



GENERAL PLAN

NOVEMBER 2021

FINAL DRAFT - FOR CONSIDERATION FOR APPROVAL

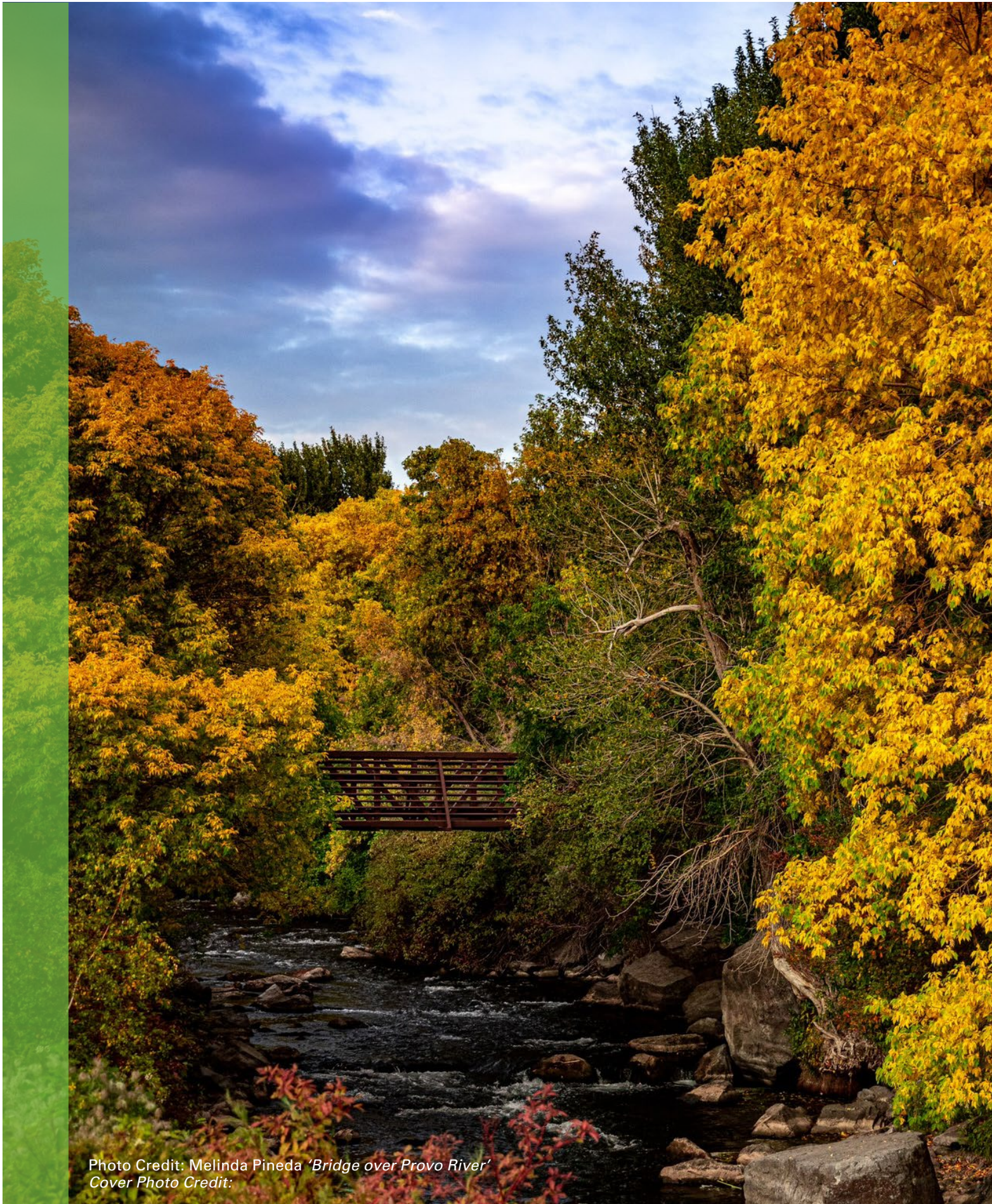


Photo Credit: Melinda Pineda 'Bridge over Provo River'
Cover Photo Credit:



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A Note from the Mayor

I am pleased to present Provo's updated General Plan for adoption. The General Plan is one of the most significant documents an elected official can participate in because it serves as a visionary roadmap for future development.

Most importantly, the General Plan process starts and ends with citizens. Community feedback gathered through focus groups, open houses, surveys, and a dedicated working group is the foundation of a plan reflective of our diverse community. This is a plan by Provo, for Provo.

Provo City has grown and changed since the last General Plan was adopted in 1997. We have much to look forward to with many future growth opportunities, like the new city hall, the regional sports complex, and the continued development of the airport.

We're nationally recognized for setting high city standards including being the safest big city in Utah, one of the top cities to move in the U.S., and most notably, the #1 best performing city in the nation by the Milken Institute.

Provo is known and loved for its unique character and high quality of life. Our community values commit us to growing together, protecting our natural assets and welcoming all. Our goal moving forward is simple one: safeguard Provo's future for generations by remaining focused on the cornerstones of a thriving community.

The Provo Pillars are Welcoming, Safe & Sound, Economically Vibrant, and Forward-Looking. In addition to maintaining excellence in the Pillars, the plan also outlines ways we can all continue to serve, conserve, and preserve Provo. resident has a voice and that our beautiful mountains, rivers, and lake can be enjoyed by future generations

Thank you to Provo City staff and our capable consultants who spent countless hours guiding us through the process and creating a visionary plan for which Provo can be proud. Lastly, I am grateful to our community for their participation and interest in build a Provo that will welcome home generations to come.

Sincerely,

Michelle Kaufusi
Provo City Mayor

1.

Introduction

Our Commitment: We are stewards to one another and in all that we do.



Photo Credit: Justin Nixon
'Mountains and City'



A GENERAL PLAN IS...

- A strategic guide for citywide policy decisions and priorities
- An integration of existing planning work
- A long-range tool for planning, legislation, financing and action
- A reflection of a community's vision and goals
- Inspiration for the future
- A state requirement

A GENERAL PLAN IS NOT...

- A zoning plan
- A set of land use code standards
- A detailed budget
- Specific regulations, requirements or ordinances

INTRODUCTION

What is a general plan?

The Provo General Plan is the guiding document that establishes goals, values, and policies that will shape growth and development within Provo City over the next 20 years.

Provo is one of the fastest growing cities in Utah, which brings change to the community. Yet, the existing General Plan is dated, cumbersome to use and does not reflect the current needs and desires of the community. Without a guiding document, the City is challenged to support economic development to guide future land use and investment decisions.

To guide growth, the City needs a plan that is clear, user-friendly and provides a framework for how to address future goals and priorities. The General Plan must also address elements such as land use, economic development, moderate-income housing, multimodal mobility and transportation, integrated parks, trails, and open space, and the community's history and culture. Community input and feedback is integral to ensure the plan aligns with the priorities and goals of the people of Provo.

Why is it needed?

Utah State Law (Title 10-9a-401) requires municipalities to maintain a current general plan that includes land use and future land use maps, transportation elements, moderate income housing elements, and all public infrastructure investment justification. The Provo City General Plan is consistent with state legislature and encompasses all requirements in subsequent pages.

The current General Plan is over 10 years old and growth projections necessitate an update. Projections anticipate that Provo will continue to grow by about 33.3% by the year 2040, adding approximately 38,800 people to the city's population total. This will have a significant impact on Provo and the General Plan offers a proactive approach to how the City accommodates additional

housing needs, provides jobs and services, addresses transportation impacts and maintains a high quality of life for all residents.

This Plan is a complete document that focuses on implementation strategies to further the vision of the community. The General Plan will serve as a guide to residents, developers, businesses, and visitors for how Provo intends to manage growth and provides a framework for land use zoning requirements and capital improvements. It is the over-arching guide to all policy adoptions.

How to Use this Document

The Provo General Plan includes a vision, goals, strategies and implementation measures that reflect the community's vision. All the required elements are organized by themes. The final chapter includes an action plan, providing relative timing and leadership needed to realize the vision and achieve the goals.

This document includes:

- **Chapter 2. A Welcoming Community** includes equity and public services;
- **Chapter 3. Stewardship of the Outdoors** embraces outdoors, recreation and open space and environmental sustainability;
- **Chapter 4. Growing Together** addresses heritage and cultural resources & development in relation to land use and development;
- **Chapter 5. Livable Provo** addresses economy, employment and housing (including Moderate Income Housing);
- **Chapter 6. Connected and Safe** defines mobility and transportation;
- **Chapter 7. A City that Leads** describes fiscal sustainability and local and regional leadership.

This General Plan serves as a reference tool with written recommendations supported by maps and actions to guide City leaders in making decisions that will impact Provo over the next 20 years.

VISION STATEMENT

A vision is a statement from the community that can positively influence the culture, economy and development in response to change. Provo is home to long time residents, young students, and a new population moving to the region for the access to open space, sense of community and cultural assets of the region. Along with this growth comes a need to address how open space, transportation, infrastructure, sustainability and city services can meet the changing needs of the residents and city. The Provo vision statement establishes a commitment to improving the future of Provo while maintaining its character in the face of rapid growth and change.



Provo is a regional economic center with access to abundant open space, excellent educational opportunities, and a thriving downtown where the local culture is celebrated. We are a welcoming community that supports purposeful development of a broad range of housing types, mixed-use retail, recreation, and employment that invites all residents and visitors—new and established—to call Provo home.

WHAT WE HEARD...

Provo today: What have we learned?

The most important thing we heard in conversations with the community is how access to nature makes Provo a special place to live. In addition, the values in Provo center around a sense of family and community. The top five qualities most important to Provo residents include:

1. Abundant open space and nature
2. Walkable and bikeable connections
3. A high quality of life
4. A thriving university town
5. Local arts and culture scene

Provo tomorrow: Where are we going?

The theme derived from surveys and stakeholder conversations is that the future of Provo should accommodate growth and change while maintaining a quality of life that is in balance with environmental impacts, keeping housing affordable, and not over-stressing roadways. The top five considerations for the future of Provo include:

1. Provide abundant open space and recreational opportunities
2. Address housing affordability
3. Provide for multimodal transportation
4. Plan with diversity and inclusivity in mind
5. Become a leader in sustainability

Photo Credit: Mark Greenwood 'Lake & Kayak'

KEY THEMES

Provo is committed to being a leader within the region for sustainable and inclusive growth, and at the same time preserving what makes Provo such an attractive and desirable place to live. As set forth by the vision, strategies and actions defined in this General Plan, a collective focus on the six themes below will help ensure the highest quality of life for its residents.



A Welcoming Community

OUR COMMITMENT:

We promote a high quality of life and celebrate all people who come to Provo.

1. Strive for equitable distribution of local services that serve all residents and businesses.
2. Create incentives for development in underserved neighborhoods and encourage expansion of public facilities to underserved parts of the City.
3. Increase opportunities for input and representation from all citizens.
4. Maintain the current standard of community facilities.



Stewardship of the Outdoors

OUR COMMITMENT:

We are actively responsible for the future of our recreational and natural lands.

1. Connect the mountains and the lake by restoring waterways, protecting Utah Lake, and expanding the greenway along the Provo River.
2. Conserve open spaces, scenic areas and viable agricultural lands.
3. Develop programs and educational opportunities at parks, open spaces and trails.
4. Increase active and passive parks and recreational amenities.
5. Implement the Provo Conservation and Resiliency Plan to promote best practices for environmental stewardship.



Growing Together

OUR COMMITMENT:

We strive for development that will create places for neighbors, new and old, to become part of our story.

1. Celebrate historical assets and local character.
2. Create cohesive urban design that aligns transit, land use, and open space.
3. Promote sustainable development in alignment with the Conservation and Resilience Plan to ensure a livable community for future generations.

OUR COMMITMENT:

*We are stewards to one another
and in all we do.*



Livable Provo

OUR COMMITMENT:

We strive for a resilient and vibrant economy that supports good jobs and a diversity of housing options for all residents.

1. Allow for different types of housing in neighborhoods. Allow for a mix of home sizes at different price points, including accessory dwelling units (ADUs).
2. Strive for attainable housing for all income levels.
3. Employ innovative approaches to promote local business and create community.
4. Deploy strategic investments to attract new businesses.
5. Encourage growth around Provo Municipal Airport.



Connected and Safe

OUR COMMITMENT:

We promote a multimodal network of streets, trails, and tracks that connect drivers, passengers, walkers, and bicyclists of all ages.

1. Prioritize safe roadways and connected multimodal corridors.
2. Prioritize bicycle and pedestrian networks to connect the city.
3. Prioritize a robust system of local and regional transportation alternatives including rail, bus, biking and walking options.
4. Find the right balance of parking to create a thriving economy.
5. Coordinate with the Conservation and Resiliency Plan to reduce environmental impacts of single occupancy vehicle trips.



A City that Leads

OUR COMMITMENT:

We are leaders in innovative and strategic practices to support the community.

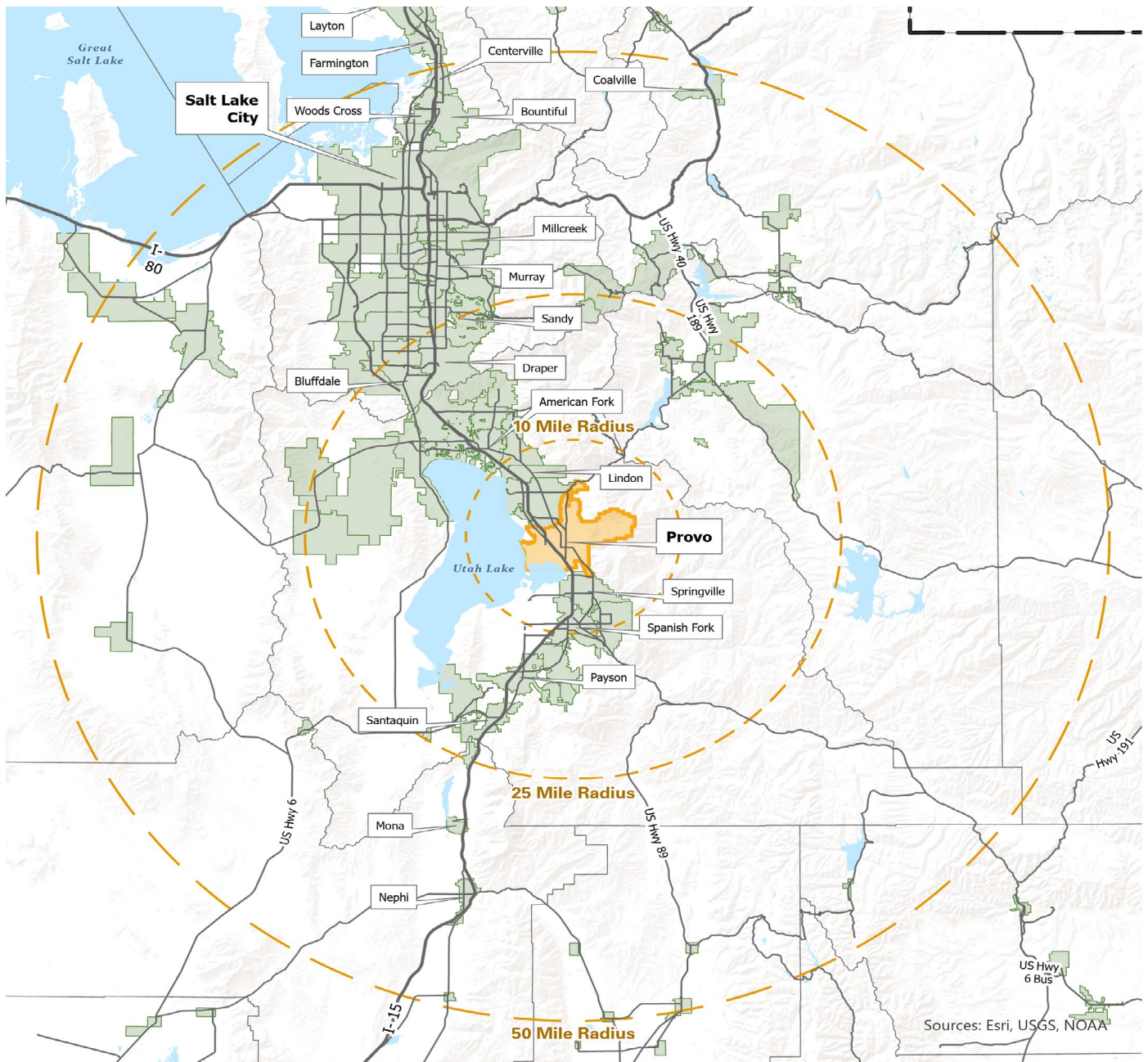
1. Become a leader in sustainable practices and promote regional collaboration.
2. Implement regulatory frameworks that are simple, accessible, and fair at all scales of development.
3. Maintain transparency within the City.
4. Encourage diversification of tax base and revenue streams through efficiency and proactive governance.

