



ENVISION UTAH HOW WE GROW MATTERS

EXECUTIVE SUMMARY 2018

2018 HIGHLIGHTS:

Valley Visioning
Quality Communities Academy
Early Learning Effort
Utah Teacher Initiative

Spring Breakfast
Panel with Adam Wasserman, Natalie
Gochnour, Derek Miller, and Hanko Kiessner
Common Good Awards
Keynote Address by Dr. Astrid S. Tuminez,
Utah Valley University President

Point of the Mountain Vision
Clean Air Action Team
Maricopa County
Quality Communities Toolkit

INTRODUCTION | 2018

It's been nearly three years since the completion of *Your Utah, Your Future*, an effort that brought together 53,000 Utahns to create a statewide vision for 2050. *Your Utah, Your Future* helped Utahns describe what they wanted for the future, then engaged Utahns to identify the best ways to make that future a reality. But establishing a vision and the strategies to achieve that vision wasn't all that *Your Utah, Your Future* accomplished; hundreds of stakeholders and thousands of residents who were involved learned together and then went forth to implement the vision. And Envision Utah has been implementing projects and catalyzing action from stakeholders and leaders that will make the vision established by Utahns in *Your Utah, Your Future* a reality.

The following pages detail implementation projects within each of the four cornerstones of the *Your Utah, Your Future* vision: **A Network of Quality Communities; Homes, Buildings, Landscaping, and Cars of the Future; A Thriving Rural Utah; and People Prepared for the Future.** Envision Utah is working to ensure Utahns' vision for each cornerstone becomes a reality, but we don't always take credit for the catalytic influence we have on our stakeholders and their role in the community. They have taken Utahns' vision for the future and made it foundational to their work—and we're seeing the results as they implement *Your Utah, Your Future* strategies:

- Since 2010, over 40 percent of new multifamily housing units have been built within walking distance of a rail station. At the same time, about half of new housing units have been attached products such as apartments and townhomes, reducing household costs, air emissions, traffic, infrastructure costs, and land consumption.



- Air quality in Utah is significantly improving. Among other strategies, many of the refineries serving Utah are upgrading to offer lower-emission “tier 3” fuel, builders are improving the energy efficiency of the homes and buildings they construct, and all new water heaters are now required to be ultra low-NOx. Similar progress is being made on water, and Utahns are now using less than 167 gallons of potable water per capita per day—down from 185 in 2010, and 237 in 2000.
- Major efforts are underway at the state level to attract jobs to rural areas, and because new development is more compact, the rate of loss of our farmland has slowed significantly.
- While we’re not yet where we want to be, significant action has been taken to improve education outcomes throughout the state. The Governor’s Education Excellence Commission has established a roadmap to improve education that includes the strategies from *Your Utah, Your Future*, teacher induction and mentorship programs are expanding and improving, and teacher salaries have increased to improve the ability to recruit and retain good teachers.

There is still much to be done, but the impact *Your Utah, Your Future* has made on Utah is nothing short of extraordinary. Our work is made possible by the generous support of visionary Utahns throughout the s. We rely on your support to move forward and ensure that Utah is a great place to live—both now and in the future. Thank you.



COMMUNITY OUTREACH

A major part of *Your Utah, Your Future* implementation includes engagement with the public and our stakeholders. Envision Utah has gained national acclaim for its tried-and-true process for outreach and engagement, scenario development, values research, and community visioning. The Envision Utah team works with the public and numerous stakeholders to maintain strong relationships and collaborate to make *Your Utah, Your Future* a reality. The following represent the highlights of those efforts, which include many other regional and national speaking engagements and conferences.





LEGISLATIVE BREAKFAST

FEBRUARY 12, 2018

Outcomes

- 60 in attendance
- Shared the process that went into creating a preferred vision for the future of the Point of the Mountain
- Presentations by Utah State Senate President Wayne Niederhauser, Rep. Brad Wilson, and Rep. Lowry Snow on what the legislature can do to support the vision

Each year, Envision Utah meets with Utah lawmakers at the start of the legislative session to ensure the *Your Utah, Your Future* vision remains foundational to new law and policy. Many in the legislature were participants in drafting the vision and act as supportive witnesses to the collaborative approach of the Envision Utah process.

This year's legislative breakfast took place on February 12 during the 2018 Legislative Session and was one of the best attended to date. Speakers highlighted key elements from the Point of the Mountain vision and addressed state lawmakers on their role in making the vision for the area a reality. Envision Utah also spotlighted some of its other efforts to make the *Your Utah, Your Future* vision a reality.



SPRING BREAKFAST

MAY 23, 2018

Outcomes

- 460 in attendance
- Facilitated an important discussion on Utah's proposed inland port with business and community leaders and the public
- Elevated the dialogue on a controversial issue

On May 23 panelists Natalie Gochnour, Kem C. Gardner Policy Institute, Adam Wasserman, GLD Partners, Hanko Kiessner, Packsize International, and Derek Miller, Salt Lake Chamber discussed the elements of a successful inland port and highlighted some of the benefits and potential challenges of having one in the Northwest Quadrant of Salt Lake County.

Throughout the discussion, panelists returned to four main points that are essential to a successful inland port:

Carefully approach the issue. Many Utahns have expressed concern about the way the inland port is being planned. Panelists stressed that now, more than ever, we need to re-focus on the substance on an inland port rather than the politics.

Maximize the potential of an inland port. What's being planned for Utah—a global trade center, positioned at the "confluence of opportunity and connectivity" is unique compared to other inland ports across the country. The port will be well positioned for access to interstate roads, railways, and air travel—essential for the large-scale import and export of goods the port is expected to facilitate.

Look beyond the short-term. The inland port will not only impact Utah's local economy, it will put the state on the world map and strengthen its ties to the global supply chain. Collaboration and an inclusive process will also be necessary for success.

