

VALUES-DRIVEN PLANNING

Presenter:

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September 10, 2012



Robert Grow
consulting

 **FREGONESE**
ASSOCIATES

 CAPACITY BUILDING
SCENARIO PLANNING

A 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

Your Biggest Issue?



In five words or less, what is the biggest challenge or issue you hope to address in your community or region with the HUD grant?

What is Strategy?: Four Key Questions:



- What do you want to happen?
- Who can make it happen?
- What message do they need to hear?
- Who should deliver the message?

To be implementable,
a vision must satisfy
the values, hopes, and
dreams of present
and future residents.

Visioning Starts with Values

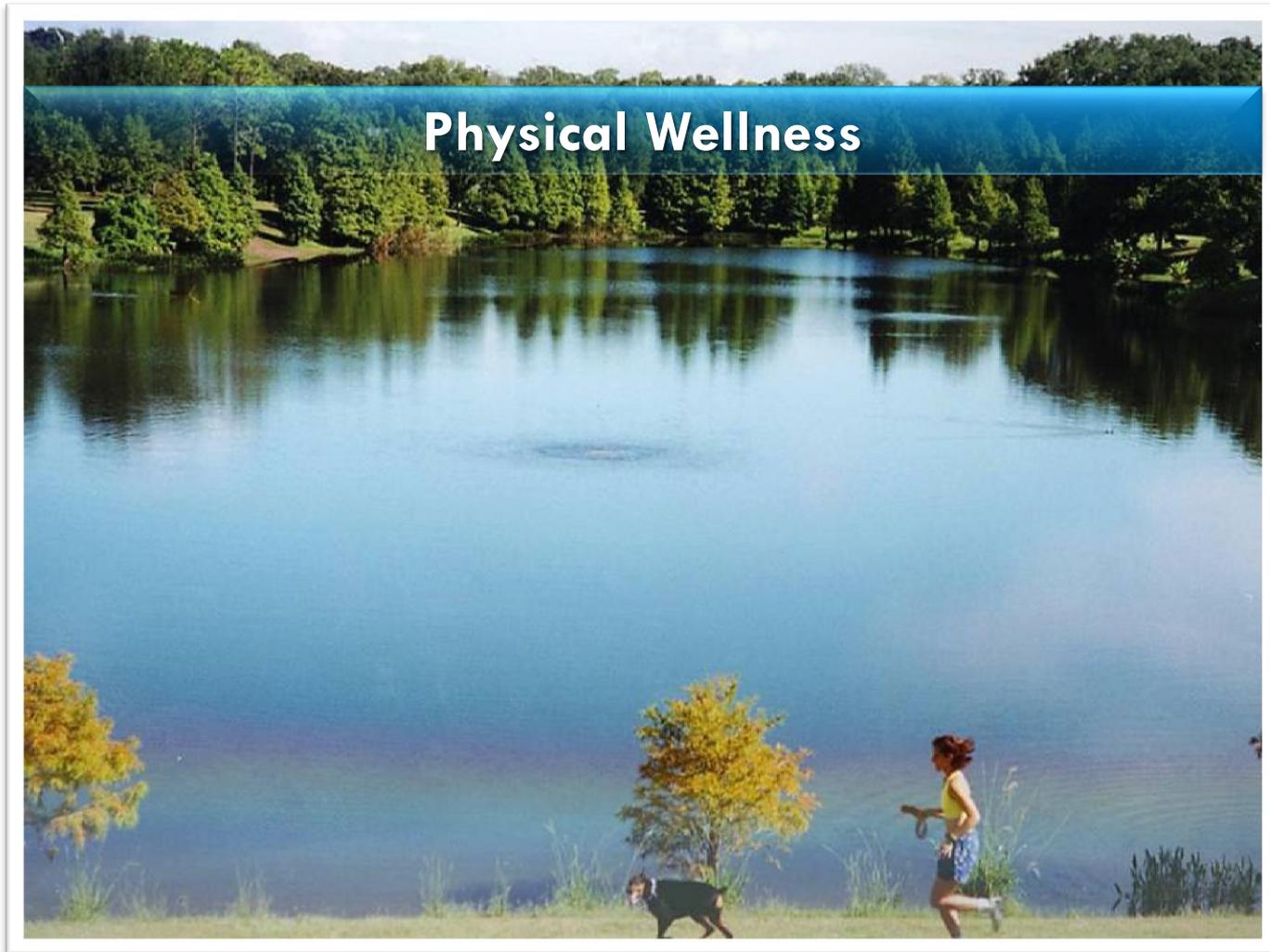


- Values are stable and enduring; life's "tides" as opposed to the "waves."
- Values are widely shared and create consensus among diverse groups.
- Satisfying ones' values is the foundation of personal decision making.



The attributes of our communities directly
impact our personal values and are
inextricably connected to how we feel.

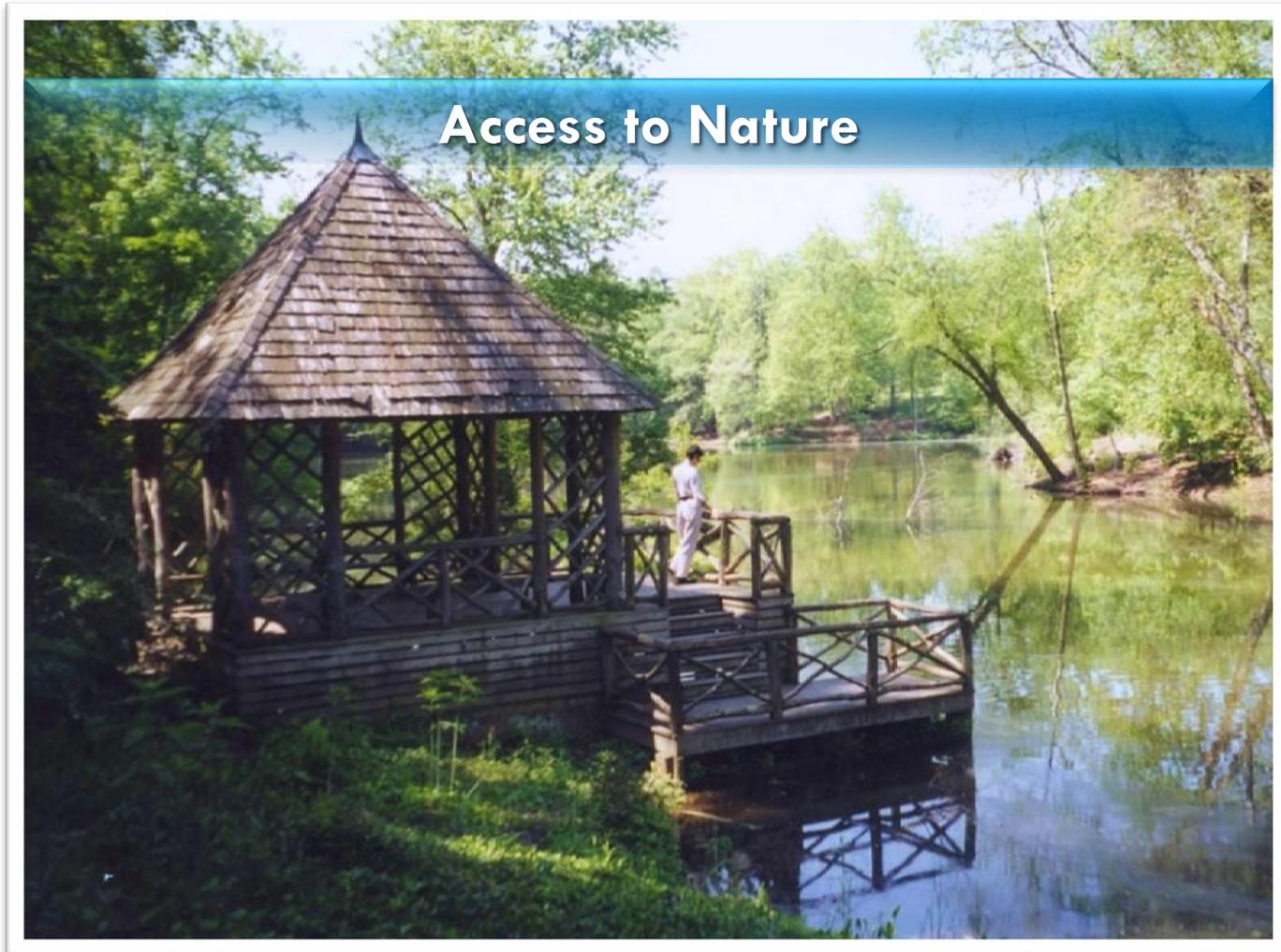
Personal Growth and Well-being



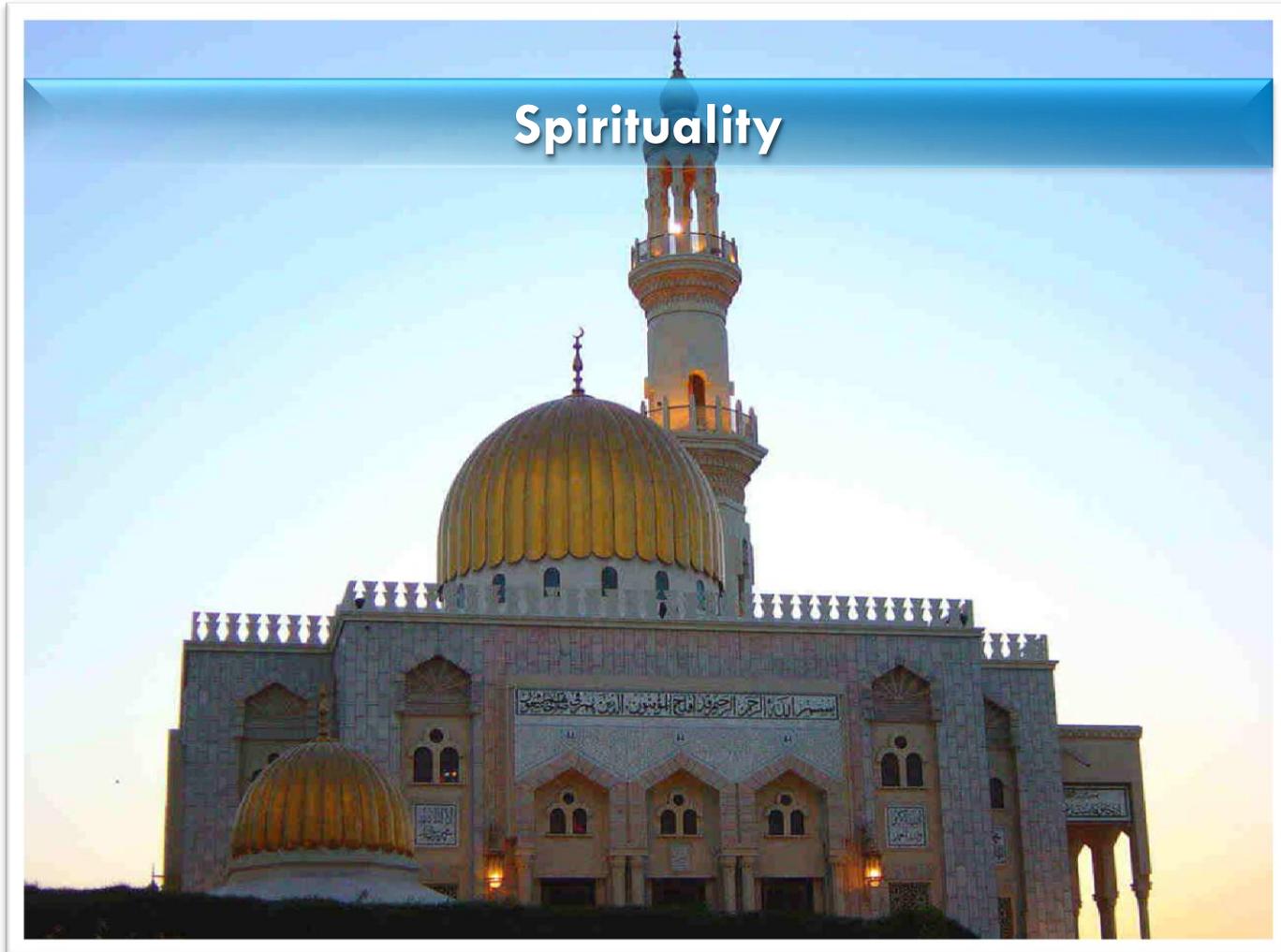
Personal Growth and Well-being



Personal Growth and Well-being



Personal Growth and Well-being



Personal Growth and Well-being

Introspection & Pondering



Education



Education



Education



Lifelong Learning

Community

Community Identity & Activities



Community



Neighborliness

Community

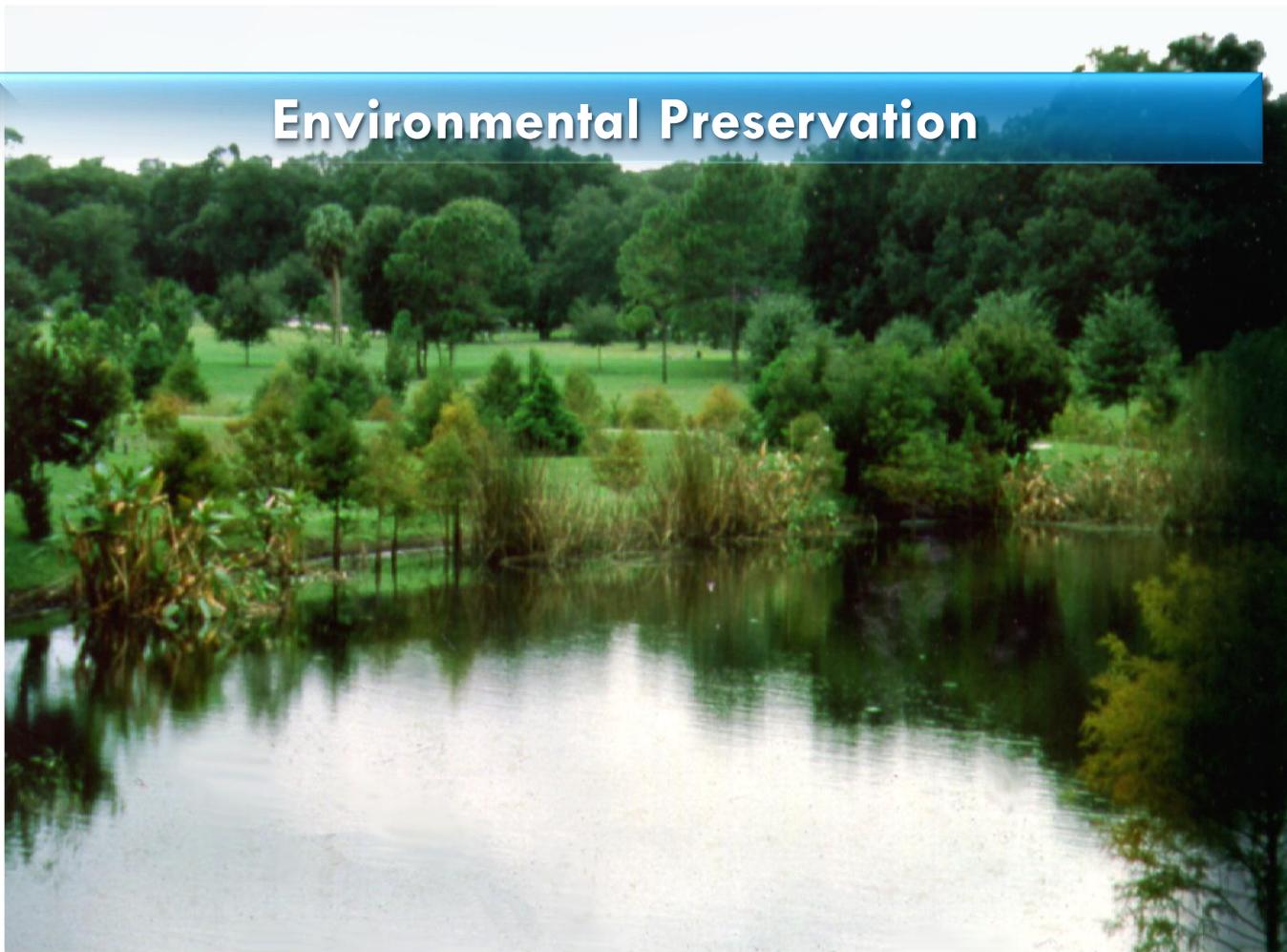


Nature



Nature

Environmental Preservation



Nature



Family



Time Together

Family



Family



**Quality Recreational
Activities**

Security

Eyes on the Street

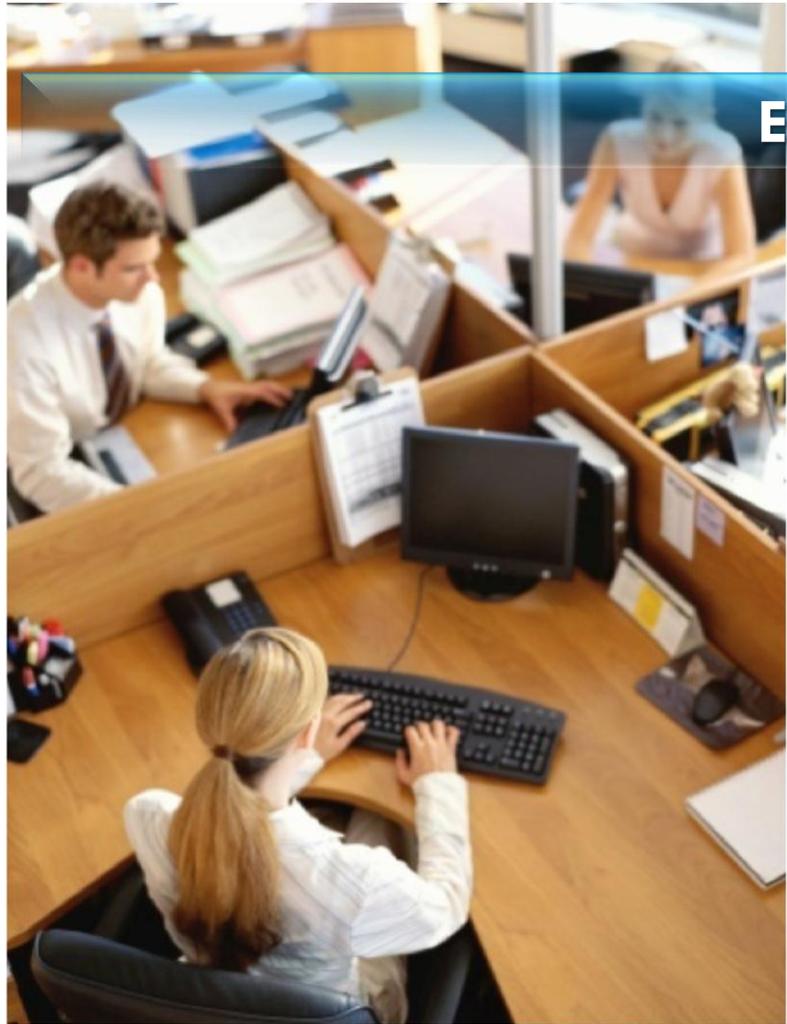


Security



Fewer Accidents

Security



Employment



Security



Values Research vs. Surveys



- 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.

Communicating with Values in a Scenario Planning Process

The Key to Public Engagement and Support

September 10, 2012

12355 Sunrise Valley, Suite 350
Reston, VA 20191
www.heartandmindstrategies.com

Heart + Mind
STRATEGIES
a **WIRTHLIN** inspired consultancy

Values in Regional Visioning

A simple yet powerful premise:

The “public” has the right to choose its future—public officials should serve the vision of the people

The “public” will make good choices if presented with real options



Values in Regional Visioning

A Values Approach...

- Identifies the shared, core values people in a region find critical to their quality of life.
- Translates this “values landscape” into a successful vision that clearly addresses public concerns and priorities, generates consensus among differing groups, and instills support and confidence in public leaders and projects that protect, promote, and preserve their values and overall public good

Values Approach Addresses Growing Agenda 21 Concerns

To be sustainable,
a region must satisfy the
values, hopes, and dreams of
present and future residents

Values are First Step in Regional Process

VALUES (What do people want?)

VISION (How will our Region provide it?)

STRATEGY (How do we implement?)

FUND (How do we pay for it?)

BUILD (Making it happen)

The Power of “Values”

Many of the most successful enterprises have been built on our values research approach to help a client unlock the key to what makes them most powerfully and personally relevant to their key stakeholders

Ameriprise
Financial



Helping you start discovering the possibilities, unlocking your passions and articulating a vision to your future.

got milk?



Drinking milk every day helps you maintain a healthy weight and look your best.

ONLY
Vegas



What happens in Vegas, stays in Vegas.

Values in Regional Visioning

Values are the Central Guideposts of Human Decision Making



- Values guide the formulation, selection, and analysis of future scenarios
- Values guide the design of neighborhoods, communities, and regions
- Visions built on the public's values focus, engage, and unify public and leaders behind action

Why Values Matter

- Stable, **enduring** → Echoes of our past
Ideals for our future
Continuity throughout
a project and over a
lifetime
- Widely **shared** → Ideal to build coalitions--
solidify/expand your
base and appeal to the
swing
- They are
motivational → Ideal to inspire to
DO something

The Secret of Values Research: The Strategic Hinge

There is a “strategic hinge” which exists, linking attributes and benefits to the target audience



Reason
Emotion

Identifying the rational and emotional drivers of this hinge is the purpose of “values” research



Personal Values

- ✓ Self-Esteem
- ✓ Personal Satisfaction
- ✓ Sense of Accomplishment
- ✓ Security
- ✓ Care for Others
- ✓ Peace of Mind
- ✓ Enjoyment / Enjoy Life
- ✓ Happiness
- ✓ Personal Freedom and Control
- ✓ Take Care of Family
- ✓ Longevity
- ✓ Concern for Future Generations
- ✓ Belonging
- ✓ Trust
- ✓ Sharing with Others
- ✓ Self-Fulfillment
- ✓ Sanctity of Life
- ✓ Pride
- ✓ Love
- ✓ Self-Preservation
- ✓ Preserve the Earth
- ✓ Eternal Life / God
- ✓ Respect
- ✓ Self-Image

Values-Based Model of Human Decision Making

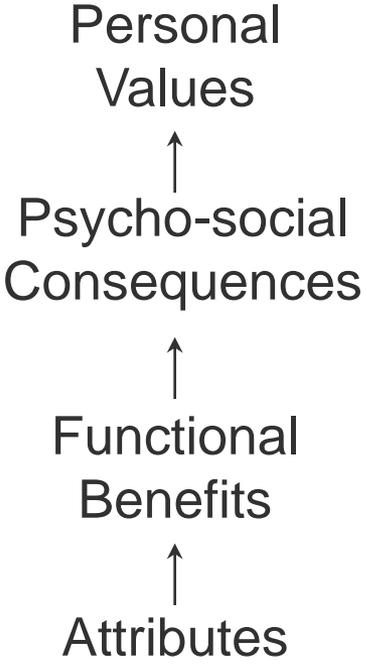
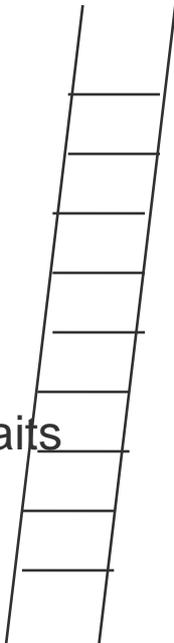
Audience

Stable, enduring personal goals.

Emotional or social benefits derived from the benefits.

Functional benefits derived from the traits or beliefs.

Perceived beliefs about or traits of a region.



