

PREPARED FOR THE FRIENDS, SUPPORTERS, AND CONTRIBUTORS OF ENVISION UTAH



ENVISION UTAH

HOW WE GROW MATTERS

ANNUAL REPORT 2017

2017 HIGHLIGHTS:

State Water Strategy Recommendations

Quality Communities

Early Learning Effort

Utah Teacher Initiative

Spring Breakfast

Tech Panel with Carine Clark, Karl Sun, Josh Coates, and Howard Hochhauser

Common Good Awards

Keynote Address by Amanda Ripley, Author of "The Smartest Kids in the World and How They Got That Way"

Envision Utah's 20th Anniversary

Your Utah Your Future Awards

Presented by Governor Gary R. Herbert

Point of the Mountain Phase 1 and 2

Clean Air Action Implementation Team

Launch of Utah Teacher Initiative

Early Learning in Utah Effort

Expansion of Creating Quality Communities Project

DEAR FRIENDS,

This year Envision Utah celebrated its 20th Anniversary—and what a busy 20 years it's been.

From the Quality Growth Strategy (1997–1999) to the Your Utah, Your Future Vision for 2050 (2013–2016)—and everywhere in between—Envision Utah has worked hard to ensure that Utahns can enjoy the future they want—for themselves, their children, and their grandchildren. On behalf of everyone who's been involved with Envision Utah over the years, I'd like to extend my gratitude and heartfelt thanks for your continued support.

Envision Utah's success is a testament to the spirit of collaboration and optimism for the future that is so prevalent in Utah. You helped establish a vision for the future; now Envision Utah is working to make that vision a reality.

2017 has brought us several steps closer to that vision. We successfully launched a massive effort to help all Utahns understand what can be done to improve education—including two outreach campaigns that reached over 2 million Utahns each. Envision Utah also facilitated the creation of a 50-year water strategy for the entire state that was presented to Governor Gary Herbert. And—based on public input on our five growth scenarios—we are closer than ever to finalizing a vision for how the Point of the Mountain should grow. That's just to name a few.

It's wonderful to look back and see how far we've come. But it's even more crucial to look forward. Our actions now will determine the challenges—and opportunities—we face for generations to come.

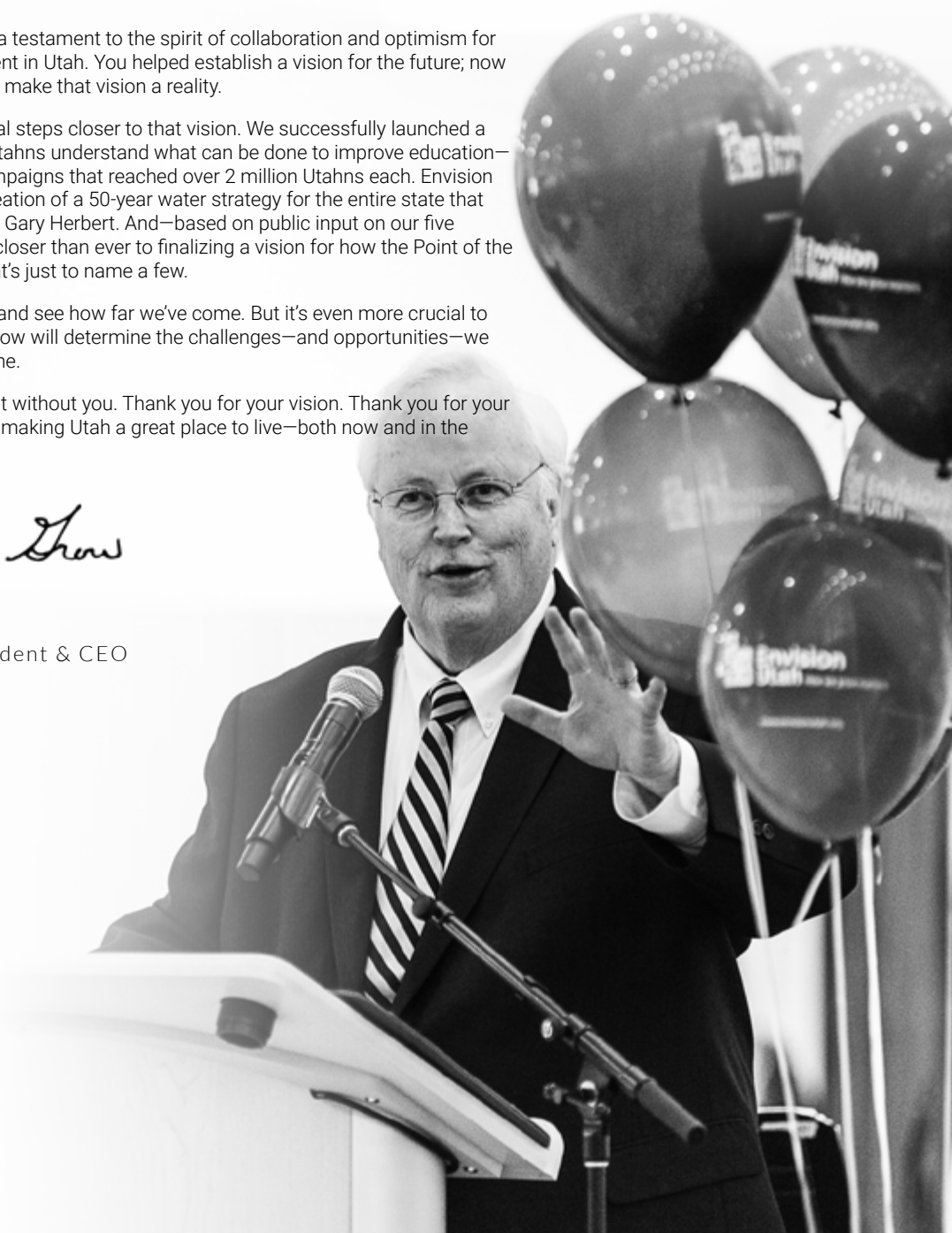
Envision Utah wouldn't exist without you. Thank you for your vision. Thank you for your support. And thank you for making Utah a great place to live—both now and in the future.



