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Provo City Vision 2030



Introduction

In March 2010, Provo City formed a 20-member visioning steering committee to provide guidance on what Provo City should be by the year 2030. The purpose of this process was to provide consistent long-term direction to municipal decision-making in areas not typically addressed by a general plan or other tools used in Provo's strategic planning.

Under the direction of Mayor John Curtis and the municipal council, a steering committee developed an aspirational Community Vision Statement and specifically identified eight Provo Core Values. With the guidance of these documents, 14 subcommittees, consisting of interested individuals with strong ties to Provo City, were formed to provide policy direction within the scope of their respective topics. These topics are as follows:

Each subcommittee has provided a unique vision statement that describes expectations to be met by the year 2030. Goals and objectives follow each vision statement. The proposed goals and objectives are meant to be measurable and achievable within a 20-year period.

Provo City is grateful to the many individuals who willingly provided both time and talent to serve on the steering committee and the various subcommittees to provide a compass to lead the city for many years.

Education
Natural Resources
Families and Neighborhoods
Prosperity
Healthcare
Public and Non-Profit Partnerships
Heritage

Safety
Image and Communication
Transportation and Mobility
Land Use and Growth
Unity
Leisure
Governance

Community Visioning

Mayor
John Curtis

Municipal Council
Cynthia R. Dayton
Gary Garrett
Laura Cabanilla
Midge Johnson
Rick Healey
Sherrie Hall Everett
Sterling Beck

Steering Committee
Michael Orme, Chair
Mary Ann Christiansen, Vice Chair
Doug Bush
John Curtis
Sherrie Hall-Everett
Rick Healey
Greg Hudhall
Bill Hulterstrom
Andrew Jackson
Becky Lockhart
Wayne Parker
Coy Porter
Jeff Ringer
Steve Turley

Provo – an inspiring place to live, learn, work, and play

We value:

- Faith, respect, and service to each other and our community
- Individual responsibility
- Families and individuals
- Our environment and natural amenities

We support:

- Safe, desirable neighborhoods
- A vibrant economy and high-quality jobs
- Fiscally responsible governance
- Life-long education



Provo Core Values

I. Family

We value:

- Our strong sense of family and personal relationships
- Our legacy to future generations
- Our children

II. Safe City

We value:

- Our strong sense of security and well-being
- Our safe neighborhoods and public places
- Our responsive and proactive approach to public safety and emergency preparedness
- Well-trained and equipped public safety professionals

III. Community

We value:

- Our community informed and engaged in community issues
- Our residents who care about and support their neighbors
- Our sense of place in Provo, and how our heritage influences who we are
- Our commitment to personal responsibility and volunteerism
- Our respect and consideration for all

IV. Faith

We value:

- Our individual religious heritage
- Our personal beliefs and the beliefs of others
- Our freedom to worship
- Our understanding of the connection between living spiritual values and well-being

V. Education

We value:

- Our educated and culturally experienced citizenry
- Our commitment to education, which maximizes student achievement and development
- Our unique opportunities related to local universities and other institutions of post-secondary education
- Our access to quality libraries and to the arts
- Our access to and use of information technology



VI. Business and Economic Vitality

We value:

- Our diverse employment opportunities
- Our role as a regional economic center
- Our commitment to economic vitality, growth, and development
- Our strong entrepreneurial spirit
- Our vibrant business districts
- Our educated, skilled, and industrious workforce
- Our commitment to ethical business standards
- Our favorable and supportive business environment

VII. Responsible Government

We value:

- Our transparent and open government entities
- Our commitment to accountable and fiscally sound governance
- Our effective and well-maintained public infrastructure
- Our belief in constitutionally based and limited government
- Our understanding that good government is the product of engaged and principled citizens

VIII. Healthy, Inviting Environment

We value:

- Our quiet, walkable neighborhoods
- Our unparalleled natural amenities
- Our abundant park facilities and recreational opportunities
- Our quality healthcare systems
- Our focus on fitness and wellness
- Our inviting neighborhoods
- Our commitment to responsible stewardship of the environment





Section 1: Family and Neighborhoods

Provo City is characterized by well-maintained neighborhoods that accommodate diversity and enrich the quality of life while maintaining their own unique sense of place. Provo's neighborhoods are well-connected and offer recreational opportunities by capitalizing on its abundant local natural amenities. Provo's neighborhoods offer families and individuals a safe and positive environment in which to interact and prosper.

Goal 1.1 - Improve neighborhood inter-connectivity.

Objective 1.1.1 Encourage a pedestrian-friendly environment throughout Provo.

Objective 1.1.2 Create and maintain bike trail and sidewalk systems that connect all parts of Provo.

Goal 1.2 - Capitalize on local natural resources and neighborhood amenities.

Objective 1.2.1 Consider gathering and social spaces (plazas, community gardens) within the context of each neighborhood.

Objective 1.2.2 Utilize the Provo River to foster gathering and an increased sense of community.

Objective 1.2.3 Improve the access and recreational uses of primary access points to the Wasatch Mountains east of Provo, such as Slate and Rock Canyons.

Goal 1.3 - Help neighborhoods establish their own identity and sense of place.

Objective 1.3.1 Create neighborhood gathering places that draw people from their homes and encourage interaction, awareness and interdependence.

Objective 1.3.2 Encourage strong neighborhood organizations.

Objective 1.3.3 Foster a strong sense of ownership and "place" in each neighborhood.

Objective 1.3.4 Provide and publicize a clearinghouse for information about neighborhoods for residents.

Goal 1.4 - Give families, individuals, and businesses opportunities to participate in neighborhoods.

Objective 1.4.1 Use social networking, the Internet, and other communications tools and technology to involve all individuals in neighborhood discussions and activities.

Objective 1.4.2 Foster activities that involve and support youth and students attending local schools and universities in city activities and government.

