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.
Scenarios

- 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.

If we don’t protect our watershed, then 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

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.

Source: Utah GOPB and Idaho Dept. of Health
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
Visualization: A Tidal Wave of Growth
Visualization: A Tidal Wave of Growth
Visualization: A Tidal Wave of Growth
Engagement and Workshops

Community Engagement and Workshops for Scenarios Planning
Public Process

1. 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
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
How much land will new growth use?
2040 Valley-Wide Baseline Scenario

Logan

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
Questions

- 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

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

Generally, what growth pattern makes the most sense?
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 locations 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

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

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Mixed-Use Neighborhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential (flexible lot sizes), parks and trails, preserved open spaces, perhaps a church or small school</td>
<td>Small to large residential homes (flexible lot sizes), parks and trails, a church or school, perhaps a small market or café</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compact Mixed-Use Neighborhood</th>
<th>Neighborhood Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small to compact residential homes, townhomes and smaller multifamily buildings (flexible lot sizes), parks and trails, church/school, small businesses, like markets and cafes</td>
<td>Some compact residential homes, more townhomes and multifamily buildings (flexible lot sizes), parks and plazas, church/school, numerous smaller businesses, like markets and cafes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Town Center</th>
<th>City Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>A center of business and living, including a business district, compact residential (mostly townhomes and multifamily), parks and plazas, churches/schools</td>
<td>A larger, regional center for business and living, including a business district, compact residential (almost exclusively townhomes and multifamily), parks and plazas, churches/schools</td>
</tr>
</tbody>
</table>
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
Workshop Facilitators

- Steering Committee Members
- Training:
  - Facilitate; don’t lead.
  - This is visioning.
  - Seek rough consensus.
  - Get people involved.
  - Okay to be nonlinear.
  - Okay to create new materials.
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

1500 homes
1500 acres

1500 homes
1500 jobs
200 acres
Chip Calculator
What’s next? Scenario Development Begins

50+ maps
Hundreds of Voices

Alternative Scenarios
Scenarios Contrast Choices and Consequences

Your Ideas

2040 Scenario

What If?...

- Land Area Developed
- Conservation
- Public Transportation
- Housing Choices
- Water Use
- Miles of Driving
- Services Proximity
- Housing Proximity
- Policy
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

Housing

Employment

Mixed Use
## Chip Counts

<table>
<thead>
<tr>
<th>Chip Counts</th>
<th>DUs</th>
<th>Jobs</th>
<th>Acres</th>
</tr>
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<tbody>
<tr>
<td>Estate Lots (5-acre)</td>
<td>500</td>
<td>0</td>
<td>2500</td>
</tr>
<tr>
<td>Large Lots (1-acre)</td>
<td>500</td>
<td>0</td>
<td>500</td>
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<tr>
<td>Medium Lots (1/2-acre)</td>
<td>500</td>
<td>0</td>
<td>250</td>
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<tr>
<td>Small Lots (1/4-acre)</td>
<td>500</td>
<td>0</td>
<td>125</td>
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<td>Townhomes (1/15-acre)</td>
<td>500</td>
<td>0</td>
<td>75</td>
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<td>Retail/Commercial</td>
<td>0</td>
<td>2500</td>
<td>100</td>
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<td>Office Park</td>
<td>0</td>
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<td>Light Industrial</td>
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<td>1500</td>
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<td>Heavy Industrial</td>
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<td>2000</td>
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<td>Cluster</td>
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<td>Mixed Use Neighborhood (1,000 DU, 200 J)</td>
<td>1000</td>
<td>200</td>
<td>423</td>
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<td>2500</td>
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<td>Neighborhood Center (2,500 DU, 500 J)</td>
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<td>Town Center (5,000 DU, 2,500 J)</td>
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<td>City Center (5,000 DU, 5,000 J)</td>
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### Table

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<th>Dayton Workshop</th>
<th>Farm Bureau Workshop</th>
<th>Preston Workshop</th>
<th>Preston Workshop</th>
<th>North Region Map Totals</th>
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<td>0%</td>
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<td>8%</td>
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<td>28</td>
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<td>5.260</td>
<td>6.444</td>
<td>6.875</td>
<td>5.260</td>
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### Notes

- **DU**: Development Units
- **Jobs**: Number of jobs
- **Acres**: Land area

The table above summarizes the chip counts for various categories, including DUs, jobs, and acres, across different workshops and regions.
Trends – Housing

Housing Trends - All Maps

- **Single Use** 33%
- **Mixed Use** 67%

**Single-Use**
- Estate (5-acre): 2% (Green)
- Large (1-acre): 5% (Red)
- Medium (1/2-acre): 11% (Yellow)
- Small (1/4-acre): 9% (Blue)
- Townhomes (.15-acre): 7% (Teal)

