

Concept Plan for the

Provincetown Cultural Experience



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prepared by ICON architecture, inc.
for the Town of Provincetown, Massachusetts



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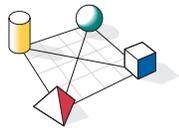
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Preface

This study proposes to use Provincetown's rich and diverse cultural resources, in concert with upcoming public projects and initiatives, (such as the Commercial Street reconstruction, public building reuse, and the proposed transportation experience), to establish Provincetown as nationally significant cultural destination worthy of visiting in all seasons. Specifically, this program interjects a town-wide digital media 'overlay' which takes advantage of the versatility and ease of use of wireless cell phone and laptop technology. These can be utilized to assist in wayfinding and storytelling, as well as to disburse useful information and services, reaching new generations of people coming to Provincetown.

Led by the Town of Provincetown, this work for development of a concept plan for "Provincetown's Path to Culture" is undertaken by the Provincetown Economic Development Council's MCC Adams Grant Task Force. Funding support for this study was provided by the Massachusetts Cultural Council, along with the Cape Cod Economic Development Council, a part of Barnstable County.

This study has benefited greatly from the strong interest shown by the community at large, who contributed ideas and opinions via meetings and two public 'Charrettes' over the course of this study.

Very special thanks to Dana Faris and his assistant, Ron Gamella, for their patient assistance to our GIS needs and queries as we composed the base maps for this work.

The MCC Adams Grant Task Force includes:

Town of Provincetown,
Campus Provincetown,
Fine Arts Work Center,
Lower Cape Cod Community Development Corporation,
Pilgrim Monument and Provincetown Museum,
Provincetown Art Association and Museum,
Provincetown Banner,
Provincetown Business Guild
Provincetown Chamber of Commerce,
Provincetown Economic Development Council,
Provincetown International Film Festival,
Provincetown Repertory Theatre,*
Provincetown Theater Foundation,*
Provincetown Theatre Company,*
**soon to be joined together as "The New Provincetown Players"*
Provincetown Visitor Services Board,
Truro Center for the Arts at Castle Hill

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*... the First Settlers, the Mayflower families,
the Portuguese Fishermen, the Whalers, the
heroes of the Rescue Service, Painters and
Play-writes, Visitors and Tourists, the Gay
and Lesbian Community...*

This is Provincetown's Heritage

1. Executive Summary

Provincetown's Cultural Scene moves to its own beat...

The source of Provincetown's heritage is built around its unique location at the far end of Cape Cod, 40 miles out at sea.

Throughout the centuries, both the place and the people have been formed by the sea... the beauty, the bounty and the isolation it provides. From the beginning, acceptance of differences and different ways of doing things has been the norm. There are many themes, and many ways to access the Provincetown story. Telling her story through the People who came, and who still come, is but one approach...

Provincetown is as attractive today as it was to those who came before, to those seeking exquisite landscapes, diversity in every way, and an accepting Community. Provincetown, as a coordinated cultural experience, with its state-of-art digital media overlay, can help carry this tradition into the future.



Provincetown and the Outer Cape as seen from the top of Pilgrim's Monument.



Better wayfinding to existing cultural attractions is a key aspect of the program.

What is the Primary Goal?

The overarching mission of the Town-as-cultural-experience concept is to enhance Provincetown's economy and quality of life. It can do this by promoting, developing and celebrating its enormous reservoir of cultural resources, and by providing a variety of rich cultural experiences for those who live, work and visit in this amazing place. Specifically, the cultural tourism economic objectives include:

- 1) **Improve visitation at existing venues.**
- 2) **Provide more variety of events and activities.**
- 3) **Extend the tourism/holiday season.**

Ultimately, through a digital media program based largely around quickly evolving cell phone technology, a visit to Provincetown will be easier, more pleasant, educational, and entertaining. This will bring people back.

How will a Cultural Experience Concept achieve these goals?

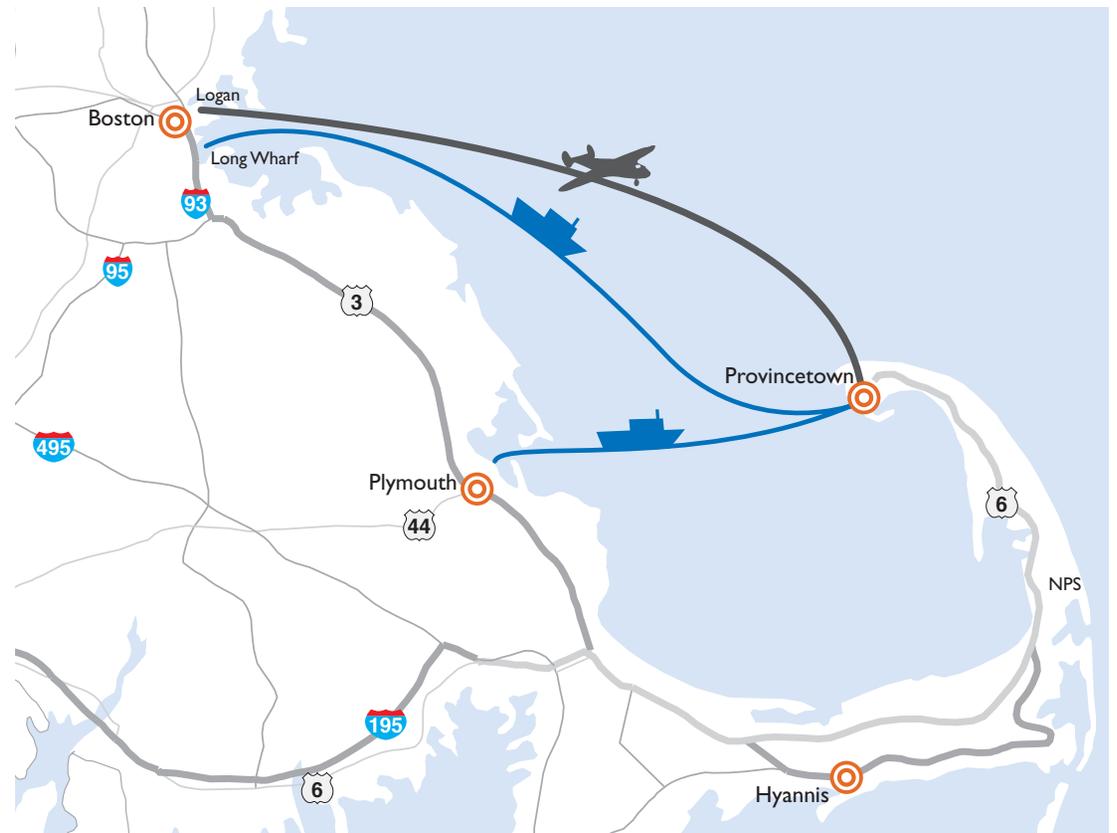
This study examines four core attributes of a town-wide cultural experience concept for Provincetown, digital or otherwise:

- 1) **Wayfinding** – to introduce and direct people to the array of cultural venues and experiences which already define Provincetown... and to make it easier to negotiate one's way around the town.
- 2) **Compelling Storytelling** – about Provincetown, the Land and its People... connecting stories to settings around major themes.
- 3) **Disbursement of useful Information and Services** – ranging from 'smart' parking programs, to restaurant reviews, to museum hours, to club or dining reservations and schedules of events.
- 4) **Opportunities for Creative Interaction** – so that people can participate directly in, and contribute to, the Cultural Scene, through both individual and group/shared experiences.

By embracing this forward-looking approach to communication, Provincetown can reach out to a new generation and once again set itself apart from the rest of the crowd.

Where is the Cultural Experience Concept located?

In the broadest sense, the system can be anywhere there is an internet connection available, via laptop, cell phone, or yet to be invented hand-held device. Indeed this may be the first point of contact, a link made from the comfort of the visitor's home. First introduction to the cultural richness of Provincetown can also occur at internet-based stations using digital media to provide customized information on digital displays, as well as printed customized day plans and maps. Eventually, as the program grows, they could also become a point of sale for combined tickets, e.g. a "Provincetown Passport". Physical points of contact and introduction are essential and are discussed below for key aspects of the 'town as cultural experience' concept.





Currently this sign is the first and only announcement indicating that Provincetown has cultural attractions.



The cell phone is the key interface between the visitor and the Provincetown Cultural Experience.

Locations For Wayfinding..

Everyone begins their trip to Provincetown from somewhere. En route, Provincetown should be highlighted at major regional tourist information venues, such as the Massachusetts Visitor Center at Sturbridge on the Massachusetts Turnpike and at other highway rest areas within the region.

Highway signage could not only guide visitors along the preferred route to logical start points for their Provincetown Cultural Experience, but could also introduce the 'cell phone connection', i.e. one public service phone number which, when dialed, uses the visitor's own cell phone as a primary link to the town's cultural scene. Welcome signs at the major gateways can further encourage use of this 'hand held' media interface. Within the town, simple pedestrian-scaled sign/light stanchions further reinforce the 'cell phone connection' concept, as well as incorporating traditional directional messages.

Another important component, dedicated digital pylons, could have features that provide maps, instructions and trip planning both on screen and as hard-copy printouts. Such devices could be installed at the ferry terminals in Boston at Long Wharf, Commonwealth Pier and Plymouth. Pylons could also become a fixture in airports and in bus terminals. Nearing Provincetown, they could be sited at freeway rest areas, within national Seashore visitor centers, at the primary parking lots and on MacMillan Pier as visitors disembark from the ferry. Within the town, it is envisaged that the visitor would find one of these devices at each of the four major cultural attractions and at three or four other sites along Commercial Street and on MacMillan pier.

Venues For Storytelling...

Component digital pieces would be sited in public places throughout the town. Within the context of the entire 'town as cultural experience', the initial focus is along Commercial Street, where the greatest opportunity for early implementation is found. As part of the upcoming Commercial Street improvements program, it is here that critical cultural components can be designed and installed, or at least planned for, immediately. These would use both traditional and state-of-art digital media elements to deliver their message, including:

- **Cell Phone story-telling program**, relying on a comprehensive and easily navigable system of phone extension access codes and workers, which guide the visitor to a wide range of digital audio and video information,
- **WiFi network**, initially establishing Commercial Street as a wifi corridor, organized so that each wifi node not only provides information on its immediate surroundings, but also provides 'click-on' access to other local websites and town-wide information categories,
- The **digital pylons** described above would also serve as storytelling venue, information experience and as the program grows, could even become a presentation medium for special activities,
- **Street embedded art** and messages that reflect on Provincetown's history and culture,
- **Other environmental art** that reinforces the Provincetown story.

In summary, within the public way, digital elements supplement inventive and creative non-digital media. Conversely, traditional signage can introduce the digital overlay.

While the initial focus is on Commercial Street other locations within the town might include key side streets, improved pathways (to the Monument from Town hall for example), possible bike and jitney routes, and the Town Landings connecting the town to the beach.

Also as the program expands, programs and services could be provided within designated public buildings (existing cultural facilities, Town Hall, new library and designated surplus town buildings). These more permanent points of contact could provide visitor services ranging from public toilets, to cell phone rapid recharge stations, to information, reservation and point of sales assistance, to interactive cultural programs, such as digital art workshops.



