

A Guide to

REGIONAL VISIONING:

Mapping the Course for Successful Community Engaged Scenario Planning



GUIDEBOOK MAP

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NATIONAL SPOTLIGHTS



Across the country, communities are creating development that strengthens their economies, leverages assets, and provides residents with more housing and transportation choices. These national spotlights studies are just a few examples of communities that are working together to achieve their vision.



Click on the logos to visit each project's website

WORKSHEETS



- A** Framing Community Issues
- B** Building the Message
- C** Getting Organized
- D** Identifying Themes
- E** Vision Principles
- F** Developing a Strategy

Click on the worksheet icon to access each worksheet throughout the guidebook.

GUIDEBOOK LEGEND



More Information



Bright Ideas



Worksheets

INTRODUCTION

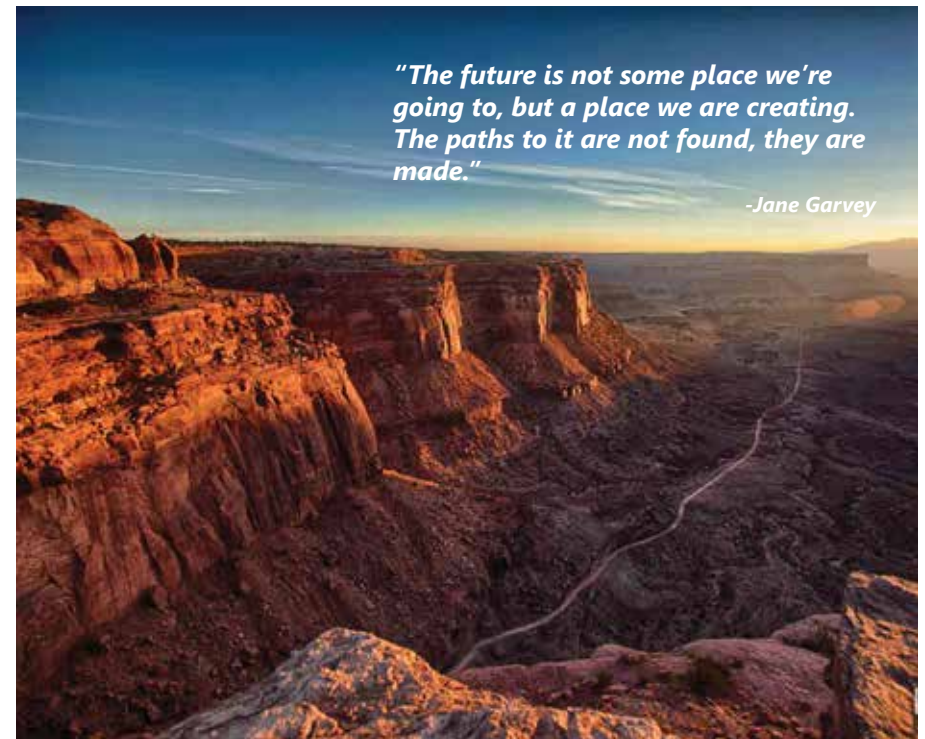
WHAT IS REGIONAL VISIONING?

Scenario planning is a process of strategic visioning, an analysis of alternative potential futures to help us make wise decisions in the face of uncertainty. We don't know the future, but scenario processes enable planning for the best route forward in uncertain circumstances. Scenario planning is not forecasting or predicting, but rather a strategy to preserve the best options to get to where a community wants to go. Visioning through scenario planning helps us, in the midst of change, preserve what we love while improving our communities.

There isn't a "one size fits all" solution for scenario planning. Although scenario planning is especially effective in high growth areas, a handbook by the Environmental Protection Agency outlines how it can also be effective in slow-growth or no growth environments where growth in outlying areas can leave behind existing homes, neighborhoods, and underused infrastructure. Growth in many rural areas is so gradual that it is not always perceived as a concern, but, as increased development and traffic start to change a community's character, many residents may start to oppose growth. In these circumstances, scenario planning can be a helpful process to create guiding principles for these future potential conditions. These principles become a basis for scenarios. A clear set of principles developed through a broad community process and incorporated into the comprehensive plan can provide a framework for determining whether proposed developments fit with the desired community character and help achieve the community's economic, environmental, and social goals.

Scenario planning is a flexible approach that should be tailored to best address local conditions and build on other concurrent or recent planning efforts.

Scenario planning helps the public and today's decision makers understand the long-term consequences of the choices they make now. Exploring alternative future scenarios helps identify and challenge assumptions about the future, discuss trade-offs, and guides us to make the right decisions now, to make our communities better. We use scenario planning processes to ensure options and a desirable future for those who come after us.



WHO WE ARE

As part of the Sustainable Communities Grant Program, Envision Utah was selected as the leading team to build capacity in scenario planning processes, tools and techniques. Envision Utah is a nonprofit, nonpartisan public private partnership that facilitates informed public involvement to explore land use, transportation, and environmental solutions to the challenges presented by growth. Led by a diverse and influential board, Envision Utah's open, transparent grassroots approach inspires trust, gives residents a voice, and draws on public values, research, scenarios analysis, powerful technology and community visioning. Participants in our processes frequently express gratitude for the opportunity to share their ideas and to learn that we can accommodate change without sacrificing quality of life.

Envision Utah has been invited into regions experiencing concerns about growth and has successfully helped residents find common ground and a common vision for the future. Its innovative approach is replicable and overcomes skepticism often associated with government initiatives. Envision Utah has dramatically transformed the culture of regional planning in Utah—both in the formal mechanisms of project review criteria and process approach. Local governments are collaborating as never before, recognizing the regional impacts of their individual decisions. Envision Utah has initiated demonstration projects in dozens of jurisdictions in Utah and has shared its model with nearly 100 regions in the United States and 15 foreign countries. Envision Utah has presented educational forums on a range of topics, facilitated regional highway and public transportation projects,

sponsored a variety of public awareness campaigns, and organized dozens of community stakeholder processes. We have partnered with local and national experts to create and develop new planning approaches and a range of innovative tools communities can tailor to their own needs.

QUALITY GROWTH STRATEGY

Envision Utah's efforts began in 1997 with an unprecedented public process involving 175 public meetings, extensive media coverage and public education, distribution of 600,000 questionnaires, 70,000 work-hours dedicated to technical modeling, and scores of meetings with key decision-makers to help chart the course for future growth. Nearly 20,000 residents participated. The effort resulted in the Quality Growth Strategy (QGS), which is reflected in most local ordinances and is guiding land-use and transportation decisions along the Wasatch Front. Moving forward, Envision Utah intends to launch a new State visioning effort which will incorporate new technologies and address emerging issues such as regional energy use, air quality, water, agriculture and natural lands, changing demographics, and affordability.



*Envision Utah
engages people
to create
and sustain
communities
that are
beautiful,
prosperous,
healthy, and
neighborly
for current
and future
residents.*

REGIONAL VISIONING PROJECTS

Envision Utah has been at the national forefront of community engaged scenario planning for nearly two decades. We share our award-winning scenario planning approach and extensive knowledge of regional visioning with the goal of helping other organizations, communities, decision makers, and activists to have the knowledge and tools to successfully conduct their own scenarios process. Below are some examples of our work with regional visioning.

The Wasatch Choice for 2040

The Wasatch Choice for 2040 is Utah's land-use and transportation vision for Weber, Davis, Salt Lake, and Utah Counties, developed by elected officials and the public to improve our quality of life as our region experiences dramatic growth. Implementing the Vision will allow us to absorb a 65% population growth (1.4 million additional residents) over the next 30 years and at the same time enhance our economy, protect our beautiful natural areas, provide more choices for how we live and travel, save money and energy, and improve our air quality and health. A Wasatch Front partnership of business, community, and government entities is undertaking an innovative approach to create the relationships and tools necessary to implement the Wasatch Choice for 2040, with support from the HUD Sustainable Communities Initiative.

Learn more by visiting: www.wasatchchoice2040.com

The Bear Lake Valley Blueprint and Toolkit (2011)

The Bear Lake Valley Blueprint and Toolkit outlines a nine city, two-county, bi-state scenarios planning process in northern Utah and southeast Idaho. The process explored economic development, land use, population, transportation, recreation, agriculture, and natural resources in a region increasingly impacted by tourism.

Wasatch Canyons Tomorrow (2010)

Wasatch Canyons Tomorrow was a once in a generation opportunity for the public to guide the policies that impact the Salt Lake County Wasatch Canyons Master Plan for City Creek, Emigration, Red Butte, Parley's, Millcreek, Big Cottonwood, and Little Cottonwood Canyons.

Envision Cache Valley (2010)

Envision Cache Valley illustrates a scenarios planning process in northern Utah and southeast Idaho, an area featuring productive farmland and a high rate of population growth. The process explored land use, transportation, agriculture and natural resource impacts.

The Blueprint Jordan River (2007)

The Blueprint Jordan River is the first effort to develop a vision for the future of the entire Jordan River, which stretches more than 50 miles between Utah Lake and the Great Salt Lake. The Blueprint process involved mayors, planning staff, and citizens from 15 cities and 3 counties.



Click on the project logos to view a full report of the regional visioning process for each project.

WHAT ARE SCENARIOS?

Scenarios are narratives or sets of assumptions that explore plausible courses of change. Another way to think of them is as a snapshot of the future — providing a means to vision possible future changes and different policy and investment options. Alternate scenarios can test how various growth, transportation, economic development, and environmental ideas might affect the future of a community or region. Scenario planning has a selected time horizon to illustrate what life might be like in 10, 25, or 50 years. Elements are assessed through qualitative comparison, brainstorming, use of visualization tools, and scenario analysis tools. Examples of these tools are provided in the Gathering Data section.

A Closer Look: Envision Cache Valley Scenarios

These alternate growth scenarios were developed using themes explored by the public. All scenarios assume the same number of people living in Cache Valley as well as the same number of jobs. However, the scenarios differ in several significant ways: location and type of growth, transportation investments proposed, priorities for recreation, and the conservation of natural resources and working farms.

GENERAL LEGEND, IDEAS AND CONCEPTS

Growth and Employment

- New Growth** (Scenario A only) - Red
- New Residential** (Scenarios B, C, & D) - Yellow
- New Employment** (Scenarios B, C, & D) - Blue
- New Mixed-Use** (Scenarios B, C, & D) - Purple

Land Conservation and Recreation

- Bonneville Shoreline Trail** (Scenario D only) - Green dashed line with arrows

Transportation

Scenario A
Cache Metropolitan Planning Organization (CMPPO)
2030 Regional Transportation Plan Project List

- Phase I (2007 - 2015): Red dots
- Phase II (2016 - 2025): Blue dots
- Phase III (2026 - 2030): Green dots

Scenarios B, C & D

- Roadway Improvements, Public Transportation, Bike Commute Route: Blue, Red, Green dots
- Roadway Improvements, Public Transportation: Red, Blue dots
- Public Transportation, Bike Commute Route: Green, Blue dots
- Roadway Improvements: Red dots
- Public Transportation: Blue dots

Centers and Neighborhoods

(Scenarios B, C, & D)

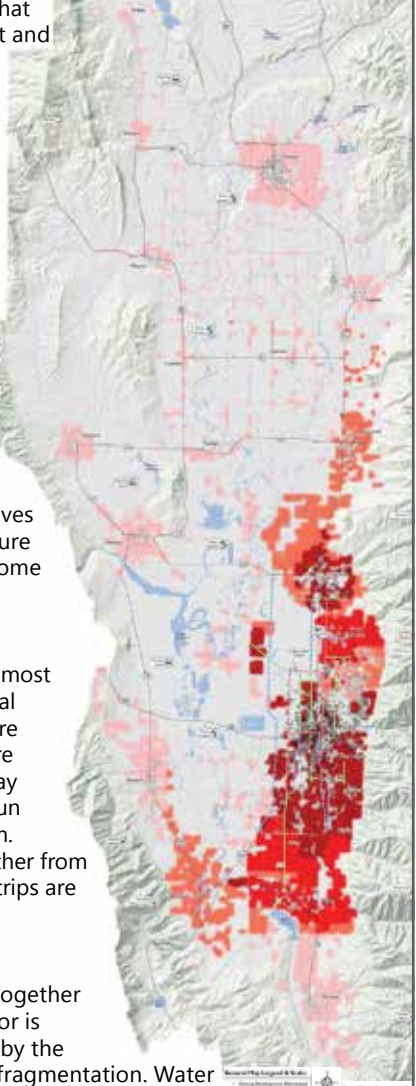
- Mixed-Use Neighborhoods (House icon)
- Compact Mixed-Use Neighborhoods (House icon)
- Neighborhood Centers (Store icon)
- Town Centers (Grid icon)
- City Centers (Grid icon)

New Growth

New growth in Scenario A (Baseline) occurs primarily along the benches, especially near major transportation corridors. Many lots are typical in size to recent development trends, and many have large back yards. Land uses tend to be separated, though some communities create new neighborhood or town centers that integrate shopping, employment and housing.

What Would Cache Valley Be Like in 2040?

The Baseline scenario is a picture of what the valley may look like if we continue to grow both where we have been growing and how we have been growing. The baseline simply projects the pattern of our past ten years forward into the future. It is by no means our most likely future, but it does give us a baseline to which other ideas, those that come from the public, can be compared. We can ask ourselves if we are heading toward the future we want or if we want to make some changes.



Transportation

Roadways are the priority, with almost all trips done by automobile. Local road systems tend to include more cul-de-sacs and fewer grids. There is more privacy, but fewer roadway connections. Buses continue to run on the existing fixed route system. Because housing tends to be further from shopping and employment, few trips are made by walking or biking.

Land Conservation

While many communities grow together over time, much of the valley floor is conserved. Farming is impacted by the extent of growth and increased fragmentation. Water quality is conserved, with growth happening away from most water bodies, wetlands, and floodplains.

Recreation

This growth pattern emphasizes private recreation that occurs largely in people's backyards.

SCENARIO B

New Growth

Scenario B focuses new growth primarily along the benches, especially near major transportation corridors. Many lots are typical in size to recent development trends, and many have large back yards. Land uses tend to be separated, though some communities create new neighborhood or town centers that integrate shopping, employment and housing.

Transportation

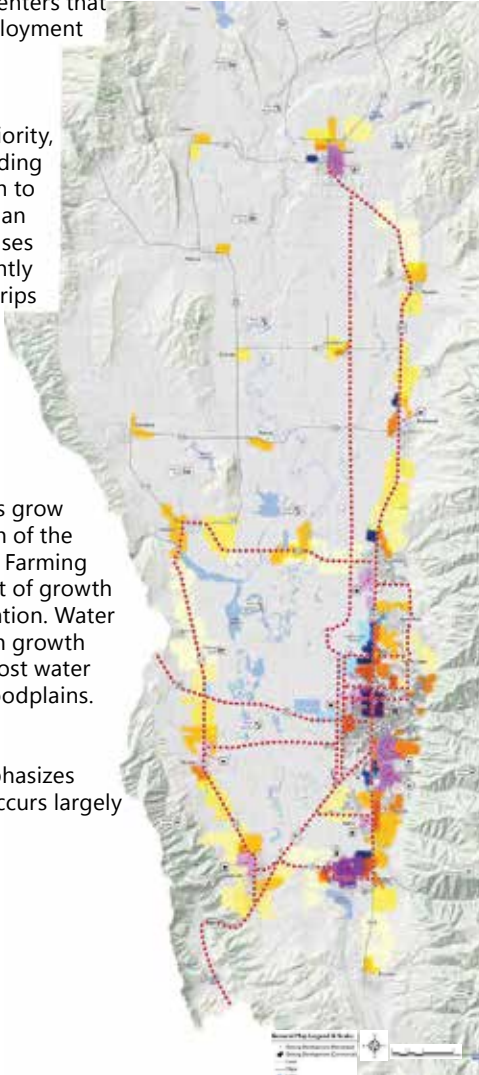
The road network is a priority, with a new bypass extending from Preston in the north to a point southwest of Logan along Highway 89/91. Buses operate about as frequently as they do today. Some trips are made on foot or by bike, though housing tends to be further from goods, services, and employment.

Land Conservation

While many communities grow together over time, much of the valley floor is conserved. Farming is impacted by the extent of growth and increased fragmentation. Water quality is conserved, with growth happening away from most water bodies, wetlands, and floodplains.

Recreation

This growth pattern emphasizes private recreation that occurs largely in people's backyards.



SCENARIO C

New Growth

In Scenario C, communities across the valley grow into traditional towns and small cities. Most feature neighborhood or town centers that provide for day-to-day needs and some employment. The centers have a range of housing choices, including living spaces above retail and commercial businesses. Overall, houses tend to be closer together.

Transportation

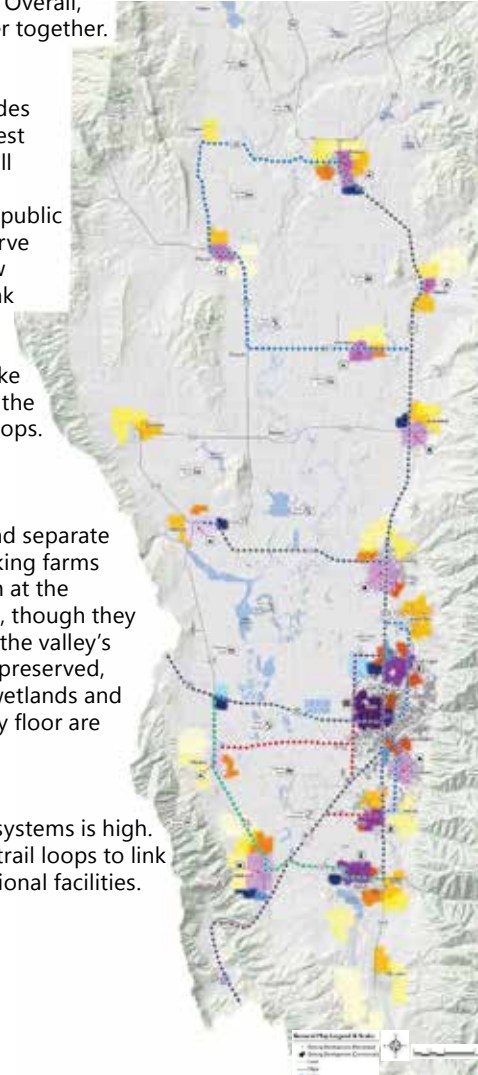
The road network includes a partial bypass road west of the Logan area as well as enhanced east-west connections. Enhanced public transportation loops serve most communities. New service may include peak hour vanpools, more bus routes, and more frequent bus service. Bike commute routes follow the public transportation loops.