PROVO TODAY

Geographic Context

Provo is the third-largest city in Utah. Situated in Utah Valley, south of Salt Lake City, Provo City is bordered by mountains on the east and north and Utah Lake to the west. Interstate 15 intersects Provo running north and south, while highway 189 parallels the Provo River as it enters city boundaries to the north.

With proximity to mountains, canyons, reservoirs, rivers and lakes, Provo boasts abundant recreational opportunities, and its natural spaces and parks draw outdoor enthusiasts of all kinds. In a community survey, 97% of respondents named access to recreation and the outdoors as an important value to the Provo community.



Historical Context

Provo was settled first by the Utes, an Indigenous people of the Great Basin, and later by pioneers. Its name honors Etienne Provost, an early trapper who established a trading post near Utah Lake. Its culture and history have been influenced continuously by the Church of Jesus Christ of Latter-day Saints, whose congregants founded communities throughout the Mountain West. In the mid 1800s, Provo was incorporated as a city and later recognized as the seat of Utah County.

Demographic Context

In 2020, Provo's population was 116,616. Since 2010, the population has grown by 6,400 residents, or 5.8%. The Mountainland Association of Governments projects that Provo's population will reach 155,397 by 2040, an increase of 33%. This growth will impact nearly all city services and sectors, including housing, transportation and employment.

Provo is home to Brigham Young University (BYU), which continues to play a prominent role within the community. Due in part to the large student population and in part to a large youth population, the median age of 23-26 years-old in Provo has remained lower than both the County and State.

An economic engine for the region, Provo's public and private sectors provide ample work opportunities. Provo City is the seat for Utah County's nearly 700,000 residents. Its academic institutions, including BYU in Provo and Utah Valley University (UVU) in the neighboring municipality of Orem, employ thousands, and their graduates attract a wide range of companies to the area. With 95% of residents aged 25 and above holding at least a high school degree, and 45% holding at least one collegiate degree, Provo's highly educated population is a significant asset for emerging tech businesses. Among these homegrown enterprises is Qualtrics, founded in 2002 and acquired in 2019 for \$8 billion.

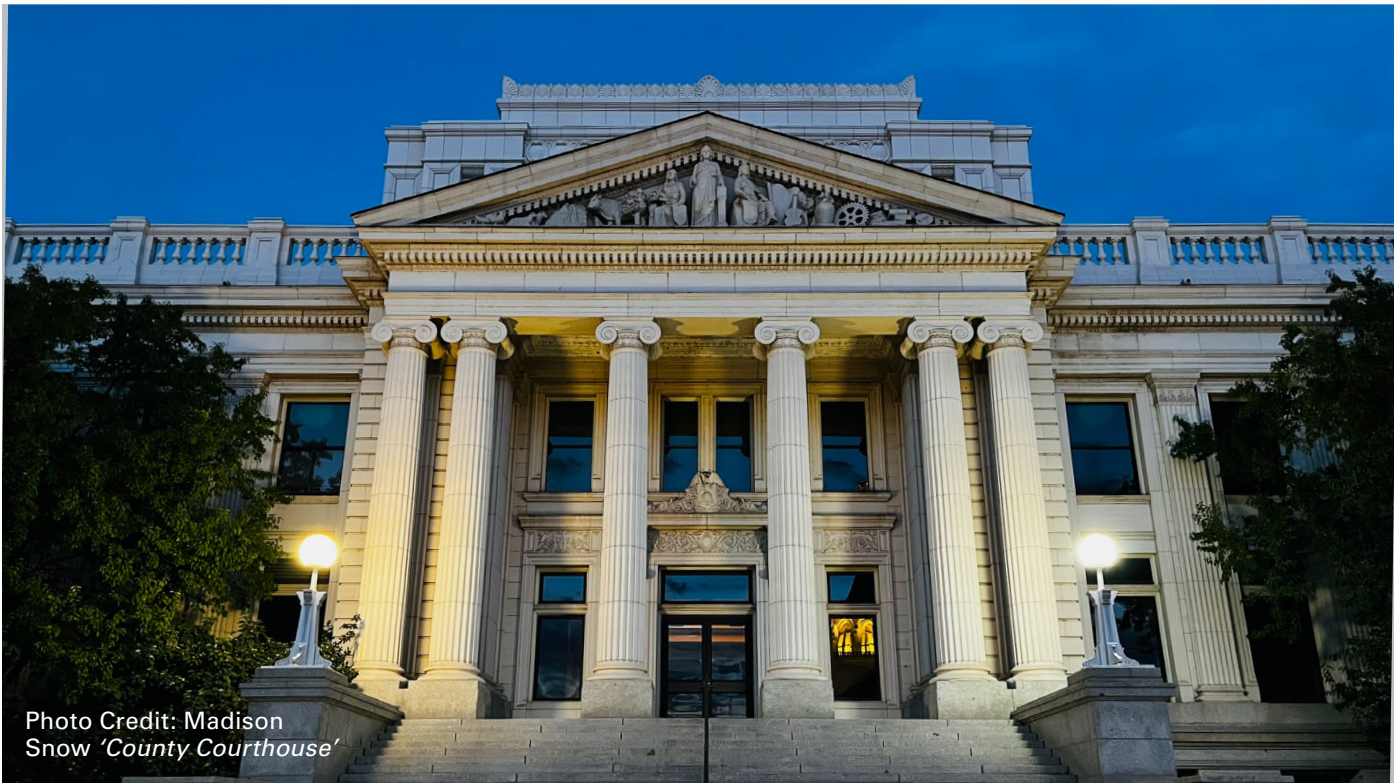


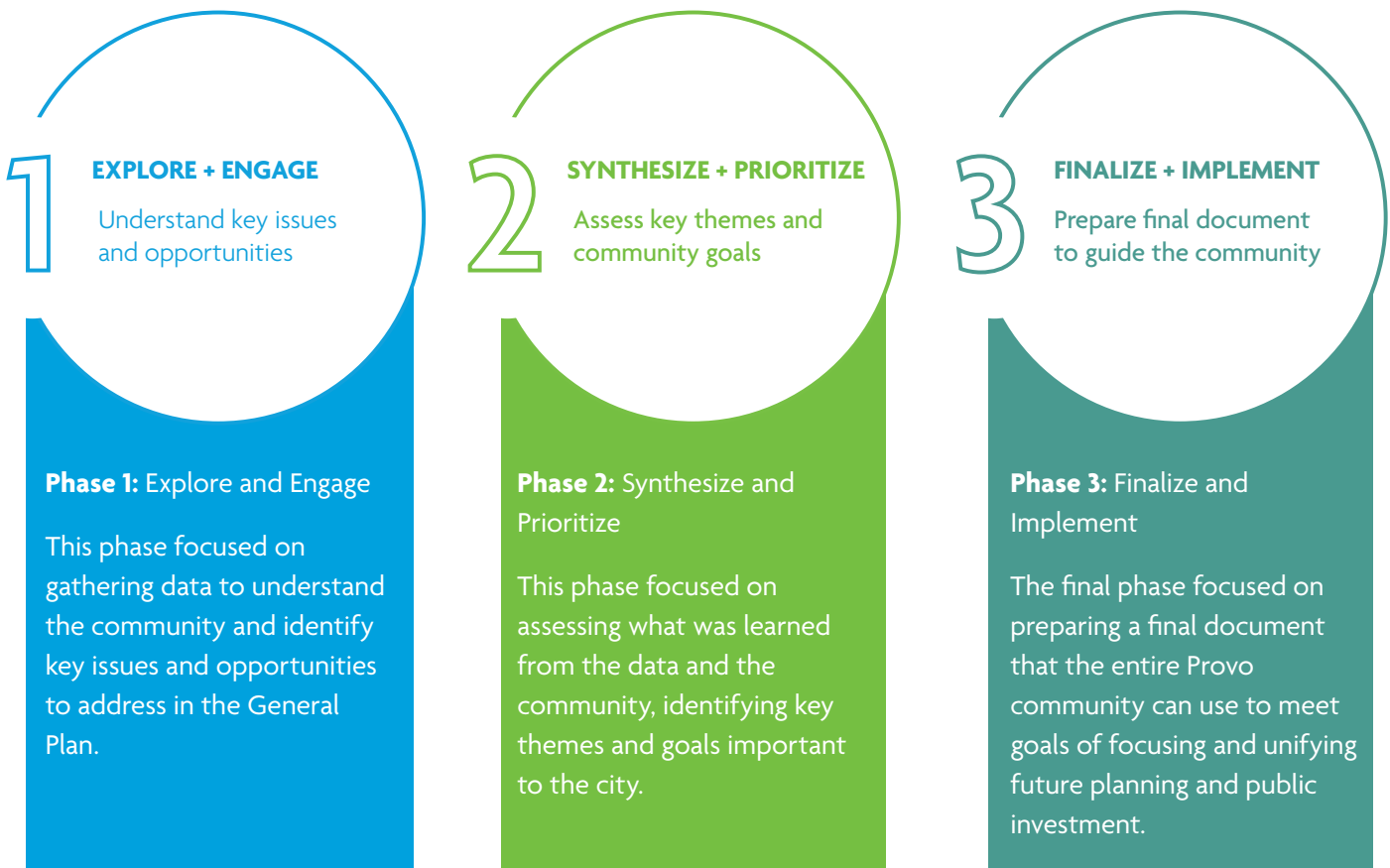
Photo Credit: Madison Snow 'County Courthouse'

PROCESS

The Process

The General Plan Update process is designed to create a plan the community will be proud of for years to come. The process began with on the ground research to develop an extensive understanding of the community’s needs and desires., providing a solid foundation for a successful process and final document.

The outcome of this process addresses key elements such as land use, economic growth, moderate-income housing, multimodal mobility and transportation, integrated parks, trails and open space, and the community’s history and culture. Working closely with the City and residents, the plan process includes exploring, prioritizing and synthesizing the aspirations, goals and desires of community members.



Relationship to other plans

The General Plan is Provo's preeminent planning document. It informs all other plans and policies, including master plans, area plans, and regulatory codes, which offer greater specificity than the General Plan. Together, these plans are complementary and consistent in their purpose.

GENERAL

GENERAL PLAN

Utah state code requires every city and county to create and adopt a general plan (10-9a-401, 17-27a-401). Also called master or comprehensive plans, they guide decision making by describing the community's current and future needs, including housing, land use, and transportation.

Example

- Provo General Plan

MASTER PLANS

Master plans provide specialized and coordinated planning efforts.

Examples

- Transportation Plan
- Conservation and Resiliency Plan
- Parks Master Plan

AREA PLANS

Area Plans are more detailed and specific than both the General and Master Plans. They are generally adopted as an appendix to the General Plan and refine the goals and policies of the General Plan as they relate to a specific area.

Examples

- Downtown Master Plan
- Maeser Neighborhood Plan
- Southeast Neighborhoods Plan

REGULATORY CODES

Regulatory, or zoning, codes list permitted and conditional uses for each zone (i.e., residential, manufacturing, recreational, etc.) and the regulatory standards for development within the different zones.

Example

- Provo City Land Use Code
- Downtown Streetscape Standards
- Provo Subdivision Ordinance

SPECIFIC

COMMUNITY ENGAGEMENT

Community feedback is the foundation of a general plan, setting a guiding vision for how a city grows and changes over time. For Provo, the engagement process allowed residents, City staff and other stakeholders to provide input to create a plan representative of their diverse values.

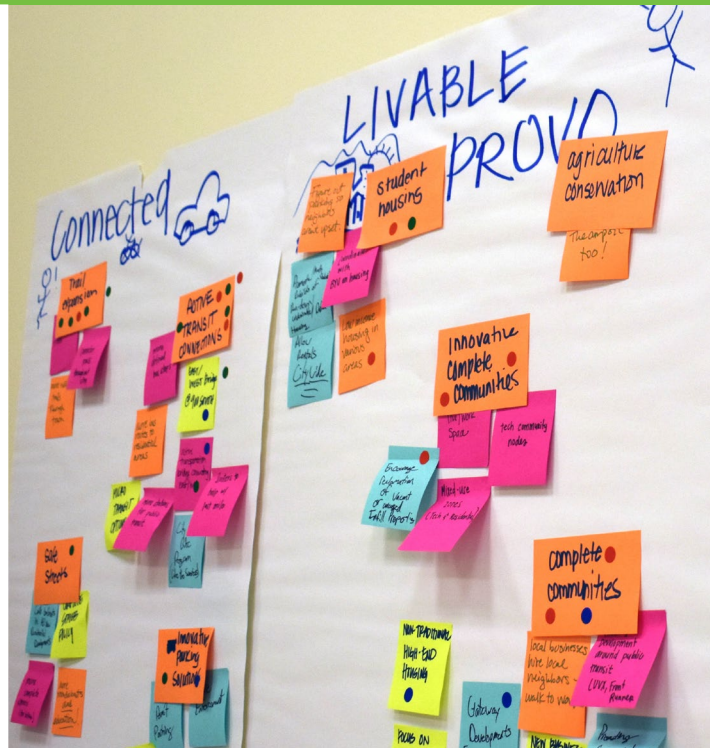
Focus groups, community workshops, online surveys, virtual presentations, and a website—as well as a working group of city and community leaders and volunteers—helped guide the formation of the plan. Virtual open houses were core to the community engagement strategy. Made up of workshops and surveys, these online events not only defined key elements and values, but also gauged the public’s response to planning efforts made to date and shaped the direction of future planning.

Despite the Covid-19 pandemic, which prevented in-person planning efforts, community input was substantial. Some 400 people engaged in the first workshop and survey, and some 1,000 people engaged in the second workshop and survey. A full summary of Community Outreach can be found in Appendix A.





Community feedback was integrated through the General Plan Process. The words and ideas expressed at workshops, stakeholder meetings and through survey comments became the basis for the key themes and drivers of the Provo General Plan.



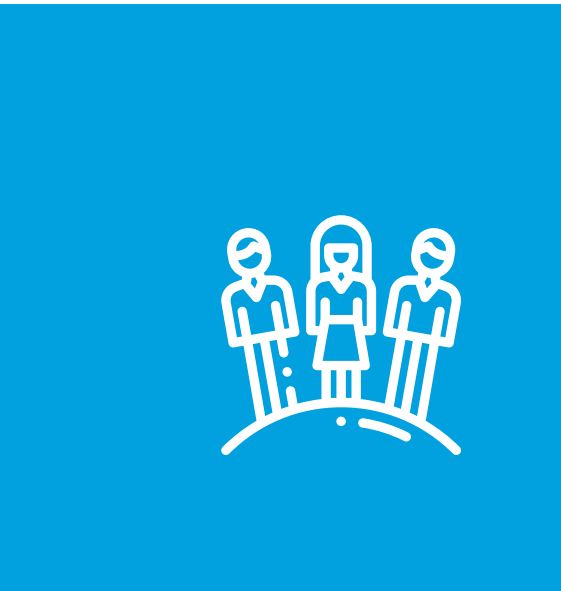
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A Welcoming Community

Our Commitment: We promote a high quality of life and celebrate all people who come to Provo.