Emotional Components

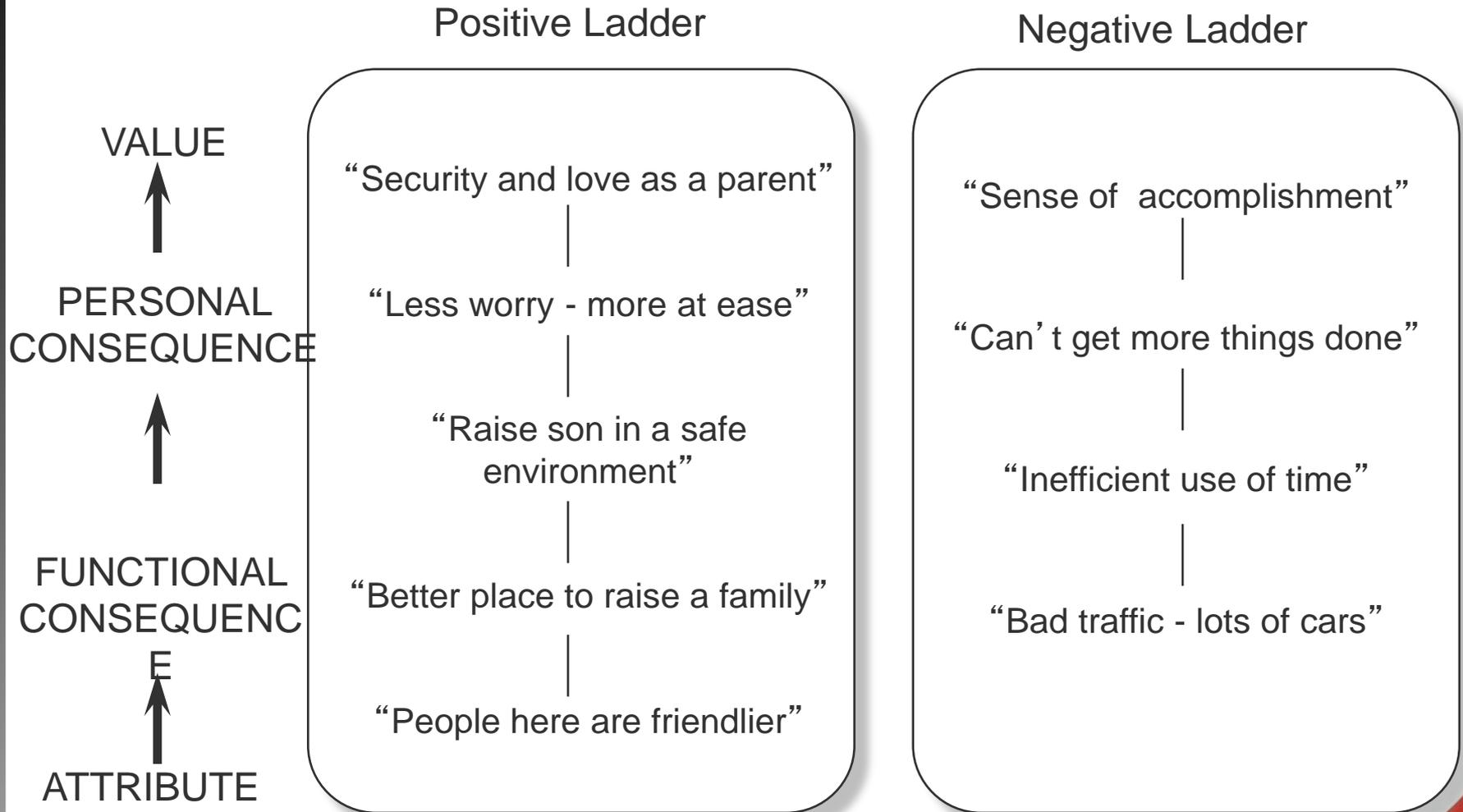
Rational Components

Ideal Community

Example of the values process

LOGIC	QUESTIONS	ANSWERS
VALUE ↑	Why is it important for you to be more at ease?	“Security and love as a parent” (Family Love)
PERSONAL CONSEQUENCE ↑	What is the benefit to you when you can raise your son in a safe environment? Why is that important to you?	“Less worry - more at ease” (Less Worry) “Raise son in a safe environment” (Feel Safe)
FUNCTIONAL CONSEQUENCE ↑	Why are the “friendlier people” important to you? Why did you rate the quality of life in the region so high?	“Better place to raise family” (Good place for family/children) “People here just seem to be friendlier” (The People)
ATTRIBUTE		

Values Research Process: Positive and Negative Ladders

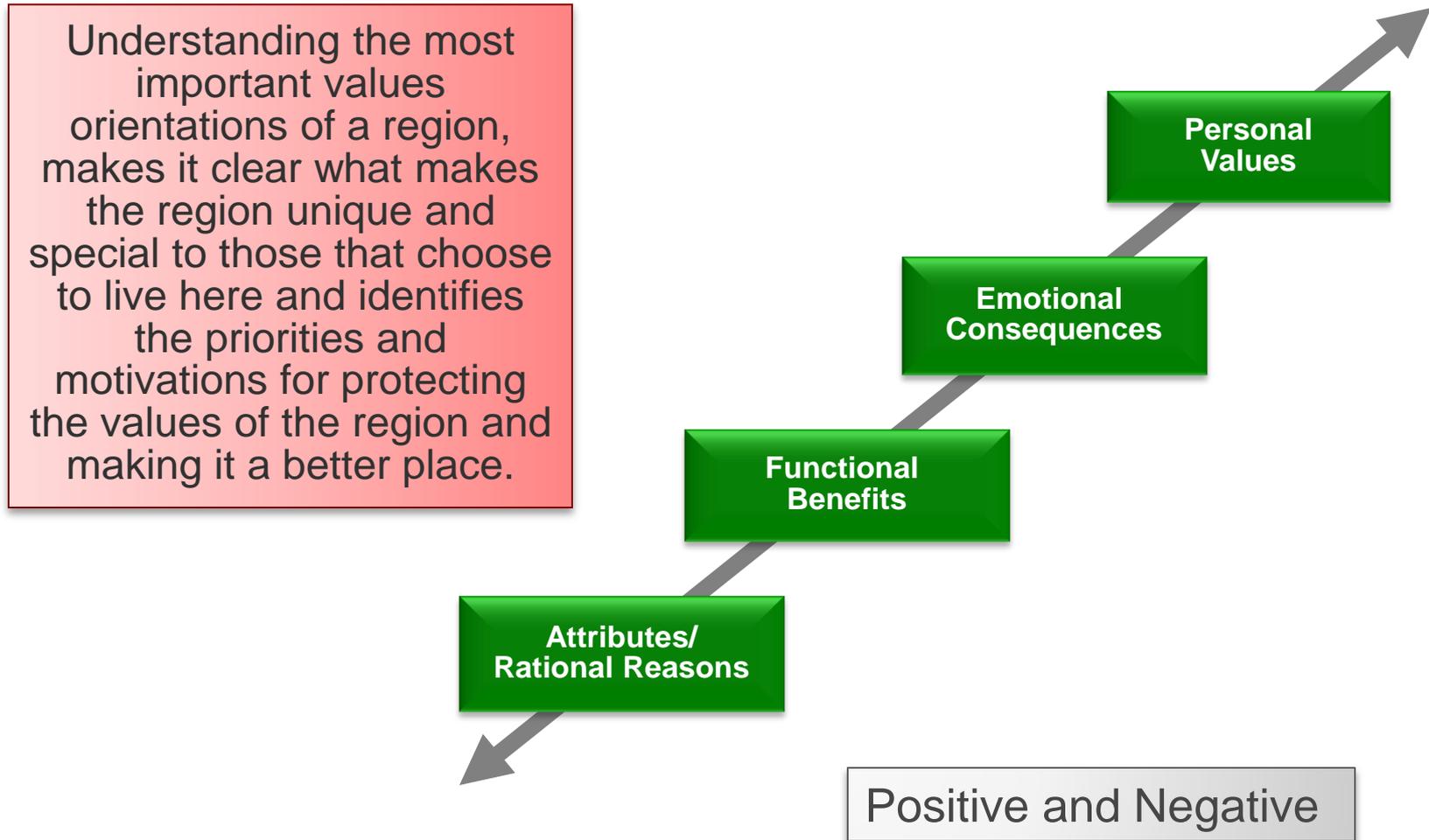


Values Research

- Begins with one-on-one interviews that explore in depth the thought patterns and associations people hold about a particular subject.
- Results are coded and “mapped” to show the connection between rational “attributes” and emotional “values.”
- Reveals the components and drivers of human decision making.

Personal Values and Regional Visioning

Persuade by Reason, Motivate through Emotion



The American Plastics Council



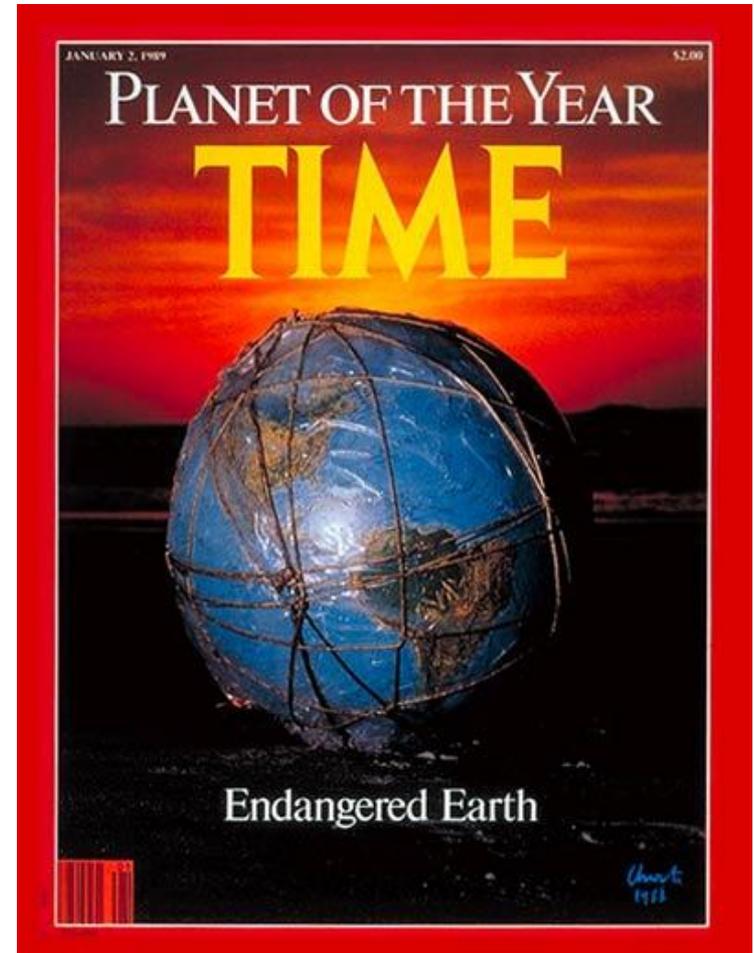
Plastics make it possible

The Nadir

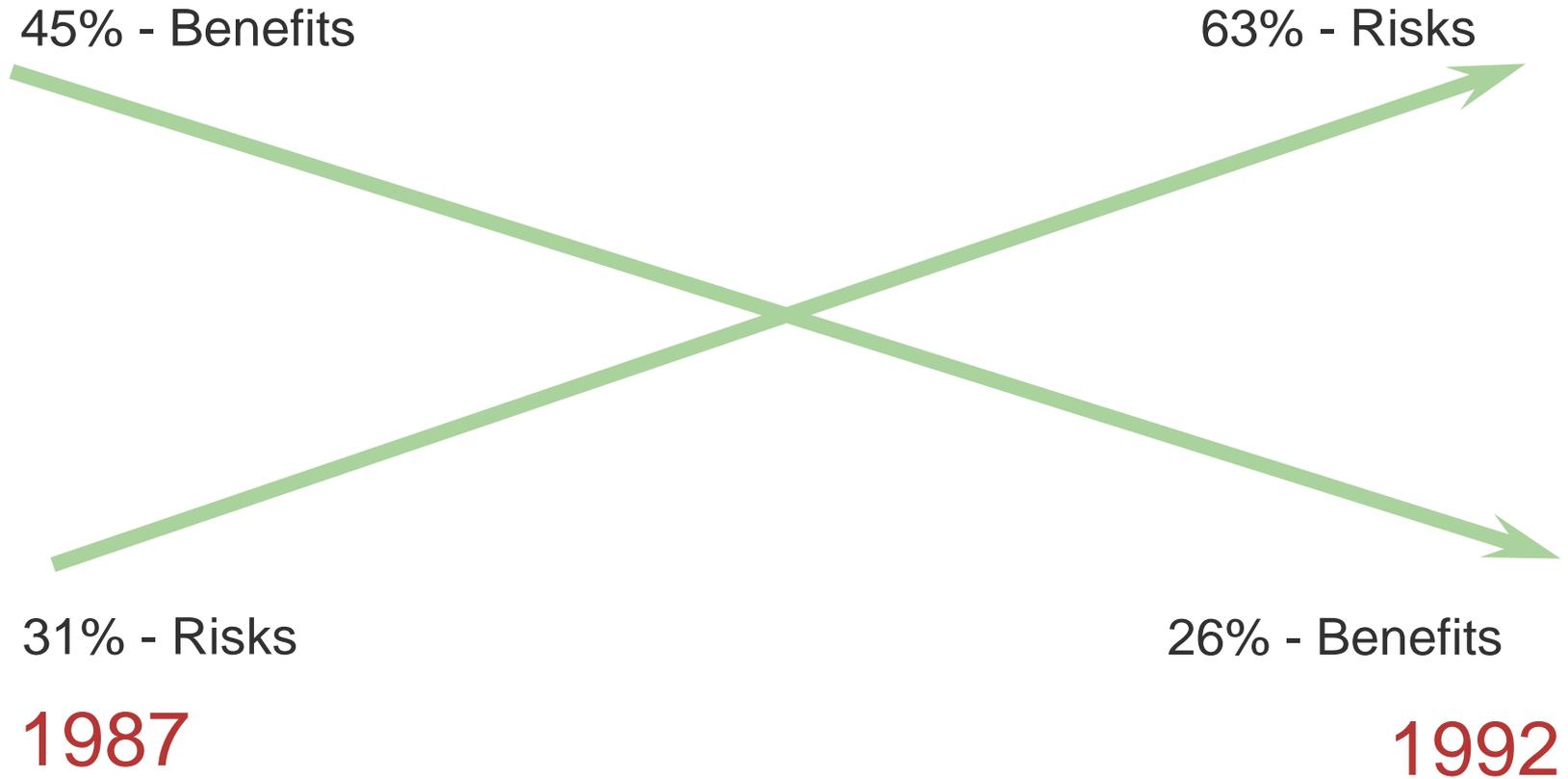
It's the late 80's and the planet is drowning in garbage—plastics becomes a symbol for the problem.

Industry had same favorability rating as tobacco.

More than 250 pieces of restrictive legislation at state and local levels.



Consumer Erosion Undercut Policy-maker Progress



Opinion Survey: *Do the benefits of plastic outweigh the risks of plastic, or do the risks of plastic outweigh its benefits?*

“Raining Plastic”: Before Values Strategy



What We Did in a Nutshell

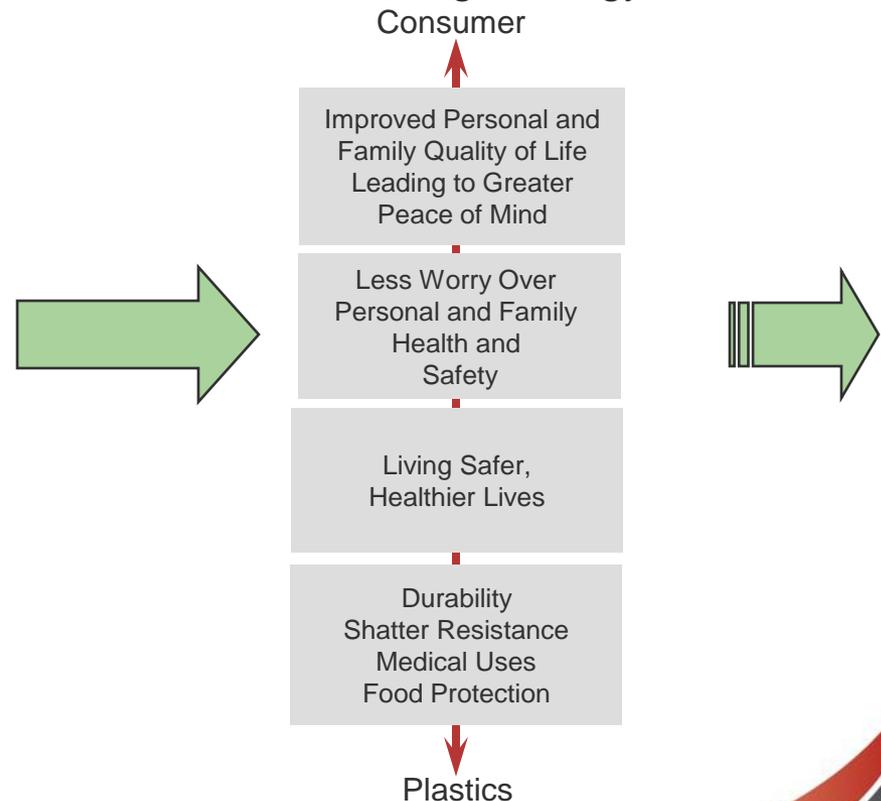
We combine an understanding of consumer decision-making with other market information...

...to develop an overall business strategy...

Consumer Decision-Making Map

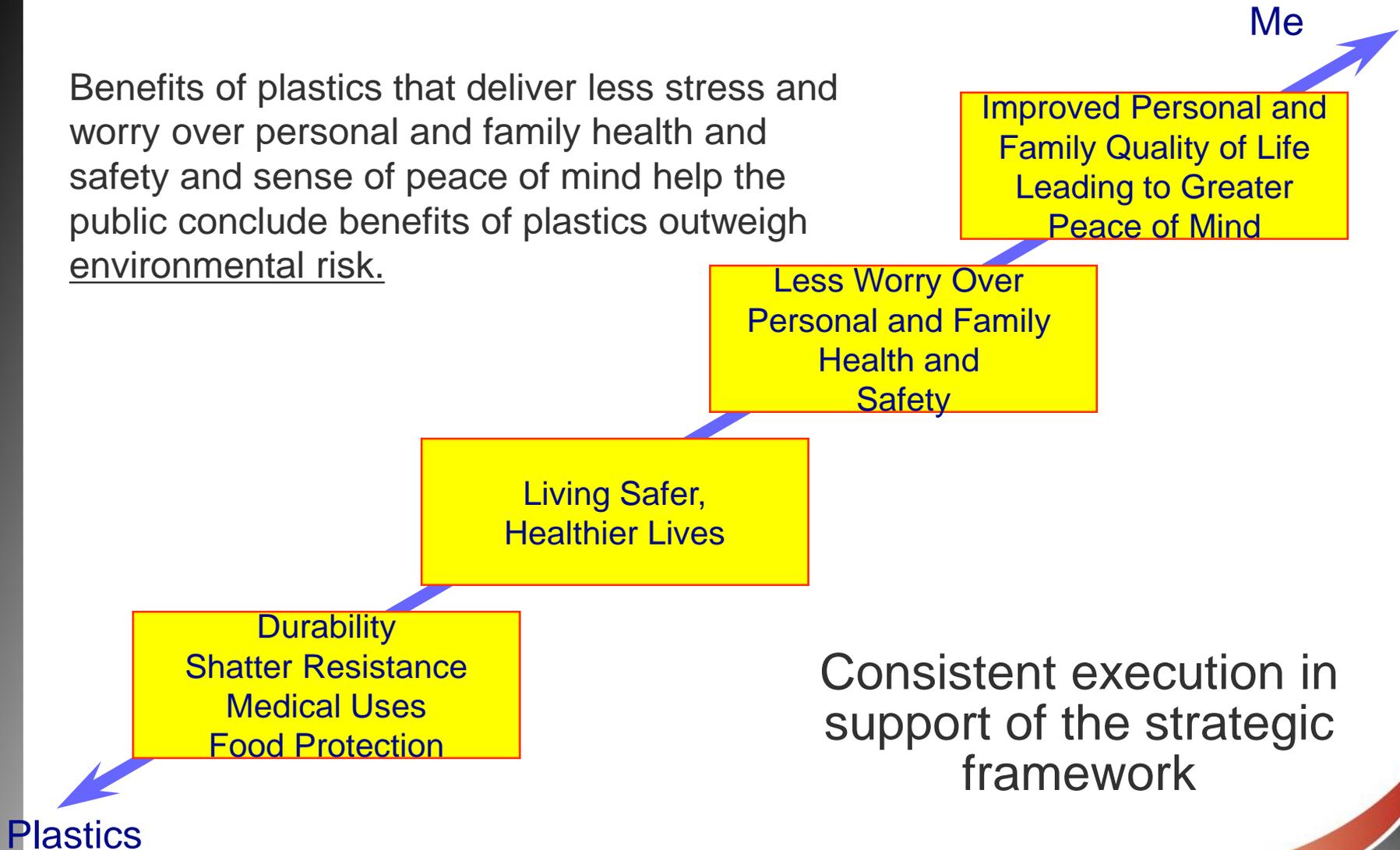


Plastics Industry Positioning Strategy



Strategic Hinge

Benefits of plastics that deliver less stress and worry over personal and family health and safety and sense of peace of mind help the public conclude benefits of plastics outweigh environmental risk.



Consistent execution in support of the strategic framework

“The End” – Final ad



Current Campaign



What We Did in a Nutshell (cont.)

...that can guide positioning, communications and operations...

Plastics Print Ad



Without plastic,
you might as well be.

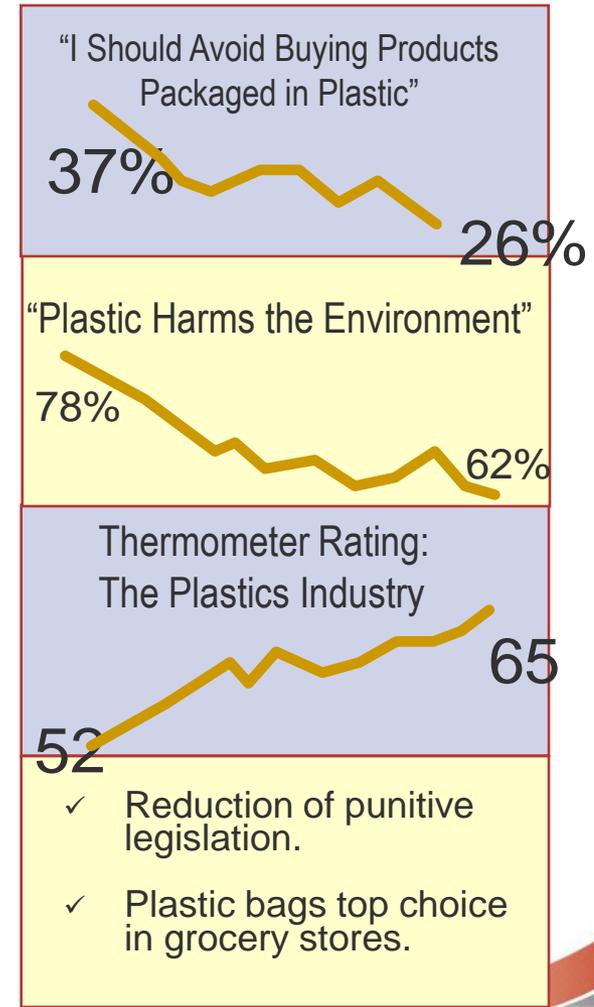
It's the naked truth. From helmets to padding to cleats in their nylon uniforms, over 90% of the gear required by today's professional football players is made of plastics. You'll find plastic protective gear made specifically for almost any sport or recreational activity. Except maybe playing cards—and even those are coated with plastic to protect them from you.

Plastics make it possible.



...to persuasively influence attitudes and behaviors.

