“The Power of Regional Visioning”
CONNECT Our Future

Charlotte, North Carolina
June 4, 2013

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Envision Utah,
President & CEO
rgrow@envisionutah.org
The process of Regional Visioning is a powerful tool to meet difficult challenges and create enduring communities and regions.
A Successful Vision:

- Is guided by a large, trusted, and diverse group of **Stakeholders**
- Relies on community **Values** to find common ground, communicate choices, and build consensus
- Uses **Scenarios** to engage the public, provide clear choices, and refine direction
What are some of those trends and challenges?
Trend Impact?
What About Climate Change?
Positive proof of global warming.
Trend Impact?
Skyrocketing Energy Costs
Oil prices continue to rise
Trend Impact?
Aging Population and Declining Household Size
People Turning 65 Annually
1996-2025

Thousands

People Turning 65 in Year

Year


0 500 1,000 1,500 2,000
Trend Impact?

Deep recession, job loss, difficulty attracting good jobs to the region
Economic Development Driver: Quality of Life

- Low Crime Rate: 75.9
- Health Facilities: 67.2
- Public Schools: 65.7
- Housing Availability: 64.2
- Housing Costs: 63
- Colleges & Universities: 48.1
- Cultural Opportunities: 46.3
- Recreational Opportunities: 45.9
- Climate: 43.5

Area Development, Site & Facility Planning, 17th Annual 2002 Corporate Survey
The Emergence of Megapolitans or Supercities
2005 Megapolitan Geography
2005 Megapolitan Geography
What is Strategic Visioning?

Analysis of alternative scenarios to make wise decisions in the face of uncertainty.

A vision is not a forecast, but a strategy to preserve best options.
Why Do Regional Visioning?

To help the public and today’s decision makers understand the long-term consequences of the choices they make now

(Vision Horizon?)
History of Planning in Utah
In 1997, Utah Faced Serious Challenges

- A million new residents by 2020
- Air quality at risk
- Doubling urban land by 2020
- New water sources needed by 2010
- Crowding and congestion increasing
- Business and personal costs rising
- Infrastructure needs outstripping resources
Formed in 1997 by the Coalition for Utah’s Future to evaluate and address growth
Our Mission

Envision Utah engages people to create and sustain communities that are beautiful, prosperous, healthy and neighborly for current and future residents.
5 million people by 2050
Greater Wasatch Area

- Over 500 City Council Members
- Over 500 Planning Commissioners
- 30 County Commissioners
- 90 Mayors
- 100’s of developers, realtors and other key stakeholders

- 10 Counties
- 90 Cities and Towns
- 157 Special Service Districts
Oh good, I get a choice here.
Broad Scope of Community

- Business Leaders
- Developers
- Utility Companies
- Local and State Government
- Conservation and Citizen Groups
- Religious Leaders
- Education
- Media
Who Are Stakeholders?

- Respected, trusted, and well-known citizen leaders.
- Committed to an honest, open, and fair evaluation of the issues.
- Those affected (positively or negatively) by the outcome of the process.
- Those who can implement the outcome of your process.
- Love your community.

A stakeholder group is not a coalition with a common agenda but a collaboration of all affected parties.
Who are Champions?

- The “public face” of your process
- Deliver your message
- Articulate, persuasive, passionate
- Speak with community values
- Trusted by diverse constituencies
- Love your community

Champions of what? (the process)
A Visit
by
Brigham Young,
Utah’s First Regional Planner
Traditional Planning Approach

- **Decide** – through analysis and research
- **Educate** – the public about the solution
- **Announce** – the plan
- **Defend** – the plan and yourself
Traditional Planning Approach

- D
- E
- A
- D
Who Can Best Deal With Growth Issues?

- People Like You And Me: 42%
- State Government: 20%
- Local Government: 18%
- Businesses In Utah: 14%
- Other Organizations/Institutions: 3%
- Don't Know/Refused: 3%

n=400
The Premise of Envision Utah

- The “public” has the right to choose its future—public officials should serve that vision
- The “public” will make good choices if presented with real options
Improved Process

VALUES (What do people want?)

