue also honors Bert Loper, one of the most notable river runners of the Green and Colorado Rivers.

OK Anderson Park is the highest rated cultural asset in Green River according to the Downtown Plan surveys and workshops. It is the primary site for Melon Days and is a favorite spot of the youth. The picnic tables, playground equipment, open grassy areas, large trees, and adjacent ball field all make this park an important asset used by community members and tourists alike.

OLD BANK BUILDING

Constructed in 1909 as the Fruit Growers State Bank, this building housed many other bank branches over the years as well as a Masonic lodge, the city hall, jail, library, liquor store, and post office.

In the Downtown Plan Survey, the community ranked this as the vacant building with the most potential for redevelopment.

OLD CEMETERY

This cemetery was in use from the 1880s until 1926 when it was shut down during the influenza epidemic for fear that it was too close to town and causing sickness. Most of the graves belong to children. Just outside the cemetery fence is the grave of Shoot-'Em-Up Bill, who, as an outlaw, was not allowed to be buried in the cemetery proper. School children used Bill's grave as third base during ball games.

The new cemetery currently in use is located on Hastings Road and is also cultural site. Many of the current townspeople have family and extended family buried within these two cemeteries.

THE OLD JAIL

Built in 1907, the one-room Green River Jail contained a cot and small wood-burning stove. The marshal's wife cooked meals and passed them underneath the inner door to the prisoner.

PEARL STREET FOURSQUARES

These four houses are a common housing type built in Utah in the early 1900s known as the foursquare because their plan features four roughly equally-sized rooms with no devoted circulation.

To learn more about this building typology and other common housing in Green River, please read Epicenter's Vernacular Housing Study located in the appendix.

RAY'S TAVERN

Originally a hardware store when it was built in 1907, Ray's was also a skating rink and bowling alley in the 1940s before it became a haven for river runners in search of great burgers and steaks.

SAN RAFAEL SWELL

Sometimes called the Silent City, this great pre-historic reef is a true wonder to behold. It continues to attract visitor's from all over the world.

Despite the great size of the Swell, Green River is alone in its proximity for the best views and incredible drives. Green River often promotes the Book Cliffs (in logos, business names, the Elementary School) but this Silent City is ready to be considered ours as well.

HISTORIC MATERIAL STUDY

CIVIC & COMMERCIAL

ROCK & MASONRY

Early rock wall construction is exemplified in the Stone House north of Green River and at the Sego ghost town east of Green River. Several buildings in town are constructed of a specific masonry block that was manufactured in the area, including the Epicenter building, Cut 'N Curl, and old bank building. Brick masonry boasts a broad geographic and historic range across the United States, and in Green River as well. Notable historic brick structures once lined Broadway. A few still exist today, such as the Midland and Hotel, old train depot, and the current Savage Territory Gallery. Green River High School is an example of a recent masonry building in town.



WOOD

Wood construction dates to the earliest days of Green River settlement, with more sophisticated wood construction exemplified in such public buildings as the Farrer and Sons store, the Green River Bible Church, and Opera House, and Palmer House. Wood is cheap, renewable, and easy to work with, weathers quickly in the intense sun of the desert.



UTILITARIAN

The significant industry and transportation booms that have affected Green River brought with them unique or specific utilitarian architecture and engineering. Of note are the Green River firehouse, the present-day La Veracruzana Restaurant, which used to house a movie theater in a Quonset hut rear-wing, and river running bunk houses—both old and new—found along Broadway, Main, and 1000 North. The transcontinental railway also brought a unique flavor of utilitarian structures tied to the train transportation, including the railway bridge still in use today. Each of these structures prioritizes efficiency of construction and materials.



MILITARY

The Green River Launch Complex brought with it another particular utilitarian language expressed in the many complex buildings now unused on the east side of town. The idiosyncratic forms and layouts of these buildings originate from the unique production processes occurring within them. Several structures have taken on more symbolic significance, such as the black pyramid covering 382,000 cubic tons of uranium tailings, or a replica of the Athena missile located in OK Anderson Park.



AGRICULTURE

Agriculture has been a part of Green River's economy and culture since white settlers first arrived in the area. With agriculture comes another distinct set of utilitarian structures, such as barbed wire fencing, stiles, and cattle guards. Much of the agricultural infrastructure around Green River relates to irrigation, from the newly built concrete dam, to the various waterwheels and sprinkler devices that transport river water to crops.



RESIDENTIAL

Within Green River exist nine housing types found throughout the state of Utah. The construction of these home include wood frame houses, brick and aluminum facades, and manufactured and mobile homes. See the Green River Vernacular Housing Study and Best Practices document for more information on each of these types.



