

GOALS & PRIORITIES

CORE VALUES

FAMILY // SAFE CITY // FAITH // EDUCATION // SENSE OF COMMUNITY // BUSINESS & ECONOMIC VITALITY // RESPONSIBLE GOVERNMENT // HEALTHY // INVITING ENVIRONMENT

CORE VALUES WERE LISTED IN PROVO'S VISION 2030

BASED ON THE 2016 CITY COUNCIL GOALS,
THE COUNCIL HAS SET THE FOLLOWING NINE PRIORITIES TO BE ADDRESSED THIS YEAR:

ZONING COMPLIANCE
INCREASE ZONING COMPLIANCE

DEVELOPMENT APPROVAL PROCESS
IMPROVE THE DEVELOPMENT APPROVAL PROCESS

GENERAL PLAN UPDATE
UPDATE THE GENERAL PLAN

ECONOMIC DEVELOPMENT
SUPPORT ECONOMIC DEVELOPMENT

HOUSING
STRUCTURE BUDGET TO REFLECT CITY GOALS

BUDGET TO PRIORITIES
ENCOURAGE A HEALTHY MIX OF HOUSING

STRUCTURED POLICY
IMPROVE CLARITY AND ACCESS TO CITY POLICY

WEST SIDE DEVELOPMENT
PLAN FOR WEST-SIDE DEVELOPMENT

PUBLIC ENGAGEMENT
ENCOURAGE PUBLIC ENGAGEMENT

2016 GOALS

VIBRANT COMMUNITY // THRIVING COMMERCE
HEALTHY ENVIRONMENT // RESPONSIBLE GOVERNMENT

ZONING COMPLIANCE

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PRIORITY

INCREASE ZONING COMPLIANCE

RELATIONSHIP TO CORE VALUES AND GOALS

Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.

DESIRED OUTCOMES

- » Reduced negative impacts from zoning non-compliance. (e.g. fewer areas with parking problems)
- » Viable and stable areas for family housing, where people live for generations
- » Closing of loopholes that allow non-compliance
- » Resident satisfaction with zoning ordinances and enforcement
- » Improved physical environment
- » Enforcement that responds effectively to complaints in a timely manner
- » Community that respects the rule of law
- » Achieve the outcomes articulated in Vision 2030 Goals 1.6, 5.3
- » More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- » Zoning which better reflects the wishes of the market
- » Residents and businesses are confident to invest time and money in Provo
- » Removal of financial incentives to ignore zoning regulations

PERFORMANCE INDICATORS

- » Decreased zoning complaints (but not because people have given up)
- » Reduced time to resolve complaints
- » Improved resident and business satisfaction with zoning Increased resident satisfaction on issues caused by zoning non-conformance (e.g. on-street parking congestion)

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HEALTHY ENVIRONMENT // RESPONSIBLE GOVERNMENT

DEVELOPMENT APPROVAL PROCESS

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PRIORITY

IMPROVE THE DEVELOPMENT APPROVAL PROCESS

RELATIONSHIP TO CORE VALUES AND GOALS

The built environment of our city affects the way residents and visitors interact. It affects the vibrancy of the community, provides the housing options for families, and impacts our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo depends on developers to create and evolve our built environment. An efficient and effective development approval process can attract high quality developments and partners in achieving our vision as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.

DESIRED OUTCOMES

- » A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals, and is robust enough to differentiate between both types
- » A process which encourages citizen involvement
- » A process which is predictable for developers, residents, and staff
- » A process which only asks of developers what is pertinent to evaluate the proposal
- » A pre-Council process which the Council has confidence in

PERFORMANCE INDICATORS

- » Reduced time to decision
- » Reduced Council decisions conflicting with Staff and/or Commission opinions
- » Reduced resident and developer frustration
- » Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway)
- » Increased commercial property taxes and sales taxes

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HEALTHY ENVIRONMENT // RESPONSIBLE GOVERNMENT

GENERAL PLAN UPDATE

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PRIORITY

UPDATE THE GENERAL PLAN

RELATIONSHIP TO CORE VALUES AND GOALS

The General Plan is a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of the City. It seeks to coordinate all the interrelated systems of the City and all properties within the City and acts as a guide, establishing policies and procedures for growth, development, conservation, and location of various land use activities. Policies are based on an analysis of the population being served, the physical conditions of the land, the adequacy of public facilities, and the compatibility of land use. City Code calls for the General Plan to be updated every five years, and this update is now a year overdue.

DESIRED OUTCOMES

- » A Plan for how Provo will accommodate population growth
- » Better alignment and distinction between the General Plan and Vision 2030
- » A General Plan that supports and directs the other codified City plans
- » A section containing implementation steps that will be tracked
- » A Plan which is cognizant of budgetary realities
- » A Plan which has buy-in from public

PERFORMANCE INDICATORS

- » Public Satisfaction with the General Plan
- » The level of public involvement in the process
- » The enhancement of adequate housing supply
- » Business growth

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ECONOMIC DEVELOPMENT

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PRIORITY

SUPPORT ECONOMIC DEVELOPMENT

RELATIONSHIP TO CORE VALUES AND GOALS

A strong economy provides stable jobs which support families, the community, and provide opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.

