



General Plan

2023



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photo credit: Scott Stubbs

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photo credit: Ashlyn Hacking

Mayor's Letter

Provo is known and loved for its unique character. Our shared community pride commits us to grow together, protecting our natural assets and welcoming all. As such, it is my pleasure to present Provo's updated General Plan to residents as a valuable tool to help us achieve our goals.

But what is a General Plan? Building is most successfully done with a plan. While a blueprint guides house construction, community building follows a General Plan. The difference is that as our city grows and develops, we sometimes revise our "blueprint" to make sure we are still building the community we all want and need.

Growth, change, and time have allowed us to revisit one of our most critical guiding documents. Provo City adopted the previous General Plan in 2004. While most residents may not even be aware of it, a General Plan is the long-range guide for our community's future and our resulting high quality of life. It is of vital importance that the plan is visionary, balanced, and dynamic.

Visionary: The General Plan serves as a visionary road map for our future. The City Council and Planning Commission look to its outlined goals and policies to make long- and short-term decisions intended to reach that vision. In turn, city staff reference it regularly to direct our daily activities.

Balanced: The General Plan process starts and ends with residents. During this process, community feedback was gathered through focus groups, open houses, and surveys to better understand the varied needs of our residents and business owners. We will seek to continue to find ways for all voices to be heard because ours must be a plan by Provo for Provo.

Dynamic: Our goal is to create opportunities for our community proactively. Our General Plan shows our community's vision at this moment in time. As in the past, unique opportunities will almost certainly arise, and our city's residents and leaders may adjust from the initial vision set forward here. That is part of the dynamic process inherent in developing a community vision and embracing the future as it unfolds.

Provo continues to be nationally recognized for setting high city standards, including being the Safest Big City in Utah, one of the Top Cities to Move to in the U.S., and most notably the #1 Best Performing City in the Nation by the Milken Institute.

Our goal moving forward is to safeguard Provo's future for generations by remaining focused on the cornerstones of a thriving community. We call our foundational cornerstones the Provo Pillars, and they are Welcoming, Safe & Sound, Economically Vibrant, and Forward-Looking.

Thank you to Provo City staff and Design Workshop, our capable consultants, who spent countless hours guiding us through the process and creating this plan of which Provo can be proud. Lastly, I am grateful to our community for their participation and interest in building a Provo that will Welcome Home generations to come.

Sincerely,



Michelle Kaufusi
Provo City Mayor

CHAPTER 1

Introduction to the General Plan



photo credit: Justin Nixon

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

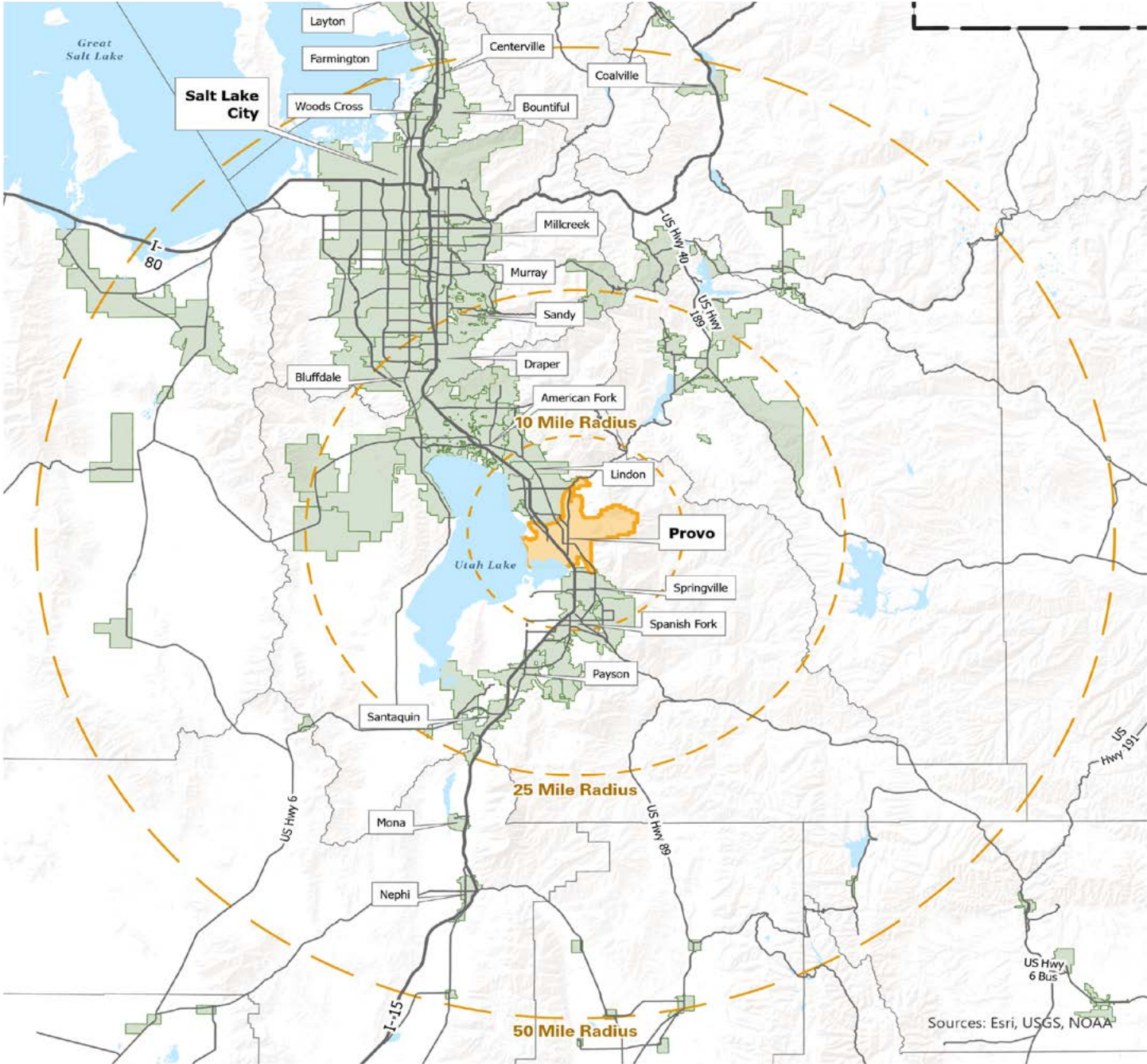
A GENERAL PLAN IS NOT

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

Context

Provo City is the fourth largest city in Utah and the county seat for Utah County. 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 northeast.

With proximity to mountains, rivers, lakes, and several universities and colleges, Provo boasts abundant recreational, economic, and educational opportunities. Provo also faces nearly unprecedented growth rates as it looks toward the coming decades.





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 10 to 20 years.

Provo is one of the fastest growing cities in Utah, which brings change and opportunity. To guide that growth, the city needs a clear, user-friendly plan that 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; the management of natural resources; and the community's history and culture.

This General Plan serves as a reference tool with written non-binding recommendations supported by maps and actions to guide city leaders in making decisions that will impact Provo over the next 10 to 20 years. The goals are aspirational and will sometimes require the balancing of conflicting priorities. Those decisions will be left to future city leaders.

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, a moderate-income housing element, a water use element, and all public infrastructure investment justification. This Provo City General Plan meets the standard set in state law and encompasses all the requirements in subsequent pages.

The current General Plan was written in 2004 and updated in 2007. It has guided Provo well over the past 15 years, and it is time for Provo to celebrate its successes and revisit its roadmap for the future. Projections anticipate that Provo will 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 will accommodate additional housing needs, provides jobs and services, addresses transportation impacts, and maintains a high quality of life for all residents.

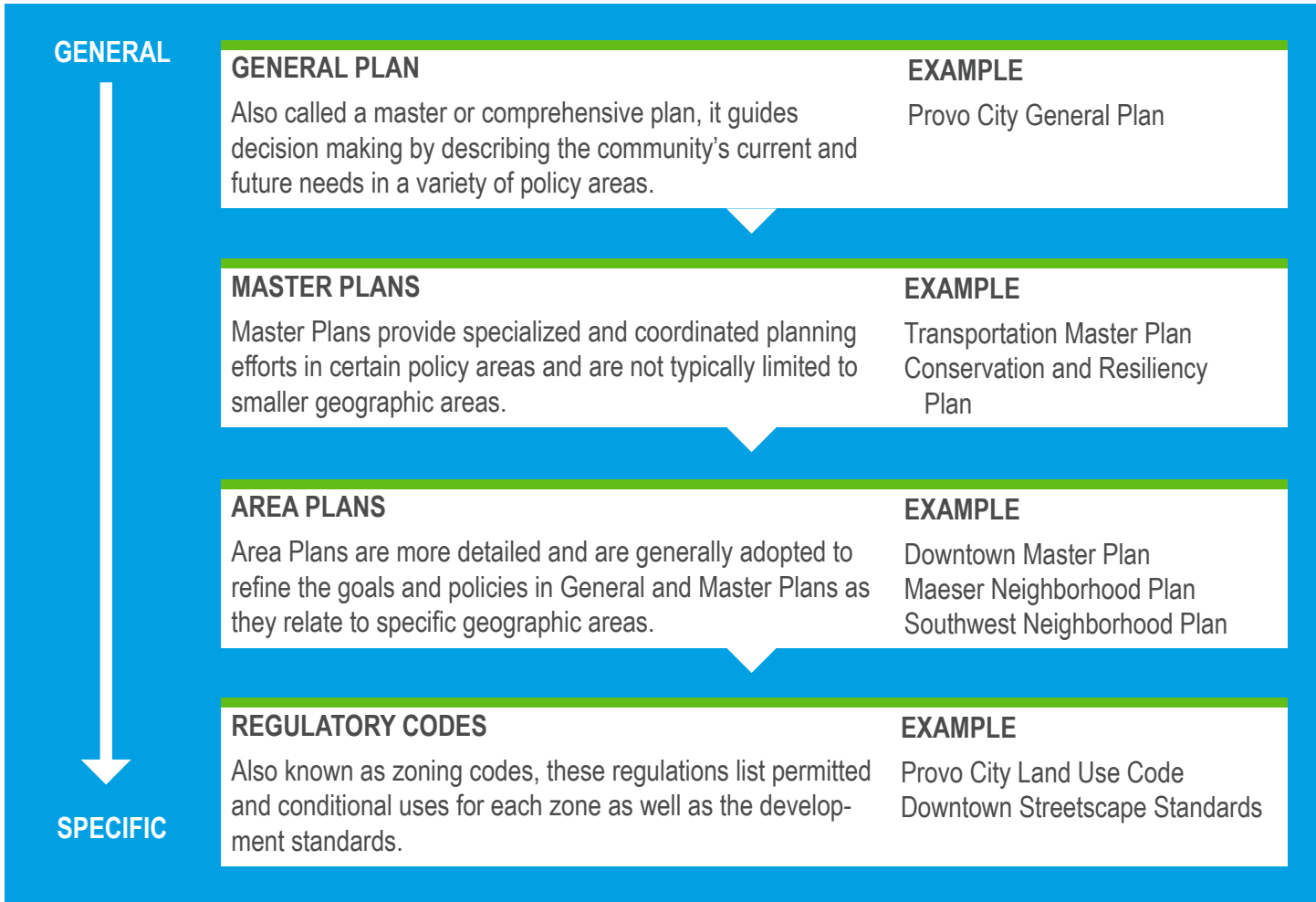
This Plan is a complete document that focuses on implementation strategies to further the vision of the community. The General Plan will serve as a guide to residents, developers, businesses, and state and local partners for how Provo intends to manage growth and will provide a framework for land use,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





Relationship to Other Plans

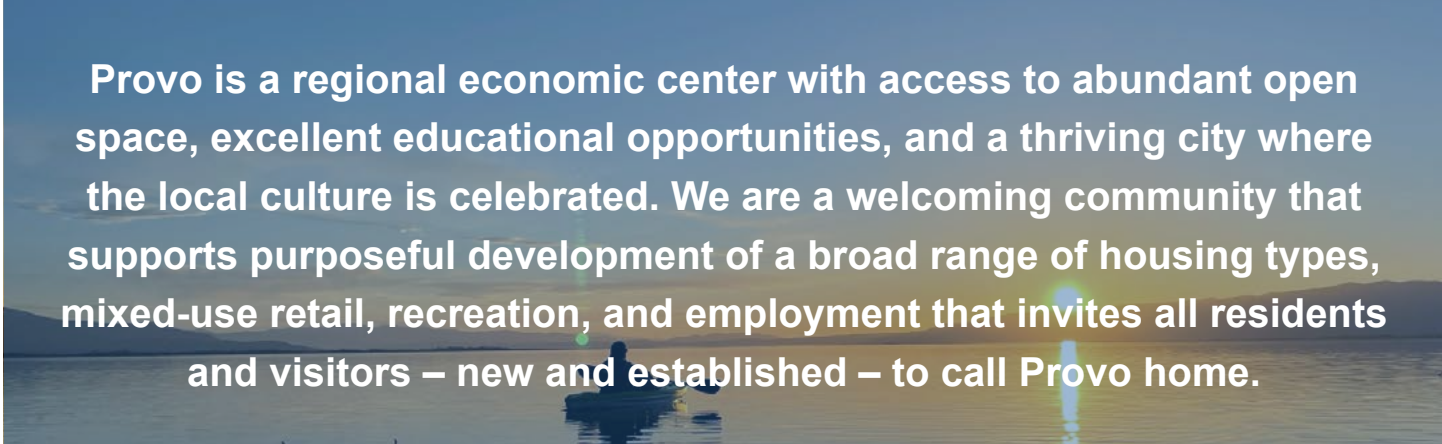
The General Plan is Provo’s preeminent planning document. It informs all other plans and policies, including master plans, area plans, and regulatory codes, which offer greater specificity than the General Plan. Together, these plans are complementary and consistent in their purpose. The examples given here are illustrative and not a complete list. Master and Area Plans are to be included in the General Plan as appendices.





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 longtime 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, resilience, 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 city 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.

photo credit: Mark Greenwood

What We Heard ...

Provo residents are aware of the pressures that the city’s growing population is putting on housing and natural resources. They value the outdoors, the arts, and the character of the community, and they feel the city does a good job of preserving those values. They also want the city to continue to improve in its efforts to manage traffic and offer a mix of attainable housing for their families. They also want to see Provo manage its resources in such a way that the community can remain resilient and accessible to all, no matter what changes the future may hold. These responses came from a random sample, statistically valid survey of almost 1,000 residents.

What is most important to your quality of life?

- 1. Providing and maintaining a mix of housing types at various price points
- 2. Managing and facilitating traffic flow throughout the city
- 3. Having a place for my children/family to live in the community
- 4. Becoming a more environmentally sustainable city (e.g., clean air, water conservation, etc.)
- 5. Preserving outdoor recreation opportunities

Provo Today: What does Provo do best?

- 1. Preserving outdoor recreation opportunities
- 2. Providing safe alternate transportation choices
- 3. Having a place for my children/family to live in the community
- 4. Preserving neighborhood and community character
- 5. Supporting arts and cultural programs

Provo Tomorrow: What does Provo most need to improve?

- 1. Managing and facilitating traffic flow throughout the city
- 2. Providing and maintaining a mix of housing types at various price points
- 3. Becoming a more environmentally sustainable city
- 4. Promoting accessibility, diversity, and inclusion
- 5. Maintaining low taxes tied with bringing in development that will contribute revenue to the city and diversify the tax base



Key Themes

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

The themes in this plan are organized by chapters which each include a current assessment, goals, strategies, and implementation measures that reflect the community's vision. The final chapter includes an implementation matrix or action plan which provides relative timing and leadership needed to enact the strategies listed under each theme's goals.

This plan is built on the following themes and commitments:

Community Identity: Provo Yesterday, Today, and Tomorrow

Our Commitment: We fully embrace our joint stewardship of our community, our heritage, and our future.

Land Use: Growing Toward a Prosperous Tomorrow

Our Commitment: We strive for development that will create places for individuals, families, businesses, and institutions to thrive.

Housing: You Belong Here

Our Commitment: We strive to make Provo a desirable and attainable place to live by providing and maintaining a mix of housing for residents in all walks of life.

Economic Development: Diversified and Resilient

Our Commitment: We strive for a resilient and vibrant economy that supports good jobs and a high quality of life for city residents.

Transportation: Connected and Safe

Our Commitment: We promote a connected network of streets, lanes, trails, routes, and tracks that efficiently moves people, goods, and services through the city by a variety of means.

Public Services and Safety: Liveable Provo

Our Commitment: We promote a high quality of life for Provo residents by facilitating a safe city where citizens have reasonable access to basic public services.

Open Space and Recreation: Active Provo

Our Commitment: We will continue to create dynamic parks, recreation facilities, programs, and services of the highest standard for city residents.

Resource Management: Stewardship of Our Natural World

Our Commitment: We are actively responsible for the future of our natural environment.



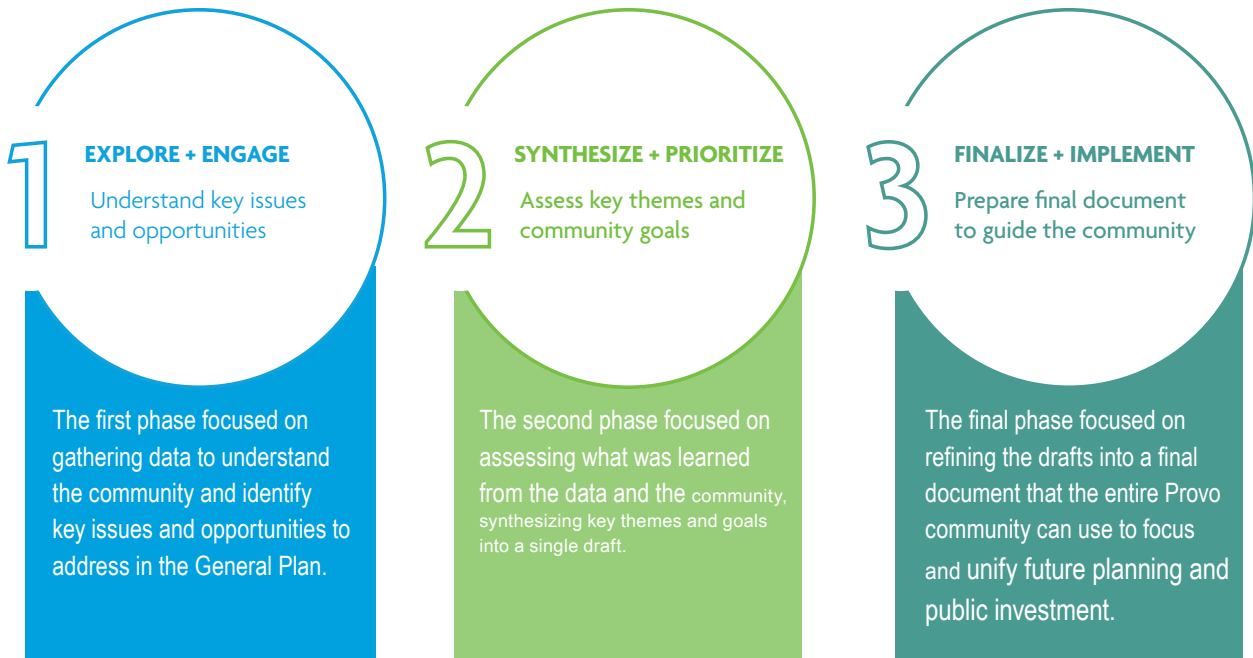
This Plan in Context

The Process

Provo City planning staff worked with Design Workshop to draft an accessible, comprehensive, and community-driven General Plan. The process began with on-the-ground research in late 2019 to develop an extensive understanding of the community’s needs and desires, providing a foundation for a successful process and final document. Despite the disruptions of the COVID-19 pandemic in 2020, over one thousand residents made their voices heard and gave their visions for the future of Provo. The themes from that first wave of community research were taken to the public again in 2022 to make sure the final drafts accurately captured residents’ hopes for the future of their city.

The Working Group then helped staff and the consultants shape the insights from the early public outreach into an outline. This outline, along with the city’s many current plans for parks, transportation, etc., informed the goals and strategies for the new General Plan. It was at this point that staff realized just how deeply Provo residents care about their stewardship of the natural world. They worked with city administration and the consultants to create a Conservation and Resiliency Plan to serve as a companion document to the General Plan and address Provo’s natural resources in a more technical, nuanced way.

Since late 2021, the plan drafts have gone through extensive revision that has helped bridge ideological gaps, refine current policies, and create a General Plan of which Provo City and its residents can be proud for years to come.



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.

