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INTRODUCTION

A Historic Process

Vision Dixie is a historic effort by leaders throughout Washington County to build a vision for tomorrow based on the ideas and values of county residents. Through Vision Dixie, over three thousand residents created a framework in which future development and transportation work together to create communities, and a region, that preserve Southern Utah’s quality of life, along with an affordable, livable future. The public preferences are summarized in a series of Vision Dixie Principles and in a Vision scenario – a picture that illustrates one way growth might occur if we all work together and adopt the principles that were identified by this process.

The Vision Dixie Principles provide a framework for voluntary implementation. Local officials work with residents to determine how these principles fit with local plans for the future. Dixie’s vision can only be realized if we all work toward the same goals, adhere to them, and measure our progress.

We Function as a Region

As the various communities in Washington County grow, decisions by one community may affect others—regional thinking and action are essential to successful economic development. For better or worse, we have become a Metropolitan region—our daily patterns are regional: we live in one municipality, work and run errands in another, visit our friends in a third, and enjoy beautiful trails in a fourth!

Firms seeking to relocate or expand are looking for healthy regions with efficient transportation infrastructure and strong education systems. They value affordable housing near employment; a vibrant urban core; and strong cultural and recreational amenities. Increasingly businesses are choosing to cluster in metropolitan areas where they can draw upon regional resources, such as transportation, infrastructure, research and technology, skilled labor, and supplier networks.

If we want to continue to be an attractive place to live and work, there must be cooperation and collaboration among business, government and
communities. This is a dilemma because while our challenges are regional, our units of government operate locally. However, if we have a common vision for our future, we can overcome this hurdle by working together on shared objectives for a bright tomorrow.

**Visioning Process Overview**

On October 18, 2006, nearly 400 residents launched Vision Dixie, and this kick-off received extensive media exposure. Sponsored by the Washington County Commission, Vision Dixie was a countywide process of workshops, technical research and analysis.

In the fall of 2006, over 1,200 residents attended one of 13 workshops to voice their preferences for how the county should grow. This input, coupled with technical guidance from local planners, led to the creation of four scenarios – a baseline scenario (based on existing municipal general plans) and three alternative scenarios. Each scenario pictured a different future for the county, and each differed with regard to development patterns, outdoor recreational opportunities and transportation improvements.

To help county residents contemplate the impact of these differences, each scenario tested a wide variety of impacts on future residents’ quality of life, including:

- traffic congestion
- travel time
- air pollution
- developed land areas
- impact on farms, open lands and critical environmental areas
- water usage
- cost of local infrastructure, such as roads and sewer
- mix of housing types.

Thus the scenarios helped citizens think about the long-term outcomes they want to work toward and linked them to decisions that can start being made today. In short, Vision Dixie began with the end in mind.

The four scenarios were unveiled in May and June 2007 at nine “Dixie Dialogue” meetings. More than 500 residents attended these meetings to identify which ideas, contained in the scenarios, they favor. An additional 800 residents evaluated these scenarios on-line. Copies of the scenarios were distributed in all city or town halls and public libraries in an effort to reach those unable to attend a public meeting or access the Internet. Also in June 2007, an independent polling firm contacted 400 representative county residents to ask their opinions on growth issues and strategies.

Based on the citizen input gathered through the Dialogue meetings, on-line surveys, and independent polling, the Steering Committee established ten Vision Dixie Principles.

A Vision Scenario was then created to illustrate one way the county might grow if we all follow the Principles. The Principles and the Vision can guide elected officials and local residents as they make key decisions regarding general plans, zoning and development proposals. Local governments will, as always, retain control over their planning processes, and each community will implement the Principles according to its unique circumstances and goals.

**Steering Committee & Executive Committee**

A politically and geographically diverse Steering Committee of public officials and community representatives oversaw the Vision Dixie process. They ensured Vision Dixie was transparent, represented local values, involved many residents, and accomplished its purposes.

Under the Steering Committee’s direction, Envision Utah and Winston Associates facilitated the process. Envision Utah is a nonprofit, nonpartisan organization whose award-winning model of grassroots scenario planning is being replicated nationwide. Winston Associates is a community and regional planning firm with special capabilities in facilitating public input, scenario modeling and visualization.

The Executive Committee represents the county’s mayors and will take the vision forward as implementation begins.
**Scenarios**

From themes generated through public input, four initial scenarios (alternative views of future development, conservation, and transportation) were developed to reflect growth ideas explored in the public workshops. The scenarios were then analyzed to assess how they would affect quality of life.

Each scenario explored different environmental, development and transportation ideas. Environmental factors included recreation areas, open spaces, trails, public lands, air quality and water resources. The “transportation” variables included the amount and sizes of roads, the impact of expanded buses, the addition of rapid busways, and even a light rail system. “Development” variables included housing choices, growth in a walkable setting, and the footprint of new development.

To test the benefits of various ways growth could happen, the number of houses, residents, and jobs was held constant in each scenario. In addition, the combined expenses for new roads and public transportation (buses, light rail transit, etc.) are about the same in all four scenarios. Any references to housing refer to new housing and do not incorporate existing housing. These scenarios test broad concepts for the county’s future and do not predict the future of individual parcels of land.
Scenario A

- Almost all residential growth occurs beyond the edge of existing cities in separated groupings of larger lot single-family homes. Employment growth is kept away from residential areas, focusing in major business areas. People shop in big box centers, such as Target or Home Depot, and enclosed malls. To accommodate this pattern of growth, some Bureau of Land Management (BLM) lands that are separated from existing cities are converted to private ownership.

- The St. George metro area develops a ring of new freeways to serve growth. Sun Tran extends bus service further into neighboring cities and buses operate about as frequently as they do in 2007.

- Floodplains and designated critical habitats are conserved for recreation or open space. Development sometimes occurs on steeper slopes, ridgetops, and on animal habitat.

Scenario B

- Most residential growth occurs beyond the edge of cities in single family subdivisions, with some lot sizes smaller than recent growth. Employment growth is mostly kept away from residential areas. Most people shop in big box centers and enclosed malls. Some Main Street-type shopping occurs. To accommodate this pattern of growth, some BLM lands in areas that cities currently plan to annex are converted to private ownership.

- A freeway arc links the east and west sides of the St. George Metro area by connecting south of St. George. Sun Tran extends bus service further into neighboring cities, and buses operate more frequently than in 2007.

- Steeper slopes, floodplains, and designated critical habitats are conserved for recreation or open space. Development sometimes occurs on ridgetops, and on animal habitat.
Scenario C

- Most growth occurs adjacent to the edge of cities. This growth takes the form of villages where single family housing surrounds a center that mixes offices, shopping, townhouses and condos. Growth also fills in vacant developable land within cities. To accommodate this pattern of growth, some BLM lands in areas within existing city limits are converted to private ownership.

- A boulevard links the east and west sides of the St. George Metro area by connecting south of St. George. A rapid busway, essentially light rail on rubber tires, is introduced to the St. George metro area on Sunset Boulevard and SR9. Sun Tran also extends bus service further into neighboring cities, and buses operate much more frequently than they do in 2007.

- Ridgetops, river corridors, steeper slopes, floodplains, and designated critical habitats are conserved for recreation or open space.

Scenario D

- Most residential growth occurs within city limits by filling in vacant developable land and through reuse of commercial and industrial areas. This growth places a mix of jobs, shopping, townhouses, and condos at the center of cities, with single family housing nearby. To accommodate this pattern of growth, few, if any, BLM lands are converted to private ownership.

- A new major city street links the east and west sides of the St. George Metro area by connecting south of St. George. Light rail is introduced to the St. George metro area. Sun Tran also extends bus service much further into neighboring cities and buses operate much more frequently than they do in 2007. Ridgetops, river corridors, steeper slopes, floodplains, and designated critical habitats as well as areas set aside to link these features together are conserved for recreation or open space.
Comparing the Four Scenarios

Mix of Housing Choices

Different home types have different implications for growth. For example, single homes on large lots have more yard space but consume more land. Attached homes, such as twin homes and townhomes (or row houses), have smaller yards, but consume less land overall and cost less.

Inward Growth Versus Outward Growth

Growth may occur outward, expanding beyond the edge of existing cities, or inward, on vacant land or through the reuse of older areas that are starting to run down. Growth usually expands outward because rural land is less expensive. On the other hand, when more development happens inward, fewer new roads and utilities are required, and less rural countryside is developed.

Housing: Separated or Mixed-Use

Today in many communities, residential areas are separated from the commercial and business areas. This generally requires driving for most needs. Some older communities (and some newer ones) allow more of a mix of uses – where shopping, work and living are close, or mixed together, resulting in less driving and more walking.

The different development, transportation and recreation ideas explored in each scenario could lead to a variety of consequences. Vision Dixie projects potential consequences based on our county’s transportation and land-use modeling software. Below are samples of the many quality of life projections made for each scenario in the Vision Dixie process.