Land Conservation

Open lands keep most communities distinct and separate from one another. Working farms are impacted by growth at the edges of existing towns, though they remain largely intact in the valley's center. Water quality is preserved, as most water bodies, wetlands and floodplains on the valley floor are conserved.

Recreation

Use of local recreation systems is high. Local systems may use trail loops to link parks and other recreational facilities.



SCENARIO D

New Growth

In Scenario D, existing eastside communities assume a compact pattern and absorb most of the population. Distinct city and town centers emerge. Most growth occurs within city limits by filling in vacant developable land and through land recycling, particularly in commercial areas. Westside/central communities experience some growth, perhaps in the form of small neighborhood centers providing for day-to-day needs and more housing choices. This growth pattern places a mix of jobs, shopping, townhouses and condos at the center of larger cities and towns with single-family housing nearby.

Transportation

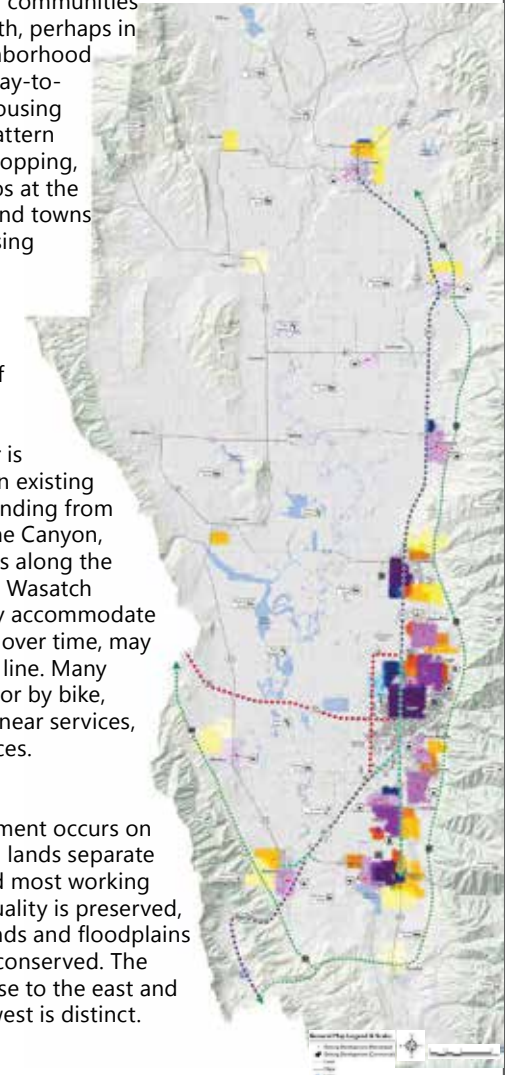
Major streets are designed for a range of transportation choices. A dedicated public transportation corridor is envisioned as part of an existing road right-of-way, extending from Preston through Sardine Canyon, linking compact centers along the valley's east side to the Wasatch Front. The corridor may accommodate a streetcar or BRT and, over time, may transition to a light rail line. Many trips are made on foot or by bike, since most people live near services, shopping and workplaces.

Land Conservation

The impact of development occurs on minimal acreage. Open lands separate most communities, and most working farms remain. Water quality is preserved, as water bodies, wetlands and floodplains on the valley floor are conserved. The edge between urban use to the east and rural functions to the west is distinct.

Recreation

The Bonneville Shoreline Trail serves as a regional recreation corridor. With most people living near the trail, it links residents to a regional system that provides access to the mountains, canyons and the rivers the flow out of them. With a regional network, there may be less emphasis on local recreation systems and more emphasis on local links to the regional system.



COMPONENTS OF OUR PROCESS

Regional visioning is a process. Depending on the individual needs of your community, the planning process may vary. The graphic below outlines the general tasks within each component of the regional visioning process.



VALUES

TASKS:

Define project goals and the associated potential challenges

Conduct values research

Identify and frame community issues

Develop a communications strategy to maximize public involvement and awareness



STAKEHOLDERS

TASKS:

Build partnerships: Identify stakeholders, champions, and underrepresented groups

Educate stakeholders on current trends and gather feedback

Fine tune public message

Hold workshops and conduct mapping exercises with stakeholder groups



DATA GATHERING

TASKS:

Develop a time horizon

Define the study area

Develop alternate scenarios

Gather data sets

Identify current and future needs

Develop a baseline



COMMUNITY

TASKS:

Raise awareness about your process and invite the public to participate

Hold workshops to educate the public on the current trends and findings from stakeholder workshops

Present scenarios and their trade-off's

Public "choosing" to identify the preferred elements of each scenario

Present the preferred vision to the public at a roll-out event



TECHNICAL ANALYSIS

TASKS:

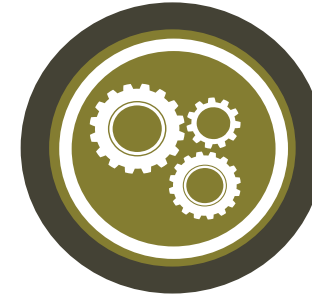
Identify workshop map "themes"

Develop scenarios based on stakeholder feedback and data

Test and measure scenarios

Evaluate and compile all data and feedback from the stakeholder group and the public to create a preferred scenario

Storytelling: Construct a narrative of the preferred scenario that communicates future vision



IMPLEMENTATION

TASKS:

Communicate the goals, strategies and tactics to successfully implement your vision

Create a report geared toward implementation

Develop an implementation toolkit

Provide recommendations to policy makers



Engaging the community and stakeholders is often folded into each step of our process.



VALUES BASED VISIONING

INTRODUCTION

One of the biggest challenges in regional planning is developing and then building consensus around a regional vision and plan. Competing personalities, agendas and politics quickly begin to erode direction and momentum. A regional vision built upon the personal values of the people living in the region removes much of the personality and politics and provides critical legitimacy to the direction and priorities of the vision. It's not about doing what this person or that group wants; it's about doing what the people value most. Values research is used to identify and frame the issues to be included in the visioning process, select key scenario measurements, communicate choices, and explain the vision and its benefits in ways that are personally relevant and carry emotional impact.

VISIONING STARTS WITH VALUES

Why do we start with values? We start with values because values are beliefs that tend to be stable and enduring—life's "tides" as opposed to the "waves." Across the country, values are widely shared among diverse groups; however diverse groups may use different words to communicate those shared values. Learning about those values your community shares will help build consensus around the issues and priorities the visioning process should address. Values research helps to create a common dialogue and enables you to communicate about the processes you are doing using the community's words. Finally, values are the collective guideposts of personal and collective decision making. Understanding the values in your community is the first step to answering the question, *"What does my community really want?"*

VALUES RESEARCH

Values research can be conducted using various tools which include: online qualitative surveys, focus groups, in-depth interviews, online panels, and phone and mail surveys. Values research uncovers what people prize most in their lives and the means by which they achieve it. Characteristics of our communities directly impact our personal values and are inextricably connected to how we feel. These attributes are wide ranging and may include such things as crime, traffic, housing availability, employment options, scenic beauty, air quality, and friendly people. These attributes represent benefits or difficulties for people living in a community, and they impact how people feel about their lives, their communities, and their ability to live in a way that aligns with their values. In many communities, common values include: personal security, peace of mind, family love, belonging, accomplishment, and freedom.

What's the difference between values research and a survey?

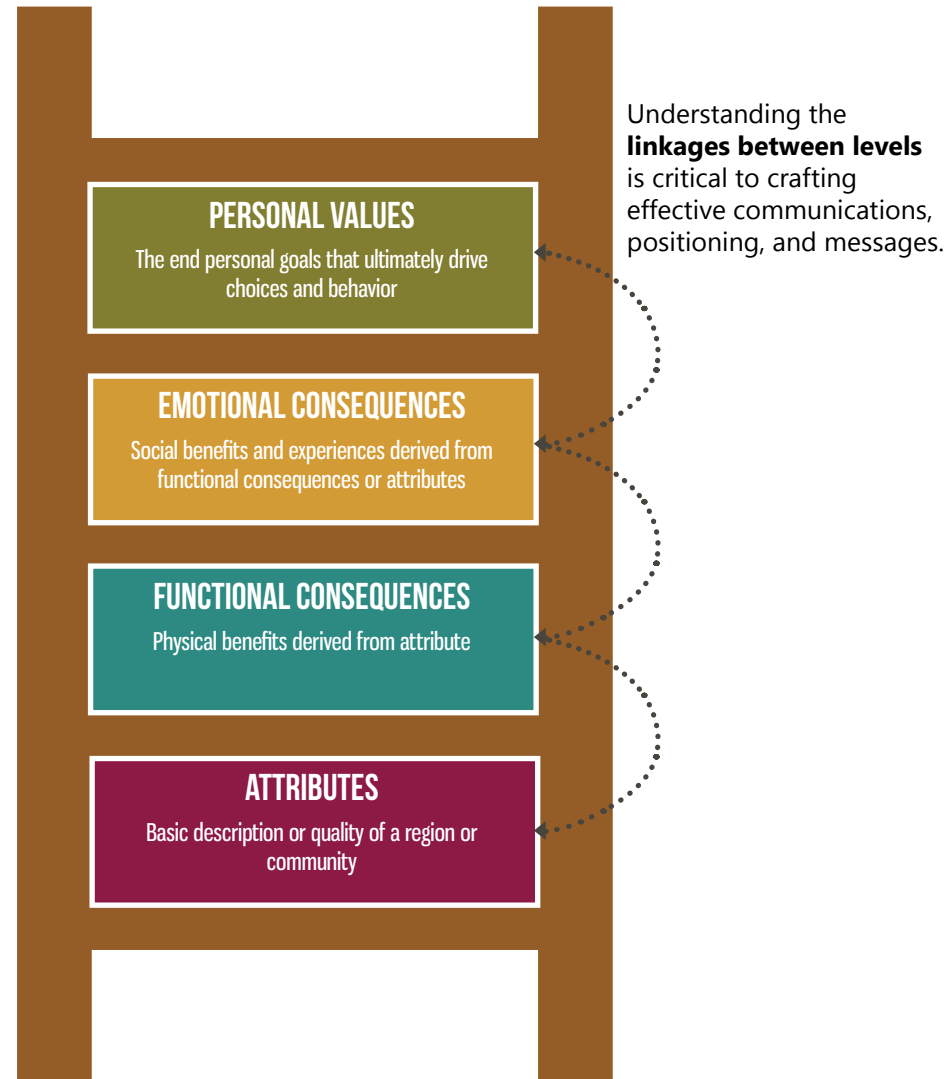
- Surveys tell you what people care about or want in their lives
- Values research not only tells you what people want but also why people care about or want it, and the words they use to describe why
- *Without the why, you can't make your message personally relevant and emotionally impactful.

While people need logical reasons for making decisions; logical reasons alone will not motivate people to take action. Values research helps people understand that taking action will lead to the satisfaction of one or more personal needs or goals. A values based approach helps community members understand why the visioning process matters and the significance of their participation. This approach also provides the tools to communicate how scenarios impact what the community values. Armed with this knowledge, a collective vision can be developed that satisfies shared community values.

There are four levels at which the decision-making process operates. The graphic to the right illustrates the four levels that make-up the decision making structure.

Values research starts by understanding what regional attributes or characteristics have the greatest impact on quality of life through a series of “values laddering” interviews with key members of your community. These one-on-one laddering interviews explore in depth the thought patterns and associations people hold about a particular subject. From there, the research identifies the functional and emotional benefits that result when those things are present (or absent) in one’s life. And finally, the research results are mapped to show connections between attributes and the interviewees’ personal values.

After identifying the values, they are then “tested” by conducting a statistical survey with the public that prioritizes the values and helps determine which values matter most to your community.



In the next section we’ll take a closer look at the values research conducted in Utah to help provide a basic knowledge of how values research is conducted. Professional assistance is recommended for conducting in-depth values studies. Comprehensive values research provides essential information and understanding into community values.

UTAH VALUES

Before Envision Utah could work to help preserve Utah's high quality of life for future generations, we had to define what residents' value about living in the area. Sixteen years ago, Envision Utah launched its original visioning effort and hired Dee Allsop, Ph.D., now CEO of Heart+Mind, to identify the shared core values Utahns associate with quality of life and growth challenges.

Utilizing a specialized research methodology called Values in Strategy Assessment (VISTA), Wirthlin conducted over 80 in-depth laddering interviews around Envision Utah's 10-county area of focus to find out what residents value about living in Utah with the objective to guide the public, community leaders, and policy makers in making better informed and coordinated decisions to protect, promote and preserve what people truly care about.

To better understand how values laddering works, look at the series of questions on the right from the Utah values laddering interviews as an example.

The original question begins at the bottom with focus on the **ATTRIBUTE**. Through probing questions, answers are provided that eventually work their way through **FUNCTIONAL CONSEQUENCES**, **PERSONAL CONSEQUENCES**, and finally to the individual's personal **VALUE** behind the original answer. This exercise is done for both the positive and negative attributes people identify in their community. Values laddering helps to identify each respondent's "pathways" or evolution of thought.

Q.
"Why is it important for you to be more at ease?"

A.

Q.
"What is the benefit to you when you can raise your son in a safe environment?"

A.

Q.
"Why are friendly people important to you?"

A.

Q.
"Why did you rate the quality of life in Utah so high?"

A.

Mouse over  to view the answers to interview questions



For more information about the values research conducted in Utah, view the full report by clicking below:



After completing values laddering interviews with key individuals in the community, a sophisticated “values map” is constructed by combining the responses from the interviews. Below is a graphic illustration of the Utah Values Map from the updated values study conducted in 2007. As the word graphic shows, the key values of the residents of Utah are **self-esteem, family love, peace of mind, personal security, freedom, personal enjoyment, self-satisfaction, and accomplishment.**

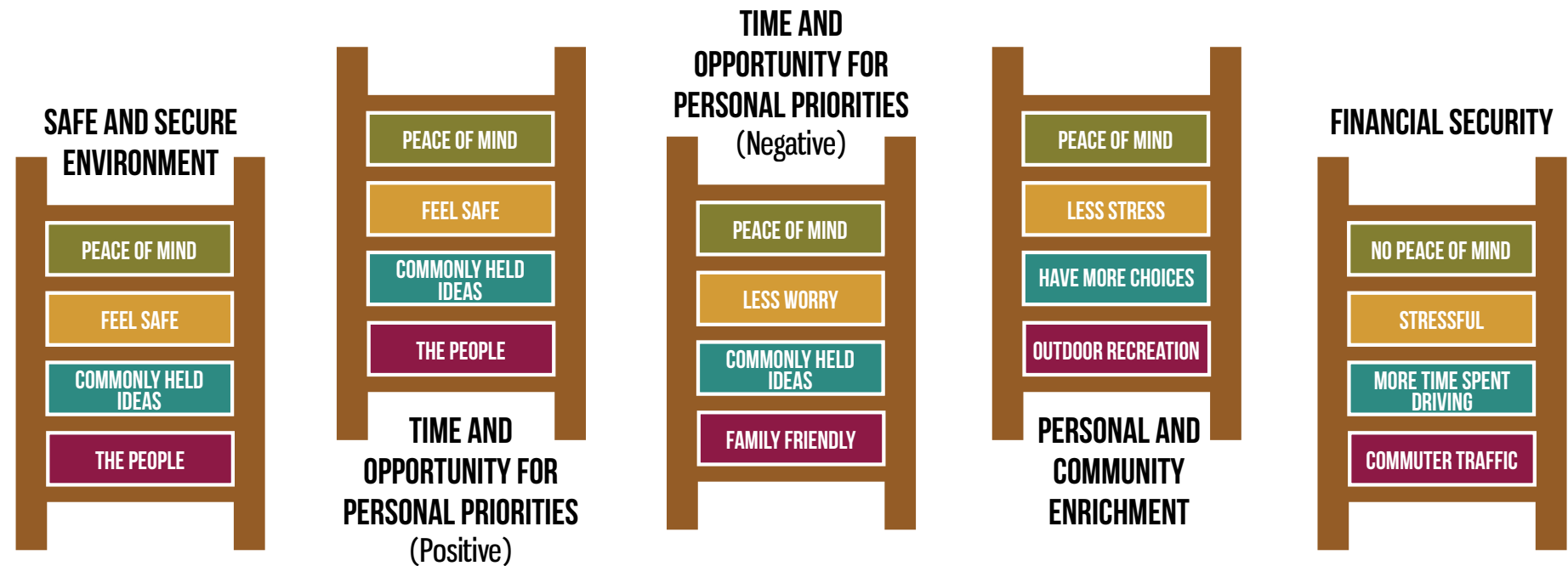
There are “strategic hinges” or pathways that exist, linking the attributes and benefits of life in a community or region to the people. Conducting values research helps identify the rational and emotional drivers of this hinge. The pathways between elements are determined by the frequency that the lower level response led to the higher level response during the values interviews. Click [here](#) to see the sophisticated values map that was created from the study conducted in Utah.



