SCENARIO PLANNING 101

Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities March 25, 2013

Presenter: Christie Oostema, Planning Director, Envision Utah





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.



Contrast today's choices by showing long-term consequences









Why do Scenarios Planning?

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

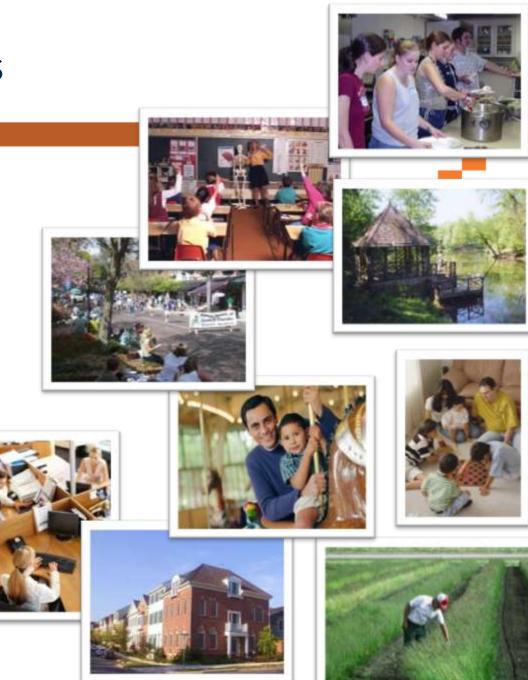
Values, Issues, Partnerships

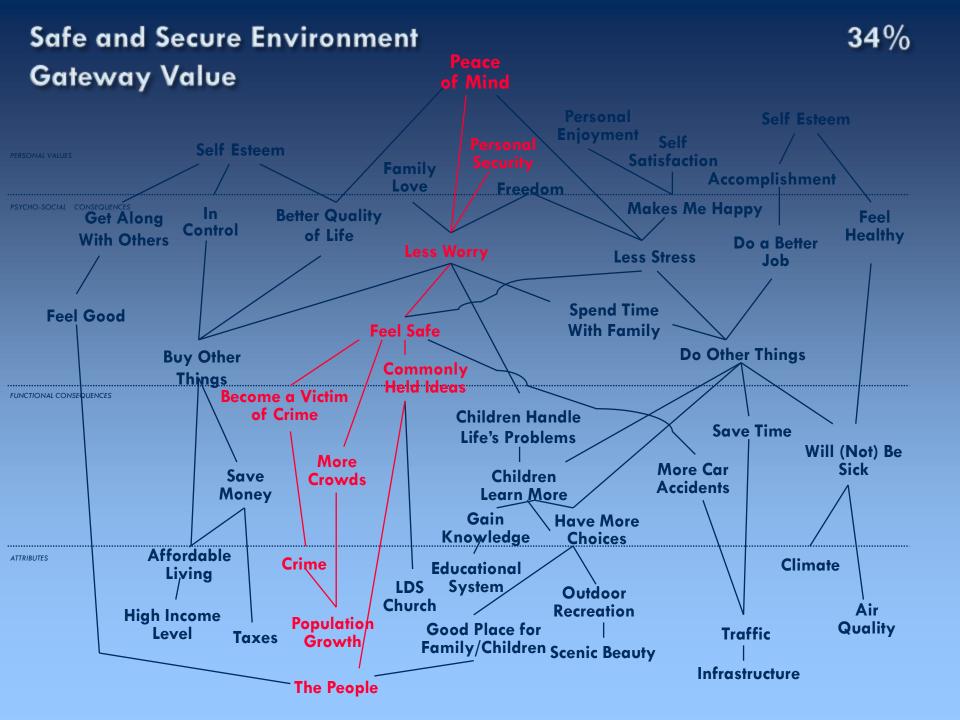
Visioning Starts with Values

- 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.

Common Values

- Personal Growth and Well-being
- Education
- □ Community
- Nature
- □ Family
- □ Security





Framing the Issues for Scenarios What does your community need, or what are you afraid your community will lose in the decades ahead? IF ,THEN_____.

IF NOT _____, THEN _____



Framing the Issues for Scenarios

If our population doubles and we protect our watershed, **then** we enhance our recreational opportunities and preserve our drinking water.

<u>If</u> we don't protect our watershed, <u>then</u> we compromise our drinking water and love our canyons to death.

Partnership Building

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.

Champions

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

Broad Scope of Community

- Business Leaders
- Developers
- Utility Companies
- Local and State Government
- Conservation and Citizen Groups
- Religious Leaders
- Education
- 🗆 Media



Data, Assessment, Modeling

Where are we? Where are we headed?

- Working from values and core issues
- Research and analysis to develop findings from data
- Identifying potential measures
- Identifying modeling tool
- Developing a baseline projection or reference case
- Where are we now? Where are we headed? Where do we want to head?

ENVISION CACHE VALLEY



Context: Rural/urban interface

Scale: Region (20+ municipalities, 2 counties, 2 states)

Issue: Rapid population growth, concern about the impacts of growth (If we double our population and don't change our growth patterns, we will lose the character and quality of life in our valley.)

Cache Valley Population Projections

400,000 350,000 300,000 250,000 200,000 150,000 100,000 50,000 0 1940 1950 960 1970 1980 1990 2000 2006 2010 2020 2030 2040 2050 2060

Source: Utah GOPB and Idaho Dept. of Health

Projected Valley-Wide Population Growth

How Should We Grow?

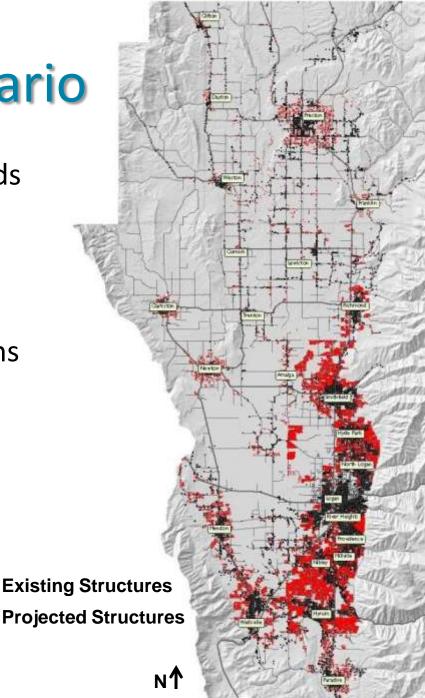
- WHERE will we live?
- HOW will we live?
- WHAT will we conserve? WHERE will we PLAY?
- Where will we WORK?
- How will we GET THERE?

Issues to Remember...

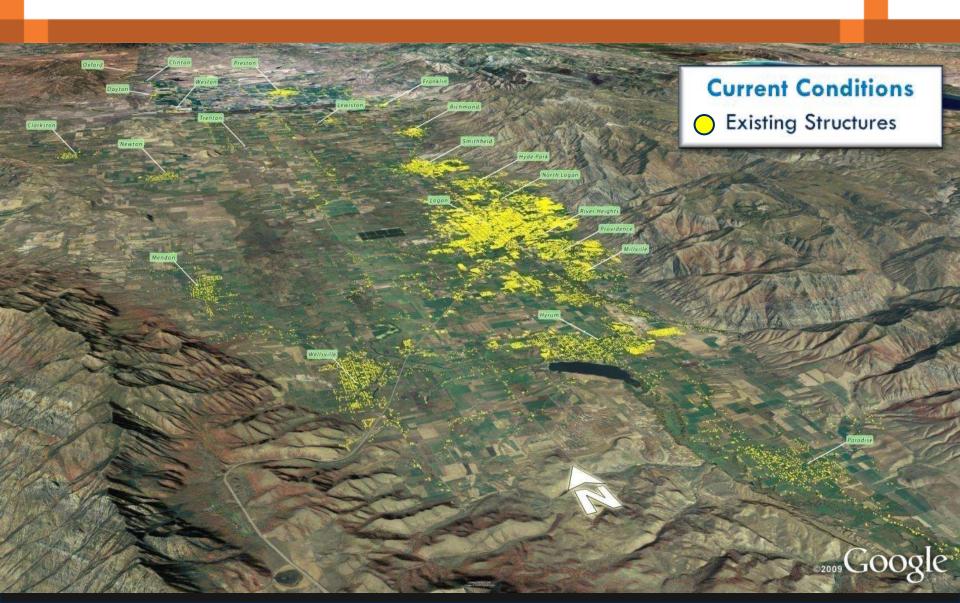
- This is a broad regional vision, not a zoning map or land use plan.
- Preserve quality of life.
- Protect private property rights.
- Implementation is local.

2040 Baseline Scenario

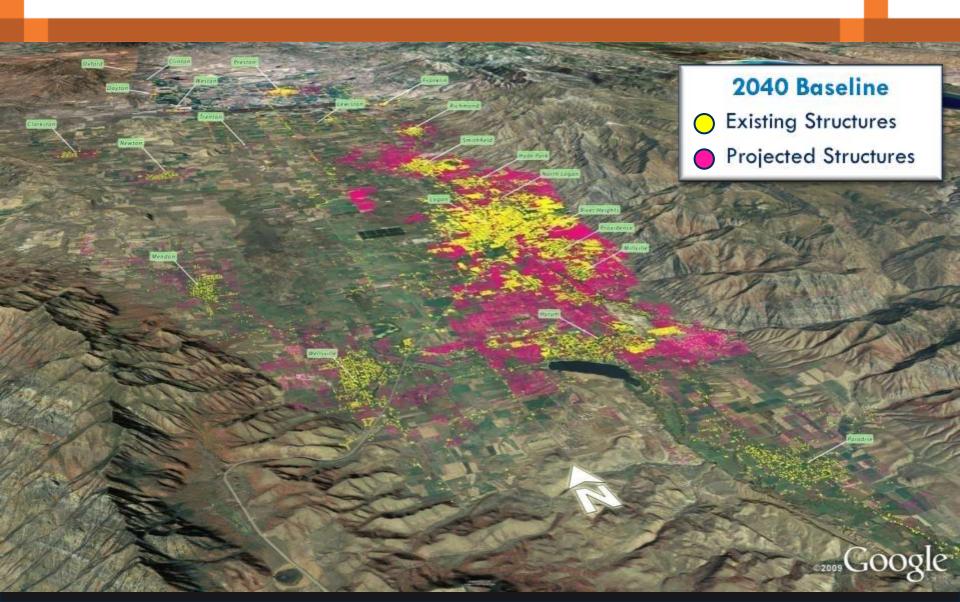
- Projection of recent growth trends into the future
 - Share/type of growth
- Population doubles
- New residential growth = 3 Logans



Visualizing the Baseline



Visualizing the Baseline



Visualization: A Tidal Wave of Growth

ibley

Current Conditions Existing Structures



Visualization: A Tidal Wave of Growth

Nibley

2040 Baseline Existing Structures Projected Structures

Visualization: A Tidal Wave of Growth **Current Conditions** Millville nvidence Existing Structures North Logan

Visualization: A Tidal Wave of Growth



Engagement and Workshops

Community Engagement and Workshops for Scenarios Planning

Public Process

- Provides research and information to the public
- 2. Seeks broad public input
- 3. Builds vision directly from public input
- 4. Uses transparent method
- 5. Builds momentum for implementation



The Premise

- 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

Workshops engage the public in creating and choosing.

