New Housing Units (1996-2002)
52 Utah Cities Over 5,000 Population

- Total Units: 76,000
- Affordable Units: 18,350
- Affordable Needed: 30,400
- Affordable Shortage: 12,050

Affordable Units: 24%
Affordable Needed: 40%
Affordable Shortage: 16%
The Tale of Two Houses

Karl & Lisa
$600,000

Matt & Alyssa
$87,000
**Values Laddering**

- **Personal Values**: Stable, enduring personal goals or values
  - How does that make you feel? What KIND OF SENSE does it give you (or leave you without)?

- **Emotional Consequences**: Emotional or social consequences derived from the issues or functional consequences
  - What BENEFIT (or CONSEQUENCE) does that action provide to you? What does it allow you to do differently (or what does it DEPRIVE you of)?

- **Functional Benefits**: Functional consequences derived from traits or beliefs about the issue
  - Why is that so important to you? Why does that matter?

- **Attributes**: Perceived beliefs about or traits of an issue
  - Other than the weather, what’s the ONE THING that you enjoy most about living in the greater San Diego region?
Values by Analogy:

The Values of Other Regions
ENVISION UTAH
Preparing for Future Transit

- $185 million acquisition
- Purchased 175 miles of rail right-of-way
- Created nine future transit corridors
Rail System in 2010

- TRAX light rail – 2.5-mile University Line, opened Dec. 2001
- TRAX light rail – 1.5-mile Medical Center Line, opened Sept. 2003
- TRAX light rail – 1-mile Intermodal Hub Extension, opened April 2008
- FrontRunner – 44-mile commuter rail line from Ogden to Salt Lake City, opened April 2008
FrontLines 2015

- UTA’s project in its history
- Building 70 miles of rail in seven years
- One project that includes five lines
  - Mid-Jordan TRAX
  - West Valley TRAX
  - FrontRunner South
  - Draper TRAX
  - Airport TRAX
BUILDING THE WYOMING WE WANT
Envision Wyoming Pathways

Values
- Self esteem
- Freedom
- Personal happiness
- Accomplishment
- Belonging
- Personal security
- Personal happiness
- Freedom
- Spend time with family/friends
- Better quality of life
- Healthy lifestyle
- Well being
- Peace of mind
- Personal satisfaction

Emotions
- I've done a good job
- Makes me happy
- Can’t do other things
- Can’t provide for others
- More worry
- Feel safe
- Less worry
- Disrupts routine
- Can’t do other things
- Makes life harder
- Costs money
- Takes time
- Have fewer choices
- Can be alone
- Can enjoy the outdoors
- More worry
- Can’t do other things
- Less (more) stress/ (Not) Relaxing

Benefits
- Kids have a better future/opportunities
- People leave Wyoming
- Costs money
- Takes time
- Have fewer choices
- Can be alone
- Can enjoy the outdoors
- People are neighborly/friendly
- People leave Wyoming
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Wyoming Values: Caring/Safe Community (23%)

- **Values**
  - Peace of mind
  - Personal happiness
  - Personal security
  - Freedom
  - Less (more) stress/(Not) Relaxing
  - Less worry
  - Spend time with family/friends
  - Better quality of life
  - Healthy lifestyle
  - Personal satisfaction
  - Well being
  - (Not) Relaxing

- **Emotions**
  - Makes me happy
  - Feel safe
  - Can enjoy the outdoors
  - Less worry
  - Healthy lifestyle
  - More worry
  - Disrupts routine

- **Benefits**
  - Can be alone
  - More worry
  - Makes life harder
  - Have fewer choices
  - Can’t do other things
  - Costs money
  - Takes time
  - Outdoor recreation
  - No environmental impact
  - Less traffic
  - Open spaces
  - People leave Wyoming

- **Attributes**
  - People are neighborly/friendly
  - Children/Family are safe
  - Sense of community
  - Neighbors look out for each other
  - Feel safe
  - Less crime/safer community

- **Self esteem**
  - I’ve done a good job
  - Can’t do other things
  - Can’t provide for others

- **Freedom**
  - Can’t do other things
  - Can’t provide for others
  - Can’t earn money
  - Can’t do other things

- **Personal happiness**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Personal security**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Well being**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Personal satisfaction**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Income**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Spend time with family/friends**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Better quality of life**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Health**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Lack of things to do**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Cost of living**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Open spaces**
  - People leave Wyoming
  - Can’t earn money
  - Can’t do other things
  - Can’t provide for others