Multi-family housing built around a courtyard gives the feel of a front yard.
**Vacant Land Consumed**

*Total Land Consumption (2007 to 2035)*

*Necessary driving distances are, on average, a result of how far job centers and shopping opportunities are from where people live.*

**Driving Distances**

**Daily Miles Traveled In 2035**

**Time Spent Driving Daily**

The time spent driving is a result of both how far people drive and how slow or congested the roads are on the way.
Water Use

The type of development that happens in the future has some impact on the amount of water households would use. On average, the smaller our building lots, the less water we need for outdoor irrigation.

Lessons Learned

After examining the scenarios and their evaluation measures, some interesting lessons emerged:

The more jobs and homes that are within walking distance to transit, the more transit use grew. This in turn results in better air quality and less regional congestion.

Focusing job growth in mixed-use centers in each part of the region was effective in reducing driving distances.

Relatively modest shifts in housing from large lot to multi-family, reflecting projected market trends, can dramatically reduce the footprint of development. This enables less water to be used for non-agricultural use and reduces growth pressures on public lands.

Growth through redevelopment, like building on today’s parking lots, puts new employment in convenient places and locates workers nearer services and jobs. Redevelopment results in reduced regional congestion, improved air quality, better transit use, and a smaller footprint of development.
Vision Dixie is a historic effort by leaders throughout Washington County to listen to the preferences of citizens relating to growth. Through Vision Dixie, residents expressed optimism about the future if growth occurs in a thoughtful, efficient way. The public preferences are summarized in 10 Dixie Principles. These Principles provide a framework for voluntary implementation. They represent the collective input of a broad, representative sample of Washington County residents. Dixie’s Vision is only realized when cities and the county translate this framework into specific, tailored implementation actions based on the particular needs and characteristics of each jurisdiction. We can realize Dixie’s Vision if we all work toward the same goals, stick to them, and measure our progress. Vision Dixie is only the beginning.

1. **Plan Regionally, Implement Locally.**
   - We’re all in this together. What each community does or doesn’t do affects the rest of the County. Vision Dixie addresses the key elements that are important to all of us. Successful implementation can only be achieved if we work together.
   - Implement regional goals with local considerations. As land-use and transportation investments are planned, local governments should look closely at how to implement the regional, long-term goals embodied in the Dixie Principles and adapt them into updates of their own local general plans and ordinances.
   - Closely follow general plans. Municipalities and the County should plan comprehensively, and then closely follow their plans – unless there is a significant public benefit to change them. We do better when we think ahead and provide predictability to residents, landowners and developers. Plans should be crafted with broad public involvement and treat landowners fairly.

2. **Maintain Air and Water Quality and Conserve Water**
   - *Don’t take air and water quality for granted.* Clean air and water are essential for life, and an important part of our attraction as a place to live and visit. The residents of Dixie clearly identified maintaining air and water quality as a top priority.
   - *We all need to take actions to use less water.* Water conservation is important today and will be critical in the future to keep living costs low, enable economic growth, and keep water in our streams and rivers for people and wildlife.

3. **Guard Our ‘Signature’ Scenic Landscapes**
   - *Protect unique physical features.* The spectacular visual setting of southern Utah is central to our quality of life and helps drive our economic engine, drawing residents, businesses, and tourists to Washington County. Our ridgelines, bluffs, mesas, dry washes, promontories, hillsides and river corridors make Dixie unlike any other place. In addition, the County is home to diverse, and even unique, plant and animal species that add to the area’s striking appeal. To retain long-term desirability, Dixie’s vision preserves our scenic characteristics and habitat as growth occurs, while ensuring that landowners are treated fairly and embracing multi-use concepts.
Vision Dixie 2035: Land-Use & Transportation Vision

3 Preserve our agricultural and ranching heritage.
Vision Dixie participants affirmed that working farms and ranches are part of the appeal that draws people here—the mix of urban and rural contributes much to the area’s charm and small-town feel. At the same time, we can’t expect local farmers to preserve open land for free. While there is still active farm and ranch land, we need to create mechanisms that will preserve existing agricultural and ranch lands in an equitable and economically sound manner.

4 Provide Rich, Connected Natural Recreation and Open Space

- Preserve and connect open spaces and trails. We value our open space not just for its visual quality and environmental importance, but also for the opportunities it provides us to enjoy the outdoors. We will strive to preserve and connect open spaces and trails so they can provide a continuous recreational experience.

5 Build Balanced Transportation that includes a System of Public Transportation, Connected Roads, and Meaningful Opportunities to Bike and Walk.

- Build a system of public transportation. A road system in a constrained geography like ours is difficult to add to and is susceptible to suffocating congestion. This makes public transportation especially important to keep us from being overwhelmed by gridlock. We need to start putting in place today the transit backbone our downtowns and major centers will need tomorrow.

- Preserve major road and transit corridors. To keep us moving, and save money, it is also important that we preserve corridors for future transportation investments.

- Connect the streets. We need to connect roads, both large regional roadways and local streets, to provide multiple ways to get around, help us travel more directly, and keep our region from being shutdown by traffic accidents.

- Build community-friendly streets. Most roads, including arterials and collectors, should be community-friendly places that complement adjacent pedestrian-oriented buildings and provide safe and convenient walking and bicycling routes. About 30% of trips are shorter than one mile long. If we provide a system of safe and attractive walking and biking routes between residential areas, schools, parks and commercial areas, we can reduce the number of auto trips, keep the air clean, and improve the health of Dixie’s residents.
6. **Get ‘Centered’ by Focusing Growth on Walkable, Mixed-Use Centers.**

- *Allow for new growth to be focused into and around strong, walkable mixed-use centers.* A sprawling, unfocused pattern of growth is not in Dixie’s long-term interest. Rather, residents strongly support the development of mixed-use centers. Centers are areas of focused development that mix jobs, shopping, and housing in a walkable setting, typically coordinated with arterial roads and transit. If we put in place strong centers on just a fraction of the land within our cities, we can substantially improve mobility, housing affordability, and sense of place. Walkable downtowns, and town and neighborhood centers, provide residents with amenities within a walk or short drive to many homes. Grouping places to work, play, shop, be educated, and live in a pedestrian-friendly setting gives cities a stronger identity and sense of place. Centers have important transportation benefits: absorbing otherwise long commutes, increasing the number of transit riders, and creating opportunities for ‘purposeful’ walking and bicycling. Centers can meet the needs of people looking for convenient, affordable housing without broadly changing the single-family fabric of new communities.

- *Provide all the ingredients of mixed-use centers.* Centers require more than walkable design that puts buildings near the street, hides parking, and presents windows and front doors to walking routes. Centers need to be substantially more dense than their surroundings to provide affordability, to increase the number of walk-to destinations within a 1/3rd mile radius, and to create a strong transportation magnet. A mix of uses creates activity throughout the day and enables walking to flourish. Major centers should be connected with public transportation to increase transit use and decrease household transportation expenses.

7. **Direct Growth Inward.**

- *Focus inward first, contiguously second, and discourage leap-frog development.* Dixie should first focus growth inward to centers, onto vacant infill parcels, and toward reuse of underutilized commercial and industrial land. This helps us save money on infrastructure, land, water for landscaping and helps keep our air clean by helping driving distances be shorter. To make inward growth happen, cities need to provide incentives to attract growth inward and should take steps to discourage leap frog growth past the edge of town. As additional growth takes place, cities should work to grow contiguously through land-use policies and the timing of infrastructure.

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**A Plausible Future**
The Vision Scenario does not predict the future nor necessarily portray the most likely future. The long-term future is fundamentally uncertain. No single long-range scenario should ever be considered “highly likely.” However, the Vision Scenario does represent a plausible future.
8. **Provide a Broad Range of Housing Types to Meet the Needs of All Income Levels, Family Types, and Stages of Life.**

- *Enable the housing market to meet housing wants and needs.* Dixie’s residents prefer a broad variety of housing from rural living to larger lot subdivisions, from townhouses to urban life. Cities should work to eliminate regulatory and other barriers to market-based housing, and provide incentives that will bring about a broad variety of choice to enable the housing stock to align with consumer preferences.

- *Provide housing for our workforce.* For Washington County to attract and maintain essential workers, such as teachers, police officers, and entry level employees, we need to ensure that housing affordable to our workforce is available. Workforce housing should be located close to job opportunities and public transportation to further improve household affordability.

- *Provide most compact housing types in centers.* Compact housing can be less expensive (to the homeowner and the public) due to lower costs for constructing and maintaining roads and utilities, as well as lower exterior water use. While compact housing is important to provide greater choices for young families, retirees and our workers, it has additional benefits when located in and near centers. Compact growth here helps residents benefit from shorter trip distances and better access to public transportation – both reducing the high cost of household transportation.

- *Design makes a difference.* Often, public concerns about compact forms of housing relate to experiences based on low design quality. Good design enables smaller lots or townhouses to fit compatibly with larger lots. In new neighborhoods, cities should develop mechanisms to encourage increased densities (that provide greater housing variety and affordability). Whether in new or existing neighborhoods, municipalities should enforce basic design principles that will ensure design compatibility.