Manage air quality and traffic. How will the state handle an influx of rail, air, and truck emissions when its air quality is already dangerously poor? Panelists highlighted some of the technology that is available that could be used to reduce negative impacts on air quality and emphasized that traffic and air quality are issues that need to be studied and managed.





COMMON GOOD AWARDS

OCTOBER 15, 2018

Outcomes

- 450+ in attendance
- Facilitated important discussions around Utah's growth challenges with community leaders
- Recognized organizations and individuals working to advance the "common good" in the community

On October 15, Envision Utah held the 2018 annual Common Good Awards. This year's event celebrated Utah County and its rapid growth in our state, and informally kicked off our visioning effort for the area. It was the best attended Common Good Awards to date.

Keynote speaker Dr. Astrid S. Tuminez, Utah Valley University's new president, shared her story on how the power of a vision for the future took her from extreme poverty to international leadership in the tech industry. She also shared her thoughts on Utah's incredible potential to harness international growth and how a vision is key in achieving it. This year's awards were presented by Governor Gary R. Herbert.

2018 Awardees

Kids On The Move

Cowboy Partners

Gail Miller





PRESS COVERAGE

Envision Utah’s efforts to make the *Your Utah, Your Future* vision a reality include media outreach to share the vision with Utahns and help them understand how it applies to their communities. Envision Utah outreach helps shape local issues in a regional context and elevates the discussion on topics like air quality, education, water, and a myriad of other issues related to the *Your Utah, Your Future* vision.

Through strategic public and media outreach, we aim to continue our efforts to expand our role as a community thought leader and resource for quality growth strategies in every *Your Utah, Your Future* topic. Utahns remain optimistic about the future and are willing to work and make changes to ensure that future generations continue to enjoy a high quality of life. It’s our goal to use public outreach to educate Utahns on the things they can do to make the future they want a reality.

Outcomes

- Published several opinion pieces on *Your Utah, Your Future* topics in regional publications, from Silicon Slopes magazine to Utah Policy
- Gained Envision Utah social media and newsletter contacts through *Your Utah, Your Future* focused outreach

- Through early November, more than 90 earned media mentions across both regional and national outlets. Broken down by each *Your Utah, Your Future* cornerstone they include:

Cornerstone One

Topics: *Point of the Mountain, housing affordability, Valley Visioning, transportation, jobs, and economy.*

- 32 print/online
- 14 broadcast/radio
- 6 op-eds

Cornerstone Two

Topics: *Air quality, emissions, water, and energy*

- 7 print/online
- 2 broadcast/radio
- 2 op-eds

Cornerstone Three

Topics: *Rural Utah, agriculture production*

- 4 print/online

Cornerstone Four

Topics: *Teacher shortage, teacher salaries, college students and teaching, and Gov. Herbert’s plea for former teachers to return*

- 20 print/online
- 8 broadcast/radio
- 4 op-eds

FURTHER OUTREACH

A SELECTION OF OUR COMMUNITY ENGAGEMENT

COMMITTEES

An important part of Envision Utah's work is to serve as a thought leader on issues that are critical to the future of the state. We broaden our influence in the community through our service on the following boards and committees:

Economic Development, Land Use, Rural Issues, and Active Transportation working Task Forces for the Governor	Utah State Hazard Mitigation Team	Land Use & Eminent Domain Advisory Board
United Way Promise Partnership Regional Council	University of Utah – Department of City & Metropolitan Planning Chair Search Committee	Transportation Governance & Funding Task Force
Jordan River Commission Technical Advisory Committee	UCAIR Partners	Homeless Resource Centers RFP Selection Committee
Outdoor Recreation Advisory Board	GOED Board	Salt Lake Chamber Board
Utah Disaster Recovery Framework - Community Planning Capacity Building Annex	Water Strategy Advisory Team	
	Regional Growth Council	
	Downtown Rising Steering Committee	

PRESENTATIONS

Throughout the year, Envision Utah incorporates elements of the Your Utah, Your Future vision in presentations, conferences, and other meetings with members of the community. Below is a selection of our 2018 presentations to date:

Mayor Ramsey & South Jordan City - POM	Miller Foundation Education	Uganda Delegation
Lucid – Brain Building 101	Ec Development and WF Services Committee	South Jordan City Council
Mayor Watts & Herriman City Planning Staff - POM	Governor's Education Excellence Commission	Utah Central Association of Realtors
POM Commission Meeting	Valley Visioning Summit	Sandy City Council
WC 2050 Consortium Meeting	Stadium Village	ULCT Annual Conference
Mayor Bradburn & Sandy City – POM	POM Commission Meeting	POM Commission Meeting
Quality Communities Stakeholder Launch	NeighborhoodWorks/Westside Coalition	UCAIR Executive Board
Mayor Johnson & Lehi City – POM	Opportunity Salt Lake County	American Express – Brain Building 101
Building Resilient Communities: Plan to Survive and Thrive	Salt Lake Board of Realtors	Utah's Housing Affordability Crisis
Clean Air Implementation Team Launch	Portland State University	Ray, Quinney & Nebeker Firm Retreat
Salt Lake Rotary Club Presentation – POM	Clean Air Caucus	Mayor Christensen & Saratoga Springs City
Jordan River Commission Meeting – Water Strategies	Bluffdale City Council	Point of the Mountain Stakeholder Meeting
State of the Mountain Resort Real Estate Markets	Draper City Staff	APA Fall Conference - POM Mobile Tour
Mayor Miller & Saratoga City – POM	Zions Bank	Disaster Resilience Today
Community Partnership Presentation	Draper City Council	What if.. Emergency Management
Utah Hispanic Outreach Committee	Utah Foster Care All-Staff Retreat	League of Women Voters: Agriculture
Southern Nevada Strong	Lehi City Pre-Council	Clean Air Caucus
Ancestry – Brain Building 101	CSA Realtors	ASPA Public Policy Forum
Mayor Kaufusi & Provo City	Bluffdale City Staff	ULUI Fall Conference
	Herriman City Council	Guest lecture for University of Utah Regional Planning Class

YOUR UTAH, YOUR FUTURE

CORNERSTONE ONE

A NETWORK OF QUALITY COMMUNITIES

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

Building a network of quality communities that have these attributes is a robust strategy with significant benefits for almost every topic Utahns ranked as being important to our future: air quality, water, transportation, housing, cost of living, recreation, education, agriculture, health, disaster resilience, and jobs and economy. The following projects are examples of Cornerstone One implementation and will help make Utahns' vision for the future a reality.

