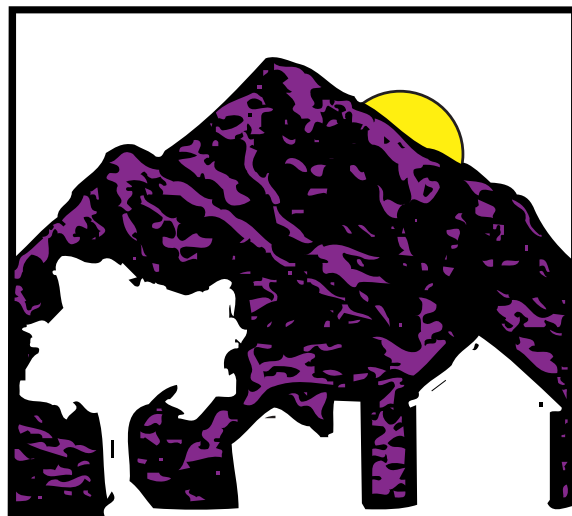


ENVISION UTAH QUALITY GROWTH STRATEGY AND TECHNICAL REVIEW

January 2000



ENVISION UTAH

.....
A Partnership for Quality Growth

Keeping Utah Beautiful, Prosperous,
and Neighborly for Future Generations

Envision Utah • P.O. Box 30901
Salt Lake City, UT 84130
801-973-3307
www.envisionutah.org

Sponsored by Coalition for Utah's Future

ENVISION UTAH

Keeping Utah Beautiful, Prosperous, and Neighborly for Future Generations

INTRODUCTION

The urbanized area of Northern Utah is experiencing tremendous growth. The Greater Wasatch Area (GWA), which stretches from Nephi to Brigham City, and from Kamas to Grantsville, consists of 88 cities and towns, 10 counties, and numerous special service districts. The GWA is currently home to 1.7 million residents, who constitute 80% of the state's population, making Utah the sixth most urban state in the nation. The area's developable private land, which may total as little as 1000 square miles, is surrounded by mountains, lakes, deserts, and public lands that form a natural growth boundary, within which nearly 370 square miles of land is currently developed. By 2020 the area will grow to 2.7 million residents, and will reach 5 million by 2050, placing additional demands on the limited supply of undeveloped private land. While most residents view this growth as positive, they recognize that it can also introduce a number of problems and challenges. For example, these dramatic increases in population and land consumption will have profound impacts on the quality of life and costs of living in the area. Air quality will suffer, new water sources will need to be developed, crowding and congestion will increase, housing costs will increase as land becomes limited, crime will increase, business and personal costs will increase, and government spending on infrastructure will force some difficult decisions

about state and local spending priorities.

Preparing for this growth also presents some unique opportunities. For example, if we were able to reduce the size of average residential lot from 0.35 acre to 0.29 acre, the total land area consumed by the next million people would drop from 325 square miles of new land to 154 square miles, and the amount of agricultural land consumed by this growth could drop from 143 square miles to just 27 square miles. Thus, intensifying land uses through infill in urbanized areas will ease the pressure to develop new lands.

A cost benefit analysis shows that if we adhere to Envision Utah's recommended goals and strategies, we will save \$4.5 billion in future infrastructure costs over the next 20 years. We will conserve more land, provide more housing choices, lower emissions resulting in less pollution, reduce water consumption and make our transportation system more efficient with less congestion on the roads.

The impacts of growth may combine to threaten the economic vitality of the area, which has benefitted greatly from recent growth. If we are judicious with our finite resources, and work diligently to preserve quality of life through the strategies enumerated here, we can maintain the qualities that make the Greater Wasatch Area economically vibrant, aesthetically pleasing, and affordable for its residents.

SUMMARY

Goals and Strategies to Maintain Quality of Life

Through extensive research and exhaustive involvement of the public, local and state elected officials, the business, civic, and religious communities, and other stakeholders, Envision Utah has gathered information about what Greater Wasatch Area residents value and how they think growth should be accommodated. This involved research concerning core values, and workshops with stakeholders, including elected officials, planning commissioners, and city council members, addressing where and how to grow. Above all else, residents like the people who live here, and place a high value on this area's good atmosphere for raising a family, and its scenic beauty and recreational opportunities.

Based on this information, Envision Utah has identified six primary goals that need to be addressed in the Greater Wasatch Area if we are to protect our environment and maintain our economic vitality and quality of life as we accommodate anticipated growth:

- enhance air quality;
- increase mobility and transportation choices;
- preserve critical lands, including agricultural, sensitive, and strategic open lands and address the interaction between these lands and developed areas;
- conserve and maintain availability of water resources;
- provide housing opportunities for a range of family and income types; and
- maximize efficiency in public and infrastructure investments to promote the other goals.

These goals can be realized over time by the careful and deliberate pursuit of various strategies, identified and explained here.

To support each of these goals Envision Utah has worked with the stakeholders and the public to develop specific strategies, including strategies that utilize market-based approaches such as state and local incentives, and seeks to effect change through education and promotion, rather than regulatory means. These strategies include:

- promoting walkable development (encouraging new and existing developments to include a mix of uses with a pedestrian-friendly design);
- promoting the development of a region-wide transit system (which could utilize buses, bus ways, light rail, lower-cost self-powered rail technology, commuter rail, and small private buses) to make transit more effective and convenient;
- promoting the development of a network of bikeways and trails for recreation and commuting;

- fostering transit-oriented development (housing and commercial developments that incorporate and encourage various forms of public transportation);
- preserving open lands by encouraging developments that include open areas and by incentivizing reuse of currently developed lands;
- restructuring water bills to encourage water conservation; and
- fostering mixed-use, mixed-income, walkable neighborhoods to provide a greater array of housing choices.

There are other goals, equally important, that do not lend themselves as easily to a list of discrete strategies. Enhancing economic development and adjusting the means by which cities generate revenues are among the challenges. Nearly all of the goals identified will help to enhance economic opportunities in the state, and they should be pursued for this reason in addition to those listed. The issue of taxation and revenue relates to municipalities' reliance on sales tax revenues as a major source of income. This spurs counterproductive competition among communities for regional retailers, often resulting in sprawl development. This issue is so complex and involves so many stakeholders that, while briefly addressed here as our seventh strategy, it will require further careful consideration and extensive longer-term stakeholder involvement.

Envision Utah's Role

The primary role for implementation falls on local governments, state and local incentives, and the actions of developers and consumers in the free market. Envision Utah's objective is to analyze and disseminate the costs and benefits associated with these strategies, and to work with local and state governments, citizens, developers, conservationists, civic groups, and other concerned stakeholders to pursue the strategies outlined below. Envision Utah will seek progress over time by working with the entities that hold responsibility for these Quality Growth Strategies and by developing an awards program to recognize communities that put various components into place. The action items range from consumer choices to intergovernmental cooperation to local and state decision making, depending on the issue. Most of the strategies are incremental steps that can take place over time, provided the right regulatory and market environment. Envision Utah's role will be to encourage the creation of that environment, so existing and forecasted market demands can be met, while also maintaining the quality of life residents have come to enjoy and expect. Envision Utah will do this by providing information and resources to community leaders to broaden the choices available to them and to facilitate more informed decision making.

Local Control, Regional Coordination

The primary responsibility for land use decisions will remain with local governments. These strategies cannot be implemented overnight, nor will they be appropriate to every situation or community. Envision Utah's efforts will always acknowledge that every community is unique, with distinctive characteristics and needs. In some communities, the open space preservation strategies may be needed, where in others, affordable housing efforts may be more appropriate. We encourage the implementation of these strategies incrementally as appropriate in the communities of the Greater Wasatch Area, balancing local priorities with regional problem-solving.

While recognizing this need to respect community individuality and local control, there are some issues that cannot be effectively addressed at the local level, but rather require a regional or subregional solution. Indeed, from Kamas to Grantsville, from Brigham City to Nephi, we share common problems, using the same roads and transportation options as we travel to work, recreation, and shopping, sharing common water sources and breathing the same air. In such cases of common interest, Envision Utah will seek to build consensus among groups of communities and work toward mutually agreeable solutions. The results of such consensus could take the form of new zoning options and intergovernmental or inter-local agreements. Still other issues, such as air quality and water consumption affect the region as a whole but lend themselves to local solutions. Envision Utah will provide information to local governments about the regional benefits that can come from their local actions.

More Choices for the Future

Finally, these goals and strategies are not aimed toward restrictions or additional layers of government. Rather, they help our communities and decision makers to provide a broader array of choices. This sentiment was resoundingly endorsed in all of the public workshops we conducted. Residents feel strongly that the Greater Wasatch Area should offer a wider array of housing choices, development types, and transportation options. This does not mean that we do away with the predominant options that exist today, but that we add to the mix a wider variety of choices. The Greater Wasatch Area's housing market, for example, will continue to be dominated by single-family, detached homes. Nevertheless, many residents have expressed a desire to add more choices to the




market, such as condominiums, apartments, mother-in-law apartments, and town homes to accommodate different life stages. Our market research also suggests an increasing demand for single-family homes in a variety of sizes located on smaller lots. In the transportation area, the private vehicle will almost certainly remain the overwhelming means by which we travel. There are, however, significant segments of the population who cannot use a car (such as the elderly, disabled, and children), who cannot afford a car, or would prefer not to use one if other choices were available.