9. **Reserve Key Areas for Industry to Grow the Economic Pie.**

- *Keep areas of prime transportation access for employment and not just for retail.* Retail provides immediate gains for communities. It adds shopping opportunities that are desirable and helps municipal budgets. However, over the long-term, employment-oriented businesses will be the drivers of economic success—bringing new dollars and jobs into the region. Communities need to keep sufficient areas reserved for basic industry accessible to regional transportation access and distribution centers.

10. **Focused Public Land Conversion Should Sustain Community Goals and Preserve Critical Lands.**

- Washington County residents value public lands for scenic, recreational and environmental values and want any conversion to be done with care.

- *Public lands should only be considered for conversion to development in logical, contiguous extensions of communities.* Vision Dixie has generally identified, on a regional level, the type of areas that are relatively efficient for growth. While specific study is needed, these principles can serve as an initial guide for public land conversions and exchanges. Communities should conduct a more refined assessment in collaboration with the Bureau of Land Management.

- *Explore preservation* of critical state and private lands through voluntary exchanges for public land more suitable for development.
The Vision Scenario represents one of many plausible ways growth might unfold in the county if we all work to implement the Vision Dixie Principles.

The Vision Scenario isn’t a prediction, but tells a story, based on the best information available, to help illustrate the Principles. For example, the Vision Scenario pictures several walkable villages or centers – community focal-points of housing and commercial enterprises in a pedestrian-friendly setting.

Change is envisioned primarily in strategic areas of transportation significance – the county’s most central, accessible and high capacity transportation locations.

The Vision Scenario does not prescribe the specific changes that communities ought to make. There are many ways that individual jurisdictions could implement the Vision Dixie 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.

**How Would the Vision Perform?**

The Vision scenario can help us all contemplate some of the benefits we could enjoy if the Dixie Principles become a foundation for local planning.

When compared with Scenarios A and B, the Vision Scenario results in 9,000 more transit trips per day.

Households would not need to drive as far. When compared with Scenario B, 200,000 fewer miles of driving would occur in the county every day. The miles saved would top 1,000,000 miles per day compared to Scenario A. As a result of the additional transit use and fewer miles of driving, automobiles would produce between 1,000 and 3,000 fewer pounds of carbon monoxide each day in the Vision.

The Vision represents a contiguous pattern of growth, focused in centers. Over the next 30 years this could result in 12 fewer square miles of development compared to Scenario B or 120 fewer square miles of development compared to Scenario A.

Many of the benefits aren’t seen in these aggregate county-wide numbers. One can picture our bluffs and washes free of homes, ribbons of trails and recreational open space integrated into communities, a variety of home types to help more people easily afford a home, and reduced household transportation costs as commuting distances fall and transit use flourishes.
THE VISION

Vision Dixie 2035: Land-Use & Transportation Vision
**What’s Behind the Map?**

The Vision maps illustrate one way growth might unfold if many cities implement the Vision Dixie Principles. Here are some of the key features shown on the Vision Maps.

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**A System of Trails and Connected Open Spaces**

The Vision Scenario pictures a comprehensive system of trails and strategic open spaces that preserve beautiful vistas and ridges and help maintain the individual character of cities and towns. The Vision also emphasizes the value of the county’s stunning natural resources for recreation, scenic beauty and water supply.

---

**Inward Growth First, Contiguous Growth Second**

The Vision Scenario shows efficient growth that focuses on centers and vacant infill parcels, and reuses underutilized commercial and industrial land. The maps show growth on the edge of town occurring contiguously, avoiding leap-frog growth.

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**A Balanced Transportation System**

The Vision Scenario balances a variety of transportation forms. It recognizes that auto travel will continue to be the most dominant form of transportation, encourages development of a substantial public transportation system, and looks at coordinating centers with transportation to reduce necessary driving distances and make public transportation easier to ride.
**Implementation Strategy**

The primary role for implementation rests with local governments and the actions of the development community as affected by the market. Each community is unique – with distinctive characteristics and needs. In some communities, the open space preservation strategies may be the highest priority, where in others providing a broader range of housing options may be a higher priority. As Vision Dixie is implemented, local governments will balance local priorities with keeping the entire county a great place to live now and for decades to come.

It is important to remember that the Vision Dixie Principles and recommendations are forward-looking – targeting conditions projected to prevail in 2035 and beyond. Nevertheless, to secure that desired future, we must begin to act today.

The following implementation strategies are one set of recommendations to move the broad Vision Dixie Principles into action; they illustrate how the principles could be made specific enough to make a difference.

Additional resources for implementation can be found at www.VisionDixie.org.

### Principle 1.0: Plan Regionally, Implement Locally

#### 1.1 We’re all in this together.

**The Vision:**

This is an interconnected region. It is a single market in many respects: housing, commercial, employment, etc. Also, many of the issues, such as transportation, air quality, and water usage, are regional in scale so the solutions require coordinated action by several local jurisdictions. Action, or inaction, by one entity affect others. While individual communities need to address their own land-use issues, they should not ignore impacts on the region while doing so. For most land-use issues, there are options that will meet regional needs yet still allow local jurisdictions to preserve the integrity of their communities and neighborhoods.

**Key Challenges:**

It is hard to translate the regional vision to the local level. Policies adopted at the regional scale can easily be diluted by the physical character and political realities at the local level. Historically, communities in Washington County have not worked together with a regional perspective. Local communities may be protective of their ability to control how, where, and to what extent they will accommodate regional growth.

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**Plan Locally While Thinking Regionally**

Washington County is composed of several municipalities or jurisdictions that together form a single, distinctive region. The decisions made at the municipal level often affect the surrounding municipalities or the region as a whole. To maintain Washington County’s quality of life, it is critical to plan regionally and implement locally.

**Regional Framework**

(County, MPO)

- Dixie Principles
- Metropolitan Transportation Planning
- Air Quality

**Local Implementation**

(Cities)

- Dixie Principles
- Comprehensive Plans
- Land Use
- Zoning
- Subdivisions
**Short-Term Recommendations:**

Pass local resolutions in each city endorsing the Vision Dixie Principles and checklist.

Hold a semiannual meeting of the Vision Dixie Executive/Implementation Committee to:

1. Measure the progress of Vision Dixie
2. Exchange ideas about Vision Dixie implementation
3. Maintain communication between communities, and
4. Keep Vision Dixie in public view

The Implementation Committee could: provide feedback on individual community and development plans (when invited to do so), discuss growth issues along boundaries between communities, showcase good examples of Vision Dixie Principles being applied, and make presentations about Vision Dixie to interested groups, agencies and governments.

Update the Washington County comprehensive plan to incorporate Vision Dixie Principles and to provide a regional framework for city plans.

Hold an annual Vision Dixie “summit,” open to the public, to exchange ideas, seek common solutions to problems, and to measure progress.

**Long-Term Recommendations:**

The Executive/Implementation Committee should encourage long-term implementation of Vision Dixie through the Dixie Metropolitan Planning Organization (MPO), RMPO, the County, and a new Dixie Council of Governments (if formed).

1.2 **Implement regional goals with local considerations.**

**The Vision:**

One size doesn’t fit all: while we should work toward common goals, implementation should also address localized and short-term considerations that vary city by city.

**Key Challenges:**

As the Vision Dixie Principles are implemented, there will be resistance – by some lenders, developers, land owners, and even communities – to change old development practices. To implement some concepts there will be practical difficulties such as assembling land. Some current comprehensive plans may not be consistent with Vision Dixie Principles and won’t provide criteria for review and approval.

**Short-Term Recommendations:**

Until individual comprehensive plans are updated to reflect the Vision Dixie Principles, include the Vision Dixie Checklist and Tools in community plan review processes.

The Executive Committee can help publicize examples, including fiscal and legal considerations, of local, regional and national development that meets Vision Dixie Principles.

**Long-Term Recommendations:**

Update individual general plans and zoning to reflect Vision Dixie Principles. In doing so, communities are encouraged to seek the input and suggestions of the Executive Committee.

1.3 **Closely follow general plans.**

**The Vision:**

The public mandate is clear: cities should plan carefully and follow their plans unless there is a significant public benefit to changing them. If we don’t, the vision won’t be achieved and haphazard results will follow. If cities aren’t following their plans, they are encouraged to address inadequacies now so their plans can be an effective and predictable guide for decision-making.

**Key Challenges:**

The needs and desires of individual property owners and developers do not always correspond to the best interests of the broader community. It is always difficult to find the proper balance between individual rights and community rights.

Once a decision is made that is inconsistent with a community’s general plan, the plan becomes out-of-date and soon ceases to be followed.

**Short-Term Recommendations:**

Voluntarily include in City and County records of decision regarding land-use, an assessment of the consistency of those decisions with Vision Dixie Principles and the local comprehensive plan.

**Long-Term Recommendations:**

Each community is encouraged to adopt and follow a “consistency” policy such as, “all land-use decisions (zoning, subdivisions, roads and utilities, schools, etc.) must be consistent with the general plans.” This will require that if there is a potential inconsistency, it must be resolved beforehand, rather than ignored. All members of the public, including land owners and developers, should have a meaningful role in developing general plans.


