

YOUR UTAH, YOUR FUTURE

VISION FOR 2050



*Your Utah,
Your Future*



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YOUR UTAH, YOUR FUTURE

VISION FOR 2050

FOREWORD:

YOUR UTAH, YOUR FUTURE

*“If you don’t know where
you are going, you might
wind up some place else.”*

—Yogi Berra

THE “YOUR UTAH, YOUR FUTURE” VISION FOR 2050 IS THE CULMINATION OF MORE THAN TWO YEARS OF COLLABORATIVE EFFORTS TO HELP UTAH RESIDENTS ENVISION OUR OWN FUTURE.

More than 400 experts from across the state worked together to identify critical choices we have to make in 11 key areas. Most importantly, more than 60,000 Utahns participated in the process of creating a clear idea for the future we want, which included a landmark statewide public survey. The result is a shared vision that will keep Utah beautiful, prosperous, healthy, and neighborly for current and future generations.

Today, three million people call Utah home, but our population is projected to almost double by 2050. The face of Utah will continue to change, as we welcome people from around the world to be a part of what Utah offers. The high quality of life and good jobs we enjoy also mean that those who grow up here want to raise their own families here. The Utahns of the coming decades will be our kids, our grandkids, our coworkers, and our friends.

It is up to all of us—everyone from individuals and businesses, to city councils and state legislators, to state and federal agencies—to make our vision a reality. Let us work together toward the future we all want, with clean air, enough water for our needs, transportation choices that promote a high quality of life, an affordable cost of living, thriving agriculture, recreational options, quality jobs, and a highly educated population. As we work together to achieve our goals, Utah will prosper now and in the future.

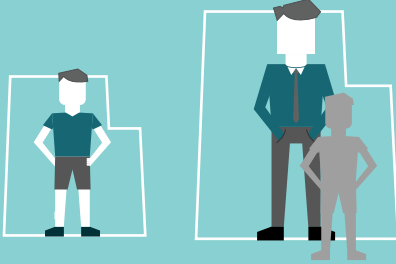
**— GARY R. HERBERT
GOVERNOR**



YOUR UTAH, YOUR FUTURE

PROCESS

UTAH IS GROWING.



TODAY

There are three million people living in Utah.

2050

By 2050 there will be 5.4 million—the population will nearly double in 35 years!

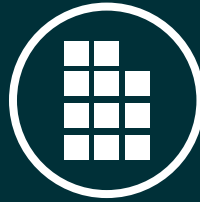
THAT MEANS

2 x the

HOMES JOBS SKIERS
CARS STUDENTS FOOD

OUR GOAL

HELP UTAHNS CREATE A VISION FOR UTAH'S FUTURE



11 TOPICS

Utahns' values guided the selection of 11 topics critical to the future of Utah.



UTAHNS' VALUES

Values studies told us not just what Utahns care about, but why they care about those things.



ACTION TEAMS

Experts from across the state studied the topics and helped shape potential scenarios for the future.

SCENARIOS



8 ACTION TEAMS

OF 400 EXPERTS WORKED FOR 18 MONTHS TO DEVELOP POTENTIAL SCENARIOS FOR UTAH'S GROWTH ACROSS EACH TOPIC.

YOUR UTAH, YOUR FUTURE SURVEY



53,000 UTAHNS

WEIGHED IN ON EACH TOPIC AND EACH SCENARIO, TELLING US WHAT THEY WANT UTAH TO LOOK LIKE IN 2050.

VISION FOR 2050



A COMBINATION

OF SURVEY RESULTS, VALUES, AND ACTION TEAM INPUT FORMED A VISION FOR UTAH'S FUTURE.

Utahns have a clear vision of what they hope Utah will be like for future generations.

INTRODUCTION

UTAHNS WANT COMMUNITIES THAT ARE BEAUTIFUL, PROSPEROUS, HEALTHY, AND NEIGHBORLY, NOT JUST TODAY, BUT FOR FUTURE GENERATIONS. They want neighborhoods that are safe, close-knit, and family-friendly, creating a great environment to raise children and enjoy life. They also want Utah to be resilient to disasters, food and energy shortages, and economic disruptions. They want plentiful well-paying jobs and a low cost of living, so they can provide for their families and enjoy their lives. They want abundant opportunities to enjoy Utah's scenic beauty and outdoor recreation with friends and family. Utahns applied these fundamental desires to create a concrete vision of the Utah they want in 2050. This vision also includes goals and strategies selected by Utahns to create that future.

The Your Utah, Your Future vision is the result of more than two years of effort. Over 400 stakeholders and experts identified key choices concerning 11 different topics, and almost 53,000 Utahns selected among those choices to define the future they want. This vision, created by Utahns, for Utahns, establishes a clear context, framework, and direction for policy decisions and actions to achieve that future. Although government will play an important role, Utahns recognize that achieving the vision will also require a concerted, cooperative effort by individuals, families, businesses, and other organizations in the private sector.

The Your Utah, Your Future vision includes a specific vision for each of the 11 topics, as well as an overarching vision that integrates the 11 topic visions. The vision for each topic can be found at envisionutah.org

Implementing Utahns' vision will maintain the high quality of life Utahns desire for themselves and future generations. Even as the state nearly doubles in population by 2050, Utahns are very optimistic and have high expectations for the future, and they are committed to creating the future they envision for themselves and their children. They resoundingly believe life in Utah can get better even as our population gets bigger.

YOUR UTAH, YOUR FUTURE

VISION FOR 2050



**UTAHNS ENVISION A FUTURE IN WHICH
THEIR STATE AND COMMUNITIES ARE:**

Safe, secure, and resilient.

Prosperous.

Neighborly, fair, and caring.

Healthy, beautiful, and clean.



SAFE, SECURE, AND RESILIENT

Utahns envision communities that are safe, close-knit, and family-friendly, where good people create a great environment to raise children and enjoy life. They see a diverse and strong economy that is less vulnerable to disruptions, along with homes, buildings, infrastructure, and communities that can withstand a disaster. They envision producing a significant amount of their own food and energy, so they are more self-sufficient and less reliant on places outside of Utah.

PROSPEROUS

Utahns envision a prosperous economy and thriving communities. They see plentiful, diverse jobs with family-supporting wages, which, combined with a low cost of living, allow Utahns to provide for their families and achieve a high quality of life. They envision a resilient economy that is able to compete in local, national, and global markets. To maintain a strong economy, Utahns believe that all residents should have access to a good education, so they can successfully contribute to that economy.

NEIGHBORLY, FAIR, AND CARING

Utahns envision a society that provides opportunities for everyone through high-quality education, a strong economy, and access to a variety of housing options in good, safe neighborhoods. They see a future where everyone is able to contribute to a better community.

HEALTHY, BEAUTIFUL, AND CLEAN

Utahns envision a healthy future in which the air is clean year-round. They see a future with good access to nature and outdoor recreation so staying physically active is convenient and enjoyable. They envision themselves being good stewards of Utah's air, water, and ecosystems so that Utah stays beautiful and clean as Utahns balance all their needs. They also want fresh, locally grown foods for themselves and their families.

REALIZING THE VISION:

IMPLEMENTATION CORNERSTONES



*Utahns' vision for the future
can be realized through simple,
collaborative action.*

FOUR CORNERSTONES

THERE ARE FOUR CORE STRATEGIES, OR CORNERSTONES, FOR IMPLEMENTING THE VISION FOR UTAH'S FUTURE. These cornerstones take advantage of synergistic opportunities across the 11 topic areas. These cornerstones are therefore robust strategies that improve the outcomes of multiple topics. By focusing our individual, business, and government efforts on the actions found in these four cornerstones, we can achieve Utahns' vision for the future.

Cornerstone One

**A NETWORK
OF QUALITY
COMMUNITIES**

Cornerstone Two

**HOMES,
BUILDINGS,
LANDSCAPING,
AND CARS OF
THE FUTURE**

Cornerstone Three

**A THRIVING
RURAL UTAH**

Cornerstone Four

**PEOPLE
PREPARED FOR
THE FUTURE**

CORNERSTONE ONE

A NETWORK OF QUALITY COMMUNITIES

Our communities, cities, and towns are made up of places to live, places to shop, places to learn, places to play, places to work, and ways to travel between them all. Utah was settled with many small villages and towns widely scattered throughout Utah's valleys. Each town was centered around a main street or town center. Over time, as Utah has grown, many of those cities and towns have grown together, and their main streets and town centers have struggled to survive.

Restoring that fabric of neighborhood, village, town, and urban centers—and building a pattern of new centers as growth expands outward—will significantly improve the convenience of living in Utah as our population nearly doubles by 2050. Centers bring destinations closer to people, making it convenient to drive short distances, take public transportation, walk, or bike. This in turn improves air quality.

Utah is midstream in two market changes that offer tremendous opportunities to establish a strong pattern of centers:

1 RESIDENTIAL DEVELOPMENT IS BECOMING MORE COMPACT.

Particularly along the Wasatch Front, lot sizes have been shrinking for decades. Most Utahns still desire to live in single-family homes, but many consumers are choosing to live in homes with smaller yards or even townhomes. This trend, which is driven by rising costs, as well as changing preferences, provides the opportunity to develop compact residential housing in and around new or restored centers. Providing such housing means more residents can live close to jobs, shopping, and other destinations. Such housing development will also use less water for lawns and less land per home, preserving more farmland and open space.

2 BECAUSE OF ONLINE SHOPPING, THE AMOUNT OF RETAIL-STORE SPACE PER PERSON IS DECLINING AND WILL CONTINUE TO DRAMATICALLY DECREASE.

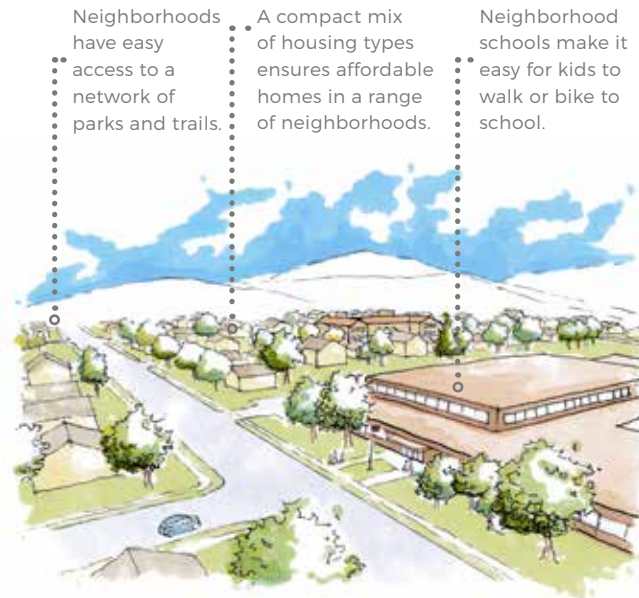
Many buildings in today's shopping centers will become available for other uses or will be replaced by different types of buildings. These retail areas can be converted into mixed-use centers that contain compact housing, restaurants, and other local services. We can take advantage of this market trend to reestablish and strengthen the historic pattern of centers in our existing communities.

