

Table of Contents

Introduction	page 2
Community Vision Statement	page 3
Provo Core Values	page 4
Section 1 – Family and Neighborhoods	page 6
Section 2 – Land Use and Growth	pages 9
Section 3 – Recreation and Parks	page 12
Section 4 – Natural Resources	page 16
Section 5 – Heritage	page 19
Section 6 – Prosperity	page 20
Section 7 – Public and Non-Profit Partnerships	page 24
Section 8 – Safety	page 25
Section 9 – Transportation and Mobility	page 27
Section 10 – Diversity and Unity	page 30
Section 11 – Governance	page 32

Provo City Vision 2030

Introduction

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

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

- | | |
|----------------------------|------------------------------------|
| Education | Natural Resources |
| Families and Neighborhoods | Prosperity |
| Healthcare | Public and Non-Profit Partnerships |
| Heritage | Safety |
| Image and Communication | Transportation and Mobility |
| Land Use and Growth | Unity |
| Leisure | Governance |

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

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

Community Vision Statement

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

We value:

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

We support:

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

Provo Core Values

II. Family

We value:

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

II. Safe City

We value:

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

III. Community

We value:

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

IV. Faith

We value:

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

V. Education

We value:

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

VI. Business and Economic Vitality

We value:

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

VII. Responsible Government

We value:

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

VIII. Healthy, Inviting Environment

We value:

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

Section 1 Family and Neighborhoods

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

Goal 1.1 - Improve neighborhood inter-connectivity.

Objective 1.1.1 Encourage a pedestrian-friendly environment throughout Provo;

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

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

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

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

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

Objective 1.2.4 Include preservation of vistas and views in open space requirements. This may include greater setbacks for larger buildings.

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

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

Objective 1.3.2 Encourage strong neighborhood organizations;

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

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

Objective 1.3.5 Encourage new developments to create a sense of identity and belonging in their designs, fencing, entrances, landscaping, etc.

Goal 1.4 – Empower neighborhoods by giving families, individuals, and businesses opportunities to participate in neighborhoods.

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

Objective 1.4.2 Foster activities that involve and support youth and students attending

local schools and universities in city activities and government;
Objective 1.4.3 Seek to minimize divisions within the community by removing perceived barriers to interaction and foster a sense of belonging.
Objective 1.4.4 Continue emphasis on the Neighborhood Program;
Objective 1.4.5 Involve neighborhood representatives to ensure orderly growth; and
Objective 1.4.6 Address specific concerns from each part of the city with regular area meetings.

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

Objective 1.5.1 Encourage new, one-family detached neighborhoods;
Objective 1.5.2 Identify and reserve areas suitable for family housing;
Objective 1.5.3 Maintain low crime rates in neighborhoods;
Objective 1.5.4 Maintain and encourage good quality, sustainable housing and infill developments;
Objective 1.5.5 Increase direct, landlord responsibility and accountability for overuse of city resources;
Objective 1.5.6 Continue the support of neighborhood loan and grant programs that encourage owner occupancy or long-term residency and neighborhood revitalization;
Objective 1.5.7 Identify criteria for properties with potential for multi-family and one-family housing;
Objective 1.5.8 Encourage diversity of age groups in neighborhoods; and
Objective 1.5.9 Regulate the scale of buildings by the land size of the parcel.

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

Objective 1.6.1 Plant larger, long-lived canopy trees in parks, green spaces, and recreation areas where shade will increase the enjoyment of future users;
Objective 1.6.2 Ensure adequate enforcement of zoning regulations;
Objective 1.6.3 Provide, encourage and maintain attractive landscaping in medians and corridors.
Objective 1.6.4 Beautify and improve gateways into the city;
Objective 1.6.5 Seek grants and promote volunteer efforts to improve neighborhood appearance;
Objective 1.6.6 Use non-profit partners to assist in revitalizing Provo neighborhoods as needed in focused efforts to improve curb appeal and neighborhood appearance;
Objective 1.6.7 Enhance ordinances, incentives and penalties that would encourage the cleaning up of properties by removal of trash, junk, weeds and the repair of deteriorating facilities;
Objective 1.6.8 Continue and expand the present program of regular cleaning of streets;
Objective 1.6.9 Continue and enlarge the present programs of picking up seasonal trash

through a community volunteer effort; and

Objective 1.6.10 Maintain integrity and preserve the identifiable personality of neighborhoods.

Goal 1.7 - Help neighborhoods become well-informed and educated on city-related issues.

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

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

Objective 1.7.3 Review and establish laws and ordinances for the protection of all residents;

Objective 1.7.4 Provide public instruction about Provo City ordinances on a regular, on-going basis; and

Objective 1.7.5 Provide service opportunities for the public as a part of this education process.

Section 2 Land Use and Growth

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

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

- Objective 2.1.1 Encourage owner occupancy in one-family neighborhoods;
- Objective 2.1.2 Encourage reinvestment in, and the beautification and restoration of, established neighborhoods;
- Objective 2.1.3 Identify exceptional areas that would benefit from area specific master plans, where the city would conduct a detailed land-use analysis. The objective is for a plan for every neighborhood;
- Objective 2.1.4 Develop strategies to increase owner-occupancy or long-term residency in the city's residential neighborhoods;
- Objective 2.1.5 Limit additional rental housing outside areas specifically planned for higher density development;
- Objective 2.1.6 Require landscaping, which could include xeriscape, around perimeter of residential projects to soften development; and
- Objective 2.1.7 Encourage site specific designs to take into account the uniqueness of the surroundings.