PUBLIC ENVIRONMENT

SIGNAGE

Green River boasts a diverse collection of signage particular to specific points in its history. Many of these signs celebrate Green River's unique position as a crossing of many paths of movement, highlighting the significance the automobile has played in this landscape throughout the 20th century. A panoply of neon signs illuminate the night while vintage advertisement murals grace historic buildings.



GREEN RIVER VERNACULAR HOUSING STUDY AND BEST PRACTICES: A SUMMARY

In 2016's "Green River Vernacular Housing Study and Best Practices," Epicenter staff documented the various single-family home types in Green River and created recommendations for future single-family home construction. The following is a summary of that document:

GREEN RIVER HOUSING TYPES:

HALL-PARLOR/CENTRAL PASSAGE (1847-1910)

The hall-parlor type is rectangular in shape with a gabled roof. Entry is in the center of the length of the house. The plan consists of one large square room (the hall) and a smaller adjoining room (the parlor). The plan is asymmetrical, though the facade is symmetrical. Second or one-and-a-half story variations are common.

CROSS-WING (1880-1910)

The cross-wing type features an "L" or "T" shaped floor plan. Entry is usually in the intersecting wing where the two wings meet. One-and-a-half story variations are common.

HOMESTEAD TEMPLE (1900-1920)

The homestead temple form is similar to the hall-parlor except that the entry is located on the gable side of the house, often covered by a porch. They tended to be mass-produced in communities experiencing a population increase related to an economic boom of some sort.

FOURSQUARE (1900-1920)

The foursquare is square in shape with a hip roof. Entry generally leads directly into a living area. The plan consists of four rooms of roughly equal size, though additions are often common, as are two- and one-and-a-half story variations.

BUNGALOW (1905-1925)

The bungalow is rectangular in shape and features either a Craftsman gabled or low-pitched Prairie School-style hip roof. They tend to be low to the ground and feature deep porches with battered half-walls that create a sense of refuge. One-and-a-half story variations are common.

WWII-ERA COTTAGE (1940-1950)

Variations of this cottage in Green River can be seen as a variation of the foursquare plan, but are rarely more than one story. They feature hip roofs or very shallow gables. Green River features several cottages built elsewhere and later moved to town.

RANCH (1945-1980)

The ranch style is a long rectangle that gathers living areas on one end and bedrooms connected by a central hall on the other. This style transferred outdoor emphasis from the front porch to the backyard. This style is one story only.

MOBILE HOME (1950-)

Mobile homes exist in an awkward space between vehicle and house. They are treated as vehicles by state licensing agencies and like vehicles depreciate in value. Mobile homes are a narrow rectangle in plan and group living areas on one side and bedrooms connected by a narrow hall on the other.

MANUFACTURED HOMES (1960-)

Manufactured homes represent a further in-between of mobile homes and traditional stick-built homes. Though more permanent than mobile homes, they exhibit the same long rectangular shape and plan with a ranch style facade.

CONSIDERATIONS FOR NEW SINGLE-FAMILY HOME CONSTRUCTION

EFFICIENCY

A good small house in Green River maximizes every aspect of its planning and construction. Its plan should be compact and divide interior space thoughtfully, eliminating wasted space devoted solely to circulation. A house that keeps its plan within four corners will be more efficient and cheaper to build, and most historic homes in Utah follow this principle.

Smart construction practices, such as the use of water walls, whole house fans, and swamp coolers installed on the north side of the house will reduce ongoing utility costs by increasing the house's efficiency. Use of climate-appropriate materials, such as metal roofing and fiber-cement siding, will increase the longevity of the house. Using reflective and light-colored materials will also increase efficiency by reducing heat gain. Appropriate insulation, eliminating the use of VOC materials, and using hardwood or tile flooring will also increase the efficiency and longevity of the home.

QUALITY OF CRAFT AND DESIGN

Attention to craft and detail can be the difference between having a functional home and having a functional and beautiful home. Proper spatial proportions can make a home compact and efficient, but they can also transform an otherwise drab or claustrophobic space. Tall windows can increase the sense of height in a space, for example, and windows placed near a room corner will cast light onto the wall in a way that increases the brightness of the space with less overall glazing. Well-crafted details can be simple but add to the appeal and sense of human scale of the house. A good house will also be sensitive to the scale, planning, and character of its surrounding neighborhood and large environment.

ORIENTATION

The house should be oriented on its site so that it is protected from the hot afternoon sun coming from the west. A porch on the south side can act as a buffer between the elements and interior space, but a well-designed porch will also act as an outdoor room that provides prospect (the ability to survey one's surroundings) and refuge for residents and an inviting entry point for visitors.

