

R/UDAT Pleasant Grove

Past, Pleasant & Future



What is a Regional/Urban Design Assistance Team (R/UDAT)?

Since 1967, the American Institute of Architects (AIA) has run the R/UDAT (pronounced ROO-dat) program. This is a results-driven community design program based on the principles of interdisciplinary solutions, objectivity, and public participation. It combines local resources with the expertise of a multidisciplinary team of professionals, usually from the fields of urban design, architecture, landscape architecture, planning, economic development, who volunteer their time to identify ways to encourage desirable change in a community. They address the social, economic, and political issues as well as develop potential urban design strategies. This comprehensive approach offers communities a tool that mobilizes local support and fosters new levels of cooperation.

Following months of preparation, the team visits the community for four intense, productive days. At the end of the visit, the team presents an illustrated document of strategies and recommendations for addressing the community's concerns. Implementation is overseen by a local steering committee of community leaders and citizens dedicated to following up on the recommendations. Team members return within a year to review progress and advise on implementation strategies.

The R/UDAT program has used this grassroots approach across the nation to help create communities that are healthy, safe and livable, as well as more sustainable.

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Introduction



Pleasant Grove has an incredible opportunity to grow today — stronger, livelier and healthier. The challenge for the citizens of your quiet town is to ensure that your growth fits Pleasant Grove, reinforces the historic character and identity of your town, and allows everyone to feel a part of your future.

The Pleasant Grove R/UDAT team believes that the civic, church and private leaders of your town have the heart and will to succeed. This report provides some ideas and tools that will help Pleasant Grove manage growth effectively and meet your goals.

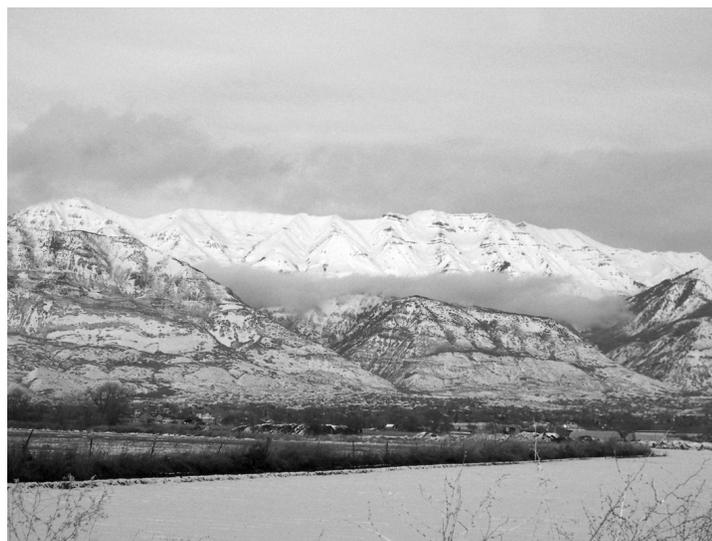


Our public meetings revealed several of the issues that have divided Pleasant Grove in the past. There are opportunities to use the growth that is coming to help heal these rifts and build connections between the increasingly diverse communities of your city, young and old, newcomers and old-time residents and more. Our report outlines how Pleasant Grove can build and re-build traditional neighborhoods that allow families to find a place to live at every stage of their lives. We offer ideas of how Pleasant Grove can gain greater day-to-day freedom and independence for everyone, especially those who cannot or choose not to drive.

Our report suggests new ways to see and talk about Pleasant Grove, your character and your future. You will find images of your town today and alternatives for the future that can help you choose which way you want to grow. To succeed, changes will need to be made in existing ordinances and regulations. This report is just a starting point for your project. The choices are yours to make.

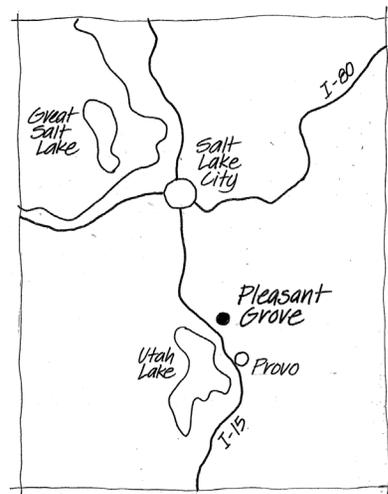
The report looks at both the overarching ideas of the future of Pleasant Grove and somewhat more detailed concepts for the Downtown and the Gateway districts. Concerns about schools, streets, public infrastructure, services and financing are also addressed.

It has been a delight to work with the citizens of Pleasant Grove and the R/UDAT team hopes that our work and this report will help you all.





Founded in 1847 by hardy pioneer settlers, Pleasant Grove is rich in tradition and history. Pleasant Grove has for years remained faithful to its name as it has continued to be a peaceful, slow-paced community — a great place to live. It has also gained a deserved reputation as a quality place for those maintaining a career in nearby Provo/Orem to the south or Salt Lake City to the north. The arrival of the new century has brought Pleasant Grove numerous changes, challenges and opportunities — all demanding attention. In response, the citizens and leaders of Pleasant Grove requested help in addressing these issues from an AIA Regional Urban Design Assistance Team.



Physical Description

Pleasant Grove, with a population of population 28,500, lies 30 minutes south of the Salt Lake City metropolitan area, and about 10 minutes north of Provo. Like most other communities in the Utah Valley, Pleasant Grove is sandwiched between the towering Wasatch Mountains and the shores of nearby Utah Lake. For planning purposes, the city can be considered as consisting of four geographic areas:

THE GATEWAY: The area serviced by a new freeway off-ramp, containing approximately 800 acres, between Interstate-15 and Highway 89. This area has historically been an agricultural area consisting of small farm houses and acres of crops and pasture. It is now the focal area for future development in the city.

HIGHWAY 89 / STATE STREET: This highway is the primary non-interstate road in Utah. It runs north-south the entire length of the state. As it passes through Pleasant Grove, it becomes the primary business/commercial district in the city.

HISTORIC DOWNTOWN: This area is primarily a four-block section around Main Street, bordered by Center Street on the north, 100 East on the east, 200 South on the south, and 100 West on the west. This area includes the existing City Hall, Fire Station, Library, Post Office, City Park, Recreation Center, two banks and several small businesses and professional offices.

NORTHERN/EASTERN RESIDENTIAL AREAS: A vast majority of Pleasant Grove’s population resides in the neighborhoods that lie north and east of the three areas described above. These areas are almost entirely residential with minimal commercial development. They contain the majority of the city’s schools, parks and other community facilities.

Current Conditions

Pleasant Grove is currently the third-largest city in rapidly growing Utah County, which includes 300,000 residents and two major colleges: Brigham Young University and Utah Valley State College. The City is governed by a part-time mayor and city council supported by a dedicated staff and an exceptionally large corps of volunteer citizen organizations.

Socioeconomic Profile

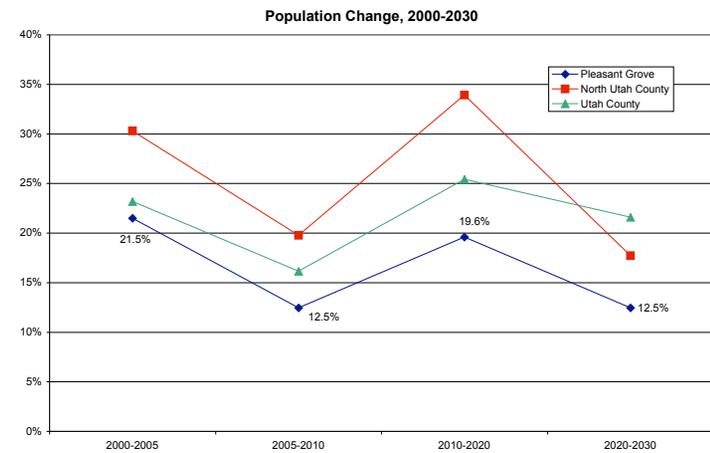
It is important that community leaders start with a reliable baseline of information about Pleasant Grove’s socioeconomic dynamics in order to support future decision-making regarding economic and community development in the City. Understanding the City’s demographic and economic characteristics will help frame the issues and opportunities to be addressed in future development efforts.

Growth Trends

According to the Mountainland Association of Governments (AOG), the region (defined here as consisting of Summit, Utah, and Wasatch counties) has experienced strong population growth and dramatic economic changes over the last several de-

acades. As has the rest of the nation, the region has moved from agriculture to manufacturing and government towards a more service-based economy. Population is still expected to grow at a rapid pace, as the combination of quality of life in these mountain counties, along with local job prospects, will continue to draw people to the area.

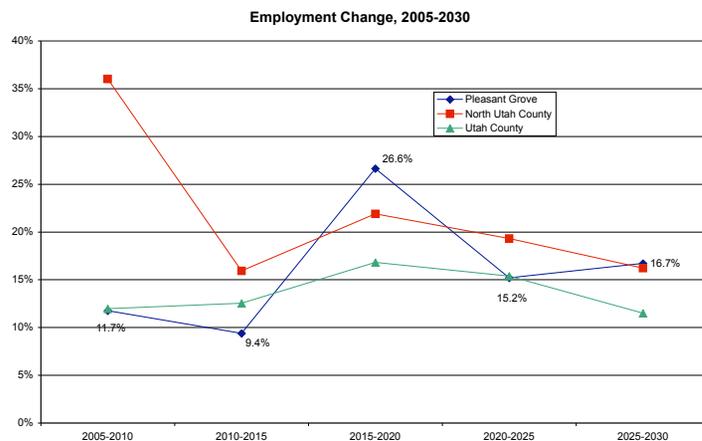
The City of Pleasant Grove is comprised of about 28,500 residents, which accounts for approximately six percent of Utah County’s total population, according to the Mountainland AOG. The City experienced a remarkable growth over the last five years, increasing approximately 22% since 2000. North Utah County (defined here as the cities of American Fork, Lehi, and Pleasant Grove) grew by 30% over the same timeframe. This growth is especially impressive when considering the national average of five percent; this means Pleasant Grove and North Utah County grew at four and six times the national average, respectively. The forecast for the growth over the next five years is at a slightly slower rate, but still well above the national average. Despite



Source: Mountainland AOG

the remarkable growth that Pleasant Grove is experiencing, it is almost stunning to make the comparison that it still does not equal the rates of growth in either Utah County or North Utah County (shown in the chart, Population Change, 2000–2030, at left). This can be interpreted as Pleasant Grove not fully participating, and benefiting, from the enormous growth of the area. If growth is appropriately planned for, it can be a positive to build a community around and actually serve to improve the existing quality of life.

Pleasant Grove has approximately 5,100 jobs, according to the Mountainland AOG. The City accounts for approximately three percent of Utah County’s job base and approximately 24% of North Utah County’s total jobs. Job growth is anticipated to peak in about ten years for the City (shown in the chart, Employment Change, 2005–2030, below). Pleasant Grove’s share of Utah County’s overall job base is expected to remain relatively stable. However, it is interesting to note while jobs are expected to grow in the future, Pleasant Grove is actually predicted to



Source: Mountainland AOG

have a declining share of the job base of North Utah County. This again illustrates the dilemma of the City not leveraging their participation in the regional economy to bring more wealth and other benefits to the community.

It also demonstrates the assumption that all projections make — they are based on the past in order to predict the future. This is an important distinction here in order to remind that these estimates are based on the limited number of jobs in the City now. Growth and development patterns can be altered in any direction based on the kind of development decisions the City leaders make over the next few years. Growth has to be accommodated with the appropriate mix of uses and product types, both commercial and residential. If not, it is feasible that Pleasant Grove will actually receive a lesser share of the growth and thus, the benefits that can be brought. Conversely, if development decisions are made that help to guide and even mandate the kind of growth the community wants to welcome, then the potential negative impacts of growth can be further mitigated and actually reversed.

Demographic Overview

Age

The age distribution in Pleasant Grove has a significant impact on the growth patterns in the City. It is imperative to understand what components of the population are growing, since certainly youth, adult, and elderly all have very different needs to accommodate. The median age of Pleasant Grove (26.2) is on par with North Utah County (26.4) and Utah County as a whole (25.4). However, it is a full ten years younger than the national median

age of 36.3 years. It is clear that the City is very young as a whole. This is in large part due to the robust proportion of residents aged under 18 years. Additionally, there is a small proportion of those aged over 65 years within the City currently.

The chart below (Age Distribution and Change Trends, Pleasant Grove, 1990–2010) depicts the age distribution changes in Pleasant Grove between 1990 and 2010. Just under half of Pleasant Grove’s population (42.2%) is under 18 years of age; this accounts for one and a half times the proportion of the national average. The proportion of residents aged between 25 and 35 (13.7%) is about five percent less than the national average; this represents a vital component of a growing community, as this is the primary workforce population. It is also worth noting that the proportion of residents over age 65 (5.8%) is actually half of the national average, though it is on par with North Utah County and Utah County as a whole.

However, it is interesting that the City has actually lost population in the 14 to 17 years and 18 to 24 years age groups

over the last five years. The largest gains were in the 25 to 34 years and over 85 years of age during the same time frame. Over the next five years, the expectation is to continue to lose in the 14 to 17 and the 18 to 24 year-olds, but at a lesser pace. The largest growth is expected in the 35 to 44 years and 55 to 64 years age groups by 2010. These changes are crucial to highlight in order to understand what the consumer needs in Pleasant Grove will be. Certainly there are implications for commercial services, but perhaps more importantly, the larger implication is really in understanding the changing housing needs of these populations and the product that the market must deliver to allow these people to stay in the City.

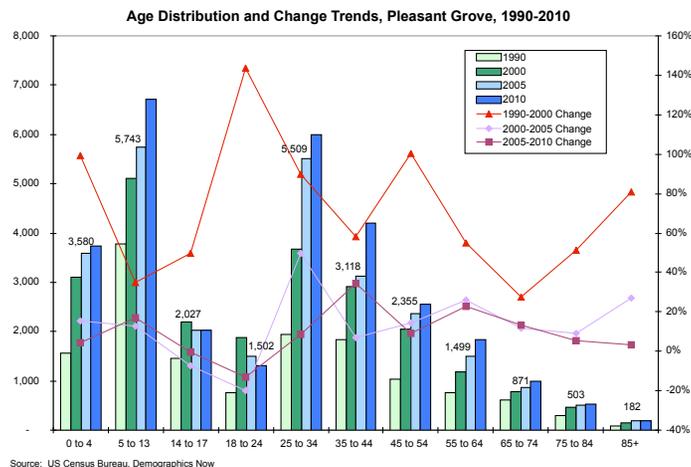
Educational Attainment

Pleasant Grove’s educational attainment levels are close to North Utah County and Utah County as a whole, in terms of residents with high school or less than high school educations. It is notable that the national average is 10% higher than Pleasant Grove’s, which means better performance by the City.

The high level of educational attainment is seen when considering post-secondary education as well. Approximately 27% of the population had some college education, but no degree. About 10% of residents have an associates degree. About 16% had a bachelor’s degree and 8% had a graduate or professional degree, both of which are above the national averages.

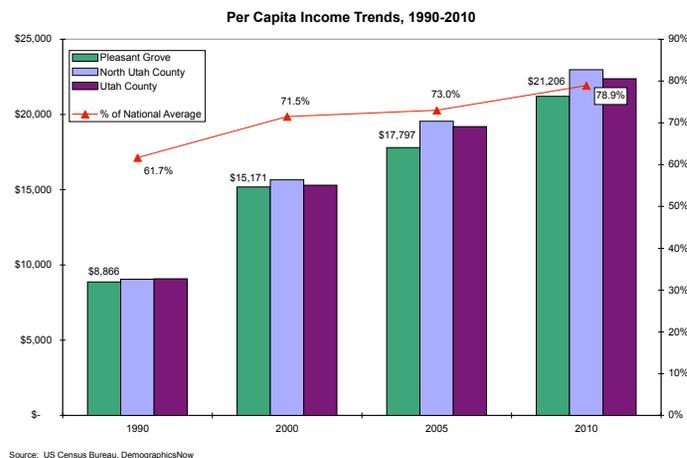
Income

As a measure of wealth generation, per capita income is one of the most informative economic indicators about the relative economic position of communities. The per capita income in Pleasant Grove (\$17,797) is below the North Utah County, Utah



County, state and national averages. The City's per capita income has grown 100.7% since 1990, indicating a positive trend towards gaining ground relative to these comparative geographies. However, even this growth did not bring the City up to par with its immediate neighbors. What is encouraging is the expectation that Pleasant Grove's per capita income will gain better positioning relative to the national average over the course of the next five years (as shown in the chart below, Per Capita Income Trends, 1990–2010).

Additionally, Pleasant Grove's average household income (\$64,164) is below North Utah County, Utah County, and the state. However, it is on par with the national average. Currently, just over a quarter of Pleasant Grove's households earn between \$50,000 and \$75,000. Just over a third of the City's households earn over \$75,000 annually. The proportion of households earning below \$25,000 annually is 10% under the national average, which means that a greater proportion of Pleasant Grove residents earn higher incomes compared to the rest of the country.