Community Engagement Tools

- Media radio, TV, newspapers, newsletters
- Workshops, town hall meetings, open houses
- Polls internet, paper, scientific
- Social media, blogs
- Hands-on activities, virtual activities

Behind the Scenes

Your stakeholders are your best network

Work with stakeholders on outreach

Identify key individuals/groups to visit or invite



Behind the Scenes

□ Meet with Key Audiences

Reporters & Editorial Boards

Planning for growth on the Wasatch Front

Deseret News editorial

Published: Friday, March 30 2012



View of Salt Lake City from Bonneville Shoreline trail. (Steve Baker, Deseret News)

The population of the Wasatch Front is expected to grow by nearly 1.5 million people in the next 30 years.

Behind the Scenes

Meet with Key Audiences

- Elected Officials (local, state and federal)
- Planning Commissions
- Community Councils
- School Districts/School Principals
- Large Employers & Chambers of Commerce
- Nearby Property Owners & Homeowner Associations
- Local Colleges & Universities
- Realtors, Developers & Lenders

Public Kick-Off Event

- Purpose: build excitement, awareness, get people to the workshops!
- □ It's fun, it's short, and causes buzz. Format...
 - Welcome and Introduction to Process chairs (5 minutes)
 - Elected Official (3 minutes)
 - Symbolic Speaker (5 minutes)
 - Process (20 minutes)
 - Local Champions/Key Messages (15 minutes total)
 - Business/Development
 - Agriculture/Conservation
 - Education
 - Citizen
 - Question and Answer Period (10-15 minutes)

The Roadmap: A Public Process

1. Public Workshops (Brainstorm) Analysis/Scenario Development 2. Town Hall Meetings (Test: This, Not This) Draft Vision Development

3. Vision Summit (Consensus) Vision Document

4. Implementation (Ready, Set, Action!) General Plans, Ordinances, Etc.

Public Workshops

- We understand values
- We know the issues
- We have visualized our data and developed a baseline
- We have a communications strategy

What's next? How do we get from here to having a range of compelling alternative scenarios?

Discovery Workshops: You Tell Us

- Focused problem solving, not philosophizing
- Recognition of competing goals
- Mixed groups must reconcile differences
- Long time horizon helps find common ground

Participants imagined the future for their children and grandchildren...





...and answered the question: How shall we accommodate anticipated growth?

Preparing for a Workshop

Basics

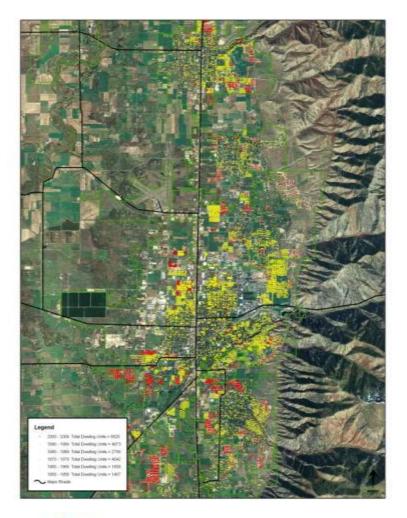
- A presentation that frames the issue in a values context, explores what matters to people
 - Issue and urgency defined
 - Baseline visualized
 - Question posed: What do we want to be?
- Tools for creating and choosing
 - Key pad poll
 - Mapping activity

If we double our population and don't change our growth patterns, we will lose the character and quality of life in our valley.



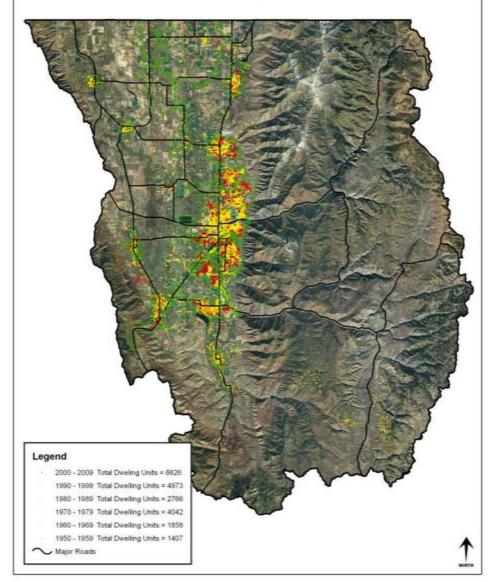
Residential Growth

Settlement to 2000's





Cache County Growth



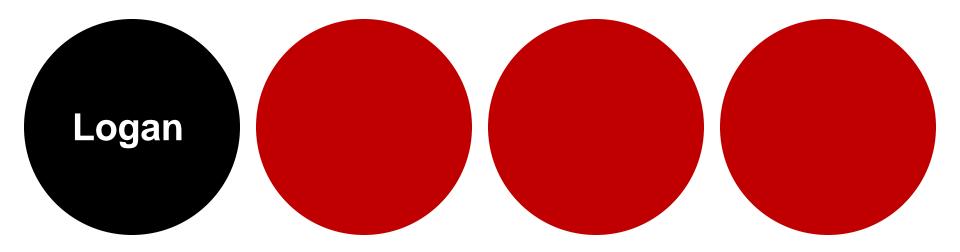
2040 Valley-Wide Baseline Scenario



How much land will new growth use?



2040 Valley-Wide Baseline Scenario



New Residential Growth: 50 Square Miles mostly greenfields



What does growth mean for...

- My quality of life?
- Quality of life for my children and grandchildren?
 - Can my kids afford to live here?
 - Will there be jobs?
 - Will I be able to do what I enjoy?
 - Is the air clean? Can I enjoy the outdoors?
 - How much will I spend on property taxes?
 - Can we maintain our town's services?

Are we headed toward the future we want?

"The future is not some place we're going to, but a place we are creating. The paths to it are not found, they are made." Jane Garvey

"If you don't know where you're going, you'll probably end up somewhere else."

-from Alice in Wonderland



Democratizing Planning

Keypad Polling





Collective Concerns Emerge

Mapping Activities

5,000 DU



- General questions about the issues
- Spark thought about the implications of choices

How important is it to you that Cache Valley works toward the following goals?

Scale: 1=not important, 2=Somewhat important, 3=Important, 4=Very important

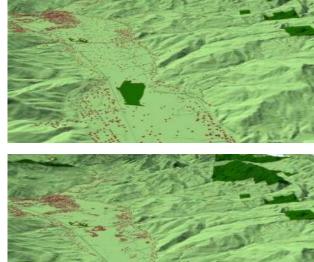
- A. Keep housing reasonably priced
- B. Reduce drive times/alleviate traffic congestion
- C. Provide more opportunities for walk/bike commutes
- D. Reuse underutilized land and buildings (infill and redevelopment)
- E. Build neighborhoods with larger yards
- F. Provide convenient and reliable public transportation
- G. Retain viable agricultural land
- H. Provide access to outdoor recreation
- I. Maintain/expand strong downtowns or centers
- J. Conserve water
- K. Preserve wildlife habitat
- L. Maintain/improve air and water quality
- M. Preserve scenic beauty
- N. Have development grow contiguously
- O. Allow dispersed development
- P. Create high quality jobs in Cache Valley
- Q. Expand trail network
- R. Coordination of local governments to address growth issues

Community Attributes Tied to Values



Initial Inclinations with Policy Implications

Larger Lots



Generally, what growth pattern makes the most sense?

Clusters



Towns





Cities

The Task: Create a picture of your ideal future. How should growth unfold as the population doubles?

48,000 new households 57,500 new jobs

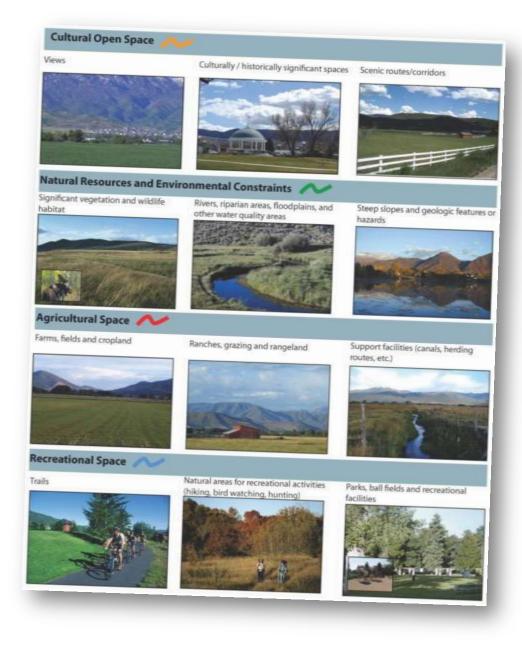
Mapping: Collective Concerns Emerge





Input shapes alternative growth scenarios.

Land Conservation: Open Space and Agricultural Land

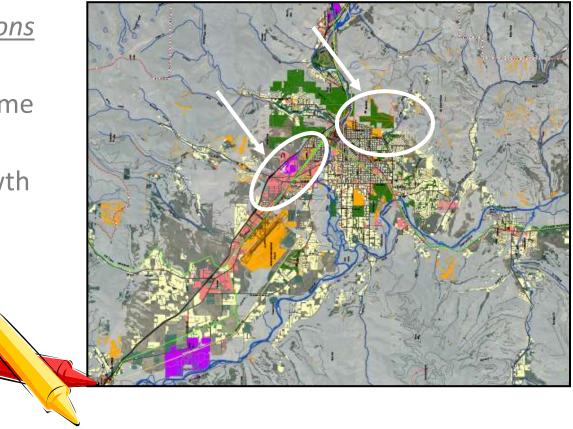




Which lands should be conserved for future generations?

Growth and Place Making

- 1. Identify preferred <u>locations</u> for growth
 - Identify criteria for prime growth locations
 - Locate spaces for growth that fit your criteria



What kinds of places should be created? Where should people live and work?