The street can become a canvas for storytelling.



Shopkeepers can provide store window space for storytelling exhibits



The entire Outer Cape is part of Provincetown's historic scene and is best understood from the top of Pilgrim Monument

Looking forward, a comprehensive 'town as cultural experience' program could also include several public open space parcels, which can become regular experience and events venues. These might include MacMillan Pier, Town Hall grounds, Bas Relief Park, the Monument Grounds and the Town Beach as a connected cluster. Other key sites might include the front yard of the public library, First Pilgrims Park, and even a few key outlying sites within the National Seashore.



Commercial Street is an authentic New England main street.

The First Phase: Reconstruction of Commercial Street...

With the ‘town as cultural experience’ concept established as a valid cornerstone for town revitalization, the upcoming reconstruction of Commercial Street is the canvas on which some of the most important elements can first be drawn and enjoyed.

The street naturally divides into three recognizably distinct segments: West End, Town Center, and East End. The West End and East End segments can be further divided into ‘more residential’ versus ‘more commercial’ sub-segments. The proposed approach to treatment of the streetscape in the outlying, less densely settled East and West End is different from that of the busier, more densely built-up Town Experience.

One of the most interesting characteristics of Commercial Street is its sense of chaos. This is seen in the buildings, the storefronts, the signage and within the street the irregular paving surfaces and even the forest of utility poles and overhead wires. This streetscape is so representative of the personality of the town that we recommend, in the Town Center segment at a minimum, that the theme of “controlled chaos” should drive design.

The entire length of the street will have much in common. The street was always purposeful and utilitarian and should remain that way and not try to become a “theme-park” version of an old town “Main Street”. Rather it should remain the real thing, while serving many purposes. The visual and physical diversity of the existing street should guide the improvement recommendations. The cultural experience components will add another layer to this rich palette.





Buildings such as this Beachside Firehouse can find new uses.



The grounds of the monument and the surrounding open space provide opportunities for cultural events.

In the Future...

Key Public Buildings could become part of the concept...

There are numerous, exciting public and private cultural facilities, notably the Pilgrim Monument/Provincetown Museum, the Provincetown Art Association Museum, The Provincetown Fine Arts Work Center, and the Provincetown Theater, which are both cultural destinations and sites for orientation.

There are three 'surplused', town-owned buildings, which have potential roles as nodes, including the former public library and two small firehouses.

In addition, both the Old and New Library and the Town Hall have great potential as information, service and activity nodes.

Equally important, there are many privately-owned cultural venues (art, entertainment, dining), which should also be encouraged to participate, through simple window displays and on-going activities. Most of these facilities are found along or just off of Commercial Street.

Designated settings for Interactive Creative Arts Activities and Programs could be developed...

One way that Provincetown can become better known for its cultural richness, openness and expression, is to encourage both individual and community experiences, whereby the public can share and participate directly in the 'creation' of culture. In the long term, these could be established programs and activities, as well as interactive programmed events. The study recommends the town's consideration of key linked venues for these future activities:

- 1) In one or more of the Public Buildings described above, where it is out of the weather. For example, if the former library became a central welcome center could include a children's art workshop where is a large digital wall/screen could invite individual Artistic Expression, with a continuous 'Visitor Art Show'
- 2) At the Pilgrim Monument – On and within the Tower and on the grounds, perhaps using cell phones to create a community Art Event
- 3) The grounds of Town Hall and at Bas Relief Park, could become a 'must-see' story-telling venue.
- 4) On the Pier – a digital version of Provincetown Portraits, expanding the present 'Fishermen's Wives' photo exhibit theme or creating an interactive digital wall experience similar to those found at Millenium Park in Chicago.
- 5) In the Harbor – digital Ghost Fleets, using the breakwater as base for water or mist based scrim screens

The Provincetown cultural experience concept can become a framework for public policy...

This study suggests that Provincetown adopt the 'town as cultural experience' concept to guide future investment and to use several upcoming public projects, as the catalyst for a set of integrated public space improvements in town and at major gateways to the downtown. In recognition that much of Provincetown's future economic health relies on its ability to attract vacationers and tourists using its diverse wealth of cultural, natural and lifestyle resources, this concept could serve the town's priority setting and decision-making process well.

The program recognizes the special orientation, movement and connection needs of the town as a tourist destination, not only along Commercial Street, but throughout the town. The study also keeps in mind future potentials of key public and private lands and buildings to be part of this program.

In meeting the goals and specific objectives of way-finding, storytelling and providing helpful information, the 'town-as-cultural-experience' program must be a feasible undertaking for this small town.

This program must be affordable, well targeted, practical, low-maintenance and not labor intensive.



Shop owners can install simple or elaborate storytelling devices to their shop windows



Selected public buildings such as Town Hall can be venues for special interpretation and services



Capturing the real thing through cultural expression.

Refinement and Implementation

This study is the result of various interests coming together to form the Provincetown Economic Development Council, with very specific revitalization goals in mind. Together, they represent a very talented pool of stakeholders, each of whom can contribute significantly to this endeavor. The Provincetown cultural experience concept will achieve its greatest success if it can capitalize on this energy to develop an ongoing community endeavor. In order to be sustaining, and to be effective, it should reach beyond the individual projects and develop an integrated system for communicating the many messages and coordinating the quality of the 'cultural experience' in Provincetown.

Build Local Involvement

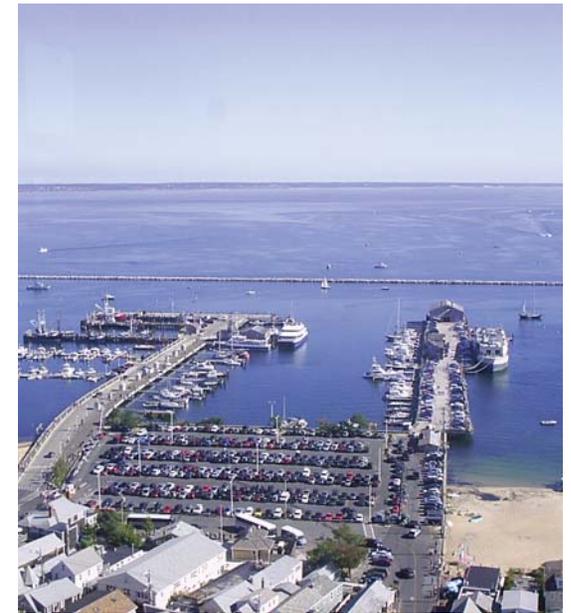
This program strategy could be supported by strong and continuous involvement from the local artist community as well as local institutions. Individual local artists, for example, should be hired to design and sculpt streetscape embedded art and story-telling elements. Local writers can develop the scripts for each story. Local actors can develop audio and video performances and key stories. They can be part of the street performances advertising upcoming events. Local organizations can sponsor season-extending special events, with local artists and actors interacting with visitors. Local businesses can participate through storefront displays. The Town's ongoing archive project can be directed to better inform all people about the Town's heritage.

Signage and digital elements can never replace the impact that a real person telling stories, educating, giving directions, can have. We recommend that the Town form a roving "Ambassadors" group, particularly for the summer season.

Key organizational Issues

The town must decide what they want to make of this initiative. It can be as simple as a recognition that as opportunities arise, their ability to aid or thwart the 'town as cultural experience' concept could be part of the approval process. At the other end of the spectrum, the town could make this concept the experience piece of an aggressive revitalization process. Several tasks could help define direction:

- 1) **Secure Town Support** – The Board of Selectmen must support this initiative and hopefully make it a cornerstone of future planning.
- 2) **Secure Stakeholder Buy-in** – Key local organizations and entities can come forward and work together with the town to refine the concept and determine how they can each best contribute. This a locally based initiative, requiring grass roots support at all levels. Regional agencies and entities must also be brought to the table.
- 3) **Determine the Acceptable Cost** – The ultimate scale of the 'town-as-cultural-experience' will be tied to the potential return (tangible and intangible) as agreed upon by the stakeholders. This includes initial capital cost, ongoing maintenance and upgrades, program development and operations.
- 4) **Find the Funding** – At a minimum, identify the potential sources of funds and the level to which the town can expect support on an ongoing basis. Search all sectors, public and private, for support.
- 5) **Finalize the initial program** – This would be a minimal, sustainable program that the stakeholders feel can be supported long term and is flexible to grow over time as conditions and opportunity warrant. Build on what is available now.
- 6) **Build on ongoing Initiatives** – Coordinate with the rebuilding of Commercial Street, the disposal of surplus town property, the transportation experience and, possibly, the affordable housing initiative.
- 7) **Develop a comprehensive Implementation Plan** – Identify the roles and responsibilities of the key stakeholders, identify key responsibilities, initial tasks and establish a time frame for implementation.
- 8) **Stay attuned to the rapidly evolving digital market** for opportunities to 'leap frog' technologies and procedures to keep the concept 'state of the art'.



The pier at Town Center can become a major cultural events venue.

Early Action Plan

While the creation of the grander plan and the sustaining entity will take time and discussion. The programming and design of four individual core initiatives should be part of Phase One:

- 1) **Core Streetscape Improvements** for Commercial Street,
- 2) Town-wide **Access Code Medallion program**,
- 3) Integrated Provincetown cultural experience **Web Site**, with customized links to other sites,
- 3) Provincetown cultural experience **WiFi Network**, serving the downtown core at a minimum.
- 4) Establish a mechanism for **facilitating local artist input** in the digital storytelling program.

These initiatives are discussed in greater depth in following sections.

Costs

The 'Provincetown as digital cultural center' concept will evolve. This initial plan lays out the range of possible components. However, as it is not clear how it will be managed or the extent the town wishes to develop the program, preliminary budgets look only at the range of possible components which can be designed and built within the time frame of the Commercial Street reconstruction. The Streetscape improvements (exclusive of the communication elements) is estimated at \$4.6 million. This is without any consideration of the burial of utilities.

The budget range for a fairly comprehensive system of communication elements is from \$410,000 to \$880,000, including elements sited both on and off Commercial Street. As a percentage of the overall construction project, the communication components represent a relatively small amount and can bring substantial benefits to the town and her cultural institutions. Further details on these preliminary figures are presented in the following sections of this report.

2. Communication Approach

Communication is the heart of the ‘town-as-cultural-experience’ concept. There is broad public support for developing a system of communication, both tradition signs and digital media that convey messages of:

- wayfinding,
- storytelling,
- general information and services

As stated earlier, these messages are introduced by internet to the inquiring public digitally anywhere that access is available. For purposes of this study, the focus is on the critical approaches to Provincetown as well as within the Town itself. A key recommendation of the study is that the town develop a comprehensive system for orienting the public to the town, its cultural resources, its activities and its compelling stories.

Three categories of communication mediums are discussed:

- 1) **Traditional signage**, pole or building mounted, remains an essential part of any communication program and introduces the digital systems to the public,
- 2) **Digital media**, largely aiming at cell phone and PDA users (but conceived to allow for future advances in technology) is the focused digital communication ‘overlay’ for this project,
- 3) **Environmental Art** (Things in the street in particular) provide a third important medium for conveying cultural messages.

These three media will be highly integrated with each other. For example, signs and environmental art can give the visitor a cell phone number to call for more information. In another example, the cell phone can activate an interactive pylon or point the visitor to a piece of environmental art.

