weber

davis

salt lake

utah

Wasatch Choices 2040

WASATCH CHOICES 2040

A Four County Land-Use and Transportation Vision

Wasatch Choices 2040

A FOUR COUNTY LAND-USE AND TRANSPORTATION VISION

MOUNTAINLAND ASSOCIATION OF GOVERNMENTS

WASATCH FRONT REGIONAL COUNCIL

UTA

ENVISION UTAH

UDOT CONNECTING COMMUNITIES

ENVISION UTAH GRATEFULLY THANKS THE FOLLOWING FUNDERS OF THE WASATCH CHOICES 2040 PROCESS:

FEDERAL HIGHWAY ADMINISTRATION

WASATCH FRONT REGIONAL COUNCIL

MOUNTAINLAND ASSOCIATION OF GOVERNMENTS

UTAH DEPARTMENT OF TRANSPORTATION

UTAH TRANSIT AUTHORITY

GEORGE S. & DOLORES DORÉ ECCLES FOUNDATION

THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS FOUNDATION

STAKER PARSON COMPANIES

MARRINER S. ECCLES FOUNDATION

MERIT MEDICAL

ROCKY MOUNTAIN POWER

CARTER & BURGESS, INC.

SMITH'S FOOD & DRUG STORES

FRIENDS OF THE COALITION FOR UTAH'S FUTURE

Envision Utah also thanks Staker Parson Companies for sponsoring the printing and distribution of this report.

TABLE OF CONTENTS

Notice

INTRODUCTION

What Is the Future We Want to Create?

Over the coming years, the Wasatch Front is expected to annually add a population comparable to the city of Murray, or about 34,000 people. Growth in our region is largely inevitable; over two-thirds of this population will come from our children and grandchildren. Our challenge is to preserve or even enhance quality of life in the face of growth.

We create the future with decisions we make today. As we look to the year 2040, what is the quality of life that we can pass on to future generations? Wasatch Choices 2040 aims to answer the question: "What is the future we want to create?" with actions we can take today to bring about that future. The city and county governments of Davis, Salt Lake, Utah, and Weber Counties co-sponsored Wasatch Choices 2040 (known hereafter as "WC2040") to explore potential futures relative to growth patterns, transportation solutions, and the environment. By understanding the needs of the future, we can work backward to the decisions we need to make today. That is, we begin with the end in mind.

Wasatch Choices 2040: A New Destination

The Wasatch Front Regional Council (WFRC) and the Mountainland Association of Governments (MAG) are tasked with creating our region's official, federally-recognized regional transportation plan. In the past, they started this planning effort by first estimating future patterns of development according to adopted city and county general plans, then responding to projected growth patterns with recommended transportation solutions that would best meet the needs of this new growth.

WC2040 is a new approach to creating a regional transportation plan. It approaches transportation planning with a different set of questions:

1) What is the future we want to create?

WC2040 establishes goals or principles for the future of our region. WC2040 makes it official: we want clean air, quick access to natural recreation, housing that we can afford, short commutes, and we want to make decisions with these ends in mind.

2) What will help us create that future?

What growth patterns and transportation investments will help create our desired future? WC2040 recognizes that it is futile to project patterns of growth without thinking about the various types of transportation investments we make. Freeways and boulevards support auto-oriented forms of commerce and land development, while transit tends to support more walkable forms of development. As we try to create a livable future, we need to think about growth patterns and transportation investments as well as how they interact.

We Function as a Region

Our community leaders face the challenges of promoting much needed economic and business development while simultaneously preserving the other elements of quality of life that we value. An important key to striking this balance is for municipal officials and economic development practitioners and planners to begin thinking, acting and planning for growth as a unified region.

The Greater Wasatch Region is a crucial crossroads in interstate and global trade.

In our increasingly competitive economy, regional thinking and action are essential to successful economic development. Metropolitan regions reflect how we live and work. Our daily patterns—in both work and social life—are regional: we live in one municipality, work and run errands in another, visit our friends in a third, and dine out in a fourth! Metropolitan regions are the central unit of economic activity in today's global economy. Businesses tend to cluster in metropolitan areas where they can draw upon regional resources, such as transportation infrastructure, research and technology, skilled labor, and supplier networks.

In the context of the Greater Wasatch Area, it is important for leaders to recognize that the essential level of competition they face is regional. It is not a question of Sandy competing with Ogden, or Salt Lake City competing with Provo; rather, it is a question of the Greater Wasatch Area competing with

A multi-modal transportation system is a foundation for sustained economic development in our region.

Our research universities attract talent and foster economic development for our state.

Historic urban centers and main streets need to be revitalized as cultural and economic assets.

other metropolitan regions, such as Silicon Valley, Denver, Austin, Singapore and New Delhi, for high-skill, high-wage employment.

As global competition accelerates, regional assets and liabilities become more and more central to economic development. Businesses that seek to relocate or expand look for healthy regions with:

- efficient transportation infrastructure
- strong education systems
- affordable housing options near employment centers
- a vibrant urban core
- strong cultural and recreational amenities.

To build and maintain these important elements in a region requires cooperation and collaboration among businesses, governments, and communities. This is challenging because a fundamental disconnect exists in the United States between how the market operates and how we govern. Our economy operates regionally, but our units of government operate locally. However, if we have a common vision, we can overcome this hurdle by working together with shared objectives for a better future.

We need to continue to capitalize on our world class recreational areas.

Overview of Report

The Wasatch Choices 2040 report is divided into four main sections:

1) The Wasatch Choices 2040 Process

How community leaders and interested citizens in four counties explored the long-term future of our region.

2) Growth Principles and Objectives for Transportation Planning

These principles are a "common sense foundation" for actions that can be implemented both locally and regionally to foster high quality of life and help our region compete with other regions. The Growth Principles were unanimously adopted in late 2005 by the mayors and county elected officials who govern the Wasatch Front Regional Council, while the Mountainland Association of Governments approved the principles as guidelines to follow.

3) The Wasatch 2040 Vision Scenario

An illustration of how the region could grow if the Growth Principles are implemented.

4) Implementation of Strategies

A "Toolbox of Ideas" that explain various strategies that public and private sector leaders could use to incorporate the Growth Principles to enhance quality of life indicators such as regional transportation facilities, air quality, land conservation, and quality neighborhoods.

WASATCH CHOICES 2040 PROCESS

Steering Committee

A Steering Committee composed of mayors, county commissioners and other stakeholders from Davis, Salt Lake, Utah and Weber Counties guided the Wasatch Choices 2040 process. Non-elected stakeholders on the Steering Committee included representatives from conservation groups, bicycle-pedestrian advocates, transit agencies, business transport interests and others. The Steering Committee provided oversight of the process by directing the scenario planning efforts and by developing the Growth Principles and Objectives to guide future transportation planning in the region.

The Wasatch Choices 2040 Steering Committee was made up of elected officials and other community leaders.

Workshops

Between February and March, 2005, over one thousand residents of Weber, Davis, Salt Lake and Utah Counties voiced their preferences for future development, open spaces, and transportation by participating in one of 13 public workshops.

One thousand residents attended 13 public workshops.

At each workshop, small, randomly assigned groups of citizens used a map of their county to express their growth and transportation preferences, resulting in the production of 119 maps for the four county area. Each group received chips representing different types of residential, commercial, and mixed-use development. The total number of chips equaled the area's projected population out to 2040. Each group was asked to accommodate the projected growth through current types of development or through alternative approaches, such as mixed-use activity centers that absorb housing and employment growth. Workshop groups also used tapes of different colors to indicate where they wanted new transit, roadways, and trails.

Workshop participants completed surveys about the key environmental, growth, and transportation issues that our region faces. Those surveyed generally enjoy their quality of life but are concerned with the effect that growth will have on that quality over time. Most residents supported adopting and integrating quality growth principles into future planning decisions to help guide successful development and transportation efforts for our communities.

Workshop Analysis

The planning staff from Envision Utah, MAG and WFRC reviewed workshop maps and survey results to identify common themes. The process' next step, scenario development, reflected these themes, and was influenced by three key questions:

"Where do we want growth to occur in our region?"

"What type of growth do we prefer?"

"What type of transportation infrastructure is necessary to support the amount and type of growth we prefer?"

Map used in workshops to identify common themes.

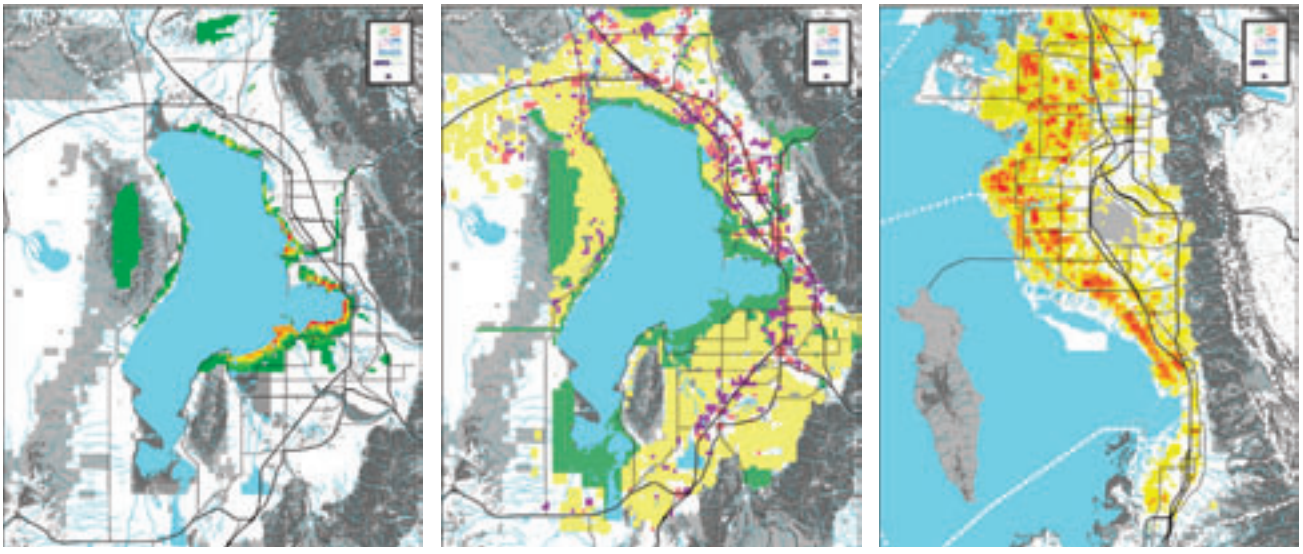
Staff analyzed the workshop land-use ideas in three ways:

1) Where did groups desire new development?

2) What type of development did they desire - residential, commercial, or mixed use?

3) How dense or intense did groups want development to be?

Staff identified "hot spots" in each county representing popular areas for development, the degree of intensity of new development, and redevelopment areas in each county. Generally, citizens desired strong growth in older urban areas and along heavily used transportation corridors and nodes. Citizens also encouraged mixed-use in existing commercial centers, such as the Layton Hills Mall area and Orem. Staff also analyzed maps to identify the most preferred type of development in any given area: residential, commercial, mixed-use, or open space. "Hot spots" where intense employment centers would be appropriate were also catalogued.



Identification of popular areas for development in each county.

Staff analyzed workshop transportation ideas in two primary ways:

1) Where did groups desire new or expanded roads, public transportation, or bike/pedestrian routes?

2) What specific type of transportation was desired?