Growth and Place Making

-

Chate

1.000 DU, 200 John

Compact Mixed-Use

markets and cafes

5,008 DRJ, 2,580 Jobs

Town Canter

school

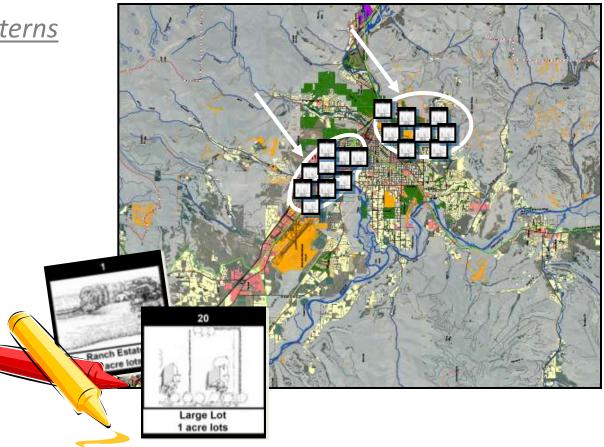


What kinds of places should be created?

Where should people live and work?

Growth and Place Making

- 2. Identify preferred *patterns*
 - Place chips





What kinds of places should be created? Where should people live and work?

Transportation





How will people get around?

Exploring Growth Issues

Group Sharing What do you like about your map? What issues did you struggle with? What solutions did you see?



Collective Concerns Emerge



Stakeholder Volunteers

- Familiar, trusted faces for workshop participants
- □ Set up/clean up
- □ Welcome/sign in
- Map activity facilitators
- Builds new champions, new levels of commitment
- Creates transparency

Growth Summit	
	/ Workshop Volunteers
Volunteers help welcome and sign in participants, and so	metimes help factors
internet sourceme. Interest	metimes help facilitate tables. Please arrive <u>20 minutes</u> prior to
Invision Cache Valley Growth Summit: 7:00 p.m.	
Vednesday, February 25, Logan Tabernacle, 50 N.	Preston: 6:00-8:30 p.m., March 3, Preston High School Library, 151 Fast 2nd Seath 9
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Bureau: March 3rd, 2:00-4:30 p.m Robinson	5
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Workshop Facilitators

□ Steering Committee **Members**

\Box Training:

- Facilitate; don't lead.
- This is visioning.
- Seek rough consensus.
- Get people involved.
- Okay to be nonlinear.
- Okay to create new materials.



Public Workshops 6:00-8:30 p.m. Feb. 26-March 5 and 11:30-1:30, April 8 (USU) Facilitators, please arrive by 5:30 p.m.

Facilitator Guide

General Guidelines

Make assignments-some Don't lead: Your job is to be neutral. Help participants understand the material and the suggested Scribe: talies notes steps. Answer basic questions they have about Envision Cache Valley. Help participants trade chips, etc. Spokesperson: sh Don't suggest to them what you would do or in any way lead them to any particular solution. Tallyperson: keep This is visioning, not planning: This process does not replace existing plans that may be in place in

2: Brainstorm and map a gene Step 1: kientify open spaces that

Seek rough consensus: Complete consensus may not be possible, but make sure key decisions make

Get people involved: It's OK for extroverts to take some control. But if one or two at your table are sitting and watching, ask them what they think or if they support the group's direction. OK to be non-linear. The order of steps is suggested to help the groups organize themselves; groups

may work in a non-linear way or take steps in a different order. OK to create new materials. People can jot notes or turn a chip over and create a new type of

- Welcome and Introductions
- Project introduction and growth concepts survey
- Mapping: Open space and agricultural land; growth patterns; transportation Group presentations and sharing

Welcome:

As participants arrive and find their seats, greet those at your table.

- What development
- Growth Concepts Survey: Which compromise Make sure participants understand the activity and how to use the key pad polling devices.

Remember.

Remarkbert.

- Each chip identif
- ground.
 - · Allocate long term growth by placing all of the crops more used in this activity. Note that Environ Cache Valley does not expose any part
 - If your group chooses to ignore this guideline, ask them to specify where they thek the growth
 - will go instead and <u>hope</u> they suggest to reduce the total amount of growth
 - Groups are free to make any decisions they wish to given the information on the base map.
- 4: Sharing and Closing
 - Make sure your group is prepared to give a two-minute presentation on your map. (Notes from

 - reflection times are helpful.)

Workshop Agenda:

- Nothing is final. The g group may replace ch 6:00-6:15
- 6:15-7:00 3: Brainstorm and map de 7:00-8:15
- Step 1: Identify criteria for d 8:15-8:30 Step 2: Locate spaces that it
- Step 3: Identify preferred at Step & Farlect. (These those
 - What priorities or p

1: Get acquainted and make assi Introduce yourselves to east Clarify legend on table map Review the basic steps in the

Step 2: Label them so anyone ca

Step & Heffect. (These thoughts

What conservation trees

It's okay to use more to

What are your top price

Which lands are you le

Step 3: Link them as needed

Ask for any clarifying question

facilitators or raise your ha

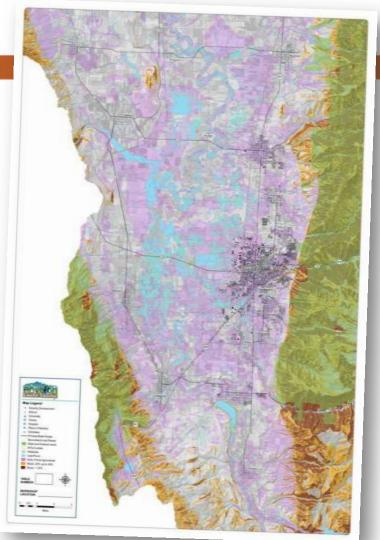
- What are the over

- · The base chip seld Cache Valley is th
- Mapping Activity: patterns.
- The Basic Question: Faced with the challenge of maintaining quality of life as the valley's population grows, how do you envision growth occurring? They are scaled t

Workshop Base Map - What information

do should be included?

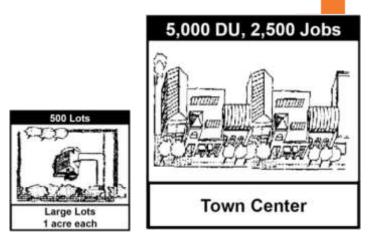
- Not everyone can read a map!
- Goals (data dependent on scale/issues)
 - Orientation and ease of use
 - Aerial, topographic data
 - Roads, city/landmark names, existing structures, water bodies
 - Information pertinent to issues, but don't lead
 - i.e. RDA-owned property, national forest land, steep slopes or other ecological concerns

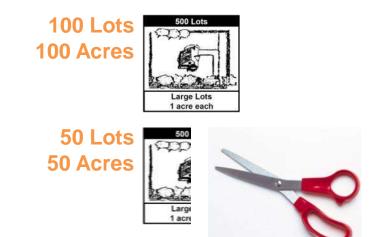


A canvas that's been partially painted—not a blank slate but certainly a creative space!

Chip Placement

- The chips are to scale. The land they cover on the map is the land they cover on the ground.
- You can cover up current structures to indicate infill or redevelopment.
- You can trade chips.
- You can make your own chip.
- You can divide your chips.
- Accommodate homes and jobs in a pattern that you think is best for the future.





Scale: Trade-offs Get More Clear

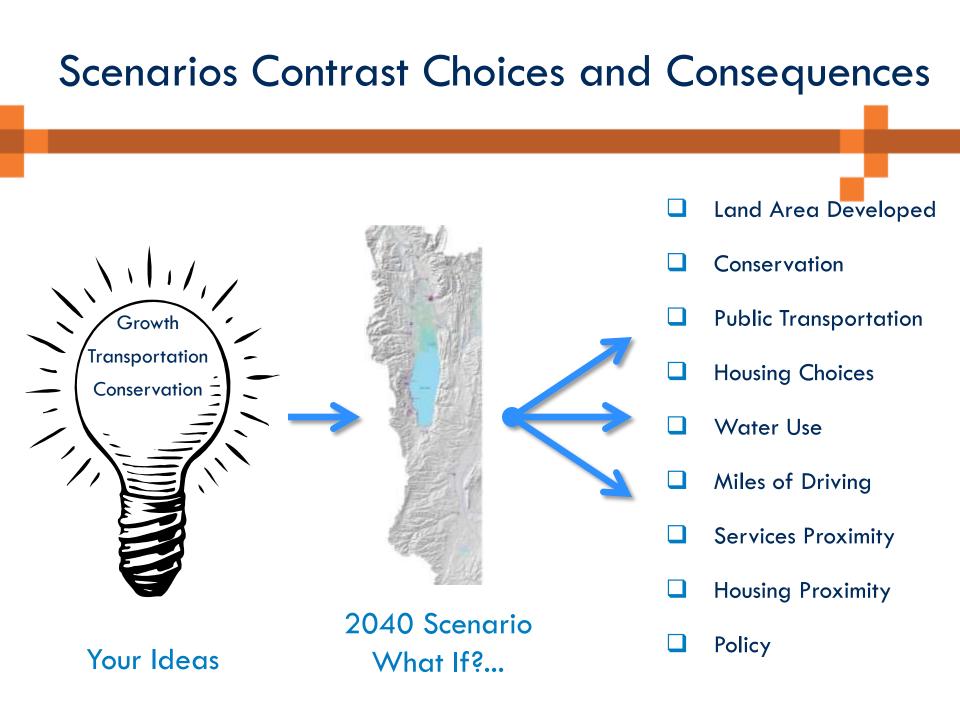


Chip Calculator

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What's next? Scenario Development Begins





Post Workshop: Quantify Data

- Compile poll results (key pad, Internet, paper)
- Digitize maps (an acetate grid works great)
 - Understand where growth is placed, what form it takes
- Count chips
- Prepare data for theme identification

Volunteers? Interns?