Objective 1.4.3 Seek to minimize divisions within the community by removing perceived barriers to interaction and foster a sense of belonging.

Goal 1.5 - Encourage owner occupancy or long-term residency by creating healthy and balanced neighborhoods for schools, businesses, religious congregations, and community organizations.

Objective 1.5.1 Maintain low crime rates in neighborhoods.

Objective 1.5.2 Maintain and encourage good quality, sustainable housing and infill developments.

Objective 1.5.3 Increase direct, landlord responsibility and accountability for overuse of city resources.

Objective 1.5.4 Continue the support of neighborhood loan and grant programs that encourage owner occupancy or long-term residency and neighborhood revitalization.

Goal 1.6 - Maintain and improve the physical appearance and beauty of neighborhoods.

Objective 1.6.1 Plant larger, long-lived canopy trees in parks, green spaces, and recreation areas where shade will increase the enjoyment of future users.

Objective 1.6.2 Ensure adequate enforcement of zoning regulations.



Objective 1.6.3 Provide and maintain attractive landscaping in medians and corridors.

Objective 1.6.4 Beautify and improve gateways into the city.

Objective 1.6.5 Seek grants and promote volunteer efforts to improve neighborhood appearance.

Objective 1.6.6 Use non-profit partners to assist in revitalizing Provo neighborhoods as needed in focused efforts to improve curb appeal and neighborhood appearance.

Goal 1.7 - Ensure neighborhoods are well-informed and educated on city-related issues.

Objective 1.7.1 Have effective communication tools in place to disseminate information to the public.

Objective 1.7.2 Improve the emergency notification system to better inform the public and keep neighborhoods safe.



Section 2: Land Use and Growth

Provo is a city where families and individuals feel safe, where land use is planned and zoned to promote a vibrant and active downtown, quiet residential neighborhoods, and a thriving commercial and environmentally sensitive industrial tax base. The city is balanced appropriately to encourage an exceptional quality of life. As a maturing city, with a limited amount of undeveloped land remaining, the focus for land use is on quality rather than quantity.

Goal 2.1 - Protect existing owner-occupied housing and neighborhoods and encourage an increased percentage of owner-occupied or long-term residency housing in Provo neighborhoods.

Objective 2.1.1 Identify exceptional areas that would benefit from area specific master plans, where the city would conduct a detailed land-use analysis. The objective is for a plan for every neighborhood.

Objective 2.1.2 Develop strategies to increase owner-occupancy or long-term residency in the city's residential neighborhoods.

Objective 2.1.3 Limit additional rental housing outside areas specifically planned for higher density development.

Goal 2.2 - Identify opportunities for neighborhood amenities in established neighborhoods.

Objective 2.2.1 Provide opportunities to establish neighborhood amenities such as neighborhood oriented retail, small parks, leisure activities and/or medical services for residents in existing neighborhoods.

Goal 2.3 - Disperse the increasing demand for rental housing throughout the county.

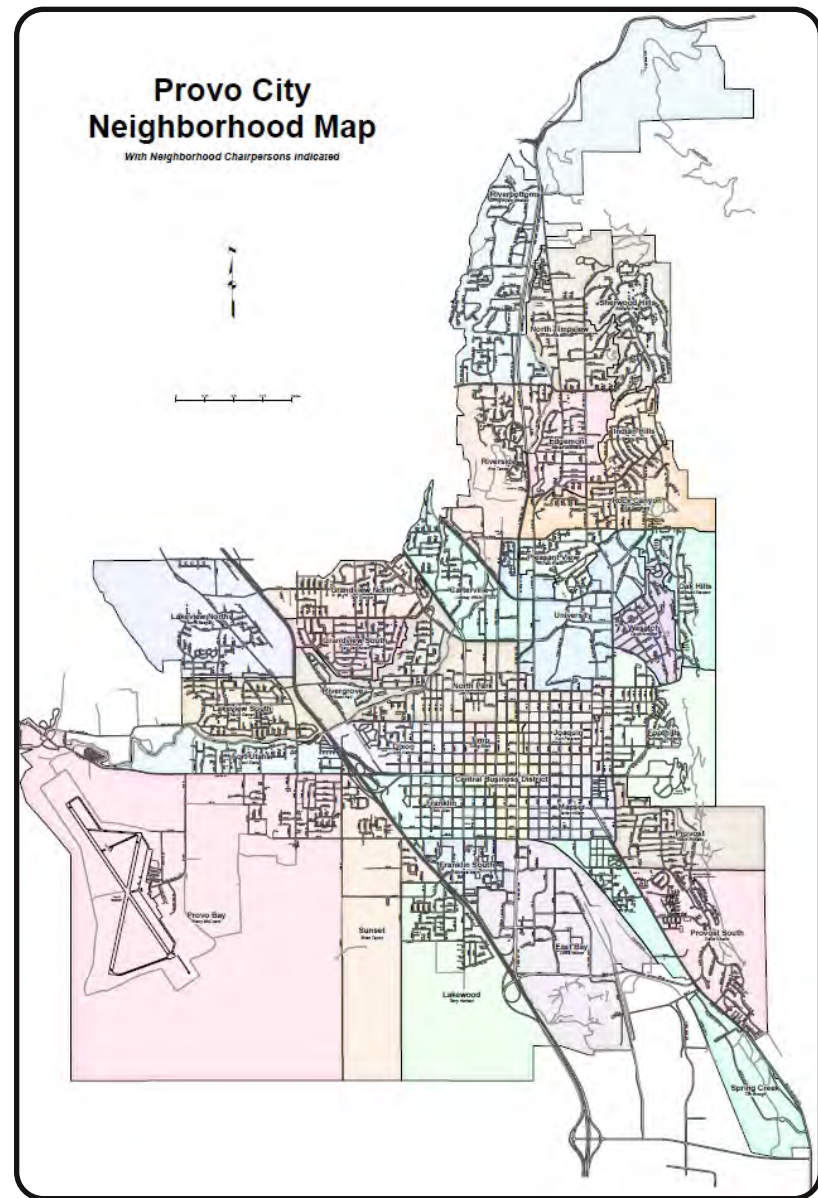
Objective 2.3.1 Initiate actions necessary to encourage other cities within the county to accommodate a share of the rental housing market.

