Anaconda, Montana: A Vision for Downtown
Placemaking and Street Design

Winter 2014
About New Mobility West

New Mobility West (NMW) provides communities across the Rocky Mountain West with the tools and resources necessary to become stronger, more prosperous places through building smarter transportation systems. NMW offers technical assistance to communities in this region looking to generate real, on-the-ground progress with targeted issues and opportunities at the nexus of transportation planning and community development. Beyond their local impact, these assistance projects create models that inform and inspire smart transportation and land use throughout the region.

This report is the product of a collaborative effort between NMW team members and the partner community that was selected for technical assistance through the program. It provides an overview of the project’s goals, process, outcomes and recommended next steps.

NMW is an initiative administered by the Sonoran Institute, a non-profit organization that inspires and enables community decisions and public policies that respect the land and people of western North America. Information about the New Mobility West technical assistance program can be found at www.newmobilitywest.org/community-assistance.

About Project for Public Spaces

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.

PPS was founded in 1975 to expand on the work of William (Holly) Whyte, author of The Social Life of Small Urban Spaces. We have since completed projects in more than 3000 communities in 43 countries and all 50 U.S. states and are the premier center for best practices, information and resources on placemaking. More than 700 people worldwide are members of our Placemaking Leadership Council.

Project Partners

- Anaconda-Deer Lodge County
- Anaconda Local Development Corporation
- Building Active Anaconda Team
- Bike Walk Montana
- Cathy Costakis
- LOR Foundation
- The Sonoran Institute
- Project for Public Spaces

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INTRODUCTION

Why this Project Took Place

Anaconda-Deer Lodge County (ADLC) applied for and was selected to receive a community technical assistance event through the New Mobility West, an initiative of the Sonoran Institute. The technical assistance centered around improving traffic operations, increasing safety and connectivity, and supporting the attractiveness and economic vitality of the downtown.

Over three days from Wednesday, October 8 to Friday, October 10, 2014, the workshops, meetings, and audits brought in over 50 Anaconda residents who participated and provided feedback for this report. Without this community feedback, Anaconda would be unable to produce a vision for its downtown and the state highways that traverse it.

Project Background

Anaconda-Deer Lodge County was selected as a Building Active Communities Initiative award recipient in 2014, which gave rise to the Building Active Anaconda Team (BAAT). BAAT worked with the County, Anaconda Local Development and several community organizations to assess activity and its barriers in Anaconda. Two main physical challenges were identified through this work:

1) fast-moving, non-stopping traffic along MT Highway 1 via two, one-way avenues negatively impacts tourism and commercial business, and

2) a lack of inviting and truly walkable/bikeable areas as well as their connectivity between our residential, commercial and recreational zones contributes to a vehicle-oriented culture and sedentary lifestyle.

Upon identification of these issues, the goal quickly became to create a more walkable, bikeable, place-oriented Anaconda with a vibrant and inviting downtown; goals also promoted by ADLC’s 2010 Growth Policy.

America Walks Workshop

In advance of this workshop, America Walks led a workshop that focused on the feasibility of bulbouts. The workshop participants went out and stripped the dimensions of a feasible bulbout design and even had the fire department test if their trucks could make the turn with the tighter radius; the truck made it. The results of the America Walks workshop indicated technical feasibility and strong public support for bulbouts as a possible tool for improving street design in Anaconda.
INTRODUCTION

Description of Workshop Activities
A number of Placemaking tools were combined with stakeholder interviews and on-site observations to begin to develop a program of improvements, activities, and management tactics to create a thriving downtown core.

Street Audits
The street audit empowered participants to evaluate the walking experience of a few blocks of either Park or Commercial, noting barriers, opportunities for improvement, and existing destinations along the way.

Power of 10 Exercise
Through the Power of 10 exercise, participants ranked the best places, places in need of improvement, and under-performing places, as a means to identifying assets, opportunities, and weaknesses in Anaconda.

Intersection Audits
The intersection audits forced participants to look at the harsh realities of how the four major intersections in the downtown core perform in terms of multimodal accommodation and safety.

Urban Form Audit
Using the urban form audit, participants evaluated the common physical characteristics of the built environment that support place and began to brainstorm unique aesthetics to inform future designs.

Results of the Placemaking Process
The process led to a vision of how Anaconda would become a star in a constellation of regional destinations and the street design changes that would foster that vision.