Digitize Maps

□ Volunteer pairs Acetate grid Excel GIS



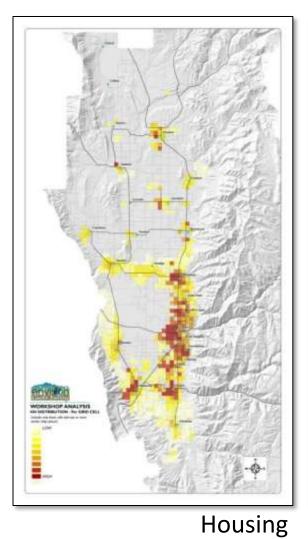
Data Entry 6:00-8:30 p.m. Feb. 26-March 5 and 11:30-1:30, April 8 (USU) (Data entry immediately following workshops)

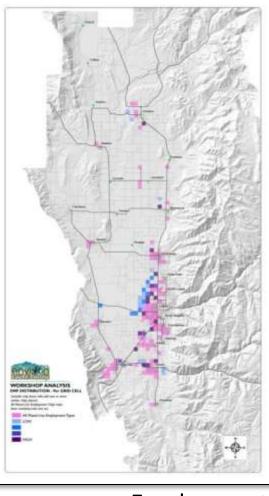
Workshop Land Use Chips Data Entry Guide

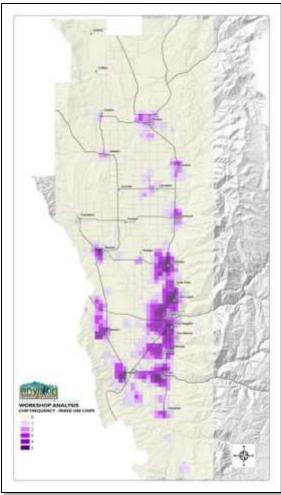
- 1. Find a partner and determine who will bring a laptop.
- 2. Two people per data entry table, one reading cell numbers, the other entering data into Excel.
- 3. Line up roads and city names on the map and acetate grid.
- 4. Tape map and acetate grid so the grid cannot shift.
- 5. Just count the grids with land use chips, not transportation or open space areas.
- 6. If the grid square has greater to or equal to ¼ chip coverage count it. If the grid square has less than ¼ chip coverage do not count it.
- 7. Use Dry Erase marker to identify which cells have been counted.
- 8. Save Excel work as an original file, do not overwrite the template. Name the new file: LocationX TableX
- 9. Return the thumb drive with saved data at the end of the night.

Thank you!

Trends







Employment

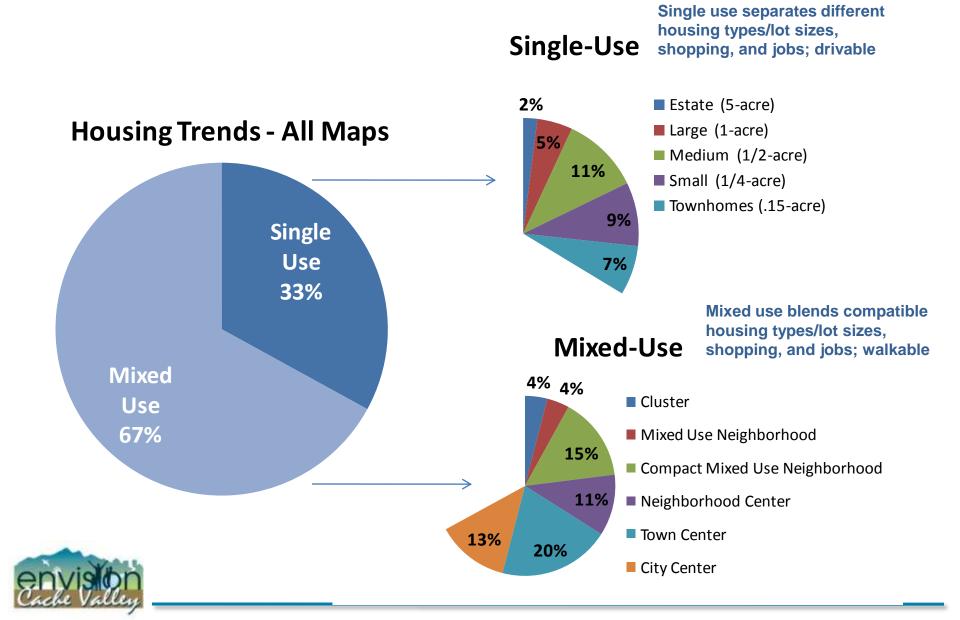
Mixed Use



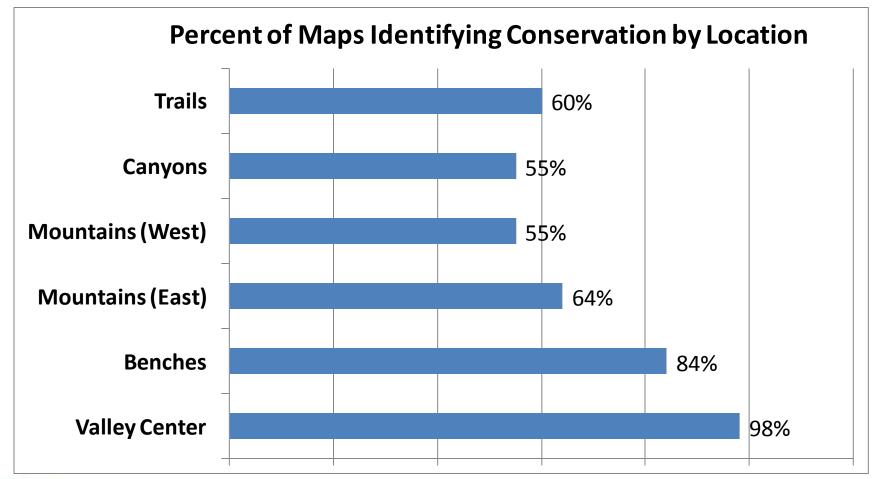
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Estate Lots (5-acre)	500	0	2500	1	0	0.25	0.25	1	1.5	0.5	0.1	1 4.6	0.58	288	4%	0	0%	143		
Large Lots (1-acre)	500	0	500	2	0	2	. o	0	2	2.25		8.25	1.03	516	8%	0	0%	51		
Medium Lots (1/2-acre)	500	0		2.25	3	3 4	4	0	2	2	8.5	5 25.75	3.22	1609	25%	0	0%	80		
Small Lots (1/4-acre)	500	0			0	0 0	0	0	0	0	0	0 0	0.00	0	0%	0	0%			
Townhomes (.15-acre)	500	0			0	0 0	0	0	0	0	0	-	0.00	0		0	0%			
Retail/Commercial	0	2500			1	1 1	. 0	1	0	1	0.2	2 4.2	0.53	0		1313	19%	5		
Office Park	0	4000	100		0	1	1	0	1	0.5	1	1 5	0.63	0	0%	2500	36%	6		
Light Industrial	0	1500		1	2	2 1	. 1	1	0.5	0.5		1 8	1.00	0	0%	1500	22%	10		
Heavy Industrial	0	2000		1	(0 0	-	-		0.5		-	-		0%	875	13%	4		
Cluster	500	0			1	1 2				1	. 1.5					0	0%	118		
Mixed Use Neighborhood (1,000 DU, 200 J)	1000	200			2	2 2				2	1		-			375	5%	79		
Compact Mixed Use Neighborhood (2,500 DU, 500 J)	2500	500			(0 0				0	0					31	0%	2		
Neighborhood Center (2,500 DU, 500 J)	2500	500			1	L C	-	-	-	0.5	-		-	-		281	4%	23		
Town Center (5,000 DU, 2,500 J)	5000	2500	539		(-	-			0	-		0.00			0	0%			
City Center (5,000 DU, 5,000 J)	5000	5000	510		0	0 0	0	0	0	0) (0 0	0.00 TOTAL		0% TOTAL	0	0% TOTAL			
													DUS			6,875	ACRES	5,26		
3																				

Trends – Housing



Trends - Conservation





Trends - Transportation

Roads:

North South Bypass: 62% East/West Connecting Corridors: 53%

Public Transportation:

East Side Corridor: 75% (often light rail)

Loops: 51% (often buses)

Bike Routes:

Link Communities: 64%

Along Public Transportation Routes: 40%



Quality of Life Goals

- Maintain/improve air quality.
- Maintain/improve water quality; conserve water.
- Retain viable agricultural land.
- Preserve scenic beauty.
- Keep housing reasonably priced.
- Create high quality jobs in Cache Valley.
- Preserve wildlife habitat.
- Reutilize underutilized land and buildings (infill and redevelopment).
- Provide access to outdoor recreation.
- Reduce drive times/alleviate traffic congestion.



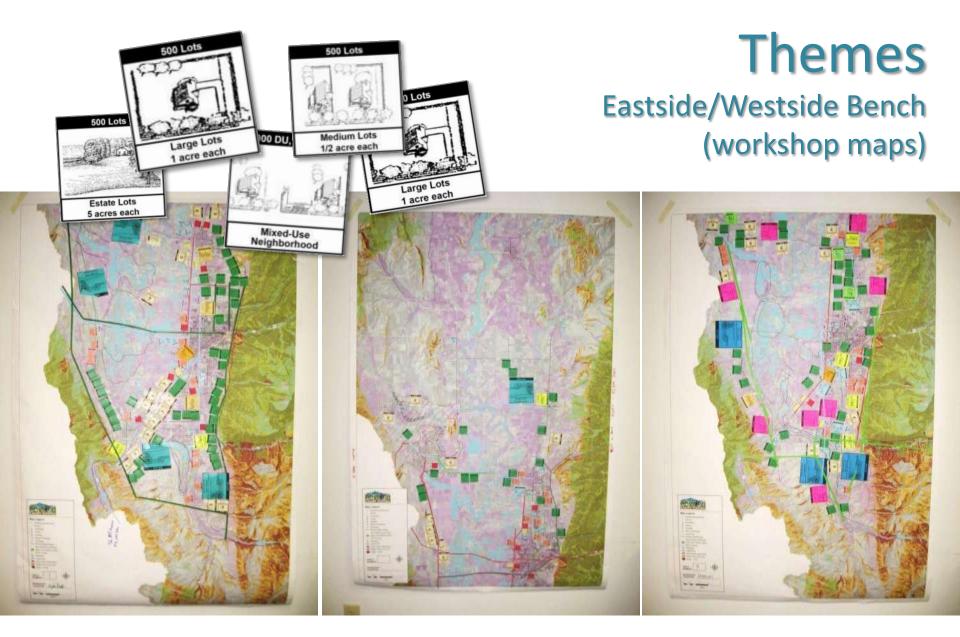
Data Themes

- 1. What does each map explore?
- 2. Map grouping
 - What patterns do you see emerging across many maps?
- 3. Identify themes
 - How is housing arranged?
 - What is the job mix like?
 - What transportation focus appears repeatedly?
 - Which lands are identified for conservation and why?
- 4. Identify potential scenarios
 - Which ideas work together?