Measurable Results





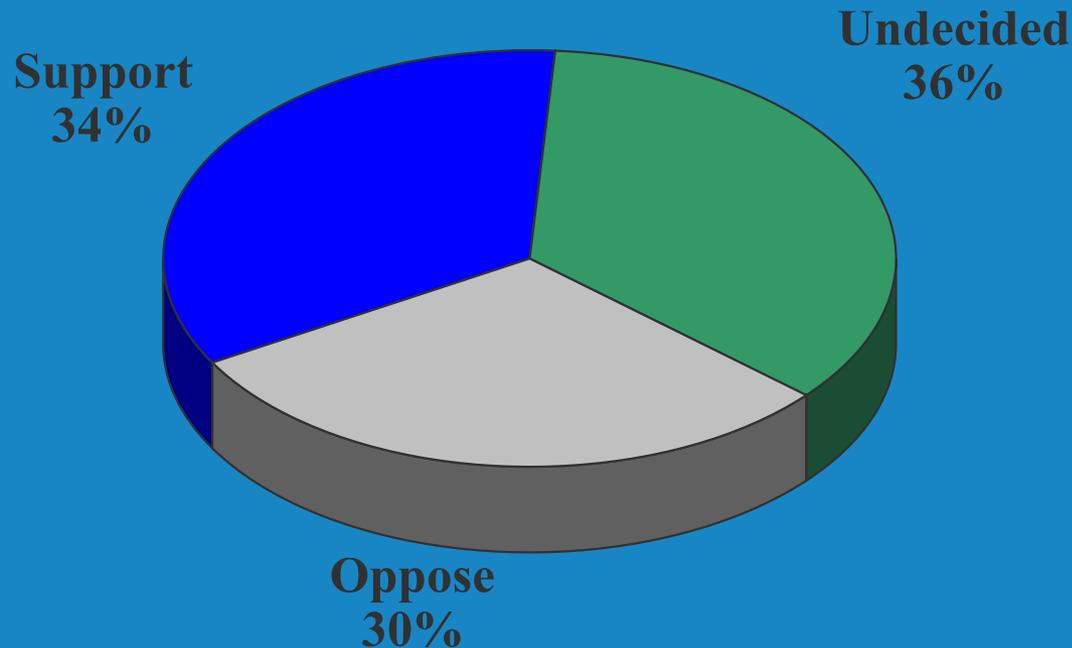
Campaign Example

National Turnaround in Public Transportation



Support for Public Transportation - 2002

Initial
Benchmark

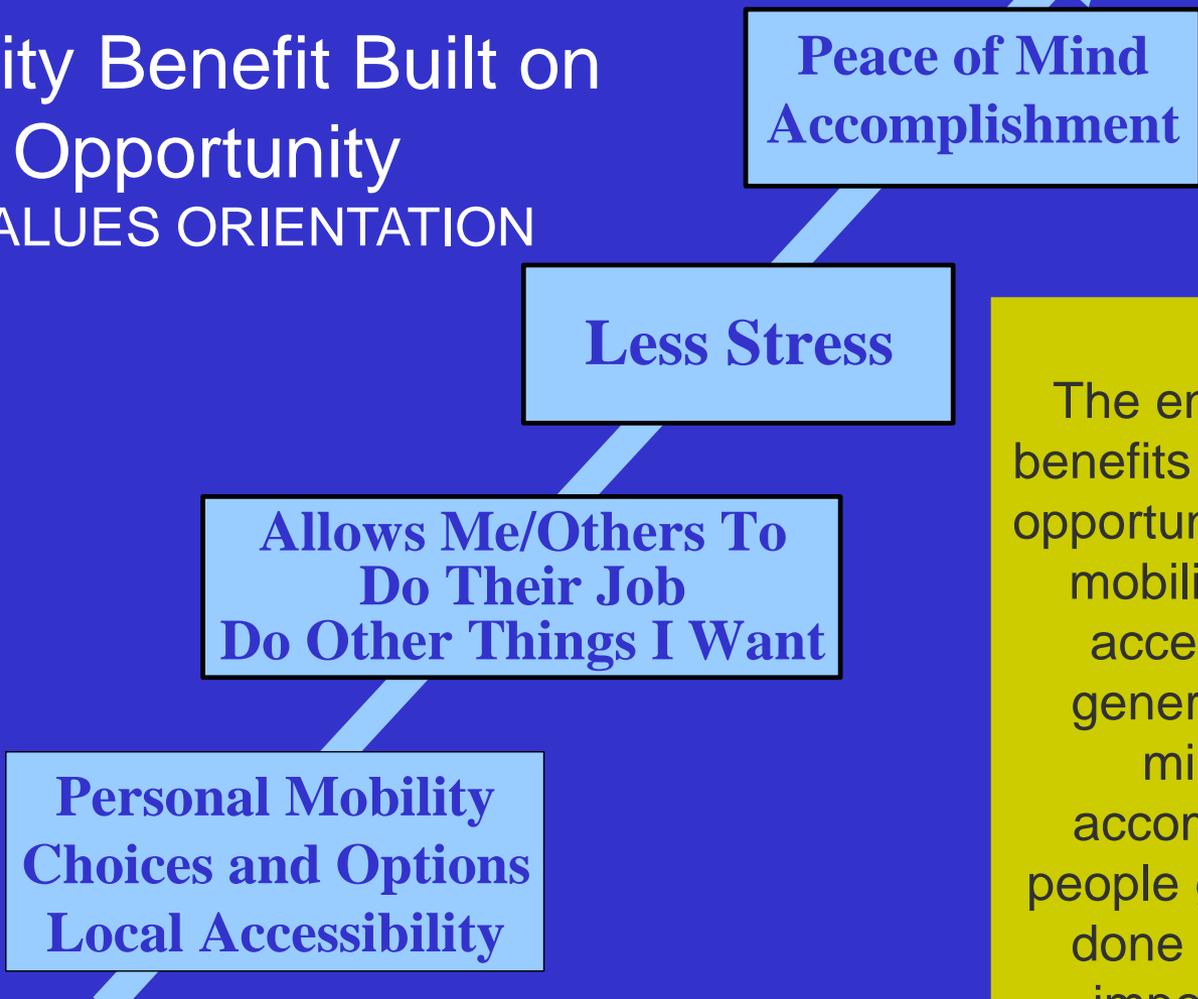


Source: Wirthlin Worldwide Poll, January 2002



Community Benefit Built on Personal Opportunity

PRIMARY VALUES ORIENTATION



The entire community benefits as a result of the opportunities provided by mobility, choice, and accessibility which generate a peace of mind from the accomplishments of people getting their jobs done or other things important to them.



**WITHOUT PUBLIC TRANSPORTATION, EVERY DAY MILLIONS OF PEOPLE
COULDN'T GET WHERE THEY NEED TO GO.**

HOW WOULD THAT AFFECT YOU?

Every day, public transportation enables people from all walks of life to get to work, to get to class, to volunteer at the local community center, or just go where they want to go. And when people thrive, communities thrive. Find out why public transportation helps us all. Visit www.publictransportation.org.

PUBLIC TRANSPORTATION
Wherever life takes you

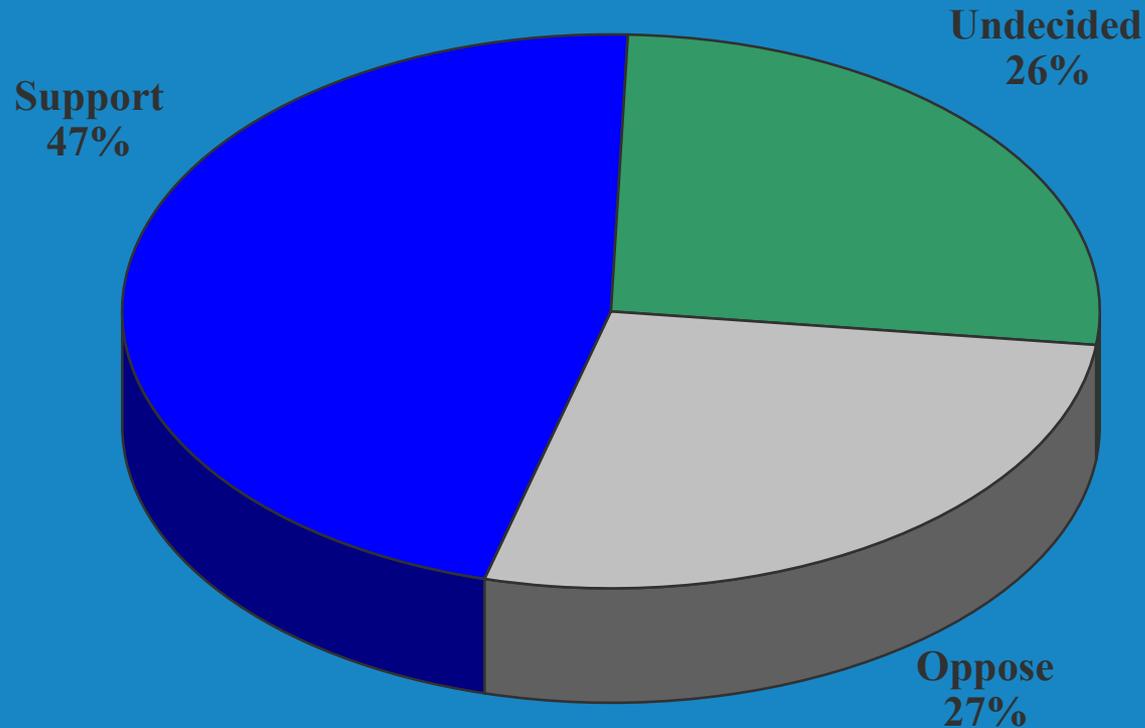
Public Transportation Partnership for Tomorrow

Wherever Life Takes You





Support for Public Transportation - 2005

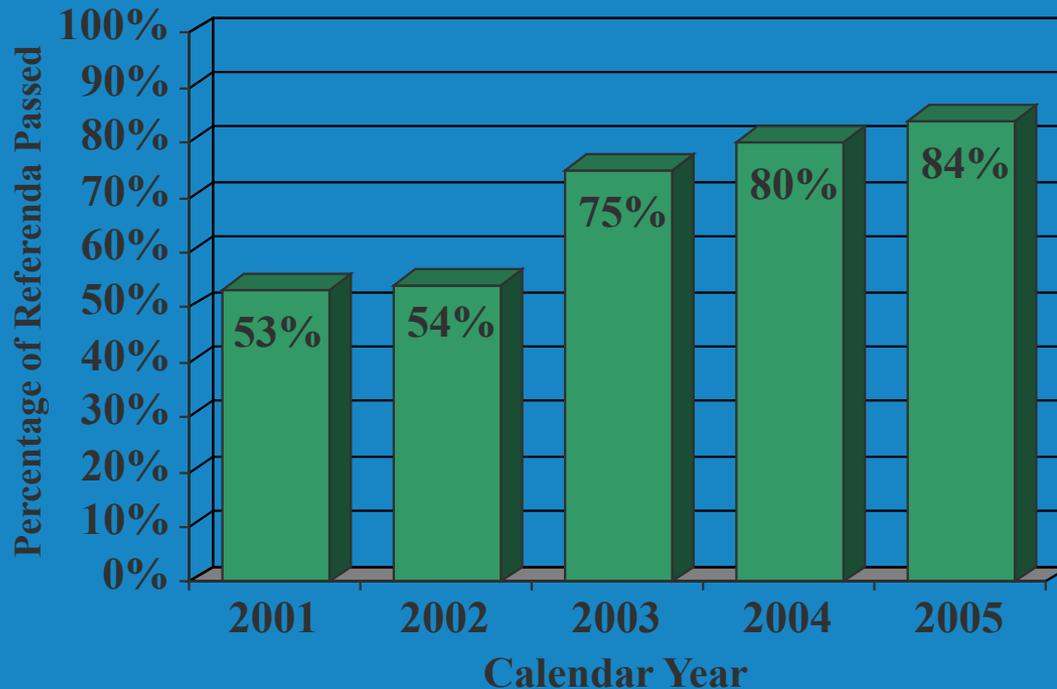


Source: Wirthlin Worldwide Poll, Wave 4, April 2005



(PT)² is Working

INCREASE IN PERCENTAGE OF LOCAL TRANSIT FUNDING REFERENDA PASSED ANNUALLY SINCE THE BEGINNING OF (PT)²



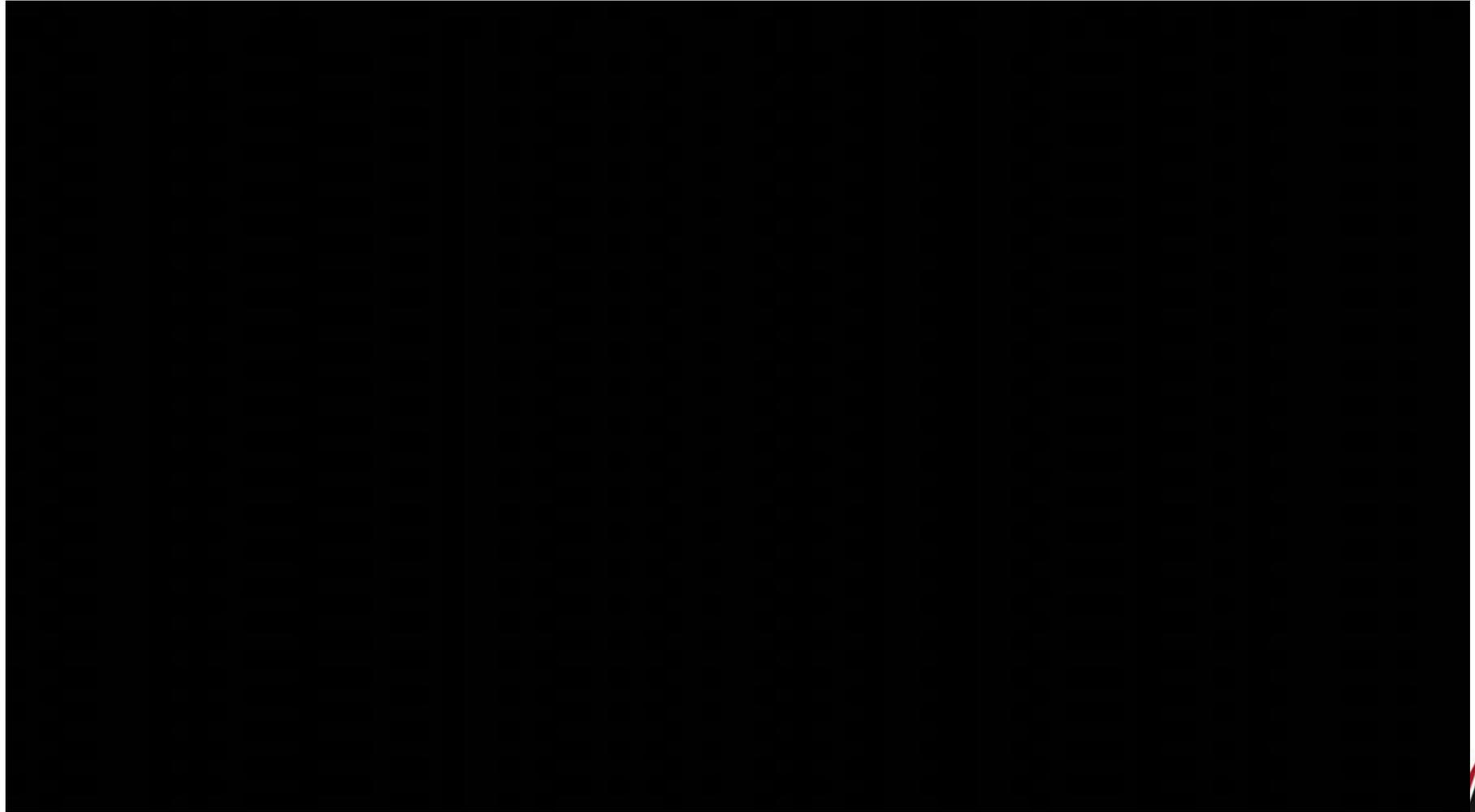
Values-Based Communications

(Utah Transit Authority)

Other Transportation Values Oriented Advertising



Other Transportation Values Oriented Advertising



Laddering Exercise

- 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:
 - To me the single most important benefit of living in my community and region is ...
 - Why is having that in your life so important? What emotional reward do you get from that benefit?
 - And when you have that emotional reward, how does that make you feel?
 - And, ultimately, that is important to you because it gives you a sense of what??

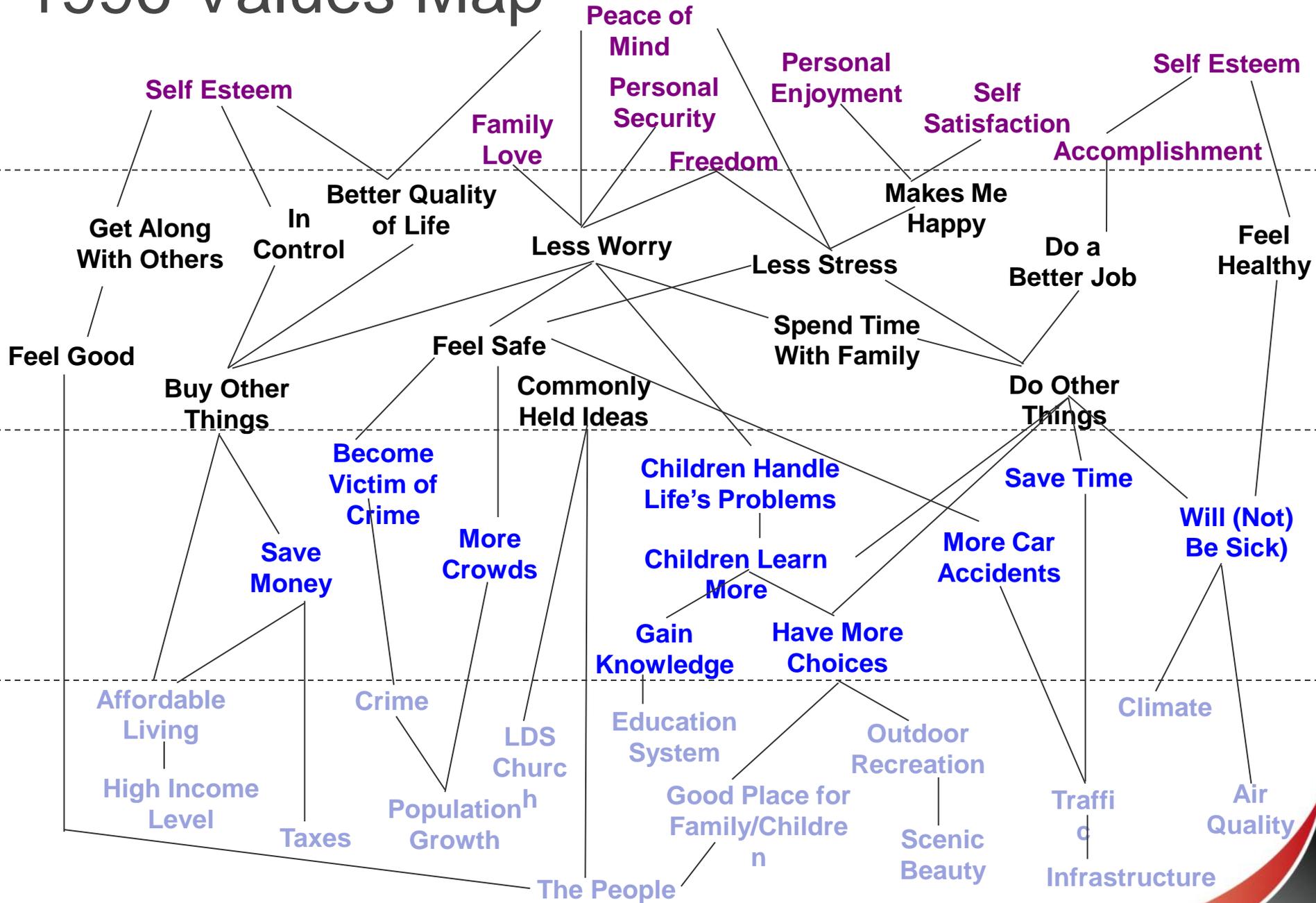
Laddering Exercise: Negative Ladder

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:

- To me the single biggest or most important disadvantage of living in my community and region is ...
- Why is having that in your life so significant? What emotional penalty do you get from that disadvantage?
- And when you have that emotional penalty how does that make you feel?
- And, ultimately, that disadvantage and its emotional penalty give you a sense of what??