Anaconda cannot do it alone and community partnerships and good management will be paramount to realizing the community’s goals.

While ADLC already maintains that communication with MDT, this document is intended to lend clarity to the articulation of community goals and provide a locally-preferred design concept for Commercial and Park as well as selected cross streets and intersections.
What is Placemaking

Placemaking is a place-led, community-based approach to creating vital public spaces that build stronger communities.

Placemaking involves looking at, listening to, and asking questions of the people who live, work, and play in a particular space in order to discover their needs, aspirations, and vision for that place.

Anaconda the city is an aggregation of many places and people. By diversifying and enriching the functions of these places, every person is Anaconda has a public space they can feel a sense of ownership and pride in and has an opportunity to contribute to the town’s energy and vitality.

The Placemaking process is based on the belief that it is not enough to simply develop design ideas and elements to improve public space. Improvements need to reflect community needs. A public involvement process that defines and responds to community conditions and needs from the outset is one of the most critical factors in achieving a public space that is truly sensitive to its community. Then once you’ve received input from the community, you work with them to create a place vision.
To be successful, cities need destinations. They need destinations that give an identity and image to their communities and that help attract new residents, businesses and investment, but they also need strong community destinations for people to go to.

A destination might be a downtown square, a main street, a waterfront, a park, or a museum. Cities of all sizes should have at least ten destinations where people want to be. What makes each destination successful is that it has places within it. For example, a square needs at least ten places: a café, a children’s play area, a place to read the paper or drink a cup of coffee, a place to sit, somewhere to meet friends, etc. Within each of the places, there should be at least ten things to do. Cumulatively, these activities, places and destinations are what make a great city. This is a big idea that PPS calls the “Power of 10”.

POWER OF 10

PLACE
10+ things to do layered to create synergy

DESTINATION
10+ Places to go

CITY/REGION
10+ major Destinations
Attributes of Great Places

Activities & Uses

A great place has a range of destinations and activities that attract a variety of community members. The activities keep the public space lively, inviting, and safe at all times of day.

Access & Linkage

A great place is easy to get to and see into. Linkages and open sight lines should connect different destinations and help create a people-friendly environment.

Comfort & Image

Great public spaces are comfortable to use and help give a city a unique identity. Amenities, such as benches, movable tables and chairs, umbrellas and shade trees are essential in any good public space.

Sociability

A sociable place is one where people want to go to meet friends and interact with a wide range of people who are different from themselves. This is at the very heart of what makes a great place.
ATTRIBUTES OF GREAT URBAN FORM

Enclosure

Enclosure is the degree that streets and public spaces are visually defined by buildings, walls, tress, and so forth. Anaconda could induce an intimate room-like feeling through greater ratios of height-to-width.

Transparency

Transparency is the degree that people can see or interact with indoor uses and activity particularly at the ground floor. Anaconda may accomplish this through encouraging a lot of fenestration and details such as balconies or retractable facades.

Human Scale

Human scale is the size, texture, and articulation of objects in relation to the proportions of the human body and how people experience space. More fine grain development in existing buildings and smaller lots and attention to detail would improve the human scale in Anaconda.
Complexity is the visual richness of a place. More color, more light, and little details like flower boxes and sandwich boards can contribute to Anaconda’s visual richness.

Imageability is the quality of a place to be recognizably distinct and strongly associated with memories. Anaconda already has a number of architectural assets that contribute to its imageability. Additionally, participants identified copper detailing and pools of electric light as unique and well-liked elements that should be replicated.

Furthermore, distinctive razor signs, window displays, tables and chairs, benches, flower pots, and public art could also make up an Anaconda style.
**Streets Problems are Place Problems**

While everyone had opinions as to how Park and Commercial Avenues are underperforming as streets, deeper exploration revealed that most participants’ “street concerns” really centered around how the downtown core feels lifeless and without a strong identity.

**Return Park & Commercial’s Historic Flow**

Participants expressed a desire to return Park and Commercial back to two-way traffic. A related sentiment was to prioritize Park as the street that focuses on fostering place and Commercial as the street that focuses on managing traffic. That is not to say that either goal is neglected in favor of the other, but simply a pragmatic understanding that each can best serve a certain role.

**Natural Assets but no Connections**

Parks, trails, historic cemeteries, and numerous other destinations encircle Anaconda, but it is hard to walk or bike to these sites and perceived as unsafe for children to do so alone.

