REGIONAL VISIONING BASED ON SHARED VALUES

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**Prosperous Places: Building Economic Competitiveness in Rural Regions and Small Communities**
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"The future is not some place we’re going to, but a place we are creating. The paths to it are not found, they are made."

Jane Garvey
A Successful Visioning Process:

- Is guided by a large, trusted, and diverse group of Stakeholders and Champions
- Uses Scenarios to provide clear choices and refine direction
- Relies on community Values to find common ground, communicate choices, and build consensus
In five words or less, what is the biggest challenge or issue you hope to address in your community or region?
Who Are Stakeholders?

- Respected, trusted, and well-known citizen leaders.
- Committed to an honest, open, and fair evaluation of the issues.
- Those affected (positively or negatively) by the outcome of the process.
- Those who can implement the outcome of your process.
- Love your community.

A stakeholder group is not a coalition with a common agenda but a collaboration of all affected parties.
Role of Stakeholder Group

- Initial group names/brands process
- Grows, maintains itself
- Process guide (enables course correction, flexibility)
- Reality check (pre-public filter)
  - This group knows the “pulse” of the region
- Builds participation and awareness
  - Conduits to their constituency
- Builds cooperation
  - An outcome of meeting together…
- Ensures transparency
- Protects process from attacks
Envision Utah

- Founded in 1997
- Nonprofit, nonpartisan, voluntary
- Partnership of business, government, and community
Greater Wasatch Area

- Over 500 City Council Members
- Over 500 Planning Commissioners
- 30 County Commissioners
- 90 Mayors
- 100s of developers, realtors and other key stakeholders

- 10 Counties
- 90 Cities and Towns
- 157 Special Service Districts
Broad Scope of Community

- Business Leaders
- Developers
- Utility Companies
- Local and State Government
- Conservation and Citizen Groups
- Religious Leaders
- Education
- Media
Stakeholder Mapping: By Issue

Who do I need to involve:
If my issue include land use type, density, affordability, and location?
If my issue is transportation?
If my issue is environment?
If my issue is economic development?
If my issue is education?
If my issue is poverty, equity?
If my issue is healthy lifestyle?
Stakeholder Mapping

- By vision topic or issue
- By paradigm
- By political persuasion
- By geography
- By gender, race, age, etc.
- By role (private, public, business, nonprofit)
Exercise 1: Stakeholders

☐ What stakeholders are you missing?
Who are Champions?

- The “public face” of your process
- Deliver your message
- Articulate, persuasive, passionate
- Speak with community values
- Trusted by diverse constituencies
- Love your community

Champions of what? (the process)
TRAVERESE CITY, MICHIGAN

- 100,000 Population
- No Regional MPO
- One city, several villages, and lots of farm and forest land
- Concern about impacts of growth
- Strong champions and excellent partnership building
LOUISIANA SPEAKS CHAMPIONS

The creation of the Louisiana Speaks Regional Plan would not have been possible without the ongoing support, time, and thoughtful contributions of the many community, civic, and business leaders from across South Louisiana who have served as champions of this planning process.

The successful implementation of this plan will rely on their continued commitment—and yours. To get involved, learn more, and stay informed, go to www.louisianaspeaks.org.