Taken together, attention and action on implementing such an integrated system will reinforce Provincetown’s reputation as a very avant-garde place that is fun and convenient to visit.



These grey blocks represent content of the signs, more than actual sign design. They represent a hierarchy of wayfinding information which guides visitors to key points in the cultural experience.

Content—Vehicular Oriented

Content—Pedestrian Oriented



Examples of existing logos: Should the streetscape improvements project have its own logo?

Defining the Message

Wayfinding as Start Point

Wayfinding systems tell you how to get to a particular place or setting and announce it upon arrival.

Signage—A well designed system of directional and site identity signs along the path of travel can also refer the viewer to a cell phone number that will give people access into an electronic wayfinding, messaging, and storytelling system.

Digital Media—Presently automobile GPS systems could quickly guide you to, say, the satellite parking lot and in the future will be able to provide much more detail. Similar technology can assist persons on foot as they negotiate the town. For example, the new iPhone will have maps as a key component. A Provincetown ‘add-on’ would be relatively easy to develop.

Environmental Art—Within the town, street art (embedded in the pavement for example), can point or coax the visitor to cultural sites and settings that may otherwise be missed.

Several interesting logos currently exist for Provincetown. As with the website, we believe that a single strong image could help brand the Town and the cultural center concept. For purposes of this discussion, we are using the Pilgrim Monument logo as a placeholder due to its originality, simplicity, and its ability to tie the town to its most prominent landmark.

Storytelling

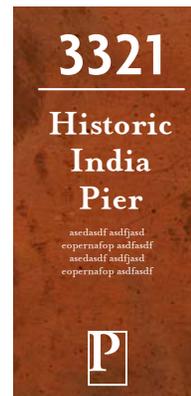
Storytelling systems are typically found at their most appropriate settings within the cultural scene.

Signage – Traditional interpretive signs along the path can offer a brief story and can then refer the viewer to a cell phone number or PDA code that will give people more detail.

Digital Media – the cell phone and laptop will be the heart of the system, providing pre-recorded storytelling and can become interactive, for example, by asking the viewer questions about the relevancy of the story to his/her life or interests. At stand alone pylon locations, the interaction could incorporate visual elements, such as flat screen TV's or LED glass which glow in different colors or patterns, depending on the circumstance. The WiFi system can allow down loads of stories in even more detail, and provide a corridor to the vast information source that is the internet.

Environmental Art – Street art (embedded in the pavement for example), can serve as visual reinforcement of an important story and direct the visitor to a cell phone or PDA number for detail.

Sidewalk Medallions – Each property owner could elect to have a bronze medallion with an exclusive access code.



Small blade signs orient the visitor to specific venues, and via the access code, to video downloads of relevant information.



Sidewalk medallions would be inconspicuous and modeled after the USGS surveyors benchmarks.



Street art can tell stories through found objects and can include an access code.

The cell phone/PDA is the key interface between the visitor and Provincetown's cultural experience.





An example of how a physical streetscape sign could both direct and alert people to the existence of a digital experience.



Provincetown identity sign to be designed by local artists.

A Signage Overlay Concept

Signage reinforces the identity of the town, gives direction, information, and motivates people to move along desired pathways to the next destination.

The unique feature of the signage system of Provincetown is that it is designed to alert people to the digital access codes of the Provincetown as cultural center.

Provincetown's signage system would include both vehicular and pedestrian-scaled signs. Pedestrian signs would contain more detailed information than is possible for the vehicular signs.

The main cultural center telephone number is prominently displayed on each sign. By dialing this number, and entering a particular access code, the visitor can immediately receive information on subjects ranging from daily events, to hours of operation, to stories about the town and information about coded properties or other venues.

The Digital Overlay

There are several relatively robust forms of media available for installation in the environment. All suggested here have been utilized in other cities and could be employed in Provincetown at a reasonable cost. However, like all media they require continuous maintenance and programming for them to be effective, since their power lies in being dynamic elements of the environment. Media is divided into two broad categories:

- **Pre-programmed media**—allows content to be programmed from a central source to, say, LCD screens which convey stories, art or advertising is a simple example.
- **Interactive media**—engages the public or individuals in some way, allowing them to affect or participate in what is conveyed; or the media is connected to input from sensors in the environment responding for example to changes in light, temperature or audience.

We would see both being employed in Provincetown. Interactive media systems will be particularly important to enhancing the personality of the place and making connections to visitors and residents.

Several possible media systems are described below. These may be installed and operate on their own, but should have the capability of being programmed to operate in concert, providing the possibility of high impact Town-wide effects.

The visible framework of the digital components of the cultural experience would include two vertical elements, an interactive pylon and a simple pole mounted wayfinding sign.

Digital Pylon

The pylon is not yet programmed or designed, but we envision triangular towers about 12 feet tall and 18" on a side. They could be constructed of LED tempered glass, so that they would be both transparent but also pixilated, capable of carrying low resolution patterns in different colors and intensities. The pylon would also include 1-3 LCD display screens mounted at person height.

Each pylon would be sited in a special place near the street with the surrounding pavement furniture, and landscape subtly designed to receive them. They would become part of the streetscape, not stand out as special monuments, but on the other hand having sufficient space and presence so that small groups of 3-4 people can gather and interact with them.

Background lighting is provided by the LED glass. On a typical evening, the pixels would be at first perceived as static, but then change in subtle ways—changing color as the evening proceeds, or light rising and falling with the tide, for example. At special times, the LED could become quite active—mirroring fireworks on the 4th of July, for example.



The digital pylons are interactive and located only in key locations.



LCD screens would provide the didactic and interactive element of the system. On a typical day, with no person around, the screens would carry background programs, such as colors in sync with the LED glass, or a display of seascapes painted Provincetown, or star charts on a summer's evening, images of the sunset over Cape Cod Bay. On other days – say Saturday night in the height of the summer, the screens could become part of the action, carrying images of people on the street or a special art opening or show. Or some pylons could become part of the action, while other remain quiet.

To facilitate interaction, the pylons will be equipped with sensors to identify approaching people and a camera to mirror and record their presence, sometimes. In this way each pylon will be able to achieve its own personality and memory of the place and people who visit it. Thus, for example, the screens might change from the common background to a subroutine when a person approaches – switching to a “Where’s Provincetown?” mode with touch screen info – map, or scenes of shows that will be starting in the next hour, or advertising, or reflections of the people themselves who are approaching. In addition, individual pylons, and the group as a whole should be capable of responding to stimuli via cell phone (by dialing a special number, or sending an image to a special number) or PDA’s (carrying RFID tags). So, for example, you can call up specific information, or send your picture to the pylon where you will meet your friends. Or call up the picture of you and your girlfriend in Provincetown last summer, or 10 years ago.

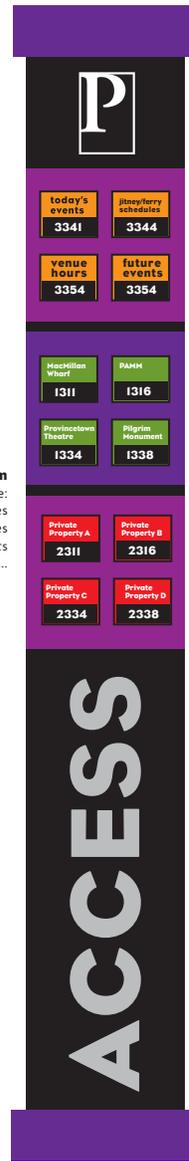
The totality of programming and interaction is limited only by the imagination. However, over time we see these as becoming a kind of public memory and touchstone for the city; objects of reflection, responsiveness, and beauty.

The Provincetown Post (with Wifi)

These are multi-functional vertical elements placed strategically along important pathways. They consist of a simple post capped with an wifi transmitter and programmable LED light cone. They could be solar-powered. A simple silk-screened vinyl strip could be applied directly to the post, giving key information about the digital access system. Also wayfinding directions could be applied using this film technology. At destinations, an identity blade could name the specific venue.

Local WiFi networks are cropping up in cities and towns across the nation. This is a very important service that, coupled with printing services, can keep the 'vacationing' businessman/woman in town for an extra day or two. There are a number of ways to fund and implement these services, ranging from local volunteer network administrators, to assistance from local providers, to installation grants.

Coded ACCESS system
 For example:
 1000s=public venues
 2000s=private properties
 3000s=activities and events
 4000s=.....

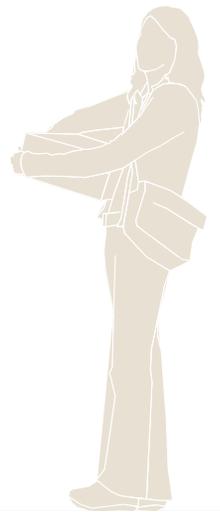


detail

along the street

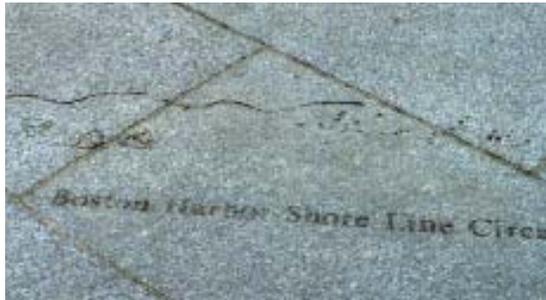


LED, programmable light
 Wifi Node (transmit)
 Location Specific



at a venue

The Provincetown Post provides wayfinding, storytelling, information, and image.



Street Embedded Art Elements

This is a series of artist designed shapes, imbedded in the roadway's transition zone, but actually pointing to significant storytelling spots. Each would have a simple access code, that when dialed can tell you an audio/video story of the site.

Different shapes can have different meanings. Triangles can point out important Town landings. Rectangular-shaped art elements can have quotes and cue the visitor to particular stories.

Sidewalk Medallion Program

This idea integrates the 'Yellow Arrow' program, popular in many cities, with a 'wikipedia' like potential for knowledge about Provincetown. Each property owner could have his own circular medallion in front of his property, which through the access code could provide an array of site specific information and stories. The program content would be voluntary and message content would be drafted (with possible assistance from the town's history research project or others) by the owner, and then submitted for review and town approval before being posted to the system.

One advantage of this approach is that this inexpensive component could provide a strong visual link to the reaches of Commercial Street, thus encouraging visitation to the more outlying areas. By making the property medallions small and circular, like a surveyors benchmark, a property owner can add one for for his house even after completion of the street improvements.



Coded Quotations provide access to the larger story.



Coded Town Landing Marker



Coded Property Medallion

Dedicated ‘Town-as-Cultural-Experience’ Website

While there are several independent websites operating now in Provincetown, a dedicated site, oriented to the town’s culture, but with active links to other sites could act as clearing house for visitors seeking specific cultural information. In the near term, one of the existing sites could be assigned this role. This site could become, in collaboration with Provincetown’s history research project, the library and key cultural institutions the primary database for cultural information. Design of the site might be a project of the Fine Arts Work Center. Set-up and administration could be the responsibility of the history research project.

Looking Ahead....

While not a part of the initial set of recommendations regarding digital elements, several other ideas are worthy of future consideration in developing and interactive experiences that communicate Provincetown’s cultural richness and excitement.

