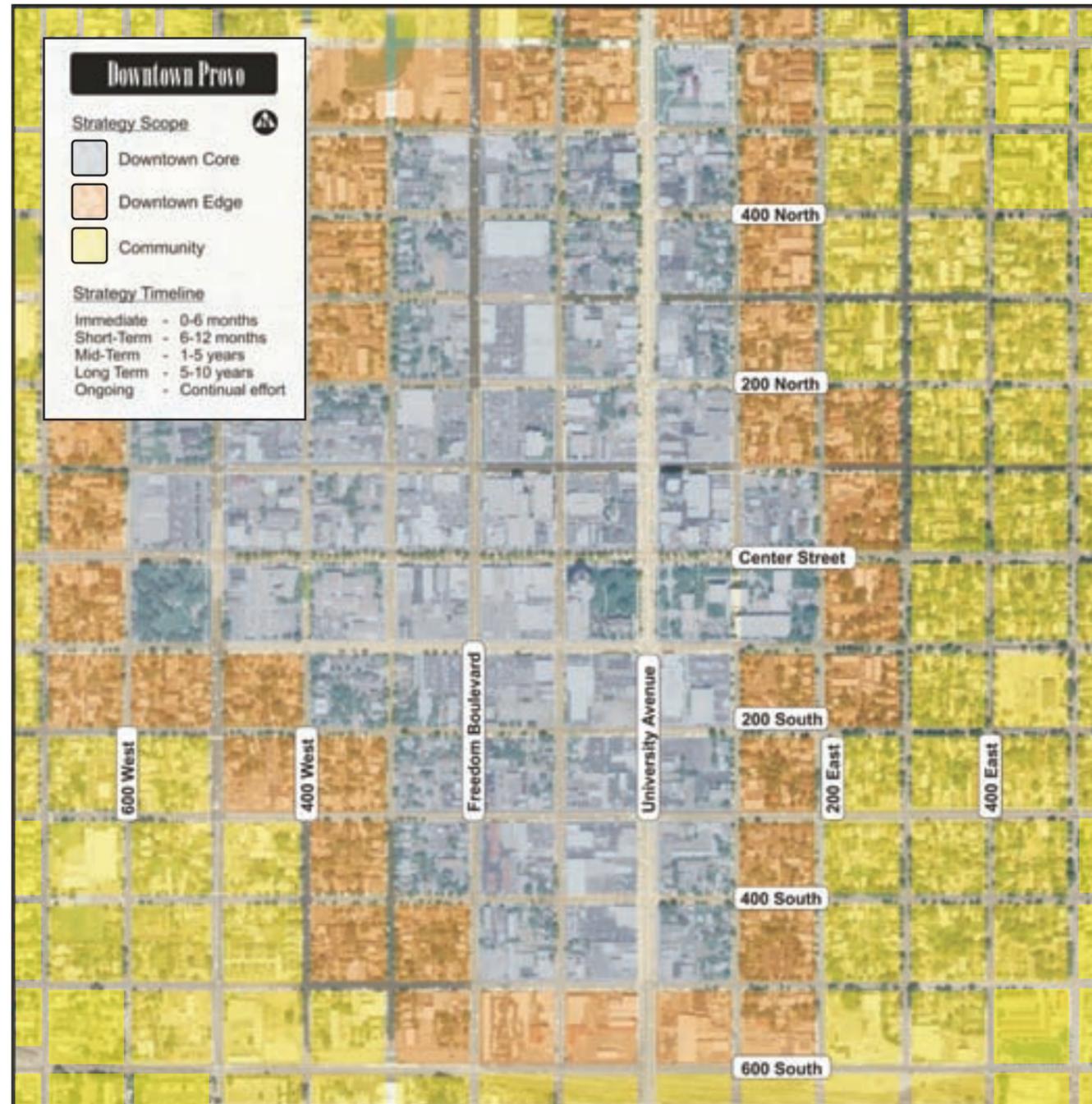


CENTER
FOCUS
a Vision & Plan for
Downtown Provo

ACHIEVING THE VISION & PLAN



VISION



This Downtown Provo Strategic Plan consists of two main elements intended to guide the evolution of the Downtown through the coming years: first, a general vision for the future, further articulated by objectives divided into four main categories (Cultural Identity, Civic Beauty, Downtown Variety, and Community Connections); and second, a course of action, assembled in chart form, outlining many specific actions to be undertaken in fulfillment of the Strategic Plan.

Out of the Strategic Plan has grown a five-point vision for Downtown Provo over the next five to ten years:

I. Downtown's Role as the Center

Downtown Provo will assert its traditional role as the financial, civic, cultural, educational, and hospitality center of Utah County. Growth across the County will lead to new nodes of activity elsewhere for some of these functions. However, Downtown Provo's central location and its existing infrastructure (buildings, streets and utilities, businesses, institutions) will be fully exploited, so that Downtown continues to be the place that people look to as the center of the County.

II. Drawing People Downtown

In order to continue to fulfill this role, Downtown will continue to attract many more people for a wide range of purposes. Downtown's success as center depends on attracting more people Downtown to work, to reside, to shop, to dine out, to be entertained, and to attend a wide range of special events. Visitors to the area, as well as local university students, will be included among those who discover Downtown to be a unique, fun place to be.