Providing more choices will also help us address our air quality and water supply challenges. Our unique meteorological conditions require us to be vigilant regarding air quality if we are to remain appealing to new employers as well as enjoy our beautiful vistas and maintain our health. Growth will also increase our need for water. While the supply is adequate to meet this need, it will cost billions of dollars to construct the infrastructure required to move the water where it is needed. We can reduce that need through careful use and incentives that create choices for consumers. By providing a wider array of housing and transportation choices, we can make it easier for people to contribute to air quality preservation by driving less, and to conserve water by having somewhat smaller yards and using drought-tolerant landscaping. Envision Utah feels strongly that these strategies will help to provide a greater array of choices for area residents.

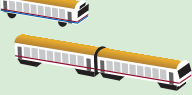



One of the primary strategies is promoting walkable communities around town centers. Doing so would help to increase choice by combining services, schools, shopping, and homes in a pedestrian- and bicycle-friendly environment. Such communities would offer residents a range of transportation modes, including the private vehicle, from which to choose. These communities would also contain a wide array of housing choices, allowing residents to live in single-family homes just outside the commercial core, or in loft apartments above retail stores, or condos or town homes mixed with commercial and residential areas. This would provide not only more choices in housing configuration, but also in price.

In all of the goals listed below, community leaders and members of the public have expressed the need to address these issues if we are to maintain quality of life for our children and grandchildren as we accommodate projected growth. By carefully and deliberately pursuing the strategies below, Envision Utah hopes to help residents of the Greater Wasatch Area accommodate the growth that is coming while working to create the kind of communities and environment we want for our children and grandchildren: a Utah that is beautiful, prosperous, and neighborly for future generations.


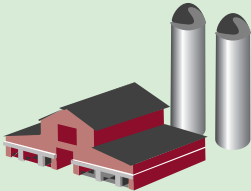
GOAL I: ENHANCE AIR QUALITY

	Strategy	Why	Who	How
A 1	<p>Foster and promote walkable development where feasible.</p> 	<ul style="list-style-type: none"> • Provides more transportation choices • Provides greater mixture of housing type & cost • Promotes and maximizes benefits of mixed-use areas • Promotes small business • Provides pedestrian access to the services of daily living • Reduces cost of infrastructure and services • Improves air quality by reducing emissions from cars & buses • Increases sense of community, safe lively streets, gathering places • Reduces crime due to more active community centers • Reduces water usage due to smaller yards • Reduces land consumption, eases development pressure on open lands • Defines community edges, provides better access to open space/parks 	<p>Envision Utah will work with local governments, developers, Realtors, Quality Growth Efficiency Tools Committee (QGET), Quality Growth Commission, State (Governor and Legislature)</p>	<ul style="list-style-type: none"> • Envision Utah will identify and disseminate information on advantages of walkable communities • Envision Utah will communicate with Councils of Government and local governments, (Mayors, city councils, planning commissions) regarding benefits. Provide "tool box" to local governments on how to create walkable communities. • Envision Utah will communicate with developers & Realtors regarding the advantages of walkable products • QGET will help localities run infrastructure cost model for their community and plan for infrastructure needs as development patterns change. • Envision Utah will work with Quality Growth Commission and Legislature to identify possible state financial incentives for development of walkable communities
A 2	<p>Promote the building of a region-wide transit system to make transit more convenient and</p>	<p>See: GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES</p>		
A 3	<p>Foster transit-oriented development (TOD)</p>	<p>See GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES</p>		
A 4	<p>Encourage industrial facilities to use best available technology to meet standards, and where possible, further reduce emissions.</p>	<ul style="list-style-type: none"> • Improves air quality • Provides capacity for further economic growth 	<p>Division of Air Quality, Envision Utah work with industrial corporations, point and area sources</p>	<ul style="list-style-type: none"> • Work with large and small emitters to encourage compliance • Gather and disseminate information regarding regional environmental and economic benefits of compliance • Create air quality awards to acknowledge progress in reducing industrial emissions • Encourage regional market for trading emission reduction credits
A 5	<p>Encourage energy efficiency ordinances.</p>	<ul style="list-style-type: none"> • Improves air quality by reducing emissions from power plants • Increases affordability of living 	<p>local governments, Utah Office of Energy and Resource Planning, Office of Energy Services</p>	<ul style="list-style-type: none"> • Work with local governments to adopt market-driven approaches to encourage energy efficiency options for new construction. Examples include: mortgage incentives, awards programs • Look for guidance to models such as the State of Utah guidelines for state buildings, State of Washington's "Super Good Cents" program. • Encourage state (Public Service Commission) to incentivize energy efficient improvements to homes and offices (e.g., utility rebates for expenditures on insulation, windows, solar panels, efficient lighting etc)
A 6	<p>Promote creation of a network of bikeways and trails, especially commuter trails linking daytime destinations.</p>	<p>See GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES</p>		
A 7	<p>Support strategies to reduce ozone and save energy.</p>	<ul style="list-style-type: none"> • Improves air quality - reduced production of ground-layer ozone, a major contributor to summer time air pollution • Reduces energy consumption in the summer • Improves general comfort & quality of life - would help to revitalize outdoor aspects of community in the summer 	<p>Utah Office of Energy and Resource Planning, Utah Office of Energy Services, Utah Division of Air Quality</p>	<ul style="list-style-type: none"> • Support the NASA/Utah Office of Energy Services "Cool Communities" program. • Inform builders, architects, designers, planners, and road builders about the benefits of strategic vegetation and highly reflective building and paving materials. • Encourage state to provide tax incentives for use of "cool" building materials
A 8	<p>Support strategies to reduce particulate emissions.</p>	<ul style="list-style-type: none"> • Improves air quality, reduced wintertime pollution • Improves health, particularly for children, elderly, and chronically ill • Improves visibility and scenic values 	<p>Utah Division of Air Quality, Wasatch Front Regional Council, Mountainland Association of Governments, Utah Department of Transportation</p>	<p>See GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES</p>
A 9	<p>Promote Telework</p>	<p>See GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES</p>		


GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES

	Strategy	Why	Who	How
M1	<p>Promote the building of a region-wide transit system to make transit more convenient and reliable.</p> 	<ul style="list-style-type: none"> • Creates more transportation choices • Reduces cost of infrastructure and services • Lowers personal transportation costs • Other benefits include: <ul style="list-style-type: none"> • Improvements to air quality • Reductions in traffic congestion • Reduced stress for commuters who choose to use transit • More efficient use of travel time for transit riders (can work on the bus or train) 	<p>UTA, UDOT, railroad companies, local governments, the public</p>	<ul style="list-style-type: none"> • Find ways to identify and purchase rights-of-way in the near term for future transit; work with railroad companies to preserve rights-of-way • Encourage localities to support transit system with TODs • Advocate additional funding for UTA to improve service on existing routes
M2	<p>Foster transit-oriented development (TOD)</p>	<ul style="list-style-type: none"> • Creates more transportation choices • Increases transit ridership by improving access to transit • Reduces long-term cost of infrastructure and services • Lowers personal transportation costs for citizens who utilize transit • Other benefits include: <ul style="list-style-type: none"> • Better affordability of living by providing housing options near transit service • Improvements to air quality • Reductions in traffic congestion • Reduced stress for commuters who choose to use transit • More efficient use of travel time for transit riders (work time or leisure time on the bus or train) 	<p>Envision Utah work with local governments and UTA, other transit providers (e.g., Park City)</p>	<ul style="list-style-type: none"> • Examine zoning barriers, work with local governments to remove • Provide model ordinances or overlays to communities for TODs • Provide information to developers and Realtors regarding the advantages of TODs • Work with UTA, get them to design rail & bus stops for easy interface with TODs
M3	<p>Foster and promote walkable development where feasible.</p>	<p>See GOAL I: ENHANCE AIR QUALITY</p>		
M4	<p>Advocate an increase in the capacity of east-west transportation links (recognizing that some communities may have a greater need for additional north-south arterial capacity)</p>	<ul style="list-style-type: none"> • Improves traffic flow and provide better access • Improves air quality 	<p>local governments, UDOT, WFRC, MAG</p>	<ul style="list-style-type: none"> • Work with UDOT and local governments to identify corridors of greatest need.
M5	<p>Promote creation of a network of bikeways and trails, especially commuter trails linking daytime destinations.</p>	<ul style="list-style-type: none"> • Improves air quality • Provides more transportation choices • Lowers cost of infrastructure and services • Lowers personal transportation costs 	<p>local governments, employers, WFRC, MAG, SLC Mayor's Bicycle Advisory Committee, UDOT, other bicycle groups, Quality Growth Commission, Legislature (offer incentives and funding to local governments)</p>	<ul style="list-style-type: none"> • Envision Utah, bicycle groups work with local governments, UDOT to establish bike routes on streets, and where possible, to acquire independent rights-of-way. • Bring groups of commuters together to work on plan logistics and incentives. • Envision Utah work with bicycle groups, transportation officials to identify primary corridors for bicycle commuting. • Bicycle groups work with railroads, utility companies, and canal companies to identify possible dedicated bicycle paths.
M6	<p>Encourage job locations to include retail and services in a walkable configuration to reduce driving between daytime destinations.</p>	<ul style="list-style-type: none"> • Reduces daytime congestion and air pollution • Revitalizes office areas with daytime walking traffic • Saves time for individuals 	<p>Envision Utah, local governments, developers</p>	<ul style="list-style-type: none"> • Work with local governments to encourage mixed-use office and retail complexes • Inform commercial developers about benefits of mixed-use commercial (e.g. American Stores Center)
M7	<p>Encourage the addition of carpool lanes and promote incentives for their use.</p>	<ul style="list-style-type: none"> • Improves traffic flow and provide better access • Improves air quality 	<p>Envision Utah, UTA, local governments, UDOT</p>	<ul style="list-style-type: none"> • Work with local governments and UDOT to institute carpool and bus lanes on major city and state roads where feasible • Explore carpool incentives: parking fees, state tax deductions for personal cars used in carpooling • Work with UTA to improve Rideshare, Vanpool, and park-and-ride programs (for carpoolers)
M8	<p>Promote telework</p> 	<ul style="list-style-type: none"> • Provides an alternative form of "transportation" to work • Improves air quality - fewer commuters • Allows for more time with family by reducing commute time • Restores/enhances citizen presence in residential communities during the day, helps to reduce crime • Reduces family expenses for transportation • Provides (slight) reduction in peak hour congestion • Lowers office space and utility costs for employers 	<p>Tele2000, telecommunication companies, Quality Growth Commission, Envision Utah</p>	<ul style="list-style-type: none"> • Envision Utah, Tele2000, and telecommunications companies will work to establish information programs for employers, identify ways companies can save money by implementing telework programs, and identify types of work best suited for telework arrangements. • Tele2000 will work toward establishing incentives for companies that adopt telework programs. • The Quality Growth Commission should explore the possibility of securing state tax incentives for telework start-up costs. Lost revenues may be offset by reduced infrastructure costs.
M9	<p>Encourage reversible lanes where feasible to reduce peak hour congestion and take advantage of unused road capacity.</p>	<p>See GOAL VI: MAXIMIZE EFFICIENCY IN PUBLIC & INFRASTRUCTURE INVESTMENTS</p>		


