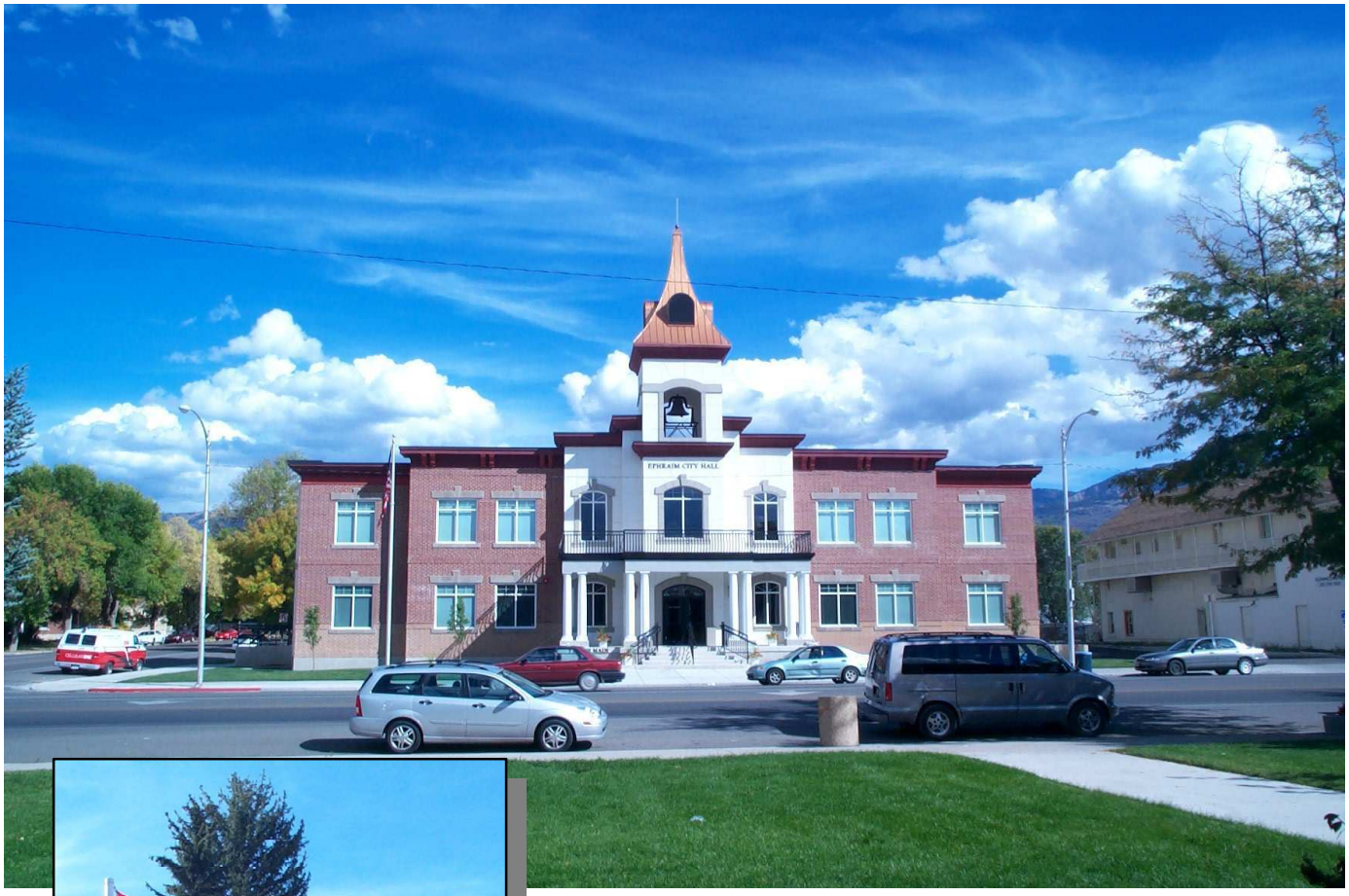
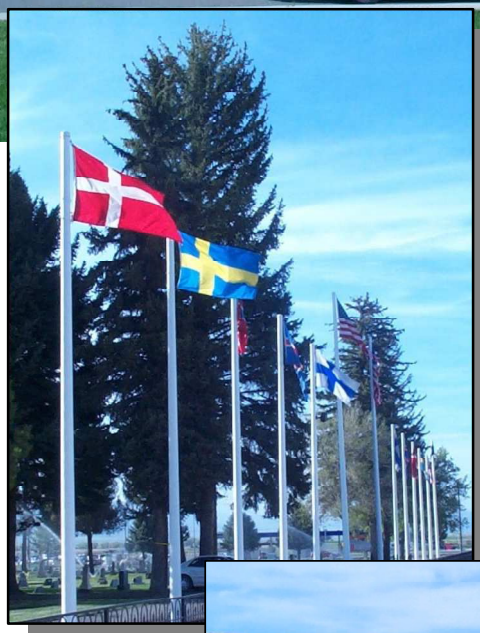
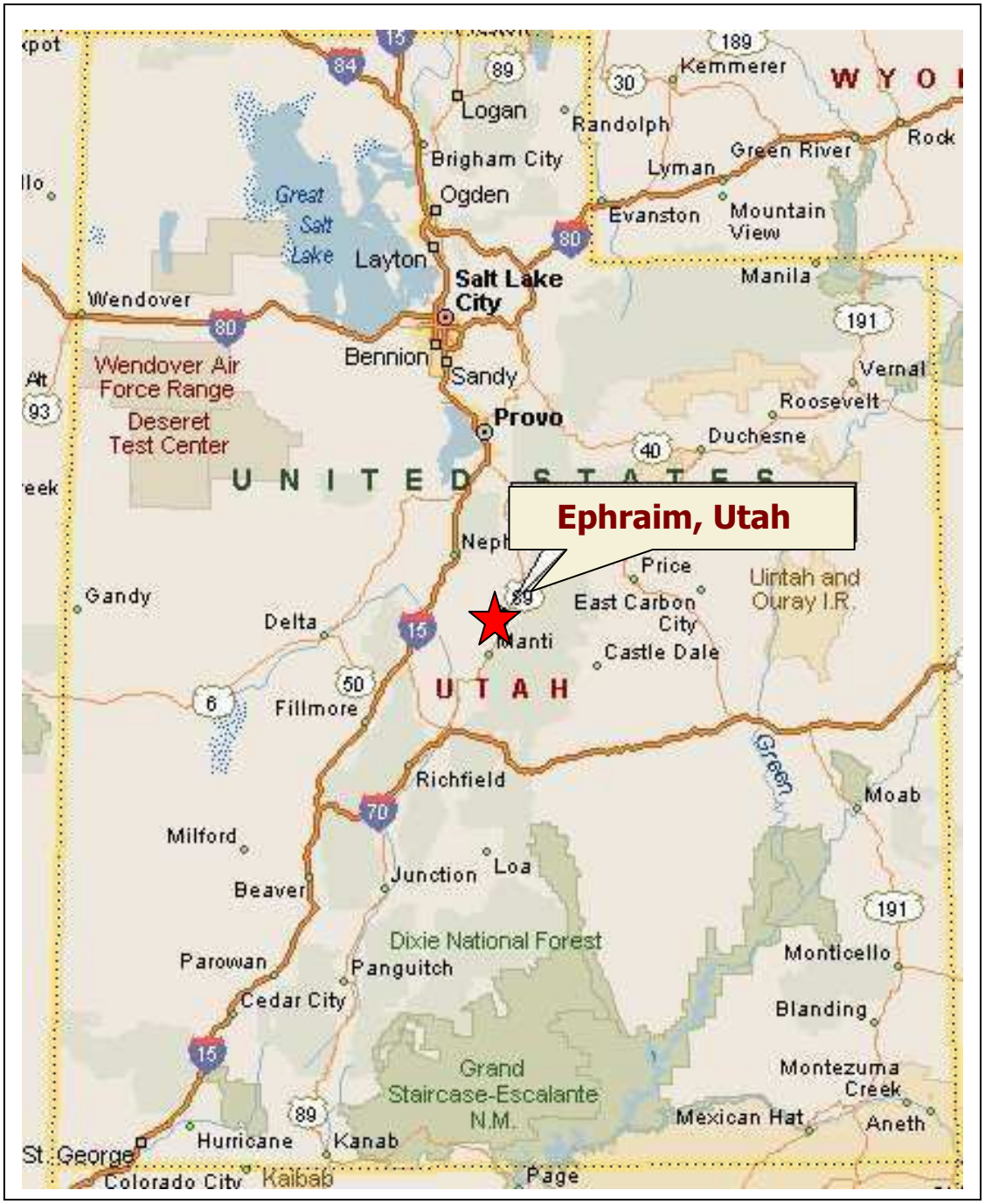




Ephraim City

General Plan

Approved
December 1, 2004



"Ephraim: Little Denmark, the Heart of Utah's Heritage"

Prepared for Ephraim City by:

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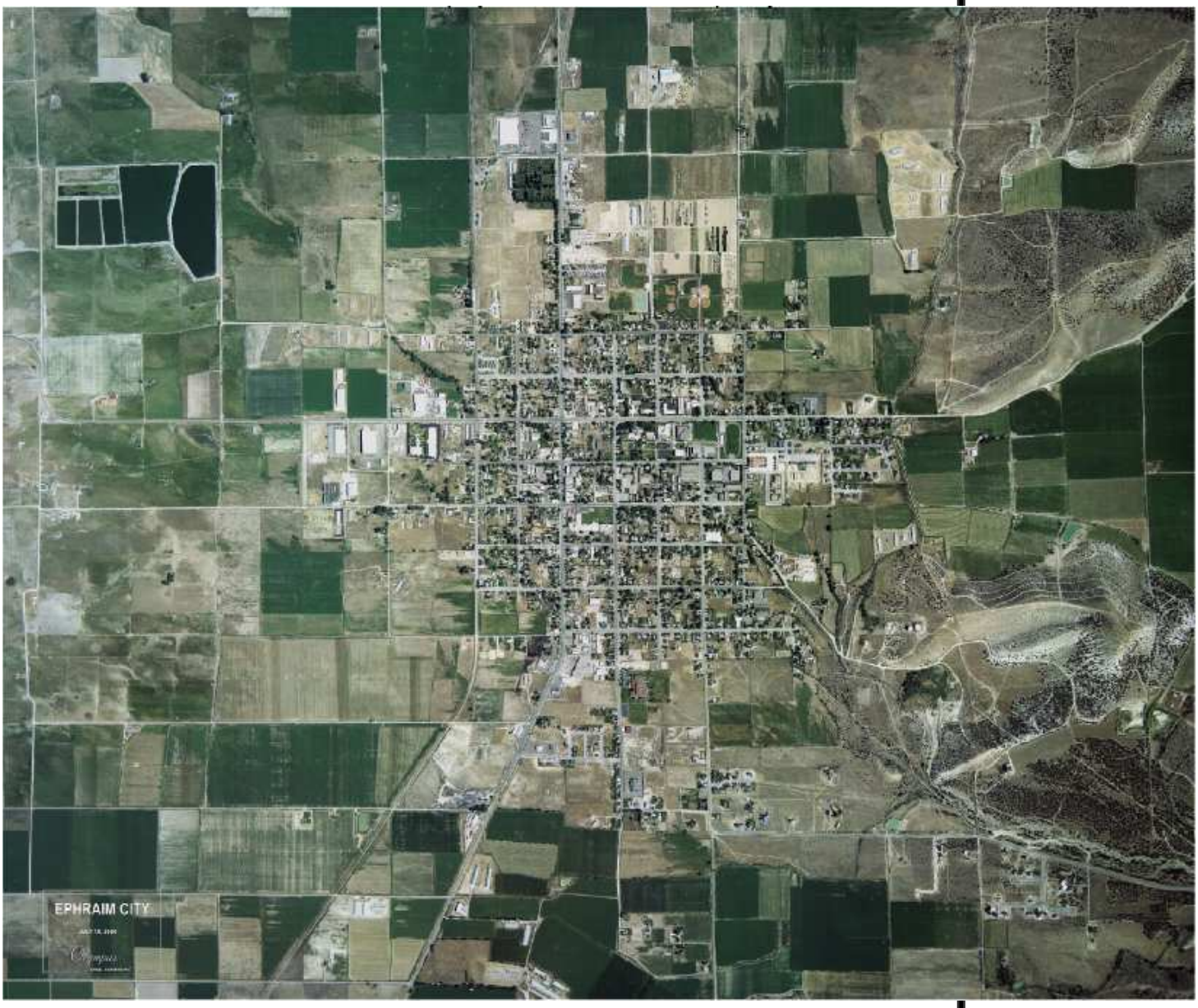
EXHIBIT 1. AERIAL PHOTO OF EPHRAIM, May 2004



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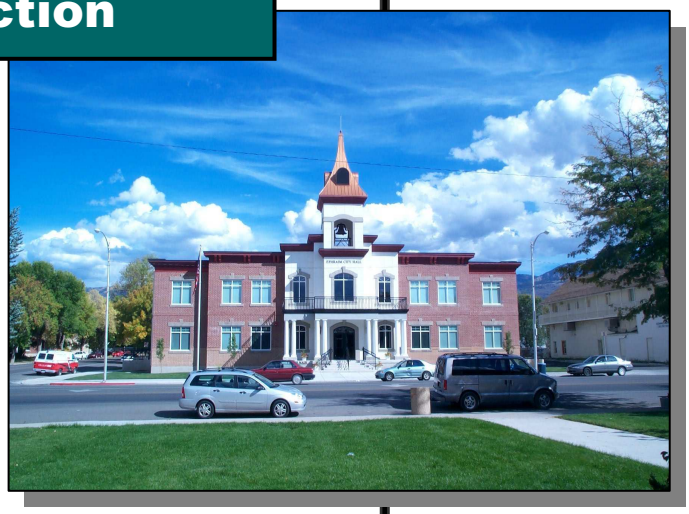
Chapter 1: Introduction



Key Points

- **Introduction**
- **Motto and Vision Statement**
- **Implementation**
- **Amendments**
- **Historical Background**
- **Demographics**
- **General Goals**

1.1. PLAN INTRODUCTION

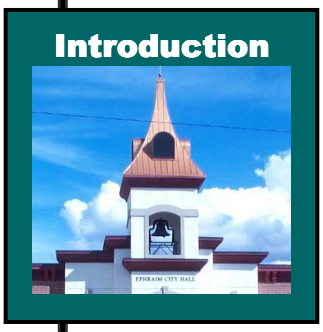
The Ephraim City General Plan, referred to herein as the "Plan," is the official statement and vision of both short and long-range goals to guide the growth and development of the City. The Plan focuses on improving the physical environment of the City as well as the quality of life of the citizens. It is intended to be an effective working tool employed by the City in making community decisions and achieving planning goals.