III. Preserving a Special Place

Downtown will preserve the distinctive character which distinguishes it from other places and which attracts people, at the same time that it grows to accommodate many more people. Center Street in particular will maintain this distinctiveness in the form of a very pedestrian-oriented scale of development, with well-maintained historic buildings, mature and well-tended tree canopy and planting beds, center-median and other angled parking, a variety of unique dining and shopping, along with other features. Over time, many of these same qualities will carry over to adjoining streets. The more intensive office, residential, and other growth necessary to sustain a strong Center-Street-type of environment will take place very close by in the Downtown.

IV. Enhancing Downtown's Special Districts

Downtown's long-standing distinctiveness will be enhanced by new community gathering places, water features, gateways, wayfinding, signage, public art, added landscaping, and increased cleanliness and maintenance. Each of these improvements will be added to the Downtown in a very deliberate way calculated to serve its specific function most effectively, and to contribute to the overall function of making Downtown Provo a place where people want to be.

V. Getting Around Comfortably

Downtown will be a pleasant place in which to move around even as more people converge there. Automobiles will be able to move about and park efficiently in the Downtown. Public transit, such as commuter rail, bus rapid transit, and more conventional busses, will add convenient new alternatives for reaching the Downtown. And people on foot and on bicycles will find a Downtown that makes their experience enjoyable.

KEY MEASURES OF SUCCESS

This volume of Center Focus plots a course toward achieving the Plan's vision, as divided among the four Vision Elements: Downtown Variety, Civic Beauty, Cultural Identity, and Community Connections. For each of these Vision Elements, this volume lays out an overall goal and a series of objectives, strategies, and action items to bring the vision to reality.

Progress toward the vision will occur as Downtown stakeholders complete each of the action items called out in the accompanying charts. However, the ultimate test of Downtown progress is the market response to these objectives, strategies, and actions. There is value in tracking a few over-arching market trends - key measures of success -- throughout Plan implementation in order to verify that the Downtown market is responding as hoped. The following trends would be relatively easy to measure each year and would be useful indicators of Downtown's general progress. They are not all-inclusive indicators of progress, but they are objective measures, fairly easy to replicate each year with available data, and they give a general sense of how conditions are changing Downtown.

Reduced vacancies in Center Street ground floor space: An April 8, 2009, survey indicates that 17% of ground floor building frontage (715 linear feet of buildings and 95 linear feet of vacant land) on Center Street between 500 West and 100 East is vacant. We propose a goal of reducing this to 12% by the end of 2010 and to 5% by the end of 2013.

Increased number of restaurants: As of April 9, 2009, there are 38 businesses serving prepared food in the area bounded by 200 North, 200 South, 600 West, and 100 East, and including University Avenue between 500 North and 300 South. Because of the role of restaurants as a bellwether of Downtown success, we propose a goal of increasing this to 43 by the end of 2010 and to 47 by the end of 2013.

Increased number of residences: An April 20, 2009, count of residences in the City's Geographic Information System finds 1,014 dwellings in the area bounded by 500 West, 100 East, 300 North, and 200 South. We propose a goal of increasing this to 1,034 dwellings by the end of 2010 and to 1,064 by the end of 2013.

Growth in Class A office space: The Urban Land Institute characterizes Class A space as buildings which have excellent location and access, attract high quality tenants, and are managed professionally, with building materials of high quality and rents competitive with other new buildings (Urban Land Institute, *Office Development Handbook*, 1982). Applying this subjective definition to Downtown Provo (same boundaries as for restaurants, above), in April 2009 Downtown Provo is estimated to have 290,000 gross square feet of Class A space (i.e., the NuSkin and Wells Fargo buildings). We propose a goal of increasing this to 400,000 sq. ft. by the end of 2010 and to 500,000 sq. ft. by the end of 2013.

Relative growth in gross taxable sales: During the twelve month period ending January 31, 2009, Downtown taxable sales (direct point of sale plus auto) totaled \$121,190,957. During the same period, Citywide taxable sales totaled \$1,147,392,220. We propose to compare annually the rate of change of Downtown sales to the rate of change of Citywide sales.

Daily weekday trips: Another useful indicator of Downtown progress would be an estimate of average daily trips into the Downtown. We will measure growth in these trips year-over-year.

THE ACTION PLAN

The tables on the following pages set forth a series of specific tasks to be undertaken toward fulfillment of the vision, divided into sections pertaining to the four Vision Elements. Each of the four sections begins with a Goal statement, followed by Objectives to meet on the way to that Goal. Under each Objective, there are several Strategies. These are classified as A, B, and C priorities, with A's being the highest priorities. For each Strategy, there are several "Resources/Responsible Parties" which have been identified as having particular relevance to undertaking that Strategy. Under the "Scope" column are listed the general geographic areas (Downtown Core, Downtown Edge, Community) to which the Strategies apply. These areas are identified on an aerial photograph located on the preceding page.

Finally, for each Strategy the tables identify Action Items and a general time frame for undertaking these Actions. Action on each Strategy begins with identifying an Action Champion - someone with passion for that Strategy who is thus motivated to organize and follow through to accomplish the subsequent steps listed. The work of the Action Champions and the people they team with, and how they interact with others in Plan implementation, is explained more fully in the "Implementation" section of the companion report, *Center Focus: A Vision and Plan for Downtown Provo: Unfolding the Vision and Plan*.





DOWNTOWN VARIETY

DOWNTOWN VARIETY

Goal: Increase the daily level and variety of Downtown activity, encouraging a carefully-crafted mix of land uses and activity centers that appeals to many different people.