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

- Objective 2.2.1 Provide opportunities to establish neighborhood amenities such as neighborhood oriented retail, small parks, leisure activities and/or medical services for residents in existing neighborhoods;
- Objective 2.2.2 Preserve public facilities, parks and schools in each neighborhood;
- Objective 2.2.3 Maintain and upgrade neighborhood infrastructure;
- Objective 2.2.4 Revitalize blighted, dilapidated neighborhoods and distressed commercial centers; and
- Objective 2.2.5 Design the open space first in future residential development projects.

Goal 2.3 - Disperse the increasing demand for affordable housing throughout the City and the County.

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

Objective 2.3.2 Encourage home ownership and preservation through neighborhood-based economic assistance programs; and

Objective 2.3.3 Encourage development patterns that reduce land and development costs.

Objective 2.3.4 Make quality housing and services that are accessible to all segments of the population;

Objective 2.3.5 Encourage housing of diverse design in order to adequately accommodate all types of users (singles, young couples, families and the elderly);

Objective 2.3.6 Encourage maximum buildout in existing higher-density areas (south of Brigham Young University and within the Central Business District); and

Objective 2.3.7 Establish acceptable service levels for public infrastructure and limit growth to maintain those levels.

Goal 2.5 - Prioritize areas within the city for economic development

Objective 2.5.1 Determine the appropriate type, level, and location of economic development initiatives for Provo City;

Objective 2.5.2 Size utilities consistent with anticipated growth when development occurs;

Objective 2.5.3 Continue to require developments to pay for their fair share of infrastructure; and

Objective 2.5.4 Encourage site specific designs to take into account the uniqueness of the surroundings.

Goal 2.6 - Facilitate environmentally sensitive industrial land use and development to contribute to employment opportunities and the city's tax base without negatively impacting quality of life.

Objective 2.6.1 Accommodate an appropriate amount of industrial growth in the city.

Goal 2.7 – Promote safety through urban design

Objective 2.7.1 Require maximum fire and life safety devices in multi-residential and commercial developments;

Objective 2.7.2 Promote better pedestrian safety by using interior connections, footpaths, adequate lighting, crosswalks, etc; and

Objective 2.7.3 Encourage design that focuses activity and surveillance on front yard space and limits access by unwanted visitors (i.e., front porches, verandas, windows for surveillance, fences, gates, hedges, outdoor lighting, etc).

Goal 2.8 – Establish reasonable community-based design review standards for all developments

Objective 2.8.1 Encourage quality design standards where desirable design themes are present;

Objective 2.8.2 Discourage “cookie-cutter” (overly repetitive) designs;

Objective 2.8.3 Establish higher minimum landscaping and tree density requirements for all development;

Objective 2.8.4 Establish open space requirements within developments;

Objective 2.8.5 Encourage open space through appropriate clustering of developments;

Objective 2.8.6 Recognize and plan for existing and future commercial corridors, particularly at major entrances into Provo, in order to maintain a critical mass for business development;

Objective 2.8.7 Provide effective transitional areas between commercial and residential areas;

Objective 2.8.8 Encourage gradual land-use transitions; and

Objective 2.8.9 Encourage signage compatible with development.

Section 3 Recreation and Parks

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

Recreation has the capacity to build communities and offer many social benefits. The pursuit of recreational facilities and participation in leisure activities are essential factors in not only individual well-being, but are major contributors to the community health.

Provo has several world-class facilities and opportunities for cultural arts, entertainment, and recreation for all residents. These opportunities are essential for all ages because they improve the quality of life for those who participate regularly. Providing a wide range of recreational opportunities that appeal to the largest cross-section of our residents is a primary goal of Provo City.

Master Plan

Implement the Parks and Recreation Master Plan including the following goals and objectives:

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

Objective 3.1.1 Update Chapter Seven of Provo City's General Plan, "Parks, Recreation and Open Space" ("the Parks Master Plan") in congruence with the Provo Parks and Recreation Master Plan, which includes the even and equitable distribution of park space throughout the city;

Objective 3.1.2 In the Parks Master Plan, and through the development review process, identify potential parkland in growth areas within the city;

Objective 3.1.3 Evaluate the present park system as compared with other cities and states, including the quality, variety, location, and adequacy and develop a revised parks master plan to provide adequate parks in the future;

Objective 3.1.4 When applicable, require developers to dedicate a specified amount of approved open space for parks, or to pay a park impact fee in lieu of open space dedication;

Objective 3.1.5 Adapt park amenities as neighborhoods change; Established parks should have, if applicable, family and group-friendly seating, fire pits, benches, pavilions, and walking/jogging areas;

Objective 3.1.6 Include in park planning sports parks, family-oriented parks, "theme" parks, small neighborhood and pocket parks, linear parks, children specific parks, dog parks, skate parks, sledding parks, and educational/discovery parks;

Objective 3.1.7 Ensure that parks have sufficient parking for those times of year when the parks are busiest;

Objective 3.1.8 Implement the present plan for open space in association with parks,

trails, canyons, Provo River, etc., including neighborhood parks close to residential areas;
and

Objective 3.1.9 Develop a plan that would increase recreational programs for citizens of all ages.