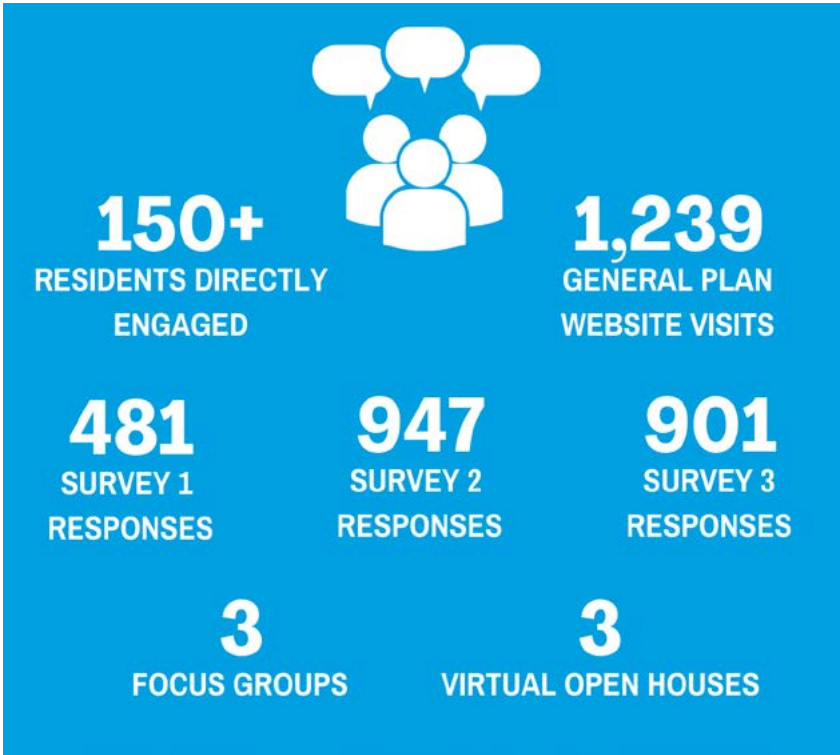


Focus groups, community workshops, online surveys, virtual presentations, a website, and a working group of city and community leaders and volunteers helped guide the formation of the plan. Virtual open houses were core to the community engagement strategy. Made up of workshops and surveys, these online 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.

As part of the final phases to refine the plans, Provo contracted with Y2 Analytics to run an independent survey that sampled random utilities addresses and would meet the threshold to be considered statistically significant. Staff hoped to receive at least 400 responses, but 901 residents participated in the survey. Responses came from across the city and were consistent with census demographics such that Y2 and Provo staff feel that the survey results can be generalizable and serve as a useful litmus test for Provo residents’ attitudes toward key issues.

A full summary of Community Outreach, including all three surveys, can be found in Appendix A: Public Engagement Summary.



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.

CHAPTER 2

Community Identity: Provo Yesterday, Today, and Tomorrow

Our Commitment: We fully embrace our joint stewardship of our community, our heritage, and our future.



photo credit: Rachele Olmos

TOP 3 COMMUNITY IDENTITY STRATEGIES

1. Celebrate local arts and culture.
2. Celebrate and preserve Provo's history, especially historic architecture.
3. Work to create a sense of belonging for all Provo residents.

FROM EARLY COMMUNITY OUTREACH

What is important about Provo's history that we need to remember and preserve?

- Architecture/Buildings (30%)
- Pioneers (27%)
- Native Culture (15%)

FROM LATER COMMUNITY OUTREACH

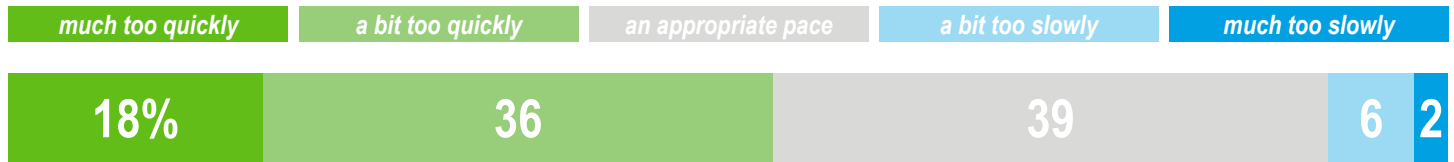
All things considered, on a scale from 0 to 100, with 0 being very low and 100 being very high, how would you rate your overall quality of life in Provo?

77.3

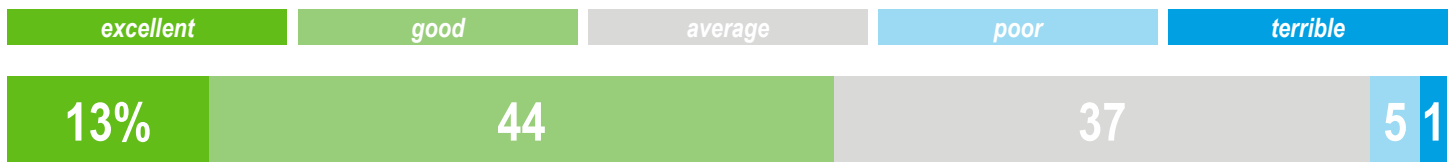
Context

Provo is made up of residents from all stages of life who feel passionate about building their communities. While we might not all speak, think, or look alike, we all value our history, our families, and beautiful city.

Which statement best reflects the pace at which you think Provo is growing?



How would you rate the preservation of the history and character of the city?



Provo Yesterday

The area now known as Provo has been inhabited for thousands of years. The Fremont people were some of the first known human inhabitants. By the time the first Europeans, led by Father Silvestre Veléz de Escalante, visited the region in 1776, it was home primarily to the Núuchi-u (later known as the Ute Tribe), although the Shoshone to the north occasionally traveled here to visit sacred sites. They called the region Timpanogos, which means “rock river.”

In 1849, pioneers from the Church of Jesus Christ of Latter-day Saints established Fort Utah adjacent to the Provo River. The fort was later renamed Provo in honor of Étienne Provost, an early trapper who established a trading post near Utah Lake. With the completion of the Transcontinental Railroad in 1869, the community quickly grew to become a farming and industrial center. Today Provo continues its legacy as the economic, educational, and cultural hub for Utah County.

Provo Today

Demographic Context

Age

Due in part to the large student population and in part to a large youth population, the median age of 24 years old has remained lower than both the county (25 years) and state (31 years). Approximately 30% of residents are between the ages of 20-24, driven mostly by Provo’s proximity to several colleges and universities. College students are a key demographic in Provo, and many of them will call the city home for a few years.

However, approximately 20% of Provo’s population is under the age of 18. In other words, one in every five residents in Provo (including its many college students) is a child or teenager. Current city leadership, staff, and residents should be mindful of the next generation that will inherit our city.

Education

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 the business community.

Ethnicity

According to the American Community Survey from 2019, the majority of Provo’s population identify as White (92.1%) , while 4.9% identify as Asian, 2.3% as Pacific Islanders, 2% as Black or African American, and 1.2% as American Indian. About 15.7% of Provo’s population identify as Hispanic and/or Latino.



Economic Context

An economic engine for the region, Provo’s public and private sectors provide a variety of work opportunities. Provo City is the seat for Utah County’s nearly 700,000 residents. Its academic institutions, including Brigham Young University in Provo and Utah Valley University in the neighboring municipality of Orem, employ thousands, and their graduates attract a wide range of companies to the area. Provo has a strong startup culture. Among these homegrown enterprises is Qualtrics, founded in 2002 and acquired in 2019 for \$8 billion.

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).

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 income levels for the Provo-Orem metropolitan statistical area (MSA) by household size.

Table 1: Area Median Income for Provo-Orem Metropolitan Statistical Area

INCOME LEVEL	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	\$33,580	\$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 income (100%)	58,600	67,000	75,400	83,700	90,400	97,100	103,800	11,500
above median income (>120%)	70,320	80,400	97,480	100,440	108,480	116,520	124,560	132,600

Source: American Community Survey, 2019



Provo Tomorrow

In 2020, Provo's population was 116,616. Since 2010, the population has grown by 6,400 residents, or 5.8%. With Provo City being a regional job center, its population fluctuates from daytime to nighttime with in-flow and out-flow of workers. Also, the city's population increases in August with returning students and decreases near the end of April when they return home. It is likely that during the day and perhaps in certain times of the year, Provo's population exceeds the current population figure.

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.

Historic Preservation

The stories of the people of Provo should be celebrated, from its earliest inhabitants to its newest arrivals. These stories are manifested 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 as well as historical and religious buildings and sites should be preserved. The city should consider adaptive reuse to give new life to historic buildings as appropriate.

Arts and Culture

Provo has long been a creative hub in Utah County and is home to a host of residents with artistic skills, such as authors, painters, photographers, and performing artists. Their expressions of the experiences and cultures of Provo residents deserve a special place in our community. Provo City should explore ways to foster an active arts scene and support the efforts of local artists. Additionally, the inclusion of public art enlivens and enriches the city. Where possible, adding public art to the city should be considered.

“Belonging”

In the planning process, survey participants expressed their desire to make Provo a welcoming place for everyone. In the early community surveys, when asked “what makes Provo special,” 25% of comments addressed this topic of belonging. People of all backgrounds are welcome in Provo and make the community more resilient and vibrant. The city should continue to look for opportunities to support Provo's diverse population and improve representation for all its residents in city governance.



photo credit: Darren Atkinson



COMMUNITY IDENTITY GOALS AND STRATEGIES

Our Commitment: We fully embrace our joint stewardship of our community, our heritage, and our future.

For the full action plan, please see the Implementation Matrix in Chapter 10.



Coordinated Planning Efforts

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

1. Celebrate historical assets and local character.

- 1a. Consider ways to support development, uses, and activities that energize the historic downtown.
- 1b. Celebrate local arts and culture and all the stories of the city and region through public art, open space, and community events.
- 1c. Continue to prioritize public art.
- 1d. Consider opportunities to celebrate local indigenous cultures and heritages.

2. Increase opportunities for input and representation from all citizens.

- 2a. Encourage increased diversity on boards and committees.
- 2b. Support ongoing community efforts to ensure our community is welcoming and inclusive.
- 2c. Build connections to students and university communities.

CHAPTER 3

Land Use: Growing Toward a Prosperous Tomorrow

Our Commitment: We strive for development that will create places for individuals, families, businesses, and institutions to thrive.



photo credit: Steve Jibson

TOP 3 LAND USE STRATEGIES

1. Promote sustainable urban design.
2. Promote mixed-use development where appropriate.
3. Promote small scale, infill development across the city.

FROM EARLY COMMUNITY OUTREACH

What does sustainability and smart growth mean to you?

- Development/Growth Patterns (35%)
- Transportation (18%)
- Preservation of the Environment (11%)

FROM LATER COMMUNITY OUTREACH

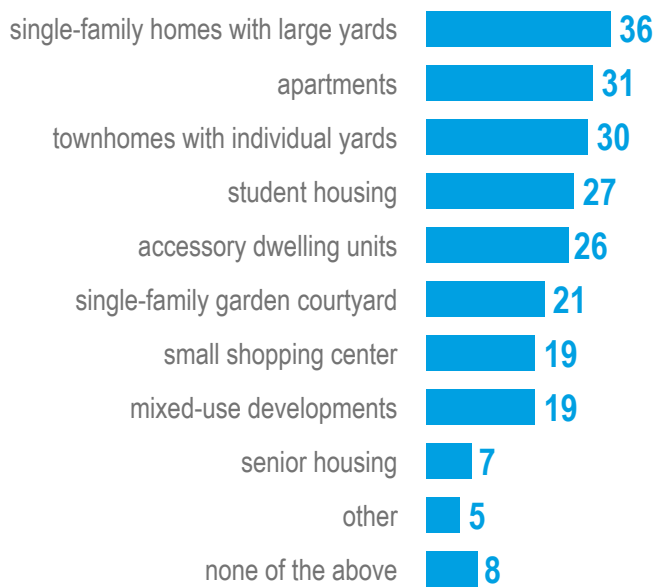
In your opinion, what type of housing and development is most needed in Provo? Select up to three.

1. Small shopping center with multiple stores, restaurants, and/or services
2. Mixed-use developments combining ground-level storefronts with apartments or condominiums
3. Single-family homes

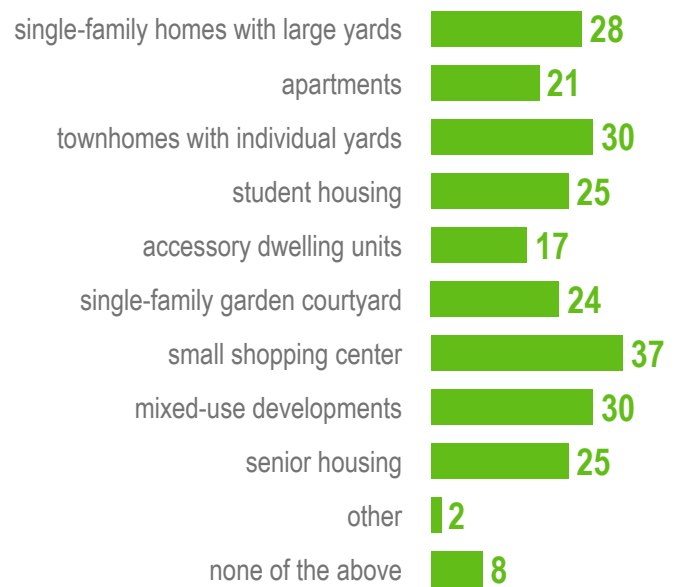
Context

Provo is a friendly city with a vibrant downtown nestled between the Wasatch Mountains and Utah Lake. It is the institutional, educational, and governmental center of Utah County. The city is also a regional job center and is enjoying increased opportunities thanks to its growing airport. Multiple commercial areas provide residents with a wide variety of services, stores, eating establishments, and entertainment options. Provo also contains the most diverse mix of housing types in Utah County.

Which, if any, of the following features would fit well into your area of the city?



Which, if any, of the following features would not fit well into your area of the city but would be nice to have somewhere in Provo?



Development History and Potential

Much of the city east of Interstate 15 (I-15) has been developed, which means that infill and redevelopment are the most likely types of development in most of central and eastern Provo.

There has been a significant amount of residential development in the northwest (west of I-15). It is anticipated there will be a significant increase in residential development in the southwest with the completion of a sewer lift station near the airport.

However, additional residential development in the southwest will come at the cost of agricultural land. The southwest contains the majority of potentially developable land in the city, but it is the last area that has any substantial agricultural acreage. Development pressure on this land is intensifying as Provo and the rest of the Wasatch Front's cities grapple with housing shortages.

The southeast portion of the city is home to a variety of housing types, along with heavy commercial and industrial uses. As additional rooftops, including detached single-family homes, are constructed in the area, the likelihood of retail and other commercial development being established

in this historically underserved area increases. Future developers, residents, and policy makers should consider the balance of rooftops and services with the preservation of agricultural lands.



Land Use Challenges

Development is bounded on the east by mountains and Utah Lake to the west. There is a significant amount of land in the city near Utah Lake that has a 1% annual chance of flooding. There are increased federal and local requirements for development in these areas, including the city’s floodplain requirements.

Transportation also shapes the city – from the street network, highways, and Interstate 15 (I-15) to the Utah Transit Authority’s FrontRunner, Bus Rapid Transit (BRT), and bus systems. This complex network connects people to their homes, businesses, schools, stores, and places of worship, but it also creates challenging barriers, especially for east-west connectivity.

There has been significant residential development in the foothills of the city. The 5,200-foot elevation from mean sea level is generally considered the approximate boundary for urban development along the eastern benches of the city. This corresponds roughly with the natural gas easement that traverses the city. Development in the foothills is more susceptible to impacts by geological hazards (i.e., surface fault rupture, rockfalls, slides, etc.), as well as natural hazards, such as wildfires.

Slopes greater than 30% percent are restricted from development by Chapter 15.05 of the Provo City Code. These areas are designated as Developmentally Sensitive (DS) in the General Plan. Additionally, residents in these areas may be at risk because of the natural hazards and the city’s limited capability to provide services to these areas.



photo credit: Justin Soderquist

In 2021, the city adopted the Critical Hillside Overlay (CH) Zone to protect the aesthetics and ecology of the foothills, as well as to address the hazards related to developing in hillside settings. These requirements help development to blend into hillside environments, protect viewsheds, and cluster dwellings.

Annexation Policies, Municipal Boundary Adjustments, and Municipal Disconnections

Land annexed by Provo in the future could bring new opportunities and challenges. There are several acres of unincorporated land southeast of the city. However, wetlands are significantly present in these lands, and some of this area is home to long-standing heavy industrial uses that could complicate the use and development of the lands. For more information about Provo’s annexation policies, see Appendix C.

The Future is Balanced

With a population of 116,403, according to the American Community Survey (ACS), Provo’s population has increased from 110,201 in 2010 to 116,616 in 2020 and is estimated to reach 135,821 by 2030. Residents come from all around the world and represent all walks of life. Over 40% are students, and almost 17% identify as Hispanic or Latino. With a large population and diversity of people, Provo has a lot to consider when it comes to providing a balanced future for its residents.

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. Provo is a city where residents of all backgrounds and ages should feel welcome and safe.

Striking a Balanced Approach to Locating Land Uses

It is important to address locations for increased density to address a growing demand for housing while preserving single-family neighborhoods, which are a high priority for many residents. Many residents have also expressed a desire for a mix of housing types at varied price points as well as more mixed-use development and in walkable neighborhoods. Residents have shown a desire to utilize accessory dwelling units (ADUs). ADUs can play an important role in providing more affordable housing options within the city. Areas of the city should be considered for expansion of this use, including the west side where parking constraints are less challenging.

Our resident students have also indicated that they would like to see more student housing options. Brigham Young University’s housing policies will impact the housing choices of its students. The city should stay informed on BYU’s housing policies and support the development of high-density student housing near its campus as appropriate.



photo credit: Dana Anquoe

There is also a desire to see neighborhood-scale retail development, which can improve walkability, increase sales tax revenue, and open a variety of shopping and business opportunities for consumers and business owners. The locations of such developments should be carefully considered to maximize commercial potential without straining road systems or parking.

Maintaining and preserving open space to promote healthy lifestyles and family-friendly communities is an important land use consideration that complements all others and which the city should carefully consider as it continues to develop to accommodate growth.

Fostering a More Resilient City Through Land Use

A resilient city is one that is organized and prepared in such a way that it can handle challenges to its systems, such as transportation, water, utilities, and emergency response. Allocation of land uses can have a significant impact on a city's resilience.

Environmental Hazards

It may make sense to encourage land uses in certain areas and not in others because of potential hazards, like the 100-year floodplain or in the wildland urban interface. As appropriate, Provo should encourage development in less hazardous portions of the city or work with the development community to invest in infrastructure to mitigate developmental hazards. Further, wildfires in the Wild-land Urban Interface (WUI) are an increasingly challenging issue in many cities in the western United States. Development in the WUI is attractive to many, but the city should carefully consider whether it is wise to allow for additional residential areas in the WUI, and if so what measures should be considered to mitigate the wildfire danger.

City Systems

The provision of utility service, street systems, etc. can be challenging in areas prone to hazards. Natural and geological hazards along with topography should be considered in helping the city's utility systems to be resilient and able to withstand system pressures. The city should continue to carefully evaluate development proposals to understand pressures they may place on city systems. The city should also be flexible in considering technological advances that would render our city systems more resilient and better able to withstand development pressures and threats from natural hazards.

Water

The western United States, including Provo, is in the midst of an historic and unprecedented drought. Wise and careful management of our valuable water resources should shape the way Provo develops. Commercial and residential developments, parks, and even individual residences should be organized and laid out for the prudent use of water. It may not always be wise to include large grassy expanses in developments. Provo's zoning requirements should be examined and amended where appropriate to promote the wise use of water in site and project planning.

Agricultural Land

Another consideration for making Provo more resilient is preserving agricultural land. Agricultural lands can play a key role in providing locally grown food. Local options are key in events that produce supply-chain disruptions.



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 tradeoffs. Denser development patterns invite more people to a smaller area, which can help conserve open space, reduce 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.



photo credit: Jamie Martin

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. The city has two mixed-use zones – Mixed Use (MU) and Neighborhood Mixed Use (NMU) – to offer more options for mixed-use developments. Additionally, Provo's code allows residential uses within commercial projects in a number of other zones, such as the Regional Commercial Shopping (SC-3) Zone.

As a regional economic and employment center, Provo imports and exports employees daily. Provo and Orem are forecasted by the Mountainland Association of Governments to continue as the employment center of the metropolitan area through 2050. While effects to reduce commuting by adding diverse housing types and reducing housing costs are recommended in the General Plan, they are only one piece of the solution. The city must also have varied transportation strategies in place to move commuters in and out of the city with minimal congestion, improved safety, and reduced air quality impacts.



photo credit: Beau Sorensen

Urban Design

Urban design standards for commercial and residential developments should be implemented to promote neighborhood conservation, maintain property values, and enhance the appearance of Provo city. Design standards should promote public health, safety, and general welfare by regulating landscaping, signage, architecture, scale, setbacks, height, massing, and the overall style and character of developments in order to help protect important views, significant architectural resources, and improve the overall built environment.

Urban design should also include the overall contextual design of neighborhoods and streets to promote safe and convenient walkability and bikeability where possible. Encouraging active transportation with easy access to public transportation and basic shopping needs can also improve health outcomes and reduce automobile traffic.