Key Elements:
Equity
Public Services



WHAT WE HEARD...

From Community Survey #1:

The top words to include in the Provo Vision include:

- Sustainable
- Safe
- Family
- Inclusive
- Community
- Diverse
- Walkable
- Growth
- Density
- Welcome

From Community Survey #2:

76% of respondents agree that “Welcoming Community” is an important goal for the General Plan.

Top 3 Equity Strategies

1. Promote employment opportunities for all residents
2. An equity, diversity and inclusion committee or strategy
3. Housing available for all income levels

Top 3 Public Services Strategies

1. Prioritize educational opportunities
2. Fiscally sustainable city budgeting and service planning
3. Best practices in water reduction

CONTEXT

In the planning process, participants expressed their desire to make Provo a welcoming place for everyone. In surveys, when asked ‘what makes Provo special’, 25% of comments addressed this topic of belonging. People of all backgrounds are welcome in Provo—students and long-time residents, people of different ethnicities and faiths, people of different ages and every stage of life. While some residents feel that much progress has been made to create inclusive communities, others see an opportunity to continue to remove barriers and to give voice to those who are not yet being heard.

Equity, in the context of the General Plan, is about planning for a future where everyone can call Provo home. This chapter describes the concept of equity as a lens for future decision making to ensure a welcoming community for all.

Fair and equal distribution of services: With growth comes more demand for services and facilities such as roads, parks and schools. The city should strive to maintain current levels of service while increasing access for underserved parts of the city. With an abundance of

young families with children, and a culture that values education, Provo should continue to make good schools, local libraries and higher education programs an asset in the community. Likewise, all residents should have access to a home that is priced to their income level, with fair and adequate access to meet the needs of daily life. This topic will be explored further in Chapter 5, “A Livable Provo.”

Vulnerable and Underserved Populations

Students in Provo are typically younger than other residents, have less time and access to full-time employment, and their needs should be considered. A vulnerable community in and of itself, students can be better integrated into the community and encouraged to stay after graduation, not only as workers but as valued members of society.

Another underrepresented population is that of west Provo, which lacks the same access to services and facilities that central or northern residents have. Efforts should be made to prioritize and expand access to healthy food, libraries and transit in the western part of the city.

Equity means a fair distribution of resources, services and opportunities, as well as impacts and responsibilities, taking into account the different circumstances and capabilities of each resident and neighborhood within Provo.

Equality means each individual or group of people is given the same resources or opportunities.

Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Source: Milken Institute School of Public Health at The George Washington University

Ethnicity: The majority of Provo’s population, 92.1%, identify as White while 4.9% identify as Asian and 2.3% as Pacific Islanders. About 15.7% of Provo’s population identify as Hispanic and/or Latino.¹

Median Household Income: Provo’s median household income (MHI) is currently \$53,864, which is considerably lower than that of the County (\$79,545) and the State (\$75,780). Provo’s median family income (MFI) is \$58,690, which is also lower than the County (\$86,636) and the State (\$86,152).

Area Median Income: The area median income (AMI) is the midpoint of a region’s income distribution. Half of the households in the region earn more, and half earn less. AMI is important because each year the Department of Housing and Urban Development (HUD) calculates the median income for every metropolitan region in the country, and this statistic is used to determine whether families are eligible for certain affordable housing programs. Table 1 illustrates the 2021 incomes levels for the Provo-Orem metropolitan statistical area (MSA) by household size.

¹ American Community Survey, 2019.

Table 1: Area Median Income (AMI) for Provo-Orem Metropolitan Statistical Area (MSA)

INCOME CATEGORY	PERSONS IN HOUSEHOLD							
	1	2	3	4	5	6	7	8
Extremely Low Income (30%)	\$17,600	\$20,100	\$22,600	\$26,500	\$31,040	\$35,580	\$40,120	\$44,660
Very Low Income (50%)	\$29,300	\$33,500	\$37,700	\$41,850	\$45,200	\$48,550	\$51,900	\$55,250
Low Income (80%)	\$46,900	\$53,600	\$60,300	\$66,950	\$72,350	\$77,700	\$83,050	\$88,400
Median Family Income (100%)	\$58,600	\$67,000	\$75,400	\$83,700	\$90,400	\$97,100	\$103,800	\$110,500
Above Median Income (120%)	\$70,320	\$80,400	\$90,480	\$100,440	\$108,480	\$116,520	\$124,560	\$132,600

Table 1: AMI is typically distinguished between three types of households. Households earning less than 80% of the AMI are considered low-income households by HUD. Very low-income households earn less than 50% of the AMI and extremely low-income households earn less than 30% of the AMI. Source: American Community Survey, 2019.



GOALS AND STRATEGIES



A Welcoming Community

The policies and strategies on the next page reflect the vision of the community to address future planning around equitable access to public facilities. Goals revolve around increasing access to city services to create an attractive and welcoming place for people to live and work.



Coordinated Planning Efforts

These goals and strategies are intended to be applied in conjunction with relevant existing and future, including neighborhood plans and area-specific plans, as applicable.

Specific Plans to note as follows:

- Transportation Master Plan (2019)
- Neighborhood Plans, as applicable
- Parks and Recreation Master Plan (2021 Update)

WC 1.

Strive for equitable distribution of local services that serve all residents and businesses.

- a. Expand access to grocery stores, libraries, parks, schools, and social services.
- b. Increase accessibility to all modes of transportation.
- c. Strive for access to all public facilities and services to people of all incomes, colors, ages, and abilities.
- d. Promote development that provides attainable options for housing through housing mix and designing for affordability.

WC 2.

Strive for equitable distribution of local services that serve all residents and businesses.

- a. Increase access to existing City facilities.
- b. Provide fair distribution of services across neighborhoods.
- c. Expand services to West Provo, including a library.

WC 3.

Increase opportunities for input and representation from all residents.

- a. Encourage increased diversity on boards and committees.
- b. Develop an Equity, Diversity and Inclusion Advisory Committee and task a committee with a 'Welcome Home' Strategy and/or Campaign.
- c. Build connections to students and university communities.

WC 4.

Maintain the current standard of facilities to the community.

- a. Continue to designate necessary funding for staffing, maintenance, and programs.

3.

Stewardship of the Outdoors

Our Commitment: We are actively responsible for the future of our recreational and natural lands.



Key Elements:
Conservation and Resiliency
Outdoors, Recreation, and Open Space



WHAT WE HEARD...

From Community Survey #1:

“In terms of recreation, Provo needs...”

Preservation of open space - 19%
Neighborhood parks - 18%
A river trail, bikeable streets, trails - 14%

From Community Survey #2:

“I love that Provo has...”

A river trail system - 32%
A recreation center - 32%
A parks system - 27%

Top 3 conservation and resiliency strategies

1. Conserve open spaces and scenic areas
2. Enhance or restore the Provo River and other waterways
3. Promote environmental stewardship

Top 3 Open space, recreation, and trails strategies

1. Improve walking connections to parks, trails and open space
2. Improve biking connections to parks, trails and open space
3. Increase active and passive recreation areas

Photo credit: Madison Snow 'Park'

CONTEXT

Nestled between the Wasatch Mountains and Utah Lake, Provo has a special natural setting along the I-15 corridor. Natural features include Bridal Veil Falls, Provo River, Utah Lake and the Uintah-Wasatch National Forest as well as national historic landmarks. Timpanogos Peak forms the eastern horizon of Provo. Preservation of open space and future opportunities for parks, trails and recreation amenities are integral to promoting this core community value.

Recreational assets: Provo’s parks, trails and facilities improve quality of life and attract residents and employers alike. Peaks Ice Arena (a 2002 Winter Olympics venue), the Provo Recreation Center, and other indoor facilities provide year-round opportunities for play. There is ample outdoor recreation too. Nearly three-fourths (74%) of residents live with ¼ mile of a park, and about 60% of the city is open lands, from foothills in the east to shorelines in the west. Hiking, biking, climbing, fishing and paddling are everyday pursuits in Provo and its beautiful surroundings.

Environmental assets: The Provo River and Utah Lake are community treasures worth protecting. From cleaning up shorelines and increasing fish and wildlife habitats to restoring Provo River as an active greenway from the lake the mountains, efforts to improve Provo’s waterways will not only enhance the environment but also instill a greater sense of stewardship among Provo residents.

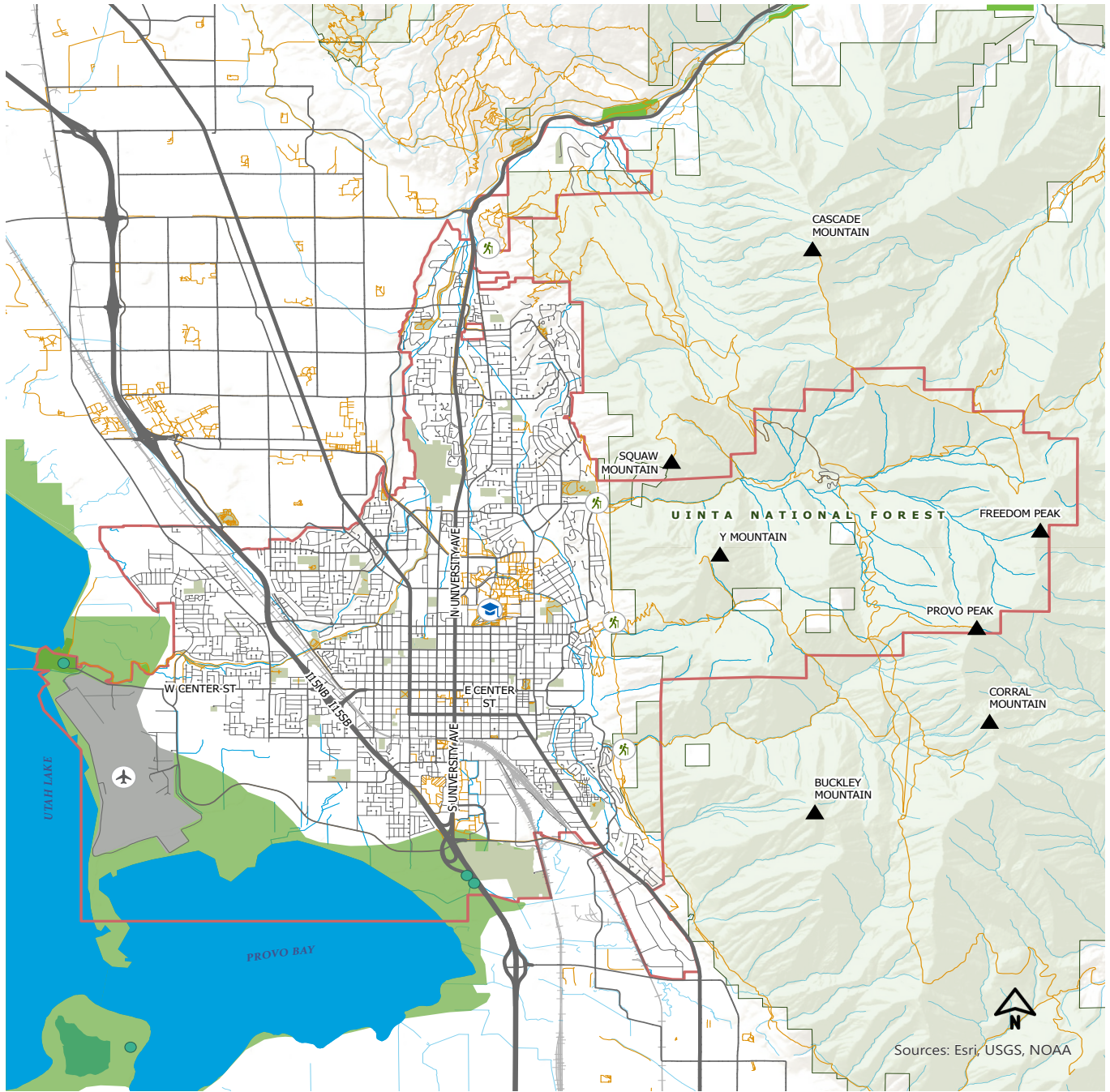
From Community Survey #2:
95% of people agree that “Stewardship of the Outdoors” is an important goal for the General Plan.

The hillsides to the east of Provo provide access to local trails and canyons that should be protected through a hillsides and canyons conservation plan, rather than developed.

Provo also has a strong agricultural history and at one point was nicknamed ‘The Garden City’ with the large number of fruit orchards and gardens. As the city continues to grow, it will take careful consideration to preserve viable agricultural lands.



ON THE MAP: PROVO'S NATURAL ASSETS



Provo, Utah | Parks, Recreation, & Trails

- | | | | |
|----------------------|-------------------|----------------|--------------------------|
| Provo City Boundary | National Forest | Highway | Local |
| Golf Course | Trailheads | Freeway | Service |
| Provo City Park | Trails & Pathways | Ramp | Railroads |
| County Park | Boat Ramps | Major Arterial | Brigham Young University |
| State Park | Mountain Peaks | Collector | Provo Airport |
| State Sovereign Land | Waterbodies | | |

DESIGNWORKSHOP



GOALS AND STRATEGIES



Stewardship of the Outdoors

The policies and strategies on the next page reflect the vision of the community to address future planning around open space, recreation, and environmental sustainability. Goals for the environment focus on the preservation of open spaces, agricultural protection, and activating the riverfront and Utah Lake. Goals around conservation and resiliency focus on clean air, transportation alternatives and stewardship of our shared natural assets.



Photo credit: Betsy Livingston 'Fishing'

Coordinated Planning Efforts

These goals and strategies are intended to be applied in conjunction with relevant existing and future efforts including neighborhood plans and area-specific plans, as applicable.

Specific Plans to note as follows:

- Parks and Recreation Master Plan (2021)
- Utah Lake and Provo River Environmental Considerations
- Conservation and Resiliency Plan (2021)
- Rivers and Lakes Plan (in progress, with funding approved)
- Foothills and Canyons Plan (in progress, with funding approved)
- Neighborhood Plans, as applicable

SO 1.

Connect the lake to the mountains by restoring key areas along Utah Lake and creating a greenway along the Provo River.

- a. Increase opportunities for recreation through development of passive spaces, active design, and educational opportunities.
- b. Restore habitats, stream banks and wetland areas of the Provo Riverfront and Utah Lake.
- c. Ensure bikeable and walkable connections to and along the Lake and River.
- d. Implement green infrastructure and other best management practices to improve water quality.
- e. Explore codes and incentives for redevelopment along waterfront properties.

SO 2.

Conserve open spaces, scenic areas and viable agricultural lands.

- a. Create a strategic plan that includes tools and funding opportunities to conserve, connect, and protect vulnerable lands and open space.
- b. Complete an updated land environmental suitability analysis.
- c. Review open space requirements for all development types and revise based on best practices.

SO 3.

Develop programs and educational opportunities at parks, open spaces and trails.

- a. Increase access and education around local food production.
- b. Add educational signs and programs about Utah Lake's wetlands.
- c. Increase community activities in parks and open spaces.

SO 4.

Increase active and passive parks and recreational amenities.

- a. Improve walking connections to parks, trails and open space
- b. Improve biking connections to parks, trails and open space.
- c. Increase open space amenities such as benches, walks, lighting.
- d. Increase access to neighborhood parks and pocket parks.
- e. Improve access to parks for people of all ages and skills.
- f. Improve safety at parks and greenways through signage, lighting and increased visibility.

SO 5.

Implement the Provo Conservation and Resiliency Plan to promote best practices for environmental stewardship.