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

Objective 3.2.1 Ensure that trails interconnect with other trails and trail heads wherever possible and consider trail heads at Little Rock Canyon, Squaw Peak, Slate Canyon and other locations;

Objective 3.2.2 Ensure that trail heads at Little Rock Canyon, Rock Canyon, and Slate Canyon maintain public access to the Bonneville-Shoreline, Great Western, Provo River, and South Fork trails;

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

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

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

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

Objective 3.2.7 Coordinate with Federal and State officials to establish trails, trail-head facilities with public access as part of the Provo River Delta Restoration Project;

Objective 3.2.8 Partner with the US Forest Service , Provo City and private land owners to connect the Bonneville Shoreline Trail on the foothills along the northeast area of Provo; and

Objective 3.2.9 Implement best practices and standards for trail development and renovation.

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

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

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

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

Objective 3.3.4 Continue to support the arts through the Covey Center for the Arts and other city-sponsored art programs.

Goal 3.4 – Examine the East Bay Golf Course, its operations, benefit to the community and compare with any potential commercial opportunities of the land that it occupies.

Objective 3.4.1 Analyze the economic impact of the golf course in its present location and benefit to the community. Understand the legacy and benefits of golf as a community asset in Provo;

Objective 3.4.2 Study and develop a report on the environmental impacts of disturbing a former landfill site;

Objective 3.4.3 Perform an independent cost/benefit analysis to determine the efficacy of any change in site use with clear objectives and outcomes;

Objective 3.4.4 Avoid privatization efforts and retail development that could adversely affect Provo City; and

Objective 3.4.5 Potential alternative sites for a municipal golf course should be reviewed and compared with associated costs vs. benefits.

Goal 3.5 - Establish a recreational beach and other site improvements and amenities near the Utah Lake boat harbor.

Objective 3.5.1 Establish a team to Master Plan and enhanced beach park at or near the existing Utah Lake State Park that will meet the community needs not just for current use but for decades into the future; and

Objective 3.5.2 Develop a plan for optimizing the shores of Utah Lake as a Provo City asset, and purchase property bordering Utah Lake if necessary.

Goal 3.6 - Operate a world-class municipal recreation center.

Objective 3.6.1 Provide fitness and recreation services for residents through Provo Recreation Center and ensure, through proper budgeting for current and future capital, that the facility stays safe, relevant and up to date for decades to come;

Goal 3.6.2 - Provo Recreation Center and other recreation facilities should meet the needs of seniors, adaptive groups and accessibility needs;

Objective 3.6.3 Improve and develop recreational programs that provide a diverse schedule of activities; and

Objective 3.6.4 Monitor senior needs, and recommend programs and activities to accommodate the growing senior population.

Goal 3.7 - Obtain ongoing revenue for the funding of parks, entertainment, and recreation.

Objective 3.7.1 Deliver outcomes promised to Provo citizens in relation to creating a RAP tax for on-going recreational funding, with the intent of putting this on the ballot;

Objective 3.7.2 Develop a financial plan that would provide for the financing of an upgraded park system for the next century; and

Objective 3.7.3 Develop a plan and financing for enlarged recreational facilities for youth, adults, and families for both summer and winter use.

Section 4 Natural Resources

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

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

- Objective 4.1.1 Regularly assess the current ecological health of Provo City;
- Objective 4.1.2 Increase public education and awareness of the city's natural resources and environmental challenges;
- Objective 4.1.3 Reduce the adverse impacts of growth, development and environmental pollution;
- Objective 4.1.4 Encourage resource preservation through greater participation in recycling and energy conservation efforts;
- Objective 4.1.5 Identify and evaluate the urban forest and habitat areas with the city and develop policies and ordinances that would protect plant life, encourage planting, maintain a green belt and preserve habitats for wildlife; and
- Objective 4.1.6 Evaluate open spaces in the community and recommend policies and ordinances that would protect and enhance green belts and open space.

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

- Objective 4.2.1 Support minimum flows in Provo River based on ecological and user needs through cooperation with all user groups;
- Objective 4.2.2 Continue to support the Utah Lake Commission in accomplishing its goals;
- Objective 4.2.3 Ensure and communicate the needs of all parties, including adjacent homeowners, water users, and the fishing and recreating public to maintain aquatic and riparian ecosystems;
- Objective 4.2.4 Improve public access to and use of the Provo River;
- Objective 4.2.5 Protect and enhance lands adjacent to Provo River. Enhance upkeep and the removal of litter and debris; and

Objective 4.2.6 Evaluate runoff and drainage into the Provo River and Utah Lake to protect the quality of those water bodies.

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

Objective 4.3.1 Protect both current and future drinking water sources;

Objective 4.3.2 Manage watersheds and distributions systems for the protection of drinking water sources. Protect the quality of surface waters;

Objective 4.3.3. Maintain and improve the quality of our water through constantly updating and modernizing our treatment plants and protecting our water supply;

Objective 4.3.4 Improve water conservation;

Objective 4.3.5 Conserve water through educating citizens about water conservation; and

Objective 4.3.6 Acquire additional water resources.