ENVISION UTAH

1996 Values Map



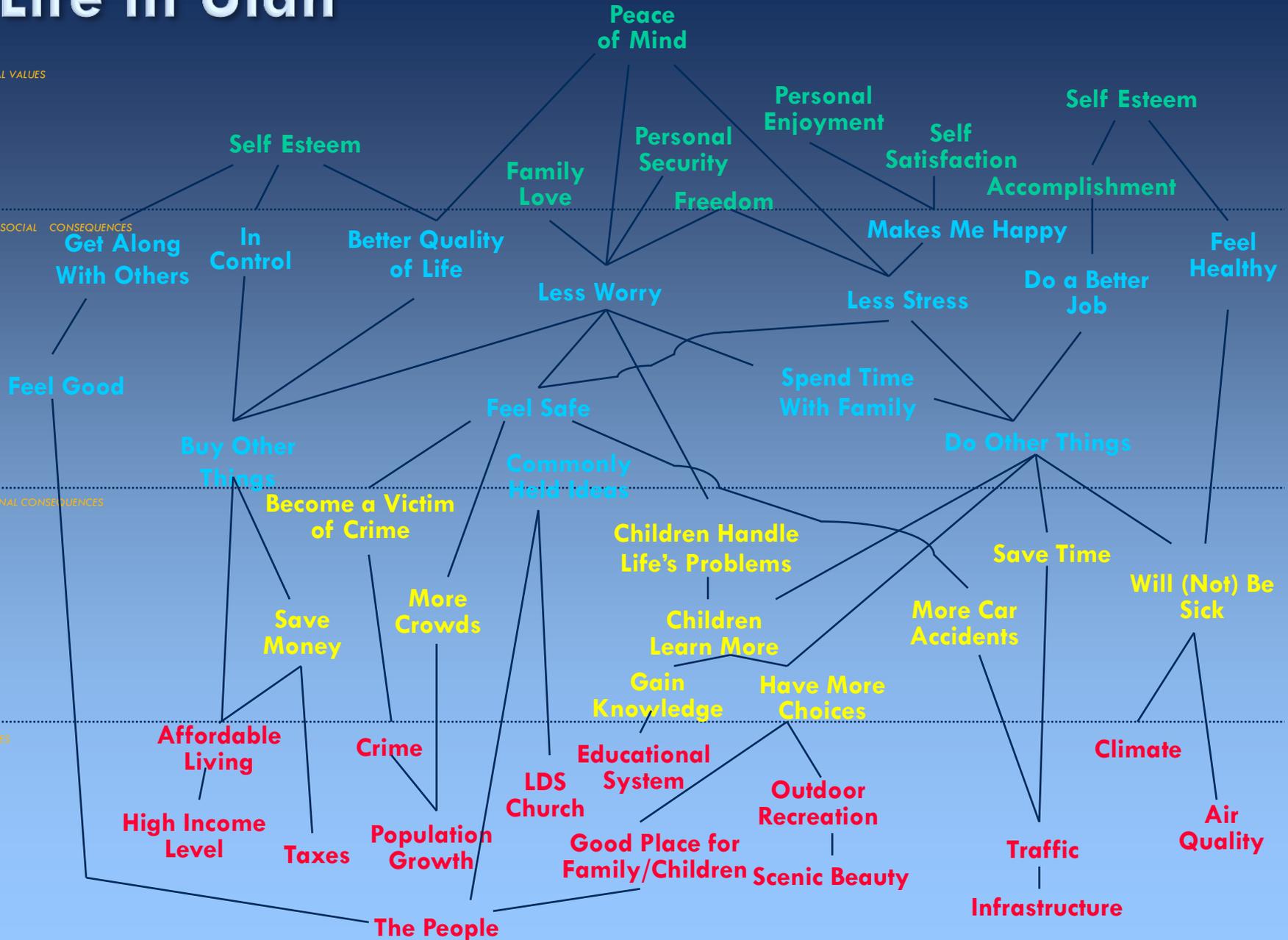
Life in Utah

PERSONAL VALUES

PSYCHO-SOCIAL CONSEQUENCES

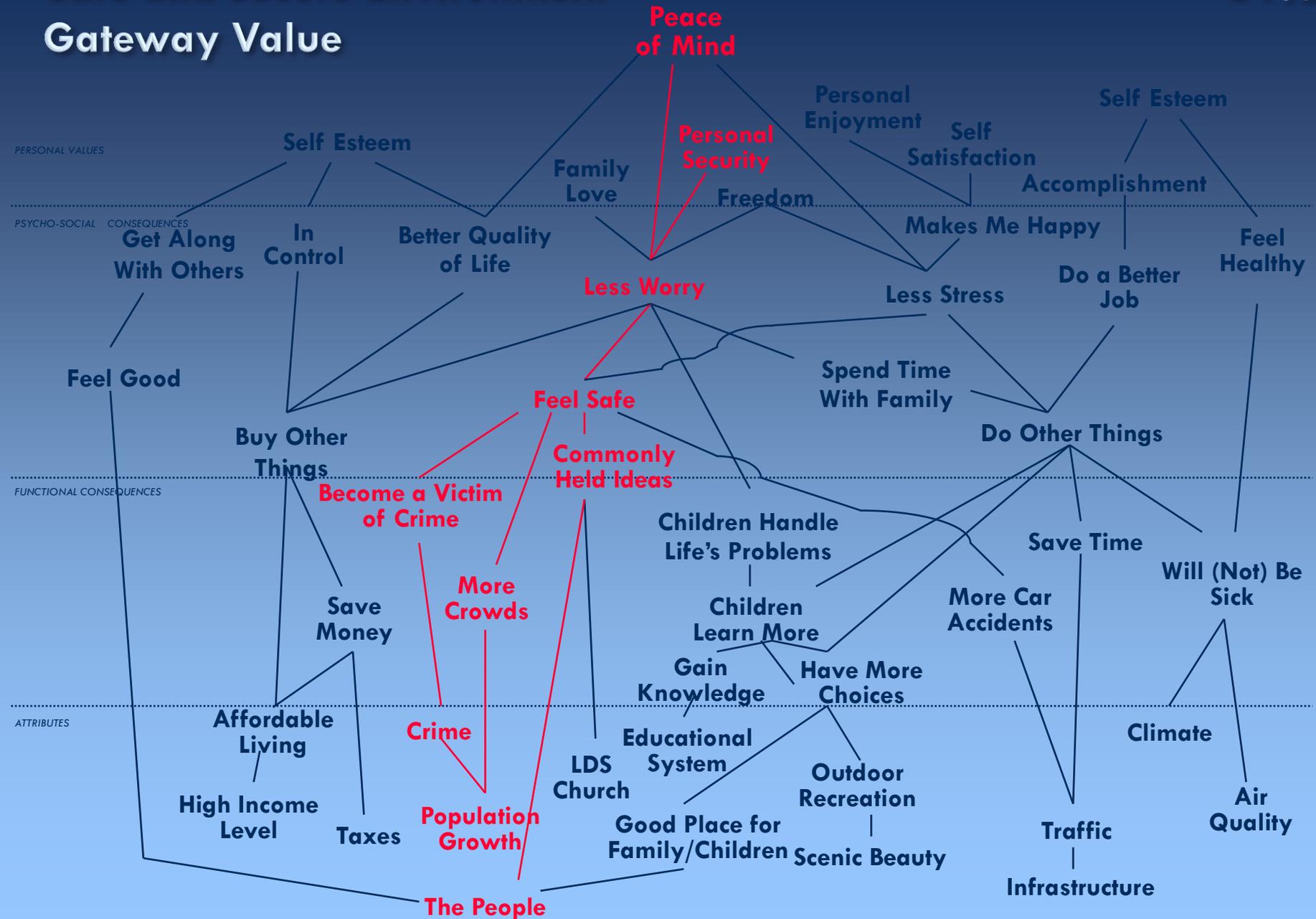
FUNCTIONAL CONSIDERANCES

ATTRIBUTES



Safe and Secure Environment Gateway Value

34%



Personal and Community Enrichment Gateway Value

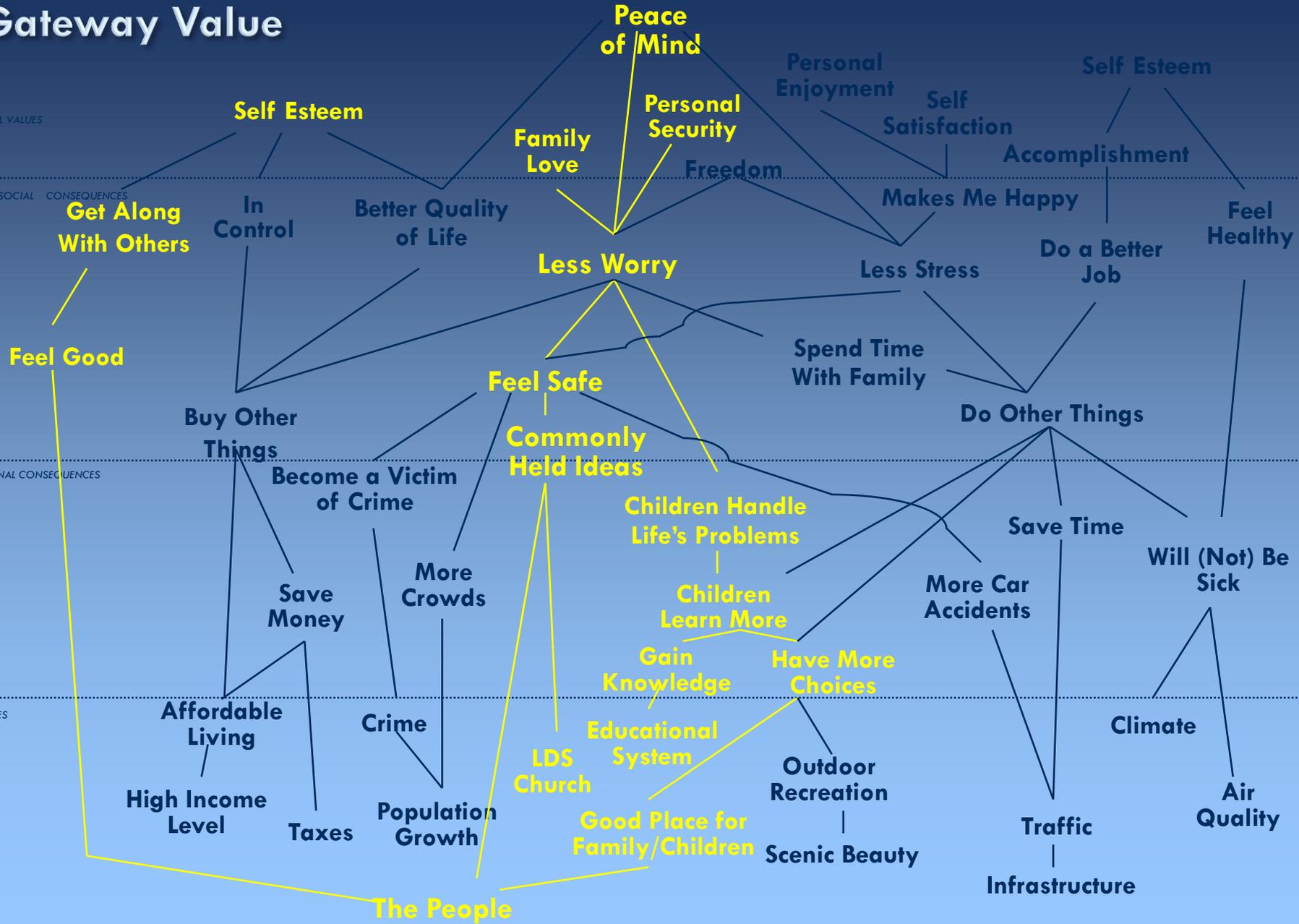
31%

PERSONAL VALUES

PSYCHO-SOCIAL CONSEQUENCES

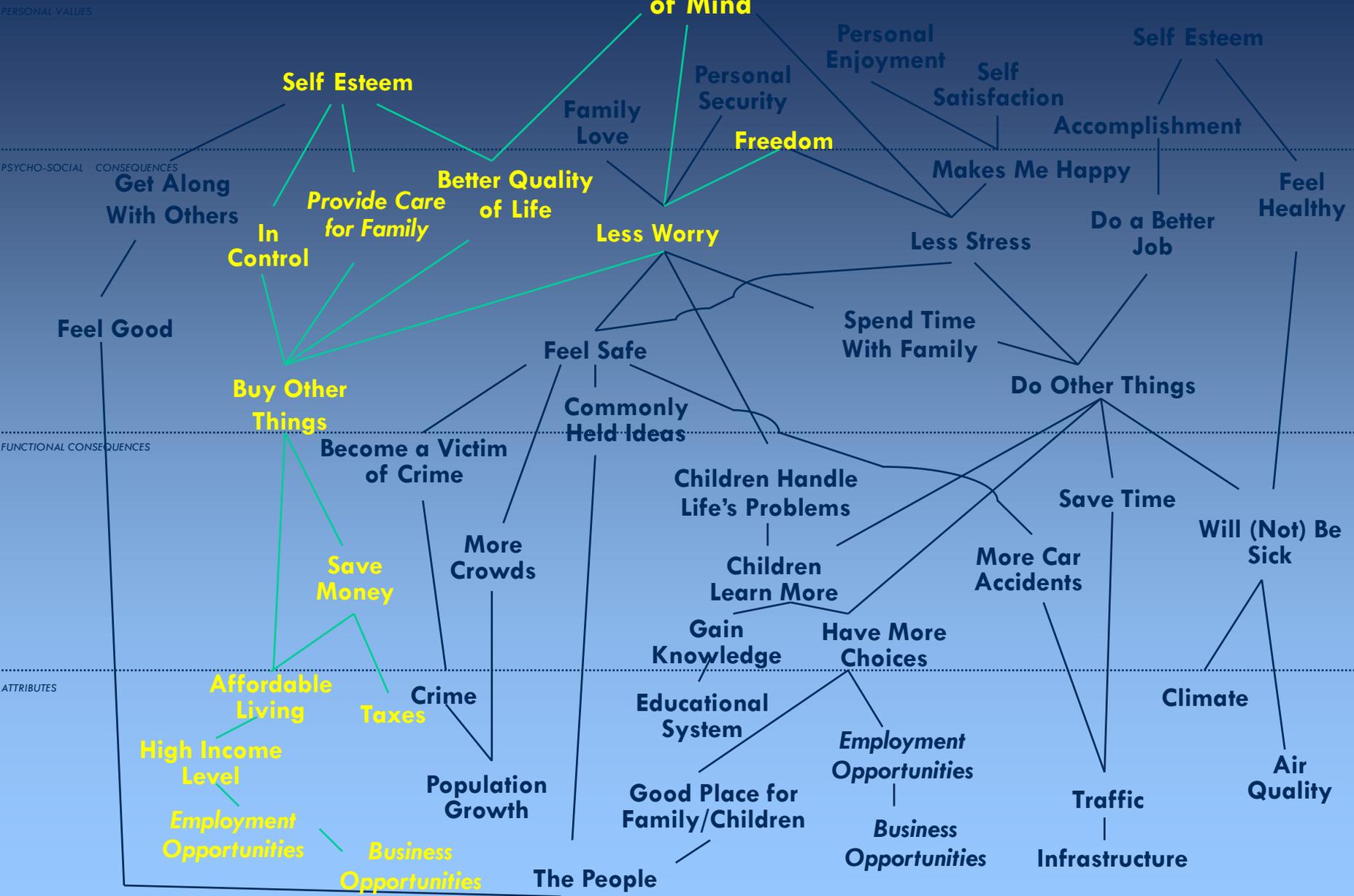
FUNCTIONAL CONSEQUENCES

ATTRIBUTES



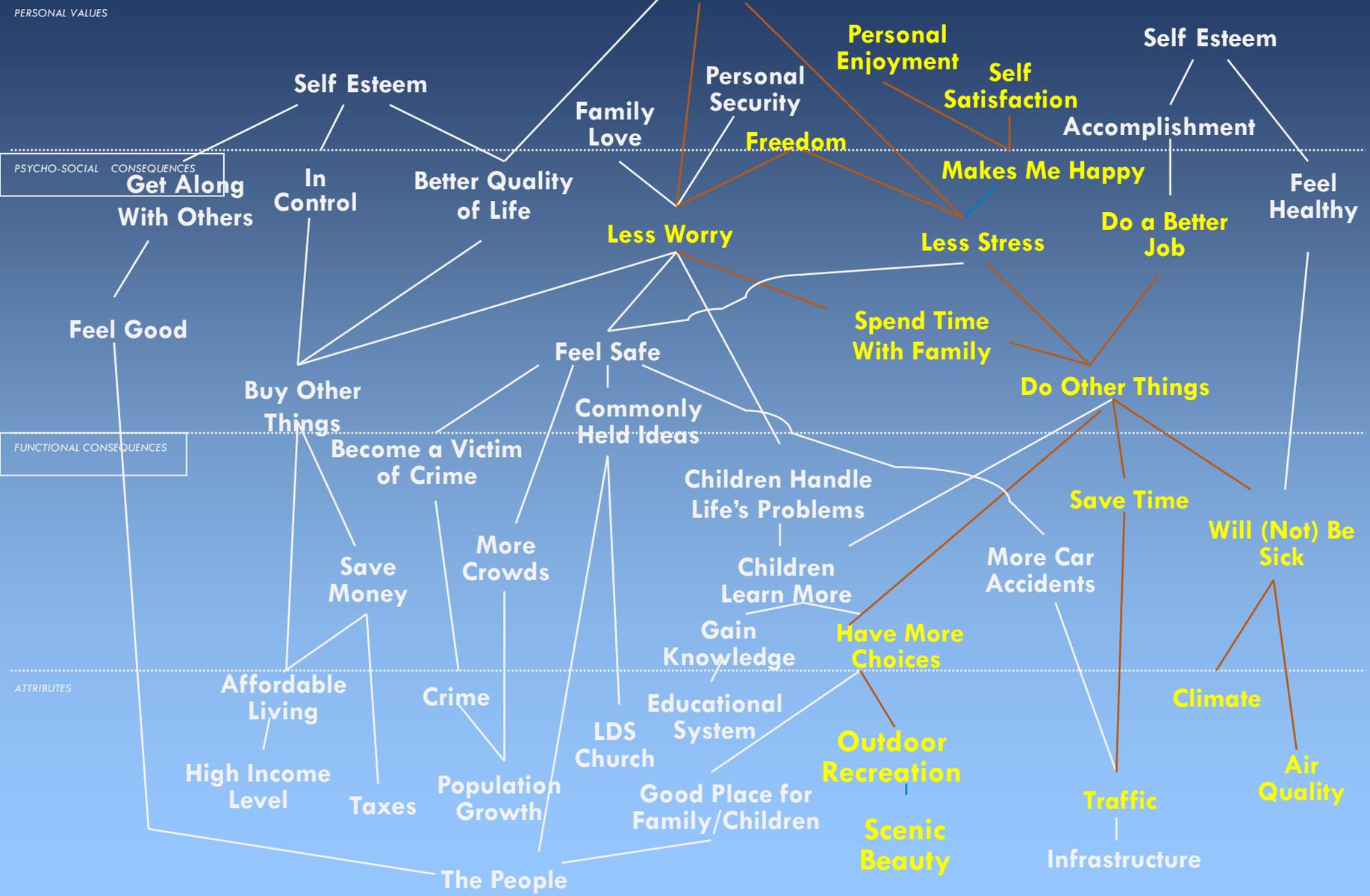
Financial Security

14%

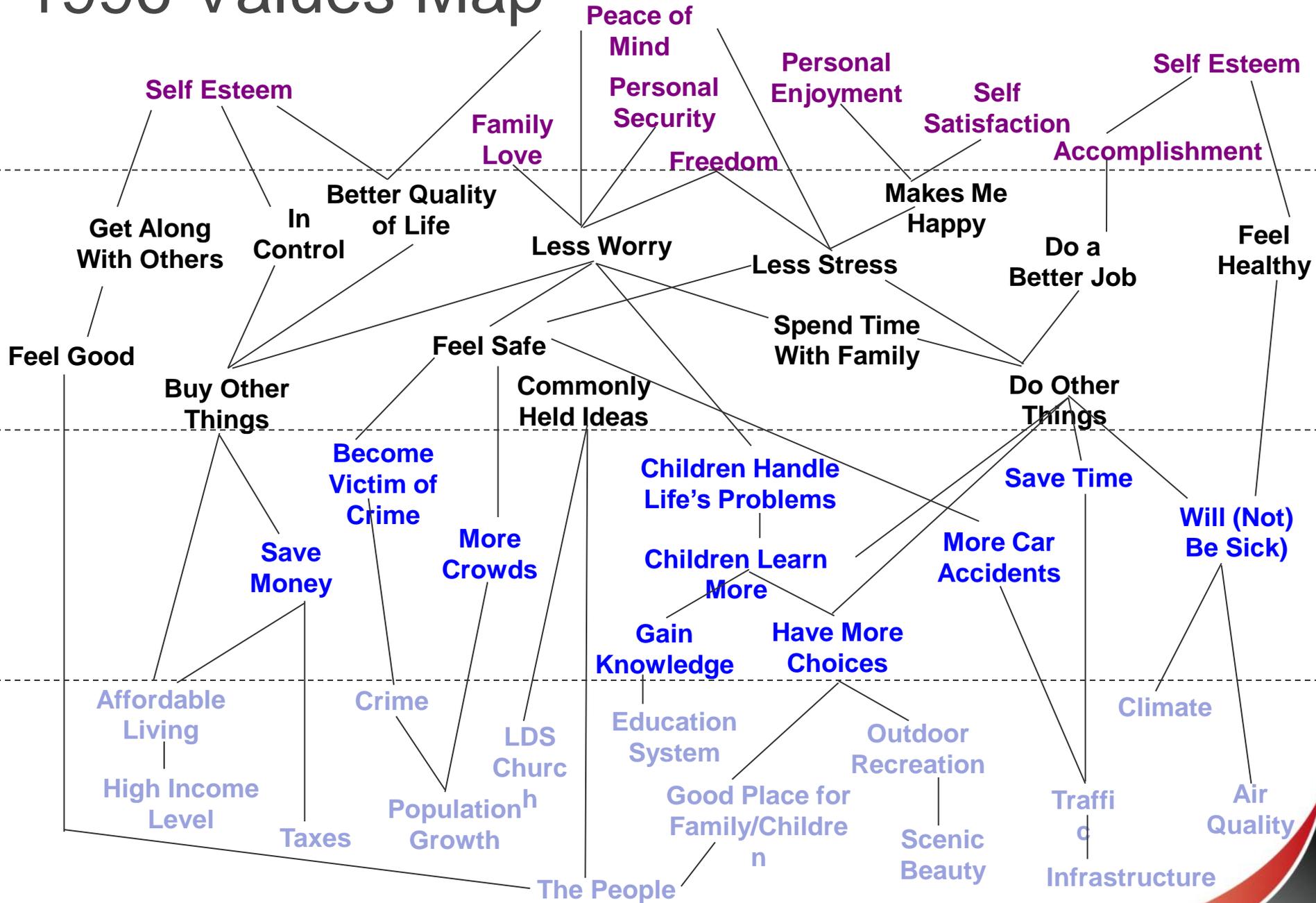


Personal Time and Opportunity

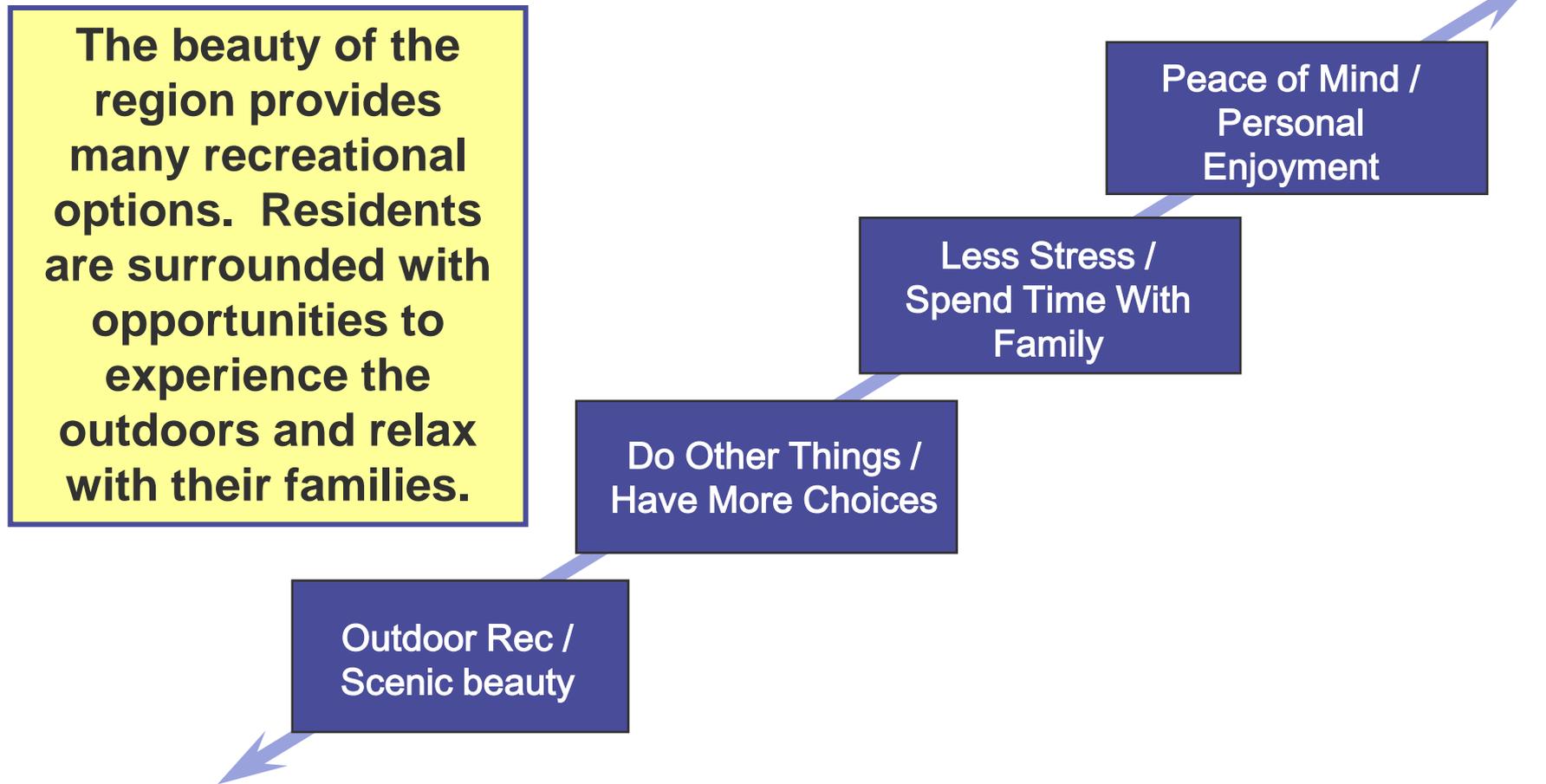
21%



1996 Values Map

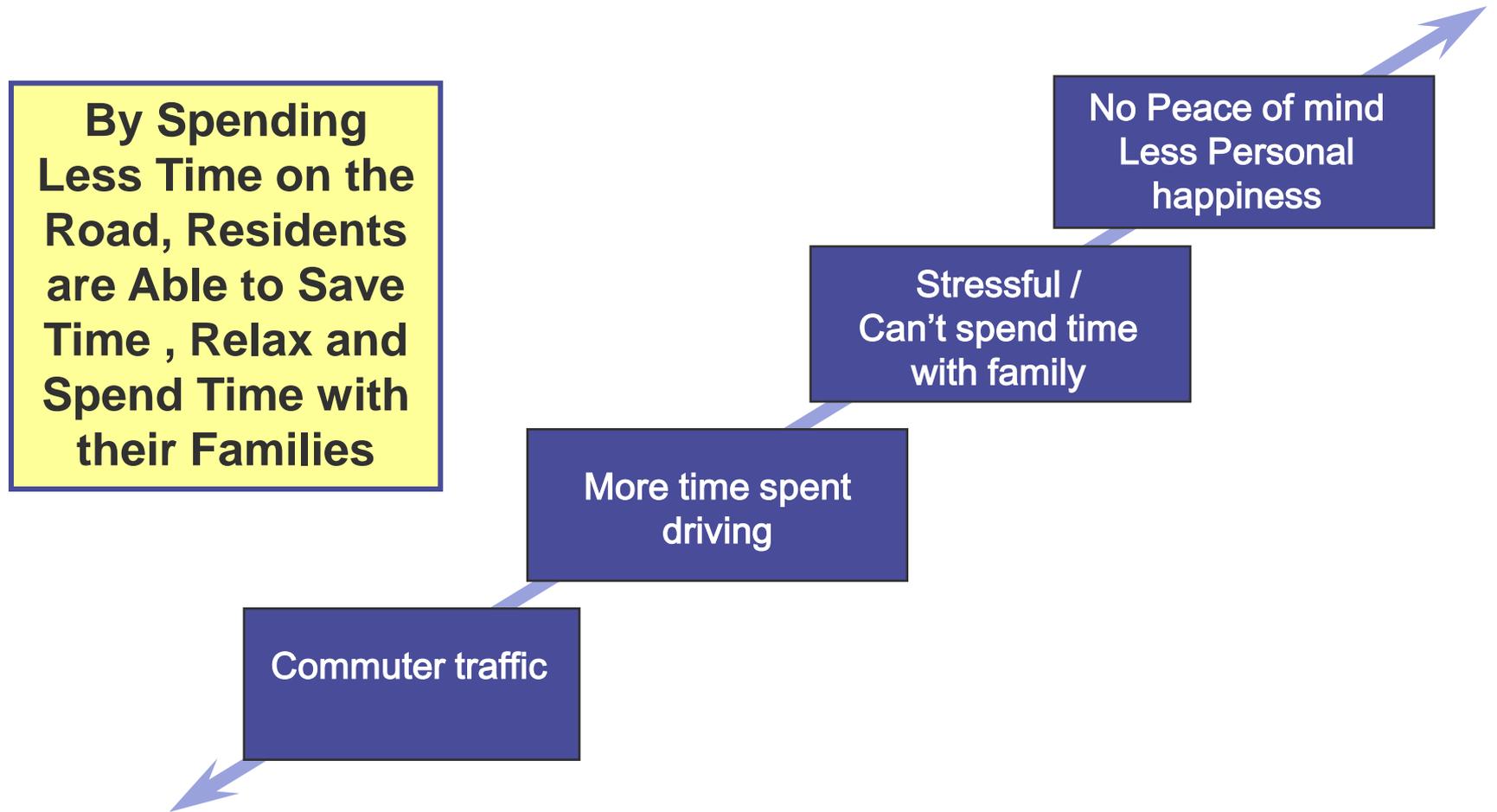


Time, Opportunity for Personal Priorities (34%) Outdoor/Scenic Component (positive)