- a. Utilize water conservation practices and low water use plants and landscape in Provo Parks.
- b. Encourage waste reduction and recycling in Provo Parks.
- c. Minimize the impacts of light pollution in Provo parks.

4.

Growing Together

Our Commitment: We strive for development that will create places for neighbors, new and old, to become part of our story.



Key Elements:
Heritage and Cultural Resources
Urban Design



WHAT WE HEARD...

From Community Survey #1:

“What is important about Provo’s history that we need to remember and preserve?”

Architecture/Buildings - 30%

Pioneers - 25%

Native Culture - 22%

From Community Survey #2:

68% of people agree that “Sustainable Provo” is an important goal for the General Plan. Based on feedback from the community this element was reframed as “Growing Together” to better address how growth and change can inform the future of Provo.

Top 3 Heritage and Cultural Resources Strategies

1. Celebrate local arts and culture
2. Celebrate the historic downtown
3. Celebrate the university community

Top 3 Development Pattern Strategies

1. Sustainable development (i.e., energy efficient, LEED accredited)
2. Mixed-use development
3. Small scale, infill development

Photo credit: Dana Anquoe
'Mountains'

CONTEXT

A friendly community and a vibrant downtown are two of the things people love about Provo. This theme addresses cultural resources and urban design, which consider how transportation, land use and open space weave together to create great places to live. Careful consideration is given to resource distribution throughout the city, including land use. The Future Land Use Map in the General Plan provides a general recommendation for the future development of various land uses including the location of different residential, retail, and commercial nodes at a regional and local scale. Housing and Employment is further described in Chapter 5 Livable Provo.

The future is walkable: It is important to address locations for increased density and areas for preservation to address a growing demand for housing and maintain the community culture for access to open space and family friendly communities. The community expressed an overall desire for more mixed-use development and a mix of housing types in walkable neighborhoods. A grocery store in west Provo is desired. There is also a desire to see neighborhood-scale retail development that encourages local business, remote working, and walkable neighborhoods.

There is a place for everyone in Provo: An ideal place to live, work and play looks different for people of different backgrounds, ages and interests. In Provo, a mix of housing, transportation modes, and employment opportunities can help retain students after graduation and attract and retain families and businesses. A diversity of people, interests and choices makes communities safe and dynamic and enhances quality of life for all.

Celebrating Provo's history and heritage: The stories of the people of Provo should be celebrated, from its earliest inhabitants to its newest arrivals. Today, these authentic stories live on in the architecture of the city, in its parks, in its streets, in its homes and institutions, and new stories are being created every day. Natural and agricultural landmarks ought to be preserved. Historical and religious sites should be preserved. Adaptive reuse should be employed to give new life to historic buildings.

Planning in Context: In an urban setting, density measures the number of people living in an area of land for a certain type of use. As density increases in Provo, it is important to understand the benefits and trade-offs.

Denser development patterns invite more people to a smaller area, which can help conserve open space, lower infrastructure costs, and improve access to transit, retail,





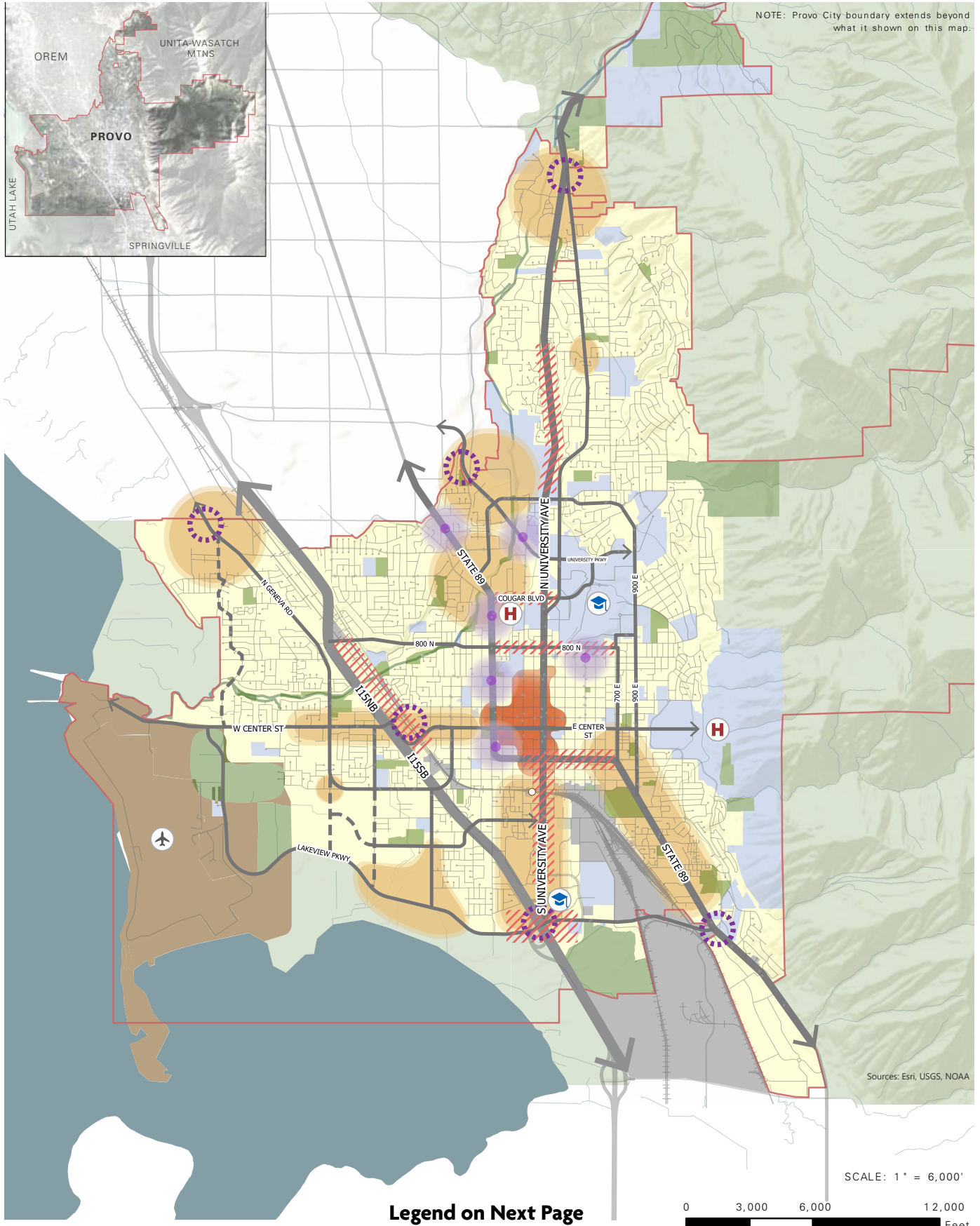
and other services. However, where road networks and land uses are not suited for increased population, denser development patterns can strain resources. Future planning in Provo should encourage higher density along transit lines, in the downtown area, and at intersections of major roadways. A mix of housing types is also encouraged, such as duplexes and triplexes in existing residential neighborhoods.

Land Use and Zoning Regulations

Allowance for Mixed-Use projects: Provo is continuing to develop and adopt new codes that allow increased moderate income development options throughout the city, through allowances for a variety of housing types, including townhomes, cluster developments, and apartments. Provo's code also allows residential uses as mixed-uses with commercial projects in a number of zones, most recently added as an allowance in the Regional Commercial Shopping (SC-3) zone.

Allowances for Accessory Dwelling Units: Provo's zoning code allows accessory dwelling units (ADUs) in select areas of the city. A further allowance was recently approved that now allows for detached accessory units. ADUs should continue to be encouraged throughout the city to increase supply and choice in housing options.

FUTURE LAND USE MAP



LEGEND

-  Provo City Boundary
-  Downtown
-  Residential
-  Parks, Recreation & Open Space
-  Public Facilities
-  Industrial
-  Airport
-  Commercial
-  Mixed-Use
-  Gateway
-  Transit Oriented Development
-  Interstate Highway
-  State Highway
-  Major Arterial
-  Railroads
-  Provo Airport
-  Institutional
-  Hospital

Land Use Designations

The Future Land Use Map is a tool to guide future land use planning. Along with policies set forth in the General Plan, it may strongly influence requests for changes to the zoning of property; however, it is not a zoning map. The rezoning of property is a legislative act that amends the Zoning Map, which is an integral part of Title 14 Zoning of the Provo Municipal Code.

The areas on this map provide guidance for future land uses in Provo. The lines on the map are intended to be general- not specific. Land uses consider a zone of influence where a certain designation may impact other land uses within the area.

The following page outlines the Land Use Designation table. Each land use category on the map is further defined by its purpose (the general intent of the category) and character and uses (the types of land uses appropriate within the category).

LAND USE DESIGNATIONS

Table 2: Land Use Designations

CATEGORY	PURPOSE	CHARACTER AND USES
Downtown	The downtown category consists of a mix of urban uses including office, retail, commercial, facilities, and residential. Vertical uses and pedestrian scale design is encouraged.	Downtown Uses- A mix of uses with a higher intensity of commercial, office and residential. Attractive public realm.
Mixed Use	The mixed use category includes commercial, office and residential uses, and mix of all uses vertically or horizontally is encouraged.	Medium Intensity mixed-use- Consisting of multifamily or attached, office and community or neighborhood scale commercial.
Transit Oriented Development	The transit oriented development (TOD) category includes commercial, office and residential uses developed adjacent to commuter rail, bus rapid transit (BRT) and encouraging pedestrian and bicycle facilities.	High Intensity mixed-use- Consisting of residential, office and community or neighborhood scale commercial. Pedestrian scale design and encouraging alternative transit
Commercial	The commercial land use category is intended to promote areas for both local and regional goods and services as well as job centers. Certain light industrial that offer products may also be appropriate.	<p>Professional Services- Consisting of office uses</p> <p>Regional Commercial- Consisting of larger retail service stores and should be located along major roadways.</p> <p>Community Commercial- Consisting of a cluster of general shopping facilities for basic needs, goods and services.</p> <p>Neighborhood Commercial- Consisting of neighborhood retail at smaller scales and intensities of use.</p>
Residential	Residential land use category is intended to offer a broad mix of housing types across the City. Neighborhoods should be mixed to provide a wide range of housing opportunities.	<p>Residential- High Density- Consisting of all residential uses in low and mid density, as well as condominiums and apartments.</p> <p>Residential- Medium Density- Consisting of single family, duplexes and triplexes as well as multiplexes, cottage courts, small town homes and multifamily units up to 4 stories.</p> <p>Residential- Low Density- Consisting of suburban areas with single family housing and neighborhood scale duplexes and triplexes as appropriate</p> <p>Additional dwelling units should be allowed at all scales of residential use.</p> <p>Low Intensity mixed-use- Consisting of low density multifamily or attached units, small office and live-work spaces, neighborhood 'corner-store' commercial.</p>

Table 2: Land Use Designations

CATEGORY	PURPOSE	CHARACTER AND USES
Facilities	The Facilities land use category is intended for governmental facilities, hospitals and public buildings and operations.	
Parks, Recreation and Open Space	The Parks, Recreation and Open Space land use category includes a variety of regional, community and neighborhood-scale parks, natural lands and agricultural areas with minimal use or activity.	<p>Regional Parks- Large parks consisting of special amenities or attractions, a regional destination</p> <p>Community Parks- Mid size parks consisting of community-based recreation assets such as sports fields and amphitheaters</p> <p>Neighborhood Parks- Small parks with neighborhoods serving local recreation needs such as active play and passive lawns.</p>
Institutional	The Institutional land use category is intended for educational facilities.	
Industrial	The Industrial land use category includes manufacturing, warehousing, processing and other uses for the creation or production of goods.	<p>Light Industrial- Consisting of low impact, clean uses primarily operating in buildings</p> <p>Heavy Industrial- Consisting of higher impact uses with nuisance uses such as heavy machinery, high pollution, trucking or materials storage. These should be kept separate from other uses.</p>
Airport	The airport land use is intended for airport-related activities and future growth including commercial and industrial uses.	<p>Airport Commercial- Consisting of goods and services for airport-related activity such as car rentals, fuel stations, food access and parking.</p> <p>Airport Industrial- Consisting of support services such as maintenance</p>
Gateway	The Gateway land use category is intended for special areas or districts adjacent to primary roadways entering the city and should include a mix of compatible mixed use, commercial, office or light industrial uses.	

GOALS AND STRATEGIES



Growing Together

The policies and strategies on the next page reflect the vision of the community to incorporate historic preservation and urban design into future planning. Strategies address encouraging mixed-use residential, walkability, and attainable housing.



Photo credit: Donovan Kirkpatrick
Kelly Provo City Center Temple

Coordinated Efforts

These goals and strategies are intended to be applied in conjunction with relevant existing and future, including neighborhood plans and area-specific plans, as applicable.

Specific Plans to note as follows:

- Neighborhood Plans
- Title 14 Zoning of the Provo Municipal Code

GT 1.

Celebrate historical assets and local character.

- a. Create a historical designation for the Temple, Library, Academy Square and Courthouse.
- b. Protect, renovate, and energize the historic downtown through design standards.
- c. Celebrate local arts and culture and all the stories of the region through public art, open space and community events.
- d. Coordinate with Provo Arts Council to continue to prioritize public art.

GT 2.

Create cohesive urban design that aligns transit, land use, and open space.

- a. Encourage infill opportunities in downtown, mixed-use and transit oriented developments.
- b. Promote neighborhood scale development in residential areas, including a mix of density such as pocket neighborhoods, missing middle housing and small lot single family.
- c. Encourage regional commercial and jobs centers to promote local jobs.
- d. Update neighborhood plans to align with the goals of this General Plan.
- e. Review building standards and code to promote desired development patterns.

GT 3.

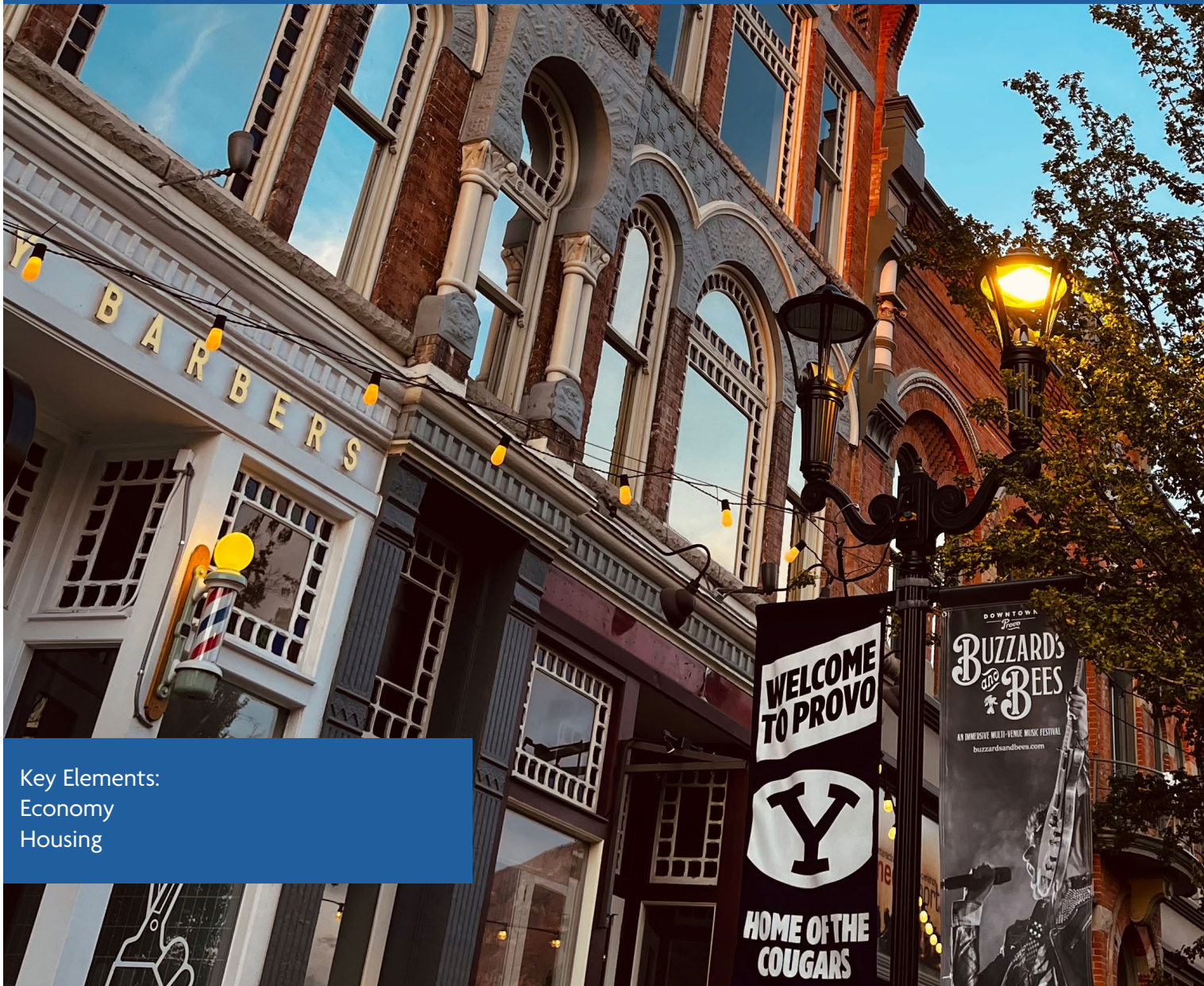
Promote sustainable development in alignment with the Conservation and Resiliency Plan to ensure a livable community for future generations.