Scope: The potential diversity of activity and people possible Downtown, including business activities, retail vitality, entertainment and dining venues, and a range of new housing.

Objective 1: Provide opportunities for business investment & development growth to increase employment Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
1.1	A	Review, update, and enforce land use and development regulations to ensure consistency and predictability in the development process, provide flexibility to accommodate unique needs, preserve the integrity of surrounding neighborhoods, and encourage more active use of the Downtown area.	Provo City Construction/Development Community Downtown Alliance Downtown Businesses	Dwtn. Core Dwtn. Edge Community
1.2	A	Develop a new Downtown convention center and adjoining hotels.	Utah County Development Community Provo City Downtown Alliance Convention & Visitors Bureau	Dwtn. Core
1.3	B	Promote Downtown Provo as the financial services, civic, educational, and convention center of the City and Utah County, and encourage these services to locate Downtown through incentives.	Provo City Construction/Development Community Chamber of Commerce Downtown Alliance Community Service Organizations Downtown Business Banking Community BYU UVU	Dwtn. Core Community Region
1.4	B	Promote local businesses through a Local First campaign by displaying signs in business windows and doors.	Local First Utah Downtown Alliance Provo City Chamber of Commerce Downtown Businesses	Dwtn. Core Dwtn. Edge Community Region

Action Items	Timeline
1) Identify an Action Champion. 2) Review existing City codes and regulations to be sure they protect the Downtown from uses that are incompatible and inappropriate and that they lead to desired forms of development. 3) Develop transitional zones in the Downtown to more precisely address issues of height, scale, and other developmental considerations which shape the character of the Downtown and adjacent neighborhoods. 4) Review and refine City development approval processes to ensure they are consistent, predictable, and efficient. 5) Update zoning regulations to allow for active sidewalk use for sales, dining, and display.	Immediate Short-Term Short/Mid-Term Short/Mid-Term Short/Mid-Term
1) Identify an Action Champion. 2) Develop the convention center design, with overall size and phasing to follow feasibility consultant's recommendations and to conform to County financing capacity. 3) Assemble convention center financing, and begin construction. 4) Develop a plan for ancillary parking. 5) Review codes to ensure compatibility with desired Downtown hotels development.	Immediate Immediate Short-Term Short-Term Mid-Term
1) Identify an Action Champion. 2) Explore and identify incentives to encourage employers, retailers, community services, educational institutions, and civic services to locate in Downtown. 3) Organize an ongoing campaign to promote the advantages of locating in the County's traditional center.	Immediate Short-Term Mid-Term
1) Identify an Action Champion. 2) Contact Local First Utah to collaborate on outreach and promotional strategies. 3) Distribute window decals to local businesses, and encourage their prominent display. 4) Work with local media outlets and Downtown stakeholders to promote the Local First campaign, and encourage Provo residents to support local businesses.	Immediate Short-Term Short-Term Mid-Term

Objective 2: Provide adequate and affordable Downtown housing for a range of income levels.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
2.1	A	Expand the amount of housing Downtown, and provide high-quality housing opportunities for a variety of life cycle stages and age groups.	Neighborhood Housing Services Provo City Utah County Association of Realtors Lending Community Development Community	Dwtn. Core Dwtn. Edge
2.2	A	Ensure that new Downtown residential development complements the quality of adjacent neighborhoods and existing Downtown residential areas.	Provo City Neighborhood Housing Services Development Community Neighborhood Chairs Property Owners	Dwtn. Edge Downtown Core

Action Items	Timeline
1) Identify an Action Champion. 2) Identify Downtown properties with development or redevelopment potential for housing, and develop a Downtown housing strategy which may include student, executive, artist, empty-nester, and other housing niches. 3) Identify and contact developers and property owners, and market Downtown Provo as a prime location for housing development.	Immediate Mid-Term Mid-Term
4) Identify redevelopment project areas, and provide RDA incentives as needed for the development of additional Downtown housing.	Mid-Term
1) Identify an Action Champion. 2) Develop transitional zones between the core business district and surrounding residential neighborhoods to increase development predictability, address issues of development scale, and otherwise provide for compatibility between new housing development in the core Downtown and adjacent neighborhoods. 3) Continue to craft urban design standards and to refine processes for public input on design issues relating to new Downtown housing.	Immediate Short-Term Short-Term

Objective 3: Expand and promote a diversity of dining, retail, and office opportunities within the Downtown district.

#	Priority	Strategy	Resources/Responsible Parties	Scope
3.1	A	Attract additional dining, specialty grocers, retail, and office tenants to Downtown Provo.	Downtown Alliance Provo City Chamber of Commerce Lending Community Business Owners	Dwtn. Core Dwtn. Edge

Action Items	Timeline
1) Identify an Action Champion and lead organization for restaurant, retail, and other Downtown recruiting.	Immediate
2) Develop and maintain a Downtown inventory map and data base of retail properties (particularly on Center Street) to identify structures, leasable spaces, and parcels with development or redevelopment potential which would provide space for new restaurants, retail, or offices.	Mid-Term
3) Develop and maintain Downtown promotional materials designed for use with retail brokers.	Mid-Term
4) Prepare a market-based Target Tenant List for Center Street retail.	Mid-Term
5) Equipped with this information and materials, establish a relationship with retail brokers to assist them in leasing Center Street properties. Give particular attention to corner properties.	Mid-Term



CIVIC BEAUTY

CIVIC BEAUTY

Goal: Improve the physical aspects of the Downtown to attract people to an enjoyable urban experience not found elsewhere in Utah County.