GOAL III: PRESERVE CRITICAL LANDS, INCLUDING AGRICULTURAL, SENSITIVE, AND STRATEGIC OPEN LANDS

	Strategy	Why	Who	How
C1	Promote walkable development that encourages permanently reserved open lands through incentives.	<ul style="list-style-type: none"> • Slows land consumption, eases pressure on existing open lands • Provides more affordable housing options with more amenities • Provides open areas within communities that can be used for agriculture or outdoor recreation 	local governments, developers, Envision Utah	<ul style="list-style-type: none"> • Encourage local governments to provide incentives—such as density bonuses—for open space • Actively provide information to local governments and developers on the benefits of communities that incorporate open space
C2	Promote tax incentives for reuse of currently developed areas.	<ul style="list-style-type: none"> • Encourages efficient use of existing infrastructure • Helps preserve raw/undeveloped land • Encourages location of new development near existing services, thereby reducing traffic and travel times 	Quality Growth Commission, Envision Utah, local governments	<ul style="list-style-type: none"> • Work with Quality Growth Commission to identify Quality Growth Areas, and propose incentives for development in those areas. • Help cities and towns understand options for encouraging reuse of developed areas
C3	Support the establishment of transfer of development rights programs to promote protection of open space and maintain quality of life.	<ul style="list-style-type: none"> • Allows owners of sensitive lands to transfer their development rights to less sensitive areas. • Helps to preserve sensitive lands while preserving private property rights 	local governments, The Nature Conservancy, Utah Open Lands	<ul style="list-style-type: none"> • Identify communities or areas where development rights could be traded • Establish a mechanism for assigning rights and trading them (various options)
C4	Support the protection of sensitive lands. 	<ul style="list-style-type: none"> • Protects views and vistas for the larger community • Protects wetlands, watersheds, and wildlife habitat • Helps to protect lands that are particularly sensitive to the impacts of development • Development on steep slopes often causes erosion and instability, and ruins the aesthetic quality of hillsides and ridgelines • Development on steep slopes and sensitive lands often damages critical wildlife habitat and blocks access to recreation areas 	cities, counties, developers, The Nature Conservancy, Utah Open Lands, Quality Growth Commission, state government	<ul style="list-style-type: none"> • Work with local governments to revise zoning codes and develop overlay zones • Inform builders about the damage caused by development on steep slopes and sensitive lands • Work with land trusts to purchase particularly sensitive areas to protect them from development
5C	Promote use of conservation easements to preserve key/critical land for parks and recreation, open space, wildlife habitat, and agriculture, providing public access where appropriate, and organizing these areas into a regional network to the extent possible. 	<ul style="list-style-type: none"> • Preserves key/critical land for parks and recreation, open space, watersheds, wildlife habitat, and agriculture 	cities, counties, developers, The Nature Conservancy, Utah Open Lands, American Farmland Trust	<ul style="list-style-type: none"> • Envision Utah work at the local and regional levels to develop plan for a regional network of trails and open spaces • The Nature Conservancy, Utah Open Lands, American Farmland Trust, inform land owners about conservation easements, identify obstacles • Local governments, developers, and Envision Utah work to create and adopt “rural residential cluster” zones to preserve rural or natural areas that have value as agricultural land, natural areas, or community separators.
6C	Encourage the dialogue and ongoing public discussion of how to identify significant public and/or private funds for critical lands preservation. Push to resolve the appropriate balance of public and private funds to be used.	<ul style="list-style-type: none"> • Land owners may have a reasonable expectation of economic return on a sensitive piece of land, so acquisition of the land may be the only way to preserve it from development while preserving property owners’ rights. • Major constraint to open space preservation is funding to acquire land or easements. Some lands must be purchased to preserve private property rights. There are successful programs that rely on private funds for land acquisition, while other programs have significant public funding sources (e.g., lottery in Colorado) 	The Nature Conservancy, Utah Open Lands, American Farmland Trust, Quality Growth Commission, local governments	<ul style="list-style-type: none"> • Encourage public and private open space acquisition programs to protect designated sensitive and natural areas on a “willing seller” basis. • Encourage private land trusts to channel available private funds into critical lands preservation • County and community option sales tax program for critical lands • State funding • Tax incentives • Pool available funds and make available to local governments for critical lands acquisition
C7	Pursue public land trades to create more private developable land, preserve critical lands and watersheds, and protect sensitive lands from development.	<ul style="list-style-type: none"> • Greater Wasatch Area’s (GWA) land base is limited in part by large federal land holdings surrounding the urban area. Amount of usable land could be increased by trading sensitive private lands into federal hands, in exchange for federal lands that are more appropriate for development. 	USDA Forest Service, US BLM/Department of Interior, Envision Utah, The Nature Conservancy, State of Utah, Utah State and Institutional Trust Lands Administration	<ul style="list-style-type: none"> • Work with cities, counties, and developers to identify sensitive lands currently in private hands • Work with Forest Service, the BLM, and SITLA to identify federal lands appropriate for development, and broker exchanges • Governor’s Office work with regional councils and county councils of government


GOAL IV: CONSERVE & MAINTAIN AVAILABILITY OF WATER RESOURCES

	Strategy	Why	Who	How
W 1	Foster and promote walkable development where feasible	See GOAL I: ENHANCE AIR QUALITY		
W 2	Advocate restructuring of water bills to encourage conservation, and to help water providers encourage conservation. Advocate other ways to encourage conservation.	<ul style="list-style-type: none"> Allows water providers to encourage conservation without jeopardizing ability to cover costs Delays or reduces need for costly new water infrastructure (dams, diversions, pipelines, treatment facilities, etc.) 	Central Utah Project, water conservancy districts, municipal water providers, Utah Water Conservation Forum, Envision Utah	<ul style="list-style-type: none"> Envision Utah team with Utah Water Conservation Forum to conduct educational programs Promote implementation of time-of-day watering restrictions Change water pricing to encourage conservation
W 3	Provide information regarding and encourage the use of low-irrigation landscaping, drought resistant plants (xeriscaping), and low water-use appliances. Encourage government entities to demonstrate this on their properties.	<ul style="list-style-type: none"> Majority of our residential water use (at least 60%) goes to outdoor watering Drought-resistant plants would reduce need for outdoor watering Household appliances vary greatly in their water efficiency. Providing incentives for people to purchase more water-efficient appliances, especially in cases where those models are more expensive, would greatly increase the regional water savings that could be realized. 	water conservancy districts, nurseries and home supply stores, Utah Water Conservation Forum, Envision Utah	<ul style="list-style-type: none"> Work with state and local government entities to change landscaping and watering practices on their properties. Work with local nurseries and garden supply stores to encourage sale of low-water plants and water-saving garden devices. T.V. and radio campaign to encourage water conservation through xeriscaping Provide tax breaks for money spent on water-saving appliances Encourage builders and suppliers to favor water-saving appliances Quality Growth Commission should study incentives
W 4	Promote the use of greywater and secondary water systems.	<ul style="list-style-type: none"> A large percentage of our culinary water is used for outdoor watering, a use that does not require high-quality treated water. A great deal of the high-quality water could be saved if lower-quality, or "secondary" water were used for this purpose. Some communities already utilize secondary water systems for outdoor watering. 	water providers, local governments, Utah Water Conservation Forum, Envision Utah	<ul style="list-style-type: none"> Envision Utah provide a forum for education and consensus among water providers
W 5	Encourage the use of leading edge technologies for water conservation.	<ul style="list-style-type: none"> Many new technologies are available or currently being developed to reduce water consumption. Envision Utah will attempt to identify and promote the use of these new tools. Examples include low-flow shower heads and toilets, and moisture sensors to control sprinkler systems. 	water providers, private entrepreneurs, Utah Water Conservation Forum, Envision Utah	<ul style="list-style-type: none"> Work with Utah Water Conservation Forum, water providers, and private businesses to identify and promote new technologies.
W 6	Encourage interjurisdictional cooperation.	<ul style="list-style-type: none"> In the GWA, water is provided by dozens of different water companies and municipalities. Greater coordination and cooperation among these entities would create a much more effective basis for encouraging water conservation. 	Utah Water Conservation Forum, Envision Utah, water providers, local governments	<ul style="list-style-type: none"> Identify and contact all water providers in the area. Begin joint meetings and discussions. Work toward a unified set of water policies.