These word clouds are for graphic illustration purposes only. Word clouds are not meant to be a substitute for the sophisticated values maps that are created from scientific values research.

Dr. Dee Allsop is the national leading expert in regional visioning values research. For more information about values research please visit [Heart+Mind Strategies website](#) by clicking on the logo below.

The core Utahn value system centers around a sense of peace or peace of mind—this value dominates above all other value orientations. This value is supported by living in a great place where there are bountiful opportunities to get out and do things that are personally important. When focusing on what makes Utah a great place to live, four general pathways can be identified for Utahns—all of which include peace of mind as an ultimate value. The four pathways are: Safe and Secure Environment, Time and Opportunity for Personal Enjoyment, Personal Community and Enrichment, and Financial Security.



Understanding the values of Utahns' helped to shape future scenario development and those scenarios were modeled to determine the impacts of certain decisions on community values. Once Utahns' had a better understanding of the impacts of their decisions they were able to reevaluate those decisions to determine if the community was headed toward a desired future.

This deeper understanding of values has led to a significant change in attitudes, with notable successes including the construction of many miles of passenger rail, increased acceptance of higher density housing products, and reduced water consumption. As further planning efforts such as Wasatch Choice for 2040 and a number of demonstration projects proceed, additional progress is being made.

When communicating about the process, it's important to communicate using the communities words. Values research helps create a common dialogue. The words used to define the same widely held concerns and goals may vary among communities and stakeholders. The Utah values study revealed that Utahns' used different words interchangeably to describe a common goal. Examples of those words are below.

Understanding the values of Utahns' helped to shape future scenario development and those scenarios were modeled to determine the impacts of certain decisions on community values.

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You say "Utahan"
.....we say "Utahn"

Is it **Utahn** or **Utahan**?
Well, that depends on who you ask. Webster's now lists Utahan as the primary form, with Utahn noted as "local usage." While obviously grammatically correct, Utahan just doesn't look or feel right to locals. Utahn is simply more conversational and more widely used and recognized by the masses.

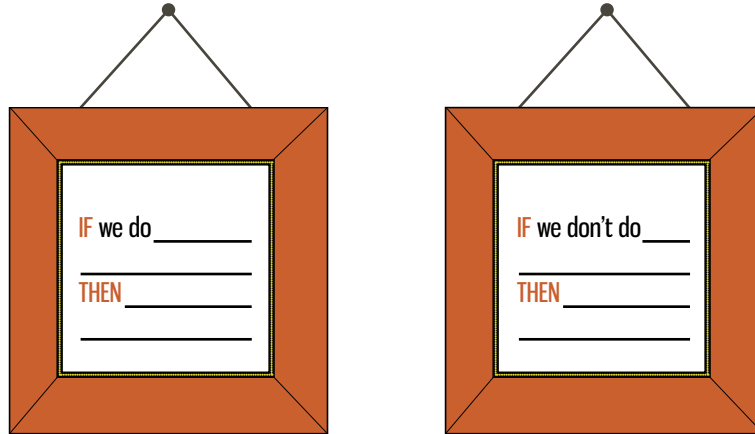


FRAMING COMMUNITY ISSUES WITH SCENARIOS

Conducting values research helps to understand what your community really wants; the next step is to frame your community's issues with scenarios that explore options for how your region can provide those things.

Answering the basic question, "What does my community need, or what am I afraid my community will lose in the decades ahead?" is part of setting up a successful scenarios planning process.

It helps to think of this question in terms of **IF/THEN** statements: **IF** a community does **X**, **THEN Y** occurs. **IF** community does not do **X**, **THEN Z** happens. Like values laddering, **IF/THEN** statements are also thought of in terms of positives and negatives.



Two framed boxes, each with a hanging cord at the top. The left box contains the text: "IF we do _____", "THEN _____", and "_____". The right box contains the text: "IF we don't do _____", "THEN _____", and "_____".

Understanding key issues as well as their relationship to community values helps communities have productive conversations and explore the right questions to include in a scenarios planning process.

Lets look at a few examples of using **IF/THEN** statements to frame issues:

The proximity of the Wasatch Mountains to the Salt Lake Valley can be seen in the image below. The Wasatch Mountains are a natural amenity that has made life in this arid mountain valley possible by providing water year round, timber, and other critical resources. More recently the recreational opportunities afforded by the Wasatch Range have become a major economic driver in the region. In a recent planning effort, the management of the Wasatch Range was framed with the following **IF/THEN** statement:

***IF** our population doubles and we protect our watershed, **THEN** we enhance our recreational opportunities and preserve our drinking water.*



***IF** we don't protect our watershed **THEN** we compromise our drinking water and love our canyons to death.*



We will talk more about developing scenarios in the Technical Analysis Section

IF/THEN statements not only identify core issues, but they also identify why these issues matter and can be tied to a community's values. The issues in the first example relate to values for economic security, time for family and personal growth, and health.

Envision Cache Valley is a two county regional visioning effort that was facilitated by Envision Utah in the Northern part of the state of Utah along the border with Idaho. This valley is growing rapidly and the communities are concerned with the impacts of development on quality of life. Their issue was framed with this **IF/THEN** statement:

*If we double our population and change our growth pattern **THEN** we will preserve our character and quality of life in Cache Valley.*



*If we double our population and don't change our growth pattern **THEN** we will lose the character and quality of life we enjoy in our valley.*

*If we restore and revitalize the Jordan River, **THEN** we create a vibrant corridor that links the Salt Lake Valley.*



*If we do not restore the river, **THEN** we lose a connection to the natural world and the corresponding environmental and recreational benefits.*

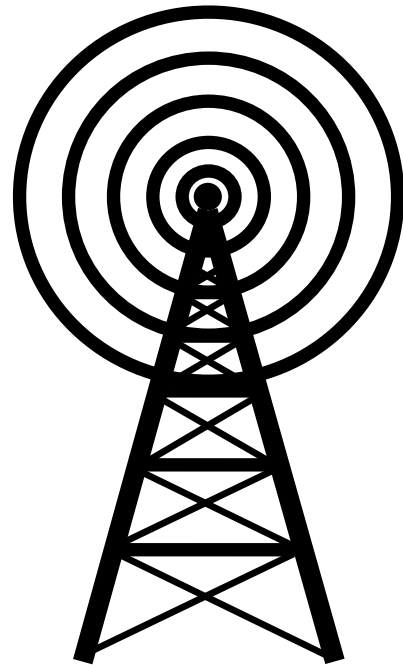
WORKSHEET **A**


Use the Framing Community Issues worksheet to help frame your communities issues with **IF/THEN** statements.

COMMUNICATING THE MESSAGE

It is important to strive to create a variety of opportunities for area residents to play a key role in the decision making process. Building relationships with area media, pursuing opportunities to pitch possible news stories, hosting special events, and updating reporters throughout the planning process will help engage and inform residents.

As part of annual public awareness campaigns, Envision Utah coordinated newspaper advertisements, guest op-eds, and television and radio spots to help educate the public about pertinent issues and their possible consequences. Educating residents is critical for informed public participation in the planning process. A good working relationship with local media has resulted in ongoing news coverage of our process and has provided residents with regular progress updates.



Click  to hear Utah's local news radio program "CityViews" and listen in as planners, cities, and residents talk about the "Wasatch Choice for 2040" on Utah's community supported public radio station KPCW.

What will the Wasatch Front look like in 30 years? How do you want the region to develop? Tune in to hear more of the discussion!

Click on the television to watch how Envision Utah helped shape the public dialogue on growth issues by incorporating values research into public service announcements



Click on the newspaper headlines to read the full news articles that speak to community values and help keep readers up-to-date on current issues and projects.

Click the arrows to see a slideshow of political cartoons that helped call public attention to some of the pertinent issues facing Utah.

WORKSHEET **B**

What's your message? Use the Building the Message worksheet to help you effectively communicate your message to the public.





STAKEHOLDERS AND CHAMPIONS

INTRODUCTION

Building a stakeholder group that will guide your scenario planning process is important for building productive, long-term partnerships that will generate broad-based support to motivate action and drive forward implementation.

WHO ARE STAKEHOLDERS?

Generally, stakeholders are respected, trusted, and well-known citizen leaders who can help guide your process. They are committed to an honest, open, and fair evaluation of the issues. They are those affected—positively or negatively—by the outcome of a process and who can implement it. Stakeholders love their community and are passionate about the issues facing it. The stakeholders for each planning process consist of those who see themselves as having an interest or stake in the decision and its outcomes. As a result, stakeholders will vary among projects and decisions.

A stakeholder group is not a coalition with a common agenda but a collaboration of all affected parties. It's important to encourage participation from stakeholders with diverse opinions in the community even when it means bringing opposing groups to the table. It provides an opportunity for leaders to discuss disputes, learn together, and find common ground.

Stakeholders play many roles throughout the planning process. They help bring people together and build participation and awareness. A stakeholder group needs to be capable of growing and maintaining itself. They often

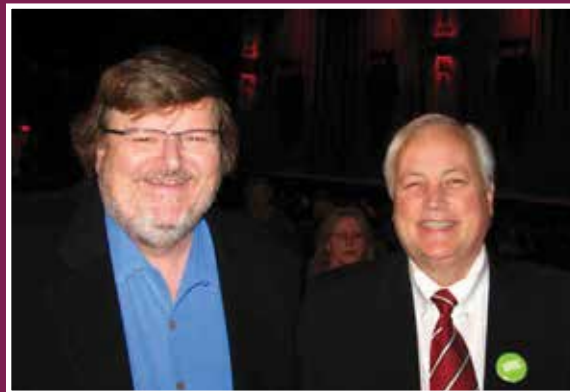


Joined by community leaders, Utah Governor Jon Huntsman (center) kicks off the Wasatch Canyons Tomorrow process. No ties were permitted.

recruit new stakeholders into the process over time. Members of your stakeholder group become conduits to their constituencies providing you with a platform to reach out to the community through them. Your stakeholder group is connected to the community and can serve as a pre-public sounding board to ensure elements of your project are technically strong, relevant, and reflective of local goals and values. And very importantly, stakeholders create transparency and add credibility to your project. Community members will find trust in your process if they can look at the stakeholder group and say *"I don't know him, I don't know her, but I do know her."*

PROJECT CHAMPIONS

A project champion is the “public face” of your process. Champions are select group of stakeholders that are articulate, persuasive, and passionate who can effectively communicate your message to the public. Champions must be individuals who are already well-known within the community, and trusted by a diverse group of people. Champions share the values of the community, and are able to speak to those values in a way that helps the public feel and understand their love for the community.



Envision Utah's Founding Chair and President and CEO Robert Grow (right) with American filmmaker, author, social critic, and political activist Michael Moore (left). Michael championed a visioning process in his hometown of Traverse City Michigan.

A project champion is not somebody who is championing a particular perspective about the outcome; a champion is somebody championing a process of discovery. Your champions help the public to understand that visioning is a process of learning and discovering the best way for the community to solve problems together.

Champions come in all shapes and sizes. Your best champion may be anyone from a gruff farmer that is a well-respected

Two in Canoe

Mayors and members of City Councils across Utah paddled canoes down the Jordan River to kick off the Blueprint Jordan River visioning process. The event attracted dozens of media outlets and raised awareness for upcoming public workshops.

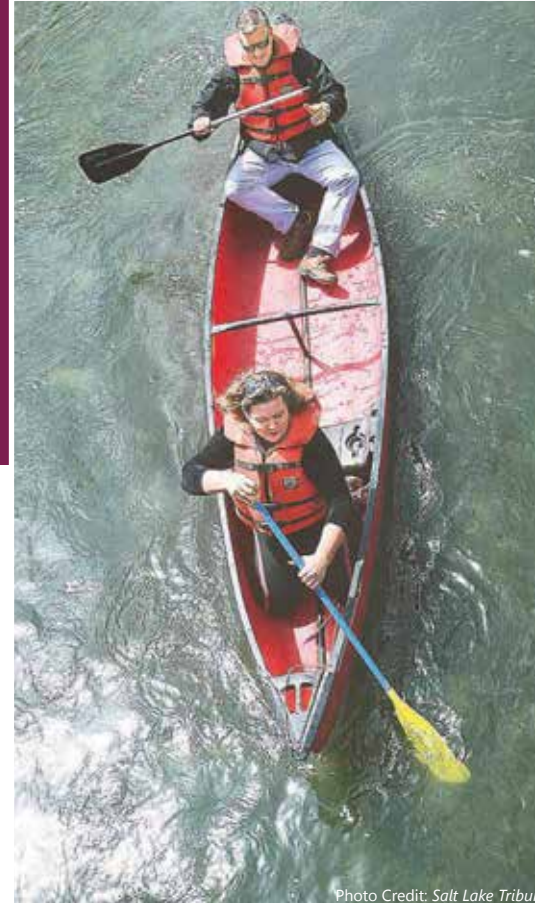


Photo Credit: Salt Lake Tribune

senior citizen to a retired politician who has stature in the community. They could be a university president or even a humanitarian who has been involved in the community over a long period of time. Identify who the champions are in your community and involve them in the process.

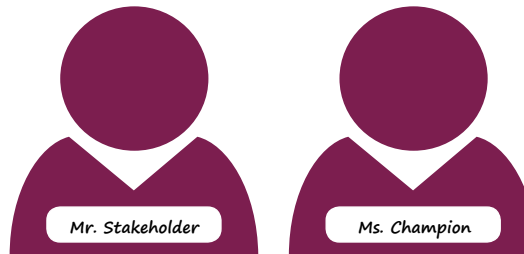
IDENTIFYING STAKEHOLDERS

Stakeholder mapping is a helpful exercise to help you identify the stakeholders that should be involved in your process.

The first step to stakeholder mapping is looking at the issues you've identified in the community.

Who do I need to involve if my issue is...

land use?
transportation?
environment?
economic development?
education?
equity?
healthy lifestyle?



Once you have identified stakeholders that should be involved in your process, you can expand your stakeholder map by looking at things like political persuasion, role (public, private, business, nonprofit), geography, gender, race, age, etc.

Some questions that may help you identify Stakeholders:

Who will be affected by the plan outcomes?
Who are the representatives of those likely affected? Who are the "voiceless?"
Which groups would be responsible for the plan implementation?
Which groups may be actively opposed?
Who can contribute resources or funding?
Who would have to change their behavior or practices if this decision were made?
Who is critical for plan implementation?
Who is a local issue-expert who can share expertise?
Who is missing from the conversation?

When Envision Utah is asked to facilitate a community process, they typically engage in the following steps to help identify stakeholders, and encourage their involvement:

1. Prior to the official start of the process, information is provided to jurisdictions of the anticipated process to seek feedback from local officials.
2. Good faith commitments to participate in the planning process are sought from interested individuals and organizations.
3. A steering committee is created representing public officials from local jurisdictions, development professionals, conservationists, media, and community leaders, among others. The steering committee will be witnesses to the process – ensuring that all steps are done in a transparent manner based on sound public input. They will also help ensure that the process represents local values, tests ideas that have some pragmatic grounding, and is communicated in a way that makes sense to residents.

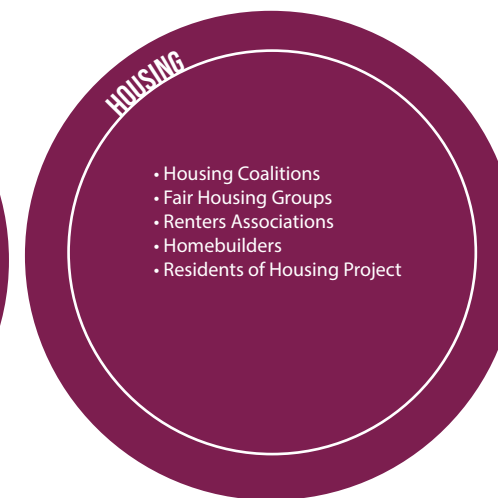
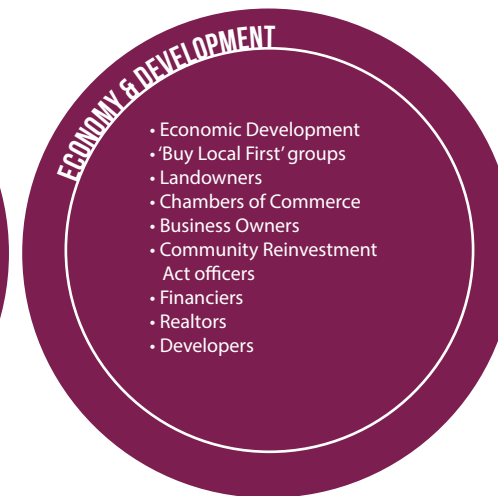
WORKSHEET C

Who are your stakeholders? The Getting Organized Worksheet will help to identify stakeholders and champions that should be involved in your process.



STAKEHOLDER CATEGORIES

Use these stakeholder categories to inspire further thinking about potential stakeholders that should be involved in the planning process.



It's more important to get the right people to the table than it is to just "fill in the blanks."



GATHERING DATA

INTRODUCTION

Data and scenario modeling tools are essential components of scenario planning and contribute to a unique and effective process. The quality of the alternative scenarios and the eventual vision or plan are only as good as the data and tools used. Successful scenario planning is a combination of good ideas and good data, supported by a strong foundation of values research and planning. This section explores answers to the following questions: *How do we quantify our values? What do we want to measure?*

The objective of this step of the scenario planning process is to produce a baseline or reference case scenario that projects out to a set time horizon growth-related trends, usually including real estate development and transportation. The baseline allows stakeholders, planners and citizens to explore the trajectory of their current policies and plans. Think of this step in the process as a good, hard look in the mirror. A baseline projection allows a community to compare what it aspires to be with what it may actually become. Examining past trends and a baseline projection is an educational process, and may not happen without controversy. Good data and baseline modeling enables a community to evaluate its current ability to achieve its goals and honor its values, and provide a basis for engaging community discussion.