**Perceived and Real Danger**

The wide-lane, one-way, and high-speed traffic was reported as a major contributor to a sense of danger and hostility in the downtown core. Missing or faded crosswalks, large curb radii, a lack of signage, ADA compliance, and uneven sidewalk paving were all cited as additional safety concerns.

**Parking, Parking, Parking**

Parking seen as necessary to the elderly population and to attract business; however, many agreed that the perceived risk of not finding a parking spot is a bigger issue than the absence of open parking spots.

**Not Much of a Welcome Mat**

Participants complained there is no advance signage directing people to Anaconda from I-90, and the perception is that those who do venture down Hwy 1, they don’t stop because the first stretch of Commercial gives the false impression that Anaconda is run down.

**Future Development Sites**

Prime opportunities for development exist outside of the downtown core such as the East Yards and further along Hwy 1, but developing there may inhibit downtown investment because of development pressure.
ANA LYSIS | WHAT WAS HEARD

Vacant Properties and Blank Facades
Vacancies detract from the concentration of good storefronts that are downtown and participants voiced a desire for ramped up efforts to fill such spaces.

Yet, occupied buildings often look vacant with boarded up storefronts and a general lack of a sense of ownership and investment.

TIF District is a Great Tool
Residents of Anaconda had numerous anecdotes illustrating how the TIF district has led to facade improvements and added activity that makes a bigger difference in terms of sense of place.

No Identity, No Brand
The sentiment was that the downtown core lacks an identity or brand. Having a consistent brand would conceptually tie the district together.

Urban Form Lacking on Commercial
While Park faired fairly well in terms of how much its urban form contributes to a sense of place, participants rated Commercial abysmally.

Leadership Vacuum
There was a lot of appreciation voiced for the efforts of Anaconda-Deer Lodge County, the Anaconda Local Development Corporation, the Anaconda Chamber of Commerce. However, participants identified a lack of leadership in managing Placemaking aspects downtown. It was stated that such leadership could facilitate cooperation between government bodies, merchants, residents, and property owners. Other potential roles included maintaining streetscaping, acquiring funding, organizing events and other programming.

Momentum is Already Building
Many signs of renewed vitality were listed. Newly planted street trees, hanging flower baskets, and aesthetic improvements to building facades were mentioned as having a big impact led mostly by outside organizations or individual property owners and tenants.

In general, the workshop participants exuded energy and excitement for the future of Anaconda and the potential changes to their streets and public spaces. The enthusiasm is a very positive indicator that not only are these changes feasible, but that the community can be a very active and involved force in the implementation.
The citizens of Anaconda identified the places that contribute to a sense of place and quality of life in their community, as well as those places which are opportunities or impairments to such. That feedback, represented graphically here, provided the basis for analyzing how Anaconda’s places are performing individually and in concert.
ANALYSIS | DESTINATION

Focusing in on just the downtown core, citizens went out into the field looking at their built environment critically. A patchwork of well-performing and under performing spaces resulted. The graphic below shows how mending the holes in the urban fabric would produce a coherent and desirable district.

contributing to a sense of place
any opportunity waiting to be capitalized on
detracting from a sense of place
Program | What is Recommended

Welcome and Direct Visitors
Before drivers reach Exit 208, they should know Anaconda is a worthwhile stop, not just with highway signage, but with a campaign that hooks visitors with all the great activities and sights Anaconda has to offer.

Improving Anaconda’s eastern entrance is a priority, but development pressure alone is unlikely enough to do it through new construction. A heavily landscaped entrance would connect the town with the surrounding natural beauty and amenities. Likewise, simple changes to the western entrance such as removal or beautification of the railroad perimeter fence encircling the roundhouse – perhaps through an art installation – would have a major impact.

A few simple signs to guide pedestrians and cyclists through the downtown and to surrounding destinations could be affordably installed.

Focus and Direct Development
Start with the downtown core, directing as much development there so as to create a critical mass of activities that can catalyze more spin off investment than would happen under a dispersed scenario.

Establish a Management Entity
Perhaps paramount to any other change downtown, the creation of a management entity should be pursued. Such an entity would coordinate between government, merchants, residents, and property owners to build and sustain downtown’s success as a destination district. The entity would likely be responsible for maintain streetscaping, fundraising, event planning, arts management, and other initiatives and could be a mandatory or voluntary body, but should have a dedicated funding source such as a special assessment or due.