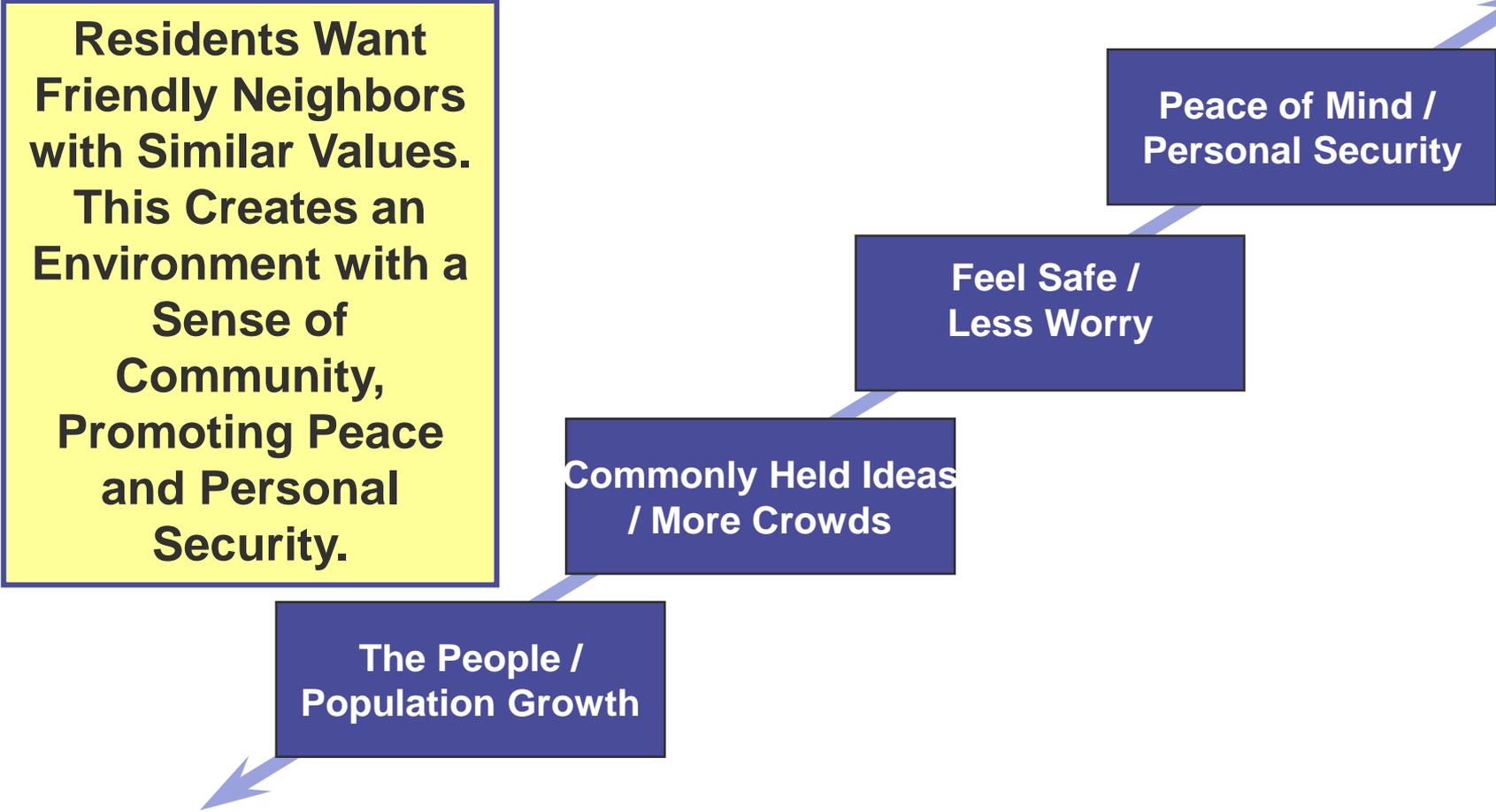
Time and Opportunity for Personal Priorities (34%)

Traffic/Commute Component (negative)



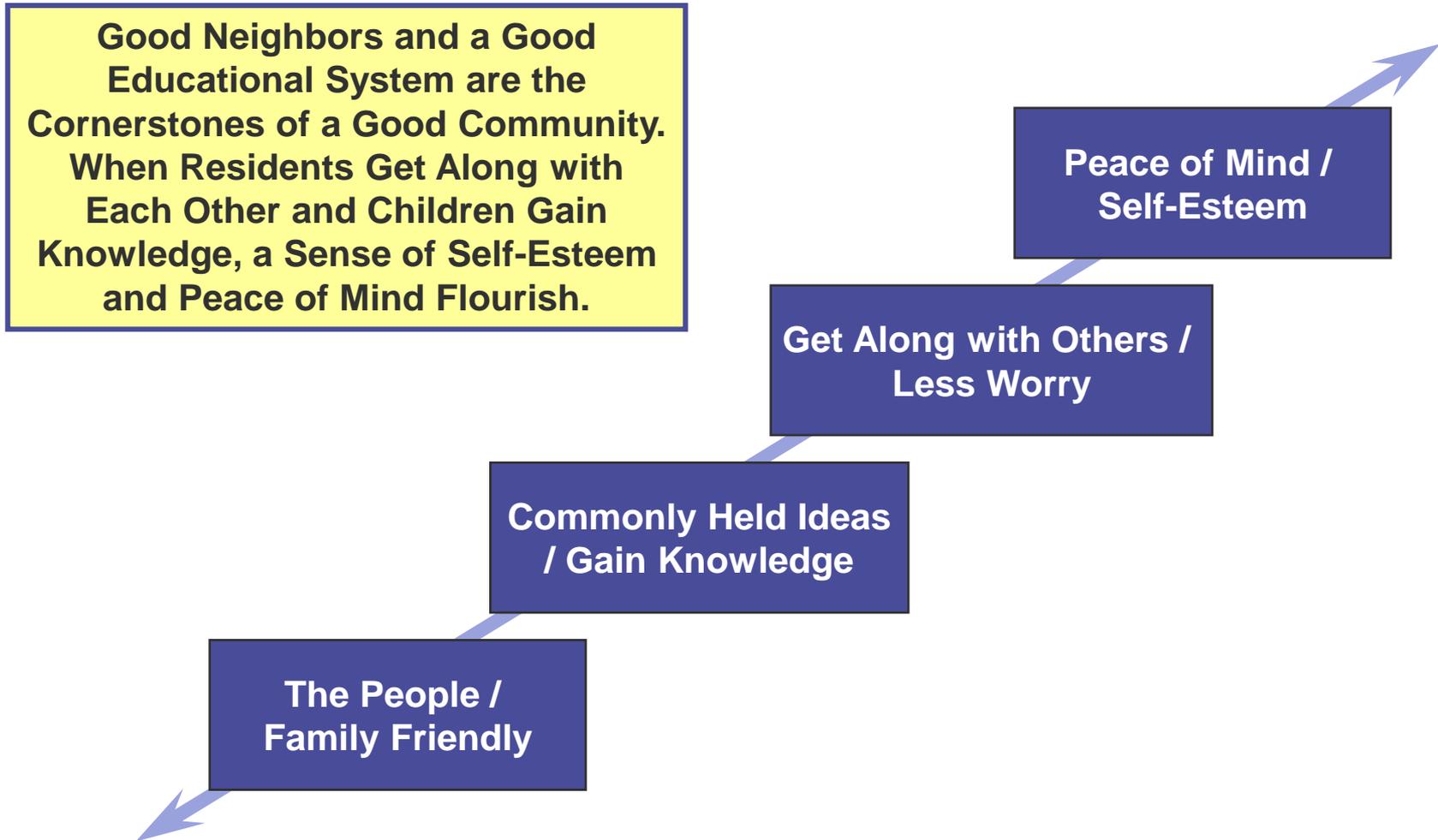
Safe & Secure Environment

(33%)



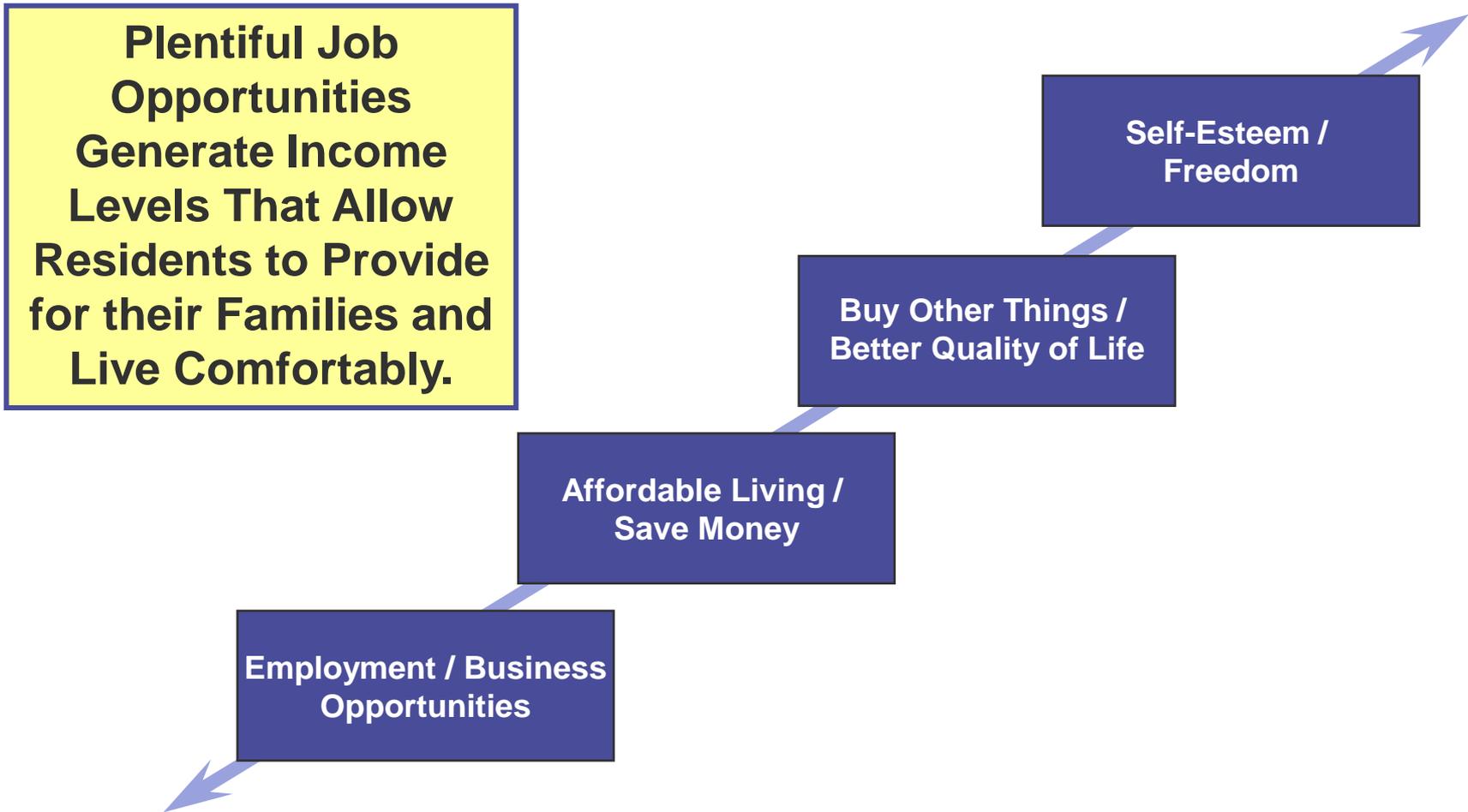
Personal & Community Enrichment

(20%)



Financial Security

(14%)



Values of Central Floridians: What Floridians Care About and Agree On



Central Florida Values Study

- Study identified the shared, core values that Floridians associate with quality of life, growth, and development of their ideal community(ies) in the region.
- Used values to assist the public, community leaders, and policy makers in making better informed and coordinated decisions, to:
 - protect, promote, and preserve the overall public good
 - and build confidence and support from public

Three Foundational Values Pillars

Nature and the
Outdoors

High Quality of
Life from
Enjoyment in
Family Friendly
Activity Nature
Allows

Safe and
Secure Communities

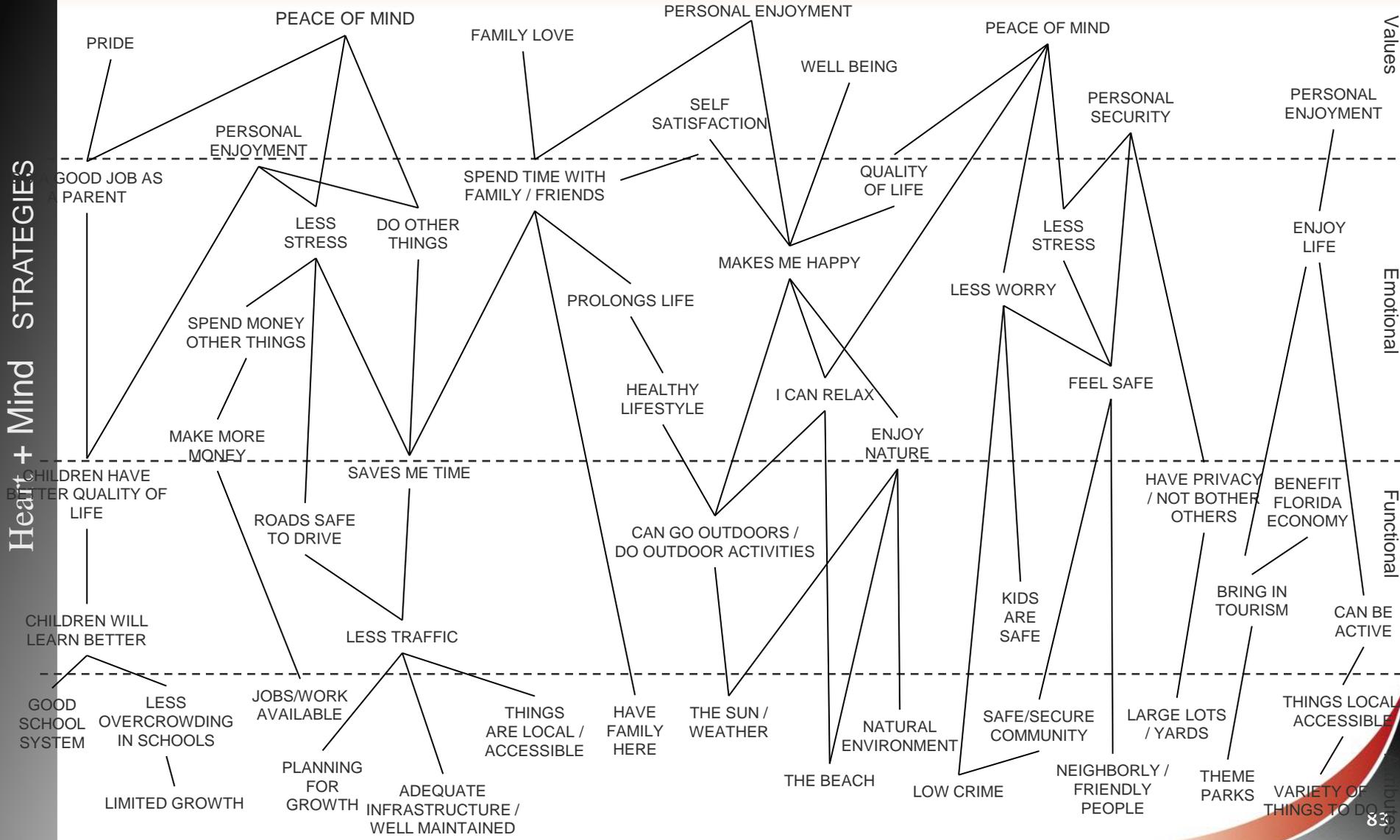
Peace of Mind
and Security
from Living in
Safe and Secure
Communities

Education

Community and
Parental Peace
and Pride
Through Good
Educational
Opportunities

Central Florida Quality of Life Values Map

Heart + Mind STRATEGIES



Values

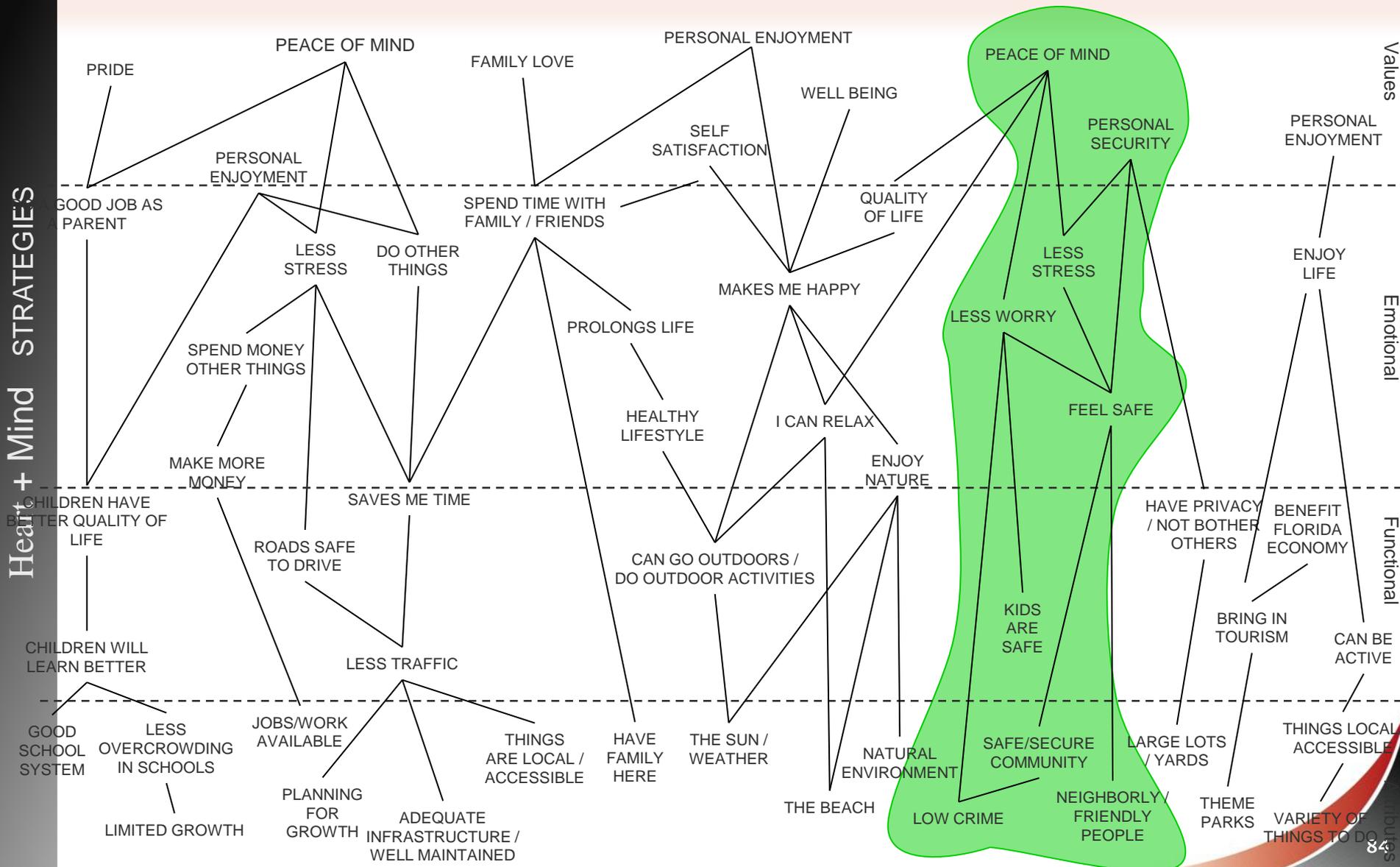
Emotional

Functional

Peace of Mind and Security from Living in Safe and Secure Communities

39%

Heart + Mind STRATEGIES



Values

Emotional

Functional

Values

Key Values Priority

Peace of Mind and Security from Living in Safe and Secure Communities

We believe familiar, and friendly neighborhoods are important for everyone and need to focus growth in creating these environments where peace of mind and a sense of security flourish

39%

Key Stakeholder

Leading to Greater Peace of Mind and Sense of Security

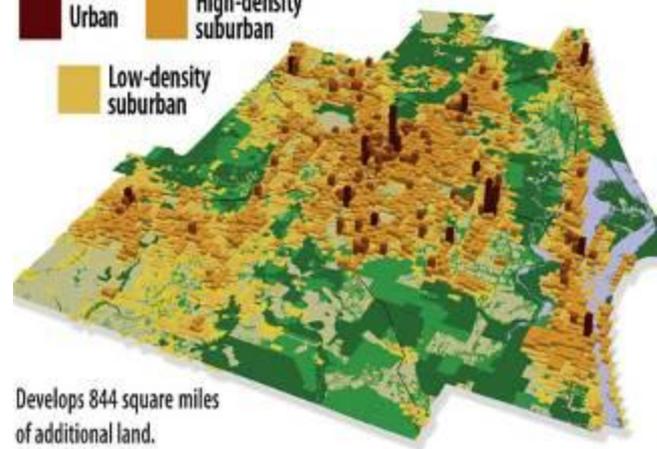
Less Worry Over Personal and Family Safety

Feeling Safe

Safe, Neighborly Community

Choice B - Centers

- Urban
- High-density suburban
- Low-density suburban



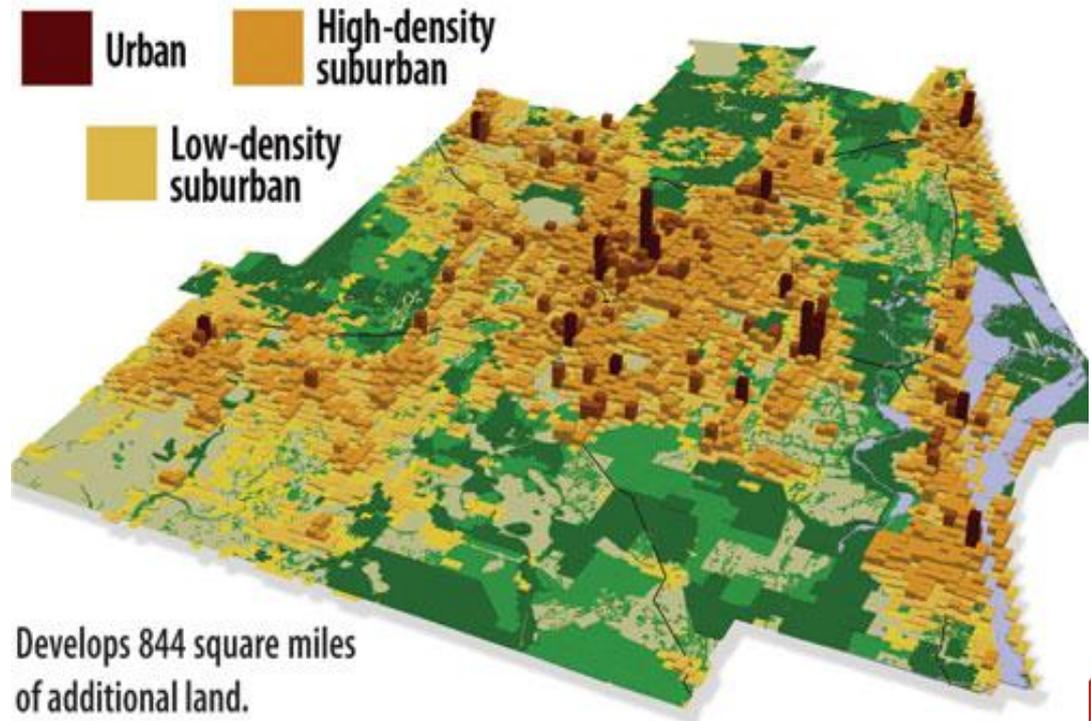
Central Florida

Values Translated into Visions and Scenarios Safe and Secure Communities

CENTERS

Increasingly, communities in Central Florida have created successful “city centers” with a mix of commercial and residential development. Rich architectural details create a unique “feel” for each community. These centers provide “all that you need” to live, work and play within close proximity.