Scope: All physical improvements to the Downtown area, and improving the Downtown experience for pedestrians with improved streetscape and gathering places.

Objective 1: Promote streetscape beautification efforts throughout Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
1.1	A	Undertake an ongoing Downtown clean-up campaign which includes litter pick-up, leaf-bagging, individual building maintenance, maintenance of existing landscaping and pedestrian amenities, and zoning enforcement.	Downtown Alliance Downtown Residents Provo City Downtown Property Owners	Dwtn. Core Dwtn. Edge
1.2	A	Explain the Downtown Strategic Plan to area residents, businesses, and property owners to create a common vision for the future of Downtown.	Downtown Alliance Media Provo City	Dwtn. Core Dwtn. Edge Community Region
1.3	B	Extend decorative street lighting, with power outlets for seasonal events, and identify focal points for lighting along key Downtown streets including: 100 S., 200 S., 100 N., 200 N., Freedom Boulevard, West Center Street, and University Avenue.	Provo City Downtown Alliance Neighborhood Residents	Dwtn. Core
1.4	B	Install and maintain informational and wayfinding signage and kiosks Downtown.	Provo City Downtown Alliance Downtown Businesses Arts Community	Dwtn. Core
1.5	C	Increase the amount and quality of landscaping Downtown.	Downtown Alliance Provo City Development Community Downtown Businesses Property Owners	Dwtn. Core Dwtn. Edge

Action Items	Timeline
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Initially organize a year-long cleaning program. 3) Develop a building façade maintenance campaign and recognition program. 4) Review zoning regulations, and prioritize enforcement of violations most directly related to Downtown cleanliness. 	Immediate Short-Term Short-Term Ongoing
<ol style="list-style-type: none"> 1) Publish the Downtown Strategic Plan. 2) Distribute copies of the Strategic Plan summary to all local business owners, residents, property owners, and other stakeholders, to give them a basic understanding of Plan objectives and strategies. Distribution methods may include community events, mailers, community meetings/interviews. 3) Work with the media and community organizations/events to promote and explain the Downtown vision (e.g., through newspaper inserts and ongoing press releases, etc.). 	Immediate Ongoing Ongoing
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Develop/revise a Downtown lighting plan including preferred spacing, pole and fixture style, and locations, and installation schedule. 3) Secure funding through improvement districts or other sources. 4) Begin by installing decorative lighting on one or more key streets. 	Immediate Short-Term Mid-Term Mid/Long-Term
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Develop a wayfinding and informational signage plan incorporating a cohesive look, design standards, signage locations, style, maintenance, content, installation schedule, and consider incorporating audio. 3) Secure funding through the Downtown Alliance or other sources. 4) Install and maintain signs and kiosks, and develop a program for monitoring and updating content. 5) Update the zoning ordinance to encourage high quality blade signs at Center Street and other retail business locations. 	Immediate Short-Term Mid-Term Mid-Term
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Conduct an inventory, prioritize needs, and create an overall Downtown landscaping plan that: <ol style="list-style-type: none"> a) Considers unique landscape identities for individual streets and subdistricts of the Downtown, while creating a cohesive overall look. b) Promotes healthy landscapes through species variety and species suitable for specific locations. c) Proposes landscaping standards for private development. d) Considers the need for improved or new, and newly-designed, hardscape in association with landscaping (e.g., tree grates, planter boxes, etc.). 3) Secure funding (possible sources may include City budget, Downtown Alliance, property owners). 4) Add to public landscaping and put in place streetscape standards for new private development, all consistent with the landscaping plan. 	Short-Term Short-Term Mid-Term Mid-Term

Objective 2: Expand opportunities for community gathering throughout Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
2.1	A	Develop a Downtown community gathering place plan to consider the types of outdoor spaces most needed for Downtown activities.	Provo City Construction/Development Community Downtown Businesses Downtown Alliance Property Owners Churches Provo Foundation Downtown Residents	Dwtn. Core Dwtn. Edge
2.2	A	Develop an initial interactive water feature Downtown.	Downtown Businesses Provo City Downtown Alliance Provo Foundation Private Donors	Dwtn. Core

Action Items	Timeline
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Identify and prioritize community activity needs and requirements. 3) Determine the types of outdoor spaces most needed Downtown. 4) Review existing land use regulations to encourage high-quality outdoor spaces with new development. 	Immediate Mid-Term Mid-Term Mid-Term
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Contact Downtown stakeholders and others for donations or sponsorship. 3) Secure location, funding, and commitment for a water feature. 4) Design and install a major interactive water feature Downtown. 	Short-Term Mid-Term Mid/Long-Term Mid/Long-Term

2.3	C	Watch for an opportunity to create a street-level park or plaza park as part of a below-grade Downtown parking structure.	Provo City Construction/Development Community Downtown Alliance Downtown Businesses	Dwtn. Core
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Objective 3: Enhance the appearance and function of Provo's gateways.

#	Priority	Strategy	Resources/Responsible Parties	Scope
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3.1	A	Beautify the entrances to Downtown Provo (500 W., N. and S. University Avenue, and the I-15 Center Street entrance) through landscaping, signage, decorative entrance features, and maintenance which consider the merits of both a cohesive overall look and interesting eclecticism.	Provo City Property Owners UDOT Neighborhood Chairs	Dwtn. Edge
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3.2	A	Pursue and promote redevelopment of high-profile properties at City gateways, specifically on Center Street, South University Avenue and adjacent areas.	Provo City Property Owners Construction/Development Community	Dwtn. Edge
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Objective 4: Promote and provide for the inclusion of public art throughout Downtown.