GOAL V: PROVIDE HOUSING OPPORTUNITIES FOR A RANGE OF FAMILY AND INCOME TYPES.

	Strategy	Why	Who	How
H 1	Foster mixed-use and walkable neighborhood zoning to encourage a mix of housing types-including multi-family-for a mix of incomes.	See GOAL I: ENHANCE AIR QUALITY 		EXAMPLES: <ul style="list-style-type: none"> • Accessory dwelling units (in-law apartments). • Single-family attached products, such as townhomes, row houses, condominiums • Small-lot detached condominiums (drip-line ownership), Example: Harvard Park • Apartments • Single-room occupancy residences • Congregate senior living • Garden-style apartments • Mid-rise and high-rise apartments where appropriate
H 2	Promote density bonuses to developers to promote development of affordable housing.	<ul style="list-style-type: none"> • Makes it economically attractive and possible for developers to provide affordable housing, even when land costs are high 	developers, local governments, Envision Utah	<ul style="list-style-type: none"> • Work with cities and developers to develop density bonus programs. • Envision Utah will provide a tool box of model zoning codes and design standards, and facilitate access to relevant expertise
H 3	Encourage energy efficiency ordinances.	See GOAL I: ENHANCE AIR QUALITY		
H 4	Provide information regarding developer incentives and tax breaks for development of affordable and mixed-income housing.	<ul style="list-style-type: none"> • Mixture of incomes helps incorporate affordable housing without creating concentrations of poverty, which often increase crime • Incentives make such projects more attractive to developers, and allow them to include affordable products without sacrificing their expected return. 	developers, local and state governments, Quality Growth Commission, Envision Utah	<ul style="list-style-type: none"> • Envision Utah work with developers, local and state government to implement incentive programs. • Envision Utah can provide a tool box of options with information on how those options have worked elsewhere • Quality Growth Commission should study options for state, local, and federal incentives
H 5	Create local housing trust funds to develop and maintain affordable housing.	<ul style="list-style-type: none"> • Local housing trust funds are vehicles that allow local government participation in financing of affordable housing development, and therefore local control. They have the advantage of attracting other development capital into community, and in addition to making for good social policy, they also contribute to economic development. 	local governments, Utah Housing Technical Assistance Program (UHTAP), Department of Community & Economic Development (DCED)	<ul style="list-style-type: none"> • Pass ordinances at local level to create housing trust funds (usually configured as a restricted fund within the general fund). The ordinance should create a board to oversee the fund and serve as an advisory body to the city council. The board will make money available for housing development projects that serve people who earn less of 80% or 50% of median income. Can be set up as loan or grant program. • Self-replenish through existing revenue stream, e.g. % of transient room tax, loan payments and investment dividends go back into fund. • UHTAP can provide model ordinances and technical assistance in setting up trust funds.
H 6	Encourage cooperative region-wide fair share housing policies.	<ul style="list-style-type: none"> • Helps to equalize the burden of providing affordable housing throughout the region • Helps to better meet regional needs 	Quality Growth Commission, DCED, local governments, Utah Issues, UHTAP, redevelopment agencies, other housing advocates	<ul style="list-style-type: none"> • Begin by identifying overall affordable housing needs for the region. Conduct inventory of existing affordable housing in communities and compare to need. • Work with communities, DCED; use H.B. 295 plans and inventories. • Quality Growth Commission should coordinate/oversee these efforts
H 7	Support strategies to reduce ozone and save energy.	See GOAL I: ENHANCE AIR QUALITY		
H 8	Develop a program of incentives to local governments to develop and implement plans for affordable and mixed-use, mixed-income housing.	<ul style="list-style-type: none"> • Would encourage communities to adopt and implement affordable housing plans, as required by H.B. 295 	Quality Growth Commission, DCED, redevelopment agencies, affordable housing advocates	<ul style="list-style-type: none"> • Quality Growth Commission should require compliance with H.B. 295 before a municipality would be able to qualify for QGC funds.

GOAL VI: MAXIMIZE EFFICIENCY IN PUBLIC & INFRASTRUCTURE INVESTMENTS TO PROMOTE GOALS I - V ABOVE.

	Strategy	Why	Who	How
E 1	Encourage local zoning ordinances that promote walkable development and preservation of open space.	See GOAL I: ENHANCE AIR QUALITY		
E 2	Encourage energy efficiency ordinances.	See GOAL I: ENHANCE AIR QUALITY		
E 3	Promote tax incentives for reuse of currently developed areas.	See GOAL III: PRESERVE CRITICAL LANDS, INCLUDING AGRICULTURAL, SENSITIVE, AND STRATEGIC OPEN LANDS		
E 4	Encourage reversible lanes where feasible to reduce peak hour congestion and take advantage of unused road capacity.	<ul style="list-style-type: none"> • Makes more efficient use of existing infrastructure, utilize roads in the direction of greatest need at different times of day • Easy to implement 	Metropolitan Planning Organizations (MPOs), UDOT, cities, Assist, Transportation Management Association	<ul style="list-style-type: none"> • Work with MPOs, cities, and UDOT to identify appropriate arterials for reversible lanes.
E 5	Establish a Transfer of Development Rights (TDR) program to encourage land owners to build in currently developed areas rather than on sensitive lands.	See GOAL III: PRESERVE CRITICAL LANDS, INCLUDING AGRICULTURAL, SENSITIVE, AND STRATEGIC OPEN LANDS		
E 6	Promote the building of a region-wide transit system to make transit more convenient and reliable.	See GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES		
E 7	Advocate clean-up and re-use of brownfields.	<ul style="list-style-type: none"> • Redevelop underutilized lands • Can often take advantage of existing services and infrastructure • In Salt Lake Valley, many sites located along N-S transportation corridor, giving them excellent access to highways and transit 	cities, state and federal environmental agencies, redevelopment agencies	<ul style="list-style-type: none"> • Work with cities, state and federal environmental agencies, to identify brownfield sites that have potential for clean-up and redevelopment. • Cities/RDAs should identify funds and potential investors to support development on the site.

GOAL VII: REVISE TAX STRUCTURE TO PROMOTE BETTER DEVELOPMENT DECISIONS

T 1	Revise tax structure to promote better development decisions	<ul style="list-style-type: none"> • Municipalities’ reliance on sales tax revenues as a major source of income spurs counterproductive competition among communities for regional retailers, often resulting in sprawl development. • Envision Utah recognizes the importance of this issue, but its significance, divisiveness, and complexity suggest the need for extensive additional research and discussion among the numerous relevant stakeholders. 	Tax Review Commission, Quality Growth Commission, Envision Utah	<ul style="list-style-type: none"> • Promote open discussion of tax structure and how it can be used to promote better development decisions. If we do not seek to address this issue, all of the other strategies listed here could be hampered by current policy. • Encourage Tax Review Commission and Quality Growth Commission to convene relevant stakeholders to address how our existing sales tax allocation formulas—which are based on points of sale—overpower other factors in land use decisions. • At Quality Growth Commission’s request, Envision Utah could be a party to a consensus process to discuss the issue.
-----	--	--	---	--

Prepared by the Quality Growth Efficiency Tools Committee

OVERVIEW

During the past three years, Envision Utah has directed many activities, including an in-depth values study, baseline analysis, more than 100 public workshops, scenario development and analysis, and a million-dollar public awareness campaign. These activities culminated in the development of a regional vision called the Envision Utah Quality Growth Strategy. Envision Utah will advocate voluntary adoption of the strategy's components by public and private entities to realize the goals and strategies of the Quality Growth Strategy.

The QGET Technical Committee prepared the Technical Analysis of the Quality Growth Strategy. When compared to the baseline future (the direction we are currently headed) the Quality Growth Strategy results in many desirable attributes. In 2020, compared to the baseline, it will conserve 171 square miles of land (roughly the current size of Salt Lake City and West Valley City combined); include a more market-driven mix of housing; result in a 7.3% reduction in mobile emissions; include less traffic congestion; and require \$4.5 billion less investment in transportation, water, sewer, and utility infrastructure. These results demonstrate that by adopting the principles outlined in the Quality Growth Strategy, we can preserve the quality of life in the Greater Wasatch Area in numerous ways.