Choice B - Centers



Values Translated into Visions and Scenarios

#2 Priority: Nature and the Outdoors

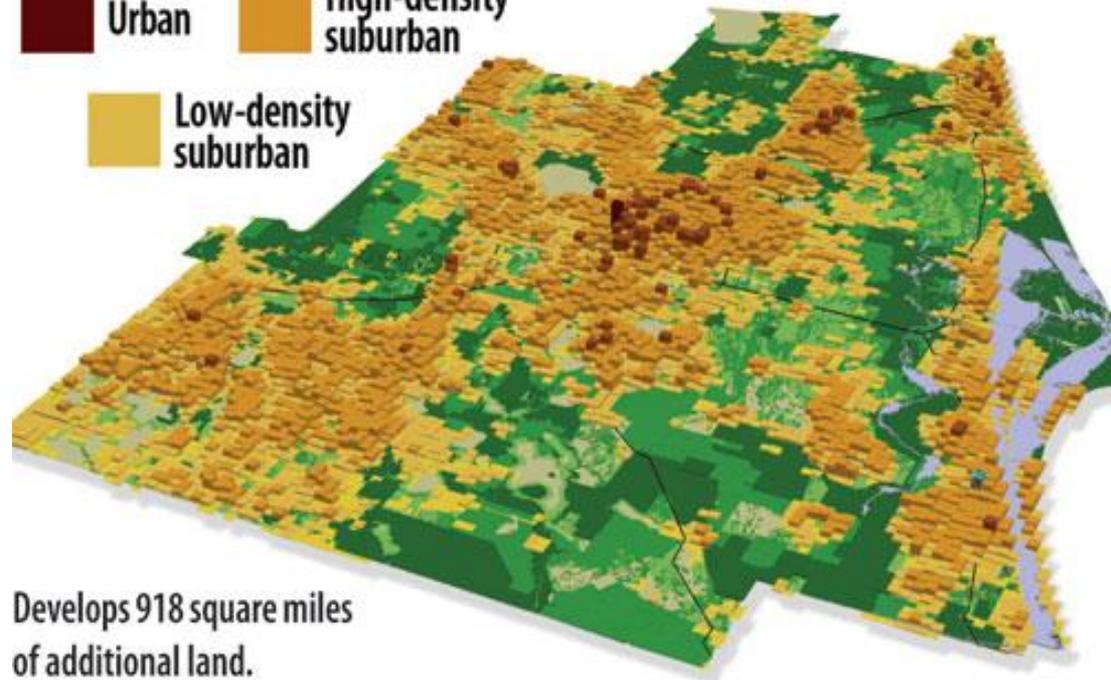
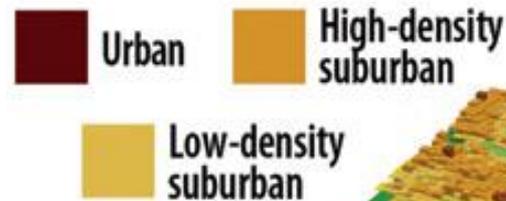
GREEN AREAS

Central Florida's natural setting is world-renowned and precious to all of us.

Within an hour's drive, Central Floridians can enjoy the beach, canoeing or hiking at a natural spring or trail, or riding a bike on the most challenging hills in the state.

Preserving access to the outdoors and maintaining the many "globally" significant animals, plants and critical ecosystems in our region is crucial.

Choice A - Green Areas

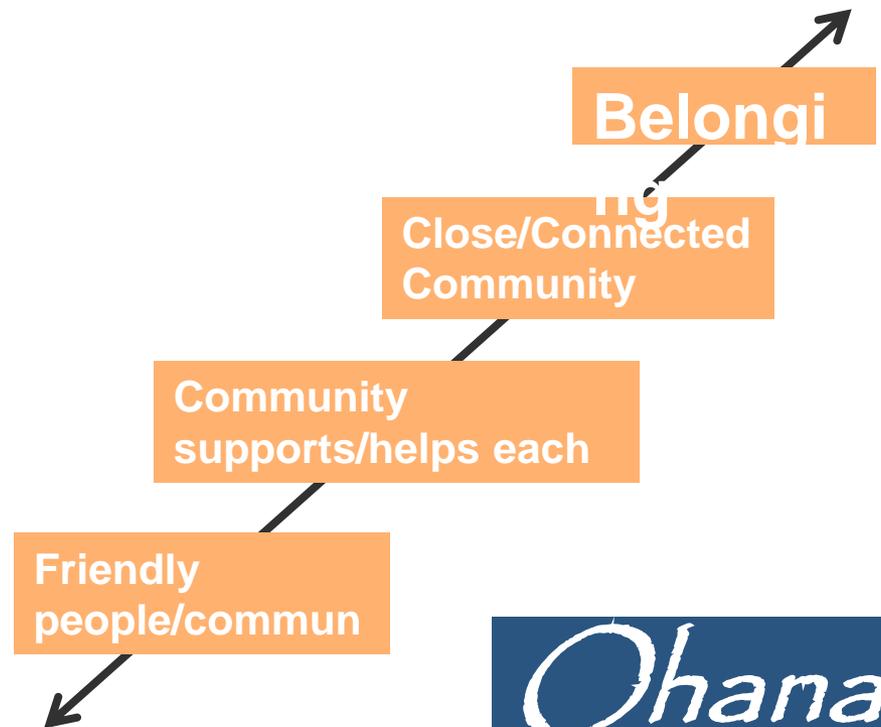


Develops 918 square miles of additional land.

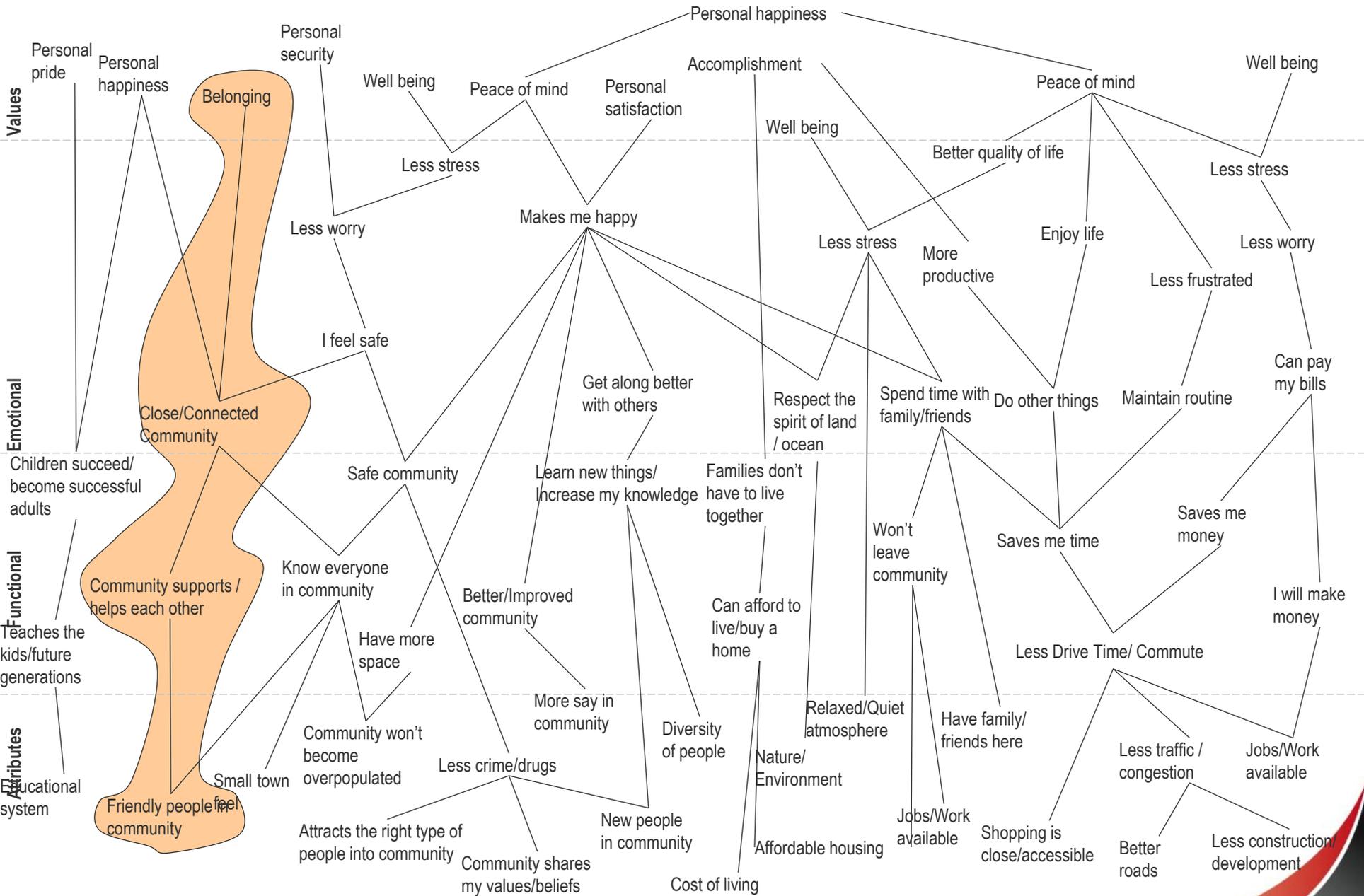
Findings and Implications

- The Values Maps reveal the core underlying values of the people in the region and provide a context and framework for addressing the key issues.

The primary values orientation of the people of Ko'olau Loa is the sense of belonging that comes from the close-knit feelings of living with friendly, loving people that care and look out for each other.



Overall Map: Envision Hawaii – Dominant Pathway



Building Values into Regional Visions/Plans

OUR GREATER SAN DIEGO VISION

 WORK

 LIVE

 LEARN

 ENJOY



- Six Public Workshops, September 13–15, 2011
- Santee | Southeast SD | Downtown | Bonita | Oceanside | Escondido

SAN DIEGO

- Four major issue areas
 - Housing, environment, mobility, and cost of living
 - Economic development
 - Education
 - Community and culture
- New tools for public participation

Public's View of Regional Priorities: Jobs and Education are of Top Importance

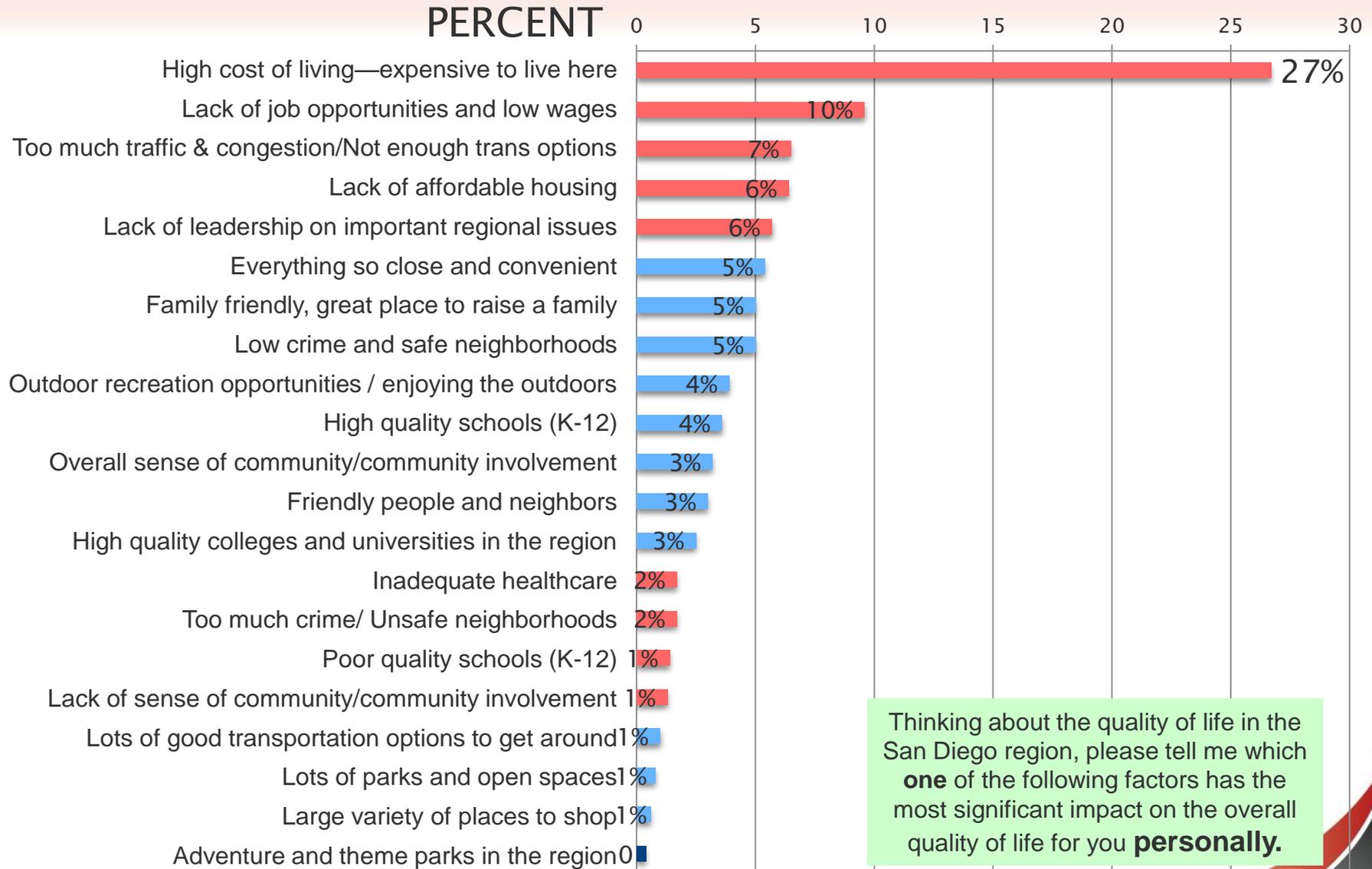


Increasing the number/quality of jobs	8.7
Improving education	8.7
Reducing crime/making neighborhoods safer	8.5
Increasing water resources/quality	8.5
Leadership to deal w/ important challenges of region	8.3
Improving affordability of housing/living	8.2
Building public trust	8.2
Increasing economic development	8.1
Improving/resolving border issues	8.1
Increasing access to quality health care	8.0
Reducing traffic congestion	8.0
Improving social equity/justice	7.5
Increasing civic involvement	7.1
Increasing enjoyment/access to culture and arts	6.9

Base: All respondents (n=1,001)

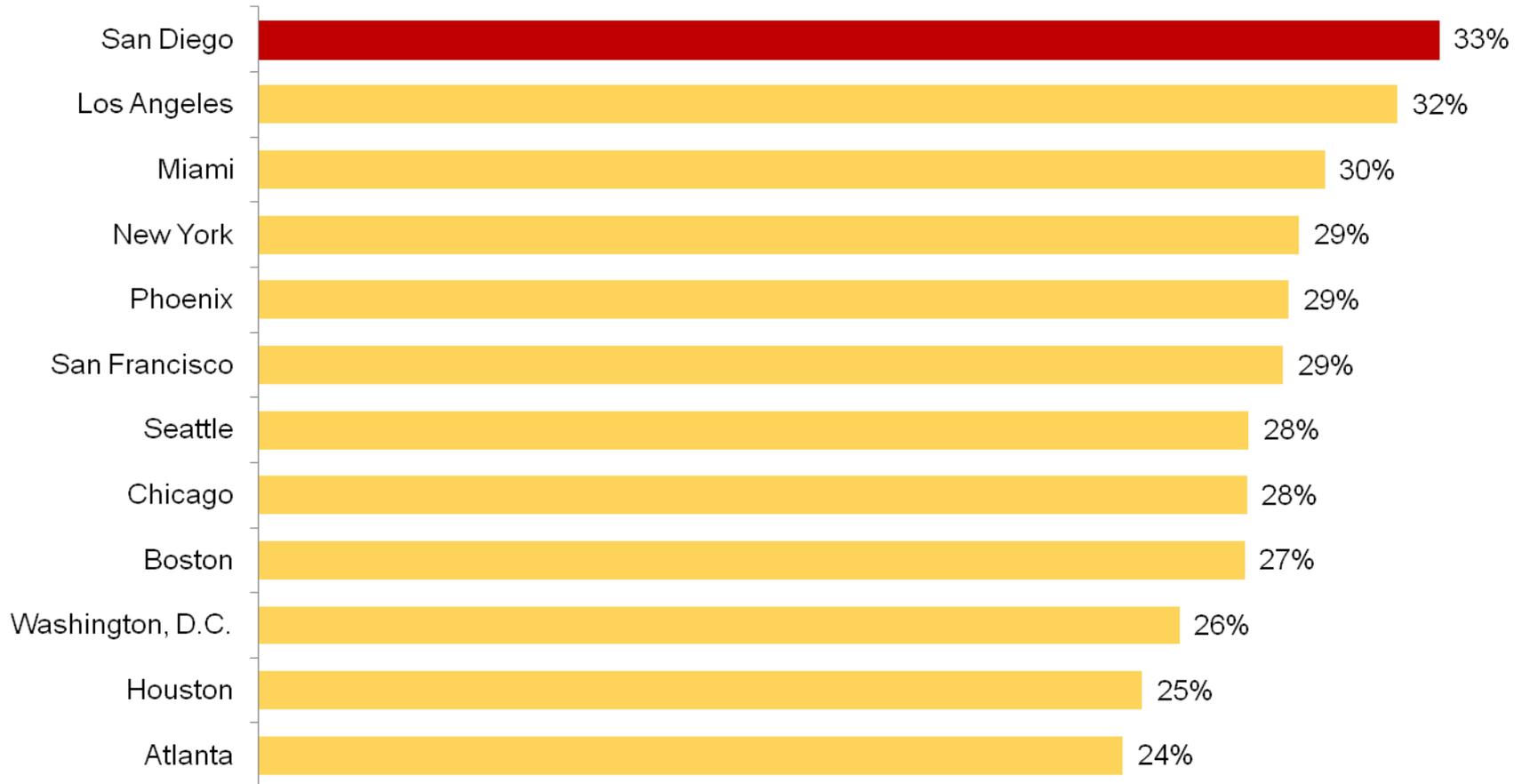
Q350. Please rate each of the following issues where 1 means "not at all important to the future of the region" and 10 means "Extremely important priority for the future of the region":

Factors Impacting PERSONAL Quality of Life



HOUSING AFFORDABILITY: SAN DIEGANS SPEND MORE OF THEIR INCOMES ON HOUSING THAN OTHER REGIONS

Percent of Annual Expenditures on Housing 2008-2009



SOURCE: BLS Consumer Expenditure Survey, 2008-2009

Emergent Issues from the Values Research

Environment, Land Use, Transportation, Cost of Living Task Force

- Housing Affordability
- Traffic Congestion
- Safe Neighborhoods
- Water
- Conservation
- Environment

Economic Development Task Force

- Jobs (quality/pay)
- Border Issues
- Economic
Development
- Pension Issues

Community & Cultural Amenities Task Force

- Access to Culture
- Beaches
- Enjoy Outdoors
- Recreation
- Open Space
- Healthcare

Education Task Force

- Graduation rates
- Access to Colleges
& Universities
- Prepare workforce
of tomorrow

Represents 13%
of San Diego
Residents

Outdoor Opportunities for Enjoying Family and Friends

Residents

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*

Peace of Mind /
Personal Enjoyment
Accomplishment

Spend Time With
Family/Friends
Happiness

Have More Choices
Outdoor Options

Outdoor Recreation
& Proximity to
Regional Amenities

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

San Diego

Represents 10%
of San Diego
Residents

Family Friendly Neighborhoods and Communities

Heart + Mind STRATEGIES

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.

Family Oriented
Near Family

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

Spend Time With
Family/Friends
Better Life

Personal Enjoyment
Happiness
Belonging

- ### Issues
- Walkable/bikable neighborhoods
 - Low crime
 - Community involvement
 - Small town feel
 - Local parks/recreation
 - Immigration

San Diego

Residents

Key Barrier to Quality of Life: High Cost of Living

Represents 38%
of San Diego
Residents

Heart + Mind STRATEGIES

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.

Can't Afford To Live and Enjoy

Residents

Lack of well being, unhappiness, no peace of mind

Worry, Stress, Poor Quality of Life

Can't afford to live, have to leave community

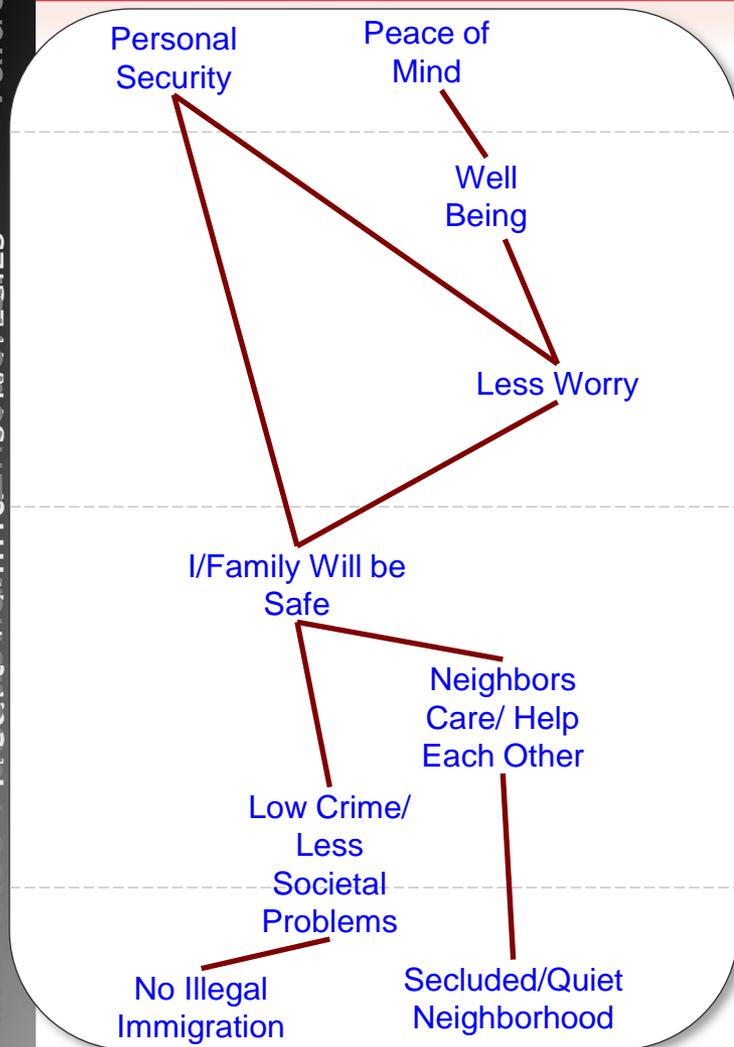
High cost of living, expensive housing, shortage of jobs

San Diego

- Issues
- Housing
 - Jobs/wages
 - Cost of living
 - Transportation costs

Superstition Vistas

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.