Robert J. Grow

Sincerely,

Robert J Grow, President & CEO



ENVISION UTAH

ENVISION UTAH ENGAGES PEOPLE TO CREATE AND SUSTAIN COMMUNITIES THAT ARE BEAUTIFUL, PROSPEROUS, HEALTHY AND NEIGHBORLY FOR CURRENT AND FUTURE RESIDENTS.

EXECUTIVE SUMMARY 2017

INTRODUCTION

Twenty years ago, the Quality Growth Strategy set the national standard for community building. Envision Utah has always focused on bringing together Utahns, one community at a time, to shape the future of our state, and it has shared its success with regions around the country and the world. And always, the approach has been grassroots, market-driven, and based on the values of local residents. Last year marked the completion of a three-year effort to renew the growth strategy by bringing together 53,000 Utahns around the *Your Utah, Your Future* statewide vision. The results now inform Envision Utah's work going forward to ensure our efforts have the largest and most meaningful impact possible. This past year has been an exciting and busy time for implementing the projects that came out of *Your Utah, Your Future*.

This report presents the progress that has been made in the past year, thanks to our supporters.

PRESIDENT & CEO

Robert J Grow, JD

CHIEF OPERATING OFFICER

Ari Bruening, JD, AICP

STAFF MEMBERS

Rachael Swetnam,
MPM
Development Director

Stacy Bergener
Executive Assistant &
Office Manager

Ryan Beck, MRLs
Senior Planner

Jason Brown
Public Relations Manager

Elizabeth Honey, CB
Accounting Manager

Kevin Leo, MCMP
Associate Planner

Hart Crompton
Associate Planner

Nick Hadfield
Associate Planner

Nathan Brown
Communications
Coordinator

Nain Christopherson
Education Intern

Theo Gochnour
Planning Intern

YOUR UTAH, YOUR FUTURE

IN REVIEW

SUMMARY

The *Your Utah, Your Future* (YUYF) vision is the culmination of more than two years of collaborative efforts to help Utah residents envision our own future. More than 400 experts from across the state worked together to identify critical choices in 11 key areas. Most importantly, 53,000 Utahns participated in the process of creating a clear idea for the future we want, which included a landmark statewide public survey. The result is a shared vision that will keep Utah beautiful, prosperous, healthy, and neighborly for current and future generations.

This vision, created by Utahns, for Utahns, establishes a clear context, framework, and direction for policy decisions and actions to achieve the future Utahns want. Although government will play an important role, Utahns recognize that achieving the vision will also require a concerted, cooperative effort by individuals, families, businesses, and other organizations in the private sector. Utahns envision a future in which their state and their communities are:

Safe, secure, and resilient

Utahns envision communities that are safe, close-knit, secure, and family-friendly, where good people create a great environment to raise children and enjoy life. They see a diverse and strong economy that is less vulnerable to disruptions, along with homes, buildings, infrastructure, and communities that can withstand a disaster. They envision producing a significant amount of their own food and energy, so they are more self-sufficient and less reliant on places outside of Utah.

Prosperous

Utahns envision a prosperous economy and thriving communities. They see plentiful, diverse jobs with high wages, which, combined with a low cost of living, allow Utahns to provide for their families and achieve a high quality of life. They envision a resilient economy that is able to compete in local, national, and global markets. To maintain a strong economy, Utahns believe that every person should have access to a good education so they can successfully contribute to that economy.

Neighborly, fair, and caring

Utahns envision a society that provides good opportunities for everyone through high-quality education, a strong economy, and access to a variety of housing options in good, safe neighborhoods. They see a future where everyone is able to contribute to a better community.

Healthy, beautiful, and clean

Utahns envision a healthy future in which the air is clean year-round. They see a future with good access to nature and outdoor recreation so staying physically active is convenient and enjoyable. They envision themselves being good stewards of Utah's air, water, and ecosystems so that Utah stays beautiful and clean as we balance all our needs. They also want fresh, locally grown foods for themselves and their families.

The *Your Utah, Your Future* vision was broken down into 11 topics to pursue:

Jobs and Economy: Continue to diversify and grow our economy, build a strong workforce, and connect to economies around the country and world.

Air Quality: Significantly improve our air quality by decreasing our emissions from automobiles, homes and businesses, industries, and other sources.

Water: Supply sufficient, clean, and affordable water to families, communities, businesses, agriculture, wildlife, and recreation even as we grow, partly by significantly reducing how much water we use per person.

Education: Become one of the top ten states for educational performance by aggressively and consistently improving education through well-funded, highly leveraged, proven strategies.

Housing and Cost of Living: Maximize affordability by allowing a variety of housing types (single-family homes on a variety of lot sizes, townhomes, condominiums, apartments, etc.) in all communities and by making it convenient to drive less or travel without a car.

Energy: Use less energy per person and use diverse, clean energy supplies (both natural gas and renewable energy sources) that keep household and business costs affordable.