Layer in More Programming
More regularly occurring events will draw diverse user groups downtown and increase awareness of the businesses and amenities. Durston Park for instance has the potential to be an anchor downtown. Improvements suggested by citizens include chessboards, tables and chairs, a fire pit, shade structures, more vegetation, bocce, and outdoor table games like foosball and shuffleboard.

Control Design through TIF
The interest in a form based code or more rigorous development standards could be burdensome to developers and hard to adopt and administer. A more feasible approach would be to develop a lookbook highlighting good urban form for Anaconda and to require certain improvements as a requirement for receiving TIF.

Build a Spine of Bikeways
All the great assets surrounding Anaconda are unlinked to the downtown core, but a system of bikeways on Main Street, Cedar Street, Pennsylvania Street, and 4th Street would provide safe multimodal connections from workplaces and residences to the trails, the golf course, and parks. The low traffic volumes on these streets make them comfortable for cyclists and easy to reallocate right of way for bike lanes.

Bikeways would also be valuable assets on Park and Commercial, but some cyclists would still avoid them and coordination with MDT would require additional effort.
Based on public input, a place vision for Anaconda’s core emerged. Hallmarks of that vision include a system of districts that can be phased to keep energy and investment focused, gateways that instill a sense of arrival, wayfinding that makes the connections to surrounding assets explicitly clear, and bikeways to provide safe multimodal connections.

- Remove or improve the fence to capitalize on the roundhouse as a visual asset.
- Direct as much development and activity as possible into the downtown core.
- In the immediacy, use greenery and landscaping to improve the eastern gateway.
- Create a spine of bike routes to connect downtown to regional destinations and amenities.
- While downtown storefronts fill, main street can grow as a civic and cultural destination.
A strong downtown core provides the foundation for other great places and districts. Addressing safety and aesthetic concerns expressed by workshop participants would catalyze this through the addition of bulbouts at high volume intersections, improving the most visible facades, and extending a consistent streetscape design along the arrival corridors.
Anaconda’s rich history and architectural heritage provides the basis for a distinctive look and feel that can add character and attract visitors. Adding urban form and aesthetic requirements to the TIF district requirements and/or producing a lookbook to inspire good design should be pursued. Below are three initial themes that came out of the workshop.

**Breathtakingly Scenic**

With a big sky framed against The Rockies, nearly every vantage in Anaconda is terminated by a mountain vista. Bringing some of that natural beauty into town would strengthen that visual connection.

The landscaping that screens the Copper Bowl is one example how this approach can soften and beautify simple structures with less refined architecture.

**Lit in Electric Light**

Intimate pools of soft illumination are not only alluring, but also relate well to Anaconda’s early electrification.

The small bulbs strung across Anaconda’s Electric Light Building, listed on the National Register of Historic Places, is a fantastic precedent. Fortunately, a state grant and development interest could mean these lights are restored soon.

**Clad in Copper**

Anaconda and the copper industry are intrinsically linked and strongly identified with each other. Luckily, copper is a beautiful material that can easily be incorporated into architectural detailing.

The facade of Copperopolis’ building, recently renovated through TIF, serves as a prime precedent for incorporating copper into Anaconda’s structures.
DESIGNING FOR STREETS AS PLACES

Streets as Places

The following design concepts incorporate specific preferences for street design elements expressed by workshop participants in addition to the overarching place vision for Anaconda. The process revealed that Anaconda’s citizens desire streets that do much more than just move cars, and that the town’s longterm economic health depends on its streets functioning as great public spaces that attract visitors and investment and feel safe and inviting.

These concepts should not be seen as hardened alternatives for the Hwy 1 corridor, but rather as an exploration of what is possible under the design standards and physical conditions. Anaconda as a community will have to take the opportunities presented here and determine what is best.

Participants also provided some goals specific to the design of Park and Commercial Avenues: allows for bulbouts and midblock crossings, returns to historic two-way traffic configuration, sidewalks wide enough for cafés, marked bikeways, extra space for snow storage

Working with the Montana Department of Transportation

In order to transform the right of way of Park and Commercial Avenues into great places, Anaconda must maintain communication with the Montana Department of Transportation as to what the community’s goals are, have a community-supported vision in hand, and be prepared to back up that vision with supporting documents.

While ADLC already maintains that communication with MDT, the design concepts presented in this document are intended to lend clarity to the articulation of community goals and provide a locally-preferred design concept for Commercial Avenue and Park Avenue as well as the cross streets and intersections.

