

SUMMARY

Goals and Strategies to Maintain Quality of Life

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

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

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

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

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

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

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

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

Envision Utah's Role

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

Local Control, Regional Coordination

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

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

More Choices for the Future

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

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

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

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

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

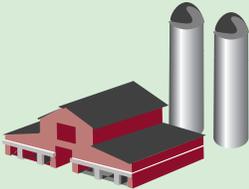
GOAL I: ENHANCE AIR QUALITY

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

GOAL II: PROMOTE MOBILITY & TRANSPORTATION CHOICES

	Strategy	Why	Who	How
M 1	<p>Promote the building of a region-wide transit system to make transit more convenient and reliable.</p> 	<ul style="list-style-type: none"> • Creates more transportation choices • Reduces cost of infrastructure and services • Lowers personal transportation costs • Other benefits include: <ul style="list-style-type: none"> • Improvements to air quality • Reductions in traffic congestion • Reduced stress for commuters who choose to use transit • More efficient use of travel time for transit riders (can work on the bus or train) 	<p>UTA, UDOT, railroad companies, local governments, the public</p>	<ul style="list-style-type: none"> • Find ways to identify and purchase rights-of-way in the near term for future transit; work with railroad companies to preserve rights-of-way • Encourage localities to support transit system with TODs • Advocate additional funding for UTA to improve service on existing routes
M 2	<p>Foster transit-oriented development (TOD)</p>	<ul style="list-style-type: none"> • Creates more transportation choices • Increases transit ridership by improving access to transit • Reduces long-term cost of infrastructure and services • Lowers personal transportation costs for citizens who utilize transit • Other benefits include: <ul style="list-style-type: none"> • Better affordability of living by providing housing options near transit service • Improvements to air quality • Reductions in traffic congestion • Reduced stress for commuters who choose to use transit • More efficient use of travel time for transit riders (work time or leisure time on the bus or train) 	<p>Envision Utah work with local governments and UTA, other transit providers (e.g., Park City)</p>	<ul style="list-style-type: none"> • Examine zoning barriers, work with local governments to remove • Provide model ordinances or overlays to communities for TODs • Provide information to developers and Realtors regarding the advantages of TODs • Work with UTA, get them to design rail & bus stops for easy interface with TODs
M 3	<p>Foster and promote walkable development where feasible.</p>	<p>See GOAL I: ENHANCE AIR QUALITY</p>		
M 4	<p>Advocate an increase in the capacity of east-west transportation links (recognizing that some communities may have a greater need for additional north-south arterial capacity)</p>	<ul style="list-style-type: none"> • Improves traffic flow and provide better access • Improves air quality 	<p>local governments, UDOT, WFRC, MAG</p>	<ul style="list-style-type: none"> • Work with UDOT and local governments to identify corridors of greatest need.
M 5	<p>Promote creation of a network of bikeways and trails, especially commuter trails linking daytime destinations.</p>	<ul style="list-style-type: none"> • Improves air quality • Provides more transportation choices • Lowers cost of infrastructure and services • Lowers personal transportation costs 	<p>local governments, employers, WFRC, MAG, SLC Mayor's Bicycle Advisory Committee, UDOT, other bicycle groups, Quality Growth Commission, Legislature (offer incentives and funding to local governments)</p>	<ul style="list-style-type: none"> • Envision Utah, bicycle groups work with local governments, UDOT to establish bike routes on streets, and where possible, to acquire independent rights-of-way. • Bring groups of commuters together to work on plan logistics and incentives. • Envision Utah work with bicycle groups, transportation officials to identify primary corridors for bicycle commuting. • Bicycle groups work with railroads, utility companies, and canal companies to identify possible dedicated bicycle paths.
M 6	<p>Encourage job locations to include retail and services in a walkable configuration to reduce driving between daytime destinations.</p>	<ul style="list-style-type: none"> • Reduces daytime congestion and air pollution • Revitalizes office areas with daytime walking traffic • Saves time for individuals 	<p>Envision Utah, local governments, developers</p>	<ul style="list-style-type: none"> • Work with local governments to encourage mixed-use office and retail complexes • Inform commercial developers about benefits of mixed-use commercial (e.g. American Stores Center)
M 7	<p>Encourage the addition of carpool lanes and promote incentives for their use.</p>	<ul style="list-style-type: none"> • Improves traffic flow and provide better access • Improves air quality 	<p>Envision Utah, UTA, local governments, UDOT</p>	<ul style="list-style-type: none"> • Work with local governments and UDOT to institute carpool and bus lanes on major city and state roads where feasible • Explore carpool incentives: parking fees, state tax deductions for personal cars used in carpooling • Work with UTA to improve Rideshare, Vanpool, and park-and-ride programs (for carpoolers)
M 8	<p>Promote telework</p> 	<ul style="list-style-type: none"> • Provides an alternative form of "transportation" to work • Improves air quality - fewer commuters • Allows for more time with family by reducing commute time • Restores/enhances citizen presence in residential communities during the day, helps to reduce crime • Reduces family expenses for transportation • Provides (slight) reduction in peak hour congestion • Lowers office space and utility costs for employers 	<p>Tele2000, telecommunication companies, Quality Growth Commission, Envision Utah</p>	<ul style="list-style-type: none"> • Envision Utah, Tele2000, and telecommunications companies will work to establish information programs for employers, identify ways companies can save money by implementing telework programs, and identify types of work best suited for telework arrangements. • Tele2000 will work toward establishing incentives for companies that adopt telework programs. • The Quality Growth Commission should explore the possibility of securing state tax incentives for telework start-up costs. Lost revenues may be offset by reduced infrastructure costs.
M 9	<p>Encourage reversible lanes where feasible to reduce peak hour congestion and take advantage of unused road capacity.</p>	<p>See GOAL VI: MAXIMIZE EFFICIENCY IN PUBLIC & INFRASTRUCTURE INVESTMENTS</p>		