VISION (How will our Region provide it?)

STRATEGY (How do we implement?)

PLAN

FUND

BUILD
Why Start Visioning With Values?

- Values are stable and enduring; life’s “tides” as opposed to the “waves.”
- Values are widely shared and create consensus among diverse groups.
- Satisfying ones’ values is the foundation of personal decision making.
Values for Creating Great Communities
Personal Growth and WELL-BEING

Physical Wellness
Neighborhood Schools
Higher Education
education
Lifelong Learning
Higher Education
Contemplative Settings
Environmental Preservation
Access to Nature

NATURE

Access to Nature
Eyes on the Street

security

Fewer Accidents

Peace of Mind
Public Workshops

Hundreds of meetings with thousands of participants
Key Barrier to Quality of Life: High Cost of Living

The high cost of living and housing in San Diego, combined with the scarcity of good-paying jobs, forces many residents (or their children) to live a lower quality of life or leave the area altogether, resulting in worry and stress and robbing them of peace of mind and happiness.

San Diego

High cost of living, expensive housing, shortage of jobs

Can't Afford To Live and Enjoy

Residents

Lack of well being, unhappiness, no peace of mind

Worry, Stress, Poor Quality of Life

Can't afford to live, have to leave community

Issues

- Housing
- Jobs/wages
- Cost of living
- Transportation costs
To be sustainable, a region must satisfy the values, hopes, and dreams of present and future residents.
Regional Visioning
Uses **Scenarios**
to Ask Important Questions
and help the Public make Tradeoffs
Scenario Approach:
Contrasts today’s choices by showing long-term consequences
Develop a Range of Choices

- Dispersed Pattern
- Compact Pattern
- Corridor Pattern
- Satellite Pattern
Regional Choices and Outcomes

Environment

Transportation

Land Use

Our Region’s Future

Energy Use

Job Creation

Air Quality

Land Consumption

Water Use

Traffic

Miles of Driving

Carbon Footprint

Housing Opportunities

Open Space
LOUISIANA SPEAKS
Visioning for Southern Louisiana
Our Voice. Our Plan. Our Future

Louisiana
May 16-17, 2006

Robert J. Grow
Sr. Counsel, O’Melveny & Myers
and Envision Utah,
Founding Chair Emeritus
(rgrow@omm.com)
Hurricane Impacts Were the Key Driver for the Plan

Hurricane Katrina
28 August 2005

Hurricane Rita
22 September 2005
The Bowl of New Orleans
Topography (1839)

Legend:
- > 6 ft Water
- > 5 ft Water
- > 4 ft Water
- > 3 ft Water
- > 2 ft Water
- > 1 ft Water
- > 0 ft Water
- > 2 ft Land
- > 4 ft Land
- > 6 ft Land
- > 8 ft Land
- > 10 ft Land
- > 12 ft Land
- > 14 ft Land

Scale:
- 0
- 10
- 20

Elevation
1930

Topography (1930)

Legend
- > 64 ft Water
- > 32 ft Water
- > 24 ft Water
- > 16 ft Water
- > 8 ft Water
- > 5 ft Water
- > 3 ft Water
- > 1 ft Water
- > 0 ft Water
- > 0 ft to 1 ft
- > 1 ft to 2 ft
- > 2 ft to 3 ft
- > 3 ft to 4 ft
- > 4 ft to 5 ft
- > 5 ft to 6 ft
- > 6 ft to 8 ft
- > 8 ft to 10 ft
- > 10 ft to 12 ft
- > 12 ft to 16 ft
- > 16 ft to 32 ft
- > 32 ft to 64 ft
- > 64 ft to 128 ft
LOUISIANA SPEAKS

- 150 Interviews with Key Leaders
- Over 200 Public Workshops
- 20,000 Utahns Evaluate 4 Scenarios
- Independent Polling
- Voluntary, Market-Driven Recommendations Implemented by Municipalities
Workshop #1
Where to Grow?