An effective pattern of centers will have the following characteristics, many of which can occur even in a small rural town:

A) A VARIETY OF CENTERS

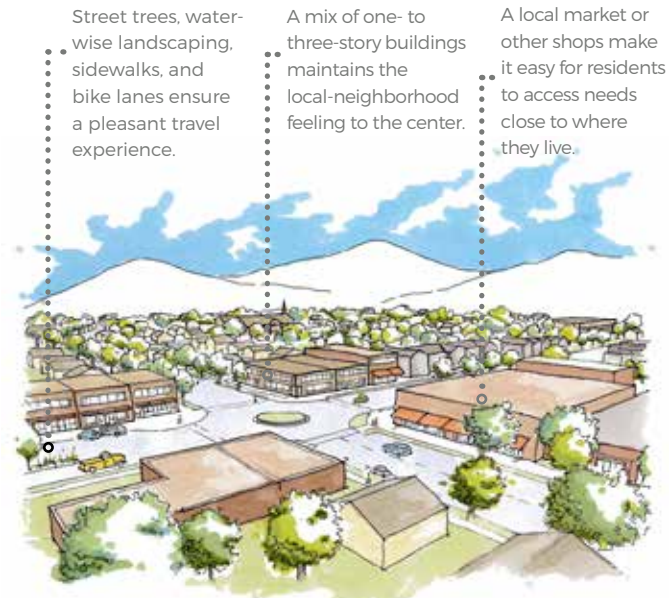
Having a range of centers at different scales allows communities to incorporate all the destinations and services that people need to access. The size, location, and components of these centers vary and

NEIGHBORHOOD CENTERS might include a park, school, and/or church within walking distance of homes.

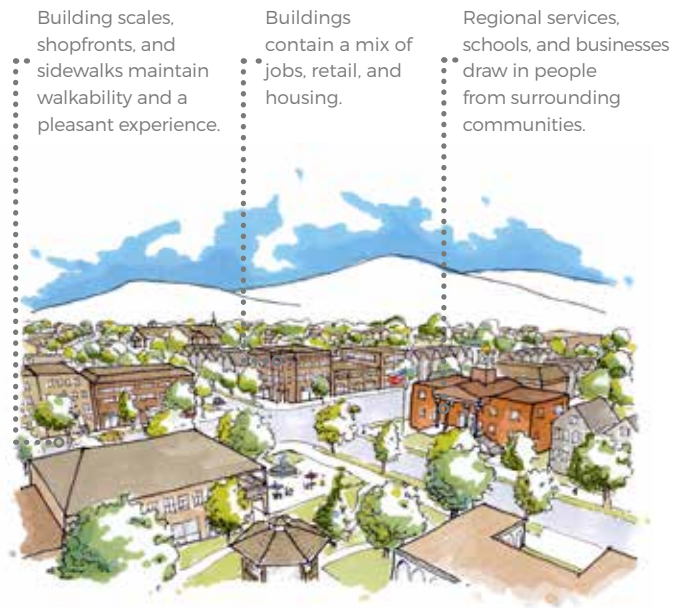


are determined by market needs, with different types of businesses and public services requiring different sizes of market areas (e.g., the Utah Jazz requires many more people or rooftops to stay financially viable than does a community recreation facility; therefore, only one center in Utah can contain the Jazz arena, while numerous centers can contain a community recreation facility). Different scales of centers include neighborhood, village, town, and urban centers.

VILLAGE CENTERS might include local shopping (e.g., a grocery store), small-scale employment, compact housing, and local-serving development (e.g., SodaRow in Daybreak).



TOWN CENTERS might include regional shopping (e.g., home improvement or department stores), employment, higher education, compact housing, and other development (e.g., Sugar House).

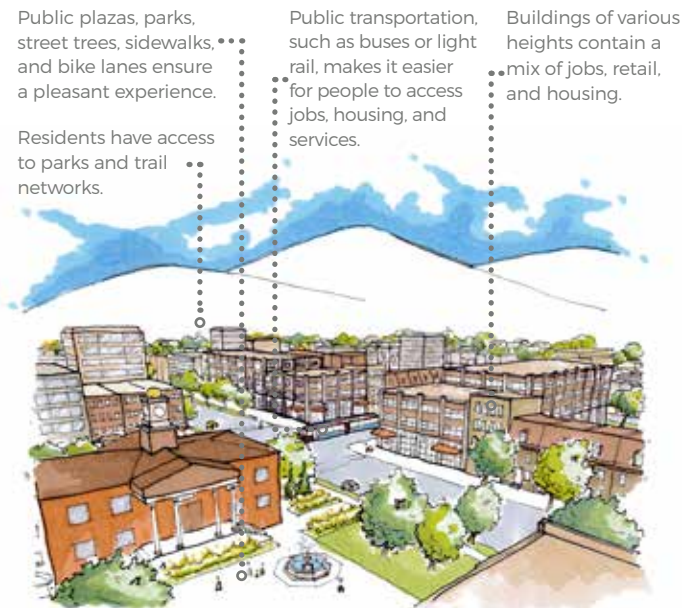


It is important for Utah's central city, Salt Lake City, to continue to become a great international city, a strong regional center for Utah, and a combination of great neighborhoods. Downtown Rising, a vision for the future of Salt Lake City, is rapidly being implemented with strategies to accomplish these goals.

B) A MIX OF USES IN EACH CENTER

Centers that mix housing, shopping, businesses, parks, schools, cultural opportunities, churches, and

URBAN CENTERS may serve as downtowns, with significant employment, shopping centers, multistory housing, etc. (e.g., Ogden or Salt Lake City).



other uses have two distinct benefits. First, mixed-use centers can significantly shorten the distance people have to travel to get to their destinations. As a result, people can enjoy shorter drives and the convenience of walking, biking, or taking public transportation. Second, including housing in these centers provides restaurants and other businesses with regular patrons. Centers should also be vibrant places of culture where people experience beauty, learning, and a sense of community.

C) MANY CENTERS EVERYWHERE

To be most effective, centers need to be close to where people live. Therefore, centers must be as close together as the market will permit but also widely distributed throughout urban and suburban areas so they are easily accessible to everyone. When the pattern of centers consists of only larger centers that are too spread out, traveling becomes inconvenient and people must drive long distances to reach destinations.

D) CONVENIENCE OF DRIVING, WALKING, BIKING, OR TAKING PUBLIC TRANSPORTATION

Centers need to be easily accessible. The convenience of traveling—including driving, biking, walking, and taking public transportation—in and to these centers is therefore important. An interconnected network of streets, like the street grids in many Utah pioneer communities, provides more direct walking routes and disperses traffic. “Complete streets,” those designed for a variety of transportation modes, also improve the safety and convenience of traveling. Front doors that access the street rather than a parking lot also significantly improve pedestrian convenience. When people can walk or bike conveniently, they can also access public transportation more easily.

E) A NETWORK OF CENTERS CONNECTED BY PUBLIC TRANSPORTATION AND ROADS

Interconnecting centers is critical. These connections should be made in a variety of ways to provide multiple travel options. Both roads and public transportation should be designed to provide convenient access to destinations. By expanding the public transportation system and placing stations in mixed-use centers, more Utahns can conveniently access public transportation.

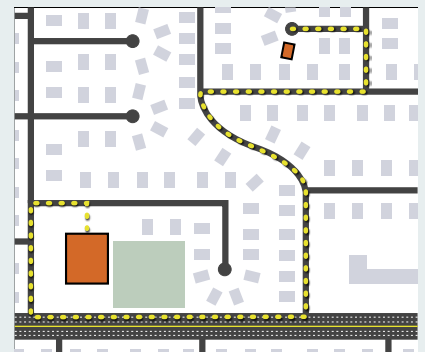
F) AN INTERCONNECTED NETWORK OF PARKS AND TRAILS

An interconnected network of parks, trails, and natural areas in and between communities provides places for recreation, as well as corridors for travel to and within centers. In addition, these networks of open space

CONNECTED STREETS

Connected street networks provide shorter, more direct routes than disconnected, cul-de-sac style networks and facilitate walking and bicycling. Because pedestrians, cyclists, and drivers have more route options, traffic is dispersed, resulting in safer, less crowded streets.

POORLY CONNECTED STREETS



WELL-CONNECTED STREETS



provide habitat, reduce urban heat island, and help control, absorb, and clean stormwater runoff.

G) A VARIETY OF HOUSING TYPES

A full mix of housing options includes apartments, accessory dwellings (such as over-garage or basement apartments), townhomes, duplexes, and single-family homes. Allowing and encouraging a variety of housing types in each community that matches market demand will allow more people to find housing they want and can afford.

H) DEVELOPMENT THAT AVOIDS HAZARDOUS AREAS AND CRITICAL LANDS

Where we build our homes, businesses, and communities can play a critical role in how vulnerable we are to disasters. High-risk locations include fault lines, liquefaction zones, rockfall or landslide areas, floodplains, and the wildland-urban interface (where there is an increased risk of wild fires). In addition, where we locate new development can determine how much prime agricultural land, important wildlife habitats, or key watershed areas are lost to urbanization.

BENEFITS OF A NETWORK OF QUALITY COMMUNITIES

Building a network of quality communities that have these attributes is a robust strategy with significant benefits for almost every topic Utahns ranked as being important to our future: air quality, water, transportation, housing, cost of living, recreation, education, agriculture, health, disaster resilience, and jobs and economy. Specifically, benefits include the following:

- Better air quality, as people drive less
- Greater convenience of walking, biking, or taking public transportation
- Improved physical and mental health, as people are more active
- Reduced demand for water, as yards become smaller
- More agricultural land and water, as well as open space, as urban development becomes more compact
- More affordable housing in desirable neighborhoods for people of different incomes, abilities, and stages of life
- Decreased cost of living through less-expensive transportation options and the reduced need to own a car
- Better access for all Utahns to good schools, health-care, recreation, healthy food, shopping, jobs, etc.
- Reduced concentrations of poverty, as Utah communities provide a range of housing choices
- Increased resilience to disaster, as development avoids hazardous areas
- Better recreational spaces close to where people live
- Healthier ecosystems and better stormwater management

CORNERSTONE TWO

**HOMES, BUILDINGS, LANDSCAPING,
AND CARS OF THE FUTURE**

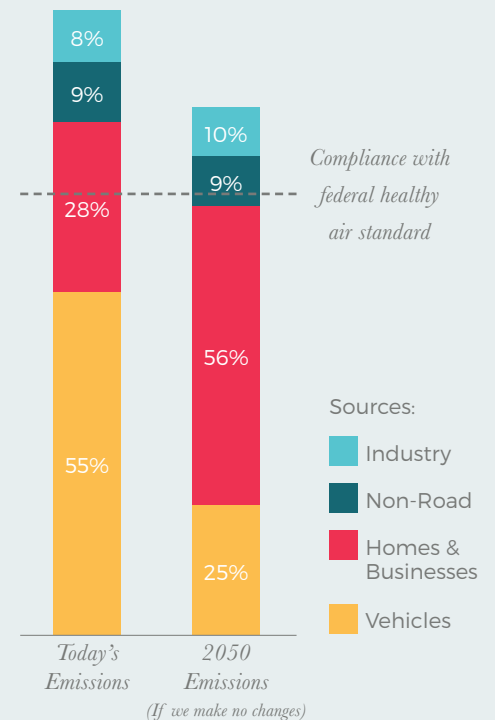
While Implementation Cornerstone One deals with how our communities and urban areas are organized, this cornerstone concerns the kinds of homes, buildings, landscaping, and vehicles that make up those communities. Technologies and efficiencies exist today, and are improving every year, that can reduce air pollution; save money; make our homes, buildings, and infrastructure more resilient to disasters; and conserve water. This cornerstone includes the following as basic building blocks of great communities:

**A) ENERGY-EFFICIENT AND LOW-EMISSION HOMES
AND BUILDINGS**

As we double the number of homes and buildings by 2050, they are poised to become the dominant source of air pollution, making it difficult for the Wasatch Front and Cache Valley to remain in compliance with air quality standards long term. But the technology exists today to solve this problem. Better insulated walls, roofs, and windows for our homes and other buildings, along with energy-efficient appliances (e.g., furnaces, water heaters, and air conditioners), use less energy, which means they produce less air pollution. Greater energy efficiency also reduces electrical and natural gas bills. In addition, many appliances like water heaters have ultra-low emission models that cost about the same as comparable standard-emission appliances. Building new homes with thicker walls, better windows, and proper insulation is essential for maintaining energy efficiency. If a home is built with a poorly insulated shell, it is nearly impossible to retrofit it to the level required for Utah to be in compliance with air-quality standards over the long term.