Household Characteristics

Household size in Pleasant Grove (3.61) is notably larger than the national average (2.62), but only slightly larger than North Utah County, Utah County, and the state averages. There are less than half of the ratio of single-person households in Pleasant Grove (13.7%) than in the nation (27.4%). This is important to note, as many times it can be an indicator of the young professional population in a community, but it could also be due to the elderly population.

Pleasant Grove is significantly higher than the national average for owner-occupied housing, but just below North Utah County (owner versus renter). Fountain Inn's housing supply is predominately occupied by owners (76.4%), with renters making up a smaller proportion (19.0%). The national average is 60% and 30%, respectively.

Economic Composition

Sector Employment

Economies do not function locally, economics is a regional phenomenon. Trying to isolate detailed employment numbers and still retain meaning for them is a difficult endeavor. Sector employment data is collected through different methodologies, thus different geographies need to be used for comparison. County-wide information is available for Utah County that provides a meaningful breakdown of the economic structure.

In terms of sector employment, Utah County reports Education/Health/Social Services, Trade/Transportation/Utilities, and Government as the three largest employment sectors, according to the Utah Department of Workforce Services. This

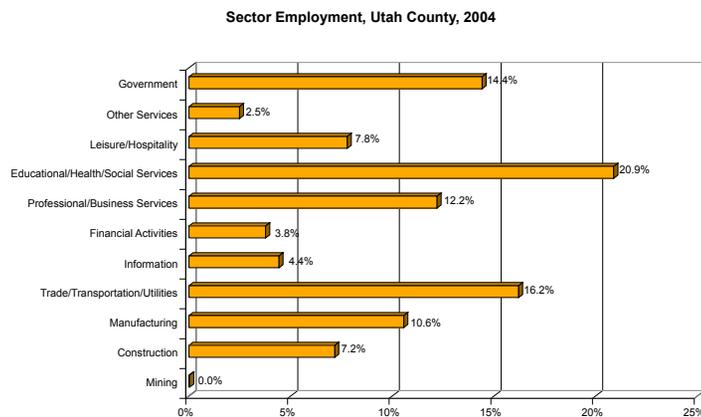
differs slightly from the state economic composition of Trade/Transportation/Utilities, Government, and Professional/Business Services as the largest employment sectors. Utah County accounts for 15% of the State of Utah's total employment.

Wages

The total wages paid in Utah County, according to the Utah Department of Workforce Services, was \$4.5 million, representing 13% of the total wages paid in Utah County. The difference in the ratio between Utah County's total employment (15%) and total wage share (13%) of the State is two percent. While this difference is not significant, it is in the direction of less wages and more employment. This means that the average wages earned in Utah County are slightly below the state average for the same jobs. The average annual wage for Utah County is \$28,210, while the state average is \$31,680.

Sales Revenue

Utah County produces 14% of the gross taxable sales in the State, according to the Utah State Tax Commission. The gross taxable sales for Utah County increased by 15% between 2000 and 2004, of which nine percent of the change occurred between 2003 and 2004. Not surprisingly, the largest tax generator was retail trade sales, which accounted for 64% of the total taxable sales for the County. Within retail sales, most taxes were collected by general merchandise stores, with motor vehicle dealers a close second. Significant to note is that the distant second largest source of taxable sales was service sales, which accounted for 10% of the County's total taxable sales. Taxes account for approximately 50% of the City of Pleasant Grove's total budget. Sales taxes represent approximately 45% of the total taxes collected by the City.



Source: Utah Department of Workforce Services

Challenges & Opportunities



Accepting Growth & Change

Growth in northern Utah County has left Pleasant Grove as a little-known small town midway between Provo and Salt Lake City. The 2002 opening of the I-15 freeway ramp and the rapid growth of the region have created incredible pressure on the city for the acceptance of new, higher-density housing and a need for new commercial development to provide the tax base to serve the residents of the city. The city also needs new revenues today to renew and replace aging infrastructure.

The large, new developments currently in planning offer tremendous challenges and opportunities for Pleasant Grove and the neighboring communities of American Fork and Lindon. It is likely that if these buildings, parking lots and streets do not distinguish themselves from the rest of the region, Pleasant Grove will not be able to sustain its identity as a uniquely pleasant place to grow.

Planning for the Gateway District

The team heard and saw significant challenges with the current plans and planning for the coming development of the Gateway district. Two major projects in the planning stage in Pleasant Grove and American Fork will have dramatic effects on the image and quality of life of Pleasant Grove. Existing land ownership patterns have led to piecemeal, single-use developments, relative to the large area in the district. The city must create a master plan for the entire district that defines public and civic needs and the uses that must be included, such as streets, drains, wetlands, parks, schools and churches.

Finding Pleasant Grove

In visiting Pleasant Grove, the team discovered that there are few signs or clues to help visitors and guests know when they are entering Pleasant Grove, or to help them find Downtown and other landmarks of the city. There appears to be an opportunity to make it easier to find Pleasant Grove, and to differentiate it from other cities in the valley. Increasing the visibility and awareness of Downtown Pleasant Grove and the heritage and culture of the city will encourage travelers to visit.

Building a Downtown for the 21st Century

Downtown Pleasant Grove is a quiet place today, too quiet to meet the needs of a growing community. Despite the demand for new commercial and residential development across the region, this growth has not reached downtown. Nationwide consolidation of retail formats, increased mobility and competition, and parking issues hinder commercial redevelopment today. But growth offers the energy and opportunity to rebuild and expand the downtown district. If Pleasant Grove can harness this vitality and growth to fill and fit downtown, a renewed destination and local center can be sustained. If not, it is likely that the downtown district will settle into civic and residential uses and lose its identity as the center of the community.

Bustling Streets, Changing Streets

Like communities all across America, Pleasant Grove is struggling with the effects of ever-growing traffic on its local and major streets. Rising volume and speed of traffic, is a burden on neighbors, children, pedestrians and bicyclists, making the community less satisfying all around.

Throughout the public comments, we were told that it is not pleasant or safe to walk or ride a bike in the city. This situation does not match the image of Pleasant Grove as a safe and delightful place to live and raise a family.

Highways run through and beside Pleasant Grove. They help and hurt the city and its residents with their convenience, speed and congestion. The proposed widening and reconstruction of the US 89 railroad underpass, the widening and reconstruction of I-15, the interim commuter rail service, and the response



to the local commuter traffic on the otherwise quiet 100 East Street present dynamic challenges to Pleasant Grove. It is likely that each project will dramatically change travel patterns during construction and after completion. Passenger rail may prove successful enough to endure after the completion of the I-15 project, and the eventual creation of a light rail transit line through the city provides hope for a future that is less dependent upon the automobile for mobility.

The Region

Pleasant Grove is just one city among several in northern Utah County. All the communities are facing related though distinct challenges and pressures from the growth and change across the Wasatch Front. Most communities are burdened by limited tax sources and growing demands for public services, both for public safety and to meet the needs of a higher quality of life. The Alpine School district is especially burdened with supporting the tremendous growth of enrollments across the various communities it serves. The challenge of fast growth may be insurmountable by the individual communities, but by working together, perhaps more services can be provided to more citizens at an affordable cost. There are opportunities for the citizens of Pleasant Grove to lead and shape the region in providing educational, recreational, cultural and arts services.

Framework Plan



A Traditional Town Planning Concept

Pleasant Grove is a traditional Utah city, with roots back to the middle of the 19th Century as the settlers spread out across the territory and founded new towns across the Wasatch Front region. Human needs have not changed significantly in 150 years, though materials and technologies have. As Pleasant Grove grows and changes in the 21st Century, we can look back with confidence to the form and character of traditional towns to guide our planning.

Goals and concepts of building traditional towns and cities have gained growing support from planners and architects across the world. Many of these goals have been articulated by Envision Utah. The following set of goals is adapted for the city of Pleasant Grove from *The Smart Code* to articulate the vision that supports the Framework Plan and this report.

The Region

- a. The region should retain its natural infrastructure and visual character derived from topography, woodlands, farmlands, riparian corridors and shorelines.
- b. Growth strategies should encourage infill and redevelopment in balance with new developments.
- c. Development contiguous to urban areas should be structured in the neighborhood pattern and be integrated with the existing urban pattern.
- d. Development non-contiguous to urban areas should be organized in the pattern of clusters, traditional neighborhoods or villages and regional centers.
- e. Affordable Housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.
- f. Transportation corridors should be planned and reserved in coordination with land use.
- g. Natural and green corridors should be used to define and connect the urbanized areas.
- h. The region should include a framework of transit, pedestrian and bicycle systems that provide alternatives to the automobile.

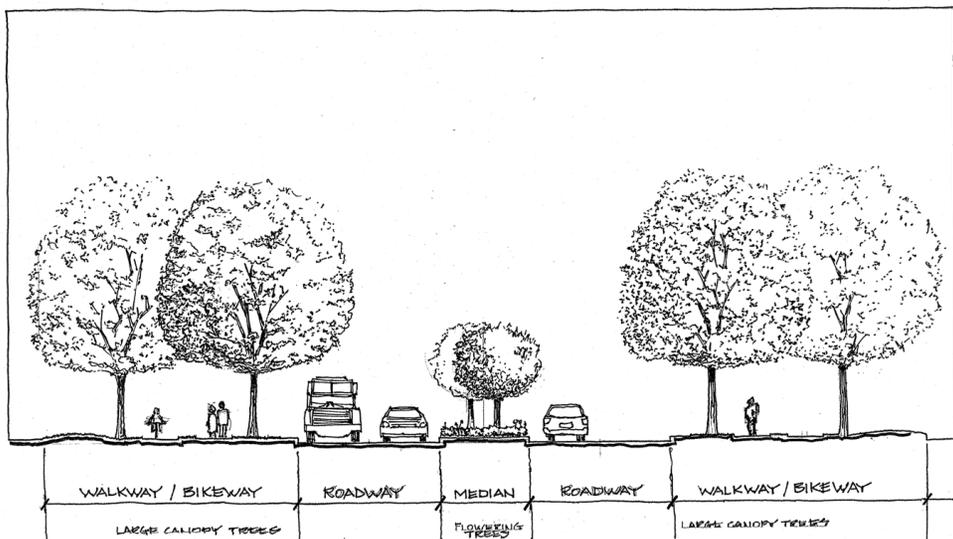
The Community

- a. Neighborhoods and regional centers should be compact, pedestrian-oriented and mixed-use.
- b. Neighborhoods and regional centers should be the preferred pattern of development and that districts specializing in single-use should be the exception.
- c. Ordinary activities of daily living should occur within walking distance of most dwellings, allowing freedom and independence to those who do not drive.
- d. That interconnected networks of Thoroughfares should be designed to disperse and reduce the length of automobile trips.
- e. Within neighborhoods, a range of housing types and price levels should be provided to accommodate diverse households, ages and incomes.
- f. Appropriate building densities and land uses should be provided within walking distance of transit stops.
- g. Civic, institutional, and commercial activity should be embedded in downtowns, not isolated in remote single-use complexes.
- h. Schools should be sized and located to enable children to walk or bicycle to them.
- i. A range of open space including parks, squares, and playgrounds should be distributed within neighborhoods and urban zones.

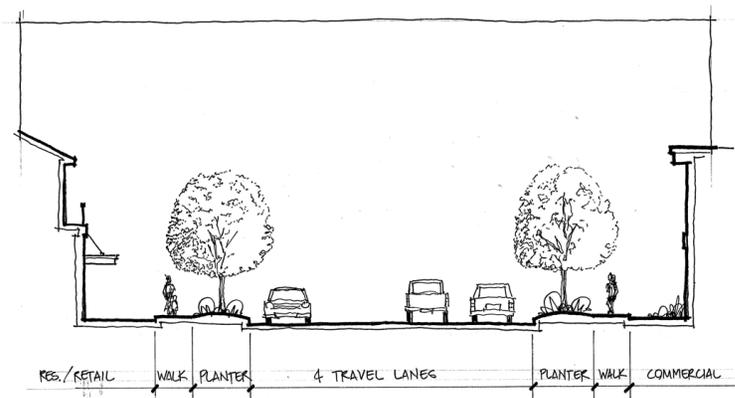
The Block and the Building

- a. Buildings and landscaping should contribute to the physical definition of Thoroughfares as civic places.
- b. Development should adequately accommodate automobiles while respecting the pedestrian and the spatial form of public space.
- c. The design of streets and buildings should reinforce safe environments, but not at the expense of accessibility.
- d. Architecture and landscape design should grow from the climate, topography, history, and building practice of Pleasant Grove and Utah County.
- e. Buildings should provide their inhabitants with a clear sense of their place, geography and climate through energy efficient methods and local building materials.
- f. Civic Buildings and public gathering places should be provided locations that reinforce community identity and support local self-governance.
- g. Civic Buildings should be distinctive and appropriate to a role more important than the other buildings that constitute the fabric of the city.
- h. The preservation and renewal of historic buildings should be facilitated to affirm the continuity and evolution of society.
- i. The harmonious and orderly evolution of Pleasant Grove should be secured through graphic codes that serve as guides for change.

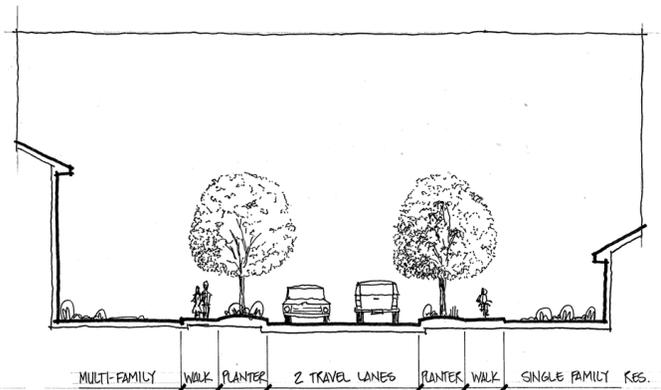
Goals adapted from *The Smart Code*, Duany Plater-Zyberk & Co.