- What areas should be off limits?
- What areas are options for growth?
- How much land will be needed for future generations?
Workshop #2
How to Grow?
Scenario A
New and Existing Development

- Continuation of Recent Trends
- Larger lot sizes
- More auto-oriented development will occur.
Scenario B
New and Existing Development

• Baseline - implement adopted plans
• Dispersed development pattern common in last 20-30 years
Scenario C
New and Existing Development

- More infill and redevelopment
- Growth on new land focused into walkable, transit-oriented communities
Scenario D
New and Existing Development

- Significant increase in densities
- Extensive infill and redevelopment
- Extensive transit system
Land Consumption

<table>
<thead>
<tr>
<th></th>
<th>Total Area Developed by 2020</th>
<th>New Developed Area Since 1998</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>840</td>
<td>409</td>
</tr>
<tr>
<td>B</td>
<td>755</td>
<td>325</td>
</tr>
<tr>
<td>C</td>
<td>557</td>
<td>126</td>
</tr>
<tr>
<td>D</td>
<td>516</td>
<td>85</td>
</tr>
</tbody>
</table>
Vehicle Miles of Travel Per Day

<table>
<thead>
<tr>
<th>Miles in Millions</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85.3</td>
<td>79.2</td>
<td>76.6</td>
<td>76</td>
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</table>

Miles in Millions
Population Within 1/2 Mile of Rail Transit: 2020

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>38,755</td>
</tr>
<tr>
<td>B</td>
<td>45,557</td>
</tr>
<tr>
<td>C</td>
<td>664,991</td>
</tr>
<tr>
<td>D</td>
<td>866,765</td>
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</table>
Total Emissions

*Tons Per Day*

<table>
<thead>
<tr>
<th></th>
<th>Emissions</th>
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<tbody>
<tr>
<td>A</td>
<td>2,660</td>
</tr>
<tr>
<td>B</td>
<td>2,511</td>
</tr>
<tr>
<td>C</td>
<td>2,501</td>
</tr>
<tr>
<td>D</td>
<td>2,512</td>
</tr>
</tbody>
</table>
The score is an overall, generic measure of air quality conditions. A higher score signals worse air quality conditions. The score indicates an ordinal ranking of air quality among the scenarios.
Housing Mix: Current and 2020

**Current Baseline Strategy**

- **Single Family**: 71.0%
- **Townhouse/Duplex**: 4.0%
- **Apartment/Condo**: 13.0%

**Baseline**

- **Single Family**: 75.0%
- **Townhouse/Duplex**: 4.0%
- **Apartment/Condo**: 21.0%

**Strategy**

- **Single Family**: 60.0%
- **Townhouse/Duplex**: 13.0%
- **Apartment/Condo**: 26.0%
Water Demand: 2020

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acres Feet</td>
<td>1,025,900</td>
<td>954,200</td>
<td>808,600</td>
<td>770,500</td>
</tr>
</tbody>
</table>
Transportation Investment

Percent of New Housing

<table>
<thead>
<tr>
<th>Region</th>
<th>Regional Transit</th>
<th>Regional Roads</th>
<th>Local Roads</th>
</tr>
</thead>
<tbody>
<tr>
<td>A--$18.3 Billion</td>
<td>$0.60</td>
<td>$0.70</td>
<td>$0.10</td>
</tr>
<tr>
<td>B--$12.0 Billion</td>
<td>$0.60</td>
<td>$0.70</td>
<td></td>
</tr>
<tr>
<td>C--$12.6 Billion</td>
<td>$2.30</td>
<td>$0.20</td>
<td></td>
</tr>
<tr>
<td>D--$15.4 Billion</td>
<td>$4.70</td>
<td>$0.10</td>
<td></td>
</tr>
</tbody>
</table>