**PRINCIPLE 2.0: CONSERVE WATER AND MAINTAIN AIR AND WATER QUALITY**

**2.1 DON’T TAKE AIR AND WATER QUALITY FOR GRANTED.**

*The Vision:*

Maintaining air and water quality are among the highest priorities of the Washington County public.

*Key Challenges:*

In southern Utah, we don’t have the typical warning signs that bring air quality concerns to the forefront of public awareness (e.g. temperature inversions, smog concentrations and highly visible pollution in waterways). Therefore, many of our residents tend to assume that we are immune to pollution problems.

**Short-Term Recommendations:**

Washington County is encouraged to assume an oversight role in assuring that water and air quality is monitored on a regional basis.

The County is encouraged to regularly (annually or biannually) publish indicators of water and air quality.

**Long-Term Recommendations:**

The Metropolitan Planning Organization (MPO) or Dixie Council of Governments (COG), if formed, is encouraged to develop a coordinated regional strategy to protect air quality. For example, the MPO could adopt additional air quality criteria into its decision-making policies, such as “reduce per-capita growth in Vehicle Miles Traveled” (which will in turn reduce auto emissions).

**2.2 WE ALL NEED TO TAKE ACTIONS TO USE LESS WATER.**

*The Vision:*

Water is precious in an arid region like Washington County. Careful stewardship of our water will enable future generations to continue to enjoy our vision. Steps are already being taken by the Water Conservancy District, communities and individuals to conserve and augment our water supply. But we can, and must, do more. Water conservation can have a positive impact on economic development. There are many businesses and individuals that will be attracted to this area because we are managing our resources wisely.

*Key Challenges:*

Many think that irrigated lawns are an essential part of an attractive yard or landscape. Some believe that water conservation is an unnecessary “add-on” to the cost of living and doing business here.

**Short-Term Recommendations:**

Highlight successful water saving projects (xeriscaping, water reuse, irrigation practices, etc.) in each community.

**Long-Term Recommendations:**

Consider metering the secondary water system.

Adopt consistent water consumption measurements for all communities.

Explore methods to incentivize water reuse systems.

The Washington County Water Conservancy District is encouraged to do a regular “report to the County” on progress toward meeting water conservation goals.
Cities across the United States are exploring ways to conserve water:

Palmdale, California applies a point system to water conservation features and techniques in new development. Points are awarded for things like the use of low-water plant material for all plants (20 points) or plants grouped in hydrozones, according to their water requirements (20 points). A planting plan must achieve 65 points, and an irrigation plan must achieve 60 points.

www.cityofpalmdale.org/city_hall/codes

A Tucson, Arizona Xersiscape Ordinance applies to new multifamily, commercial, and industrial development. Landscaped areas must be designed to take advantage of storm water run-off and to use water-conserving irrigation systems.

www.ci.tucson.az.us/water/ordinances.htm

The Washington County, Utah Water Conservancy District has a Water Efficient Landscape Ordinance that limits the total area of landscaping requiring irrigation to 5,000 square feet per lot. It also requires drip irrigation for trees and parking strips.

wcwcd.state.ut.us/Conservation

Green Infrastructure. The design of development and streets can improve the water quality of runoff and reduce flows, thereby enhancing watershed health. Cities around the country are beginning to implement more efficient infrastructure programs. See the example below.

The Portland, Oregon Green Streets Program incorporates green street facilities into all city-funded development, redevelopment or enhancement projects. Example strategies include swales, planters, inlets, and street trees.

www.portlandonline.com
**3.1 Protect unique physical features.**

*The Vision:*

Our physical setting sets us apart from the rest of the United States, making us a unique place that helps draw residents, tourists, and business. While we have many other assets, our physical setting makes us distinctive.

**Key Challenges:**

It requires creativity and commitment to find ways for individuals to exercise their property rights without marring geological features important to others in the community.

Often, the visual impact of development is not apparent to the public until the construction occurs—when it is too late to change.

**Conservation Easements**

A conservation easement is a voluntary tool to protect working agriculture and critical private lands by restricting additional development of the property. A willing landowner may create a conservation easement by donating or selling the development rights on his property. The landowner continues to own the land and can use it for agriculture or other designated purposes.

**LeRay McAllister Fund**

Seeing the value in critical land conservation, the Utah Legislature passed the Quality Growth Act in 1999. This Act created the LeRay McAllister Fund, supported by annual appropriation for land conservation through Conservation Easements. Local governments can apply for funding.

planning.utah.gov/leraymcallister.htm

**Organizations in Utah dedicated to working with private, state and federal land owners to protect valuable natural and visual resources include:**

- Utah Open Lands- www.utahopenlands.org
- The Nature Conservancy - www.nature.org
- The Trust for Public Land - www.tpl.org

**Ordinances to Protect Steep Slopes and Ridgelines**

Ivins City, Utah, requires special consideration for slopes greater than 8% and establishes guidelines to adapt structures and roads to the contours of the land and to preserve the aesthetic qualities of hillsides. www.ivins.com

In Park City, Utah, guidelines ensure that significant ridge lines are retained in a natural state. Development is sited to avoid creating a silhouette against the skyline or mountain backdrop as viewed from designated vantage points. www.parkcity.org

**Steep Slopes and Ridgelines**

Please refer to the Washington County Critical Lands document for those areas identified as sensitive in Washington County. www.visiondixie.org
**Short-Term Recommendations:**

Make the natural resource maps used in the Vision Dixie process available to local communities for use in reviewing potential land-use applications in each community.

Many Vision Dixie participants said farmland was a feature that attracted them to Washington County.

Because many of Washington County’s farms are near growing areas, any efforts to keep local farming need prompt attention.

GIS data for Washington County critical and sensitive lands can be located at www.VisionDixie.org
Each community is encouraged to request that large scale developments demonstrate visual impacts during the review process. Communities should encourage land exchanges that will protect unique features and viewsheds currently in private or state school trust ownership.

Long-Term Recommendations:

Each community is encouraged to create its own official maps of steep slopes, ridgelines, drainages and any other features that are important to the community’s character. Smaller communities may request assistance from the County, or seek grants through the County and/or Metropolitan Planning Organization (MPO).

Adopt ordinances that reasonably restrict visible development impacts on steep slopes, ridgelines and drainage ways or other features that give unique local character.

(See also clustering and transfer of development rights recommendations under 3.2 Preserve Our Agricultural and Ranching Heritage.)

3.2 Preserve Our Agricultural and Ranching Heritage.

The Vision:

From the input received in the Vision Dixie process, working farms in and near the urbanizing area produce more than hay and fruits—they are an important part of the region’s image. If or when those farms are converted to development, Washington County will lose an important part of its image and attraction.

Key Challenges:

Most of Washington County’s agriculture (alfalfa, orchards) has a relatively low rate of return—especially compared to the potential returns from conversion to development. As development expands, the incentive to farm is further reduced as conflicts with agriculture increase (complaints about fertilizing, spraying, smells, slow equipment on roads, working at night with lighted equipment, escaping animals, etc.).

Clustering and Transferring Development

Clustering locates approved development on a parcel in a way that conserves land for either active parks or recreational open space.

The Farmington City, Utah Conservation Land Design Standards 11-12-130 reads: “Conservation land within a Conservation Subdivision shall be designed and laid out as part of a larger continuous and integrated open space system in general accordance with the Farmington Resource and Site Analysis Plan to ensure that an interconnected network of open space will be provided throughout the City.” www.envisionutah.org

American Planning Association’s Model Cluster Ordinance www.planning.org/smartgrowthcodes

Transfer of Development Rights (TDR) enables a land owner to sell his right to develop to a land owner in another part of town. This market-based technique enables areas to be viable for farming while compensating the farmer for choosing not to subdivide his property.

Case Study: Harvest Park Development

This private partnership with Mapleton City resulted in a 500 unit mixed-use community blueprint that preserves 100 acres of critical hillside land using the city’s transfer-of-development-rights (TDR) program. The developer used Mapleton’s TDR program to increase the number of homes by purchasing additional development rights from a willing seller. www.mapleton.org

Existing Agriculture

Typical Development

Cluster Development

(Sketches by Ken Last)
**Short-Term Recommendations:**

Designate and publicly identify “farm-friendly” zones and enact right-to-farm legislation for those areas so as to discourage nuisance complaints against farmers.

Identify priority conservation areas in city limits and annexation areas (the Vision Scenario’s open space is a good place to start).

Maintain agricultural zoning until decisions are made about development patterns.

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**Long-Term Recommendations:**

To preserve working farms, yet be sure land owners are fairly compensated, create a voluntary, county-administered Transfer of Development Rights (TDR) program.

Promote a non-profit entity to receive and manage conservation easements or land donations.

Don’t rezone farm or ranch properties until utilities are available. Condition annexation and up-zoning upon clustering (including the use of Transfer of Development Rights).

Adopt land-use incentives (clustering, etc.) that will encourage preservation of ranching or agricultural areas.