Goal 2.4 - Prioritize areas within the city for economic development

Objective 2.4.1 Determine the appropriate type, level, and location of economic development initiatives for Provo City.

Goal 2.5 - Facilitate environmentally sensitive industrial land use and development to contribute to employment opportunities and the city's tax base without negatively impacting quality of life.

Objective 2.5.1 Accommodate an appropriate amount of industrial growth in the city.





Section 3: Leisure

Provo City is nationally recognized as one of America's most livable cities. Provo's natural recreational amenities and varied leisure opportunities are integral parts of its outstanding quality of life and livability.

Mankind has always sought opportunities to relax, restore, and invigorate the mind and body. The pursuit of and participation in leisure activities are essential factors in health and well-being.

Provo's excellent opportunities for cultural arts, entertainment, and recreation for all citizens are among the best in the Intermountain West. These opportunities are essential for all ages because they improve the quality of life for those who participate regularly. Providing a wide range of recreational opportunities that appeal to the largest cross-section of our citizens is a primary goal of Provo City.

Master Plan

Develop a new recreational facilities master plan that will include the following goals and objectives:

Goal 3.1 – Establish a system of attractive parks and recreational facilities that will provide a complete range of activities for all age groups.

Objective 3.1.1 Work toward implementing Chapter Seven of Provo City's General Plan, "Parks, Recreation and Open Space" ("the Parks Master Plan"), which includes the even and fair distribution of park space throughout the city.

Objective 3.1.2 In the Parks Master Plan, identify potential parkland in growth areas within the city.

Objective 3.1.3 When applicable, require developers to dedicate a specified amount of approved open space for parks, or to pay a park impact fee in lieu of open space dedication.

Objective 3.1.4 Adapt park amenities as neighborhoods change. Established parks should have, if applicable, family and group-friendly seating, fire pits, benches, pavilions, and walking/jogging areas.

Objective 3.1.5 Include in park planning sports parks, family-oriented parks, "theme" parks, small neighborhood and pocket parks, linear parks, children specific parks, dog parks, skate parks, sledding parks, and discovery parks.

Objective 3.1.6 Ensure that parks have sufficient parking for those times of year when the parks are busiest.

Goal 3.2 - Augment the Provo City General Plan for pedestrian paths, trails, and on-street bike ways, including multi-use trails for pedestrians, equestrians, and motorized vehicles. On all trail systems, installation of safety features has high priority.

Objective 3.2.1 Ensure that all trails interconnect with existing trail heads and proposed trail heads at Little Rock Canyon, Rock Canyon, and Slate Canyon.

Objective 3.2.2 Ensure that trail heads at Little Rock Canyon, Rock Canyon, and Slate Canyon have trails that connect to the Bonneville-Shoreline, Great Western, Provo River, and South Fork trails.

Objective 3.2.3 Connect parks within the city to clearly identified trail systems, as far as possible.

Objective 3.2.4 Develop neighborhood walking, jogging, and biking trails with clear signage and safety features, and make them easily accessible for all age groups.

Objective 3.2.5 Develop the proposed roadway that goes from the East Bay interchange to 2000 North to include a pedestrian, biking, and equestrian trail leading to Utah Lake and the Provo River Parkway Trail.

Objective 3.2.6 Where feasible, ensure that walking and jogging trails interconnect to the city trail system.

Objective 3.2.7 Build an equestrian trail on the south side of the Provo River from Geneva Road to Utah Lake.



Goal 3.3 - Provide enhanced opportunities and facilities for the arts, entertainment, and museums reflecting Provo's status as the county seat of the second-most populated county in the state.

Objective 3.3.1 Establish a central arts and entertainment district surrounding the Covey Center for the Arts where citizens can congregate to enjoy arts, entertainment, programs, and concerts in a well-designed and landscaped setting.

Objective 3.3.2 Acknowledge the need for community centers and discovery centers.

Objective 3.3.3 Identify and develop additional venues for arts and entertainment.



Goal 3.4 – Examine the possibilities to relocate the East Bay Golf Course to provide the city with additional commercial development land. These would include a permanent location for a new golf course on city-owned property at the mouth of Provo Canyon.

Objective 3.4.1 Obtain funding through the sale of the East Bay Golf Course to create a first-class golf facility without the need to bond or tax the citizens of Provo.

Goal 3.5 - Establish a recreational beach near the Utah Lake boat harbor.

Objective 3.5.1 Include necessary infrastructure and facilities such as restrooms, clothing changing stations, picnic areas, etc.

Goal 3.6 - Develop a new city recreation facility and park complex.

Objective 3.6.1 Build a city recreation facility which will:

- Develop a sense of community
- Foster a healthy lifestyle and wellness
- Enhance civic pride
- Be versatile and adaptable to meet the needs of all elements of the community

Goal 3.7 - Include a senior citizens' center in the community recreation complex to more adequately meet the needs of our senior citizens.

Objective 3.7.1 Improve and develop recreational programs that provide a diverse schedule of activities.

Objective 3.7.2 Establish a senior citizens council to monitor senior needs, and recommend programs and activities to accommodate the growing senior population.

Goal 3.8 - Obtain ongoing revenue for the funding of parks, entertainment, and recreation.