Design Review Process

The design review process seeks to ensure compatibility of structures in districts. This can be achieved by repeating building lines and surface treatment and by requiring a degree of uniformity in detail, scale, proportion, textures, materials, color, and building form. Harmony of design is sought to protect visual patterns of the community and to enhance visual relationships and transitions between older and newer buildings.

Visible Design Influences in Provo

Provo has not developed as a design-oriented community, nor does it have thematic districts. However, areas with strong design elements do exist. Developments and infrastructure improvements have helped to establish a character for localized regions of the city and have in some cases influenced the design of new projects occurring on nearby properties. Favorable examples of urban design elements may be seen in the Jamestown office park region along North University Avenue, the pedestrian-oriented historic downtown area, the Provo City Library at Academy Square, the Shops at Riverwoods, and Riverwoods Research and Business Park.

Urban design is not limited to the exterior design of buildings. It considers the appearance of the entire built environment and all aspects of development. The absence of freestanding signs and the use of small-scale signs reduce the amount of visual clutter.

Architectural design has improved the appearance of buildings that could otherwise be mundane. The implementation of urban design requirements will establish citywide design standards to beautify the city as a whole and will help to carry out the values, goals, and objectives of Provo’s citizens.

Design Standards

The following categories are to be implemented in some type of policy, regulation, or ordinance to establish urban design criteria within Provo City. Design elements should promote public health, safety, and general welfare while serving the general interest of the public. Policies should be implemented in a timely fashion to encourage the style of development requested by the public.

Landscaping

Without trees, shrubs, grass, and other greenery, the environment may be dull and unattractive. Landscaping improves the look and feel of the community. To avoid becoming a concrete and asphalt-paved community, the city should continue to require developments to meet landscaping standards. Best practices for incorporating water-wise landscape or xeric landscaping design should be used where possible. Plantings and design, including regionally appropriate and drought-tolerant plants, should be used to reduce unnecessary water use. Provo’s landscape requirements should be reviewed to determine ways to more carefully utilize the city’s valuable water resources.

Tasteful and Harmonious Use of Signs

Without restrictions, signs can become flashy and overbearing. Provo City has a sign ordinance, but further steps need to be taken to improve the appearance of signs throughout the city. Steps should be taken to improve the desirability of monument signs. Signs should be required to reflect the building’s architecture and complement landscaped areas. Billboards should be removed, when possible, from developed sites.

An Attractive Built Environment

The Zoning Code should facilitate diversity of appearance (material, height, form) in multi-structure projects. While diversity is encouraged, architecture and themes must still be compatible. New construction in older, developed areas should be sensitive to existing form, color, material, style, and scale. Remodels and additions should also be sensitive to form, color, material, style, and scale of the existing structure. However, there may be a few areas of the city where there are no aesthetic qualities. In these areas, a new design or style may benefit the community and offer diversity in theme, form, color, material, style, and scale.

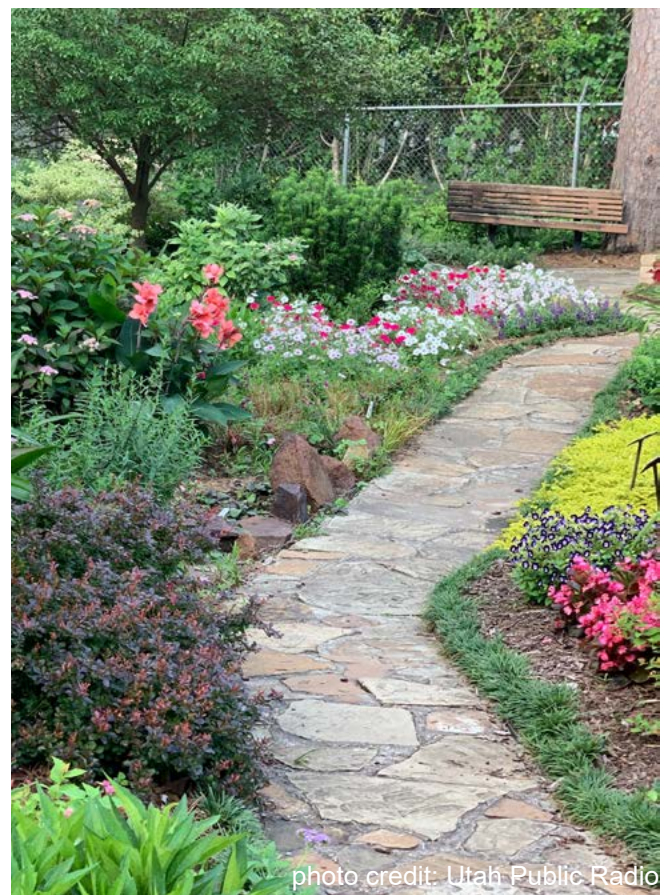


photo credit: Utah Public Radio

Design Corridors Approved by Ordinance

Design corridors preserve the aesthetic integrity of an area by imposing criteria for the appearance and design of buildings within the corridor. The map on the following page shows the current and proposed design corridors for Provo. Table 2 lists the five design corridors that have been implemented by ordinance. The design corridors should be comprehensively evaluated and amended where appropriate. As these corridors typically straddle neighborhood boundaries, amendments should be developed to all design corridors that will make meaningful connections between neighborhoods.

Table 2: Current Design Corridors

DESIGN CORRIDOR	LOCATION
North University Avenue	500 North to 960 North
North University Avenue Riverbottoms	2230 North to the mouth of Provo Canyon
West Center Street	Interstate 15 to Utah Lake
South State Street	300 South to Highway 75
East Center Street	200 East to roundabout at Seven Peaks Boulevard

See Provo City Code 14.34.290 (Design Corridors)

Proposed Design Corridors

Table 3 lists the proposed design corridors. Some of the proposed corridors are dilapidated, and there are no aesthetic qualities to maintain. In these corridors, it is hoped that attractive, uniform design will aid redevelopment efforts. Each corridor will be established with design requirements specific to that corridor. Developments in these corridors will be subject to design review. Corridors at city entryways will have logos, landscaping, and welcome signs. Utah Department of Transportation (UDOT) rights-of-way also need to be beautified but are subject to special regulations and approvals through the State of Utah.

Table 3: Proposed Design Corridors

DESIGN CORRIDOR	LOCATION
University Parkway	University Avenue to city boundary
North State Street	1230 North to city boundary
South University Avenue	600 South to I-15
Downtown University Avenue	500 North to 600 South
500 West	300 South to 1230 North
Center Street	1100 West to 200 East
4800 North	University Avenue to city boundary
3700 North	University Avenue to city boundary
300 South	500 West to 850 East
Columbia Lane	500 West to 1200 West/city boundary
Geneva Road	Center Street to 2000 North/city boundary
Lakeview Parkway	University Avenue I-15 interchange to Center Street



Printed November 2, 2022

2023 Provo City General Plan
Design Corridors Map

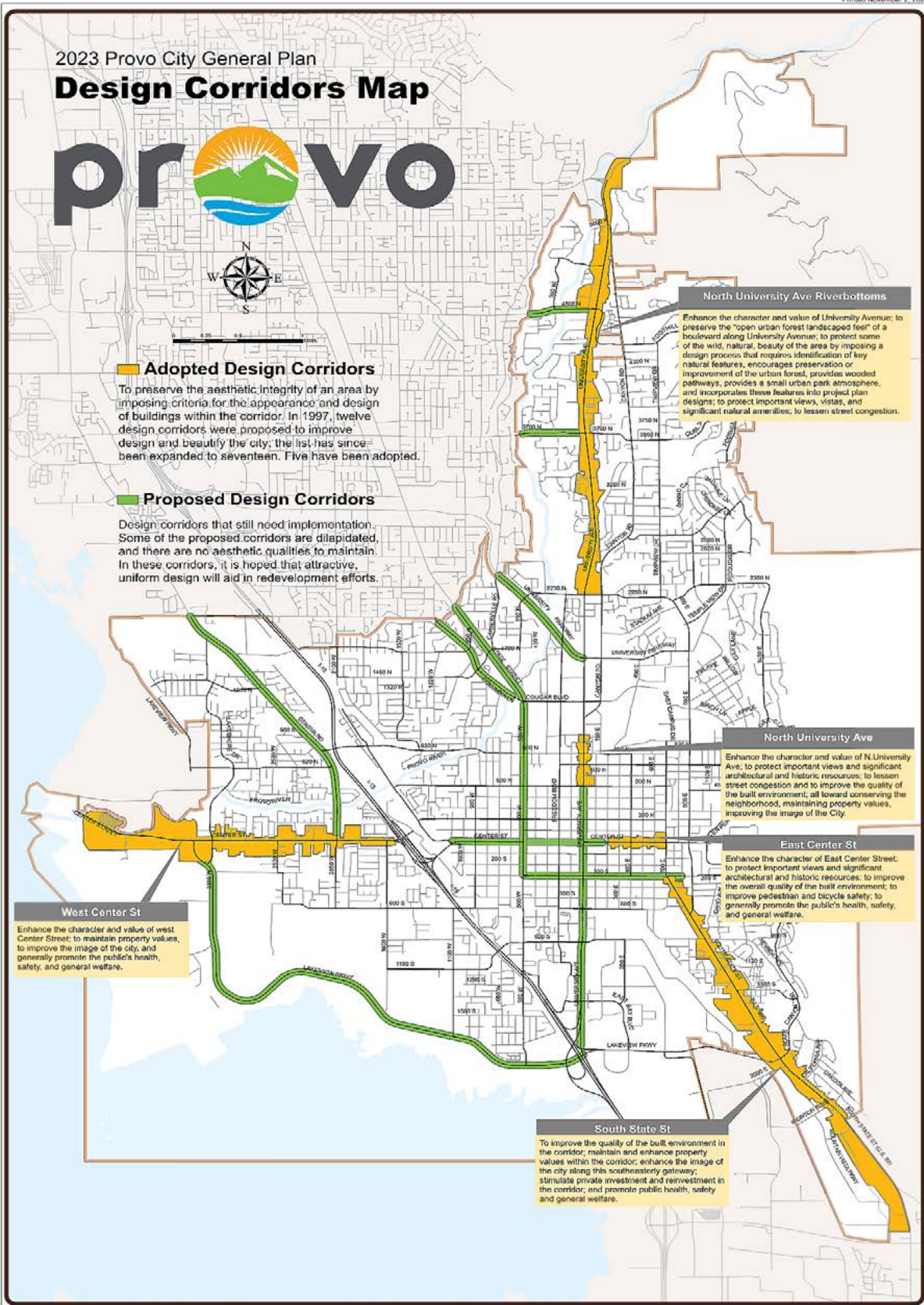


Adopted Design Corridors

To preserve the aesthetic integrity of an area by imposing criteria for the appearance and design of buildings within the corridor. In 1997, twelve design corridors were proposed to improve design and beautify the city; the list has since been expanded to seventeen. Five have been adopted.

Proposed Design Corridors

Design corridors that still need implementation. Some of the proposed corridors are dilapidated, and there are no aesthetic qualities to maintain. In these corridors, it is hoped that attractive, uniform design will aid in redevelopment efforts.



North University Ave Riverbottoms

Enhance the character and value of University Avenue; to preserve the "open urban forest landscaped feel" of a boulevard along University Avenue; to protect some of the wild, natural, beauty of the area by imposing a design process that requires identification of key natural features, encourages preservation or improvement of the urban forest, provides wooded pathways, provides a small urban park atmosphere, and incorporates these features into project plan designs; to protect important views, vistas, and significant natural amenities, to lessen street congestion.

North University Ave

Enhance the character and value of N. University Ave; to protect important views and significant architectural and historic resources; to lessen street congestion and to improve the quality of the built environment; all toward conserving the neighborhood, maintaining property values, improving the image of the City.

East Center St

Enhance the character of East Center Street; to protect important views and significant architectural and historic resources; to improve the overall quality of the built environment; to improve pedestrian and bicycle safety; to generally promote the public's health, safety, and general welfare.

West Center St

Enhance the character and value of west Center Street; to maintain property values, to improve the image of the city, and generally promote the public's health, safety, and general welfare.

South State St

To improve the quality of the built environment in the corridor; maintain and enhance property values within the corridor; enhance the image of the city along this southeasterly gateway; stimulate private investment and reinvestment in the corridor; and promote public health, safety and general welfare.

General Plan Designations

Table 4 lists the names and acronyms of the land use designations as used on the General Plan Land Use Map. The table also provides a description of each designation and its typical uses.

Table 4: General Plan Land Use Designations

GENERAL PLAN DESIGNATION	DESCRIPTION	USES
Downtown Planning Area (D)	This designation 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 within an attractive public realm.
Mixed Use Development (M)	This designation includes commercial, office, and residential uses, and mix of all uses vertically or horizontally is encouraged.	Consisting of residential, office, and community or neighborhood scale commercial.
Transit Oriented Development (TOD)	This designation includes commercial, office and residential uses developed adjacent to alternative modes of transportation, and encouraging pedestrian and bicycle facilities.	Pedestrian-scale design and encouraging alternative transit.
Commercial (C)	This designation 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.	Professional Services: Consisting of office uses. Regional Commercial: Consisting of larger retail service stores and should be located along major roadways. Community Commercial: Consisting of a cluster of general shopping facilities for basic needs, goods and services. Neighborhood Commercial: Consisting of neighborhood retail at smaller scales and intensities of use.
Residential (R)	This designation 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.	High Density Residential: Consisting of all residential uses in low and mid density, as well as condominiums and Apartments. Medium Density Residential: Consisting of single family, duplexes and triplexes as well as multiplexes, cottage courts, small town homes and multifamily units up to 4 Stories. Low Density Residential: Consisting of suburban areas with single-family housing and neighborhood scale duplexes and triplexes as appropriate. Low-intensity Mixed-use Residential: Consisting of low density multifamily or attached units, small office and live-work spaces, neighborhood “corner-store” commercial.
Agricultural (A)	This designation is intended to offer a location where agricultural pursuits are encouraged and supported. This designation is intended to protect agricultural uses from encroachment of other development until such time other uses become necessary and desirable.	

Table 4: General Plan Land Use Designations, cont.

GENERAL PLAN DESIGNATION	DESCRIPTION	USES
Facilities and Institutions (F&I)	This designation is intended for governmental facilities, public and private educational institutions, public and private hospitals, private institutions, and public buildings and operations.	
Open Space, Preservation, and Recreation (OSPR)	This designation 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>
Industrial (I)	This designation 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 nuisances such as heavy machinery, high pollution, trucking, or materials storage. These should be kept separate from other uses.</p>
Airport Industrial Compatible (AIC)	This designation is intended for airport-related activities and future growth including commercial and industrial uses.	<p>Airport: Consisting of goods and services for airport-related activity such as car rentals, fuel stations, and eating establishments.</p> <p>Airport Industrial: Consisting of support services such as maintenance, warehousing, airport-related manufacturing.</p>

See Provo City Code 14 (Zoning)

General Plan Designations With Corresponding Zones

Table 5 shows the zoning districts that may be allowed in the various land use designations. When property is annexed to the city, the property annexed is zoned to the lowest density or intensity zone allowed under that land use designation. The order of intensity is indicated below.

Table 5: General Plan Land Use Designations with Corresponding Zones

DESIGNATION	ZONES
Developmentally Sensitive (DS)	A1.40 if land is in private ownership when annexing to the city. OSPR if the land is in public ownership when annexing to the city. Lands currently within city limits retain their current zoning designations, but are designated as DS on the city General Plan Map to denote the need for additional studies to determine if lands can or should support new development or redevelopment. Land in the CH Overlay Zone also have a DS designation
Agricultural (A)	A1.40, A1.20, A1.10, A1.5, A1.1, and RA
Residential (R)	R1.20, R1.15, R1.10, R1.9, R1.8, R1.7, R1.6, RC, RM, R2, SDP1, SDP2, SDP3, SDP 4, SDP5, SDP6, VLDR, LDR, MDR, HDR, CHDR, and PRO-R or PRO-A
Facilities & Institutions (F&I)	PF, PFS, HCF, and TF
Commercial (C)	SSC, PO, SC1, SC2, SC3, CA, FC1, FC2, FC3, CG, CM, and PRO-C
Industrial (I)	PIC, MP, FI, PIC, M1, M2

Table 5: General Plan Land Use Designations with Corresponding Zones, cont.

DESIGNATION	ZONES
Mixed-Use (M)	NMU, MU, CMU, PRO, and future zoning districts tailored for this designation
Transit Oriented Development (TOD)	ITOD and future zoning districts tailored for this designation
Downtown Planning Area (D)	DT1, DT2, GW, WG, and future zoning districts tailored for this designation
Airport Industrial Compatible (AIC)	A, AI, and future zoning districts tailored for this designation
Open Space, Preservation and Recreation (OSPR)	OSPR

See Provo City Code 14 (Zoning)

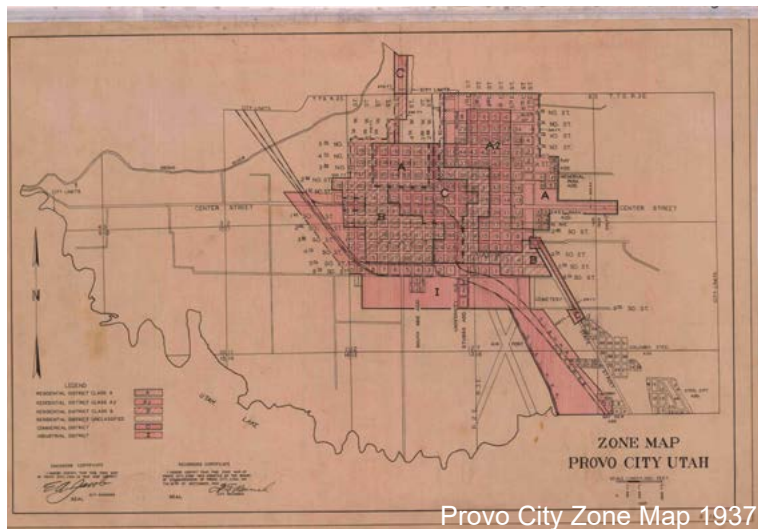
Relationship Between Land Use Designations and Zoning

Land use designations on the General Plan Map are often not indicative of the current zoning on a parcel of land and may or may not clearly prescribe an appropriate zone for future use. The Council should use discretion in determining the most appropriate zoning district in relation to the guidance available.

Zoning is a legislative act that regulates the use and development of property. The General Plan Map designation does not change current zone regulations but rather acts as a signal to interested parties of what types of land uses may be considered for future development. The written policies of this chapter should be consulted in the analysis of such proposals, but with consideration for the uses and the development parameters of the current zone applied to the property.

General Plan Map designations and General Plan policies included in this chapter may strongly influence zone change requests. Proposed changes in zoning that do not comply with the General Plan will be considered only after deciding on an application to amend the General Plan. The General Plan should be substantially reliable as a land use guide to those who reside in an area or who may be considering purchasing or investing in an area of the city.

General Plan Map designations are broader or more specific depending on areas of the city and the level of concern over specific parcels of property. These differences may be influenced by the density of the area, the special character of an area, a developmental aspect unique to a parcel, or some other concern that warrants a greater level of specificity in defining land use boundaries. For this reason, there may be times when the Council will use its discretion in determining that a parcel complies with the generalized boundary of a recommended land use designation or with the overall guiding principles of the General Plan and may make zoning decisions without the requirement for a General Plan amendment. The General Plan map has been revised to give the Mixed Use (M), Commercial (C), Downtown Planning Area (D), Transit-Oriented Development (TOD), and Industrial (I) designations soft edges to convey the idea that the boundaries of these land use designations do not correspond specifically to parcel lines and there is discretion in applying these designations in a given circumstance.



Provo City Zone Map 1937

LAND USE GOALS AND STRATEGIES

Our Commitment: We strive for development that will create places for individuals, families, businesses, and institutions to thrive.

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Sam Alva

Coordinated Planning Efforts

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

Specific Plans to Note:

- Transportation Master Plan (2020)
- Airport Master Plan
- Capital Improvement Plans
- Plans from the Utah Transit Authority and Utah Department of Transportation, as applicable
- Neighborhood Plans, as applicable

1. **Strike a balanced approach in locating land uses that aligns transit, land use, economics, and open space.**
 - 1a. Encourage the development of additional single-family home developments in key areas to address housing shortages and facilitate additional economic growth and economic opportunities.
 - 1b. Encourage infill opportunities in downtown, mixed-use and transit-oriented developments.
 - 1c. Promote neighborhood scale development in residential areas, including a mix of density such as pocket neighborhoods, missing middle housing, and small lot single-family.
 - 1d. Encourage regional commercial development and jobs centers to promote local jobs.
 - 1e. Update neighborhood and area plans to align with the goals of the General Plan.

2. **Foster resiliency through land use.**
 - 2a. Encourage development in areas that are less prone to natural hazards.
 - 2b. Review and update zoning codes to encourage a variety of services to support older adults.
 - 2c. Consider conducting a code audit to review and improve the use of water for landscaping.
 - 2d. Continue to seek opportunities for interdepartmental collaboration on water management and land use.