- a. Become a regional leader in energy conversation.
- b. Explore a LEED for Cities certification in alignment with conservation and resilience goals.

5.

Livable Provo

Our Commitment: We strive for a resilient and vibrant economy that supports good jobs and a diversity of housing options for all residents.



Key Elements:
Economy
Housing



WHAT WE HEARD...

From Community Survey #1:

“In terms of Housing, Provo needs...”

Single-family homes - 41%

Townhouses and condominiums - 24%

From Community Survey #2:

88% of people agree that “Livable Provo ” is an important goal for the General Plan

Top 3 Economic and Employment Strategies

1. Grow the local small business and start up communities
2. Attract a range of employers by industry
3. Attract technology-related business

Top 3 Housing Strategies

4. Promote a mix of home sizes and price points
5. Promote different types of housing
6. Support zoning to promote ADUs and infill development

Photo credit: Madison Snow 'Downtown'

CONTEXT

Economic development is a key factor in retail and commercial growth areas, attracting potential employers to improve median incomes- which can have an impact on housing affordability and quality of life. The Livable Provo theme addresses issues around economy and housing, as these elements are correlated to creating a more livable Provo. The Housing Element in the General Plan is primarily driven by updates to the Moderate-Income Housing Report. However, the Plan addresses the need for encouraging a broad range of housing types to support a diversity of residents and promote housing affordability as it relates to community vision and values.

Growth and Housing: Over the past decade, Provo has grown by 5.8%. While many residents in Provo expressed a love for single family homes with large yards, they also recognize the need to think about housing differently to promote more attainable housing choices for everyone in the community, including their children. There is an acknowledgement that to preserve agricultural lands and connections to nature at both the hillside and Utah Lake, development at a variety of scale and densities will be needed, while also maintaining a small, town character. Accessory Dwelling Units, often called ADUs, will be a key strategy to increasing housing. While allowed in certain areas of the City, a review and revision to current regulations will offer many benefits to addressing

housing demand. ADUs offer many advantages by providing affordable rentals and additional incomes for homeowners to offset mortgages.

A Vibrant Downtown: A friendly community and the historic downtown are part of what people love about Provo. While economic growth is not noted as a significant concern from the community comments, indicators such as commute times, leakage and low wages suggest a demand for local jobs identify an opportunity for growth. Increased job centers, specifically in South Provo, and to capitalizing on the emerging technology and entrepreneurial spirit of a university town. There is a desire to encourage more residential development in Downtown, which will help to support local businesses and increase activity and promote economic vibrancy.

Economic Assets: The presence of the universities and airport are also key assets for economic health. Students provide an incoming workforce to local and regional businesses. Their intellectual capital is important for a sustainable and resilient economy. In addition, the airport has continued to thrive in bringing an increase of flights and access to Provo. This asset, along with a young workforce and high quality of life, offers the opportunity to continue to attract top industries to Provo.

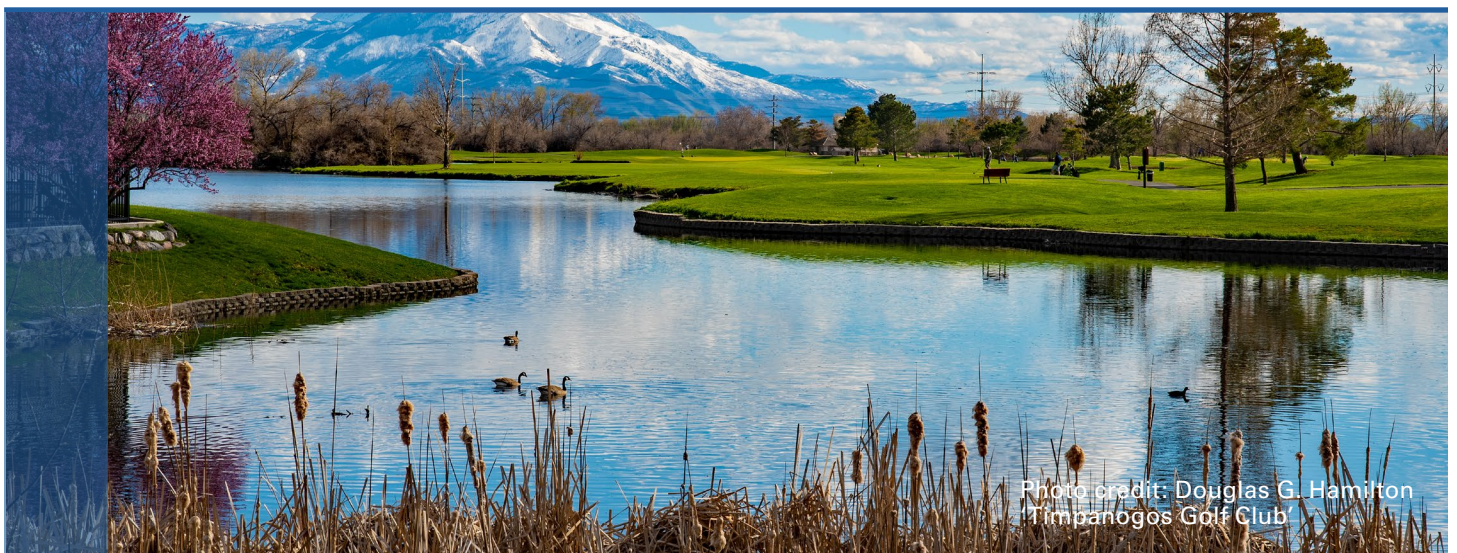


Photo credit: Douglas G. Hamilton
Timpanogos Golf Club

WHAT IS PROVO'S HOUSING STORY?

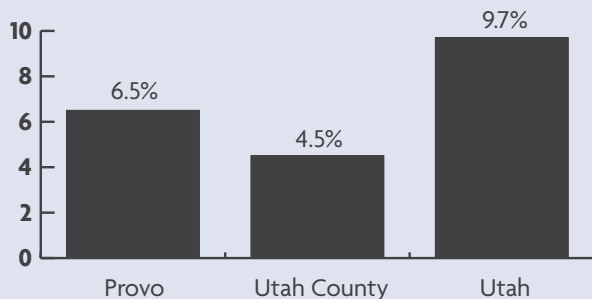
Over the last decade, Provo has grown by 6%. In 2019, there were 34,454 households, with an average household size of 3.05. About 56 percent of households are married-couple families. The average family size is 3.2. Provo's greatest shortage of rental units is for low-income households.

Table 3: Number of Rental Households at Varying Income Brackets

HOUSEHOLD INCOME RANGE	RENTAL HOUSEHOLDS	RENTAL PRICE RANGE	APPROXIMATE AVAILABLE UNITS WITHIN PRICE RANGE	UNIT SURPLUS/SHORTAGE
<30% of AMI	5600	\$0 - \$663	2223	-3377
30% to 50% of AMI	4560	\$663 - \$1,046	8538	3978
50% to 80% or AMI	4250	\$1,046 - \$1,674	4663	413
80% to 120% of AMI	5559	\$1,674 - \$2,511	3049	-2510

Source: American Community Survey, 2019

Vacancy Rates



There are currently 36,854 housing units in Provo. 93% of housing units in the city are occupied and 6.5% are vacant. Provo's vacancy rate is higher than the county's (4.5%) but lower than that of the state (9.7%).

Rent vs. Own



59%



41%

Provo has more renter-occupied units (59%) than owner-occupied units (41%) in both the county and state. Housing is skewed towards ownership (68% and 71%, respectively).

38,800 People

Provo's population will increase by 38,800 people, or 33 percent, over the next 20 years according to the Mountainland Association of Governments.



Provo will need to add 12,166 housing units by 2040. This equates to an average of **1,010 units being added per year** through 2040.

CURRENT CONDITIONS: HOUSING IN PROVO

Housing in Provo Today

A prosperous and equitable community depends in part on suitable housing for all residents. Housing that is price-appropriate should not cost more than 30% of an individual household’s monthly income, while housing that is unit-appropriate should have a suitable number of bedrooms for each household.

Housing conditions affect whether residents can live in one city or another, how far they must travel for work or school, and how much expendable income they have for goods and services that improve quality of life. Among the challenges residents face today is rising home prices. Renting the only option for some, and this in turn drives up the price of rental units. Another challenge is that some residents, such as those with large families or multigenerational households, have too few options for their household size. This section will address these challenges, discuss Provo’s current housing conditions, and explore strategies for better meeting residents’ needs.

To quantify Provo’s housing needs, we first looked at the area median income (AMI) for the Provo-Orem metropolitan statistical area (MSA), which is \$83,700 per year. Approximately 71% of households in the Provo-Orem MSA fall below the 100% AMI threshold. This can be interpreted to mean that Provo has a significant need for both affordable and moderately priced housing options. The distribution of households below AMI can also be interpreted to mean that Provo is likely not attracting higher AMI households, either because of a lack of suitable housing or because of a lack of suitable employment. The inability to attract and retain higher-income households in Provo may have adverse effects on economic development and the economic composition of the city.

Housing Affordability in Provo

Using HUD’s defined AMI for Utah County, calculated an Affordable Monthly Allowance for households making 30% - 120% of the AMI. This monthly allowance can be used to gauge affordable monthly rent and mortgage payment levels for households at different income levels. For example, a family of four living in Provo at the median income could afford \$2,093 per month for housing (Table 4).

Table 4: Income Category by Persons in Household

INCOME CATEGORY	PERSONS IN HOUSEHOLD							
	1	2	3	4	5	6	7	8
Extremely Low Income (30%)	\$440	\$503	\$565	\$663	\$776	\$890	\$1,003	\$1,117
Very Low Income (50%)	\$733	\$838	\$943	\$1,046	\$1,130	\$1,214	\$1,298	\$1,381
Low Income (80%)	\$1,173	\$1,340	\$1,508	\$1,674	\$1,809	\$1,943	\$2,076	\$2,210
Median Family Income (100%)	\$1,465	\$1,675	\$1,885	\$2,093	\$2,260	\$2,428	\$2,595	\$2,763
Above Median Income (120%)	\$1,758	\$2,010	\$2,262	\$2,511	\$2,712	\$2,913	\$3,114	\$3,315

Source: American Community Survey, 2019.

To translate these affordability levels into home values, it is assumed a mortgage rates of 3 and 4 percent with a 30 year term, current property tax rates, insurance costs, a 10% down payment and a monthly utility expenditure of \$225 per month. Table 5 illustrates the home price ranges that are attainable to households at the varying AMI thresholds and mortgage rates. For example, a family of four living in Provo at the median income would need an average income of \$83,700 to afford a home.

Table 5: Home price ranges that are attainable to households at the varying AMI thresholds and mortgage rates

HOUSEHOLD INCOME RANGE	HOME PRICE RANGE FOR A FAMILY OF FOUR							
			3% Mortgage		4% Mortgage		5% Mortgage	
	Income Range - Low	Income Range - High	Low	High	Low	High	Low	High
<30% of AMI	\$-	\$26,500	\$-	\$80,680	\$-	\$71,248	\$-	\$63,364
30-50% of AMI	\$26,500	\$41,850	\$80,680	\$164,938	\$71,248	\$145,657	\$63,364	\$129,538
50-80% of AMI	\$41,850	\$66,950	\$164,938	\$310,006	\$145,657	\$273,765	\$129,538	\$243,470
80-100% of AMI	\$66,950	\$83,700	\$310,006	\$399,649	\$273,765	\$352,929	\$243,470	\$313,873
100-120% of AMI	\$83,700	\$100,440	\$399,649	\$489,078	\$352,929	\$431,903	\$313,873	\$384,107

Source: American Community Survey, 2019.

Current Housing Stock

Based on the 2019 American Community Survey (ACS) Five Year Estimates, Provo has a total of 35,107 housing units. A delineation of housing units by type is illustrated in Appendix A. Housing units are divided into three primary categories: single family units, multi-family units, and mobile homes. Provo has more evenly distributed housing stock than both Utah County and the state, with 52% of housing classified as single-family homes, 46% classified as multi-family family housing, and 2% classified as mobile homes. A detailed definition of housing by classification can be found in Appendix A.

Housing Units by Number of Bedrooms

While price appropriate housing that matches the economic demographics and needs of a community is important, the number of available bedrooms within an area's housing stock is also critically important. Having a wide variety of units with a distribution of bedrooms allows individuals, households of varying size, and multi-generational households the ability to reside in size appropriate housing. At 66.2%, Provo has more one-, two-, and three-bedroom units than both the county (49.4%) and state (55.8%) (Table 7).

While Provo has more one-, two- and three-bedroom units, the city has less than both the county and state with regards to four- and five-bedroom dwelling units. In total, 30.3% of Provo's dwelling units consist of 4- and 5-bedroom units, while 4- and 5-bedroom units make up 49.1 % of

Table 6: Distribution of Housing Units by Number of Bedrooms

NUMBER OF BEDROOMS	PROVO	UTAH COUNTY	UTAH
0 Bedroom	3.5%	1.4%	1.9%
1 Bedroom	11.3%	4.7%	7.1%
2 Bedrooms	28.1%	16.8%	19.4%
3 Bedrooms	26.8%	27.9%	29.3%
4 Bedrooms	17.4%	21.5%	22.1%
5 or More Bedrooms	12.9%	27.6%	20.2%

Source: American Community Survey, 2019.

CURRENT CONDITIONS: HOUSING IN PROVO

the county's housing stock and 42.3% of the state's housing stock (Table 7). The lack of larger units can make finding suitable housing difficult for larger households, sometimes forcing them to look outside of the community or accept sub-optimal housing in lieu of size.

Median Sale Value and Affordability

Housing sale prices within Provo have rapidly increased over the past several years. Based off of sales data compiled during January and February of 2021, the median sales price for a home in Provo is \$449,000. Provo's median sales price of \$449,000 is nearly double the affordable threshold of \$273,765 (assuming a 4% mortgage interest rate) for a family of four. Even for a family of 4 making 120% of area median income, Provo's median home value is higher than their estimated housing affordability threshold.