Plan Update

The process to update the Ephraim City General Plan began in April 2004. The City's General Plan was last updated and adopted in 1992. The objective was to create a new document that will serve as a guide and reference for the city in the future.

A General Plan Advisory Committee was created to work with the planning consultants, the Planning Group at J-U-B Engineers. The committee was made up of various members of the community, as well as representatives from City staff, the Planning and Zoning Commission and the City Council.

In the scope of several meetings, the committee was charged with the responsibility to provide feedback and direction for the establishment of the elements and goals for the new General Plan. Meeting with a group of community stakeholders, the committee participated in several visioning and planning exercises. A visioning workshop was held at Snow College with college officials and community members to identify issues and concerns wherein both the community and the college are involved. Four neighborhood meetings, dividing the community along the boundaries of



voting districts, were held to allow residents an opportunity to provide input to the community planning process.

Additional public input was sought and received through the distribution of a survey. The survey requested input in the following areas: 1) Vision for the Future, 2) Quality of Life, 3) Growth in the Community, 4) Economic Development, 5) Downtown Revitalization, 6) Roadways/ Transportation, 7) Parks and Recreation, and 8) Comments. A total of 883 surveys were mailed to Ephraim residents in early May, with additional copies made available for distribution at City Hall.

A total of 137 surveys were returned, representing a return rate of 15.5%. This return is deemed successful, since the average national rate of return for such surveys is approximately 3 to 5%. In general, survey respondents demonstrated much pride in and desire to maintain the small town atmosphere and family-friendly environment found in Ephraim. Key issues involving a lot of interest and support by the respondents include the need for:

- More industry and business for jobs and taxes
- Downtown revitalization and beautification
- Zoning enforcement, lot and buildings clean-up
- Maintaining, improving and increasing parks and trees
- Maintaining the small-town atmosphere with planned growth

(For results of the public participation activities and survey, see Appendix A, Public Participation Results)

Following review and revisions, public hearings before the Planning and Zoning Commission and City Council were held. The Plan, as presented here, was adopted by the Ephraim City Council on December 1, 2004.

1.2. MOTTO AND VISION STATEMENT

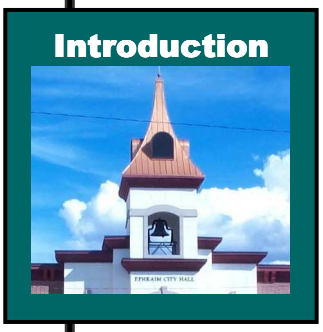
Listed below are the Motto and Vision Statement of the Ephraim City General Plan as developed and recommended by the General Plan Advisory Committee. The Motto serves as a slogan to paint a picture or send a message in relation to the character of the community. The Vision Statement reflects the shared image of what people want the city to become – at some point in the future. It is the big picture to guide decisions.

Motto:

"Ephraim: Little Denmark, the Heart of Utah's Heritage"

Vision Statement:

"Ephraim is a friendly, beautiful and economically vibrant community with a small-town feel and big-town opportunities. Ephraim is a town that values its historical and cultural uniqueness, family-oriented atmosphere, educational opportunities, positive environment and programs for youth, successful integration of diverse cultural and ethnic groups, well-kept open spaces, agricultural heritage, and neighborly support among residents."



1.3. IMPLEMENTATION

Implementation of the Plan comes through working documents, such as the zoning and subdivision ordinances, capital improvement programs, City budgets, and other ordinances, resolutions and studies thought appropriate by the City Council.

1.4. AMENDMENTS

To preserve the integrity of the Plan and to ensure that it reflects the changing needs of residents, it is City policy that

- The Plan shall receive a comprehensive review at least once every five years to keep the policies and programs consistent with changing trends and conditions.
- All re-zones, improvement programs, and ordinance changes concerning development shall be in harmony with the Plan.

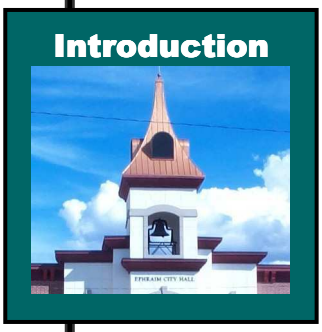
The public may request amendments to the Plan up to three times during any one calendar year. The months in which the City Council will hold a public hearing to consider the public's requests are February, June, and October. The applicant must show that any amendment of the Plan is in the best interest of the City, promotes the general welfare of the community, and does not decrease the quality of life for the citizens of Ephraim.

Ephraim was first settled in 1852.

1.5. HISTORY OF EPHRAIM

Ephraim, long portrayed as the epitome of "the Utah farm village," is one of four leading towns in Sanpete County. In the 1950s, Ephraim exceeded other towns in the County in size and two decades later passed the Census Bureau's magic 2,500 mark to become Sanpete's first urban place.

Ephraim's first recorded settlers were Isaac Behunin and family in the year 1852. Behunin built a dug-out northwest of the current intersection of Main and Center streets. Two years later in 1854, just across the street east of the Behunin dug-out, the construction of a fort began. Named in honor of one the tribes of Israel, Fort Ephraim functioned as Sanpete



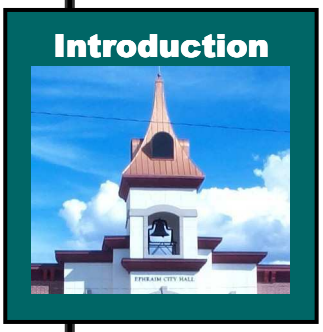
County's most important fort until the end of the Black Hawk War in 1868. Platted across one of the San Pitch River's largest tributary creeks, Fort Ephraim arose next to a sizable Indian settlement, "presenting the appearance of two cities, side by side, with entirely different manners and customs" according to one early observer.

Its function as a fort drew a very diverse population to Ephraim, with Danes forming a bare majority by 1860. Divisions naturally developed, prompting the church to appoint outsiders as bishops. The fourth, a Norwegian named Canute Peterson, arrived from Lehi in 1867 and, after signing a peace treaty with the Indians, helped bring stability and prosperity to a newly incorporated (1868) City of Ephraim, with a population of approximately 2,500 people. By 1872 the city had built two imposing structures a block apart on opposite sides of Main Street--a co-op store and a tabernacle.

Brigham Young's appointment of Peterson as president of Sanpete Stake in 1877 enabled Ephraim to serve as church seat and become in 1888 the site of the stake academy, the forerunner of Snow College. The school grew very slowly, not moving into its first permanent building for nearly 20 years. Not until after the LDS Church turned the school over to the state in 1932 did it become a bonafide two-year college. Enrolling 2,636 students in 2003-04, the school rivals agriculture as an economic base for Utah's smallest college town. Snow College has had a much more enduring impact on Ephraim's growth than the ephemeral railways, agricultural businesses, and light industries. The college has also made Ephraim the most cosmopolitan place in Sanpete, connecting it with the other towns and the rest of the state through its many programs.

By 1880, Ephraim's population had become about 90 percent Scandinavian.

The growth of Snow College has also altered the composition of Ephraim's population which by 1880 had become about 90 percent Scandinavian. Then about half of all residents had one of eight surnames: Anderson, Christensen, Hansen, Jensen, Larson, Nielsen, Olsen, or Peterson. No wonder they used nicknames like "Petee Bishop" (a son of Canute) to keep the identities of the townsfolk straight! It could be said that non-Scandinavians married a Christensen, left town, or never felt fully at home. To compound matters, fully one-fourth of Ephraim's Mormons had, by choice or birth, entered the plural form of marriage.



To revive the town's Nordic heritage, a few Ephraimites started a Scandinavian Festival in 1976. Held on the weekend of Memorial Day, the festival now features numerous events held throughout the town. Ephraim almost razed its empty Co-op after tearing down the old rock tabernacle, but instead decided to restore its finest building and make it once again an important downtown structure. In 2003, a new City Hall was constructed on the southeast corner of the intersection of Main Street and Center Street. The new building, reflecting an older period architecture, has become the central focus of downtown, as well as a source of community pride.

Sources: *1) Ephraim City Comprehensive Master Plan, 1992*
2) Lowell C. Bennion, Utah History Encyclopedia, University of Utah

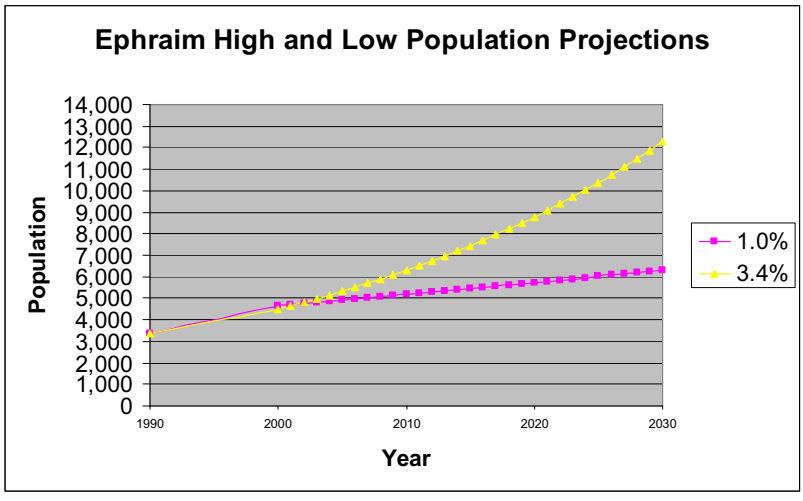
1.6. DEMOGRAPHICS

The most recent data available in most demographic categories is found in the results of the Census 2000 by the U.S. Census Bureau (see Exhibit 2, below). Although some increases and changes have occurred since the year 2000, the demographic information from that census still offers a good representation of the Ephraim community.

The estimated current population of Ephraim in 2004 is approximately 6,000[1], which includes an average student population of 2,500. Population increased at an average rate of 3.4% per year between the 1990 and 2000 Census reports, from 3,363 to 4,505[2]. If the community continues to grow at this rate, population will increase to 12,268 by the year 2030. More conservative estimates provided by the Utah State Governor's Office of Planning and Budget project the community's growth at 1.0% per year, which show a population of 6,332 by the year 2030 (See Figure 1, below).

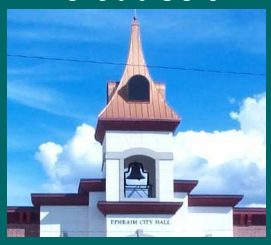
If Ephraim continues to grow at the current rate, population will increase to 12,268 by the year 2030.