**Mixed-Use**
- Cluster: 4% (Purple)
- Mixed Use Neighborhood: 15% (Dark Green)
- Compact Mixed Use Neighborhood: 11% (Orange)
- Neighborhood Center: 13% (Teal)
- Town Center: 20% (Light Blue)
- City Center: 4% (Gold)

Single use separates different housing types/lot sizes, shopping, and jobs; drivable

Mixed use blends compatible housing types/lot sizes, shopping, and jobs; walkable

[Envision Cache Valley]
Trends - Conservation

Percent of Maps Identifying Conservation by Location

- Trails: 60%
- Canyons: 55%
- Mountains (West): 55%
- Mountains (East): 64%
- Benches: 84%
- Valley Center: 98%
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
Themes
Eastside/Westside Bench
(workshop maps)
Themes
Town Centers / Clustering
(workshop maps)
Themes
Urban Centers/Rural Edge
(workshop maps)
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

Post 1950 (Single Use)

Pre 1950 (Mixed Use)
Single-Use Patterns and Mixed-Use Patterns

Pre 1950

Post 1950
Infill and Redevelopment
(single-use transitions to mixed use)
Scenarios Capture Collective Ideas
Scenarios Contrast Choices and Consequences

Your Ideas

2040 Scenario

What If?...

- Land Area Developed
- Conservation
- Public Transportation
- Housing Choices
- Water Use
- Miles of Driving
- Services Proximity
- Housing Proximity
- Policy
Exploring the Impacts: New Housing

What’s measured responds to stated values
Next? Community Choosing Activities

- Preferences among scenario components
- 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.
Scenario Shopping

Preferred components informed the Cache Valley Vision and Vision Principles.
Engagement & Community Workshops

- Building champions
- Providing information on the issues
- Engaging productive dialogue
- Democratizing planning
- Choosing together
- Visioning for the best possible future
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Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities
March 25, 2013

Presenter: Christie Oostema, Planning Director, Envision Utah
Engagement & Community Workshops

- Building champions
- Providing information on the issues
- Engaging productive dialogue
- Democratizing planning
- Choosing together
- Visioning for the best possible future
Scenarios Capture Collective Ideas
Scenarios Contrast Choices and Consequences

Your Ideas

2040 Scenario
What If?...

- Land Area Developed
- Conservation
- Public Transportation
- Housing Choices
- Water Use
- Miles of Driving
- Services Proximity
- Housing Proximity
- Policy
Exploring the Impacts: New Housing

What’s measured responds to stated values
Next? Community Choosing Activities

- Preferences among scenario components
- 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.
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:

1. What preferences are there? Which pieces of the alternative scenarios capture public sentiments? (review survey results, crosstabs)

2. How can you turn preferences into a statement or core principle?

What is our common ground?
Live close to where we work, shop and play

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

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 transportation network

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

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

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

= Lower taxes

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... City

invest in our towns—our centers for living, industry and culture
Keep the Country... 

Country

protect the agricultural and natural lands that sustain us
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
- Provide housing choices
- Good-paying jobs close to home

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 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 (21 square 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

Local Leaders Forums

**Forum I** (following vision summit)
- Process and results
- Case studies
- Small group implementation brainstorm

**RESULT**
Informed and Excited Leadership
- Desire to reconvene

**Forum II** (at request of local leaders)
- Brainstorm (small group/large group)
  - Local priorities and needs
  - Framework for collaboration
  - Best use of resources

**RESULT**
Innovation and Collaboration
Not...
  - “What is our vision?”
  - “Should we implement it?”
Rather...
  - “How do we implement it *together*?”

Jump Start the Conversation
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.
Report Geared Toward Implementation

- Stakeholder committee-led 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
4 Realizing Our Vision

Creating a Locally Relevant and Regionally Significant Strategy

Introduction

The Envision Cache Valley process provides local leaders with a summary of public preferences in regard to future growth. These preferences are incorporated into the Cache Valley Vision Principles, which provide a bridge between the public vision 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 Valley 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 urban use.
- Keeps most communities from growing into one another.
- Reduces 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 intended more to generate conversation and the development of specific strategies by local leaders than to prescribe a 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 county-level initiatives, as well as a potential municipal 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 resources available.

The recommendations that follow briefly reference many tools. For further description of these tools, see the toolkit in the following chapter.

General Valley-wide Recommendations (Engaging All Jurisdictions)

**Increase awareness of the Cache Valley Vision and Envision Cache 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 result was.

**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 valley-wide plans for systems that impact everyone.** Transportation Master 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 capital improvements, right-of-way acquisitions, etc. and tie in with EPA-driven air quality attainment plans.