Objective 3.8.1 Educate and inform voters of the options of creating a RAP tax for on-going recreational funding, with the intent of putting this on the ballot.





Section 4: Natural Resources

The best elements of Provo's natural resources, including Provo River, Utah Lake, high quality potable water, clean air and beautiful canyons, foothills, and mountains are preserved and protected from the adverse impacts of increased population and potential environmental pollution. Impairments to these natural resources have been remedied by a plan of action adopted by the leadership of Provo City.

In an effort to protect its natural resources, Provo responsibly provides electrical energy to its citizens. Provo enjoys very low energy rates and profits in many ways from its municipal power company. Provo also benefits from its association with the Utah Municipal Power Association (UMPA) where Provo is the largest consumer of energy among UMPA participants. Provo provides residents, businesses, educational institutions and industries with reliable, low-cost electrical energy with attractive or non-intrusive delivery systems and seeks the same qualities in heating, transportation and other energy needs.

Goal 4.1 - Work effectively as a city and with other governmental agencies and private organizations to protect, preserve, and restore its natural resources in the surrounding mountains, canyons, and foothills; in the wetlands, shorelines, and riverbanks; and in all city parks; and develop a city-wide culture of pro-active stewardship to preserve the ecological integrity of these resources.

Objective 4.1.1 Regularly assess the current ecological health of Provo City.

Objective 4.1.2 Increase public education and awareness of the city's natural resources.

Objective 4.1.3 Reduce the adverse impacts of growth, development and environmental pollution.

Objective 4.1.4 Encourage resource preservation through greater participation in recycling and energy conservation efforts.

Goal 4.2 - Ensure that Provo River is a year-round stream with protected flows that provide both spawning and rearing habitat for native fish species (e.g., June Sucker) and seasonal sport species; support and sustain general fishing use; and develop trail access to the river, which will be free-flowing from Provo Canyon to a re-established delta area that enters Utah Lake.

Objective 4.2.1 Establish minimum flows in Provo River based on a natural hydrograph and user needs and



through cooperation with all user groups. Recognize the needs of all parties, including adjacent homeowners, water users, and the fishing and recreating public, and the need for maintenance of aquatic and riparian ecosystems.

Objective 4.2.2 Improve public access to and use of the Provo River.

Objective 4.2.3 Protect and enhance lands adjacent to Provo River.

Goal 4.3 - Maintain the current high quality of Provo's groundwater resources, both springs and aquifers, and protect them from contamination and reduction in quantity. Watersheds contributing to water sources will also be managed to protect both surface water quality and recharge of groundwater resources.

Objective 4.3.1 Protect both current and future drinking water sources for Provo City.

Objective 4.3.2 Manage watersheds for the protection of drinking water sources and to protect the water quality of surface waters.

Objective 4.3.3 Improve water use efficiency in Provo.



Goal 4.4 – Improve air quality to meet or exceed all national and state standards for PM2.5, PM10, ozone and carbon dioxide because clean air will improve the health of our residents, aid in recruiting new businesses, increase tourism, and reduce dependence on fossil fuels.

Objective 4.4.1 Clean our air with a sustained, energetic, multi-faceted approach.

Goal 4.5 - Recognize that Utah Lake is a focal point of local natural resources systems that contribute to the environmental health, economic prosperity, and quality of life of area residents and visitors. Through collaborative restoration, protection, and sustainable-use efforts, the lake and its multiple-use amenities are fully recognized, enjoyed, and protected for current and future generations.

Objective 4.5.1 Keep portions of the lakefront and wetland areas in a natural state. Identify and protect wildlife corridors, and encourage less impactful uses (trail use, hiking, birding, and photography) focused on ecological attributes and experiences.

Objective 4.5.2 Provide a range of educational opportunities that complement the recreational experience and showcase the lake’s physical characteristics, biological uniqueness, and cultural resources, as well as its socio-economic significance.

Objective 4.5.3 Control and effectively manage existing invasive species (e.g., carp and phragmites) to minimize their negative effects on Utah Lake natural resources. Implement programs to prevent additional invasions.

Objective 4.5.4 Pursue site-specific enhancements and engineering solutions (e.g., re-created deltas, urban and riparian forests, mixed-use storm water detention areas, selective dredging and diking, re-vegetation) consistent with the Utah Lake Master Plan.

Objective 4.5.5 Attain high-quality water (chemically, biologically, and visually) free from deleterious contaminants and suitable for its beneficial uses.

Goal 4.6 - Maintain familiarity with the Energy Plans for the United States (currently to 2035) and the State of Utah (currently to 2020) and understand the impacts of these plans on Provo.

Goal 4.7 - Continue providing electricity through public power (Provo Energy Department) in association with the UMPA, working to maintain low electrical energy costs, including the sale of excess power on the market, and to develop plans to implement the following objectives in a timely manner.

Objective 4.7.1 Maintain the electrical energy delivery infrastructure at a high level to provide stable, reliable energy, while also working to improve the attractiveness of the city by making delivery systems less obtrusive (i.e., power poles, substations, service stations, etc.).

Objective 4.7.2 Implement new advances in electrical energy delivery and control systems (i.e., smart grid, smart houses) as they become practical and economically feasible.

Objective 4.7.3 Work with residential, commercial, educational and industrial customers to identify and implement energy savings through increases in consumption efficiency and reduction in use of energy in a cost-effective manner.

Objective 4.7.4 Cooperate with customers who privately generate renewable energy resources (i.e., wind, solar).

Goal 4.8 - Work with UMPA to continue to seek long-term electrical energy resources which provide for stable and generally lower cost of electricity.

Objective 4.8.1 Seek opportunities to diversify energy resources in a cost-effective manner, including increasing energy percentages from renewable and alternative sources.

Objective 4.8.2 Seek opportunities for consumer alternatives to purchase energy from renewable resources.