Figure 1



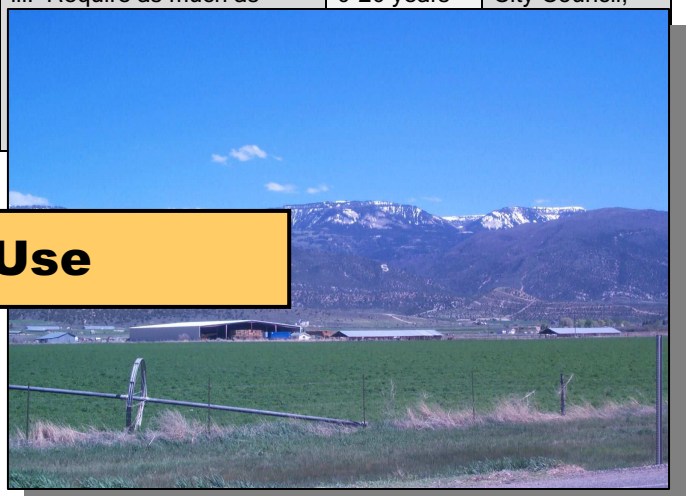
[1] 2004 Ephraim City Council estimate
[2] U.S. Census Bureau, Census 2000

EXHIBIT 2. EPHRAIM DEMOGRAPHICS



Source: U.S. Census Bureau, Census 2000			
Population and Density		**Class of Worker**	
Total Population	4,505	Private wage and salary workers	57.2%
Total land area in square miles	3.57	Government workers	35.0%
Density per square mile	1,262.4	Self-employed (not incorporated)	7.7%
Sex and Age		**Employment by Industry**	
Male	44.7%	Agriculture, forestry, fishing and hunting, and mining	4.5%
Female	55.3%		
Median Age	20.2	Construction	7.0%
Race		Manufacturing	7.4%
White	86.7%	Wholesale trade	1.8%
Hispanic or Latino	9.9%	Retail trade	11.2%
Asian	1.3%	Transportation and warehousing, and utilities	1.1%
Other	2.1%		
Households		Information	2.1%
Total households	1,128	Finance, insurance, real estate, and rental and leasing	4.2%
Average household size	3.59		
Average family size	3.71	Professional, scientific, manage-ment, administrative, waste mgmt	5.8%
School Enrollment			
Kindergarten through High School	736	Educational, health, social services	38.9%
College or graduate school	1,670	Arts, entertainment, recreation, accommodation, food services	8.0%
Educational Attainment			
High school graduate or higher	83.9%	Public administration	5.2%
Bachelors degree or higher	28.7%	Other services	2.9%
Marital Status (15 yrs +)		**Commuting to Work**	
Now married, except separated	45.5%	Mean time to work in minutes	11.9
Never married	47.8%	**Income in 1999**	
Nativity and Place of Birth		Median household income	$28,318
Native U.S.	90.8%	Median family income	$35,568
Born in Utah	73.3%	Per capita income	$9,624
Foreign born	9.2%	**Poverty Status in 1999**	
Language Spoken at Home		Individuals below poverty level	31.0%
English only	85.2%	Families below poverty level	12.3%
Spanish	10.6%	**Housing Characteristics**	
Top 5 Ancestries Reported		Total housing units	1,277
English	26.9%	Occupied housing units	1,126
Danish	13.0%	Single-family units	67.9%
German	6.6%	Built prior to 1970	44.2%
Swedish	4.6%	Median number of rooms	5.9
American	4.4%	Moved into unit since 1995	56.4%
Employment Status (16 yrs+)		2 or more vehicles	69%
Labor Force	2,052	Median housing value	$117,900
Unemployed	7.2%	Median monthly mortgage	$914
Females employed	53.1%	Median monthly rent	$330

Goals	Strategies	Actions	Timing	Agency
1. Preserve the small-town, family friendly atmosphere of Ephraim.	A. Determine a list of community preservation policies and objectives that will guide city and community decisions in preserving the atmosphere of Ephraim.	i. Adopt the community preservation policies following a public hearing	0-1 year	City Council, Planning and Zoning Commission
		ii. Review and update the community preservation polices on an annual basis.	0-20 years	City Council, Planning and Zoning Commission
	B. Adopt and use a theme for community life in Ephraim and to guide future development.	i. Prepare a theme, logo, and promotional materials for use at public facilities and functions throughout the city.	0-20 years	City Council, Planning and Zoning Commission, City Planner
2. Establish programs and land uses that promote quality living, employment and recreation opportunities for the citizens of Ephraim.	A. Foster a diversity and flexibility in land use planning that is responsive to the economic market, and sensitive to the residential needs of all citizens.	i. Perform ongoing, in depth studies of current and future economic needs.	0-20 years	City Council, City Manager
		ii. Keep informed of the needs of citizens through ongoing community meetings and surveys.	0-20 years	City Manager, City Planner
	B. Encourage the attraction, retention and development of business and industry that gives Ephraim economic vitality.	i. Work closely with Sanpete County and Snow College in economic development pursuits.	0-20 years	City Council, City Manager
		ii. Work closely with existing businesses and Chamber of Commerce to keep them in Ephraim and help them grow and prosper.	0-20 years	City Council, City Manager
	C. Support development that is sensitive to the individual needs of both residential and commercial uses and maintains appropriate buffers between diverse land uses.	i. Update and review the City Zoning and Subdivision Ordinances on a regular basis.	0-20 years	City Council, Planning and Zoning Commission, City Planner
		ii. Require strict adherence to development guidelines in the Zoning and Subdivision Ordinances.	0-20 years	City Council, Planning and Zoning Commission, City Planner
		iii. Require as much as	0-20 years	City Council,



Chapter 2: Land Use

Key Points

- **Purpose**
- **Land Use Classifications**
- **Maintaining Land Use Balance**
- **Environment**
- **Annexation Plans**
- **Implementation**
- **Land Use Goals**

2.1. PURPOSE

The purpose of the Land Use Element is to demonstrate planning for community quality of life and economic vitality by 1) showing general land use classifications, and 2) establishing land use goals that manage growth.

2.2. LAND USE CLASSIFICATIONS

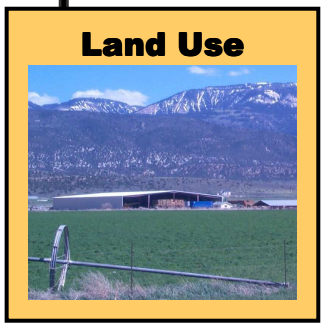
Ephraim City land uses are divided into residential, commercial, and industrial categories, as follows: (see Exhibit 3, Ephraim City Land Use Map).

Rural Residential / Agricultural – (Zones included: A, RA) The Rural Residential / Agricultural (RR/A) classification is for residential uses in areas where a rural atmosphere, open space preservation and agriculture uses are encouraged. Housing densities vary from 1 unit per 20 gross acres in agricultural areas on the outskirts of the city to 2.5 units per gross acre in areas planned for mixed residential/agricultural uses within the city.

Low Density Residential– (Zones included: R1, R1A) The Low Density Residential (LDR) classification is for typical low density suburban neighborhoods with single-family homes on individual building lots. The housing density should not exceed 4 units per gross acre.

Medium Density Residential– (Zones included: R2, R3) The Medium Density Residential (MDR) classification is for smaller individual home lots and multiple family housing units such as duplexes, four-plexes, town homes and other types of small-scale attached housing units. The housing density should not exceed 10 units per gross acre.

High Density Residential – (Zones included: R4) The High Density Residential (HDR) classification is for multi-family development, such as apartment and condominium complexes, with an overall housing density in excess of 10 units per gross acre.



Commercial – (Zones included: C1, C2, C3) The Commercial (C) classification includes general shopping facilities to satisfy the shopping needs of the community and particular neighborhoods, as well as the commercial and service uses serving the needs of thoroughfare traffic and the traveling public. The intensity of the commercial zone applied will depend on such factors as the nature and location of surrounding uses, the ability to buffer surrounding uses, and the availability of necessary infrastructure.

Industrial - (Zones include: Industrial) The Industrial (I) classification is intended to provide for a range of industrial and manufacturing uses, including clean and less intensive industrial, manufacturing and technological uses, and warehousing. Facilities and operations to take place within this designation should be designed to protect the environmental quality of adjacent areas.

Planned Development - (Zones include: PD) Provision is made for the establishment of planned development districts, allowing for mixed and special development uses which may vary from zoning regulations, but which will be a desirable asset to the community. These districts do not fall within a General Plan classification.

Overlay Districts - (Zones include: C1A) Overlay districts do not fall within a General Plan classification since they are intended to mix additional uses, limitations or designations with those allowed in the underlying zoning, in various areas throughout the city. Overlay zones are intended to be applied only when the overlay meets articulated needs of the City.

Public Facilities - (Includes: Snow College, Public Schools, Church Properties, and City or other government facilities) Public facilities may be located within any General Plan classification, following the general nature of use and development in the adjoining area.

It is the objective of the Ephraim City to maintain a healthy balance and mix of land uses within the community.

2.3. MAINTAINING BALANCE

It is the objective of Ephraim City to maintain a healthy balance and mix of land uses within the community, representing the atmosphere of existing development. Areas for growth have been planned with a balance for all uses, including agriculture, residential, commercial and industrial uses, as demonstrated in Exhibit 3, Ephraim City Land Use Map. Future decisions regarding land use and zoning in Ephraim should be guided by this map.

EXHIBIT 3. EPHRAIM CITY LAND USE MAP

(Insert 11x17 map here)

2.4. ENVIRONMENT

Protection of the environment is considered an important part of planning in Ephraim. Development plans should be sensitive to the

environment of the immediate area, as well as the whole community. Those areas in Ephraim which are considered to be environmentally sensitive include land which 1) is within a designated 100 year flood plain, 2) is subject to geological hazards, unstable soil conditions, slopes in excess of 25%, or rock fall areas, and 3) has a high water table and ground water, including wetlands, perched water, drainage ways, and water well areas.

Areas within Ephraim recognized as having significant concern for environmental protection include:

Water Table and Source Protection

Most areas in Ephraim are unaffected by high water tables. However, areas west of 200 West have been impacted by water tables resulting from an impermeable clay layer within the soil profile. Development has been made possible with proper drainage and construction techniques in this area. It is recommended that developments in areas west of 200 West be carefully reviewed and that appropriate construction standards be applied.

Development plans should be sensitive to the environment of the immediate area, as well as the whole community.

The City has developed a plan for protecting water quality and resources *(see Appendix B, Municipal Water System Source Protection Plan),* identifying 14 springs east of town on the Wasatch Plateau, and an under-ground water well, near the intersection of 400 West and 100 North streets.

Flood Hazards

Land use and site planning in flood zones should reflect a sensitivity to flooding concerns. Figure 2, below, indicates those areas of the City considered to be flood hazard areas by the latest survey of the Federal Emergency Management Agency (FEMA), in 1987. It is generally recognized that the FEMA map needs to be updated to reflect current land conditions.

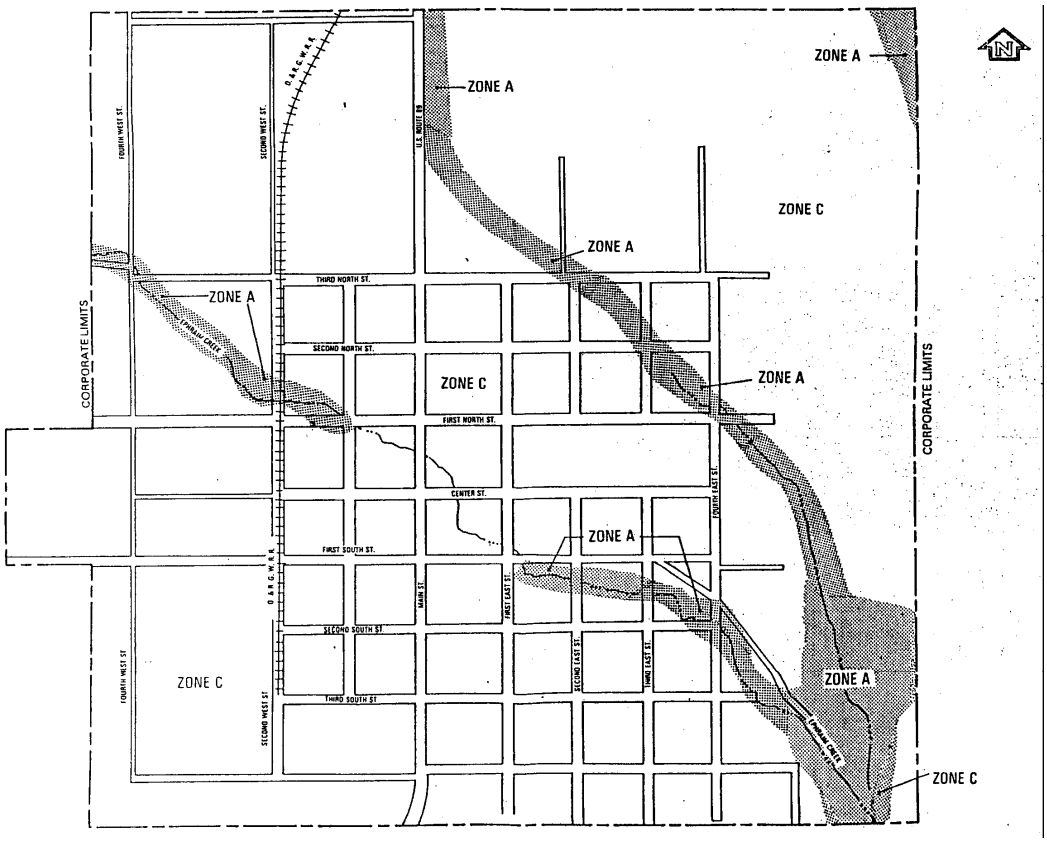
Earthquake Hazards

The Ephraim area lies along the intermountain seismic belt (ISB), a generally north-south zone of seismic activity that traverses the central part of the state. A number of moderate sized earthquakes (4.0 to 6.0 on the Richter scale) have been recorded in the Ephraim area since the town was established. The largest nearby earthquake, with a magnitude of about 6.5, occurred near Richfield in 1901.

Hillsides

Development on hillside areas which may eventually be incorporated into the City is to be restricted with regard to grading, slope, rock fall, natural vegetation, drainage, and the provision of city services.