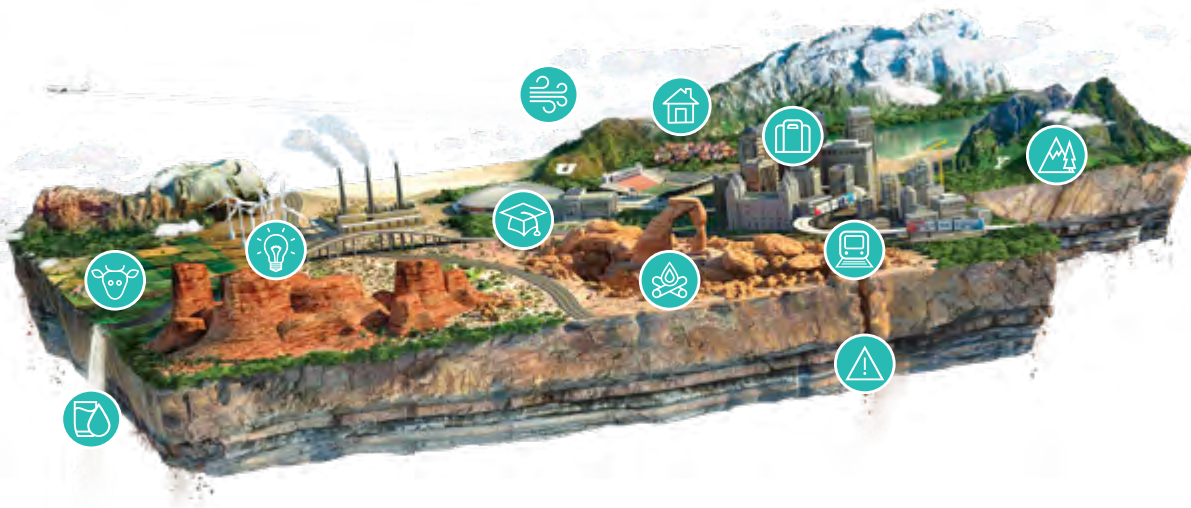
Agriculture: Increase our food self-sufficiency and the availability of healthy, locally grown food by preserving adequate land and water for agriculture and growing more crops that we can eat.

Disaster Resilience: Improve our resilience to catastrophic events (e.g., by strengthening our buildings and infrastructure to withstand a major earthquake) so that we minimize deaths, injuries, and damage and ensure our economy and way of life can return to normal quickly.

Public Lands: Manage public lands to create a balanced mosaic of recreation, tourism, habitats, and watersheds, energy self-sufficiency, grazing and farming, and mining.

Transportation and Communities: Improve travel convenience by building communities that bring destinations close to home and allow Utahns to drive shorter distances, take public transportation, bike, or walk.

Recreation: Expand parks, trails, campgrounds, picnic areas, natural areas, and other amenities to maintain Utahns' access to spectacular outdoor recreation and increase revenue from tourism.



IMPLEMENTATION CORNERSTONES

There are four core strategies, or cornerstones, for implementing the vision of Utah's future. These cornerstones take advantage of synergistic opportunities across the 11 topic areas. These cornerstones are therefore robust strategies that improve the outcomes of multiple topics. By focusing our individual, business, and government efforts on the actions found in these four cornerstones, we can achieve Utahns' vision for the future.

The cornerstones developed from YUYF will act as the organizing principle behind implementation projects moving forward. The following projects represent in many ways the logical extension of their corresponding action team from the YUYF process. They are grouped according to the cornerstone they help fulfill.

CORNERSTONE ONE

A NETWORK OF QUALITY COMMUNITIES

Our communities, cities, and towns are made up of places to live, places to shop, places to learn, places to play, places to work, and ways to travel between them all. Utah was settled with many small villages and towns widely scattered throughout Utah's valleys. Each town was centered around a main street or town center. Over time, as Utah has grown, many of those cities and towns have grown together, and their main streets and town centers have struggled to survive.

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

Building a network of quality communities that have these attributes is a robust strategy with significant benefits for almost every topic Utahns ranked as being important to our future: air quality, water, transportation, housing, cost of living, recreation, education, agriculture, health, disaster resilience, and jobs and economy. Specifically, benefits include:

- Better air quality, as people drive less
- Greater convenience of walking, biking, or taking public transportation
- Improved physical and mental health, as people are more active
- Reduced demand for water, as yards become smaller
- More agricultural land and water, as well as open space, as urban development becomes more compact
- More affordable housing in desirable neighborhoods for people of different incomes, abilities, and stages of life
- Decreased cost of living through less-expensive transportation options and the reduced need to own a car
- Better access for all Utahns to good schools, healthcare, recreation, healthy food, shopping, jobs, etc.
- Reduced concentrations of poverty, as Utah communities provide a range of housing choices
- Increased resilience to disaster, as development avoids hazardous areas
- Better recreational spaces close to where people live
- Healthier ecosystems and better stormwater management
- ...And many more!

POINT OF THE MOUNTAIN

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

The first phase of the project emphasized stakeholder input and public outreach to identify the existing assets, challenges, and opportunities in the Point of the Mountain region. This first phase included researching best practices utilized in tech centers across the world and compiled demographic, real estate, financial, and infrastructure data.

Throughout 2017, Envision Utah has worked through the second phase of this project, which is focused on scenario development and additional public and stakeholder outreach in order to determine which scenario best fits the region. This includes brainstorming workshops, cost and benefit evaluations, and the development of an overarching vision for the area.

This project will shape future growth at the prison site and surrounding area in a way that maximizes community benefits through economic growth and a high quality of life. The process is engaging stakeholders, residents, and market experts to understand what outcomes and strategies resonate with them. The vision will be based in market reality and on the values and desires of Utahns and will result in a strong vision and brand to maximize the benefits of a growing technology corridor from Sandy to Lehi.

The vision will act as a voluntary yet powerful framework to underpin land use planning, economic development, open space planning, and transportation to benefit all communities in the area.

QUALITY COMMUNITIES ACADEMY

The Quality Communities Academy was created to fill gaps in existing regional curriculum and to add to the existing knowledge base available to city council members, planning commissioners, planning professionals, students, and others.

The speakers for the Quality Communities Academy were very experienced and qualified professionals from various backgrounds, including the private sector, public sector, and non-profits, and they presented on topics ranging from fiscal sustainability to community design and quality of life.

The material in the Quality Communities Academy was specifically geared towards helping these 'citizen planners' make decisions that will lead to better places to live across Utah. Adding to the knowledge available for planning commissioners and city councilors can have a significant impact on the outcomes of the small planning and zoning decisions that are made every day at the city and community level.

The diverse backgrounds of the academy's speakers allowed for different perspectives on how quality communities have been a vital part of Utah's character for centuries, from Brigham Young's street grid to more recent developments like Sugar House and even Daybreak.

The Quality Communities Academy was free to Utah students and offered a glimpse into the challenges and considerations that impact planning at different scales. The academy serves as a valuable learning tool that gives these aspiring professionals a better look into the hands-on work that is required to make a difference in the design and layout of our communities.