EVALUATING OUR CURRENT COURSE

How do we evaluate our current course based on our values? We identify indicators that can be used now to evaluate our current course and later to evaluate and compare alternative growth scenarios. Take a look at what matters to your region

or community, and ask which set of measurements could be used to indicate whether community values are being upheld. The concept of “trade-offs” and how related variables impact one another can be especially helpful. For example, there is a relationship between growth patterns and the protection of open lands. If people live closer together and develop less land, there may be more access to views, wildlife and open lands for recreation and agricultural uses. There is also often a relationship between living on large lots and travel times. Large lots may require more travel time to get to day-to-day services and destinations. Some of these trade-offs are measurable.

Exploring the relationships among competing values and examining and measuring trade-offs provides a platform for communities to have a more objective dialogue about achieving their stated goals and values and exploring alternatives development patterns.

DATA SETS

Successful scenario planning and visioning are reliant on the data we use. Finding the right data sets, managing those data sets, and using them appropriately with the right tools is akin to any other trade: gardening, construction, carpentry, etc. The quality of the product and our ability to communicate effectively depends on the effective management and use of data.

Key data sets for scenario planning relate to the environment, community, and economics. More specifically, one may need data on demographics (population projections,

household size, etc.); environmental constraints (wetlands, waterways, steep slopes, soil type, etc.); housing/land use (parcel data, assessor's data, housing surveys, census information, land-use and zoning); transportation (travel patterns, transportation infrastructure, and traffic reports); political boundaries (cities, towns, counties, state and federal lands, etc.), economy (employment, wages, productivity and business, etc.) and educational information (educational attainment and access, etc.). The data needed in the process is dependent on the issues a community or region wants to explore and measure.

Relevant data can be obtained from many sources, including zoning regulations, design manuals, adopted plans, traffic data and existing models, census information, nationally or regionally available data sets, and satellite and remote sensing imagery. Market research studies can also be a useful source of information. They can help to assess current conditions and understand how projected future demands fit in with overall regional goals. In some cases, substantial field work might be required to compile or refine data.

As this information is compiled, a complete picture of recent trends and current conditions becomes apparent and provides the needed information to begin constructing a "baseline" projection. Some of this data can be used to create a narrative about a community or region's past and likely future. Other data is spatial in nature (real estate development, transportation, environmental impacts) and can be used to create a baseline map illustrating a projection of recent trends onto a landscape.

BASELINE SCENARIO

A baseline scenario tells a story of how regions and communities may change over time if current policies and practices continue: think of a baseline scenario as conducting business as usual. There are many ways to develop a baseline scenario. Often, a baseline simply projects the development patterns of the recent past into the future. A baseline provides a point of reference to compare alternative ideas that the public is interested in exploring.

A baseline's projection helps participants in a visioning process ask themselves if the community is heading toward its desired future, or if some changes are in order. The projection acts as a control scenario—helping residents to understand the relative advantages and disadvantages of alternative scenarios that are developed in the next phase of the process.

The impacts of continuing in a business as usual manner are measurable as a baseline is analyzed. A community could measure myriad indicators tied to community concerns and issues: acres developed, average lot sizes and housing characteristics, housing costs, employment trends, air quality indicators, levels of traffic congestion, miles traveled per person, water consumption, water/waste water infrastructure requirements, or the impact of real estate development on property and sales taxes.

A Closer Look: Developing and Visualizing the Cache Valley Baseline

What could Cache Valley, Utah, be like in 2040? In 2009, conservative estimates predicted that by 2040 Cache Valley's population of about 125,000 people would almost double, to reach nearly a quarter million residents by 2040.

It was helpful to examine recent development patterns to discover what life might be like if the valley continues growing as it has. The baseline scenario for the Envision Cache Valley process was created by analyzing demographic and land-use trends from the last decade to understand both where recent growth happened and in which development patterns, including average lot sizes, it occurred. These trends were projected to create a picture of the future of each Cache Valley community if development trends were to continue. In all, the region would see about 50 square miles of new residential growth, equivalent in land area to adding about three new Logans (the region's largest city) to the valley by 2040.

The **YELLOW** areas on the map represent development in 2009 in Cache Valley. To see how Cache Valley might look in **2040** if current development patterns continue, mouse over **2040**

Is the 2040 baseline the most likely future? No. It's simply a projection of recent trends. There is no speculation about demographic shifts, economic opportunities, or changes to land-use plans. While it is not necessarily the most likely future, it does provide a sense of where the valley may be headed if recent trends were to continue. It provides the baseline to which other ideas generated from public input can be compared.

MODELING TOOLS

A baseline projection is usually developed using a scenario modeling tool. At this point, data gathered during this phase of the project is used to model or build the baseline projection. Planners increasingly use computer models to evaluate the long-term impacts of today's land-use and transportation decisions, and developers and lenders use models to assess the financial viability of projects. When modeling tools are employed, stakeholders can operate from a common set of data to evaluate both a baseline scenario and alternative scenarios.

At the data gathering and baseline projection stage of the process, it is helpful to have the data prepared in a format that's compatible with the selected modeling tool. There are a variety of modeling tools to choose from. The Technical Analysis section of this workbook discusses modeling tools in greater detail and outlines how tools can be used in a scenario planning process—taking a specific look at one modeling tool, Envision Tomorrow Plus (ET+).

The original planning tool, Envision Tomorrow, was developed by Fregonese Associates of Portland, Oregon; Envision Tomorrow Plus is the product of a close collaboration between the University of Utah's Metropolitan Research Center (MRC) and Fregonese Associates. The "Plus" consists of approximately 20 "apps" developed at the MRC. The apps are models derived from cutting-edge empirical research on a range of planning-related topics and then functionally inserted into the original Envision Tomorrow framework. Envision Tomorrow Plus (ET+) is an open-access scenario

planning package that allows users to "paint" development scenarios on the landscape, and compare scenario outcomes in real time. Scenario comparisons include a comprehensive range of indicators relating to land use, housing, demographics, economic growth, development feasibility, fiscal impacts, transportation, environmental factors, and quality of life. ET+ provides a quick, sketch-level glimpse of the possible impacts of policies, development decisions and current growth trajectories, and can be used by communities to develop a shared vision of a desirable and attainable future. It can be applied at scales from a single parcel to a metropolitan region.

The tool has been applied to select demonstration sites across the Utah region as part of the Wasatch Choice for 2040 project. Cities and regions all over the United States are also using ET+. Chicago uses the tool to conduct housing studies; Baton Rouge is analyzing future growth scenarios. The Southern California Association of Governments is examining the potential for emissions reduction through different land use policies. In Portland, the regional government is refining its ability to test land use and transportation policies through scenario planning. Smaller cities like Waco, Texas, and Mountlake Terrace, Washington, have found ET+ to be a valuable addition to their planning toolbox.

More information on ET+ software can be found at www.envisiontomorrow.org. Click on the logo to visit the website.

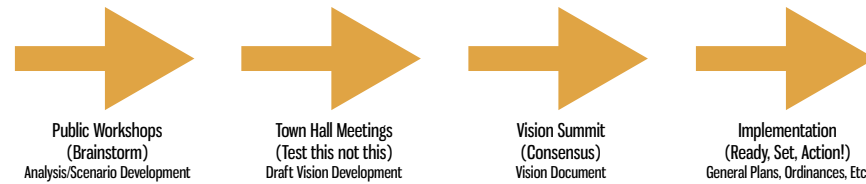


More information on ET+ can be found in the "Technical Analysis" section.

COMMUNITY ENGAGEMENT

INTRODUCTION

Envision Utah was founded on the premise that the public has a right to choose its future, and the public will make good choices if presented with real options. In this chapter we discuss proactive community engagement strategies and tools and take a specific look at how to prepare for, conduct, and obtain good information from community engagement. Broad community engagement and participation in both creating and implementing a vision is the key to a successful regional visioning process. A vision must be built on the wishes of the residents, who will make good decisions if given good information. Key phases of community engagement include building overall community awareness and buy-in, gathering information through workshops and other means, and obtaining feedback on scenarios in order to arrive at a vision.

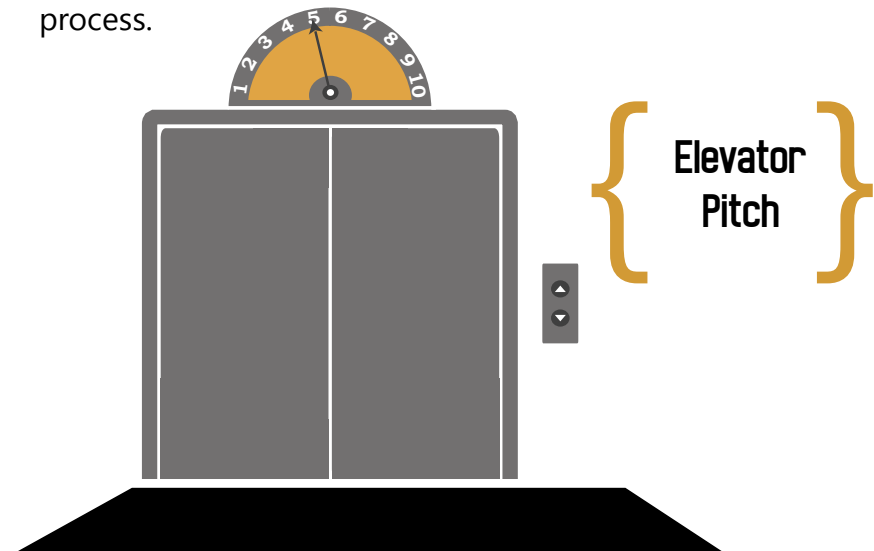


Scenario planning is a public process—the community is provided with research and information, broad public input is sought, and scenarios and future visions are built directly from that input. Scenario planning is a transparent method that allows citizens to understand the input they provide helps inform and shape the process. Widespread community engagement builds momentum for implementation. It's important to understand that a public dialogue continues after the initial community brainstorm where the vision is developed and the stage is set for implementation.

PREPARING FOR COMMUNITY ENGAGEMENT

Preparing for community engagement starts long before the actual public process. Initial preparation involves developing a stakeholder committee, finding creative ways to get information to and learn from the community, establishing consistent branding and messaging, and preparing for the public kick-off of the process.

Leadership is a critical component throughout this planning process. Involving stakeholder groups and project champions is an important part of community outreach. Stakeholders and champions establish the message, help share the message, identify additional key individuals to invite, and act as public spokespeople to support the credibility of the process. Stakeholders should agree on common messaging and talking points in order to avoid confusing the public. Including stakeholders and champions creates transparency of the process, provides them with a broader understanding of public preferences, and increases their commitment to the process.





Above: Rio Grande Depot in Salt Lake City, Utah **Bottom Right:** Columbus Community Center located in South Salt Lake **Bottom Left:** Salt Lake City's downtown Public Library.

Determine a location to hold community meetings and public workshops. To encourage attendance, hold community engagement events in a location within the study area. Libraries, iconic buildings, churches, schools, and community centers that hold particular importance among residents are good locations for public events.

Building awareness among residents is a very important part of preparing for community engagement. A variety of outlets can be used to help inform, invite, and involve the community in the process. Residents can be informed by radio, newspaper and television ads, flyers, postcards, newsletters, e-mail blasts, and even personal invitations signed by local elected officials or other key community leaders.

Use the arrows to scroll through samples of public awareness materials.

Project websites can inform residents as well as collect community input through surveys and questionnaires. Social media sites like Twitter, Facebook, Instagram, and crowdsourcing sites like MindMixer are also great tools to broaden public awareness. Collaborating with stakeholders to develop branding and a logo is another great way to help create an identity for the project. An easily recognized logo builds public awareness. Holding a contest to submit logo designs could be a fun way to get the public involved. This is a flexible process; these tools can be combined in a way that makes sense for each community. Scroll through the slideshow above to see some public communication examples.

National Spotlight:



The past 20 years have seen a patchwork of growth in Greater Des Moines. New development has been located according to the needs of each municipality rather than the region as a whole. The Tomorrow Plan presents an opportunity to coordinate anticipated change in the region. By 2050, the region's population is expected to increase by 50%. Historically, the many issues facing the region have been tackled by a variety of agencies and organizations. This planning effort brings together these many groups as well as people who live, work and play in the area to work together toward a vibrant, enduring future. The creation of The Tomorrow Plan marks the first time in Iowa's history that major planning components are being integrated into a comprehensive, forward-thinking regional plan.

As part of the planning effort, residents were given the opportunity to set their priorities for the region using an interactive online tool called Design My DSM. Design My DSM offered Greater Des Moines residents a chance to learn about planning issues, opportunities, and trade-offs, and provided a fun, responsive way to explore priorities and spending. The feedback received was used to create the "People's Choice" scenario, which was compared with other scenarios.

Design My DSM works by first asking users to identify their priorities for the future. Users play with a star rating system, having the ability to prioritize various elements by allocating 0 to 5 stars to each. Second, users can learn about how different planning projects and policies impact the priorities they selected. Icons change color as users click on policies that might have a positive, neutral, or negative impact, and clicking on each icon reveals a written explanation. In the third stage, it's decision time: users have 12 coins, and may choose as many policies as they want and as many projects as they can afford. Design My DSM forces users to consider the difficult decisions that must be made when allocating limited resources and, thus, paints a true picture of what is more important to residents. In the final screens, users can view a comparison map to see what people voted for in different communities. Users can click on individual projects and policies to see where they are receiving the greatest percentage of votes.

Use the arrows above to scroll through the slideshow and see some of the features of The Tomorrow Plan's interactive online tool.

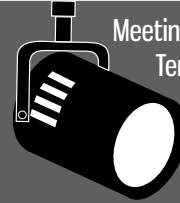
Images courtesy of Des Moines Area Metropolitan Planning Organization (MPO)

Care and consideration should also be taken to include those typically not involved in public processes, non-native speakers and underrepresented populations. It's helpful to get established advocates for underrepresented populations to host workshops or other events. These groups are more likely to be involved if an event is hosted in a familiar location by someone they trust.

There are individuals and groups who will oppose and challenge the process. Much of this opposition comes from misunderstanding and misinterpretation of the process and potential outcomes. There are a variety of ways to effectively respond to this opposition. One approach is to acknowledge these groups and seek to understand the reason for their opposition. Start the process with the assumption that there will be groups with conflicting views. Be proactive and identify champions and stakeholders to deliver key messages and work through concerns early on in the process addressing potential issues before they become insurmountable. Set up meetings or discussions with challenging parties and discuss the process and provide clarification as needed. It's important to emphasize that this community effort, as well as potential implementation, is being driven by fellow members of the community.

Not everyone will be able to attend public workshops and meetings; information, updates, and alternative ways individuals can provide input should be made available following the workshop. Fact sheets, newspaper articles, and websites where interested individuals can view the presentation that was given at the workshop and participate in surveys are just a few ideas of things that can be provided.

National Spotlight:



Meeting in a Box is a public participation tool created as part of the Plan East Tennessee (PlanET) project in Knoxville Tennessee. Meeting in a Box is designed for use with community groups, neighborhood associations or friends to gather at a convenient time and location to share their opinions about the future of the region.

The Meeting in a Box “kit” contains everything needed to hold your own discussion including instruction sheets for the host/facilitator, discussion questions, worksheets for participant responses, feedback questionnaires, and directions for recording and returning responses. The input received was shared online and organized by each meeting in a box discussion.

The tool has also been an excellent way to reach non-traditional participants in the planning process. Throughout the project, these small group meetings provided opportunities for PlanET team members to engage with a wider range of community residents. Participation ranged from youth and young adults to the Hispanic community and other groups who are typically less inclined to participate in more traditional community forums.



Images courtesy of Knoxville Regional Transportation Organization

Series 3 Meeting in a Box expanded opportunities for involvement with MetroQuest—an online participation tool that allows participants to weigh in on things that matter most to them and the future of their region. The interactive application allows participants to visualize different ways that growth might occur, and then compare outcomes like transportation choices, job gains, housing options, and health impacts.

WORKSHOP ACTIVITIES

At this point in the process, there is an understanding of the community's values, the issues have been identified, the data has been gathered, the baseline has been visualized, and a communication strategy has been developed. So what's next? How do you get from here to having a range of compelling alternative scenarios that come from public input? Public workshops provide a means of doing that.



Public workshops provide an environment where citizens can imagine together what their community's future could be like. Workshop attendees explore their own ideas about the issues at hand, engage in meaningful discussions with others, and may participate in activities to express both individual and collective ideas.

Workshop activities facilitate focused problem solving, not philosophizing. Attendees are presented with a practical problem or issue and work together to examine possible solutions. Interactive activities allow participants to recognize competing goals, discuss them with each other, and understand and reconcile differences to find common ground. Having a long time-horizon, such as 30 years, for the identified issues and workshop tasks helps participants set aside more immediate battles.

There are a range of options that can be used to engage community members in the creating and choosing process. Public workshops and in-person meetings are among the more effective ways to involve the community in the process. This section focuses on two tools in particular used at public workshops—keypad polling and a mapping activity.

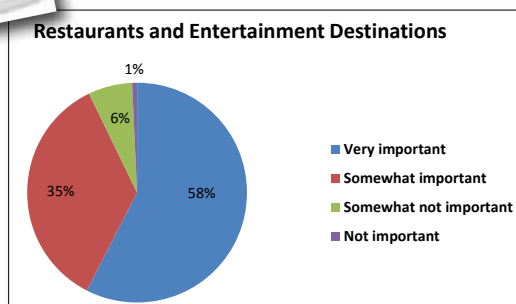
Key pad polling is a fun, interactive way to democratize planning. Input from community members can be gathered by asking questions participants can answer with individual key pads.