Figure 2, 1987 FEMA Flood Insurance Rate Map



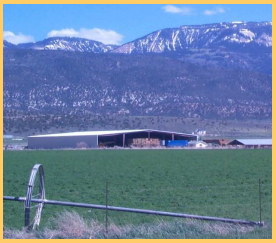
Wetlands

Wetlands are widely regarded as a valuable natural resource. The values that wetlands provide include water filtration / purification, the absorption and breakdown of toxins, the recharging of groundwater, flood control, habitat for wildlife, recreation and education, and aesthetics. It is the objective of the Ephraim City to preserve wetland areas where possible. In some cases, however, the best course of action might be to consider development which will improve and enhance disturbed wetlands.

Protection of the environment throughout the City also requires continued attention to preserving and improving air quality, water quality, and the planting of trees.

Open Space Preservation

Open space preservation is recognized as an important land use and function of Ephraim City. Several areas within the city are targeted for open space preservation, including proposed new parks and trails throughout the city (see Chapter 7). Additionally, some areas which fall within designated potential annexation areas include lands which may be best suited for open space and recreational purposes.



Private property owners of undeveloped land, who do not desire to develop their properties, are encouraged to preserve open space through conservation easements, agriculture protection areas, or other open space preservation methods.

2.5. ANNEXATION PLANS

Annexation is a process by which the boundaries are extended to incorporate additional lands into the City. Residents of a newly annexed area become citizens of the City and share in the benefits and responsibilities of that citizenship.

Some unincorporated areas outside of Ephraim City's current boundaries have been identified for possible future annexation and their potential land use designations are shown on the Ephraim City Land Use Map (Exhibit 3). The application of the recommended land uses for those properties which seek annexation will allow for well-planned and cohesive growth. The identification of potential annexation lands and annexation policies are further outlined in the adopted Annexation Policy Plan (see Appendix C).

2.6. IMPLEMENTATION

The Ephraim City Zoning and Subdivision ordinances shall carry out the land use element. Other sections of the City Code, however, may also carry out parts of this element.

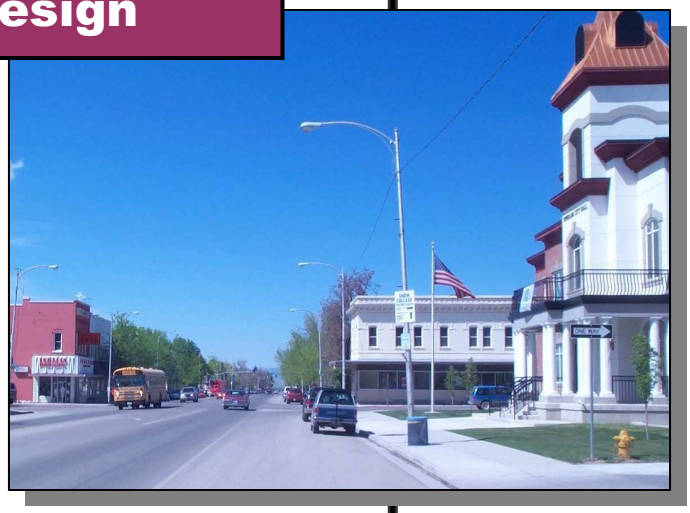
2.7. - LAND USE GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**

2.7. - LAND USE GOALS

Goals	Strategies	Actions	Timing	Agency
1. Promote an attractive, stable, and economically sustainable environment throughout the city.	A. Sustain development standards that ensure attractive, stable non-residential and residential uses.	i. Review and update the Zoning and Subdivision ordinances, including zoning classifications and development standards, and consolidate and streamline language.	0-2 years	City Council, Planning and Zoning Commission, City Planner
	B. Make plans for better managed community growth.	i. Develop specific, strategic 5 to 10 year plans with defined objectives for the community.	0-2 years	City Council, Planning and Zoning Commission, City Planner
	C. Maintain the current good balance of land uses.	i. Follow the spirit and intent of the General Plan when reviewing applications for changes in land use and zoning.	0-20 years	City Council, Planning and Zoning Commission
		ii. Review possibilities for creating mixed-use areas.	0-5 years	Planning and Zoning Commission, City Planner
	D. Encourage future industrial growth to occur west and south of existing industrial areas.	i. Develop a master plan for industrial areas and uses including economic development.	0-5 years	Planning and Zoning Commission, City Planner
	E. Preserve agricultural uses and animal rights.	i. Review the need to establish agriculture protection areas.	0-2 years	City Council, Planning and Zoning Commission
		ii. Follow the spirit and intent of the General Plan when reviewing applications for changes in land use and zoning.	0-20 years	City Council, Planning and Zoning Commission
2. Encourage attractive, stable, and safe residential neighborhoods.	A. Encourage desirable and compatible mixtures of residential densities throughout the city.	i. Maintain the current nature of established single-family residential areas, while providing for a mix of multi-family uses in various locations in the city.	0-20 years	City Council, Planning and Zoning Commission
	B. Require good traffic circulation patterns from residential to collector streets in all new residential subdivisions.	i. Review and update development standards for all applicable street widths and street designs including traffic calming devices for neighborhood streets.	0-1 year	City Council, Public Works, City Planner,

2.7. - LAND USE GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
		ii. Encourage the development of through streets, ensuring the even distribution of traffic.	0-20 years	City Council, Planning and Zoning Commission City Planner
	D. Encourage neighborhood stability and beautification through maintenance of properties.	i. Promote property maintenance through pro-active zoning enforcement.	0-20 years	Public Safety, City Planner
		ii. Establish and encourage participation in a citizen beautification committee to sponsor community beautification programs.	0-2 years	City Council
3. Preserve open spaces in the built environment and other areas around the city through land use planning.	A. Establish regulations which results in open space preservation in new developments.	i. Adopt an ordinance which establishes the use and parameters of open space, including clustering and other open space preservation methods.	0-5 years	City Council, Planning and Zoning Commission, City Planner
	B. Support open space preservation efforts on properties targeted for future parks and trails throughout the city and in future annexation areas.	i. Develop a plan and priorities for acquiring parcels planned for parks and opens spaces.	0-2 years	City Council, City Manager, Recreation Director
		ii. Encourage and enforce the allocation by new developments of open space for planned neighborhood parks, recreation trails or other open spaces where possible.	0-5 years	City Council, Planning and Zoning Commission, City Planner
		iii. Create a citizen study committee to recommend additional areas / parcels to be preserved as part of Ephraim's open space preservation efforts.	0-10 years	City Council, City Planner

Chapter 3: Urban Design



Key Points

- **Introduction**
- **Main Street Beautification**
- **Historic Preservation**
- **Scandinavian Pioneer Architecture**
- **Urban Design Goals**

3.1. INTRODUCTION

Good urban design can improve the visual and functional relationship between people and their physical environment. It can create a desirable physical form for community needs and services. Because urban design overlaps other aspects of planning such as recreation, open space, transportation, and commercial and residential land uses, this chapter will focus on objectives towards the visual design and image of the community.

3.2. MAIN STREET BEAUTIFICATION

The beautification of Main Street ranked as one of the most popular responses to the public survey and other public participation activities held during the General Plan update process (see *Appendix A, "Public Participation Results"*). Main Street is the most important corridor to the community in terms of economics, historic heritage and community core.

The character and success of a community is often defined by the urban design and economic vitality of the downtown area. In Ephraim, the downtown area is generally seen as those blocks immediately adjoining Main Street between 300 North and 300 South Streets. Within this area are many opportunities for urban design and community improvement, including the refurbishing / restoration of building facades, and the installation of streetscape elements. Special attention to maintaining and upgrading the appearance and feel of this area is essential to its vitality and effectiveness. This section of Main Street, along with those cross streets heading east and west for the distance of one block, should be considered a priority street improvement project in Ephraim.

Although some sections of Main Street currently have some streetscape elements, a cohesively designed streetscape can do much to improve the look,

feel and effectiveness of the street, and thereby have many positive impacts on the economy and quality of life in Ephraim.

What is a streetscape? It can be defined as a facelift, a beautification or softening of a city street. It is a development project which invites pedestrian traffic by adding human elements to the harsh environment of a street designed mostly for the fast flow of vehicles. It provides physical and designable characteristics that provide the setting for successful urban living. Streetscape designs are intended to make the community's main street a great street. A street people want to use. A street which helps define the community.

A successful streetscape project on Main Street would maintain the necessary access and traffic flow for commercial needs, while also providing physical characteristics that provide the setting for successful urban family living. Benefits of streetscaping Main Street can include:

- Expanded investment appeal and quality development
- Increased business activity
- Calmed vehicular traffic
- Increased pedestrian traffic
- Improved property values and community pride
- Enhanced sense of community core and cohesion

Streetscape designs are intended to make the community's main street a great street.

A street people want to use.

A street which helps define the community.

Several options exist for designing a cohesive streetscape on Ephraim's Main Street, which include various combinations of streetscape elements. Streetscape elements can be divided into two categories:

1) Landscaping and surfaces, including trees, plants, grass, ground cover, rocks, sidewalks, and special surfaces
2) Street furniture and features, including benches, planter boxes, decorative garbage containers, drinking fountains, outdoor clocks, bollards, themed signage, monuments, statues, public art, design lighting standards, banners, and special architectural features.

The motto *"Ephraim: Little Denmark, the Heart of Utah's Heritage"* and a city logo should be visibly applied to those streetscape elements installed.

Community Gateways

Community gateway beautification is key to creating a great impression for visitors and setting the tone for the beautiful and progressive community of Ephraim. The recent installation of entry monument signs at the north and

south ends of the city on Highway 89 have provided a good foundation for gateways beautification in Ephraim. The flags in front of the City Cemetery also provide a welcoming entry at the north end, setting the tone for the Scandinavian heritage of the community. Additional improvements should include various types of streetscape and landscape features along the frontage of properties at both north and south community gateway areas.

Community Clean-Up Programs

Vital to achieving and continuing a beautiful environment in Ephraim is the encouragement of property owners to maintain and beautify their homes, structures and vacant lots throughout the community. A beautification committee should be established to promote clean-up programs and projects. Programs such as the "tidy bug" or "yard-of-the-month" awards do much to increase enthusiasm in maintaining private properties. Increased enforcement of zoning laws can also make a positive difference in the appearance of unsightly or blighted properties.

Urban Forestry

Trees play a significant role in the beautification and urban design of the community. The Ephraim Tree Committee is charged with promoting good urban forestry in the public right-of-ways to continue the beautiful, green environment in the city.

3.3. HISTORIC PRESERVATION

Historic buildings and houses add much to the character of a city. Preserving history and heritage is a strong value in the Ephraim community.

There are many sites in Ephraim that either currently have, or have the potential to be given, an official historic designation. National and State Historic Registers consider a structure to be eligible for listing if that structure is at least 50 years old, has a high degree of physical integrity, meets certain criteria concerning association with historic events, persons, architectural or archeological significance, or construction techniques.

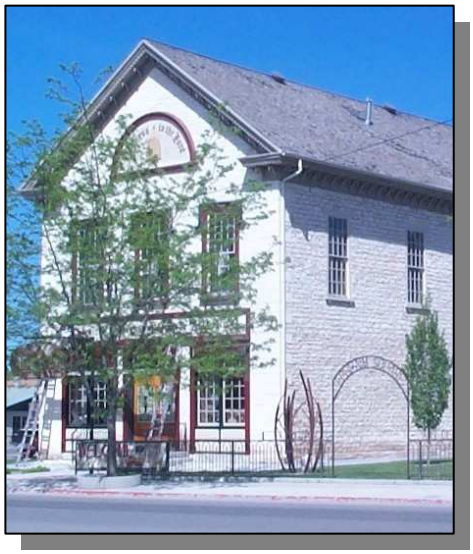
Currently, the City's Historical Commission is involved in the preservation and restoration of structures in the community, with the goal to restore older buildings to their original appearance. Several significant structures within the community have either undergone historic preservation, or are targeted for preservation activities, including the Carnegie Library, Ephraim Co-op Building, Relief Society Granary, Dee Anderson building, Nibley home, and several others. A long-range goal for the City and the Historical Commission is to inventory, preserve and protect these significant structures.

3.4. SCANDINAVIAN PIONEER ARCHITECTURE

Preserving the Scandinavian pioneer heritage of Ephraim was ranked by those who participated in the various public involvement activities of the General Plan update as being very important. The promotion of Scandinavian pioneer architectural designs on old and new structures within the community is one of the best visual methods to preserve the community's heritage.

Ephraim has a few preserved examples of Scandinavian pioneer architecture. One of the oldest and most distinctive homes in Ephraim is the Claus P. Anderson home built in the 1870s. This three-part house is an example of a Swedish "parstuga" or pair house, which was a popular Scandinavian-style home in the 19th Century. The central room functioned as the entrance to the house as well as its main living space.

The most decorative example of these Scandinavian-influenced residences is the Ephraim home of Norwegian Carl Uckermann and his family. This wood frame example of the three-part plan was constructed during 1880s. Fine craftsmanship of the home is demonstrated in the interior and on the exterior of the home. The decorative woodwork is similar to that found on nineteenth century wood frame houses in Norway. (Source: *www.scandinavianheritagefestival.com*)



Continued emphasis on the use and preservation of Ephraim's Scandinavian pioneer architecture is an important objective of the community. Architectural design standards and guidelines should be developed and adopted by the City to achieve that objective. Design standards are mostly important for commercial structures on Main Street, but should also be considered or encouraged for use on other facilities and residential structures throughout the community. Design styles within the framework of the Ephraim's Scandinavian pioneer architecture should include the quaint and charming historical designs from 19th Century Scandinavia, as well as typical Utah pioneer structural designs.