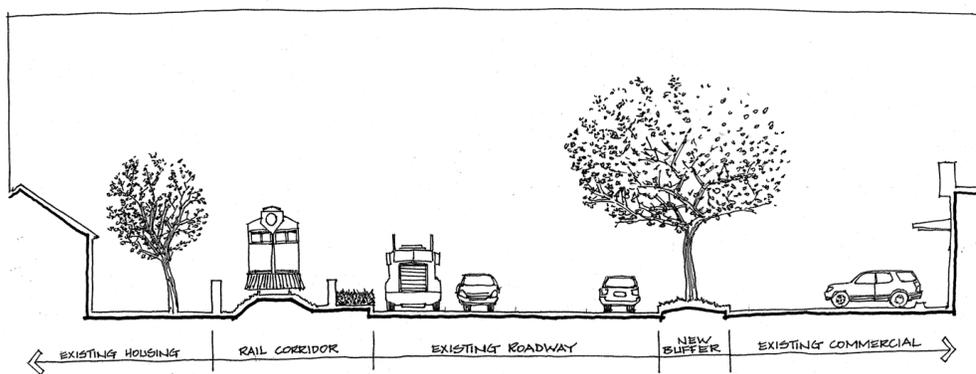
Pleasant Grove Boulevard



Arterial Street



Neighborhood Street



State Street

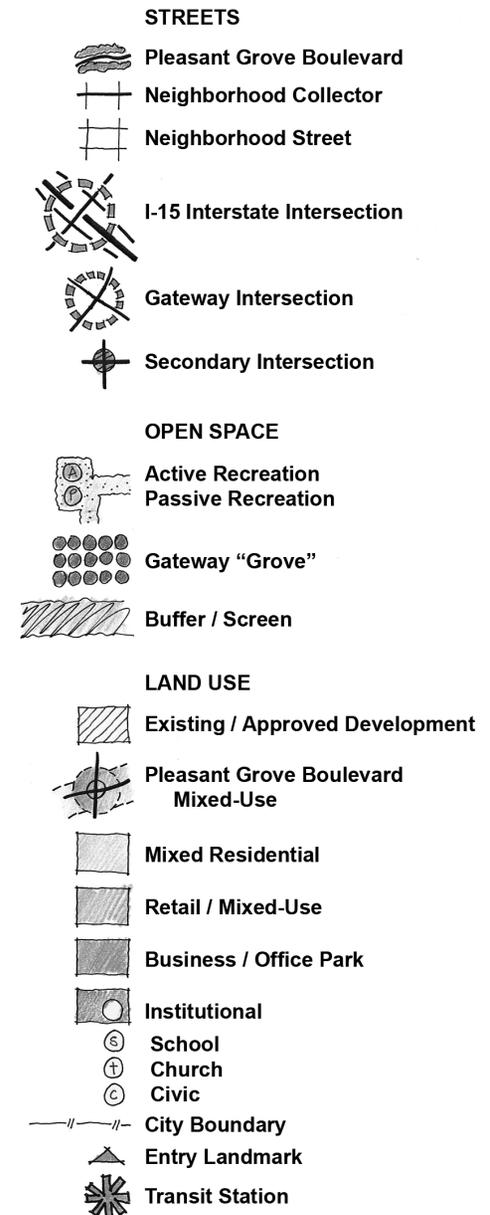
Description of the Framework Plan

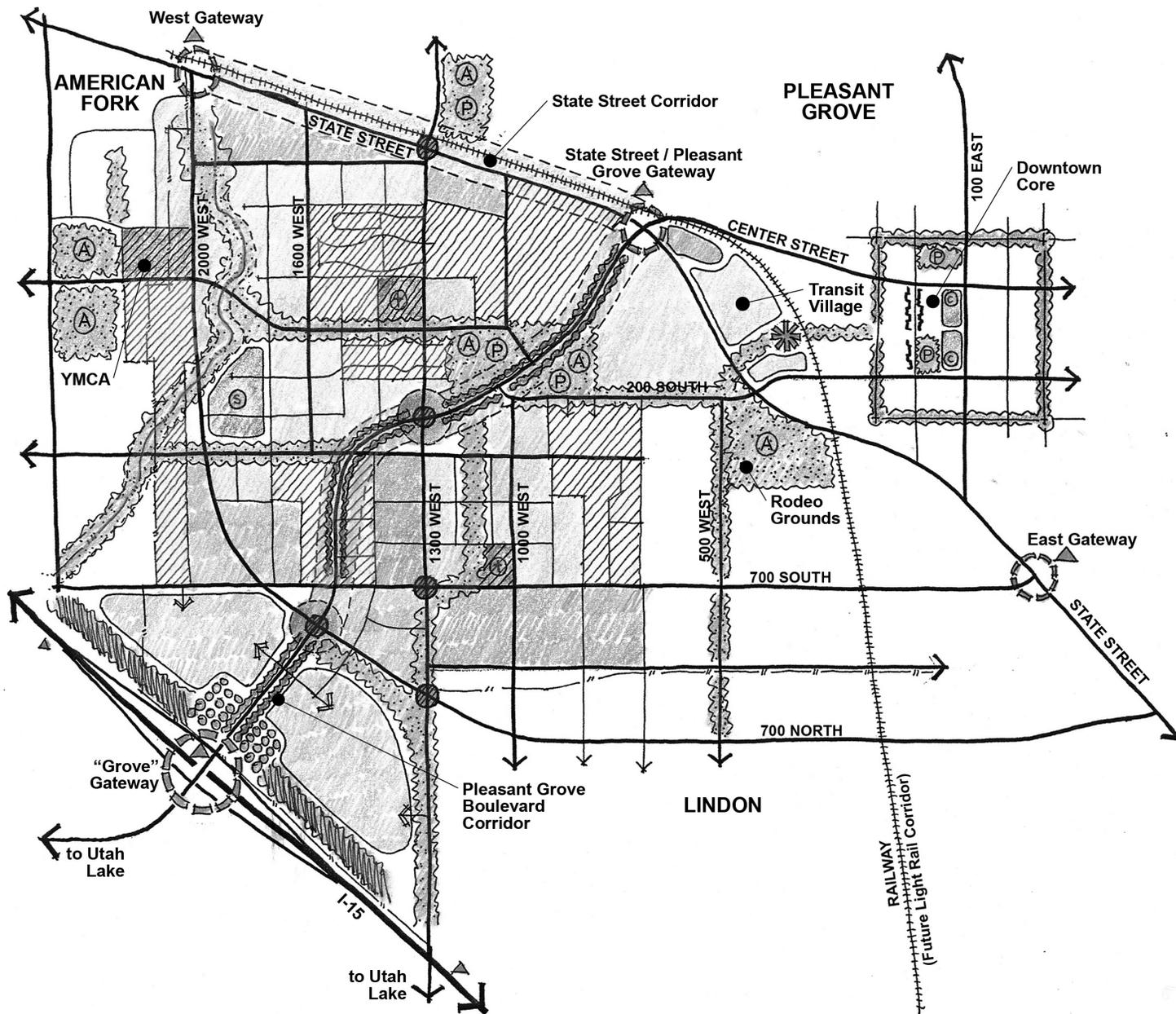
The Framework Plan illustrates a network of roads, pathways and open spaces that together provide a structure for organizing the development of public and private land uses and facilities. Throughout the older parts of the city, the framework is well established. This Plan suggests the establishment of a new framework for the Gateway area that links it to Downtown and to neighboring districts.

The underlying structure is established by a hierarchy of streets and intersections, with the most significant being Pleasant Grove Boulevard. As the primary route from the freeway into the city and to downtown, the Boulevard should provide a beautiful arrival experience appropriate to the City of Pleasant Grove. A divided roadway is proposed, with a planted median, two vehicle lanes in each direction and a row of trees on each side flanked by a walkway and bike path. At the freeway the interchange would be flanked on either side by a grove of trees. The intersection of the boulevard with State Street is a major point of arrival in the city that is an appropriate place to identify with a memorable landmark, which can assist with wayfinding and visitor orientation.

A network of arterial streets will serve as collectors, linking the boulevard with adjoining parts of the city and providing access throughout the district. The intersections of these collectors with the boulevard and with each other should also be marked as unique Gateway features.

Within the structure of arterials a network of neighborhood streets should be established to provide access to the activities and land uses throughout the Gateway district. A rectangular grid should be imposed wherever possible to provide a flexible pattern for circulation that will link to existing development and adjacent areas and accommodate a fine-grained mixture of uses.





Institutional uses like schools, parks, churches and civic facilities are part of the Framework Plan and should be located within neighborhoods and linked with streets, paths and open space. Spaces for active and passive recreation are included and linked with a system of pathways and an open space network. These areas are an important part of the public infrastructure that is so vital to a balanced healthy community.

Downtown



Background Findings

Like so many small downtowns across the country, Downtown Pleasant Grove is struggling to maintain its physical and economic health, as well as its relevance to the community. Although stable and vibrant downtowns typically benefit from a rich mixture of uses, the trend for Downtown Pleasant Grove in recent years has been for retail uses to migrate away from the Downtown, replaced instead with office uses, service uses, or no uses. While the City has made some efforts in past years to enhance Downtown through streetscape improvements, those efforts have not resulted in measurable achievement for Downtown. Despite the creation of several community business organizations, there is no broad-based group which is charged with aggressively championing Downtown as its singular mission. There are fears by many, perhaps well-founded, that the future development of the Gateway area will negatively impact Downtown through retail competition, adding further to Downtown's many challenges. Unquestionably, the resuscitation of Downtown Pleasant Grove must become a high priority for the community.

Why Downtown Is Crucial

Downtown is important to Pleasant Grove for numerous reasons, as follows:

- ✦ Downtown is where the community's history began with the establishment of the military fort during the mid-nineteenth century. There can be no understanding of Pleasant Grove's rich heritage without the Downtown.
- ✦ Downtown is the symbolic heart and soul of Pleasant Grove. It is the place where speeches are given, where

"We have a lovely Main Street, but it needs help."

— PLEASANT GROVE CITIZEN



Downtown Pleasant Grove in 1963 — Utah Power campaign for new street lighting

parades are held, and where visitors are taken. It is the post card location for the community.

- ✦ Downtown is Pleasant Grove's best opportunity to retain a sense of community character and identity. Most contemporary development is extremely generic. A retail strip or residential subdivision in Pleasant Grove looks much like a retail strip or residential subdivision anywhere else in America. Downtown is the community's sole exception to the rule.
- ✦ Numerous studies have shown that communities can no longer turn their backs on their downtowns because there is a direct correlation between downtown economies and their regional economies. Downtowns that flounder economically can bring their regional economies down with them.
- ✦ Downtown revitalization is a fiscally conservative endeavor. Underutilized existing infrastructure is a waste of taxpayer dollars, especially when peripheral new development adds to the fiscal burden by introducing new infrastructure requiring ongoing municipal maintenance. The density of Downtown also allows more businesses and residents to be served per linear foot of roadway, sewer line, water line and so forth than in lower density suburban areas.
- ✦ A healthy and vibrant downtown contributes to a community's overall quality of life. Not only is a high quality of life essential for Pleasant Grove's citizens, but there are less obvious benefits as well, including business and industrial recruitment.

*“Every community needs a downtown,
a heart for the community.”*

— PLEASANT GROVE CITIZEN

Guiding Principles

1. **ORGANIZATION:** Create an entity whose sole mission is the revitalization of Downtown Pleasant Grove and utilize the National Main Street Center's Four-Point Approach: organization, design, economic restructuring, and marketing and promotion.
2. **DIVERSE BUT COMPATIBLE USES:** Create a rich mixture of uses, including retail, entertainment, services, offices, housing, and civic uses. However, avoid uses that are incompatible with the scale and qualities of Downtown Pleasant Grove.
3. **PRESERVATION AND NEW DEVELOPMENT:** Preserve and rehabilitate “contributing” historic buildings, redevelop inadequate non-contributing buildings, and develop new “infill” development on vacant sites.
4. **CIVIC AND CULTURAL HUB:** Maintain and strengthen Downtown as Pleasant Grove's civic hub. Provide new facilities, such as an arts center, and improve/redevelop existing facilities, such as the Library, City Hall and Downtown Park.
5. **BALANCING PEDESTRIANS & VEHICLES:** Maintain and enhance the pedestrian-friendly qualities of Downtown Pleasant Grove while accommodating access and parking for vehicles.
6. **INCREMENTALISM & PHASING:** There are no “quick fixes” or “magic bullets.” Successful revitalization is an organic process that occurs in numerous small incremental steps. Similarly, downtown strategies must be carefully sequenced over time.
7. **GATEWAY WEALTH-SHARING:** Reinvest a portion of the tax revenues that will be generated in the Gateway area into the Downtown.

1. Organization

One of the most important first steps for any downtown revitalization strategy is to establish an organization to spearhead the effort. Unless a specific entity is accountable for making measurable progress, it is difficult, if not impossible, to transform a struggling downtown.

“Pleasant Grove needs to use the Main Street... Accomplishing historic preservation is a big challenge. Are we getting a part-time Main Street Manager?”

— UTAH HERITAGE FOUNDATION REPRESENTATIVE

CREATE AN ENTITY WHOSE SOLE MISSION IS THE REVITALIZATION OF DOWNTOWN PLEASANT GROVE.

- ✦ Consider joining the State Main Street program in order to benefit from the technical support and resources that it can provide.
- ✦ Hire a part-time or full-time Project Manager. A part-time manager might be shared with a neighboring community, as has been done on occasion in other Main Street communities.
- ✦ Activities should include a wide range of tasks, including centralized retail management, marketing and promotion, stimulating redevelopment and parking management.
- ✦ Short-term funding should primarily come from the City, with supplemental funding coming from fundraising events and membership dues.
- ✦ Once the downtown becomes much stronger economically, long-term funding might come from a property-owner approved special taxing district should sufficient support exist.

FOLLOW THE NATIONAL MAIN STREET CENTER’S FOUR-POINT APPROACH.

Whether Pleasant Grove elects to formally join the Main Street program or not, it should follow time-tested and highly successful Main Street “Four-Point Approach” to downtown revitalization, as follows:

1. **ORGANIZATION** – creation of an entity to implement the program
2. **DESIGN** – streetscapes, building rehabilitations, infill development, etc.
3. **ECONOMIC RESTRUCTURING** – business development, financial incentives, etc.
4. **MARKETING & PROMOTION** – special events, joint advertising, etc.

2. Diverse but compatible Uses

Although downtowns typically utilize a variety of tools such as physical improvements and marketing strategies for revitalization, the most important aspect of successful downtowns is what they have to offer. People visit downtowns to conduct business, shop, dine, and be entertained. Rarely do they visit downtowns to observe their new streetscapes. Achieving the optimal tenant mix and full ground floor occupancy should be a primary objective for Downtown Pleasant Grove.

“Right now Downtown is extremely boring.”

— PLEASANT GROVE CITIZEN

CREATE A RICH MIXTURE OF USES, INCLUDING RETAIL, ENTERTAINMENT, SERVICES, OFFICES, HOUSING, AND CIVIC USES.

- ✦ Conduct a thorough market analysis to project demand levels, pricing, business mix, and potential build-out for a wide variety of uses.
- ✦ Among others, potential business types to evaluate in the market analysis include: specialty retail, sit-down dining, book stores, teen-oriented malt shop, and outfitters.
- ✦ Based upon the market analysis, establish an optimal tenant mix and list of targeted businesses.
- ✦ Prepare a marketing package to attract businesses, and establish a committee of volunteers to conduct business development.
- ✦ Conduct business development through retention, expansion and recruitment of targeted businesses. Particular emphasis should be placed on efforts to retain and expand existing businesses that are consistent with the optimal tenant mix.
- ✦ To be competitive, focus on businesses that are locally-owned and not found in other parts of the community. In particular, target successful locally-owned businesses existing in other communities in the region.
- ✦ Create and support destination businesses, such as a local theatre.

ESTABLISH A SMALL BUSINESS INCUBATOR IN THE DOWNTOWN.

- ✦ Sponsorship might be provided by a university and/or the Small Business Administration (SBA).
- ✦ Provide technical support, clerical support, shared meeting space, and discounted rents.
- ✦ Encourage graduating businesses to relocate within the Downtown.

GENERATE SUBSTANTIALLY MORE HOUSING THAN CURRENTLY EXISTS DOWNTOWN.

- ✦ Downtown housing achieves two important objectives: it expands the customer base for retail and services, and it creates a more “lived in” atmosphere which in turn attracts more visitors.
- ✦ If and when market conditions are ripe, develop a three- to four-story housing development internal to the block located on the southwest quadrant of the intersection of Center and Main Streets. This approach would retain those one- and two-story older buildings fronting onto Main that are considered architecturally “contributing.” Underground parking would be required to replace the existing surface parking and to create new parking for the housing. However, until rent levels increase substantially within the Downtown, the current real estate economics would not support structured parking.

AMEND THE ZONING ORDINANCE TO PERMIT DESIRABLE USES CURRENTLY PROHIBITED AND PROHIBIT THOSE THAT HAVE A NEGATIVE IMPACT.

- ✦ Eliminate constraints on the number of residential units allowed per building (currently limited to two).
- ✦ Permit Bed and Breakfasts both Downtown and in surrounding historic neighborhoods.
- ✦ Prohibit car washes from being a conditional use.

3. Preservation and New Development

Pleasant Grove's rich heritage, including its beginning as a military fort, should be kept in the forefront of Downtown's identity. Downtown also has numerous older buildings, several of which are architecturally significant and considered "contributing" structures that should be preserved, while some are not. A total of fourteen "contributing" buildings were identified within the four-block core of Downtown by a field survey conducted by the R/UDAT team. Stronger protections are needed for those contributing buildings that are still structurally viable for restoration, while redevelopment should be encouraged on other Downtown sites.



Fourteen architecturally significant and "contributing" structures that should be preserved

"Our heritage is so important. If you don't have a past, you don't have a future."

— PLEASANT GROVE CITIZEN

RECOGNIZE AND INTERPRET THE ORIGINAL MILITARY FORT THAT SERVED AS THE VERY BEGINNING OF DOWNTOWN PLEASANT GROVE.

- ✦ Create a walking trail out of the sidewalks that are roughly consistent with the fort's boundaries.
- ✦ The trail might be delineated with a special paving treatment, and interpretive wayside exhibits could be created to tell the fort's story.
- ✦ Plant Sycamore trees along the trail as a representation of a tree type that would have been encountered by the area's early settlers.

STRENGTHEN PROTECTIONS FOR HISTORIC BUILDINGS.

- ✦ Make Preservation Commission decisions binding rather than advisory. This approach will make decisions more objective and lessen politics from entering into the considerations.
- ✦ Revise the City's preservation ordinance to include criteria related to applications for demolition. The existing ordinance does not provide criteria for basing decisions.
- ✦ Provide "demolition by neglect" provisions so that historic buildings are not allowed to deteriorate to the point that they must be razed.
- ✦ Revise Section v.D.4.i. of the preservation ordinance to prohibit the issuance of a Certificate of Historic Appropriateness for "proposed projects... found to be in non-compliance with" the preservation ordinance.

ENCOURAGE THE REHABILITATION AND ADAPTIVE REUSE OF HISTORIC BUILDINGS.

- ✦ Educate property owners on the federal investment tax credit for historic rehabilitation.
- ✦ Explore the establishment of a façade rehabilitation grant and/or low-interest loan program as a compliment to the City’s past efforts to secure State grants for historic property improvements.
- ✦ Explore local property tax incentives for approved building rehabilitation projects.

“The Downtown area does need some help, but we don’t need to destroy the historic buildings to help it.”

— PLEASANT GROVE CITIZEN

STRENGTHEN AND CLARIFY EXISTING DESIGN STANDARDS FOR NEW DEVELOPMENT.

- ✦ In order to maintain the historic development pattern, the City’s existing historic district design standards



establish a two-story building height limit. While this is generally a reasonable standard, exceptions should be considered for special sites (corners, street terminations, etc.) and special uses (civic and institutional) to accommodate landmark buildings. Also, in order to accommodate redevelopment such as this plan’s proposed housing development (internal to the block on the southwest quadrant of the intersection of Main and Center Streets) and the proposed new Civic Building, allow up to four stories to exist if all floors above the second floor are set back substantially from the front build-to line.