We viewed the event as a success and plan to offer the training again in the spring of 2018.

QUALITY COMMUNITIES IMPLEMENTATION TASK FORCE

Envision Utah's project objective was to work with cities and MPOs along the Wasatch Front to implement *Your Utah, Your Future's* transportation and centers vision for the Greater Wasatch Area. The vision involves establishing a range of centers that will make it easier for residents to access affordable housing, jobs, healthcare, education, recreation, and other daily needs within a short car trip or by public transportation, walking, or biking.

Our first goal was to work with cities and influential groups and individuals to teach them about centers and their impact on affordable housing options and quality of life for low- and moderate-income individuals and families. Our second goal was to work closely with our Quality Communities committee to identify barriers to and create a vision for implementing more centers across our state and throughout the greater Wasatch Front region.

We started by engaging with our stakeholder committee to find out what barriers exist in Utah to keep our cities and communities from planning more quality communities. This group was chosen because these individuals not only have the expertise to guide the project, they are also people who will be able to help improve collaboration across their communities and spread knowledge. They are trusted and respected influencers.

We started by asking our committee two questions: Why aren't we seeing more communities built with quality community principles in mind? What needs to change so this can start happening more often? The committee analyzed the different components that make up a center and other characteristics of quality communities. The group identified state and municipal tax issues as some of the key barriers to implementing quality centers. The committee also identified resistance to development, land use regulations, and a lack of regional collaboration to promote coordinated and strategic development as significant barriers. The group's knowledge and passion for ensuring quality development as Utah grows, and their desire to collaborate, share data, and build consensus have made every discussion exciting and productive. In addition, the findings of the group were conveyed to policymakers.

QUALITY COMMUNITIES TOOLKIT

In 2017, Envision Utah launched a new project called the Quality Communities Toolkit. This Toolkit is to be distributed state-wide, putting resources and tools at the fingertips of those who will decide how Utah's communities will look long into the future. The Quality Communities Toolkit will have a lasting impact on the inclusion of quality, mixed-use community centers in Utah's communities and cities by providing concrete guidance about planning and market principles and their impacts on communities.

The toolkit will include concrete, quantitative guidance regarding the elements of a quality community, including a variety of types of mixed-use centers, the ideal mix of uses in those centers, appropriate street grid and other design principles, and market information such as the number of rooftops needed to support a given center. In addition, the toolkit will contain helpful tools and resources cities can use to implement quality centers in a variety of different circumstances.

Integrating these planning principles into Utah's communities will reduce the burden on the regional transportation system and provide Utahns with better access to good housing, schools, healthcare, recreation, shopping and jobs. It will lead to a lower cost of living, less demand for water, and increased tax revenue from struggling commercial areas that become revitalized.

Well-planned communities also lead to improved air quality, preserved open space, and greater convenience for walking, biking, and public transportation. All of these benefits allow residents of different incomes, abilities, and stages of life to have access to the things they need, leading to a high quality of life.

CORNERSTONE TWO

HOMES, BUILDINGS, LANDSCAPING, AND CARS OF THE FUTURE

While Implementation Cornerstone One deals with how our communities and urban areas are organized, this Cornerstone concerns the kinds of homes, buildings, landscaping, and vehicles that make up those communities. Technologies and efficiencies exist today, and are improving every year, that can reduce air pollution; save money; make our homes, buildings, and infrastructure more resilient to disasters; and conserve water. This cornerstone includes the following as basic building blocks of great communities:

- Energy-efficient and Low-emission Homes and Buildings
- Disaster Resilient Homes, Buildings, and Infrastructure
- Low-emission or Electric Vehicles
- Low-sulfur Fuels
- Water-wise Yards, Parks, and Commercial Landscaping

Making these improvements to our homes, buildings, vehicles, and landscaping is a robust strategy that will improve Utah's future for air quality, water, energy, cost of living, disaster resilience, and jobs and the economy. Specifically, benefits include:

- Lower air-polluting emissions from our homes and buildings
- Lower emissions from cleaner vehicles with cleaner fuels
- Less water demand for landscaping, freeing water for other priorities
- Less energy consumption
- Lower energy costs for families and businesses
- Increased resilience to disasters by ensuring fewer deaths, less property damage, and more habitable homes and buildings
- A stronger economy through lower costs, cleaner air, better water management, and greater disaster resilience

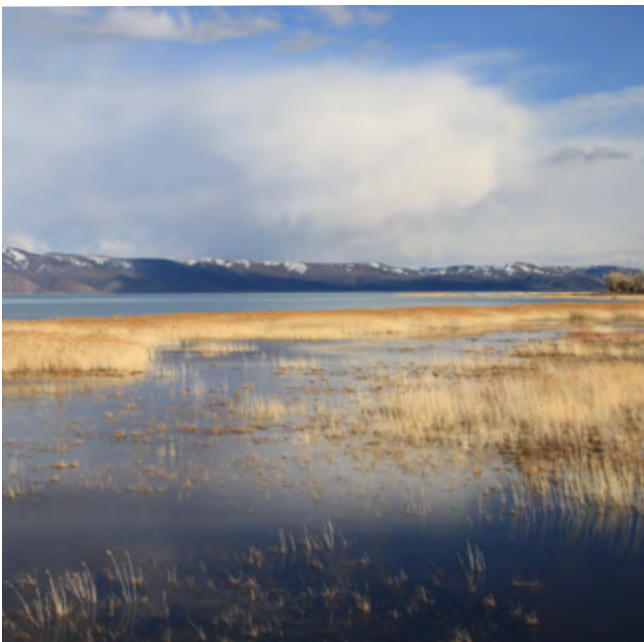
RECOMMENDED STATE WATER STRATEGY

In 2013, Governor Gary Herbert asked the State Water Strategy Advisory Team to make recommendations for a 50-year state water strategy. This long-range strategy was intended to help ensure Utah has the water resources that will maintain a high quality of life, a healthy environment, and a thriving economy for generations to come even as Utah's population doubles by 2060. Envision Utah facilitated the advisory team, and the team's efforts were part of the *Your Utah, Your Future* project, where more than 52,000 Utahns weighed in on their priorities for the future of Utah. The advisory team has also put in countless hours of research, intense discussion, and listening to the public to write these recommendations.