Stakeholder Group Activity

	Scenario 1Title:
	L. CatterveSon Theme(i.):
	2. Housing and Employment Themelos
	3. Transportation Theme(s):
	4. Other thereight
	Scenarie 2-11the
	L. Conservation Premeta)
	 Additional of the opposite of the
	8 DY ISION
	identifying Data Themes and Alternative Scenarios from Public Input
Group Dim	
open lands, he	Here: Table a careful look at a sampling of workshop maps. Observe the shokes participants made regarding mang/implipment, and transportation. The purpose of this discussion is to identify themse that participan our maps and to form three alternative growth scenarios that represent the themse that participan se questions that might be under accurate.
explored on th	manuformployment, and transportation. The purpose of this discussion is to identify thomas that participant one maps and to form three alternative growth scenarios that represent the themes that you observe gazes at descripts that might be useful include:
THE READ SOM	the section is to identify themes that participant of oversions that might be useful include.
 How is 	hard use patterns do you see emerging scribs many maps?
	a the job mus like?
• What -	- I to JOD miss lake /
	manapentation focus appears reprisedly?
Pinter identity in	lands are identified for conservation and why?
place billing south in	prowth scenarios that capture the name of m
housing patterns	that locates with proach in a first state of the second string the data to first a second string and the second string and the second string and the second string strength in a second strength in a
oramiportation pr	ware provids contraction that suprime the nange of themes you see across the workshop maps. Consider interrelationships between growth choices when conducing themes to form a scenario, for example, a that locates mass growth in a few nodes may work better with suprificant contensions pask or focused objects, many new roads may correspond terter with a dispersed development better.
Exploration of Th	
1	mes (which lands are identified and why)
3	
-	
Housing and Frends	nyment Thermes (where growth is lacated and corriguestions it assumes—lot site, mix of uses, housing location, etc.)
Parties Job anti-	location, etc.)
Types, job mis and I	the states, francising
Types, job role and I	
2	
2	
1	
21	nes (emphasis, modes and locations)
2 1 transportation Them	
2 1 Transportation Them	
2 1 Transportation Them	
2 Transportation Them I ther Themes?	

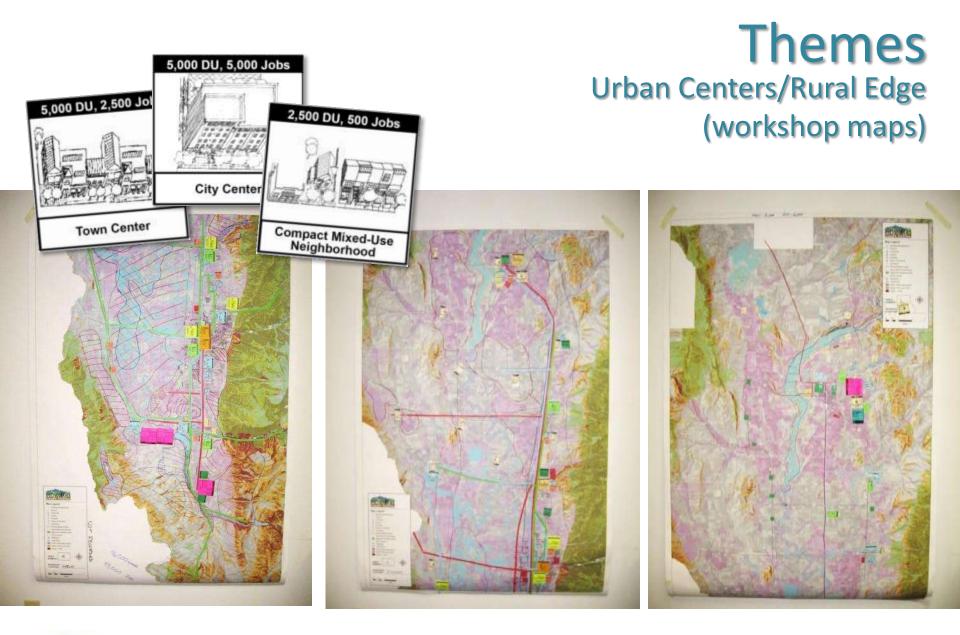
Potential Alternative Growth Scenarios (Use the therees that were identified to create potential acc













Scenario Development

- Stakeholder committee
- Transparency
- Scenarios come directly from public ideas
- Measures come from public goals

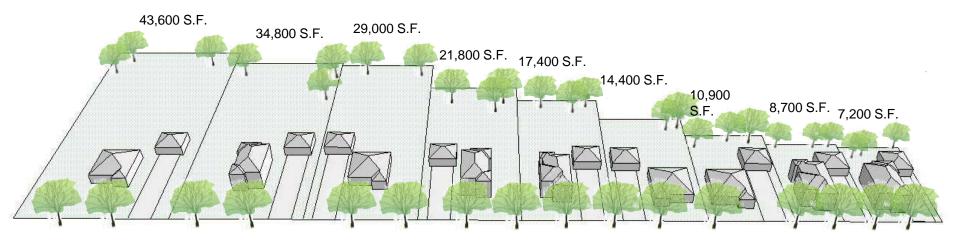
Big Ideas—What's New?

- Density and Public Transportation
- Mixed Uses (integrated housing, shopping and jobs)
- Infill and Redevelopment



Development Patterns

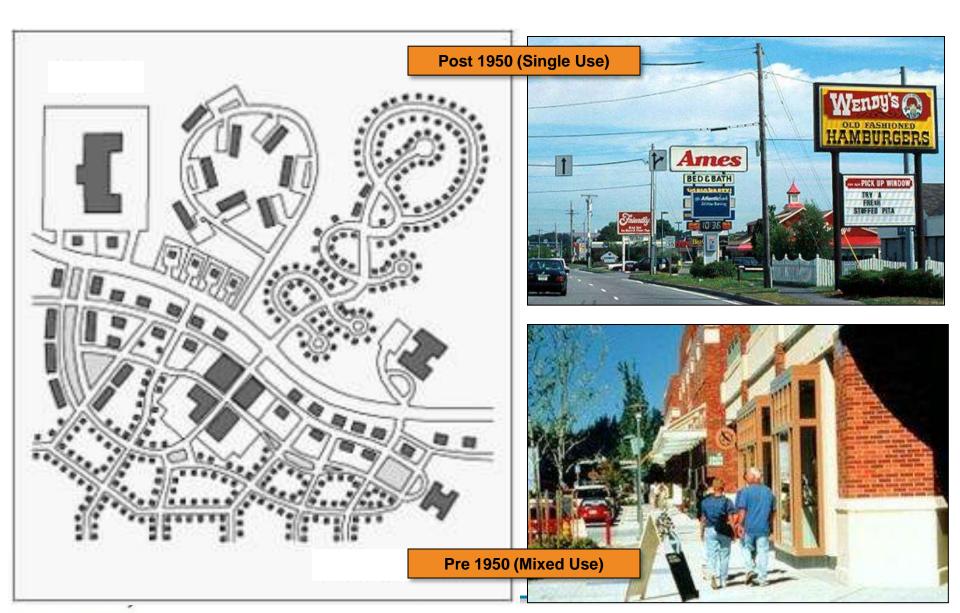
Characteristics of Density



- Reduces housing costs, increases affordability, improves housing choices
- Most people live closer together
- Supports public transportation
- Locates customers closer to businesses, may increase walking/ bicycling
- Uses less land
- Less private yard space, more need for nearby parks
- Reduces overall length of trips, but travel is slower



Single-Use Patterns and Mixed-Use Patterns



Single-Use Patterns and Mixed-Use Patterns











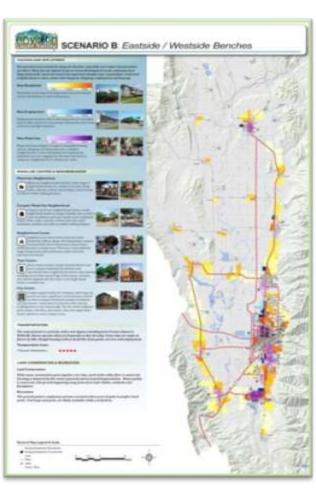
Infill and Redevelopment

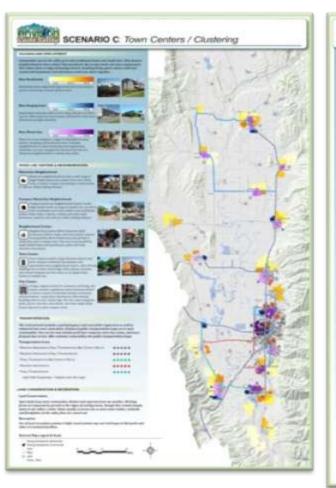
(single-use transitions to-mixed use)

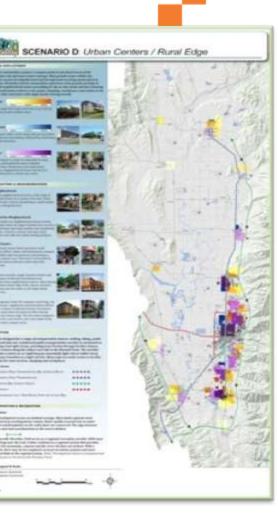


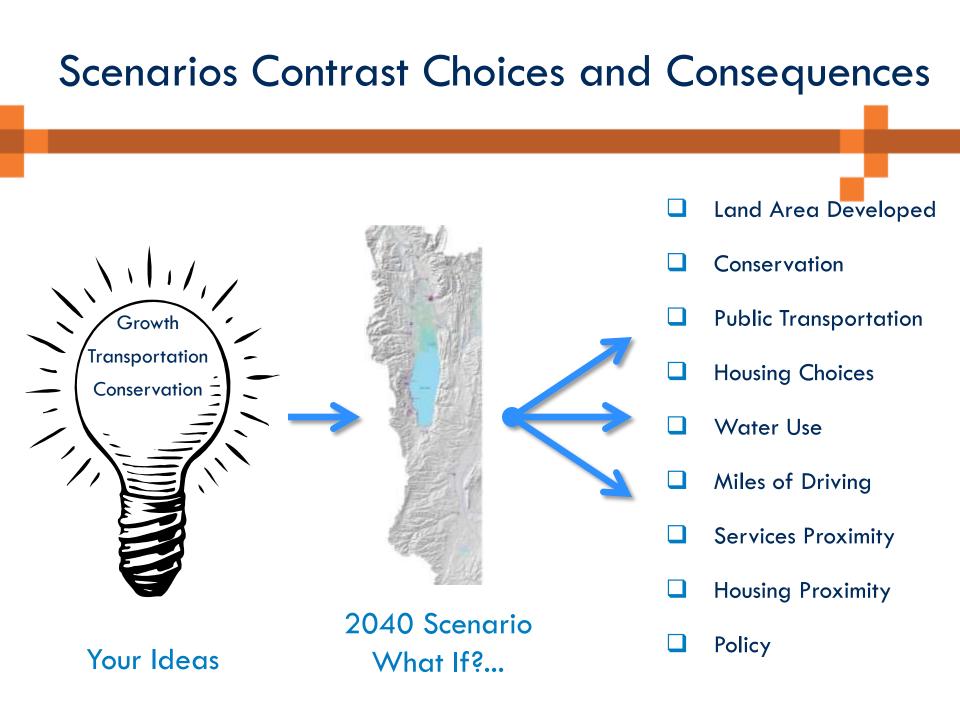


Scenarios Capture Collective Ideas

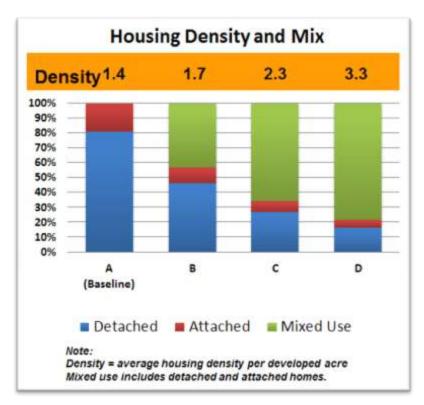






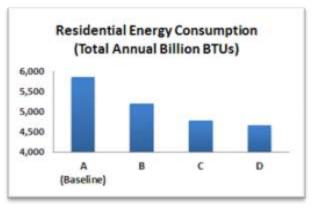


Exploring the Impacts: New Housing



What's measured responds to stated values





Next? Community Choosing Activities

Modes: workshop/town hall meeting, internet survey, newspaper survey

The Roadmap: A Public Process

1. Public Workshops (Brainstorm) Analysis/Scenario Development 2. Town Hall Meetings (Test: This, Not This) Draft Vision Development

3. Vision Summit (Consensus) Vision Document

4. Implementation (Ready, Set, Action!) General Plans, Ordinances, Etc.

Envielen

Like Selecting <u>Ingredients</u> to Make a Meal



Preferred <u>components</u> informed the Cache Valley Vision and Vision Principles.