#	Priority	Strategy	Resources/Responsible Parties	Scope
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4.1	B	Support, promote, and expand public arts and art programs in the Downtown area.	Provo City Downtown Alliance Visual Arts Community Provo Foundation Galleries/Small Venues Provo Arts Council	Dwtn. Core
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Objective 5: Ensure that transit station and corridor designs enhance the appearance and character of Provo.

#	Priority	Strategy	Resources/Responsible Parties	Scope
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5.1	A	Provide beautification and art enhancement at public transit stations, corridors, and the intermodal center.	UTA Mountainland Association of Governments Provo Foundation Provo City Provo Arts Council Visual Arts Community Downtown Alliance	Dwtn. Core Dwtn. Edge Community
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1) Identify an Action Champion. 2) As plans for additional parking structures or Downtown parks/plazas arise, study the feasibility of creating a Downtown park or plaza in conjunction with a below-grade parking structure .	Immediate Mid/Long-Term
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Action Items

Action Items	Timeline
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1) Identify an Action Champion. 2) Prepare small area plans for gateway locations consistent with community character. Plans should consider traffic calming, landscaping, streetscape improvements, signage, paving treatments, archways or other entry features, and other beautification and improvement measures. 3) Identify funding sources. 4) Implement gateway enhancement projects as funding is secured. 5) Establish a means for maintaining gateways areas.	Immediate Short-Term Mid-Term Mid-Term Ongoing
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1) Identify an Action Champion. 2) Develop small area gateway plans identifying desired future land use and revitalization strategies for gateway areas. 3) Implement the recommendations of the gateway plans and update zoning and other regulations and standards. 4) Consider redevelopment and other mechanisms to enhance gateway areas as outlined in the gateway plans.	Immediate Mid-Term Mid-Term Mid-Term
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Action Items

Action Items	Timeline
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1) Identify an Action Champion. 2) Develop a Downtown arts program plan including elements/programs such as Sculpting Civic Pride, permanent and temporary art displays, youth arts, murals, "green/bio art", etc. 3) Identify and secure donations or sponsorship. 4) Identify and apply for grants.	Immediate Short/Mid-Term Mid-Term Mid-Term
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Action Items

Action Items	Timeline
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1) Identify an Action Champion. 2) Identify locations and opportunities for art enhancements in conjunction with transit-based gateways and transit stations. 3) Identify funding through Federal, State, and local government, and private sources for "art in transit" installations. 4) Determine design themes for transit station canopies and other improvements to create unique identity that supports transit wayfinding. 5) Work with UTA and other agencies to secure necessary approvals. 6) Secure additional funding if necessary for station betterments. 7) Design and implement art installations and other elements in conjunction with transit facilities.	Immediate Immediate Short-Term Short-Term Immediate Short-Term Short-Term
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CULTURAL IDENTITY

CULTURAL IDENTITY

Goal: Raise the profile of Downtown Provo as the heart of the City.

Scope: General character of Downtown, including cultural events and dining, arts and activity venues.

Objective 1: Promote and increase dynamic arts events and performances throughout Downtown.

#	Priority	Strategy	Resources/Responsible Parties	Scope
1.1	A	Promote and expand the number and quality of cultural events and performances, special events, art displays, and art programs in Downtown Provo. Focus on attracting families and active adults. In particular, establish the area around the Covey Center for the Arts as an arts sub-district.	Provo City Downtown Businesses BYU Media Downtown Alliance Covey Center for the Arts Art Galleries/Venues Private Schools Utah Film Commission Visual Arts Community Performing Arts Community Provo Arts Council Public Schools	Dwtn. Core Dwtn. Edge Community Region

Objective 2: Increase university student activities Downtown, and provide student opportunities and internships.

#	Priority	Strategy	Resources/Responsible Parties	Scope
2.1	A	Increase attractions in the Downtown catering to the young adult market.	BYU Provo City UVU Downtown Alliance Arts Community Covey Center for the Arts	Dwtn. Core Dwtn. Edge Community Region
2.2	A	Increase employment opportunities and internships Downtown for college-age students.	BYU Provo City UVU Downtown Alliance Downtown Businesses Private Schools	Dwtn. Core Dwtn. Edge Community Region

Objective 3: Encourage property maintenance and pride within neighborhoods adjacent to Downtown.

#	Priority	Strategy	Resources/Responsible Parties	Scope
3.1	A	Promote homeownership and housing maintenance in Downtown and adjacent neighborhoods.	NHS Habitat for Humanity Neighborhood Councils Development Community Landlords	Dwtn. Core Dwtn. Edge
3.2	B	Increase funding to redevelop blighted/underutilized structures and areas.	NHS Provo City Development Community Neighborhood Councils Provo Housing Authority	Dwtn. Core Dwtn. Edge
3.3	C	Encourage neighborhood outreach and pride through community programs.	Neighborhood Councils Provo City	Dwtn. Core Dwtn. Edge