Special elements

One or at the most two major works would be installed near the center of action at the Monument or MacMillan Pier to provide focus points and event venues for Provincetown’s cultural experience. Possibilities include:

- A large scale media installation of about 50 x 12 feet on or near the pier or in a central public space. The wall would be constructed of LED glass block that has a fairly high resolution and is capable of carrying images or patterns. The graffiti wall could be individually programmed to carry images of Provincetown personalities, or activities or visitors or events, or kids artwork developed at school. It would be the focus of a new specially design public space, a new focal point for the street.
- Digital projections on the Pilgrim Monument to convey messages, themes or mood. This most likely would be programmed as an artistic piece, but could include some possibility for interaction or change by people on the ground. See the work of Krystov Wodizkco.



A media installation at Millenium Park in Chicago



An example of an interactive cultural experience where participants dial numbers using their cell phones to energize a helium filled balloon cloud over London

- Digital projections on a water or mist scrim in the harbor which would throw up a ‘water’ screen on which laser images recalling provincetown’s maritime past... the Mayflower, the Atlantic Fleet, the Whalers come to mind... similarly photos of fishermen, mariners, wives and families touched by the sea.
- A high tech water wall that allows people to jump through the cascading fall without getting wet. This would provide a direct interaction with both the technology and with other persons in the area.



A computer rendition of the MIT media lab’s interactive waterwall, now under development.

Programming the Cultural Experience as an Open Source Environment

The intent of the systems above (one could envision others) is to overlay a set of very simple elements into the town that can work together to highlight existing qualities and places in the public environment in beautiful and gentle ways. It also responds to individual people and groups in very personal ways building a stronger bond to the town. In order to maximize the benefits of such a system – and to realize its cultural and artistic potential – it should be “open source” This means that the content and programs of the Provincetown Cultural Experience would be produced by its users through a set of agree upon rules (with fines and penalties to insure compliance?) that would themselves grow and evolve – much like open source LINUX software or the Wikipedia.

This would seem an ideal project for the creative community of Provincetown, which includes not only recognized cultural groups and institutions, artists, and critics, but elementary school art classes, the National Park Service, and a group of friends traveling over on the ferry for the weekend. Each might contribute to the content in some way. For example the friends might send their picture to the digital wall so they greet themselves when they arrive!

Of course, the photos received would need to be screened and edited, and someone needs to decide when to put them up or not; on the whole wall or just a section. This begs the creation of a new kind of cultural institution to curate the digital environment to the town, and a central place, actually, where all of the content may be considered together as it evolves. Perhaps a workshop in an existing facility, where visitors could participate along with artists, programming and providing content as they learn about and shape the city.

Costs

The various elements of the 'Provincetown as digital cultural center' concept can be developed in a number of ways. The program defined in this section, has been analyzed in terms of a range of quality, content and number of installations. While these variables will be adjusted as the program goes forward, the following table represents an initial cut at a modest, but fully fleshed out system of wayfinding.

Storytelling and information devices that, if properly administered and managed, will establish the Town as a digital cultural center.

Communication Elements - Preliminary Cost Review

	Quantity	Unit Cost Range \$	Quantity Range		Total Range \$		
Digital Kiosks							
At Cultural Sites	Each	\$12,000 to \$18,000	4	4	\$48,000 to	\$72,000	
Along Commercial Street	Each	\$12,000 \$18,000	4	6	\$48,000	\$108,000	
Ferry/Air Terminals	Each	\$12,000 \$18,000	4	4	\$48,000	\$72,000	
Highway/other	Each	\$12,000 \$18,000	2	4	\$24,000	\$72,000	
SubTotal			14	18	\$168,000	\$324,000	
Highway lead-in Signage							
At town Entry points	Each	\$3,000 to \$5,000	3	6	\$9,000 to	\$30,000	
Light/Wayfinding Pillars							
Lights/Poles w/ message	Each	\$3,000 \$3,500	20	30	\$60,000	\$105,000	
SubTotal			20	30	\$60,000	\$105,000	
Street Art							
Sculpture	Each	\$2,000 to \$5,000	2	5	\$4,000 to	\$25,000	
Pier Markers	Each	\$1,000 \$1,500	40	60	\$40,000	\$90,000	
Town landing Markers	Each	\$500 \$800	8	12	\$4,000	\$9,600	
Historic Markers/Quotations	Each	\$1,000 \$1,500	10	20	\$10,000	\$30,000	
Parcel Medallions	Each	\$60 \$75	150	500	\$9,000	\$37,500	
SubTotal			210	597	\$67,000	\$192,100	
Total Communication Elements						\$304,000	\$651,100
Design					0.15	\$45,600	\$97,665
Cost Escalation and Contingency					0.2	\$60,800	\$130,220
TOTAL COST						\$410,400	\$878,985

3. Commercial Street Improvements Program

The upcoming reconstruction of Commercial Street, offers an ideal opportunity to launch some of the most critical pieces of an integrated town-as-cultural-experience program. Implemented as part of the sewer upgrade project along Commercial Street, it is assumed that these improvements will include full depth reconstruction of the street from back of side walk and where necessary, to store entrances. Total accessibility for the handicapped is a project goal.

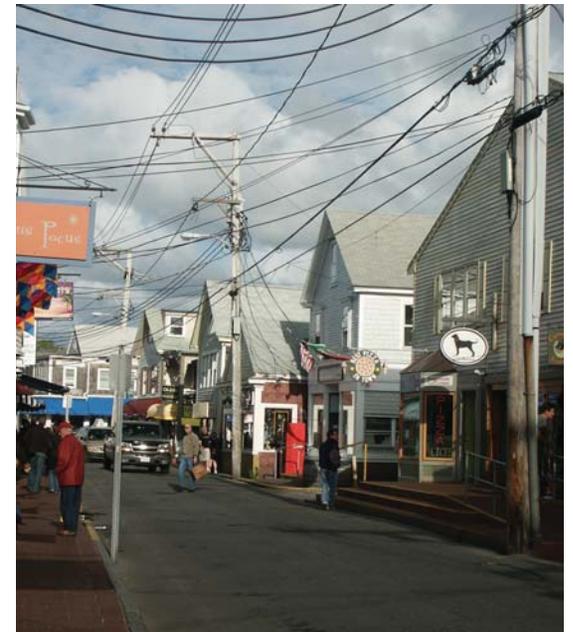
The project area is assumed to be the entire length of Commercial Street, from its junction with Bradford Street in the West End to the First Pilgrims Park in the West End.

Street Character and Materials

Provincetown's Commercial Street has a very unique character, given the way that it has evolved over time. The road was originally packed sand. There were boardwalks. Things changed ad hoc over time, but the street maintained a scale that gave priority to pedestrians and bicycles over cars. Improvements were utilitarian: overhead electrification, simple signage often with the pole placed in the vehicular right of way, again favoring those on foot. On the beach side of the street there is no demarcation between road and walkway. The narrowness of the street and the varying ground floor elevations of the shops makes full handicapped accessibility extremely difficult.

It is this chaotic nature that defines the street as a charming pace to stroll and browse. Rather than impose a uniform layer of 'design order', this plan proposes to build on the ad hoc policies that employ readily available, stock items for the typical pieces of street furniture and paving materials, but then to overlay new and unique wayfinding, storytelling, information-disbursement systems as they relate to communicating the town's culture. Thus, these components comprise the only highly designed 'system furniture' in the town. This overlay approach is used very successfully in many historic areas of Europe, as well as here in the United States.

In establishing direction, let's not forget that Provincetown is chaotic... fun... creative... and often "in your face"!! These are great attributes and this plan strives to make it more so.



The streetscape improvements envisioned for Commercial Street fall into several categories described on the following pages.



Street Paving...

Sidewalks – should continue to be brick wherever possible. In less traveled areas, asphalt, crushed clamshell or stonedust are a cost effective alternative.

The Travel Way – Asphalt, economical, easily repaired and utilitarian, is the preferred material in the roadway, except in front of key cultural venues such as PAAM, the new library, the old library, Lopes Square, Town Hall and the beachside Fire House. Crosswalks may also receive special treatment.

Beach-side Transition zone – This irregular zone between the Travel way and building fronts is an engineering challenge in terms of proper storm drainage, providing maximum accessibility to building fronts and dealing with the many vertical elements (utility poles, etc). This zone offers a very good canvas for embedded messages, stories and art.

Planting...

Street Trees – Trees should be used primarily for shade. Care should be taken to minimize restriction of views to the water. Historically, elms were used along Commercial Street, and new disease resistant strains should be considered.

Buffer Planting – Hedges should be placed where possible to provide visual buffer for non-conforming views, such as open expanses of parking.

Lighting...

General Street Lighting – In keeping with the utilitarian theme that has made Provincetown's gritty character so agreeable, lighting and lamping selection should focus on the quality of the light (lamping and distribution) and its economy of operation. General street lighting will be mounted high on the existing pole to minimize glare.

Specialty lighting – In some focus areas, panels, and light canopies can provide area accent lighting.

Communication Elements...

Signage – A comprehensive and well located signage overlay can provide a strong visual impression of the extent of the 'Town-as-Cultural-Experience' concept. This system would not only provide wayfinding and storytelling, but also incorporate regulatory and site identity signs. These must be designed and located with the narrow right-of-way in mind.

Pylons – Strategically placed along the street, electronic pylons, with their flat screen TV's and their LED panels, can communicate a wealth of up to date information, as well as visually reinforce the 'Town-as-Cultural-Experience'. In addition to requiring an underground power source, the areas around these should be level and have a distinctive paving pattern.

Other digital media – As with the items mentioned above, the street reconstruction should be able to accommodate the installation of other digital media, such as is described later in this report.

Service Items...

Seating—Seating should be well distributed along the street, but not necessarily as benches. Low walls with flat broad tops or large flat-topped stones can serve multiple purposes and require much less maintenance.

Trash receptacles—Again, utility over style is the watchword. Work with the sanitation department in the selection of the most suitable size, shape and style from the wide selection of readily available products. Painting them a dark charcoal color is preferable to having them stand out visually.

Bike Racks - These can be utilitarian or objects of street art.

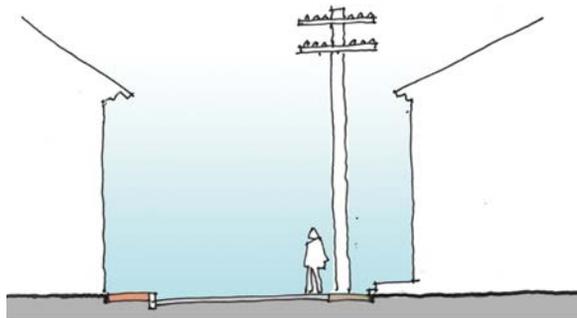
Digital Media...

WiFi—The Town-wide pole-mounted wifi network should be initiated on Commercial Street as part of the reconstruction.