Keypads enable people to answer workshop questions in real-time and the collective results are displayed on a screen. This allows participants to get a sense of what the group's opinion is, and how their individual opinion compares to that collective voice. This is very different from a public process where a few individuals are very vocal on an issue and feel that they represent the majority. Keypad polling allows contributors to see where their opinions are in relation to others.



Participants at a public workshop answer questions using interactive keypads and results are displayed in real-time.



A mapping activity is an important element of a public workshop. It's a hands-on exercise that enables those collective conversations and concerns to become apparent in a graphical way. During the mapping activity, groups of approximately 6 to 10 attendees sit at tables around a base map. Ask the groups to create a picture of their ideal future, but also give them a specific task that addresses the identified issues. For example, how do we accommodate 12,000 new households and 6,000 new jobs? The mapping exercise should be structured and have clear objectives. Remind participants that their input shapes the alternative scenarios which explore the potential impacts of today's land-use and transportation decisions.



Find a fun way to split workshop attendees into random groups. It creates an opportunity for participants to focus on problem solving and work out conflicts with those they may not otherwise get to know. When participants who represent diverse opinions come together to brainstorm a long-term future, collective concerns begin to surface.

What is a Chip?

Each paper “chip” identifies a specific land-use (i.e., one-acre house lots, an office park, a town center) and associated dwelling units and jobs. Workshop attendees are provided with “chip menus” that visually showcase and describe all of the different paper chip options. Click below to see two sample chip menus—a rural and urban example.



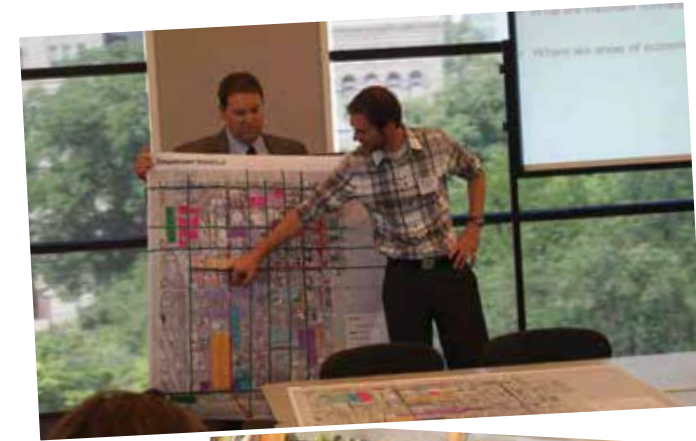
Sample Rural
Chip Menu

Sample Urban
Chip Menu



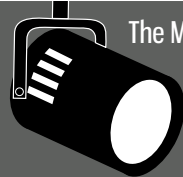
Details on preparing for the mapping activity are covered in the next section of this chapter.

Each group will place “chips” on the map that represent different types of housing, commercial and mixed-use forms of development. These chips identify the group’s preferred growth patterns and locations for housing and employment. Supply the participants with other tools and materials they may need to visually express their future vision of the community on the map. Participants can use colored tape to identify desired transportation routes and modes, and markers to identify valued critical lands and recreational areas. Give each group a chip and tool menu that describes the different chip options and defines the supplied tools and materials.



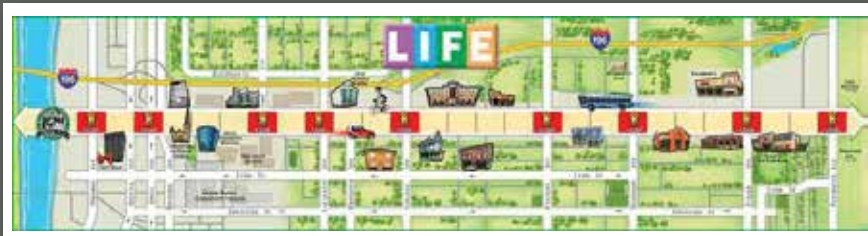
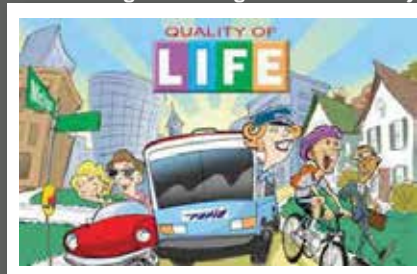
It’s helpful for a representative from each group to share their map with other workshop participants after the mapping activity. Representatives briefly describe their group’s map; they can share what they liked or disliked about their map, what issues they struggled with, and what solutions they saw. By sharing their maps, participants are able to see not only common ground within their smaller groups, but also across all of the groups. Common themes emerge as the sharing takes place.

National Spotlight:



The Michigan Street Corridor Plan in Grand Rapids Michigan will engage urban anchor institutions, particularly institutions of higher education and academic medical centers, in a collaborative partnership with local government, community stakeholders, landowners, neighborhood residents, and business owners to develop a comprehensive, integrated model that will advance housing, economic and community development, transportation, and environmental outcomes to insure a sustainable future for Grand Rapids (MI) and the West Michigan region.

The Planning Department used the “Quality of LIFE meeting-in-a-box” game to creatively engage the community in the planning of the Michigan Street Corridor. Residents were provided with a free game containing a map of the Michigan Street Corridor to play with family and friends. The game allowed participants to add features such as street trees, transit, and multifamily residential developments, to the corridor. Once the participants added their desired features, the games were returned to the planning department and used to inform the planning process.



Images courtesy of the City of Grand Rapids Planning Department

PUBLIC WORKSHOP PREPARATION

Taking the time to prepare and plan for public workshops are important steps to ensure success. Specific issues and needs vary among projects, but the suggested tools and strategies described below can be adapted and tailored to work for each unique process.

Encourage stakeholders and champions to volunteer to help with public workshops. They can help set up, clean up, greet attendees, deliver presentations, and facilitate mapping activities or other small group exercises. Prior to a workshop, provide stakeholders and volunteers with a brief training on their role as facilitators. Having stakeholders involved allows them to see firsthand that the alternative scenarios developed later on come directly from the public input.

Basic planning for public workshops includes preparing a presentation that frames a community’s issues in a values context and explores what matters to citizens. The presentation carefully identifies the issues as well as the urgency, and may show a visualized baseline. The presentation encourages discussion among participants and allows them to contemplate whether or not their region or community is headed towards a desired future. Building public understanding ensures that participants have a common frame of reference and understand what is in current plans and policies. An expanded understanding of existing plans and their likely outcomes also helps those involved formulate and evaluate options.

Before the public workshop, draft the questions that will be

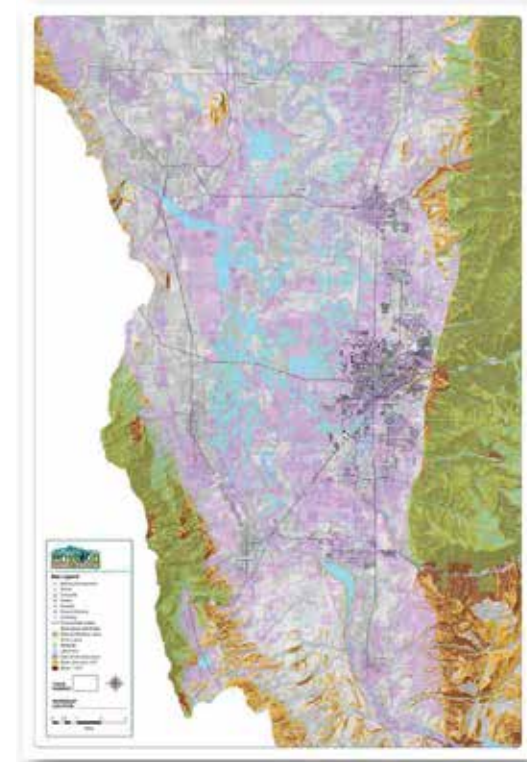


Think of your basemap as a partially painted canvas: your base map is not a blank slate, but it's certainly a creative space.

asked during the interactive keypad polling activity. Different types of questions can be asked to get valuable community feedback. Questions may include general questions about the issues, questions that spark thought about the implications of the choices participants are considering, and/or questions about community attributes that tie back to the values of the community. Asking questions like these help participants begin to see some of the implications and imposing forces of various choices and helps them understand they may not be able to have everything. This process enables participants to think about different trade-offs and identify the things they value most.



In this example from Cache Valley, there may be conflicts with large yards and preserving agricultural land.



A base map will need to be prepared for the mapping activity. Keep in mind not everyone can read a map; help orient participants to the map and provide information that's easy to use and understand. Familiarize participants with the base map by including things such as: aerial photography, topographic data, roads, landmark names, existing structures, water bodies, or other well-known spaces. Information that is pertinent to the issues can also be provided. At a smaller scale you may include data like RDA-owned property or historic structures. At a regional scale critical lands and steep slopes may be important. The data provided for the base map is dependent on scale and the set of identified issues. Keep in mind this information should not be leading.

During mapping activities, participants work in groups to place paper “chips” on a base map to identify preferred development locations, densities, and patterns. Prior to the public workshop, the chips are scaled to the base map so the area they cover on the map represents the actual land area they would cover on the ground. The trade-offs among preferences become very clear if chips are carefully scaled to the base map.

500 Lots (Secondary)
Large Lot
1 acre each

500 Lots (Secondary)
Large Lot
1 acre each

OR

500 Lots (Secondary)
Large Lot
1 acre each

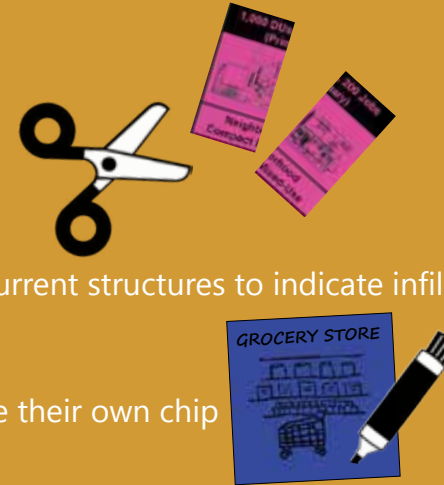
1500 Homes
1500 Acres

1500 Homes
1500 Jobs
200 Acres

1,500 DUs, 1,500 Jobs (Secondary)
Recreation
Town Center

CHIP RULES:

- 1 The chips are to scale. The land they cover on the map is the land they cover on the ground
- 2 Chips can be traded
- 3 Chips can be divided
- 4 Chips can cover up current structures to indicate infill or redevelopment
- 5 Participants can make their own chip
- 6 Workshop participants can accommodate future homes and jobs in a pattern they think is best for the future.



After completing the public workshops, the maps, survey results, and other public feedback gathered throughout the process are compiled, analyzed and used to develop alternate scenarios.

TECHNICAL ANALYSIS AND SCENARIO DEVELOPMENT

INTRODUCTION

We've discussed the importance of scenarios planning and how to set up a great process, identify issues and values, develop a baseline, and maximize community engagement; but how are the scenarios themselves developed or created? This chapter explores the technical side of scenario development and explains the process of digitizing maps, identifying common themes, and crafting and packaging scenarios that reflect the broad array of identified issues and incorporate the input collected over the course of the community engagement process. This chapter also explores how to use modeling tools to create scenarios and features detailed use of Envision Tomorrow Plus (ET+) software to illustrate scenario development from a technical modeling standpoint.

ANALYZING DATA

Following public engagement and community workshops, the gathered data is analyzed and prepared for use in developing alternate scenarios. Analyzing data includes compiling survey and poll results, digitizing workshop maps, examining the placement and prevalence of chips and other materials used to identify preferences in the workshop mapping exercises, and preparing maps for theme identification. Compiling results from surveys and keypad polls helps shape the development of potential guiding principles, gives a sense of residents' values towards the issues being explored, and helps identify what the scenarios should measure.

Conducting mapping activities during public workshops may result in dozens of maps representing hundreds of voices.

Digitizing maps is the process of taking workshop maps from a paper state into a digital state, so mapped data can be analyzed in Geographic Information System (GIS). Having the workshop maps in digital form allows for quick analysis of trends, helps to identify where growth is placed and what form it takes, and enables the scenarios to develop in a transparent fashion, demonstrating how public preferences are incorporated into scenario concepts.



Student volunteers working together to digitize workshop maps using an acetate grid.

A polygon grid and an Excel spreadsheet is a low tech way to organize data and transfer it to digital form. The grid used for coding has a corresponding grid with numbers in GIS so the coders can cross reference. A polygon grid, or fishnet, is created with a unique ID field. The grid is then overlaid on the workshop map with a transparent sheet. Working in pairs to digitize the data, one person can identify where there are chips placed on the workshop map, the type of chips (mixed

use, single family, open land, etc.) and the cell number that coincides with the chip, while the other person enters the data into an Excel Spreadsheet. This process results in an excel spreadsheet that can plug into GIS giving a record of all of the data across the maps. This data can be used to develop composites that reflect trends across all mapped information.



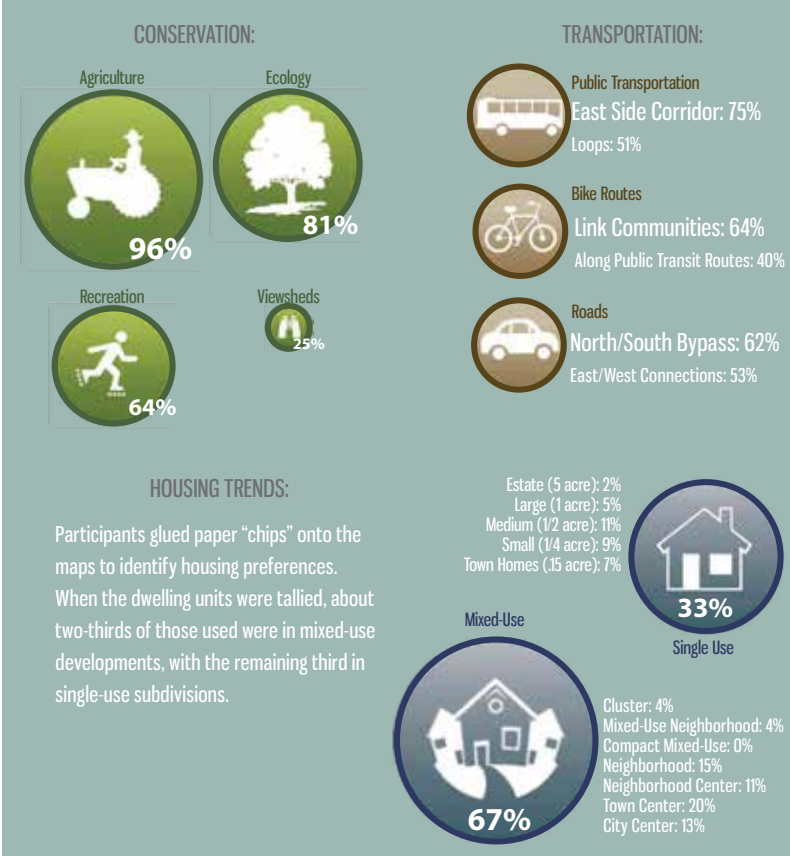
Above: Close up of a transparent polygon grid overlaid on a workshop map.

Right: Example of an Excel sheet for recording the grid cell number that coincides with each chip placed on the workshop map.

Location (Grid Number)	Chip / Land Use Type				
	ranch_estate	large_lot	med_lot	small_lot	town_home
18837	20817	19888	19051	14403	
18838	20818	19889	19052	12785	
18839	20819	19890	18647	12786	
18840	20820	19891	18648	12787	
18841	20821	19892	18649	12788	
18842	20822	19893	18650	12789	
18843	20823	19894	18651	12790	
18844	20824	19895	18652	12791	
18845	20825	19896	18653	12792	
18846	20826	19897	18654	12793	
18847	20827	19898	18655	12794	
18848	20828	19899	18656	12795	
18849	20829	19900	18657	12796	
18850	20830	19901	18658	12797	
18851	20831	19902	18659	12798	
18852	20832	19903	18660	12799	
18853	20833	19904	18661	12800	
18854	20834	19905	18662	12801	
18855	20835	19906	18663	12802	
18856	20836	19907	18664	12803	
18857	20837	19908	18665	12804	
18858	20838	19909	18666	12805	
18859	20839	19910	18667	12806	
18860	20840	19911	18668	12807	
18861	20841	19912	18669	12808	
18862	20842	19913	18670	12809	
18863	20843	19914	18671	12810	
18864	20844	19915	18672	12811	
18865	20845	19916	18673	12812	
18866	20846	19917	18674	12813	
18867	20847	19918	18675	12814	
18868	20848	19919	18676	12815	
18869	20849	19920	18677	12816	
18870	20850	19921	18678	12817	
18871	20851	19922	18679	12818	
18872	20852	19923	18680	12819	
18873	20853	19924	18681	12820	
18874	20854	19925	18682	12821	
18875	20855	19926	18683	12822	
18876	20856	19927	18684	12823	
18877	20857	19928	18685	12824	
18878	20858	19929	18686	12825	
18879	20859	19930	18687	12826	
18880	20860	19931	18688	12827	
18881	20861	19932	18689	12828	
18882	20862	19933	18690	12829	
18883	20863	19934	18691	12830	
18884	20864	19935	18692	12831	
18885	20865	19936	18693	12832	
18886	20866	19937	18694	12833	
18887	20867	19938	18695	12834	
18888	20868	19939	18696	12835	
18889	20869	19940	18697	12836	
18890	20870	19941	18698	12837	
18891	20871	19942	18699	12838	
18892	20872	19943	18700	12839	
18893	20873	19944	18701	12840	
18894	20874	19945	18702	12841	
18895	20875	19946	18703	12842	
18896	20876	19947	18704	12843	
18897	20877	19948	18705	12844	
18898	20878	19949	18706	12845	
18899	20879	19950	18707	12846	
18900	20880	19951	18708	12847	

Click **HERE** for detailed instructions that outline an alternative approach for digitizing maps using ET+ software from Fregonese & Associates.