Action Items

Action Items	Timeline
1) Identify an Action Champion.	Immediate
2) Identify potential sponsorship opportunities (friends of/members, events, etc.) and market to potential donors.	Ongoing
3) Apply for and receive grants for funding art.	Ongoing
4) Build cooperation with media outlets, and publicize events through features in newspapers, street banners, radio stations, podcasts, and other outlets.	Ongoing
5) Work with local schools to co-promote exhibits and secure donations.	Ongoing
6) Promote events and performances by increasing publicity through target articles, Podcasts, word of mouth, etc.	Ongoing
7) Encourage the use of high-traffic areas of Downtown for school performances and student activities.	Ongoing
8) Expand opportunities for the visual art and music scenes Downtown, and provide venues for specific community and arts events. In particular, consider an independent and arts cinema, children's museum, permanent farmers market, outdoor amphitheater, and arts festivals. Draw from the full range of ethnic groups present in the community.	Ongoing

Action Items

Action Items	Timeline
1) Identify an Action Champion.	Immediate
2) Cultivate and strengthen relationships between higher education institutions and organizations active in the Downtown to cooperate on bringing about student-oriented cultural and recreation activities and venues.	Short-Term
3) Attract and recruit businesses and venues to provide movies, dance clubs, arts cinema, music, contests, etc.	Short/Mid-Term

1) Identify an Action Champion.	Immediate
2) Solicit local businesses, government agencies, and other Downtown organizations to develop internship opportunities.	Short-Term
3) Coordinate with campus service learning offices to increase service and volunteer opportunities.	Short/Mid-Term
4) Recruit businesses to provide student employment Downtown.	Mid-Term
5) Develop a student showcase to display student portfolios and resumes Downtown.	Short/Mid-Term

Monitoring Metrics

Monitoring Metrics	Timeline
1) Identify an Action Champion.	Immediate
2) Promote existing homeownership and home maintenance programs to increase awareness of their availability.	Short-Term
3) Identify additional housing assistance needs in the Provo community and explore options for meeting them.	Short/Mid-Term
4) Promote neighborhood clean-up and maintenance events to increase neighborhood stewardship and pride.	Short-Term
5) Increase the level of homeownership and home maintenance in neighborhoods adjacent to Downtown.	Mid-Term
6) Approach BYU about creating BYU-oriented retail Downtown.	

1) Identify an Action Champion.	Immediate
2) Identify and apply for funding and grants to improve the quality of housing Downtown.	Short/Mid-Term
3) Establish redevelopment areas and provide assistance through tax increment financing and other redevelopment tools.	Mid-Term
4) Follow through to ensure that affordability and owner occupancy requirements are met for assisted residential development projects.	Ongoing
5) Coordinate with for-profit housing providers in strategies, including regulatory reform, to bring about new housing Downtown.	Short/Mid-Term

1) Identify an Action Champion.	Immediate
2) Identify opportunities for neighborhood outreach and events, such as block parties, neighborhood fairs, and participation in Downtown events.	Short-Term
3) Organize and implement neighborhood and community events and outreach efforts.	Short-Term

Objective 4: Promote and enhance a secure environment in the Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
4.1	A	Promote immediate removal of graffiti through a 24-hour hotline, and implement a mural program in frequently tagged areas to discourage vandalism.	Provo City BYU Courts	Dwtn. Core Dwtn. Edge Community
4.2	B	Promote the Mobile Watch program to increase appearance, cleanliness, and safety of Downtown and adjacent neighborhoods.	Downtown Residents Neighborhood Councils	Dwtn. Core Dwtn. Edge
4.3	C	Continue to monitor and review how to address the needs of homeless population in and around Downtown.	Provo City Neighborhood Councils Continuum of Care Public Health Programs	Dwtn. Core Dwtn. Edge
4.4	C	Promote Crime Prevention Through Environmental Design (CPTED) principles throughout Downtown.	Provo City Downtown Alliance Construction/Development Community Police Department	Dwtn. Core Dwtn. Edge
4.5	C	Counteract false community perceptions, and increase outreach and awareness of risks of crime.	Media Provo City Police Department	Dwtn. Core Dwtn. Edge

Objective 5: Preserve and maintain historic buildings and historic building scale in key Downtown locations.

#	Priority	Strategy	Resources/Responsible Parties	Scope
5.1	A	Encourage preservation of historic buildings and facades as appropriate, and consider the use of vacancy disincentives/policies.	Provo City Property Owners Downtown Alliance Landmarks Commission	Dwtn. Core Dwtn. Edge
5.2	A	Promote great urban design and architecture by establishing development standards to ensure new Downtown development complements existing historic buildings.	Provo City Landmarks Commission Development Community Downtown Businesses Utah Heritage Foundation State Historic Preservation Officer Local Church Groups	Dwtn. Core Dwtn. Edge

Objective 6: Encourage sustainable design and practices.