CITIZEN LEADERS

Elaine Abell, Attorney
Clay Allen, Allen and Gooch
Jane Arnette, South Central Industrial Association
Eddie Ashworth, Louisiana Technology Park
Janet Bean, Community Activist
Kevin Belanger, South Central Planning and Development Commission
Mark Benson, JP Morgan Chase
Madhu Berwal, Innovative Emergency Management
Lee Berg, Lee Michael's Jewelry
Steven Bingler, Concordia Architects and Unified New Orleans Plan
Brenda Birkett, PhD, McNeese State University
Warren Birkett, Wybirk Associates
Shelton Dennis Blunt, Phelps Dunbar
Donald T. “Boysie” Bollinger, Bollinger Shipyards and LRA Boardmember
Heather Sewell Day, Forum 35
Yolanda Dixon, Louisiana State Senate
Myrtile E.B. Dorsey, PhD, Baton Rouge Community College
Michael Doucet, Musician
James Doyle, Brenntag North America
Alexis Duval, Duval & Shearer
Jackie Edgar, Jackie Edgar Ford
Barry Erwin, Council for a Better Louisiana
Sammie Faulk, Creole Nature Trail All-American Road District
William Fenstermaker, CH Fenstermaker and Associates
Dede Ferrara, Junior League
Teri Fontenot, Woman's Hospital
Mark Ford, Coalition to Restore Coastal Louisiana
Ron Forman, Audubon Institute
Miles Forrest, Houma Daily Courier
Donna Fraiche, Baker Donelson and LRA Boardmember
Norman C. Francis, PhD, Xavier University and LRA Boardmember
Ruthie Frierson, Citizens for Greater New Orleans
J.L. Garrett, DVM, Garrett Veterinary Clinic
L.J. Gielen, Gielen Enterprises
Brace Godfrey, Cyn treniks
Hon. David Godbey, State 4th Circuit Court of Appeal and co-chair of St. Bernard Parish
Citizens Recovery Committee
Jim Grant, PhD, Vermilion Faith Community of Care
Alice Greer, Community Leader
Robert Greer, LEMIC Insurance Company
Jamie Griffin, Raising Cane
Lee Griffin, Bank One
Marshall Guidry, Guidry, Chauvin and Taylor
Rob Guidry, Greater Lafayette Chamber of Commerce
Eligha Guiltloir, Jr., SWLA Center for Health Services
Lucien Gunter, Jefferson Parish Economic Development Commission
Cordell Haymon, SGS Corporation
Raymond J. Hebert, Community Foundation of Acadia
Tom Henning, Cameron Communications and LRA Boardmember
Calvin Mackie, PhD, Tulane University and LRA Boardmember
James Maurin, Stirling Properties
Marty Mayer, Stirling Properties
Suzanne Mestaray, AmSouth Bank
Anne Milling, Women of the Storm
R. King Milling, America's Wetlands and Whitney National Bank
Hank Miltenberger, Gilbar Inc.
Daniel Montefalvo, Regions Bank
Stephen Moret, Baton Rouge Area Chamber
Elemore Morgan, Jr., Artist
Chet Morrison, Chet Morrison Contractors and LRA Boardmember
Camm Morton, Commercial Properties Realty Trust
Jake Nettivalle, Postlethwaite and Nettivalle
John Noland, Noland Investments
Virginia Noland
Anthony Patton, Ebonetworks
Huei Perkins, PhD, Huei D. Perkins and Associates
Hon. Freddie Petcher, Jr., Southern University
Jim Porter, Louisiana Mid Continent Oil & Gas Association
Richard Putnam, Jr., Putnam Law Firm
Lee C. Reid, Adams and Reese
Jennifer Eplett Reilly, City Year Louisiana
Sean Reilly, Lamar Advertising and LRA Boardmember
Todd Richard, E. A. Richard & Associates
Bill Rouse, Bright Moments Public Relations
Tom Sammon, University of Louisiana at Lafayette
Michael Sartisky, PhD, Louisiana Endowment for the Humanities
Matt Staller, Staller Inc. and LRA Boardmember
H. Norman Saurage III, Community Coffee Company
R. Larry Schmidt, Trust for Public Land
Nathan Shroyer, Neighborhood Planning Network
Christel Slaughter, PhD, SSA Consultants
Rev. Charles T. Smith, Shiloh Missionary Baptist Church
Clifford Smith, T. Baker Smith, Inc.
John E. Smith, Whitney Bank and LRA Boardmember
John Strickland, Baton Rouge Area Foundation
OH GOOD, I GET A CHOICE HERE.
A Visit by Brigham Young, Utah’s First Regional Planner
Regional transportation investments benefit families and businesses

BY JERRY STEVENSON
AND ALAN MATHESON

Guest commentary

Envision Utah has conducted hundreds of public meetings where tens of thousands of Utahns have expressed their hopes for the future of our state. They repeatedly send a clear message: We need an efficient transportation system that provides more options for mobility.

As usual, the public is right. Utahns understand the link between transportation and other important values — time with family, worker productivity, health, economic opportunity and natural beauty. As a region, we will benefit from accelerating completion of the road and transit projects proposed by our elected officials.

We are involved in an aggressive struggle with regions such as Denver, Phoenix, and even Indonesia for jobs and economic opportunities. The ability to attract the best workers and to move goods and services are the keys to this competition, and both are tied to efficient transportation. Notably, in 2004, Denver and Phoenix voters approved more than $18 billion to develop their transportation systems.

Unfortunately, Utah faces a transportation crisis. In the next 25 years, we will add 1.5 million people to Utah’s population. Last year alone, we added approximately 78,000 new residents — a population roughly the size of Ogden. Travel demand is increasing at nearly twice the rate of population growth. Without additional investment, congestion on the Wasatch Front will triple by 2030. Imagine what this would mean for business costs, worker productivity and quality of life!