- ✦ Require building facades to be built to the sidewalk in order to maintain the historic “street wall” and to avoid front parking lots. Exceptions should be considered for special uses such as civic and institutional, to accommodate landmark buildings, to create occasional passageways between buildings for rear parking access and spaces fronting sidewalks that will be active with outdoor dining and similar uses.
- ✦ Add standards that require larger buildings to break up their façade massing through a series of vertically oriented bays. The bay widths should be based upon historic precedents found in the Downtown. This can be achieved through façade projections and recesses, material changes, pilasters, canopies, and similar architectural elements.
- ✦ Prohibit parking lots from fronting onto primary Downtown streets and require landscaping and human-scaled lighting.
- ✦ Require a generous minimum percentage of ground floor glazing along streets (no reflective or heavily-tinted glass).

ELIMINATE PARKING REQUIREMENTS FOR DOWNTOWN IN ORDER TO AVOID DISCOURAGING REDEVELOPMENT.

- ✦ With the exception of some shared-parking provisions, current standards for Downtown are identical to those of more auto-dependent parts of the city.
- ✦ In most downtowns, market forces will ensure that the necessary parking is provided for new housing and similar uses.

4. Civic and Cultural Hub

As some traditional uses of downtowns, such as basic goods and services, migrate to suburban areas because of market forces, civic, and cultural uses become a critical component to keep downtowns economically viable. There are numerous examples across the country of downtowns which have lost an important traffic-generating use, such as a post office or city hall, with negative consequences to nearby retail uses. Consequently, it is critical that existing civic and cultural uses remain in Downtown Pleasant Grove, and it would be valuable for new ones to develop there. Two exceptions to this principle are the City's existing police and fire stations, which are less beneficial to the Downtown economy and could be relocated. With respect to cultural activities, special events are particularly important, as people that rarely frequent Downtown can go there and have a positive experience, perhaps returning at some point later for shopping and dining.

DEVELOP A COMMUNITY ARTS CENTER TO HOUSE THE ACTIVITIES OF THE ARTS COMMISSION.

- ✦ At present, the Arts Commission has no home, and related activities must occur randomly where opportunities exist.

- ✦ Develop a new structure to the northeast of the existing recreation center. Its location near the park would be convenient for hosting outdoor events (concert series, plays, etc.). Evening events would provide economic spin-off benefits for future retail and dining establishments in the Downtown.

ENHANCE THE EXISTING DOWNTOWN PARK TO ACCOMMODATE A VARIETY OF USES.

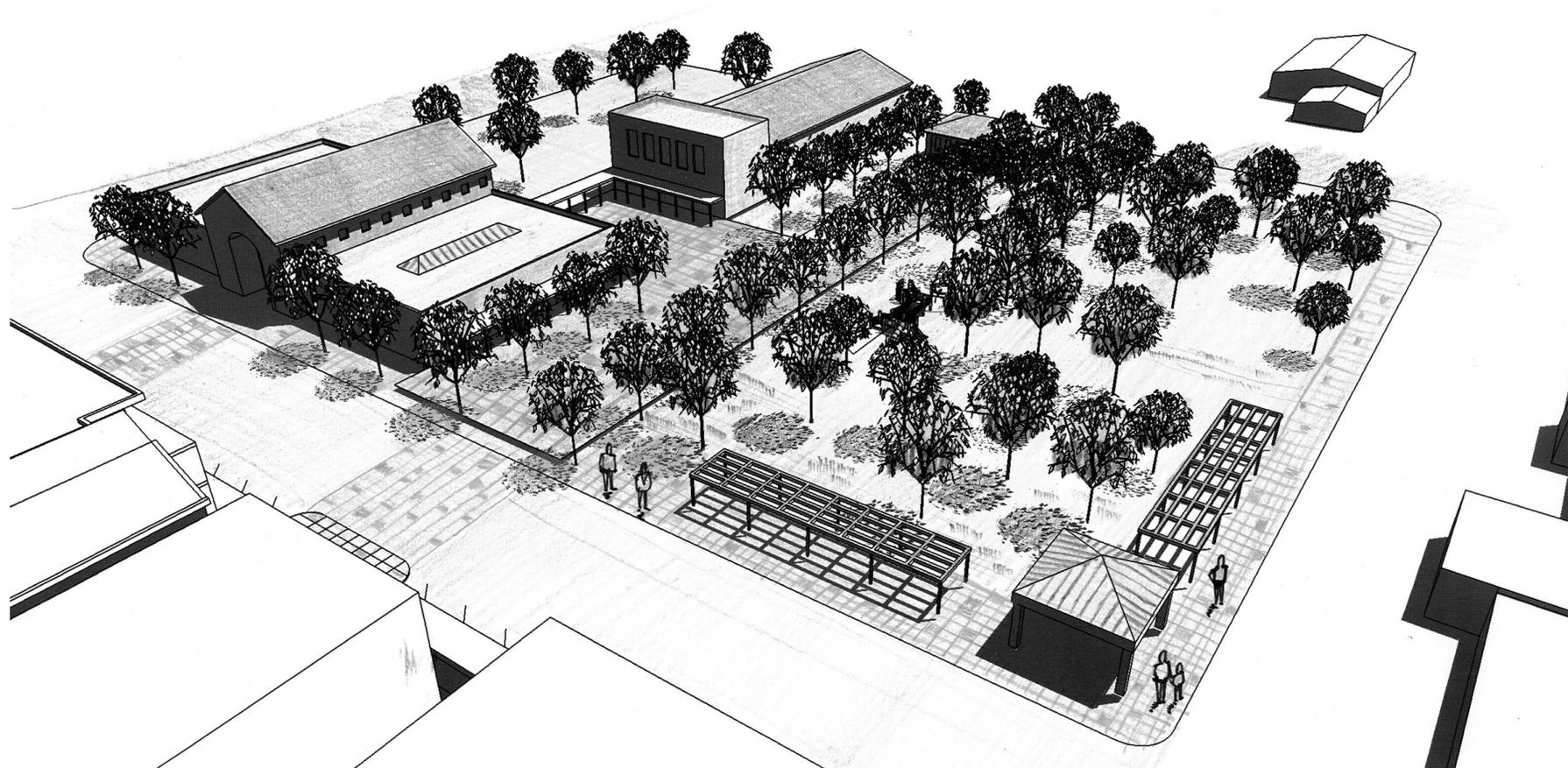
- ✦ Retain the existing grassy area and trees, provide a hard-scaped multi-purpose surface to the immediate east, and construct pergolas for shade and visual interest in the northwest corner of the park.
- ✦ Provide plenty of utility hook-ups for special events.
- ✦ Fit the park's adjacent streets with removable bollards at intersections to block off vehicles during special events.
- ✦ Consider giving the park, currently named "Downtown Park," a more meaningful name. For example, it might be named after a founding father of Pleasant Grove, such as the City's first mayor – Henson Walker – who took office in 1855.

"We have a lovely park. It isn't a big park, but it's a nice park... it's used every day."

— PLEASANT GROVE CITIZEN

CREATE A NEW GREEN SPACE ON THE NORTH END OF DOWNTOWN AS AN ALTERNATIVE PUBLIC PARK.

- ✦ Locate the park on the north side of Center Street, behind the existing historic buildings fronting the street. This site is bound by 100 East, 100 North and Main Street.



Looking southeast over Downtown Park with a new art center and performance plaza

- ✦ Design the grassy space to be relatively open so it is adaptable for a variety of uses, including special events and soccer.
- ✦ Surround the park with a necklace of trees and on-street parking on the adjacent streets.
- ✦ Based upon the park's location within the original military fort, consider naming it Battle Creek Green or some similar name.

PROMOTE AND MAXIMIZE THE USE OF PIONEER MUSEUM.

- ✦ This facility, consisting of the Old Bell School, Old Log Cabin, and associated resources, is operated by the non-profit Daughters of Utah Pioneers (DUP). It is open to the public by appointment and during limited days/hours, and it frequently hosts elementary school tours. It is funded primarily through grants from the State and some City support.
- ✦ The site's contribution to the cultural richness of the Downtown should be recognized, and efforts should be made to continue supporting the DUP's preservation and interpretive activities at the Pioneer Museum.

“History is a wonderful learning tool for children.”

— PLEASANT GROVE CITIZEN

BUILD A NEW COMBINED CITY HALL, CIVIC CENTER & LIBRARY TO BETTER ACCOMMODATE CURRENT AND FUTURE NEEDS.

- ✦ The existing facilities are reportedly insufficient to meet the community's current and future needs.
- ✦ Given the volume of foot traffic that civic buildings typically generate, keep the new City Hall and Library Downtown for economic spin-off benefits to businesses.
- ✦ City Hall's and the Library's presence Downtown is also important to maintain Downtown's identity as the civic heart of the community.
- ✦ Locate the new facility south of the existing library, perhaps integrating the existing library structure into the new structure.

“Our library facility is inadequate and it needs to be addressed.”

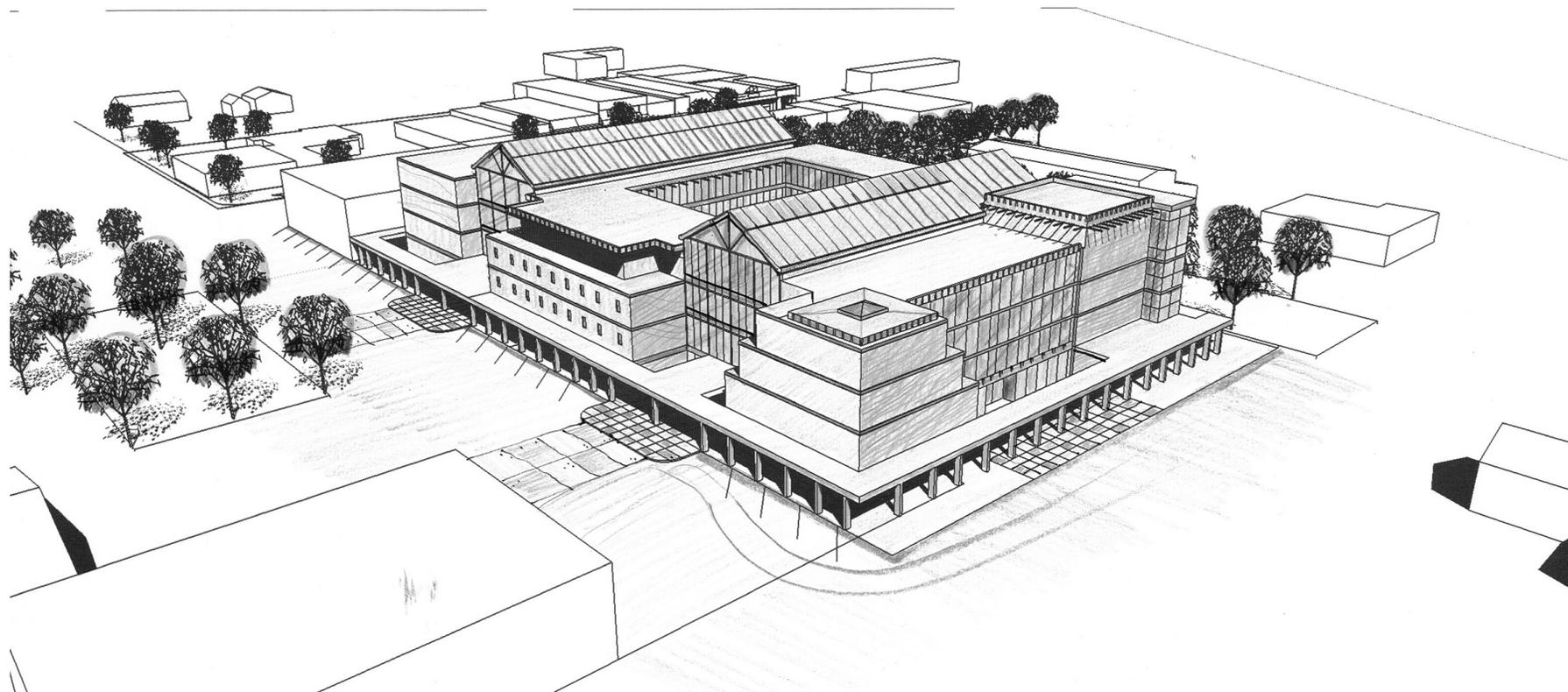
— PLEASANT GROVE CITIZEN

RETAIN AND ENHANCE THE EXISTING RECREATION CENTER.

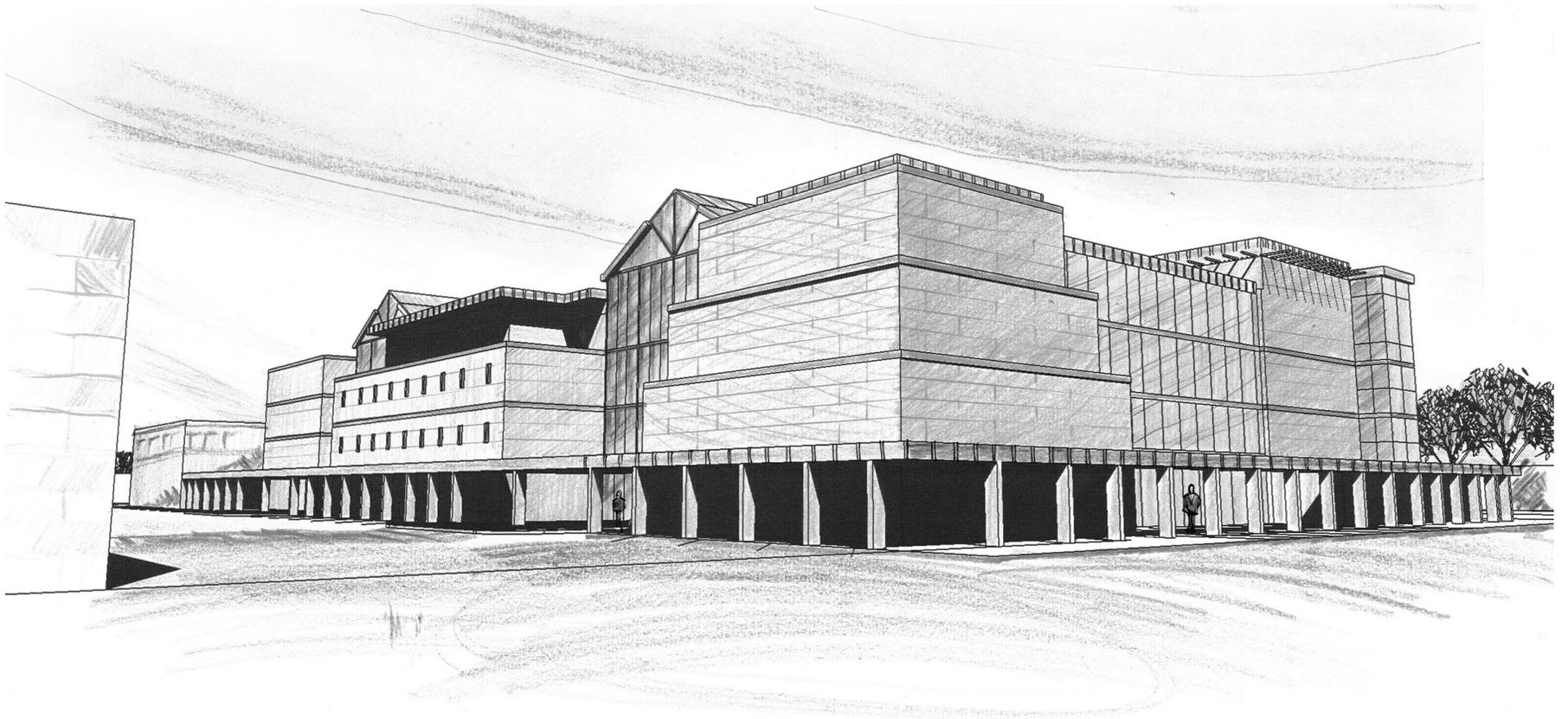
- ✦ Given the acreage needed to accommodate various playing fields, all of the community's future recreational facilities cannot occur downtown. However, the existing facilities at the Recreation Center should be improved as needed, in part as a means of leveraging economic benefits to nearby businesses.

“You shouldn't have to leave your city just to play basketball.”