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

Objective 4.4.1 Clean our air with a sustained, energetic, multi-faceted approach as outlined in the Provo Clean Air Toolkit;

Objective 4.2.2 Improve our air quality through better monitoring of automobile emissions, fire place and industrial pollution, and enforce standards not to exceed those set by the Environmental Protection Agency (EPA);

Objective 4.4.3 Encourage synchronization of semaphores at intersections to reduce the stopping, starting, and idle time of vehicles; and

Objective 4.4.4 Encourage high energy-efficiency in new construction and remodels to reduce pollution.

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

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

Objective 4.5.2 Provide a range of educational opportunities that complement the recreational experience and showcase the lake's physical characteristics, biological

uniqueness, and cultural resources, as well as its socio-economic significance;
Objective 4.5.3 Control and effectively manage existing invasive species (e.g., carp and phragmites) to minimize their negative effects on Utah Lake natural resources. Implement programs to prevent additional invasions;
Objective 4.5.4 Pursue site-specific enhancements and engineering solutions (e.g., re-created deltas, urban and riparian forests, mixed-use storm water detention areas, selective dredging and diking, re-vegetation) consistent with the Utah Lake Master Plan; and
Objective 4.5.5 Attain high-quality lake water (chemically, biologically, and visually) free from deleterious contaminants and suitable for its beneficial uses.

Goal 4.6- Improve energy efficiency in Provo and reduce our dependency of fossil fuels.

Objective 4.6.1 Implement new advances in electrical energy delivery and control systems (i.e., smart grid, smart houses) as they become practical and economically feasible;
Objective 4.6.2 Work with residential, commercial, educational and industrial customers to identify and implement energy savings through increases in consumption efficiency and reduction in use of energy in a cost-effective manner;
Objective 4.6.3 Promote private and public generation of renewable energy resources (i.e., wind, solar); and
Objective 4.6.4 Promote alternative vehicle fueling sources such as compressed natural gas and electrical vehicle stations.

Goal 4.7 - Work with UMPA to continue to seek long-term electrical energy resources that are stable, affordable and renewable.

Objective 4.7.1 Seek opportunities to diversify energy resources in a cost-effective manner, including increasing energy percentages from renewable and alternative sources; and
Objective 4.7.2 Seek opportunities for consumer alternatives to purchase energy from renewable resources.

Goal 4.8 Require clean business and industry

Objective 4.8.1 Develop a general plan that encourages non-polluting business and industry to locate in Provo; and
Objective 4.8.2 Provide regulations and incentives to encourage established businesses to improve air quality.

Section 5 Heritage

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

Goal 5.1 - Preserve structures and districts with unique histories or architecture.

Objective 5.1.1 Identify and preserve significant structures that maintain historical integrity;
Objective 5.1.2 Encourage identification, marking and restoration of historic landmarks;
Objective 5.1.3 Identify and preserve areas or neighborhoods of the city with a unique sense of place related to the collective history or architecture of its structures; and
Objective 5.1.4 Raise awareness among property owners of preservation options and benefits related to historic preservation.

Goal 5.2 - Preserve historic or unique cultural resources (historic sites or parks).

Objective 5.2.1 Identify important historical sites located throughout the city, even those where structures no longer exist, and preserve the history of the site; and
Objective 5.2.2 Identify and preserve important cultural resources.

Goal 5.3 - Raise awareness of local history, culture, and historic sites.

Objective 5.3.1 Establish a program for placing monuments or signs at historic sites, in historic districts, or in neighborhoods; and
Objective 5.3.2 Create and/or promote online and physical repositories/museums that focus on Provo's heritage and culture.

Section 6 Prosperity

Provo City and the business community will mutually seek to build ~~enjoy~~ a relationship based on mutual need, trust, and cooperation to assist the community in becoming the best place in Utah to do business. Provo City and the business community will discover ways to foster communication and cooperation to understand and resident needs while promoting business and political practices that are fiscally conservative and responsible to the taxpayer.

Goal 6.1 – Provo City will partner with the business community to encourage greater political participation as well as ensure the process of creating, promoting and growing business is streamlined and easy to navigate.

Objective 6.1.1 Provo City will regularly examine internal administrative and legislative policy regarding development review, business licensing and other processes associated with business development and regulation to ensure efficiency and responsiveness to business needs;

Objective 6.1.2 Provo City will encourage business leaders and entrepreneurs to be actively involved in the political process through the following methods:

- Running for elected office or applying for vacant positions on boards and commissions that closely align to their skillsets and experience;
- Participating in City Council and Provo Mayor out-reach events such as policy lunches or Ask Me Anything sessions, including City Council and Mayor social media outreach efforts;
- Encourage attendance at City Council meetings and to become familiar with current administration and legislative affairs of Provo City;
- Become familiar with Provo’s Neighborhood Program and interface regularly with the Neighborhood Chair where their business is located;

Objective 6.1.3 Provo City will encourage businesses to become involved in other non-political business entities, such as the Chamber of Commerce and Downtown Provo Inc., whom we partner with to help facilitate business growth and advocacy.