PROGRESS SINCE 2015

There has been significant investment in mixed-use centers and in development near rail stations. In fact, over the past several years, over 40% of new multifamily housing throughout the Wasatch Front has been built within walking distance of a rail station. Residents from communities adjacent to these rail lines are becoming more comfortable with mixed-use transit-oriented developments that make it so convenient services and shops are closer to where people live. These changes are gradually making our neighborhoods more walkable as they provide destinations closer to housing.

At the same time, about half of new housing units across the Wasatch Front have been attached products such as apartments and townhomes. By varying the types of housing we build across the region, we are able to reduce household costs, air emissions, regional traffic, infrastructure and construction costs, and land consumption. Through our quality communities efforts, cities, developers, and residents are able to better understand the many benefits of centers, and we are seeing a shift towards more carefully-planned neighborhoods where destinations are closer to Utah's residents.

POINT OF THE MOUNTAIN

This project entails working with the Point of the Mountain Development Commission to engage stakeholders and the community to help ensure that the Point of the Mountain region reaches its full potential as a high-tech center while maintaining a high quality of life for residents and employees.

In 2016, Envision Utah brought together over 100 stakeholders from Sandy to Lehi to begin talking about needs of the area. This group included high tech businesses, land owners, developers, brokers, cities, and universities and continues to grow. Envision Utah subsequently met with over 80 stakeholders individually to understand their hopes and concerns. These efforts led to the legislative creation of the Point of the Mountain Development Commission which selected Envision Utah as the lead consultant for the development of a vision for the Point of the Mountain region, including the existing prison site. The first phase of the project emphasized stakeholder input and public outreach to identify the existing assets, challenges, and opportunities in the Point of the Mountain region. Hundreds of stakeholders and thousands of Utahns participated. This first phase also included researching best practices utilized in tech centers across the world and compiled demographic, real estate, financial, and infrastructure data.

In 2017, Envision Utah worked through the second phase of this project, which focused on scenario development. A final scenario was chosen based off public and stakeholder outreach, brainstorming workshops, cost and benefit evaluations, and the development of an overarching vision for the area, which was released in early 2018.

Since the release of the vision, our team has worked extensively with the Wasatch Front Regional Council, the Mountainland Association of Governments, the Utah Transit Authority, the Utah Department of Transportation, and municipalities across the project area to ensure that the essential transportation and land use projects and concepts are contained in all regional and local

plans. We have also begun work on the third project phase, which explores public and private funding options for key infrastructure, such as a TRAX extension.

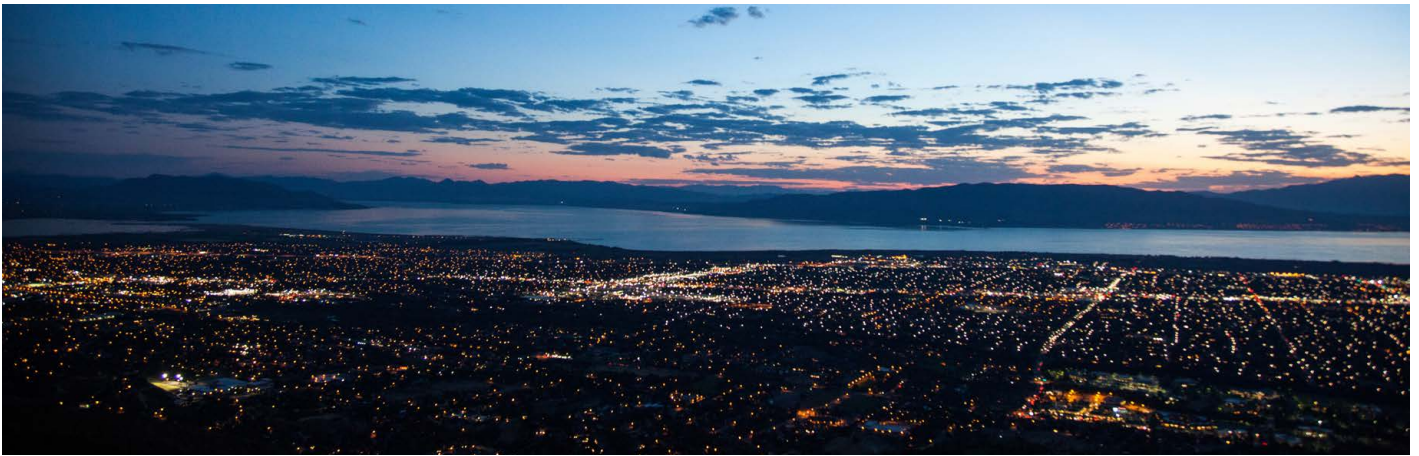
In early October, we held a stakeholder kickoff for Phase 3 of the vision, where representatives from WFRC, MAG, UTA, and UDOT shared the progress that has been made on implementing the vision's concepts into regional plans, while stakeholders were able to vote on and discuss which of the vision's topics they felt needed the most work and focus in the coming months. The topics that rose to the top of the voting were public transportation, air quality, connected streets, housing variety, and jobs/housing balance. Zions Bank is currently working alongside cities and transportation organizations to explore the realities of securing project-by-project funding. This work will conclude in early 2019.