3. **Review and revise Provo City Code to make it more consistent and accessible.**
 - 3a. Simplify zoning and codes to be more user friendly.

4. **Utilize and update design standards to further establish Provo as an attractive, healthy, and high-functioning city.**
 - 4a. Evaluate existing design standards to ensure they are sufficiently facilitating an attractive, efficient built environment and promoting the health and safety of its residents.
 - 4b. Expand the list of arterials with design corridor standards.

CHAPTER 4

Housing: You Belong Here

Our Commitment: We strive to make Provo a desirable and attainable place to live by providing and maintaining a mix of housing for residents in all walks of life.



TOP 3 HOUSING STRATEGIES

1. Promote a mix of home types, sizes, and price points.
2. Support zoning to promote ADUs and infill development.
3. Recognize the value of single-family neighborhoods.

FROM EARLY COMMUNITY OUTREACH

In terms of Housing, Provo needs...

Single-family homes (41%)

Townhouses and condominiums
(24%)

FROM LATER COMMUNITY OUTREACH

Providing and maintaining a mix of housing types at various price points is ...

important for quality of life (92%, #2 ranking)

most important for quality of life (16%, #1 ranking)

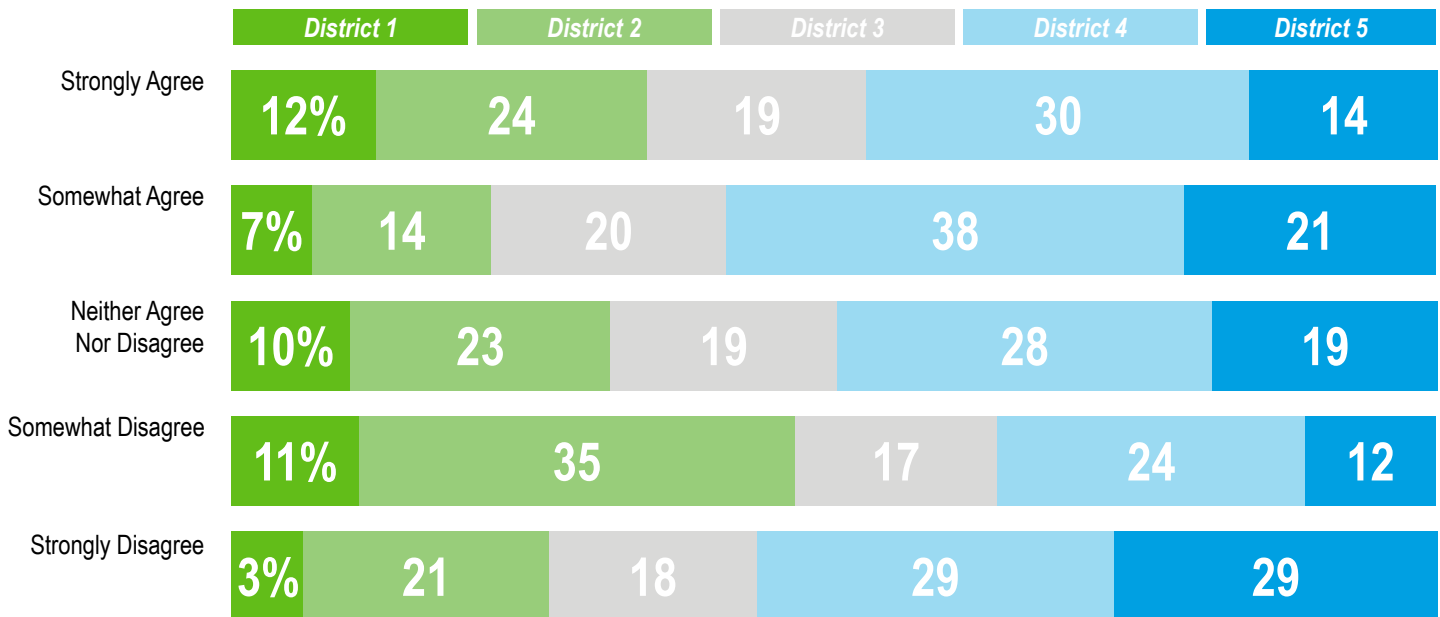
where Provo City needs to improve most (21%, #2 ranking)

Context

A prosperous and inclusive community depends in part on suitable housing for everyone, and Provo strives to provide and maintain a mix of housing types for all its residents, from student housing to retirement housing and everything in between. 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. Rising housing prices are among the top challenges residents face today. Renting is 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.

My neighborhood has enough housing options to accommodate current and future residents.*



* Survey results predate the 2022 redistricting, but the boundaries are fairly similar to the current districts.

In your opinion, what type of housing and development is most needed in Provo?

Non-Students

1. Single-family homes with large yards (43%)
2. Accessory dwelling units (27%)
3. Single-family garden courtyard; Townhomes with individual yards (tied with 26%)

Students

1. Student housing (58%)
2. Apartments (42%)
3. Townhomes with individual yards (34%)

Growth and Housing

Over the past decade, Provo has grown by about 6%, and it is predicted to grow even more in the coming years. In order to preserve agricultural lands and our natural resources while providing housing for new residents, Provo will need to increase housing density in areas of the city that are already developed. While single-family housing should be preserved where appropriate, Provo residents also recognize the need to think about housing differently to promote more attainable housing choices for everyone in the community, including their children. Infill development, including accessory dwelling units will likely be a key strategy to increasing the number of housing units.

However, not every type of housing is appropriate in every neighborhood. For example, areas of the city near major transit corridors and public transportation hubs should have more density than areas that currently can only be accessed by car. As Provo continues to grow, stakeholders should carefully consider impacts of development patterns, expenditure of limited resources, and maintenance of Provo's historic character while providing enough housing for all who choose to call Provo home.

Moderate-income Housing

The Housing Element in the General Plan will primarily be driven by updates to the Moderate-Income Housing Report. However, the General 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. This chapter of the General Plan meets the state requirements for the housing element.



PROVO'S HOUSING STORY

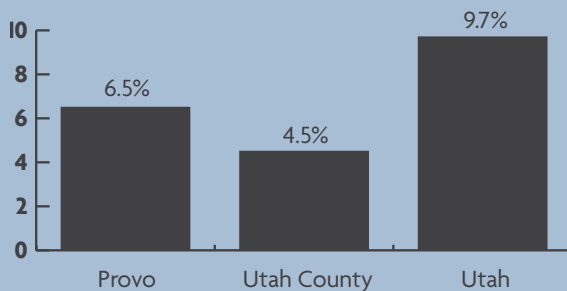
Over the last decade, Provo has grown by 6%. In 2019, there were 34,454 households, with an average household size of 3.05. About 56% of households are married-couple families. The average family size is 3.2. Provo's greatest shortage of rental units is for low-income households.

Table 6: Number of Rental Households at Varying Income Brackets

HOUSEHOLD INCOME RANGE	RENTING HOUSEHOLDS	RENTAL PRICE RANGE	AVAILABLE UNITS WITHIN PRICE RANGE	UNIT SURPLUS/SHORTAGE
Extremely Low Income (<30% AMI)	5,600	\$0-\$663	2,223	-3,377
Very Low Income (30%-50% AMI)	4,560	\$663-\$1,046	8,538	3,978
Low Income (50%-80% AMI)	4,250	\$1,046-\$1,674	4,663	413
Median Income (80%-120% AMI)	5,559	\$1,674-\$2,511	3,049	-2,510

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 the state's (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%, 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 of Housing in Provo

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

The U.S. Department of Housing and Urban Development’s (HUD) defined AMI for Utah County can be used to calculate 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 7).

Table 7: Income Category by Persons in Household

HOUSEHOLD INCOME RANGE	PERSONS IN HOUSEHOLD							
	1	2	3	4	5	6	7	8
Extremely Low Income (<30% AMI)	\$440	\$503	\$565	\$663	\$776	\$890	\$1,003	\$1,117
Very Low Income (30%-50% AMI)	\$733	\$838	\$943	\$1,046	\$1,130	\$1,214	\$1,298	\$1,381
Low Income (50%-80% AMI)	\$1,173	\$1,340	\$1,508	\$1,674	\$1,809	\$1,943	\$2,076	\$2,210
Median Income (80%-120% AMI)	\$1,465	\$1,675	\$1,885	\$2,093	\$2,260	\$2,428	\$2,595	\$2,763
Above Median Income (>120% AMI)	\$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 rate of 3% or 4% with a 30-year term, current property tax rates, insurance costs, a 10% down payment and a monthly utility expenditure of \$225 per month. Higher interest rates will of course increase costs and reduce housing affordability. Table 8 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 8: Attainable Home Price Ranges by AMI Thresholds and Mortgage Rates

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

Source: American Community Survey, 2019

Moderate-income Housing

The Housing Element in the General Plan will primarily be driven by updates to the Moderate-income Housing Report. However, the General 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. This chapter of the General Plan meets the state requirements for the housing element.

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 B: Moderate-income Housing Report. 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 housing, and 2% classified as mobile homes. A detailed definition of housing by classification can be found in Appendix B.

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 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 9).

While Provo has a higher ratio of one-, two- and three-bedroom units, the city has fewer 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 the county’s housing stock and 42.3% of the state’s housing stock (Table 9). 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.

Table 9: Distribution of Housing Units by Number of Bedrooms

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

Source: American Community Survey, 2019

Median Sale Value and Affordability

Housing sale prices within Provo have rapidly increased over the past several years. Based on sales data compiled during January and February 2021, the median sales price for a home in Provo is \$449,000. That 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 four 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. Current residents looking to change location within the city or increase or decrease their current home size may be forced to either look outside of Provo for more affordable housing options or remain in their current home due to the high cost of housing in today’s market.

Rapidly increasing home values can also have negative effects on residents’ ability to pay property taxes on their homes. In cases where residents 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 on housing sales recorded in Provo during January and February 2021. Housing units valued between \$300,000-\$400,000 and \$400,000-\$500,000 were 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 10).

Table 10: Distribution of Housing Units by Number of Bedrooms, January-February 2021

HOME VALUE	# OF SALES	% OF SALES
<\$200,000	5	0.6%
\$200,000-\$250,000	7	0.8%
\$250,000-\$275,000	12	1.4%
\$275,000-\$300,000	26	3.1%
\$300,000-\$325,000	35	4.2%
\$325,000-\$350,000	57	6.8%
\$350,000-\$375,000	73	8.7%
\$375,000-\$400,000	83	9.8%
\$400,000-\$425,000	68	8.1%
\$425,000-\$450,000	68	8.1%
\$450,000-\$475,000	68	8.1%
\$475,000-\$500,000	42	5.0%
\$500,000-\$600,000	124	14.7%
\$600,000-\$700,000	68	8.1%
\$700,000-\$800,000	47	5.6%
\$800,000-\$900,000	23	2.7%
\$900,000-\$1,000,000	10	1.2%
\$1,000,000-\$1,500,000	20	2.4%
\$1,500,000-\$2,000,000	3	0.4%
>\$2,000,000	4	0.5%

Source: American Community Survey, 2019

The Future of Housing in Provo

Existing housing within Provo is struggling to meet the needs of current and future residents. Provo has a shortage of housing in general. The city's existing supply issues are exacerbated in light of future growth projections. Provo should consider 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 could leverage to continue to add to and diversify its housing stock to provide housing for all Provo residents.



a variety of housing sizes, types, styles, and price points across Provo

Mix of Housing to Balance Demand Pressures

With a limited supply of higher-priced homes, buyers with the ability to afford more expensive options are over-bidding 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, buyers at lower incomes are stretching themselves financially to afford housing while applying continued pressure to the moderately-priced housing market. Provo should continue to consider ways to offer price-appropriate housing to residents.

Single-family Housing

Single-family housing is an asset to a community and is greatly valued in Provo. Single-family homes benefit Provo by providing more housing options, economically balancing more densely developed areas of the city, and helping preserve the open feel of our community's agricultural heritage. Additionally, promoting a mix of single-family homes allows for aging in place, meaning a family can progress from a starter home through to a retirement-friendly home while staying in the same neighborhood.

Density in other parts of the city can help preserve single-family areas as Provo's population grows. By concentrating density where it makes sense, density can be reduced in the other areas of the city while maintaining a varied housing stock that meets the needs of Provo residents, new and established.

Housing with More Bedrooms

To improve access for larger families with varying incomes, Provo should encourage the development of homes with four or more bedrooms in both single- and multi-family developments.

Residents with Specific Needs

Provo has a serious shortage of housing for residents with disabilities and for older adults who do not qualify for government assistance. The city should collaborate with developers to encourage the development of more housing options at a variety of price points.

Further, Provo has a population of people who are, or are at risk of, experiencing homelessness. Provo is a member of and coordinates with the Mountainland Region Continuum of Care (CoC) to care for those experiencing homelessness. The CoC works to provide transitional and permanent housing for the unhoused. Additionally, the Provo City Housing Authority—created by a commission of Provo City in 1971—has programs that help provide housing for hundreds of Provo residents, including those that are low-income, elderly, and disabled. Indispensable partnerships, including with the CoC, must continue to help mitigate and eliminate homelessness.

The city could consider staffing a person who works with the aforementioned organizations, faith-based organizations, and other provider agencies to coordinate the city's efforts to assist Provo residents with special housing needs and circumstances. Having such a coordinator—who could help offer a more comprehensive list of housing and other services—could be invaluable to those in need. The city could also establish a plan for helping the unhoused, and those in risk of homelessness.

Consider Ways to Encourage Lower Development Costs

Provo could consider ways to encourage developers to build housing at desired or targeted price points. Possible actions the city could consider to encourage lower development costs include: reduce permitting and review

costs, providing density bonuses, and reduce parking requirements. To protect its investment in affordable housing, the city should consider requiring renters or purchasers of certain properties to be at or below AMI. The city could also consider encouraging temporary deed restrictions that limit sale or rental price.

Increase Allowable Density in Residential Areas through Accessory Dwelling Units

A review and revision to current accessory dwelling unit (ADU) regulations will greatly benefit Provo’s housing stock. ADUs also help to increase density in areas of the city that are already developed, which can help reduce pressure to develop agricultural land. To increase the supply of housing in Provo, provide more affordable rental options, and help homeowners offset mortgage costs, the city could consider expanding areas of the city where ADUs are permitted.

Detached — Accessory Building



An accessory structure such as a carriage house or garage can be converted into a second unit if parking minimums are still met.

Attached — Attic or Basement



A second, smaller unit can be built into the existing home.

Attached — Addition



A second, smaller unit can be built as an addition.

photo credit: City of Minneapolis

Simplify the Development Review Process and Requirements

Provo is working to proactively engage the development community to ensure an understanding of the process and requirements needed for review.

Customize the Development Review Process for Housing Priced at Preferred AMI Levels

To better support the development of housing priced to accommodate certain AMI levels and reduce the regulatory impacts of navigating the development review process, Provo could explore ways to improve and accelerate the development review process for housing projects that meet certain sale or rental rate targets.

Evaluating Proposed Rezone Applications for Housing Developments

The following set of questions is listed to assist the city's legislative body as they evaluate rezone applications related to proposed housing developments:

- Would the rezone promote one of the top 3 housing strategies?
 - Promote a mix of home types, sizes, and price points
 - Support zoning to promote ADUs and infill development
 - Recognize the value of single-family neighborhoods
- Are utilities and streets currently within 300 feet of the property proposed for rezone?
- Would the rezone exclude land that is currently being used for agricultural use?
- Does the rezone facilitate housing that has reasonable proximity (1/2 mile) to public transit stops or stations?
- Would the rezone encourage development of environmentally or geologically sensitive, or fire or flood prone, lands? If so, has the applicant demonstrated these issues can reasonably be mitigated?
- Would the proposed rezone facilitate the increase of on-street parking within 500 feet of the subject property? If so, is the applicant willing to guarantee use of a TDM in relation to the property to reduce the need for on-street parking?
- Would the rezone facilitate a housing development where a majority of the housing units are owner-occupied? Is the applicant willing to guarantee such?
- Would the proposed rezone facilitate a housing development where at least 10% of the housing units are attainable to those making between 50-79% AMI? Is the applicant willing to guarantee such?

The above questions are not a set of requirements, but they will help in evaluating rezone applications related to housing development. Answering affirmatively to a majority of the questions above would make for a stronger rezone application, whereas an application that answers affirmatively to only a few of the questions would be a weaker application. These questions are not meant to limit the legislative body in their decision-making power.

HOUSING GOALS AND STRATEGIES

Our Commitment: We strive to make Provo a desirable and attainable place to live by providing and maintaining a mix of housing for residents in all walks of life.

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Oliver Dahl

Coordinated Planning Efforts

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

Specific Plans to Note:

- Parks and Recreation Master Plan (2021)
- Conservation and Resiliency Plan (anticipated 2023)
- River and Lakeshore Plan (anticipated 2023)
- Foothills and Canyons Plan (anticipated 2023)
- Neighborhood Plans, as applicable
- Code Sections related to development regulations
- Appendix B: Moderate-Income Housing Supply and Strategy

SEE APPENDIX B FOR MODERATE-INCOME HOUSING GOALS

- 1. Allow for different types of housing in neighborhoods and allow for a mix of home sizes at different price points, including ADUs.**
 - 1a. Encourage opportunities for small scale, infill housing development.
 - 1b. Consider revising regulations to encourage development of a mix of housing types.
 - 1c. Continue to examine zoning solutions in certain locations to promote Accessory Dwelling Units in residential areas.
 - 1d. Encourage the development of additional single-family homes in key areas, such as the city's west side, to address housing shortages, and to facilitate additional economic growth and opportunities.
 - 1e. Identify a program in conjunction with the universities to monitor student housing quality and rental regulations.
 - 1f. Encourage more options for entry level housing including smaller lots and mixed housing, as well as smaller unit sizes including studios and apartments.

- 2. Strive to increase the number of housing units of all types across the whole of Provo in appropriate and balanced ways.**
 - 2a. Promote housing that is attainable for all income levels.
 - 2b. Consider non-traditional approaches to high-end housing.
 - 2c. Encourage "affordability through design" by utilizing best practices to optimize efficiency in building and land use.
 - 2d. Identify key locations where attainable housing is needed and consider utilizing best practices such as deed restrictions and HUD housing programs to provide below market rate housing.
 - 2e. Identify opportunities for and invest in the rehabilitation of existing uninhabitable housing stock into moderate-income housing.
 - 2f. Expand on strategies and specific opportunities in a future housing study.

- 3. Better position the city's legislative body for effective rezone application decision-making.**
 - 3a. Include an evaluation tool in each neighborhood plan to help the legislative body in their decision-making process with rezone applications.

- 4. Strive to facilitate increased housing options for Provo's vulnerable communities.**
 - 4a. Encourage a more focused and coordinated provision of services for the unhoused, and those at risk of homelessness.
 - 4b. Encourage the development of additional housing for older adults and disabled individuals.
 - 4c. Continue working with the Provo Housing Authority, the Mountainland Region Continuum of Care, faith-based organizations, and other community partners to assist Provo residents with special housing needs and circumstances.

CHAPTER 5

Economic Development: Diverse and Resilient

Our Commitment: We strive for a resilient and vibrant economy that supports good jobs and a high quality of life for all residents.



TOP 3 ECONOMIC DEVELOPMENT STRATEGIES

1. Encourage the growth of the local small business and start up communities.
2. Attract additional employers that provide higher-paying jobs, especially in the tech sector.
3. Develop policies and practices to support thriving economic centers, including infrastructure.

FROM EARLY COMMUNITY OUTREACH

What do you believe is the biggest challenge for the Future of Provo?

Growth/Development (33%, #1 Ranking)
Traffic/Transportation (23% #2 Ranking)
Economic Diversity (10%, #8 Ranking)

FROM LATER COMMUNITY OUTREACH

Of the listed aspects of economic development and employment, growing the local small business and startup community is ...

most important for quality of life (56%, #1 ranking)
where Provo City needs to improve most (36%, #1 ranking)
what Provo City does best (34%, #1 ranking)



Context

As an economic engine for the region, Provo’s public and private sectors provide a variety of work opportunities. 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, 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 11). The unemployment rate as of 2021 is 3.9%, which is slightly higher than the county at 3.2% and state at 3.3%, likely due to the high number of students in Provo.

Table 11: 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)

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 largest 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. 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%). 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%. 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%.

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 industries.

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.



businesses at the intersection of Freedom Boulevard and Center Street in 1891, 1973, and 2022

Economic Assets

Provo's startup culture, airport, educated populace, young workforce, and high quality of life have made the community very attractive to top industries and startups alike. Vivint began in Provo and was named one of the most promising American companies by Forbes in 2013. Qualtrics also has its roots in Provo and was acquired for \$8 billion in 2019.