DESIRED OUTCOMES

- » Stable jobs
- » Suitable retail where our residents want to shop in order to retain our own sales tax dollars
- » Broader retail offerings, including a rejuvenated Mall, and a vibrant downtownHealthy supply of job offerings to a wide spectrum of social classes
- » A variety ofattractive retail centers around the City with their own sense of place
- » Commercial and retail development that respects the history of the area in which it is located
- » Achieve the outcomes articulated in Vision 2030 Goals 2.4, 2.5, 3.4, 4.4, 5.2, 5.4, 9.1, 9.2, 9.3, 9.4, 9.6, 9.7

PERFORMANCE INDICATORS

- » Ability to buy a soccer ball within the City limits
- » More foot traffic/vibrancy in retail/commercial areas
- » Increased tax revenues from commercial property tax andsales tax
- » Improved occupancy of retail space
- » Resident Satisfaction Survey Retail leakage study

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BUDGET TO PRIORITIES

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PRIORITY

STRUCTURE BUDGET TO REFLECT CITY GOALS

RELATIONSHIP TO CORE VALUES AND GOALS

A responsible government should be transparent and accessible by citizens while creating and maintaining balanced and sustainable financial plans and budgets. These financial plans and budgets should keep taxes and utility fees fair and competitive while still maintaining quality services and cost-effective management of infrastructure. Priority-based budgeting is a way for local governments to spend within their means by continuously focusing money on programs which achieve results that are most relevant to their communities. Approved budget should clearly support the long-term City Goals.

DESIRED OUTCOMES

» **STRUCTURALLY BALANCED BUDGET INITIATIVE**

While ensuring that annual budgets are balanced, strive also to balance projected long-term revenues and expenditures.

» **GENERAL FUND CAPITAL MAINTENANCE FUNDING**

The City should define an appropriate level of capital maintenance funding for all city facilities.

» **FRAMEWORK FOR FEE STRUCTURE AND EVALUATION OF FEES**

To the extent feasible, the City should strive to have each service paid for by the beneficiaries of the service.

PERFORMANCE INDICATORS

» Budget updates and interim reports that include actual FTEs, expenditures, and updated information on contributions to City Goals.

» Provo 360 implementation that it is capable of producing the necessary reports

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HOUSING

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PRIORITY

ENCOURAGE A HEALTHY MIX OF HOUSING

RELATIONSHIP TO CORE VALUES AND GOALS

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety.

DESIRED OUTCOMES

- » Sufficient housing for people desiring to live in Provo in the housing type they desire.
- » Ability for residents to stay in the area they want to live, even as their housing needs change.
- » A mixture of housing types throughout the community, while respecting the unique character of the various areas of the City
- » Reduced pressure on single family housing to be used as short-term housing
- » More affordable family housingAppropriate distribution/balance of housing types within neighborhoods, citywide, and regionally
- » Life-cycle housing within neighborhoods
- » Workforce housing, jobs housing balance
- » Unfilled housing markets (post-college single housing equation, possibly others)The increasing or decreasing affordable housing options within the communityAchieve the outcomes articulated by the General Plan and in Vision 2030 Goals 1.5, 2.1, 2.3, 5.3

PERFORMANCE INDICATORS

- » Increased average tenure of Provo residents
- » Diversification of household income within neighborhoods
- » Increased number of family households in neighborhoods originally built for family-occupancy
- » Reduced student turnover at local elementary schools.
- » Healthier mix of long and short term residents citywide and countywide
- » More affordable housing options
- » Demographic maps showing a better dispersal of housing types
- » Resident satisfaction survey.
- » Increase in the range of affordable housing options for all income groups

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STRUCTURED POLICY

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PRIORITY

CLEARLY DEFINE CITY POLICY AND WHERE IT IS FOUND

RELATIONSHIP TO CORE VALUES AND GOALS

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it in effect? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.

DESIRED OUTCOMES

- » Clear understanding of policy instruments, including terminology
- » Clearly defined locations of City policy
- » Clear understanding of what policies are still active
- » Sensible structure to City Policy
- » Clean up of City Code

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WEST SIDE DEVELOPMENT

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PLAN FOR WEST SIDE DEVELOPMENT

RELATIONSHIP TO CORE VALUES AND GOALS

The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo. A master plan needs to be developed for Provo's west side that will ensure that growth will occur in an organized, thoughtful way with a well-balanced mix of housing and business. Proper development of the west side will allow for a vibrant and sustainable area which provides a high quality of life for current and future residents.

DESIRED OUTCOMES

- » A well-balanced mix of housing and business
- » Walkable neighborhoods
- » A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- » Connectivity
- » Establish clear policy related to green space, agriculture, and parks

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PRIORITY

ENCOURAGE PUBLIC ENGAGEMENT WITH THE COUNCIL

RELATIONSHIP TO CORE VALUES AND GOALS

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

DESIRED OUTCOMES

- » Improved engagement with students, businesses, HOAs, and landlords
- » Technological tools which make the Council more accessible to Provo citizens
- » Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing

PERFORMANCE INDICATORS

- » Satisfaction surveys among the public as a whole and in specific target groups
- » Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools
- » Reduced response time for inquires and requests for information from the Council

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