Moving into next year, the next steps for the Point of the Mountain include completing phase three and aggressively continuing the Commission's work to move the vision forward. We are also coordinating the new Point of the Mountain State Land Authority, which governs the Draper prison site.

Outcomes

- Created a regional vision for the Point of the Mountain based on stakeholder and public input
- Worked with cities to include elements of the vision in their city and transportation plans
- Held the Phase 3 stakeholder kickoff (50 attendees)
- Presented at city council and planning commission meetings to collaborate on vision implementation strategies (with South Jordan, Sandy, Draper, Saratoga Springs, Lehi, Bluffdale, Eagle Mountain, and more)
- Hosted the Utah APA mobile tour to showcase the Point of the Mountain area and the vision (20 attendees)





VALLEY VISIONING

Utah County residents enjoy a high quality of life and a strong economy. As the county adds more than a million people over the next fifty years, a comprehensive visioning process will be necessary to identify issues and opportunities, explore potential growth decisions, and develop a broadly supported vision for the county's future.

At the conclusion of the process, policy makers and leaders will know which goals and planning strategies resonate best with residents and stakeholders as ways to achieve desired outcomes. The vision will act as a voluntary yet powerful framework to underpin future planning and implementation in the county. This framework will benefit from strong momentum and broad, demonstrated support as it is implemented through public, private, nonprofit, and partnership activities. While Envision Utah is staffing the visioning effort, it will be run by Utah County stakeholders and will result in what is truly a Utah County vision.

The Envision Utah team worked to fund and develop a scope of work and process for Valley Visioning throughout the first half of 2018. Alongside the Association of Utah Valley Chambers, Envision Utah worked to build a comprehensive stakeholder list and steering committee for the process. This work culminated in an executive kickoff for the Valley Visioning Process, held at the beginning of October. At this kickoff, the group discussed some of their biggest concerns and potential focuses for the process. The most frequently mentioned topics included housing affordability, education, water supply, transportation, and disaster resilience.

The wider stakeholder group met in November to formally kick off the process and participate in additional discussion about major concerns and opportunities for the county. This group participated in mapping exercises where participants were asked to place predicted jobs and housing growth across a map of the county. We're currently in the middle of planning and holding a series of public workshops to engage residents across the county. We're also holding online outreach efforts for residents across the county in order to engage as many people as possible in the visioning process.

For the latest information on the process (including additional background information), please visit utahvalleyvisioning.org.

Outcomes

- Convened stakeholder and steering committee members (90+ stakeholders, 40 steering committee members)
- Held Steering Committee kick-off event (35 attendees)
- Mapping exercise held at the 2018 Common Good Awards
- Hosted stakeholder kick-off and mapping workshop (90 attendees)
- Held 6 Regional Public Workshops (in-progress)
- Created comprehensive information website (utahvalleyvisioning.org)

QUALITY COMMUNITIES ACADEMY

The Quality Communities Academy is an annual workshop that brings together planning experts to share their experience and ideas regarding the development of quality communities in Utah. This academy began in 2017 as a new way to help educate city councilors, planning commissioners, city planners, students from universities across the state, and other concerned citizens. The academy's second year explored topics like Utah's impending housing shortage, the changing nature of retail in an increasingly digital world, how to build fiscally sustainable centers, and unique solutions to designing parking. The Academy had over 70 RSVPs at 7 locations across the state, and we're looking forward to an even bigger third year in 2019.

As with the first year of the academy, Envision Utah worked with Utah State University to coordinate broadcasting equipment and satellite campuses across the state to widen the availability of the workshop across the state despite our staff being in just one location. We had 8 available locations attendees could choose from to attend. The bulk of the attendees (around 45) chose to be there in person in Salt Lake City, while around 25 people tuned in from different satellite locations. Attendees included representatives from the Utah Transit Authority, Utah Valley University, South Salt Lake City, North Logan City, Moab City, Salt Lake County, Spanish Fork City, Ivory Homes, the University of Utah, various architecture firms, and the Utah State Legislature. Around one third of the attendees were students from universities across the Wasatch Front. Another third of attendees were women.

The academy's presenters shared a wealth of knowledge on different topics, sharing a greater depth than the first year of the academy with a wide variety of city staffers, architects,

developers, students, and others. Meeting attendees were given one-pagers that outlined many of the academy's topics to help attendees follow along during the academy and better recall the academy's curriculum after it concluded.

Immediately after the academy, planning commissioners from Taylorsville remarked that the academy had "just the kind of training all planning commissioners need." They shared their belief that covering major planning topics from a surface-level perspective is very valuable for those without formal planning training and for those who are just beginning in the planning profession, in reference to the younger students who were also attendees at the academy. A representative from Breathe Utah told us that "all of Salt Lake County's townships and city councils should hear this message...it's essential for any citizen planner."

We are grateful for the network of intelligent planning commissioners, city councilors, students, and other attendees who have helped make the academy a runaway success for both the 2017 and 2018 academies. We're looking forward to planning the 2019 academy.

Outcomes

- Facilitated satellite broadcast (7 locations, 70 attendees)
- Created promotional materials (meeting handouts, PowerPoint, and photos)





QUALITY COMMUNITIES TOOLKIT & OUTREACH

Communities along the Wasatch Front face a challenge: by the year 2050, our population will nearly double. As we plan for this growth with a focus on low- and moderate-income populations we can assist historically underprivileged minority populations to find affordable housing and live in great communities where they have affordable travel options, increasing opportunities for them and their children. Envision Utah's work on developing walkable centers and promoting quality communities has been ongoing for 20 years. Our latest efforts in 2018 have manifested in the hands-on development of a Quality Communities Toolkit and ongoing meetings and discussions with key developers, planners, and elected officials across the state.