OUTDOOR SPACE

Planning and use of outdoor space should extend to use and upkeep of the yard, which should feature appropriate ground coverage for this climate that will eliminate mud puddles during and after rainstorms. Trees and planting can also shade the house and outdoor space, significantly cutting cooling costs.

ANTICIPATING EXPANSION

Many homes in Green River feature additions or expansions. A good house will anticipate the need for more space if a family grows, and a good addition will be planned and constructed with as much thought and care as the original space.

HOUSING ELEMENT OF THE GREEN RIVER GENERAL PLAN

The lack of quality affordable housing in Green River remains a pressing issue. The Rural Community Assistance Corporation, in partnership with the City of Green River and Epicenter, crafted a housing plan to be included in Green River's 2013 General Plan. Though both the plan and its statistics need to be updated, much of what the plan states still holds true today. The following are excerpts from the Green River Housing Plan:

HOUSING NEEDS STATEMENT

Green River continues to have limited housing options available for the residents currently living in substandard, overcrowded or cost burdened housing (spending more than 30% of income on housing). The data generated by a windshield survey conducted by Epicenter demonstrates that fully 46% of all housing is deteriorated or dilapidated. Most of the dilapidated housing is pre-1976 trailers both in trailer parks or on individual lots. The need for rehabilitation is critical. Included with this plan is an analysis of the current housing stock in terms of actual units and housing listed by type and condition.

TABLE 8: HOUSING QUALITY ANALYSIS IN GREEN RIVER, UTAH (WINDSHIELD SURVEY 2011)

	Quantity	Condition New	Condition Sound	Condition Deteriorated	Condition Dilapidated	Percent In Need Of Rehabilitation
Traditional Construction Homes	301	12	209	44	36	24%
Modular Homes	30	3	22	5	0	16%
Single Wide Trailers	23	0	0	23	0	100%
Pre-1976 Trailers	110	0	0	0	110	100%
Rental Apartments	12	0	12	0	0	0%
Total	476	15	243	75	146	46%

There is an important need in Green River for extensive rehabilitation. As demonstrated in the previous table 221 units are in need of some kind of rehabilitation and replacement in the case of single wide mobile homes that make up almost 28% of the entire housing stock in Green River. Most of these units are pre-1976 vintage trailers and most are in need of removal and replacement and cannot be rehabilitated. Some are in trailer parks and some are on individual lots. People live in them only because they are less expensive based on limited housing availability and very low incomes.

There are very few apartments available in the community (12). Residents do not want to live in apartments due to the general lack of units and lower incomes available for housing. Apartments force persons to live in closer proximity to each other. Trailers allow for lower rents and less concentration and more freedom. However, utility costs are considerably higher. The market study for the area shows that there is a need for the construction of only about 3 to 4 new rental units annually in the area. The apartments might best be developed by utilizing existing motels that are vacant and rehabilitating them into apartments for long term rental housing.

Affordability means that housing costs, either rent or mortgage payments (including principal, interest, taxes and insurance costs or PITI), cannot exceed 30% of income on a graduated scale based on family size. A typical family of four at 50% of the area median income would make \$28,950 annually in Green River. That family could pay up to \$724 per month for rent or a mortgage. For truly affordable housing, housing available for a family living in poverty, rents would need to be less than \$434 per month. Rents appear to be higher than these affordable rents under the legal definition in Green River currently.

PRIORITY I: SINGLE FAMILY REHABILITATION

Develop a comprehensive rehabilitation program for all deteriorated and dilapidated owner occupied housing units first and second, interested, motivated owners of rental properties willing to rehabilitate and rent to low income Green River residents or current occupants.

PRIORITY II: MULTI-FAMILY RENTAL PROPERTY REHABILITATION

Multi-family rental property development or rehabilitation of 3 to 4 units per-year utilizing multiple sources of financing including HUD (HOME and 202/811 funding, Olene Walker Housing Loan Funding, LIHTC from UHC, private bank CRA funding, etc. Existing motels along Main Street in Green River would be a priority starting point.

PRIORITY III: PREPARE IN ADVANCE FOR IMPACT MITIGATION FOR PROPOSED MAJOR DEVELOPMENTS FOR THE GREEN RIVER AREA

Develop a strong regulatory environment to support increased planning for proposed nuclear power plant and oil refinery plant for the Green River area.

PRIORITY IV: INCREASE CAPACITY OF EXISTING HOUSING AGENCIES IN THE AREA AND ACT TO REHABILITATE EXISTING HOUSING AND CONSTRUCT NEW HOUSING AS AVAILABLE

Capacity building of existing housing providers including PACT, Epicenter, the Housing Authority of Southeastern Utah, Emery County Housing Authority, and the Southeast Utah Association of Local Governments in support of managing housing development of both single family and ownership and development of multi-family rental properties.