Guidance Documents to Consider

Montana has its own design standards and procedures, and the typical way of applying them isn’t the only way. There is a lot of guidance and flexibility out there to help guide the engineering of Anaconda’s streets into places. The ITE recommended practice “Designing Walkable Urban Thoroughfares: A Context Sensitive Approach” and the NACTO Bikeway Design Guide for instance were both officially endorsed by the United States Department of Transportation in 2014. The street designs presented here are compliant with those documents.

Liability is often cited as a concern; however, empirically it is case that as long as well-documented engineering judgment was applied then governments and designers are protected from claims.
DESIGNING FOR STREETS AS PLACES

Interim Strategies

While longterm street redesign is an expensive and time consuming endeavor, Anaconda can accomplish a lot now with very little.

Interim strategies or a “Lighter, Quicker, Cheaper“ approach can build public understanding and support for larger changes. For instance the use of painted stripes, planters, landscaping boulders, or flexible delineators – a specific term for a type of bollard – can serve as a bulbout or traffic calming neckdown without any concrete work. Naysayers can then change their minds by seeing the infrastructure performing as promised in the real world.

In the same vein, experiments with temporary and removable materials can flush out potential design flaws before a costly retrofit would be required.

Building off the positive experience that was the parklet and bulbout demonstration facilitated by America Walks, it is highly recommended that Anaconda continue experimenting with interim solutions.

Where They Come Together

Regardless of what traffic scheme is eventually implemented on Commercial and Park, the points at which they converge and diverge from one another will require attention. The current designs are highway solutions and do not contribute to a sense of arrival and the transition to the special place that is Anaconda.

Connecting Commercial and Park using roundabouts or T-intersections and signaling arrival with traffic-calming that doubles as a gateway condition should all be considered as alternatives.

the transition from divided highway to downtown streets is almost undetectably gradual, even though drivers are entering a very different environment
COMMERCIAL AVENUE TODAY

Commercial Avenue as it is today with one-way travel and parking lanes

two wide travel lanes with few traffic control devices encourages speeding and fails to signal to drivers that they are passing through a commercial area with pedestrians
PARK AVENUE TODAY

Park Avenue as it is today with wide one-way travel and parking lanes

The limited space on the sidewalks precludes cafés and outdoor retail, hindering Anaconda businesses and making downtown less hospitable.
Description of Concept A

Concept A is the least invasive design and could be implemented quickly and as an interim solution while another concept is being worked towards.

While maintaining the current configuration, i.e. two-lanes of one-way traffic, the lanes of both Park and Commercial Avenues are narrowed to a safer width, more appropriate for a pedestrian orientated commercial district. Such a project could be implemented without a capital reconstruction but rather as part of operational restriping and resurfacing. The narrowing provides enough space for bike lanes, larger bulbouts, and/or slightly wider sidewalks.

Currently the wider lanes provide space for snow storage after storms. Under Concept A, there is still ample storage in front or behind the bulbouts and the short-lived, occasional loss of a parking space or two per block shouldn’t be seen as an argument against significant returns on safety and multimodal mobility for a modest investment. Furthermore, bulbouts at corners where parking is already prohibited would reduce crossing distances for pedestrians and calm traffic without removing any spaces. This is true for the other concepts as well.
CONCEPT A: ONE WAY PAIR

Park Avenue one-way with multimodal safety improvements (photo simulation)
Description of Concept B

The reconfigured one-way pair laid out in Concept A does not reflect the strong public sentiment for converting the avenues to two-way traffic. Concepts B and C do address this.

Concept B is basically reversing the direction of one lane on both Park and Commercial as well as reducing parking and travel lane widths as appropriate. Park and Commercial have symmetrical cross-sections with bulbouts at the intersections.

Conversion to two-way traffic is feasible in terms of available right of way and traffic volumes, but would require more costly changes to traffic signals and signage. Another difference in Concept B is that wider travel lanes may be deemed necessary since the avenues will be carrying opposing highway traffic in which case space may not be available for bike lanes, though wider sidewalks would still be quite feasible (existing sidewalk widths range between 10.5’ and 11.5’).
CONCEPT B: TWO WAY PAIR

Park Avenue two-way with wider sidewalks (photo simulation)
CONCEPT C: TWO WAY PAIR W/ MEDIAN

Description of Concept C

Concept C has the same two-way traffic flow and symmetrical cross-sections for Park and Commercial as in Concept B. The minor difference in Concept B is that a center median is provided.