Scenario Shopping

Engagement & Community Workshops

- Building champions
- Providing information on the issues
- Engaging productive dialogue
- Democratizing planning
- Choosing together
- Visioning for the best possible future



SCENARIO PLANNING 101

Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities March 25, 2013

Presenter: Christie Oostema, Planning Director, Envision Utah





SCENARIO PLANNING 101: PART 2

Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities March 25, 2013

Presenter: Christie Oostema, Planning Director, Envision Utah



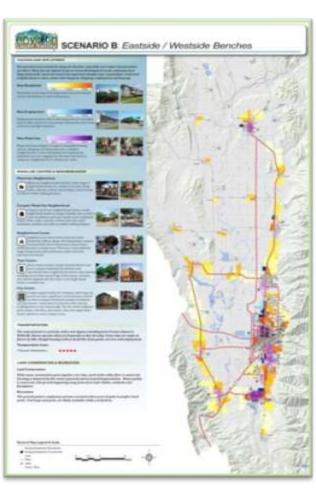


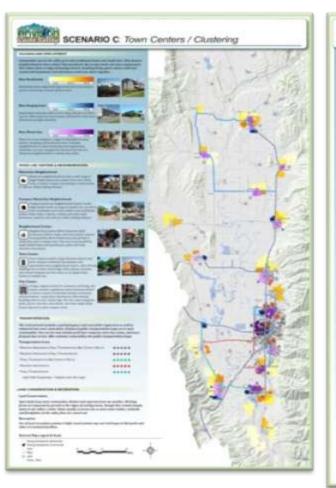
Engagement & Community Workshops

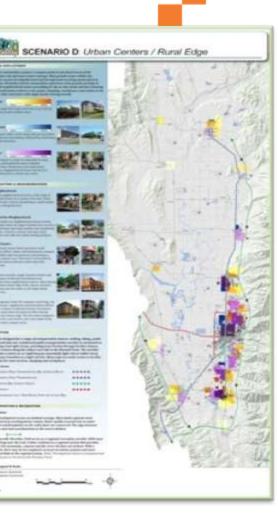
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- Visioning for the best possible future

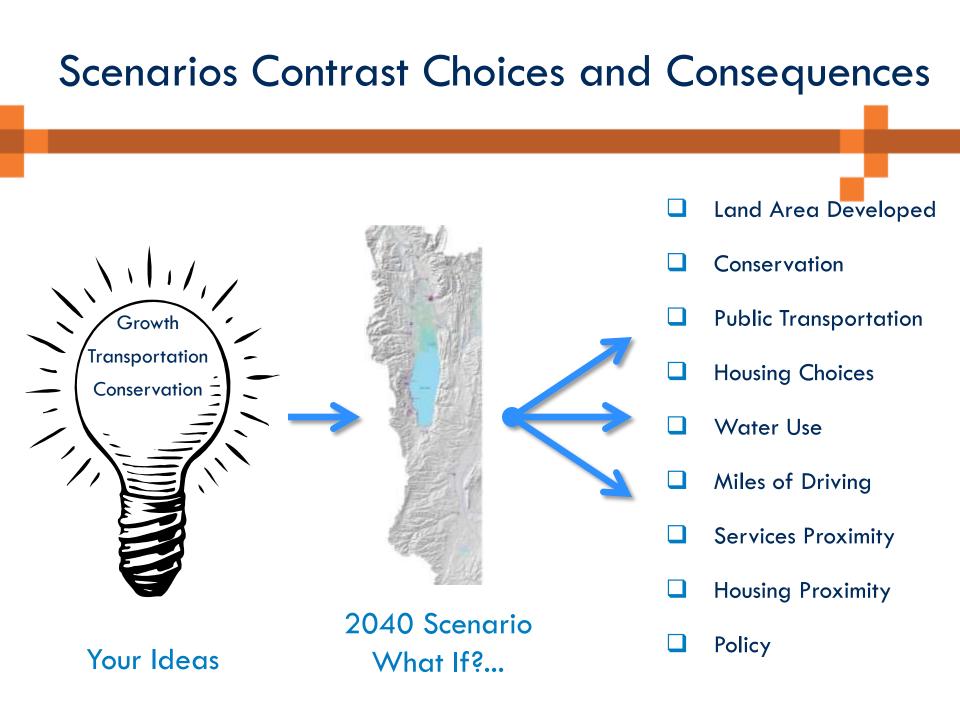


Scenarios Capture Collective Ideas

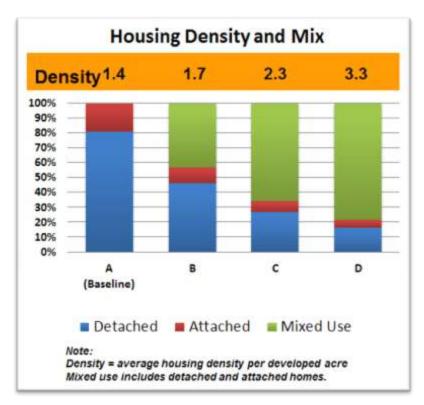






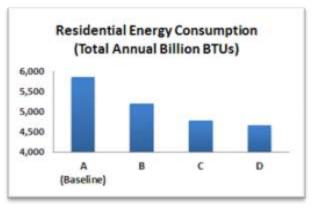


Exploring the Impacts: New Housing



What's measured responds to stated values





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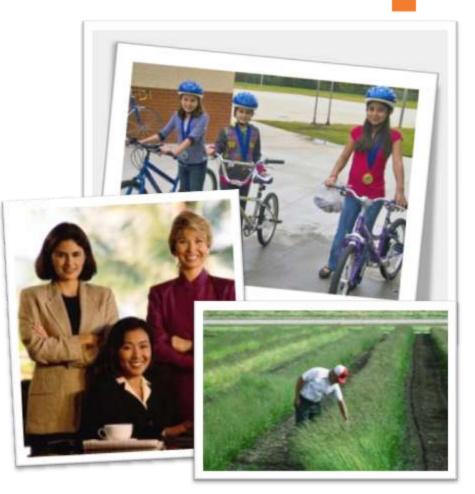
3. Vision Summit (Consensus) Vision Document

4. Implementation (Ready, Set, Action!) General Plans, Ordinances, Etc.

Developing a Vision and Implementation Framework

Vision Development and Implementation

- Set the process up from the beginning for implementation.
 - Everyone has a role to play (public, private, community)
- Scenarios planning is a process, not a predisposed outcome.
- The vision is the result of the process.
- Realizing a vision takes action by many individuals and groups, in their own way.



Identifying Vision Principles from Public Input

Group Work/Sharing:

- What preferences are there? Which pieces of the alternative scenarios capture public sentiments?
 - (review survey results, crosstabs)
- How can you turn preferences into a statement or core principle?

Identifican Million Balance		
Group Discussion	Identifying Vision Principles from Public Input	
of this discussion is below to dark your may identify a prim	The As you review the sorrely results, observe the preferences expressed by the public. How would you block Observe the preferences participants expressed regarding general growth patients, housing protection and infrastructure, someworkling, restructure, and integers/magnetize guided countingetizes. The purport is develop to read vision patientiates that music poles have growth in the region, line the "stategories" diversation. They may help too to been the protection before policity patients and the protections. They great help too to be also the source policity and counting stategories. They may help too to be also the protection before protections and policity before and of the following designation before, you may consider a place stategories, of more may like the source the principales (ht together ?).	
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General Greath Par	Taring.	
Henting and Employ	need	
Transportation/ledvas	Richae	
Conservation,Natural	Temperat	
dergroeven misselal Case	efeation; Coordination Among Local Generators, School (Section, and the University	
	solution that into and the University	
Ner?		

What is our common ground?

Live close to where we



- Variety of housing options
- Better meet market demand
- Mixed use
- Land recycling

work, shop and play

Why? ...more time for friends and family

Create good-paying jobs

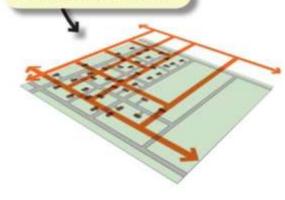


close to home

Why? ... So we can provide for our families and keep our dollars local.

Create a balanced

More Connections = More Travel Options & Decreased Congestion





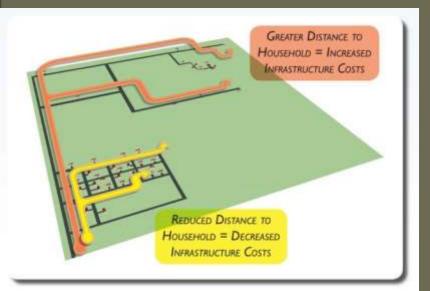


- Compact growth = reduced cost
- Improved roadway connectivity
- Enhanced public transportation

transportation network

Why? ... So we spend less time in traffic and more time doing what we enjoy

Develop efficient



- Make the most of existing systems
- + Build fewer miles of roads and water, sewer, and power lines

= Lower taxes

infrastructure

Why? ...For high quality, lower cost services

Protect, preserve, improve

Air quality Water quality Wildlife habitat Agricultural land Scenic views

Why? ... For our health, safety and way of life

Connect parks and trails

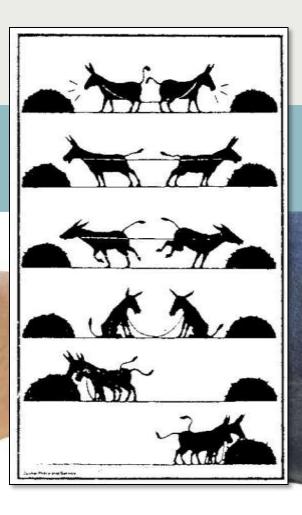


- Small parks linked by trails
- Local systems linked to Bonneville Shoreline Trail and regional amenities

close to home and valley-wide

Why? ... for health, for fun, for peace and quiet

Cooperate...