- **Wyoming Values**
  - Caring/Safe Community (23%)
In their own words: Values Lexicon

ACCOMPLISHMENT
- Sense of accomplishment
- When you make a difference for someone else

BELONGING
- Give me a sense of belonging
- Sense of loyalty and belonging

Personnel
- Self esteem
  - Satisfaction
  - Gives me a sense of belonging

Neighborhoods look out for each other
- Security
- Able to help each other in need

Makes me happy
- Feelings of achievement
- Can be united
- Being able to know everybody

I've done a good job
- Better quality of life
- I am happier where I am
  - A strong community
  - Feels like I have a mission or goal that I am completing
  - Comfortable and accepted by people

Kids have a better future/opportunities
- Can't provide for others

People are neighborly/friendly
- Friendly people
- I know my neighbors
- People interact with each other
- They always make you feel welcome, and you belong
- Invite you to dinner
- Amazed at how warm people are
- Kind, open, loving people
- People asking if I need a ride
- Don't feel like outsiders
- People know each other
- People treat each other the way they want to be treated
- Provides a social and a support system for people
- People need a place where they belong
- People are more helpful and supportive
- Can walk to my neighbors if I need an egg
- Knowing I can show up on a doorstep if I need anything
- People interact with each other
- People are neighborly/friendly
- Less crime/safe community
- That hometown feeling
- Towns are small communities

Attributes
- Weak economy
- People don't move to Wyoming

Benefits
- Jobs/Work unavailable
- Cost of living
- People are neighborly/friendly

Emotions
- Sense of community
- People leave Wyoming

Values
- Peace of mind
- Freedom
- Personal happiness
- More worry
- Can't do other things
- Can't provide for others
- Kids have a better future/opportunities

ATTRIBUTES
- System
- Not crowded/Not a lot of people
- Lack of things to do
- No environmental impact

VALUES
- Education system
- Does not attract business/industry
- Weak economy
- People don't move to Wyoming

EMOTIONS
- Sense of community
- People leave Wyoming

BENEFITS
- Jobs/Work unavailable
- Cost of living
- People are neighborly/friendly

ACCOMPLISHMENT
- Sense of accomplishment
- When you make a difference for someone else

BELONGING
- Give me a sense of belonging
- Sense of loyalty and belonging

PERSONNEL
- Self esteem
  - Satisfaction
  - Gives me a sense of belonging

NEIGHBORHOODS LOOK OUT FOR EACH OTHER
- Security
- Able to help each other in need

MAKES ME HAPPY
- Because I care about it a lot
- I am happier where I am
  - My family is a big part of who I am so it
    - Community pulls together as whole
    - My family is a big part of who I am so it
    - I was able to make friends easily
  - More worry
  - My family is a big part of who I am so it
  - People are more helpful and supportive
  - Can't do other things
  - Can't provide for others
  - Sense of community

PEOPLE ARE NEIGHBORLY/FRIENDLY
- Friendly people
- I know my neighbors
- People interact with each other
- They always make you feel welcome, and you belong
- Invite you to dinner
- Amazed at how warm people are
- Kind, open, loving people
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- People know each other
- People treat each other the way they want to be treated
- Provides a social and a support system for people
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- Weak economy
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- Education system
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EMOTIONS
- Peace of mind
- Freedom
- Personal happiness
- More worry
- Can't do other things
- Can't provide for others
- Kids have a better future/opportunities

BENEFITS
- Jobs/Work unavailable
- Cost of living
- People are neighborly/friendly
Wyoming Values: Open Space Great Outdoors (19%)
Summary: Wyoming Resident Values

- Remote-ness
- Caring and Safe Community
- Open Spaces, Great Outdoors
- Economic Security

Heart + Mind STRATEGIES
Remoteness (36%)

Wyoming’s remoteness means residents have limited access to shopping, entertainment, and advanced healthcare, so they often have to travel long distances to find those things. This causes stress and worry, lowering their quality of life and decreasing their happiness and peace of mind.

- Fewer Choices, Have to spend time and money traveling
- Lack of Healthcare, Shopping, and Things to Do
- Worry, Stress, Life is harder, Lower quality of life
- Health, shopping, things to do, About 1/3, 1/3, 1/3
- Less Happiness, No Peace of Mind
ENVISION HAWAII
‘Ohana means family in an extended sense of the term. It emphasizes that family and friends are bound together to cooperate and remember our ancestors and care and look out for our children’s future.