While neither Concept B or Concept C is the better two-way configuration per se, Concept C’s median may address concerns that could potentially arise from returning Park and Commercial to their historic traffic flow.

The median provides additional space for snow storage, passing emergency vehicles, vehicles overtaking cyclists, and vehicles veering outside their lane. Additionally, pedestrian refuge islands could be added, especially at uncontrolled intersections where they would safely break the crossing up into two stages.

<table>
<thead>
<tr>
<th>Park Avenue Potentially</th>
<th>Commercial Avenue Potentially</th>
</tr>
</thead>
<tbody>
<tr>
<td>√ Allow for bulbouts &amp; midblock crossings</td>
<td>√ Return to historic two-way traffic</td>
</tr>
<tr>
<td>√ Sidewalks wide enough for cafés</td>
<td>√ Marked bikeways possible</td>
</tr>
<tr>
<td>√ Extra space for snow storage</td>
<td></td>
</tr>
</tbody>
</table>
CONCEPT C: TWO WAY PAIR W/ MEDIAN

Park Avenue two-way with median and pedestrian refuge island (photo simulation)
**CONCEPT D: SPLIT STREET FUNCTIONS**

*Description of Concept*

Public perception leaned towards Park Avenue as the priority for becoming a spine of destinations in the downtown core and Commercial Avenue picking up the slack in terms of traffic flow.

Under Concept D, Park consists of single one-way lane with 20’ continuous sidewalks. No other concept besides D provides merchants with sidewalks of sufficient width to have truly functional use of the space in front their business, namely cafés.

It would be advantageous under this asymmetrical scheme that Park’s designation as Hwy 1 be removed and the right of way turned over to Anaconda’s jurisdiction, affording more design flexibility and the option of closing Park Avenue for festivals and events.

Commercial Avenue becomes a typical three-lane section with one travel lane in each direction and a center turning lane.

Federal Highway Administration guidance recommends such three-lane sections for streets under 15,000 AADT. It is extremely unlikely that Commercial would see more than 12,000 AADT under this scenario, thus the traffic volumes justify such a section.
CONCEPT D: SPLIT STREET FUNCTIONS

Montana Hwy 1 designation removed from central stretch of Park Avenue, kept on stretch of Commercial Avenue
CONCEPT D: SPLIT STREET FUNCTIONS

Commercial Avenue two-way with center turning lane (photo simulation)
CONCEPT D: SPLIT STREET FUNCTIONS

Park Avenue one-way single lane with sidewalks wide enough for cafés (photo simulation)

wide 20’ sidewalks have plenty of space for sidewalk cafés and other outdoor commercial space that provides downtown merchants more revenue without more indoor square footage for which they’d have to pay rent
OPTIONS FOR SIDE STREETS

Description of Concept

Given the priority of the downtown core in the overall place vision for Anaconda, the blocks of Oak and Cherry streets bounded by Commercial and Park Avenues should be considered as part of any Hwy 1 corridor changes – or even addressed before the Hwy 1 corridor.

Convenient on-street parking and good public space are two goals from place vision that these side streets are posed to accomplish. Both streets would be appropriate as parking priority streets on that internal block, and Oak would also be appropriate as a plaza.

By converting current traffic space to parking, downtown can increase parking without losing developable land or public space. Given that Oak and Cherry Streets are unimportant to traffic flow, some of their right of way could be reallocated for diagonal parking on both sides of the street and a single one-way traffic lane.

The cross-section would fight tightly into the right of way, but the prioritization of supplying parking over accommodating throughput means design flexibility is both advantageous and warranted in this case.

During the workshop interest was expressed into closing the block of Oak Street between Park and Commercial to through traffic, creating a plaza. Such a change would better communicate to passersby that both streets constitute downtown and are lined with destinations. Furthermore, it would create a centrally located and programmable public space in the heart of the downtown core, better situated and larger than Durston Park.