This has serious implications for both future and current residents of Provo in that individuals or families moving to the city may not be able to find housing options within their price range, forcing them to look outside of the city to live within their budget. For current residents looking to change location within the city, or increase or decrease their current home size, they may be forced to either look outside of Provo for more affordable housing options or remain in their current home due to the cost associated within buying in today's market.

Rapidly increasing home values can also have negative effects on resident's ability to pay property taxes on their homes. In cases where resident's have paid off their homes and/or are living on a fixed income, increases to property taxes can sometimes create financial burdens and situations in which they cannot afford the taxes on their homes.

This data is based off housing sales recorded in Provo during January and February of 2021. Housing units valued between \$300,000 - \$400,000 and \$400,000 - \$500,000 are most prevalent in Provo at 29.4% and 29.2% of all sales, respectively. In total, only 2.8% of all units sold were at or below the affordability threshold of \$273,765 for a family of four.

Table 7: Distribution of Sale Value for Provo's Owner-occupied Housing Units

HOME VALUE	# OF SALES	% OF TOTAL	CUMULATIVE OF TOTAL
\$200,000 or Less	5	0.6%	0.6%
\$200,000-\$250,000	7	0.8%	1.4%
\$250,000-\$275,000	12	1.4%	2.8%
\$275,000-\$300,000	26	3.1%	5.9%
\$300,000-\$325,000	35	4.2%	10.1%
\$325,000-\$350,000	57	6.8%	16.8%
\$350,000-\$375,000	73	8.7%	25.5%
\$375,000-\$400,000	83	9.8%	35.3%
\$400,000-\$425,000	68	8.1%	43.4%
\$425,000-\$450,000	68	8.1%	51.5%
\$450,000-\$475,000	68	8.1%	59.5%
\$475,000-\$500,000	42	5.0%	64.5%
\$500,000-\$600,000	124	14.7%	79.2%
\$600,000-\$700,000	68	8.1%	87.3%
\$700,000-\$800,000	47	5.6%	92.9%
\$800,000-\$900,000	23	2.7%	95.6%
\$900,000-\$1,000,000	10	1.2%	96.8%
\$1,000,000-\$1,500,000	20	2.4%	2.4%
\$1,500,000-\$2,000,000	3	0.4%	2.7%
\$2,000,000 or Greater	4	0.5%	3.2%
Total	843	100%	

The Future of Housing in Provo – Creating a Healthy Mix of Housing Options

Existing housing within Provo is struggling to meet the needs of current and future residents. While Provo does have a shortage of affordable housing, a more accurate statement would be that Provo has a shortage of housing in general. The city's existing supply issues are exacerbated when you consider future growth projections. Provo must take a proactive, multi-pronged strategy, to facilitate the delivery of more housing units. While a portion of these units should be affordable, future housing in Provo should be developed at multiple price points and unit configurations to meet the broad price and unit requirements of residents. The following section details strategies that Provo should leverage to continue to add to and diversify its housing stock and provide housing for all Provo residents.



Incentivize Housing: To alleviate pressure that currently exists in the housing market for moderately priced homes (i.e. \$250,000 - \$400,000), Provo could incentivize the development of low priced housing units. With a limited supply of higher priced homes, buyers with the ability to afford more expensive options are overbidding to secure housing in the currently strained real estate market. By creating housing options priced at higher rates, buyers able to afford those options will gravitate towards them, ultimately freeing up additional housing options at lower price points. Similarly, with a limited supply of affordable homes, buyers at lower incomes are stretching themselves financially to afford housing while applying continued pressure to the moderately priced housing market. By incentivizing the development of affordable housing options, Provo can offer price appropriate housing to residents while freeing up additional housing options at higher price points.

Consider City Sponsored Incentives to Lower the Cost of Development: Provo could consider the creation of City sponsored incentives available to developers building housing at desired or targeted price points. Possible incentives may include city financed infrastructure costs, reduced impact fees, reduced permitting and review costs, density bonuses, or a reduction in parking

requirements. To protect its investment in affordable housing, the City should consider tying financial incentives to temporary deed restrictions that limit sale or rental price.

Increase Allowable Density in All Residential Areas through ADUs: To increase the supply of housing in Provo and provide more affordable rental housing options, Provo could amend the existing zoning code to enable the development of ADUs within all residential areas.

Simplify the Development Review Process and Requirements: A complex and lengthy development review process can increase development costs and delay the timeline of new housing construction. Provo could work to proactively engage the development community to ensure an understanding of the process and requirements needed for review.

Expedite the Development Review Process for Housing Priced at Preferred AMI Level: To incentivize housing priced to accommodate certain AMI levels and reduce the financial impact of navigating the development review process, Provo could consider expediting the development review of housing projects that meet certain sale or rental rate targets.

CURRENT CONDITIONS: PROVO'S ECONOMY

Existing Conditions: Employment & Business Growth

Provo's location, business-friendly environment, high quality of life, and rapidly growing population make it an ideal location for businesses to locate and grow. As of 2021, Provo has 3,073 businesses spanning a wide range of industries, with the greatest number of businesses in healthcare, retail, professional services, hospitality, and food services.

As of 2019, the most recent data available, Provo has 97,270 people of working age and a labor force participation rate of 75.2% which is higher than both the county and state at 71.4% and 69.7%, respectively (Table 9). The unemployment rate as of 2021 is 3.9%, which is slightly higher than the county, at 3.2%, and state at 3.3% and 3.2% respectively.

Provo's residents are employed in a variety of industries. The largest industry by employment in 2019 was education and health care services, which provided 34.6% of jobs. The second-highest industry by employment was professional, scientific, and administration services, (14.5%) followed by retail trade (9.7%). These three industries also account for the top three largest industries by employment in both the county and state.

Supplied by a steady stream of new residents, employment within Utah County has experienced steady growth over the past 20 year period, bringing

employers and a wide range of jobs to Provo. From 2000 to 2019, Utah County experienced a 75% increase in non-farm employment numbers.¹ This growth spans a wide range of industries, with the largest gains being from professional, scientific, and technical employers (155%), healthcare employers and social assistance (145%), and construction employers (139%)². Only two industries experienced little to no growth. Manufacturing grew only 4%, while employers in the Management of Companies and Industries sector shrank by 18%³. As a share of total employers, education services captured the top employment share for Utah County in 2019, with 16.5% percent of total non-farm employment, followed by retail trade at 12.4% percent, and Healthcare and Social Assistance at 12%⁴.

Long-term industry projections for the Provo-Orem region anticipate the greatest number of jobs being created in the construction, retail trade, professional/scientific services, healthcare and social assistance, and accommodation and food service industries⁵.

By 2065, Utah County is expected to grow its share of total state employment by 185%, adding 576,000 jobs and increasing the total share of state employment from 17% to approximately 24%. With the highest growth rate of all counties, by 2065 Utah County is projected to account for one out of every three jobs created within the state.

1 [The Changing Utah County Economy](#)
 2 *Ibid.*
 3 *Ibid.*
 4 *Ibid.*
 5 [Long Term Industry Projections \(Utah.gov\)](#)

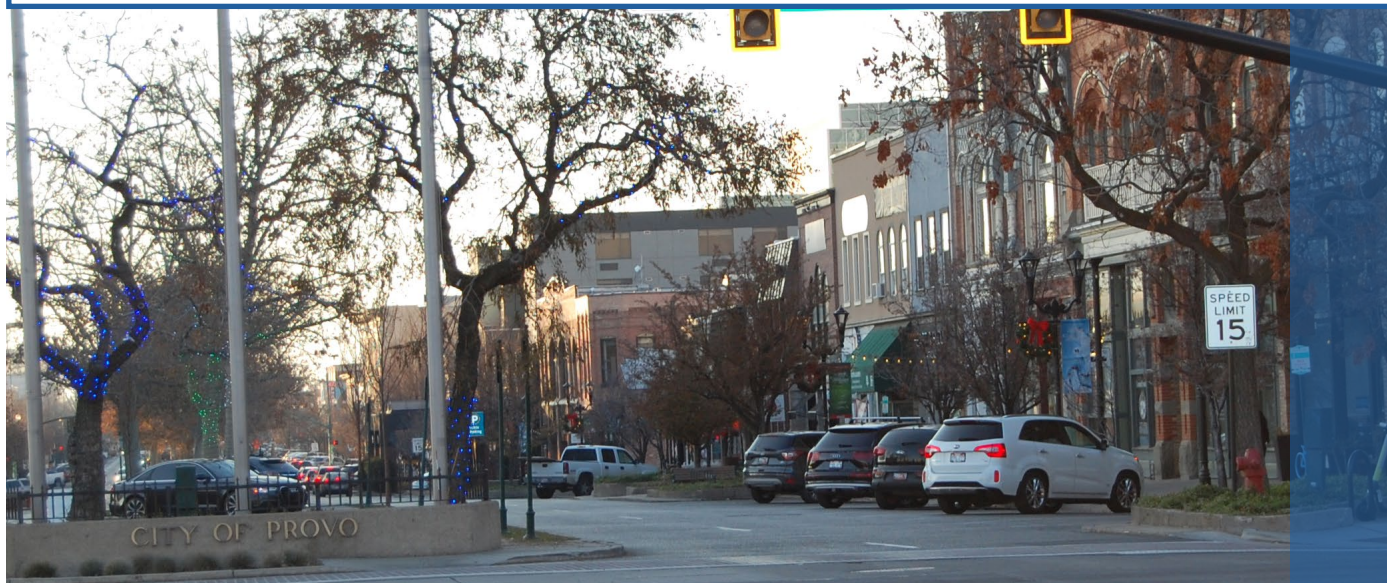
Table 8: Working Population

	PROVO	UTAH COUNTY	UTAH STATE
Working Age Population (16+)	97,270	449,527	2,378,652
Labor Force Participation Rate	75.2%	71.4%	69.7%
Unemployment Rate	3.9%	3.2%	3.3%

Source: American Community Survey 2019 1-Year Estimates, ESRI (Unemployment Rate only).

The Future of Provo: An economy that works for all residents

As Provo continues to grow, attracting employers that offer high-paying and desirable jobs is critical. The city's growing start-up and entrepreneurial climate, multi-modal transportation options, established downtown, proximate location to higher education institutions, and existing diversified employment base make Provo a competitive location for employers. The following section details strategies and resources Provo could leverage to continue to diversify its economy and provide desirable jobs for Provo's diverse residential population.



Attracting New Business: Provo could take a proactive approach to attracting new employers to the city. This approach entails ensuring that high-quality and appropriate office, commercial, and industrial space is available to businesses looking to locate in Provo. For employers wanting to develop their own facilities, ensuring adequate infrastructures in areas of new development and a clear and streamlined permitting and approvals process exists is critical.

Education & Innovation: The proximity of Brigham Young University and Utah Valley University is a great benefit to Provo. With the growing national trend of developing innovation districts adjacent to higher education institutions, Provo has an opportunity to market to and attract employers interested in partnering with university research efforts. Additionally, each university provides a source of diverse talent to employers looking to grow their workforce and presence

in Provo. By attracting employers offering competitive and desirable jobs, Provo enables students the option of remaining in Provo following graduation.

Downtown: Provo's historic downtown is one of the city's most valuable assets. The culture, mix of historic buildings, food and entertainment options, and walkability make downtown a desirable place for businesses. Provo must continue to invest in improvements to its downtown to ensure that it serves both residents and visitors and attracts new businesses.

Employment Centers: Locating office space adjacent to other amenities that support employees is a growing priority for employers. Office space that is next to or nearby diverse housing options, services, and retail provides companies a competitive edge in attracting and retaining talent. Provo should invest in employment centers throughout the city that allow for a mix of uses, including office, residential, and retail space.

GOALS AND STRATEGIES



Livable Provo

The policies and strategies on the next page reflect the vision of the community to address future planning around housing and the economy. Housing strategies focus on neighborhood character, promoting affordability through a mix of housing types. Strategies around economy promote business through a diversified economy in commercial, retail, and private sector job creation.



Photo credit: Christina Borrowman
'Child with Dog'

Coordinated Planning Efforts:

These goals and strategies are intended to be applied in conjunction with relevant existing and future documents, including neighborhood plans and area-specific plans, as applicable.

Specific Plans to note:

1. Moderate Income Housing, 2020 and subsequent versions
2. Code Section related to development regulations

LP 1.

Allow for different types of housing in neighborhoods. Allow for a mix of home sizes at different price points including ADUs.

- a. Encourage opportunities for small scale, infill redevelopment in areas such as the Provo Town Center.
- b. Revise regulations to encourage development of a mix of housing types.
- c. Revise zoning in certain locations to promote Additional Dwelling Units in residential areas.
- d. Identify a program in conjunction with the universities to monitor student housing quality and rental regulations.
- e. Encourage more options for entry level housing including smaller lot and mixed housing, and smaller unit sizes including studios and apartments.

LP 2.

Strive to increase the number of housing units across the whole of Provo.

- a. Ensure housing is attainable for all income levels.
- b. Encourage residential development downtown and near transit centers to minimize infrastructure costs and provide access to amenities.
- c. Promote non-traditional approaches to high-end housing.
- d. Promote ‘affordability through design’ by utilizing best practices to optimize efficiency in building and land use.
- e. Identify key locations where affordable housing is needed and utilize best practices such as deed restrictions and HUD housing programs to provide below market rate housing.
- f. Expand on strategies and specific opportunities in a future housing study.
- g. Ensure housing is attainable for all income levels.

LP 3.

Employ innovative approaches to promote local business and create community.

- a. Become a regional leader in energy conservation.
- b. Explore a LEED for Cities certification in alignment with conservation and resiliency goals.
- c. Deploy Strategic Investments to attract new businesses while continuing to support growth of local businesses.
- d. Attract technology related business and other outside employers to Provo.
- e. Increase commercial and light industrial space such as maker spaces and innovation centers.
- f. Incorporate gateway developments and compact commercial properties that integrate both social and retail needs into designated mixed-use centers.

LP 4.

Encourage growth around Provo Municipal Airport.

- a. Follow the actions in the Airport Master Plan and update as necessary.

6.

Connected and Safe

Our Commitment: We promote a multimodal network of streets, trails, and tracks that connect drivers, passengers, walkers, and bicyclists of all ages.



Key Elements:
Mobility
Sustainable Transportation



WHAT WE HEARD...

From Community Survey #1:

Provo's transportation planning should focus on the following priorities...

- Improving air quality - 27%
- Reducing traffic congestion - 24%
- Improving walking and biking - 23%

From Community Survey #2:

90% of people agree that “Connected and Safe” is an important goal for the General Plan.

Top 3 Transportation and Mobility Strategies

1. Protected Bike and Pedestrian Facilities
2. Connected Existing Bike and Pedestrian Networks
3. Connected Corridors (East/West Mobility)

Top 3 Transportation and Sustainability Strategies

1. Improve walking connections to parks, trails and open space
2. Improve biking connections to parks, trails and open space
3. Increase active and passive recreation opportunities



CONTEXT


The Transportation Master Plan (TMP), completed in 2019, includes a thorough inventory of transportation needs in the city. The recommendations in this chapter should be used to guide updates to the 2019 plan and promote multimodal facilities in coordination with transportation networks and current and future land use planning.