Goal 6.2 - Provo as the leader in the State of Utah and Mountain West in entrepreneurial support and the preeminent place to start and grow a business.

Objective 6.2.1 Provo City is an advocate for startup-level businesses by offering access and support from City departments as well as dedicated staff to both understanding the needs of this sector and to help generate policy to encourage growth and resources to these businesses.

Objective 6.2.2 Provo City will partner with local, state and national organizations that foster entrepreneurial growth (e.g. The Kauffman Foundation) to bring a greater variety of both educational and financial resources to startup businesses.

Objective 6.2.3 Provo City will work with area brokers, property owners and developers to ensure startup businesses have sufficient real estate to pursue their ideas and grow their business; and

Objective 6.2.4 Support city economic-develop initiatives that aid local businesses.

Goal 6.3 - Provo City will encourage a robust business retention and expansion program, while also seeking to recruit businesses and services to our community that are either lacking or have been identified as targeted, key industries.

Objective 6.3.1 Staff will foster open and regular communication through business visits, email communication and seminars with business owners and employers to understand the strengths and weaknesses of the Provo economy;

Objective 6.3.2 Staff will follow the recommendations provided in both the Economic Development Strategic Plan and Retail Strategic Plan to look for opportunities in identified, key industry sectors for both business expansion of existing industries and recruitment of additional businesses;

Objective 6.3.3 Provo City will explore incentives and programs to assist in the recruitment of new businesses that will substantially add to both the tax base and service/employments offerings of the community. Incentives will also be explored for the expansion of existing businesses that are experiencing substantial growth;

Objective 6.3.4 Provo City will continue to encourage infill development at Mountain Vista Business Park, as well as other City-owned properties, for developers to create employment and tax-generating uses; and

Objective 6.3.5 Provo City staff will work with land and property owners who have properties that are 1) non-tax generating, 2) non-conforming for the surrounding neighborhood, 3) historically vacant and underutilized properties, or any property that has developed potential for residential or commercial use to see if win-win agreements can be made to improve underserved and underutilized properties.

Goal 6.4 – Provo City will focus on increasing ~~Maximize our airport for business and recreational~~ vacation traffic at the Provo Municipal Airport.

Objective 6.4.1 Create innovative marketing campaigns to ~~P~~ promote the Provo Municipal Airport to local businesses and tourists as an economical and convenient alternative to using the Salt Lake International Airport.

Objective 6.4.2 Work with land owners and businesses surrounding the Provo Municipal Airport to create business opportunities for businesses directly involved with the aviation industry;

Objective 6.4.3 Continue to work with Allegiant Air to open new destinations from the Provo Municipal Airport, specifically to major terminal hubs such as San Diego, Orlando, Des Moines, Baltimore, Kansas City, Honolulu, Billings, Las Vegas and Austin; and

Objective 6.4.4 Strengthen the airport and access to the airport as assets to the business community.

Goal 6.5 – Provo City will ~~M~~ Maintain well-functioning transportation routes and encourage various forms of public transportation throughout the city.

Objective ~~9.7.1~~ 6.5.1 Continue to work with the Utah Department of Transportation (UDOT) to ~~E~~ ensure that all modes of transportation to, from, and within Provo are safe and efficient;

Objective 6.5.2 Petition the Utah Transit Authority (UTA), the State of Utah and the Federal Government for additional funding to promote and expand public transportation options throughout the city;

Objective 6.5.3 Work with business leaders, employees and Brigham Young University to increase ridership of public transportation to help decrease traffic and improve air quality. Also work with UTA to fund better marketing of bus routes and improve bus shelters for all-season ridership; and

Objective 6.5.4 Continue to work with Public Works and Engineering to find economical ways to

improve bicycle infrastructure on major road corridors, especially connecting BYU and the UTA Intermodal Hub.

Goal 6.6 – Provo City will encourage the development of various types of housing stock to increase the health of existing neighborhoods while providing sufficient accommodations for people who want to work and live in Provo.

Objective 6.6.1 Provo City will encourage the development of market-rate housing throughout the community, with special care and analysis being taken into consideration for the construction of tax-subsidized housing stock;

Objective 6.6.2 Provo City will encourage infill developments and redevelopment of multi-family and denser housing stock options in areas surrounding retail trade area to help increase demographic figures and provide a larger consumer base to current and future retailers;

Objective 6.6.3 Provo City will work with major employers and BYU to discover the housing needs of existing employees, understand growth projections and find suitable housing options for young married students and post-graduate professionals;

Objective 6.6.4 Provo City will continue to work within existing Neighborhood Plans while providing information to neighborhoods and about opportunities for development barriers to business/residential entry or any other issues that could potentially impact both the short and long-term health of the neighborhood; and

Objective 6.6.5 Provo City will seek cooperation with local businesses and non-profit organizations to provide critical assistance to poor and transient populations in our community to balance community health, employment, housing and safety issues.