Through our Quality Communities efforts, we have identified a need to educate and put resources and tools in the hands of those who will decide how Utah's communities will look long into the future, both through long-term visioning and short-term day-to-day decisions. We held a large stakeholder group meeting in February where stakeholders and community leaders determined that the most effective resource we could develop is a collection of information on quality communities alongside implementation strategies that will help city councilors, citizen planners, and others in promoting quality communities across the state. This tentatively-titled 'Quality Communities Toolkit' will also have a lasting impact on the inclusion of affordable housing and mixed-use quality community centers in Utah's communities and cities by integrating socially-conscious principles into current planning standards.

Following the large stakeholder group in February, we convened smaller groups to tackle specific topics like Design, Parking, and Defining a Center through the spring and early summer. The team then worked to flesh out the toolkit's content and graphics throughout the summer, with several small meetings held throughout to help develop content and solidify ideas with stakeholders and other experts. The large stakeholder group was reconvened in August to ensure that the content contained all the major sections and ideas necessary to be effective.

Using feedback from this large group meeting, the team began developing a draft of the toolkit, which we are currently in the middle of reviewing and finalizing. We are aiming to release the Quality Communities Toolkit in early 2019.

In addition to specific Quality Communities Toolkit outreach, Envision Utah has been holding ongoing discussions and regular small meetings on the topic of centers with stakeholders and experts from across the state. These meetings promote positive conversations about centers and lead to connections made across sectors and organizations that help break down many of the communication barriers that can exist when developing walkable communities. These meetings can also help simplify the ways we talk about centers and make them more approachable to the average resident—a recent discussion with representatives from MPOs and counties, researchers, and developers focused on unifying centers terminology for the visioning efforts of all involved organizations moving forward. These meetings are essential in continuing the discussion and making new connections regarding centers among organizations, experts, and residents across the state.

We're excited to finish our work editing, laying out, and distributing the document through early 2019 and are optimistic that making information about quality communities in Utah more commonplace and accessible will be a significant boon as we face increasing growth pressures and make decisions that will have massive impacts on Utah's future generations.

Outcomes

- Engaged 80+ stakeholders
- Held 2 large stakeholder meetings and 6 smaller group meetings to facilitate discussion and collaboration on toolkit text and layout
- Created 6+ toolkit drafts (the finalized toolkit will be released in early 2019)
- Convened reading group comprised of business and community leaders

MARICOPA COUNTY

Envision Utah has been hired by the Maricopa Association of Governments to provide research and consulting as they work towards their next regional transportation plan. Specifically, our efforts are focused on helping MAG understand public attitudes around regional transportation needs and priorities. We've partnered with Heart+Mind Strategies to conduct values research.

In August, a preliminary kickoff with the MAG project management team was held to announce the project and begin preparing for future meetings. A qualitative question guide was created for the Illumination Labs that will also serve as the foundation exercises with the public.

Input from the Illumination Labs forms a preliminary basis for creating values maps and ladders and for understanding information that will be helpful in structuring qualitative exercises with the public. We met with the MAG project management team to review the draft Illumination Lab session guide and receive client direction and input.

In September, our team traveled to Maricopa County for a stakeholder kickoff meeting and to start the values research process. HMS conducted two "illumination labs" (basically large computer-assisted focus groups) with key stakeholders and prominent community members. The next steps include a series

of focus groups and a "Bright Board" exercise where community members will provide in-depth feedback about transportation and quality of life over several days. It's our first experience working with this research tool, and we're looking forward to seeing what we can learn from it.

We will use this input to create a detailed values map that will provide insight into what Maricopa residents care most about—and why they care about those things—related to transportation. We will then help MAG use that in public workshops. Our engagement in this project will finish in early 2019 with a final report and recommendations to MAG.

Outcomes

- Facilitated project kickoff
- Worked with partners to conduct Illumination Labs focused on finding residents' values on growth-related issues
- Identified spectrum of values ladders among the stakeholders and the public (in progress)
- Used a random-sample survey to identify the relative importance of those values ladders, as well as other viewpoints about transportation-related matters (in progress)



YOUR UTAH, YOUR FUTURE CORNERSTONE TWO

HOMES, BUILDINGS, LANDSCAPING, AND CARS OF THE FUTURE

While Implementation Cornerstone One deals with how our communities and urban areas are organized, this Cornerstone concerns the kinds of homes, buildings, landscaping, and vehicles that make up those communities. Technologies and efficiencies exist today, and are improving every year, that can reduce air pollution; save money; make our homes, buildings, and infrastructure more resilient to disasters; and conserve water. The following projects are examples of Cornerstone Two implementation.

PROGRESS SINCE 2015

Air quality in Utah is significantly improving. Despite public perception, winter particulate matter concentrations have been declining for years, and now every air quality monitor except one (Rose Park) is in compliance with federal standards. Many of the *Your Utah, Your Future* strategies are being implemented:

- Many of the refineries serving Utah are currently upgrading to offer lower-emission “tier 3” fuel.
- Builders are improving the energy efficiency of the homes and buildings they construct.
- All new water heaters are now required to be ultra low-NOx.
- New regulations reduce emissions from a variety of sources.
- Substantial development is happening near rail stations, which makes it more convenient for Utahns to ride public transportation.

Similar progress is being made on water, where Utahns are now using less than 167 gallons of potable water per capita per day—down from 185 in 2010, and 237 in 2000. Work is also underway to improve data collection, implement basin-level water planning, and expand water storage.



CLEAN AIR IMPLEMENTATION TEAM

Envision Utah took a renewed approach to our efforts on clean air in 2018. At a large group meeting on Valentine's Day we convened the Clean Air Implementation Team and split them into two smaller groups according to two focuses: cleaner vehicles and better buildings. Following this kick-off, we have been convening the two groups individually throughout the year to address our air quality from two sides, reducing emissions from homes and buildings, and shifting what Utahns drive to more low-emission vehicles will improve the air we breathe.