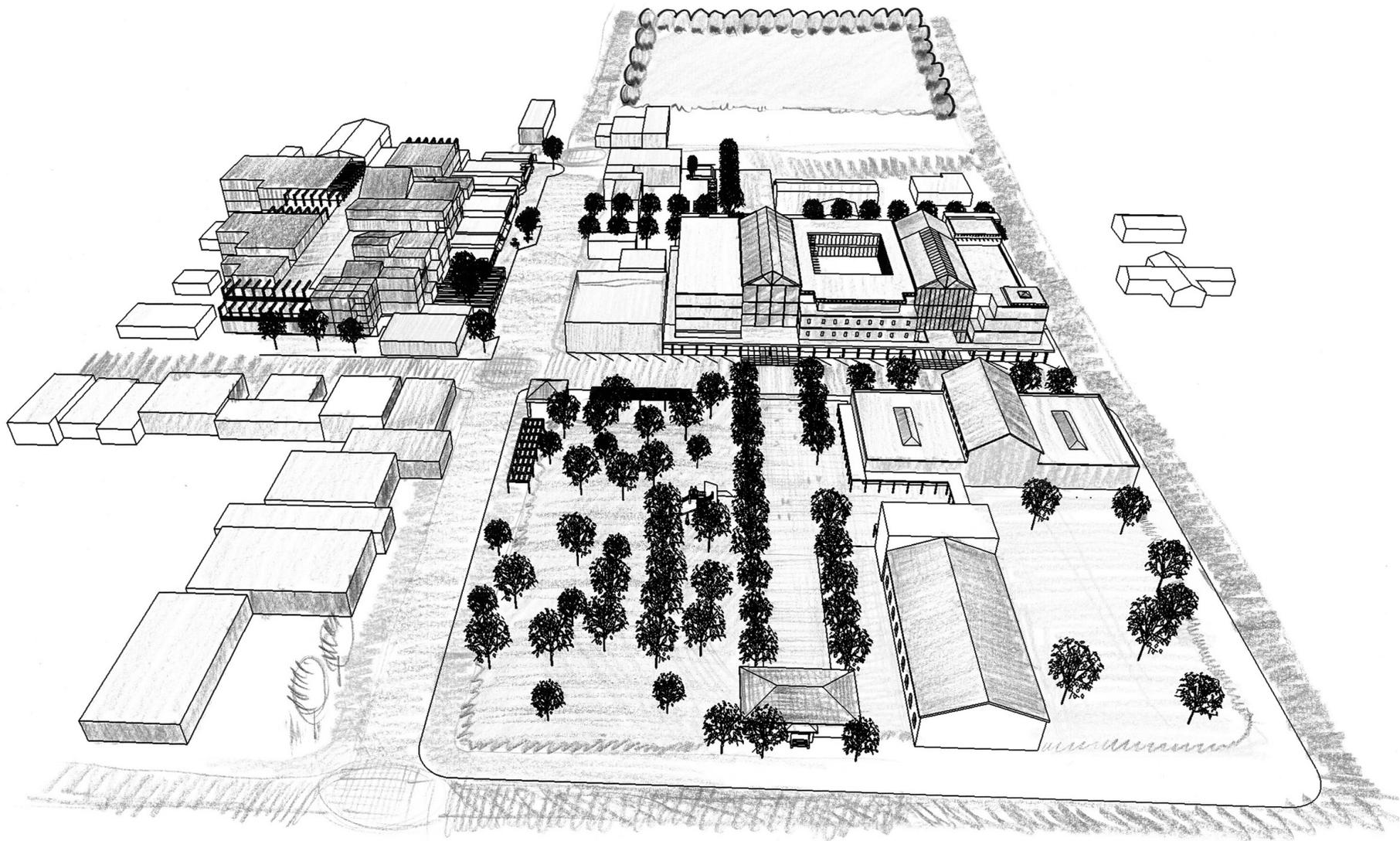
— PLEASANT GROVE CITIZEN



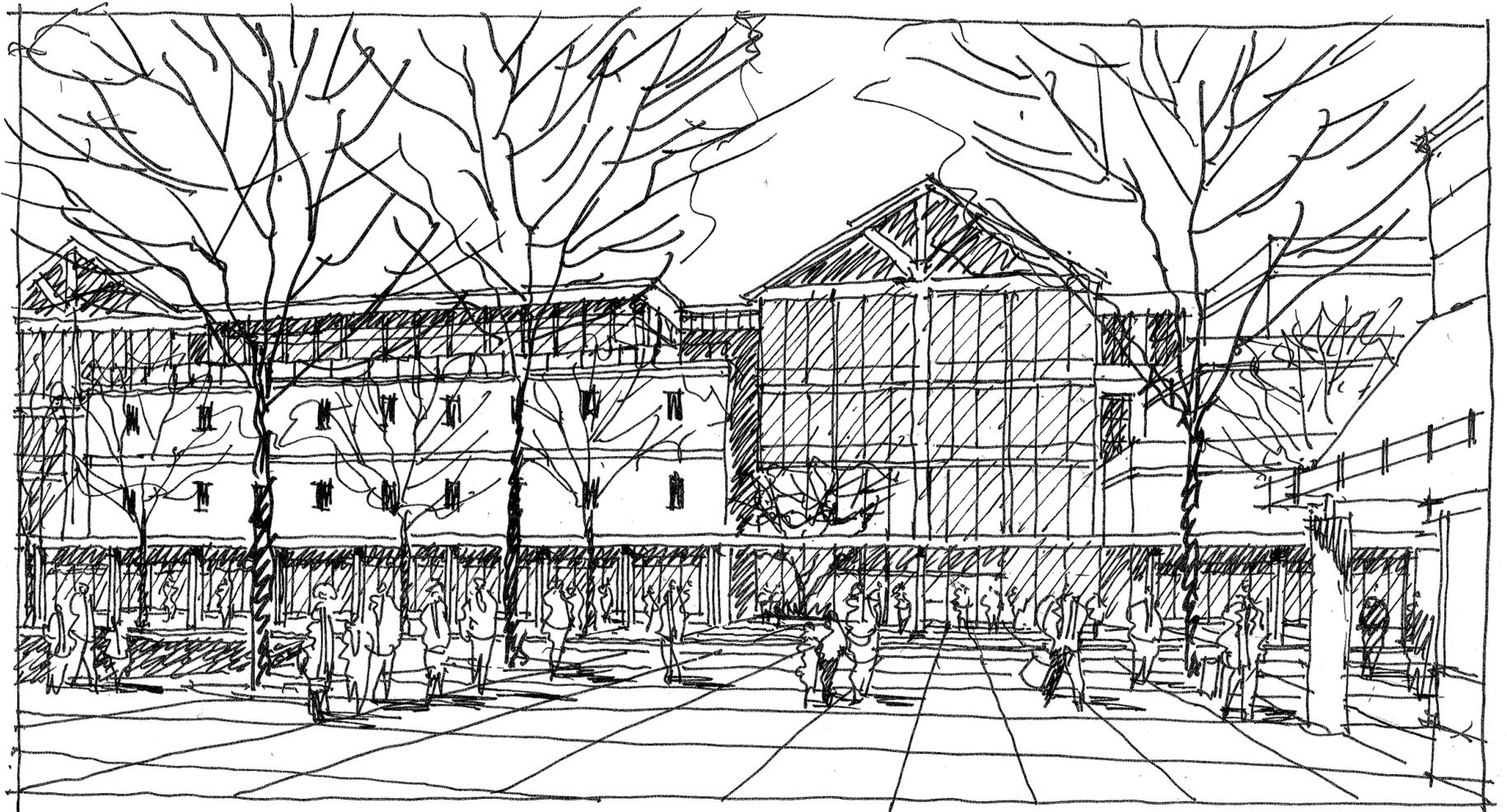
Aerial view looking northwest at combined City Hall, Civic Center and Library



Street view looking northwest at combined City Hall, Civic Center and Library at the intersection of 100 South and 100 East



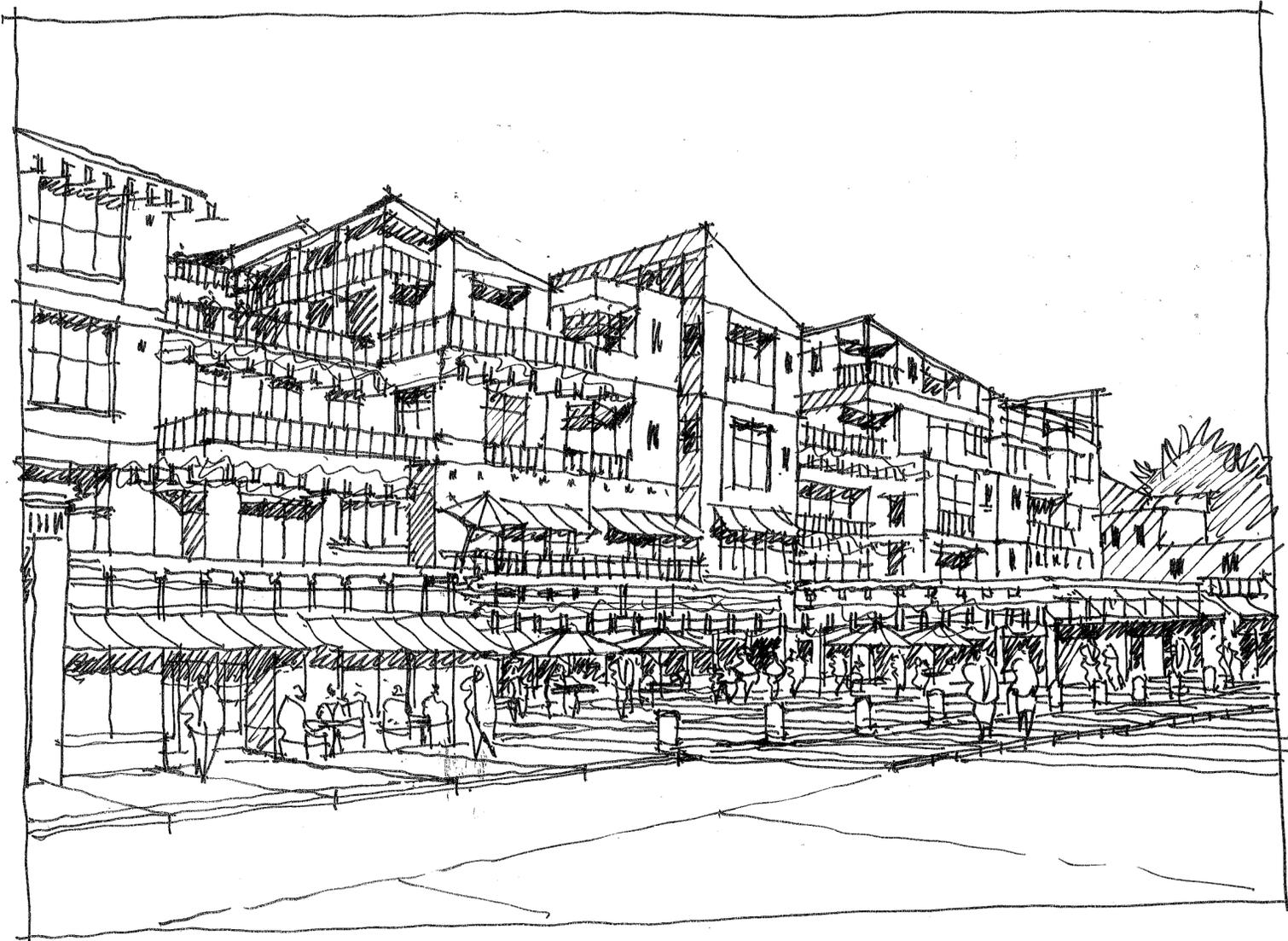
Bird's eye overview looking north over Downtown core



Looking north across cultural arts plaza to new combined City Hall, Civic Center and Library



Looking southwest from Main and Center with housing above and behind street-level retail



Looking northwest from Main and 100 South with housing above a restaurant with outdoor dining

5. Balancing Pedestrians & Vehicles

One of the competitive advantages for downtowns, relative to other commercial and mixed-use areas, is their pedestrian friendliness. Pedestrian friendly environments are not merely safe from vehicular traffic, but they also provide convenience by establishing a fine-grained system of interconnected streets, they are enlivened by interesting storefronts, and they are made safe by evening lighting. Although pedestrians should be given a high priority, vehicles must be able to navigate the Downtown, and sufficient parking must be conveniently located.

“Pleasant Grove is not a pedestrian-friendly community in many areas.”

— PLEASANT GROVE CITIZEN

MAINTAIN DOWNTOWN’S EXISTING FINE-GRAINED AND INTERCONNECTED STREET NETWORK BOTH FOR PEDESTRIAN ACCESSIBILITY AND TO EFFICIENTLY DISPERSE DOWNTOWN TRAFFIC TO AVOID CONGESTION.

- ✦ Do not vacate existing downtown streets.
- ✦ Design all future buildings within the confines of the historic block sizes.

PROVIDE TRAFFIC-CALMING MEASURES FOR CENTER STREET SO THAT IT IS NOT PERCEIVED AS A BARRIER.

- ✦ Consider improvements at the Main Street intersection through the provision of a paved crosswalk.

PROHIBIT THE ADDITION OF NEW DRIVEWAYS ON STREETS WITHIN THE CORE OF DOWNTOWN.

- ✦ Driveways decrease pedestrian safety and interrupt the streetscape, so they should not occur on key streets such as Main Street.

- ✦ Driveways should be limited to side streets that provide access to the rear of buildings.

INCREASE THE EFFICIENCY OF ON-STREET PARKING.

- ✦ Manage on-street parking to prevent employees from monopolizing customer parking.
- ✦ Limit on-street parking to two or three hours.
- ✦ If voluntary efforts are unsuccessful, consider issuing automobile stickers to Downtown employees and adopting a higher fine structure for Downtown employees.

INCREASE THE CAPACITY AND USER-FRIENDLINESS OF OFF-STREET PARKING.

- ✦ Redesign existing parking lots for maximum efficiency.
- ✦ Create a new parking lot north of Center Street behind the saloon.
- ✦ Create new parking associated with the proposed new City Hall, Civic Center, and Library.
- ✦ Provide directional signage for all public parking lots.
- ✦ Consider creating a brochure highlighting Downtown parking facilities for distribution by merchants to their customers.

6. Incrementalism & Phasing

It has taken many years for Downtown Pleasant Grove to slowly lose its physical and economic health, so reinvigorating will not occur over night. Numerous downtowns across the country have learned the hard way that there are very few instant solutions that will provide sustainable change for the better. Successful revitalization is an incremental and organic process that takes time. The challenge is to establish a specific framework that will allow the Downtown, through the help of market forces, to strengthen

gradually. Similarly, the proper sequencing of revitalization strategies must be carefully orchestrated.

CAREFULLY SCRUTINIZE ANY PROPOSALS THAT MIGHT BE CHARACTERIZED AS “QUICK FIXES” FOR THEIR LONG-TERM IMPACTS ON DOWNTOWN.

- ✦ Particular attention should be focused on proposals that might require public funding or impact historic resources worthy of preservation.

INITIATE IMPLEMENTATION OF THE DOWNTOWN STRATEGY BY FIRST PICKING THE “LOW HANGING FRUIT.”

- ✦ Strategies such as creating a Downtown organization and revising public policies are relatively inexpensive, while staffing an organization and developing new public facilities are quite costly.
- ✦ Implement some of the more easily attainable strategies earlier in the process.

DEFER ANY MAJOR PROMOTIONAL CAMPAIGNS UNTIL AFTER MEASURABLE IMPROVEMENTS HAVE OCCURRED DOWNTOWN.

- ✦ Because there is only one opportunity to make a first impression on a first-time visitor to Downtown, some degree of “product development” should occur prior to high level marketing efforts.
- ✦ Successful business development to enhance Downtown’s tenant mix is particularly important to occur prior to substantial marketing efforts.

7. Gateway Wealth-Sharing

“If you lose your Downtown, what have you got – the Gateway? That’s not what our ancestors came to Pleasant Grove for.”

— PLEASANT GROVE CITIZEN

REINVEST A PORTION OF THE TAX REVENUES THAT WILL BE GENERATED IN THE GATEWAY AREA INTO THE DOWNTOWN.

- ✦ Given that the City presently lacks the funding required to implement many of the Downtown strategies recommended here, future development in the Gateway is the most likely source, particularly if mitigation is needed to offset potential negative impacts to Downtown’s retail sector.
- ✦ One approach to wealth-sharing might be to establish a standard ratio split formula between the Gateway and Downtown. While such an approach could be contentious to negotiate, it might avoid regular battles over the issue in the future.
- ✦ This recommendation would not necessarily require a formal funding formula, but instead, tax revenues generated in the Gateway could go into the City’s general fund, and projects for Downtown could come from the general fund.

“With respect to the Gateway area, my concern for Downtown is that the tail’s going to wag the dog, and Downtown’s going to lose.”