Utah faces a daunting challenge. We have the distinction of being both one of the driest states in the nation and one of the fastest growing. At the convergence of those two realities is the challenge of providing water for a population that is projected to nearly double by 2060 while maintaining strong farms and industries and healthy rivers, lakes, wetlands, and aquifers.

The recommendations do not constitute a prescriptive plan for providing water supplies over the next 50 years; the information and data to definitively create such a plan do not currently exist. Instead, these recommendations provide strategic direction and represent common ground upon which the needed information can be gathered and future decisions can be made. In the Utah tradition of working together to solve difficult problems, the Team volunteered countless hours to define, plan for, and ultimately achieve a shared, long-term vision. Though additional planning and implementation will be required of stakeholders and the public in years to come, the team elevated water analysis and discourse to a new level and produced this water strategy with what is likely the broadest and most inclusive body of water expertise that has come together in the history of our state.

The Envision Utah facilitation process provides a space for all entities to work together and move forward in synchrony, creating the greatest possible impact. Together, Utahns can meet our needs for water and overcome the challenges presented by growth and climate. This State Water Strategy effort will make more of a difference for water conservation in our state than anything else.



CLEAN AIR ACTION IMPLEMENTATION TEAM

Envision Utah is laying the ground work to kick off a new effort to facilitate a group called the Clean Air Action Implementation Team. This group will tackle two of the largest issues that can impact Utah's air quality: better buildings and cleaner cars.

The Implementation Team will build on the recommendations of the Clean Air Action Team by working to implement two of the most impactful strategies for Utah's air quality:

1. Reducing emissions from homes and buildings, and
2. Shifting what Utahns drive to more low-emission vehicles

Area emissions sources from homes and businesses account for approximately 39% of total emissions in Salt Lake County—an amount that is increasing as we construct more buildings. The largest sources of NOx emissions for any given building are the furnace and water heater. The team will generate highly-leveraged strategies to reduce those emissions.

Mobile emissions sources from automobiles and trucks account for approximately 48% of total emissions in Salt Lake County. The EPA's 'Tier 3' is an integrated system of vehicle and fuel standards that reduce vehicle emissions by as much as 80% at only a marginal cost increase. If Utahns begin to drive Tier 3 vehicles and available fuel sources are converted to Tier 3, we will see a 62% decrease in automobile emissions by 2050, even as we grow in population. How quickly we see these reductions, however, depends on the types of vehicles that are purchased in the near term. The team will recommend strategies to increase the number of Utahns who are buying low-emission vehicles.



CORNERSTONE THREE

A THRIVING RURAL UTAH

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

- Economic diversity
 - Agriculture and food production
 - Recreation and tourism
 - Energy development and mining
 - Watershed management
 - Telecommunications systems
- Increasing rural Utahns' access to high-capacity, fast Internet connections will improve the ability of rural communities to attract and retain new businesses and telecommuters and provide high-quality education to families. Supporting a thriving rural Utah by improving these elements is a robust strategy with significant benefits for jobs and the economy, water, agriculture, recreation, public lands, and education. Specifically, benefits include:
- A vibrant, diverse rural economy based on strong industries in agriculture, energy, mining, recreation and tourism, and other sectors
 - Better educational opportunities by connecting students to more resources
 - Improved ability for new generations to stay in rural Utah because a strong economy and quality of life will prevent them from having to move elsewhere
 - Improved food self-sufficiency and access to healthy, locally grown food
 - Increased water storage in aquifers
 - Reduced flooding and a cleaner water supply
 - Healthy ecosystems
 - Preserved cultural heritage
 - Good access to recreational areas and opportunities

AGRICULTURE

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

- Worked closely with the Utah League of Cities and Towns on how to utilize the *Your Utah, Your Future* values in rural Utah
- Continued educating groups on and promoting Envision Utah's Utah County Agriculture Toolbox, released in late 2016
- Offered support and research for the Utah Jobs Initiative to keep agriculture and other rural economic drivers alive
- Held ongoing discussions with legislators and representatives, and other groups such as a Salt Lake Chamber working group, about agriculture preservation
- Ensured agriculture and rural issues are part of all relevant Envision Utah work, including the state water strategy document
- Presented about Envision Utah's Agriculture toolbox at the Spring American Planning Association conference



CORNERSTONE FOUR

PEOPLE PREPARED FOR THE FUTURE

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

- Statewide Plan
 - High-quality Educators
 - Early Childhood Education
 - Assessment and Assistance
 - Participation and Collaboration
 - Access to Opportunities Beyond High School
 - Affordable Postsecondary Education
- Fostering a highly educated population is a robust strategy with significant benefits for jobs and the economy, cost of living, health, communities, and other topics. Specifically, benefits include:
- A strong economy, with more jobs for everyone and higher tax revenue
 - Increased abilities of Utahns to find good jobs, experience personal economic stability, and save money
 - Greater likelihood that Utahns will vote and volunteer in their communities
 - Reduction in crime and need for social services (food stamps, unemployment benefits, etc.)
 - Improved chances for low-income children to break the cycle of poverty, as they complete school, find good jobs, and increase lifetime earnings
 - Fewer health issues, such as diabetes, heart disease, and obesity

THE FUTURE OF EDUCATION IN UTAH

Our work taught us that Utahns want to improve our state's educational performance to maintain the high quality of life that Utahns want for future generations. But our research shows that Utahns at large don't necessarily understand or support those same strategies and actions. If we do not improve our educational outcomes, Utah will fall behind. Utah is not improving quickly enough to keep pace with a changing global and local economy; almost half of new teachers in Utah leave within five years of starting, many districts in Utah are unable to find teachers to fill their needs as the student population grows, and low-income children in Utah are entering kindergarten without the foundational skills needed to succeed.