...to achieve our goals

Keep Cache Valley beautiful, neighborly, healthy and prosperous for the next generation

Identify a Vision Statement

Group Work/Sharing:

- 1. What is the big idea? What is the desired future?
- 2. Is there a short, memorable way to say it?

Remember our if/then statement establishing the urgency of the conversation in Cache Valley? (our front-end elevator speech)

If we double our population and don't change our growth patterns, we will lose the character and quality of life in our valley.

A vision states the desired future and is a result of the conversation. (our ongoing message)

What is our common ground?

Keep the City...

invest in our towns—our centers for living, industry and culture

Thue Value

Hardware

...City

Keep the Country.

protect the agricultural and natural lands that sustain us

Country-

Vision Scenario Map Development

□ A vision scenario:

- Not a zoning map
- One possible way the vision and vision principles could play out
- An opportunity to illustrate implications of implementing a vision
- Vision scenario development:
 - Stakeholder committee
 - Transparency
 - Scenario comes directly from public ideas
 - Measures come from public goals

A potential picture...

Keep the city, city

- Grow inward
- Preserve character and existing neighborhoods
- Blend uses
- Meet market demand 0
- Provide housing choices •
- Good-paying jobs close to home



CACHE VALLEY VISION GENERAL GROWTH PATTERNS, HOUSING, AND EMPLOYMENT

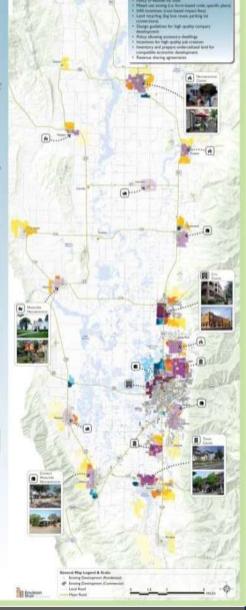
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IIG IDEAS & CONCEPTI









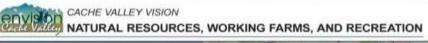


Keep Cache Valley beautiful, neighborly, healthy and prosperous for the next generation

A potential picture...

Keep the country, country

- Water and air quality
- Working farms and ranches
- Scenic views
- Local and regional 0 recreation networks













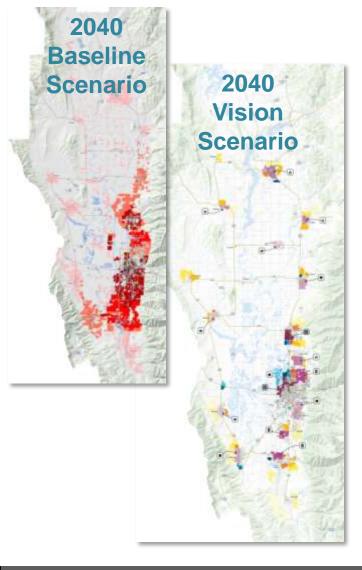






Keep Cache Valley beautiful, neighborly, healthy and prosperous for the next generation

How the vision measures up...



Relative to the 2040 Baseline Scenario:

- **40%** reduction of **developed land** between now and 2040 (21square miles)
- **61%** reduction in the **conversion of prime farmland** to urbanized land use (26,091 acres to 10,137 acres)
- 10% reduction in vehicle miles traveled
- **18%** reduction in **vehicular emissions** (improves air quality)
- **25%** reduction of the annual **local infrastructure costs** of new housing (reduces tax burden and cost to buy a home)
- **32%** reduction of average **housing costs** (housing choices)

Persuade with reason. Motivate with emotion.

To keep Cache Valley beautiful, neighborly, healthy and prosperous for the next generation

Vision Summit

- One large public event with a media draw
 Celebrity
 Champions outline process and share the
 - . resulting vision
- Values-based video



Implementation Strategies

RESULT

Local Leaders Forums

Forum I (following vision summit)

- Process and results
- Case studies
- Small group implementation brainstorm

Forum II (at request of local leaders)

- Brainstorm (small group/large group)
 - Local priorities and needs
 - Framework for collaboration
 - Best use of resources

RESULT

Informed and Excited Leadership

Desire to reconvene

Innovation and Collaboration

Not...

"What is our vision?" "Should we implement it?

Rather...

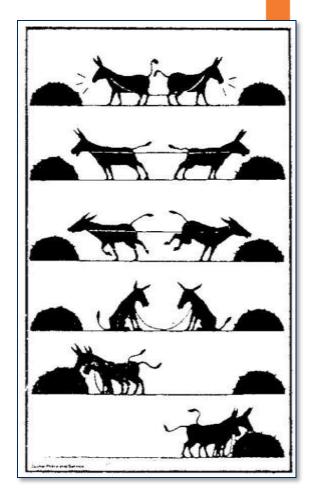
"How do we implement it <u>together</u>?"

Jump Start the Conversation



Implementation Frameworks

- How can individuals and groups come to see their work as a way to further a common vision?
- Frameworks enable stakeholders and citizens to imagine and act on a variety of implementation pathways.



How can we cooperate to achieve common goals?

Report Geared Toward Implementation

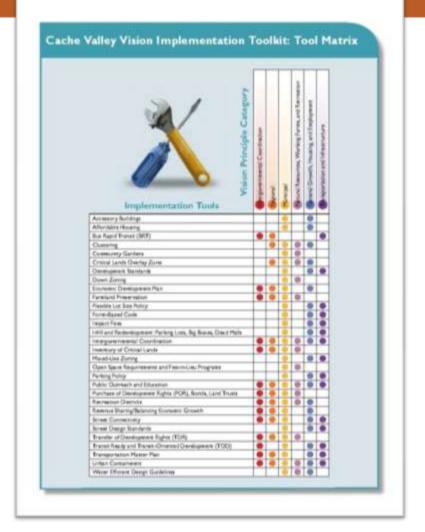
- Stakeholder committeeled process
 Summarizes extent of public process and emphasizes role of public and all implementers
- Provides a toolkit



Voluntary Toolkit and Implementation Strategy

□ Action plan:

- Agency/policy actions
- Individual actions
- Business-led initiatives
- Institutional initiatives
- Immediate actions:
 - Countywide planner established
 - Follow up student design charettes
 - Chair runs for city council



Greating a Locally Relevant and Regionally Significant Strategy

Introduction

The Envision Coche Falley process provides local leaders with a summary of public perferences in regard to future geneth. These preferences are incorporated into the Cache Valley Vision Principles, which provide a bridge between the public visioning process and local action: each principle could be implemented locally in a variety of ways, to address both local challenges and valley-wide objectives. The Cache Valley Vision is realized to the extent that it is embraced locally.

The Envision Cache Folley process also enables leaders to gauge the impact of embracing the vision versus continuing current. growth trends. The vision:

- Focuses most growth within existing towns.
- · Reduces the acres of farmland converted to arban use.
- · Keeps most communities from growing into one another.
- · Reduces the miles traveled and the time spent in the car.
- · Increases housing and transportation options.
- Reduces the cost of public services for taxpayers.

The valley and its municipalities can achieve these benefits as they implement priority strategies.

Because implementation strategies are voluntary, and each jurisdiction will have varied opportunities for realizing vision objectives, the suggestions in this chapter are istended more to generate conversation and the development of specific strategies by local leaders than to prescribe a specific set of implementation steps. Each jurisdiction will, in fact, need to create its own unique strategy.

This chapter highlights some options for valley-wide action and courty-level initiatives, as well as a potential manicipal approach. Actual strategies will, of course, vary among municipalities, depending on specific priorities, existing codes, policies that are working well, policies that need improvement, and reasources available.

The ecommendations that follow herefly reference many tools. For further description of these touls, see the toolkit in the following chapter.

General Valley-wide Recommendations (Engaging All Jurisdictions)

Increase awareness of the Cache Volley Vision and Envision Coche Valley Process. Continued awareness efforts through presentations, newsletters and other media will keep the vision top of mind and remind the public and local officials what the process was and what the results wore.

Provide toolkit education and training. Some tools are already being successfully used in Cache Valley. Those using these tools should provide training to others who want to explore them. Other tools are not in current use or have not been used successfully in Cache Valley. Plan training sessions with outside speakers or field trips to better understand unfamiliar tools. The toolkit is provided in the following chapter

Meet regularly. All Cache Valley local officials should meet regularly to identify mutual goals and timelines; share ideas, solutions, and challenges, and set measurable indicators for successful vision implementation.

Develop suffey-wide plans for systems that impact everyone.

Transportation Moster Plan. To clean our air and save money. and time for what matters most, we can: improve roadway. connections and reduce congestion: expand multimodal transportation options; plan for needed rapital improvements, right-of-way acquisitions, etc.; and tie in with EPA-driven air quality attainment plans.

Economic Development Plan. A plan to advance regional prospecity can: retain and attract high-quality jobs for valleywide economic health; reduce municipal competition for sales tax revenue and encourage focus on providing needed services and higher-wage jobs; reduce economic development pressure on outlying lands; and create huriness-ready sites that build on existing synergy and strategic improvements to existing infrastructure.

Critical Lands Inventory and Protection Strategy. To use our valuable and limited land most appropriately, we can amous critical lands data at a single, accessible source; identify specific valley-wide priorities for critical lands protection (i.e., farmland with high LESA values, 100-year FEMA floodplain, slopes with grades exceeding 25%, etc.), and work together to employ a combination of tools to meet critical lands protection. goals.

Regional Recreation and Trafts Plan. We can enjoy our beautiful valley by pursuing strategies to plan and fund: desired regional recreation facilities; a trail network that includes the Bonneville Shoreline Trail and, perhaps, a water trail, and connections between local networks and the regional system. The formation of a recreation district could be a part of this process.

Develop model tools, Identify needs for model policies and codes. Work from codes referenced in the toolkit (next chapter), from well-performing local policy, or other sources to create models that are widely adaptable to local numerpalities.

County-Level Recommendations

Adopt the vision principles. Principles could be adopted as an addendum to a county's general plan, or as a checklist by which proposed developments are evaluated.

Update the general plan. The update ensures that the general plan and the Cache Valley Vision are in alignment.