SOURCES OF EMISSIONS

Our homes and buildings are poised to become the dominant source of air pollution by 2050.



B) DISASTER RESILIENT HOMES, BUILDINGS, AND INFRASTRUCTURE

Our homes are not built to survive an earthquake. Utah's current building code is designed to protect human life but not to ensure the habitability of the home after an earthquake. Constructing new homes and other buildings to a higher earthquake standard means that fewer families will be displaced after a disaster and fewer companies will be forced out of their places of business. Many Utah communities have older homes and buildings that are unreinforced masonry buildings (URMs), with walls made from just brick or stone. These URMs are very vulnerable to collapse in the event of an earthquake, and most deaths and injuries in a major earthquake will occur in these buildings. Existing URMs can be retrofitted to reduce injuries and deaths. Moreover, infrastructure—including roads, power lines, and pipes for water, gas, and sewage—can be upgraded or replaced to increase its ability to withstand a disaster, thereby reducing the chances that residents will be without transportation access and utilities.

C) LOW-EMISSION OR ELECTRIC VEHICLES

Although most air pollutants in the future will come from buildings, most of Utah's air pollution today comes from cars and trucks. All vehicles have a smog

rating assigned to them based on the amount of pollutants they emit from their tailpipes. The scale ranges from one (high-emitting vehicles) to ten (zero-emitting vehicles). Right now, the typical car sold in Utah has a smog rating of six, though vehicles with higher smog ratings are becoming widely available. Improving the average rating only two levels, from six to eight, would represent a 73% decrease in tailpipe emissions with almost no cost increase for consumers. Currently, electric cars are the most viable zero-emission vehicles. By switching to lower-emission and electric vehicles, total vehicle emissions will drop dramatically, even as the number of vehicles on the road increases. The sooner we change what we drive, the sooner we'll have cleaner air.

D) LOW-SULFUR FUELS

Lowering the amount of sulfur in gasoline and diesel results in decreased tailpipe emissions in all vehicles that run on these fuels. Most of Utah's fuel is refined locally, so for consumers to have the opportunity to buy lower-sulfur fuel in Utah, local refineries will need to start producing it. Retooling refineries to produce cleaner fuels is expensive, but it is necessary if we want Utah to comply with air quality standards in the long term. Though these fuels work best in low-emission cars, emissions from every vehicle will be substantially reduced by using low-sulfur fuels.

E) WATER-WISE YARDS, PARKS, AND COMMERCIAL LANDSCAPING

Lawns consume the majority of the water used by the average Utah household. Using more low-water and drought-tolerant plants, which fit more naturally in Utah's climate and environment, reduces the need to water lawns, as well as parks and other landscaping. Conserving water through our landscaping will ensure more water is available for other needs, such as growing food and maintaining flows in rivers and lakes to protect recreation and habitat areas.

BENEFITS OF HOMES, BUILDINGS, LANDSCAPING, AND CARS OF THE FUTURE

Making these improvements to our homes, buildings, vehicles, and landscaping is a robust strategy that will improve Utah's future for air quality, water, energy, cost of living, disaster resilience, and jobs and the economy. Specifically, benefits include the following:

- Lower air-polluting emissions from our homes and buildings
- Lower emissions from cleaner vehicles with cleaner fuels
- Less water demand for landscaping, freeing water for other priorities
- Less energy consumption
- Lower energy costs for families and businesses
- Increased resilience to disasters by ensuring fewer deaths, less property damage, and more habitable homes and buildings
- A stronger economy through lower costs, cleaner air, better water management, and greater disaster resilience

CORNERSTONE THREE

A THRIVING RURAL UTAH

Rural communities in the state have their own opportunities and challenges, which vary from place to place. Though 90% of Utah consists of rural private and public lands, the vast majority of Utah's population, and the focus of much of Utah's prior strategic effort, is in the urbanized Wasatch Front and Back. As Utah's population nearly doubles by 2050, however, we need to ensure that rural Utah thrives, while still maintaining its rural heritage. Utahns resoundingly support having a balance of uses for our public and private rural lands in order to foster thriving rural economies. The following elements are key to a thriving rural economy:

A) ECONOMIC DIVERSITY

Developing a diverse rural economy that is founded on multiple industries (e.g., agriculture, recreation and tourism, energy, and mining) will increase economic growth and improve resilience to economic shocks and downturns.

B) AGRICULTURE AND FOOD PRODUCTION

By treating agriculture as a significant industry cluster, with the same focus and incentives as other key industries in Utah, we can increase agricultural production, improve the state's food self-sufficiency, grow rural economies, and enhance Utahns' ability to eat healthy, locally grown food. We can improve and

expand agricultural production, for instance, by using new technologies and efficiencies. Profitability of Utah's agriculture will also improve if producers can sell food directly to consumers or if we pursue value-added processing.

C) RECREATION AND TOURISM

Expanding the number and size of recreational facilities and improving access to outdoor areas is necessary to keep up with increased demand from Utah's growing population and number of visitors. Improving Utah's recreational access can increase the economic benefits of tourism for rural Utah and improve the quality of life for all residents.

D) ENERGY DEVELOPMENT AND MINING

Pursuing energy development of both fossil fuels and renewables in a careful, responsible way can promote economic growth in energy-rich parts of the state. Similarly, mining and minerals, one of Utah's oldest industry clusters, can continue to provide jobs and economic growth in rural Utah.

E) WATERSHED MANAGEMENT

Many Utah watersheds have been impacted by erosion, invasive plant species, pollutants in the soil or water, or poor management practices. As a result, they no longer

store water and prevent flooding as well as they used to. Implementing watershed management strategies such as restoring native plant and animal species, using the best grazing and farming techniques, and reconnecting streams and rivers to their natural floodplains will improve watershed function. In a watershed that is functioning well, water runs off more slowly, resulting in less flooding and cleaner water. Healthy watersheds also ensure that more water is captured and percolated into aquifers so that it can be stored and used later.

F) TELECOMMUNICATIONS SYSTEMS

Increasing rural Utahns' access to high-capacity, fast Internet connections will improve the ability of rural communities to attract and retain new businesses and telecommuters and provide high-quality education to families.

BENEFITS OF A THRIVING RURAL UTAH

Supporting a thriving rural Utah by improving these elements is a robust strategy with significant benefits for jobs and the economy, water, agriculture, recreation, public lands, and education. Specifically, benefits include the following:

- A vibrant, diverse rural economy based on strong industries in agriculture, energy, mining, recreation and tourism, and other sectors
- Better educational opportunities by connecting students to more resources
- Improved ability for new generations to stay in rural Utah because a strong economy and quality of life will prevent them from having to move elsewhere
- Improved food self-sufficiency and access to healthy, locally grown food
- Increased water storage in aquifers
- Reduced flooding and a cleaner water supply
- Healthy ecosystems
- Preserved cultural heritage
- Good access to recreational areas and opportunities

**SOME BENEFITS OF MORE UTAHNS
HAVING A DEGREE, CERTIFICATE, OR
LICENSURE BEYOND HIGH SCHOOL:**

- Increases earning potential, job prospects, and quality of life for individuals and families
- Expands Utah's highly educated workforce, attracts employers, and fosters innovation to grow the economy
- Increases tax revenues from higher incomes for individuals and businesses
- Increases the number of Utahns who are more civically engaged (e.g., by voting and volunteering)
- Reduces the amount spent on social services because more Utahns are better equipped to succeed

**CORNERSTONE FOUR
PEOPLE PREPARED FOR THE FUTURE**

Utahns believe everyone deserves an opportunity to receive a high-quality education that prepares them to participate in the workforce and in society and that maximizes their individual potential. To provide a good education to Utah's growing population, we need to accomplish the following:

A) STATEWIDE PLAN

Adopt a long-range plan that is adaptable to local needs and consistently implement proven, effective strategies to accomplish Utah's education goals. Dedicate significant and stable investments to public and postsecondary educational opportunities sufficient to implement the strategies in the plan.

B) HIGH-QUALITY EDUCATORS

Attract, train, and retain high-quality teachers, administrators, and counselors. Offer competitive compensation for teachers and staff. Expand mentorship programs for teachers and provide opportunities for ongoing professional development.

C) EARLY CHILDHOOD EDUCATION

Ensure access to high-quality early childhood education for every child by offering publicly funded pre-kindergarten programs, particularly for at-risk children, and by providing voluntary all-day kindergarten.

D) ASSESSMENT AND ASSISTANCE

Ensure every student gets the help they need by implementing rigorous standards and ongoing assessment of progress. Use assessments to provide individual assistance to students at risk of falling behind and to help all students progress faster as they are ready.

E) PARTICIPATION AND COLLABORATION

Increase collaboration among families, schools, educators, businesses, and faith-based and community partners. Empower parents and families to actively participate in their children's education. Use schools as community centers, where community members can go to receive other services (e.g., adult education, health services, job or language skill development, and afterschool programs). Foster partnerships with businesses to develop internships and technical training for both students and teachers.

F) ACCESS TO OPPORTUNITIES BEYOND HIGH SCHOOL

Help more students enter into and complete high-quality certificate, licensure, or degree programs. Increase staff and provide more physical and virtual infrastructure to handle growing numbers of students. Provide resources to students, especially nontraditional students (older students, ESL students, etc.), to help them prepare for and complete higher education or other training beyond high school.

G) AFFORDABLE POSTSECONDARY EDUCATION

Ensure affordability of higher education and other educational opportunities beyond high school. Maintain affordable tuition through continued state investment and expand financial assistance for students in need.

BENEFITS OF PEOPLE PREPARED FOR THE FUTURE

Fostering a highly educated population is a robust strategy with significant benefits for jobs and the economy, cost of living, health, communities, and other topics. Specifically, benefits include the following:

- A strong economy, with more jobs for everyone and higher tax revenue
- Increased abilities of Utahns to find good jobs, experience personal economic stability, and save money
- Greater likelihood that Utahns will vote and volunteer in their communities
- Reduction in crime and need for social services (food stamps, unemployment benefits, etc.)
- Improved chances for low-income children to break the cycle of poverty, as they complete school, find good jobs, and increase lifetime earnings
- Fewer health issues, such as diabetes, heart disease, and obesity

The Utah Economic Council and the Jobs and Economy Action Team stated that Utah's economy is impacted by education more than by any other issue.

YOUR UTAH, YOUR FUTURE

BACKGROUND AND PROCESS



YOUR UTAH, YOUR FUTURE

Our state's population has doubled in the last 30 years, and we're projected to nearly double again in the next 35 years. This growth will affect what we love about this state—our high quality of life, beautiful natural surroundings, strong economy, and neighborly communities. Working toward a shared vision of the future will ensure we protect the things we value most for ourselves and for future generations.

How we grow matters. As our population increases, the choices we make will determine if we have clean air to breathe, quality jobs for everyone, an educated populace, enough water, convenient transportation, an affordable cost of living, good housing options, locally grown food, access to uncrowded outdoor recreation, and affordable and reliable energy.

In October 2013, Governor Gary Herbert, with Envision Utah, announced the Your Utah, Your Future process to examine these and other issues in light of the fact that our population will almost double by 2050. Your Utah, Your Future is a statewide vision that addresses 11 critical topics.