Envision Utah and QGET

Envision Utah's purpose is to create and be an advocate for a publicly supported growth strategy that will preserve Utah's high quality of life, natural environment, and economic vitality. During the past three years, Envision Utah has directed many activities, including an in depth values study, baseline analysis, over 100 public workshops, scenario development and analysis, a million dollar public awareness campaign, and the development and analysis of a Quality Growth Strategy. Envision Utah operates mostly with private funds and no direct state financing, but the Quality Growth Efficiency Tools (QGET) Technical Committee prepares much of the technical work.

The QGET Technical Committee consists of technical representatives from state and local government, as well as the private sector. These

representatives analyze growth issues related to demographics, economics, transportation, air quality, land use, water availability, and infrastructure costs. The Governor's Office of Planning and Budget coordinates QGET's work.

Background

Quality Growth Planning in Utah - Quality growth planning in Utah began with the Growth Summit in 1995, a conference sponsored by legislative leadership and the Governor, intended to develop legislative solutions to the growth challenges facing the state. More than 60 proposals suggesting ways to manage the state's growth were submitted. The Summit resulted in a 10-year transportation improvement plan for the state.

The following year the Governor created the Utah Critical Lands Committee. This committee supported numerous open space projects and developed educational materials describing the tools and techniques for open space conservation.

In 1997, the State partnered with Envision Utah, a public/private community partnership dedicated to studying the effects of long-term growth, creating a publicly supported vision for the future, and advocating the strategies necessary to achieve this vision. Governor Leavitt is the Honorary Co-Chair of Envision Utah. The QGET Technical Committee was formed to improve the quality of information available to plan for Utah's future. Envision Utah and QGET have since produced the 1997 Baseline Scenario, the 1998 Alternative Scenarios Analysis and the 1999 Quality Growth Strategy.

The 1999 Utah State Legislature passed the Quality Growth Act of 1999 for the purposes of addressing growth issues throughout Utah. The Act establishes a 13-member Quality Growth Commission charged with providing assistance to local governments in the form of grant money, administering the LeRay McAllister Critical Land Conservation Fund, and researching several growth related issues.

Contributors to Technical Analysis - The QGET Technical Analysis of the Envision Utah Quality Growth Strategy benefitted from the input of: 88 cities, 10 counties, 2 metropolitan planning organizations, 5 state agencies, PSOMAS Engineering, and Fregonese Calthorpe Associates.

Limitations of Technical Analysis - The Technical Analysis of the Quality Growth Strategy is meant to provide relevant technical information to the public, decision makers and Envision Utah about the Quality Growth Strategy. It should be thought of as a work in progress, the findings of which will evolve as new and better information becomes available. The estimates reported in the analysis are conservative and additional

benefits of the Quality Growth Strategy may be found as further modeling is performed. The Analysis is limited to the 10-county area termed the Greater Wasatch Area. All modeling was conducted at the regional scale and is not intended for site-specific evaluations. The scope is limited to the subject areas of transportation, air quality, land use, water, and infrastructure costs.

The Quality Growth Strategy

Background - The Envision Utah Quality Growth Strategy is based on extensive input from the general public, civic organizations, business, and public officials. In January 1999, Envision Utah received more than 17,000 responses to its public survey. These responses led Envision Utah to develop six primary goals. Over the course of 1999, Envision Utah sponsored dozens of workshops to examine issues such as where and how the Greater Wasatch area should grow and what types of transportation would best serve the area. These workshops also asked participants to discuss how growth should be accommodated, and consider how well their current general plans would preserve quality of life in the face of growth pressures. Workshop participants discussed what aspects of the community should be enhanced and preserved, who could best deal with growth related issues (e.g. state government, local government, private industry, consumers) and what types of growth related strategies the public would support. Draft strategies were reviewed by the public, elected officials, and technical experts for input regarding political and technical feasibility. Finally, the Quality Growth Strategy was refined to make it consistent with forecasted housing demand. All of this information helped to refine the draft strategies that now make up Envision Utah Quality Growth Strategy.

Characteristics - The Technical Analysis of the Quality Growth Strategy is based on future-based voluntary compliance with the Envision Utah strategies. Options for voluntary compliance include: various forms of interjurisdictional cooperation, development of a market-based housing mix, additional water conservation, increasing telework, development of a region-wide transit system, and incremental changes in development patterns. The Technical Analysis anticipates that the Greater Wasatch Area will be home to approximately one million more people by 2020. Population and employment trends will continue to be consistent with current trends at the county-level.

Concept map - The concept map is a visual reflection of the information gleaned by Envision Utah from public involvement and the technical advice of local officials and the QGET Technical Committee. The map consists of six layers of information: constrained lands (steep slopes, wetlands, developed and government-owned); critical lands (open space corridors and development buffers); infrastructure (highways and transit); centers and corridors (commercial and industrial centers); newly developed lands (new land committed to urban use between 1997 and 2020); redeveloped lands (land with existing development and low improvement values). This information was combined to create a visual map, as well as a database of geographically-referenced information.

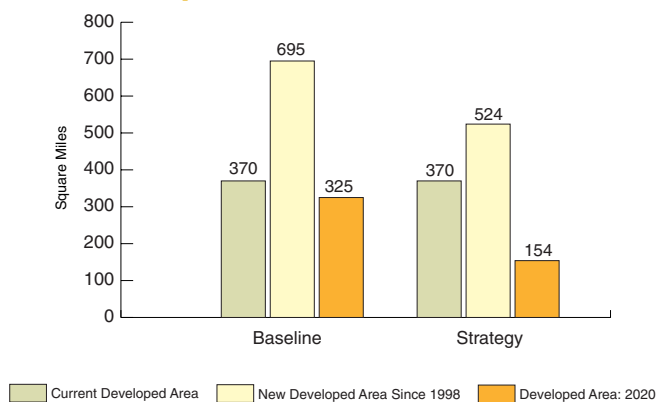
Baseline - In 1997 the Envision Utah /QGET partnership prepared the Baseline Scenario. This study was comprised of information in current regional and state long-range plans along with the extrapolation of development trends from the last 10-20 years. The study is constrained by long-range population and employment trends for the region. The Baseline Scenario serves as an indication of how the region will develop

if current plans and development trends are carried out. The Baseline figures in this analysis represent the second revision of the Baseline Scenario. The Baseline Scenario is used to compare and contrast impacts of the Quality Growth Strategy.

Summary of Technical Analysis

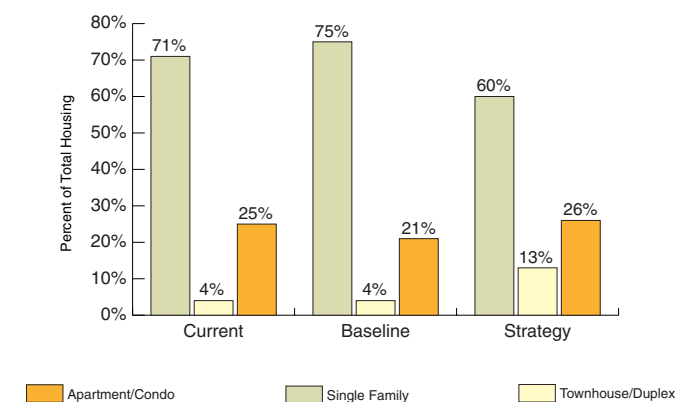
Land Use - The land use analysis is based on a market-driven housing demand forecast, extensive use of infill and reuse development, and mixed use/walkable development patterns. Under the Quality Growth Strategy, 171 square miles less land is converted to urban use than would be converted under the Baseline. This also allows for the conservation of 116 square miles of agricultural land. Under the Baseline a total of 325 square miles will be converted to urban use, compared to a total of 154 square miles under the Quality Growth Strategy. Of the total land converted to urban use, the Baseline will consume 143 square miles of agricultural land compared to 27 square miles under the Quality Growth Strategy.

Land consumption



To ensure that the Quality Growth Strategy reflects the housing market, Envision Utah commissioned a housing demand study. The study examined current development trends, constraints that presently exist in the real estate market, and how changes in consumer preferences and regional demographics will affect housing demand in 2020. The study found that the market will predominantly demand single-family units, but to a lesser extent than current zoning ordinances and recent historical trends will supply. Changing demographics will result in some demand shifting away from single family-units (15% less of total 2020 housing compared to the current trend) toward town home/duplexes (9 percent more) and apartment/condos (5 percent more).

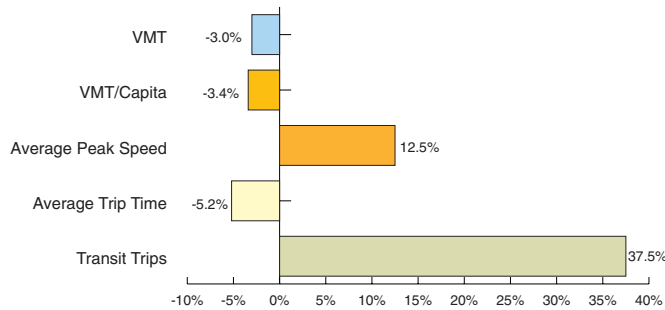
Housing Mix: current and 2020



Transportation - The transportation system for the Quality Growth Strategy is much like the system designed for the Baseline except that the Quality Growth Strategy utilizes fewer roads and more rail transit. Transportation modeling for the Quality Growth Strategy resulted in a reduction in vehicle miles traveled of 2.4 million per day. At the same time, average speeds increased by 12.5 percent; commute times declined by 5.2 percent; and transit trips increased by 37.5 percent. These system improvements came with a reduction in road spending of approximately \$3.5 billion and an increase in transit spending of \$1.5 billion for a net savings of \$2.0 billion. Transportation experts felt that additional savings could be realized if the transportation system were further refined.