Work with the cities and towns to explore and adupt shared land-use agreements. The agreement should provide a framework that enables the county and a municipality to successfully work through development proposals for county lands that are within a city's area of influence, keeping is mind the goal of keeping the city, city and the country. country. Such conversations may include agreement regarding. infrastructure extensions, annexation lines, transportation network connectivity, or other issues that impact the county and one or more municipalities.

Adopt a clustering incentive or requirement. Clustering enables a landowner to realize the real estate development value of the land while preserving large tracts of it for existing uses, whether agricultural, recreational, or ecological. Clustering also reduces infrastructure costs.

Work with municipalities to adopt TDR sending areas. Transferring a limited number of development rights from county lands to a nearby city would permanently protect. outlying working landscapes while encouraging vibrancy in

town.

Uce concernation enumerate. When land concernation strategies are employed, use conservation suscenents where possible to preserve land and associated uses in perpetitity.

Sample Municipal Strategy

This sample strategy outlines a range of options a community could consider adopting, as appropriate for its particular needs.

Assumptions:

The sample strategy below assumes a mid-sized town in Cache Valley with a population projected to double in the next few decades.

Sample community existing conditions:

- · Zoning that separates land uses and lot sizes
- Newer streats with limited connections to the overall streat network;
- * Surrounded by agricultural land, with other communities nearby
- . A town center that has experienced some deinvestment
- Locationalong a major regional transportation route
- Housing prices that may prevent people who have grown up in town from settling there

Sample community priorities:

- · Keeping taxes low and quality of services high
- Providing more housing options and housing within walking distance of services, employment, recreation, and schools
- Attracting good paying jobs close to home, as well as providers of goods and services to meet day-to-day needs
- Improving the street grid and connections within the city and beyond
- Focusing growth inward and not growing into adjacent communities

General Growth Patterns

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Housing and Employment

Designote a new resource Tols mixed-use area will provide goods and services needed by residents on a daily basis; a good location for smaller businesses and offices and an expanded range of bousing theices.

Adopt code to promote and implement a town center.

A form-based code would offer flexibility to respond to market demand (which would infruence use) while addressing the form of buildings, how buildings relate to one another, street design, and public spaces in a cobesive way. (A similar code could be used for larger new developments to create neighborhoods with neighborhood centers, or along public transportationlines to encourage developments that support efficient public transportation.)

Adopt node to allow accurry hubdings in earning

neighborhoods. Accessory buildings expand housing options while preserving the overall feel of residential neighborhoods. This action enables the city to accommodate more of its future population within existing urban fabric, reducing development pressure on outlying undeveloped land and reducing per capita enunicipal infrastructure costs.

Adopt a cluster ordinance. This ordinance would accommodate deviapment in outlying areas while conserving existing agricultural land uses and avoiding growing into neighboring communities.

Paralospatie in a regional revenue sharing program. This enables a more equalized tax base across the region and allows the city to focus on attracting high-quality jobs and providing services that residents need on a daily basis.

Create a local accoronic development plan. The process enables communities to identify needs and goals, to prepare business-ready locations, and to pursue business development that strengthens the local and regional economy.

Create the right environment for infill and redevelopment. Remove barriers to infill and redevelopment of existing urban land, and provide incentives to engage in infill and redevelopment projects.

Transportation and Infrastructure

Performance in a regional transportation master planning protein. The process can improve consections across the regional road network, identFylong-term piblic transportation improvements, and identify billing and pedestrian routes.

Adopt stream connectivity mondords. Connected streets improve transportation network efficiency and reduce congestion.

- Participate in securing needed rights-of-way for planned regional networks
- Consider encouraging nodes of transit-ready development along major public transportation corridors

Adopt remeet design ministered. Appropriate standards can provide safe routes for walking and biking and createlongterm value for adjacent property owners.

Refer parking standards. Enable market innovation to accommodate parking needs. Solutions may include shared parking or increasing on-street parking.

Adopt a carefully crafted, fair impact fee program. The program could charge the actual cost of extending public services to a development, shifting costs to the developer and new homeowners rather than making existing tarpayers responsible for ansuming the cost of new infrastruture.









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Organizational Resources

Cache Valley Regional Council:

This group of elected officials from Cache and Frankin Counties initiated the Envision Cache Valley process and can help coordinate implementation efforts ranging from identifying and addressing educational needs to initiating the development of valley-wide plans for system that affect elerytone.

County-wide Planner:

The county-wide planner (housed with the Cache County Department of Development Service) is charged by the regional council with assisting local communities with planner geforts. The county-wide planner is a source for training, model policy, and assistance with local policy preparation.

Other organizations that regularly provide education, model policy, and/or planning assistance.

- · Bear River Association of Governments
- Cache Yalley Metropolitan Planning Organization
- · Cache Valley Transit District
- Utah State University and USU Extension
- Utah League of Cities and Towns
- · Envision Utah
- · Governor's Office of Planning and Budget:

Natural Resources, Working Farms and Ranches, and Recreation

Participate in developing a voltey-olde critical lands loventory and protection arrangy. Identify specific priorities and to do to accomplish goals.

Release a critical lands overlap. The overlap restricts development in lands that could pose a threat to public health and safety. It may include steep slopes five-prove areas, wetlands, floodplains, or other gools go hazards or water quality areas. Often, the costs to develop such areas are prohibitive anyway.

Adopt on spen spoce requirement and fee-in-line policy.

An open space requirement enables communities to protect lands with cultural, evological, surrecreational againance. When development is proposed on lands without features in need of protection, a developer could bypass the open space requirement, build out the site, and fees incline funds could



fund the protection of high priority sites such as a reas of cultural significance or identity, community "gateways," or lands between communities along trange ertation corridors (to keep communities from growing into one another).

Adapt efficient land-one patterns (see above). Efficient landuse patterns in existing communities reduce development pressure on outlying lands, reduce vehicle miles traveled, and improve air quality.

Wash with the county to edept TDR receiving erees.

Transferring a limited number of development rights from county lands nearby the city would permanently protect outlying working landscapes while enrouraging otherancy in twon.

Participate in a regional recreation district. The district could plan for and fund regional recreation amenities including a regional trail network and regional recreation conters.

Create a local recreation plan. The plan could focus on providing neighborhese dand town-scale recreational facilities as well as identify trails to connect recreation and facilities to one another and to the regional recreation network.

One connection encourars. When land conservation strategies are employed, use conservation easements where possible to preserve land and associated uses in perpetuity.

Intergovernmental Coordination

Participate is and support the Cache Valley Regional Council is identifying and meeting regional goals.

Participate is walter-wide high attent that is prove the quality of Me for everyone: Initiatives may include a transportation master plan, an economic development plan, a recreation plan, and a critical lands inventory and protection strategy.



Shurn available renorces. Post tools, supertaily educational materials or model policy, to www.envisionsachevalley.com to help other communities meet mutual goals.

Use available resources: Seek assistance and tools from other communities which are working toward similar goals. Take advantage of available sam stance and training offered through the Gache County county-wole planner, Gache Valley Regional Countil Cache Valley Metropolitan Planning Or ganization. Bear River A aux dation of Governments. Unab Rate University, Utab League of Othe and Towns. Errosion Unab, and the Governor's Other of Othe and Towns.





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What's Your Strategy?

Developing a local strate gy will take some time. Some communities set up joint work sessions for city councils and planning commissions to identify parietities, determines action items, and identify me sources of progress. The materials that follow—some questions, a strategy worksheet, population projections, and scene local analysis—provide a starting point.

Some que stions to consider:

- Take a look at the projected new bouseholds that your community is likely to accommodate by 2040. (Note that we tend to grow faster than projected, and that most growth is internal—our duldren and grandchildren.) if your community accommodates its projected population with current zoning/plans in place, what will it be like? What impacts will there he, both positive and negative, on your community and on the region? What challenges will your community face?
- Which vision principles should become priorities for your community to help address growth and create a desirable future?
- Thinking in terms of the priority principles you have identified, what's working well in your community? What's not working well your community?
- 4. What actions need to be taken to further current soors uses and address emerging challenges? The as actions may relate to education, policy coordination. He, and they may be local or regional in nature.



Population

Population projections can be informative. If your community accommodates its projected population with current zoning/ plans in place, what will it be like? What impacts will there be, both positive and negative, on your community and on the region? What challenges will your community face?

Cache Valley Population and Dwelling Units Projection, 2010 and 2040

City/County	2010 Population Projection	2010 Dwelling Units Projection*	2040 Population Projection	2040 Dwelling Units Projection*	New Dwelling Units: 2010-2040
Cache County (unincorporated)	6,357	2,038	7,856	2,857	#19
Franklin County (unincorporated)	5,564	1,783	6,816	2,479	695
Amulga	509	163	620	225	62
Clarkaton	272	247	890	324	76
Clifton	289	-93	- 154	129	36
Carnish	289		331	120	28
Dayton	492	258	603	219	62
Franklin	718	230	880	120	90
Piyde Park	3,592	1,279	8,665	3,351	1,871
Hynuns:	8,342	2,674	16,895	6.144	3,470
Lewiston	2,228	714	4,226	1,537	823
Logan	52,776	16,915	101,238	36,834	39,898
Mendon	1,030	330	1,954	711	3/80
Milvile	2,027	650	4,877	1,273	1,124
Newton	817	262	1,017	370	108
Wibley	4,224	1,354	9,075	3,300	1,946
North Logan	8,432	2,703	17,054	6,201	3,499
Oxford	54	17	66	24	7
Paradise	942	315	1,864	678	363
Preston	5,778	1,852	7,078	2,574	722
Providence	6,795	2,178	11,947	4,144	2,166
flichmond	2,576	#26	4,893	1,779	954
Niver Heights	1,705	546	1,837	668	122
Smithfield	9,808	3,144	19,652	7,146	4,003
Trentos	522	167	711	259	91
Wellaville.	3,575	1,146	7,840	2,851	1,705
Weston	471	151	577	210	59
TOTAL	131,124	42,027	239,815	87,206	45,179

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The 2010 dealing unit projection is haved as a focushold size of 3.12 perioral focushold. The 3040 dealing unit projection is based on a household size of 2.75 perioral household. Both are rates projected by the Utah Governor's Office of Panning and Budget (GOPI).

AdoptVision Principles

West Valley City, Utah evaluates development proposals according to growth principles and objectives identified in a broad regional study. The principles, formally adopted by the city's planning commission and city council, guided the city's general plan stements to guide future landuse decisions.

View West Valley's Principles at: mmm.mmm.vd.gdr/index.arge/MID=484 glwy



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Report Geared Toward Implementation

- Stakeholder committeeled process
 Summarizes extent of public process and emphasizes role of public and all implementers
- Provides a toolkit



SCENARIO PLANNING 101: PART 2

Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities March 25, 2013

Presenter: Christie Oostema, Planning Director, Envision Utah