A--$17 Billion
B--$10.70 Billion
C--$10.10 Billion
D--$10.60 Billion
Total Infrastructure Costs

<table>
<thead>
<tr>
<th></th>
<th>Municipal and Developer</th>
<th>Regional Roads</th>
<th>Regional Transit</th>
<th>Regional Water</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$20.6</td>
<td>$17.0</td>
<td>$0.6</td>
<td>$0.4</td>
</tr>
<tr>
<td>B</td>
<td>$16.8</td>
<td>$13.0</td>
<td>$1.0</td>
<td>$0.8</td>
</tr>
<tr>
<td>C</td>
<td>$11.2</td>
<td>$9.1</td>
<td>$0.9</td>
<td>$0.9</td>
</tr>
<tr>
<td>D</td>
<td>$8.2</td>
<td>$6.9</td>
<td>$1.0</td>
<td>$0.5</td>
</tr>
</tbody>
</table>
PUBLIC AWARENESS EFFORTS

Television, Radio and Newspaper
Choosing a Scenario
(Weighted vs. Unweighted Results)

Unweighted results (as represented by the black dashed line) are nearly identical to weighted results.
QUALITY GROWTH STRATEGY

Six Goals, 42 Strategies

- Enhance Air Quality
- Increase Transportation Choices
- Preserve Critical Lands
- Conserve Water Resources
- Provide Housing Opportunities
- Maximize Efficiency in Public Investments

Development Types

Non-Walkable
- Low Density Residential
- Industrial, Office Activity Center

Walkable
- Town and Village
- Downtown

Open Space
- Rural Cluster

Rail Transit

[Map of development types]
Growth Strategy Implemented

- Saves $4.5 billion in future infrastructure costs over the next 20 years
- Conserves more land (171 square miles)
- Provides more housing choices
- Lowers emissions resulting in less pollution
- Reduces water consumption
- Makes our transportation system more efficient with less congestion on the roads

(Source: GOPB)
Over 40 Local & Regional Visioning Efforts

- Brigham City (1999)
- Centerville (1999)
- Midvale (1999)
- Salt Lake City (1999)
- Provo (1999)
- Ogden (2000)
- Perry City (2004)
- West Valley City (2004)
- Bountiful City (2006)
- Sandy City (2008)
Transit Development & Land-Use Plans

- Layton (2002)
- Murray (2002)
- South Salt Lake (2002)
- West Jordan (2002)
- West Valley (2003)
- Sandy (2005)
NEBO Vision (2001)

- 10 cities, 1 county
Great Salt Lake Shoreland Plans

- **Davis County (2003)**
  - 9 cities/1 county

- **Salt Lake County (2003)**
  - 1 city/1 county
Wasatch Choices for 2040

(2005)

Join the Conversation!

In early 2005, over 1000 citizens in four counties voiced their preferences for future roads, transit, employment centers, and housing in the Wasatch Choices 2040 public workshops. See if you agree with their recommendations.

Attend an Open House to Voice Your Opinion:

Wednesday, July 27th – 5:30 p.m. to 7:30 p.m.
Sandy City Hall – Top Floor
10000 South Centennial Parkway

For more information, go to www.envisionutah.org/wc2040.

Wasatch Choices 2040 is the process to develop our region’s official long-range transportation plan. Light refreshments provided.
Downtown Rising (2007)
More than 16,000 residents participate
Over 25,000 comments
Do you favor or oppose the EXPANSION of light rail, often referred to as Trax, and other public transportation systems?