Transportation Comparison

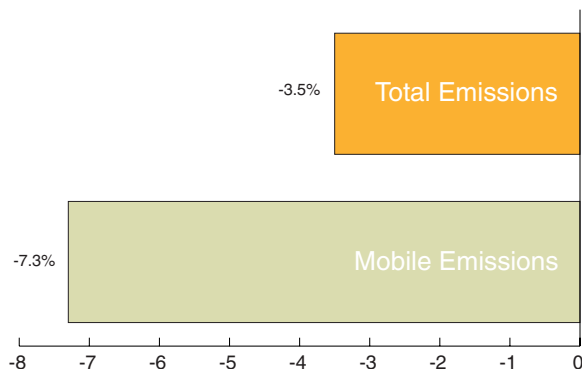
Percent Difference Between Strategy and Baseline: 2020



Air Quality - The Quality Growth Strategy reduced total emissions by 3.5 percent, a total of 93 tons per day. This occurs solely because of a reduction in mobile emissions of 7.3 percent. This reduction is the result of more transit trips, shorter trip times, and higher average peak speeds. It is important to note that the region has enjoyed large gains in the reduction in the quantity of air pollution emitted in the Greater Wasatch Area over the last two decades. For the most part, this reduction has been due largely to state programs regulating the quantity of air pollution emitted by industry. This program has been very successful in reducing industrial emissions and in helping the region meet the federally mandated air quality requirements. Therefore, further reductions from industry will be minimal and it will be important to achieve further mobile emission reductions, such as those demonstrated under the Quality Growth Strategy, to help the region maintain compliance with these standards.

Emissions Comparison

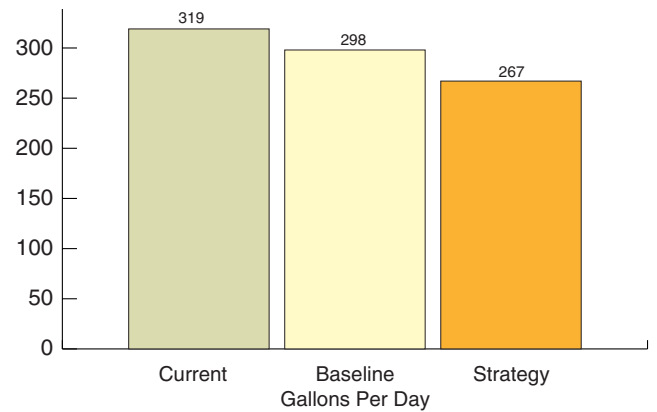
Percent Difference Between Strategy and Baseline: 2020



Water - Current per capita water use in the Greater Wasatch Area is approximately 319 gallons per day. At this rate of consumption, Utah presently ranks second as the highest state in per capita water consumption. Under the Baseline Scenario, per capita water use in 2020 is 298 gallons per person per day. The Quality Growth Strategy results in a per capita use of 267 gallons per day. The Quality Growth Strategy is an excellent forum for achieving a higher reduction/conservation in water consumption through education, incentives and/or regulation. Since the price of water is assumed to be the same in both the Baseline and the Quality Growth Strategy, per capita water use varies between these two scenarios because of changes in land use and in the conservation rate. Land use changes, such as differences in the lot size and allocation of population and employment between the Baseline and the Quality Growth Strategy, help create the lower water use under the Quality Growth Strategy.

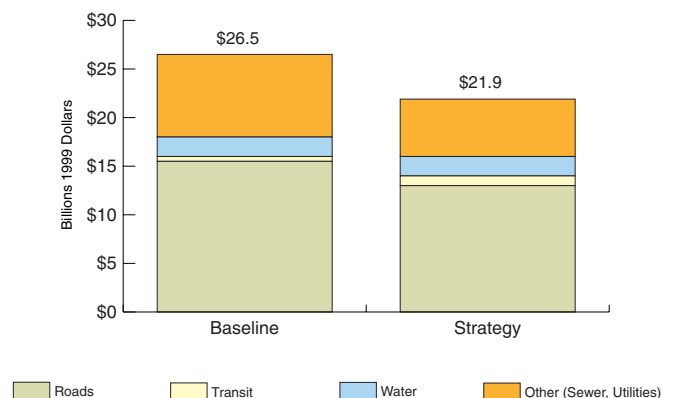
Per Capita water use:

Current and 2020



Infrastructure - Infrastructure is computed in two categories: regional and sub-regional. Sub-regional is composed of off-site (municipal) and on-site (developer) categories of costs. Regional costs are a function of regional and state planning of activities such as major road arterials, transit networks, and large water development projects. On-site and off-site costs are infrastructure such as local roads, water and sewer mains, storm drain systems, and utilities. Compared to the baseline, the Quality Growth Strategy reduced total infrastructure cost by \$4.5 billion. This translates into a \$3.5 billion savings in both regional and sub-regional roads, approximately \$0.5 billion savings in water and an additional investment of \$1.5 billion in public transportation projects.

Total infrastructure costs: 1998-2020



Quality Growth Strategy

Summary- The technical analysis was not intended to vary significantly from the Baseline because changes in development are on an incremental and voluntary basis. The region will reap greater benefits in future time horizons since it takes more than 20 years for the benefits to be realized. The estimates provided here show that compared to the Baseline, the Quality Growth Strategy can help to preserve the quality of life in Utah by conserving critical lands, reducing mobile emissions, increasing housing choices, improving traffic flows, reducing water consumption, and requiring less infrastructure investment.

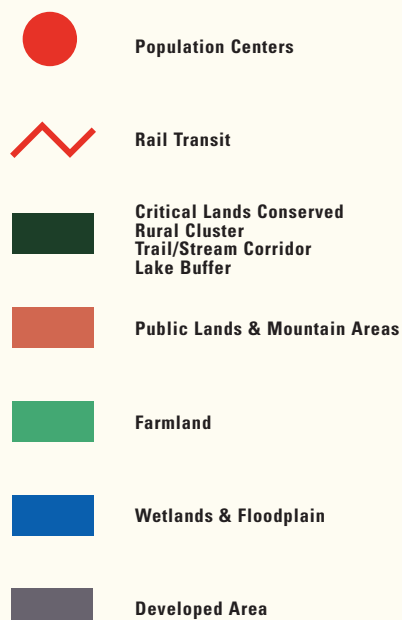
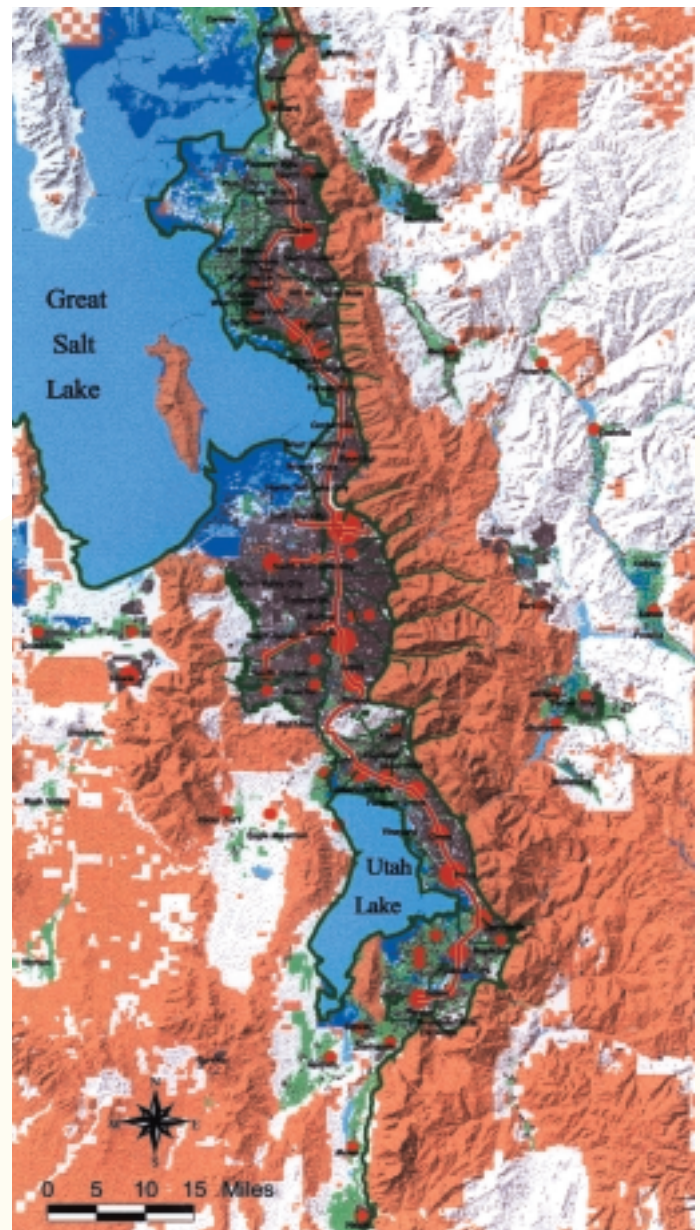
Relationship Between Envision Utah and the Quality Growth Commission

Quality growth planning in Utah includes the work of many entities, including contributions from all levels of government (federal, state, and local) and the private sector. Envision Utah and the Quality Growth Commission are two of the most visible quality growth planning entities, each involved in related, as well as separate planning activities.