Goal 6.7 – Require high-quality commercial development

Objective 6.7.1 Encourage performance standards for commercial developments;

Objective 6.7.2 Require landscaping around the perimeter of commercial projects to soften development;

Objective 6.7.3 Hide or soften commercial area parking by using berms and trees with perimeter and interior landscaping;

Objective 6.7.4 Integrate signs within the architecture of a development and limit the size;

Objective 6.7.5 Design the open space first in future large-scale commercial development projects; and

Objective 6.7.6 Regulate the scale of commercial buildings by the land size of the project.

Goal 6.8 – Develop business facilities and locations to encourage new business growth and job formation

Objective 6.8.1 Support Provo Towne Mall;

Objective 6.8.2 Support the future development of Ironton as a mixed-use facility for jobs and retail services;

Objective 6.8.3 Support Riverwoods and East Bay for additional business locations to accommodate both small and large business; and

Objective 6.8.4 Promote business creation through a small business incubator.

Goal 6.9 – Promote the Central Business District

Objective 6.9.1 Improve public transportation in the Central Business District;
Objective 6.9.2 Create a vibrant mix of businesses, government, residential development and cultural opportunities in the downtown area;
Objective 6.9.3 Draw new cultural activities into the downtown area; and
Objective 6.9.4 Target land uses that bring more people to the downtown area.

Section 7 Public and Non-Profit Partnerships

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

Goal 7.1 - Employ volunteerism to build bridges between residents.

Objective 7.1.1 Research best practices in engaging residents in developing the community;
Objective 7.1.2 Identify existing volunteer opportunities and develop others to address community challenges while building bridges between residents; and
Objective 7.1.3 Communicate the need to participate in identified volunteer opportunities that support the city's strategic vision.

Goal 7.2 - Identify non-profit agency partnerships that align with Provo City's strategic vision.

Objective 7.2.1 Gather data about public, governmental, and non-profit agencies' current and future projects to determine which are advantageous for the city to reach its goals; and
Objective 7.2.2 Integrate non-participating government and non-profit agencies into existing non-profit networking forums. Create a forum for public and private, non-profit agencies to interact and coordinate efforts with one another where applicable.

Goal 7.3 - Ensure that residents are aware of public government and private non-profit agencies, the assistance that they provide, and the volunteer and service opportunities they provide.

Objective 7.3.1 Increase awareness among employees of government and non-profit agencies of all agencies that serve the community and the services they provide; and
Objective 7.3.2 Make residents aware of opportunities to serve others through government and non-profit agencies.

Section 8 Safety

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

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

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

Goal 8.1 – Create and Maintain Safe Neighborhoods

- Objective 8.1.1 Bring public safety closer to the neighborhoods;
- Objective 8.1.2 Promote zero tolerance of drug and alcohol abuse, gangs, gang activity, pornography, and gambling;
- Objective 8.1.3 Establish and strengthen neighborhood watch programs throughout the city; and
- Objective 8.1.4 Develop neighborhood based emergency preparedness programs.

Goal 8.2- Rank in the 95th percentile for lowest crime rate among cities with a population exceeding 50,000.

- Objective 8.2.1 Create a community where youth and their families reject gang activity and where gangs do not exist;
- Objective 8.2.2 Work in proactive partnership with neighboring jurisdictions, civic and religious groups, and law-abiding citizens to actively patrol and police neighborhoods; and
- Objective 8.2.3 Educate and train businesses, civic groups, schools, and other residents on how to respond to crime.

Goal 8.3 - Respond, mitigate, and exceed national standards for all emergency situations, whether accidental, natural, or man-made.

- Objective 8.3.1 Activate the Emergency Operations Center through live drills;
- Objective 8.3.2 Maintain a number of police officers and firefighters per thousand residents equitable with the national standard and proportionate to the level of community growth;
- Objective 8.3.3 Improve surveillance and monitoring of crime, disaster, and other emergencies through the enhancement of infrastructure; and
- Objective 8.3.4 Locate fire stations appropriately throughout the city to ensure quality proximity, access, and circulation for response.

Goal 8.4 - Continue to support and promote safety education and prevention programs, enhance departmental communication within the city and with other agencies, and develop a

comprehensive plan for dealing with natural disasters.

Objective 8.4.1 Improve the mechanism for informing citizens about the techniques of crime prevention, and encourage citizen involvement and support of law enforcement;

Objective 8.4.2 Safeguard citizens through aggressive fire prevention and public education programs that instill the value of preparedness;

Objective 8.4.3 Regularly schedule training for police and fire departments with other departments in the city and partner law enforcement and fire department agencies;

Objective 8.4.4 Prepare for unexpected natural and man-made events, while actively teaming with regional public agencies, volunteer organizations, and the private sector to support, respond, relieve, and provide recovery for disasters; and

Objective 8.3.5 Maintain a high level of professional and ethical conduct and instill that expectation within citizens of Provo.

Goal 8.5 - Utilize technology to improve efficiencies for the delivery of safety services and safety prevention.

Objective 8.5.1 Incorporate and adapt technology to safety infrastructure and prevention; and

Objective 8.5.2 Pursue all federal and state funds available to improve technology and infrastructure for safety purposes.