The Planning Staff identified major corridors in all counties where residents desired expanded roadways. Further analysis identified corridors suitable for transit ways, such as 3500 South and Redwood Road in Salt Lake County and the Lehi Main Street corridor in Utah County. Residents in Utah County felt strongly about expanding their trails system, particularly around Utah Lake and between Utah Lake and the Wasatch Mountains.

Common Themes

Analysis of the 119 maps showed some striking similarities as well as some diverging ideas. The following themes emerged after extensive review of workshop maps:

New and revitalized growth centers can absorb much of the needed future residential and commercial development.

Emphasis on Growth Centers

On average, 40% of all housing development envisioned by workshop participants came in the form of a mixed-use center, such as a village, town center, or city center. This may signify a desire to have job centers in each part of the region; a desire to have a focal point or "heart" for each community; and/or an interest in a walkable form of development that mixes jobs, shopping and housing.

Desire for Land Recycling

In addition to having more mixed-use centers in our communities, workshop participants preferred that these centers generally grow in existing commercial areas adjacent to major transportation facilities. They placed about 50% of the proposed housing and 45% of the proposed employment on land that is currently built. Perhaps this signifies an interest in the gradual evolution of some commercial areas.

Many communities can reuse older industrial or commercial sites to their benefit and the benefit of the region as a whole.

Preference for a Variety of Housing

Workshop attendees preferred that neighborhoods should feel much as they do today, but with a notable increase in the variety of housing options. Residential chips placed on workshop maps

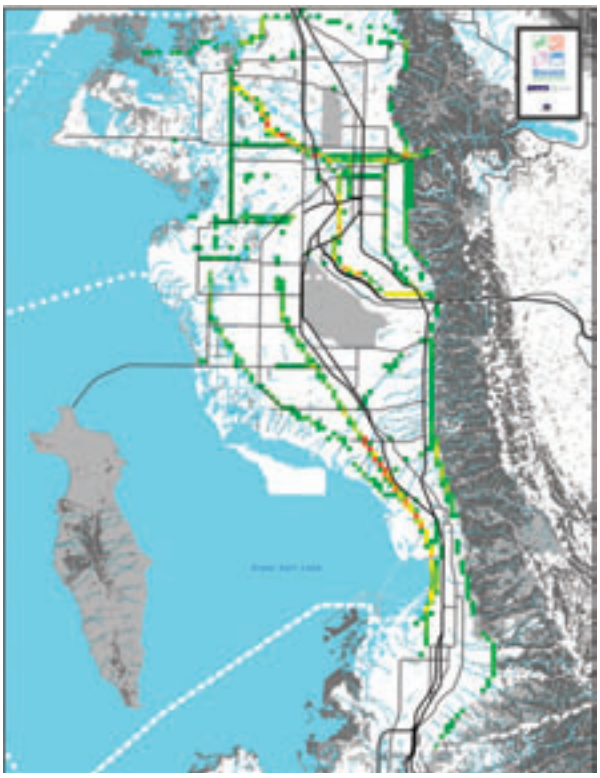
As our population grows and changes, we will need a variety of housing types for all ranges of household incomes and sizes.

An extensive trail system will greatly enhance our future quality of life.

averaged 60% detached, stand-alone homes, 25% townhouses, and 15% apartments or condominiums. (Our region currently consists of 67% stand-alone homes.) Although participants expressed an interest in a greater variety of housing, they still wanted detached single-family homes in most of our future communities.

Emphasis on Bike and Pedestrian Routes

Thirty percent of all transportation routes placed on workshop maps represented bike and pedestrian routes, indicating the popularity of these options. Clearly, citizens feel that an extensive system of bike trails and pedestrian routes is important to help people get around, stay healthy, and recreate.



Sample of summary maps showing bike and pedestrian routes

Four 2040 Scenarios

The four 2040 scenarios, when compared to each other, incorporated the same total population and employment figures. While each scenario highlighted different transportation choices, the cost for each approach was essentially the same.

By eliminating differences in population, employment and transportation expenses, the four scenarios illustrated the benefits of different growth and transportation strategies.

Wasatch Choices 2040: Developing Scenarios

Planning staff from Envision Utah, WFRC and MAG (with the assistance of other planners throughout the region) developed four scenarios, or pictures, of what the region could grow to be in 2040 based on the common themes and notable differences identified in the workshop results. Digitally recreated workshop maps and survey results guided the scenario creation process. To test how various growth and transportation ideas might affect the future, staff created four 2040 scenarios.

Scenario A – "Business as Usual"

Scenario A, the "Business as Usual" scenario, is based on the existing city, county and multi-county plans to guide future growth and transportation. To let us know how the impacts of each scenario might differ from the path we are on today, staff compared Scenarios B, C and D against Scenario A.

Existing long-range plans from our metropolitan planning organizations, MAG and WFRC.

Scenario B – "Transit Station Villages"

Scenario B emphasized urban development in transit station villages. In this scenario, more development centers were clustered near transit stops. The suburbs generally remained at the same densities as found in the "Business as Usual" scenario - with some occasional neighborhood villages that mixed apartments, condos and neighborhood shopping. Scenario B significantly increased the amount of rail transit by emphasizing rail extensions and bringing light rail and commuter rail to more communities than currently planned.

Transit station villages maximize proximity of residences and other destinations.

Scenario C – "Interconnected Network of Complete Streets"

Rather than encouraging development around transit nodes (like Scenario B), Scenario C intensified mixed-use development along

Mixed-use boulevards encourage biking and walking and maximize transportation infrastructure.

boulevards that support a complete set of transportation choices: walking, biking, transit and auto use. These boulevards would be lined with townhouses, shopping, and employment. New suburban neighborhoods in Scenario C remained largely residential and lower density in character. Scenario C's boulevards would be an interconnected network of complete streets that welcome streetcars, biking and walking.

Scenario D – "Centers of Employment"

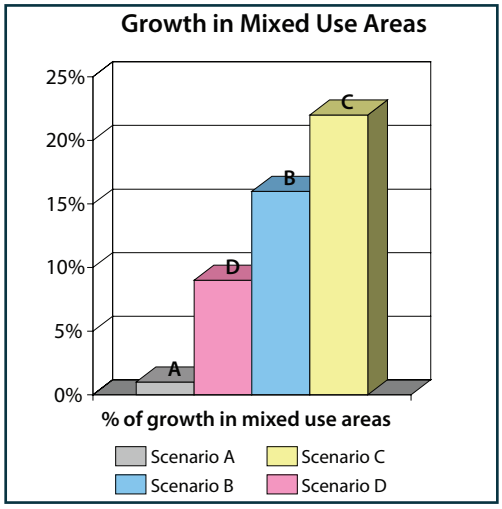
Scenario D envisioned stronger suburban centers of employment in closer proximity to housing areas. Suburban neighborhoods in the scenarios had a greater mix of lot sizes. Scenario D emphasized construction of new interstates and major roads to serve our region's growing areas.

Suburban employment centers can reduce commuting distances for some workers.

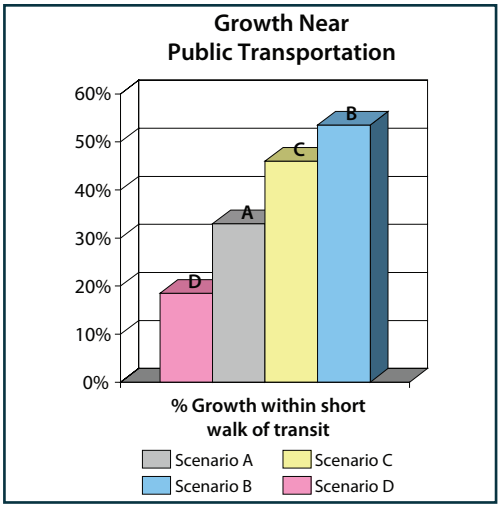
Lessons Learned from Scenarios

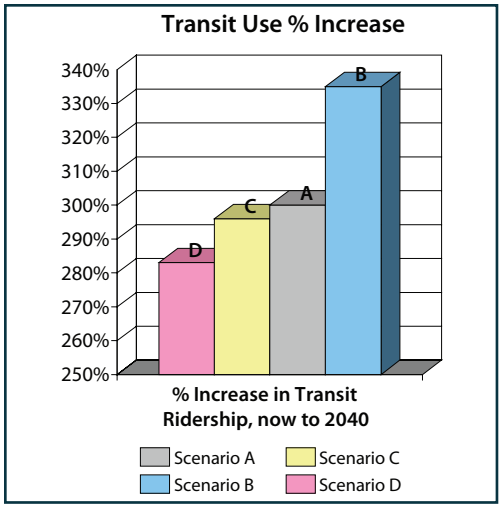
After examining the scenarios and evaluation criteria, staff learned some interesting lessons. Different patterns of development can make it easier to get around or exacerbate the mounting transportation challenges we face in our growing region. Alterations to future development patterns can help solve our transportation challenges and reduce the high cost of needed transportation infrastructure.

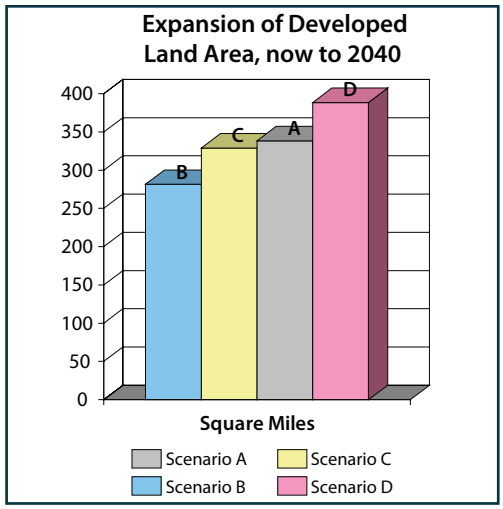
- Mixed-use development reduces driving distances and congestion. The distance we travel to work, shopping, schools or parks is partly a function of the distance between these destinations and our homes. The distance we travel per person directly affects the collective time it takes us to get where we need to go and the traffic congestion we face. Scenario C mixed more homes with destinations; this significantly reduced average driving distances, which in turn reduced traffic congestion and improved air quality.