3.5. - URBAN DESIGN GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
1. Achieve a community design and environment that is visually pleasing and unique to Ephraim.	A. Improve the image of Ephraim by creating an attractive setting at city gateways.	i. Identify and prioritize beautification projects for gateway areas.	0-1 year	Beautification Committee
		ii. Develop and pursue plans to beautify community gateways.	0-10 years	City Council, City Manager, City Planner, Beautification Committee
	B. Focus increased efforts on the improvement and enforcement of City ordinances that promote an attractive urban environment.	i. Review and update the Zoning Ordinance to include provisions for maintaining vacant and older properties, as well as urban design and landscaping requirements.	0-2 years	City Council, City Planner, City Planner
		ii. Review and update the Zoning and Subdivision Ordinances to require quality construction in all new developments.		
		iii. Pro-actively enforce the zoning and development codes.	0-20 years	Public Safety, City Planner
2. Promote Main Street beautification, making it more visually appealing and pedestrian friendly, while also protecting business interests.	A. Create a citizens committee to develop recommendations for Main Street beautification.	i. Adopt and implement a plan for Main Street beautification with specifics on features, upgrades and themes.	0-2 years	City Council, Planning and Zoning Commission, City Planner
		ii. Adopt design guidelines for developments on Main Street.	0-5 years	City Council, Planning and Zoning Commission,
3. Support historic preservation efforts throughout the community.	A. Maintain active efforts to preserve historic properties and projects throughout the community.	i. Develop and follow procedures and eligibility for placement of properties on the National Register.	0-20 years	Historical Commission
		ii. Survey and keep updated an inventory of historic properties.	0-20 years	Historical Commission
		iii. Pursue funding options to make money available for community historic projects.	0-20 years	City Council, Historical Commission
	B. Support the completion of renovating the Ephraim City Carnegie Library.	i. Procure funding and organize renovations.	0-5 years	City Council, Library Board

3.5. - URBAN DESIGN GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
	C. Pursue efforts to renovate properties and storefronts in the downtown area of Main Street.	i. Procure funding and organize renovations.	0- 20 years	City Council, Historical Commission
	D. Emphasize Scandinavian architecture and pioneer heritage in historic preservation efforts.	i. Develop and promote important themes and objectives in the appearance of historic sites which preserve Scandinavian and pioneer heritage.	0-2 years	Historical Commission, Planning and Zoning Commission
		ii. Incorporate Scandinavian and pioneer themes and objectives into the adopted Main Street design guidelines (see #2.a.ii, above).	0-5 years	City Council, Planning and Zoning Commission, City Planner

Chapter 4: Economics

Key Points

- **Introduction**
- **Economic Development**
- **Downtown Revitalization**
- **Attracting Business and Industry**
- **Tourism**
- **Community Image**
- **Economic Goals**

4.1. INTRODUCTION

Ephraim City is interested in pursuing and maintaining a healthy level of economic growth. Such growth is a means of providing a balanced, healthy economy in Ephraim. It is a means of expanding our tax base for better homes, better schools and better public services. It is a means of providing more employment opportunities.

Ephraim is home to Utah's first Walmart Super Center

The City also recognizes the importance of establishing and maintaining an appropriate level of community sustainability. While total sustainability is not possible, any reduction in the percentage of imported goods and services strengthens the community's ability to survive both economically and environmentally. The export of native goods and services to nearby communities, if it does not decrease the quality of life and impact the natural environment, will also provide long-term benefits to Ephraim City. Those benefits will be in terms of business opportunities, stable employment and increased economic well-being.

Ephraim acts as a regional center for commercial needs and services in Sanpete County. Building upon existing opportunities and services becomes important as Ephraim continues to fill this important role in the region.

Major Employers

Historically, Ephraim's economic base has been largely influenced by agriculture. Along with other cities in Sanpete County, Ephraim has played an important role in the production of agriculture, including alfalfa and other crops, turkeys, wool and sheep, dairy products and beef. Ephraim also has a commercial elk farm.

Outside of agriculture, Snow College has held a predominant spot in the employment base in the community. Currently, non-agricultural sectors make up the following percentages of employment in Ephraim:

- Local government 22.2%
- Nondurable Goods Manufacturing 14.8%
- Retail trade 20.6%
- State government 21.3%

Major non-agriculture employers in Ephraim currently include:

- CO Building
- Ephraim City
- Ephraim Medical Clinic
- Kents Market
- Snow College
- South Sanpete School District
- U.S. Forest Service
- Wal-Mart
- Western Wats Center

4.2. ECONOMIC DEVELOPMENT

Historically, the economy of Ephraim has had a strong relationship with 1) the development and production of agriculture, and 2) the service needs of Snow College, its faculty and students. As the community grows and its needs change, greater diversity into the various fields of business, manufacturing and tourism are projected to take on a stronger role in successful economic pursuits in Ephraim.

The economy of Ephraim has had a strong relationship with the production of agriculture and Snow College.

It is the City's intent to achieve the most desirable results in economic development pursuits. To this end, an economic development plan should be prepared and followed by the City in order to achieve the results desired by the community. The preparation of the plan should be the oversight of a City economic development advisory committee, which would work in concert with the goals and efforts of the Sanpete County Economic Development program.

Initially, the City's economic development committee and plan should focus on:

- Revitalizing the downtown area of Main Street
- Attracting and developing new business and industry that can offer Ephraim new jobs and diversified economic vitality
- Encouraging the development of existing businesses
- Promoting tourism to Ephraim and outdoor recreation opportunities
- Maintaining and improving community image

4.3. DOWNTOWN REVITALIZATION

The revitalization of the community's downtown is considered to be a priority economic objective of the City. Downtown Ephraim is currently a functioning and valuable economic area, although it is generally recognized as needing greater support and improvement.

Recognizing the importance for a vital and effective downtown, revitalization efforts through redevelopment and other programs are being shaped by the City and the business community. Several concepts have been suggested through the Plan update public involvement process which can serve to make downtown Ephraim more viable. They include:

- Improved / increased parking areas
- Streetscape improvements (see page 19)
- Historic preservation (see page 21)
- Upgrades / facelifts of older buildings
- Special events held in the downtown area
- The attraction of additional retail and commercial services
- Business development assistance programs

A re-established Chamber of Commerce in Ephraim should be supported by the City. Through and in concert with a new Chamber of Commerce, the Ephraim City and downtown business owners can pursue additional efforts towards revitalizing downtown. Organizing and promoting downtown business activity can be accomplished in many ways, including holding special events such as farmers markets, art festivals and other street fairs. Special events can be an effective method to draw more attention and business to the downtown area.

4.4. ATTRACTING BUSINESS AND INDUSTRY

The General Plan public survey identified economic development pursuits that would lead to additional and higher paying jobs as a paramount concern in the community (*see Appendix A, "Public Participation Results"*). This means attracting high-tech businesses and light manufacturing industries to Ephraim. Combining efforts with the Ephraim Chamber of Commerce (when re-established), Sanpete County Economic Development and the Snow College Small Business Development Center, the City should establish goals and programs towards this end.

The public survey also identified several unmet commercial and retail demands and community needs, including the following types of businesses:

- Additional retail anchors
- Restaurants
- Clothing stores
- Dry cleaners
- Shoe stores and shoe repair
- Book stores

4.5. TOURISM

Continued development of tourism to Ephraim and regional attractions is another opportunity to positively impact the local economy. Working in association with the Sanpete County Travel Council and regional agencies, the City can actively assist the promotion of tourism. To do this effectively, marketing strategies need to be defined, and the necessary resources need to be dedicated. Efforts should be increased towards promoting Ephraim, with its plethora of special events and nearby recreation opportunities, as a destination for travelers and outdoor sports enthusiasts.

Unique characteristics of the community and the surrounding areas need to be identified and emphasized. Continued and increased emphasis should occur in promoting and building upon the Scandinavian heritage. The Scandinavian Heritage Festival has been a significant tourism event for the community and should continue to increase in importance and community support through the years.

4.6. COMMUNITY IMAGE

A good community image can have positive long-term economic benefits for the city. Promotion should focus on the community as a great place to live, work and play, which offers opportunities and services in all areas of life. Strong quality of life factors existing in Ephraim should be emphasized, such as a clean, safe and beautiful environment, a family-friendly and caring community, strong educational resources, the availability of outdoor recreation adventures, excellent special events, and low cost of living.

Beautification efforts on Main Street, at community entryways and throughout the community, as described in Chapter 3, will have significant impact on improving the community image. New residents, including both work force and retirement-aged people will be attracted to looking at making Ephraim their home. More travelers will look to Ephraim as a nice, fun destination rather than a place they bypass. More businesses will look to Ephraim as an attractive community to do business in.

4.7. - ECONOMIC GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
1. Cultivate a strong and diversified economic base and employment environment in Ephraim.	A. Increase Ephraim's status as a regional center for retail, office, industrial, and service uses.	i. Establish a City economic development advisory committee to work with the County and Snow College.	0-2 years	City Council, City Manager
		ii. Create and adopt a Strategic Economic Development Plan.	0-2 years	City Council, City Manager
		iii. Continue to encourage regional retailers to locate in existing business areas in Ephraim.	0-20 years	City Council, City Manager
		iv. Expand and develop acreage of the business / industrial park areas.	0-20 years	City Council, City Manager
	B. Encourage the attraction, retention, and development of business and industry that gives Ephraim economic vitality.	i. Establish a business assistance and incentives program.	0-20 years	City Council, City Manager
		ii. Make business retention a priority by making regular visits to Ephraim businesses.	0-20 years	City Council, City Manager
2. Encourage the revitalization of the Main Street downtown area.	A. Establish specific goals for economically revitalizing the downtown area.	i. Create and pursue plans for attracting new retail and dining and other businesses in the downtown area.	0-5 years	City Council, City Manager
		ii. Develop plans for holding more special events in the downtown area, involving the business community.	0-2 years	City Council, City Manager
		iii. Develop plans for improved and increased parking facilities downtown.	0-2 years	City Council, City Manager
3. Increase travel and tourism to the Ephraim area.	A. Work in association with the Sanpete County Travel Council and regional agencies.	i. Meet with regional travel agencies on a regular basis.	0-20 years	City Council, City Manager
		ii. Develop and define tourism marketing strategies in which the City can participate.	0-2 years	City Council, City Manager
		iii. Dedicate as much as possible the necessary resources, financial and otherwise, to meet the objectives of the tourism marketing strategies.	Annually	City Council

4.7. - ECONOMIC GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
	B. Provide more promotion of Ephraim's tourism opportunities.	i. Prepare marketing strategies which promote regional outdoor recreation.	0-2 years	City Council, City Manager
		ii. Establish, sponsor and promote additional athletic tournaments.	0-5 years	City Council, Recreation Director
		iii. Establish, sponsor and promote additional regionally attractive special events.	0-5 years	City Council, Recreation Director, Chamber of Commerce

Chapter 5: Transportation

Key Points

- **Introduction**
- **Transportation Master Plan**
- **Public Transit and Alternative Modes**

5.1. INTRODUCTION

The effectiveness and functionality of the transportation system and how it services population growth has significant impact on the community. The City plans to develop and maintain a system that is efficient and complements the quality of life in Ephraim.

5.2. TRANSPORTATION MASTER PLAN

In May of 2000, the City adopted a Transportation Master Plan. Planning and providing for safe and efficient transportation is the chief objective of the plan, which acts as a vital appendix to this chapter (See Appendix D). It is the City's intention to maintain and update this plan on a regular basis.

The Ephraim City Transportation Master Plan includes planning for the flow of traffic on and the use of city streets. Components of the plan include 1) policies which foster a safe and effective street system, 2) classification of streets according to their intended function, 3) street design standard guidelines, and 4) identification of areas where street improvements are needed. Exhibit 4, below, shows the use of existing and future Ephraim City streets by classification.

The following transportation issues relating to streets and vehicular traffic were identified in the preparation process of the General Plan, and should be incorporated in the updates to the Transportation Master Plan:

- Development of a secondary route for north-south traffic through the community, possibly along 400 West Street
- Construct road connections and future roadways as shown on Exhibit 4, Roads Functional Classification Map

- Install traffic and speed calming methods where possible on major roads
- Study the need for and support installation of needed additional traffic lights on key intersections

Additionally, open space areas around the City should be reviewed to determine needs for possible access and improved traffic flow.

5.3. PUBLIC TRANSIT AND ALTERNATIVE MODES

Planning for mass transit systems, such as bus, rail and air traffic systems, will become an important component in a future Ephraim City Transportation Master Plan. As a community grows and improves, greater emphasis and desire is placed on the development of public transit systems. The City may find it beneficial to work with Sanpete County to develop a future transit/bus system for service within Ephraim and to other area communities.

The regional Manti-Ephraim Airport, located south of Ephraim, is jointly operated by the cities of Ephraim and Manti. The runway is 4,800 feet long and 75 feet wide. Current plans for airport improvements include replacing the runway lighting, installing an electrical vault for the new electronics and replacing the VASI visual approach system with a PAPI system. As the community grows, more emphasis on expanded development and use of the airport will become an important issue.