Section 9 Transportation and Mobility

Transportation and mobility are essential to Provo's fabric, growth, and character and are crucial factors in the city's lifestyle, health, and well-being. Provo's transportation and mobility systems balance accessibility and convenience with public safety, economic and environmental considerations. These systems contribute to, support, and enable Provo to:

- Remain the educational, health provider, religious, and governmental center of Utah Valley;
- Be the desired home of choice for senior adults, established families, beginning families and single students and workers;
- Provide diverse and accessible shopping, dining, entertainment and recreational amenities;
- Create greater opportunity for mature and start-up business enterprises;
- Be nationally recognized for a healthy, educated, vibrant, well-employed community that contributes value locally, nationally and internationally.

Goal 9.1 - Promote connectivity for all modes of transportation to key locations throughout the City.

- Objective 9.1.1 Evaluate existing traffic and the current transportation system;
- Objective 9.1.2 Provide direct routes from key locations in the City by promoting the use of alternative methods of transportation;
- Objective 9.1.3 Use state-of-the-art technology to promote and enable use of non-automobile transportation options;
- Objective 9.1.4 Provide bicycle and pedestrian-friendly streets throughout the City with emphasis on areas of high pedestrian activity;
- Objective 9.1.5 Ensure effective transportation and mobility systems are incorporated into the west-side development;
- Objective 9.1.6 Focus mass transit options on commercial, business, health service, higher-education and government destinations;
- Objective 9.1.7 Cooperate with UTA, UDOT, MAG and surrounding communities to implement regional transit connections;
- Objective 9.1.8 Establish connection to key business centers; and
- Objective 9.1.9 Control access onto arterial streets.

Goal 9.2 – Augment and ensure proper maintenance of the current and future transportation opportunities in Provo.

- Objective 9.1.1 Reduce reliance on automobiles by encouraging alternative modes of transportation;
- Objective 9.2.2 Prioritize and preserve the existing multi-modal transportation system;
- Objective 9.2.3 Identify adequate and sustainable funding to maintain existing transportation facilities;
- Objective 9.2.4 Identify new funding sources for expansion and enhancement of the city-wide

transportation network;
Objective 9.2.5 Move Union Pacific switching yard south and/or provide additional pedestrian and vehicle overpasses.
Objective 9.2.6 Design streets to favor mass-transit options;
Objective 9.2.7 Secure future rights-of-way for all types of transportation systems;
Objective 9.2.8 Improve pedestrian safety by evaluating pedestrian crossings, sidewalks, trails and overpasses;
Objective 9.2.9 Develop a congestion management plan that will encourage flex-time, rideshare programs, alternative methods of parking, and discourage driving to work and school;
Objective 9.2.10 Work toward becoming a gold-level bicycle-friendly city; and
Objective 9.2.11 Provide educational opportunities for how to safely use alternative transportation.

Goal 9.3 - Encourage utilization of current street standards and design tools to promote complete street design in appropriate areas of the City. It was expressed that our “current street standards” reflect the transportation planning of 30 years ago. We should develop new street standards.

Objective 9.3.1 Utilize design elements street rights-of-way in residential areas to reduce driving speeds and to make neighborhoods safer and more livable;
Objective 9.3.2 Encourage well-designed street plans, including complete street design parameters in conjunction with new developments;
Objective 9.3.3 Allow design flexibility through adoption of a complete street policy and accompanying design standard;
Objective 9.3.4 Create walkable areas through the City. Walkable areas should be attractive, providing adequate lighting, a sense of safety, appropriate crossings, and social nodes;
Objective 9.3.5 Make design standards for public and private roads similar;
Objective 9.3.6 Design collector and arterial roads to support neighborhood residential streets;
Objective 9.3.7 Prohibit on-street parking on arterial and collector streets;
Objective 9.3.8 Define, identify and beautify the major entrances to the community;
Objective 9.3.9 Develop uniform street landscaping standards;
Objective 9.3.10 Continue to enhance the street tree planting program;
Objective 9.3.11 Complete a collector and arterial road system (major streets plan) throughout the City;
Objective 9.3.12 Establish acceptable service levels for roads and intersections and limit growth to maintain those levels;
Objective 9.3.13 Reduce the number of fatalities and injuries from traffic-related accidents;
Objective 9.3.14 Create a comprehensive safety management system for traffic; and
Objective 9.3.15 Reduce the number of fatalities and injuries from traffic-related accidents; and

Goal 9.4- Promote easier navigation with appropriate signage and education throughout the city.

Objective 9.4.1 Target key points of interest, such as public parking lots, restaurants, entertainment, lodging, medical, government, and other points of interest;
Objective 9.4.2 Continue to implement the wayfinding signage plan to enhance Provo City;
Objective 9.4.3 Inform the public of the benefits of public transportation; and
Objective 9.4.4 Continue the removal of billboards.

Goal 9.5 - Enhance Provo City Downtown as a destination.

Objective 9.5.1 Identify and promote alternative routes which would help the need for vehicular through-traffic to use Downtown streets as a means of passing-through Provo; and

Objective 9.5.2 Balance current parking needs with a desire to eventually reduce excessive amounts of parking.

Section 10 Diversity and Unity

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

Goal 10.1 - Respond to the demographic shifts by educating the community on current ethnic, religious, and cultural groups residing in Provo City.