EACH OF THESE TOPICS IS VITALLY AND INDEPENDENTLY IMPORTANT, BUT NONE STANDS ALONE. For instance, how much we drive, what we drive, how we build homes, and how we produce energy will all impact our air quality. How we design communities will affect how much we spend on housing and transportation, as well as how much water we use. And how we perform on each of the 11 topics will determine the strength of our economy. This vision examines these topics and how they interrelate to explore what the future will be like for ourselves and future generations.

YOUR UTAH, YOUR FUTURE TOPICS



AGRICULTURE



AIR QUALITY

DISASTER
RESILIENCE

EDUCATION



ENERGY

HOUSING AND
COST OF LIVINGJOBS AND
ECONOMYPUBLIC
LANDS

RECREATION

TRANSPORTATION
AND COMMUNITIES

WATER

Utah has a long history of planning for the future and of working together to make life better for those who follow us.

THE PROCESS

As wagon trains headed west to settle in Utah, many planted crops along the way, even though they would never see the fruits of their labors; the crops were for the benefit of future travelers. Within three days of entering the Salt Lake Valley in 1847, those first pioneers convened to create a community plan that would last for generations. With each new settlement, the pioneers laid out a gridded street network, planned for water resources, and identified locations for churches, public buildings, parks, and schools. Repeatedly throughout the state's history, each generation has come together to envision and prepare a better future for generations to follow.

Your Utah, Your Future is our generation's way to "plant crops" for those who follow us. The vision is based on Utahns' values and has been created by the shared voice of over 60,000 Utahns. The magnitude of public participation in choosing this shared future is unprecedented anywhere in the country.

From beginning to end, the process was structured to ensure that this would be a vision by Utahns and for Utahns.

Your Utah, Your Future began with a study of Utahns' values and priorities. The process then brought hundreds of experts and stakeholders together to identify the choices we face and how those choices will affect Utahns' lives. Next, Utahns selected from among those choices. Combining Utahns' values, the choices identified by experts and stakeholders, and Utahns' selection from among those choices resulted in a shared vision for the future.

VALUES STUDY

The foundation of Your Utah, Your Future is Utahns' values and priorities. The effort to understand these values and priorities included two major components. For the first step, focus groups were held with stakeholders and residents throughout the state. Envision Utah traveled to each region of the state and convened focus groups, using computers and software that allowed everyone in the room to share their values and priorities at the same time. Focus groups were convened in the following areas in spring and summer 2014:

- The Six-County area (Juab, Millard, Sanpete, Sevier, Piute, and Wayne Counties)
- The Five-County area (Beaver, Iron, Garfield, Washington, and Kane Counties)
- Southeast Utah area (Carbon, Emery, Grand, and San Juan Counties)
- San Juan County
- The Uintah Basin (Uintah, Duchesne, and Daggett Counties)
- The Wasatch Front (Weber, Davis, Salt Lake, Morgan, and Tooele Counties)
- The Bear River area (Box Elder, Cache, and Rich Counties)
- The Mountainland area (Utah, Summit, and Wasatch Counties)

A focus group of randomly recruited Utahns from across the state was also held. In addition, eight focus

groups were held with action teams that were each assigned to focus on one or more of the 11 topics.

The results of these focus groups were compiled to build different "value ladders," which begin with the attribute of the community that people care about most (e.g., good jobs). The ladders then identify the functional consequences of that attribute (e.g., "I can support my family"), uncover the emotional response to those consequences (e.g., less stress), and culminate by identifying the personal values that undergird that emotional response (e.g., peace of mind).

The second step in understanding Utahns' values and priorities was to perform a random-sample survey to determine which value ladders resonate most with Utahns and to understand other aspects of Utahns' priorities and attitudes. The survey was conducted in summer 2014 and resulted in a powerful understanding of what Utahns want in their lives and why. Using this understanding, the action teams were able to frame choices in terms of their effects on those things Utahns value most.

ACTION TEAMS

Governor Gary Herbert and Envision Utah kicked off Your Utah, Your Future in October 2013 with an invitation to all Utahns to participate in building a vision for the state's future. Envision Utah and Governor Herbert then invited experts and stakeholders from around the state to join action teams to address the 11

Your Utah, Your Future topics. In all, more than 400 Utahns accepted the invitation to join the action teams. Each team included representatives from legislature, industry, local business and government, advocacy groups, research institutions, and other organizations and was facilitated by Envision Utah. The role of the action teams was not to decide the future, but to identify the choices we face as a state and the likely consequences of those choices. Nearly 53,000 Utahns then selected from among those choices.

BUILD YOUR 2050 UTAH



The “Build Your 2050 Utah” web app helped people visualize what Utah could be like in the future depending on the choices we make today.

“BUILD YOUR 2050 UTAH” WEB APP

To solicit initial public input, the action teams created the “Build Your 2050 Utah” web app. The app included modules for each of the 11 topics. In each module, Utahns were presented with choices for the future and were able to adjust their preferences for those choices. When they adjusted preferences, various outcomes automatically shifted to match the users’ selections. When the user was satisfied with his or her preferences, those selections were recorded and tabulated. A broad media campaign through a variety of news outlets informed Utahns that they could give input through the app. In all, more than 3,000 Utahns shared their voice.

The action teams were able to use the data from the app to understand the breadth of the choices they should explore. For example, in the water module many Utahns chose the option with the highest level of conservation, which prompted the action team to later present Utahns with a choice to conserve even more water than was possible in the web app.

SCENARIOS

The action teams used the public input from the web app to develop different scenarios—projections of likely outcomes for Utah in 2050 if certain choices are made today. Each action team included a number of experts (e.g., from state agencies) who were able to project and model those outcomes.

The result was a set of three to five scenarios for each topic. Envision Utah, working with the Envision Utah Executive Committee and Board, then packaged those topic-based scenarios into five integrated scenarios for Utah's future, each named after a Utah icon: Allosaurus (the state fossil), Bonneville Trout (the state fish), Quaking Aspen (the state tree), Seagull (the state bird), and Segoe Lily (the state flower). The names were randomly assigned to the scenarios. (See pp. 48–50 for more details.)

YOUR UTAH, YOUR FUTURE SURVEY

The scenarios were presented to the public in an online survey. The Your Utah, Your Future survey was designed to prioritize issues and their associated outcomes in order to make strategic decisions and tradeoffs for Utah's future. Nearly 53,000 people took the survey and identified the 2050 future that they want.

Utahns were invited to participate in two parts of the survey. In the first part, survey participants compared the different scenarios within each topic and selected their preferred scenario for that specific topic. They were provided with in-depth information and background data for each of the topics and choices. After making selections for each of the 11 topics, participants could study a summary comparison chart and vote on their preferred overall scenario. All 52,845 respondents participated in the first half of the survey.

In the second part of the survey, Utahns engaged in more traditional survey exercises. They prioritized topics, weighted their preferred outcomes for randomly assigned topics, indicated their willingness to make tradeoffs to attain those outcomes, and answered randomly assigned survey questions. More than 13,000 Utahns completed the second half of the survey.

The 52,845 Utahns who participated in the survey were invited through a broad outreach campaign that included a number of elements:



ALLOSAURUS SCENARIO



BONNEVILLE TROUT SCENARIO



SEAGULL SCENARIO



QUAKING ASPEN SCENARIO



SEGO LILY SCENARIO

DIGITAL ADS

A variety of digital ads invited Utahns to take the Your Utah, Your Future survey.



SCHOOL OUTREACH: Schools (from elementary schools to universities) were offered one dollar for each participant who selected that school when taking the survey, as long as the participant was at least 13 years old. A group of middle school and high school students came together to form the Envision Utah Youth Council and promote the survey in their schools. As a result, many schools sent emails or flyers to students, staff, and parents or otherwise invited people to participate. In total, almost 23,000 survey participants identified a school.

DIGITAL ADVERTISING: A broad digital advertising campaign used banner ads, Facebook ads, and retargeting techniques to invite people to participate in the survey. The video ads featured prominent Utahns, including Governor Gary Herbert; Mark Eaton, former center for the Utah Jazz; stars of Studio C, an online and television sketch comedy show; Elaine Bradley, drummer for the Neon Trees; Noelle Pikus-Pace, Olympic medalist in skeleton; Carol Mikita, TV journalist; and Jorge Fierro, founder of Rico Brand Foods, who recorded ads in Spanish. Almost 18,000 survey completions were from Utahns who clicked on digital ads. Based on data gathered, the digital ads reached over 1.8 million unique adult Utahns (over 90% of the adult population), serving around 25 ad impressions per person.

PARTNER ORGANIZATIONS: More than 100 partner organizations sent emails, posted on social media, included information in newsletters, or did something else to invite people to participate in the survey. For example, the state of Utah sent an email to all its employees.

RADIO ADVERTISEMENTS: The same individuals who recorded digital ads also recorded radio ads. These ads were broadcast in the Wasatch Front and in many rural markets. Pandora Internet radio ads also targeted rural parts of the state.

NEWS COVERAGE: A substantial media campaign resulted in broad news coverage in print sources and on television and radio. As many as 100 news stories invited Utahns to participate, and many stories were prominently placed in large media outlets. News stories resulted in an estimated total of over 33 million impressions.

CICERO/DAN JONES & ASSOCIATES ALSO CONDUCTED A RANDOM-SAMPLE SURVEY OF 1,264 UTAHNS FROM ACROSS THE STATE. The results of this random-sample survey were used to cross-check the responses of the 52,845 participants who took the survey because of outreach efforts. The results from each pool were very similar, varying by only a few percentage points, which allowed Cicero/Dan Jones to state, “We conclude that the results represent the desires and opinions of Utahns.”

The demographic makeup of both the outreach pool and the random-sample pool were very similar to that of Utah as a whole, with broad participation from people representing a variety of locations, ages, incomes, education levels, and ethnicities. Those from the outreach pool were generally more educated than Utahns as a whole, but the results varied little based on the education level of the participant. The outreach pool also included a smaller percentage of people of Hispanic origin than are in Utah, but enough people of this ethnic background participated to provide an understanding of their views, which vary little from other Utahns’.

“Results were obtained via the largest public outreach effort in the history of Utah, resulting in public input from more than 50,000 people; an effort that was cross-checked with a random sample of 1,264 Utahns, and overseen by Dan Jones & Associates.”

—CICERO/DAN JONES &
ASSOCIATES

RESULTS OF PUBLIC INPUT:

OVERALL FINDINGS

This section presents the findings and results from both the values study conducted by Envision Utah in 2014 and the Your Utah, Your Future survey in 2015.

Utahns enjoy a high quality of life, well above what others report nationally.

VALUES AND PRIORITIES

In 2014, Envision Utah conducted a values study to understand Utahns' priorities and attitudes, to identify the factors related to quality of life that matter most to residents, and to determine why those factors are important to Utahns. The study methodology is described in the previous section, and detailed findings for each of the 11 topic areas are described in their respective vision reports and at envisionutah.org. The overall findings are set forth here.

QUALITY OF LIFE AND STATE-LEVEL PRIORITIES

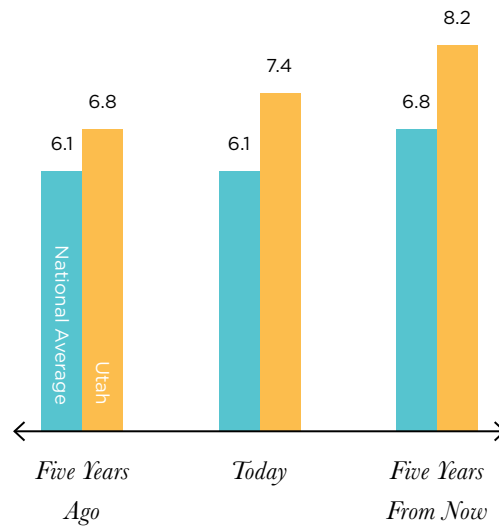
Utahns enjoy a high quality of life—well above what others report nationally. Three in four like the directions their communities are headed and anticipate that things, including the economy, will get better in the future. This finding reflects a sharp improvement and recovery since quality of life was last measured by Envision Utah in 2007.