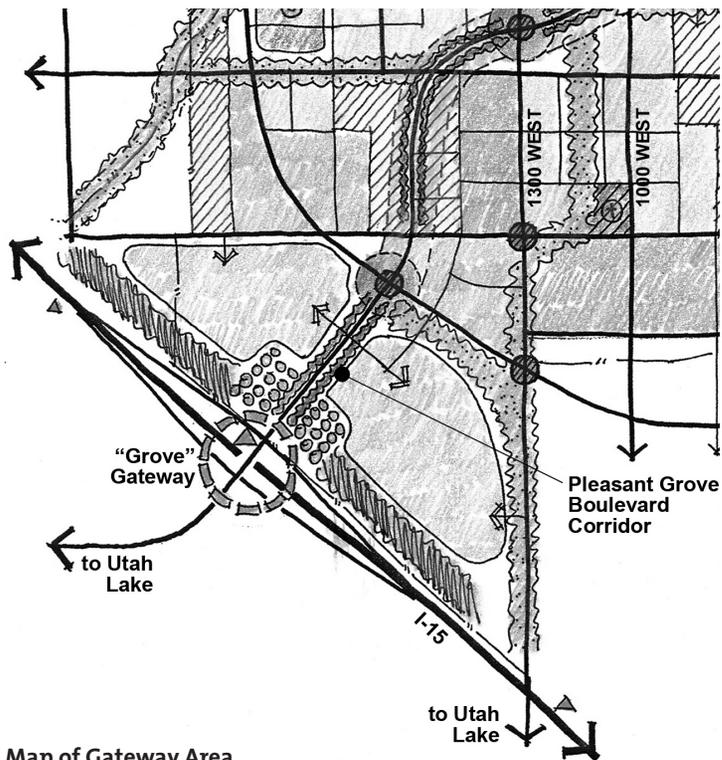
— PLEASANT GROVE CITIZEN

The Gateway



Accommodating Growth and Change

A large percentage of retail development in Utah County is located adjacent to the I-15 corridor. Communities with access to the highway via interchanges developed commercial projects that provided significant revenue through property and retail sales taxes. Because Pleasant Grove, when the highway was constructed, determined that they did not want to be connected to the Interstate, the City did not participate in this growth of tax revenues. The city remained, as numerous citizens reported with pride, a bedroom community. In October 2002 Exit #278 was completed and Pleasant Grove had direct access to I-15.



Map of Gateway Area

City representatives stated in their R/UDAT problem description: “The opening of the new freeway off-ramp brings a new area of Pleasant Grove into sharp focus — and danger. What is now known as the “Gateway Area” of the city is actually 800 acres of former farmland which surrounds the one-mile long Pleasant Grove Boulevard which connects I-15 with the traditional city center. Although City leaders attempted to enact a basic plan for the development of the area, they are becoming increasingly aware that their plan is inadequate for the immense pressure from residential and commercial development companies.”

The City created the Gateway Zoning District with five sub-districts: the Pleasant Grove Boulevard Sub-District, the 2000 West Street Sub-District, the Blues Sub-District, the Interchange Sub-District, and the State Street Sub-District. The sub-districts have specific purposes that are described in the intent or purpose statements in the Pleasant Grove Land Development Code. The purpose statements, as included below, describe desirable neighborhoods that any community would be proud to promote. However, the team heard that the initial development pressures were for multi-family developments and that the City feared that those development pressures would leave no room for the desired commercial development. In addition, it appears that the development standards contained in the sub-district regulations do not produce the intended, desired results.

The City’s response was to prepare and adopt a temporary ordinance that suspended the approval of any new residential uses in the Gateway for six months beginning in April of 2004. The ordinance was extended for an additional six months, and ultimately replaced by a requirement that residential development on any parcel be matched acre for acre by commercial development.

Rezone the Gateway Area to match the uses and standards of the plan and expect that the plan will be implemented by the combined efforts of the City, the property owners, and the developers in the area.

The **Pleasant Grove Boulevard sub-district** is established to create an attractive gateway from I-15 into the city, allowing for a mix of land uses, including office, retail and civic/public, and utilizing the highest quality architecture and site design. . .

Existing parcels of land that are located more than four hundred feet (400') from the right of way line of Pleasant Grove Boulevard may be developed under the requirements of either The Blues sub-district or the Pleasant Grove Boulevard sub-district. The city council may also authorize residential uses above the first level of commercial buildings or behind commercial developments once the needs of commercial development have been satisfied. Development in this sub-district should contribute to the creation of a unique "signature image" for the city that encourages pedestrian activity, social interaction and a quality shopping experience along the boulevard.

The purpose of the **2000 West Street sub-district** is to acknowledge and preserve the road's intended function as a major conveyor of traffic and to allow for commercial and retail uses that require locations on high volume roadways while maintaining a high quality of architecture and site design.

The purpose of the **Blues sub-district** is to create a compact, pedestrian friendly environment of mixed land uses, including multi-family dwellings, civic land uses, neighborhood serving retail establishments, offices, public space and paths. The primary development is the sensitive treatment of the blues and future civic land uses in this sub-district. This sub-district is described as all the land bounded by State Street on the north, Geneva Road on the east, the City of Lindon on the south, and the City of American Fork on the west, and excluding the Pleasant Grove Boulevard sub-district, State Street sub-district, 2000 West Street sub-district, interchange sub-district and existing BMP, MD, CS-2, CS and RM-7 zoning areas.

The purpose of the **Interchange sub-district** is to promote the development of a regional retail center with high quality architecture and site design. Some multi-family residential and office uses are allowed in and around the retail land uses.

The purpose of the **State Street sub-district** is to preserve the road's critical function as a major traffic carrier and to allow for a mix of land uses that are suited to locations on high volume roadways while maintaining a high quality of architecture and site design. The predominant character of land use should be retail, however office land uses are allowed.

Planning & Coding for the Pleasant Grove Gateway

The team heard and saw significant challenges with the current plans and planning for the coming development of the Gateway district. Two major projects are in the planning stage in Pleasant Grove and American Fork that will have dramatic effects on the image and quality of life of Pleasant Grove. Existing land ownership patterns have led to piecemeal, single-use developments, relative to the large area in the district. The City must create a master plan for the entire district that defines public and civic needs and the uses that must be included, such as streets, drains, wetlands, parks, schools and churches. Once the plan has been adopted, the City should rezone the Gateway area to match the uses and development standards contained in the plan. Then, the City and its citizens should expect that the plan will be implemented by the combined efforts of the City, the property owners, and developers in the area.

The Gateway district must create and reinforce a distinct identity for the primary entrance for visitors to Pleasant Grove. The Pleasant Grove Blvd overpass creates a wonderful vista of the city and the mountains. Acres of asphalt parking lots, light poles and big box stores by themselves will destroy anything that is unique and special to Pleasant Grove.

Making Connections

The plan for the Gateway Area is based on making connections. The area should be connected to the rest of Pleasant Grove by streets and sidewalks, trails, drainage and wildlife corridors. These connections are intended to be obvious and orderly. Buildings are intended to connect to the framework of streets, and

thereby, to other neighborhoods and communities. Again, the connections are obvious and orderly.

Our plan suggests that streets with clearly defined traditional blocks serve to organize the district. The City should anticipate a simple network of streets across the district creating larger blocks of 8 to 10 acres that would be divided further by local streets and alleys into 2 to 4 acre blocks. The network of streets, rather than parking lots, would create the framework for locating buildings. The streets should connect across major boulevards and avenues and city boundaries to ensure accessibility and convenience.

This pattern of planning and development is traditional in the history of Utah and is easily understood by drivers, making access easier and more convenient for drivers. Networks of interconnected streets serve to distribute pedestrian and vehicular traffic and avoid the major disruptive influences of forcing local traffic to collectors, then arterials, back to collectors and then to the local streets again.

Streets & Blocks

Streets should be developed to provide low-speed access to individual sites and mobility across the district. Through traffic is acceptable, but is of secondary concern. At Pleasant Grove Boulevard, primary access to the district will be at major intersections. Secondary access can be provided from a network of interior streets or a lower-speed frontage road alongside the existing boulevard section.

Inside the district individual blocks should not have a perimeter longer than 2000 feet. This length could enclose an area of over 4 acres — large enough for a single building of over 200,000 SF, a very big box. Parking for this kind of building would be organized as separate blocks.

The proposed grid system to be applied to the Gateway area can accommodate a variety of residential block prototypes, depending upon the block size, configuration and location within the Gateway. Because of the opportunities to mix a variety of housing types within the same block, including single-family detached, single-family attached, townhouses, and flats, the number of potential prototypes is virtually unlimited. However, to illustrate some likely scenarios, below are three distinct prototypes. The key variables to be considered for each include:

- Housing types
- Street and alley configurations
- Access approach to for each lot / unit
- Location and design of parking
- Existence, location and design of open space

Siting

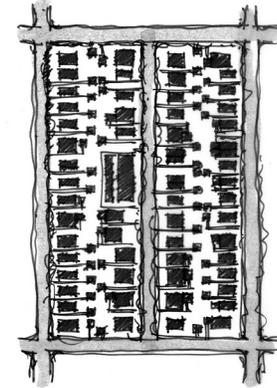
Buildings should front on streets with minimal setbacks. Convenience parking can be along the street, either parallel or angled. Longer-term parking can be alongside the building. Loading and trash services should be enclosed away from customers and neighbors.

Parking & Paving

Surface parking is expected in the current economic environment. Large areas of parking should be broken up into smaller blocks. Parking generally should be located at the center of the block and enclosed by buildings.

Parking lots should be designed to accommodate other uses today — markets, fairs, tent sales, concerts and more. Lots should be proportioned to anticipate future re-use by more buildings and perhaps structured parking.

Mixed Residential Block Prototype



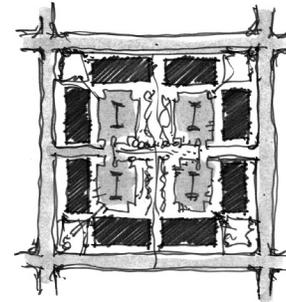
Smaller scale network of streets & alleys

Village green

Strong street orientation

Non-through streets become a place for neighborhood activity

Multi-Family Block Prototype



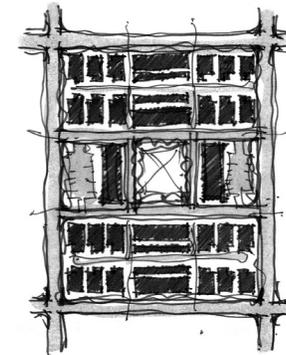
Strong street orientation

Shared community gardens & greens

Community open space

Shared parking

Single-Family Cottage Block Prototype



Accommodates extended block orientation

Possible infill opportunities with mixed residential

Variety of home sizes with attached & detached garages

Strong street orientation

Mid-block streets become a place for neighborhood activity

Impervious paving should be minimized to respond to the soils and best stormwater management practices. (See also Wetlands & Stormwater Management below.)

Wetlands & Stormwater Management

Existing wetlands are an asset to the Gateway district. Storms in 2004-2005 resulted in the equivalent of a 100-year storm runoff through Pleasant Grove, flooding the fields of the Gateway district today. Current federal Clean Water standards require best management practices in handling stormwater runoff. New paved areas must filter and manage stormwater effectively to protect the wetlands and Utah Lake waters.

Wetlands — existing and improved — help regulate runoff and reduce the need for on-site storage. Wetlands and creeks



provide opportunities for trails and passive outdoor recreation areas that will not remain if not protected today. New engineered wetlands are one tool that can be used to support new development in the district.

Creating Neighborhoods

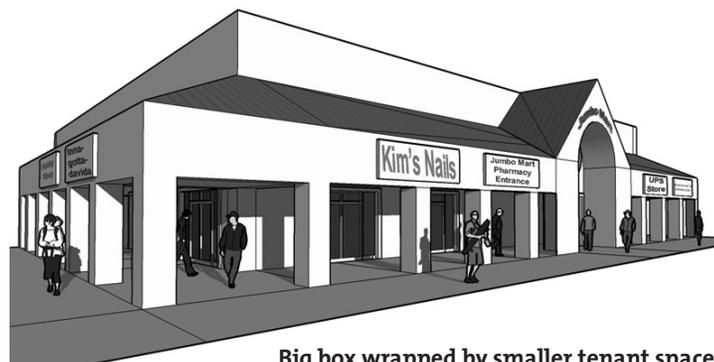
Neighborhoods are places that people want to be; if that is not the case, you created a development or project rather than a neighborhood. It is the intent and purpose of the R/UDAT team to suggest ways to create places in the Gateway Area where people want to be: neighborhoods.

Uses

Different uses can be mixed to reduce driving and increase the capacity to “park once” and work, shop, relax and dine. Light commercial, office, retail and hospitality uses can easily be mixed and parking can be shared with careful analysis and planning. Housing can be added above or beside business uses with careful attention to security and parking allocation for added convenience for residents. The uses listed in the Gateway Area sub-districts are extensive, detailed and entirely excessive. The code would work very well with general category and character statements rather than using lists of four digit codes. There are certainly uses that do not belong in the Gateway Area because of their intrusive and overwhelming intensities, and because they do not add to the pedestrian experience. Many of the uses described for the 2000 Street West sub-district are more auto-oriented than the overall intent of the Gateway Area would suggest.

Pedestrian Experience

Everyone is a pedestrian at some time in their journey from home to store or office. Walking should be safe, comfortable and pleasing. To support and encourage walking, sidewalks should



Big box wrapped by smaller tenant spaces

be at least six feet wide (8 to 12 feet at buildings), set back from the travel lanes of the street by at least four feet and regularly sheltered by trees or awnings. Cars should not hang over the sidewalk without a commensurate widening of the paved space.

The building elements at the sidewalk should be both pedestrian-oriented and pedestrian-scaled. Ground floor facades should have more texture and relief for visual interest for the passer-by, with a significant ratio of transparent windows or display windows. Entrances should not be more than 75 feet apart and closer spacing is preferred. Very large single-occupancy buildings can be wrapped with smaller-tenant spaces to provide this character.

Signage

Signs should be appropriate to the scale of the audience. Signs at the sidewalk should be intimate and at a pedestrian scale, and should be oriented to the visual perspective of passing pedestrians. Signs along streets should be at the eyelevel of the drivers and at a scale visible at 25 MPH; signs along I-15 should be large enough to be seen at 75 MPH and a great distance. Off-premises signs should be prohibited in the district, with the exception of civic and primary entrance and directional signs.

Nuisances

Nuisances of dust, fumes, noise and glare should not be perceivable by residential neighbors, except with their express permission.

Open space, parks and fields

Many of the comments received by the team during the first community meeting concerned the need for additional park and recreation facilities. The City must anticipate the need for significant areas of open parks and play fields and natural drainage

areas as the Gateway district fills in with development. Current housing projects include small playgrounds and picnic areas for each individual project, but apparently do not contribute enough to the need for larger parks. A new balance needs to be found to ensure that residents and children with or without significant private outdoor space can reach public parks and fields easily and quickly for recreation. The current deficit in play fields could be largely met with new park development in the Gateway Area.

Preserving a Unique Identity

The theme of “groves of trees” is appealing as landmarks for the City of Pleasant Grove. In another part of this report, the idea of developing groves of trees at the Pleasant Grove Blvd overpass in the district is described. The groves could be managed by the City as public open space or by private owners.

Site Lighting and Dark Sky Regulations

Residents are concerned that the Gateway area is very dark now at night, especially in the winter. As it is developed, it is likely that residents will complain that there are too many lights without thoughtful regulation.

The night sky is a natural resource that is disappearing as communities grow and prosper. But the children and grandchildren of Pleasant Grove need not lose the opportunity to view stars and constellations. Pleasant Grove can sustain dark skies in the community through the appropriate use of lighting.

Other Considerations



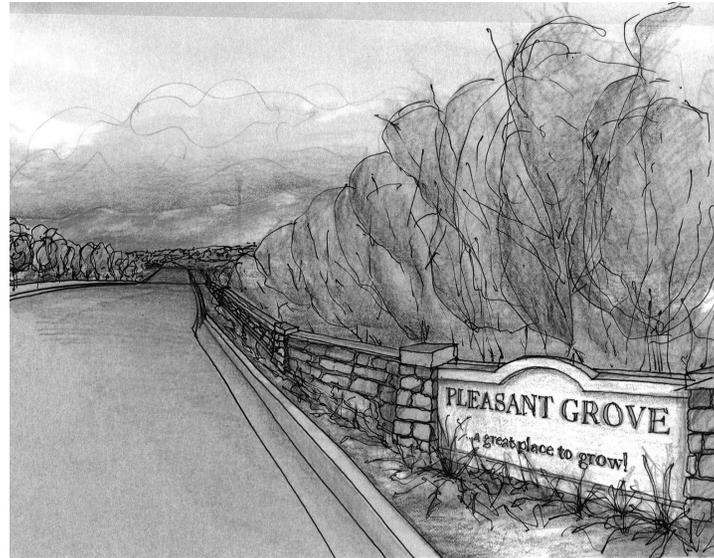
Pleasant Grove — A Unique Place

Pleasant Grove is proud of its reputation as a great place to live, and has avoided much of the repetitive and undifferentiated kind of development found in so many communities. Along some of its arterial corridors, however, the team discovered that there are few signs or clues to help visitors know when they are entering or leaving Pleasant Grove, thus creating a perceived need to make it easier to find Downtown and other landmarks of the city. Increasing the visibility and awareness of Downtown Pleasant Grove and the heritage and culture of the city will encourage travelers to visit.

Wayfinding is the art of understanding where you are and where you are going. The primary tools are maps, signs and landmarks.

Opportunities for Pleasant Grove to expand its visibility include:

- Work with the FHWA to design and install cultural signs on I-15 directing travelers to “Historic Pleasant Grove.”
- Create new “gateway” signs and monuments at the entrances to Pleasant Grove on Pleasant Grove Boulevard and State Street/US 89 to help visitors and others know that they are now entering (or leaving) the city.
- Create a new monument sign and public sculpture at the intersection of Pleasant Grove Boulevard and State Street, directing visitors to Downtown. The monument could be constructed out of traditional “soft rock.”
- Create new, smaller directional signs at the intersections of Main Street and Center Street, Main Street and State Street and 100 East and 100 South directing travelers to Downtown.