The Quality Growth Commission and Envision Utah possess many similarities. Both entities are dedicated to preserving and enhancing the quality of life present in Utah. Both entities are devoted to involving the public in decisions about future planning and view Utah residents as their ultimate constituency. Both entities have joined to fund local quality growth demonstration projects including:

- * **Centerville** - Proposing a mixed-use development, integrating affordable housing, open space and compact, high density development on greenfield acreage
- * **Provo** - Proposing a pedestrian-oriented neighborhood node, including medium to high density housing and retail, around a key inter-modal transportation center
- * **Salt Lake City** - Proposing a transit-oriented block adjacent to the new library
- * **West Valley City** - Proposing a compact, mixed-use infill and redevelopment project along the Jordan River Corridor
- * **Brigham City/Perry** - Proposing a compact, mixed-use, mixed-income development on greenfield acreage on the border between the two communities
- * **Sandy/Midvale** - Proposing a joint planning effort to create a transit-oriented development that includes senior housing along a light rail corridor

Envision Utah and the Quality Growth Commission differ in that Envision Utah's focus is the creation of a broad, regional vision and the analysis, public education, and advocacy required to achieve this vision. The Commission is devoted to making legislative recommendations that will help local communities and the state achieve quality growth. Consequently, the Commission has a specific legislative mandate to advise legislation on growth management issues, including critical land conservation, home ownership, housing availability, and efficient infrastructure development. Envision Utah has no regulatory power, whereas the Commission is in a position to make quality growth happen through legislation.



Envision Utah Quality Growth Strategy

Technical Analysis — Selected Characteristics: 2020

Greater Wasatch Area

	Measure	Current**	Baseline	Quality Growth Strategy	Differences Absolute	QGS & Baseline Percentage
Demographics/Economics						
Population	Resident Population	1,687,124	2,695,273	2,695,273	0	0.0%
Households	Number of Households	549,889	952,910	952,910	0	0.0%
Employment	Nonagricultural Jobs	841,581	1,368,024	1,368,024	0	0.0%
Land Use						
Total Developed Area	Square Miles	370	695	524	-171	-24.6%
New Developed Area	Square Miles: 98-2020	-	325	154	-171	-52.6%
Agricultural Land Converted to Urban Use	Square Miles: 98-2020	-	143	27	-116	-81.1%
Population Density	Persons Per Residential Acre	6.0	5.6		-5.6	-100.0%
Average Single Family Lot Size	Acres	0.32	0.35	0.29	-0.06	-17.1%
Housing Type						
Single Family	% of Total	71%	75%	60%	-15%	-20.0%
Town House/Duplex	% of Total	4%	4%	13%	9%	225.0%
Apartment/Condo	% of Total	25%	21%	26%	5%	23.8%
Transportation*						
Vehicle Miles Traveled: 10-County Area	Millions	40.7	79.2	76.8	-2.4	-3.0%
VMT Per Capita: 10-County Area	—	25.1	29.3	28.3	-1	-3.4%
Vehicle Miles Traveled: Metro Counties	Millions	-	60.4	57.4	-3	-5.0%
VMT Per Capita: Metro Counties	—	-	26.0	24.8	-1.2	-4.6%
Average Peak Speeds	Miles Per Hour	25.7	20.0	22.5	2.5	12.5%
Average Trip Time	Minutes	18.5	23.2	22	-1.2	-5.2%
Transit Trips	Linked Trips Per Weekday	54,000	120,000	165,000	45,000	37.5%
Transit Share of Work Trips	% of Total	3%	3%	5%	2%	59.4%
Proximity to Rail Transit	Population within Half Mile	-	45,557	608,490	562,933	1235.7%
	% of Total	0.0%	1.7%	22.6%	21%	1235.7%
Air Quality*						
“Total Emissions (CO, PM, and O3)”	Tons Per Day	1,869	2,634	2,541	-93	-3.5%
“Mobile Emissions (CO, PM, O3)”	Tons Per Day	-	1,212	1,123	-88.7	-7.3%
Distribution of Emissions	Concentration Index (Lower=Better)	-	0.78	0.79	0.01	0.9%
Population-Pollution Coincidence	Coincidence Index (Lower=Better)	-	2.44	2.53	0.09	3.7%
Water						
Total Demand	Acre Feet	698,800	1,008,800	915,600	(93,200)	-9.2%
Per Capita Use	Gallons Per Day	319	298	267	-31	-10.4%
Conservation	Percent Reduction by 2020	-	6.3%	12.5%	6.3%	100.0%
Infrastructure Costs						
Regional						
Roads	Billions of 1999 Dollars	-	12.587	9.98	(2.6)	-20.7%
Water	Billions of 1999 Dollars	-	0.606	0.545	(0.1)	-10.1%
Transit	Billions of 1999 Dollars	-	0.276	1.728	1.5	526.1%
Total Regional	Billions of 1999 Dollars	-	13.469	12.253	(1.2)	-9.0%
Sub-Regional						
On-Site						
Roads	Billions of 1999 Dollars	-	11.256	8.218	(3.0)	-27.0%
Water	Billions of 1999 Dollars	-	2.706	1.916	(0.8)	-29.2%
Transit	Billions of 1999 Dollars	-	1.429	1.030	(0.4)	-27.9%
Other	Billions of 1999 Dollars	-	7.121	5.272	(1.8)	-26.0%
Off-Site						
Roads	Billions of 1999 Dollars	-	1.736	1.461	(0.3)	-15.8%
Water	Billions of 1999 Dollars	-	0.329	0.260	(0.1)	-21.0%
Transit	Billions of 1999 Dollars	-	0.594	0.512	(0.1)	-13.8%
Other	Billions of 1999 Dollars	-	0.813	0.689	(0.1)	-15.3%
Total Sub-Regional	Billions of 1999 Dollars	-	12.992	9.679	(3.3)	-25.5%
Total Regional and Sub-Regional	Billions of 1999 Dollars	-	26.461	21.932	(4.5)	-17.1%
Total Roads	Billions of 1999 Dollars	-	15.622	12.156	(3.5)	-22.2%
Total Water	Billions of 1999 Dollars	-	2.629	2.087	(0.5)	-20.6%
Total Transit	Billions of 1999 Dollars	-	0.276	1.728	1.5	526.1%
Total Other	Billions of 1999 Dollars	-	7.934	5.961	(2.0)	-24.9%

** Congestion, transit, and mobile emission measures are for metro counties only

** Represents the base year for modeling purposes and varies from 1995-1998 among measures

Source: Quality Growth Efficiency Tools Technical Committee, Governor's Office of Planning and Budget

ENVISION UTAH PARTNERS & SPECIAL ADVISORS

HONORARY CO-CHAIRS

Governor Michael O. Leavitt
State of Utah
Salt Lake City

Larry H. Miller
President, Larry H. Miller Group
Murray

Robert Grow
Founding Chair Emeritus
Sandy

CHAIR

Jon M. Huntsman, Jr.
Vice Chairman
Huntsman Corporation

VICE CHAIRS

James R. Clark
Chief Planning Officer (retired)
American Stores Company, Salt Lake City

Tom Dolan
Mayor
City of Sandy

Gary Herbert
County Commissioner
Utah County, Orem

SPECIAL ADVISORS

M. Russell Ballard
Quorum of the Twelve Apostles
Church of Jesus Christ of LDS, Salt Lake City

Robert F. Bennett
Senator
United States Senate, Washington, DC

Aileen Clyde
Vice Chair
Utah State Board of Regents, Springville

Spencer F. Eccles
Chairman and CEO
First Security Corporation, Salt Lake City

David P. Gardner
Chairman and CEO
George and Dolores Dorè Eccles Foundation
Park City

Kem Gardner
President and Manager
Boyer Company, Salt Lake City

Jake Garn
Vice Chairman
Huntsman Corporation, Salt Lake City

Carolyn Tanner Irish
Bishop
Episcopal Diocese of Utah, Salt Lake City

J. Bernard Machen
President
University of Utah

George Niederauer
Bishop
Catholic Diocese of Salt Lake City

Richard Prows
Chairman
Prows Corporation, Bountiful

Governor Calvin Rampton (Ret.)
Jones, Waldo, Holbrook, and McDonough
Salt Lake City

Harris Simmons
CEO
Zions Bank, Salt Lake City

Olene Walker
Lieutenant Governor
State of Utah, Salt Lake City

Steve Young
Quarterback
San Francisco 49ers

PARTNERS

Sandra Adams
City of Draper

Jeff Alexander
Representative
Utah State House of Representatives,
Lindon

Dee Allsop
Sr. Vice President
Wirthlin Worldwide, Holladay

Brad Angus
Sales Manager
Franklin Covey Co., Bountiful

Pamela Atkinson
Vice President
Mission Services, IHC, Salt Lake City

Janice Auger
Mayor
City of Taylorsville

Brad Barber
State Planning Coordinator
Governor's Office of Planning and Budget,
SLC