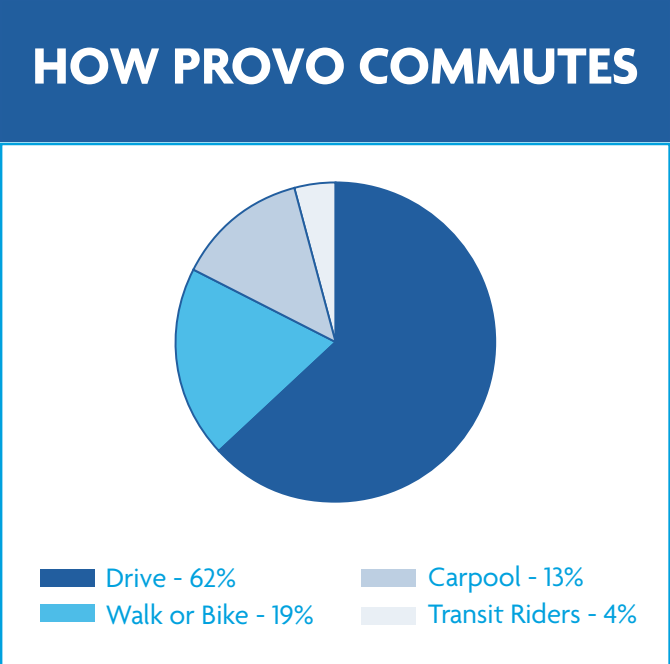
Multimodal Transit Options: As a percentage, Provo has significantly more people who walk to work than in the county and state. Existing bike and transit networks are strong, but gaps exist that need to be filled, especially east-west connectivity and west Provo's biking and walking facilities. A multimodal transportation system will improve as connectivity increases for all users, from drivers and public transit riders to cyclists and pedestrians.

Design to support increased biking and walking: We use city streets every day to move goods and services, get to work, and send our kids to school. Streets should be safe and comfortable for all ages and types of users, whether on foot, bike, bus or car. Just as road design impacts use and safety, different types of roadways should be designed to consider different uses and users, as follows:

- **Arterials:** These higher trafficked roadways should prioritize the movement of cars and buses. Transit stops along these corridors should be safely lit, well connected to residential and commercial areas, and frequently located. Bike Lanes along these streets should be protected from cars. Sidewalks should be separated from the roadway, landscaped with trees for sense of comfort, and connected to walking destinations.
- **Collectors:** These roadways should be well balanced for all modes of travel. Bike Lanes should be protected or designated, separate from vehicles and pedestrian travelways. Sidewalks should be separated and comfortable, wide enough for 2 people to walk or accommodate strollers or wheelchairs. Buildings should interface with the street to create a sense of place.
- **Neighborhood Streets:** These roadways should focus on people, with the cars playing a secondary role. Traffic calming measures such as bulb-outs, speed tables or other design features are ideal in this setting. Bike lanes could be designated or shared with slower traffic speeds. Sidewalks should be wide, accessible and comfortable to encourage walking and strolling.

PROVO HAS....

-  49 miles of bus lanes
-  45 miles of rail transit
-  58 miles of trails
-  48 miles of bike lanes



Transportation and equity: To improve multimodal transportation systems, it is critical to consider the inequities in the existing transportation network. Transportation options need to be affordable, obvious, and accessible for all people, regardless of location, income or vehicle ownership.

Transportation and Sustainability: The average commute time in Provo is about 19 minutes, and 61% of commuters drive alone to work. With single occupancy vehicles (SOVs) responsible for approximately 40% of emissions, any efforts to shift commuters away from SOVs would be a major step toward improving air quality in the region, as well as reducing roadway congestion. Electric vehicles (EVs) and charging stations throughout the city can also help reduce pollution and ought to be prioritized as the city grows.

Transportation and Economy: Provo’s major transportation routes, multi-modal transportation options, and expanding regional airport are major assets to current and potential employers. Provo should continue to invest in bicycle, pedestrian, and mass transit infrastructure to provide alternative transportation

options to residents and improve air quality. There is a desire from the community for improved biking and pedestrian facilities, such as protected bike lanes and crosswalks.

Transportation and Future Growth: With projected growth for the city, travel demand for many of the streets in the downtown will likely be impacted. Increasing road capacity would negatively impact the downtown economy and the desire for walkable, neighborhood-scale mixed-use communities. Reducing traffic is an important consideration as roadway congestion is a concern and contributes to poor air quality in the region. A multifaceted approach to reduce single-occupancy trips, increase transit options, and provide adequate service levels for roadways and networks without overdesigning is recommended.

The Provo Airport: With direct flights to many major U.S. cities through Allegiant Airlines and Avelo Airlines, Provo’s airport is an asset to regional employers, visitors, and residents. Provo should continue to invest in and expand its airport and flight offerings while promoting the city’s accessibility, both regionally and nationally.



GOALS AND STRATEGIES



Connected and Safe

The policies and strategies on the next page reflect the vision of the community to address future planning around transportation and mobility. Goals focus on increasing safety, public transit, transportation alternatives to reduce congestion, and connecting bike paths and trails. Transportation is a key component for a more sustainable Provo, therefore recommendations in this Plan will be supported by the Provo Conservation and Resiliency Plan.



Coordinated Planning Efforts

These goals and strategies are intended to be applied in conjunction with relevant existing and future, including neighborhood plans and area-specific plans, as applicable.

Specific plans to note as follows:

- Transportation Master Plan, 2019
- Neighborhood Plans, as applicable

CS 1.

Prioritize safe roadways and connected multimodal corridors.

- a. Encourage connections to increase east to west mobility.
- b. Design roadways to control traffic speeds using complete street standards such as bulb-outs, on-street parking and bike lanes.

CS 2.

Prioritize bicycle and pedestrian networks to connect the city.

- a. Increase or upgrade protected bicycle and pedestrian facilities.
- b. Connect existing bike and pedestrian networks, Using the Provo River Trail as a spine of the system, connect existing bike and pedestrian networks especially on the West side of Provo.
- c. Increase access for youth, disabled and elderly along streets, trails and public transit facilities.
- d. Explore the feasibility of an active transportation bridge from east to west.
- e. Increase opportunities for micro transit such as City Bike programs and scooters to help with the first and last miles.

CS 3.

Prioritize a robust system of local and regional transportation alternatives including rail, bus, biking and walking options.

- a. Increase operations, access and number of stops for public transit.
- b. Develop incentives and programs to encourage biking and transit use.
- c. Continue to utilize innovative approaches to alternative transportation methods as technology advances.

CS 4.

Find the right balance of parking to promote the local economy and encourage alternative transportation.

- a. Create a strategy/program to address parking in university neighborhoods through signage, and/or permitting.
- b. Implement Strategic Parking Plan recommendations to manage parking city-wide.
- c. Encourage walkability in downtown, mixed-use centers and at transit locations to reduce vehicular trips.
- d. Reduce parking requirements as appropriate to encourage residential development in key areas.

CS 5.

Coordinate with the Conservation and Resiliency Plan to reduce environmental impacts of single occupancy vehicle trips.

- a. Increase the total number of public charging stations for electric vehicles.
- b. Reduce auto dependency by promoting multimodal choices.
- c. Increase the urban tree canopy.
- d. Identify locations and projects to improve stormwater management through the use of green infrastructure and low impact design.

7. A City that Leads

Our Commitment: We are leaders in innovative and strategic practices to support the community.



A City That Leads Elements:
Fiscal Sustainability
Local and Regional Leadership



WHAT WE HEARD...

From Community Survey #1:

“What do you believe is the biggest challenge for the future of Provo?”

- Growth and Development - 33%
- Traffic/Transportation - 23%
- Housing Affordability - 19%

From Community Survey #2:

86% of people agree that “A City that Leads” is an important goal for the General Plan.

Top 3 Fiscally Sustainable Strategies

1. Diversify tax and revenue streams
2. Develop policies and practices to support a thriving downtown
3. Innovate approaches to promote local business

Top 3 Leadership Strategies

1. Enact city policies with transparency
2. Build regulatory frameworks that are simple, accessible and fair
3. Collaborate regionally around sustainability



CONTEXT

Provo should strive for an environment where creative solutions are encouraged, tested and embraced. Its prosperity depends on financial sustainability, a diversified tax base, and revenue streams that can protect against unexpected shifts in the national and regional economy.

Innovation in Sustainability: As the region grows, energy efficiency, green development, and water conservation will become increasingly critical. Provo should strive to be a regional leader in sustainability, driving innovative practices that not only improve the quality of life for residents but that also ensure that Provo remains a desirable place to live for all.

Continuation of Services: In the coming years, Provo's population is expected to drastically increase. Without proactive planning, this increase may place significant burdens on city services, the environment, and Provo's residents. By anticipating these challenges and understanding how best to mitigate negative impacts, Provo will continue to thrive.

City Revenues: Provo's budget is balanced, and its financial outlook is strong. The General Fund, Provo's primary resource for city departments and divisions, has experienced a mostly steady increase in revenues over the past several years through taxes, fees, and transfers. The distribution of General Fund revenue sources has remained mostly constant, with sales tax accounting for 30% of revenues year over year and property tax accounting for 8%.

Table 9 illustrates the distribution of General Fund revenues by source for 2018 through 2022. While Provo has diverse revenue streams, the disproportionate contribution of sales tax revenues to other revenues poses a risk, as the sales tax revenues can be significantly influenced by economic recessions and consumer spending habits. The City should continue to investigate ways to diversify its revenue streams to ensure continued financial support for city services and departments.



Table 9: Provo General Fund Revenue Summary

	ACTUAL FY 2018	% OF TOTAL	ACTUAL FY 2019	% OF TOTAL	ACTUAL FY 2020	% OF TOTAL	ADJUSTED BUDGET FY 2021	% OF TOTAL	ADOPTED BUDGET FY 2022	% OF TOTAL
Sales Tax	\$18,973,348	29%	\$19,582,083	30%	\$20,675,621	29%	\$19,850,000	29%	\$23,843,437	32%
Transfer In	\$11,820,681	18%	\$11,886,417	18%	\$12,589,027	17%	\$13,112,217	19%	\$13,583,445	18%
Franchise Fees	\$9,748,909	15%	\$9,861,746	15%	\$9,602,848	13%	\$10,106,947	15%	\$10,848,000	15%
Fees	\$9,994,862	15%	\$9,792,986	15%	\$8,807,034	12%	\$10,510,810	16%	\$11,291,205	15%
Property Tax	\$5,409,064	8%	\$5,189,348	8%	\$5,499,448	8%	\$5,541,099	8%	\$5,799,835	8%
Road Tax	\$3,737,444	6%	\$3,963,322	6%	\$3,846,845	5%	\$4,000,000	6%	\$4,000,000	5%
Other Revenues	\$5,835,325	9%	\$6,019,401	9%	\$11,504,966	16%	\$4,464,490	7%	\$4,522,424	6%
Total Revenue & Transfers In	\$65,519,633	100%	\$66,295,303	100%	\$72,525,789	100%	\$67,585,563	100%	\$73,888,346	100%

GOALS AND STRATEGIES



A City That Leads

The policies and strategies on the next page reflect the vision of the community to address future planning around environmental and financial sustainability, as well as sustainable growth and development. Sustainability, in the broad sense of the word, is a priority of both Provo residents and City leadership.



Photo credit: Garth Rogers
'City Courthouse'

Coordinated Planning Efforts:

These goals and strategies are intended to be applied in conjunction with relevant existing and future efforts.

Specific Plans to note as follows:

- Capital Improvement Plan
- City budgets

CL 1.

Become a leader in sustainable practices and promote regional collaboration.

- a. Develop and implement a Conservation and Resiliency Plan.
- b. Ensure support and buy in from necessary stakeholders to be successful in implementing strategies to reach targets.
- c. Coordinate with BYU sustainability practices to increase overall successful implementation.
- d. Deploy innovative approaches to energy efficiency and water use reduction in the city.

CL 2.

Adopt regulatory frameworks that are simple, accessible, and fair at all scales of development.

- a. Review code and development review timelines.
- b. Simplify zoning and other regulatory codes to be more user friendly.

CL 3.

Increase transparency and access within the City.

- a. Create an online budget dashboard.
- b. Explore ways to improve access to public meetings through an online format and better timing.
- c. Increase city communications through online platforms and social media.
- d. Expand hours for city services.
- e. Increase services and translation of city materials into Spanish.

CL 4.

Encourage diversification of tax base and revenue streams through efficiency and proactive governance.

- a. Expedite inquiry response time for businesses looking to locate in Provo.

8.

Implementation Action Plan

The strategies in this chapters make up the “to do” list of the Plan. Their implementation will require coordination and commitment over time. The following Implementation Matrix is the road map providing more detail to move forward on the recommended strategies. The next step in the process involves the City and community prioritizing goals and strategies that require staff time and those that require an investment of money.



Action Plans for the Elements

WHAT WE HEARD...

“Think of fiscal sustainability in terms of investments and long-term returns, not short-term budgeting.”

- *Survey Respondent*

“We need to build trust in our leadership and promote a sense of community.”

- *Survey Respondent*

“Better education leads to better future leaders. I am all about involving our children in our decisions and helping them become more involved in our city’s decisions.”

- *Survey Respondent*

“Provo can’t move forward doing the same things it has always done.”

- *Survey Respondent*




Photo credit: Donovan Kirkpatrick Kelly. View from the East Beach




IMPLEMENTATION MATRIX

A Welcoming Community

OUR COMMITMENT: We provide a high quality of life and celebrate all people who come to Provo.


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Strive for equitable distribution of local services that serve all residents and businesses.						
1a. Expand access to grocery stores, libraries, parks, schools, and social services.	Understand gap areas through heat mapping	\$ - \$\$\$	Long	Development Services	Parks Dept., School District, Private Developers	
1b. Increase accessibility to all modes of transportation.	Coordinate to implement 2019 TMP	\$\$	Mid	CNS and Public Works	UTA, Bike/Trail Assoc.	Ensure multimodal options in all new projects
1c. Strive for access to all public facilities and services to people of all incomes, colors, ages, and abilities.	Explore opening services 7 days a week	\$\$	Short	Administration	City Departments	
1d. Promote development that provides attainable options for housing through housing mix and designing for affordability.	Complete housing audit	\$	Short	CNS and Council	Housing consultant	Encourage micro-units, compact housing types in transit and downtown mixed use zones
2. Create incentives for development in underserved neighborhoods and encourage expansion of public facilities to undeserved parts of the City.						
2a. Increase access to existing City facilities.	Explore providing services 7 days a week	\$	Mid	Administration	City Departments	
2b. Provide fair distribution of services across neighborhoods.	Understand gap areas through heat mapping	\$	Mid	Administration	City Departments	
2c. Expand services to West Provo, including a library.	Understand gap areas through heat mapping	\$	Short	Administration	City dept., especially library and emergency services	Encourage services and commercial development in areas designated in SW Area Neighborhood Plan
3. Increase opportunities for input and representation from all citizens.						


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
3a. Encourage increased diversity on boards and committees.	Explore policy to improve diversity	\$	Short	Council/ Administration		
3b. Develop an Equity, Diversity and Inclusion Advisory Committee and task a committee with a 'Welcome Home' Strategy and/or Campaign.	Create a committee, define responsibilities	\$	Short	Council/ Administration		Identify key partners: neighborhood organizations, utilities, Provo Forward
3c. Build connections to students and university communities.	Create a forum to regularly connect with university leaders	\$	Short	City/University Partners	City/ University Partners	
4. Maintain the current standard of community facilities.						
4a. Continue to designate necessary funding for staffing, maintenance, and programs.		\$ - \$\$	Short	City Council	City Departments	Yearly with Budgeting

IMPLEMENTATION MATRIX


Stewardship of the Outdoors

OUR COMMITMENT: We are actively responsible for the future of our recreational and natural lands.