Alternative modes of transportation are strongly encouraged in Ephraim. A system of bicycle and pedestrian pathways is planned throughout the City to allow for easy access and connection to most areas of the City. For more information, see Chapter 7, Parks and Recreation, and Exhibit 5, Parks and Trails Map.

EXHIBIT 5. ROADS FUNCTIONAL CLASSIFICATION MAP

(Insert 11x17 map here)

5.4. - TRANSPORTATION GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
1. Promote a balanced transportation system that serves the diverse needs of the community.	A. Develop methods and plans for minimizing the impacts of increasing traffic throughout the community.	i. Create and implement traffic calming strategies for key locations in the city.	0-5 years	City Planner, Public Works Dir.
		ii. Develop a plan for an alternate north/south route.	0-2 years	City Planner, Public Works Dir.
		iii. Promote and assist plans for additional traffic lights at key intersections.	0-5 years	City Manager, Public Works Dir.
		iv. Review the needs for adopting new speed limits on various city streets.	0-2 years	City Council, Public Works Dir.
	B. Prepare and prioritize plans for new roadway connections and street improvements in the community.	i. Develop a street improvement plan with project priorities to meet current and future needs.	0-2 years	City Manager, City Planner, Public Works Dir.
		ii. Review open space areas for possible needs for additional roadway connections.	0-5 years	City Manager, City Planner, Public Works Dir.
		iii. Prepare plans for sidewalk improvements in various areas throughout the city.	0-2 years	City Manager, City Planner, Public Works Dir.
	C. Provide excellent maintenance of city streets.	i. Develop a plan for improving maintenance and annually review needs.	Annually	City Manager, Public Works Dir.
	D. Increase the size and use of the airport.	i. Develop an airport improvement and promotional plan in conjunction with Manti, Sanpete County Economic Development, and state and federal aviation agencies.	0-2 years	City Council, City Manager, Public Works Dir.
2. Encourage and promote opportunities for alternative modes of transportation which are safe, convenient, and environmentally sensitive.	A. Develop a recreational trails system linking the parks and various areas of town, including trails for cyclists, pedestrians, and equestrians.	i. Create and adopt a detailed Trails System Master Plan, planning and identifying priority trial projects.	0-5 years	City Council, City Planner, Public Works Dir.
		ii. Work closely with Sanpete County and regional recreational trail organizations.	0-20 years	City Planner, Public Works Dir.
		iii. Seek available funding for trails development from state and federal resources.	0-20 years	City Planner, Public Works Dir.

5.4. - TRANSPORTATION GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
		iv. Construct trails in areas identified in this plan (See Exhibit 5, Chapter 7) and further planned and/or amended in the Trails System Master Plan.	0-20 years	Public Works Dir.
3. Maintain and update the Transportation Master Plan.	A. Using a public involvement process, review and update the Master Plan, including a review of all future transportation needs in Ephraim.	i. Create a steering committee including transportation professionals to review and determine broad category elements that should be included in the Master Plan.	0-5 years	City Council, City Planner, Public Works Dir.

Chapter 6: Housing

Key Points

- **Introduction**
- **Housing Density Mix**
- **Moderate Income Housing**
- **Student Housing**
- **Senior Housing**
- **Infill housing development**
- **Housing Goals**

6.1. INTRODUCTION

This chapter focuses on the need for varied housing opportunities in Ephraim. Having a median housing value of $117,900, per the 2000 Census, the housing market in Ephraim is currently comprised of approximately 70% single-family detached homes, and 30% multiple-unit attached homes. The median monthly mortgage is $914, and the median rent is $330. Nearly 45% of the homes in Ephraim were built prior to 1970.

Addressing housing issues, the City has identified objectives to 1) maintain the current housing density mix, 2) review the need for more moderate income housing options, 3) promote infill housing development, 4) control additional student housing developments, and 5) encourage quality senior housing projects.

Ephraim's housing mix is 70% single-family and 30% multiple-unit

6.2. HOUSING DENSITY MIX

Seventy-percent of the housing in Ephraim currently falls within a single-family designation. The remaining 30%, representing various types of attached or multi-family housing units, provides most of the affordable housing options in the community. It is the City's desire to preserve existing areas of low density housing, while at the same time allowing for increased medium to high density housing, such as student, senior and other quality attached housing developments.

With expanded development of student housing and other multiple-family units in recent years, the concept of providing a healthy balance of quality single-family housing is being recognized as an increasingly important

goal. Preservation of the single-family nature of Ephraim's neighborhoods is desired, except for in areas in close proximity to Snow College.

6.3 MODERATE INCOME HOUSING

Standards for moderate income housing appear to have been met through the development of multiple-family and student housing projects during recent years, as well as other low-cost housing options in existing older homes and mobile homes. An Ephraim City has been established which meets regularly and oversees the construction of affordable single family homes.

The State of Utah defines moderate income housing as "housing occupied or reserved for occupancy by households with a gross household income equal to or less than 80% of the median gross income of the metropolitan statistical area (MSA) for households of the same size." In other words, moderate income housing is a function of the particular circumstances and income levels of the community, rather than a type of housing.

In 1997, a Moderate Income Housing Plan was prepared to meet the requirements of Utah State Code, Section 10-9-307, as an effort to determine community needs for moderate income housing and to establish guidance for future decision making with housing issues in Ephraim (see Appendix E). Several important goals are listed which will help the community to maintain a healthy balance of moderate income housing. It is recommended that the Moderate Income Housing Plan be reviewed and updated regularly.

Student housing growth and location issues ranked third in the top community concerns regarding growth in Ephraim.

6.4. STUDENT HOUSING

Issues surrounding the continued development of student housing in Ephraim are important concerns in the community. The public survey results showed that student housing issues ranked third in the top concerns for growth and housing in Ephraim. Community concerns include controlling the number and location of additional units. As student enrollment increases, further needs for providing student housing locations will arise. Areas close in proximity to Snow College are deemed best for additional student housing development. Nearby

accommodations reduce car trips, make student life more affordable, and help current single-family housing areas maintain their integrity.

6.5. SENIOR CITIZEN HOUSING

Seniors play an important role in the community and are a growing faction of the local population. More quality senior housing developments need to be encouraged, which will integrate within the single-family low density zones and become an asset to the community. Assisted living residential projects are encouraged in facilities constructed for that purpose.

6.6. INFILL RESIDENTIAL DEVELOPMENT

As Ephraim continues to grow, residential development is encouraged to take place on the remaining developable lots found throughout and adjacent to developed areas of the community. Such development is considered preferrable to "leap-frogging" with new developments occurring in areas separated from the existing community.

A balance and mix of all types of housing is desired in the community, and new construction is encouraged to take advantage of infill development opportunities.

6.7. - HOUSING GOALS

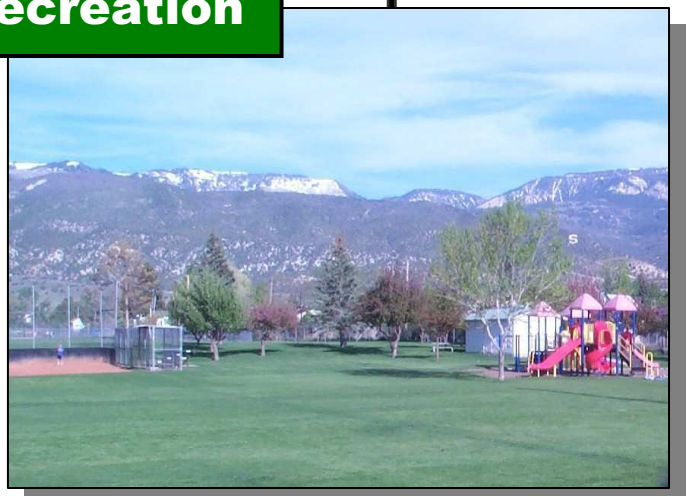
Goals	Strategies	Actions	Timing	Agency
1. Provide for an attractive mix of housing types and densities throughout the community.	A. Provide areas for residential development with rural densities that ensure compatibility with open spaces and environmentally sensitive areas.	i. Plan and maintain rural density zones near and outside of the current cities boundaries.	0-20 years	City Council, Planning and Zoning Commission, City Planner
	B. Provide low density residential uses.	i. Encourage development of quality single-family housing.	0-20 years	City Council, Planning and Zoning Commission, City Planner
		ii. Maintain existing low density zones for the development of single lot subdivisions and planned residential developments of single-family detached units.	0-20 years	City Council, Planning and Zoning Commission, City Planner
	C. Provide medium density residential uses.	i. Encourage diversification within medium density neighborhoods, to include a mixture of low, moderate and high-income housing units.	0-20 years	City Council, Planning and Zoning Commission, City Planner
	D. Provide medium to high density mixed-use residential uses.	i. Promote quality high density developments in high density zoned areas.	0-20 years	City Council, Planning and Zoning Commission, City Planner
2. Provide a reasonable opportunity for moderate income housing.	A. Encourage the use of federal and state programs that help low to moderate income level home buyers purchase housing units.	i. Make state and federal programs information available to the public.	0-20 years	City Council, City Planner
	B. Promote the objectives of the Ephraim City Moderate Income Housing Plan (Appendix E).	ii. Review the Moderate Income Housing Plan annually, and submit annual reports to the State.	Annually	City Council, City Planner
3. Encourage orderly and beautiful residential areas throughout the city.	A. Increase enforcement of residential zoning ordinance requirements.	ii. Coordinate enforcement needs and objectives with the ordinance enforcement officer.	0-1 year	City Council, Public Safety Dir., City Planner
		iii. Pro-actively enforce the zoning codes.	0-20 years	Public Safety Dir., City Planner
	B. Recognize the beautification efforts of residential property owners.	ii. Utilize programs such as the Tidy Bug or Yard-of-the Month award.	0-20 years	City Planner, Beautification Commission

6.7. - HOUSING GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
4. Encourage the orderly development of housing for senior citizens and students, in locations which both meet the needs of the residents and minimize their impact on the surrounding neighborhoods.	A. Encourage the development of senior housing projects which meet the needs of the community.	i. Promote the integration of quality senior housing developments within the single-family low density zones.	0-20 years	Planning and Zoning Commission, City Planner
		ii. Encourage the location of assisted living residential facilities throughout the community.	0-20 years	Planning and Zoning Commission, City Planner
	B. Manage carefully the continued development of student housing units.	i. Develop and adopt a plan for student housing, in cooperation with College officials.	0-2 years	Planning and Zoning Commission, City Manager, City Planner
		ii. Provide locations near Snow College, separating student housing from other residential areas.	0-20 years	Planning and Zoning Commission, City Planner

Chapter 7: Parks and Recreation

Key Points

- **Introduction**
- **Parks and Recreation Master Plan**
- **Facilities and Programs**
- **Recreational Trails**
- **Cultural Opportunities**
- **Parks and Recreation Goals**



7.1. INTRODUCTION

Providing quality parks and recreation facilities and services which enhance the quality of life of the residents is an important objective of Ephraim City. This includes developing plans for recreational trails for public use throughout the city. An emphasis is also placed on supporting and providing cultural activities and services that enhance the community's quality of life.

Ephraim City's objective is to provide comprehensive recreation programs, services, facilities and resources that allow and encourage participation by all residents.

7.2. PARKS AND RECREATION MASTER PLAN

Like many communities throughout the U.S., Ephraim City is experiencing a continuing desire for more recreational opportunities. This creates the need for a plan to meet the current and future recreational needs and desires of the community. A parks and recreation master plan would provide a proactive "road map" for guiding future planning, design and implementation decisions. The use of parks, trails and recreation facilities will become an integral part of daily life in Ephraim through the implementation of such a plan, which would act as an appendix to this document.

The beginnings of a parks and recreation master plan was developed through the creation of this document, with public input provided though the General Plan update process, as described in the Plan Update section in Chapter 1. A map of existing and proposed facilities and locations was created through this process (see Exhibit 5, Parks and Trails Map, below).

7.3. FACILITIES AND PROGRAMS

Good parks and recreation facilities for both residents and visitors are highly valued as an important quality of life factor in Ephraim. Existing Ephraim City parks and recreation facilities include:

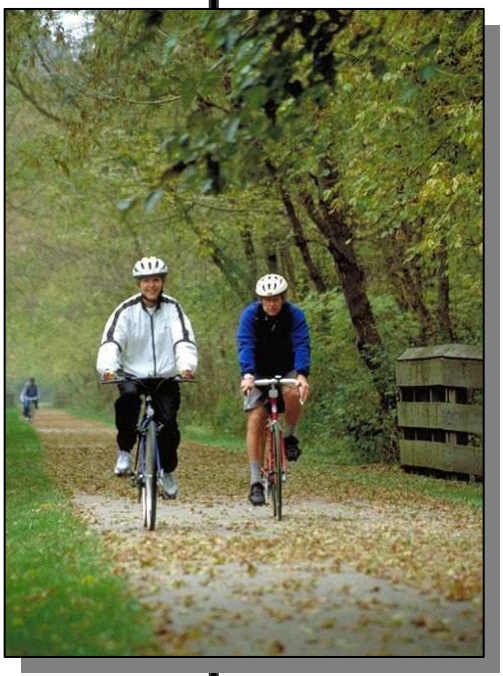
- City Park and Sports Complex
- Pioneer Park
- Heritage Park
- Westside Park
- Canyon View Park (plans under development)

Additionally, proposed new parks, trails and open space areas have been identified as shown on Exhibit 5, below. Through the public involvement activities in the preparation of this plan, several community recreational needs were identified, including bicycle and pedestrian trails, an indoor recreation center, additional playgrounds and picnic areas.