Section 5: Education

Provo City is fortunate to have high-quality public and private institutions of higher education as partners. City leaders recognize the value of an educated citizenry by encouraging expansion and support of all educational institutions. The educational institutions help create important skills development and cultural experiences for all ages. Access to the best technology, opportunities for post-secondary education, and a commitment to zoning that enhances and encourages home ownership or long-term residency will continue to strengthen the citizens of Provo over the next 20 years.

Goal 5.1 - Excel and lead in utilizing the talents and contributions of the diverse population of Provo City, recognizing that for a city with our needs, strengths, and vulnerabilities, we can and must do better than other communities in making our diversity a strength for the city--not merely as something to accommodate, but as something that makes the city attractive and vital.

Objective 5.1.1 Recognize and foster the development of the economic and human potential as well as the talents of Provo's diverse population.

Goal 5.2 - Pro-actively improve technological infrastructure to attract and retain residents and businesses, which will provide increased technological literacy, improve workforce training, increase access to technology, and enhance technological educational services.

Objective 5.2.1 Ensure a technological infrastructure that can support and sustain individual, educational, and business demands. The infrastructure should enable the access and use of the best proven technology tools.

Objective 5.2.2 Supply residents of all socioeconomic backgrounds with more autonomy for learning and equal access to basic 21st century skills, and partner with high-quality educational institutions to provide quality online learning opportunities.

Objective 5.2.3 Provo City recognizes the risks associated with free and open access to the Internet. To combat such risks, Provo City feels the responsibility to provide safe and secure Internet access and community training.

Objective 5.2.4 Form collaborative teams of diverse community members and organizations with the goal of establishing funding and partnership opportunities that will enhance Provo's technology services. Understand the need to be fiscally prudent and the benefits of using Provo's greatest resource which is Provo's people.

Goal 5.3 - Encourage stability and owner occupancy in Provo's housing stock by recognizing that zoning and land use have a significant and direct impact on the local school district and the district's ability to educate its students. Families that are unstable in terms of their location within the community make educating their children a daunting challenge for the school system.

Objective 5.3.1 Because as of 2011, 60 percent of Provo's housing stock was not owner occupied, owner occupancy or long-term residency in new housing developments should be encouraged, especially in developments designed and marketed as non-student multi-family, or attached, housing.

Objective 5.3.2 Emphasize continued renewal and beautification of the city's older sections.

Objective 5.3.3 Encourage a diverse population within Provo, blend home ownership with rental housing in developments that are not meant for college-student housing.

Objective 5.3.4 Avoid concentrating large numbers of rental housing, either in one development or within one neighborhood, outside of areas intended for college student housing.

Objective 5.3.5 Work together with the local school organizations to create educational opportunities for land use (outdoor classrooms, conservation, sustainable development practices, etc.) and continue to partner with these organizations regarding facilities management and recreation.





Goal 5.4 - Encourage and foster quality educational opportunities and networks to sustain and enhance economic development, recognizing that economic development is dependent upon the strength and quality of the city's educational network (K-12 through higher education) and the level of educational attainment of its residents.

Objective 5.4.1 Engage Provo businesses in educational partnerships, sponsorships, internships or volunteer opportunities.

Objective 5.4.2 Support economic endeavors where higher education-generated technologies, ideas, and entrepreneurial activities can flourish into profitable businesses.

Objective 5.4.3 Support the objectives of the Prosperity Subcommittee.





Section 6: Health Care

Provo City residents are aware of and have access to facilities, services, and a culture that promote physical and emotional health.

Goal 6.1 - Ensure healthcare services are accessible to all residents.

Objective 6.1.1 By January 2030, reduce by five percent the number of Provo City adults age 19 and older who indicate they do not have access to healthcare services.

Objective 6.1.2 By January 2030, reduce by five percent the number of Provo City children age from birth to age 18 who do not have access to healthcare services.

Goal 6.2 - Promote wellness and preventive healthcare among Provo City residents and those within the local healthcare system.

Objective 6.2.1 By January 2030, increase by five percent the number of Provo City adults age 19 and older who indicate they exercise at least three times a week.

Objective 6.2.2 By January 2030, increase by 10 percent the number of Provo City children age 6 to 14 who eat five fruits and vegetables a day.

Objective 6.2.3 By January 2030, increase immunization rates for vaccine preventable diseases by five percent for

Provo City residents of all ages.

Objective 6.2.4 By January 2030, reduce by three percent pregnancy-related complications among Provo City residents.

Objective 6.2.5 By January 2030, decrease by three percent dental decay among children ages 4 to 18.

Objective 6.2.6 Discourage distracted driving and other unsafe risk-taking among teens and young adults and promote occupant restraints and helmet use to reduce motor vehicle injuries and recreational injuries.

Goal 6.3 - Collaborate with the medical community to continuously improve preparation to respond as individuals, families, and communities to major emergencies.

Objective 6.3.1 Provide all households important information explaining what to do before, during, and after major emergencies—earthquakes, wildfires, flooding, extreme weather, mass violence, pandemic influenza, and other communicable diseases.

Objective 6.3.2 Participate at least once a year in exercises

of the planned policies and procedures that will be followed by public health, the medical community, and public safety during major emergencies.

Goal 6.4 - Protect our beautiful and healthful environment around us, including air, water, land, and food.

Objective 6.4.1 Provide regular pickup or drop off sites for recyclable used paper, cardboard, glass, plastics, and metals, etc. Provide recycling containers at city functions and facilities.

Objective 6.4.2 Promote the use of zero or reduced emission transportation using bicycles, electric vehicles, mass transit, etc.

Objective 6.4.3 Promote the use of public transportation whenever feasible, especially between housing, shopping, and business locations.

Objective 6.4.4 Encourage the location of basic shopping and service businesses within walking distances of residential areas.