To maintain Utah’s status as the “Crossroads of the West,” Envision Utah promotes a balanced transportation system of roads and transit. Automobiles will continue to be our primary means of transportation, and we will need highway expansion and more multi-use arterial streets. TRAX, commuter rail and other modes of transit are also critical components of Utah’s transportation system. Last year, transit usage in Utah set records, with more than 30 million trips. During rush hour, when it’s needed most, TRAX currently carries 43,000 passengers, roughly the same number of people who drive in a lane of I-15 during that same period. Increasing energy costs and changing demographics will spur even more demand for transit.

Transit leads to cleaner air, saves transportation costs so limited family funds can be spent on other priorities, relieves congestion for those who drive, allows workers to be productive and safer during their commute, promotes the conversion of unproductive parking lots to new development, facilitates federal approval of highway projects, and stimulates economic investment and vibrant land use near transit stops.

Communities that provide convenient and reliable public transportation exhibit a competitive edge in capturing economic development and in attracting and retaining businesses and workers. In addition, increasing light rail capacity to meet growing demand is relatively easy and inexpensive — simply add more cars or run them more often!

Our region’s current transportation plan will fund highway projects, commuter rail and four TRAX extensions by 2030. Envision Utah joins many businesses and other organizations in calling for an accelerated schedule that would complete these projects by 2015. The longer we wait to turn dirt, the more expensive these projects will become. Construction materials are getting more expensive, increasing by nearly 15 percent last year. The Salt Lake Chamber of Commerce estimates that the cost of planned transit improvements will rise by $105 million to $210 million each year we delay. That’s an unnecessary burden for taxpayers. Moreover, we are competing with other states for limited federal transit funds.

Delaying action will allow those states to obtain federal funds otherwise available to Utah. Acting now will also give us the benefits of an efficient transportation system sooner.

Leadership is about recognizing challenges before they become crises, developing a sound plan based on long-term values, and acting decisively when circumstances are right.

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We recognize the coming transportation challenge. Local political and business leaders have a plan. Now we must take advantage of the current window of opportunity and act in the interest of ourselves and succeeding generations to fund major transportation improvements by 2015.

Stevenson is the chair of Envision Utah and former mayor of Layton. Matheson is the executive director of Envision Utah.
A future where cities cooperate? What's the fun in that?
Exercise 2: Champions

- Identify your champions
- Who are you missing?
Scenario Planning
What is Strategic Visioning?

Analysis of alternative scenarios to make wise decisions in the face of uncertainty.

A vision is not a forecast, but a strategy to preserve best options.
Why do Scenarios Planning?

To help the public and today’s decision makers understand the long-term consequences of the choices they make now.

Scenarios are a communications tool. They are a means to an end, not an end in themselves.
Framing Your Issues with Scenarios

- A scenario is the story of a plausible virtual future; it shows what life may be like some day.

- In scenario planning we compare different possible futures, not the present to a possible future.

- Scenario planning has a selected time horizon (10, 25, 50 years).
Vision Horizon?
Framing the Issues with Scenarios

What does your community need, or what are you afraid your community will lose in the decades ahead?

IF_________,THEN_____________.

IF NOT ____________, THEN ____________.
Scenario A - New and Existing Development

- Continuation of Recent Trends
- Larger lot sizes
- More auto-oriented development will occur.
Scenario B - New and Existing Development

- Baseline - implement adopted plans
- Dispersed development pattern common in last 20-30 years
Scenario C - New and Existing Development

- More infill and redevelopment
- Growth on new land focused into walkable, transit-oriented communities
Scenario D - New and Existing Development

- Significant increase in densities
- Extensive infill and redevelopment
- Extensive transit system
Public Awareness Efforts

- Television, Radio, and Newspaper
Choosing a Scenario
Framing the Issues with Scenarios

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.
Wasatch Choice for 2040:
Implementing our Region’s Vision for Mobility, Housing and Jobs

HUD Sustainable Communities Grant
Partnership: Salt Lake County, Wasatch Front Regional Council, Envision Utah, University of Utah, Salt Lake City, Utah Transit Authority, American Planning Association, Others
Framing the Issues with Scenarios

**If** we focus jobs and housing near recently constructed transit service, **then** we maximize our public investment and encourage economic prosperity by providing convenient access to housing and jobs.

**If** we don’t focus growth near transit, **then** we make poor use of our investment and will see our economy suffer as housing and transportation costs rise, air quality diminishes, and traffic congestion increases.
LOUISIANA SPEAKS

- Visioning for Southern Louisiana
- Disaster resilience issues

Hurricane Impacts Were the Key Driver for the Plan

Hurricane Katrina
28 August 2005

Hurricane Rita
22 September 2005
The Bowl of New Orleans