A Closer Look: Cache Valley What Percentage of Workshop Maps Identified a Particular Theme?



Counting map chips helps provide statistical data and allows for identification of the distinct alternate approaches workshop participants took to accommodate the goals they addressed during the mapping exercise. Examples of things to look for are the number and types of chips placed on each map, as well as which chips were used most.

DEVELOPING SCENARIOS

Crafting alternative scenarios involves the development of scenario maps that capture a community's collective ideas and values. Scenarios are developed by identifying common themes and trends that occur across many maps and determining which ideas work together.

Once the data has been compiled, analyzed, and digitized, common trends and themes will emerge. Themes can range from recent trends to performance improvements of the baseline, to those based on specific drivers such as housing, jobs, transportation, and conservation. Themes embodied in a scenario should work together to create a plausible and distinct alternative for consideration. The varied themes defining each scenario should be clear, and the differences between the scenarios should be easily distinguishable.

Identifying themes is a great group activity to do with stakeholders during a meeting or a retreat. As stakeholders work together to explore individual maps and look over data, they are able to see patterns that emerge across all maps and can start to group ideas that work together and could be developed into scenarios.

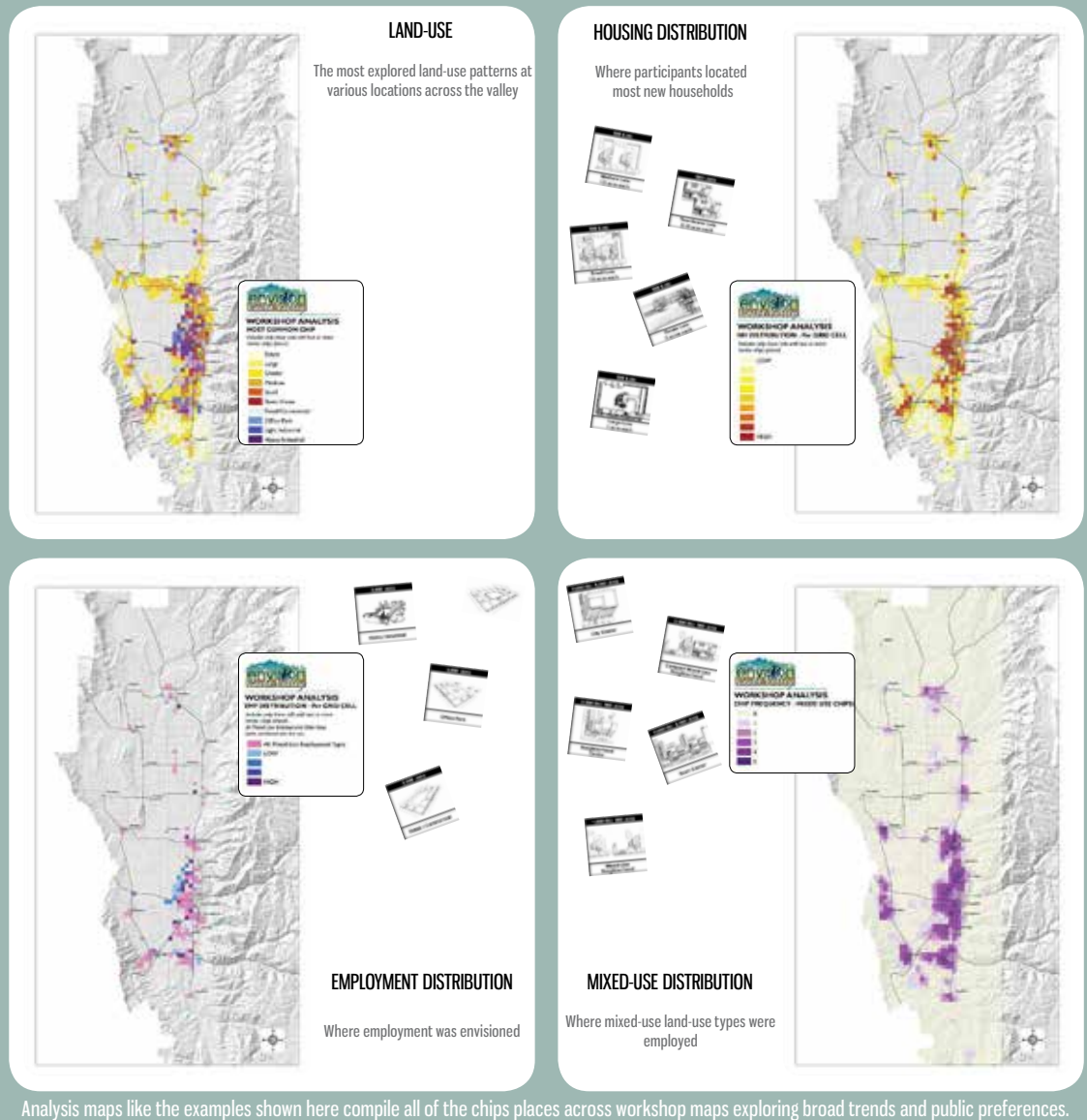
Click [HERE](#) to learn about an alternative approach for identifying themes using ET+ software from Fregonese & Associates.

WORKSHEET D

The Identifying Themes worksheet will help you identify common themes and trends that occur across workshop maps and public input.



A Closer Look: Cache Valley Workshop Map Analysis



Alternate scenarios usually depict a variety of ideas about how private development, transportation investments, and environmental conservation might occur in the future. Developing alternate scenarios helps illustrate the differences between possible choices, shows the range of possible outcomes, and informs selection of a preferred scenario.

A Closer Look: Salt Lake Depot District Scenario Development

Downtown Salt Lake City is the region's metropolitan center, serving as the hub of business and cultural activity in the region. It has the most intensive form of development for both employment and housing, with high-rise development common in the central business district. Downtown Salt Lake City will continue to serve as the finance, commerce, government, retail, tourism, arts, and entertainment center for the region. The Depot District is one of six catalytic sites identified in the Wasatch Choice for 2040 Vision and the area is identified as the only metropolitan center in the region.

In close collaboration with local officials and community members, Envision Utah conducted a visioning process at each site, and created a series of viable alternate scenarios. Let's take a closer look at the scenario development process at the Depot District site.



Depot District Workshop Maps

Salt Lake Depot District			
Themes:	Scenario A Work/Live/Play	Scenario B Play/Live/Work	Scenario C Live/Play/Work
Housing	Some emphasis. Focus on transit to existing. Short-term temporary housing options. Mix of high and mid-rise.	Similar to Scenario C. Mix of low and mid-rise. Ample soft/work spaces. Affordable units. District neighborhoods grouped together.	High emphasis. Residential mixed in throughout where appropriate. Residential over retail/commercial. Mix of urban forms. Affordable mixed income high rise and generally mix of mid to low-rise units, townhomes, condominiums, single-family detached.
Employment	Employment major component. Most areas are office, R&D, light industrial, tech center.	Local business emphasis. Mix of some office, R&D, retail, services, entertainment facilities, galleries, restaurants, theater, etc. 2-4 story buildings.	Focus on neighborhood services. Some office, more retail (local and some regional), local services (day-to-day needs), 4-6 story buildings.
Transportation	Focus on transit and road improvement to accompany new business services. Pedestrian and improved bicycle facilities. Scenario: 70% expansion of 15'. Break up blocks (small-scale streets). Low speed, pedestrian focused.	Pedestrian and transit focused to allow for greater walkability and less reliance on cars. Improved bicycle facilities. Scenario: 70% expansion of 15'. Break up blocks (small-scale streets). Low speed, pedestrian focused.	Pedestrian and transit focused to allow for greater walkability and less reliance on cars. Improved bicycle facilities. Scenario: 70% expansion of 15'. Break up blocks (small-scale streets). Pedestrian focus on main thoroughfares. Parking focused.
Entertainment/ Recreation	Restaurants in business centers for business take to eat lunch.	Similar to Scenario C. Add more clubs, late night places, restaurants with outdoor seating, etc.	Local restaurants located throughout. Food oriented (most food serving not sit-down). Grocery store and another specialty market. Farmers market.
Learning	Tech center, research lab, university extension of campus, day-care facilities.	Arts training center, tech school, schools, day care facilities.	Elementary and/or middle schools, day care facilities.
Green Infrastructure	Pocket parks, break up blocks, pedestrian walkways.	Connect with neighborhoods to west and north. Pocket parks, and parks, public spaces, break up blocks. Pedestrian focus on most streets.	Connects with neighborhoods to west and north. Pocket parks, and parks/public spaces, children's spaces, break up blocks. Pedestrian focus on most streets.
Cultural/Other	Workable/Useable/Fun. Professional/Working age cohorts.	Fun/Useable/Workable. All age cohorts with emphasis on young adults through later years.	Useable/Fun/Workable. All age cohorts. Family friendly in urban setting.
Streetscape/Aesthetics		Side lanes, bike lane, streetscape, terraces, bulb-out, multi-lane, 4-6 story buildings.	

Depot District Map Themes



Scenario A: WORK/Live/Play

- Mid-rise office and R&D
- Service focus: restaurants, daycare, etc.
- Residential focused near Gateway
- Pocket parks
- Professional, working age
- Higher education
- 1500 Households
- 5400 Jobs



Scenario B: PLAY/Live/Play

- Fine-grained scale
- Arts and entertainment
- Live/work
- Plazas and public art
- Young adults
- 1600 Households
- 2600 Jobs



Scenario C: LIVE/Live/Play

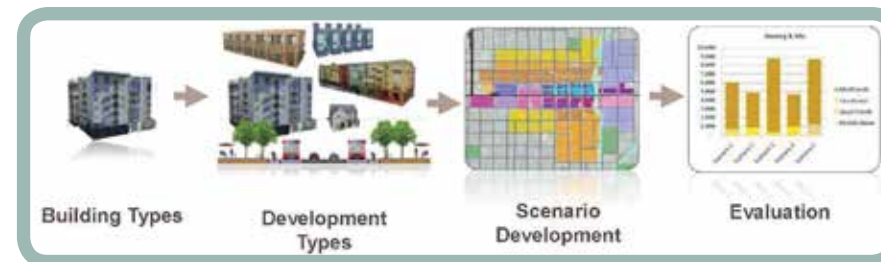
- Residential throughout
- Neighborhood: housing, services, grocery, school
- Office/residential mix on major streets
- Playgrounds and playfields
- Family friendly in an urban way
- 2600 Households
- 2800 Jobs



EVALUATING SCENARIOS

Alternative scenarios depict the trade-offs among different planning decisions, but clearly communicating those trade-offs to the community can be challenging. Scenario modeling tools can help citizens understand the outcomes and consequences of the strategies embodied in each scenario.

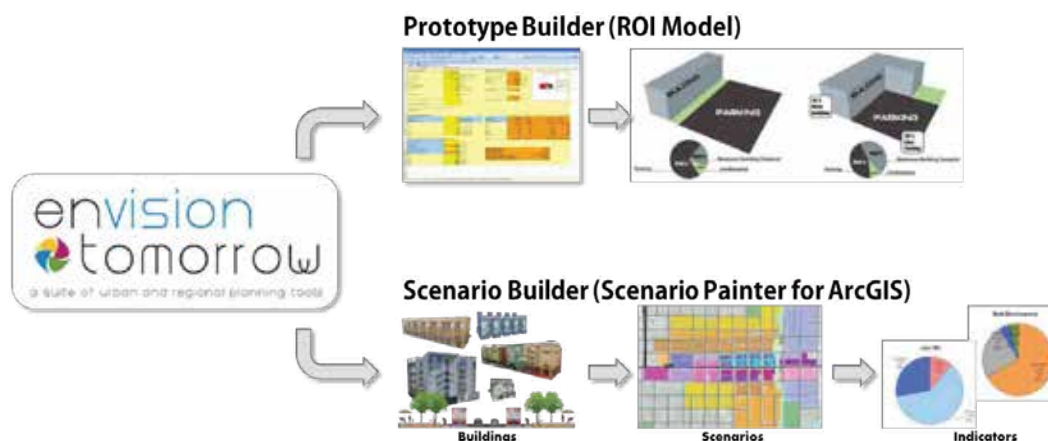
There are a variety of modeling tools that can be used when developing and evaluating alternate scenarios. Examples include: IMPACS, INDEX, CommunityViz, iPlaces, and ET+. To illustrate how land use modeling tools works, this section focuses on how ET+ can be used to create and measure impacts of alternate scenarios. Using ET+, alternative scenarios are developed, refined, and then compared and evaluated based on their indicator performances. Indicators enable Envision Tomorrow users to tie the scenario results to the community values and guiding principles.



Building Types:

Calibrate a range of building types (i.e. residential, mixed use, commercial) so they are financially feasible at the local level. The ET+ analysis process starts at the building level; therefore, anything that's known about

a building can be tested in a scenario. In ET+, building-level data includes information on things like density, design, rents, sales prices, affordability, parking requirements, redevelopment opportunities, fiscal impacts, and energy and water use, so any of these measures can also be understood at a scenario level. The model enables planners to explore current or potential land-use regulations in relation to development feasibility and test the impact of various assumptions, ranging from parking standards, height requirements, construction costs, rents and subsidies to see what "pencils." The user can assess, for example, how preferred forms of development, such as mixed-use retail with housing above, might become more financially feasible.



To download the beginner Envision Tomorrow Plus User Manual Click here:

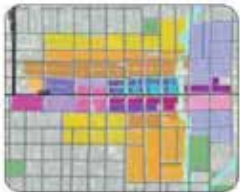
COMING SOON!



DEVELOPMENT TYPES:

Once a library of building types is calibrated, the building types can be plugged into the “scenario spreadsheet,” where they can be combined to design different development

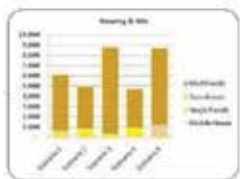
types—combinations of buildings that work together to create a place (i.e. a town center, main street, urban retail center, etc.).



SCENARIO DEVELOPMENT:

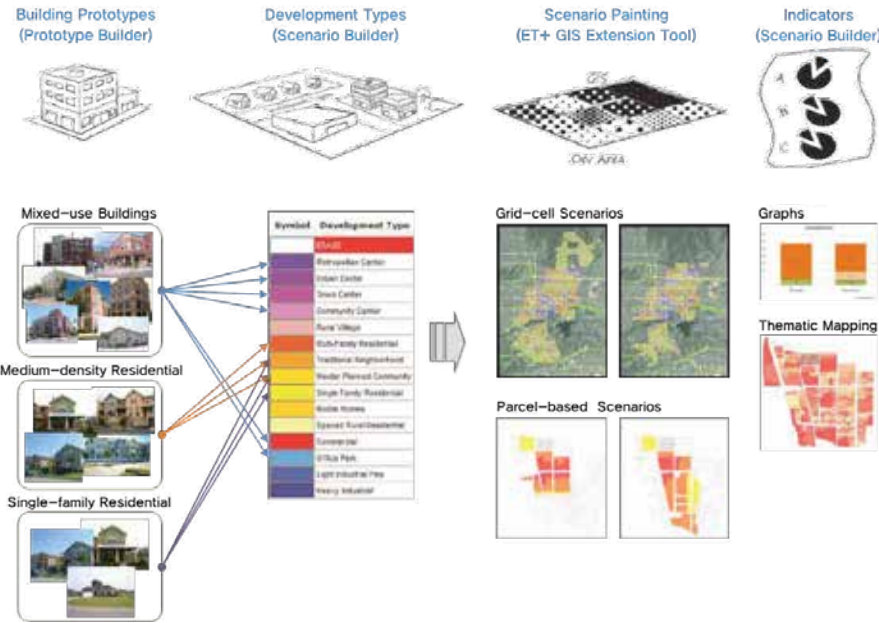
The “scenario builder” adds scenario building functionality to ArcGIS. Once building types and development types are created, one can use the scenario builder to “paint the landscape”

by allocating different building and development types areas across the study area to illustrate alternate scenarios. The tool allows real-time evaluation of each scenario’s impacts on things like land-use-related issues.



EVALUATION:

ET+ provides a variety of indicators that can be used to evaluate scenarios to determine how they measure up to the community’s values. Air quality, traffic congestion, housing mix, sensitive lands preservation, and access to recreation are all examples of indicators.

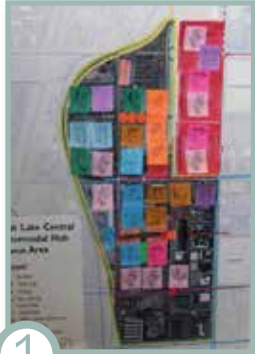


For a more technical look at using ET+ visit our website and watch our introductory ET+ training videos. Click on the link below to start watching now.

COMING SOON!

To download the open source software ET+ click on the logo below.