Goal 6.5 - Promote appropriate drug-free lifestyles among all residents.

Objective 6.5.1 By January 2030, reduce by three percent the incidence of prescription drug abuse among Provo City adults.

Objective 6.5.2 By January 2030, reduce by three percent the number of residents incarcerated for a drug-related crime.

Objective 6.5.3 By January 2030, reduce by three percent the number of residents entering emergency rooms for substance abuse.





Section 7: Heritage

Provo City's sense of place and community identity is enhanced by the continual preservation of the city's unique historical and cultural resources. Provo residents and visitors have the opportunity to become aware of the city's heritage through the preservation of its historic structures and sites.

Goal 7.1 - Preserve structures and districts with unique histories or architecture.

Objective 7.1.1 Identify and preserve significant structures that maintain historical integrity.

Objective 7.1.2 Identify and preserve areas or neighborhoods of the city with a unique sense of place related to the collective history or architecture of its structures.

Objective 7.1.3 Raise awareness among property owners of preservation options and benefits related to historic preservation.

Goal 7.2 - Preserve historic or unique cultural resources (historic sites or parks).

Objective 7.2.1 Identify important historical sites located throughout the city, even those where structures no longer exist, and preserve the history of the site.

Objective 7.2.2 Identify and preserve important cultural resources.

Goal 7.3 - Raise awareness of local history, culture, and historic sites.

Objective 7.3.1 Establish a program for placing monuments or signs at historic sites, in historic districts, or in neighborhoods.

Objective 7.3.2 Create and/or promote online and physical repositories/museums that focus on Provo's heritage and culture.



Section 8: Image and Communication

Provo City has identified a well-recognized image and brand through public input. An effective advertising campaign is used to market Provo to the identified target audiences both locally and nationally.

Goal 8.1 - Develop a distinct brand identity for Provo City that personifies our Core Values.

Objective 8.1.1 Maintain a brand and image for Provo City.

Objective 8.1.2 Provide opportunities for additional community engagement.

Goal 8.2 - In partnership with a qualified design agency, develop a strategic plan to communicate Provo City's brand identity and message.

Objective 8.2.1 Determine audiences.

Objective 8.2.2 Identify a plan for on-going community support and engagement.

Objective 8.2.3 Develop a marketing strategy.

Objective 8.2.4 Identify a process for on-going evaluation and review of brand objectives and opportunities.







Section 9: Prosperity

Provo City and the business community enjoy a relationship based on mutual need, trust, and cooperation. Provo City and the business community understand and realize that each relies on the other to be successful and healthy.

Goal 9.1 - Work effectively and fairly with the business community so the dominant perception in the business community is that it is easy to work with Provo City.

Objective 9.1.1 Work to significantly reduce the barriers to growing/expanding/doing business in Provo.

Objective 9.1.2 Look for ways to help grow/leverage the city assets to improve economic development.

Goal 9.2 - Foster the entrepreneurial spirit and reality of Provo as the preeminent place to start a business in Utah Valley.

Objective 9.2.1 Create a fertile environment for business ideas for products and services to progress more rapidly through the business cycle.

Objective 9.2.2 Make it cheaper and easier to be in Provo as a new/growing business.

Objective 9.2.3 Make it easier to expand a business.

Goal 9.3 - Determine the appropriate types of businesses for Provo to foster and grow.

Objective 9.3.1 Build on our strengths and continue in the direction the business community wants to go.

Objective 9.3.2 Develop and maintain a city-wide Economic Development Strategic Plan that identifies new employment and retail opportunities.

Goal 9.4 - Retain/support our established businesses and talent.

Objective 9.4.1 Create incentives to reinvest in growth-mode businesses in Provo.

Goal 9.5 - Maximize the vast second language skill set in the community.

Objective 9.5.1 Take better advantage of Provo's second-language resources to improve business opportunities and services.

Goal 9.6 – Maximize our airport for business and recreational traffic

Objective 9.6.1 Promote the airport to the local business and tourism travel industry as an economical and convenient alternative to using the Salt Lake International Airport.

Objective 9.6.2 Develop a business park around the Provo Municipal Airport that attracts and promotes aviation-related business.

Goal 9.7 - Maintain well-functioning transportation routes throughout the city.

Objective 9.7.1 Ensure that all modes of transportation to, from, and within Provo are safe and efficient.

Goal 9.8 - Facilitate participation by Provo business leaders in the political process.

Objective 9.8.1 Encourage Provo business leaders to become engaged in the political process to ensure that business interests are appropriately balanced with residential interests.





Section 10: Public and Non-Profit Partnerships

The community of Provo interacts with government organizations and non-profit agencies to build bridges between residents from different neighborhoods, backgrounds, and cultures. By engaging government organizations and non-profit agencies to break down the barriers to cooperation, we have better connected neighborhoods and communities.

Goal 10.1 - Employ volunteerism to build bridges between residents.

Objective 10.1.1 Research best practices in engaging residents in developing the community.

Objective 10.1.2 Identify existing volunteer opportunities and develop others to address community challenges while building bridges between residents.

Objective 10.1.3 Communicate the need to participate in identified volunteer opportunities that support the city's strategic vision.

Goal 10.2 - Identify non-profit agency partnerships that align with Provo City's strategic vision.

Objective 10.2.1 Gather data about public, governmental, and non-profit agencies' current and future projects to determine which are advantageous for the city to reach its goals.

Objective 10.2.2 Integrate non-participating government and non-profit agencies into existing non-profit networking forums. Create a forum for public and private, non-profit agencies to interact and coordinate efforts with one another where applicable.

Goal 10.3 - Ensure that residents are aware of public government and private non-profit agencies, the assistance that they provide, and the volunteer and service opportunities they provide.