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

CONVENING AND FACILITATING

In the past two years, Envision Utah has convened Utah's top education and civic leaders, researchers, and technical experts around our most pressing education challenges. Stakeholders are respected, trusted, and well-known citizen leaders who are committed to an honest, open, and fair evaluation of the issues; those who are most affected by the outcome of the process; and those who can implement the outcome.

Our committees have identified five categories of strategies or actions that are common across various groups and proposals:

1. Increase family and caregiver talking and interacting with young children.
2. Increase access to preschool, particularly for those who are at risk of starting school behind.
3. Strengthen and support educators.
4. Improve equal access to educational resources and opportunities.
5. Encourage the completion of certificates and degrees.

Each of these also includes specific, detailed actions.

The Steering Committee, which can be seen at MyEducationOurFuture.org, includes well-known champions who serve as public faces. It also includes key influencers from groups or organizations already working to improve education, including Prosperity 2020, Education First, United Way of Salt Lake, and the Governor's Education Excellence Commission, as well as public officials who set education policy, such as the state school board, the legislature, and the Utah System of Higher Education.

PUBLIC OUTREACH

Education Values Study

To have the ability to understand why these key strategies aren't successful in Utah already, Envision Utah and the education steering committee undertook a robust values study. The study took several months to design and execute, including focus groups and a statistical panel. It examined, in detail, how Utahns feel about many different aspects of education and why they feel that way—

what are the underlying values that determine how they feel. See the results of the values study under our My Education, Our Future page at EnvisionUtah.org

Spring 2017 Outreach Campaign

The outreach campaign centered around students—the most immediate “users” of the educational system and, according to the values study research, some of the most trusted messengers—talking about the importance of each of the key strategies. A series of five videos (one for each strategy) used visual metaphors to communicate the impact of the educational strategies. The advertisements focused on the educational outcomes that Utahns find most compelling, as identified in the values study. A website was made to act as a resource for in-depth information on the strategies and a home-base for all the videos: **MyEducationOurFuture.org**. The campaign reached over 2 million Utahns and increased support for the five strategies.

Fall 2017 Outreach Campaign

The fall campaign was designed to educate Utahns about the most important educational strategies at the time when families are adjusting to going back to school and education is high on the minds of people across the state. The fall campaign was more heavily focused around supporting teachers and included a new video created for Envision Utah's teacher initiative. This campaign again reached over 2 million people and further increased support for key strategies.

UTAH TEACHER INITIATIVE

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

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

EARLY LEARNING

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

Envision Utah has kicked off a collaborative effort to help parents and other caregivers understand the importance of language and provide resources to support strong, nurturing language environments in every home. We plan to scale up our effort to become a city-wide and then state-wide wrap-around initiative involving multiple tiers of engagement with caretakers and community members.

COMMUNITY OUTREACH

LEGISLATIVE BREAKFAST

JANUARY 31, 2017

This year's legislative breakfast took place on January 31st at the open of the 2017 Legislative Session. Envision Utah presented the major tenets of the YUYF vision for 2050, addressed the state's lawmakers on the core strategies needed to achieve that vision, and spoke to the broad public support of these initiatives. Many in the legislature were participants in drafting the vision, and were able to act as supportive witnesses to the collaborative approach of the Envision Utah process.



SPRING BREAKFAST

MAY 16, 2017

This year, panelists from Ancestry, Pluralsight, Instructure, and Silicon Slopes discussed the future of the tech boom in Utah and had some keen insights into what we can all do to make sure Utah is booming for years to come.

Key takeaways were that panelists said they want to hire the best talent wherever they can find it, regardless of gender, ethnicity, or religion, but they also want their workforce to reflect their customers from around the country. Utah may not be as diverse as other places with major tech hubs, but we can support our economy by being welcoming and inviting to everyone as individuals and as a larger community. Panelists also discussed gender gap issues and the importance of ensuring fair compensation for women as well as mentoring programs to help women see technology and sciences as available career paths.

In addition to the projects represented by our cornerstones, Envision Utah engages with the public and with our stakeholders throughout the year in many other ways. Envision Utah has gained national acclaim for its tried-and-true process for outreach and engagement, scenario development, values research, and ultimately community visioning. The Envision Utah team is also always working with numerous existing stakeholders to maintain strong relationships for years to come. The following represent the highlights of those efforts, which include many other regional and national speaking engagements and conferences.



YOUR UTAH YOUR FUTURE AWARDS

MAY 31, 2017

In the past, Envision Utah's Governor's Quality Growth Awards recognized exemplary projects and communities that keep Utah beautiful, prosperous and neighborly for future generations. Having rebranded the awards as the *Your Utah Your Future Awards*, Envision Utah, the Governor's Office, and the Quality Growth Commission are again looking to recognize projects that have made significant impacts on key topic areas in Utah, contributing to livability across the state.

The *Your Utah Your Future Awards* honor plans, developments, and other projects that support the implementation of the *Your Utah, Your Future* vision. By building attractive, lively, and safe environments, award-winning projects add value to our communities and support a Utah that is safe, secure, and resilient; prosperous; neighborly, fair and caring; and healthy, beautiful, and clean.

20TH ANNIVERSARY PARTY

OCTOBER 6, 2017

This year we celebrated 20 years of helping Utahns create the future they want. The gathering brought together both old and new faces; from current and former board members to founders and their grandchildren. Over 300 guests attended, hearing remarks from Robert Grow, Governor Herbert, and Spencer F. Eccles.



QUALITY COMMUNITIES TRAININGS

ONGOING

After the Quality Communities Academy, Salt Lake County planning staff realized that this education was needed in city councils. Early this year, Salt Lake County contracted Envision Utah to hold Quality Communities Trainings in each of their city councils and planning commissions.

Envision Utah is now holding meetings with city councils and planning commissions with city-specific presentations to share some of the most effective concepts from our Quality Communities Academy. These presentations are helping to educate influential planning commissioners, city councilors, and others at the city level, introducing concepts that benefit the development of better communities across the county.