Many factors are considered important to the future of the state—no single issue dominates over the others. In fact, the research clearly shows that Utahns see many factors and issues as being interconnected and linked to their personal values. The importance of these issues to the future of the state is widely shared among Utahns and is similar regardless of age, income, or religion.

Overall, Utahns believe the state is performing well on most of the issues. In particular, they believe that the state is performing very well on two topics: outdoor recreation and economic development/jobs. Conversely, Utahns feel that the state is underperforming in two areas: education and air quality.

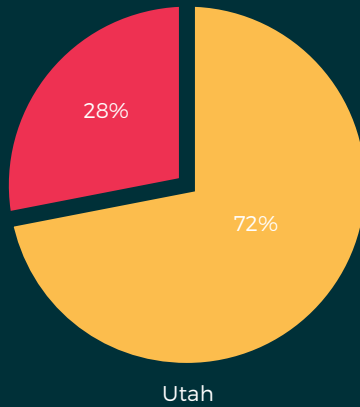
QUALITY OF LIFE

On a scale from one to ten (worst to best), Utahns rate their quality of life as high, and they believe it will get better over the next five years.

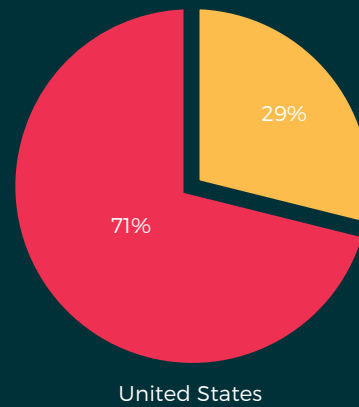


DIRECTION OF OWN COMMUNITY

Three in four Utahns believe their own communities are headed in the right direction.



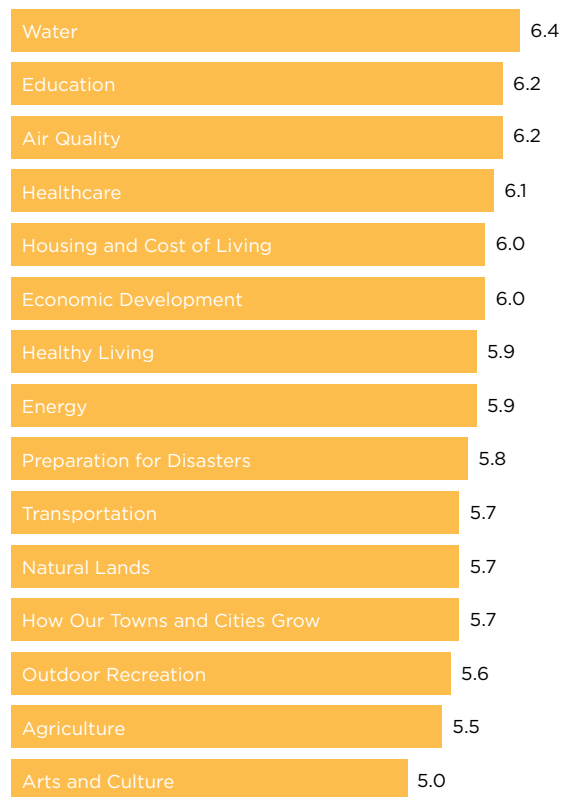
Only one in four people nationally say their own communities are headed in the right direction.



- Right Direction
- Wrong Direction

PRIORITIES FOR THE STATE OF UTAH

*Mean Importance to Utah's Future
(Scale from One to Seven)*



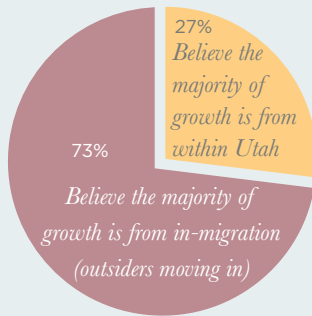
PRIORITIES FOR THE STATE OF UTAH

*State Performance on Priorities
(Scale from One to Seven)*

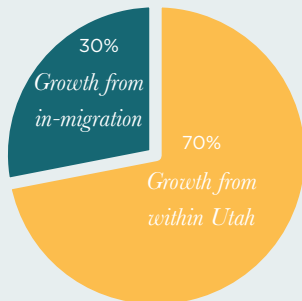


SOURCES OF POPULATION GROWTH

Nearly three-quarters of Utahns believe the majority of Utah's growth is coming from outsiders moving into the state.



In reality, the vast majority of growth is natural growth from within Utah (our own children and grandchildren).



ATTITUDES TOWARD GROWTH

Most Utahns believe that growth in the state brings many benefits and should be encouraged and fostered.

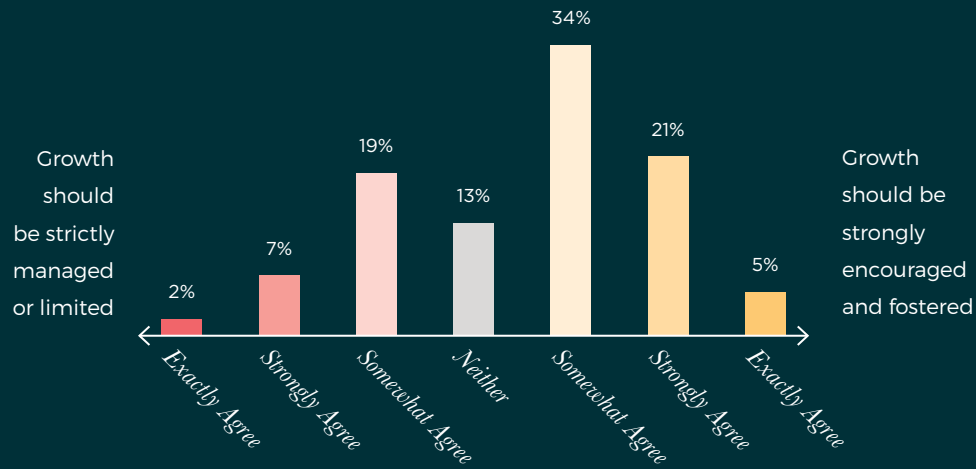
Compared to prior years, more people are identifying new births as the primary source of the state's population growth. However, the majority of residents (three quarters) continue to mistakenly believe that new growth is originating from outside of Utah, even though about 70% of our growth consists of our own children and grandchildren.

Utahns are growing less sure of who can best deal with growth issues. In particular, Utahns are much less confident in their own abilities to deal with issues related to growth than they were 15 years ago. Unfortunately, this has not been replaced with an increased confidence in state or local government or private business. Instead, a growing number of Utahns don't know whom to trust.

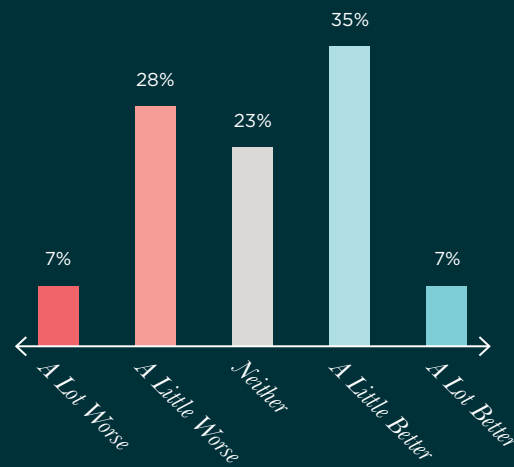
This growing number of Utahns who do not know whom to trust concerning growth issues may reflect a perception that Utah is not adequately planning and preparing for the future. Although 85% of Utahns believe it is extremely or very important to have a vision or long range plan for the state, as of 2014 more than half said Utah is only doing a fair or poor job in planning and preparing for growth.

ATTITUDES TOWARD GROWTH AND THE FUTURE

Six in ten Utahns feel positively about growth.



More Utahns think growth will make the future better than think growth will make the future worse.



UTAHNS' PERSONAL VALUES

Utahns treasure three characteristics of Utah. These characteristics appear in order of significance, along with explanations of how they connect to Utahns' emotions and values.

SAFE AND SECURE ENVIRONMENT: Utahns prize the good people who live in Utah. They enjoy having a family- and kid-friendly environment, as well as safe, friendly, and close-knit neighborhoods with low crime. This creates a good place to raise children and a better community, leading to a feeling of safety, as well as peace of mind and a sense of personal security.

COST OF LIVING AND ECONOMIC OPPORTUNITY: The availability of good paying jobs coupled with a low cost of living generates more income to buy more and do more. Utahns feel more financially secure and can sufficiently provide for their families, ensuring they do not have to leave Utah to find economic opportunity. Having a low cost of living and a good economy reduces stress, enhances the overall quality of life, makes the state better for future generations, and provides a sense of financial security and peace of mind.

SCENIC BEAUTY AND OUTDOOR RECREATION:

Utah's scenic beauty and outdoor recreation provide abundant opportunities for Utahns to enjoy outdoor activities with their friends and families. The opportunity to be active outdoors also promotes healthier living, personal enjoyment, and happiness.

Utahns are strongly concerned about two negative aspects of life in Utah. One negative characteristic is of particular concern to urban residents and the other is of particular concern to rural residents:

POOR AIR QUALITY (URBAN RESIDENTS):

Utahns—particularly urban residents—report poor air quality as the number one negative aspect about living in Utah. They feel that poor air quality is not healthy for them or their families and that it leads to illness, stress, and lack of security for future generations.

OVERBEARING FEDERAL GOVERNMENT

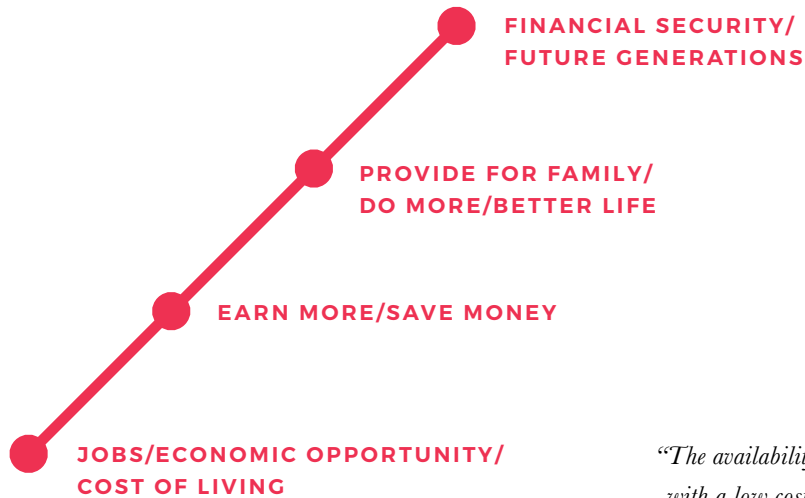
(RURAL RESIDENTS): Rural residents feel that the federal government is overbearing, which harms the local economy and prevents their children from finding jobs in their communities. As a result, rural Utahns feel they have lost control over things that should be within their rights, and they have a strong sense that they have lost their personal freedom.

SAFE AND SECURE ENVIRONMENT



“I want friendly neighbors who are good people. This creates a safe environment to raise children and spend time with my family and friends, contributing to an overall sense of community, peace of mind, and personal security.”