Monument at intersection of Pleasant Grove Blvd and State St

Civic Pride & Promotion Opportunities

An opportunity exists to create interest, awareness, and optimism for the future direction of Pleasant Grove by celebrating the unique character and quality of life in this community through print media, focused web pages, and other promotional items.

The R/UDAT team suggests that one early, easy item of civic pride could be found in publishing one or more postcards showcasing the historic downtown, panoramic views of the community, historic architecture, and heritage trees.

These postcards could be available to all merchants at little or no cost as a promotional item.

Similarly, a simple bumper sticker campaign could be rolled out once a year to celebrate some civic event like Heritage Days, Arbor Day Tree Planting, or just the simple pleasures of family life in Pleasant Grove. Again, these promotional items could be made available at little cost to newly formed merchants associations, distributed through schools, or other venues.

Pleasant Grove is a wonderful place to live, work, and play... why not spread the word?



Pleasant Grove is a Great Place to Walk

Throughout the public comments, we heard that it is not pleasant or safe to walk or ride a bike in the city. This situation does not match the image of Pleasant Grove as a safe and delightful place to live and raise a family.

All new developments in the city must include curbs and sidewalks along streets where appropriate. The City has a trails plan. But many existing schools and parks are not served by trails, sidewalks or bike lanes.

To solve this problem, the City should establish the goal of constructing safe sidewalks along all streets within 1,000 feet of downtown and all schools, parks, recreation and cultural facilities within the next 10 years. On-street bike lanes should also be provided wherever practical. Otherwise, policies should be updated to allow bikes and cars to share local roads with careful traffic speed management and enforcement near schools.

A long-range, 20-year regional trails plan should be created to describe how trails from the foothills of Mt. Timpanoga to Utah Lake will be created in tandem with neighboring communities. Key locations for residents of Pleasant Grove to cross I-15 include the Pleasant Grove overpass and Geneva Road/Utah State Road 114.

The City must plan and budget for this work through municipal bonds, special improvement districts, grants or other committed revenues.

References

The Economic Benefits of Walkable Communities
Active Living by Design Community Action Model



A pleasant grove at I-15 marks the entrance to the city

Pleasant Grove Has Great & Distinctive Streets

Like communities all across America, Pleasant Grove is struggling with the effects on ever-growing traffic on its local and major streets. Rising volume and speed of traffic, is a burden on neighbors, children, pedestrians and bicyclists, making the community less satisfying all around.

The City has a long-standing policy encouraging good connectivity of local streets, thereby providing drivers, bicyclists and pedestrians with a number of choices of paths to reach destinations. With a careful re-definition and expansion of street types and standards, Pleasant Grove can increase safety, choice and identity. Traffic speeds can be better regulated through careful street design.

The lethality of car-pedestrian accidents increases exponentially with the speed of the car, so speeds in Pleasant Grove should be kept as low as is reasonable. Traffic on local shopping streets, like Main Street downtown, should be kept to no more than 20 MPH as studies have shown that at slow speeds, drivers can safely see and understand retail signs with time to decide to stop and shop.

Street types

BOULEVARD: Pleasant Grove Blvd should be expanded to be a traditional, landscaped and tree-lined boulevard as part of the key entry experience for visitors and residents of the city entering from I-15. Speed on the main thoroughfare can be 45 MPH.

AVENUE: State Street should be re-defined as a traditional avenue, lined with wide sidewalks and trees as it passes through Pleasant Grove. Speed should be kept to no more than 35 MPH passing through Pleasant Grove.

STREET: Secondary streets should be designed to carefully match the desired speed of traffic. Overly wide lanes and carriageways encourage drivers to drive faster, increasing the risk to children, the elderly and other pedestrians. Speed should be kept to no more than 25 MPH.

Local streets should be kept as narrow as possible, with lanes no more than 11 feet wide and overall carriageways no more than 28 feet wide.

On-street parking should be allowed on all streets.

Pleasant Grove is a Great Place For Recreation

Residents expressed a desire for a new, larger recreation center to meet the growing demand for indoor and outdoor recreation services, including sports, fitness, yoga and meditation, dance, and swimming. Apparently there is no pool available for elders to exercise in structured programs. The existing recreation center is in an aged building downtown. It is heavily used, and there is not enough room to meet local demands.

Currently, guests from outside Pleasant Grove can use City facilities and programs for a one-time or annual fee. Pleasant Grove residents can use out-of-town facilities on a similar basis. Each of the neighboring communities has differing strengths and weaknesses providing these services. By working together, residents and children of the region may find greater opportunities to support their life-long health and fitness.

In presentations covering the proposed Vintaro development in the Gateway district on the border between Pleasant Grove and American Fork, the team heard of the North Utah County Recreation Task Force and the opportunities for the several communities to work together to address the recreation needs of their citizens. Pleasant Grove no longer participates in the task force due to the differing goals of the member communities.

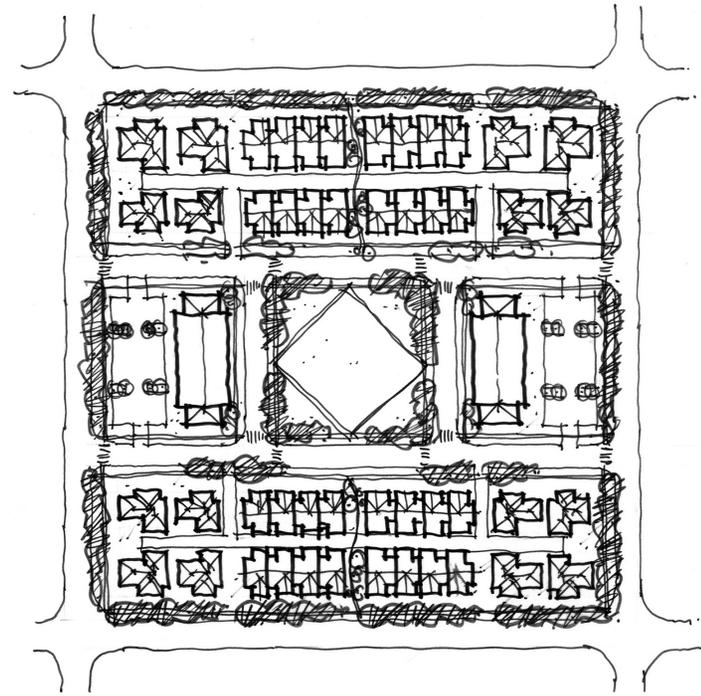
The developers of Vintaro tentatively proposed creating a YMCA recreation facility that would address many of the current deficits of the programs in Pleasant Grove. This is an opportunity for the City to partner with the developer and the YMCA to provide some services (for fee) within the next three years without a direct capital cost to the City. One alternative is for the city to commit the funds to construct and operate a significantly larger, new or second recreation center in a central location. The City must budget for this cost.

The City's trails plan and a recommended plan for sidewalks will help allow everyday exercise. More planning is needed to allow the creation of more destinations for residents to want to walk to.

Diversifying Housing Choices

Unlike the housing developments of a few decades ago, real estate developers are now learning that they can mix residential types within the same geographic area, rather than following the strict separation of differing market segments into distinct development “pods.” There are three major reasons why diverse housing types can now be physically integrated. First, careful attention to design quality can ensure that lower-priced housing does not negatively impact the value of nearby higher cost housing. Secondly, there are now hundreds of development projects across the country that have found success in the marketplace while physically integrating various housing types within the same area. And finally, the idea of mixed housing is no longer a foreign concept to lending institutions, so these types of developments can be financed.

There is a need for housing product diversification in the City of Pleasant Grove; this simply means allowing mixed products and a variety of price points. This diversity is what can make an area thrive. Single-family homes, townhomes, condos, and apartments should all be allowed to develop here. They should be co-located, and not separated into clusters. This will enable life cycle housing, meaning allowing recent college grads with their first job to couples starting families to retirees to live in the same community, and in close proximity to each other. Another important component of housing product diversification in the City would include capitalizing on the trend towards active adult communities. This is ideal for baby boomers who are aging that might desire to be near their children and grandchildren, and still be part of their greater community they lived in most, if not all, of their lives. Considering assisted living options within these settings would also be advisable for the City as well. Both the Downtown and Gateway areas should be places that attract both young families and aging baby boomers, based on lifestyle preferences.



This sample concept plan illustrates one approach to mixing a variety of diverse housing types within a relatively small area. Using streets and a central open space as organizing components, this concept features single-family detached dwellings, townhomes, and flats. Each product type is arranged in small groups, but those groups are physically integrated with one another into a cohesive whole. By employing high quality design, the less expensive housing units do not negatively impact the value of higher end housing.

From the developer's point of view, mixed housing requires less absorption by the market of any one particular housing type, as compared to developing large volumes of the same housing type and needing substantial absorption from a single market segment. From the resident's point of view, they might be able to move to a neighborhood for their starter housing, remain in the neighborhood as they move up the housing "food chain," and even downsize as they age without having to leave the neighborhood. In addition to mixed housing neighborhoods accommodating the full lifecycle needs of individuals, people can live in close proximity to family and friends, regardless of their stage in life and associated housing needs.

The population growth that is occurring, and is expected to continue, will obviously have a substantial impact on the housing market in Pleasant Grove. These new households will demand new and infill housing be developed, spread throughout the city, in both the Gateway area and through existing residential areas. Infill and new residential development tend to reinforce the strength and character of existing neighborhoods. More densification of the residential base in the city will help to attract more amenities and services to the area. Further, additional residential product will then help to stabilize and improve market conditions for office development over the long-term.

It is important to keep in mind the value of rental or leased residential space to any given community in order to allow people the experience of living there through lease options. Students many times fit into this category, particularly with Pleasant Grove's location in such close proximity to college and universities. These residents are valuable components to the local economy, as they also spend their dollars within the community when convenient goods and services are located nearby.

Additionally, a configuration that allows live/work space and potentially street-level office in a portion of the incoming new development would be ideal in the Gateway area. Townhomes are also an accepted and known product that can help bridge the gap between single-family and multi-family. They are actually considered what is called single-family attached housing. This is an important clarification because these are owner-occupied units that represent permanent residents that have made a significant investment in the community. Further, they are a variable product type because they will provide a comparable scale that can help to transition to surrounding single-family areas.

Our recommendations revolve around the simple concept of ensuring more choices to appeal to a greater diversity of customers. There is a clear consumer preference shift happening across the nation, as more and more people want to buy a lifestyle in a neighborhood, not simply a house in a subdivision or a unit in a complex. Again, by increasing that customer base, it increases the commercial development that will want to make its way into that area based on target market characteristics, increasing available goods and services to all Pleasant Grove citizens.



Expanding Business Opportunities

Understanding and Guiding Retail Development

Retail development is going to be a key component to the Pleasant Grove market area in the years to come. With the addition of the Interstate-15 interchange in 2002, there was an implicit decision that retail would become a larger component of the city's economic structure. This is certainly helpful from a sales tax revenue standpoint, in terms revenue generation for the City. However, an economy cannot be built upon retail; instead retail development should be seen as providing amenities, through goods and services, for current and future residents and employees. Therefore, it will be important to make distinctive decisions about the location and nature of retail that comes into Pleasant Grove over the next few years. Limiting it to a concentrated area helps consumers capitalize on making more effective shopping trips. It also helps the infrastructure improvement process become more efficient for the City and developers, as well as ensuring a more thought-out and less sprawl-reactive land use pattern for the Gateway area of Pleasant Grove.

In terms of retail trade, there are multiple market areas that retailers and developers consider when making location decisions. Retailers do not necessarily consider city or county boundaries; they are more concerned with who their customers are, where they are located, and what level of access is available. Given this situation, it is important to understand the way market areas are defined.

The Primary Market Area is defined by a 10-minute drive time from any given intersection being considered for a potential location. On average, residents are willing to drive less than ten minutes (usually between two and five miles) for convenience retail, such as groceries, sundry items, dry cleaners, etc. This drive

is usually at the maximum of this range for suburban/exurban areas where uses are traditionally more spread out. This area is primarily comprised of residents of the immediate area, or workers from businesses located in the area, in search of convenience-related goods and services. Restaurant customers would most likely be those making spontaneous decisions to eat out or pick something up for dinner that evening.

The Primary Market Area is defined by a 20-minute drive time from any given intersection being considered for a potential location in a typical suburban/exurban area. This area is where the majority of customers will come from. These consumers will be looking for some convenience retail, but will also be searching for community and even regional retail options; these will be planned or destination-related shopping trips. These customers will be willing to travel further distances for unique goods and services, something they cannot find close to their own homes or businesses. Restaurant customers will be looking for the same elements: unique foods or selections; unusual atmospheres; white-tablecloth restaurants; or popular meeting places.

The City of Pleasant Grove has no retail development of significant size at this time; this is likely due to the lack of an interchange on Interstate-15 for the last several decades. It is readily recognizable that people must drive out of the city in order to find most goods and services. There is a small cluster of businesses in the Main Street area of downtown, and there are a few strip center developments that are successful in isolated commercial areas in the city. But, generally speaking, residents and employees in the city have to drive out of Pleasant Grove for both convenience and destination retail.

There are basically three types of retail functionalities at work in any given market.

CONVENIENCE – grocery and drug store purchases, as well as some apparel and home items. Usually purchased close to home, based on available selection. Can also include restaurants.

REGIONAL/CHAIN – more likely to be shoppers goods, such as apparel, home items, hobby-related goods, etc., and restaurants. Consumers travel to specific stores based on the consistency of selection and types of goods. The same consistency and familiarity with product is the driving force behind dining out at chain restaurants as well.

REGIONAL/UNIQUE – most likely shoppers goods and restaurants. Consumers will drive long distances to go to stores and restaurants that provide goods and services unlike anywhere else. This uniqueness can be specific products, the environment/atmosphere, or the ability to go to a place that clusters similar goods and services in a hard-to-find fashion.

In short, having all three types of retail functions within the Primary Market Area helps to keep more money in the local economy by meeting all residents' and workers' consumer needs within one area.

Expanding & Diversifying Office Development

The office market has been slow to develop in Pleasant Grove because of access issues and an initial lack of infrastructure. Given the agriculture nature and use of the Gateway area in particular, there was not necessarily water, sewer, or roads in place to support new development. Further, the area had some access problems, which have been expanded with the interchange addition at

Interstate-15. Access will continue to improve with the proposed changes along State Street and Pleasant Grove Boulevard. Because of these infrastructure issues, and lack of dense residential development in close proximity, there have been few amenities in the area. This is part of a location decision when locating office tenants: opportunities for lunch and dinner meetings, lodging for clients, as well as convenience goods and services for employees.

Interestingly, office space is actually one of the most difficult land uses to recruit. Developers stick to stringent requirements for access, amenities, location, and agglomeration. This basically means that office begets office; office is a use that most often clusters together. The trend sequence is usually that residential helps to lead to retail that in turn helps to attract office.

There has been some discussion within Pleasant Grove about a potential light industrial business park and also an office park. It is important to use caution in approaching these concepts. The national marketplace is moving away from industrial and business parks because of the way that business is being done in today's global economy. Additionally, it is usually better for municipalities to spread out these uses in smaller clusters to create long-term sustainability in both your development pattern and economic base.

The current trend is towards smaller clusters of office development, which certainly can include light industrial uses. This still allows the positives of agglomeration and synergy between similar or compatible types of businesses. But, it eliminates the negative seen in many business parks across the nation today of developments that separated businesses and their employees from the rest of the community. Business parks also use a significant amount of land that is many times hard to reintegrate into the community if the business park tenants are not successful. Instead, developments today are clustering businesses on much

smaller scales, which is helping to integrate these vital businesses more effectively into the community, allowing employees to use and benefit from nearby amenities, and facilitating re-use of these buildings in various capacities in the long-term.

Interestingly, the new trend of office condos seems to be entering the greater Salt Lake City metropolitan market already. This is a potential new product that could effectively be leveraged in the Gateway area. In this type of market, the developer will actually allow larger than average space allotments for the office condos, expecting tenants to not only be light industrial clients, but involve commercial and service-based tenants. The addition of office condos will keep up with trends in the greater market area, and the transition of product type.

Another trend that is happening nationwide, which could positively impact the Gateway area, is office space within mixed-use developments. This type of space usually targets professional services that need small spaces, and do not necessarily need storefronts. Another consideration is the trend that is being witnessed across the country in the combination of live and work space. This could be a solid direction for the office space development in the area to pursue in the long-term as the residential base increases and the development in the area matures.

In relation to office development, it is important to understand the essential connection to residential development. The increase in the residential base will help attract more goods and services to the area. As that happens, there will be a greater level of amenities in the area as well, which certainly can be leveraged as a positive characteristic for continued office development. A higher level of amenities in Pleasant Grove will also help to promote a diversified tenant base, and help to increase demand for different types and higher classes of office product

Exploring Technology Opportunities

There are multiple opportunities related to technology that represent great potential for the City of Pleasant Grove. Given the history in the Salt Lake City and Provo areas of technology development, with the inception of such companies as WordPerfect and Novell; it is an untapped competitive advantage that could be built upon. The opportunities for the city range from technology transfer at a satellite college campus to business incubation to increased access to business assistance and training.