PRIORITY V: REGULATORY BARRIERS ADJUSTMENTS

As suggested in the plan, some minor adjustments in the zoning ordinance of Green River are necessary. The town will evaluate the merits of the changes and will make adjustments as necessary including allowing greater density in R-3 Zone, allowing up to 12 units per acre of multi-family rental housing, adjusting the height limit to three stories or 36 ft.

Update: Epicenter started its critical home repair revolving loan program called “Fix It First” in 2012 based on Priority I of the Green River Housing Plan. Fix It First helps elderly, disabled, and moderate to low-income homeowners improve their home by providing the upfront costs, technical expertise, and volunteer labor for construction. Construction costs are repaid by the homeowner at a low-interest rate, and the money is placed back into the repair fund which creates a perpetual repayment-construction cycle to be used to repair more homes for more families.

Epicenter, in partnership with the Rural Community Assistance Corporation, received start-up funding to research and develop an affordable multi-family housing complex in 2016 -- as proposed by RCAC in Priority II. Though prospects are promising, the project still needs significant funding and planning to accomplish.

MOAB & GREEN RIVER

Until the 1980s, Green River and Moab, Utah, just fifty-two miles drive from each other, shared similar histories. Both towns served as safe crossings for the respective rivers flowing through them (the Green and Colorado), saw major industrial booms mid-20th century (uranium in Moab, the missile launch complex in Green River), and both suffered economic hardship when those industries closed down, taking many of the well-paying jobs in each community with them. The last thirty or so years have brought remarkable change to Moab—change ushered in via astronomical growth in the tourist industry—while Green River’s economy survives on serving passersby on Interstate 70. As Green River looks to capitalize on increased outdoor tourism throughout the state of Utah, the city has the opportunity to reap similar economic rewards as its Grand County neighbor. However, Green River should also look to the negative aspects of such unbridled economic growth and actively plan to mitigate similar negative effects in Green River as tourism becomes a bigger industry.

Undeniably, tourism provided Moab’s stagnant economy with new jobs and growth. Yet Moab’s tourist industry is unsustainable in many ways. During the tourist season, Moab boasts five tourists for every one resident, a population increase of 600%. Increase in out-of-towners purchasing second homes in Moab has also led to fewer affordable housing options for locals. From a cultural point of view, much of Moab’s history as a mining town has been erased from the public eye, replaced with inauthentic, tourist-centric kitsch (think of the ways the image of Kokopelli has been used without regard to its actual cultural heritage to brand places like Moab as “Southwestern”). Green River needs to look for methods of sustainable growth, shrewdly capitalizing on its asset as a waypoint, a crossing of many paths, without losing its proud heritage, and, ensure that with increased demand, good, noble, affordable housing options remain available for Green River citizens old and new.

STEPS TO MITIGATE THE ADVERSE EFFECTS OF THE TOURIST INDUSTRY

1. Ensure outside forces and investors don’t control the community: outside developers often prove integral to economic development, investing in industry, property, or real estate that may provide demand for jobs or workers. Yet Green River should be cautious in its agreements with such outside investors, being careful not to give them too much power in how Green River develops.
2. Encourage infill development rather than sprawl: open land and stunning vistas are a fundamental characteristic of Green River. These open spaces should be preserved as vacant lots and dilapidated buildings within the existing town footprint are developed and refurbished, creating a stronger sense of place and creating critical mass. Moab suffers from sprawl, but its geographic location—surrounded by bluffs on the north, west, and east, limit sprawl to the south, along US 191. Green River possesses less geographic restrictions to sprawl, and must therefore encourage infill development through planning and zoning.
3. Support locally owned and operated businesses over franchises: locally owned and operated businesses keep money and influence within the community, while the proliferation of national franchises and chains dilutes the unique spirit of place of communities all over the country.
4. Encourage the development of affordable housing: Green River already has a shortage of affordable housing and rental options. Increased growth and possible property value increases will only exacerbate this issue.
5. Look to diversify job opportunities to provide a myriad of job types and pay levels, offset the seasonal calendar of a tourist economy, and mitigate economic distress in times of lower tourist activity.

Currently, people like living in Green River because of its rural qualities (smallness, safety, close-knittedness) and proximity to the outdoors. Future growth shouldn’t compromise these qualities. Indeed, these are also the qualities that make Green River a unique and desirable tourist destination. We, the community, must diligently progress with every desire to improve economic opportunity in Green River—understanding that tourism is an essential function of that equation—without compromising the qualities and values which matter to locals and create a sense of place tourists find authentic and worth exploring. Green River is rugged and Green River is proud. As we work to make our town a better place to live (and visit), let’s not lose sight of what we love about this place.

Reference: Abby Scott “Smart Growth in Canyon Country” (2008)

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