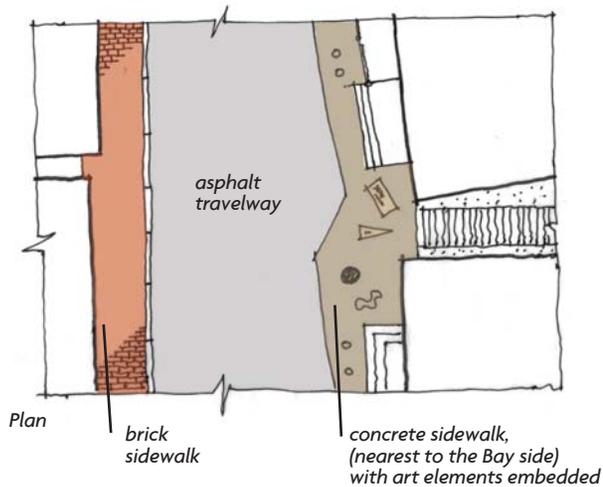
Other Digital elements—Digital media items described earlier in this report could be installed at key locations along the street. These include the digital pylon, the Provincetown Post, and a variety of street-embedded elements.

Looking ahead—The reconstruction of Commercial Street offers the town the opportunity to prepare for the future. While many of the digital media items described in this report may not be incorporated in the initial project, now is the opportunity to inexpensively install underground conduit which can be used for future, cabling, fiber optics, and line voltage wiring.

Town Center Area Streetscape Concept



Section



Plan

brick sidewalk

concrete sidewalk, (nearest to the Bay side) with art elements embedded

The Different Personalities of Commercial Street

Commercial Street is a 3 mile long street that includes several different levels of urbanity from 'strong Town Experience' around Town Hall, to 'village retail street' in portions of both the East and West Ends, to 'residential lane' in its outlying stretches.

This study proposes that the street be divided into three sectors, East End, town Experience and West End. Each uses the same components and materials but in significantly different proportions.



Overhead chaos contributes to the Commercial Street image.

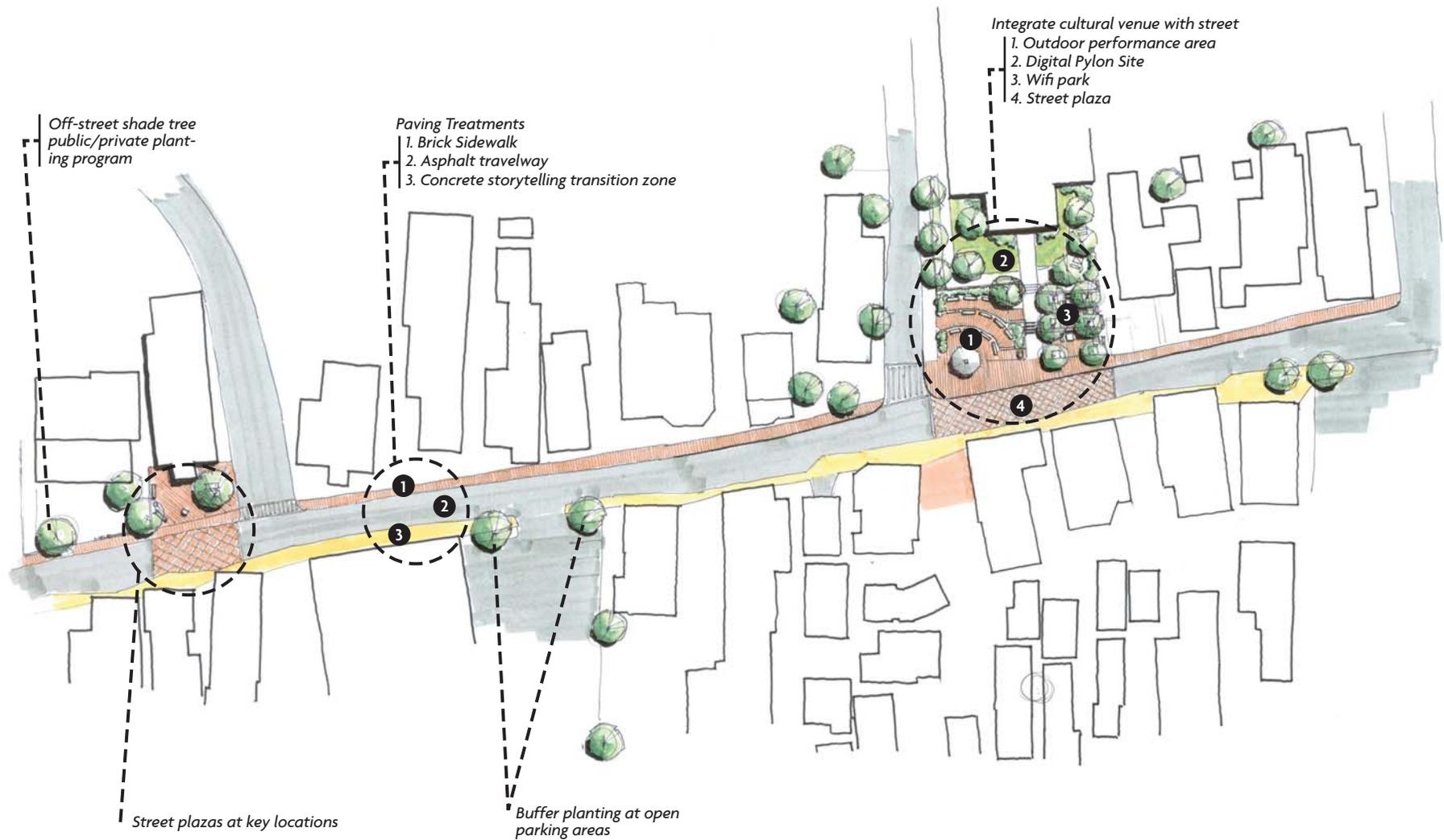
In the Town Center area...

This is the most built-up part of town, where the buildings, particularly on the beach side of the street, form a continuous 'street wall' for several blocks. This is the densest, most populated and most 'chaotic' stretch of Commercial Street, with even the overhead wires contributing to the authenticity of the historic commercial scene.

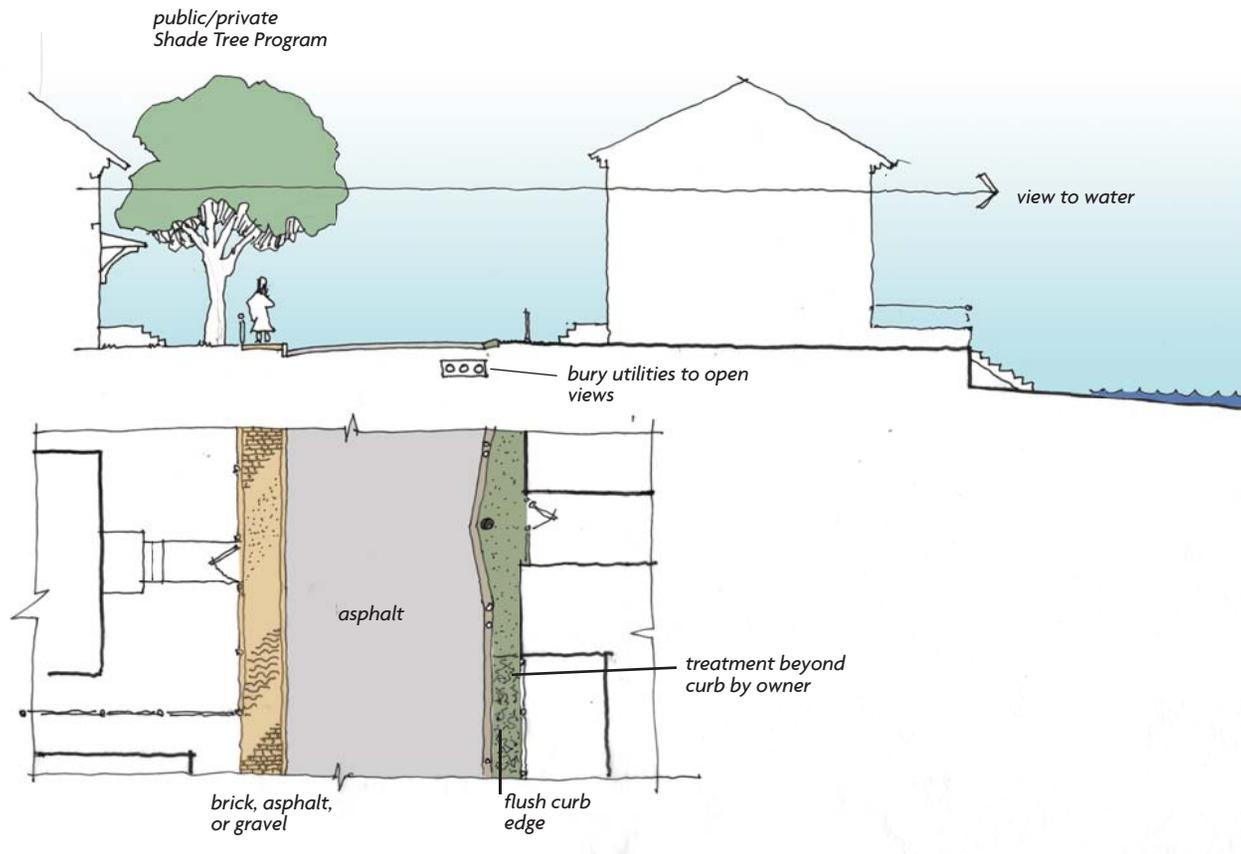
Major differences in treatment between this area and the outlying areas is the embracement of the chaos, by recognizing for instance, that the utility poles slow traffic, that the overhead wires provide an old time village street ceiling and that the buildings themselves provide shade and strong street edges.

In this area, the focus is on the street surface and the strategic placement of communication and service items, and Environmental/ Interpretive art in support of the cultural scene. The plan sketch on the next page illustrates significant recommendations.

Illustrative Description of Commercial Street Improvements



East and West Ends Streetscape Concept



In the East and West Ends...

In these outlying areas, the buildings are typically sited further apart and there is enough space between them to see the harbor. These are largely residential areas, a combination of stand alone vacation cottages, cluster development and motels.

The treatment recommendations for these areas differ significantly from the experience. Here the quiet neighborhood character is emphasized. The street paving is simpler, still with sidewalk established on the north-side, (either brick, asphalt, stone dust or crushed clamshells) The south-side treatment, however, is designed to accommodate the traditional parking patterns, both on street and at curb cuts, with flush curb (or 'Cape Cod' berm) allowing abutting private property owners to finish the area beyond the curb as they see fit.

The existing overhead power lines in these outlying areas detract significantly from the views of all but particularly for those properties on the north side of the street, where people must look through them to see the water. Thus, it is further recommended that all utility service be buried in these locations. With property values rising dramatically, the cost of these improvements could potentially be charged as a 'Betterment' directly to the affected properties. Certainly the property value increases of these properties, which would have more open views, could offset the burial costs.

Finally, a shade tree planting strategy should be implemented. Given the narrowness of the right-of-way, there are very few places where trees can be planted on public property. Therefore, the study recommends the 'Provincetown Planting Partnership', whereby private property owners permit the town to plant a shade tree just inside the front property line. Such a program would require parcel-by-parcel review and agreement, but could yield a very powerful and pleasant 'country village' scene.

Costs

Costs for the traditional streetscape improvements is organized by sectors, i.e. East End, Town Center and West End. This estimate does not include either the costs of the Communication elements nor the cost of burying utilities underground. This estimate is based on prior recent experience in Massachusetts. It assumes major reconstruction of the entire length of Commercial Street in accordance with the concepts laid out in this section of the report. A more detailed estimate is found in Appendix 2.