A plaza design could easily accommodate emergency and delivery vehicles servicing the buildings along the block.
OPTIONS FOR SIDE STREETS

Oak Street converted to public plaza and closed to traffic between Commercial and Park Avenues (photo simulation)
<table>
<thead>
<tr>
<th><strong>Placemaking</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Short-term</strong></td>
<td>Get advanced highway signage for Anaconda placed on I-90</td>
</tr>
<tr>
<td><strong>Short-term</strong></td>
<td>Add programming &amp; amenities to Durston Park</td>
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<tr>
<td><strong>Short-term</strong></td>
<td>Establish a management entity for the downtown core (e.g. merchant association)</td>
</tr>
<tr>
<td><strong>Mid-term</strong></td>
<td>Program additional downtown events, streamline the process for holding events, &amp; create a central events calendar</td>
</tr>
<tr>
<td><strong>Mid-term</strong></td>
<td>Develop a campaign and brand for downtown Anaconda, linking it to natural amenities &amp; destinations in the region</td>
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<tr>
<td><strong>Mid-term</strong></td>
<td>Develop a lookbook and/or design standards for TIF projects</td>
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<tr>
<td><strong>Long-term</strong></td>
<td>Explore finance opportunities for business relocations &amp; renovations of vacant lots &amp; properties within the downtown core beyond current TIF</td>
</tr>
</tbody>
</table>
### IMPLEMENTATION TABLE

**short-term (1-6 months), mid-term (6-12 months), and long-term (12+ months)**

**Street Design**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term</td>
<td>Distribute photosimulations to media &amp; community outlets &amp; promote citizen discourse about the potentially redesigns with a focus on the effect on quality of life in Anaconda</td>
</tr>
<tr>
<td>Short-term</td>
<td>Install temporary bulbouts at key intersections</td>
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<tr>
<td>Mid-term</td>
<td>Engage community to develop a locally-preferred alternative for Park &amp; Commercial Avenues</td>
</tr>
<tr>
<td>Mid-term</td>
<td>Green the eastern gateway (especially along Commercial Avenue) &amp; beautify the western gateway (especially the fence)</td>
</tr>
<tr>
<td>Long-term</td>
<td>Experiment with traffic flow street to test design alternative</td>
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<tr>
<td>Long-term</td>
<td>Work with MDT to study the corridor &amp; locally-preferred alternative</td>
</tr>
<tr>
<td>Long-term</td>
<td>Install an interim design solution on Park &amp; Commercial Avenues</td>
</tr>
<tr>
<td>Long-term</td>
<td>Reconstruct Park &amp; Commercial Avenues, intersections, &amp; cross streets</td>
</tr>
</tbody>
</table>
C. Walk-It Audit tool

Walk-It Audit
A Tool for Evaluating the Pedestrian Experience

This walking audit is designed to be conducted on-site by small groups of people. Each Walk-It audit covers a specific route that you evaluate walking to or from a destination in terms of access & linkages, comfort & image, uses & activities, and sociability.

As you participate in the Walk-It workshop pay close attention to the qualities of the public spaces, as well as the difficulties you encounter during your journey.

An area map is provided for you to use to find your way. Make comments and take additional notes about your journey!

Observational Guidelines
Think about the route in terms of the qualities and characteristics of your experience.
Feel free to draw on the map! Use your own symbols to mark site-specific issues and record your notes in the space around the map.
Remember to discuss them with your group and to make sure that someone is documenting your observations with a camera.

As you Walk-It:
STOP at key points along the route and mark them on the map
LOOK around and evaluate each stopping place, taking photos of what the group finds important
LISTEN to others' opinions and share your own
RECORD your notes as symbols on the map and notes on the margins

Afterthoughts
After completing the Walk-It audit, meet with your group at a local venue to discuss your observations. Transfer and discuss each of the individual markings on your maps onto a larger one that represents the opinions of the whole group.
The map, along with key afterthought question, will give you a good sense of the specific problems, potential opportunities, and strategic steps to follow.
Qualities

How do you get here?
- Bike?
- Walk?

How does this place feel?
- Is waiting for the bus comfortable?
- Safe?
- Attractive?
- Enough lighting?
- Friendly?

Who is using the space?
- Individuals
- Groups
- More foot or jurday
- Kids?
- Older people
- Young adults
- Seniors
- Representation of the neighborhood
- Who should be using this space?

What are people doing here?
- Playing
- Resting
- Eating
- Waiting for transit
- Interacting
- What could take place here?

Afterthoughts

- What are the most important destinations on the route (institutions, stores, etc.)?

- What are the most important public spaces on the route (parks, plaza, etc.)?

- Which are the spaces with potential, that are in need of improvement?

- What short-term, physical improvements do you recommend for each of these spaces?