Several start-up-friendly developments are under construction or planned on North University Parkway and North University Avenue. These developments are intended to attract and host incubator companies. Additionally, both Rocky Mountain University and Noorda Medical College are locating campuses in the East Bay area. By attracting biotechnical and research companies to take advantage of proximity to the medical campuses, a biotechnology and medical hub could emerge in this area. Provo has been proactive in its support of the business community and will continue to make the city a place for businesses to start, grow, and stay.



Provo Airport

Airport

As the Provo Airport continues to expand and offer more flights, the surrounding areas are anticipated to develop to serve the needs of travelers and visitors. The area is also attracting industrial and manufacturing businesses. The city has already adopted an Airport Industrial zone and should continue to proactively plan for growth near the airport.



Tourism

There are many reasons to visit Provo. It is near several universities and colleges. The region's premier convention center is located within the city, as well as two temples of the Church of Jesus Christ of Latter-day Saints. The city enjoys a broad collection of independently owned restaurants with cuisines and offerings inspired by a variety of locations and cultures.

With proximity to the Wasatch Mountains and Utah Lake, Provo City is a recreation destination. Residents and visitors alike can enjoy hiking, mountain biking, boating, rock climbing, camping, and close access to skiing. The city maintains excellent parks and trails. A large regional sports park will soon be constructed just east of the Provo Airport. Provo should continue to look for opportunities to showcase its amazing scenery and recreational opportunities, and further take advantage of tourism opportunities.

Human and Institutional Capital

The presence of the universities and airport are also key assets for economic health. Students provide an incoming workforce for local and regional businesses. Their intellectual capital is important for a sustainable and resilient economy.

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.

Supporting Local Businesses

As of 2022, Downtown Provo has over 70 restaurants, none of which are national chains. Many more exist across the city, and Provo has seen great success in the local startup community. Provo residents are proud of their many local businesses, as shown by the community outreach responses at the beginning of this chapter.



photo credit: Christian Peay



Growing the local small business and startup community was the top response both for what Provo does best and for what it most needs to improve. Residents appreciate the city’s support for local businesses, and they want to see more of it.

It is important that the city continues to communicate with local business leaders, government officials, the local universities, and other partners to understand how they can best support the business community. Removing unnecessary code requirements and policy impediments can be key in making sure Provo has a healthy and prosperous economic environment.

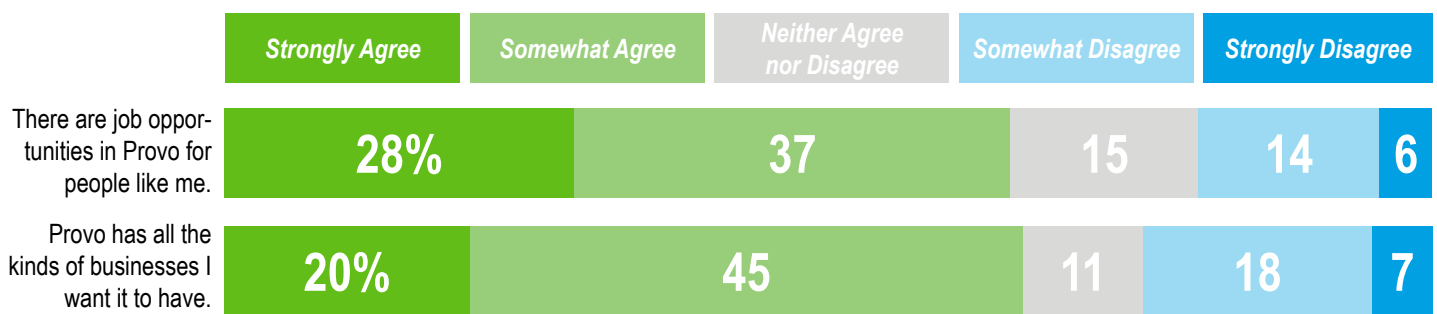
The Provo Airport is a major player for the future economic growth of the city. It is important Provo has an updated, comprehensive master plan to maximize the economic and other benefits associated with this highly important city asset. This plan should address the current and future needs of a growing airport.

Attracting New Businesses

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, proximity to higher education institutions, and existing diversified employment base make Provo a competitive location for employers.

The city’s “Provo Advantage” campaign has showcased the many benefits for businesses looking to move to the area. Provo should continue to take a proactive approach to attracting new employers to the city.

To what extent do you agree or disagree with the following statements about Provo?



This approach entails ensuring that high-quality and appropriate office, commercial, and industrial space is available to businesses looking to locate in Provo. Ensuring adequate infrastructures in areas of new development and a clear and streamlined permitting and approvals process are critical for employers wanting to develop their own facilities. The ability to attract and retain businesses from all sectors makes our local economy strong and resilient. City residents are less likely to suffer with supply-chain issues and commodity shortages with a well-rounded collection of local businesses and operations.

According to the random sample, statistically valid survey, residents are most interested in attracting technology-related businesses to the area. When asked which aspects of economic development and employment were



most important to their quality of life, the second most common answer was “Attracting technology-related business” (17%). While Provo should look to diversify its tax base and bring a broad variety of employers to the city, it should be especially cognizant of opportunities to continue to develop its tech sector.

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.

Areas for Development or Redevelopment

Several areas of Provo are ripe for new businesses, both large-scale and small infill developments. West Provo has land along Center Street, along Lakeview Parkway, and near the airport that would be well suited for a variety of businesses from manufacturing to tourism to mixed use. East Bay’s location near the highway and several major roads, in addition to its accessibility by public transportation, could easily accommodate employees and patrons. Several areas near Downtown off Center Street could also be redeveloped to continue to boost the local economy.



Gateways

Gateways experience a high daily traffic volume and can therefore be ideal locations for businesses. Additionally, gateways set the tone for those approaching the city. Provo should develop a plan for its gateways to maximize their aesthetic and development potential.



ECONOMIC DEVELOPMENT GOALS AND STRATEGIES

Our Commitment: We strive for a resilient and vibrant economy that supports good jobs and a high quality of life for all residents.

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Sam Alva

Coordinated Planning Efforts

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

Specific Plans to Note:

- Downtown Master Plan (2015, update anticipated 2023)
- Airport Master Plan
- Southwest Area Plan (anticipated 2022)
- Neighborhood Plans, as applicable
- Code sections related to development regulations



1. Employ innovative approaches to promote local business and create community

- 1a. Explore implementing strategic investments to attract new businesses while continuing to support growth of local businesses.
- 1b. Attract technology related business and other outside employers to Provo.
- 1c. Increase commercial and light industrial space such as maker spaces and innovation centers.
- 1d. Explore independent certifications and awards to celebrate and promote city achievements.
- 1e. Encourage incorporation of gateway developments and compact commercial properties that integrate both social and retail needs into designated mixed-use centers.

2. Encourage growth around the Provo Municipal Airport and facilitate development where appropriate.

- 2a. Follow the actions in the Airport Master Plan and update as necessary.
- 2b. Encourage economic development and business opportunities at and around the airport.

CHAPTER 6

Transportation: Connected and Safe

Our Commitment: We promote a connected network of streets, trails, and tracks that efficiently moves people, goods, and services through the city by a variety of means.



TOP 3 TRANSPORTATION STRATEGIES

1. Facilitate an efficient, connected network of streets and travel ways to reduce traffic congestion
2. Encourage access to a variety of safe transit, safe biking, and pedestrian facilities to reduce the number of vehicles on the road and improve air quality.
3. Leverage transportation routes, multi-modal transportation options, and the expanding regional airport to grow additional social and economic benefits for Provo residents.

FROM EARLY COMMUNITY OUTREACH

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

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

FROM LATER COMMUNITY OUTREACH

Managing and facilitating traffic flow throughout the city is very/somewhat important (97%)

Providing safe alternate transportation choices is very/somewhat important (86%)



Context

Cities 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 vehicle. A safe, connected transportation network should consider different parts of the network. It should also avoid overburdening any single element of that network. The city should work to provide and improve infrastructure for automobile traffic that moves traffic efficiently and is safe for all citizens. Although for the foreseeable future, automobiles will likely continue to be the primary mode of transportation, the city should seek innovative solutions to encourage a smooth transition toward greater independence to minimize pollution, safety risks, and costs. Public and active transportation will be important pieces of Provo’s transportation future.

The Transportation Master Plan (TMP) completed in 2020 includes a thorough inventory of transportation needs in the city. The recommendations in this chapter should be used to guide updates to the TMP and the city’s street network, while promoting multimodal facilities in coordination with transportation networks and current and future land use planning.

Automobiles

Most vehicle trips continue to come from personal, gas-powered vehicles. While advances are being made to offer alternatives to this type of transportation, it still remains the most viable mode of transportation to move the greatest number of people with their various needs and destinations. The city must continue to facilitate it. As noted in the Y2 survey data, city residents have a preference for this mode of transportation. However, the city can do much to reduce dependence on the automobile, such as increasing density near public transit stops and facilities. Also, allowance for more neighborhood commercial development could be a reasonable way to reduce vehicle trips. The Y2 survey data above shows that many citizens are willing to walk 5-15 minutes for food and drink, personal services, and shopping. Reduction of vehicle trips will have an alleviating effect on traffic congestion.

City support for the use of electric vehicles, such as helping to facilitate more charging stations in the city, can have a powerful influence to encourage greater use of these cleaner vehicles. Doing so would help to address the air quality issues in the city, which many residents have expressed concerns about.

PROVO HAS...



49 miles of bus lanes



45 miles of rail transit

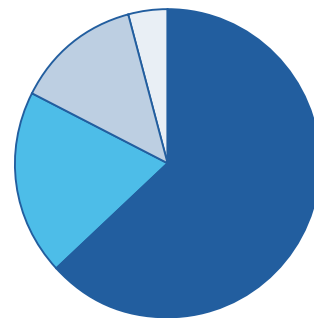


58 miles of trails



48 miles of bike lanes

HOW PROVO COMMUTES



Drive - 62%
 Carpool - 13%

 Walk or Bike - 19%
 Transit Riders - 4%



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.

To improve multimodal transportation systems, transportation options need to be affordable, obvious, and accessible for all people, regardless of location, income, or vehicle ownership.

Sustainable Transportation Choices

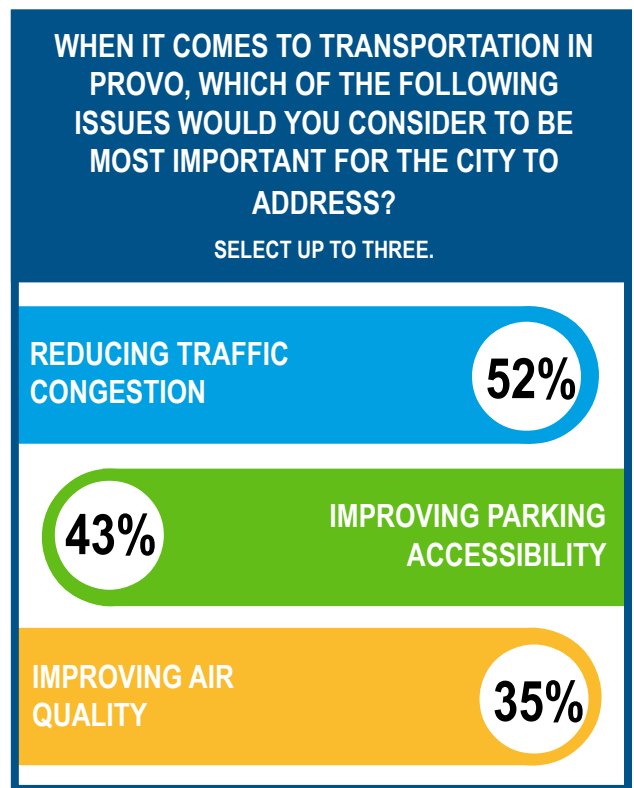
The average commute time in Provo is about 19 minutes, and 61% of commuters drive alone to work, which is much lower than the rest of the metropolitan area. Removing single-occupancy vehicles from the road, especially during peak commuting times, would also help reduce traffic congestion and improve air quality. Offering mobility options in the city will encourage many to choose alternatives to using an automobile while providing transportation opportunities for a broader number of city residents, including economically disadvantaged, older, and disabled persons. Electric vehicles (EVs) and charging stations throughout the city can also help reduce pollution and ought to be prioritized as the city grows. Developers should be encouraged to include EV charging stations in residential developments.

Transportation and Economy

Provo’s major transportation routes, multi-model transportation options, and expanding regional airport are major assets to current and potential employers. Maintaining and improving the city’s street network with automobiles in mind is currently indispensable for putting the business community in the best position to conduct their operations in the city. However, Provo should continue to support investment in bicycle, pedestrian, and mass transit infrastructure to provide alternative transportation options to residents and improve air quality.

Provo encourages business owners to consider their impacts on traffic and air pollution and to think of ways they can improve commuting and parking for employees and patrons. Examples could include hybrid working from home where possible, incentives for using public or active transportation, employee transit passes, secure bicycle parking options, etc.

The graphic on the following page shows the preferred travel times of respondents to the random sample survey. Most residents would prefer that food, shopping, services, and activities be within a short drive. Residents would also prefer public and active transportation routes as well as community recreation spaces to be within a walkable distance.





Ideally, how far would you like to travel to access each of the following potential amenities, businesses, and services in your area?

Non-students

	5 Minute WALK	15 Minute WALK	5-9 Minute DRIVE	10-19 Min- ute DRIVE	20+ Minute DRIVE
Food & drink	18%	26	42	11	2
Shopping & entertainment	9	19	47	22	3
Services (e.g., salon, bank, medical facilities, laundry)	9	19	51	18	3
Active transportation routes (e.g., walking, biking)	60	24	12	3	1
Public transit routes (e.g., bus, light rail)	55	25	13	4	3
Activities, events, and programs	8	21	40	26	6
Community or recreation spaces (e.g., parks, trails, recreation center)	35	31	25	7	2

Students

	5 Minute WALK	15 Minute WALK	5-9 Minute DRIVE	10-19 Min- ute DRIVE	20+ Minute DRIVE
Food & drink	11%	30	51	8	0
Shopping & entertainment	5	16	45	32	2
Services (e.g., salon, bank, medical facilities, laundry)	11	18	55	15	0
Active transportation routes (e.g., walking, biking)	62	26	9	3	1
Public transit routes (e.g., bus, light rail)	75	19	4	1	1
Activities, events, and programs	7	24	35	31	3
Community or recreation spaces (e.g., parks, trails, recreation center)	30	33	25	11	1

Transportation and Future Growth

Traffic

With projected growth for the city, travel demand for many of the streets in the city will likely be impacted. 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 over-designing is recommended.

Provo City has implemented a Safety Action Plan that identifies high-injury street networks and proposes street and intersection improvements to mitigate safety issues. The Safety Action Plan includes a Vision Zero commitment to implement proven strategies to reduce fatal and serious injury traffic crashes in the city by 50% by 2040. The end goal of Vision Zero is to eliminate all fatal and serious injury traffic crashes within Provo City. The Safety Action Plan includes objectives in education, enforcement, engineering, and evaluation to work towards this Vision Zero commitment.



Connectivity

Geography and historical developments continue to be obstacles to a fully connected transportation network. East-west connectivity has been made especially difficult by the train tracks and the I-15 corridor, and the limited flow at the few crossings is a serious pain point for drivers. Provo should continue to be mindful of these bottlenecks and support appropriate infrastructure as opportunities become available.

Connectivity is also a concern for Provo's many bicycle and pedestrian routes. Although the city has made great strides in expanding the active transportation network, some residents continue to find it difficult to safely access many parts of the city without a car. Provo should continue to connect and improve existing networks, especially around transit hubs.

The Provo Airport

With direct flights to many major U.S. cities, 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 regionally, nationally, and internationally.

Parking

With automobiles still being the primary mode of transportation for the majority of people, parking is a necessity. It facilitates the patronage of businesses and benefits employers by accommodating the commuting of many of their employees. However, the city needs to balance current parking needs with a desire to reduce excessive amounts of parking in some locations. Some land in the city is being underutilized as parking spaces and could be repurposed for additional restaurant pads and housing developments. It makes sense to encourage the reduction of parking in some areas to encourage the use of alternative transit to reduce traffic congestion and help with air quality. In some areas of the city, especially in the university neighborhoods, a parking permitting system may help to alleviate parking concerns.

Bikes and scooters are a very helpful and clean form of transportation. They help with the first and last mile of public transit trips. Providing parking for bikes and scooters encourages and supports their use. The city can take the lead by providing or facilitating this type of parking, such as reviewing and considering code amendments or providing covered parking in key locations like the Airport.





TRANSPORTATION GOALS AND STRATEGIES

Our Commitment: We promote a connected network of streets, lanes, trails, routes, and tracks that efficiently moves people, goods and services through the city by a variety of means.

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Stacia Klemas

Coordinated Planning Efforts

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

Specific Plans to Note:

- Transportation Master Plan
- Airport Master Plan
- Capital Improvement Plans
- Safety Action Plan
- Plans from the Utah Transit Authority and Utah Department of Transportation, as applicable
- Neighborhood Plans, as applicable
- Parking Master Plan



- 1. Prioritize street corridors that are safe and have adequate capacity for all modes of transportation as appropriate.**
 - 1a. Encourage connections to increase east to west mobility.
 - 1b. Design residential and collector roadways to control traffic speeds using street standards that include design elements such as bulbouts, roundabouts, and bike lanes.
 - 1c. Plan future transportation networks to accommodate future growth and avoid congestion.
 - 1d. Prioritize implementing the Safety Action Plan to reach the Vision Zero goal.

- 2. Strive to create a safe, robust system of local and regional transportation alternatives including rail, bus, biking, and walking options.**
 - 2a. Consider increasing the operations, access, and number of stops for public transit.
 - 2b. Consider developing programs to encourage biking and transit use.
 - 2c. Support efforts to expand bus rapid transit routes to key destinations such as the hospital, the Riverwoods Business Park, and the airport.
 - 2d. Continue to utilize innovative approaches to alternative transportation methods as technology advances.
 - 2e. Continue to evaluate future roadway capacity improvements to reduce congestion as growth-related transportation demands increase.
 - 2f. Explore the feasibility of an active transportation facility from east to west across I-15.
 - 2g. Increase opportunities , including considering facilitating parking, for cost-effective micro-transit, such as city bike programs and scooters, to help with the first and last mile and to serve a greater number of destinations.

- 3. Find the right balance of parking to promote the local economy and encourage alternative transportation.**
 - 3a. Explore a strategy/program to address parking in university neighborhoods through signage, and/or permitting.
 - 3b. Consider implementing the Strategic Parking Plan recommendations to manage parking citywide.
 - 3c. Encourage walkability in downtown, mixed use centers, and at transit locations to reduce vehicular trips.
 - 3d. Reduce parking requirements as appropriate to encourage residential development in key areas.
 - 3e. Ensure sufficient parking for uses that may have impacts on residential neighborhoods, such as accessory dwelling units (ADUs).

- 4. Coordinate with the Conservation and Resiliency Plan to reduce environmental impacts of single-occupancy vehicle trips.**
 - 4a. Consider increasing the total number of public charging stations for electric vehicles.
 - 4b. Relieve automobile congestion and reduce stress on roadways by promoting multimodal choices.
 - 4c. Increase the urban tree canopy and consider looking at the size of parkstrips to accommodate larger trees.
 - 4d. Identify locations and projects to improve storm water management using green infrastructure and low impact design.

CHAPTER 7

Public Services and Safety: Liveable Provo

Our Commitment: We promote a high quality of life for Provo residents by facilitating a safe city where each citizen has reasonable access to basic public services.



TOP 3 PUBLIC SERVICES AND SAFETY STRATEGIES

1. Work to balance public services more evenly throughout the city.
2. Ensure the Police and Fire Departments have the resources they need to conduct their work.
3. Use fiscally sustainable city budgeting and service planning practices.

FROM EARLY COMMUNITY OUTREACH

Top 3 Public Service Concerns from Open Surveys:

- Ensure schools have equal access to resources
- Best practices in water reduction
- Fiscally sustainable city budgeting and service planning

FROM LATER COMMUNITY OUTREACH

To what extent do you agree or disagree with the statement "Overall, I feel safe living in Provo"?