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

	Strategy	Why	Who	How
C 1	Promote walkable development that encourages permanently reserved open lands through incentives.	<ul style="list-style-type: none"> • Slows land consumption, eases pressure on existing open lands • Provides more affordable housing options with more amenities • Provides open areas within communities that can be used for agriculture or outdoor recreation 	local governments, developers, Envision Utah	<ul style="list-style-type: none"> • Encourage local governments to provide incentives—such as density bonuses—for open space • Actively provide information to local governments and developers on the benefits of communities that incorporate open space
C 2	Promote tax incentives for reuse of currently developed areas.	<ul style="list-style-type: none"> • Encourages efficient use of existing infrastructure • Helps preserve raw/undeveloped land • Encourages location of new development near existing services, thereby reducing traffic and travel times 	Quality Growth Commission, Envision Utah, local governments	<ul style="list-style-type: none"> • Work with Quality Growth Commission to identify Quality Growth Areas, and propose incentives for development in those areas. • Help cities and towns understand options for encouraging reuse of developed areas
C 3	Support the establishment of transfer of development rights programs to promote protection of open space and maintain quality of life.	<ul style="list-style-type: none"> • Allows owners of sensitive lands to transfer their development rights to less sensitive areas. • Helps to preserve sensitive lands while preserving private property rights 	local governments, The Nature Conservancy, Utah Open Lands	<ul style="list-style-type: none"> • Identify communities or areas where development rights could be traded • Establish a mechanism for assigning rights and trading them (various options)
C 4	Support the protection of sensitive lands. 	<ul style="list-style-type: none"> • Protects views and vistas for the larger community • Protects wetlands, watersheds, and wildlife habitat • Helps to protect lands that are particularly sensitive to the impacts of development • Development on steep slopes often causes erosion and instability, and ruins the aesthetic quality of hillsides and ridgelines • Development on steep slopes and sensitive lands often damages critical wildlife habitat and blocks access to recreation areas 	cities, counties, developers, The Nature Conservancy, Utah Open Lands, Quality Growth Commission, state government	<ul style="list-style-type: none"> • Work with local governments to revise zoning codes and develop overlay zones • Inform builders about the damage caused by development on steep slopes and sensitive lands • Work with land trusts to purchase particularly sensitive areas to protect them from development
5C	Promote use of conservation easements to preserve key/critical land for parks and recreation, open space, wildlife habitat, and agriculture, providing public access where appropriate, and organizing these areas into a regional network to the extent possible. 	<ul style="list-style-type: none"> • Preserves key/critical land for parks and recreation, open space, watersheds, wildlife habitat, and agriculture 	cities, counties, developers, The Nature Conservancy, Utah Open Lands, American Farmland Trust	<ul style="list-style-type: none"> • Envision Utah work at the local and regional levels to develop plan for a regional network of trails and open spaces • The Nature Conservancy, Utah Open Lands, American Farmland Trust, inform land owners about conservation easements, identify obstacles • Local governments, developers, and Envision Utah work to create and adopt “rural residential cluster” zones to preserve rural or natural areas that have value as agricultural land, natural areas, or community separators.
6C	Encourage the dialogue and ongoing public discussion of how to identify significant public and/or private funds for critical lands preservation. Push to resolve the appropriate balance of public and private funds to be used.	<ul style="list-style-type: none"> • Land owners may have a reasonable expectation of economic return on a sensitive piece of land, so acquisition of the land may be the only way to preserve it from development while preserving property owners’ rights. • Major constraint to open space preservation is funding to acquire land or easements. Some lands must be purchased to preserve private property rights. There are successful programs that rely on private funds for land acquisition, while other programs have significant public funding sources (e.g., lottery in Colorado) 	The Nature Conservancy, Utah Open Lands, American Farmland Trust, Quality Growth Commission, local governments	<ul style="list-style-type: none"> • Encourage public and private open space acquisition programs to protect designated sensitive and natural areas on a “willing seller” basis. • Encourage private land trusts to channel available private funds into critical lands preservation • County and community option sales tax program for critical lands • State funding • Tax incentives • Pool available funds and make available to local governments for critical lands acquisition
C 7	Pursue public land trades to create more private developable land, preserve critical lands and watersheds, and protect sensitive lands from development.	<ul style="list-style-type: none"> • Greater Wasatch Area’s (GWA) land base is limited in part by large federal land holdings surrounding the urban area. Amount of usable land could be increased by trading sensitive private lands into federal hands, in exchange for federal lands that are more appropriate for development. 	USDA Forest Service, US BLM/Department of Interior, Envision Utah, The Nature Conservancy, State of Utah, Utah State and Institutional Trust Lands Administration	<ul style="list-style-type: none"> • Work with cities, counties, and developers to identify sensitive lands currently in private hands • Work with Forest Service, the BLM, and SITLA to identify federal lands appropriate for development, and broker exchanges • Governor’s Office work with regional councils and county councils of government

GOAL IV: CONSERVE & MAINTAIN AVAILABILITY OF WATER RESOURCES

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

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

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

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

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

GOAL VII: REVISE TAX STRUCTURE TO PROMOTE BETTER DEVELOPMENT DECISIONS

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