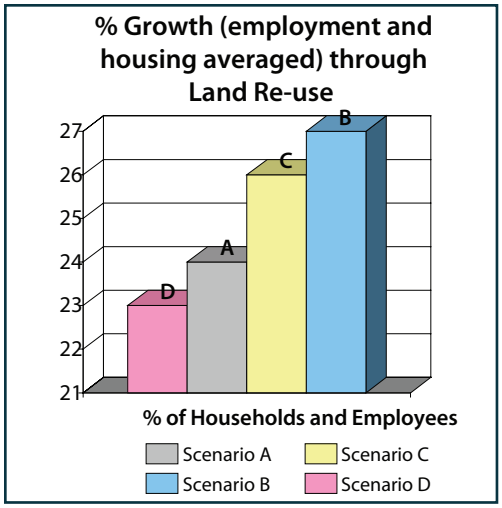


- Growth near transit opportunities encourages people to ride public transportation. Scenario B shows that if transit stations or bus stops are within walking distance of homes or businesses, more people would find riding transit to be convenient.
- People will walk and bike if the trip is short and the design is right. If commercial destinations, like an office or restaurant, are very close to each other and are set in a pedestrian-friendly setting, some people will choose to walk rather than drive their car.
- Transit-oriented development is a key strategy to increase redevelopment in existing built areas and to reduce demand for growth on undeveloped land. Development patterns and transportation solutions affect the availability of recreational land, housing costs, etc. Scenario B's emphasis on high capacity transit coupled with transit villages created more opportunities for reuse of land or "redevelopment." Scenario B exhibited the highest rate of redevelopment and, not surprisingly, also exhibited the lowest amount of development on vacant land.
- Transportation choices help determine where growth will occur and how much land area will be developed. The type of transportation solutions we employ has an impact on the way our cities grow and develop. New roadways and transit facilities, wherever they are built or expanded,







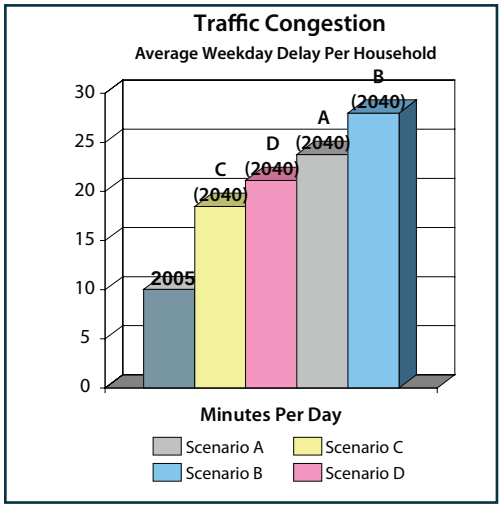


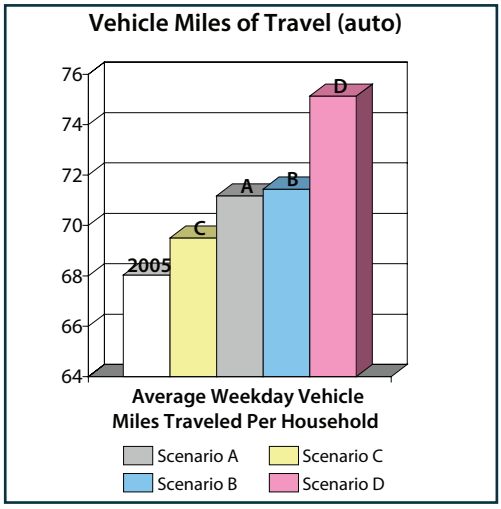
increase accessibility, which, in turn, attracts growth. As we think about where we want to spend our transportation dollars, we should ask the question, "Where do we want to encourage new growth: re-utilization of industrial land, vacant land near existing communities, or new undeveloped areas?"

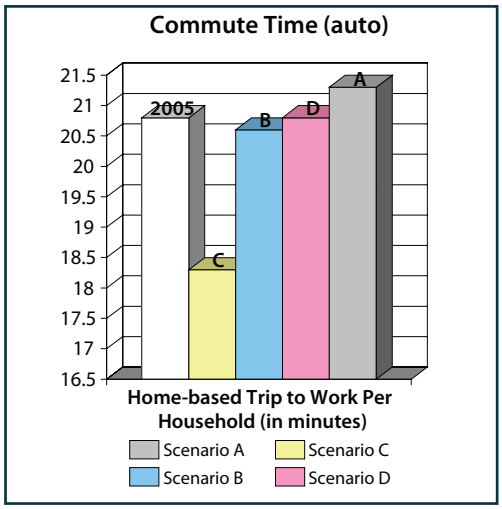
- Interconnected streets help keep short trips off highways, reducing congestion. Interconnected streets also facilitate free traffic flow, provide more direct routes and promote neighborhood cohesion.

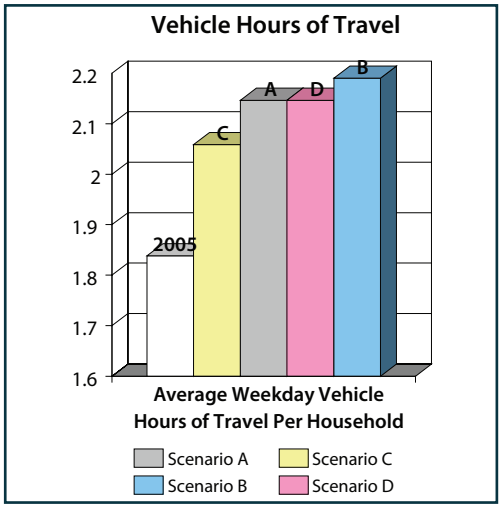
- The length of time it takes us to reach various destinations is a function of distance as well as congestion. Shorter driving trips and less congestion mean that if our region develops consistent with the strategies embodied in Scenario C, we will have more time to spend doing what we want. The scenarios showed that people who ride rail or fixed guide-way transit to bypass congestion.

- Transit is a key means to reduce congestion during the all-important rush hour. Even if transit carries only a small percentage of overall trips, it plays an important role in relieving rush-hour congestion. In Salt Lake County, TRAX carries the equivalent of one lane of the interstate freeway.

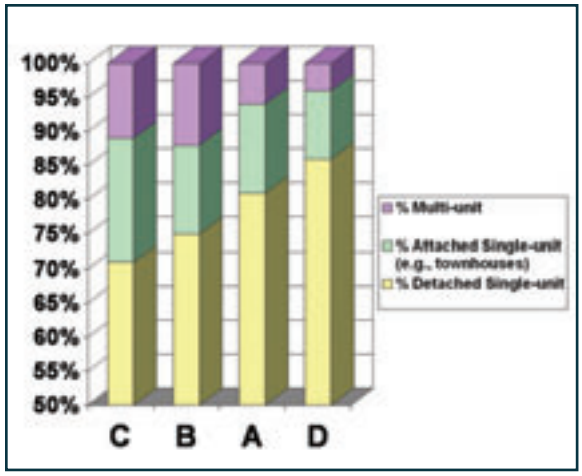








- Strategic changes make a big difference. Surprisingly, the benefits of Scenarios B, C and D, when compared to Scenario A (the "Business as Usual" scenario) are the result of relatively minor changes to the density of our region's housing. For example, Scenario C has around 27% percent townhouse and multifamily development, only 6% more than the "Business as Usual" scenario . The strategic placement of this development in walkable/mixed use settings adjacent to transit is largely responsible for the advantages that C could provide: almost a 10% reduction in congestion and 3% reduction in vehicles miles traveled. Strategic changes carried out throughout our region can vastly improve our individual quality of life without negatively impacting existing single-family neighborhoods to the degree of a more sprawling pattern of development.



Surveying the Most Popular Elements of the 4 Scenarios

Staff incorporated these scenarios and their projected development patterns and travel characteristics into a survey and made it available to all workshop participants, members of city councils, planning commissioners, and others. The survey was available online. The 521 collected responses are summarized in the following matrices. (These results do not represent a random sample.)

Ideal Mix of Transportation

Scenario	1st Choice	2nd Choice	3rd Choice	4th Choice
Business as Usual	4%	16%	50%	30%
Transit oriented growth emphasis	60%	24%	10%	7%
Walkable boulevards emphasis	36%	45%	13%	6%
Decentralized employment centers emphasis	10%	13%	21%	57%

Overall Scenario Preference

Scenario	1st choice	2nd choice	3rd choice	4th choice
Business as Usual	10%	24%	44%	23%
Rail transit emphasis	55%	27%	10%	8%
Inter-connected roads and transit	25%	44%	17%	5%
Free emphasis	9%	10%	23%	57%

The survey results and the lessons learned from the scenarios are the basis for the Vision Scenario that is outlined in part IV: The Wasatch Choices 2040 Vision Scenario.

GROWTH PRINCIPLES AND OBJECTIVES FOR TRANSPORTATION PLANNING

As a result of the Wasatch Choices 2040 process, WFRC and MAG adopted the following Growth Principles and Objectives in late 2005. The adoption of the growth principles means that over time our region will make key transportation decisions after considering their impact on long-term quality growth goals and calculations of cost effectiveness. The Preamble below is part of the adopted text of the Growth Principles and provides a more specific overview for how they will be used.

Growth principles represent values expressed by workshop attendees.

Preamble

The following Growth Principles embody many of the values held by people of the region. They were adopted after reviewing input from community workshops, open houses, committee deliberations, surveys and polling. They are intended to promote quality growth throughout the region. Because the Greater Wasatch Region is experiencing rapid growth and is expected to do so in the future, it is imperative that this growth be well planned and accommodated in the most efficient and cost effective way. As the Wasatch Front Regional Council and Mountainland Association of Governments develop regional transportation plans and programs, these Growth Principles will provide a context for these plans. Additionally, the Principles may also provide a context for plans that are developed by local, state, and other entities, such as special utility and school districts, cities, counties, and private development companies.

These Growth Principles will be applied to the regional transportation planning process and the Regional Transportation Plan. Along with other required transportation factors, the Growth Principles will be the foundation and framework for developing performance criteria, such as those dealing with environmental quality, economic growth, cost effectiveness, enhanced mobility, safety, and other like criteria. These criteria will then be used as a tool in identifying projects for the RTP (Regional Transportation Plan) that best fulfill the objectives of the Growth Principles.

The framers of these Principles recognize that collaboration will be needed among the region's local governments and others if these Principles are to be implemented and their potential benefits realized. These Principles are intended to assist the many entities involved in making plans for the future by providing a context that applies to the region as a whole. As a consequence, it is hoped that the region's transportation and other services will become more efficient, and that its quality of life, as defined by the Principles, will be enhanced.

Growth Principles and Objectives

Relevant Principal: Provide Public Infrastructure that is Efficient and Adequately Maintained

- Promote redevelopment to better utilize existing infrastructure.
- Optimize use and maintenance of existing infrastructure.
- Promote compact development consistent with market demand.
- Encourage contiguous growth to reduce infrastructure expenses.
- Develop long term funding sources for infrastructure development and maintenance.
- Encourage cooperation and coordination in the use of transportation and utility corridors and rights-of-way.

Relevant Principal: Provide Regional Mobility through a Variety of Inter-connected Transportation Choices

- Develop a balanced, multi-modal transportation system.
- Coordinate transportation with regional employment, housing, educational and activity centers.
- Encourage future commercial and residential areas within close proximity of each other to reduce travel distances.
- Encourage a balance of jobs and housing in each part of the region to reduce travel distances.
- Support actions that reduce growth in per capita vehicle miles of travel.

Relevant Principle: Integrate Local Land-Use with Regional Transportation Systems

- Land-use planning and decisions remain a function of local communities.
- Preserve corridors for future infrastructure needs.
- Coordinate regional transportation with centers of development.
- Coordinate transportation decisions with schools and educational centers.
- Make land-use and transportation decisions based on comprehensive understanding of their impact on each other.

Relevant Principle: Provide Housing for People in all Life Stages and Incomes

- Encourage an adequate supply of moderately priced housing near regional job centers.
- Encourage land use and housing policies to accommodate the need for a variety of housing types throughout the region.
- Encourage housing and other development near transit to maximize the efficiency of the public transportation system.

Relevant Principle: Ensure Public Health and Safety

- Encourage communities to develop transportation facilities that promote physical activity and healthy living.
- Encourage accessibility of housing to other destinations to enable the routine use of walking and bike paths.

- Provide for a safe and adequate water supply for culinary, sanitation and fire protection needs.
- Promote interconnected streets to reduce travel distances.
- Provide efficient police and emergency access.
- Provide safe access to, and use of, all modes of transportation.

Enhance the Regional Economy

- Improve mobility to foster a robust economy.
- Use transportation investments and land use decisions to develop the regional economy.
- Transportation and land use decisions should lead to improved quality of life to help retain and recruit businesses and labor.
- Transportation and land use decisions should help keep our region an affordable place to live and do business.

Promote Regional Collaboration

- Encourage collaboration among government, business, education, civic and community organizations.
- Coordinate development and maintenance of regionally significant utilities and transportation facilities.
- Include a broad base of involvement in the planning process.
- Coordinate local and regional planning efforts.
- Promote the sharing of information and expertise.