Strongly Agree/Agree (87%)



Context

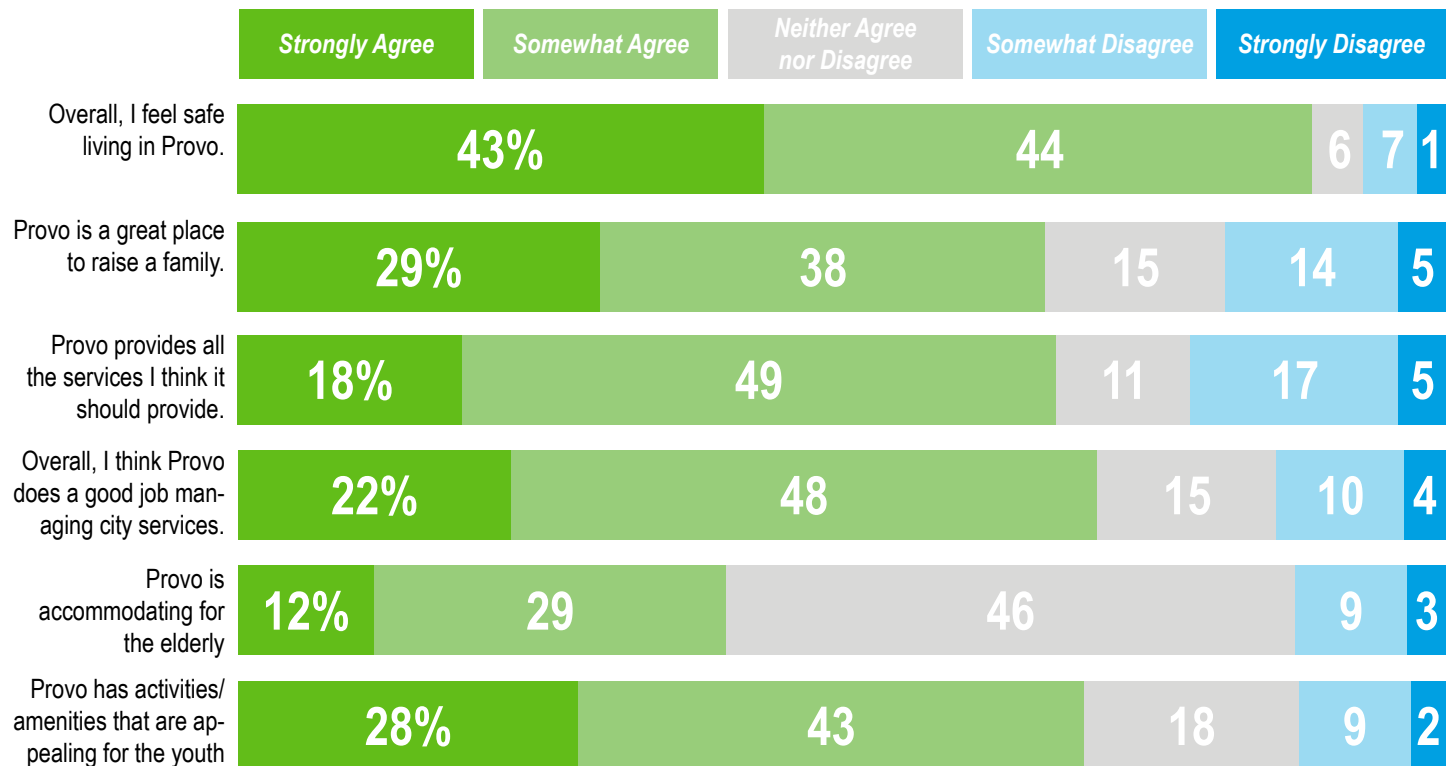
Provo City provides municipal and safety services to its residents, including sanitation, water, power, streets, fire, police, streets, library, parks and recreation, airport, housing, economic development, development, and administrative services. Providing these services is key to the function of the city and is vital to the wellbeing of its residents.

Provo City has gained a reputation for producing and maintaining excellent facilities. The city opened the new City Hall in June 2022, which houses the city’s administrative offices as well as Police and Fire headquarters. Provo also opened a new airport terminal in July 2022. Provo Parks and Recreation Department operates an award-winning recreation center, as well as a network of parks and other facilities (see Provo Parks and Recreation Master Plan 2021 Update). The Public Works Department operates the city’s street (see the Provo Transportation Master Plan 2020), culinary water, water reclamation, storm water, and solid waste facilities. Provo Power operates and maintains Provo’s power grid. The city also manages many other facilities, such as the library.

Provo residents are provided with a long list of services and facilities to not only supply basic needs such as water, power, and sewer, but also recreational, arts, and cultural facilities and opportunities to enrich their lives.

Provo City’s commitment to public safety is another of the things that make the quality of life in Provo so high. In a recent survey, 87% of residents said they strongly or somewhat agree with the statement “Overall, I feel safe living in Provo.”

To what extent do you agree or disagree with the following statements about Provo?





Public Services

How is Provo Doing?

Provo residents gave their input on a host of city issues in a random sample, statistically valid survey administered in the spring of 2022. The graphic above shows survey findings on the topics of public services and safety.

Overall, the results suggest residents generally feel safe living in Provo. Most respondents believe the city is managing services well, but there is some room for growth. The survey does point to a few areas where the city could improve, including managing and facilitating traffic flow through a sustainable urban design.

Further, roughly 20% of respondents do not believe the city is providing all the services they think should be provided. About half of respondents do not seem to have a strong opinion on Provo's job of making accommodations for elderly residents. Some also question whether Provo is a good place to raise a family. These latter two findings can raise some questions of the balance of the distribution of city services. For example, are specific needs of age groups being considered in the planning and provision of city services?

Access to Facilities and Services

In the spring of 2021, the city held a virtual open house and an online survey. Respondents expressed a fairly strong desire to see fair and equal access to all public facilities and services. The city has been making some great strides with the expansion of economic opportunities and sewer services on the west side of Provo. The city's Economic Development division has particularly been engaged in encouraging commercial development west of I-15.

The city should strive to maintain current levels of service while increasing access for underserved parts of the community. The city should also ensure it considers the needs of vulnerable groups in their provision of services and safety efforts. Groups like the elderly and college students may have limited economic means and less access to adequate transportation options.

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. Similarly, residents should have access to a home that is priced to their income level to meet the needs of daily life.

There are some who experience homelessness or are at risk of such. There are many organizations who are involved in assisting those experiencing homelessness or those in need of housing assistance. The city participates in the Mountainland Region Continuum of Care — a coalition of agencies, including Provo City, who work to find housing solutions for low- and very low-income individuals and families.



photo credit: Beau Sorensen



Organizations like Community Action Services and Food Bank assist with basic needs while encouraging patrons down a path of self-sufficiency. Provo should continue to work with these and other agencies and organizations to assist those who are in need of housing and other services.

The city should consider staffing or designating an individual who coordinates and takes the lead on behalf of the city with other agencies and organizations regarding housing and other services for low-income individuals and people in crisis. Having consolidated information about resources for those in need could be invaluable. The city should also consider establishing a plan for caring for those in need of housing and other services.

Financial Considerations

As it works to support an increasing population, Provo should be conscientious of the need to expand services and maintain a balanced budget.

Public Safety

Providing for the safety of the public is one of the foremost roles of a city. Residents should feel safe in their homes and in the community. Provo City works diligently to make the city a safe place to live, attend school, recreate, shop, and work. Its welcoming atmosphere and sense of belonging for everyone adds to the city's safe environment.

It is particularly important that our most vulnerable residents feel safe. For example, students—from kindergarten up—should be able to rely upon safe routes to school. Each school in the Provo School District is required to have a safe school route plan. Each school has a Community Council that evaluates and determines safe routes to school. The Community Council provides its routing plan to the district. The city has a Safe School Route Committee with representatives from the Provo School District, the police department, UDOT and the City Engineer. This body has the final say on improvements and safety enhancements for safe school route plans. These safety plans should be considered when evaluating new development projects.

Older adults should be able to move safely through the city and be able to rely on safe streets and neighborhoods (traffic safety is addressed in the Transportation chapter). All people should feel safe to recreate within the city's parks and its trails. Safe pedestrian and trail crossings and adequate lighting can go along ways in establishing safety in public settings.

Provo employs a sizable force of police officers, firefighters, emergency medical technicians (EMTs), and other emergency response staff. The headquarters for both the Police and Fire Departments are at City Hall. The Fire Department manages a system of five fire stations to ensure adequate emergency response times across the city.



Fire

In 2021, the Fire Department adopted a Provo Fire Master Plan that addresses a range of topics from fire prevention and suppression to hazardous materials response and technological hazards. This general plan supports and endorses the recommendations in that plan, which will be included as an appendix.

The top three priorities should be to:

- Strengthen fire services in downtown to accommodate increasing density.
- Relocate resources to service the populations of the southwest and the airport.
- Provide adequate fire services to the northwest at buildout.

The City should make the accomplishment of these priorities, including the necessary funding and staffing, a high priority.



Police

The Police Department provides proactive police service in a professional and compassionate manner. The Department achieved a major accomplishment by receiving accreditation in 2021 from the Utah Chiefs of Police Association, which has only been achieved by a very few jurisdictions in the State of Utah. The accreditation program addresses a range of topics from policy development to police professionalism and includes a very thorough review process. This accreditation supports and endorses Provo Police's policies, mission, and values.

The top three priorities for the Police Department are to:

- Increase staffing levels to accommodate the population and the Provo Airport.
- Maintain accreditation to develop the best police professionals.
- Evaluate and utilize emerging technology to preserve quality of life and protect the city.

Investment in these priorities, including making available the necessary funding for increased staffing, will continue to help Provo Police with their mission to work with citizens to improve quality of life, solve problems, safeguard liberties, and stop crime.



The Police Department’s vision is to be reliable, public safety partners to everyone and develop community-oriented police officers. The Community-Oriented Police (COP) program has assigned officers to each neighborhood to establish connections and solve unique neighborhood problems that help contribute to Provo’s quality of life.

City support for the Police Department’s vision, mission, and priorities will continue to make Provo an outstanding and safe community for future generations to enjoy.



Provo Police 1930 and 2021

Preparing the City for Emergency Situations

Generally speaking, residents feel safe in Provo. However, there may be unbalanced provision of services where some groups or areas are underserved. This issue should be examined in planning preparations related to public safety and emergency planning. The preparation of public safety and emergency plans is key to preparing for and negotiating emergency situations.

One major area for future focus is the wildland urban interface (WUI). Wildfires are a significant potential hazard for those living in the foothill areas of the city. Producing a WUI plan for wildfire prevention and mitigation is extremely important in preparing not only Public Safety officials but also the public for wildfires.

Hazards and Emergency Situations

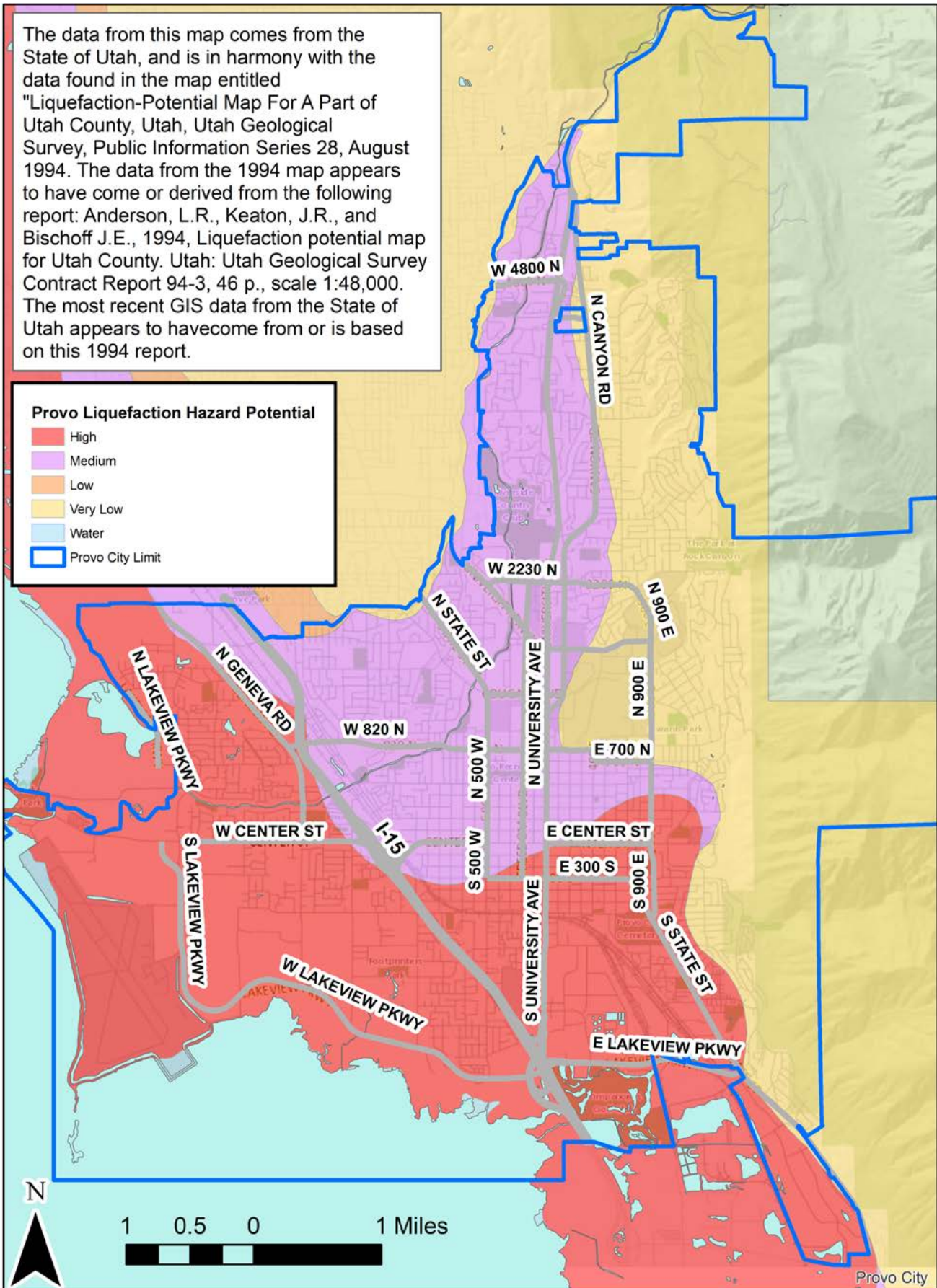
Multiple factors can bring about emergency situations, including natural and human causes. Provo’s geographical location means that it is prone to several natural disasters, most notably fires, floods, and earthquakes. Foothill areas are prone to surface fault rupture, debris flows, landslides, and rockfall. Some areas near Utah Lake and the Provo River lie in the 100-year floodplain and other areas of increased flood potential. Land near Utah Lake is also susceptible to liquefaction. The United States Geological Survey explains, “Liquefaction takes place when loosely packed, water-logged sediments at or near the ground surface lose their strength in response to strong ground shaking. Liquefaction occurring beneath buildings and other structures can cause major damage during earthquakes.”



The data from this map comes from the State of Utah, and is in harmony with the data found in the map entitled "Liquefaction-Potential Map For A Part of Utah County, Utah, Utah Geological Survey, Public Information Series 28, August 1994. The data from the 1994 map appears to have come or derived from the following report: Anderson, L.R., Keaton, J.R., and Bischoff J.E., 1994, Liquefaction potential map for Utah County, Utah: Utah Geological Survey Contract Report 94-3, 46 p., scale 1:48,000. The most recent GIS data from the State of Utah appears to have come from or is based on this 1994 report.

Provo Liquefaction Hazard Potential

- High
- Medium
- Low
- Very Low
- Water
- Provo City Limit





Additionally, Provo has many unreinforced masonry structures that could become very hazardous in a seismic event. Provo should evaluate and consider rehabilitating city-owned buildings, as well as work with other governmental entities and property owners within the city, to help encourage the rehabilitation of other unreinforced masonry structures.

Provo should bear these hazards in mind as its population increases and should create additional, more technical plans to mitigate these hazards. As much as is financially reasonable, infrastructure and new developments should be built to withstand natural and human threats, especially in vulnerable areas.

Mitigation of Hazard Potential

Provo is already working to mitigate hazardous situations. For example, the city has invested resources in mapping to identify hazardous areas to inform the site planning process and the location of buildings. Building Codes and Provo City Code requirements also significantly help in the permitting process to mitigate hazard concerns. Provo works diligently with FEMA and the Utah Division of Emergency Management to address flood hazards. Provo has taken the unrequired but substantially beneficial effort to become Community Rating System (CRS) certified to reduce flood risk within the city. Being CRS certified helps Provo residents in floodplain areas get reduced flood insurance rates.

Provo should continue to expand its efforts to mitigate hazardous issues, including flood and wildfire hazards. Hazard mitigation saves lives and protects properties from hazards. The city should continue to work with agencies like the Utah Department of Public Safety, FEMA, the Utah Division of Emergency Management, the Utah Geological Survey, and others to improve upon our hazard mitigation efforts.



photo credit: Shelley Stubbs



PUBLIC SERVICES AND SAFETY GOALS AND STRATEGIES

Our Commitment: We promote a high quality of life for Provo residents by facilitating a safe city where each citizen has reasonable access to basic public services

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Steve Jibson

Coordinated Planning Efforts

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

Specific Plans to Note:

- Fire Master Plan
- Emergency Operations Plan (maintained regularly)
- River and Lakeshore Plan (anticipated 2023)
- Foothills and Canyons Plan (anticipated 2023)



1. Encourage expansion of public facilities to underserved parts of the city.

- 1a. Explore how to best provide a balanced distribution of public services across the city.
- 1b. Increase access to existing city facilities.
- 1c. Expand services to underserved areas of Provo.

2. Strive to facilitate increased housing options for Provo's vulnerable communities.

- 2a. Encourage a more focused and coordinated provision of services for those in need of housing and other types of assistance.
- 2b. Continue working with the Provo Housing Authority, the Mountainland Region Continuum of Care, faith-based organizations, and other community partners to assist Provo residents in need of housing and other types of assistance.

3. Continue Provo City's high standards of constructing and maintaining high quality community facilities.

- 3a. Continue to designate necessary funding for staffing, maintenance, and programs.

4. Promote a high quality of life for Provo residents, including our most vulnerable, by ensuring a continued commitment to providing exceptional public safety services.

- 4a. Continue to provide the Police and Fire Departments with the resources they need to conduct their work, including emergency response.
- 4b. Ensure school safety route plans are taken into consideration when evaluating new development projects.
- 4c. Make lighting and pedestrian crossings a key safety consideration when designing, constructing, and maintaining public facilities and amenities.

5. Continue to plan for and work to mitigate the impacts of emergencies and hazards.

- 5a. Encourage the creation of a wild-land urban interface plan for Provo City.
- 5b. Work with other governmental agencies to improve Provo's hazard mitigation efforts.
- 5c. Evaluate what city infrastructure, including unreinforced masonry buildings, may need to be updated or replaced to help make infrastructure more resilient in the event of a hazard.
- 5d. Work with other governmental entities and property owners within the city to help encourage the rehabilitation of unreinforced structures.

CHAPTER 8

Open Space and Recreation: Active Provo

Our Commitment: We will continue to create dynamic parks, recreation facilities, programs, and services of the highest standard for city residents..



photo credit: Whitney Yachauski

TOP 3 OPEN SPACE AND RECREATION STRATEGIES

1. Improve walking and biking connections to parks, trails, and open space.
2. Continue to improve existing parks and open spaces.
3. Enhance or restore the Provo River and other waterways.

FROM EARLY COMMUNITY OUTREACH

“I love that Provo has...”

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

FROM LATER COMMUNITY OUTREACH

When it comes to recreation in Provo, which of the following would you consider to be most important for the city to address? Select up to three.

- Preservation of open space (47%)
- More small parks in neighborhoods (45%)
- More areas to enjoy the lakefront (41%)

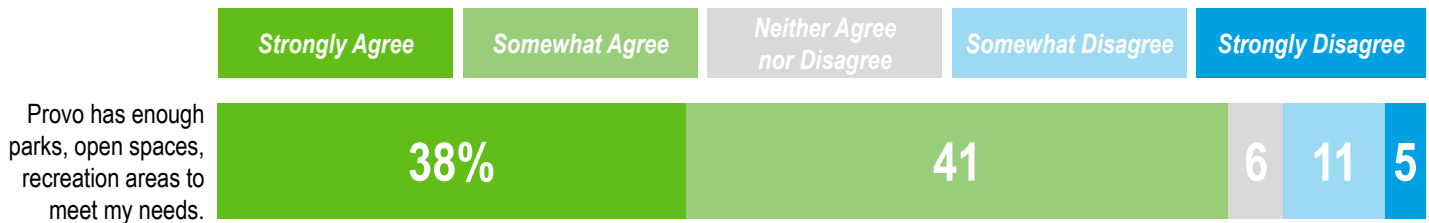


Context

Nestled between the Wasatch Mountains and Utah Lake, Provo has a special natural setting along the I-15 corridor. Natural features include Provo River, Utah Lake, and the Uinta-Wasatch National Forest as well as national historic landmarks. Timpanogos Peak and a vast network of urban parks form the eastern horizon of Provo with Utah Lake and historic open space framing it to the west.

Preservation of open space and future opportunities for parks, trails, and recreation amenities are integral to promoting the active and passive use of open space that is so valuable to Provo residents. The independent survey showed that while preserving outdoor recreation opportunities was the most important aspect of quality of life for residents, it is also the thing they think Provo does best.

To what extent do you agree or disagree with the following statement about Provo?