“As Phoenix grows, there is more 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

Superstition Vistas: Healthy Lifestyle (20%)

Clear air, good weather and natural beauty allow residents to lead a healthier, outdoors lifestyle.

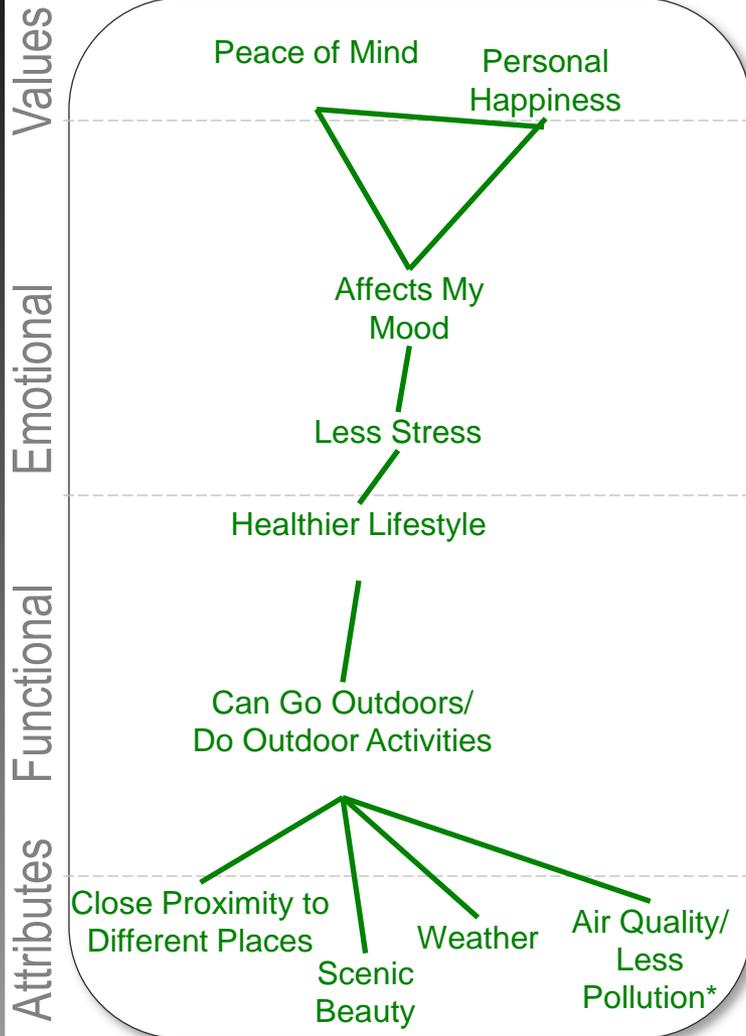
"The weather here is nice year round. I can enjoy hiking, biking, the mountains etc. It keeps me healthy good exercise makes me a much happier person. It makes me much more relaxed, de-stressed, and energized. to get more activity year round helps me deal with other areas of my life."

"I live in the valley and am surrounded by mountains. The area is supportive of bike riding and other outdoor activities. I find the outdoors to be energizing! Not only does it give you a chance to appreciate nature, but it is conducive to healthy living. When you're healthier, you feel better. You are less tired, more energized and Stress has less impact on you. You can appreciate life. It gives me a sense of satisfaction, fulfillment."

"The Phoenix area is close to Lake Pleasant and being a person who likes boats, it is nice to be able to go waterskiing and wakeboarding when I want to. I can be more active and I feel in better shape physically. I am able to do the things I enjoy on a regular basis. It gives me increased quality of life, makes me feel relaxed and gives me complete happiness ."

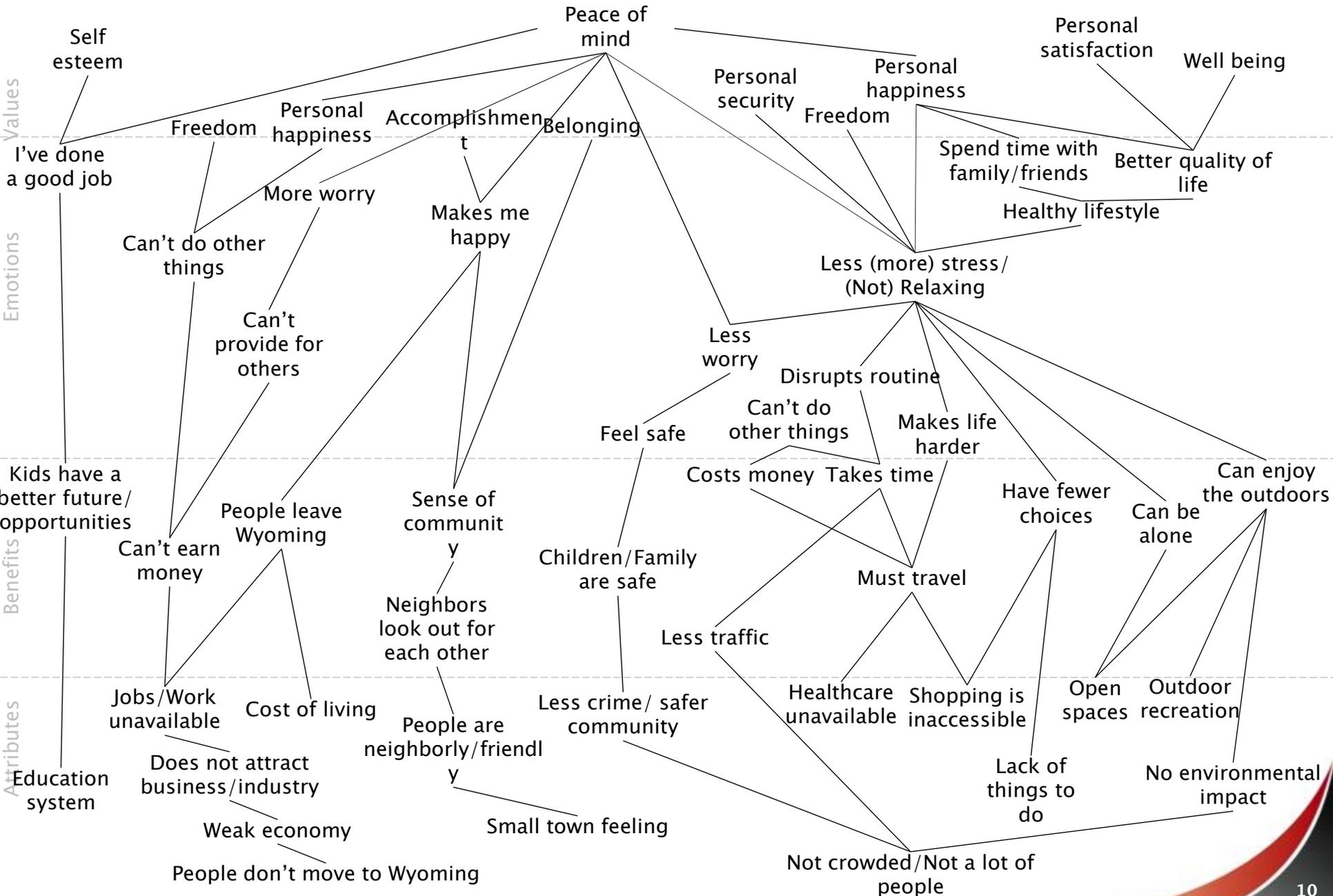
This ladder was chosen more often by:

- 35 years or older
- Earned a BA
- Live in Small Town
- Do not have children at home
- Interested & Informed / Key Citizens



Building the Wyoming We Want

Envision Wyoming Pathways



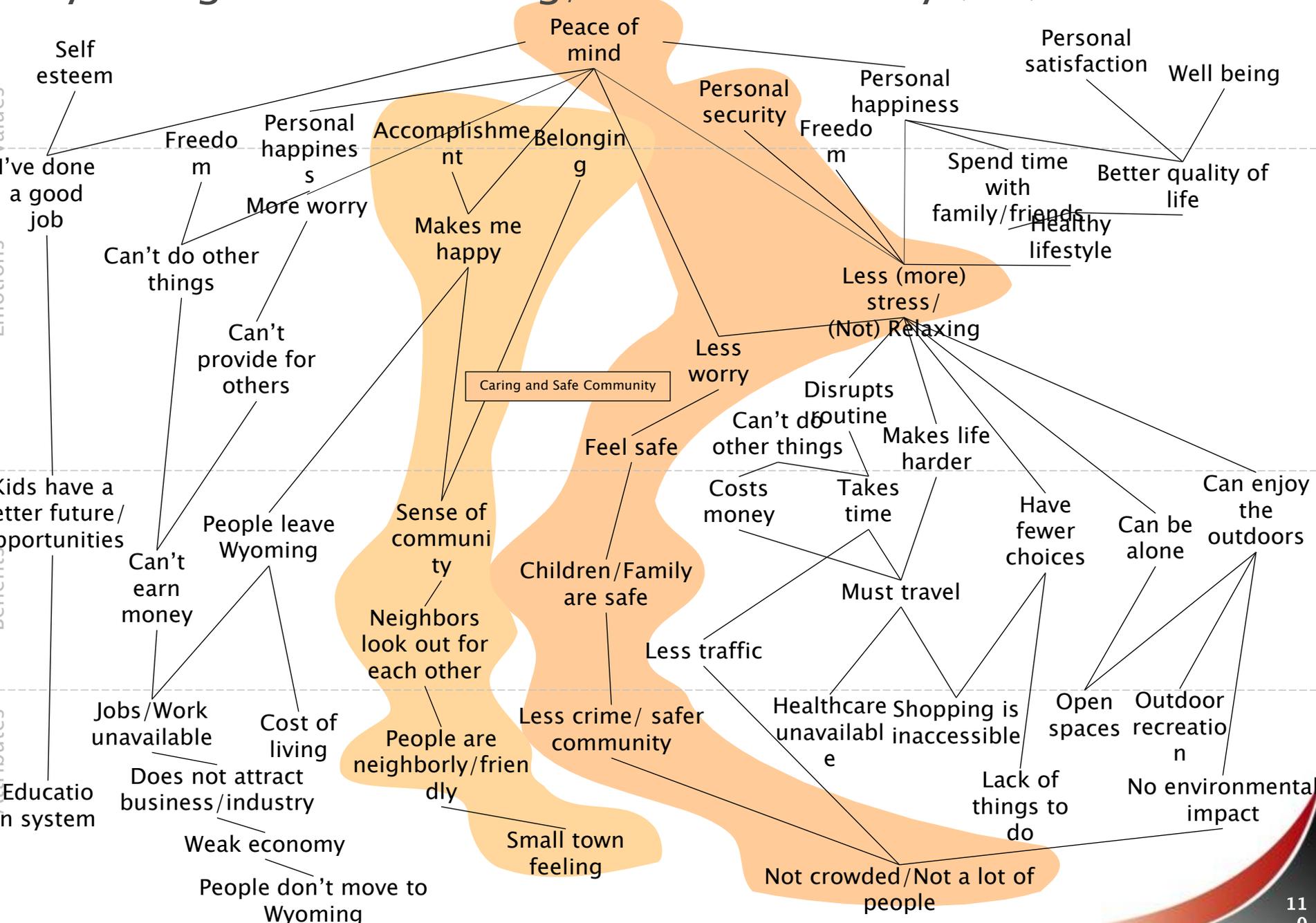
Wyoming Values: Caring/Safe Community (23%)

Values

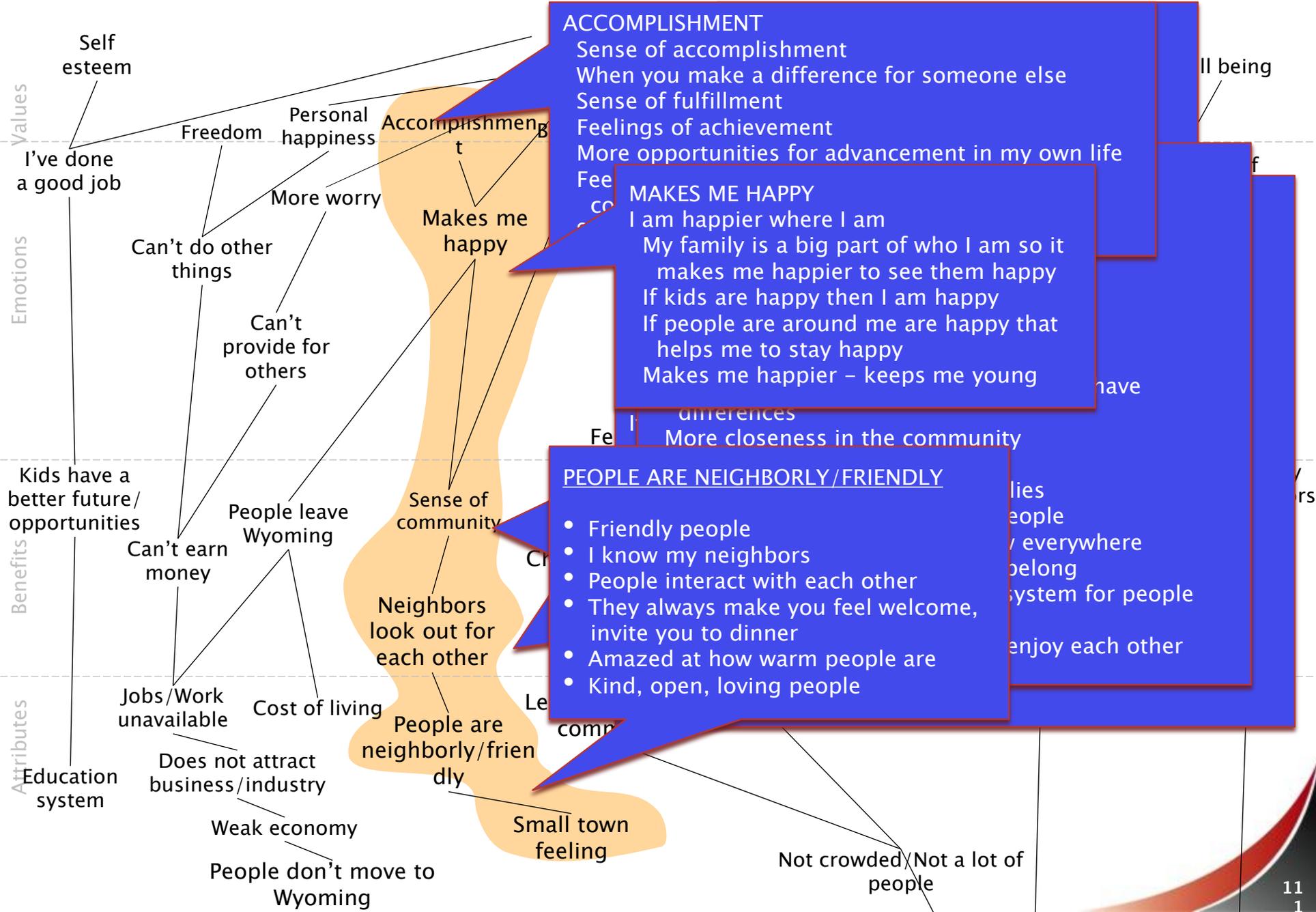
Emotions

Benefits

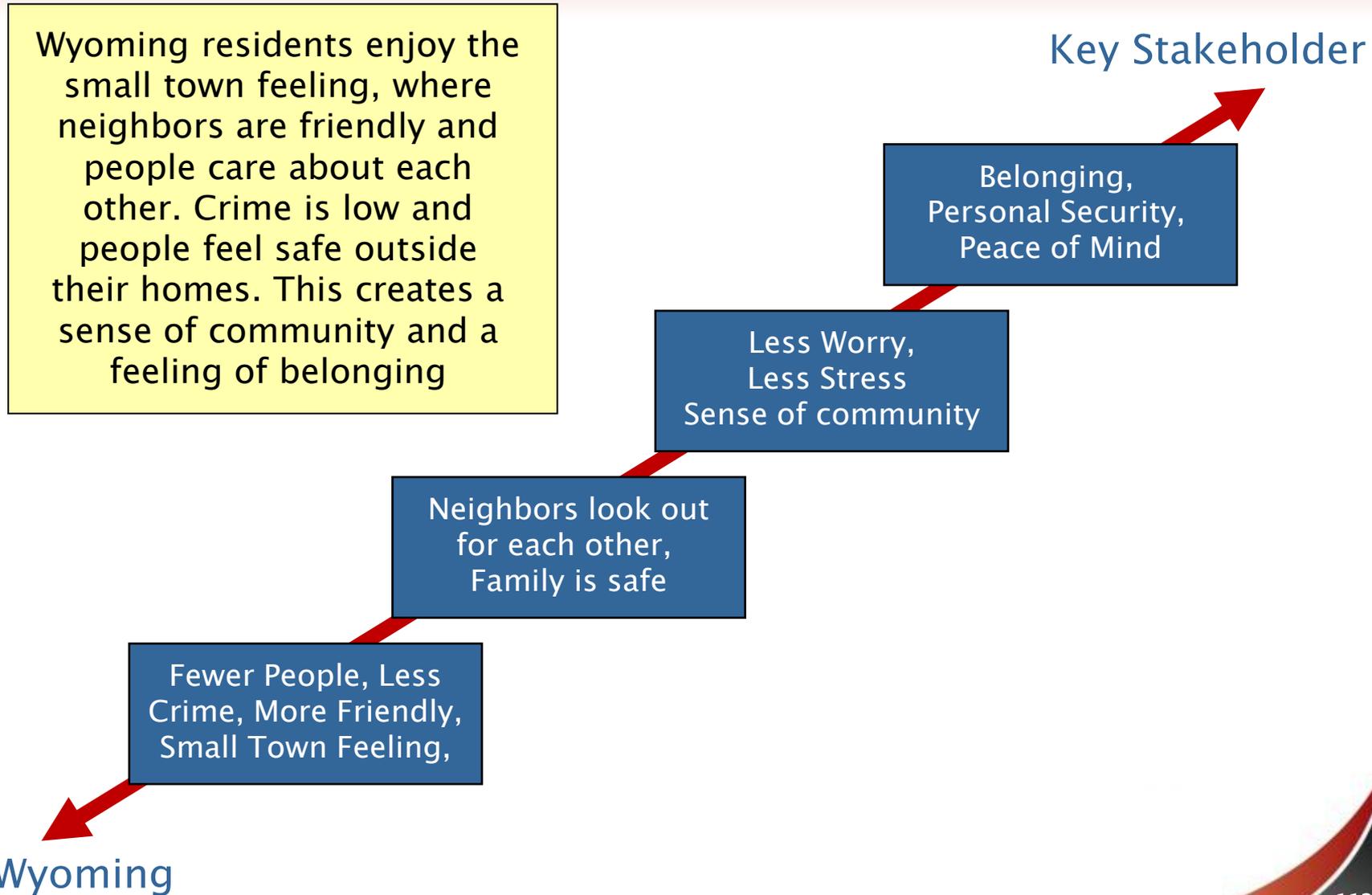
Attributes



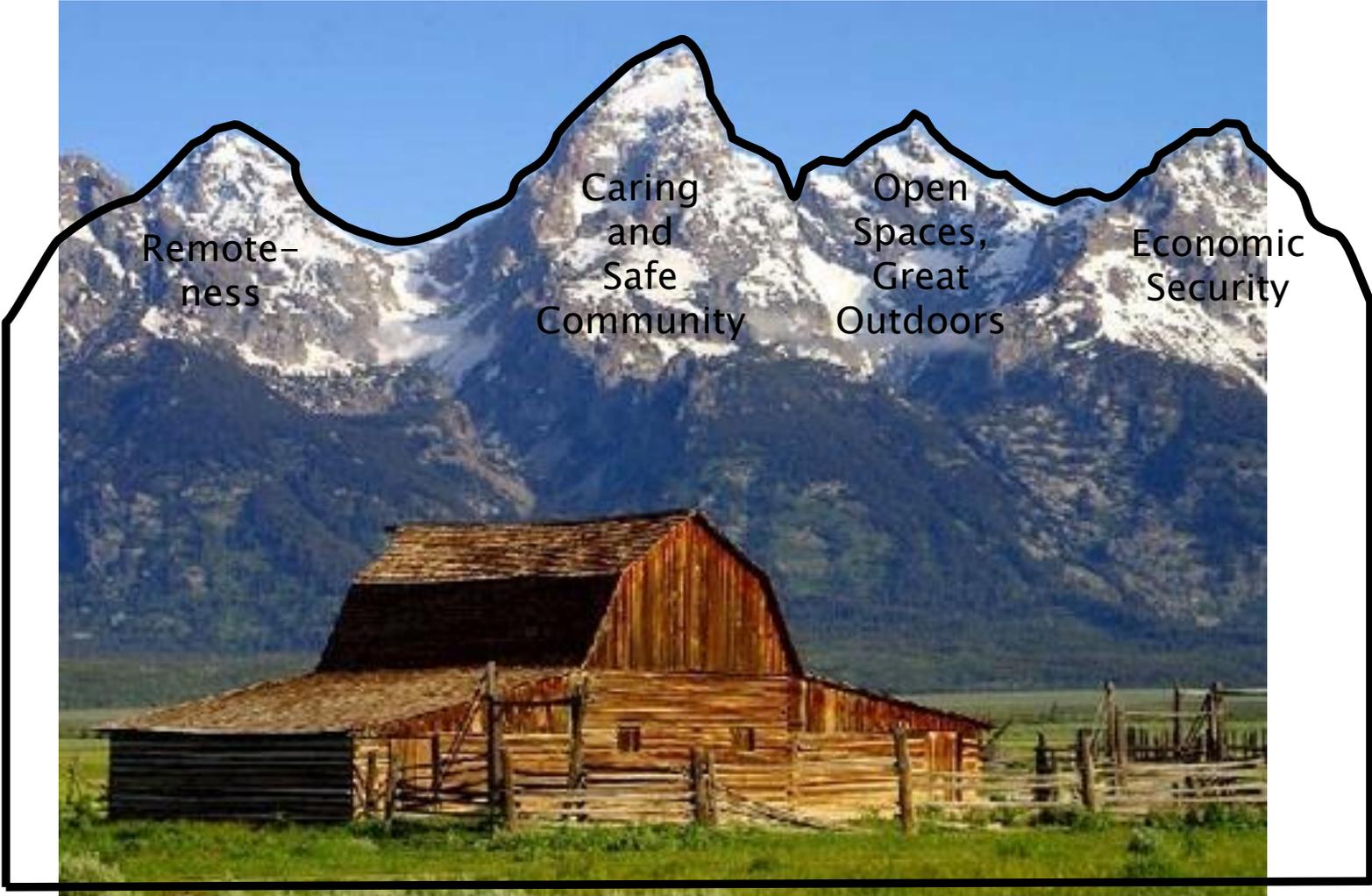
In their own words: Values Lexicon



Caring and Safe Community (23%)



Summary: Wyoming Resident Values



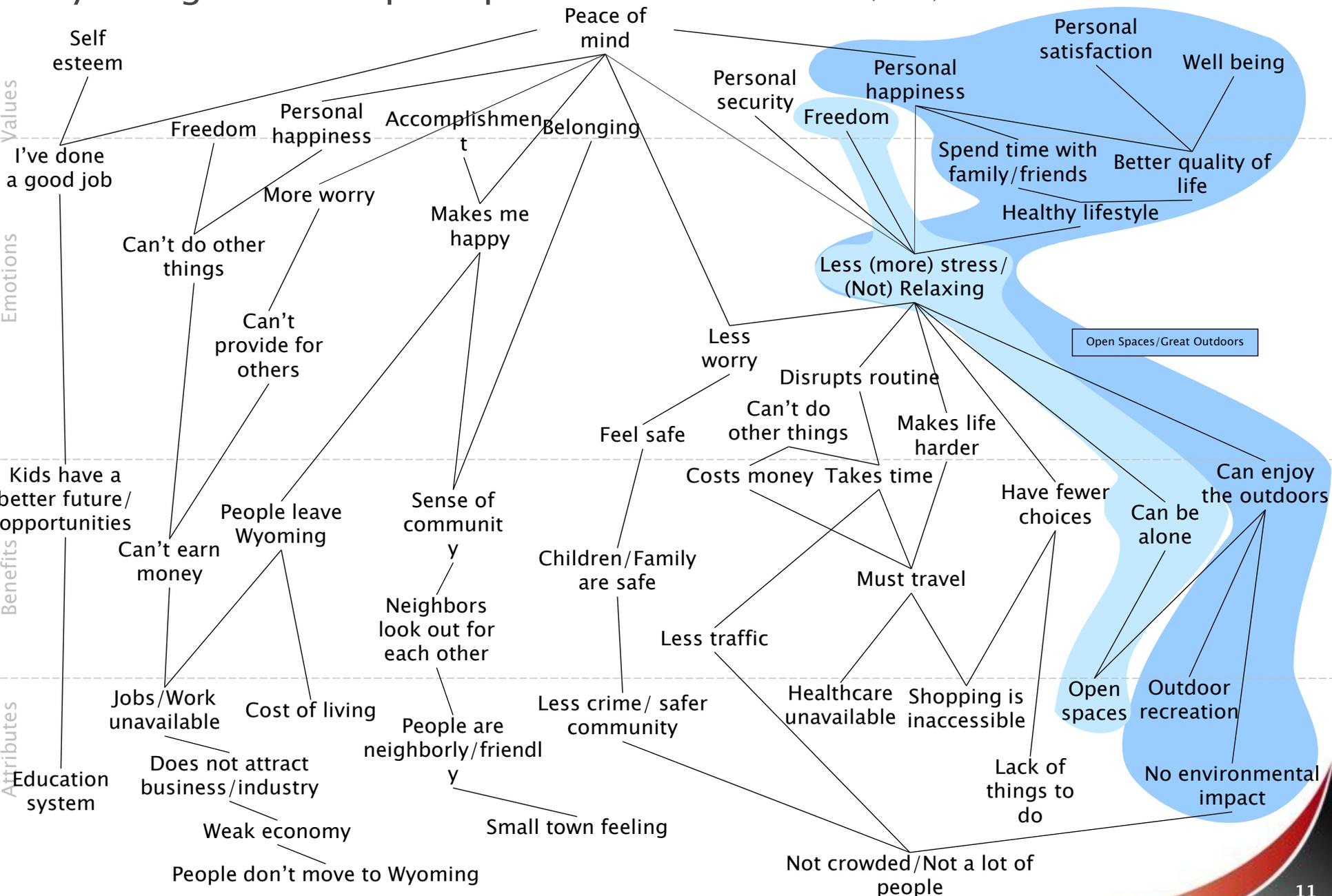
Caring and Safe Community: Verbatims

“It is closer knit, small town living. People know each other better, it is not insanity of large city. -- There are only 400,000 people in the whole state, largest city is 50,000 plus. Because of this, the people that live here are kind, open, loving, God-fearing, and honest. When people are friendly and treat you with respect and dignity, it is easy to treat others that way, people here help you to become a better person. I feel very comfortable and accepted by people in this town. It warms my heart and makes me feel like I am one of them.”