- Strongly Favor: 55%
- Somewhat Favor: 33%
- Somewhat Oppose: 5%
- Strongly Oppose: 4%

Total Favor: 88%
Total Oppose: 10%
The Long Range Plan is an Integrated Road and Transit Plan

A Complete Mobility System

+ We Need Both
Future Transit

- $185 million acquisition
- Purchased 175 miles of rail right-of-way
- Created nine future transit corridors
The Result

- Only region with commuter rail, light trail, street car and bus rapid transit under construction simultaneously
- Adding 70 miles in 7 years
- 130+ mile-system
The Result

- Daybreak
The Result

- Population Near Transit Stops
  - **Today**: 70% are within 3 miles of a major transit stop
  - **Goal by 2040**: 90% within 1 mile
The Result

The Salt Lake Tribune

SLC tops nation in transit connecting people and jobs

By Lee Davidson
The Salt Lake Tribune
Published: July 12, 2012 10:18AM
Updated: July 12, 2012 08:30AM

It’s a lofty statistic that may help keep an improving local economy on track: The Salt Lake City metro area’s trains are now ranked as the nation’s best in connecting people to jobs.

A new study shows 64.4 percent of the area’s residents can reach a typical job within a 90-minute transit ride — a 10 percentage-point jump from last year, when the area ranked third nationally.

The improvement comes after completion of the new West Valley City and Mid-Jordan TRAX lines.

“Not only did those extensions help, but so did our redesign of the bus system at the same time,” said Utah Transit General Manager Michael Allegra. “We used the new rail lines to modify our whole system using a market approach to what was working and what wasn’t,” and trying to take passengers where they most wanted to go.

The study, released Wednesday by the Brookings Institution, a Washington-based research organization, reported an average of 57 percent of the nation’s top 50 metro areas. The goal is to connect people to jobs and the area.”

Employees’ access to the West Side was high at 70 percent, and Ogden followed close behind at 44 percent.

“While metropolitan unemployment rates remain stubbornly high, vacancies do exist across most industries,” Toner said. “Expanding access to larger pools of qualified labor will help fill those positions and improve economic performance. This research can help metropolitan areas more efficiently develop their transit networks and address that access gap.”

Email: lobster@desnews.com

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Water Use Has Dropped Significantly

![Graph showing Utah Public Community System Per Capita Use](image)

**Figure 5 Utah public community systems per capita water use**
The Result – City Creek Center
The Utah metropolitan areas epitomize or exemplify the benefits of diversification...

*Mark Muro, Brookings Institution*
Growth in Jobs and Earnings by Wage Level
Salt Lake City Metro, 1990 to 2010

“Remarkable record of more inclusive growth”
After 16 Years, Is Envision Utah Done?

Utah Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Persons (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>2.2</td>
</tr>
<tr>
<td>2010</td>
<td>2.8</td>
</tr>
<tr>
<td>2020</td>
<td>3.5</td>
</tr>
<tr>
<td>2030</td>
<td>4.1</td>
</tr>
<tr>
<td>2040</td>
<td>4.7</td>
</tr>
<tr>
<td>2050</td>
<td>5.4</td>
</tr>
</tbody>
</table>
Together, preparing for the next 2 million
Downtown Grows West
Embrace Opportunity
Balanced Growth
Access to housing, jobs and transportation options
Balanced Growth
Access to housing, jobs and transportation options
Balanced Growth
Access to housing, jobs and transportation options
Balanced Growth
Access to housing, jobs and transportation options
Market responsive
Increase options for urban living
Market responsive
Increase options for urban living
Local Visioning | Regional Benefit

Improve air quality | less time in traffic | more time for what we enjoy

Daily Transit Trips

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>A: Work/Live/Play</th>
<th>B: Play/Live/Work</th>
<th>C: Live/Play/Work</th>
<th>Preferred</th>
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<tbody>
<tr>
<td></td>
<td>2,019</td>
<td>5,543</td>
<td>5,219</td>
<td>6,060</td>
<td>5,821</td>
</tr>
</tbody>
</table>

0  1,000  2,000  3,000  4,000  5,000  6,000  7,000
A Successful Vision:

- Is guided by a large, trusted, and diverse group of Stakeholders
- Relies on community Values to find common ground, communicate choices, and build consensus
- Uses Scenarios as the ongoing process to provide clear choices and refine direction
Is a future left to chance a legacy you are willing to leave your children and grandchildren?