#	Priority	Strategy	Resources/Responsible Parties	Scope
6.1	A	Provide high-quality public amenities.	Provo City	Dwtn. Core Dwtn. Edge Community
6.2	B	Update local zoning/transportation policies to accommodate growth but contain increases in automobile traffic.	Provo City	Dwtn. Core Dwtn. Edge Community
6.3	B	Expand and encourage sustainable and progressive design Downtown.	Provo City Sustainability Specialists Development Community	Dwtn. Core Dwtn. Edge Community

Action Items	Timeline
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Promote the existence of the graffiti reporting hotline, and encourage residents, businesses, and property owners to report graffiti within 24 hours of occurrence. 3) Support community service programs enlisting graffiti offenders in graffiti removal. 	<p>Immediate Short-Term</p> <p>Ongoing</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Identify Neighborhood Watch captains or leaders for each neighborhood area. 3) Initiate periodic drills to test and increase awareness of Neighborhood Watch programs. 	<p>Immediate Short-Term</p> <p>Ongoing</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Assist the completion of the Food and Care Coalition's new transitional facility. 3) Coordinate with Continuum of Care to provide suitable resources to various homeless sub-populations. 4) Review the need for anti-panhandling laws. 	<p>Immediate Short-Term</p> <p>Ongoing</p> <p>Ongoing</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Sponsor a CPTED training seminar, or promulgate CPTED training literature among applicable City staff. 3) Prepare a CPTED brochure tailored to local conditions, outlining key principles, and distribute it to Downtown residents, businesses, property owners, and other Downtown stakeholders. 	<p>Immediate Short/Mid-Term</p> <p>Short/Mid-Term</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Identify the actual rate and occurrence of crimes vs. perception in Downtown, and place fact-based, positive information with the media. 3) Develop safety and crime prevention tips and tools, and distribute to Downtown businesses and residents via website or mailer. 	<p>Immediate Short-Term</p> <p>Short-Term</p>

Objective 5: Preserve and maintain historic buildings and historic building scale in key Downtown locations.

Action Items	Timeline
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Review existing City policies and regulations to encourage use and re-use of historic structures. 3) Update City code and policies to encourage use and re-use of historic structures and discourage vacancy and neglect. 	<p>Immediate Short-Term</p> <p>Short/Mid-Term</p>
<ol style="list-style-type: none"> 4) Promote the use of State and Federal historic preservation programs and tax credits. 5) Identify Downtown historic buildings in danger of destruction, and put in place strategies for preserving them. 	<p>Short-Term</p> <p>Ongoing</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Review City land use codes and other regulations to identify revisions needed to promote thoughtful urban design and architecture. 3) Update City land use codes and regulations to promote complementary, consistent, and beautiful infill development. 4) Review Design Review Committee and Landmarks Commission procedures, and improve them as needed. 	<p>Immediate Short-Term</p> <p>Short/Mid-Term</p> <p>Ongoing</p>

Objective 6: Encourage sustainable design and practices.

Action Items	Timeline
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Continue to maintain and enhance parks serving the Downtown area. 	<p>Immediate</p> <p>Ongoing</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Evaluate current street networks and transportation planning to determine capacity needs, and to identify alternatives to both street widening and to the elimination of on-street parking. 3) Encourage the preservation of the connected street grid to preserve walkability, reduce the need for short vehicle trips, and maintain the integrity of the traditional Downtown sense of place. 4) For all Downtown development-related applications and ordinance amendment proposals, review for their impact on increasing walkability and reducing dependence on the automobile. 	<p>Immediate Short/Mid-Term</p> <p>Ongoing</p> <p>Long-Term</p>
<ol style="list-style-type: none"> 1) Identify an Action Champion. 2) Review and update development regulations to encourage sustainable development. 3) Establish development incentives to encourage sustainable design. 4) Consider establishing incentives for using building systems that employ state-of-the-art sustainable technology. 	<p>Immediate Short/Mid-Term</p> <p>Mid-Term</p> <p>Mid-Term</p>

6.4	C	Carry out an event to raise awareness of energy conservation and other sustainability innovations.	Downtown Alliance Media Utilities Neighborhood Groups Development Community Business Community	Dwtn. Core Dwtn. Edge Community	1) Identify an Action Champion. 2) Organize a first annual sustainability event. Secure sponsorships, enlist exhibitors, musicians and performers, and promote provident living innovations to the community.	Immediate Short/Mid-Term
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COMMUNITY CONNECTIONS

3.2	A	Advocate and plan for transit-oriented development (TOD) surrounding transit facilities, stations, and stops in and near Downtown Provo.	Development Community Provo City Downtown Alliance Downtown Businesses	Dwtn. Core Dwtn. Edge Community
3.3	B	Expand awareness and increase use of existing and planned transit opportunities.	UTA Mountainland Association of Governments Media Provo City Downtown Alliance	Dwtn. Core Dwtn. Edge Community Region
3.4	C	Provide opportunities for bicycle storage at transit stations.	UTA Mountainland Association of Governments Cycling Community Provo City	Dwtn. Core Dwtn. Edge Community Region
Objective 4: Improve the walkability of Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
4.1	A	Mandate pedestrian-friendly urban design and architecture.	Provo City Development Community Businesses Property Owners	Dwtn. Core Dwtn. Edge
4.2	C	Plan and design Downtown Provo streets as public spaces which are safe for all modes of transportation and which allow flexibility in function and use.	Provo City	Dwtn. Core Dwtn. Edge
4.3	C	Improve the function and level of quality of Downtown sidewalks, and improve pedestrian safety.	Provo City Downtown Residents Neighborhood Residents Community at Large UDOT	Dwtn. Core Dwtn. Edge Community