Strengthen Sense of Community

- Preserve environmental, cultural, and historical assets.
- Promote unity and cohesiveness while valuing diversity.
- Avoid physically dividing communities.
- Use transportation to bolster town centers.

Protect and Enhance the Environment

- Protect and enhance the natural environment.
- Enhance the aesthetic beauty of our built environment.
- Promote conservation of energy, water, and regionally significant critical lands.
- Enhance air and water quality.
- Encourage conservation of open space and irreplaceable natural resources in land use decisions.
- Create and enhance access to areas of natural beauty and recreation.
- Encourage community trails coordinated with regional/state trail systems.

WASATCH CHOICES 2040 SCENARIO

The Vision Scenario reflects the most popular themes from the 13 public workshops held in early 2005. It also reflects results from surveys that asked people to react to the four scenarios of what our region might be like in the year 2040 (as outlined on page 9). Three technical advisory committees, representing planners from the four involved counties, reviewed the Vision Scenario. The Steering Committee for Wasatch Choices 2040 then formally endorsed the Vision Scenario.

Overview of the Vision Scenario

The Vision Scenario aims to represent a pattern of growth and transportation solutions that reflects the spirit of the Growth Principles and is plausible given current development in our region. For example, the Vision Scenario pictures walkable villages – centers of housing and commercial enterprises arranged in a pedestrian-friendly setting – developed in areas that are currently used for commerce and industry, but not growing in today's residential subdivisions where such change would likely not be welcomed by a community. Change is envisioned primarily in strategic areas of regional transportation significance – the most central, accessible and high capacity transportation locations in our region.

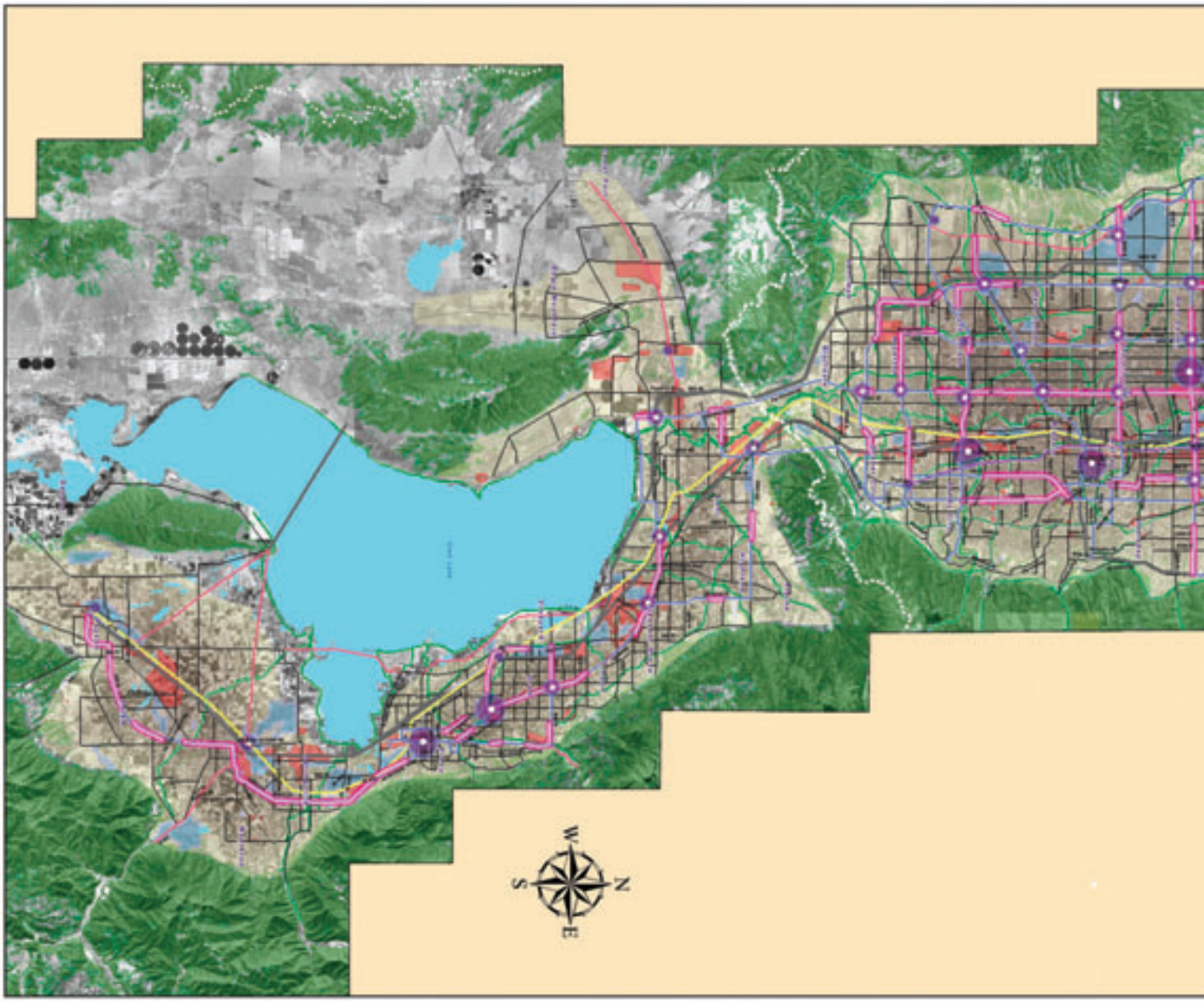
The Vision and Development Patterns

In the Vision Scenario, the walkable centers of development act like a growth sponge; they absorb future growth that would otherwise occur on the edge of our suburban cities.

These villages also help create community gathering spaces – giving communities a sense of place. The walkable villages help meet our region's housing needs by creating new opportunities for moderately priced housing, and they create opportunities for families of moderate means to save money by using public transportation.

The Vision and Critical Lands

The Vision Scenario pictures a comprehensive system of green corridors connecting communities with trails and providing green buffers next to creeks and rivers. Green corridors connect communities with trails and open space, allowing for increased opportunities for walking, biking, wildlife viewing and relaxing. Green/natural buffers along creeks and rivers provide important critical habitat for wildlife, while increasing water quality and reducing erosion. The Vision also emphasizes the value of our hillsides for recreation, scenic beauty, and water supply.


W
S
N
E

Preferred Scenario

The Vision and Transportation

The Vision Scenario balances a variety of transportation forms:

- The Vision highlights the role that walking and bicycling can have in fulfilling some needed daily trips.
- The Vision recognizes that auto travel will continue to be the dominant form of transportation. By interconnecting boulevards from community to community, the Vision removes the burden of local trips from cross-county roads like freeways and expressways.
- The Vision highlights the value transit has in providing a more environmentally-friendly alternative to auto travel while reducing household transportation expenses. Transit is a fundamental component of the Vision. As we continue to grow, proper planning and infrastructure investment will be necessary to minimize congestion; transit options will also become increasingly important to help people get to where they need to go.

THE ROLE OF THE VISION SCENARIO

The Vision Illustrates a Plausible Future

The Vision Scenario does not intend to predict the future nor pretend to portray the most likely future. The long-term future is fundamentally uncertain. No single long-range scenario should ever be considered "highly likely." There are a million paths our region could take. However, the Vision Scenario does represent a plausible future.

The Vision Scenario does not prescribe the specific changes that communities ought to make. There are many ways that individual jurisdictions could implement the Growth Principles. A public process in each city that involves local residents, property owners, and community leaders results in the best thinking about the best direction for a community.

The Vision Communicates the Benefits of Implementing the Growth Principles.

How do we know that Growth Principles will lead to a better quality of life? The Growth Principles represent an intuitively positive direction. However, testing the Vision Scenario using the best available methods for projecting development patterns and transportation behavior provides additional support for the value of the Growth Principles. As you'll see below, the Vision Scenario projects a number of compelling benefits to the quality of life families and individuals would experience in the future.

How Does the Vision Perform?

When compared to a projection of what 2040 might be like (based on current growth plans and current planned road and transit projects), the Wasatch Choices 2040 Vision results in 18% less congestion, 12% more transit use, and 23 fewer square miles of land consumption.

Why Does the Vision Perform so Well?

In the Vision Scenario, 13% of new growth would occur in a walkable village setting that mixes workforce housing with commercial and employment destinations, compared to just 4% of new growth occurring in walkable districts in the "Business

as Usual" scenario. This additional walkable development tends to result in shorter auto trips as commercial destinations are closer to household origins.

Yet the location of these walkable villages is also part of the story. In the Vision, 11% of housing and 20% of jobs are within walking distance of high capacity transit. Currently, about 2% of our region's housing and 12% of employment is near high capacity transit. This helps explain the increase in transit use in the Vision Scenario, up 260% from today. The strategic location of this development at major transportation crossroads also reduces the driving distance of commutes. Development located near high capacity transportation facilities tends to reduce the necessary cross-town driving distances of residents. This results in more time for personal interests or endeavors.

Transit-oriented development is also a key mechanism in the Vision Scenario to bring about a dramatic increase in the reuse of under utilized land. Approximately eight percent more future housing development occurs through land reuse in the 2040 Vision Scenario than in the "Business as Usual" 2040 scenario. This helps explain the 23 fewer square miles of agricultural and sensitive lands projected to be consumed through development, when compared to the "Business as Usual" scenario.

What Is the Role of Transportation in the Vision Scenario?

The Vision Scenario is built on transportation choice: many more residents have a viable choice between auto travel, transit, walking ,and bicycling than under the "Business as Usual" approach to growth.

The interconnections between roadways are very important in helping people travel. Fewer people are forced to take the freeway or commuter rail for shorter trips in the Vision Scenario as viable and more cost effective arterials and transitways help people get where they're going.

IMPLEMENTATION STRATEGIES FOR LOCAL GOVERNMENT

The Growth Principles and Objectives lay the foundation for maintaining and improving our quality of life as our region continues to grow. Below is a list of ten strategies for local governments to consider as they think about how to implement the Growth Principles and Objectives. These strategies are basic primers intended to highlight initial steps and considerations. With each strategy is a list of relevant plans, ordinances, and additional resources to guide implementation efforts.

Strategy I: Develop a Local Land Reuse Strategy

Reusing older buildings and parcels has many benefits for communities: economic revitalization, enhanced aesthetics, reduced development on sensitive lands and greater sense of community character or identity.

Land and building reuse helps cities and towns to remain vital while also protecting urban cores from deterioration after their first buildings age and become obsolete. Redevelopment takes growth pressure off vacant areas and puts people and jobs close to existing infrastructure. This can reduce the need to build new infrastructure, reducing average driving distances, and increase transit use, walking and biking.

Relevant Principle: Provide Public Infrastructure that Is Efficient and Adequately Maintained

Objective: Promote redevelopment to better utilize existing infrastructure

Objective: Promote compact development consistent with market demand

Planning Steps for Strategy I

Part A. Identify priority reuse areas in your community. Reuse efforts should focus on areas that have at least three of the following characteristics:

1. The area has under utilized infrastructure.
2. The location includes pedestrian-friendly physical characteristics or the potential for such.
3. Reuse would further other neighborhood revitalization objectives.
4. The area is located close to frequent transit service and has adequate automobile access.
5. An analysis indicates raw financial potential for reuse.
6. An unmet demand for workforce housing or compact housing develops in the community.