Recreational Assets

Parks

Urban parks offer physical and mental health benefits, support a healthy urban ecosystem, increase property values, reduce crime, spur local economies, and provide recreation and gathering places for all who live in or visit Provo. Urban parks are invaluable resources that improve every aspect of quality of life, and Provo’s parks are some of its greatest assets. Nearly three-fourths (74%) of residents live within ¼ mile of a park. Because urban parks and facilities are thoroughly addressed in the Parks Master Plan, the General Plan will focus on open space and the citywide network of parks and recreational spaces, trails, and open space.

As of 2021, Provo has 491.04 acres of neighborhood, community, and regional parks, or approximately 3.99 acres of park space per 1,000 people in the city. This is slightly below the recommended service level of 4.40 acres per 1,000 people. The Parks and Recreation Department has estimated that they will need approximately 135 more acres of park space to meet the recommended service level for Provo’s projected population in 2030. As of 2022, they have plans for 127.30 acres so far. To reach this goal and enhance existing parks, Provo should





continue to utilize Recreation Arts and Parks Tax and Impact Fee funding to introduce new facilities and recreational elements in existing neighborhood parks and natural spaces.

Recreational Facilities

Peaks Ice Arena (a 2002 Winter Olympics venue), the Provo Recreation Center, and other indoor facilities provide year-round opportunities for play. The Timpanogos Golf Club offers visitors a high-quality golf experience and stunning views. Provo will also soon offer a regional sports park with 21 fields and other facilities in west Provo that will support local athletes and draw tourism to boost the local economy. Provo should continue to make the maintenance of these regional recreational assets a high priority. For a more detailed look at plans for recreational facilities, see the Parks and Recreation Master Plan.

The construction of the regional sports park will be a large undertaking for the city. City departments will need to work together to make sure that it is properly planned for, constructed, and integrated into the city's west side. The provision of utilities may be a particularly important issue requiring the collaboration of city departments, utilities, landowners, and other important stakeholders.

Outdoor Recreation

Hiking, biking, climbing, fishing, and paddling are everyday pursuits in Provo and its beautiful surroundings. 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 to the mountains, efforts to collaborate with community partners to improve Provo's waterways will not only enhance the environment but also instill a greater sense of stewardship among Provo residents. Provo is currently working on a Rivers and Lakeshore Plan to address these needs.

Provo is also working on a Canyons and Foothills Plan to address conservation, recreation, and development along the eastern side of the city. The hillsides provide access to local trails and canyons that are valuable ecological, recreational, and tourism assets for the community. A system of trails for recreation and access to the canyons is being developed along the easements and service roads through this area. The Bonneville Shoreline Trail is envisioned to someday provide nearly continuous trail access from Logan to Spanish Fork along the ancient "shoreline" of Lake Bonneville. Efforts should be made to ensure that public access to these trails and canyons is maintained. Development, if ever considered, should be strategic and require high standards.

Open Space Preservation

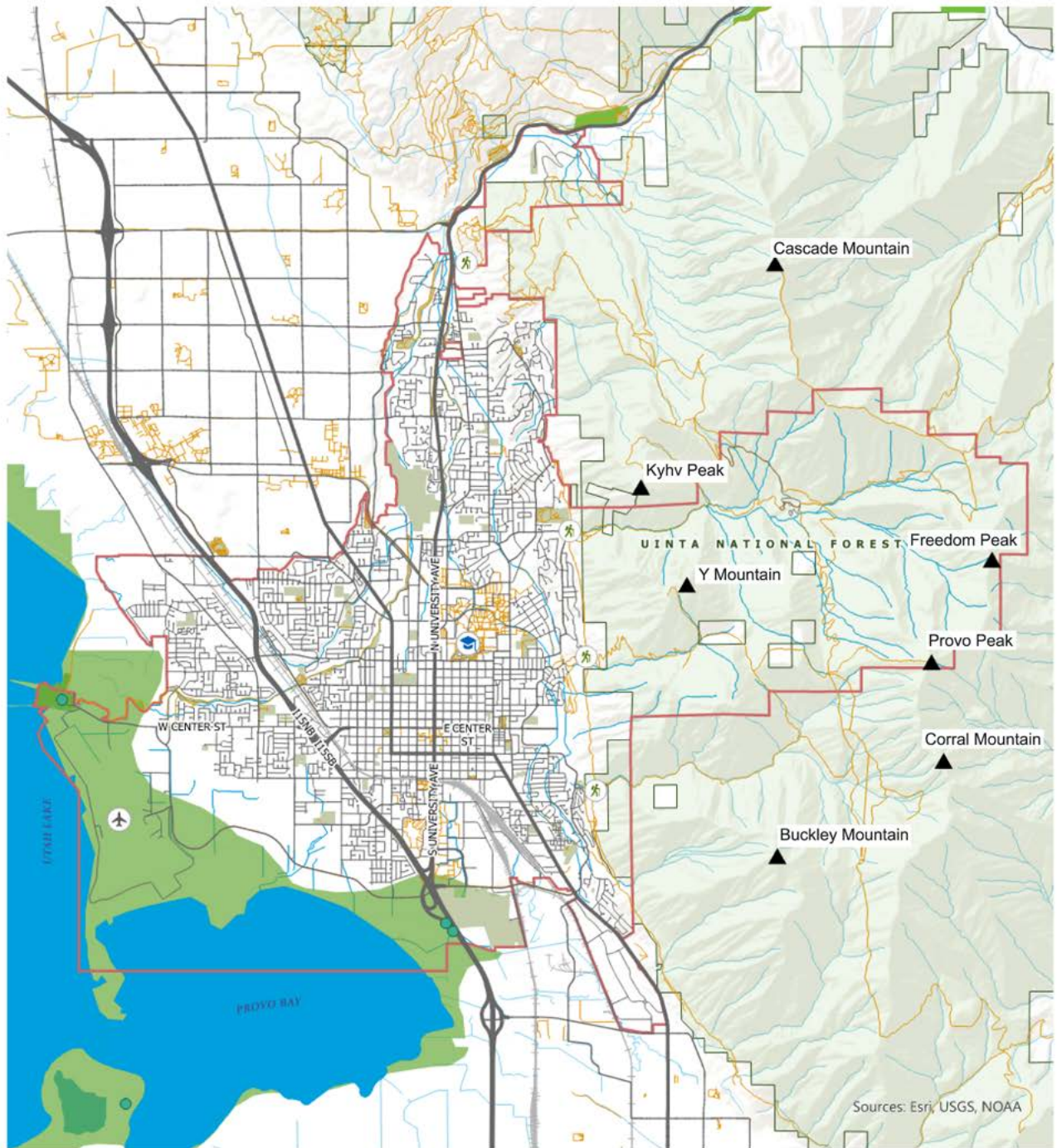
Provo also has a strong agricultural history and at one point was nicknamed "The Garden City" with the large number of fruit orchards and gardens. As the city continues to grow, it will take careful consideration to preserve viable agricultural lands. Provo should pursue the preservation of open space as appropriate and consider collaboration with other organizations to further preserve these community assets.



photo credit: Rami Nicholes



Map of Provo's Natural Assets



Provo, Utah | Parks, Recreation, & Trails





OPEN SPACE AND RECREATION GOALS AND STRATEGIES

Our Commitment: We will continue to create dynamic parks, recreation facilities, programs, and services of the highest standard for city residents.

For the full action plan, please see the Implementation Matrix in Chapter 10.



Coordinated Planning Efforts

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

Specific Plans to Note:

- Parks and Recreation Master Plan
- Conservation and Resiliency Plan (anticipated 2023)
- River and Lakeshore Plan (anticipated 2023)
- Foothills and Canyons Plan (anticipated 2023)
- Provo Foothills Trail Master Plan
- Neighborhood Plans, as applicable



- 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.
 - 1b. Coordinate with community partners to promote the restoration of habitats, stream banks, and wetland areas of the Provo Riverfront and Utah Lake.
 - 1c. Facilitate bikeable and walkable connections to and along the lake and river.
 - 1d. Utilize ecologically sound infrastructure and other best management practices to improve water quality.
 - 1e. Consider code amendments to encourage redevelopment of waterfront properties.

- 2. Give careful consideration to the conservation of open spaces, scenic areas, and viable agricultural land.**
 - 2a. Create a strategic plan that includes tools and funding opportunities in order to conserve, connect, and protect vulnerable lands and open space.
 - 2b. Review open space requirements for all development types and consider revising based on best practices.

- 3. Develop programs and educational opportunities at parks, open spaces, and trails.**
 - 3a. Increase access and education around local food production.
 - 3b. Consider adding educational signs and programs about local wetlands.
 - 3c. Promote community activities in parks and open spaces.

- 4. Increase active and passive parks and recreational amenities.**
 - 4a. Improve biking and walking connections to parks, trails, and open space.
 - 4b. Increase open space amenities such as benches, walks, and lighting.
 - 4d. Improve access to parks for people of all ages and skills.
 - 4e. Improve safety at parks, trails, trail crossings, and greenways through signage, lighting, and increased visibility.

CHAPTER 9

Resource Management: Stewardship of Our Natural World

Our Commitment: We are actively responsible for the future of our natural environment.



photo credit: Sam Alva

TOP 3 RESOURCE MANAGEMENT STRATEGIES

1. Adopt best practices in water use reduction and reuse.
2. Adopt policies to improve indoor and outdoor air quality, to the extent possible.
3. Support the goals in the Conservation and Resiliency Plan.

FROM EARLY COMMUNITY OUTREACH

Which of the following will support the future of Provo for your children or Grandchildren? Select up to three.

More environmental protection
(21%, #1 ranking)

FROM LATER COMMUNITY OUTREACH

Of the following items, which do you think Provo City needs to improve most?

Becoming a more environmentally sustainable city (21%, #3 ranking)

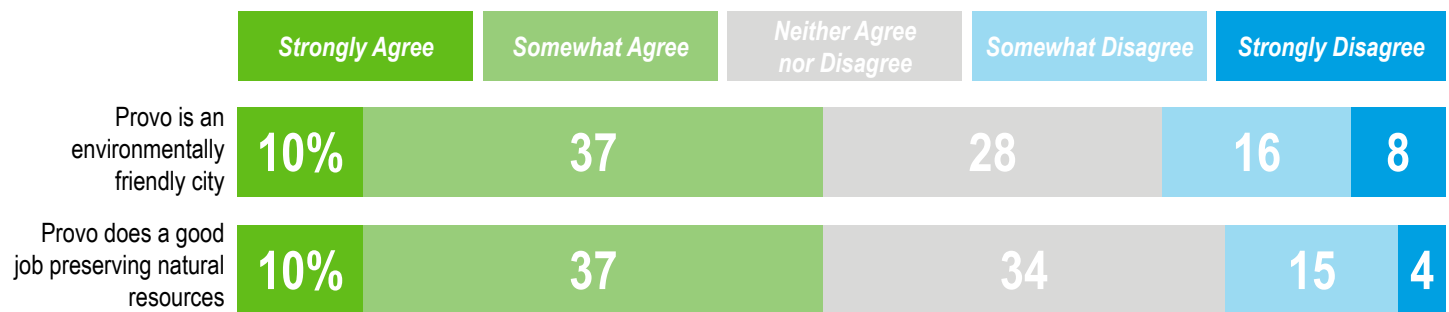


Context

Provo is framed by mountain peaks to the east and a sprawling lake with active wetlands to the west, joined by several small rivers that cross the city. These natural resources are a blessing for the city and its residents as they offer scenic views, recreation opportunities, and proximity to wildlife and open spaces. With these blessings comes the responsibility to preserve them for future generations, especially as Provo’s population increases.

Provo has a history of leading the regional sustainability conversation. The city’s sustainability efforts are managed by the city’s sustainability coordinator. Further, both the Administration and the Council have committees devoted to this stewardship (the Sustainability and Natural Resources Committee and the Natural Resources Committee, respectively), in addition to an Employee Sustainability Committee with one member from each city department. The city should use these resources to pursue policy that will improve the quality of life for current residents and manage natural resources so that they can be enjoyed by generations to come.

To what extent do you agree or disagree with the following statements about Provo?



Conservation and Resiliency Plan

Provo City has developed a Conservation and Resiliency Plan in tandem with this General Plan, which will be approved in 2023. That document addresses the following themes and sets key performance indicators, benchmarks, and targets for each:

- Carbon emissions
- Air quality
- Low-carbon energy
- Environment
- Waste
- Water
- Mobility
- Fire risk

Critical Topics for Special Consideration

Although all of Provo’s natural resources are worth protecting and each of the themes in the Conservation and Resiliency plan are critical for the future health of the city, it sometimes becomes necessary to prioritize time-sensitive or especially critical topics. Provo should continue to be a regional leader in conservation and sustainability conversations, especially in the areas of water, air quality, and energy. It would also be wise to make the conservation of wetlands and other ecologically critical and diverse areas a high priority.



Water Use, Reuse, and Storage

As Utah continues in its record-breaking drought, Provo City and its residents should be especially mindful of water. City staff have worked to expand the regional discussions on water conservation to include wise use, reuse, and storage. A key component will also be conjunctive management — the balanced use of a variety of sources in order to maximize availability and reliability — of the city’s wells, springs, and aquifers. For more information on Provo’s goals and strategies for water use, see the Conservation and Resiliency Plan.

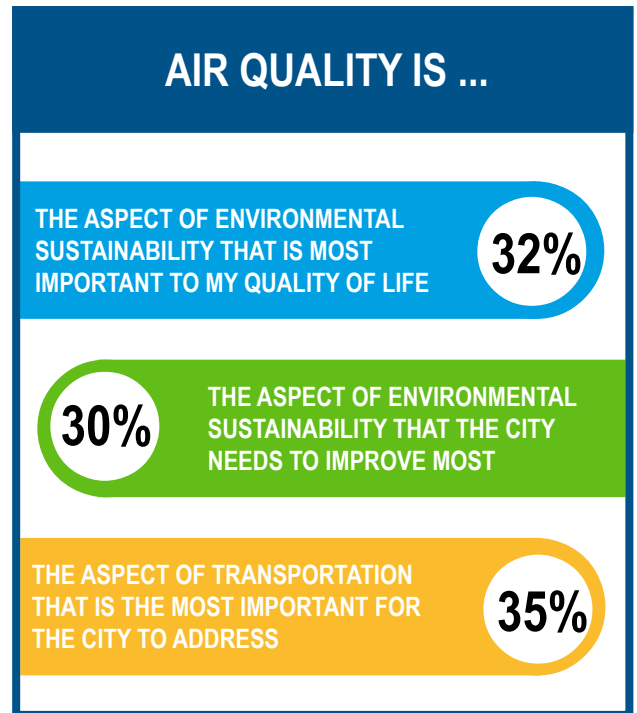
Air Quality

Air quality is one of the top priorities for Provo residents, as shown in the results of the independent survey. “Improving air quality” was the highest ranking response for all three of the categories in the graphic.

Because of regional pollution, especially from wildfires to the west in the summer, Provo City has limited ability to affect its air quality. The city can and should take actions it can control, like traffic flow and supporting the infrastructure for electrification.

When discussing air pollution, most people think of the outdoors. However, the discussion is shifting to indoor air pollution, where people spend the majority of their time. Provo should consider policies and educational efforts to improve air quality.

Clean and Renewable Energy



Provo residents have made it clear that clean air and water are important to them. Embracing clean and renewable energy sources, such as wind, solar, geothermal power, and hydropower can have huge impacts on air and water quality. Improvements to these lead to better health outcomes for Provo residents.

Provo has shown leadership in clean and renewable energy. They are a member of Utah Municipal Power Agency and have made efforts to begin transitioning to cleaner sources of energy.



RESOURCE MANAGEMENT GOALS AND STRATEGIES

Our Commitment: We are actively responsible for the future of our natural environment.

For the full action plan, please see the Implementation Matrix in Chapter 10.



photo credit: Heidi Hamilton

Coordinated Planning Efforts

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

Specific Plans to Note:

- Conservation and Resiliency Plan (anticipated 2023)
- Water Systems Master Plan
- Transportation Master Plan
- UMPA Integrated Resource Plan
- Foothills and Canyons Plan (anticipated 2023)
- River and Lakeshore Plan (anticipated 2023)
- Code sections related to development and landscaping regulations



The General Plan supports and reaffirms the goals in the Conservation and Resiliency Plan.

1. Promote best practices for environmental stewardship.

- 1a. Complete and implement a Conservation and Resiliency Plan.
- 1b. Promote the use of water conservative practices, including landscaping.
- 1c. Encourage waste reduction and recycling.
- 1d. Explore ways to minimize the impacts of light pollution across the city.
- 1e. Educate residents about ways to become more sustainable and resilient.
- 1f. Continue support for the Thousand Trees program.
- 1g. Increase the urban tree canopy.
- 1h. Identify locations and projects to improve storm water management using green infrastructure and low impact design.

2. Become a leader in sustainable practices and promote regional collaboration.

- 2a. Consider ways to increase our regional leadership in energy conservation and clean and renewable energy sources.
- 2b. Explore independent certification in alignment with adopted Conservation and Resiliency Plan goals.
- 2c. Coordinate with BYU and other large institutions' sustainability practices to increase overall successful implementation.
- 2d. Explore innovative approaches to water management.

CHAPTER 10

Implementation Matrix



photo credit: Justin Soderquist



Introduction

The strategies in this chapter make up the “to do” list of the General Plan. Their implementation will require coordination and commitment over time. The following Implementation Matrix is the roadmap 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/or an investment of money.

Provo has always been an ambitious, driven city and a regional leader in innovation. In keeping with that pioneering heritage, the goals and strategies in this plan are bold. They will challenge us, they will inspire us, and they will require collaboration with our many community partners.

These goals should not be seen as a checklist, to-do list, or as a binding list of policies, but rather as an extension of the rest of this long-term visioning document. Like the rest of the General Plan, the goals and strategies were developed based on input received from Provo residents across the city. However, these goals also look beyond Provo’s borders. They send a clear message to our community partners about how we want to grow as a city and as a regional hub. Furthermore, reaching some of these goals will depend on the continuing development of technologies that will make them possible.

Reading Notes

This matrix includes a timing element for each goal — short-, mid-, and long-range. The table below identifies the associated time frame for the three categories of goals.

TIMING		
SHORT	MID	LONG
1-3 years	3-10 years	10-20 years

The time frames should be viewed to be approximate to accommodate City priorities, workload, staffing, and unforeseen circumstances.



Community Identity: Provo Yesterday, Today, and Tomorrow

Our Commitment: We fully embrace our joint stewardship of our community, our heritage, and our future.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Celebrate historical assets and local character.					
1a. Consider ways to support development, uses, and activities that continue to energize the historic downtown.	Engage Economic Development Director and Landmarks Commission staff to identify ways to continue to energize the historic downtown	\$	Short-Mid	Development Services	
1b. 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 Program	\$-\$\$\$	Short-Long	Council, Administration, Provo Arts Partnership with BYU	Create an Arts Commission or District/ Provo Arts Council to manage potential funds
1c. Continue to prioritize public art.	Artist exhibition/ for sale art program, and/or murals program	\$-\$\$\$	Short-Long	Council, Covey Center, Provo Arts Partnership with BYU	
1d. Consider opportunities to celebrate local indigenous cultures and heritages.	Work with indigenous communities	\$-\$\$\$	Short-Long	All departments, Representatives of local Native American Groups	
2. Increase opportunities for input and representation from all citizens.					
2a. Encourage increased diversity on boards and committees.	Explore policy to improve diversity	\$	Short	Council, Administration	
2b. Support ongoing community efforts to ensure our community is welcoming and inclusive.	Explore policy to improve inclusivity	\$	Short	Council, Administration, city departments	
2c. Build connections to students and university communities.	Create a forum to regularly connect with university leaders	\$	Short-Long	City, University Partners	



Land Use: Growing Toward a Prosperous Tomorrow

Our Commitment: We strive for development that will create places for individuals, families, businesses, and institutions to thrive.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Strike a balanced approach in locating land uses that aligns transit, land use, economics, and open space.					
1a. Encourage the development of additional single-family home developments in key areas to address housing shortages and to facilitate additional economic growth and opportunities.	Consider code revisions to encourage additional single-family developments that offer value to the city.	\$	Short-Mid	Development Services, Public Works, Council, Development Community	
1b. Encourage infill opportunities in downtown, mixed-use, and transit-oriented developments.	Showcase or model or celebrate projects that exemplify these characteristics	\$	Short	Development Services, Council, Development Community	
1c. 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	Development Services, Council, Development Community	
1d. Encourage regional commercial development and jobs centers to promote local jobs.	Analyze potential effectiveness of incentive program	\$	Short	Development Services, Council, Development Community	
1e. Update neighborhood and area plans to align with the goals of the General Plan.	Review Neighborhood Plans and encourage those over 10 years old to update	\$\$	Mid	Development Services, Council, Neighborhoods	
2. Foster resiliency through land use.					
2a. Encourage development in areas that are less prone to natural hazards.	Identify strategic land use patterns in developable areas near hazards	\$	Short-Long	Development Services, Public Works, GIS, Fire Department, Development Community	
2b. Review and update zoning codes to encourage a variety of services to support older adults.	Review zoning code	\$	Short	Development Services, Development Community	
2c. Conduct a code audit to review and improve the use of water for landscaping.	Planned with consulting services from Western Resource Advocates	\$	Short	Sustainability Coordinator, Development Services, Public Works, Development Community	
2d. Continue to seek opportunities for interdepartmental collaboration on water management and land use.	Stay informed about advancements at the local and national levels	\$	Short-Long	Development Services, Public Works	

IMPLEMENTATION MATRIX



3. Review and revise Provo City Code to make it more consistent and accessible.

3a. Simplify zoning and codes to be more user friendly.	Pursue code audit	\$	Short-Mid	Development Services, Council, Consultant	
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4. Utilize and update design standards to further establish Provo as an attractive, healthy, and high-functioning city.