COST OF LIVING AND ECONOMIC OPPORTUNITY



“The availability of good-paying jobs coupled with a low cost of living allows me to earn and save more money so I can provide for my family and ensure they can stay in Utah. This gives a sense of financial security, while making things better for future generations.”

SCENIC BEAUTY AND OUTDOOR RECREATION



“I love the scenic beauty of Utah, and I love having access to many outdoor recreation options. Quality time spent outdoors with friends and family allows me to live a healthier, better life and leads to a sense of happiness and personal enjoyment.”

POOR AIR QUALITY

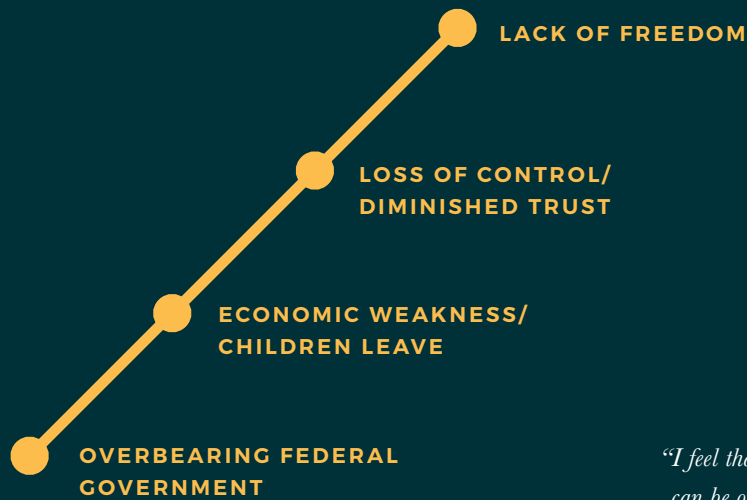
(Urban Residents)



“Poor air quality is unhealthy for me and my family. Bad air quality leads to illness and poor health, which causes stress and worry about my family leaving the state. This contributes to feeling a lack of security about future generations.”

OVERBEARING FEDERAL GOVERNMENT

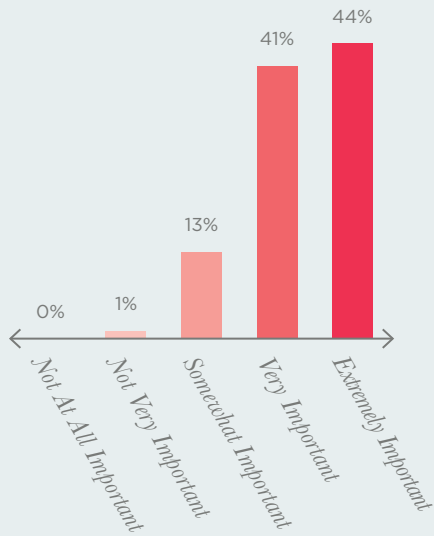
(Rural Residents)



“I feel that the actions of the federal government can be overbearing and constraining, which negatively impacts my local economy. This leads to a sense of loss of control, diminished trust, and a lack of personal freedom.”

NEED FOR A VISION

A vast majority of Utahns feel that it is important for Utah to have a vision or a long-range plan for the future.



ADDITIONAL DIFFERENCES BETWEEN URBAN AND RURAL RESIDENTS

For the most part rural residents share the same state-level priorities as urban residents. There are, however, a few areas where views diverge between the two groups:

- Rural residents place a lower priority on air quality, transportation, and preparation for disasters than urban residents. Agriculture is more important for rural residents. Moreover, rural residents are more likely to feel that the state is not doing a good job on economic development and jobs.
- Residents in semi-rural areas (Cache, Morgan, Summit, Tooele, Wasatch, and Washington Counties) care slightly less about education than other Utahns and put more priority on planning how their cities and towns grow. Semi-rural residents also put a slightly higher priority and performance rating on healthcare, natural lands, and outdoor recreation.

As Utah grows, rural residents want better educational opportunities, health-care that is close to home, and improved or expanded water infrastructure.

More than 50,000 Utahns shared their hopes for Utah's future in the Your Utah, Your Future survey.

YOUR UTAH, YOUR FUTURE SURVEY

Over a two-month period, 52,845 Utahns shared their voice through the Your Utah, Your Future survey. The survey results were cross-checked against a random-sample survey to ensure they represented the desires and opinions of Utahns. The survey engaged a broad cross section of Utahns in terms of location, age, income, gender, education level, and ethnicity.

The survey found that Utahns have high expectations for the future and want to accomplish great things across most issues. These expectations include having a prosperous and healthy future in safe, neighborly communities, while carefully preserving Utah's natural beauty and resources.

Regardless of their demographic or location, Utahns generally have unified expectations for the goals that should be set.

Expectations come with a solid understanding and willingness to make the sacrifices required to reach these ambitious goals.

OVERALL SCENARIOS

The survey presented Utahns with five overall scenarios to choose among, each named after a Utah symbol:

ALLOSAURUS: We do not implement strategies to achieve a vision of the future. Individuals, businesses, cities, counties, and other groups work separately to further their own interests.

BONNEVILLE TROUT: Utahns continue doing what we're doing now. Our actions are the same as those in recent years. However, the outcomes of our future choices may not be the same as today because of growth and changing circumstances.



ALLOSAURUS SCENARIO We do not implement strategies to achieve a vision of the future. Individuals, businesses, cities, counties, and other groups work separately to further their own interests.



BONNEVILLE TROUT SCENARIO Utahns continue doing what we're doing now. Our actions are the same as those in recent years. However, the outcomes of our future choices may not be the same as today because of growth and changing circumstances.



SEAGULL SCENARIO Utah makes targeted individual and collective efforts to keep the economy and quality of life strong, without making significant changes or large investments.

SEAGULL: Utah makes targeted individual and collective efforts to keep the economy and quality of life strong, without making significant changes or large investments.

QUAKING ASPEN: Utah becomes more economically resilient through economic diversification, connections to economies around the country and world, improved resilience to natural disasters, and increased ability to rely on local energy and food.

SEGO LILY: Utahns minimize their impact on the environment, conserve resources, and focus on improving both environmental and community health.

Each overall scenario proposed a set of choices for each of the 11 specific topics. After making selections for each of the 11 topics, participants could study a summary comparison chart and vote on their preferred overall scenario.

About half of Utahns voted for the Quaking Aspen scenario. Another quarter or so voted for Seago Lily, and Seagull captured more than 10% of the vote. Very few people voted for Bonneville Trout or Allosaurus (see p. 51).

While Quaking Aspen was the preferred scenario for the overall package of choices, Utahns favored the Quaking Aspen choice on some topics more than others (see pp. 53–54). There was a substantial amount of consensus, for example, in favor of the Quaking Aspen choices for transportation and communities, housing and cost of living, education, air quality, and agriculture.

There was somewhat less consensus, but still a majority, in favor of the Quaking Aspen choices for jobs and economy, public lands, and disaster resilience. Many Utahns favored another scenario for those topics that was similar to Quaking Aspen.

There was less consensus on the topics of energy, recreation, and water. For energy, Utahns broke with Quaking Aspen, which included developing nuclear power, and preferred a different scenario that relied on natural gas and renewable power sources. For recreation, Utahns preferred Quaking Aspen only slightly more than the scenario presented in both Sego Lily and Seagull, which called for less tourism promotion. For water, Utahns exhibited significant consensus in favor of water conservation and protecting agriculture, but differed over how much water to conserve.

More detailed explanations of the scenarios and the favored outcomes of each topic are included in each topic's vision report and at envisionutah.org.

LEVEL OF CONCERN FOR THE FUTURE

The survey used a technique known as "MaxDiff" to understand the relative priority Utahns place on each of the 11 topics. This technique forced a weighting of the topics based on their importance to each survey participant in light of Utah's population growth. In the survey, Utahns prioritized jobs and economy, followed by water, air quality, and education (see p. 55).

The majority of Utahns selected Quaking Aspen. Those who selected the overall Sego Lily scenario, on the other hand, were more likely to be highly concerned about air quality and energy and less concerned about jobs and economy or taxes. Those who selected Seagull, Bonneville Trout, or Allosaurus were more likely to be concerned about taxes and less likely to be concerned about air quality or energy.

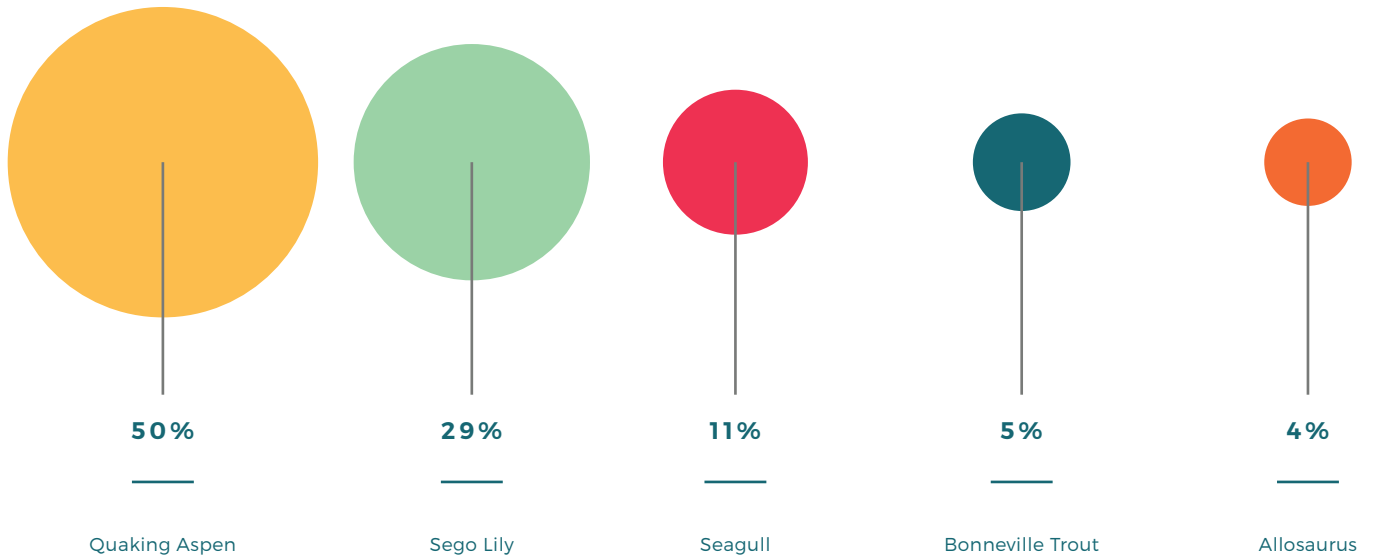


QUAKING ASPEN SCENARIO Utah becomes more economically resilient through economic diversification, connections to economies around the country and world, improved resilience to natural disasters, and increased ability to rely on local energy and food.



SEGO LILY SCENARIO Utahns minimize their impact on the environment, conserve resources, and focus on improving both environmental and community health.

OVERALL SCENARIO CHOICES



TOPIC CHOICES FOR QUAKEING ASPEN

The Quaking Aspen scenario was made up of the following choices for the various topics:



AGRICULTURE

Increased cropland and food self-sufficiency



AIR QUALITY

40% fewer emissions than today; well within health standards



DISASTER RESILIENCE

Much greater resilience to earthquakes, fire, and floods



EDUCATION

Significant, strategic investment increase; Utah in top ten states



ENERGY

Natural gas, renewables, and nuclear; 12% cost increase



HOUSING AND COST OF LIVING

Reasonable housing and transportation costs



JOBS AND ECONOMY

Very strong economy



PUBLIC LANDS

Balance of high- and low-impact uses (preservation, energy etc.)