The Vision:

In the Vision Dixie process, the public strongly supported open space that is connected in a system—for both habitat and public use.

Key Challenges:

With a very large amount of public land in Washington County, some believe that setting aside more land for conservation significantly reduces land available for development, and thus raises the cost of land (and homes).

Short-Term Recommendations:

Prior to approving major developments or annexation approvals, each community is encouraged to request that the proposed development plans address the open space, agriculture and trail elements of Vision Dixie and the city’s general plan.

Formalize a county-wide trails committee, such as the Three Rivers Trails Committee, working though the Five County AOG or Washington County.

Long-Term Recommendations:

Each community should work with the BLM to identify adjacent public lands suitable and available for land exchange or acquisition under Recreation and Public Purposes (R&PP).

Complete a County trails and open space master plan. Use the County Planning Department and BLM as resources.

To make sure trails and open space connect, coordinate local plans with Vision Dixie and the County open space/trails plan.

Preserve and Connect Open Space and Trails

The 2002 General Plan of St. George, Utah includes strategies that:

- Integrate and interconnect pedestrian paths and on-street bike lanes with major destinations (shopping, schools) and parks and open space corridors.
- Ensure all new development provides either off-street bike/pedestrian paths, detached sidewalks, or both, and also encourages these paths to be designed and located to tie into a City wide system.
- Include bike and recreation paths in all greenway corridors wherever physically and environmentally possible.
- Use street and utility corridors for trails and other recreation facilities. www.sgcity.org

Saratoga Springs, Utah creates regulatory incentives for developers to build the Utah Lake Trail. Under the Planned Unit Development (PUD) ordinance, developers who contribute to the trail are allowed an increase in the dwelling units permitted. www.saratoga-springs.net

Vision Dixie Habitat Critical Mapping

The Washington County Critical Lands document and associated maps identifying areas of sensitive or critical habitat are located on www.visiondixie.org

Federal Funding Examples

- The Land and Water Conservation Fund (L&WCF) has two “sides” to the program. The federal-side establishes a funding source for federal acquisition of authorized national park, conservation and recreation areas. The state-side provides grants to state and local governments to help them acquire, develop and improve outdoor recreation areas. www.nps.gov
- The USDA’s Farmland Protection Program provides funds to help purchase development rights to keep productive farmland in agricultural uses. Working through existing programs, the USDA joins with state, tribal, or local governments to acquire conservation easements or other interests from land owners. www.nrcs.usda.gov
- The NRCS’ Conservation Innovation Grants (CIG), a voluntary program intended to stimulate the development and adoption of innovative conservation approaches and technologies, leverages federal investment in environmental enhancement and protection, in conjunction with agricultural production. www.ut.nrcs.usda.gov/programs/CIG

Tax Incentives

Land owners can obtain significant tax benefits by donating a conservation easement or land to a land trust or public agency.

- The Land Trust Alliance is a resource on conservation tax benefits. www.lta.org
5.1 Build a System of Public Transportation.

The Vision:

Because of our limiting geography, roads in Dixie have to take more traffic and are susceptible to suffocating congestion. Thus, while auto use will continue to be dominant, roads will not be able to meet all our mobility needs decades into the future. Public transportation is especially important to keep us from being overwhelmed by gridlock. Putting in place a transit backbone will help our downtowns, major centers, and Dixie College flourish, keep our air clean, and help reduce household expenses associated with day-to-day travel.

Key Challenges:

Any form of dedicated transit system, such as bus-rapid-transit or light rail, requires a continuous spine. If some sections are missing the system will not work.

It will be many years before a dedicated transit system can be created. In the meantime, there will be many temptations to develop the transit corridor for other uses.

Transit only operates efficiently when there are sufficient riders living within walking distance of each station. Each community must assign adequate densities to the land along future routes or transit stations. There may be local resistance to higher densities in some areas.

Short-Term Recommendations:

Each community should work with the Dixie MPO to make a preliminary assessment of the viability of transit service (current or future) as well as potential routes and station areas (according to MPO and Five County Association of Governments spacing guidelines). Where transit routes are deemed viable, these preliminary routes should be mapped and used as interim input to land-use decisions (until an overall master plan can be developed by the Dixie MPO).

Long-Term Recommendations:

In general plan updates, each community should work with the DMPO to identify transit corridors and potential station locations.

Explore the creation of a transit district and a local option sales tax for transit.

5.2 Preserve Major Road and Transit Corridors.

The Vision:

Notwithstanding the importance of public transit in our future, we will still be heavily dependent on the automobile. Our road system is constrained by our geography—the bluffs limit our options for major roadways in some areas. We must set aside corridors today in order to avoid having to acquire developed land in the future—at extensive public cost.

Key Challenges:

Planning for a successful road and transit system requires cooperation among competing interests to make the appropriate

Comfortable trail connections provide meaningful places to walk.

Focusing offices and employment near high frequency transit stops and corridors can alleviate some congestion during rush hour.
We can create the conditions whereby transit use can flourish in Washington County by focusing growth around transit stops. Development that enables more people to walk to transit is known as “Transit Oriented Development” or TOD. The basic components of TOD are:

1. Compact development built at greater densities than exclusively auto-oriented development;
2. A diversity and mix of uses, with daily conveniences and transit at the center;
3. Pedestrian-friendly design that encourages and facilitates walking and bicycling and reduces auto dependency.

**Midvale, Utah’s TOD zone** encourages intensity near transit and also works toward compatibility with nearby single family areas. According to Midvale’s Transit Oriented Development Zone, chapter 17-7-8, “At least fifty percent of the front elevation must be built within three feet of the build-to line. The front yard setback is the build-to line...The entrances of all structures shall front onto public streets.” [www.midvalecity.org](http://www.midvalecity.org)

Transit zoning often decreases parking requirements, acknowledging that transit trips will increase over time. Compact development that results from less parking lot space increases economic opportunities and helps increase the residents and patrons within walking distance to transit.

In the Murray, Utah TOD zone, the parking requirements for "office uses will be calculated at the ratio of 2.25 off-street parking stalls for each 1,000 square feet of net usable floor area...Retail use parking shall be calculated at the rate of one parking space for each 350 square feet of net floor area." (See Transit Oriented Development District, Chapter 17.146) [www.murray.utah.gov](http://www.murray.utah.gov)

Model TOD Ordinance:
Transit Oriented Development Toolbox
See resources at [www.envisionutah.org](http://www.envisionutah.org)

A transit-oriented development creates an active place next to an existing or proposed transit stop.

Pedestrian-friendly design has a lot to do with placing buildings, not off-street parking, next to pedestrian routes. In this diagram the parking and big box retail are not located on the primary pedestrian route.

**5.3 CONNECT THE STREETS.**

**The Vision:**

A connected street pattern provides a variety of possible routes to get around—both for residents and emergency vehicles. This reduces driving distances as cars can move more “as the crow flies”. This, in turn, increases the usability of sidewalks for walking as more trips are short enough for a pedestrian. Traffic is dispersed so that no individual route becomes overloaded with traffic congestion.
tion and, thus, every route has the potential to be a pleasant place to walk and bicycle.

Key Challenges:

Our subdivisions often have extensive cul-de-sacs that are designed to purposefully prevent through traffic. This forces through-traffic onto a few collector streets. The increased traffic on collector streets leads to congestion and longer driving distances to get around the community. Furthermore, the higher traffic levels on collector streets makes them less desirable for homes and leads to “walled streets” that are undesirable for pedestrian use.

Because internal streets and cul-de-sacs have been typical of Washington County development for many years, some developers will feel that the “market” demands this pattern. (Experience in other communities shows that there is growing consumer demand for a more traditional ‘block’ pattern and all the benefits that accrue.)

It is sometimes difficult to assure that streets will interconnect between adjacent properties that may develop at different times.

Short-Term Recommendations:

As an interim tool while evaluating and creating local street connectivity standards, each community can adopt the street connectivity standards (in the Vision Dixie Tools) for use in reviewing new development proposals.

Long-Term Recommendations:

- Revise street connectivity standards in updated subdivision ordinances.
- Coordinate local street plans in sub-area plans to assure optimum connectivity.
- Coordinate local street plans between jurisdictions.

5.4 Build community-friendly collectors and arterials.

The Vision:

Collectors and many arterials can be designed to handle moderate traffic levels and still be a good place to bicycle and walk. When streets are built in such a way, pedestrian-friendly development can happen next to the street - otherwise buildings will want to turn a cold shoulder to the street with walls, parking, or the backside of the building. This concept, often referred to nationally as “complete streets” or “context sensitive design,” would not affect all roads in the county, but should be implemented where feasible in areas that are or might someday be pedestrian-oriented areas, such as centers.

Key Challenges:

Many communities have relatively few through-streets, so the amount of traffic that must be handled on these streets is high. Often, these through-streets are also state highways. High traffic levels and state requirements can make building a community-friendly street very difficult.