On the vehicles side, Envision Utah is working with automobile dealers to create a new, colorful window sticker that will help Utahns understand the local impact of different vehicles' emissions when they're shopping for a new car. This window sticker is intended to help people in the market for a new car consider one more aspect of the prospective vehicles' performances when they're making a final decision. We are working with local dealers to explore a pilot program with this window sticker that, provided it performs well, will be expanded into a wider effort in 2019.

We are also working with the Utah Department of Environmental Quality and other stakeholders to explore whether a Wasatch Front-wide "cash for clunkers" program might be cost-effective as well as how that program could be structured and funded. Some of the Clean Air Implementation Team members are exploring avenues to funding, including a legislative bill that would expand smaller programs in Utah to a Wasatch Front-wide or statewide cash-for-clunkers program. This bill is expected to be proposed at the 2019 legislative session.

For better buildings, we have met with single-family builders, commercial developers, non-profit advocates, and others to determine the best routes to improving Utah's housing stock as we move towards a future where we have to build houses and businesses to accommodate twice as many people on the Wasatch Front by 2050. Exhaustive efforts have been made to improve the ways we build, but little has been done to retrofit older buildings that are less energy efficient and more costly than the newer buildings across the valley. We are in the early stages of shaping an effort that would establish more widespread funding mechanisms for retrofitting existing homes and buildings, and we are also looking at ways to encourage improved efficiency and reduced emissions in new construction.

Outcomes

- Held 2 large group meetings and 13 smaller group meetings focused on implementation of *Your Utah, Your Future* strategies for clean air
- Created pilot program to utilize our redesigned 'local impacts' vehicle window sticker
- Explored parameters for statewide expansion of a 'cash-for-clunkers' program to get older, high-emission cars off Utah roads
- Created scope of work for an exhaustive effort to retrofit existing buildings to improve emissions

YOUR CAR AFFECTS LOCAL AIR QUALITY

pollutants per mile

1 3 5 6 7 8 10
→ CLEANEST

THIS VEHICLE'S SMOG RATING IS **5**

This vehicle emits **70 mg** of pollutants per mile.

Almost half of our pollution comes from cars and trucks.

One of the best things you can do for the air is drive the cleanest vehicle that meets your needs.

UTAH DEPARTMENT OF ENVIRONMENTAL QUALITY | Envision Utah | UCAIR | UTAH CLEAN AIR | Learn more at UCAIR.org

We've developed a sticker for each of the 10 points along the emissions scale to help potential buyers quickly compare the impacts of each vehicle they are considering for purchase.

YOUR UTAH, YOUR FUTURE **CORNERSTONE THREE**

A THRIVING RURAL UTAH

Rural communities in the state have their own varying opportunities and challenges. Though 90% of Utah consists of rural private and public lands, the vast majority of Utah's population, and the focus of much of Utah's prior visioning effort, is in the urbanized Wasatch Front and back. As Utah's population nearly doubles by 2050, however, we need to ensure that rural Utah thrives, while still maintaining its rural heritage. Utahns resoundingly support having a balance of uses for our public and private rural lands in order to foster thriving rural economies. The following projects are examples of Cornerstone Three implementation.

PROGRESS SINCE 2015

Twenty-two of Utah's 29 counties have seen positive job growth since 2010, but seven (Carbon, Daggett, Emery, Garfield, Piute, Uintah, and Wayne) have lost jobs. Fortunately, major efforts are underway at the state level to attract jobs to these rural areas.

Because new development is more compact, the rate of loss of agricultural land has slowed. Nevertheless, much of our best land for growing fruits and vegetables is under threat of development. This is one issue that will be tackled in our Valley Visioning project in Utah County.

AGRICULTURE

As part of *Your Utah, Your Future*, Envision Utah analyzed Utah's ability to feed itself today and in the future. This led to a strong awareness about agriculture. Envision Utah has worked over the past year to continue discussions around agriculture and its future in our state.

Outcomes

- Collaborated with the Agricultural Land Preservation working group, hosted by The Utah Department of Agriculture, on how to utilize the *Your Utah, Your Future* values in rural Utah
- Continued educating groups on and promoting Envision Utah's Utah County Agriculture Toolbox, released in late 2016
- Held ongoing discussions with community members and government organizations, and other groups such as Utah League of Women Voters, about agriculture preservation
- Offered support and research to launch the 25k Jobs Initiative—a bottom-up approach to bringing jobs and economic development to rural Utah
- Incorporated agriculture as a critical part of the Valley Visioning effort to create a vision for Utah County



YOUR UTAH, YOUR FUTURE CORNERSTONE FOUR

PEOPLE PREPARED FOR THE FUTURE

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

- Statewide Plan
- High-quality Educators
- Early Childhood Education
- Assessment and Assistance
- Participation and Collaboration
- Access to Opportunities Beyond High School
- Affordable Postsecondary Education

The purpose of our effort is to improve education across the state by (1) facilitating the collaboration of groups already working in education, (2) helping the public understand and support the specific strategies that will yield the best outcomes in education, and (3) working with stakeholders to implement key strategies. The following projects are examples of Cornerstone Four implementation.

PROGRESS SINCE 2015

While we are not yet where we want to be, Utah is improving on most educational metrics. Fourth- and eighth-grade proficiency scores have increased and are above average for the country, and we even lead the nation in eighth-grade science. More Utahns than ever before are attaining a post-high school credential. And we now have a uniform kindergarten readiness metric in Utah that can be used to measure improvement over time as we and other stakeholders seek to improve early childhood outcomes.

Here are some of the actions that are being taken to implement the *Your Utah, Your Future* educational strategies:

- The Governor's Education Excellence Commission has established a roadmap to improve education that includes the strategies from *Your Utah, Your Future*.
- Investment in education has significantly increased.
- Significant attention is being given to helping parents and other caregivers improve their interactions with their young children.
- Teacher salaries have increased to improve the ability to recruit and retain good teachers.
- Teacher induction and mentorship programs are expanding and improving.
- Efforts are expanding to ensure low-income Utahns can and do attend postsecondary education.