Lane Beattie
President of the Senate
Utah State Senate, West Bountiful

Ralph Becker
Representative
Utah State House of Representatives
Salt Lake City

Greg Bell
Mayor
Farmington City

Alene Bentley
General Business Manager
PacifiCorp, Salt Lake City

Tom Berggren
Director
Citizens Committee to Save Our Canyons
Salt Lake City

Robert G. Bergman
Executive Director
Utah Mechanical Contractors Association
Salt Lake City

Lewis Billings
Mayor
The City of Provo

Roger Boyer
Chairman
Boyer Company, Salt Lake City

David Bradford
Senior Vice President
Novell, Inc., Orem

Chad Brough
Mayor
Nephi City

Melvin Brown
Representative
Utah House of Representatives, Midvale

Ken Buchi, M.D.
Wasatch Front Clean Air Coalition
Salt Lake City

Cynthia Buckingham
Executive Director
Utah Humanities Council, Salt Lake City

Kim R. Burningham
Member
State Board of Education, Bountiful

Camille Cain
Commissioner
Weber County, Ogden

Craig M. Call
Private Property Ombudsman
State of Utah, Salt Lake City

Mary Callaghan
Commission Chair
Salt Lake County

Don Christiansen
General Manager
Central Utah Water Conservancy District
Orem

James E. Clark
President
Utah Transit Authority, Salt Lake City

Kathleen Clarke
Executive Director
Utah Department of Natural Resources
Salt Lake City

Louis Cononelos
Director of Government & Public Affairs
Kennecott Utah Corporation, Magna

Deedee Corradini
Mayor
Salt Lake City Corporation

Stephen M. R. Covey
President
Franklin Covey Co., Provo

Wes Curtis
Director
Governor's Rural Partnership, Cedar City

Richard J. Dahlkemper
President & CEO
Ogden-Weber Chamber of Commerce
Ogden

Chris Dallin
President
North Davis County Chamber of Commerce
Layton

John D'Arcy
Executive Vice President
Zions Bank, Salt Lake City

David Eckhoff
Vice President, Regional Manager
Psomas & Associates, Holladay

Larry Ellertson
Mayor
Lindon City

Steve Erickson
Director
Utah Housing Coalition, Salt Lake City

Max Farbman
Attorney at Law
Jones, Holbrook, Waldo & McDonough
Salt Lake City

Wendy Fisher
Executive Director
Utah Open Lands Conservation Association
Oakley

Ivan Flint
General Manager
Weber Basin Water Conservancy District
Layton

J. Robert Folsom
Farmington City

Sydney Fonesbeck
Deputy Director
League of Cities and Towns, Salt Lake City

Kevin S. Garn
Representative
Utah State House of Representatives
Layton

Steven Goodsell
General Solicitor
Union Pacific Railway, Holladay

Gary Harrop
Mayor
North Ogden City

Roger Henriksen
Attorney
Parr, Waddoups, Brown, Gee & Loveless
Salt Lake City

Randy Horiuchi
Salt Lake City

Scott Howell
Minority Leader
Utah State Senate, Sandy

Robert Huefner
Director
Scott M. Matheson Ctr for Hlth Care Studies
Salt Lake City

Ellis Ivory
CEO
Ivory Homes, Holladay

Burton Johnson
Loan Consultant
Home Improvement Finance, Salt Lake City

Ben Jones
Mayor
Riverdale City

David M. Jones
Representative
Utah House of Representatives
Salt Lake City

David Jordan
Partner
Stoel, Rives LLP, Bountiful

David Kano
Mayor
Brigham City

Ardeth Kapp
Board Member
Deseret News, Bountiful

Susan J. Koehn
Representative
Utah State House of Representatives
Woods Cross

Steve Laing
State Superintendent of Public Instruction
Office of Education, Salt Lake City

David Livermore
Vice President/Utah State Director
The Nature Conservancy, Salt Lake City

Sandra Lloyd
Mayor
Riverton City

Dan Lofgren
President & CEO
Prowswood Boston Financial Companies
Holladay

Larry Mankin
President & CEO
Salt Lake Chamber of Commerce
Salt Lake City

L. Alma Mansell
Senator
Mansell Real Estate, Midvale

John Massey
Legislative Fiscal Analyst
State of Utah, Bountiful

Kelly Matthews
Economic/Government Relations
Senior Vice President and Economist
First Security Bank, Salt Lake City

Carlin Maw
Planning Commissioner
Ogden City

LeRay McAllister
Orem

Dave McArthur
Year 2000 President
Home Builders Association of
Greater Salt Lake

Dannie R. McConkie
Commissioner
Davis County

Glenn J. Mecham
Mayor
City of Ogden

Lorraine Miller
Chair
Salt Lake Vest Pocket Business Coalition

Albert DeMar Mitchell
Mayor
City of Clinton

Elder Alexander Morrison
First Quorum of the Seventy
Church of Jesus Christ of LDS, Salt Lake City

Eleanor Muth
New Business Director
CERG Marketing and Public Relations
Salt Lake City

Jackie Nicholes
President
Quality Press, Holladay

Dianne Nielson
Executive Director
State Department of Environmental Quality
Salt Lake City

Ann O'Connell
League of Women Voters, Salt Lake City

Brad Olch
Mayor
Park City

Scott Parkinson
Senior Vice President
Bank of Utah, Ogden

Cary Peterson
Commissioner
Department of Agriculture, Bountiful

Craig Peterson
Orem

Dave Phillips
Vice President & General Manager
KUTV/CBS Channel 2, Salt Lake City

John Price
Chairman of the Board & CEO
JP Realty, Inc.
Salt Lake City

LaRen Provost
Commissioner
Wasatch County

Bruce Reese
President & CEO
Bonneville International, Salt Lake City

Charlie Roberts
Mayor
Tooele City

Blake Roney
President
Nu Skin International, Provo

Janet Scharman
Assistant Student Life
Vice President and Dean of Students
Brigham Young University, Salt Lake City

Eric Schifferli
Commissioner
Summit County, Park City

Chris Segura
Director
Administrative Services, Dept of Corrections
Murray

David Simmons
President
Simmons Media Group, Salt Lake City

Paul Slack
Special Assistant to CEO
Iomega Corporation, Roy

Bennie Smith
President
Beneco Enterprises, Inc., Sandy

Ted D. Smith
Utah Vice President
US West, Salt Lake City

Phyllis Sorensen
President
Utah Education Association, Murray

Richard O. Starley
President & CEO
Easter Seals Utah, Salt Lake City

Jerry Stevenson
Mayor
Layton City

Ted Stewart
Chief of Staff
Governor's Office, Salt Lake City

Clint Topham
Deputy Director
Utah Department of Transportation,
Kaysville

John L. Valentine
Senator
Utah State Senate, Orem

Tauna Walker
Vice President
Elite BodyWorks, Inc, West Valley City

Dominic Welch
Publisher
Salt Lake Tribune, Salt Lake City

Rabbi Fredrick Wenger
Congregation Kol Ami, Salt Lake City

Bill Williams
Director of Health Safety &
Environmental Quality
Kennecott Utah Corporation, Magna

David Winder
Executive Director
Department of Community & Economic
Development., Salt Lake City

Richard Young
Mayor
City of Mapleton

Michael Zimmerman
Justice
Utah Supreme Court

Staff

Stephen Holbrook
Executive Director

D.J. Baxter
Scenarios Manager

Taylor Oldroyd
Local Government Coordinator

Cyndee Privitt
Public Awareness Manager

Kristin Thompson
Development Manager

Anita Plascencia
Administrative Assistant

QGET TECHNICAL COMMITTEE

State agencies

- Brad Barber**
Governor's Office of Planning and Budget
- Natalie Gochnour**
Governor's Office of Planning and Budget
- Paul Gillette**
Dept. of Natural Resources
(Water Resources)
- Brock LeBaron**
Dept. of Environmental Quality
(Air Quality)
- Richard Manser**
Utah Dept. of Transportation
- Stuart Challenger**
Automated Geographic Reference Center

Local Government

- Mick Crandall**
Chair, Wasatch Front Regional Council
- Kathy McMullen**
Mountainland Association of Governments
- Wif Sommerkorn**
Davis County
- Ray Johnson**
Tooele County
- Don Nay**
Utah County
- John Janson**
West Valley City

Fred Aegerter
Ogden City

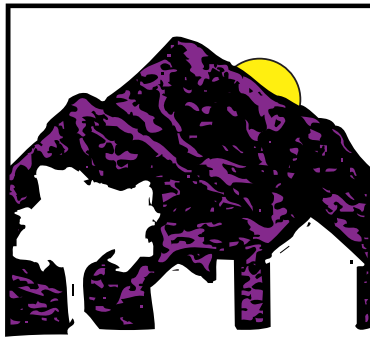
Richard Hodges
Utah Transit Authority

Doug Jex
Dept. of Community and
Economic Development

Private

Roger Borgenicht
Future Moves

D. J. Baxter
Envision Utah



ENVISION UTAH

.....
A Partnership for Quality Growth

The Coalition for Utah's Future, a private 501(c)(3) non-profit organization dedicated to finding common ground for the common good, is proud to sponsor Envision Utah-A Partnership for Quality Growth. The Envision Utah Partnership consists of more than 130 key Utah stakeholders who are committed to creating a better future for all Utahns. Envision Utah's mission is to create a publicly supported growth strategy that will preserve Utah's economic vitality, high quality of life, and a natural environment to 2020 and beyond.