Short-Term Recommendations:

Convene a summit with the Utah Department of Transportation and the Southern Utah Public Works Association to explore context-sensitive-design concepts as they apply to state highways that pass through existing and future pedestrian-oriented areas (including centers) in Washington County.

Reserve Major Road and Transit Corridors.

A variety of planning tools can be used by local governments to reserve corridors for transportation. These tools basically fall into three categories:

- acquisition,
- exercise of planning and zoning powers, and
- voluntary agreements and governmental inducements.

Tools that offer interim corridor protection include: option to purchase, official map, general plan designation of corridors, concurrency ordinances, zoning and subdivision controls, development agreements, annexation agreements, voluntary developer reservation, access management and control, and density transfers within the parcel for which development is proposed. Permanent preservation tools include: fee simple acquisition, development easements, landowner donation, exchange of property, private land trusts, impact fees, exactions, recoupment ordinances, setback ordinances, transfer of development rights, and development agreements.

www.wfrc.org/programs/corridor.htm

This image illustrates the use of yard setbacks to keep buildings out of a future corridor.
Case Study: In Merced, California two city-level scenarios were compared to see the benefits of an interconnected street system. Both scenarios had the same number of jobs and houses and primarily differed with regard to the street system. The connected network scenario was projected to have:

- 20% fewer vehicle trips
- 30% shorter driving distances
- 30% fewer busy streets (above 30,000 average daily trips)

Connectivity ordinances generally establish a maximum block size and length.

Model Ordinances for Street Connectivity

<table>
<thead>
<tr>
<th>ZONE</th>
<th>MAX BLOCK AREA</th>
<th>MAX BLOCK DIMENSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Zones (less than 1 du/acre)</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Low Density Zones (less than 2 du/acre)</td>
<td>10 acres</td>
<td>1,500 feet</td>
</tr>
<tr>
<td>Medium Density Zones (from 2 to 4 du/acre)</td>
<td>5 acres</td>
<td>800 feet</td>
</tr>
<tr>
<td>Village Density (from 4 to 8 du/acre)</td>
<td>4 acres</td>
<td>600 feet</td>
</tr>
<tr>
<td>Town Density (over 8 du/acre)</td>
<td>3 acres</td>
<td>500 feet</td>
</tr>
</tbody>
</table>

Map existing and future collectors and arterial street segments that pass through existing and planned pedestrian-oriented areas in cities and the County. This map should become part of the jurisdiction’s general plan.

**Long-Term Recommendations:**

Amend local construction standards to comply with “complete streets” criteria (that include provision for pedestrians, bicycles and parking) consistent with street segments mapped in the general plan.
Build Community-Friendly Collectors and Arterials

The Institute of Traffic Engineers recently released “Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities,” a report that details how to create complete streets.

Busy collectors and minor arterials can be designed for pedestrians and bicycles in addition to autos. Streets designed this way also fit with adjacent pedestrian-oriented development supported by Vision Dixie.

Two strategies used in “community-friendly arterial design” are to reduce crossing distances for pedestrians and to provide on-street parking to provide a buffer between traffic and pedestrians.

See www.VisionDixie.org to reference “complete streets” national standards, such as the Institute of Traffic Engineer’s “Context Sensitive Solutions in Designing Major Urban Thoroughfares.”

Multiway boulevards provide tree-lined streets with separate realms for through-traffic and for slow-paced vehicular-pedestrian movements.
**Principle 6.0:**

**Get “Centered” by Focusing Growth on Walkable, Mixed-Use Centers.**

*6.1 Allow for New Growth to BeFocused into and Around Strong, Walkable, Mixed-Use Centers.*

**The Vision:**

Provide each community a “center” that includes some mix of uses: shopping, offices, residential, parks, schools or other public services -- all tied together with interconnected streets.

**Key Challenges:**

A specific parcel of land proposed for development may not be large enough to comprise all the elements of a “center” (See the description below).

Many developers and lenders have focused on a single development type and may need to partner with others to feel comfortable in creating mixed-use centers.

**Short-Term Recommendations:**

Where feasible, locate approximate areas in each community for future (or expanded) centers using criteria suggested by Vision Dixie. Make sure that relevant centers are addressed in development proposals.

**Long-Term Recommendations:**

Adopt these areas into future general plan updates.

Create sub-area plans for these centers, especially those that will occupy more than a single property.

*6.2 Provide All the Ingredients of Mixed-Use Centers.*

**The Vision:**

A vibrant “center” includes multiple ingredients: a mix of uses, pedestrian-oriented buildings, focused density, connected streets, and context sensitive streets.

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### Guidelines for Centers

The location of centers may or may not follow the locations on the Vision Scenario maps. Regardless, there are certain conditions that should be met to ensure a center has the opportunity to succeed and help the county reduce commute lengths, increase transit service, and create vibrant gathering places in communities.

<table>
<thead>
<tr>
<th>Size</th>
<th>Catchment Pop</th>
<th>Retail Square Footage</th>
<th>Housing Density</th>
<th>Necessary Land Uses</th>
<th>Roadway Needs</th>
<th>Optimal Transit</th>
<th>Spacing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Center</td>
<td>1 Square mile or more</td>
<td>100,000</td>
<td>Over 500,000 SF</td>
<td>12 to 60 du/acre</td>
<td>Significant office concentration regional serving retail uses</td>
<td>Network of collectors/ major arterials</td>
<td>Central focus of the transit network</td>
</tr>
<tr>
<td>Town Center</td>
<td>100 to 200 acres</td>
<td>25,000</td>
<td>Over 100,000 SF</td>
<td>12 to 25 du/acre</td>
<td>Intersection of major collectors/ arterials</td>
<td>Intersection of frequent bus lines or high capacity transit</td>
<td>At least 4 miles between</td>
</tr>
<tr>
<td>Village Center</td>
<td>25 to 50 acres</td>
<td>2,500 to 5,000</td>
<td>0 (if civic use is included) to 50,000 SF</td>
<td>6 to 25 du/acre</td>
<td>Elementary school, library, or pharmacy</td>
<td>Intersection of collectors</td>
<td>18 hour bus service</td>
</tr>
<tr>
<td>Station area</td>
<td>25 to 50 acres</td>
<td>varies</td>
<td>varies</td>
<td>24 to 40 du/acre</td>
<td>Intersection of frequent bus lines or high capacity transit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main street</td>
<td>1/4 mile deep on either side of street</td>
<td>varies</td>
<td>varies</td>
<td>See village center</td>
<td>Major collector or higher</td>
<td>Frequent bus service or high capacity transit</td>
<td></td>
</tr>
</tbody>
</table>
Key Challenges:

If all of the key ingredients are not present, the center doesn’t become walkable and may not provide regional transportation benefits.

Some developers may not recognize the importance of all of the ingredients, and providing all of them may appear to be burdensome financially.

Some of the ingredients of a successful “center” may include improvements to an existing street or highway right-of-way.

Short-Term Recommendations:

Use the Vision Dixie checklist (found at www.VisionDixie.org). Start by removing the zoning and subdivision barriers to mixed-use centers (e.g., requiring a PUD process).

Long-Term Recommendations:

Amend the subdivision regulations and zoning according to criteria for the three types of centers.

Creating Mixed-Use Centers

Pedestrian-friendly site design has a lot to do with where the parking is relative to sidewalks and if the front door is oriented to pedestrians or to pedestrians and parking equally.

Mixed-use can be either vertical, as in offices above retail, or can be horizontal, such as homes, small-scale retail and offices within a short walk of each other.

Pedestrian-orientation can be exhibited on many levels, depending on the area’s desired pedestrian friendliness. Town centers and downtown St. George could exhibit ‘level four’ walkability.
7.1 **Focus inward first, contiguously second, and discourage leap-frog development.**

**The Vision:**

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

**Key Challenges:**

Growing through land reuse and on isolated vacant parcels is usually more difficult for a developer than developing on “greenfield” sites (larger areas of undeveloped land) because: 1) land costs are higher; 2) there may be environmental contamination on the site (“brownfield); and 3) sites are physically constrained, making construction difficult and constraining the design of the development itself.

Also, because infill often increases density in areas that are going through a transition, adjacent property owners may protest, making it difficult for a land reuse project to meet the developer’s anticipated time and financial goals.

At the same time, city regulations often treat development in-city and on the edge of the city the same, ignoring the difficulties of developing on a constrained, more expensive site. Incentives are often needed to overcome the difficulties associated with inward growth.

**Short-Term Recommendations:**

Identify and map priority areas for reuse in your city, such as areas for new or expanded centers. Identify and map isolated vacant

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**Incentivize Land Reuse**

Local governments can employ a number of strategies and incentives to spur redevelopment in designated areas. Examples include:

- Upgrading infrastructure and amenities to make a target area more attractive.
- Lowering impact fees to more accurately reflect the lower costs of providing services and infrastructure in an area where they already exist.
- Reducing lot sizes, setbacks, and parking requirements and increasing allowable densities. These regulatory modifications help enable reuse proposals to work financially for a landowner, helping to defray the added difficulties of construction in a developed area.