A Closer Look: Salt Lake City Depot District Scenario Evaluations



1



2



3



Scenario A: **WORK/Live/Play**

- Mid-rise office and R&D
- Service focus: restaurants, daycare, etc.
- Residential focused near Gateway
- Pocket parks
- Professional, working age
- Higher education
- 1500 Households
- 5400 Jobs



Scenario B: **PLAY/Live/Play**

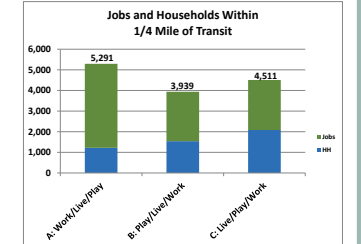
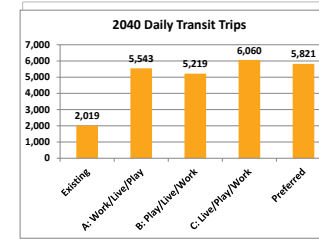
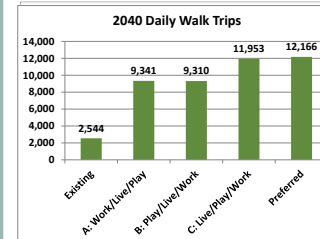
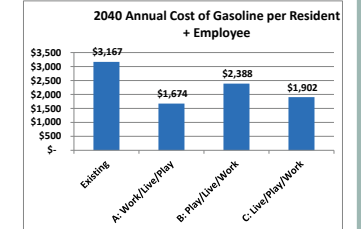
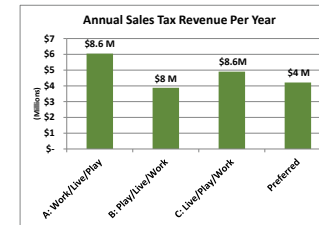
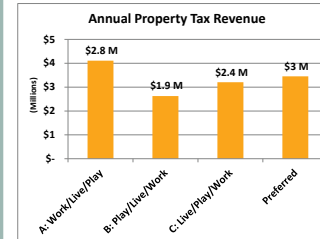
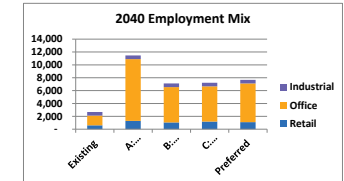
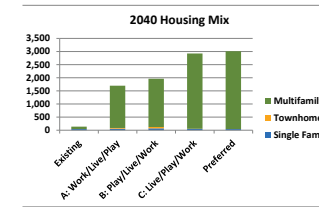
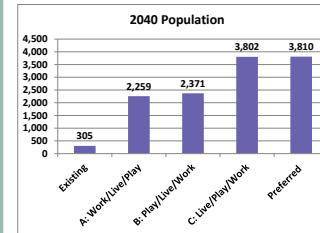
- Fine-grained scale
- Arts and entertainment
- Live/work
- Plazas and public art
- Young adults
- 1600 Households
- 2600 Jobs



Scenario B: **LIVE/Live/Play**

- Residential throughout
- Neighborhood: housing, services, grocery, school
- Office/residential mix on major streets
- Playgrounds and playfields
- Family friendly in an urban way
- 2600 Households
- 2800 Jobs

After developing alternate scenarios in the Depot District, ET+ was used to model the scenarios and evaluate the benefits and impacts of alternate scenario elements.



National Spotlight:



The Sustainable Places Project is focused on the Austin-Round Rock-San Marcos five-county MSA, a region that, while experiencing ongoing economic success, must also face trends that could threaten this success as it becomes less attractive to employers interested in quality of place for their workforce. The region is adding over 60,000 new residents annually, housing affordability is decreasing, and traffic congestion is worsening. The city must change how this growth is planned for in order to beneficially impact these regional trends. Alternate scenarios were developed incorporating public input and helped demonstrate that sustainable activity center growth will benefit these communities and the entire region. Five cities were selected as “demonstration sites” and Envision Tomorrow+ (ET+) is being used to identify the long-term effects of the various scenarios on municipal budgets and the health of communities. This analysis will also develop plans that align housing, jobs, and transportation options in a way that complements existing community values.

Images courtesy of Capital Area Council of Governments



During public workshops ET+ was used live to promote iterative feedback. While participants placed chips, a digital version of the map was created at the same time. This exercise provided real-time evaluation, and allowed participants to see some of the potential trade-offs of their chip placement.



PACKAGING SCENARIOS AND PUBLIC CHOOSING

After alternative scenarios are crafted and modeled, community meetings enable the public to explore the alternative scenarios and their impacts in comparison to one another and the baseline scenario. This provides an opportunity to learn which elements within each scenario have the most public support and, ultimately, will inform the development of a preferred vision (discussed in the next chapter).

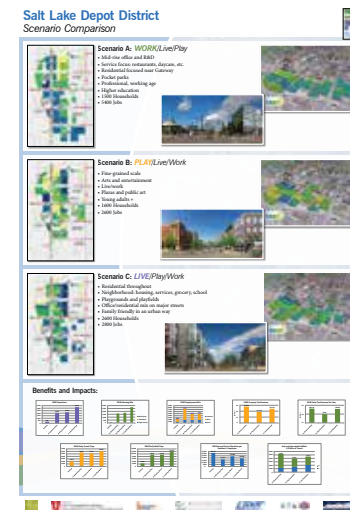
Using a variety of engagement methods will maximize participation and result in valuable feedback. There are an assortment of tools that can be used to effectively communicate to stakeholders and community members the different elements of the alternate scenarios. Here are some ideas:

Scenario Comparison Posters
Photo Simulations
Summary Brochure
Newsletter

Survey in the Newspaper
Interactive Web Survey
Open House
Infographics



Websites can provide project information and are also an effective way to gather input on public preferences for those who did not attend public workshops. Consider making a short video that provides background information on the project that interested parties can watch prior to taking the online survey. Click the YouTube link above to see an example.



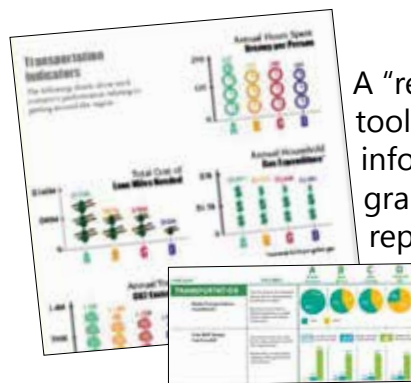
Photosimulations are an effective and fun way to help people visualize different scenario elements. It's important to remind community members this is just a vision, and there are a variety of future possibilities.

Regardless of the tools chosen to explore the alternate scenarios, the information communicated needs to be relevant; scenario outcomes should be communicated in terms of community values, and evaluation criteria should be responsive to priority issues identified earlier in the process. Making the information visually interesting will help engage community members and stakeholders. Where possible, use pictures instead of text and bullets instead of paragraphs.

When gathering input to create the preferred vision, remind participants they are not picking a "winner" out of the alternate scenarios; rather, the preferred elements and strategies from each scenario can be combined to create the preferred vision.

Each visioning process is unique. In some situations, the community will overwhelmingly prefer one scenario; in others, each scenario may have some popular elements. In this case, your technical team can help ensure that preferred elements and themes are compatible in the eventual vision scenario.

Mouse over the icons to see photosimulations that illustrate a potential future picture of the Depot District in Salt Lake.



A "report card" can be an effective tool to distill complex technical information into easy to understand graphics. These graphics used in the report cards from the Grand Traverse Vision in Michigan, and the PlanIt Tulsa vision in Oklahoma, helped the public understand the trade-offs between scenarios.

VISION AND IMPLEMENTATION FRAMEWORK

INTRODUCTION

This chapter explores how regions and communities, both rural and urban, can move from a visioning process to vision implementation. It examines how developing vision principles helps guide the way for implementers working across private, public, and community sectors to realize common goals. We also take a closer look at examples of local and regional projects that demonstrate how coordinated actions of individuals and groups working toward common goals can bring about on-the-ground change.

DEVELOPING THE VISION

At this point in the process alternative scenarios have been developed and stakeholders and community members have had an opportunity to examine each potential scenario and identify the preferred elements or alternatives within those scenarios that are worthy of exploring further into the future. These preferred elements are what eventually comprise the vision.

Residents' preferences should guide the development of the final vision. The fundamental premise of visioning is that those who live in an area have the right to determine the area's future. Visioning starts with values, which guide the creation, measurement, and communication of scenarios. Values also inform the final vision. The feedback collected during the scenario review process is combined with the values to arrive at the vision. The job of the stakeholder group is to ensure fidelity to the residents' preferences and to suggest strategies that will help the residents achieve what they want.

When evaluating input look for common preferences and ideas to help identify which pieces of each alternative scenario capture public sentiment. The next step in vision development is turning the preferences identified from public input into vision principles. Vision principles help a community or region define and articulate their common ground. The visioning process provides the demonstrated public support for the principles, as well as stakeholder buy-in, both of which are critical to implementation of the vision. Vision principles provide a bridge between the public visioning process and local action: each principle can be implemented locally in a variety of ways to address both local challenges and regional objectives.

The following vision principles were developed as part of the visioning effort in Cache Valley Utah:

Create good paying jobs that are close to home.



The vision principle ties back to community values: ***"Why do we want this?"*** So we can provide for our families and keep our dollars local.

Protect, preserve, and improve our air and water quality, our wildlife habitat, our agricultural land, and scenic views.



Why? *For our health, our safety, and our way of life.*

Identifying a vision statement may also be helpful. This is yet another great opportunity for group work and sharing among the stakeholder committee. The vision statement should reflect community aspirations and state the hopes and goals for the future of the community. The vision statement can also help develop a narrative for the vision—a memorable way to tell the story of the visioning process and hopes and dreams for the future. The vision statement should be something that is easily remembered and repeated. Let's look at another example from Cache Valley. The elevator speech at the front end of the visioning process was:

"If we double our population and don't change our growth pattern then we will lose the character and quality of life we enjoy in our valley." The back end of the process continues that ongoing message with a vision statement that states the desired future resulting from the conversations that were held throughout the process. The vision statement below was developed to express the community's common ground:

Keep the city, city:



invest in our towns, our centers for living industry and culture

Keep the country, country:



protect the agricultural and natural lands that sustain us

Another piece of visioning development that can be pursued is a vision map. Just like alternative scenarios were created earlier in the process, a vision scenario map can also be created. A vision scenario map is not a zoning map; rather, it's one plausible or possible way that a vision statement and vision principles could unfold on the ground over time. Developing a vision scenario map provides an opportunity to illustrate the benefits of implementing the vision.


The process of developing a vision scenario is similar to the development of alternative scenarios where stakeholders are involved, and transparency of the process continues to be maintained. This is important so the community understands that the vision scenario comes directly from the information that has been provided over time, and from the public ideas and preferences expressed during the process.

Modeling tools are used to evaluate the vision scenario and assess how it measures up to community goals and addresses stated values that were identified earlier in the process. The vision scenario is also compared against the baseline scenario, to determine if the vision reflects a desired future, or if more adjustments need to be made. Evaluating the vision scenario helps identify vision objectives—the goals or targets that support vision principles. (i.e. goals for increasing overall household affordability, transit ridership targets, etc.). Information about using modeling tools to evaluate scenarios is covered in greater detail in the technical analysis chapter of the booklet.

A Closer Look: The Cache Valley Vision Vision Principles

- 1. Enhance existing towns and cities and maintain individual community identity by encouraging inward growth and more compact development and buffering community boundaries with agrarian and natural lands.*
- 2. Encourage mixed-use neighborhoods and town centers that include a variety of housing options that allow individuals and families to live close to where they shop, obtain services, go to school, work and play.*
- 3. Develop clean and sustainable industry and good-paying jobs close to home*
- 4. Provide a balanced transportation network with improved roadway connections, enhanced public transportation options, and streets that encourage bicyclist and pedestrian mobility.*
- 5. Invest in efficient infrastructure systems to serve existing communities and future growth. These systems manage such services as water, sewer, waste disposal, and energy*
- 6. Protect, preserve and improve air quality, water quality, wildlife habitat, agricultural land and the scenic beauty of Cache Valley.*
- 7. Maintain and improve access to recreation by connecting local recreational amenities to a regional network.*
- 8. Expand local recreational systems, providing small parks located near where people live and linked by trails for walking and biking*
- 9. Encourage close coordination among local governments, school districts, universities, businesses, and places of worship to address growth issues and implement the Cache Valley vision.*

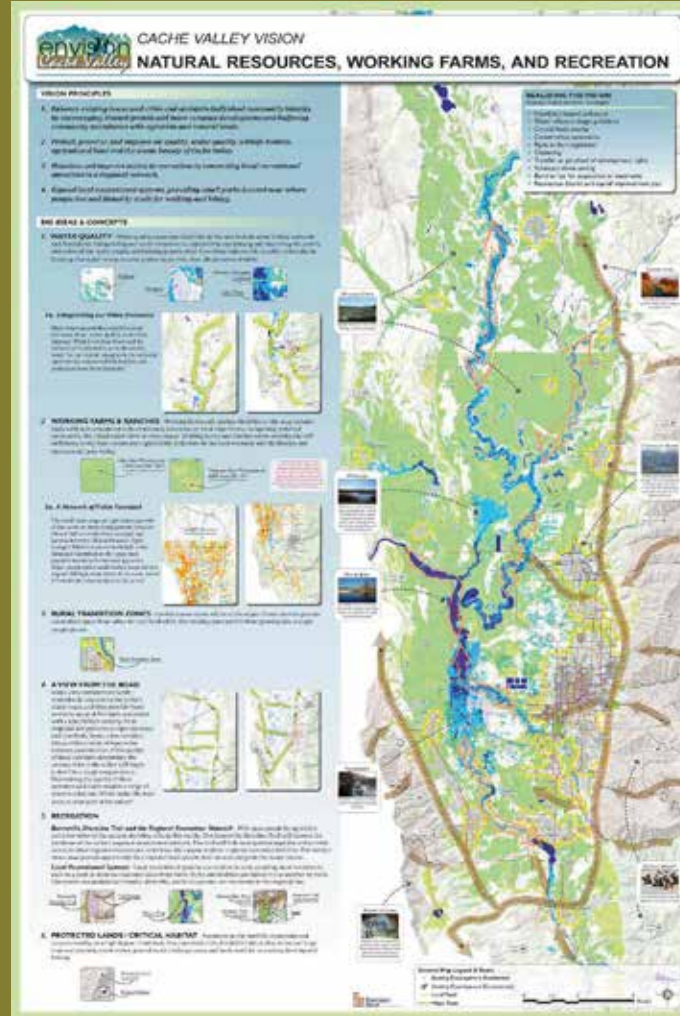
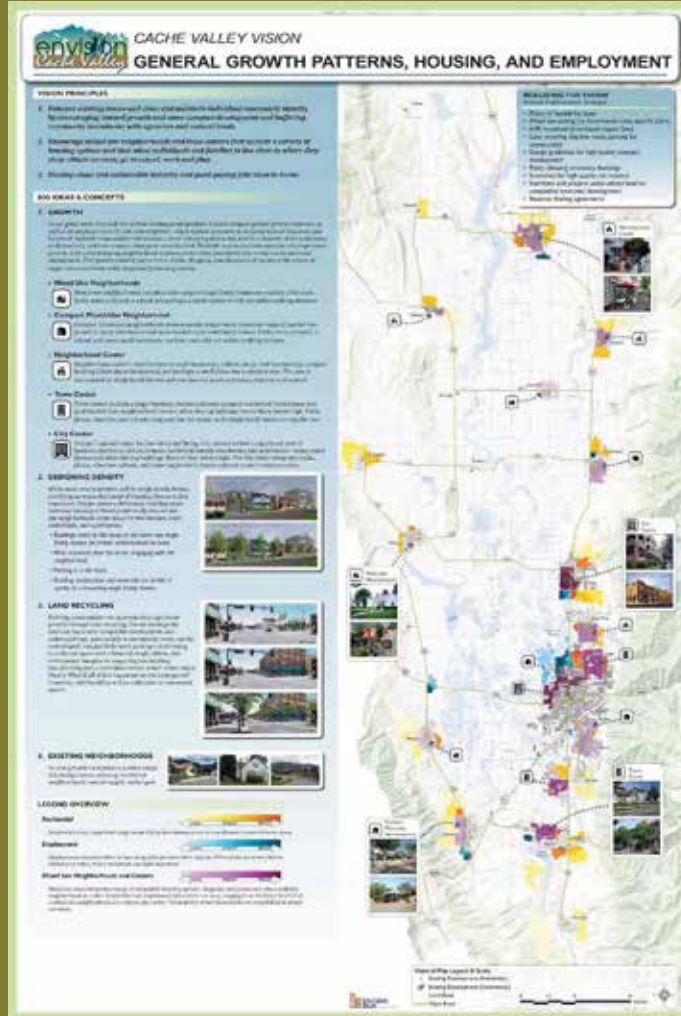
The Cache Valley Vision scenario maps on the next page illustrate one of many plausible ways that growth could unfold as the vision principles are implemented. Best viewed as a story rather than a prediction, the purpose of the maps is to highlight ideas embodied in the vision principles—from growing inward and maintaining communities that are distinct from one another, to safeguarding our agricultural and natural lands. The maps are not intended to be prescriptive. Individual communities could implement the principles in many ways to have both local relevance and meaningful regional impact. The vision maps do, however, enable comparison with the baseline scenario, providing a snapshot of potential benefits if the vision is implemented. They show reduced infrastructure costs, fewer vehicular emissions, reduced impact on farmland, and lower housing costs.



The Vision Principles worksheet will help you develop preferences into vision principles that articulate the community's common ground.