Street Reconstruction Cost Summary

Town Center	\$1,972,000
East End	\$828,000
West End	\$792,000
Total Street	\$3,592,000
Design @7%	\$251,000
Contingency @ 20%	\$719,000
Grand Total	\$4,562,000



More shade and less overhead wires could significantly increase residential property values.

4. A Broader Vision for the ‘Town-as-Cultural-Experience’

Utilizing the entirety of Provincetown as a cultural setting is a big idea...

In order to better develop a plan for the immediate future, which focuses largely on Commercial Street and existing cultural venues, this study lays out one vision of what might be the full potential of this concept. This look forward can inform us as to actions that we should take now as the early seeds of this program are sown. This also provides context for placement some of the elements of these early actions.

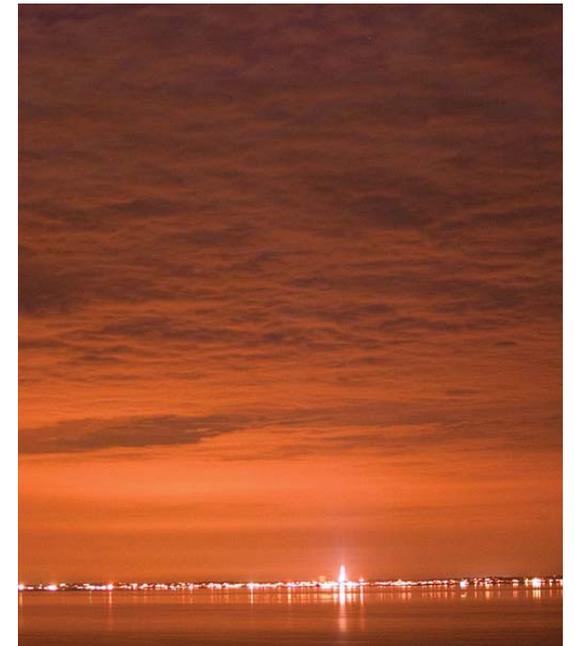
The balance of this section outlines a suggested vision that incorporates many hours of discussion with stakeholders and others who have knowledge of how various issues and opportunities may intersect in the future can determine direction and realize the full potential of the ‘town-as-cultural-experience’ concept.

Siting the cultural experience

It is assumed that the visitor will arrive in Provincetown from several different directions, by land, air, sea or on foot from within the town, but that once here, will follow his/her own particular ‘line of march’ dictated by schedule, budget and interests. In crafting a vision for the future, it is recognized that the visitor, during the course of the day, is typically moving physically from one venue to another. This framework is therefore movement-based and consists of:

- 1) **Start Points** (Points of Entry)
- 2) **Nodes** (points of special interest)
- 3) **Linkages** (pathways connecting nodes, with features and activities along the way)

In order to better ‘ground’ the experience, this vision of Start Points, Nodes and Linkages, taken together, constitute the physical aspect of the ‘town-as-cultural-experience’.





The present welcome/orientation sign board at the MacMillan Pier Start Point does not provide a good overview to the Town.



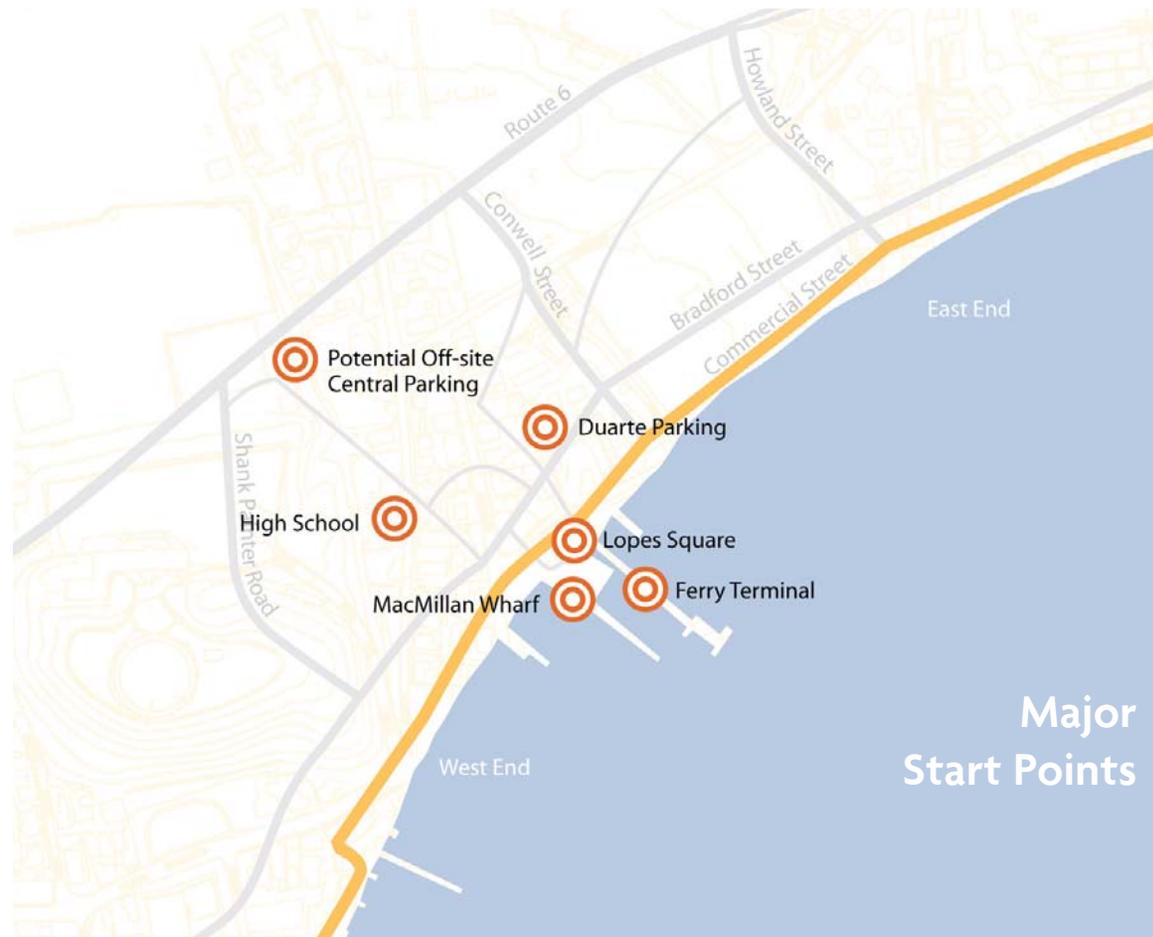
Lopes Square, as central crossing point, can be a primary site for initial wayfinding.

Start Points

Within Provincetown the vision identifies four critical Start Points...

- 1) **MacMillan Pier**, for those coming by water, first contact is at the embarking wharf In Boston or Plymouth. On the ferry, visitors could profit from the 90 minute ride to inform themselves of what's happening, orient themselves to the town, get a preview of the history and culture.
- 2) **Lopes Square** – as a major crossroads for pedestrians, this is a logical 'wayfinding' spot for those who are already in town.
- 3) **Public Parking Areas** – MacMillan Wharf, the public high school as well as several private lots are key start points for day-trippers.
- 4) **Proposed Transportation Terminal**- for people arriving by bus.

In the future, as with the ferry connection, for people arriving by car or bus, a single, well located central facility, near Route 6, could provide the visitor a one-stop experience to serve and inform the incoming visitor in a very efficient and visitor friendly fashion.



Nodes

Nodes are major cultural activity and storytelling venues and could become part of the concept in the future. There are several types:

- 1) **Established Cultural Facilities**—specifically the Pilgrim Monument/Provincetown Museum; the Provincetown Art Association Museum; the Provincetown Theater; the Provincetown Fine Arts Work Center; Town Hall and the new Public Library facility.
- 2) **Other Public Buildings Including:**
 - a) the old Public Library building, converted to the Provincetown Cultural Experience welcome center,
 - b) the two former fire houses on Commercial Street, near the experience of town, one of which serves the town very well as a community outreach facility, the other of which could become a contact/comfort facility serving people who want to use the Town Beach,
 - c) Town Hall, with restrooms and information on the workings of town government
 - d) New Public Library, with its grand front yard and its replica of the Rose Dorthea
- 3) **Interested Private Entities**—Examples might include the Widdah Museum, entertainment establishments, etc.
- 4) **Open Air Events Venues**—specifically, the Monument and its grounds; the Bas Relief Park and Town Hall grounds area, MacMillan Wharf and harbor area, Commercial Street, Public landings, the Town Beach and outlying sites, such as Pilgrim Landing Park.



Nodes

Possible Venues

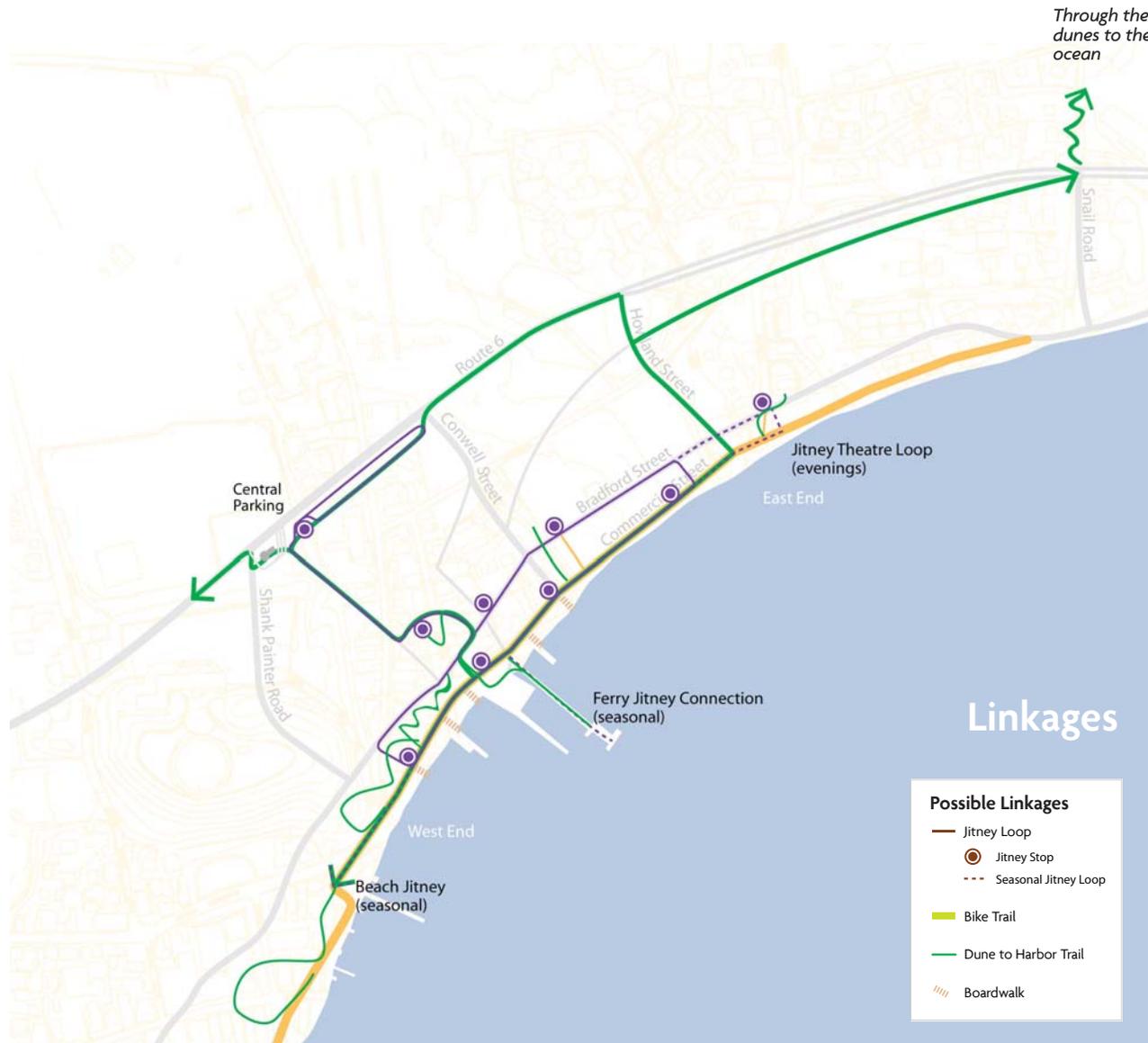
- ★ Existing Cultural Facility
- Public Building Use
- Interested Private Entity
- Open Air Event Venue
- 〰 Town Beach