- What are the barriers to both walking and experiencing the place? What are your ideas for dealing with the barriers and for improving your walking experience?

- How can the merchants, institutions, and/or agencies responsible for these destinations improve your walking experience?
APPENDICES

Streets as Places Audit

Take a few seconds to review the descriptions of the five characteristics of great streets and public spaces. Then rate the spaces of South Burlington on a scale of 1 to 5, using the example photos as a guide.

Enclosure

The degree to which streets and other public spaces are visually defined by buildings, walls, trees and other elements. Spaces where the height of vertical elements is proportionately related to the width of the space between them have a room like feel to them. Enclosure is fostered by having parking (important), lines of trees and lamps, awnings and canopies, etc. Experts say that different building heights and levels don't provide the same enclosure as continuous edges.

Transparency

Transparency refers to the degree to which people can see or perceive what lies beyond the edge of a street or public space, and more specifically, the degree to which people can see or perceive human activity beyond the edge of a street or other public space. Physical elements that influence transparency include walls, windows, doors, fences, landscaping and openings into midblock spaces.

By rule a set of buildings at grade should give you anywhere from 70-90% glazing, that includes doors/windows. A high degree of transparency makes you feel how comfortable. In places with 10% or less glazing people are reluctant to walk due to low transparency.
Human Scale

Human scale refers to the size, texture, and articulation of physical elements that match the size and proportions of humans, and equally important, correspond to the speed at which humans walk. Building details, pavement texture, street trees, and street furniture are all physical elements contributing to human scale.

Once there is human scale, different functional rooms can be created on the street. There might be a place to go in the morning for coffee that wouldn’t be revisited at night for wine and cheese; there is another room for that.

Imageability

Imageability is the quality of a place that makes it distinct, recognizable, and memorable. A place has high imageability when specific physical elements and their arrangement capture attention, evoke feelings, and create a lasting impression.

Distinctive signage, vernacular architecture, native vegetation, and fountains are all examples of physical elements that can increase imageability. Imageability is extremely low when the entire physical space looks as though it could be found anywhere in the country.

Complexity

Complexity refers to the visual richness of a place. The complexity of a place depends on the variety of the physical environment, specifically the numbers and kinds of buildings, architectural diversity and ornamentation, landscape elements, street furniture, signage, and human activity.

Creating unpredictable aspects in a place, like incorporating art into common objects, allows visitors to be caught by surprise and engages them making them want to return.
How Complete Is Your Street?

These are starter questions intended to get you thinking about the completeness of the streets. It is not a formula; ultimately, how you feel as a user of the street is most important.

- Are there sidewalks? Are they wide enough to handle the observed activity?
- Are there crosswalks? If so, how are the crossing marked and are they marked well?
- Are there enhanced pedestrian features such as flashing signals?
- Is there a pedestrian countdown timer?
- Is there a separate bike lane or a shoulder wide enough to accommodate bikes?
- If there isn’t separate space for bikes, is the traffic flow slow and/or light enough to make biking in a mixed traffic comfortable?
- What is the posted speed limit? Do the vehicles appear to be honoring the speed limit?
- Is the speed of the vehicles intimidating to a pedestrian?
- How wide is the street? How many lanes? How wide are the lanes? Are the crossing distances intimidating?
- If more than two lanes, is there a pedestrian refuge island?
- Are the corner radii large and sweeping to accommodate vehicles or are they smaller and appropriate for pedestrian activity?
- Are there turning lanes? If so, how are bike turns handled at intersections?
- Is there storage facilities for bikes?
- Are there local destinations, like shops, schools, offices and homes, that draw pedestrians? What types of land uses are present (residential, commercial, industrial, institutional, agricultural) and where are they located in relation to the streets?
- Is the street framed in a way that creates the sense of an outdoor room? Is there a sense of enclosure created by buildings, trees and/or parked cars?
- Are the street walls (building fronts) transparent? Are their windows at ground level? Is it an interesting place to walk?

Ideas for Improvement

Now take some time to diagnosis the street and write down your initial ideas for improving it.

- How do you feel as a pedestrian on this street?
- Would you feel comfortable bicycling on this street?
- List ten things that you would do to improve this street that could be done right away and wouldn’t cost a lot:

  What changes to this street would you make in the long term that would have the biggest impact?

  What local partnerships or local talent can you identify that could help implement some of your proposed improvements?