



Built Here.

Second Term Strategic Plan.



GOVERNOR
COX



BUILT HERE. SECOND TERM STRATEGIC PLAN.

VISION

Utah is a State of Builders.

People.

OPPORTUNITY

Build a future of health and opportunity for every Utahn.

Place.

THE AMERICAN DREAM

Build neighborhoods and communities where the American Dream thrives.

Prosperity.

ECONOMY

Build an economy that celebrates entrepreneurs, rural Utah, education and the spirit of service.

GOALS

1.

People

A future of health and opportunity for every Utahn.

Create a thriving Utah where every individual can fully engage in the pursuit of happiness. By fostering innovation, supporting education, improving health and wellness, and promoting community progress, we empower our people, seek out healthy living, and ensure that every person can contribute to and benefit from the state's growth and prosperity.

2.

Place

Neighborhoods and communities where the American Dream thrives.

Foster a vibrant, sustainable, safe, environment that enhances the quality of life for all residents and visitors, ensuring Utah thrives as a hub of innovation, natural beauty, family, economic opportunity, and cultural richness. We preserve the state's unique pioneer spirit, promote responsible growth, and support initiatives that contribute to long-term prosperity and community well-being.

3.

Prosperity

An economy that celebrates entrepreneurs, rural Utah, education, and the spirit of service.

Advance Utah's role as a beacon of prosperity and freedom, leveraging its rich natural resources, innovative spirit, and strong community values. We promote sustainable growth, economic resilience, and quality of life for all residents, ensuring that current and future generations experience the benefits of a vibrant, prosperous state.



GOAL 1.

People.

Build a future of health and opportunity for every Utahn.

OBJECTIVE	LEAD METRIC*
Promote child well-being by supporting healthy development within families.	Improve the key indicators in the four areas of child well-being in families experiencing intergenerational poverty by 10% by 2029.
Ensure all Utah children grow up with a strong foundation of good behavioral health.	Increase the percentage of 9th-12th graders who indicate three Positive Childhood Experiences by 10% by 2029.
Enhance behavioral health infrastructure.	Increase inpatient behavioral health beds for patients with serious mental illness by 10% by 2029.
Improve access to high quality affordable healthcare for rural Utahns.	Reduce the percentage of rural counties in a Primary Care Health Professional Shortage Area from 79% to 66% by 2029.
Prioritize safe and stable housing for all Utahns.	Families experiencing domestic violence are connected to safety planning and tailored services, including safe shelter, within 72 hours of reaching out for help.
Improve transition services to reduce homelessness.	Reduce the number of individuals in custody or government services who enter homelessness upon release by 25% by 2029.
Eliminate drug-related deaths.	Reduce Utah drug deaths by 25% by 2029.

* Lead Metric: This reflects a single measure that the administration has selected in order to track progress toward the objective through Dec. 31, 2028. Progress may also be tracked through additional supporting measures.

Place.

Neighborhoods and communities where the American Dream thrives.



OBJECTIVE	LEAD METRIC*
Leverage investments in the 2034 Olympic and Paralympic Winter Games for the benefit of future generations.	Complete the strategic double-tracking of FrontRunner by 2030, with a milestone of securing all necessary capital and operating funding and completing engineering by 2029.
Increase housing affordability and ownership rates at all income levels.	150,000 new housing units built or underway, including 35,000 new starter homes, by 2029.
Increase Utahns’ access to opportunities for essential quality of life destinations.	Construct 40,000 new housing units within areas designated as city or town centers in regional visions.
Achieve better safety outcomes, preserve infrastructure, and improve mobility throughout the state.	Improve the state’s transportation safety index by 10% by 2029.
Ensure that Utah has reliable, affordable, and clean energy to power our communities and economy.	Double Utah’s power production in the next 10 years and secure committed projects that will account for at least one-third of this target increase by 2029.
Expand and increase access to outdoor recreation opportunities for all Utahns to improve quality of life and public health.	Increase the number of Utah residents within a 10 minute walking distance to a recreational opportunity by 20%.
Develop resiliency in Utah’s water systems, including Great Salt Lake, through comprehensive adoption of responsible water wise growth.	90% of cities in the state have adopted water efficiency standards for new construction by 2029.
Develop resiliency in Utah’s water systems by reducing water use and improving water quality.	Implement water-optimizing and water quality improvement practices on 120,000 acres of agricultural lands by 2029.

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Prosperity.

An economy that celebrates entrepreneurs, rural Utah, education, and the spirit of service.



OBJECTIVE	LEAD METRIC*
Expand access to early childhood development resources to future-proof prosperity for all Utahns.	Double the number of students participating in online or in-person preschool programs.
Increase the college and workforce readiness of high school graduates.	Increase the share of graduating high school students with a postsecondary credential from 4% to 15% by 2029.
Provide more opportunities for Utah adults to reskill and upskill to meet Utah's growing demand for labor in areas of high strategic value to the state.	Increase the percentage of Utahns between the ages of 25 and 64 years old with a short-term credential from 12.4% to 15% by 2029.
Reimagine Higher Education in Utah to better align programs with workforce needs and enhance USHE graduates' effectiveness.	Increase the number of Utah employers that assess USHE graduates' durable skills and technical skills as sufficient upon workforce entry to 95% within targeted industries by 2029.
Strengthen Utah's position as a premier global leader for innovation and entrepreneurship.	Increase Utah's new business startups by 50% by 2029.
Intensify economic diversification in rural Utah by advancing transformative infrastructure projects that enhance connectivity, resilience, and growth.	Support a transformative infrastructure project in each regional center by 2029.
Preserve and amplify the "Utah Way" of kindness, service, and spirit of community.	Double the number of youth and young adults participating in service through Volunteer for Good and the One Utah Service Fellowship by 2029.

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An aerial photograph of a town street, likely in a mountainous region. The street is lined with buildings, including one with a sign that says "AVALON". Several cars are parked along the street. In the background, a large, rugged mountain with distinct geological layers rises against a clear blue sky. The overall scene is bathed in a soft, golden light, suggesting late afternoon or early morning.

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We should reject the false choices of growth versus quality of life, or energy abundance versus taking care of the environment. To make life better for our kids and grandkids, we must build.

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