Visit www.policylink.org for more information

**Envision Utah’s Brownfield Redevelopment Solutions**

Local governments can encourage redevelopment of older industrial or commercial sites that may be contaminated. Several strategies are included in a toolbox produced by Envision Utah in cooperation with Utah brownfield experts. www.envisionutah.org

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*A strong attractive downtown St. George could absorb growth that would otherwise happen on the edge of town.*

*It is important that infill development be done with sensitivity to blend with existing neighborhoods.*
parcels that have been vacant for a long time. Start by analyzing regulatory barriers to reuse and infill in your town, such as excessive parking requirements, insufficient allowable densities, and uncertain (i.e., discretionary) allowable uses and densities.

**Long-Term Recommendations:**

Include mapped priority land reuse areas in your general plan to signify to developers and nearby land owners that development in those areas helps fulfill city-wide goals. Modify zoning to allow a reasonable return on investment (given the price of the land), require an appropriate amount of “just enough” parking, and consider providing certainty of use, density, and the timing of development review.

Modify edge-of-town standards and annexation policies to encourage contiguous development and discourage leap-frog development through market-based mechanisms that charge leap-frog development consistent with its higher level of impacts (e.g., longer streets per home).

**8.1 Enable the housing market to meet housing wants and needs.**

**The Vision:**

Market trends suggest that there are not enough sites zoned for lower-cost housing options, such as smaller lots and multi-family homes. Our land-use regulations are, in effect, restricting the market supply of less-costly housing.

**Key Challenges:**

Local opposition often greets efforts to increase allowable densities. Key solutions include incorporating good, basic design principles to ensure compatibility and to zone some areas with a mix of housing before growth reaches it.

**Short-Term Recommendations:**

Create zoning incentives for higher-density, well-designed housing.

**Long-Term Recommendations:**

Amend the zoning map and ordinances to allow a greater range of densities.

**8.2 Provide housing for our workforce.**

**8.3 Provide most compact housing types in centers.**

**The Vision:**

There are numerous benefits when lower cost housing choices are provided close to job centers. Households save money both on housing and on transportation costs. Travel distances aren’t as long, reducing commute times, and this results in less traffic on our freeways, and more time at home with our families.

Workforce housing is housing for critical citizens of our communities - clerks, teachers, police - and many young families just starting their careers. When spread throughout the community, and well-designed, workforce housing adds vitality to neighborhoods.
Enable the Housing Market to Meet Needs

**Case Study: Performance Standard Subdivision**

A performance ordinance is a regulatory framework to allow the flexible design of subdivisions. For example, lot sizes can vary within the subdivision creating a mix of compatible housing. Diversity in housing types helps a community meet the housing needs of its population.

**Minimum lot size regulations encourage uniform developments with little or no variation in housing mix. Developers maximize units by making them as close to the minimum.**

**A net-density standard instead of a minimum lot size standard can result in the same number of homes, but a variety of lots and subdivision design that fits better with nature.**

A mix of housing types helps meet the needs of people in all stages of life, enabling individuals and families to stay in one community throughout their lives.

Policies that encourage a housing mix allow the market to respond to the housing needs within a community.

[www.smartcommunities.ncat.org](http://www.smartcommunities.ncat.org)

**Planned Unit Developments:**

PUD zoning ordinances are intended to encourage innovative and responsive design in developments that often include a mix of both residential and nonresidential uses.

A guide to Planned Unit Developments: [www.dos.state.ny.us](http://www.dos.state.ny.us)

**Case Study: Village at Riverwoods, Provo, Utah**

The Village at Riverwoods incorporates narrower streets to slow traffic and encourage walking and landscaped common areas where neighbors enjoy each other and the beautiful outdoor setting. The 142 attractive residences are available in 38 floor plan variations. Eleven unique building configurations include thirty-three multi-level townhomes, fourteen loft style homes above retail shops, and ninety-five single level homes. The Village has been designed to create a self-contained, walkable urban village where people can live, work, shop, dine and be entertained all in a small-town setting.

[www.environutah.org/resourcesfiles](http://www.environutah.org/resourcesfiles)
**Key Challenges:**

Some equate “affordable housing” with negative images of public housing programs that concentrated low-income families and created social problems.

**Short-Term Recommendations:**

Each community is encouraged to work with the Five County Association of Governments or Dixie Area Workforce Housing Advisory Committee to identify workforce housing needs.

As part of the development review process, require developers of medium and large projects to demonstrate their impact on the workforce housing supply in the community.

Allow/encourage higher density housing in neighborhood and community “centers.”

**Long-Term Recommendations:**

Each community is encouraged to adopt their own, customized strategy for assuring that local workers can live in the community. Consider:

- requiring a portion of major developments to be affordable,
- providing incentives for affordable housing, and
- public/private partnerships.

Development and design standards for housing in centers should be crafted with an eye to the impact on affordability. Examine parking standards, required open space, and requirements for expensive materials, such as brick -- each of which affect the affordability of the housing.

**8.4 Design Makes a Difference.**

**The Vision:**

Well-designed higher density housing can have many benefits: it is naturally less expensive; puts more people within walking distance to transit and local commerce, reducing driving distances; and makes walkable centers more vibrant.

**Key Challenges:**

There is often resistance to increased densities due to expectations of poor design quality (based on bad experience elsewhere).

**Short-Term Recommendations:**

Adopt objective design standards to ensure aesthetic compatibility: height, bulk (related to lot), garage or parking placement, no repetition of model, % of windows and doors. Design standards should

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**Provide Workforce Housing**

**Workforce Housing**

The income vs. housing costs gap has increased dramatically in recent years, making it more difficult for many to find affordable housing. Many individuals or families who are essential to our community’s workforce also have the greatest housing cost burdens.

The Park City Accessory Apartment helps create occasional affordable living opportunities in single family neighborhoods.

“Accessory Apartments may be no more than one third (1/3) of a dwelling size, shall be limited to a maximum floor area of 1,000 square feet and shall be no less than 400 square feet with no more than two (2) bedrooms. An Accessory Apartment may not increase the floor area of a structure over the maximum floor area as specified in the Land Management Code or subdivision approval.”

See “Resources” at www.envisionutah.org for model ordinances.

In Wellsville, Utah, multi-unit structures can be built so long as they look and feel like a large single-family home:

“The building shall be designed to appear from the street as a single-family dwelling with the following characteristics:

- No more than two entry doors visible from the street on which the unit fronts;
- No architectural distinction between dwelling units;
- Roof gables and diversity in roof forms;
- No more than two types of exterior building facade surfaces;
- No more than two colors in light earth tones, whites or grays.”

*This building has six townhouses disguised as one mansion.*
Vision Dixie Housing Market Study

Strategic Planning Group, Inc. (SPG) was selected to prepare a Housing Market Study on behalf of Vision Dixie and the Dixie Area Workforce Housing Advisory Committee. The housing market study focused on providing housing market projections for 2012 and 2035 horizon years.

As part of this study, an analysis has been conducted to provide information on the mix of housing types that will be in demand based on the expected population levels, demographic characteristics and overall market trends.

According to SPG’s projections, 40% of housing demand in Washington County in 2035 will be for multi-family products, with 10% in a townhouse format and the remaining 50% single family.

While no projection should be viewed as a certainty, SPG’s projections indicate that our plans and ordinances don’t reflect the housing mix that will be in demand in the coming decades. In general, cities have planned and zoned for the housing that was in demand ten years ago, rather than looking ahead. To read the entire SPG housing report, visit www.VisionDixie.org

Basic guidelines can ensure that smaller lots are welcome and an asset to a community:

- Reduce required front yard setback to living space
- Smaller lot
- Same backyard
- Provide street trees
- Orient to the street
- Make the street safe and welcoming

<table>
<thead>
<tr>
<th>Housing Type (# of units per building)</th>
<th>New Housing Units</th>
<th>% of New Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>116,317</td>
<td>100%</td>
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<tr>
<td>1, Detached</td>
<td>35,283</td>
<td>30%</td>
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<td>1, Attached</td>
<td>11,251</td>
<td>10%</td>
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<tr>
<td>2</td>
<td>1,178</td>
<td>1%</td>
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<td>3 or 4</td>
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<td>5 to 9</td>
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<td>10 to 19</td>
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<td>20 to 49</td>
<td>19,344</td>
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<td>50 or more</td>
<td>10,254</td>
<td>9%</td>
</tr>
<tr>
<td>Mobile Home</td>
<td>22,345</td>
<td>19%</td>
</tr>
<tr>
<td>Boats, RV, Vans</td>
<td>991</td>
<td>1%</td>
</tr>
</tbody>
</table>

(above) The difference between these pictures is simply the orientation of the building and the presence of street trees. If we treat the street as an amenity when we develop, over time we create a community we all can cherish.

(left) These two pictures feature the same density, but the design is very different. Communities often focus on density when design can have a larger, more immediate impact. A basic strategy is to allow a greater variety of homes and attend to the visual impact and compatibility of the homes.
Long-Term Recommendations:

Review developments that utilize design standards over time to analyze their effectiveness and impacts on housing affordability.