CONVENING AND FACILITATING

Two years ago we convened the education steering committee to help lead the way in making the *Your Utah, Your Future* vision for education a reality. The steering committee includes Utah's top education and civic leaders, researchers, activists, and technical experts as well as other key influential people in the community who can help realize the vision. By design, the committee is not just made up of like-minded individuals but includes those whose engagement is necessary to achieve the outcomes of the vision.

Members of the steering committee offer critical guidance and support in every piece of our education efforts. The real power of convening this committee, however, is even more significant. By engaging this influential Utahns in these important conversations, we are affecting the actions and outcomes of many individuals and organizations and accomplishing more than we could alone. For example, the following are important outcomes from convening the education steering committee:

In 2016, we conducted an in-depth education values study. Members of the committee—including prominent education leaders—still refer to that study and have shared it within their organizations. The Salt Lake Chamber, Granite School District, and the Governor's Office, for instance have all adjusted their messaging based on the study. In 2018, the state superintendent gave a news interview where she quoted language from the values study verbatim.

Together with the committee, we determined to focus on five key strategies for improving education. In short, those strategies are talk to your baby, begin with preschool, support great teachers, help every child succeed, and look beyond high school. Focusing on these strategies has unified important community leaders

around a common cause and brought people into discussions that they would not otherwise be having. A few examples include a college graduate talking about support for preschool and early learning, leaders of large foundations and private organizations debating competitive teacher compensation, school superintendents discussing media campaigns and more.

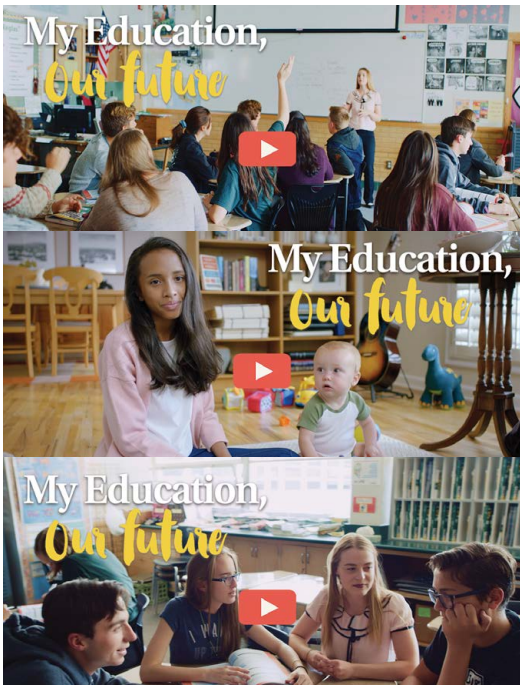
After we determined to include talking to babies as one of the key strategies, members of the committee who also serve on the Governor's Education Excellence Commission recognized that early brain development was not part of the commission's education roadmap, leading to its unanimous adoption into that plan.

The superintendent of one of the state's largest school districts determined based on discussions in one of our meetings to raise teacher salaries in that district.

We developed a model for addressing the teacher shortage that has entirely re-framed the way education leaders look at Utah's teacher shortage. We even wrote the agenda for the Governor's Education Excellence Commission meeting on the teacher shortage. In addition, our subsequent research into the teacher shortage with the state board of education is now the dataset USBE, superintendents, and individual districts use to understand the teacher shortage.

Though our focus on the teacher shortage, the state superintendent and the governor agreed to publicly commit to help resolve the shortage.





PUBLIC OUTREACH

Spring 2018 Outreach Campaign

In the spring of 2018, we carried out our third public outreach campaign for this project. The outreach campaign showed students—the most immediate “users” of the educational system and, according to our values study research, some of the most trusted messengers—talking about the statewide teacher shortage, preschool, and early learning. The advertisements focused on the educational outcomes that Utahns find most compelling, as identified in our 2017 values study. All these videos can be found at **MyEducationOurFuture.org**, which has been updated to reflect our most recent research and efforts.

The spring campaign was limited in scope and was highly targeted. Utah has the largest market of active Winter Olympics viewers, so we took advantage of that to run our ads during prime Olympics viewing times. In addition we geotargeted Utahns who visited the capitol, based on the assumption that they are likely to be able to influence change in education.

Fall 2018 Outreach Campaign

The fall campaign featured a new video designed to educate Utahns about our five broad educational strategies at the time when families are adjusting to going back to school and education is high on the minds of people across the state. The new ad was heavily focused on how education benefits the entire community as well as individual students. We also pushed our recent video about the teacher shortage and put out two interview-style videos about innovative education solutions happening in Utah, including Salt Lake City School District’s Peer Assistance & Review (PAR) program and academic teacher training through the Utah System of Higher Education.

Reach:

- Our videos were seen online more than 3 million times online on YouTube and social media
- Ads on TV reached another 1.8 million people an average of 7 times over the campaign
- Beyond views, our social media posts reached half a million Utahns
- Envision Utah and KUTV online newsletters reached over 20,000 people
- Many members of our board and education steering committee reported that their friends, family, and colleagues had seen the videos and that the videos were leading to positive discussion
- Post-campaign polling will be conducted to determine the impact and memorability of the videos and their messages

The consensus from the education steering committee was that the campaign was creating dialogue around the teacher shortage crisis in Utah

Outcomes:

- Conducted Spring and Fall 2018 outreach campaigns, resulting in changed dialogue about education and year-long media coverage
- Created three new videos focused on strategies for improving education found through *Your Utah, Your Future* implementation and collaboration
- Improved project website (**myeducationourfuture.org**) as a source of information
- Increased positive conversations about education funding

UTAH TEACHER INITIATIVE

Led by education project co-chair Hope Eccles, Envision Utah has launched a statewide Teacher Initiative by bringing together community leaders, education leaders, and researchers to implement strategies that address the state's teacher shortage crisis.