Objective 10.3.1 Increase awareness among employees of government and non-profit agencies of all agencies that serve the community and the services they provide.

Objective 10.3.2 Make residents aware of opportunities to serve others through government and non-profit agencies.





Section 11: Safety

Provo City is regarded as a safe place to live, with residents who enjoy a secure and strong sense of well-being; protected neighborhoods and public places; well-trained, responsive and proactive emergency professionals; and modern infrastructure and facilities.

Provo City emergency responders provide leadership to ensure the continued maintenance of a high quality of life. They do this through effective response to the growth of the community, utilizing technology to enhance efficiency, emphasizing integrity and accountability for emergency professionals, and educating and training citizenry and partnering organizations, all with the purpose of eliminating the loss of life and damage to health and property.

The following are safety-related priorities to be achieved for Provo to improve upon its status as one of America's most livable cities.

Goal 11.1 - Rank in the 95th percentile for lowest crime rate among cities with a population exceeding 50,000.

Objective 11.1.1 Create a community where youth and their families reject gang activity and where gangs do not exist.

Objective 11.1.2 Work in proactive partnership with neighboring jurisdictions, civic and religious groups, and law-abiding citizens to actively patrol and police neighborhoods.

Objective 11.1.3 Educate and train businesses, civic groups, schools, and other residents on how to respond to crime.

Goal 11.2 - Respond, mitigate, and exceed national standards for all emergency situations, whether accidental, natural, or man-made.

Objective 11.2.1 Establish a dedicated Emergency Operations Center (EOC).

Objective 11.2.2 Maintain a number of police officers and firefighters per thousand residents equitable with the national standard and proportionate to the level of community growth.

Objective 11.2.3 Improve surveillance and monitoring of crime, disaster, and other emergencies through the enhancement of infrastructure.

Objective 11.2.4 Locate fire stations and police satellite facilities appropriately throughout the city to ensure quality proximity, access, and circulation for response.



Goal 11.3 - Continue to support and promote safety education and prevention programs, enhance departmental communication within the city and with other agencies, and develop a comprehensive plan for dealing with natural disasters.

Objective 11.3.1 Improve the mechanism for informing citizens about the techniques of crime prevention, and encourage citizen involvement and support of law enforcement.

Objective 11.3.2 Safeguard citizens through aggressive fire prevention and public education programs that instill the value of preparedness.

Objective 11.3.3 Regularly schedule training for police and fire departments with other departments in the city and partner law enforcement and fire department agencies.

Objective 11.3.4 Prepare for unexpected natural and man-made events, while actively teaming with regional public agencies, volunteer organizations, and the private sector to support, respond, relieve, and provide recovery for disasters.

Objective 11.3.5 Maintain a high level of professional and ethical conduct and instill that expectation within citizens of Provo.

Goal 11.4 - Ensure a safe travel environment for all modes of transportation and carry out strategies and programs that will maintain this environment.

Objective 11.4.1 Reduce the number of fatalities and injuries from traffic-related accidents.

Objective 11.4.2 Create a comprehensive safety management system for traffic.

Goal 11.5 - Utilize technology to improve efficiencies for the delivery of safety services and safety prevention.

Objective 11.5.1 Incorporate and adapt technology to safety infrastructure and prevention.

Objective 11.5.2 Pursue all federal and state funds available to improve technology and infrastructure for safety purposes.



Section 12: Transportation and Mobility

Transportation and mobility are essential to Provo's fabric, growth, and character. Population, growth, transportation, and mobility have become crucial factors in the city's lifestyle, health, and well-being. Due to its transportation system, Provo is able to:

- Move large volumes of traffic on arterial and collector roads to lessen traffic in residential neighborhoods;
- Provide alternative modes of transportation such as bus rapid transit and light rail, and provide sufficient bus routes, route alternatives, and incentives to encourage ridership;
- Use a state-of-the-art inter-modal hub to connect local entities, such as BYU, downtown, Provo Towne Centre mall, the airport, venues, attractions, and entertainment; encourage ridership; and reduce traffic congestion; and
- Expand bike lanes and paths to increase the use of clean transportation. Trail and sidewalk systems provide safe, well-maintained and lighted areas that encourage walkability.

Goal 12.1 - Promote the use of transit and alternative modes of transportation.

Objective 12.1.1 Inform the public of the benefits of public transportation.

Goal 12.2 - Augment the multi-modal transportation opportunities in Provo.

Objective 12.2.1 Prioritize and preserve the existing multi-modal transportation system.

Goal 12.3 - Modify current street standards to promote flexible street widths in residential areas.

Objective 12.3.1 Permit narrower street rights-of-way in residential areas to reduce driving speeds and to make neighborhoods safer and more livable.

Objective 12.3.2 Encourage mixed-use development and well-designed street plans, including complete street design parameters in conjunction with building new developments.

Goal 12.4 - Create walkable areas throughout the city. Walkable areas should be attractive, providing adequate lighting, a sense of safety, appropriate crossings, and social nodes.

Objective 12.4.1 Implement the goals and objective related to trails throughout the city in the Parks Master Plan and those suggested by the Leisure Subcommittee.

Goal 12.5 - Promote easier navigation with appropriate signage throughout the city.

Objective 12.5.1 Target key points of interest, such as public parking lots, restaurants, entertainment, lodging, medical, government, and other points of interest.

Objective 12.5.2 Create attractive sign designs that would enhance Provo City.

Goal 12.6 - Provide street connections from the Provo Municipal Airport to the inter-modal hub and the I-15 freeway.

Objective 12.6.1 Provide direct routes to and from the airport and alternative methods for public transportation.