The Vision:

As Washington County grows, in approaching and driving through the area, one will see corporate headquarters and business offices along some of our major thoroughfares. These businesses grow the economic pie. Retail is important for quality of life, but doesn’t contribute significantly to regional wealth creation – it moves money around the region rather than bringing in new dollars.

Key Challenges:

It is well-recognized that retail stores desire locations that are highly visible and easily accessible. What is less well-recognized is that many of the non-retail businesses we wish to attract to Washington County, those paying higher-level salaries, also need the same access and visibility. For many jurisdictions attracting retail stores is the highest priority in order to maintain healthy sales tax revenue for the municipal budget. Retail stores are thus given preference over employment uses for sites with the highest visibility and highway access. This, in turn, reduces Dixie’s ability to attract non-retail employers that drive economic growth.

Short-Term Recommendations:

Each community is encouraged to work with Washington County Economic Development (WCED) to prioritize sites that should be reserved for employment uses.

Long-Term Recommendations:

Washington County Economic Development is encouraged to conduct a county-wide inventory of lands suitable for various categories of employment development, including consideration of compatible surrounding uses and competing uses (e.g. retail). WCED could make recommendations to local governments for comprehensive plan designations and zoning.

Designate key employment areas in local general plan updates and zones to permit appropriate employment uses only.

**Principle 10.0: Focused Public Land Conversion Should Sustain Community Goals and Preserve Critical Lands**

10.1 Washington County residents value public lands for scenic, recreational and environmental values and want any conversion of public lands to be done with care; and

10.2 Public lands should only be considered for conversion to development in logical, contiguous extensions of communities.
The Vision:

Public lands serve multiple uses in Washington County. Public input to Vision Dixie was supportive of limited, judicious conversion of public lands for private development.

In some areas, public lands are logical locations for community expansion. Some public lands can be acquired directly for Recreation and Public Purposes. Other public lands can be acquired through sale or exchange with private or State land. However, Vision Dixie principles strongly suggest that conversion of public land should be in areas that are logical extensions of public infrastructure and services and should not induce leap-frog development.

Key Challenges:

Federal regulations preclude disposal of public land that has significant natural resource values, unless greater natural resource values are present on the lands to be acquired.

Some cities have declared in their annexation plans areas that are far beyond logical growth and the “ability to serve.” The BLM has its own regulations and process for initiating, or responding to, conversion proposals.

Think Employment Not Just Retail

Local Government Economic Toolbox

How Much Retail?

To answer this question, municipalities can conduct a retail market analysis. Retail market analysis helps economic development professionals determine the amount of retail activity required by their community in the future. Cities and towns should conduct retail analysis to avoid over zoning and unnecessarily developing land for commercial purposes that otherwise could be used for higher-wage employment sites. See the retail market analysis tool in the Envision Utah Local Government Economic Development Toolbox at www.envisionutah.org

Implications for Local Economic Development Practice

- Step 1: Establish an economic vision for your municipality
- Step 2: Conduct an economic development baseline analysis to assess current practice.
- Step 3: Develop and implement strategies that move your municipality from current practice toward the economic development vision
- Step 4: Develop a method for benchmarking progress toward desired outcomes

Guidance and tools (including the Economic Development Readiness Evaluation Tool & Feedback) can be found at www.envisionutah.org.

Short-Term Recommendations:

Each community is encouraged to work with the U.S. Bureau of Land Management (BLM) to identify adjacent public lands suitable and available for sale, land exchange or acquisition under Recreation and Public Purposes (R&PP).

Long-Term Recommendations:

In collaboration with the BLM, each community should identify in their comprehensive plan updates, any public lands that are growth-efficient (contiguous to existing development or services) and that the city desires for future development.


The Vision:

Some lands within Washington County that have significant environmental values are owned by the State and Institutional Trust Lands Administration (SITLA) or private property owners. Land exchanges with the BLM can be an effective way to bring about protection of private and SITLA lands that have significant conservation value, while equitably compensating and creating new opportunities for the private land owners or SITLA.

Key Challenges:

Federal land exchanges are difficult to implement under existing regulations and may need legislative action for effective implementation.

Short-Term Recommendations:

Each community is encouraged to work with SITLA and private land owners to identify private lands with critical public values that are suitable for land exchange or other forms of conservation.

Long-Term Recommendations:

The Implementation Committee is encouraged to work closely with local jurisdictions and SITLA to develop a mutually beneficial land-exchange strategy
Washington County Values Public Lands

The BLM manages nearly 22.9 million acres of public lands in Utah, representing about 42 percent of the state. Approximately 629,005 surface acres and 671,545 total acres of federal mineral estate are administered by the BLM under the St. George Field Office (FO) in St. George, Utah.

Utah BLM State Office:
www.blm.gov/ut
St. George Field Office:
www.ut.blm.gov/stgeorge_fo/

St. George FO Resource Management Plan (1999) provides management direction for all resources located or managed under St. George FO jurisdiction. These resources include grazing, wilderness management, visual resources, OHV use, prehistoric/historic areas, habitat management, lands and realty, and areas of critical environmental concern (ACECs), to name a few. This document can be found at the St George FO or online at: www.blm.gov

Land Acquisitions: BLM will acquire selected non-federal lands, with owner consent, for such purposes as ensuring public access to key use areas, consolidating public ownership of lands critical to recovery of species listed under the Endangered Species Act, providing essential public recreation opportunities, protecting important resources such as floodplains, riparian areas, wildlife habitat, cultural sites, and wilderness, and meeting the mutually agreed upon objectives of local, state, and federal plans or programs. Although most acquisitions will occur through exchange, they may also be made through purchase, donation, or conservation easement (St. George RMP 1999, Section 2.2).

Land Transfers: Over the life of the Plan (1999 RMP), it is expected that up to 18,000 acres of public lands may be transferred out of public ownership in Washington County. Most of these transfers will occur as a result of land exchanges needed to complete acquisition of state and private lands within the Washington County HCP Reserve or to support the statewide inholdings exchange with the Utah School and Institutional Trust Lands Administration (St. George RMP 1999, Section 2.2).

*Landing Acquisition and Transfer map is found in the 1999 RMP and labeled as Map 2-74.

Vision Dixie Critical Lands Mapping
Refer to the Washington County Critical Lands document and associated maps for areas identified as sensitive or critical habitat. www.visiondixie.org

BLM Policies on Land Exchanges and Conversions

Lands and Realty

The overall goals of the BLM lands and realty program are to:

- Manage the public lands to support goals and objectives of other resource programs;
- Respond to public requests or applications for land use authorizations; and
- Acquire administrative and public access where necessary to enhance the resource management objectives of the BLM.

As mandated by Section 106(a)(1) of FLPMA (43 USC 1701), public lands are retained in federal ownership, the exception being those public lands that have future potential for disposal (i.e., sale and exchange), as described under Sec. 203(a) and Sec. 206 of FLPMA (43 USC 1713; 1716). Public lands have potential for disposal when they are isolated and/or difficult to manage. Lands identified for disposal must meet public objectives, such as community expansion and economic development. A balanced approach involving land sales and other disposal methods (land exchange, RPP, etc.) would be used. Other lands can be considered for disposal on a case-by-case basis. Disposal actions are usually in response to public request or application that results in a title transfer, wherein the lands leave the public domain.

FLPMA - www.blm.gov/flpma
The Federal Land Transaction Facilitation Act (FLFMA), also commonly referred to as the “Baca Act”, was passed by Congress and signed into law on July 25, 2000. FLFMA directs the revenues generated from the sale or disposal of certain public lands to an account that can be used by the BLM, the U.S. Forest Service, the National Park Service, and the U.S. Fish and Wildlife Service to purchase private lands located within federally designated areas from willing sellers. A portion of the revenues can also be utilized by BLM to prepare public lands for sale.

FLTFA - www.blm.gov/ut
Land Purchases with FLTFA Funding - www.blm.gov/ut
Public Land Sales - www.blm.gov/ut
Conclusion

Vision Dixie has been about choices, keeping the “big picture” in mind, and understanding the consequences of today’s actions. Vision Dixie helps us to be wise stewards of our limited resources and preserve the best of Washington County so that our children will not someday ask, “Why didn’t you do something?”

If we are judicious with our finite resources, and work diligently together to preserve quality of life through the strategies enumerated here, we can maintain the qualities that make Washington County economically vibrant, aesthetically pleasing, and affordable for its residents. The Vision Dixie Principles and Vision Scenario are built on the values of county residents. They are an expression of community aspirations.

Vision Dixie has been an opportunity to set aside today’s narrow interests and focus on what we truly value for the future. We all live in our individual neighborhoods and homes, but we are part of something bigger. We can be isolated communities at odds with one another, or we can take action through our local governments and our public processes to enhance and maintain our world-class county for generations to come. The Vision Dixie Growth Principles are a call to action.

More detailed information about Vision Dixie, including process detail, analytical tools used, a summary of public responses, a checklist communities can use to gauge their progress, and model codes, can be found at www.visiondixie.org.
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