COMMON GOOD AWARDS

DECEMBER 1, 2017

On December 1, Envision Utah held the 2017 annual Common Good Awards. This year's event celebrated excellence in education. Keynote speaker Amanda Ripley, author of "The Smartest Kids in the World and How They Got That Way," discussed what makes education systems effective around the world. Awards were presented by Justin Harding, chief of staff for Governor Gary R. Herbert.

FURTHER OUTREACH

A SELECTION OF OUR COMMUNITY ENGAGEMENT

QUALITY COMMUNITIES

Throughout the year, we have continued to incorporate elements of quality communities in our presentations and meetings with different organizations that have significant impacts on the types of growth we see across Utah. In 2017, these organizations have included the Utah Central Association of Realtors, the Salt Lake Home Builders Association, and various architects, public health experts, and developers at the 2017 Utah Sustainability Summit.

UTAH LEAGUE OF CITIES AND TOWNS

Recently we have significantly strengthened our professional relationship with the Utah League of Cities and Towns (ULCT), an organization that represents the state's many municipalities. This stronger relationship with ULCT means that Envision Utah will have better opportunities to work alongside communities across the state to better understand their values and desires, informing major future projects including the Quality Communities Toolkit.

EDUCATION

An important benefit of Envision Utah's work in education is that other organizations will have greater public support based on our efforts. There are a number of movements that have already been developed by various groups such as Prosperity 2020, the Governor's Education Excellence Commission, the Utah State Board of Education, and many others. Our effort will strengthen their work by providing resources and understanding that build a more involved and motivated citizenry. The education values study also provides important messaging guidance that is being shared and adopted by groups focused on education. For example, the heads of the Salt Lake Chamber and Granite School District have adjusted their messaging to align with the findings in the values study.

CONFERENCES

Presented at the Following Conferences

American Planning Association Utah Chapter Spring Conference
Salt Lake Realtors
Utah Bankers Association
Governmental Research Association
National Association of Counties
Housing Summit, Central Utah Association of Realtors
Utah Worksite Wellness Council
Institute of Real Estate Management
ChamberWest Board of Governors
Urban League of Cities and Towns
Salt Lake Home Builders City Mayor Panel
Green Building Council Sustainability Summit

WORKSHOPS

Participated in the Following Workshops

South Jordan Chamber Workshop
Wasatch Choice for 2050 Scenario Workshops
Holladay Idea Accelerator Workshop
Housing Affordability Core Team Workshop
Urban Land Institute Metropolitan Growth Scenarios Workshop

COMMITTEES

Participated in the Following Committees

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

CONCLUSION

THANK YOU TO OUR 2017 CONTRIBUTORS AND SUPPORTERS

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

We sincerely thank you for believing in our mission of helping residents create communities that are rich in opportunity and defined by unparalleled quality of life. As Envision Utah continues to move forward, we need your continued support in maintaining the exemplary quality of life in this region now and for generations to come.

At Envision Utah, we are deeply grateful for the friendship, guidance and generosity of our supporters and contributors.

2017 DONORS

\$250,000 & Above

The George S. and Dolores Doré Eccles Foundation
Zions Bank

\$50,000 & Above

The Brent and Bonnie Jean Beesley Family Foundation
The Church of Jesus Christ of Latter-day Saints Foundation
The Clyde Companies
Robert and Linda Grow

\$20,000 & Above

Ancestry
Deseret Trust Company
Dominion Energy Foundation
Marriner S. Eccles Foundation
Miller Family Philanthropy
Morgan Stanley Bank
Rio Tinto Kennecott

\$10,000 & Above

Daniels Fund
Daybreak Communities
Farmland Reserve Intl.
Fidelity Investments
Jacobsen Construction
Lawrence T. and Janet T. Dee Foundation
Robert and Katharine Garff
Rocky Mountain Power
Utah Transit Authority

\$5,000 & Above

England Logistics
Huntsman International
Intermountain Healthcare
The Lund Foundation
The Nature Conservancy
Vivint
Woodbury Corporation

\$1,000 & Above

AARP Utah
Andeavor
Boeing
The Boyer Company
Cowboy Partners
David Wolfgramm
Dell EMC
FFKR Architects
Goldman Sachs
Horrocks Engineers
Ivory Homes
KeyBank
Layton Construction
Logan Simpson Design
Lonnie M. Bullard
Perry Homes
Utah Association of Realtors



ENVISION UTAH EXECUTIVE COMMITTEE

HONORARY CO-CHAIRS

Spencer F Eccles

Chairman & CEO, George S. & Dolores Doré Eccles Foundation
Chairman Emeritus, Wells Fargo Intermountain Banking Region