There has been discussion about potential satellite or branch campus needs at both Utah Valley State College and the University of Utah. While the discussion has not progressed to a level of selecting a specific site, it is important for Pleasant Grove to make the statement that they would welcome this addition to the community. The added value is extensive for the city. The physical campus itself can become an asset to the area, with better connections and integrations as development happens close to the campus and the leveraging of potential greenspace. Because an educational campus is a destination unto itself, trying to capitalize on the students that visit this campus on a daily basis, and at various times of day, should be done. They can become employees of local businesses. Students are also built-in consumers for the retail uses and could also become renters, and potential owners, within the variety of housing options being suggested in the Gateway area.

A very specific opportunity for diversification in the Gateway area, as well as downtown, is leveraging the potential for high-tech business. There is a multi-tier process or cycle for small businesses. Providing business incubation space that supplies low-cost or free office space, shared administrative resources, and actual management and technical assistance is critical in a

community that has so many young people, high educational attainment, and is located close to regional universities. The need for second stage space for high-tech companies is also significant. Most times the available space is either too small or is too large and cannot be subdivided. The type of space that is needed is office and sometimes lab space, with mechanical/electrical systems in place and climate-controlled. The Gateway area has an opportunity to provide some of this space in the small-scale office clusters and mixed-use development suggested. The planned amenities, walkability, and convenient location offered in Pleasant Grove are elements that many of these types of businesses actively look for.

Additionally, many people do not realize that there is a wide variety of business assistance programs offered through state and federal agencies to local business and industry. Through the Custom Fit program, customized training, safety certifications, computer skills, and leadership/management skills is offered to both existing and new industry through the Utah College of Applied Technology. To leverage this valuable asset, it would be advisable to conduct visits to existing industry to assess needs, as well as better advertise the types of services that nearby colleges and universities provide that can become a competitive advantage for Pleasant Grove. For instance, both Utah Valley State College and the University of Utah have Small Business Development Centers (SBDC) that provide one-stop assistance to current and prospective small business owners. These are just two examples of the myriad of programs offered that would be applicable from both a business retention standpoint, as well as a great recruitment tool for the city.

Implementation



Plans without direction for implementation are wishes.

The Pleasant Grove community invited the R/UDAT team to provide assistance in managing seven problem areas. The team responded to the request by visiting Pleasant Grove, met with citizens and City representatives, and prepared this report with findings and recommendations.

The important work is ahead. The R/UDAT process includes the appointment of a committee to analyze the recommendations of the team, identify priorities, prepare an action plan and undertake immediate objectives.

There are numerous tasks that need to be accomplished in the coming months

PLEASANT GROVE COMMUNITY

Participate in meetings and events to review and discuss the R/UDAT report.

PLEASANT GROVE STEERING COMMITTEE

Review and evaluate the R/UDAT report recommendations.

Develop short- and long-range objectives and priorities.

Produce an action plan and implementation time-table.

Communicate with the community:

- ✦ Produce notice of all upcoming community forums to solicit reactions to the R/UDAT report
- ✦ Consider publishing a newsletter and work closely with the local news agencies
- ✦ Establish a distribution strategy for the action plan
- ✦ Arrange for the follow-up visit by R/UDAT team members

Communicate with AIA staff about R/UDAT activities — successes and disappointments

R/UDAT TEAM

Return to the community within a year to evaluate progress and make recommendations for further action.

The American Institute of Architects recommends that the Implementation Committee be constituted to include the community members and groups that will be affected by the potential changes. Certainly the original steering committee members are valuable for continuity, but new members can provide important contributions. The members should be committed to the success of the effort and have the skills required to move forward during this stage. As recommended for the earlier phases of the

R/UDAT process, the members should remain non-political and be broadly representative of the community.

Review the Team's Report (Months 1–3)

It is important to quickly obtain endorsements and commitments for actions recommended in the report which have community support. The Implementation Committee will need to schedule community meetings to discuss the report, identify priorities, assign responsibilities, and identify areas where additional information or direction is needed. The committee will prepare goals and objective for near- and long-term activities.

Produce an Action Plan (Months 4–6)

The Committee will begin this portion of the process by using the goals and objectives prepared during the review of the report. The action plan should start with a statement of the community's vision for the future, include a statement of the long-range goals, identify the objectives that the community intends to accomplish in the next three years, and enumerate the projects that will be initiated in the next 12 months. The physical projects should be illustrated on a map of the community and the action plan should include estimates of costs and funding strategies for the projects identified.

As with any important public activities, early results help build momentum for subsequent steps. The committee should identify strategic and measurable goals and objectives that are achievable and ensure that the resources are committed for success. The committee will want to solicit the endorsement and involvement of political leaders and future political candidates to ensure that the plan and the process of developing it is understood.

Maintain Broad Community Involvement & Interest (Ongoing)

Successful implementation of the report's recommendations will require the ongoing support of the Pleasant Grove community. The implementation committee's role will be to solicit involvement through sharing information and keeping the R/UDAT process and report fresh in the community's focus.

Follow-up Visit (Months 9–12)

Some members of the R/UDAT team will return to Pleasant Grove after about a year. That visit will be to assist in implementing the action plan. The team members will meet with the implementation committee to learn about the community's response to the R/UDAT report, review the action plan, comment on progress made to-date, and offer additional insight where appropriate. The follow-up visit is also to respond to the committee's questions. This visit will require efforts similar to those taken for the R/UDAT team's initial visit – appointments, agendas, and venues will need to be scheduled and arranged.

Good luck. Work hard. Have fun.

Acknowledgements



The R/UDAT Team



Jerome R. Ernst — Team Leader

Jerry Ernst is a registered architect and certified planner with thirty-seven years of diversified experience in architecture, physical planning and urban design. He is highly skilled at helping people visualize the physical consequences of choices about the future, and has utilized this skill extensively in facilitating community involvement in a wide variety of public design and planning processes. Jerry holds a Bachelor's degree in Architecture and a Master's degree in Urban Planning, both from the University of Washington.



James Logan Abell — Urban Designer

Mr. Abell has owned and operated Abell & Associates Architects, Ltd. in Tempe, Arizona since 1979. He has 34 years of experience in architecture, landscape architecture, and planning throughout the western United States and the United Kingdom. His projects have won numerous design awards and have been published in regional and national architecture press. Often a visiting Professor of Architecture at Arizona State University, he has lectured frequently at regional and national AIA symposia.



Jeff Benesi — Urban Designer

Jeffrey Benesi has more than 30 years of experience includes practice in the field of landscape architecture, land use planning, urban design, environmental analysis, and graphic presentation. He demonstrates particular skill in site planning for transit-oriented projects, institutional, commercial, residential, recreational developmental and airport planning.



Lakey Broderius — Economic Development Strategist

Lakey has a breadth of experience in economic and market analysis, public involvement, urban redevelopment and strategic planning. Ms. Broderius has experience in community and economic development, urban planning, and creating effective, implementable strategies at local, regional and state levels. She has received her professional certification from the American Institute of Certified Planners and earned a Master's of City Planning from Georgia Tech, with a dual specialization in both Economic Development and Land Development.



John H. Hooker — Architect/Former Elected Official

John Hooker's experience as an elected city official has given him a personal view of the issues that cities face. He has served as Vice-Chair and Chairperson of the Board of Directors for the Mid-Region Council of Governments (MRCOG). He has also been a successful radio show host, producing twenty programs focused on the people who build and plan Albuquerque and New Mexico. He has won numerous awards, including "Innovation in Zoning" from the American Planning Association, New Mexico Chapter – for new zoning code for Village of Los Ranchos de Albuquerque. John holds a Master's degree in Architecture and a Master's of Science in Engineering, both from the University of New Mexico.



Michael Read — Communication Graphics

Michael Read is an expert at developing public involvement strategies and communications that effectively inform and engage the public. Over the past 12 years, he has worked on a wide variety of planning and capital improvement projects involving complex issues. Michael holds a Bachelor's degree in Anthropology and a Master's degree in Architecture.



Thomas W. Rounds — Planner

Mr. Rounds has over 25 years of professional experience in city and regional planning, development process administration, streetscape design and construction, regulation preparation, and public involvement strategies. Mr. Rounds serves as the Director of the Land Use Services Department for the City of Centennial, Colorado under a contract by which the City is contracting for all planning, engineering, and building inspection services. Mr. Rounds is the Community Planning and Urban Design Manager for URS Corporation’s Colorado operations.



Erin Simmons

Erin Simmons is a Program Manager for the American Institute of Architecture’s Center for Communities by Design. Her primary role at the AIA is to support activities of the design assistance team (DAT) program. Erin has experience in preservation planning, conducting historic resource surveys, and the creation of historic property nominations. She holds a Bachelor of Arts degree in History and a Master’s degree in Historic Preservation.



Philip L. Walker — Downtown Revitalization Consultant

Phil Walker has twenty years of professional experience in urban and regional planning, downtown revitalization and historic preservation. He has served as the project manager for numerous downtown master planning projects throughout the country and is a frequent speaker at national and regional conferences, including those of the APA, the National Main Street Center and the National Trust for Historic Preservation. Phil holds degrees in historic preservation, urban and regional planning, and real estate development. He is currently finishing a book preliminarily entitled *Reclaiming Main Street: The Fundamentals of Downtown Planning*.

Students

Students and faculty from the University of Utah College of Architecture + Planning assisted the R/UDAT team with photographic documentation, digital rendering, research, and conceptual design. Their assistance was invaluable in meeting the goals of the R/UDAT process.

The AIA involves university students not only for their invaluable help but also to give them an opportunity to participate in a significant community planning effort. By working alongside the team members, they have an opportunity to engage with civic leaders, property owners, and citizens, and contribute to the vision that evolves into the final recommendations contained in this report.

Faculty

Tony Serrato-Combe, Professor
Maged Senbol, Assistant Professor

Students

Dijana Alickovic
Jessie Allen
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Cory Cracraft
Ryan Garlick
Helen Peters
Julianne Sapula
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Jim Wadley
Greg Walker



Steering Committee

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Paul Blanchard, Pleasant Grove City Economic Development
Curtis Miner, AIA, Curtis Miner Architecture
Nancy Evenson, AIA, Evenson Architecture
Katie Secretan, Questar Gas
Jason Smith, Magnum Manufacturing Corp.
Melissa Finch, Utah Division of Workforce Services
Kim Blanchard, Niblick Development
Jen Wright, Niblick Development
Delynn Rodeback, Utah Power
Sterling Orton, Wells Fargo Bank
Brenda Smith, Breeze Events
Lisa Gallagher, Pleasant Grove Business Alliance
Joe Spencer, Blue Ribbon Storage
Mary Burgin, Pleasant Grove City Deputy Recorder
Ron Laudie, Laudie & Associates
Libby Flegal, Pleasant Grove Neighborhoods Chair
David Adamic, Adamic Photography
Gary Fry, Pleasant Grove City Planner
Larry Friis, Zions Bank

Advisory Committee

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Craig Smith, Smith Rexall Drugs
Matt Kriser, Kriser Development
Beth Olsen, Pleasant Grove Historic Commission
Dale Warburton, Warburton's Inc.
Mary Lou Huffman, Pleasant Grove Library Board
Heather Pack, Pleasant Grove Arts Commission
Clarke McFarlane, Ensign Engineering
Steven Browne, Mountainlands AOG

John Kurtz, Pleasant Grove High School
Syd Hackford, Pleasant Grove High School
Frank Mills, Pleasant Grove City Administrator
Michael Daniels, Mayor of Pleasant Grove
Tina Petersen, Pleasant Grove City Attorney
Doug Bezzant, Pleasant Grove City Community Development
Deon Giles, Pleasant Grove City Leisure Services
Lynn Walker, Pleasant Grove City Public Works
Rick Heilbut, Pleasant Grove City Information Technology

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Soren Simonsen, AIA AICP, Cooper Roberts Simonsen Architecture
Chris Bachorowski, AIA, Prescott Muir Architects

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Chris Garris	Larry Friis
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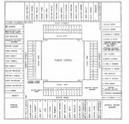
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LDS Grove Creek 10th Ward
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Nancy Evenson
Katie Secretan
Melissa Finch
Duane and Karen Atkinson
Niblick Development, Inc.
The Purple Turtle

Welcome Bags

PG Printers, Calvin Walker
Parts Unlimited
Gary's Originals
Custom Covers/Jack's Do It Shop, Halladay, Utah
Allred's Ace Hardware
Utah Department of Workforce Services
Textile Team Outlet Design

Additional Reading & Resources



General Planning & Design

A Pattern Language: Towns, Buildings, Construction
Christopher Alexander

Suburban Nation: The Rise and Sprawl and the Decline of the American Dream

Andres Duany, Elizabeth Plater-Zyberk, Jeff Speck

Life Between Buildings

Jan Gehl

Cities Back from the Edge: A New Life for Downtown

Roberta Brandes Gratz and Norman Mintz

Sprawl Kills: How Blandburbs Steal Your Time, Health and Money

Joel S. Hirschhorn

The Boulevard Book: History, Evolution, Design of Multiway Boulevards

Allan B. Jacobs, Elizabeth Macdonald and Yodan Rofé

Great Streets

Allan B. Jacobs

The Death and Life of Great American Cities

Jane Jacobs

The New Urbanism: Toward an Architecture of Community

Peter Katz

The Economic Benefits of Walkable Communities

www.lgc.org/freepub/land_use/factsheets/walk_to_money.html

A Better Place to Live: Reshaping the American Suburb

Philip Langdon

Turning Around Downtown: Twelve Steps to Revitalization

Christopher B. Leinberger

http://www.brookings.edu/metro/pubs/20050307_12steps.htm

Visualizing Density

Lincoln Institute of Land Policy

www.lincolninst.edu/subcenters/visualizing_density/index.aspx

How Cities Work: Suburbs, Sprawl, and the Roads Not Taken

Alex Marshall

Density by Design

James W. Wentling (Editor), and Lloyd W. Bookout (Editor),
and American Institute of Architects

Economic Development

Economic Development Corporation of Utah
Utah County Economic Development
www.edcutah.org/uc/

International Council of Shopping Centers
www.icsc.org

International Economic Development Council
www.iedconline.org

Mountainland Association of Governments
www.mountainland.org/listfiles.php?startDir=Economic_Development

Small Business Administration
www.sba.gov

United States Census Bureau
www.census.gov

Professional Resources

The American Institute of Architects
The Center for Communities by Design
www.aia.org

American Planning Association
www.planning.org

American Society of Landscape Architects
www.asla.org

The Congress for the New Urbanism
www.cnu.org

Form Based Codes Institute (Zoning)
www.formbasedcodes.org/resource.html
references and links to publications and reports on this alternative to conventional zoning codes

Great Streets
www.greatstreets.org

Local Government Commission
www.lgc.org

National Park Service, Cultural Resources
www.cr.nps.gov

National Trust for Historic Preservation
www.nationaltrust.org

Planetizen
www.planetizen.com

Placemakers
www.placemakers.com

Project for Public Spaces
www.pps.org

Smart Growth, U.S. Environmental Protection Agency
www.epa.gov/smartgrowth/
references and links to publications and reports on energy and water conservation, storm water management, affordable housing and efficient land use based on the concepts of smart growth

Smart Growth Online, a service of the Smart Growth Network
www.smartgrowth.org

Trust for Public Lands
www.tpl.org

Urban Land Institute
www.uli.org

U. S. Green Building Council
www.usgbc.org

Utah Resources

ASSIST, Inc.
www.assistutah.org
801-355-7085

The American Institute of Architects, Utah Chapter
www.aiautah.org
801-532-1727

American Planning Association, Utah Chapter
www.utah-apa.org

American Society of Landscape Architects, Utah Chapter
www.host.asla.org/chapters/utahasla/information.htm

Center for Green Space Design
www.greenspacedesign.org

Envision Utah
www.envisionutah.org
801-303-1450

State of Utah Quality Growth Commission
www.governor.utah.gov/Quality/
801- 538-1027

State of Utah
Governor's Office of Economic Development
www.goed.utah.gov

State of Utah, Department of Workforce Services
www.jobs.utah.gov/employer/dwsdefault.asp

State of Utah, Doing Business in Utah
www.business.utah.gov/business/

State of Utah, Utah Pioneer Communities Main Street
Governor's Office of Economic Development
www.goed.utah.gov/pioneer_communities

U. S. Green Building Design, Utah Chapter
www.usgbc.org/Chapters/utah/

University of Utah, College of Architecture + Planning
www.arch.utah.edu
801-581-8254

Utah Association of Counties
www.uacnet.org

Utah Heritage Foundation
www.utahheritagefoundation.com
801-533-0858

Utah League of Cities and Towns
www.ulct.org

Resources for Planning Commissioners & Local Elected Officials

The Commissioner
www.planning.org/thecommissioner/index.htm

Planners Web, Planning Commissioners Journal
www.plannersweb.com