Section 13: Unity

Provo City is home to a growing and highly diversified population. Various racial, ethnic, and nationality groups merging within the neighborhoods and outlying areas of the city include Latin American, Polynesian, African-American, Haitian, Asian, and others. Through the support and energy of the Provo City government, and the vision of volunteer groups providing leadership, the cultural heritage of all ethnic citizens continues to merge with greater appreciation and acceptance for one another. Effective educational programs heighten citizen awareness of community strengths and weaknesses, thus providing ongoing opportunities of service exchange programs, etc. Multi-culturalism in Provo City is enhanced, making way for stronger multi-cultural leadership and involvement on area committees, councils, and service agencies.

Goal 13.1 - Respond to the demographic shifts by educating the community on current ethnic, religious, and cultural groups residing in Provo City.

Objective 13.1.1 Develop a multifaceted, educational process by which all citizens can learn of the diverse cultures living in Provo City and those who may yet seek a home within the city. Education is essential to broadening views and appreciating diverse cultures and customs.

Objective 13.1.2 Work together to ensure that statistics reporting does not perpetuate stereotypes and misperceptions.

Objective 13.1.3 Expand facilities and venues, through various individual organizations, for teaching and learning a variety of languages.

Goal 13.2 - Bridge gaps of misunderstanding by effective communication.

Objective 13.2.1 Acknowledge that gaps in cultural understanding exist and take positive steps to reduce the gaps and to keep them from widening.

Objective 13.2.2 Identify and enlist community leaders of all cultural backgrounds to aid in communication and understanding between the various cultural groups.

Goal 13.3 - Give greater attention to meeting the needs of the less advantaged through non-governmental as well as governmental organizations.

Goal 13.4 - Provide growth opportunities for the senior population of all cultural groups.

Objective 13.4.1 Provide classes for seniors to develop talents, skills, and knowledge.

Objective 13.4.2 Allow for ample service and volunteer opportunities.

Goal 13.5 - Embrace opportunities to learn more about, and thereby appreciate, the diversity of our world's people and cultures. Work toward educating and influencing individuals who lack knowledge about the growth of multi-cultural residents in our city. Encourage dialogue and interaction between all citizens to unify and solidify our city.

Objective 13.5.1 Promote volunteerism and interaction of various faiths, ethnicities, and organizations.

Objective 13.5.2 Bring together multi-cultural groups and organizations from Brigham Young University and Utah Valley University to work together to promote greater awareness of the various groups living in the neighborhoods of Provo City.

Objective 13.5.3 Join together existing organizations to form public awareness and cultural education programs celebrating diversity.





Section 14: Governance

Provo is a place where people and organizations work in partnership for the good of the overall community. Governmental entities that work together with the citizens of Provo are transparent, responsive, cost-effective, and careful in appropriating funds when decisions are made for providing and delivering services. Government employees serving our community are the best and the brightest available, and are motivated and effective. Governments in Provo have a culture of competence, create a climate of devotion to public service, and foster strong character and work ethics. Citizen engagement in the process of improving our community is second to none in Provo, and residents and stakeholders participate effectively in the process of governance in a wide variety of ways.

Goal 14.1 - Make local government as transparent and as easy to access as possible by citizens.

Objective 14.1.1 Post important government documents, including official transactions, legislation, policy, procedures, and performance measures, online with easy search capability.

Objective 14.1.2 Enhance government services to citizens by creating convenient one-stop service centers in government buildings and online.

Objective 14.1.3 Simplify and clarify the processes for citizens to become involved in government issues and decision-making with elected bodies.

Goal 14.2 - Create and maintain balanced and sustainable financial plans and government budgets that keep taxes and utility fair and competitive while still maintaining quality

services and cost-effective management of our community's infrastructure.

Objective 14.2.1 Develop models of balancing government revenues and expenditures so that government budgets are sustainable over the long term.

Objective 14.2.2 Encourage each government entity to develop ten-year or longer financial plans that demonstrate the impact of current decisions on long-term financial sustainability.

Objective 14.2.3 Focus on developing plans that anticipate the demands of growth to prepare government to meet the needs of the community now and in the future

Goal 14.3 - Share with the community information on the various forms of government adopted by governmental entities serving Provo and how citizens can best influence policy-making at every level of government.

Objective 14.3.1 Encourage government entities to create citizen academies to develop groups of well-informed citizens.

Objective 14.3.2 Increase the diversity of residents and stakeholders serving on government boards and commissions with the addition of minorities, women, and a broader range of ages and geographic locations to achieve broader representation and more balance.

Objective 14.3.3 Utilize government agency websites to provide basic information about forms of government.

Objective 14.3.4 Develop curriculum resources for use in secondary schools, charter schools and home schools that will help the rising generation better understand the functions and roles of government.

Goal 14.4 - Promote strategies to ensure a highly trained, dedicated and fairly compensated group of public employees in Provo.

Objective 14.4.1 Review government employee recruiting, hiring, compensation, accountability and reward systems regularly to ensure that outstanding government employees are attracted to serving the Provo.

Objective 14.4.2 Create and measure the effectiveness of government employee training programs with an emphasis in ethical decision making, the benefits of public service, effective and friendly customer service and meaningful supervision.

Objective 14.4.3 Encourage government agencies to measure the individual contributions of employees toward the outcomes desired in the community and articulated by the community vision.

Goal 14.5 - Develop and adopt best practices in citizen engagement on important public issues, including ways to educate, inform, receive ideas and feedback and build consensus around solving problems, offering service and keeping costs in line.

Objective 14.5.1 Utilize social media and other technology; focused methods to engage citizens and encourage their participation in and partnership with government entities to identify concerns and solve problems

Objective 14.5.2 Strengthen efforts to build neighborhood capacity and encourage involvement by neighborhoods in informing the government decision-making processes

Goal 14.6 - Encourage civility in our community discourse by building bridges of trust between the residents and their governments and by regularly and effectively informing the public on the complex issues that characterize government decision making.