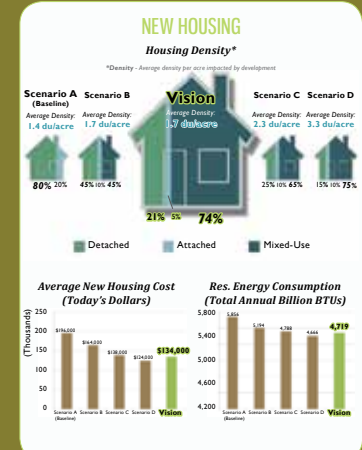
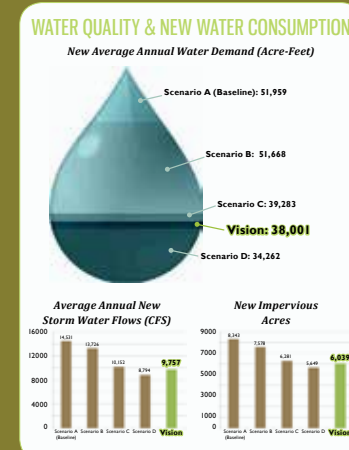
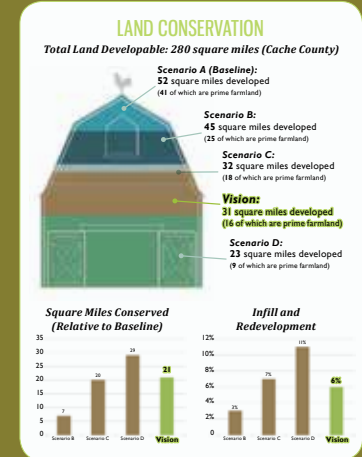
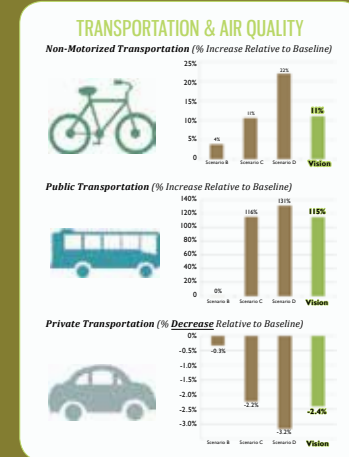
A Closer Look: The Cache Valley Vision A Potential Picture

Keep the city, city...



...Keep the country, country

HOW DOES THE VISION MEASURE UP?



Developing the vision scenario may take several tries. Work on refining the vision scenario with your stakeholder committee to ensure compatible preferences and strategies are being used.

Once these visioning pieces are finalized, hold a vision summit or roll-out event for the public, and engage the media in helping to raise awareness of the vision and its benefits. Inviting project champions or a local celebrity to present the final vision to the public is one way to re-engage the public. This event is an opportunity to celebrate the process while creating momentum that will provide the foundation for developing the implementation plans and actions needed to make the vision a reality.

envision
Cache Valley
envisioncachevalley.com

Vision Summit

Did you know that our region's population is expected to double by 2040?
In the face of this growth, what future do we imagine for our children and grandchildren?

**The Vision Unveiled
With Governor Gary Herbert**

7:00 p.m., Tuesday, October 13
Logan Tabernacle
50 North Main, Logan
RSVP to Mary at 801-303-1459 or mary@envisionutah.org.

Let's create a legacy and realize our dreams!



CREATING AN IMPLEMENTATION FRAMEWORK

It's important to remember that implementation doesn't start here; the stage is set for implementation at the beginning of the visioning process. Everyone has an important role to play not only in the scenarios planning process, but also the vision and implementation process that follows. Because implementation strategies are typically voluntary, and each region or jurisdiction will have varied opportunities for realizing vision objectives, the suggestions and examples provided here are intended more to generate ideas and the development of specific strategies by local leaders than to prescribe a specific set of implementation steps. Each community and region will, in fact, need to create its own unique strategy.

Creating an implementation framework enables stakeholders and citizens to imagine and act on a variety of implementation pathways to further a common vision. With a common set of goals and principles for the future, we can move beyond asking "What do we want?" and move toward asking "How do we get there?" Broad public participation, an integral part of this process, makes the vision and its implementation framework politically feasible. Frameworks enable people to see that there is an action plan, and that plan helps articulate what actions individuals and agencies can take to help carry-out the vision, illustrating that everyone has a role to play. The implementation plan should link the various actions to people's values through use of the guiding principles.

Vision implementation is more likely with a framework that

includes flexible tools and a range of techniques that can be used to accomplish the preferred outcomes of the vision scenario. Creating a locally relevant and regionally significant strategy to realize the vision can include region-wide actions, county level initiatives, and municipal approaches. Actual strategies will vary depending on specific priorities, existing codes, policies, and resources available. The following section outlines several optional approaches to implementation.

Increase Awareness of the Vision

Continued awareness efforts through presentations, newsletters and other media will keep the vision a priority, and remind the public and local officials what the process was and what the results were.

Report and Toolkit

A report geared toward implementation that summarizes the public process, emphasizes the role of the public and all stakeholders, recognizes common themes, and provides examples of comparable projects with successful outcomes will play an important role in implementing the vision. Including an implementation toolkit in the report is a great starting point. The toolkit can expand over time as jurisdictions adapt tools as well as create new ones. The intent of the toolkit is to provide an initial set of resources: a range of tools that are used successfully in other communities to achieve similar goals to those of your project area. Some examples of implementation tools are form based codes, economic development plans, design standards, and affordable housing strategies.

Action Plan

Either as an appendix or as part of the final report, an action plan of strategic short-term implementation steps and model ordinances may be created. This could also identify steps necessary to maintain the momentum of the visioning process. The action plan also identifies the actions individuals and agencies should take to carry out the vision.

Provide Toolkit Education and Training

Provide education and training sessions on tools to others that are interested in exploring them.

Organize an Implementation Committee

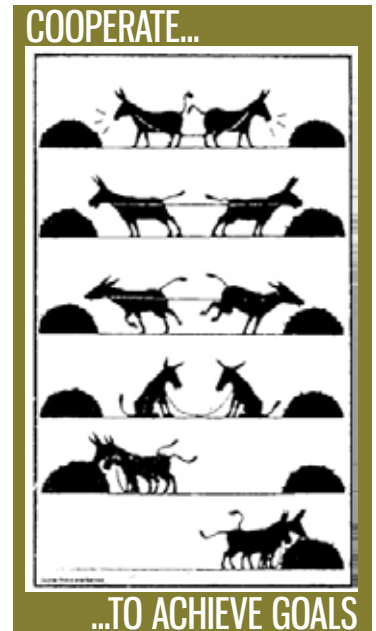
Ideally, there is an on-going caretaker for the vision to make a difference over time. This task involves working to identify an organization, or the development of a coalition of interests, to continue the dialogue about decisions into the future and to keep the vision alive. A process should be identified to keep the vision relevant, to share success stories across the area, and to highlight progress on the action plan.

Adopt Vision Principles

The various jurisdictions who participated in the vision could each sign a compact or other document signifying their commitment to implementing the principles. Principles could be adopted as an addendum to a general plan, or as a checklist by which proposed developments are evaluated.

Update the General Plan

The update ensures the general plan and vision are in alignment.



Update Zoning Ordinances/Develop New Zoning Districts

Current zoning ordinances might not permit, or guide, the types and locations of new development described by the vision. Updates make it easier for the private sector to develop the types of land uses outlined in the vision. New zoning districts may need to be developed to accommodate desired types of development

Align Transportation Plans

Incorporate the preferred scenario into regional and local transportation plans. Future development preferences that are identified in the vision can be used to guide transportation development and investment. The vision scenario may highlight potential benefits that come from shifts in priorities as they relate to transportation. Aligning transportation plans can improve connections across a regional road network, identify long-term public transportation improvements, identify preferences for biking and pedestrian routes, and improve street connectivity.

Economic Development Plan

A plan to advance regional prosperity can retain and attract high-quality jobs for economic health; reduce municipal competition for sales tax revenue and encourage focus on providing needed services and higher-wage jobs; reduce economic development pressure on outlying lands; and create business-ready sites that build on existing synergy and strategic improvements to existing infrastructure.

Participate in a Critical Lands Inventory and Protection Strategy

Identify specific priorities and tools to accomplish goals.

Establish Performance Measures

This task involves establishing performance measures that can be used to understand the region's progress in implementing goals and strategies. This is similar to the set of benchmark criteria used to evaluate each of the scenarios, but these performance measures are instead used to measure current characteristics. Performance measures are identified, responsibilities for measurement clarified, and a process developed to compile and disseminate results on a regular basis. Measuring progress should also identify a mechanism for long-term accountability. Recognize, however, that significant progress will not come immediately but will take time.

Demonstration Projects

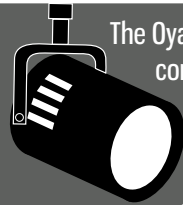
A few areas could be selected to demonstrate how the vision can be implemented at a local level. The same principles of values, stakeholders, and scenarios can be applied at this level. As implementation occurs, other areas can learn from the demonstration project.

WORKSHEET F

What's your strategy? We've outlined a few examples of implementation strategies and framework. Use the Developing a Strategy Worksheet to help develop an implementation strategy for your vision.



National Spotlight:

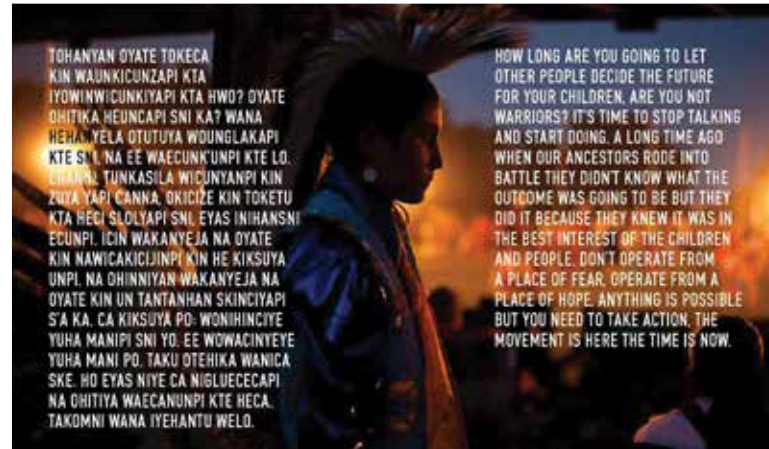


The Oyate Omniciye | Oglala Lakota Plan was created by looking at comprehensive ways to integrate housing, land use, economic and workforce development, transportation and infrastructure investments in a manner that empowers the Oglala Lakota Nation. Among other things, the plan considers the interdependent challenges of economic competitiveness and revitalization; social equity, inclusion, and access to opportunity; energy use and climate change; and, public health and environmental impacts. This work takes place in the remote, rural portion of southwestern South Dakota within the geographic boundaries of the Pine Ridge Indian Reservation. The Pine Ridge Indian Reservation is home of the Oglala Band of Tetonwan (Teton) Lakota of the Oceti Sakowin (Great Sioux Nation)

The plan describes a bold vision for the Pine Ridge Reservation. An Implementation Workbook has been developed to help prioritize projects necessary to help achieve the initiatives outlined in the plan, assigns responsibility for completing the initiatives, and identifies some of the important first moves to get implementation underway.



Images courtesy of Thunder Valley Community Development Corporation



Photograph by Aaron Huey



“It is the vision of the Oglala Lakota to acknowledge and move on from historical injustices and courageously build healthy, prosperous communities with wisdom, kindness, generosity and respect for all life, land, water and air. The Oyate (People), especially our Youth, are empowered to lead the way to this sustainable future while honoring our culture and history through the revitalization of our Lakota language.”

Vision statement from The Oyate Omniciye | Oglala Lakota Plan

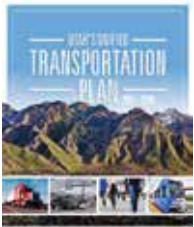
Click below to view The Oyate Omniciye | Oglala Lakota Plan and Implementation Workbook



"[Completing Frontlines 2015 two years ahead of schedule and more than \$300 million under budget] doesn't happen by accident. It happens because there is a community that has a vision and there are folks at every level who get behind it."

*Anthony Foxx
United States Transportation Secretary*

Click below to view Utah's Unified Transportation Plan



MAKING THE VISION A REALITY

This section provides a few implementation examples from one area in which Envision Utah has worked extensively. The organization has worked alongside many partners to help people throughout the greater Wasatch area (the larger Salt Lake City metropolitan region) to recognize the long-term impact of today's decisions on tomorrow's growth. Here is a closer look at instances of local and regional projects that demonstrate how the actions of individuals and groups working toward a common vision can create real change.

Utah Transit Authority (UTA) Light Rail and Commuter Rail Systems and the Unified Transportation Plan

Public rail systems were not always popular in Utah, but a successful initial project and regional visioning paved the way for unprecedented transit system development. The public passed two transit referendums in six years, getting pieces of a transit system initially envisioned by 2030 built by 2015. The current FrontLines 2015 program is a group of four light rail lines and one commuter rail line that adds 70 miles to UTA's existing 64-mile rail network.

The collaboration that began with the Quality Growth Strategy led to the state's first Unified Transportation Plan, which coordinates the state's anticipated multi modal transportation needs and incorporates regional visions for land use and transportation that have been completed across the state. Utah is the first state in the nation to compile statewide and regional transportation plans into one document. The Unified Plan builds upon the pioneering work of Envision Utah and reflects the regions approach to providing transportation choices to its residents, responding to the anticipated population and job growth, and maintaining the transportation systems that are already in place.



The new Draper TRAX line got a very colorful welcome at the grand opening celebration. Red and blue smoke billowed above the train, signaling the completion of the Utah Transit Authority's (UTA) FrontLines 2015 rail program. The extension was completed two years ahead of schedule and more than \$300 million under budget.

Downtown Rising

In the past 50 years, three influential regional efforts, most recently Envision Utah's 1997 Quality Growth Strategy influenced the development history in downtown Salt Lake City. After the completion of the Quality Growth Strategy, it was time to take another look at the region's heart. Downtown Rising was born.

A new age of unprecedented investment the downtown area prompted consideration of the broader implications of an array of significant, but individual, developments. Downtown Rising was created to be the glue to link those disparate parts together in a visionary whole. Envision Utah provided support for the Downtown Rising process and vision, conducting community visioning workshops and visual preference surveys, as well as providing urban planning support throughout the process.

SIGNATURE PROJECTS

Downtown Rising proposes a series of individual projects. Each of these will add immensely to the life and purpose of downtown on their own, and together they will make Salt Lake City one of the most livable and prosperous cities in the nation.

Unlike the "old" way of doing things - typically federal, state and local - modern economies and societies organize themselves in the categories of global, regional and neighborhood. We live in a global economy, where regions (not a political jurisdiction, but rather an area with a shared labor market, broadcast area, and centers for trade and commerce) compete for economic relevance. Regions are most effective when they have a globally connected, metropolitan world city at their core. High quality neighborhoods that attract and keep the talent necessary to be successful in the information age are another component of successful regions. The Downtown Rising vision relates to all three of these categories and adopted a parallel structure to achieve the vision.

"It is within our power to create places worthy of our affection."

James Howard Kunstler

Click below to view the Downtown Rising Vision Booklet.



Daybreak, Utah

Private sector stakeholders can play leading roles in vision implementation. Daybreak is a 93,000-acre development located in the south end of the Salt Lake Valley. Kennecott Land collaborated with the City of South Jordan to create a shared vision for building an enduring community on reclaimed land that was once a part of mining operations. The community plan incorporates significant rapid transit, open space, community amenities, and a range of housing types with easy access to business and employment centers. Envision Utah's smart growth principles have been a guiding vision for Daybreak planners.

Form Based Code Template-The Wasatch Choice for 2040

A form-based code template was developed as part of the toolkit to implement the Wasatch Choice for 2040 (WC2040), a four-county land use and transportation plan. A form-based code is a tool that provides a simplified and flexible approach to zoning that focuses more on the form of buildings rather than the use of buildings. This simplified approach allows a more streamlined process to building and development. The form-based code is being applied to select demonstration sites as part of the WC2040 implementation effort. The template is intended for local calibration to various jurisdictions, and includes guidelines to help communities interested in this approach adapt and apply the code template.



Jordan River Commission

The Blueprint Jordan River is the first comprehensive effort to develop a publicly supported vision for the future of the entire Jordan River corridor and an implementation plan to turn the neglected river corridor into a defining amenity for our region. The vision intended to capture the collective imagination of residents and to build an appreciation for the important environmental, social, and economic role the river has played and can play in the region. The results of the Blueprint convey the “Big Ideas” that are possible and lay out a framework for how those may be implemented over the coming decades.

All 15 municipalities and three counties along the river participated. A majority of the 15 cities have passed resolutions supporting the Blueprint principles. A critical component to the success of the Blueprint is the long-term implementation of this vision among the various local governments and State agencies that oversee its stewardship. The Blueprint report recommends the formation of a “planning entity” to ensure river-wide implementation of its vision in a cohesive and consistent fashion. This planning entity evolved into the Jordan River Commission (JRC).

Utilizing funding from an NPS Rivers, Trails and Conservation Assistance Grant, the JRC designed and produced the first ever trail map of the Jordan River Parkway. Click the icon to see the trail map.

As part of the place based learning program on the Jordan River, the students and community members have developed content to populate a mobile website and a series of interpretive stops along the river corridor – turning the river into an outdoor museum and game board. Click below to see the brochure.

Click below to view the Jordan River Trail Master Plan



Above: The JRC is working with many community partners on a new educational program for 9th grade students focused on the Jordan River. As part of the program ReAwakened Beauty: Place-based Learning on the Jordan River, middle school students will explore the Jordan River’s past, present and future and the student’s role in the watershed through creative writing, photography, ecology lessons, and more.

Top Middle: The JRC is working with local governments and community stakeholders to implement plans to ensure safe and enjoyable boating from Utah Lake to the Great Salt Lake.

Bottom Middle: The JRC hosts a variety of River Clean-up events and weed prevention activities throughout the year.



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