Top survey responses for needed recreation facilities include trails and an indoor recreation center.

Additional activities and programs for youth have also been identified by residents as necessary. Currently, the city sponsors recreation programs such as Junior Jazz Basketball, boys baseball, girls softball, youth soccer and little league football. New programs being planned include adult sports programs and events. Also, many recreation facilities and programs are made available to the community at the Snow College Activity Center, including an indoor swimming pool, basketball and racquetball courts, weight room, etc. As the need expands for additional programs, the City may see the need to increase involvement in programming through staffing and additional facilities.

7.4. RECREATIONAL TRAILS



The quality of life in a community is enhanced when it has a system of recreational trails and facilities. A trails system is also an asset to the city transportation network. Increased walking and bicycling due to the creation of these facilities leads to a cleaner environment and a healthier population.

Safety for bicycles is an important issue. According to the *Bicycle and Pedestrian Planning Guide, Parsons Brinckerhoff,* Utah's bicycle fatality rate is 36% higher than the national average, which is caused by a lack of safe bicycle corridors. Many local trips that Ephraim residents currently make in their cars might be made on foot or by bicycle if they could do so on established safe trail corridors.

Where practical, bicycle and pedestrian paths in Ephraim should 1) be separated from vehicular traffic, 2) be constructed with separated bike and pedestrian lanes, and 3) provide

connection between parks and open spaces.

EXHIBIT 6. PARKS, RECREATION AND TRAILS MAP

(Insert 11x17 map here)

7.5. CULTURAL OPPORTUNITIES

Cultural opportunities which enhance the community's quality of life have long been recognized as an important value among the residents of Ephraim. Several programs have become a significant part of Ephraim's cultural life and character, including cultural programs sponsored and produced by Snow College. The City also sponsors events such as the annual Scandinavian Heritage Festival and the Piñata Festival.

The Scandinavian Heritage Festival was established as an opportunity to celebrate the community's Scandinavian pioneers. Held Thursday through Saturday of Memorial Day weekend, events are held at various locations around Ephraim. Celebration of the Scandinavian heritage is a part of the many events, including a parade, a 5K run, the Little Denmark Supper, arts and crafts booths, exhibits, story telling and music, a quilt show, performing artists and more. (Source: *www.scandinavianheritagefestival.com)*

The Scandinavian Heritage Festival is held on Memorial Day Weekend.

The Piñata Festival, held the first week of December, is an event of cultural entertainment, diversity and exchange. It also promotes the State Literacy program.

Other civic and private organizations, such as the Central Utah Art Center, play important roles in the community culture as well. Fostering an environment where such organizations can develop and flourish is an ideal of the City which enjoys much support from the community. Participants in the neighborhood workshops and public survey expressed support for additional community events, including celebrations of the 4th of July, Pioneer Day, athletic tournaments, community musical presentations and concerts, among others.

7.6. - PARKS AND RECREATION GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
1. Provide for parks and recreation facilities and services to enhance residents' quality of life.	A. Establish a plan for the development and improvement of parks and recreation facilities and services.	i. Prepare, adopt and implement a Parks and Recreation Master Plan.	0-5 years	City Council, City Planner, Recreation Dir.
		ii. Establish a citizens advisory committee to assist in the planning.	0-5 years	City Council, City Planner, Recreation Dir.
	B. Provide parks that are well dispersed throughout the city.	i. Target areas in need of parks and follow recommendations of the Parks and Recreation Master Plan.	0-20 years	City Council, City Planner, Recreation Dir.
	C. Encourage the acquisition of property and the development of additional recreational facilities.	i. Develop plans for an indoor community recreation center.	0-5 years	City Council, City Planner, Recreation Dir.
		ii. Assess needs and develop plans for additional playground and picnic areas throughout the city.	0-5 years	City Council, City Planner, Recreation Dir.
		iii. Assess needs and develop plans for an outdoor swimming pool.	0-5 years	City Council, City Planner, Recreation Dir.
		ii. Create and update priority list for the development of other needed facilities.	0-20 years	City Council, City Planner, Recreation Dir.
		iii. Plan for and fund the assessed facility and service expansion needs.	0-20 years	City Council, City Planner, Recreation Dir.
	D. Encourage citizen participation in the park planning process to address fairly the needs of various areas and groups of people.	i. Maintain a citizens advisory committee to study and make recommendations on the parks and recreation needs of Ephraim.	0-20 years	City Council, City Planner, Recreation Dir.
	E. Provide adequate recreation activities and programs to meet the needs of Ephraim residents.	i. Annually assess the needs and demands for recreation programs.	Annually	City Council, Recreation Dir.
	F. Provide excellent maintenance of existing parks and recreation facilities.	i. Develop a plan for improving maintenance and annually review needs.	Annually	City Manager, Public Works Dir. Recreation Dir.
2. Develop a system of recreational trails throughout the city.	A. Finalize and amend recreational trails development as shown in this chapter and in the Parks and Recreation Master Plan.	i. Submit recommendations for trail concepts and priorities to City Council.	0-2 years	City Planner, Recreation Dir., Citizen Advisory Committee

7.6. - PARKS AND RECREATION GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
		ii. Select a firm to prepare a detailed trails engineering and development plan.	0-5 years	City Council
		iii. Seek and acquire any available funding.	0-5 years	City Planner, Recreation Dir.
		iv. Approve the plan and budget for each trail.	0-5 years	City Council
		v. Arrange the participation of any in-kind and volunteer assistance.	0-5 years	Public Works Dir., Recreation Dir.
3. Provide cultural facilities and services to enhance residents' quality of life.	A. Support and encourage community cultural activities.	i. Offer assistance and support to the continuance and improvement of the annual Scandinavian Heritage Festival and the Piñata Festival.	0-20 years	City Council, City Staff
		ii. Encourage and support, where possible, the success of the Snow College cultural presentations.	0-20 years	City Council, City Staff
		iii. Foster an environment where cultural organizations can develop and flourish in the community.	0-20 years	City Council, City Staff
	B. Assess needs for and sponsor additional community events and celebrations.	i. Establish a volunteer community events board.	0-2 years	City Council, Recreation Dir.
		ii. Review options and abilities to sponsor new events, celebrations, outdoor concerts and community theater presentations.	0-2 years	City Council, Recreation Dir.

Chapter 8: Public Services

Key Points

- **Introduction**
- **Municipal Services and Facilities**
- **Educational Support**
- **Ethnic Integration**
- **Public Services Goals**

8.1. INTRODUCTION

This chapter addresses the various aspects and policies of public facilities, services and activities in the City including administrative offices, library, public works, and public safety facilities. The City, through its organizational structure, administers the City's water, wastewater, storm drainage, electrical power and other public facilities.

A map of the public facilities in Ephraim is shown on Exhibit 6, below.

8.2. MUNICIPAL FACILITIES AND SERVICES

City Administration

The Ephraim City Administration is located in City Hall at 5 South Main Street. Offices and services found within this building include the Mayor's Office, City Council and Planning and Zoning Commission chambers, administrative offices, the Police Department, and the Justice Court. Built in 2003, the new Ephraim City Hall sets a standard for downtown architectural style and excellence.

The Ephraim City governing body consists of six members: five council members and a mayor. The municipality employs approximately 30 people in the administration, public works, parks, police, fire and power departments.

Public Works

The Ephraim City Public Works Department strives to make the City an accessible, functioning and healthy community. Office and maintenance facilities are located at 100 West and 100 South. Services of the Public Works Division include Water, Sewer, Streets, Fleet, City Parks, the Cemetery, and

Animal Control. In providing City services, the Public Works Department strives to be organized, trained and operate in an orderly and diligent process.

Several road improvements and connections are planned throughout the community (see Chapter 5, Transportation). Improvements are scheduled for the next ten years. With these improvements, the City will need to plan for the installation of sidewalks in various areas. An active and proactive program of street maintenance, repair and cleaning is also a needed component to accompany the street improvement program. Additional functions of the Public Works Department are the management of the City Emergency Response Plan, as well as the development of water resources.

Public Utilities

Public utilities provided to the community by Ephraim City include sewer treatment, electrical power, and water. Garbage pickup is also administered through the utilities department. The Ephraim City Utilities Office is located in City Hall at 5 South Main Street.

Planning for the future needs of community utilities and infrastructure is imperative, especially for a city that has the healthy rate of growth that Ephraim is experiencing. Developing new water resources, a system for pressurized irrigation system and a re-use water system will have increasing importance to the community as it grows.

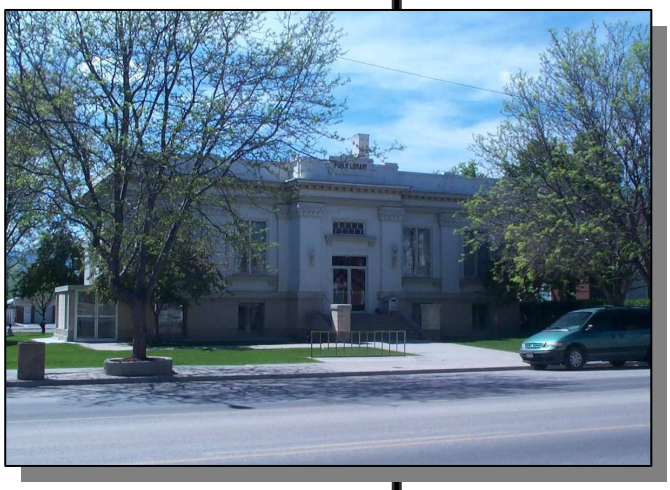
Police Department

Located in City Hall at 5 South Main Street, the Ephraim City Police Department has a force including 5 full-time officers, 2 part-time officers and 2 part-time staff.

The Ephraim Fire Department is the most highly trained fire fighting organization in Sanpete County.

Fire Department

The Ephraim City Fire Department has two stations: Station #3 at 51 South 100 West and Station #31 at 625 South 100 East. The Ephraim Fire Department is the most highly trained fire fighting organization in Sanpete County, providing fire suppression and emergency medical services 24 hours every day to the community, as well as assisting through mutual aid services throughout the county. The department, which is part of a six county local hazard materials team, has 25 trained volunteer fire fighters.



Carnegie Library

Located at 30 South Main Street, the

Ephraim City Carnegie Library is one of the foremost library facilities in Sanpete County. The Library was established in 1914, through the Carnegie Library endowment program. Holdings exceed 22,000, and the average circulation exceeds 30,000. The library has the best children's and fiction collections in the area. In addition to an excellent collection of books and printed resources, the library also maintains a supply of computers and software, which are available to all library patrons.

An eight member community library board has actively pursued objectives to improve library programs and the building. The board is working towards achieving a goal to have the building rehabilitated, restoring its original appearance and upgrading facility code compliance, by the year 2007. Expanding and improving library services is a constant aspiration and goal of the City.

8.3. EDUCATIONAL SUPPORT

It is the objective of the City to support, where possible, the educational institutions within the community, to emphasize the importance of education for all citizens. A close working relationship needs to be maintained with the Sanpete County School District to encourage and facilitate the improvement of elementary and secondary education in Ephraim.

Future Snow College student enrollment is projected to grow at a rate of between 2 to 5% a year.

The City needs to actively participate in and support the positive growth and development of Snow College, to understand the needs and impacts of this noteworthy higher education institution. After student enrollment peaked in the fall of 2001 at 2,978 students, a slight decrease was experienced for a short period. Current trends and projections show that future enrollment Snow College will grow at a rate of between 2 to 5% a year.

Since its establishment in 1888, Snow College has played a significant role in the community life of Ephraim and the Sanpete Valley. Snow College not only dominates the east side, but employs nearly one-third of the local labor force. It also provides numerous cultural, recreational, and sports opportunities.

A new library on the Snow College Campus is being planned, and is supported by the City and other governmental entities. The new facility will allow public access and will benefit the entire county with its

services. Other improvements to the college campus that will benefit the community include enhanced activities and facilities at the fitness center, an improved stadium, a health center and continued community assistance at the Small Business Development Center. As the college grows and improves through the years, it is anticipated that future campus growth will most likely occur to the north of its present location.

In the public survey and other community involvement activities during the preparation of this plan, both the community's appreciation for and concerns regarding the impacts of the college and its students were noted as key issues. Recognizing the many benefits – economic, cultural, educational, etc., that the college offers to the community, many residents are proud to have the community known for this quality institution. On another level, many expressed concern over the growth of student housing developments permeating single-family residential neighborhoods, as well as concerns for increased traffic and noise *(see Appendix A, Public Participation Results).*

It will be imperative that the City continue to seek and maintain a close working relationship with the leadership at Snow College to effectively coordinate the planning for future campus growth, and to work to solve shared concerns regarding student housing and other impacts of the college in the community. Regular coordination and discussions between the two entities will stand to benefit both Snow College and the community of Ephraim.