Provincetown Art Association Museum is one of the key cultural facilities



The new Public Library is one of several other public buildings which should be included in the 'Town-as-Cultural-Experience' concept.



Linkages

Linkages tie the Start Points and Nodes together and include:

- 1) **Commercial Street**, the natural east-west pedestrian corridor. Various forms of wayfinding and storytelling devices can be placed along the street marking specific cultural and historical places, while drawing people along the route to the next node. Individual property owners could be invited to become involved through a storefront exhibit program.
- 2) **A possible future jitney loop**, linking the various Start Points with the nodes in a continuous loop. The jitney driver is the best source of wayfinding and storytelling.
- 3) **A Dune to Harbor Trail**, connecting the Pilgrim Monument atop the dune overlooking the whole Outer Cape to MacMillan Wharf. This trail could use the full range of media, from 'living history, to signage, to environment art, to digital media and lighting for wayfinding and storytelling.

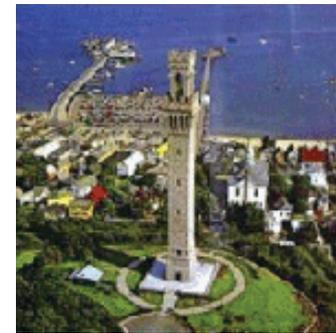
Other in-town pathways include possible historic trails meandering within the town, a route highlighting the 'floated-over houses', and links from Commercial to the Fine Arts Work Center and the Provincetown Theater, as well as to the Town Beach via the existing Public Landings.

Just out of town, there is a possibility of a walking/bike trail to the dunes and across to dune shacks and full ocean beach.

These pathways offer the opportunity to link not only places, but also the stories together in such a way as to realize a more cohesive message and narrative about the town and its people. Various media: traditional signage, environmental art and digital media could be used to this end.



The existing tourist trolley could be expanded to provide the Jitney service



The Dunes to Harbor Trail links the Pilgrim Monument through the town experience to the harbor



The dunes, ocean and dune shacks are very much a part of Provincetown's cultural scene

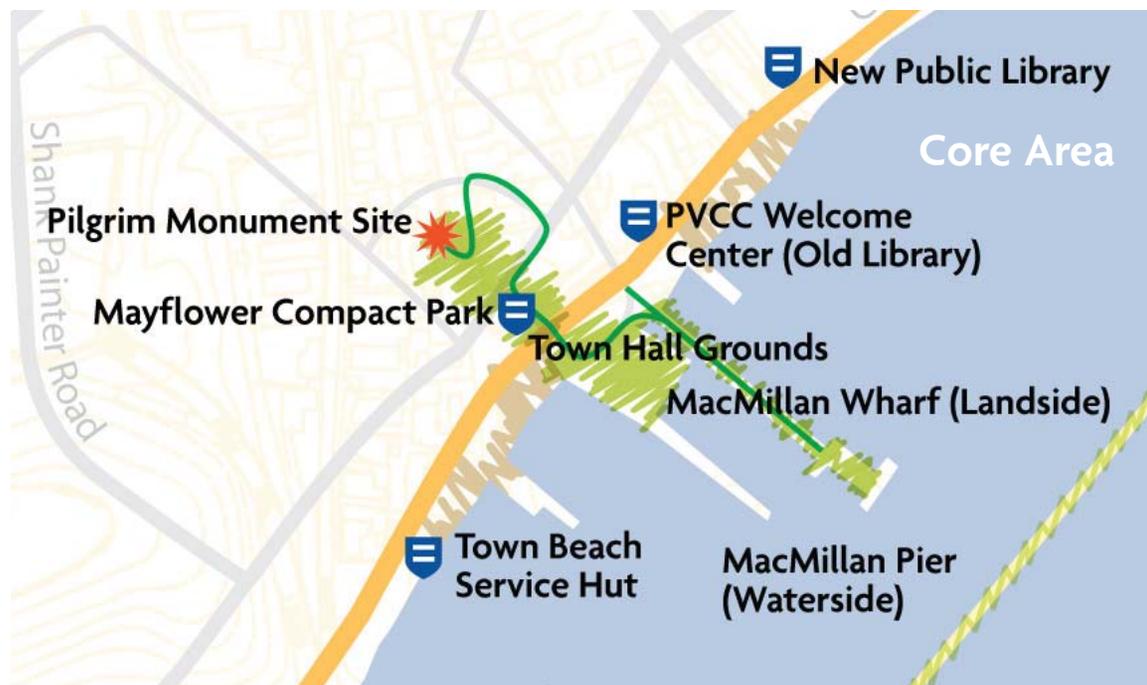
Dune-Town-Water: The Core Area

The area in the experience of town, encompassing the Town Center and running north up the dune to the Monument and south to MacMillan Pier and the harbor beyond, east along Commercial Street, to the new library and west to the quaint cedar-sided firehouse, provides an ideal base from which to introduce the visitor to all of Provincetown's cultural depth and diversity.

The Monument, which rises high above the town, is an ideal place to begin the cultural tour of Provincetown. The museum, the grounds and the monument, taken together, offer a dramatic and substantive overview of all that the town has to offer.

The monument's existing connection to the town is tenuous, with poor pedestrian access, and wayfinding. One old idea worth reconsideration is a dedicated pathway to the top of the dune. Interpretive signs could encourage people to take this route by highlighting major events of the Pilgrim's brief layover in this area before they moved on to Plymouth.

Bas Relief Park, the Town Hall grounds and Commercial Street in front of Town Hall provides interpretive and activity/event venues.



Joint Use of MacMillan Pier as Parking and Cultural Activities Venue



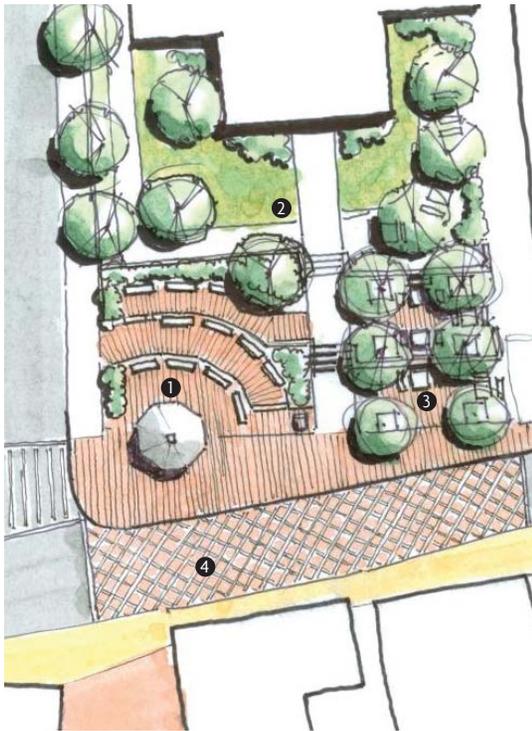
Ryder street provides ready access to MacMillan Wharf, located at the edge of the harbor. This large public open space can become much more than a public parking lot. It should be seen as a multi-purpose Town Common. There are many good examples found in Europe, one of the best being in Vevey, Switzerland, where a large plaza facing Lake Geneva is highly programmed for market days, art exhibitions and events, and in the off time provides close-in public parking for the city experience. As in Vevey, the perimeter could be lined with permanent activity, (the carousel, ice cream vendors, souvenir stands, comfort services, etc), while the vast experience is open for events and parking.

The piers, the harbor and the breakwater beyond offer a special opportunity to tie Provincetown's story to the sea around her. The setting is unique, The stories are compelling and relevant. As with the Monument setting, digital media can provide unique experience both during daylight and at night.

Back out on Commercial Street, a couple of blocks west, one comes upon the former fire station with a direct access to the beach via an abutting town Landing. By making this a 'West End' contact station, sites, restaurants, shops and other activities further out Commercial Street could be emphasized as places not to be missed. The station could also provide comfort services (restrooms, outdoor shower, basket rental, etc) to visitors who want to enjoy time on the Town Beach, a much neglected amenity.

New Library Front Yard

1. Outdoor performance area
2. Digital Pylon Site
3. Wifi park
4. Street plaza



The area in front of the New Library can become an outdoor multi-purpose cultural venue.

Moving east along Commercial Street, Lopes Square is a very central meeting point and a logical place to concentrate core wayfinding information in particular.

A few steps further west lies the former town library, which is slated to house the Provincetown history research experience on its upper floors. The ground floor and front patio could become a cultural experience welcome house, a multi-purpose facility, with uses that include visitor orientation, 'Provincetown Pass' sales, reservation services, rest rooms, day lockers, as well as drop-in wifi, printing and reproduction services for extended stay visitors. One corner of the facility could be designed to accommodate young computer artists, with their finished products sent to a large format digital wall, strategically visible within the center and to the freestanding digital pylons positioned around the town. The cultural center administration and management offices could be housed here.



Two blocks further west, the new library and its grounds provide an ideal location for a variety of the town's cultural organizations to display their wares to the passing public. There, on library grounds, the creation of an outdoor stage, potentially complete with stepped seating, creates a venue for Theatre previews, Work Experience readings and other approved professional and amateur performances. A wifi park with electrical plug-in stations under a dense tree canopy allow all manner of internet activity. The library itself, with its scaled replica of the famous fishing trawler, Rose Dorthea, is an important destination.

Like the firehouse on East End, this site becomes the springboard to important cultural facilities further out, including PAAM (Provincetown Arts Association Museum), the Provincetown Fine Arts Work Center and the Provincetown Theater.

Don't forget the Beach!

Provincetown is missing one of its streets. Front Street originally ran parallel, north of Commercial, along the beach. It served the scores of wharfs and piers supporting the important fishing industries. They are gone, but now there is a beach, Well spaced Public Landings provide convenient access not only to sand, sun and water, but also to the stories of those glory days. These landings should be part of the Provincetown experience. In the process they can reconnect Commercial Street to beach and water.