4a. Evaluate existing design standards to ensure they are sufficiently facilitating an attractive, efficient built environment and promoting the health and safety of its residents.	Review Zoning Code	\$	Short-Mid	Development Services, Public Works, Police Department, and Fire Department	
4b. Expand the list of arterials with design corridor standards.	Prepare design corridor standards for Lakeview Parkway and identify other arterials that could benefit from design standards	\$	Short-Mid	Development Services, Public Works, UDOT	



Housing: You Belong Here

Our Commitment: We strive to make Provo a desirable and attainable place to live by providing and maintaining a mix of housing for residents in all walks of life.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Allow for different types of housing in neighborhoods and allow for a mix of home sizes at different price points, including ADUs.					
1a. Encourage opportunities for small scale, infill housing development.	Revise zoning code and ordinances	\$\$	Short	Development Services, Council, Development Community	Education on the reason for these types of changes
1b. Consider revising regulations to encourage development of a mix of housing types.	Revise zoning code	\$\$	Short	Development Services, Council	Education on the reason for these types of changes
1c. Continue to examine zoning solutions to promote Accessory Dwelling Units (ADUs) in residential areas.	Continue to analyze the city zoning code and study requirements of other jurisdictions to find solutions to promote ADUs	\$\$	Short	Development Services, Council	Review regulations for units under 300 square feet; review off-street parking requirements
1d. Encourage the development of additional single-family homes in key areas to address housing shortages and to facilitate additional economic growth and opportunities.	Consider code revisions that could incentivize additional single-family developments that offer exceptional value to the city.	\$	Short-Mid	Development Services, Public Works, Council, Development Community	
1e. Identify a program in conjunction with the universities to monitor student housing quality and rental regulations.	Rental regulation program; education initiative about renting laws and eviction process	\$\$	Short		Establish a Quality Housing Alliance with the city, landlords, and universities to monitor housing conditions and rental regulations
1f. Encourage more options for entry level housing including smaller lots and mixed housing, as well as smaller unit sizes including studios and apartments.	Code audit and housing assessment	\$\$	Mid-Long	Development Services, Council, Development Community	
2. Strive to increase the number of housing units of all types across the whole of Provo in appropriate and balanced ways.					
2a. Promote housing that is attainable for all income levels.	Code audit and housing assessment	\$\$-\$\$\$	Long	Development Services, Council, Development Community	Explore zoning for manufactured homes and tiny home villages to luxury condos and townhomes; protect existing mobile home parks
2b. Consider non-traditional approaches to high-end housing.	Research case studies	\$\$-\$\$\$	Short	Development Services, Council, Development Community	

IMPLEMENTATION MATRIX



2c. Encourage “affordability through design” by utilizing best practices to optimize efficiency in building and land use.	Research case studies and implement best practices	\$-\$\$\$	Short	Development Services, Council, Development Community	
2d. 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	Development Services, Council, Development Community	Continue to work through CDBG and HOME grants
2e. Identify opportunities for and invest in the rehabilitation of existing uninhabitable housing stock into moderate-income housing.	Work with Redevelopment and CDBG, HOME	\$\$-\$\$\$	Short-Mid	Development Services, Council	
2f. Review and consider expanding strategies and specific opportunities in a future housing study.	Code audit and housing assessment	\$	Short	Development Services, Council, Consultant	
3. Better position the city legislative body for effective rezone application decision-making.					
3a. Include an evaluation tool in each neighborhood plan to help the legislative body in their decision-making process with rezone applications.	Continue preparing neighborhood plans for adoption.	\$	Short-Long	Development Services, Council	
4. Strive to facilitate increased housing options for Provo’s vulnerable communities.					
4a. Encourage a more focused and coordinated provision of services for the unhoused, and those at risk of homelessness.	Establish a plan for helping the unhoused, and those at risk of homelessness	\$\$-\$	Short	Administration, Council, Development Services, Community Housing Partners	
4b. Encourage the development of additional housing for older adults and disabled individuals.	Engage Provo Housing Authority and other community partners to discuss needs and solutions	\$	Short	Administration, Council, Development Services, Community Housing Partners	

IMPLEMENTATION MATRIX



<p>4c. Continue working with the Provo Housing Authority, the Mountainland Region Continuum of Care, faith-based organizations, and other community partners to assist Provo residents with special housing needs and circumstances.</p>	<p>Consider staffing or designating an individual to take the lead for the city in coordinating with community partners, and provide information to Provo residents, regarding housing assistance and resources to meet other basic needs</p>	<p>\$\$\$</p>	<p>Short-Long</p>	<p>Administration, Council, Development Services, Community Housing Partners</p>	<p>There is a need for consolidated information and resources for Provo residents with special housing and shelter needs</p>
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Economic Development: Diverse and Resilient

Our Commitment: We strive for a resilient and vibrant economy that supports good jobs and a high quality of life for all residents.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Employ innovative approaches to promote local business and create community.					
1a. Explore implementing strategic investments to attract new businesses while continuing to support growth of local businesses.	Explore implementation of Economic Development Plan	\$\$-\$	Short	Economic Development, EDCUtah	
1b. Attract technology related business and other outside employers to Provo.	Explore implementation of Economic Development Plan	\$\$-\$	Short	Economic Development, EDCUtah, Silicon Slopes	
1c. Increase commercial and light industrial space such as maker spaces and innovation centers.	Identify areas of focus, revise zoning code if appropriate	\$\$-\$	Mid	Development Services, Council, Development Community	
1d. Explore independent certifications and awards to celebrate and promote city achievements.	Identify certifications and awards, and highlight achievements as appropriate	\$\$	Mid	Development Services	
1e. Encourage incorporation of gateway developments and compact commercial properties that integrate both social and retail needs into designated mixed-use centers.	Complete Gateway Plan	\$	Short	Development Services, Development Community	
2. Encourage growth around the Provo Municipal Airport and facilitate development where appropriate.					
2a. Follow the actions in the Airport Master Plan and update as necessary.	Update the Airport Master Plan	\$\$\$\$	Short-Long	Provo Municipal Airport, Public Works	
2b. Encourage economic development and business opportunities at and around the airport.	Update the Airport Master Plan	\$	Short-Long	Provo Municipal Airport, Development Services/ Development Community, Business Community	



Transportation: Connected and Safe

Our Commitment: We promote a connected network of streets, trails, and tracks that efficiently moves people, goods, and services through the city by a variety of means.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Prioritize street corridors that are safe and have adequate capacity for all modes of transportation as appropriate.					
1a. Encourage connections to increase east to west mobility.	Complete plan and identify priority projects	\$\$\$	Mid	Public Works, TMAC	
1b. Design residential and collector roadways to control traffic speeds using complete street standards such as bulbouts, roundabouts, and bike lanes.	Coordinate with 2020 Transportation Master Plan, explore opportunities for low-cost improvements such as crosswalks and painted bulbouts.	\$\$-\$\$\$	Short-Long	Public Works, TMAC	Implement the Provo City Public Works Complete Streets Policy
1c. Plan future transportation networks to accommodate future growth and avoid congestion.	Complete plan and identify priority projects	\$	Short-Mid	Public Works	
1d. Prioritize implementing the Safety Action Plan to reach the Vision Zero goal.	Make safety a priority in future budgets	\$\$-\$\$\$	Short-Long	Public Works, Council	
2. Strive to create a robust system of local and regional transportation alternatives including rail, bus, biking, and walking options.					
2a. Consider increasing the operations, access, and number of stops for public transit.	Coordinate with 2020 Transportation Master Plan	\$\$\$	Short-Mid	Administration, UTA	
2b. Consider developing programs to encourage biking and transit use.	Review gaps in accessibility and identify priority areas	\$\$	Mid	Administration, UTA, BikeWalk Provo	
2c. Support efforts to expand bus rapid transit routes to key destinations such as the hospital, the Riverwoods Business Park, and the airport.	Coordinate with UTA	\$\$-\$\$\$	Short-Long	Administration, Provo Municipal Airport, UTA	
2d. Continue to utilize innovative approaches to alternative transportation methods as technology advances.	Monitor opportunities and identify funding as needed	\$\$-\$\$\$	Long	Administration, Council	
2e. Continue to evaluate future roadway capacity improvements to reduce congestion as growth-related transportation demands increase.	Address in future roadway planning	\$\$-\$\$\$	Short-Long	Public Works	

IMPLEMENTATION MATRIX



2f. Explore the feasibility of an active transportation facility from east to west across I-15.	Complete feasibility study	\$	Short	Public Works, UDOT, BikeWalk Provo	Possible use of CDBG funding
2g. Increase opportunities, including considering facilitating parking, for cost-effective micro-transit, such as city Bike programs and scooters, to help with the first and last mile and to serve a greater number of destinations.	Coordinate with 2020 Transportation Master Plan	\$\$	Short-Mid	Development Services, UTA, BikeWalk Provo	
3. Find the right balance of parking to promote the local economy and encourage alternative transportation.					
3a. Explore a strategy/program to address parking in university neighborhoods through signage and/or permitting.	Engage a working group to coordinate with residents, students and city departments to identify the right solutions to implement	\$	Short	Parking Manager, Council	
3b. Consider implementing the Strategic Parking Plan recommendations to manage parking citywide.	Review current Strategic Parking Plan for needs and gaps, update as needed	\$	Short	Parking Manager, Council	
3c. Encourage walkability in downtown, mixed use centers, and at transit locations to reduce vehicular trips.	Refer to Land Use Goal 1	\$\$	Short	Development Services, Public Works, TMAC, Council, Development Community	
3d. Reduce parking requirements as appropriate to encourage residential development in key areas.	Review existing requirements and revise as needed to address goals	\$	Short	Development Services, Council, Development Community	
3e. Ensure sufficient parking for uses that may have impacts on residential neighborhoods, such as accessory dwelling units (ADUs).	Review parking requirements for uses that may impact residential neighborhoods	\$	Short-Mid	Development Services, Council, Development Community	
4. Coordinate with the Conservation and Resiliency Plan to reduce environmental impacts of single-occupancy vehicle trips.					
4a. Consider increasing the total number of public charging stations for electric vehicles.	Consider requirements for new projects	\$	Short-Mid	Sustainability Coordinator, Provo Power, Public Works, Development Community	
4b. Relieve automobile congestion and reduce stress on roadways by promoting multimodal choices.	Coordinate with 2020 Transportation Master Plan	\$\$\$	Long	Council, Administration, UDOT, UTA, Development Community	This has to involve both public and private sectors
4c. Increase the urban tree canopy and consider looking at the size of parkstrips to accommodate larger trees.	Review tree canopy and parkstrips with the urban forester and the Public Works Department	\$\$\$	Short-Mid	Development Services, Public Works, Urban Forester	

IMPLEMENTATION MATRIX



4d. Identify locations and projects to improve storm water management using green infrastructure and low impact design (LID).	Review current street and infrastructure standards	\$	Short-Mid	Public Works	
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Public Services and Safety: Livable Provo

Our Commitment: We promote a high quality of life for Provo residents by facilitating a safe city where each citizen has reasonable access to basic public services.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Encourage expansion of public facilities to underserved parts of the city.					
1a. Explore how to best provide a balanced distribution of public services across the city.	Understand gap areas through heat mapping and other gap analysis tools	\$	Mid	Administration, city departments	
1b. Increase access to existing city facilities.	Connect services to areas identified through launch activity for 1a	\$	Short-Long	Administration, city departments	Explore providing services 7 days a week
1c. Expand services to underserved areas of Provo.	Understand gap areas through heat mapping	\$	Short-Long	Administration, city departments (especially Library, Emergency Services)	Encourage services and commercial development in areas designated in SW Area Neighborhood Plan
2. Strive to facilitate increased housing options for Provo's vulnerable communities.					
2a. Encourage a more focused and coordinated provision of services for those in need of housing and other types of assistance.	2a. Encourage a more focused and coordinated provision of services for those in need of housing and other types of assistance.	\$\$	Short	Administration, Council, Development Services, Community Partners	
2b. Continue working with the Provo Housing Authority, the Mountainland Region Continuum of Care, faith-based organizations, and other community partners to assist Provo residents in need of housing and other types of assistance.	Consider staffing or designating an individual to take the lead for the city in coordinating with community partners, and provide information to Provo residents, regarding housing assistance and resources to meet other basic needs	\$\$\$\$	Short-Long	Administration, Council, Development Services, Community Partners	There is a need for consolidated information and resources for Provo residents with special housing and other basic needs
3. Continue Provo City's high standards of constructing and maintaining high quality community facilities.					
3a. Continue Provo City's high standards of constructing and maintaining high quality community facilities.	Continue to evaluate construction, staffing, and maintenance needs	\$\$	Short	Council, city departments	



4. Promote a high quality of life for Provo residents, including our most vulnerable, by ensuring a continued commitment to providing exceptional public safety services.

4a. Continue to provide the Police and Fire Departments with the resources they need to conduct their work, including emergency response.	Evaluate department needs	\$\$\$\$	Short-Long	Administration, Council, Fire Department, Police Department	
4a. Continue to provide the Police and Fire Departments with the resources they need to conduct their work, including emergency response.	Evaluate how to incorporate review of school safety route plans in development reviews	\$	Short	Development Services, Public Works	
4c. Make lighting and pedestrian crossings a key safety consideration when designing, constructing, and maintaining public facilities and amenities.	Begin or continue the discussion of making lighting and pedestrian crossings key safety considerations for public facilities and amenities.	\$\$\$\$	Short-Long	Administration, Council, city departments	

5. Continue to plan for and work to mitigate the impacts of emergencies and hazards.

5a. Ensure the Police and Fire Department have the resources they need to conduct their work, including emergency response.	Evaluate department needs	\$\$\$\$	Short-Long	Council, Fire Department, Police Department	
5b. Encourage the creation of a wild-land urban interface plan for Provo City.	Assess wild-land urban interface challenges	\$\$	Short	Council, Administration, Fire Department	
5c. Evaluate what city infrastructure, including unreinforced masonry buildings, may need to be updated or replaced to help make infrastructure more resilient in the event of a hazard.	Identify those organizations the city is working with and those the city should be working with	\$\$\$\$	Short-Mid	Administration, city departments	
5d. Work with other governmental entities and property owners within the city to help encourage the rehabilitation of unreinforced structures.	Identify resources available at the state and federal level to assist with addressing unreinforced masonry structures	\$\$\$\$	Short-Long	Administration, Council, Development Services	



Open Space and Recreation: Active Provo

Our Commitment: We will continue to create dynamic parks, recreation facilities, programs, and services of the highest standard for city residents.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
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; complete the Hillside and Canyons and the River and Lakeshore Plans to determine long-range objectives	\$-\$\$\$	Short-Long	Development Services and Parks and Recreation, Provo Agricultural Commission, Private Developers	
1b. Coordinate with community partners to promote the restoration of habitats, stream banks, and wetland areas of the Provo Riverfront and Utah Lake.	Participate in Lake and River Plans, including enhancement of Provo River and trail system along Utah Lake	\$-\$\$\$	Mid	Utah County Public Works, Parks and Recreation, MAG, Utah Lake Authority, Private Landowners, Nature Conservancy	
1c. Facilitate bikeable and walkable connections to and along the lake and river.	Complete Trails Plan to identify gaps, projects and funding	\$	Short-Long	Public Works, BikeWalk Provo	Consider including CIP funding to complete gap segments
1d. Utilize ecologically sound infrastructure and other best management practices. to improve water quality.	Review current street and infrastructure standards	\$	Short-Long	Public Works	
1e. Consider code amendments to encourage redevelopment of waterfront properties.	Consider code audit	\$	Short	Development Services	
2. Give careful consideration to the conservation of open spaces, scenic areas, and viable agricultural land.					
2a. Create a strategic plan that includes tools and funding opportunities in order to conserve, connect, and protect vulnerable lands and open space.	Complete Hillside and Canyons Plan	\$	Short	Development Services, Consultant	
2b. Review open space requirements for all development types and revise based on best practices.	Pursue code audit	\$	Short	Development Services, Consultant	

IMPLEMENTATION MATRIX



3. Develop programs and educational opportunities at parks, open spaces and trails.					
3a. Increase access and education around local food production.	Connect with Utah State Agricultural Extension	\$	Mid	Utah State Agricultural Extension, Provo Agricultural Commission, Sustainability and Natural Resources Committee	
3b. Consider adding educational signs and programs about local wetlands.	Initiate Lake and River Plan	\$	Mid	Utah Lake Authority, Parks and Recreation, DWR, Utah County	
3c. Promote community activities in parks and open spaces.	Complete Hillside and Canyons Plan	\$	Short	Parks and Recreation, USFS, Utah County, Utah Valley Trails Alliance	
4. Increase active and passive parks and recreational amenities.					
4a. Improve walking and biking connections to parks, trails, and open space.	Coordinate with Parks and Recreation Master Plan, Transportation Master Plan, Provo Bicycle Transportation Master Plan	-\$-\$-\$	Short-Long	Public Works, Parks and Recreation, MAG, Bike-Walk Provo, Conserve Utah Valley	Consider coordination with new development applications
4b. Increase open space amenities such as benches, walks, and lighting.	Coordinate with Parks and Recreation Master Plan	-\$-\$-\$	Short-Long	Parks and Recreation	Coordinate with new Development applications
4c. Improve access to parks for people of all ages and skills.	Coordinate with Parks and Recreation Master Plan	-\$-\$-\$	Short-Long	Parks and Recreation	
4d. Improve safety at parks, trails, trail crossings, and greenways through signage, lighting, and increased visibility.	Coordinate with Parks and Recreation Master Plan	-\$-\$-\$	Short-Long	Parks and Recreation	



Resource Management: Stewardship of Our Natural World

Our Commitment: We are actively responsible for the future of our natural environment.

GOAL	LAUNCH	COST	TIMING	RESPONSIBILITY	NOTES
1. Promote best practices for environmental stewardship.					
1a. Complete and implement a Conservation and Resiliency Plan.	In progress	\$	Short	Council, Administration, Sustainability Coordinator	City to set the example for community action
1b. Promote the use of water conservative practices, including landscaping.	Coordinate strategies per Conservation and Resiliency Plan, Parks and Recreation Master Plan	\$	Short	Development Services, Public Works, Parks and Recreation	
1c. Encourage waste reduction and recycling in Provo Parks.	Coordinate strategies per Conservation and Resiliency Plan, Parks and Recreation Master Plan	\$\$	Short	Public Works, Parks and Recreation	
1d. Explore ways to minimize the impacts of light pollution across the city.	Coordinate strategies per Conservation and Resiliency Plan, Parks and Recreation Master Plan	\$	Mid	Public Works, Parks and Recreation	
1e. Educate residents about ways to become more sustainable and resilient.	Offer resources on the city website; consider social media campaigns and resources; consider hosting trainings/ seminars for residents	\$\$-\$	Mid	Sustainability Coordinator, Administration, Media Services, Library	
1f. Continue support for the Thousand Trees program.	Consider grant matches	\$\$\$\$	Mid-Long	Sustainability Coordinator, Council	Publicize to attract additional funding; pursue grants
1g. Increase the urban tree canopy.	Initiate a tree canopy measure and tracking system	\$\$\$\$	Short-Mid	Development Services, Provo Power, City Forester, Parks and Recreation	Create a grant program for property owners to plant street trees; consider expanding list of street trees
1h. Identify locations and projects to improve storm water management using green infrastructure and low impact design (LID).	Review current street and infrastructure standards	\$\$\$\$	Mid-Long	Public Works, Development Community	

IMPLEMENTATION MATRIX



2. Become a leader in sustainable practices and promote regional collaboration.					
2a. Consider ways to increase our regional leadership in energy conservation and clean and renewable energy sources.	Coordinate strategies per the Conservation and Resiliency Plan	\$-\$\$\$	Long	Administration, Provo Power, UMPA, Sustainability Coordinator	
2b. Explore independent certification in alignment with adopted Conservation and Resiliency Plan goals.	Coordinate strategies per the Conservation and Resiliency Plan	\$\$	Mid	Administration, Sustainability Coordinator	
2c. Coordinate with BYU and other large institutions' sustainability practices to increase overall successful implementation.	Coordination with actions in the CRP	\$	Short	Sustainability Coordinator, BYU, other large institutions	
2d. Explore innovative approaches to water management.	Coordination with actions in the CRP	\$	Short	Public Works, Sustainability Coordinator	

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