7. The area has "character" – a strong identity or sense of place.

Part B. In the priority reuse areas:

1. Analyze land-use regulations to see if they allow a sufficient potential return on investment. If necessary:
   a. Allow more flexibility in permitted land-uses;
   b. Allow shared parking and reduce minimum parking requirements to free more land for development; and
   c. Allow larger buildings (height requirements or maximum floor-to-area ratios).
2. Analyze the approval and permitting processes to see if they appropriately balance incentives to the private sector (certainty of permitted use, density, and timing) with enough conditional uses to ensure quality development.
3. Identify and implement appropriate redevelopment agency tools to help reduce private sector risks and to jump-start market interest in a redevelopment area.
4. Maintain an inventory of potential infill sites and inform the development community of these locations.
5. Seek to eliminate municipal subsidies for vacant land development. Ensure that growth pays its own way, recognizing the lower public cost of growth through infill and land reuse.

Considerations for Strategy I

Unused capacity of water and sewer lines should be part of the consideration in determining priority reuse areas; if this infrastructure is already used at capacity, redevelopment costs may be much higher.

Example Plans and Ordinances

MIDVALE CITY

Bingham Junction Redevelopment Area

Chapter 17-7-9 – BINGHAM JUNCTION ZONE, http://www.codepublishing.com/UT/Midvale/midvale17/midvale177-9.html#17-7-9. Contacts: Planning Department, Phillip Hill (801) 567-7229 or Lesley Burns (801) 567-7231)

MURRAY CITY

Transit-Oriented Development District. Chapter 17.146. Contacts: Community Development Department – (801) 270-2420, Ray Christensen, AICP, Senior Planner

OREM CITY

Midtown Village Zoning. 22-11-36. PD-23 Zone, Page 22.10. http://www.orem.org/index.php?option=com_wrapper&Itemid=259. Contacts: General Information (801) 229-7000

Additional Resources

Envision Utah: Urban Planning Tools for Quality Growth, Chapter 4: Reuse and Infill

Envision Utah: "Brownfield Redevelopment Solutions Toolbox" (available in May 2006)

Strategy II: Provide Incentives for Contiguous Growth and Infill

By growing in a contiguous fashion and encouraging development of isolated vacant parcels (infill lots), a jurisdiction can reduce the cost of infrastructure, enable the conservation of large tracts of land for open space or farming, and avoid the look and feel of hodge-podge development.

Relevant Principle: Provide Public Infrastructure that Is Efficient and Adequately Maintained

Objective: Optimize use and maintenance of existing infrastructure

Objective: Encourage contiguous growth to reduce infrastructure expenses

Planning Steps for Strategy II

Part A. For Contiguous Growth:

1. Phase-in planned up-zoning of vacant fields to encourage contiguous growth.

2. Establish a maximum number of vacant lots or percent of vacant subdivided land as a ratio of the developed footprint that can exist in the community before new subdivisions are approved.

3. Create and adhere to a phased Capital Improvement Plan (CIP) for public infrastructure.

4. Establish an Annexation Boundary in the General Plan that adequately identifies the land requirements to accommodate future growth.

5. Require concurrency in the provision of local infrastructure (especially water requirements).

Part B. For Infill:

1. Develop a tiered fee system where fees are lower for infill development (acknowledging the lower impact of such development).

2. Identify areas on the General Plan Map where infill development should occur. Development of a "District" or "Neighborhood Plan" may be necessary.

3. Create infill development guidelines in the General Plan (i.e. "Higher densities may occur when certain conditions exist such as a long-term vacant lot in an existing residential area, a burned-out building, or a non-conforming lot.")

4. Identify areas with excess water and sewer infrastructure capacity.

5. Create an "Existing Lot of Record Amnesty Ordinance," allowing development on existing lots that do not meet the current zoning requirements. Use the standard, "Could this lot reasonably be assumed to develop given current standards?" If the answer is no, grant the lot amnesty.

6. Develop a strategy to encourage infill:

    a. Alter regulations to enable development on otherwise non-conforming properties. For example, minimum required yard setbacks may preclude infill development. Adjusting these yard

requirements proportionally to the size of the lot may enable development.

b. In commercial areas, consider reducing parking requirements. Reducing parking requirements will typically increase development intensities more than increasing height limits.

c. Establish an "overlay" or "floating zone" in the zoning ordinance that modifies physical requirements, such as minimum lot size or required minimum setbacks, to enable more infill development.

d. Expedite the review of infill projects (i.e. allow administrative approval to speed the process).

e. Use city investments in infrastructure improvements to create more opportunities for development of infill lots. A special service district is one technique to fund improvements to jump-start development activity.

Considerations for Strategy II

1. Ensure that there is adequate sewer and water infrastructure capacity for the infill development.

2. Mitigate negative impacts on parking, storm drainage, light and air, etc.

3. Avoid inappropriate changes of scale between new buildings and existing buildings.

4. Ensure harmony with historic buildings.

5. Eliminate subsidies for green field development, such as road subsidies or utility subsidies.

Example Plans and Ordinances

1. Managing Maryland's Growth: Models and Guidelines for Infill Development, http://www.mdp.state.md.us/mgs/infill/InfillFinal_1.pdf

2. Dane County, Wisconsin, Better Urban Infill Development (BUILD) Information, http://www.co.dane.wi.us/plandev/build/default.asp

3. Resources for Traditional Neighborhood Development Ordinances, http://www.asu.edu/caed/proceedings02/OHM/ohm.htm

4. Sioux Falls, SD 2015: A Growth Management Plan, http://www.asu.edu/caed/proceedings02/SCHMITT/schmitt.htm

SANDY CITY, UTAH

Traditional Neighborhood Development Zone, Chapter 15-04, http://www.sandy.utah.gov/UpDownload+index-req-getit-lid-57.html. Contacts: Planning and Zoning Department, George Shaw, Planning Director, (801) 568-7261

SUMMIT COUNTY, UTAH

Concurrency Standards, Snyderville Basin General Plan, 2002. http://www.co.summit.ut.us/communitydevelopment/downloads/snyderville/GeneralPlan.pdf. Contact: Summitt County Community Development Michael Barille, Planning Director, ext. 3117

MARYLAND

Amnesty Standards, Maryland Department of Planning. "Models and Guidelines for Infill Development" (Section III – Components of a Successful Infill Strategy), http://www.mdp.state.md.us/planningact/download/infill.pdf

AUSTIN, TX

Amnesty Standards, City of Austin , "Special Use Infill Options & Design Tools". http://www.ci.austin.tx.us/zoning/downloads/infill_tools.pdf

Additional Resources

Massachusetts' Preservation through Bylaws and Ordinances. http://commpres.env.state.ma.us/content/ptbo.asp#

Strategy III: Preserve Future Transportation and Utility Corridors

The preservation of corridors has many benefits. First, it reduces the cost of providing new or expanded transportation facilities and utilities. It also helps communities minimize or avoid environmental, social, and economic impacts from future transportation projects and reduces the displacement of homes and businesses.

Relevant Principle: Provide Regional Mobility through a Variety of Interconnected Transportation Choices

Objective: Preserve corridors for future infrastructure needs

Objective: Encourage cooperation and coordination in the use of transportation and utility corridors and rights-of-way

Objective: Coordinate development and maintenance of regionally significant utilities and transportation facilities

Planning Steps for Strategy III

1. Contact the metropolitan planning organization if a proposed development falls in a planned corridor.

2. Identify future transportation and utility corridors. Incorporate those corridors shown in the Regional Transportation Plan into General Plans. Also incorporate local corridors to be preserved. Use a corridor preservation map to delineate the location of corridors and inform all private and public parties in the development process.

3. Local governments should learn as much as possible about a transportation corridor's location, width, the properties that it affects, and the available funding processes and resources. The metropolitan planning organization is usually a good resource for information on corridor preservation.

4. Integrate corridor preservation/access management into local development review process.

5. Use local government regulations and negotiated development agreements before steps are taken to acquire property.

   a. Promote the transferring of development rights out of the corridor. This transfer may be coupled with density bonuses to compensate for the loss of development value.

   b. Use time-limited conservation easements.

6. Utilize both the Corridor Preservation Revolving Loan Fund and the Local Corridor Preservation Funding programs.

7. Coordinate approval and permitting actions with MPO's, UTA, UDOT and utility companies to maximize the preservation of needed corridors.

Considerations for Strategy III

1. Government agencies should explore the potential of collecting some type of compensation from beneficiary property owners, who gain increased land value as the result of a planned transportation project. This could take the form of a public/private partnership if both sides benefit.

2. Coordinate with adjacent communities the widths and alignments of corridors.

3. Plan for inter-jurisdictional street and trail connectivity in conjunction with corridor preservation. (See the strategy "Interconnect Roadways and Pedestrian Paths on page 40.")

Example Plans and Ordinances

WEST VALLEY CITY

West Valley City General Plan: Vision 2020. http://www.wvc-ut.gov/comdev/zoning/documents/GPRevised8-30-05.pdf. Contact: Planning Department Main, (801) 963-3312 or Steve Lehman, Senior Planner, (801) 963-3311

Additional Resources

FHWA Transportation Corridor Preservation Annotated Bibliography, May 2000, http://www.fhwa.dot.gov/realestate/cp_bib.htm

Bluegrass Corridor Management Planning Handbook, http://www.kytc.state.ky.us/multimodal/Bluegrass/final.exe

Methods and Techniques of Corridor Preservation by Gary R. Crane, Layton City Attorney

STATE OF UTAH

Statutes on Corridor Preservation

WFRC – Corridor Preservation Committee, http://www.wfrc.org/committee/corridor.htm

UDOT – Local Corridor Preservation Funding (2005 SB8) http://www.udot.utah.gov/index.php/m=c/tid=1404

Strategy IV: Create Walkable Commercial and Mixed-Use Districts

Walkable communities are places where walking is a viable transportation choice to get from a home or business to another destination, such as the store, a park, the bus stop, or school. Exercise doesn't need to be scheduled for people in walkable districts; it simply happens as part of individuals' weekly routines. Walkable districts near transit help transit use to flourish because every transit trip starts and ends on foot. And walkable districts give communities an identity, a sense of place that differentiates them from monotonous forms of development.

Relevant Principle: Strengthen Sense of Community

Relevant Principle: Provide Regional Mobility through a Variety of Interconnected Transportation Choices

Objective: Encourage future commercial and residential areas within close proximity of each other to reduce travel distances

Objective: Support actions that reduce growth in per capita vehicle miles of travel

Objective: Encourage accessibility of housing to other destinations to enable the routine use of walking and bike paths

Objective: Encourage communities to develop transportation facilities that promote physical activity and healthy living

Objective: Enhance the aesthetic beauty of our built environment

Planning Steps for Strategy IV

Identify vacant or built areas (walkable districts) where many or all of the following elements exist or can be created. Develop a plan to create these characteristics:

1. The walkable district will have direct pedestrian access to high frequency or high capacity transit stops and stations.
2. There will be more than 3000 total residents and employees within 1/2 mile radius of the area.
3. The district will have access to high frequency or high capacity transit.
4. The district will have interconnected streets and small blocks.

5. The district will have a mix of more than one land-use (residential and one other). The land-use mix could be from one building to the next or from one block to the next. Mixed-use development does not necessarily mean residences above commercial development.

6. The district will have buildings fronting the street. Parking will not be between the building and the primary walking routes; rather, it is on the side or behind the building. (This does not refer to on-street parking, which is never between a sidewalk and a building.)

7. Architecture will be at "human scale" with windows and doors facing public walkways. Structures will be architecturally diverse and avoid being monotonous.

8. The district will have traffic speeds that don't negatively impact the walking environment (typically 30 mph or less).