Gov Gary Herbert

Governor, State of Utah

CHAIR

Lonnie M Bullard

Chairman, Board of Directors, Jacobsen Construction

VICE CHAIRS

Bonnie Jean Beesley

Former Chair, Utah Board of Regents

Natalie Gochnour

Director, Kem C. Gardner Policy Institute

Ty McCutcheon

President & CEO, Daybreak Communities

Alan Matheson

Executive Director, Utah Department
of Environmental Quality

PRESIDENT & CEO

Robert Grow

Envision Utah

SECRETARY & COO

Ari Bruening

Envision Utah

TREASURER

Sterling Olander

Associate
Kirton McConkie

EXECUTIVE COMMITTEE MEMBERS

Scott Anderson

President & CEO
Zions Bank

Cindy Crane

President & CEO
Rocky Mountain Power

Jeff Hatch

Independent Financial
Services Professional

Pamela Atkinson

Community Leader

Wes Curtis

Director
Utah Center for Rural Life
Southern Utah University

Dan Lofgren

President & CEO
Cowboy Partners

Martin Bates

Superintendent
Granite School District

Evan Curtis

State Planning Coordinator
Utah Governor's Office of
Management and Budget

Derek Miller

President & CEO
World Trade Center Utah

Richard Brunst

Mayor
City of Orem

Spencer P Eccles

Managing Director
The Cyonsure Group

Wayne Niederhauser

President
Utah State Senate

H David Burton

Emeritus Presiding Bishop
The Church of Jesus Christ
of Latter-day Saints

Andrew Gruber

Executive Director
Wasatch Front Regional Council

Karl Sun

CEO & Co-founder
Lucid Software

Rebecca Chavez-Houck

Utah House of Representatives

Marc Harrison

President & CEO
Intermountain Healthcare

Craig Wagstaff

President
Dominion Energy

Kathleen Clarke

Director
Utah's Public Lands Policy
Coordinating Office

ENVISION UTAH BOARD OF DIRECTORS

LuAnn Adams
Commissioner
Utah Department of Agriculture & Food

Stuart Adams
Utah State Senate

Steven Akerlow
Vice President Global Sustainable Finance
Morgan Stanley

Mike Allegra
President
KivAllegra Consulting

Douglas Anderson, Ph. D
USU
Dean and Jon M. Huntsman Chair

Patrice Arent
Utah House of Representatives

George Arnold
Partner
Hamilton Partners

Keith Bartholomew
University of Utah

Jerry Benson
President & CEO
UTA

Alene Bentley
Rocky Mountain Power

Craig Bickmore
New Car Dealers of Utah

Ron Bigelow
Mayor
West Valley City

Jackie Biskupski
Mayor
Salt Lake City

Nate Boyer
Partner
The Boyer Company

Carlos Braceras
Executive Director
UDOT

Martha Bradley Evans
Barber Consulting

David Brems
GSBS Architects

Sterling Brown
Utah Farm Bureau Federation

Cynthia Buckingham
Executive Director
Utah Humanities Council

Terry Buckner
President & CEO
The Buckner Company

Carly Burton
Executive Director
Bear River Water Users Association

Mike Caldwell
Mayor
Ogden City

Michael Clay
Brigham Young University

Russ Cowley
Executive Director
Six County Association of Governments

Kristen Cox
Executive Director
GOMB

Lew Cramer
CEO
Coldwell Banker

Bill Crim
United Way of Salt Lake

Karen Crompton
Salt Lake County Human Services

John Curtis
Mayor
Provo City

Brigham Daniels
BYU Law School

Tom Dolan
Mayor
City of Sandy

Jeff Edwards
Executive Director
UAMMI

Dan England
CEO
C.R. England

Jorge Fierro
CEO
The Fierro Group, Inc

Wendy Fisher
Executive Director
Utah Open Lands

Tage Flint
General Manager & CEO
Weber Basin Water Conservancy District

Craig Galli
Partner
Holland & Hart

Bryson Garbett
President
Garbett Homes

Christian Gardner
President & CEO
Gardner Company

David Gee
Parr Brown Gee & Loveless

Michael Gitto
Boeing Salt Lake

Stephen Goldsmith
University of Utah

Terry Grant
President
Utah Markety KeyBank

Karen Hale
Salt Lake County

Val Hale
Executive Director
GOED

Laura Hanson
Director of Planning
UTA

Jenn Harrison
CEO
Utah Dairy Commission

Tim Hawkes
Director
Trout Unlimited

Benjamin Heuston
President & CEO
The Waterford Institute

Michelle Hofmann, MD
University of Utah
Riverton Hospital
Breathe Utah

Scott Howell
CEO
Howell Consulting

Andrew Jackson
Executive Director
Mountainland Assoc. of Governments

Roger Jackson
FFKR Architects

Andrew Jackson
Executive Director, Mountainland
Association of Governments

Thomas Jensen
Wadman Corporation

Dan Jorgensen
Owner
Bar J Ranch

Ted Knowlton
Wasatch Front Regional Council

Charlie Lansche
Fidelity Investments

David Livermore
Utah State Director
The Nature Conservancy

Dean Luikart
Regional Vice President
Wells Fargo Bank

Jeremy Lund
Managing Director
Sorenson Impact Center

Cameron Martin
Utah Valley University

Ben McAdams
Mayor
Salt Lake County

Rick McKeown
President & CEO
Leavitt Partners

Keith McMullin
President & CEO
Deseret Management Corporation

Erin Mendenhall
Salt Lake City Council

Andrew Menke
Head of School
The Waterford School

P. Bret Millburn
Davis County

Eric Millis
Director
Utah Division of Water Resources

Mike Mower
Deputy Chief of Staff
Office of the Governor

Jim Nielson
Principle
FIAIA Axis Architects

Ralph Okerlund
Utah State Senate

Alan Ormsby
State Director
AARP Utah

Stephen Osguthorpe
Weber Basin Water Conservancy District

June Pace
Community Activist

Pam Perlich
University of Utah

Warren Peterson
President
Farmland Reserve, Inc.

Frank Pignanelli
Partner
Foxley & Pignanelli

Gary Porter
Community Relations and Administration
Deseret Management Corporation

Steve Price
Founder
Price Realty Group

Roland Radack
Executive Director
LDS Foundation

Piper Rhodes
Kennecott

Andrew Riggle
Disability Law Center

J. Bonner Ritchie
Utah Valley University

Clifton Sanders
Salt Lake Community College

Janet Scharman
Brigham Young University

Brenda Scheer
University of Utah

Ian Shelledy
Co-founder
Sustainable Startups

Selma Sierra
Utah State University

Amanda Smith
Holland & Hart

Jim Smith
Commission Chair
Davis County

Wilf Sommerkorn
Planning Director
Salt Lake City

Dean Soukup
Goldman Sachs Utah

Robert Spendlove
Utah House of Representatives

Michalyn Steele
BYU Law School

Jerry Stevenson
Utah State Senate

Lucille Stoddard
Utah Valley University

Mary Street
CBC Advisors

Mike Styler
Director
Utah Department of Natural Resources

Lisa Sun
BYU Law School

Shawn Teigen
Utah Foundation

Dave Ure
Director
SITLA

Gary Uresk
City Manager
Woods Cross City

Blaine Walker
President
Walker & Company Real Estate

Heidi Walker
COO
Salt Lake Chamber of Commerce

Jim Wall
Deseret News

LaVarr Webb
President
The Exoro Group

Brad Wilson
Utah House of Representatives

Randy Woodbury
President
Woodbury Corporation

Sarah Wright
Executive Director
Utah Clean Energy