’Ohana can describe a community, a circle of friends, who share common goals and values.
SUPERSTITION VISTAS
(Phoenix-Tucson Corridor)
Superstition Vistas – Healthy Lifestyle (20%)
Overall Map: SV – Safe Community (21%)

Quiet neighborhood, good neighbors and an absence of crime give residents a sense of personal security. For half the residents this is a positive and for the other half it is negative.

Crime and violence - areas becomes more susceptible for people to come out to do things. As a parent, and when you have a family, safety comes first. You start to worry is it really getting this bad out here? Do we have to relocate or what we will do? Puts more weight on you as a parent and it takes away your peace of mind.”

“I like my neighborhood because it is quiet - no loud neighbors. I have lived in places where have rude and obnoxious neighbors and crack houses. It’s nice to be able to come home and know all stuff will be there. My neighbors and I watch out for each other houses. It’s nice to know that your house is safe. It gives me that feeling of peace.”

“In my neighborhood, all the neighbors know each other - we stop and talk everyday when we get our mail, it is not like you just pass by and don’t say hi. I know if I am not around that there is always somebody close by who can watch out for me. I don’t have to worry about all the crime that is outside the neighborhood I feel safe - I know I can go about my daily life feeling safe. I have peace of mind.”

This ladder was chosen more often by:
-- Living in urban area
-- Less than a BA
-- General Public
SAN DIEGO

- Four major issue areas
  - Housing, environment, mobility, and cost of living
  - Economic development
  - Education
  - Community and culture

- New tools for public participation
Outdoor Opportunities for Enjoying Family and Friends

Great access and proximity to the beach and so many other regional amenities that provide recreational options to be with and relax and enjoy good times with family and friends.

Latinos like the people and being near family which creates stronger relationships and a better life, making them feel happiness, and a sense of accomplishment.

Residents

Peace of Mind / Personal Enjoyment Accomplishment

Spend Time With Family/Friends Happiness

Have More Choices Outdoor Options

Outdoor Recreation & Proximity to Regional Amenities

San Diego

- Beach access
- Close to everything
- Parks and open space
- Hiking/jogging trails
- Entertainment options
- Shopping
- Transportation

Residents
Family Friendly Neighborhoods and Communities

Having friends, family and good neighbors nearby makes people feel safer and lets residents spend more time with the people important to them and builds a sense of community, giving residents a sense of belonging, personal happiness, and peace of mind.

San Diego

Residents

Spend Time With Family/Friends Better Life

Personal Enjoyment Happiness Belonging

Care/Help Each Other Small town Feel Sense of Community FEEL SAFE

Friendly People, Family Oriented Near Family

- Walkable/bikable neighborhoods
- Low crime
- Community involvement
- Small town feel
- Local parks/recreation
- Immigration
Key Barrier to Quality of Life: High Cost of Living

The high cost of living and housing in San Diego, combined with the scarcity of good-paying jobs, forces many residents (or their children) to live a lower quality of life or leave the area altogether, resulting in worry and stress and robbing them of peace of mind and happiness.

San Diego

High cost of living, expensive housing, shortage of jobs

Can't Afford To Live and Enjoy

Lack of well being, unhappiness, no peace of mind

Worry, Stress, Poor Quality of Life

Can't afford to live, have to leave community

Residents

- Housing
- Jobs/wages
- Cost of living
- Transportation costs
Positive Values Laddering Questions

1. Now, for you personally, I’d like to know what you consider the most important attribute of living in your community and region to be. Complete the phrase:

   a. To me the single most important benefit of living in my community and region is …

   b. Why is having that in your life so important? What emotional reward do you get from that benefit?

   c. And when you have that emotional reward, how does that make you feel?

   d. And, ultimately, that is important to you because it gives you a sense of what?
Negative Values Laddering Questions

2. Now, for you personally, I’d like to know what you consider the most negative attribute of living in your community and region to be. Complete the phrase:

a. To me the single biggest or most important disadvantage of living in my community and region is ...

b. Why is having that in your life so significant? What emotional penalty do you get from that disadvantage?

c. And when you have that emotional penalty how does that make you feel?

d. And, ultimately, that disadvantage and its emotional penalty give you a sense of what?
Exercise 4:

Practice Value Laddering on your key issue
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