9. The Right of Way will be pleasant for walking. (Some questions to consider include: How wide will the sidewalks be? Will there be street trees? Will there be on-street parking? Will crosswalks be present and frequent? Will crosswalks be signalized or protected? What amenities will there be for pedestrians, such as benches or fountains?)

10. Residential areas within walking distances of the district should have different types of housing with a variety of sizes and number of bedrooms, appealing to people within various family cycles and family incomes.

Example Plans and Ordinances

SANDY

15-04-07 Mixed Use Zone, http://www.sandy.utah.gov/UpDownload+index-req-getit-lid-111.html. Contacts: Planning and Zoning Department, George Shaw, Planning Director, (801) 568-7261.

PROVO

Village at Riverwoods, Chapter 14.49A, http://www.provo.org/files/comdev/1449.pdf. Contact: Community Development Department, (801) 852-6400, Jim Bryan, Senior Planner.

AUSTIN, TX

Traditional Neighborhood District, Mixed-Use Zone. http://www.ci.austin.tx.us/tnd/

OREGON

Commercial & Mixed-Use Development Handbook, Prepared by the Oregon TGM Program http://www.lcd.state.or.us/LCD/docs/publications/commmixedusecode.pdf

SALT LAKE COUNTY

Neighborhood Commercial Zone, Chapter 19.56 C-1 COMMERCIAL ZONE http://ordlink.com/codes/saltlkco/_DATA/TITLE19/Chapter_19_56_C_1_COMMERCIAL_Z.html. Contact: Planning and Development, (801) 468-2000 , Jeff Daugherty, Division Director.

Additional Resources

Envision Utah Urban Planning Tools for Quality Growth, Chapter 7: "Strategies for Walkable Commercial," and Chapter 3, "Making Our Community a Good Place to Walk."

Right of Way characteristics: Valley Transportation Authority, "Community Design and Transportation: A Manual of Best Practices for Integrating Transportation and Land-Use," Chapter 5, "Model Places," 2003.

Strategy V: Plan for Transit Oriented Development

When work destinations or homes are integrated with the design of transit stations into a walkable setting, transit ridership flourishes, the need to transfer from bus to rail or car to rail is reduced, and the overall transit experience becomes more pleasant and convenient. People who live or work in a pedestrian friendly TOD have been shown to ride transit at least five times as much as other people.

Relevant Principle: Integrate Local Land-Use with Regional Transportation Systems

Objective: Coordinate transportation with regional employment, housing, educational and activity centers

Objective: Encourage housing and other development near transit to maximize the efficiency of the public transportation system

Planning Steps for Strategy V

Part A. Recognize Scale

1. Regional Issues: The best locations for transit-oriented development are near:
   a. Rail or bus rapid transit stations
   b. Intersections with two or more frequent bus lines
2. District Issues:
   a. Extend approximately a quarter-mile radius around the station (about the distance most people will walk).
   b. Focus on a core – the "bull's eye" – of the TOD.
   c. Radiate intensity and density out from the core.

Existing conditions without transit oriented development.

Simulation of the first phase of transit oriented development.

Simulation of the second phase of transit oriented development.

d. Ensure good street and pathway interconnectivity in the TOD and with adjacent development.

e. Give retail a chance to succeed:

i. Maximize housing within walking distance (rooftops).

ii. Remember that auto traffic is still important for retail at a TOD.

3. Neighborhood Issues:

a. TOD's must be walkable. (Refer to the strategy: "Create Walkable Commercial and Mixed-Use Districts.")

b. Mix complementary uses to create more of a self-sufficient community where many destinations can be reached on foot.

c. Significant minimum densities must be achieved to help justify investment in transit where it is otherwise less feasible. (See the table "Appropriate TOD Land-Uses" on page 34.)

d. Design roadways for:

i. Multiple forms of travel, such as auto, bus, walking, or bicycling;

ii. Slower traffic speeds (by possibly using traffic calming devices);

iii. Ample on-street parking; and

iv. Street trees.

e. Manage Parking. Overall, less parking is needed in a TOD as more trips are accomplished by transit, walking and bicycling. Communities should consider lower parking requirements in TODs to help spur private development and lower housing costs for home buyers. Generally, parking should be provided in more efficient forms such as on-street parking and shared public parking lots that meet parking demand with fewer spaces than less efficient isolated private parking lots.

Part B. Site Planning and Quality Design Strategies:

1. Orient buildings to the street.

2. Place entrances to support pedestrian access.

3. Minimize building setbacks.

4. Use windows and doors to animate walking routes and public spaces and avoid blank walls.

5. Hide and screen off street parking. (Parking activities shouldn't conflict with primary walking routes.)

6. Provide high quality walking and bicycling amenities (benches, bus shelters, trash cans, sidewalks, bike paths, and bike racks).

7. Connect with adjacent projects.

8. Avoid passive landscaping areas in areas that are not intended to accommodate human use.

9. Utilize active plazas.

10. Provide human-scale detail for pedestrians.

Appropriate TOD Land Uses	Major Transit Station or Intersection	Intersection of Frequent Bus Lines
Single-family residential	No	No
Town-house residential or low-density attached housing (12 to 25 d.u./acre)	No	Yes
Medium density residential (24 to 40 d.u./acre)	No	Yes
High density residential (>40 d.u./acre)	Yes	Yes
Offices (public and private)	Yes	Yes
Regional retail (comparison shopping, long-lasting purchases, chef restaurants, specialty retail with a limited clientele)	Yes	No
Community retail and services (groceries, drugs, day-to-day purchases, chain restaurants, or retail with regular, broad clientele)	Yes	Yes
Neighborhood retail (convenience stores, beauty parlors, neighborhood restaurants, etc.)	Yes	Yes
Institutional uses (hospitals, universities and colleges, museums, sports venues, live performance theaters)	Yes	No
Community amenities (recreation centers, libraries, bowling alleys, movie theaters, high schools and junior high schools)	Yes (larger)	Yes (smaller)
Manufacturing/Service industries	No	In close proximity
Park & Ride Parking	Yes (shared with hotel, retail, other)	Yes (shared with retail, churches, other)
Kiss & Ride Drop-Off	Yes	Yes

Example Plans and Ordinances

MIDVALE, UTAH

Transit Oriented Development Zone (TOD), Chapter 17-7-8. http://www.codepublishing.com/UT/Midvale/midvale17/midvale177-8.html. Contact: Planning Department, Phillip Hill, (801) 567-7229.

MURRAY, UTAH

Transit Oriented Development District, Chapter 17.146. http://www.murray.utah.gov/PDF/Redevelopment/RDA%20Plan%20for%20public%20review%209_13_2005.pdf. Contact: Community Development Department, (801) 270-2420, Ray Christensen, AICP, Senior Planner.

PORTLAND, OREGON

Cascade Station. http://www.portlandonline.com/shared/cfm/image.cfm?id=53362

Additional Resources

Driving Urban Environments: Smart Growth Parking Best Practices, http://www.smartgrowth.state.md.us/pdf/Final%20Parking%20Paper.pdf

Alice Larkin Steiner, "Relating Land Use Planning to Transit Accessibility". http://utah-apa.org/newsletter/News2004/04%20nov.pdf

ENVISION UTAH. Wasatch Front Transit-Oriented Development Guidelines

CALIFORNIA. Transit-Oriented Development Study: Factors for Success in California http://www.dot.ca.gov/hq/MassTrans/tod.htm

MARYLAND. Driving Urban Environments: Smart Growth Parking Best Practices. http://www.smartgrowth.state.md.us/pdf/Final%20Parking%20Paper.pdf

Strategy VI: Plan for and Build Neighborhood-friendly Elementary Schools

Elementary schools can be integrated into the fabric of a neighborhood: a place where kids can walk to school or a community gathering place that is also available for adult education programs, evening civic events, or weekend sports competitions. By doing so, auto trips are made shorter and are reduced in number. In addition to having an impact on travel patterns within a community, the location of schools affects home-buying decisions, which, in turn, affect travel patterns more broadly. Schools that are located beyond existing development can encourage inefficient leap frog growth.

To be at the heart of neighborhood life, elementary schools must be sited or renovated as part of a complete neighborhood plan. Unfortunately, the large minimum acreage requirements for new schools established by many school districts are often in conflict with the goal of a neighborhood-friendly school. These standards, together with a reluctance to consider renovation of existing schools, often leave little choice but to build schools on the fringe of existing communities and in such a way that they are difficult to walk to. These efforts result in a school that has less of an integral relationship to neighborhood life.

Jurisdictions must plan ahead for school sites to preserve their locations at the center of neighborhoods. Doing so improves pedestrian safety, encourages more active transportation, reduces needed automobile travel, which in turn improves air quality, and provides a greater sense of community.

Relevant Principle: Ensure Health and Safety

Objective: Encourage accessibility of housing to other destinations (schools) to enable the routine use of walking and bike paths.

Relevant Principle: Integrate Local Land-Use with Regional Transportation Systems.

Objective: Coordinate transportation decisions with schools.

Planning Steps for Strategy VI

Part A. Local Government Action Steps:

1. Work with school districts to develop elementary school siting standards that marry the needs of the school and its programs with the goal of a complete, school-centered neighborhood (such as by reducing the minimum acreage requirements).

2. Work with school districts to ensure that construction funding formulas fairly balance renovation of existing schools with construction of new facilities.

3. Work with school districts to select sites for future schools.

4. Integrate plans for complete neighborhoods focused on these school sites.

5. Aim to locate or renovate schools to encourage contiguous growth and infill where possible.

6. Co-locate community parks with public schools.

7. Consider collaboration among various governmental agencies to encourage multiple- use schools, including community centers and libraries.

Part B. Neighborhood design strategies that can encourage safe routes to schools:

1. Improve pedestrian and bicycle infrastructure near schools to promote physically active travel.

2. Connect cul-de-sacs by creating paths and short cuts for students (sidewalk easement).

3. Require new subdivisions to have interconnected streets, e.g., a grid that improves the directness of pedestrian routes.

4. Install sidewalk connections on all sides of schools.

5. Repair infrastructure that may inhibit walking or bicycling to schools.

Considerations for Strategy VI

Locate schools on appropriate streets, such as collectors (not too busy for walking and pedestrian crossings).

Example Plans and Ordinances

SOUTH CAROLINA

Neighborhood and Community Schools Act – H. 3608. http://www.scstatehouse.net/sess115_2003-2004/bills/3608.htm

NORTH CAROLINA

Good Schools – Good Neighborhoods; The Impacts of State and Local School Board Policies on the Design and Location of Schools in North Carolina, Center for Urban and Regional Studies (University of North Carolina at Chapel Hill). http://curs.unc.edu/pubgrowt.html

MILWAUKEE, WISCONSIN

"Neighborhood Schools Plan – Final Report" (August 14, 2000), Milwaukee Public Schools. http://www2.milwaukee.k12.wi.us/supt/temp/Neighborhood-SchoolsInitiative/Documents/PDF%20files/NSIFinal-MAIN.PDF

Additional Resources

Safe Routes to School, Federal Highway Administration. http://safety.fhwa.dot.gov/saferoutes/

Schools for Successful Communities: An Element of Smart Growth, Council of Educational Facility Planners International and U.S. EPA, September 2004 http://www.cefpi.org/pdf/SmartGrowthPub.pdf

The Rural School and Community Trust. http://www.ruraledu.org/newsroom/landforgranted.htm

U.S. EPA. "Travel and Environmental Implications of School Siting," October 2003. EPA-231-R-03-004. http://www.epa.gov/smartgrowth/pdf/school_travel.pdf

PICTURE SMART GROWTH. http://www.picturesmartgrowth.org/schools.html

THE NATIONAL TRUST. http://www.nationaltrust.org/issues/schools/

BUILDING SCHOOLS ON BROWNFIELDS. http://www.cpeo.org/pubs/crob/crob-IV-1.html

Strategy VII: Create a Plan for Workforce Housing

Recent construction trends show there is a growing gap between the homes that are being built (the supply) and the homes that families can afford (the demand). From 1996-2002, of the 76,000 new homes built in our region, 24% fell in the category of "affordable units." Comparing that with the 40% affordable units needed, there was a 16% shortfall in the number of housing units (12,050 units) for our middle and lower-income families and residents. There is market demand for more moderately-priced housing, but in many cases, it is a lack of zoned sites for such housing that is limiting its construction. (Wood, 2003: Affordable Housing Report. University of Utah Economic and Business Research). This trend negatively affects the regional transportation system as more families are forced to: move further from their places of employment, drive longer distances, and take more freeway trips than necessary. This, in turn, will decrease their likelihood to use public transportation, worsen air quality, consume more sensitive lands and force families to spend more money on transportation than they may otherwise prefer. The zoning practices of local governments that restrict construction of a variety of housing options are, in effect, restricting the market supply of more affordable housing closer to existing activities and employment centers.