Research consistently demonstrates that nothing within a school has a greater impact on our children's future than quality teachers. But Utah is experiencing a large and growing teacher shortage. Each year, about 12% of teachers leave the profession, and almost half quit within the first five years. Enrollment in teaching programs at Utah's colleges and universities has declined. School districts are increasing class sizes, utilizing less-qualified teachers, recruiting from out of state, and searching for money to increase salaries.

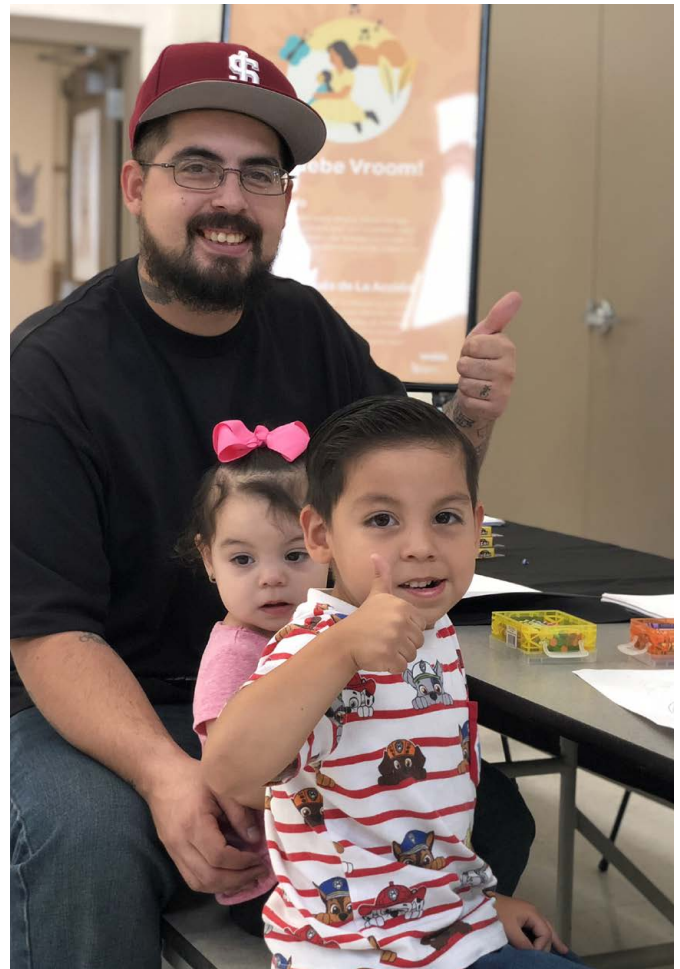
An effective long-term solution to the teacher shortage in Utah will require:

- Enhancing the perception of the profession
- Effectively recruiting more great high school and college students into the teaching profession
- Improving mentorship and professional development
- Improving working conditions in schools to retain more teachers and improve outcomes
- Finding ways to recruit back into the profession some of the best teachers who left

Outcomes:

- Convened key stakeholders to design a strategy to address the teacher shortage, including recruitment into academic teacher preparation programs, retention of current educators, re-engagement of former teachers, and elevating the profession as a whole
- Researched state data to understand and articulate the nuances and scale of the teacher shortage
- Conducted a survey of 4,100 college students to understand dropping enrollment in university teacher training programs
- Received nearly 2,000 responses to a questionnaire for former teachers that highlights their concerns about returning to the classroom and connects them with local school districts
- Held a press conference with Governor Herbert and Superintendent Dickson inviting former teachers back to the profession
- Continued to promote our teacher shortage video statewide





EARLY LEARNING

Extensive research has demonstrated the importance of language for cognitive and social development in young children. The quality—and quantity—of interactions between children and their parents in the first few years of life has enormous impact on children’s school readiness, vocabulary development, and academic success, and in turn affects children’s entire lives. An improved language environment would benefit every home and family, but there is a demonstrated difference in the language environments of children from affluent homes and those from impoverished homes.

Fortunately, research and awareness efforts have also shown that parents and caregivers provide better environments for cognitive and social development when they (1) understand how significant an impact they can have by talking more to their children and (2) know techniques, strategies, and practices for having enriching interactions and creating a high-quality language environment.

Envision Utah has been working over the last two years on a collaborative effort to help parents and other caregivers understand the importance of language and provide resources to support strong, nurturing language environments in every home. In 2018, we’ve taken significant steps to scale up our effort to become a county-wide wrap-around initiative involving multiple tiers of engagement with caretakers and community members. We plan to continue growing this project over the next year.

Outcomes:

- Connected with national partners Vroom and Thirty Million Words
- Delivered “Brain Building 101” presentations to employees at several local businesses
- Expanded efforts beyond Salt Lake Valley to pilot projects with Park City Library, Park City School District Preschool, and the Family Support Center
- Partnered with the Children’s Center to reach over 1,200 families with early learning science
- Integrated early learning science and Vroom into 211 service
- Reached families of 2,500 preschool students in Granite School district
- Joined Promise Partnership with United Way to foster greater kindergarten readiness in South Salt Lake
- Facilitated over 1,700 local downloads of Vroom brain building app in 2018
- Strengthened relationships with Intermountain Healthcare and KSL to launch 2019 early learning PSA campaign



CONCLUSION

NOVEMBER 2018

Envision Utah credits its success and resolution to the great public & private partnerships forged over the last two decades.

We sincerely thank you for believing in our mission of helping residents create communities that are rich in opportunity and defined by unparalleled quality of life. As Envision Utah continues to move forward, we are appreciative of the foundation's monumental community support for local nonprofit capacity building and excellence that is fundamental in maintaining the exemplary quality of life in this region now and for generations to come.

We are deeply grateful for the support we receive from visionary Utahns across the state. Your friendship, guidance and generosity makes our work possible—thank you!

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