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Connect the lake to the mountains by restoring key areas along Utah Lake and creating a greenway along the Provo River.						
1a. Increase opportunities for recreation through development of passive spaces, active design and educational opportunities.	Identify quick win efforts to activate key areas through arts and pop-up activities; complete Hillside and River/Lake Plan to determine long-range objectives	\$ - \$\$\$	Short to Long	CNS and Parks and Recreation	Provo Agricultural Commission, Private Developers	
1b. Restore habitats, stream banks and wetland areas of the Provo Riverfront and Utah Lake.	Initiate Lake and River Plan and include identification of trail system along Utah Lake	\$ - \$\$\$	Mid	Provo Public Facilities/ Parks and Recreation	Utah Nature Conservancy	
1c. Ensure bikeable and walkable connections to and along the Lake and River.	Complete Trails Plan to identify gaps, projects and funding	\$	Short to Long	Public Works	Conserve Utah Valley, BikeWalk Provo	Include CIP funding to complete gap segments
1d. Implement green infrastructure and other best management practices to improve water quality.	Review current street and infrastructure standards	\$	Short to Long	Public Works	Conserve Utah Valley	
1e. Explore codes and incentives for redevelopment along waterfront properties.	Pursue Code audit	\$	Short	CNS		
2. Conserve open spaces, scenic areas and viable agricultural lands.						
2a. Create a strategic plan that includes tools and funding opportunities in order to conserve, connect, and protect vulnerable lands and open space.	Complete Canyons and Foothills Plan	\$	Short	CNS	Consultant	

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
2b. Complete an updated land environmental suitability analysis.	Complete Canyons and Foothills Plan	\$	Short	CNS	Consultant	
2c. Review open space requirements for all development types and revise based on best practices.	Pursue code audit	\$	Short	CNS	Consultant	
3. Develop programs and educational opportunities at parks, open spaces and trails.						
3a. Increase access and education around local food production.	Connect with schools and Parks	\$	Mid	Parks and Recreation	Provo Agricultural Commission	
3b. Add educational signs and programs about Utah Lake's wetlands.	Initiate Lake and River Plan	\$	Mid	Parks and Recreation	DWR	
3c. Increase community activities in parks and open spaces.	Initiate Interior Trails Plan and Canyons and Foothills Plan	\$	Short	Parks and Recreation	Utah Valley Trails Alliance	
4. Increase active and passive parks and recreational amenities.						
4a. Improve walking connections to parks, trails and open space	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation		Coordinate with new development applications.
4b. Improve biking connections to parks, trails and open space.	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation	BikeWalk Provo	Coordinate with new development applications.
4c. Increase open space amenities such as benches, walks, lighting.	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation		Coordinate with new development applications.

IMPLEMENTATION MATRIX


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
4d. Increase access to neighborhood parks and pocket parks.	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation		Encourage with new development to build and City to manage parks.
4e. Improve access to parks for people of all ages and skills.	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation		
4f. Improve safety at parks and greenways through signage, lighting and increased visibility.	Parks and Recreation Master Plan update	\$ - \$\$\$	Short to Long	Parks and Recreation		
5. Implement the Provo Conservation and Resiliency Plan to promote best practices for environmental stewardship.						
5a. Utilize water conservation practices and low water use plants and landscape in Provo Parks	Coordinate strategies per Conservation and Resiliency Plan	\$	Short	Public Works and Parks and Recreation		Possible implementation of a "Flip Your Strip" program
5b. Encourage waste reduction and recycling in Provo Parks.	Coordinate strategies per Conservation and Resiliency Plan	\$\$	Short	Public Works and Parks and Recreation		
5c. Minimize the impacts of light pollution in Provo Parks.	Review fixtures for dark sky compliance	\$\$	Mid	Parks and Recreation and Provo Power		

Growing Together

OUR COMMITMENT: We strive for development that will create places for neighbors, new and old, to become part of our story.


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Celebrate historical assets and local character.						
1a. Create a historical designation for the Temple, Library, Academy Square and Courthouse.	Review historic designation process and criteria	\$	Mid	CNS/ Landmarks Commission		
1b. Protect, renovate, and energize the historic downtown through design standards.	Revise existing design standards	\$	Mid	CNS	CDBG Grants	
1c. Celebrate local arts and culture and all the stories of the regions through public art, open space and community events.	Explore a Percent for Arts Tax	\$ - \$\$\$	Short	Council/ Administration	Provo Arts Council Partnership with BYU	Create an Arts Commission or District/ Provo Arts Council to manage potential funds
1d. Continue to prioritize public art	Artist exhibition/for sale art program, and/or murals program				Provo Arts Council	
2. Create cohesive urban design that aligns transit, land use, and open space.						
2a. Encourage infill opportunities in downtown, mixed-use and transit oriented developments.	Showcase or model or celebrate projects that exemplify these characteristics.	\$	Short	CNS with Council support	Development Community	
2b. Promote neighborhood scale development in residential areas, including a mix of density such as pocket neighborhoods, missing middle housing and small lot single family.	Showcase or model or celebrate projects that exemplify these characteristics.	\$	Short	CNS with Council support	Development Community	
2c. Encourage regional commercial and jobs centers to promote local jobs.	Analyze potential effective of incentive program	\$	Short	CNS with Council support	Development Community	

IMPLEMENTATION MATRIX


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
2d. Update neighborhood plans to align with the goals of the General Plan.	Review Neighborhood Plans and encourage those over 10 years old to update	\$\$	Mid	CNS with Council support	Neighborhoods	
2e. Review building standards and code to code to promote desired development patterns.	Code audit	\$\$	Short	CNS with Council support		
3. Promote sustainable development in alignment with the Conservation and Resiliency Plan to ensure a livable community for future generations.						
3a. Become a regional leader in energy conversation.	Coordinate strategies per the Conservation and Resiliency Plan	\$\$\$	Long	Administration		
3b. Explore LEED for Cities certification in alignment with Conservation and Resiliency Plan Goals.	Coordinate strategies per the Conservation and Resiliency Plan	\$\$	Mid	Administration		Consider the option to be LEED ready without certification, depending on cost and requirements

Livable Provo

OUR COMMITMENT: We strive for a resilient and vibrant economy that supports good jobs and a diversity of housing options for all residents.

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Allow for different types of housing in neighborhoods. Allow for a mix of homes sizes at different price points including ADUs.						
1a. Encourage opportunities for small scale, infill redevelopment in areas such as the Provo Town Center.	Revise zoning code and ordinances	\$\$	Short	CNS with Council support	Development Community	Education on the reason for these types of changes
1b. Revise regulations encourage development of a mix of housing types	Revise zoning code	\$\$	Short	CNS with Council support		Education on the reason for these types of changes
1c. Revise zoning in certain locations to promote Accessory Dwelling Units in residential areas.	Revise zoning code	\$\$	Short	CNS with Council support		Review regulations for units under 300 square feet
1d. Identify a program in conjunction with the universities to monitor student housing quality and rental regulations.	Rental regulation program	\$\$	Short			Establish a Quality Housing Alliance with the City, landlords, and universities to monitor housing conditions and rental regulations
1e. Encourage more options for entry level housing including smaller lot and mixed housing, smaller unit sizes including studios and apartments.	Code audit and housing assessment	\$\$	Short	CNS with Council support	Development Community	

IMPLEMENTATION MATRIX


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
2. Strive to increase the number of housing units across the whole of Provo.						
2a. Ensure housing is attainable for all income levels.	Code audit and housing assessment	\$ - \$\$\$	Short	CNS with Council support	Development Community	Explore zoning for manufactured homes and tiny home villages to luxury condos and town homes
2b. Encourage residential development downtown and near transit centers to minimize infrastructure costs and provide access to amenities.	Code audit and housing assessment	\$ - \$\$\$	Short	CNS with Council support	Development Community	
2c. Promote non-traditional approaches to high-end housing.	Research case studies	\$ - \$\$\$	Short	CNS with Council support	Development Community	
2d. Promote 'affordability through design' by utilizing best practices to optimize efficiency in building and land use.	Research case studies and implement best practices	\$ - \$\$\$	Short	CNS with Council support	Development Community	
2e. Identify key locations where attainable housing is needed and utilize best practices such as deed restrictions and HUD housing programs to provide below market rate housing.	Update neighborhood plans to support these concepts	\$	Short	CNS with Council support	Development Community	
2f. Expand on strategies and specific opportunities in a future housing study.	Code audit and housing assessment	\$	Short	CNS with Council support	Consultant	

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
3. Employ innovative approaches to promote local business and create community.						
3a. Become a regional leader in energy conversation.	Coordinate strategies per Conservation and Resiliency Plan	\$ - \$\$\$	Long	Administration with support from Provo Power and UMPA	Sustainability Coordinator	
3b. Explore a LEED for Cities certification in alignment with Conservation and Resiliency Goals.	Coordinate strategies per Conservation and Resiliency Plan	\$\$	Mid	Sustainability Coordinator		
3c. Deploy Strategic Investments to attract new businesses while continuing to support growth of local businesses.	Implement Economic Development Plan	\$-\$	Short	Economic Development	EDCUtah	
3d. Attract technology related business and other outside employers to Provo.	Implement Economic Development Plan	\$-\$	Short	Economic Development	EDCUtah	
3e. Increase commercial and light industrial space such as maker spaces and innovation centers.	Identify areas of focus, revise zoning code if appropriate	\$-\$	Short	CNS with Council support	Development Community	
3f. Incorporate gateway developments and compact commercial properties that integrate both social and retail needs into designated mixed use centers.	Complete Gateway Plan	\$	Short	CNS	Development Community	
4. Encourage growth around the Provo Municipal Airport.						
4a. Follow the actions in the Airport Master Plan and update as necessary.					Provo Municipal Airport	

IMPLEMENTATION MATRIX

Connected and Safe

OUR COMMITMENT: We promote multimodal streets and trails networks that connect drivers, walkers, and bicyclists of all ages.

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Prioritize safe roadways and connected multimodal corridors.						
1a. Encourage connections to increase east to west mobility.	Complete plan and identify priority projects	\$\$\$	Mid	CNS, Public Works, and TMAC		
1b. Design roadways to control traffic speeds using complete street standards such as bump outs, on street parking and bike lanes.	Coordinate with 2019 TMP. Explore opportunities for low cost improvements such as crosswalks and painted bump outs.	\$ - \$\$\$	Short to Long	Public Works and TMAC		Explore the possibility of a Complete Streets Policy
2. Prioritize bicycle and pedestrian networks to connect the city.						
2a. Increase or upgrade protected bicycle and pedestrian facilities.	Review gaps in accessibility and identify priority areas.	\$	Short to Mid	CNS, Public Works, and Parks and Recreation	BikeWalk Provo	
2b. Connect existing bike and pedestrian networks, using the future Provo River Trail as a spine of the system, especially on the West side of Provo.	Initiate Lake and River Plan and ensure connectivity is identified.	\$	Short to Mid	CNS, Public Works, and Parks and Recreation	BikeWalk Provo	
2c. Increase access for youth, disabled and elderly along streets, trails and public transit facilities.	Review gaps in accessibility and identify priority areas.	\$ - \$\$	Short to Mid	CNS, Public Works, and UTA	BikeWalk Provo	Ensure development standards require full access in all new projects.
2d. Explore the feasibility of a active transportation bridge from east to west.	Complete feasibility study	\$	Short	Public Works, CNS, and UDOT	BikeWalk Provo	Possible use of CDBG funding.


	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
2e. Increase opportunities for micro transit such as City Bike programs and scooters to help with the first and last mile.	Coordinate with 2020 Transportation Master Plan	\$\$	Short to Mid	CNS and UTA	BikeWalk Provo	
3. Prioritize a robust system of local and regional transportation alternatives including rail, bus, biking and walking options.						
3a. Increased operations, access and number of stops for public transit.	Coordinate with 2020 Transportation Master Plan	\$\$\$	Short to Mid	UTA	Administration	
3b. Develop incentives and programs to encourage biking and transit use.	Review gaps in accessibility and identify priority areas.	\$\$	Mid	Administration and UTA	BikeWalk Provo	
3c. Continue to utilize innovative approaches to alternative transportation methods as technology advances.	Monitor opportunities and identify funding as needed	\$ - \$\$\$	Long	Administration with support of Council		
4. Find the right balance of parking to promote the local economy and encourage alternative transportation.						
4a. Create a strategy/program to address parking in university neighborhoods through signage, and/or permitting.	Engage a working group to coordinate residents, students and City departments to identify the right solutions to implement	\$	Short	Parking Manager	Council	
4b. Implement Strategic Parking Plan recommendations to manage parking City-wide.	Review current Strategic Parking Plan for needs and gaps-update as needed	\$	Short	Parking Manager	Council	

IMPLEMENTATION MATRIX

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
4c. Encourage walkability in downtown, mixed use centers and at transit locations to reduce vehicular trips.	Refer to Growing Together goal 2	\$\$	Short	CNS, Public Works, TMAC, Council	Development Community	
4d. Reduce parking requirements as appropriate to encourage residential development in key areas.	Review existing requirements and revise as needed to address goals	\$	Short	CNS and Council	Development Community	
5. Coordinate with the Conservation and Resiliency Plan to reduce environmental impacts of single occupancy vehicle trips.						
5a. Increase the total number public charging stations for electric vehicles.	Consider requirements for new projects.	\$	Short to Mid	Sustainability Coordinator, Provo Power, Public Works	Development Community	
5b. Reduce auto dependency by promoting multimodal choices	Coordinate with 2020 TMP	\$ - \$\$\$	Long	Council, Administration, UDOT, UTA	Development Community	This has to involve both the public and private sectors.
5c. Increase the urban tree canopy.	Initiate a tree canopy measure and tracking system.	\$ - \$\$\$	Short to Mid	CNS and Provo Power	Parks and Recreation	Create a grant program for property owners to plant street trees; consider expanding list of street trees
5d. Identify locations and projects to improve storm water management through the use of green infrastructure and low impact design.	Review current street and infrastructure standards	\$ - \$\$\$	Mid to Long	Public Works	Development Community	

A City that Leads

OUR COMMITMENT: We are leaders in innovative and strategic practices to support the community.

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
1. Become a leader in sustainable practices and promote regional collaboration.						
1a. Develop and implement a Conservation and Resiliency Plan.	In Progress	\$	Short	Council and Administration	Sustainability Coordinator	City to set the example for community action
1b. Ensure support and buy in from necessary stakeholders to be successful in implementing strategies to reach targets.	Coordinate with actions in the CRP	\$	Short	All City Departments	BYU, DPI, other stakeholders	Ensure support from local businesses and internal City departments
1c. Coordinate with BYU sustainability practices to increase overall successful implementation.	Coordinate with actions in the CRP	\$	Short	Sustainability Coordinator	BYU	
1d. Deploy innovative approaches to energy efficiency and water use in the City.	Coordinate with actions in the CRP	\$	Short	Provo Power and Public Works	Sustainability Coordinator	
2. Adopt regulatory frameworks that are simple, accessible, and fair at all scales of development.						
2a. Review code and development review time lines.	Pursue code audit	\$	Short	CNS with Council Support		
2b. Simplify zoning and codes to be more user friendly.	Pursue code audit	\$	Short	CNS with Council Support		
3. Increase transparency and access within the City.						
3a. Create an online budget dashboard.	Identify goals, benchmarks and metrics to track	\$	Mid	Finance	Administration	
3b. Explore ways to improve access to public meeting through online format and timing.	Council to discuss on agenda	\$-\$\$	Short	Council and Administration		

IMPLEMENTATION MATRIX

	LAUNCH	COST	TIMING	RESPONSIBILITY		NOTES
	Action	\$ - \$\$\$	Short Mid Long	Lead	Partnerships	Additional items for consideration
3c. Increase City communications through online platforms and social media.	Develop a strategy and/or campaign	\$-\$\$	Short	Mayor's Office		
3d. Expand hours for city services.	Review budgeting and feasibility	\$-\$\$\$	Mid	Administration with Council Support		
3e. Increase services and translation of city materials into Spanish.	Develop a strategy	\$-\$\$	Short	Administration with Council Support		
4. Encourage diversification of tax base and revenue streams through efficiency and proactive governance.						
4a. Expedite inquiry response time for businesses looking to locate in Provo.	Develop a strategy	\$-\$\$	Mid-Long	CNS, Provo Economic Development with Council Support	Provo Chamber and	

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GENERAL PLAN

Appendix A

ECONOMIC ASSESSMENT



GENERAL PLAN

Appendix B

COMMUNITY
ENGAGEMENT SUMMARY