RECREATION

40% fewer emissions than today; well within health standards



TRANSPORTATION AND COMMUNITIES

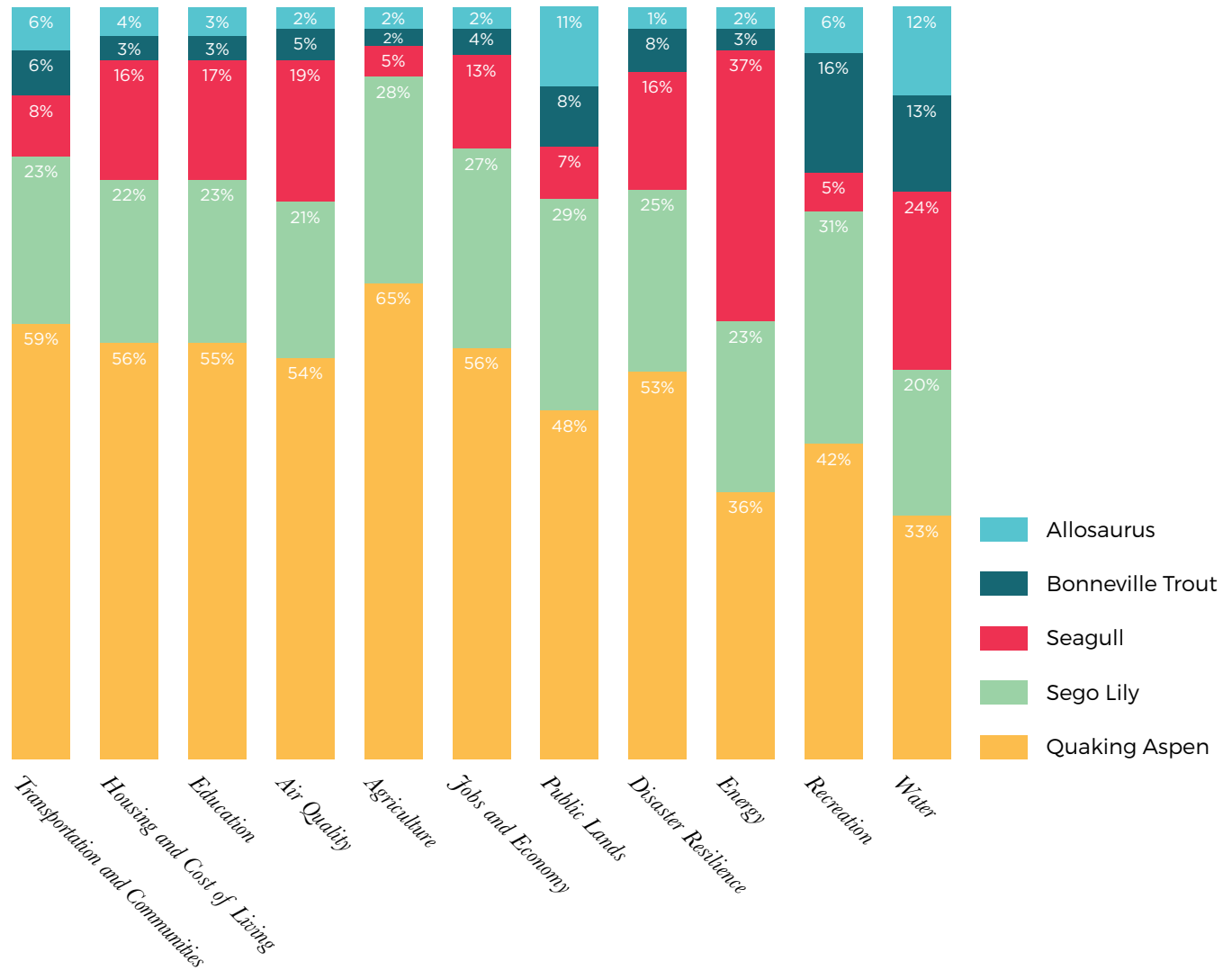
Communities designed for walking, transit, short drives, and housing variety



WATER

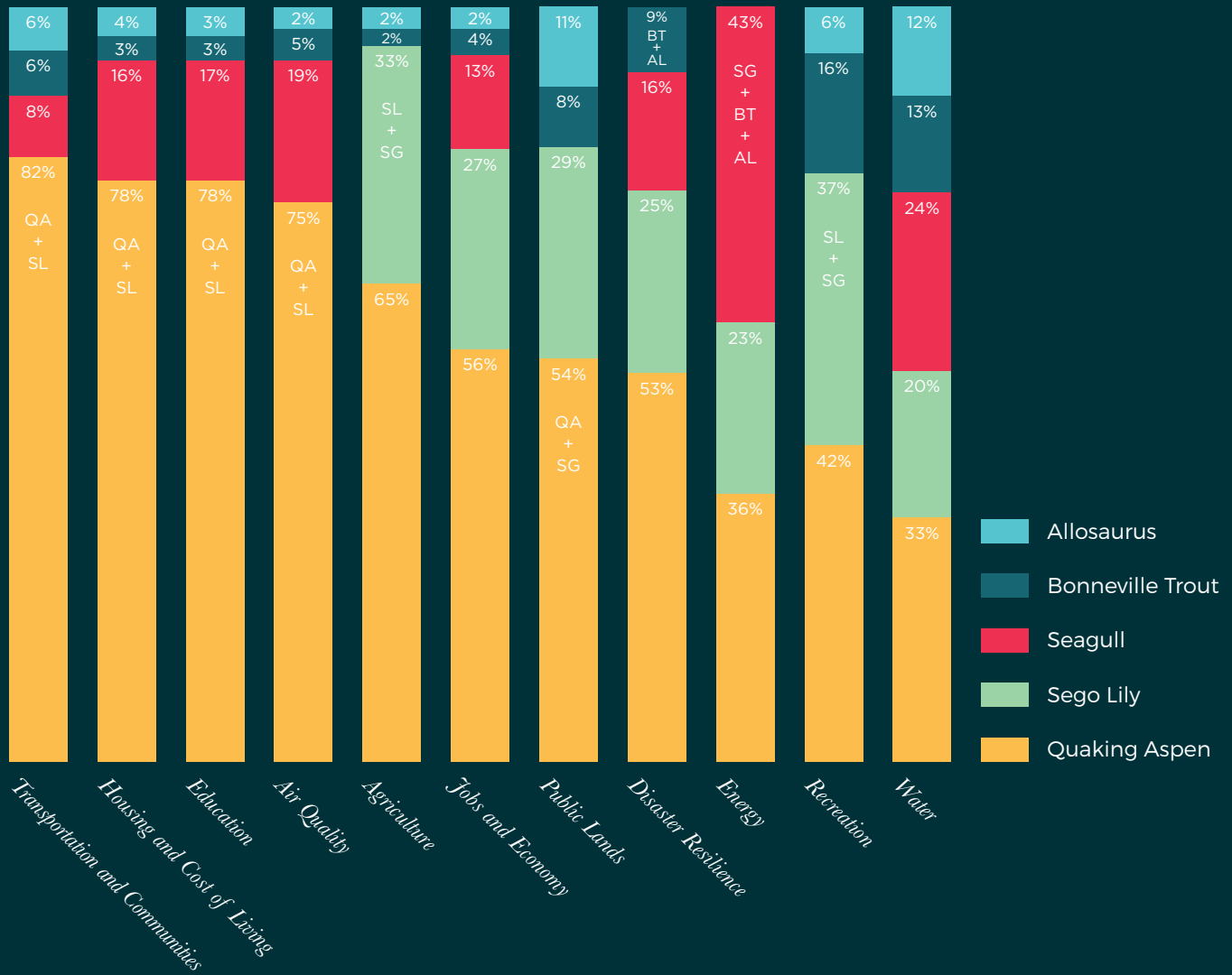
25% less use per person; new supply from projects, little from farms; max 30% grass in yards/parks

ISSUE SPECIFIC SCENARIO CHOICES



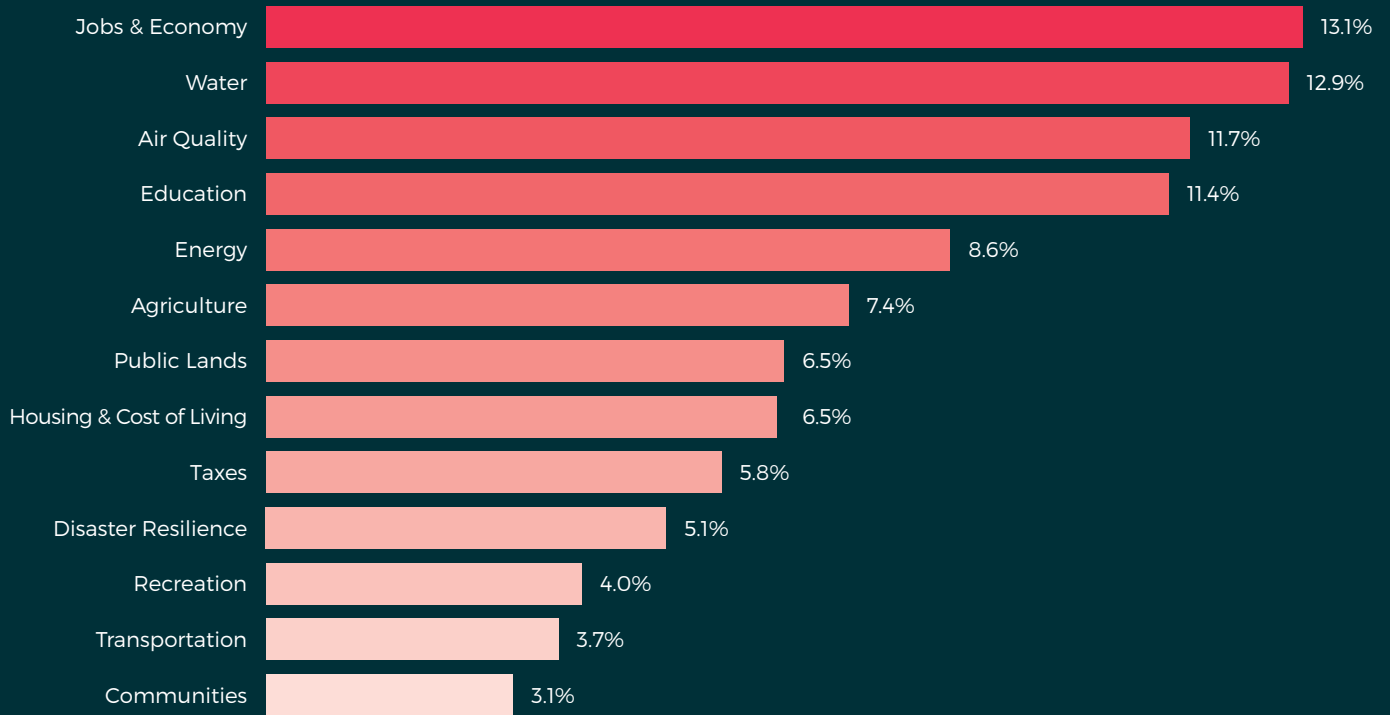
ISSUE SPECIFIC SCENARIO CHOICES

(with identical scenarios combined)



- Allosaurus
- Bonneville Trout
- Seagull
- Seago Lily
- Quaking Aspen

LEVEL OF CONCERN FOR THE FUTURE



The survey asked Utahns to weight the topics based on their importance in light of Utah's population growth. This resulted in a share of 100 points being allocated to each topic according to the average level of concern for that topic.