1) Identify an Action Champion. 2) Develop a strong working relationship with transit service providers for decision-making in the location of transit stations.	Immediate Short-Term
3) Update City plans and regulations to encourage transit-oriented densities and land use mixes around existing and future transit stations. 4) Participate in ongoing transit-provider planning to ensure City land use plans and regional transportation plans are coordinated.	Short-Term Ongoing
5) Plan for access to the intermodal hub for bicyclists, motorists, pedestrians, and transit riders.	Short-Term
1) Identify an Action Champion. 2) Coordinate among transit service providers, Provo City, the media, and Downtown stakeholders to expand awareness and use of transit opportunities. Strategies may include: a) Posting of travel tips and transit schedules at local destinations and community venues. b) Development of a "how to get Downtown" link on websites for Downtown establishments. c) Establishment of a "Free Fare Zone" in Downtown Provo. d) Eco-passes to Downtown employees. e) A trolley shuttle through the Downtown. f) Free shuttle service along Center Street and University Avenue and connecting to primary transit routes.	Immediate Short/Mid-Term
1) Identify an Action Champion. 2) Coordinate with intermodal hub and transit station planners to identify appropriate locations for bicycle storage facilities. 3) Work with transit facility planners to install bicycle storage facilities at stations.	Immediate Short-Term Short/Mid-Term
Action Items	Timeline
1) Identify an Action Champion. 2) Review and update City land use planning and development regulations to include design standards for buildings fronting onto key Downtown corridors. Standards to consider include solid/void ratios, window display standards, building entrance and orientation, architectural details, sidewalk use, etc. Standards should be appropriately flexible and climate-sensitive. 3) Promote the Downtown vision to individual business and property owners and provide incentives to encourage building renovation and maintenance. 4) Develop a Downtown streetscape improvement plan (including lighting, benches, drinking fountains, disabled access issues, etc.) to identify and prioritize needs and outline a timeline for implementation. 5) Secure funding for streetscape improvements through the City budget, improvement districts, or other sources.	Immediate Short/Mid-Term Short-Term Short-Term Mid-Term
1) Identify an Action Champion. 2) Coordinate among City departments to develop a Downtown transportation master plan that considers and plans for all modes of transportation comprehensively. 3) Update City policies, plans, standards, and regulations as necessary to accommodate multiple modes of transportation and flexibility in the function of City streets. Consider right-of-way cross-sections, other street standards, snow removal systems, traffic management plans, disabled access, etc.	Immediate Short/Mid-Term Mid-Term
1) Identify an Action Champion. 2) Conduct an inventory of existing Downtown sidewalk maintenance and safety needs. 3) Develop a sidewalk maintenance, safety, and quality improvement plan and strategies for implementation. Tools may include: a) An interactive community website or hotline for reporting problems. b) Promotion of Crime Prevention Through Environmental Design (CPTED) to increase safety and visibility for pedestrians. c) Routine street tree maintenance to ensure clear walkways. 4) Compile and analyze Downtown accident statistics to identify targeted areas for safety improvement. 5) Develop a pedestrian safety plan for Downtown in conjunction with UDOT. Recommendations may include pavement treatments, raised crosswalks, pedestrian activated crossings, mid-block crossings, bollards, etc. 6) Secure funding and implement key pedestrian safety projects.	Immediate Short-Term Short-Term Short-Term Short-Term Short/Mid-Term Mid-Term

Objective 5: Improve the bikeability of Downtown.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
5.1	A	Develop and carry out a Downtown bicycle plan.	Provo City Cycling Community	Dwtn. Core Dwtn. Edge

Objective 6: Draw on the Provo airport as a Downtown enhancement.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
6.1	B	In Airport planning and development, consider how decisions will affect Downtown success.	Downtown Businesses Provo City Fixed Base Operators Private/Recreational Aviators Air Service Providers	Community Region

Objective 7: Improve long-distance train and bus service in Downtown Provo.				
#	Priority	Strategy	Resources/Responsible Parties	Scope
7.1	A	Establish train whistle "quiet zones" near residential areas and Downtown, and work with rail providers to shorten crossing wait times and arms-down times on 200 W. and 500 W.	Provo City Union Pacific Amtrak	Community
7.2	B	Coordinate with Amtrak passenger train and Greyhound bus service to improve service to Downtown Provo.	Amtrak Provo City Mountainland Association of Governments Greyhound	Community Region

Action Items	Timeline
1) Identify an Action Champion. 2) Survey bicycle users and review City plans to determine Downtown bicycle facility needs. 3) Develop a Downtown bicycle plan that identifies opportunities for expanding bicycle use in Provo. Elements may include: <ul style="list-style-type: none"> a) Expanding the existing Dasani bicycle lending program. b) Identifying existing informal and formal bicycle routes. c) Identifying potential future bicycle routes, specifically connecting to transit stations and other key destinations. d) Providing incentives to businesses to encourage their employees to bicycle to work, e.g., to provide showers, bike racks, or other employee benefits. e) Ensuring enforcement of parking to minimize obstruction of bicycle lanes by parked cars. f) Identifying strategic locations for the installation of new bicycle racks or lockers. 4) Secure funding for bicycle facility improvements through City budgets, grants, state/federal programs, or donors. 5) Implement the other recommendations of the Downtown bicycle plan.	Immediate Short-Term Short/Mid-Term Mid-Term Mid-Term

Action Items	Timeline
1) Identify an Action Champion. 2) Review available information regarding Airport growth and planning in light of its implications for the Downtown. 3) Consider input from Downtown stakeholders in future Airport development discussions/decisions.	Immediate Short-Term Ongoing

Action Items	Timeline
1) Identify an Action Champion. 2) Coordinate with rail service providers to establish a train whistle quiet zone.	Immediate Short-Term
1) Identify an Action Champion. 2) Arrange for moving the Amtrak and Greyhound stations closer to the intermodal hub.	Immediate Short/Mid-Term