Relevant Principle: Provide Housing for People in All Life Stages and Incomes

Objective: Encourage an adequate supply of moderately priced housing near regional job centers.

Objective: Transportation and land-use decisions should help keep our region an affordable place in which to live and do business.

Objective: Encourage land use and housing policies to accommodate the need for a variety of housing types throughout the region.

Planning Steps for Strategy VII

Part A. Communities can provide opportunities for moderately priced housing that will be an asset to the community if they:

1. Locate moderately priced housing near amenities, in a mixed-use setting, or near transit; and
2. Apply common-sense standards to ensure attractive buildings.

Part B. Jurisdictions should estimate projected demographic mix for their portion of the region.

Part C. Jurisdictions should develop a housing inventory:

1. Identify current housing supply.

2. Identify needed supply to accommodate projected demographics and income levels.

3. Identify zoned potential for additional housing.

4. Develop a housing strategy to accommodate projected deficit by housing type (if necessary).

5. Include a housing element in a community's general plan, which provides for a wide range of housing types and housing costs.

Part D. Affordability is a problem that affects nearly every community. To counteract this problem:

1. Provide an opportunity for people to maintain residency within the community at all stages of the life cycle.

2. Allow people who work in that community to afford to live in that community.

3. Have plans and ordinances that permit a wide range of housing types and housing costs.

4. Adopt ordinances that implement the housing element of the plan. If a community (city, town, county) or service provider complies with these requirements, its plan will meet the requirements of House Bill 295, which encourages communities to provide adequate affordable housing.

Part E. Many communities have concerns about the impact of more dense forms of housing in their community. Design strategies can mitigate many of these potential negative impacts:

1. Locate moderately priced housing opportunities near amenities such as parks, walkable commercial, and transit to help create areas that are desirable to live in and well maintained.

2. Intersperse moderately priced housing using innovative building types such as live/work townhouses, manor houses, and accessory dwelling units.

3. Human scaled architecture should greet the street. Avoid giving the cold shoulder to the street, require a minimum percentage of windows and doors, have the primary entrance face the street, hide some or all of the parking to the side or behind buildings.

4. Utilize smaller blocks, configure on-street parking, and locate driveways in such a way to increase on-street parking spaces to avoid spillover into other neighborhoods.

Example Plans and Ordinances

WELLSVILLE, UTAH

17.12.180 – Multi-Family with Single-Family Appearance. Contact: (435) 245-3686

PARK CITY MUNICIPAL CORPORATION, UTAH

15-4 -7. ACCESSORY APARTMENTS. http://www.parkcity.org/government/codesandpolicies/title_15_c_4.html#15-1%20-7.%20AMENDMENTS%20TO%20THE%20LAND%20MANAGEMENT%20CODE%20AND%20ZONING%20MAP. Contact: Planning and Zoning, (435) 615-5060

SANDY, UTAH

MODERATE INCOME HOUSING. http://www.sandy.utah.gov/communitydevelopment.gp_goals_and_policies.html

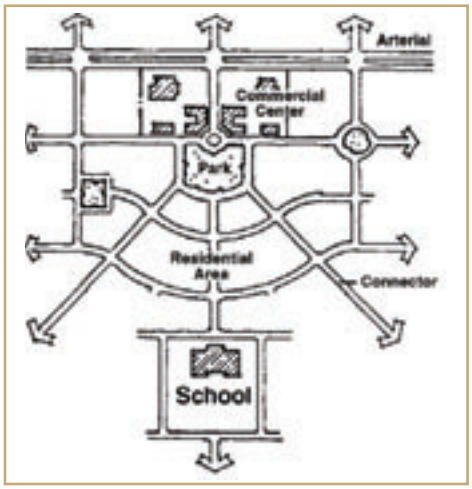
Additional Resources

Envision Utah Compact Housing Toolkit. http://envisionutah.org

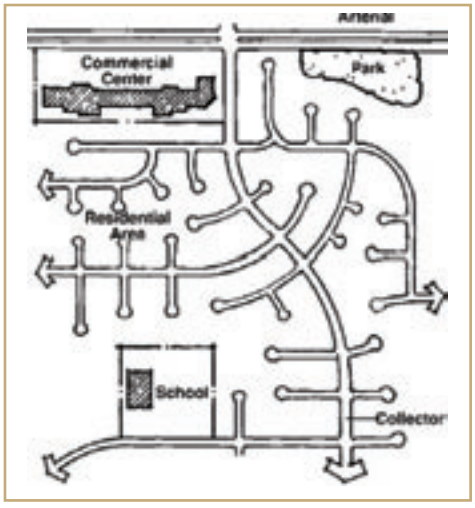
Quality Growth Communities. http://www.governor.utah.gov/Quality/Definition.doc (Definitions & Requirements). http://www.governor.utah.gov/Quality/Communities.htm (QGC Website)

Strategy VIII: Interconnect Roadways and Pedestrian Paths

In the last few decades, growing suburban areas have commonly been building hierarchical street systems where local streets, often with extensive cul-de-sacs, are designed to purposefully prevent through traffic. This means that many miles of streets have been built that cannot effectively be used as transportation routes, concentrating traffic on to a smaller number of through streets. The high concentration of traffic on these arterials makes them desirable for commercial development, which tends to appear in strips along their entire length. The downside of this form of development is that the numerous access points on and off the arterial greatly reduces the street's ability to handle traffic. The high concentration of traffic helps these commercial developments thrive, which in turn spoils the efficiency of movement on these arterials. In turn, the adjacent collectors and local streets are incapable of absorbing some of the congestion because they do not connect. Meanwhile, the pattern of disconnected streets increases distances for walkers and bicyclists. Arterials can present a downright hostile experience for bicyclists and walkers.



Connected street pattern.



Disconnected cul-de-sac pattern.

In a connected pattern, such as a traditional grid of streets, there are a variety of possible routes to get from point A to point B. Driving distances shrink as cars move more "as the crow flies," and walking activity increases as more trips are short enough for a pedestrian. Traffic is dispersed so that no individual route becomes overloaded with traffic congestion and, thus, every route has the potential to be a pleasant place to walk and bicycle. In a diffused, connected pattern, the most visible and successful locations for commercial development are at the intersections, so commercial development tends to concentrate there, helping the street maintain its ability to keep traffic flowing.

Getting the streets connected is a fundamental strategy: buildings come and go over time, but rights of way can last for centuries.

Relevant Principle: Ensure Public Health and Safety

Objective: Promote interconnected streets to reduce travel distances.

Objective: Provide efficient police and emergency access.

Objective: Provide safe access to, and use of, all modes of transportation.

Planning Steps for Strategy VIII

1. Develop a local transportation plan in cooperation with adjacent communities and your metropolitan planning organization to interconnect roadways; thus enabling their continuation to serve future growth.

2. Establish maximum block sizes for future development to ensure a minimum street connectivity standard. To handle traffic, the

maximum block size should be inversely related to density: higher density should have smaller blocks.

3. Develop a strategy for priority modifications to the existing road and pedestrian travel system to improve access to transportation facilities. This strategy should examine both auto and non-auto access.

4. Plan for wide spacing of nodes, but skinnier roads. Often the reason traffic is congested is intersections with insufficient capacity. Traffic moving capacity is needed more at the nodes (intersections) to account for turning movements, while the streets between intersections may be narrower if there are minimal turning movements. This strategy works well with a connected street system in which most streets are viewed as not just a route to move people and goods from place to place, but also a place that adds to the quality of life of adjoining neighborhoods.

5. Plan roads to support many forms of travel, such as auto, bike, pedestrian, transit and trail systems. With the establishment of a connected street pattern, walkable street cross sections on many arterials that fit with planned walkable development can be adopted. These include ample sidewalks, parkstrips with street trees, on-street parking to provide a safety buffer for pedestrians and to slow traffic, sidewalk bulb-outs, and narrower street widths.

6. Local streets that connect do not necessarily need to be through streets. Cut-through traffic can be discouraged with traffic calming and connected street patterns that meander or are otherwise not attractive to cross-town commuters.

7. Seek to link community trail systems with regional/state trail systems.

Example Plans and Ordinances

SPRINGVILLE

14-5-102: Block Standards. http://www.springville.org/municipalcode/Title_14.pdf. Contact: Planning & Zoning Department, Laura Boyd, (801) 491-7804.

Additional Resources

OAKLAND, CALIFORNIA. Pedestrian Master Plan. http://www.oaklandnet.com/government/Pedestrian/index.html

PORTLAND, OREGON. Pedestrian Master Plan. http://www.portlandonline.com/transportation/index.cfm?c=37064

Strategy IX: Plan for Job Centers and Economic Development Readiness

Many jurisdictions focus on attracting retail development to maintain a healthy municipal budget. This is an understandable strategy from a local perspective, since using retail sales tax revenue may provide immediate benefits to a municipality's short-term budget. In the long term, concentrating on retail growth doesn't contribute significantly to regional wealth creation or competitiveness. Retail generally serves local residents, moving money around the region rather than bringing new dollars into the region.

When export-oriented companies seek to relocate or expand, they look for locations that are central to the labor market and sites with good transportation access. If prospective companies have only a limited number of sites in our region that meet these needs, they are less likely to choose or stay within our region. Further, such a strategy will tend to make job sites less accessible to labor markets over time, thus increasing the distances that workers must travel to get to work.

Planning for job centers that can house wealth-generating companies strengthens the regional economy. Enabling high-paying, wealth-generating jobs to locate within a community help to grow our region's economic pie. In the long run, this is more beneficial to all communities than just competing for pieces of a smaller economic pie.

Relevant Principle: Enhance the Regional Economy

Objective: Encourage a balance of jobs and housing in each part of the region to reduce travel distances.

Objective: Use transportation investments and land use decisions to develop the regional economy.

Planning Steps for Strategy IX

The survey on the following page will help you understand how ready your community is to grow "traded sector" jobs and understand the basic planning remedies needed to improve your economic development readiness.

INSTRUCTIONS: For each item, please indicate the level of current capacity and capability you feel your community/area has in place right now to meet the standard indicated. Use the following numerical indicators (you can think of the numbers as percentages: 1=10%, 2=20%, 3=30%, etc):

Low (1-3)	*Medium (4-6)*	*High (7-9)*
1 = none, or almost none	*4 = some, but not nearly enough*	*7 = pretty good, feel pretty competitive*
2 = a little, but really not much	*5 = about half of what's needed*	*8 = really in good shape, strong factor*
3 = some, but still pretty meager	*6 = okay, improving, but need more*	*9 = almost perfect, extremely strong*

I. DIRECT INPUT FACTORS

Land and Buildings

[___] 1. We have sufficient and appropriate types of land, buildings and capital available to sustain the level of increased economic development we desire over the next 10 years.
[___] 2. There are programs and services in place appropriate to incentivize/support the rezoning, sale and development of land tracts and buildings to reach our economic development goals.