KEY STRATEGIES BY TOPIC



KEY STRATEGIES FOR AGRICULTURE

- 1** Treat agriculture as a highly valued industry cluster.
- 2** Create new distribution channels for Utah farm products that cut out the “middle man” by selling directly to Utah consumers.
- 3** Create a toolbox of agricultural preservation options for Utah communities that are consistent with private property rights and Utahns’ values.
- 4** Keep irrigation water in food production.
- 5** Put new lands into agricultural production where feasible.
- 6** Shift agriculture from animal-consumed crops (e.g., alfalfa and hay) to human-consumed crops (e.g., fruits and vegetables) where feasible.
- 7** Increase urban farming.
- 8** Investigate and apply the best worldwide practices for producing food in new, creative ways (e.g., vertical farming, ultra-low water use production, and co-locating with other industries for heating).

For more details on these and other strategies, please see the agriculture vision book or visit envisionutah.org.

KEY STRATEGIES FOR AIR QUALITY

- 1** Retool refineries to produce lower-sulfur fuel as soon as possible.
- 2** Shift to driving cleaner vehicles as quickly as possible.
- 3** Reduce emissions from existing and new homes and other buildings through better energy efficiency and lower-emission appliances.
- 4** Increase the convenience of driving less and traveling without a car.
- 5** Educate the public about the most effective steps Utahns can take to reduce emissions.

For more details on these and other strategies, please see the air quality vision book or visit envisionutah.org.

KEY STRATEGIES FOR DISASTER RESILIENCE

- 1** Retrofit unreinforced masonry homes and buildings to protect life and prevent injuries in an earthquake.
- 2** Construct new buildings with greater earthquake resilience so more families can stay in their homes and fewer companies are forced out of their places of business after an earthquake.
- 3** Harden existing and future infrastructure to prevent long-term disruptions.
- 4** House vulnerable populations (schools, hospitals, nursing homes, etc.) away from disaster-prone areas; retrofit and design these buildings for resiliency.
- 5** Improve stormwater systems, homes, and communities to handle larger storms.
- 6** Locate new development away from fault lines, floodplains, liquefaction areas, and fire-prone areas.
- 7** Minimize the number of houses and structures that are at risk for wildfire damage, and improve the fire resistance of those that are.
- 8** Constantly improve disaster response and recovery systems.

For more details on these and other strategies, please see the disaster resilience vision book or visit envisionutah.org.

KEY STRATEGIES FOR EDUCATION

- 1** Adopt a long-range plan that is adaptable to local needs, and consistently implement proven, effective strategies to accomplish Utah's education goals.
- 2** Dedicate significant and stable investments to public and postsecondary educational opportunities sufficient to implement strategies.
- 3** Attract and retain high-quality teachers, administrators, and counselors.
- 4** Ensure access to high-quality early childhood education for every child.
- 5** Increase involvement of parents, families, and community organizations in students' education.
- 6** Assess students' progress early and often to ensure they get the help they need to maximize their potential.
- 7** Ensure quality higher education and postsecondary opportunities are affordable for everyone.

For more details on these and other strategies, please see the education vision book or visit envisionutah.org.

KEY STRATEGIES FOR ENERGY

- 1** Increase energy conservation and efficiency.
- 2** Transition to natural gas and renewable sources as coal is phased out due to environmental regulations.
- 3** Expand use of renewable energy sources but not to a point where energy storage dramatically increases cost.
- 4** Promote economic development and self-sufficiency by expanding responsible development of fossil fuel and renewable energy sources.

For more details on these and other strategies, please see the energy vision book or visit envisionutah.org.

KEY STRATEGIES FOR HOUSING AND COST OF LIVING

- 1** Provide a variety of neighborhoods Utahns can choose from, while allowing the housing market to supply a variety of housing options in all communities.
- 2** Develop an interconnected pattern of mixed-use neighborhood, village, town, and urban centers that bring destinations and opportunities closer to people.
- 3** Decrease household travel costs by making public transportation, walking, and biking more convenient.

KEY STRATEGIES FOR JOBS AND ECONOMY

- 1** Foster, retain, and attract a highly educated workforce.
- 2** Foster a variety of businesses and industries.
- 3** Connect Utah to economies throughout the U.S. and the world to avoid being overly dependent on any single economy.
- 4** Significantly improve Utah's air quality.
- 5** Ensure people can afford to live and do business in Utah.
- 6** Ensure convenient movement of people and goods.

For more details on these and other strategies, please see the jobs and economy vision book or visit envisionutah.org.

KEY STRATEGIES FOR PUBLIC LANDS

- 1** Collaboratively and efficiently determine the appropriate locations for various uses (recreation, agriculture, preservation, energy, etc.) of Utah's public lands.
- 2** Identify, preserve, and provide access to Utah's natural, historic, and cultural treasures for today's residents and for future generations.
- 3** Create and implement a plan to ensure adequate recreational access and facilities (e.g., campgrounds, trails, picnic areas, and parking lots) are available to maximize Utahns' access, promote tourism, and minimize crowding and overuse.
- 4** Manage grazing and agriculture to improve rangelands and watersheds and promote food production in Utah.
- 5** Promote energy development (both fossil fuels and renewables), while mitigating impacts to ecosystems, watersheds, and airsheds.
- 6** Consolidate and improve the location of state-owned lands through land trades in order to promote Utah's interests and enhance recreation, energy development, agriculture, and ecosystem health.

For more details on these and other strategies, please see the public lands vision book or visit envisionutah.org.

KEY STRATEGIES FOR RECREATION

- 1** Create and invest in a comprehensive statewide plan for recreation.
- 2** Establish a connected network of trails, parks, and bike lanes throughout urban areas.
- 3** Develop additional recreational facilities to accommodate increasing demand and to avoid overcrowding.
- 4** Continue to promote Utah's outdoor recreation outside the state to draw tourists to Utah.
- 5** Continue to grow the outdoor recreation economy by attracting tourism-based businesses and equipment manufacturers to the state.

For more details on these and other strategies, please see the recreation vision book or visit envisionutah.org.

KEY STRATEGIES FOR TRANSPORTATION AND COMMUNITIES

- 1** Develop an interconnected pattern of mixed-use neighborhood, village, town, and urban centers that bring destinations and opportunities closer to people.
- 2** Build a balanced transportation system that makes it convenient to get around with or without a car.
- 3** Provide a variety of neighborhoods Utahns can choose from, while allowing the housing market to provide a variety of housing options in all communities.
- 4** Connect communities with a system of trails and parks.
- 5** Plan development so that future roads, public transportation, power lines, water lines, job centers, etc., can be accommodated easily and inexpensively.

For more details on these and other strategies, please see the transportation and communities vision book or visit envisionutah.org.

KEY STRATEGIES FOR WATER

- 1** Extend Utah's 2025 goal of reducing per-capita water use by 25% (from 2000) to at least 35% by 2050.
- 2** Reduce outdoor watering by meeting market demand for more houses on smaller lots, townhomes, condominiums, apartments, etc.
- 3** Allow, encourage, and incentivize water-wise landscaping and irrigation practices.
- 4** Significantly reduce the amount of agricultural water being converted to urban uses.
- 5** Improve water quality and groundwater storage by improving Utah's watersheds (e.g., by eradicating invasive species, replanting native grasses and trees, and improving grazing practices).
- 6** Adequately maintain, and replace where needed, existing water infrastructure.
- 7** Prepare for and develop new water supplies as needed.

For more details on these and other strategies, please see the water vision book or visit envisionutah.org.

HISTORY AND BACKGROUND:

ABOUT ENVISION UTAH



ENVISION UTAH ENGAGES PEOPLE TO CREATE AND SUSTAIN COMMUNITIES THAT ARE BEAUTIFUL, PROSPEROUS, HEALTHY, AND NEIGHBORLY FOR CURRENT AND FUTURE RESIDENTS.

Envision Utah is a nonprofit, nonpartisan community partnership that includes both the public and private sectors. Those who are part of Envision Utah share two things in common: a love for the state of Utah and a desire to maintain a high quality of life for decades to come.

Every sitting governor has been an honorary co-chair of Envision Utah, including Mike Leavitt, Olene Walker, Jon Huntsman Jr., and Gary Herbert. Larry H. Miller and Spencer F. Eccles have served as private sector honorary co-chairs.

ENVISION UTAH'S HISTORY

In 1997, Envision Utah launched an unprecedented public effort to maintain a high quality of life in the face of rapid growth in the Greater Wasatch Area. As a neutral facilitator, Envision Utah brought together residents, elected officials, developers, conservationists, business leaders, and other interested parties to make informed decisions about how the Greater Wasatch Area should grow. Envision Utah's goal has always been to empower people to create the communities they want.

To understand our neighbors' hopes for the future, Envision Utah conducted public values research, held over 200 workshops, and listened to more than 20,000 residents between 1997 and 1999.

Residents shared a common dream: safe, close-knit communities; opportunities for our children; time to do what matters most; and the security of a good job.

To achieve their aspirations, in 1999 Utahns created the Quality Growth Strategy, which provides voluntary, locally implemented, market-based solutions.

**SOME OF THE CONCERNED
CITIZENS WHO FORMED ENVISION
UTAH IN 1997:**

Mike Leavitt

Spencer F. Eccles

Larry H. Miller

Tom Dolan

Gary Herbert

Robert J. Grow

M. Russell Ballard

George Niederauer

William Smart

Roger Boyer

Kem Gardner

Aileen Clyde

David P. Gardner

Harris Simmons

Pamela Atkinson

Kelly Matthews

Norma Matheson

Ardeth Kapp

Dannie McConkie

David Livermore

Simply said, it's a strategy developed by the people of Utah to make life better for us and the next generation by providing more choices that match how we would like to live.

Since facilitating the Quality Growth Strategy, Envision Utah has partnered with more than 100 communities in Utah. To date, tens of thousands of Utahns have participated in Envision Utah-facilitated efforts. The Envision Utah approach of civic engagement has been replicated by dozens of regions around the country.

Today, Utah faces new challenges as we prepare for 2.5 million more people who will call Utah home by 2050. How we grow will affect how we and our children will live.

THE RESULTS OF THE QUALITY GROWTH STRATEGY

Hallmarks of this historic public process include the following:

CRITICAL LANDS: We are on track to develop as little as one half of the land we were projected to use by 2020. As a result, we have retained the natural beauty of the outdoors and more open space for farming and outdoor recreation. We're also spending significantly less money on infrastructure by spreading infrastructure over less land.

HOUSING: The average size of our single-family lots has dropped from one third of an acre in 1998 to about one quarter of an acre in 2013, and new lots are even smaller on average. We are allowing the market to develop housing closer to employment and transportation options, which is maintaining access to jobs and keeping overall household expenditures in check.

WATER: As residential lot size decreased, so did our water usage, since smaller lots require less outdoor watering. Since 1998, per-capita water consumption in the Wasatch area has dropped as much

as 25%. However, with continued population growth, capacity will be strained more than ever.

TRANSPORTATION CHOICES: We've rebuilt our freeway system and added 140 miles of light rail, commuter rail, and street car, vastly expanding our transportation choices. Vehicle miles driven per capita have declined for the first time in many decades.

AIR QUALITY: Even though we've added more cars, homes, and businesses, our overall emissions have decreased by 47% among all pollutants. But we have more work to do, especially to improve the air quality during our winter inversions and to combat the increased pollution that will be added as our population grows by another 2.5 million people.

ENVISION UTAH EXECUTIVE COMMITTEE

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President, Cowboy Partners

Natalie Gochnour (vice chair)

Associate Dean, David Eccles School of Business, University of Utah

Alan Matheson (vice chair)

Executive Director, Utah Department of Environmental Quality

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Executive Director, Wasatch Front Regional Council

Ty McCutcheon

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Wayne Niederhauser

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YOUR UTAH, YOUR FUTURE DONORS

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