**Economic Development Plan.** A plan to advance regional prosperity can: retain and attract high-quality jobs for valley-wide 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 existing lands; and create business-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 assess critical lands data at a single, accessible source; identify specific valley-wide priorities for critical lands protection (i.e., farmland with high LISA 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 trails Plan.** We can enjoy our beautiful valley by pursuing strategies to plan and fund desired and 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 municipalities.

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 adopt 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 in mind the goal of keeping the city, town and the county, country. Such conversations may include agreement regarding infrastructure extensions, association 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 reallocate 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 zoning 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.

**Use conservation easements.** When land conservation strategies are employed, use conservation easements where possible to preserve land and associated uses in perpetuity.
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 size
- Newer streets with limited connections to the overall street network
- Surrounded by agricultural land, with other communities nearby
- A town center that has experienced some disinvestment
- Located along 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
Adopt the vision principles. Principles could be adopted as addendums to a city'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 county to explore and adopt a shared landsale agreement. The agreement should provide a framework that enables the city and county to successfully work through development proposals for county lands that are within the city's area of influence, keeping in mind the goal of keeping the city, city and the county, 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.

Housing and Employment

Designate a town center. This 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 housing choices.

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

Adopt code to allow accessory buildings in existing 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 municipal infrastructure costs.

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

Participate 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 economic 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

Participate in a regional transportation master planning process. The process can improve connections across the regional road network, identify long-term public transportation improvements, and identify biking and pedestrian routes.

Adopt street connectivity standards. Connected streets improve transportation network efficiency and reduce congestion.
- Participate in securing needed right-of-way for planned regional networks.
- Consider encouraging modes of transit-only development along major public transportation corridors.

Adopt street design standards. Appropriate standards can provide safe routes for walking and biking and create long-term value for adjacent property owners.

Reduce 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 change the actual cost of extending public services to a development, shifting costs to the developer and new homeowners rather than making existing taxpayers responsible for assuming the cost of new infrastructure.
Organizational Resources

**Cache Valley Regional Council:**
This group of elected officials from Cache and Franklin 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 systems that affect everyone.

**County-wide Planner:**
The county-wide planner (housed with the Cache County Department of Development Services) is charged by the regional council with assisting local communities with planning efforts. 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 Valley 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

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Natural Resources, Working Farms and Ranches, and Recreation

*Participate in developing a valley-wide critical lands inventory and protection strategy. Identify specific priorities and tools to accomplish goals.*

Adopt a critical lands overlay. The overlay restricts development on lands that could pose a threat to public health and safety. It may include steep slopes, fire-prone areas, wetlands, floodplains, or other geologic hazards or water quality areas. Often, the costs to develop such areas are prohibitive anyway.

Adopt an open space requirement and fee-in-lieu policy. An open space requirement enables communities to protect lands with cultural, ecological, or recreational significance. When development is proposed on lands without features in need of protection, a developer could bypass the open space requirement, build on the site, and fee-in-lieu funds could

Intergovernmental Coordination

*Participate in and support the Cache Valley Regional Council in identifying and setting regional goals.*

*Participate in valley-wide initiatives that improve the quality of life for everyone: initiatives may include a transportation master plan, an economic development plan, a recreation plan, and a critical lands inventory and protection strategy.*

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**Immediate Actions:**
- Countywide planner established
- Follow up student design charrettes
- Chair runs for city council
What's Your Strategy?

Developing a local strategy will take some time. Some communities set up joint work sessions for city councils and planning commissions to identify priorities, determine action items, and identify next steps or progress. The materials that follow—some questions, a strategy worksheet, population projections, and some local analysis—provide a starting point.

Some questions to consider:

1. Take a look at the projected new households that your community is likely to accommodate by 2040. (Note that we tend to grow faster than projected, and that growth in small—our children and grandchildren.) 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 the region? What challenges will your community face?

2. Which vision principles should become priorities for your community to help address growth and create a desirable future?

3. Thinking in terms of the priority principles you have identified, what's working well in your community? What's not working well in your community?

4. What actions need to be taken to further current success areas and address emerging challenges? These actions may relate to education, policy coordination, etc., 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 the region? What challenges will your community face?

Cache Valley Population and Dwelling Units Projection, 2010 and 2040

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<th>City/County</th>
<th>2010 Population</th>
<th>2010 Dwelling Units Projection*</th>
<th>2040 Population</th>
<th>2040 Dwelling Units Projection*</th>
<th>New Dwelling Units: 2040-2040</th>
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*The 2010 dwelling unit projection is based on a household size of 3.12 persons/household. The 2040 dwelling unit projection is based on a household size of 2.75 persons/household. Both are rates projected by the Utah Governor's Office of Planning and Budget (GPOB).
Report Geared Toward Implementation

- Stakeholder committee-led 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

Envision Utah How we grow matters.