In conclusion...

This urban design framework is intended to provide a physical context within which the Town can explore ways that the cultural resources of Provincetown can become more integrated with one another within the existing town fabric and ultimately made more accessible to the visitor. Such a context plan also provides a clearer idea of how and where media might be used in the initial phases. From this, decision makers can better judge the potential impact and benefit from such a Provincetown Cultural Experience initiative, pick and chose preferred elements and decide how extensive it should be.



Looking toward Provincetown Experience



Whaler's Wharf connects Commercial Street to the Beach



Town Beach: A neglected resource

Appendix 1: Community Charrette

A public charrette, held November 28, 2006 at the Provincetown Fine Arts Work Center, was designed to present ideas generated to date by the ICON team and various interested parties in Provincetown, and to solicit ideas and comment from the attendees regarding the establishment of a Provincetown virtual cultural center.

Ideas generated to date were presented as a list, organized by categories as follows:

- 1) Overall Goals and Objectives
- 2) Potential Streetscape Improvements
- 3) Potential Digital Media components
- 4) Urban Design and Implementation Ideas

The audience was asked to score each item in the list on a scale of 1-10 as a very rudimentary way to gain a sense of direction that the study should take and to determine whether any particular ideas were rated particularly low or high. Following the initial presentation, attendees (roughly 50 people) were organized randomly into 'Break out' groups to develop new ideas and to expand the thinking regarding both the ideas generated to date and the idea of a virtual cultural center as a worthwhile direction for Provincetown to pursue.

Major conclusions drawn by the team from this exercise include:

- 1) Forget not that Provincetown is the cultural experience. It should reinforce its image and its heritage as an 'out of mainstream' and 'fun' place to be.
- 2) The overall goal statement, based on economic development and quality of life, is good. Major efforts should concentrate on wayfinding, telling the town's stories and encouraging an interactive and participatory process. Less important is to try to 'Brand' Provincetown as a place where Digital Media and interaction is a defining attribute of the town. There was however, a desire on the part of some to encourage 'avant-garde' events, and installations.
- 3) The study should remember that an important catalyst for this work is the upcoming streetscape improvements along Commercial Street, which includes not only digital, but traditional (paving, planting, benches, lighting, trash receptacles, better signage) components, which meet the needs of all who come here. Street tree planting was very popular.
- 4) It is recognized that the streetscape is a place that can convey culturally focused messages in the street treatments, treatments which go well beyond generic curbs and asphalt, and that would be unique to Provincetown. These will complement and help tell the story of Provincetown, not just of the past, also of the present- noting that Provincetown is a living place that is still producing culture, inventing culture, and not just a tomb of culture.
- 5) To convey this mood, we should also use some forms of communication that are up to date and responsive to people of all ages. An important reason for a digital focus is to attract a younger audience who can feel that this is a place moving forward, coming up and not passé, as well as to create a better experience of being there. Again, this must be done in such a way that fits in, is useful to the digital and non-digital user, and does not overwhelm the delicate balance of Commercial Street or the groups that are vying for legitimacy in the town.
- 6) The 'Town-as-Cultural-Experience' should be unobtrusive, (though not invisible). It should reinforce, magnify, clarify, enhance, connect the good things they already have, with an initial focus on use of the cell phone, along with PC and PDA, and all accessible through a strong, reliable and informative wifi system in the downtown.

7) With regard to other ideas for experiencing and communicating culture, while some of the listed components ranked higher than others, no specific component ranked so low as to warrant no further consideration, but rather should be rethought regarding naming, describing, design, content, quantity and location.

8) There is a strong desire to use the cultural center concept to make the Provincetown experience easier to maneuver, with strong connections among cultural venues; from Commercial Street to the beach; and particularly in the Central Area, from the Monument to the end of MacMillan Pier. These connections should be physical, with a system of wayfinding and storytelling interactions along the way.

9) Along these lines, there was a desire for a physical focus area for the cultural center, which might include one or more outdoor venues for special events and activities. These should be out of the main traffic corridor of Commercial Street and should reinforce the central area

10) The concept can be a planning framework, incorporating the potential reuse of existing or surplus town facilities as 'contact/service centers'; future satellite parking/jitney service, and informing the location of the transportation terminal. Even though these aspects may lie outside the strict bounds of cultural components, it is agreed that these should be included in the study because they can inform the process and may become part of possible implementation strategies.

11) There was much discussion about the need for coordination and implementation of ideas- and that perhaps it should begin as a series of individual, but complimentary projects that might eventually find enough critical mass as to warrant a management organization of its own. Some people felt that the town was not the best entity to do this, however, recognizing that the town must be heavily involved since it will implement the streetscape improvements that will incorporate the first elements of the cultural center.

12) One idea that resonated with the group was that this concept could be built in layers, specific project by specific project, implemented by different groups in a coordinated fashion that is yet to be determined.

13) Initial Projects should focus on streetscape components, including the wifi network and other ways of conveying the story and messages through components that would be a part of that streetscape effort. While wifi was strongly supported, it is understood that effort is required to make full use of it and so other (more traditional) media avenues need to be explored further.

14) The next phase of work should begin with a review of the economic goals of the Adams Grant, which include a strategy or set of interventions that extend the season, make Provincetown's 'scene' sustainable year round, broaden the tourist base and assist ongoing local efforts, including both cultural institutions (Museums/Theater/Work Center/Dining/Entertainment industry) and special events (Carnival/ Festivals/etc.)

The team has made this synthesis of initial conclusions based on our interpretation of the input from Charrette #1: the rankings of the initial ideas presented, the work of the breakout groups and the follow-up summary discussions.

Appendix 2:

Streetscape Costs by Street Segment

5-Feb-07 **Core Area 'A'**

Item Number	Item Description	Quantity	Unit	Unit Price	Item Total
1	Pulverize Bituminous Concrete Roadway	17311	SY	\$0.75	\$12,983.25
2	Demo. 60% of Brick Walks	1080	TONS	34.00	36,720.00
3	Demo. 60% of Conc. Walks	891	TONS	34.00	30,294.00
4	Excavation & Removal of excess material	2085	CY	30.00	62,550.00
5	Fine Grade	21750	SY	1.00	21,750.00
6	MH & CB Adjust to grade	204	EA	250.00	51,000.00
7	Adjust Water Gate Caps	108	EA	75.00	8,100.00
8	Drainage Improvements				
	Drainage Structure	5	EA	5,000.00	25,000.00
	12" Pipe Installed	300	LF	30.00	9,000.00
9	Remove and Reset Curb (assume 60%)	4050	LF	30.00	121,500.00
10	HC Curb Cuts - 2 per intersection	50	EA	600.00	30,000.00
11	Brick Walks	1800	SY	108.00	194,400.00
12	Conc. Walks - 6" thick (av. 5' wide)	3750	SY	72.00	270,000.00
13	Bit. Conc Roadway Surfacing	15000	SY	65.00	975,000.00
14	Acorn Lights @ Town Hall				
	Light fixture	6	EA	3,000.00	18,000.00
	Concrete Base	6	EA	900.00	5,400.00
	Pull Box	5	EA	300.00	1,500.00
	Control Cabinet and meter	1	EA	3,500.00	3,500.00
	Tie into Existing Power on Pole	1	EA	2,500.00	2,500.00
	Conduit with Wires	300	LF	4.00	1,200.00
15	Street Trees (3.5" - 4" Caliper)	10	EA	800.00	8,000.00
16	Trash Receptacles	5	EA	800.00	4,000.00
17	Tree Grates	8	EA	800.00	6,400.00
18	Bench	12	EA	1,200.00	14,400.00
19	Mobilization	1	LS	40,000.00	40,000.00
20	Police Details (2 officers @\$40/hr)	480.00	HR	40.00	19,200.00
Subtotal				\$	1,972,397.25

5-Feb-07 **East End**

Item Number	Item Description	Quantity	Unit	Unit Price	Item Total
1	Pulverize Bituminous Concrete Roadway	6772	SY	\$0.75	\$5,079.00
2	Demo. 50% of Brick Walks	63	TONS	34.00	2,142.00
	(Assumes only 60% of length currently paved)				
	Remove and Reset Curb (assume 30%)	1050	LF	30.00	31,500.00
3	Excavation & Removal of excess material	1054	CY	30.00	31,620.00
5	Fine Grade	7583	SY	1.00	7,583.00
6	MH & CB Adjust to grade	35	EA	250.00	8,750.00
7	Adjust Water Gate Caps	108	EA	75.00	8,100.00
8	Drainage Improvements				
	Drainage Structure	2	EA	5,000.00	10,000.00
	12" Pipe Installed	200	LF	30.00	6,000.00
9	Remove and Reset Curb (assume 30%)	1050	LF	30.00	31,500.00
10	HC Curb Cuts - 2 per intersection	16	EA	600.00	9,600.00
11	Brick Walks 70%	816	SY	108.00	88,128.00
	Concrete Curb - flush	3500	LF	18.00	63,000.00
	Granite Curb - 6" reveal (40%)	1400	LF	30.00	42,000.00
12	Bit. Conc Roadway Surfacing	6417	SY	65.00	417,105.00
13	Street Trees (3.5" - 4" Caliper)	20	EA	800.00	16,000.00
14	Shrub replacement allowance	8000	LS	1.00	8,000.00
15	Mobilization	1	LS	30,000.00	30,000.00
16	Police Details (2 officers @\$40/hr)	40	HR	300.00	12,000.00
Subtotal				\$	828,107.00

5-Feb-07 **West End**

Item Number	Item Description	Quantity	Unit	Unit Price	Item Total
1	Pulverize Bituminous Concrete Roadway	6039	SY	\$0.75	\$4,529.25
2	Excavation & Removal of excess material	780	CY	30.00	23,400.00
3	Demo. Misc. trees, shrubs etc.	1	LS	15,000.00	
4	Fine Grade	6717	SY	1.00	6,717.00
5	MH & CB Adjust to grade	62	EA	250.00	15,500.00
6	Adjust Water Gate Caps	78	EA	75.00	5,850.00
7	Drainage Improvements				
	Drainage Structure	2	EA	5,000.00	10,000.00
	12" Pipe Installed	120	LF	30.00	3,600.00
8	HC Curb Cuts - 2 per intersection	50	EA	600.00	30,000.00
9	Concrete Curb - flush	3100	LF	18.00	55,800.00
	Concrete Curb - 6" reveal	3100	LF	18.00	55,800.00
10	Bit. Conc Roadway and sidewalk Surface	7750	SY	65.00	503,750.00
11	Street Trees (3.5" - 4" Caliper)	18	EA	800.00	14,400.00
12	Shrubs replacement allowance	1	LS	20,000.00	20,000.00
13	Mobilization	1	LS	30,000.00	30,000.00
14	Police Details (2 officers @\$40/hr)	40	HR	300.00	12,000.00
	Subtotal			\$	791,346.25
	Basic Streetscape Total			\$	3,591,850.50
Add	Design		7%	\$	251,429.54
	Cost Escalation and Contingency		20%	\$	718,370.10
	Grand Total Street Improvements			\$	4,561,650.14