Labor

[___] 3. There are sufficient amounts of (and incentives for) available labor, training mechanisms for and data on workforce needs to meet current and future labor force requirements.
[___] 4. There is a regional workforce plan available to coordinate available resources and help develop additional resources to ensure adequate workers to reach our goals.

Natural Resources

[___] 5. Our community is actively engaged in preserving and regulating its critical natural resources.

II. FACTORS DIRECTLY AFFECTING INPUT COSTS AND OUTPUT REVENUES

Location relative to supplies and markets

[___] 6. Transportation systems are adequate to meet current and expected future growth.
[___] 7. There is a comprehensive transportation plan available to coordinate future development.

Infrastructure and utilities

[___] 8. The community has enough critical infrastructure systems and services for existing and near-term future development requirements, as well as the means to develop expansion.
[___] 9. There are comprehensive, up-to-date infrastructure development plans in place.

III. FACTORS INDIRECTLY AFFECTING INPUT COSTS

Amenity and other quality of life factors

[___] 10. Our area has an adequate supply of housing and personal lifestyle support services.
[___] 11. Our area has high quality education, cultural, recreation and business services.

Government policies, regulations and leadership

[___] 12. Local governments have updated comprehensive plans integrated to our development goals.
[___] 13. Our government institutions have the professional staff, local ordinances, administrative procedures and political ability in place to support land development to reach our goals.

Organization for economic development

[___] 14. Our area has highly qualified economic development professionals, programs and agencies.
[___] 15. We have completely integrated economic development plans for business retention, targeted attraction, cluster and individual growth, and effective plan monitoring and implementation.

Average your scores:

Low (1-3)	*Medium (4-6)*	*High (7-9)*
1 = Low, almost none, little	*4 = Med., under half of need*	*7 = High, pretty good shape*
2 = Low, a little, not much	*5 = Med., about half of need*	*8 = High, very well developed*
3 = Low, some, very basic	*6 = Med., over half of need*	*9 = High, top 10% nationwide*

Example Plans and Ordinances

WASHINGTON COUNTY, UTAH

Used in Envision Utah Local Government Economic Development Toolbox. Contact: Planning Department, (435) 634-5701 (Deon Goheen)

BOX ELDER COUNTY, UTAH

Community Development 2000; Strategic Plan and Annual Report. http://www.boxelder.org/beced/stplan/chairman.html. Contact: (435) 734-3300

BRIGHAM CITY, UTAH

Brigham City Economic Development Strategic Plan. http://www.boxelder.org/beced/stplan/sec1.html. Contact: (435) 734-6616 Planning & Zoning Dept., Mark Teuscher, Supervisor/City Planner.

Additional Resources

FUTUREWORKS (ARLINGTON, MA). "Thinking and Acting Regionally In the Greater Wasatch Area: Implications for Local Economic Development Practice". Erin Flynn, Ph.D. (VP, FutureWorks). http://www.futureworks-web.com/pdf/Case%20Book.pdf

ENVISION UTAH. Local Government Economic Development Toolbox. http://www.envisionutah.org

Strategy X: Plan to Minimize Development and Maximize Conservation on and near Critical Lands

"...The need for breathing spaces and recreation grounds is being forced upon the attention of practical men, who are learning to appreciate the fact that a city, in order to be a good labor-market, must provide for the health and pleasure of the great body of workers." -- Daniel Burnham

The Wasatch Front's access to incredible natural areas sets it apart from so many other urban areas. While the canyons will always be there, we need to take steps now to ensure that parks, natural areas, and trails are within easy reach of all our communities, not just those near the foothills.

Sensitive lands generally fall under three categories, including, 1) Natural Hazard Areas (land subject to slope failure, flooding, and wildfire, etc.), 2) Environmentally Sensitive Areas, such as prime habitat and wetlands, and 3) Open Space or Agricultural Lands.

Often, conserving land can solve many problems. For example, ground water recharge areas can couple as critical habitat areas, and absorb ground water that is routed for culinary water use.

Relevant Principle: Protect and Enhance the Environment

Objective: Protect and enhance the natural environment.

Objective: Encourage conservation of open space and irreplaceable natural resources in land use and transportation decisions.

Objective: Create and enhance access to areas of natural beauty and recreation.

Planning Steps for Strategy X

1. Map critical lands and adopt a critical lands map. The Governor's Office of Planning and Budget has a list of critical lands categories for consideration in creating your map (See http://governor.utah.gov/planning/CriticalLandsEncyclopedia.htm).

2. Communicate with land owners of mapped critical lands so that they can make informed decisions about how to use their land.

3. Enable the private sector to cluster development to conserve sensitive land corridors.

4. Enable the private sector to use Transfer of Development Rights (TDR) to encourage development away from sensitive areas:

   a. Allow developers to increase density in strategic areas by purchasing development rights from landowners of sensitive lands.

   b. Explore density bonus incentives to encourage transfer, or sale of development rights.

5. Explore purchase of development right (PDR) funding mechanisms. Consider local sources to match state and federal grant sources.

6. Coordinate community trail systems with adjacent jurisdictions to create regional trail systems and work with your MPO to connect parks and open space areas.

Example Plans and Ordinances

MAPLETON CITY, UTAH

Transfer of Development Rights Ordinance. http://66.113.195.234/UT/Mapleton%20City/index.htm. http://landuse.law.pace.edu/landuse/documents/laws/reg8/UT-ORD-Mapleton-TDR.doc. Contact: Community Development Department, (801) 489-6138.

FARMINGTON CITY, UTAH

Cluster Development Ordinance – Chapter 12. http://farmington.utah.gov/index.php?module=ibcms&fxn=community_development.zoning_ch12 . Contact: (801) 451-2382 Planning Department, David E. Petersen, City Planner.

Additional Resources

ENVISION UTAH, Urban Planning Tools for Quality Growth. http://www.envisionutah.org

UTAH GOVERNOR'S OFFICE OF PLANNING AND BUDGET . Critical Lands Planning Toolkit, http://www.planning.utah.gov/CriticalLandsHome.htm. Contact: Laura Bohn, GOPB, (801) 538-1027.

CONCLUSION

Getting from the Vision to the Regional Transportation Plan and Implementation

Making the Transition

Finding ways to incorporate the Regional Growth Principles and the "Vision" into the Regional Transportation Plan (RTP) remains a challenge. It is imperative for the RTP to reflect the Regional Growth Principles and Vision, since the preamble to the Regional Growth Principles includes the following: "Along with other required transportation factors, the growth principles will be the foundation and framework for developing performance criteria, such as those dealing with environmental quality, economic growth cost effectiveness, enhanced mobility, safety, and other like criteria. These criteria will then be used as a tool in identifying projects for the Plan that best fulfill the objectives of the growth principles."

Project and System Evaluation Criteria

The Regional Growth Committee and Regional Council have developed and tentatively approved for use evaluation/performance criteria. The criteria will be used on a system and project-level analysis. The WFRC will give greater consideration – and higher prioritization to – the system and projects that best fit the objectives and policies of the Growth Principles and Vision. While the Regional Planning Committee of MAG has accepted the Growth Principle as guidelines, they will not necessarily rank projects based on the Growth Principles.

Local Government Visits

Staff presented the approved Regional Growth Principles and Vision Scenario to all but a few jurisdictions in the Wasatch Front Regional Council's region. Each governing body was asked to support the Growth Principles and Vision. By indicating support, they gave WFRC the go-ahead to consider the way the Vision Scenario might impact long-term transportation needs when developing the RTP. MAG Staff presented the Growth Principles to the Regional Planning Committee, which is comprised of a county commissioner and all of the mayors of the jurisdictions within the Metropolitan Planning Organization boundary.

The vast majority of WFRC jurisdictions indicated their support. Some jurisdictions were hesitant to make a decision until they could better ascertain the implications to their jurisdiction and follow-up visits were conducted with them. In a few cases, jurisdictions selected other growth assumptions than those outlined in the Vision Scenario. MAG's Regional Planning Committee approved the Growth Principles as good planning practices.

Refining the "Vision"

WFRC staff evaluated the responses from the jurisdictions and made the necessary revisions to the Vision Scenario. The Vision, which generally calls for new or enhanced activity centers coordinated with high capacity public transportation and roadways, was translated into a planning database that includes assumptions about future population, employment and land-use. This database provides the information required to project future transportation needs.

Implementation Strategies

Cities and counties are encouraged to adopt the Growth Principles and to incorporate them as they update their general plans. A few jurisdictions have adopted the Regional Growth Principles and are using them as they consider changes to plans and ordinances.

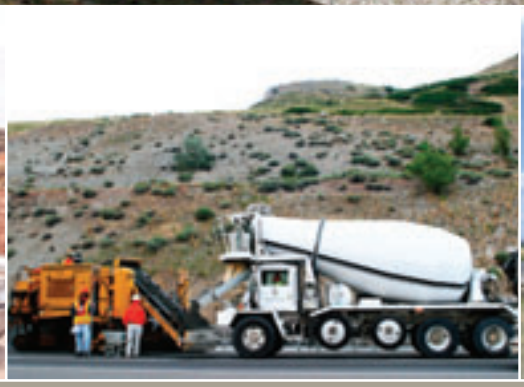
After the Growth Principles and Vision Scenario were finalized, the Regional Growth/Steering Committee developed voluntary strategies to implement the Growth Principles and Vision Scenario. These strategies are primarily directed to local governments, since they are responsible to plan for the land-use development of their communities. These voluntary implementation strategies are included in this document beginning on page 24.

Regional Thinking, Local Action

Wasatch Choices 2040 is really about the "big picture." It is about defining our future quality of life and the future character of our community. We all live in our individual neighborhoods and homes, but we are part of something bigger. Our activities and the activities of those we are connected to create a region-wide fabric of community. We depend on our neighboring communities and surrounding countryside for jobs, clean air and water, and peace of mind. The growth principles in this document are a call to action. We recognize that the challenge of shaping our future is a regional endeavor to create a whole that is greater than the sum of its parts. We can be a conglomeration of isolated communities at odds with one another, or we can take action through our local governments and our public process to enhance and maintain our world class region for generations to come.

STAKER | PARSON
COMPANIES

KEEP UTAH MOVING



Staker & Parson Companies helps **KEEP UTAH MOVING** by building roads and supplying construction materials for projects throughout Utah.

The Utah Department of Transportation honored Staker & Parson Companies as its 2005 Large Project Contractor of the Year based on nominations from Resident Engineers who manage projects throughout the state. Staker & Parson Companies is honored to partner with UDOT to help build quality transportation projects in Utah.

Count on **THE PREFERRED SOURCE** to contribute **QUALITY, SERVICE,** and **INNOVATION** to ensure the success of your next project.

STAKER PARSON COMPANIES
(888) 672-7766

JACK B. PARSON COMPANIES
1-800 CONCRETE

WESTERN ROCK PRODUCTS
(435) 628-4384

SAND, ROCK, & LANDSCAPE PRODUCTS | READY-MIXED CONCRETE | ASPHALT | PAVING | CONSTRUCTION SERVICES
www.stakerparson.com

A Four County Land-Use and Transportation Vision