8.4. ETHNIC INTEGRATION

Positive integration of ethnic minorities in the community was identified as a key community issue by many respondents to the public survey, as well as by those who participated in the public planning workshops. The 2000 Census demonstrated nearly 10% of the population as being Hispanic, the largest ethnic group in Ephraim. As the community grows, it is anticipated that percentage will increase.

The social fabric of Ephraim will be strengthened through positive integration, which can occur through 1) planning special events and social activities, and 2) establishing community programs and committees geared towards integrating Hispanics and other ethnic groups into the Ephraim community.

EXHIBIT 7. PUBLIC FACILITIES MAP

(Insert 11x17 map here)

8.5. - PUBLIC SERVICES AND FACILITIES GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
1. Provide effective and efficient public services to the community.	A. Maintain sufficient levels of staffing and programs to serve the public needs, which are administered with a customer-friendly attitude.	i. Provide efficient functioning and a service - oriented atmosphere in the City Administrative Offices.	0-20 years	City Council, City Manager
		ii. Expand and improve the services available at the City Library.	0-20 years	City Council, Library Director
		iii. Continue to meet the demands for the quality delivery of public utilities and Public Works services in an orderly and efficient manner.	0-20 years	City Council, Public Works Dir.
		iv. Maintain a police force which is dedicated to the ideal of a crime-free society, which enforces the law in a fair and impartial manner.	0-20 years	City Council, Police Chief
		v. Maintain a fully-staffed, trained and certified Fire Department to provide to the community excellent service in fire suppression and emergency medical services.	0-20 years	City Council, Fire Chief
		vi. Maintain parks and recreational activities for youth and adults.	0-20 years	City Council, Recreation Director
2. Provide sufficient water resources and systems to support the future growth of the community.	A. Develop additional community water resources.	i. Explore the development of water resources through additional springs development and well extraction sources.	0-5 years	City Council, Public Works Dir.
		ii. Update and maintain the Water System Source Protection Plan (Appendix B).	0-20 years	City Council, Public Works Dir.
	B. Provide for the community needs for pressurized irrigation and re-use water systems.	i. Develop plans for the installation of pressurized irrigation and re-use water systems.	0-5 years	City Council, Public Works Dir.

8.5. - PUBLIC SERVICES AND FACILITIES GOALS				
Goals	**Strategies**	**Actions**	**Timing**	**Agency**
3. Provide excellent support to educational institutions.	A. Encourage and facilitate the improvement of elementary and secondary education in Ephraim.	i. Meet on a regular basis with South Sanpete School District representatives to support efforts to improve education for Ephraim citizens.	0-20 years	City Council, City Manager
	B. Continue to support the growth and development of the Snow College.	i. Meet on a regular basis with leaders at the Snow College to understand the current issues, challenges, needs and community impacts of the school and campus.	0-20 years	City Council, City Manager
		ii. Provide a public open forum for community-college issues and interaction.	0-20 years	City Council, City Manager
4. Promote the positive integration of minority ethnic groups into the community.	A. Pursue community outreach activities that will involve and integrate minority ethnic groups.	i. Create a special committee with the charge of developing methods to achieve integration.	0-2 years	City Council
		ii. Invite ethnic group leaders or representatives to serve on civic committees.	0-20 years	City Council
		iii. Sponsor special events and activities where ethnic groups can interact with the larger community.	0-20 years	City Council, Recreation Dir., Chamber of Commerce

Acknowledgements

EPHRAIM CITY COUNCIL
Mayor Morris Casperson
Jannette Anderson
Kim Cragun
Penny Kittelsrud
Don Olson
Garth Sorenson

EPHRAIM PLANNING AND ZONING COMMISSION
June Crane, Chair
LeMar Hanson
Lisa Murray
Dixie Nielsen
Judith Olson
Dave Warren

GENERAL PLAN ADVISORY COMMITTEE
Cliff Birrell
Richard Christensen
Dean Cox
Judith Olson
Margaret Riding
Scott Walker
Garth Sorenson
Brad Winn
Bryan Kimball

EPHRAIM CITY STAFF
Bryan Kimball, City Planner
Richard Anderson, City Manager
Chad Parry, Public Works Director
Ronald Rasmussen, Chief of Police
Ronde Larsen, Fire Chief
Jennifer Mackey, Recreation Director
Alma Lund, Power Superintendent

OTHER INDIVIDUALS AND AGENCIES
Snow College
Jacque Sorenson, Library Board Member
Jay Snow, Library Board Chairman
Phil Murray, Recreation Board Chairman

List of Exhibits

1. AERIAL PHOTO OF EPHRAIM 1
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6. PUBLIC FACILITIES MAP 51

Appendices

A. Public Participation Results

B. Municipal Water System Source Protection Plan

C. Annexation Policy Plan

D. Master Transportation Plan

E. Moderate Income Housing Plan

Appendix A

Public Participation Results

1. Top Issues and Goals from Public Participation

The following is a compilation of the top issues and goals garnered from the Ephraim General Plan public participation activities (described in detail below), which have been incorporated into the updated Ephraim General Plan.

1. Main Street beautification and business revitalization, including increased parking
2. Historic preservation, including the renovation of the library and old homes, emphasize Scandinavian and pioneer heritage, identify sites and funding
3. Clean up the community: vacant lots, old buildings, interior lots and trailer parks, zoning laws enforcement, encourage groomed yards
4. Preserve the small town, friendly atmosphere and feel, including controlled growth, animal rights, importance of family
5. More recreational opportunities, including activities and programs for youth bicycle/pedestrian trails, indoor recreation center, outdoor swimming pool, recreation master plan
6. More progressive economic development, including jobs with good pay, diversified business and industry, jobs for students
7. Street improvements, including road connections, sidewalks, better maintenance, repair and cleaning,
8. Student housing issues, including controlled growth, location of units near the college, too many vacancies, separate from other residential areas
9. More tourism events and promotion, including special events such as 4th of July, concerts, Pioneer Day, community theater, etc., improve and increase Scandinavian festival/events
10. More parks and open spaces, including improved maintenance, playgrounds, picnic areas, access to wild areas
11. Snow College issues, including encourage positive growth, improved community relations and interaction
12. Plan and develop sufficient water supply, utilities and infrastructure to meet future growth, including pressurized irrigation and re-use water
13. Quality control of development is needed
14. Increasing traffic and safety concerns, including traffic calming, alternate north/south route, traffic lights, speed limits
15. Beautification of community entryways
16. More efforts/ activities to include and integrate the Hispanics into the community

2. Citizens Advisory Committee

A Citizen's Advisory Committee was appointed to assist and advise in the planning processes of updating the Ephraim City General Plan. The committee members were as follows:

Bryan Kimball, Ephraim City Engineer/Planner
Richard Christensen, Citizen
Dean Cox, City Councilman
Judith Olson, Planning & Zoning Commissioner
Margaret Riding, Citizen
Scott Walker, Citizen
Garth Sorenson, City Councilman
Brad Winn, Snow College Provost
Richard Anderson, City Manager

The Citizens Advisory Committee met on several occasions, including participation in a Community Stakeholders Workshop, Snow College Workshop and Neighborhood Meetings (see below). As a separate group, the committee discussed the direction and goals of the plan update, developed the format for the public survey, and defined their community "likes" and "dislikes" to offer guidance in developing General Plan goals. They include:

Likes (wishes)	**Dislikes (concerns)**
Peaceful, rural setting peaceful areas	Big commercial next to rural,
Historical preservation / heritage	Appearance of Main Street
Wide streets – openness costs, speeds	Wide Streets – maintenance,
Location and proximity to mtns, openness	Need revitalization of downtown
Progressive, quality economic growth	Need more quality job growth / diversification
Snow College: people, education, culture recreation, library	Snow College: perceived attitude that they own the city, increased traffic, noisy students
Community parks	Concerns for water and infrastructure
Nice, friendly community personality	Amount of traffic on Main Street
Diversity of cultures	Need for transportation planning / alternative routes
Schools, quality educational opportunities	
Family friendly atmosphere	Trailer courts on Main Street
Animal rights	Need better wildlife / urban interfacing

The final meeting of the Committee involved their efforts 1) in defining and refining the goals, strategies and actions incorporated into this plan, based upon the input and information received from the public and other resources, and 2) Review and correction of the plan mapping.

2. Stakeholders Workshop

A group of residents considered to be community stakeholders were invited to participate in planning workshop on April 22, 2003. Three exercises were held to encourage creative thinking and garner input. These included 1) a City budget Fantasy Game, where participants were asked to prioritize City improvement projects in the spending of $500,000 (see below results), 2) Suggest elements for a General Plan Vision Statement and Motto by considering the desired characteristics in the future Ephraim community, 3) designating on large maps of Ephraim the needed facilities and infrastructure**,** and recommending land use changes in the community.

Fantasy Game Priority Projects:

Parking on Main Street
Extension of 100 South Street
Business development funds
4 lanes on Main Street
Walking paths
Municipal golf course
Community clean up
Pressurized irrigation system
Utility improvements
Carnegie library renovation
Historic preservation
Park next to public safety building
Change sheep road / route
Heritage lighting on Main Street
Re-use water system
Water improvement

3. Neighborhood Workshops

Dividing the community into four neighborhoods, based upon existing voting districts (see attached map) the general public was invited to attend to provide input into the community planning process. The meetings, which were held on May 12 and 13, 2004, involved the participants in discussions to determine key issues and recommended goals for the City to pursue in the General Plan. The following are results from the four meetings:

Top 10 Neighborhood Meeting Issues and Goals (Combined Results)

1. Main Street beautification and revitalization
2. Historic preservation, including the library
3. Programs to clean up the community and zoning laws enforcement
4. Preserve the small town atmosphere and feel
5. Recreational opportunities – for youth and trails
6. More jobs with good pay, economic development
7. Street improvements, including connections, sidewalks, etc.
8. Student housing controlled growth and issues
9. Tourism events and promotion
10. More and improved parking on Main Street

Mapping Issues and Recommendations:

1. Snow College growth should head northwards from current campus
2. No student housing below 400 South
3. Industrial growth should occur westward
4. A secondary north-south arterial should be planned on the west side
5. The airport needs to be bigger
6. A golf course should be developed on the east side of city limits
7. Sheep path along 100 North needs to be maintained and expanded
8. Need to maintain irrigation rights and ditches for water share holders, or better yet, convert to a pressurized irrigation system to reduce pressure on culinary water.
9. Need to maintain a viable business area on central Main Street.

Top Issues and Goals by Neighborhood:

Neighborhood #1

1. Historic preservation, including the library and trees
2. Main Street beautification and revitalization, including signage
3. Programs to clean up the community
   Preserve the small town atmosphere and feel
4. Protect private property rights
   Better maintenance of facilities

5. More jobs with good pay, economic development needed
   Control commercial sprawl
   Enforce zoning laws
   Traffic and safety

Neighborhood #2

1. Main Street beautification and revitalization
   Maintain small town quality of life
2. Historic preservation, including library and old homes
3. Student housing growth and issues
4. New road connections needed
   Quality economic development
   Zoning laws enforcement
5. More special events: Athletic tournaments, 24th of July, Sheep Festival - "running of the lambs", more or improved Scandinavian events, other events
6. More / improved parking on Main Street

Neighborhood #3

1. Clean up old homes, yards and trailer parks
2. Main Street beautification and revitalization
   More recreation facilities - for kids and trails
3. Quality education
4. Youth correction programs
5. Better jobs
   Zoning for good growth
   Parking on Main Street
   Re-do sidewalks
   Improved road access on 1st South

Neighborhood #4

1. Historic preservation including library renovation
2. Recreational trail along Canyon Road
3. Main Street beautification and revitalization
   Economic development
   Enforce zoning laws and clean up the community
   Street improvements, including striping, parking, speeds and signals
4. More emphasis on tourism
   Promote recreation opportunities
   Housing issues: Control student housing, Provide more senior housing
5. Future resources and utilities
6. Preserve green spaces

4. Snow College Workshop

A special planning workshop was held at Snow College on May 6, 2004 including representatives of both the college and Ephraim City to identify important common concerns regarding the impacts of Snow College in the community, and its relationship to the City. An exercise was held listing wishes and worries relating to the current status of the college

and the town. From there, participants identified key planning issues, choosing six for further discussion.

Workshop participants were then divided into groups and began working through the "Thinking Hats"[1] exercise, analyzing the six issues from different opinion perspectives. The six key issues chosen for analysis by the workshop participants included:

1. Increased traffic safety
2. More jobs and recreation for youth / students
3. Improved relationship between the town and the college
4. Historic preservation
5. Emphasis on unique community features
6. College growth and impacts on City resources

(For a review of the analysis of the above issues, see the attached "Thinking Hats Exercise" chart).

Finally, workshop participants took part in a mapping exercise, to identify and make recommendations on land uses, roadways and facility issues.

5. Public Survey

Additional public input was sought and received through the distribution of a survey. The survey requested input in the several areas. A total of 883 surveys were mailed to Ephraim residents in early May, with additional copies made available for distribution at City Hall. A total of 137 surveys were returned, representing a return rate of 15.5%.

Results of the survey are attached hereto.

[1] Dr. Edward de Bono's method of the Six Thinking Hats encourages six modes of analytical thinking, as described in the published book Six Thinking Hats (de Bono, 1985)