Objective 10.1.1 Consider the well-being of children as a number one priority;

Objective 10.1.2 Promote understanding of our diverse cultures, traditions, beliefs and heritage;

Objective 10.1.3 Develop a multifaceted, educational process by which all citizens can learn of the diverse cultures living in Provo City and those who may yet seek a home within the city;

Education is essential to broadening views and appreciating diverse cultures and customs.

Objective 10.1.4 Work together to ensure that statistics reporting does not perpetuate stereotypes and misperceptions; and

Objective 10.1.5 Expand facilities and venues, through various individual organizations, for teaching and learning a variety of languages.

Goal 10.2 - Bridge gaps of misunderstanding by effective communication.

Objective 10.2.1 Acknowledge that gaps in cultural understanding exist and take positive steps to reduce the gaps and to keep them from widening;

Objective 10.2.2 Identify and enlist community leaders of all cultural backgrounds to aid in communication and understanding between the various cultural groups; and

Objective 10.2.3 Give recognition to caring people.

Goal 10.3 - Give greater attention to meeting the needs of the less advantaged through non-governmental as well as governmental organizations.

Goal 10.4 - Provide growth opportunities for the senior population of all cultural groups.

Objective 10.4.1 Provide classes for seniors to develop talents, skills, and knowledge; and

Objective 10.4.2 Allow for ample service and volunteer opportunities.

Goal 10.5 - Embrace opportunities to learn more about, and thereby appreciate, the diversity of our world's people and cultures. Work toward educating and influencing individuals who lack knowledge about the growth of multi-cultural residents in our city. Encourage dialogue and interaction between all citizens to unify and solidify our city.

Objective 10.5.1 Promote volunteerism and interaction of various faiths, ethnicities, and organizations;

Objective 10.5.2 Bring together multi-cultural groups and organizations from Brigham Young University and Utah Valley University to work together to promote greater awareness of the various groups living in the neighborhoods of Provo City; and

Objective 10.5.3 Join together existing organizations to form public awareness and cultural education programs celebrating diversity.

Section 11 Governance

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

Goal 11.1 - Make local government as transparent and as easy to access as possible by citizens.

- Objective 11.1.1 Improve communication between citizens and departments;
- Objective 11.1.2 Make the wording of ordinances and documents easier to understand;
- Objective 11.1.3 Post important government documents, including official transactions, legislation, policy, procedures, and performance measures, online with easy search capability;
- Objective 11.1.4 Enhance government services to citizens by creating convenient one-stop service centers in government buildings and online;
- Objective 11.1.5 Simplify and clarify the processes for citizens to become involved in government issues and decision-making with elected bodies;
- Objective 11.1.6 Encourage community involvement by all ages, socioeconomic levels, geographic areas and ethnic groups;
- Objective 11.1.7 Make better use of technology to communicate with the public; and
- Objective 11.1.8 Use the Internet to provide on-line services.

Goal 11.2 - Create and maintain balanced and sustainable financial plans and government budgets that keep taxes and utility fair and competitive while still maintaining quality services and cost-effective management of our community's infrastructure.

- Objective 11.2.1 Develop models of balancing government revenues and expenditures so that government budgets are sustainable over the long term;
- Objective 11.2.2 Encourage each government entity to develop ten-year or longer financial plans that demonstrate the impact of current decisions on long-term financial sustainability; and
- Objective 11.2.3 Focus on developing plans that anticipate the demands of growth to prepare government to meet the needs of the community now and in the future

Goal 11.3 - Share with the community information on the various forms of government adopted by governmental entities serving Provo and how citizens can best influence policy-making at every level of government.

- Objective 11.3.1 Encourage government entities to create citizen academies to develop groups of well-informed citizens;
- Objective 11.3.2 Increase the diversity of residents and stakeholders serving on government boards and commissions with the addition of minorities, women, and a broader range of ages and geographic locations to achieve broader representation and more balance;

Objective 11.3.3 Utilize government agency websites to provide basic information about forms of government; and

Objective 11.3.4 Develop curriculum resources for use in secondary schools, charter schools and home schools that will help the rising generation better understand the functions and roles of government.

Goal 11.4 - Promote strategies to ensure a highly trained, dedicated and fairly compensated group of public employees in Provo.

Objective 11.4.1 Review government employee recruiting, hiring, compensation, accountability and reward systems regularly to ensure that outstanding government employees are attracted to serving the Provo;

Objective 11.4.2 Create and measure the effectiveness of government employee training programs with an emphasis in ethical decision making, the benefits of public service, effective and friendly customer service and meaningful supervision; and

Objective 11.4.3 Encourage government agencies to measure the individual contributions of employees toward the outcomes desired in the community and articulated by the community vision.

Goal 11.5 - Develop and adopt best practices in citizen engagement on important public issues, including ways to educate, inform, receive ideas and feedback and build consensus around solving problems, offering service and keeping costs in line.

Objective 11.5.1 Utilize social media and other technology; focused methods to engage citizens and encourage their participation in and partnership with government entities to identify concerns and solve problems; and

Objective 11.5.2 Strengthen efforts to build neighborhood capacity and encourage involvement by neighborhoods in informing the government decision-making processes.

Goal 11.6 - Encourage civility in our community discourse by building bridges of trust between the residents and their governments and by regularly and effectively informing the public on the complex issues that characterize government decision making.