“People aren't stand offish, they welcome you warmly and openly. They are friendly and helpful, if your car breaks down you won't be there long. It is the nature of the western culture, everyone lends a hand. It brings a sense of belonging.”

“The thing I like most about Wyoming is the people. I think that for the most part the people here give you the benefit of doubt. They trust you, as opposed to big city where peoples guard needs to be up. They will reach out here trying to make a difference. This helps creates a strong community and gives me a happy, addicted feeling. I feel a sense of accomplishment that I have made a difference for someone else.”

Wyoming Values: Open Space Great Outdoors (19%)



Open Spaces / Great Outdoors (19%)

Wyoming's open spaces give residents unparalleled access to a healthy lifestyle in the great outdoors where they can participate in recreation, or relax in solitude and enjoy the peace and beauty of nature, which promotes feelings of happiness and freedom

Key Stakeholder

Happiness,
Freedom, and
Personal Satisfaction

Relaxation, Less Stress,
Healthier Lifestyle,
and Higher Quality of Life

Solitude, or
Enjoyment
with others

Open Spaces,
Outdoor Recreation

Wyoming

Open Spaces / Great Outdoors: Verbatims

“How few people there are here. They give you your space. I like to see the open space – the view, the scenery the freedom to walk across empty land in other places you don't have as much privacy the whole state is like a small town. I like being alone just enjoying the unclutteredness of it being able to go out and pray and being outside – the seclusion of it. It gives me peace and comfort.”

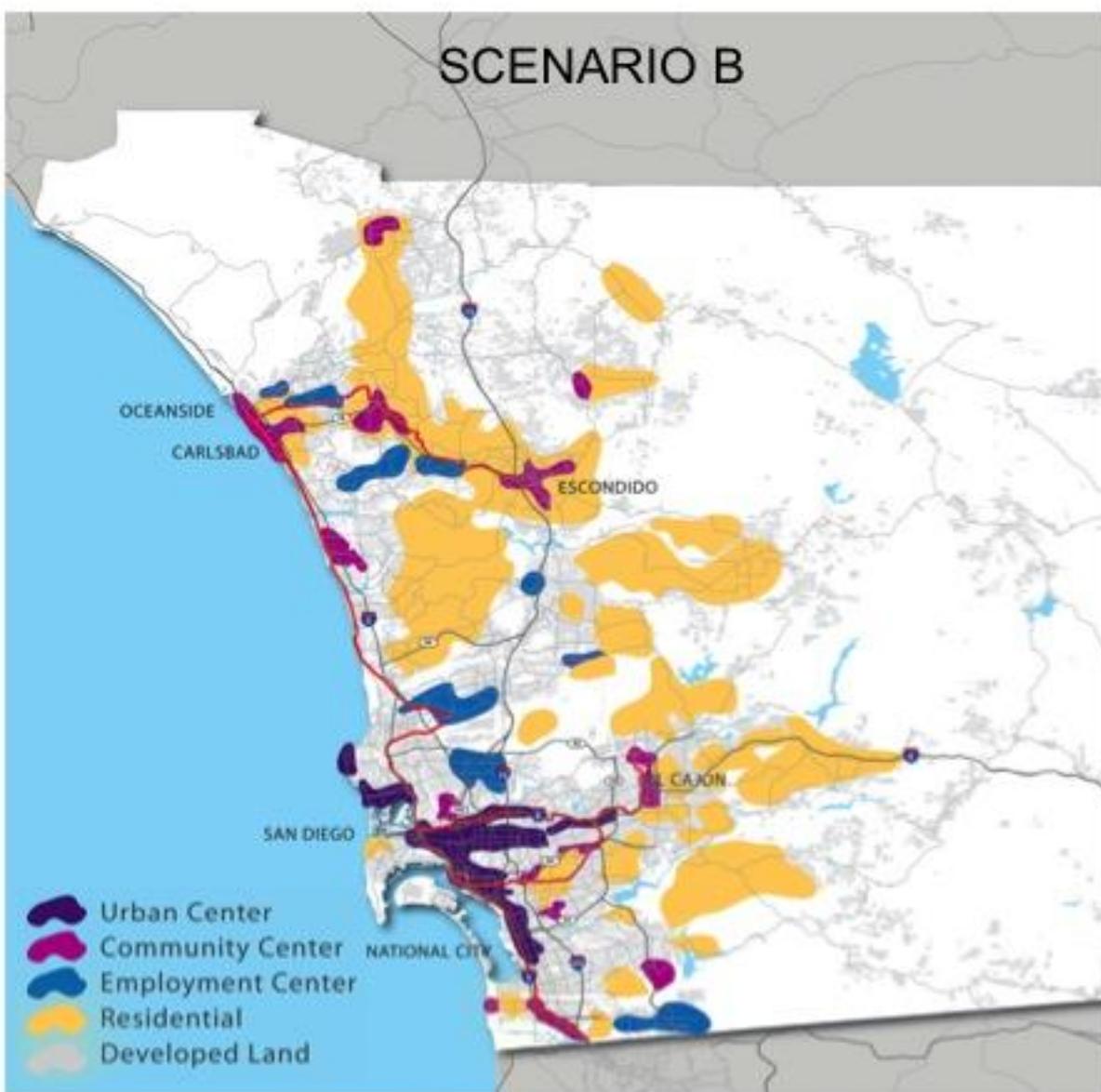
“I like Wyoming because of the opportunity for outdoor activities – fishing, hiking, camping, skiing, things of that nature. These are things I hold near and dear to me. If something is going weird, I can go fishing and nothing is more therapeutic than standing in the middle of a river. It helps me to refocus – it centers me. It gives me enjoyment and peace.”

“There are a lot of outdoor opportunities in Wyoming. is what I like to do, get in the mountains and not be around a lot of people. I get to relax and do things I like to do. That gives me enjoyment and the feeling of freedom.”

“I am very close to the mountains and an outdoorsman so like getting up in the mountains. I like hunting but don't care if I shoot anything or not, it is getting out that is important to me – I don't have to think about anything else but the fresh air and scenery. It is very relaxing for me – less stress. Makes me happier – gives me a sense of happiness.”

Tools

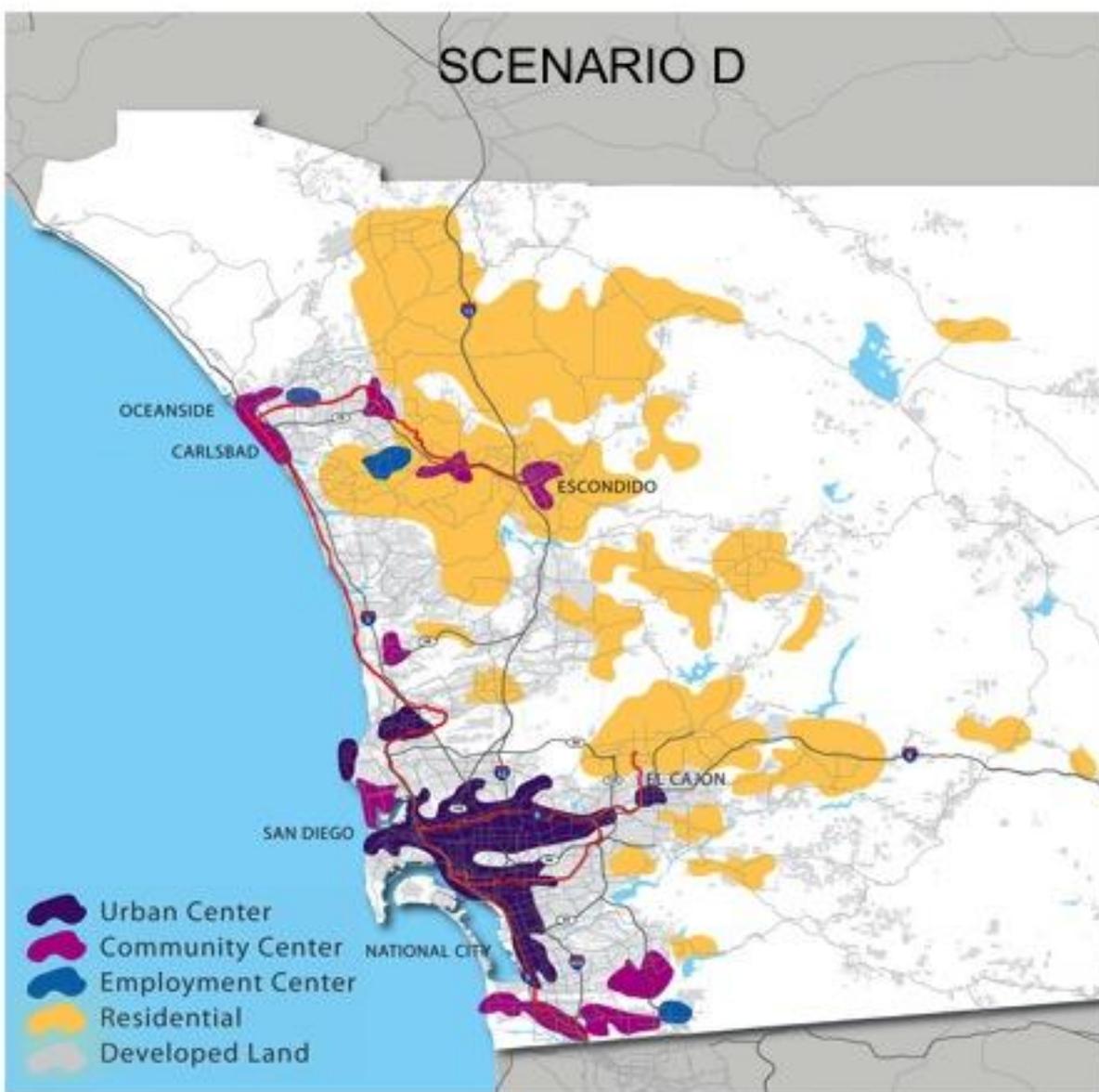
SCENARIO B



- Grow more compactly and people are closer to jobs, housing, and recreation.
- Best provides type of housing people want and are able to afford
- New homes built in north and south parts of county equally

- 2nd least land consumed
- Most new job centers
- Slightly lower travel times and greenhouse gases
- Lower water use
- Cities/county work together

SCENARIO D



- Grow following current projections of cities and county
- Most people in apartment/condo towers, many rural lots
- 2nd most land consumed
- More than half of all new growth in San Diego City and south to the border

- Slightly higher travel times and greenhouse gases
- Highest water use
- Cities/county follow their own growth plans

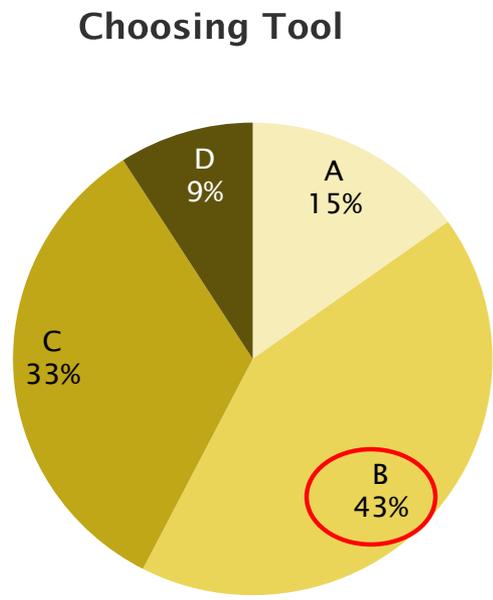
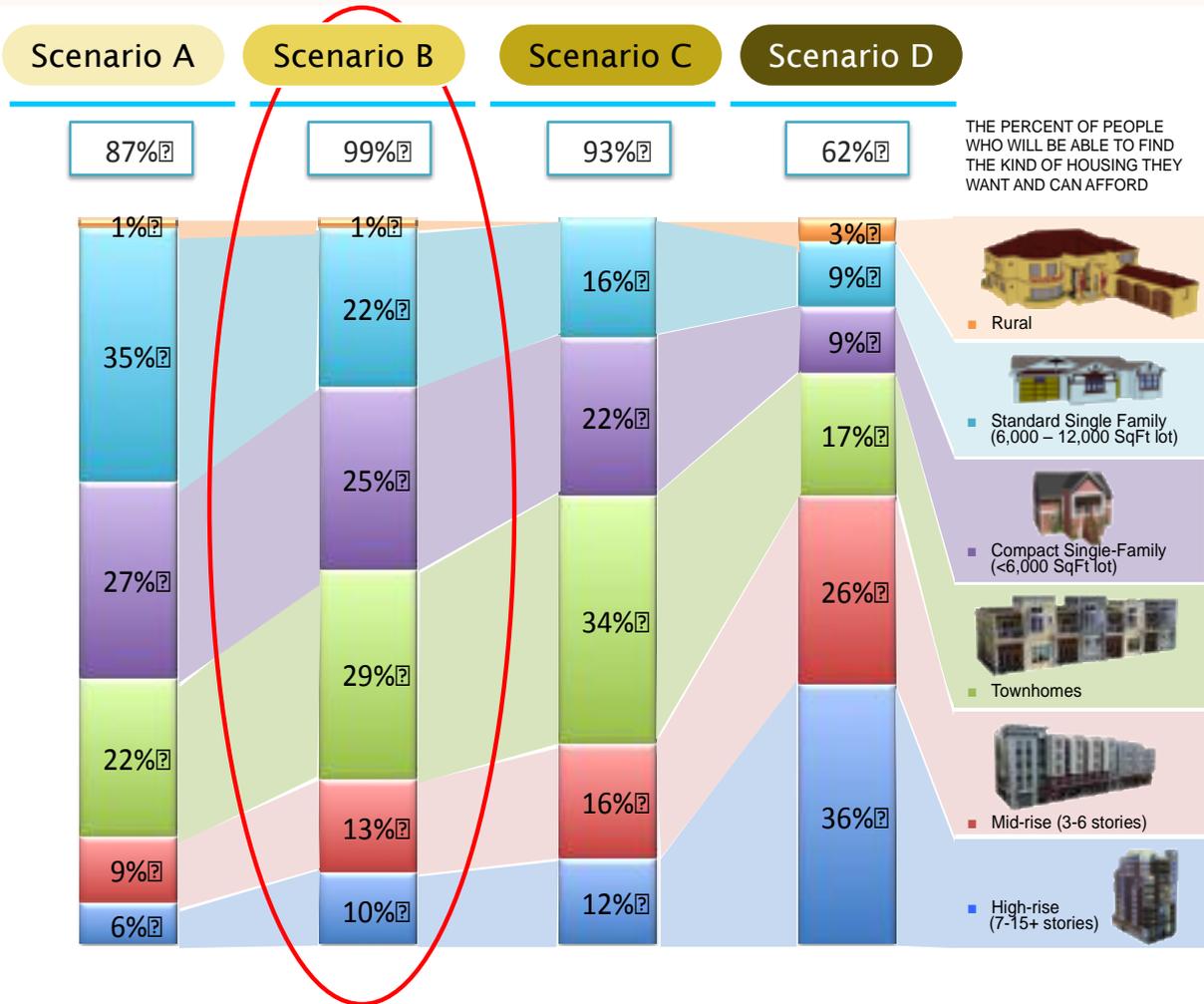


Putting the Values to work

Public Choosing: Our Greater San Diego Vision

https://surveys.qualtrics.com/SE/?SID=SV_9SLnNSJ1fDUxPdG

Mix of Housing Preferences: Scenario B



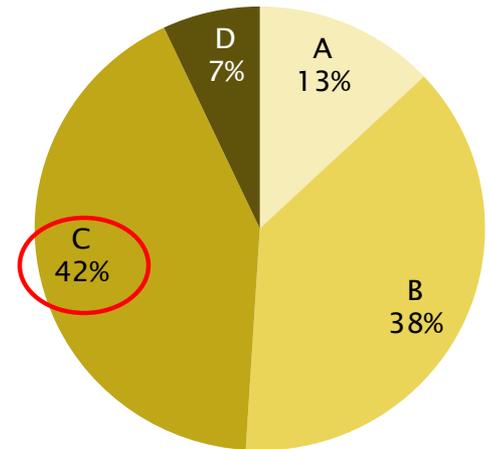
BASE: Choosing Tool (n=18,023); Scientific Study (n=533)

Q310. One of the biggest differences among the scenarios is the extent to which they provide the mix of housing experts project San Diegans will want and afford over the next forty years. Considering the mix of housing and the ability for consumers to find the type of housing they want in each of the four scenarios, select which one you think is the best for the future of the region.

Housing Impact Preferences

Scenario A	Scenario B	Scenario C	Scenario D
The housing mix follows past growth trends. Most people live in single family homes.	The mix of housing matches what people are projected to want.	The mix of housing shifts towards townhomes and compact development.	Most new housing is multifamily, and much of that is in high-rise buildings in very urban environments.
HOUSING COST PER SQUARE FOOT			
PERCENT OF COUNTY URBANIZED IN 20 YEARS			
17.9% 	17.4% 	16.1% 	17.5%
OUTDOOR WATER CONSUMPTION (gallons per day/household)			
 207	 196	 157	 214
GROWTH IN AGRICULTURAL LAND (acres)			
 10,582	 4,623	 1,521	 11,340

Choosing Tool

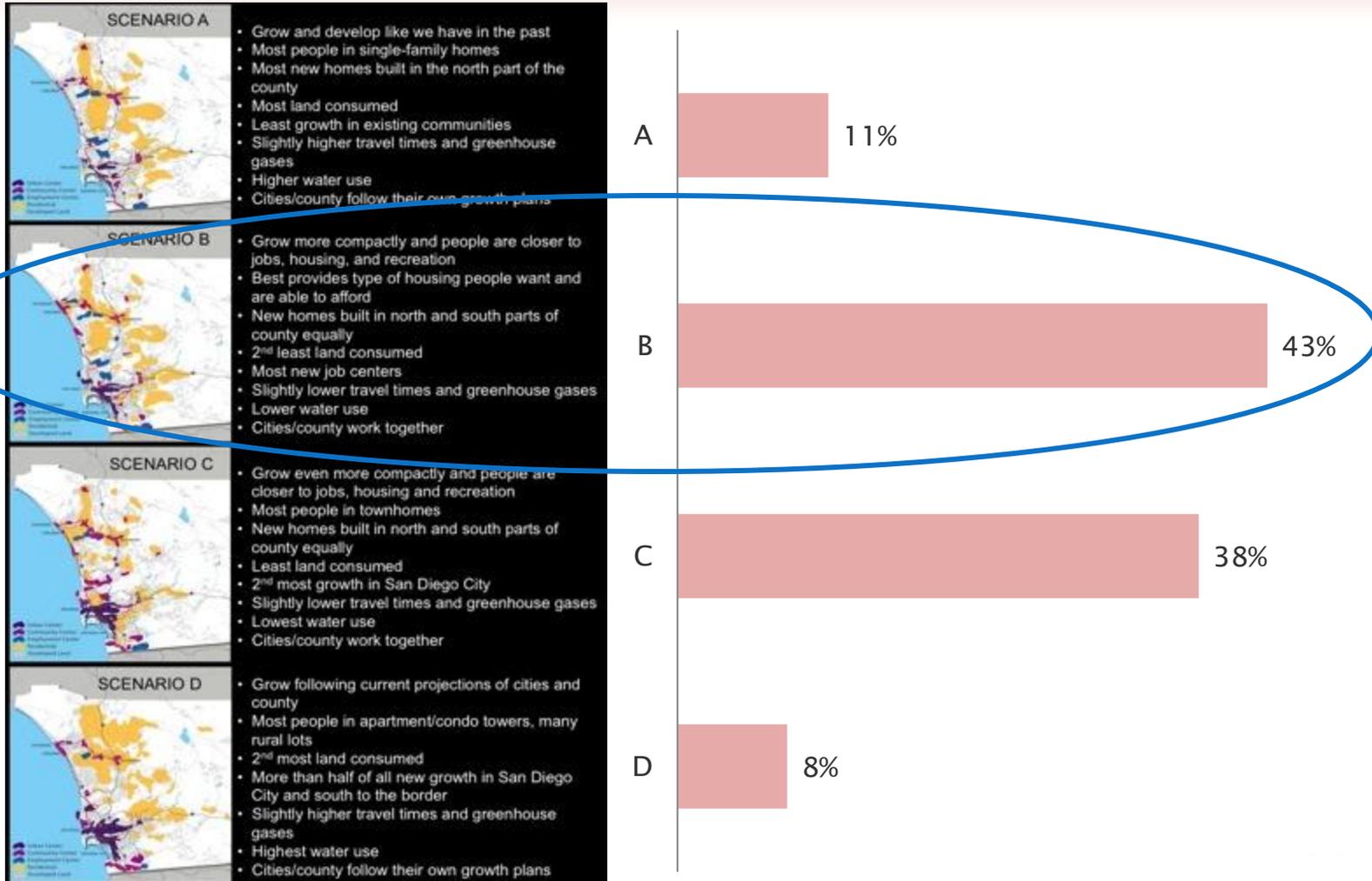


BASE: Choosing Tool (n=17,989); Scientific Study (n=533)

Q315. The mix of housing provided over the next forty years also impacts each of the factors below. After considering these factors, please select again which scenario you think is the best for the future of the San Diego region.

Best Overall Scenario Preference

Heart + Mind STRATEGIES



BASE: Choosing Tool (n=17,936); Scientific Study (n=533)

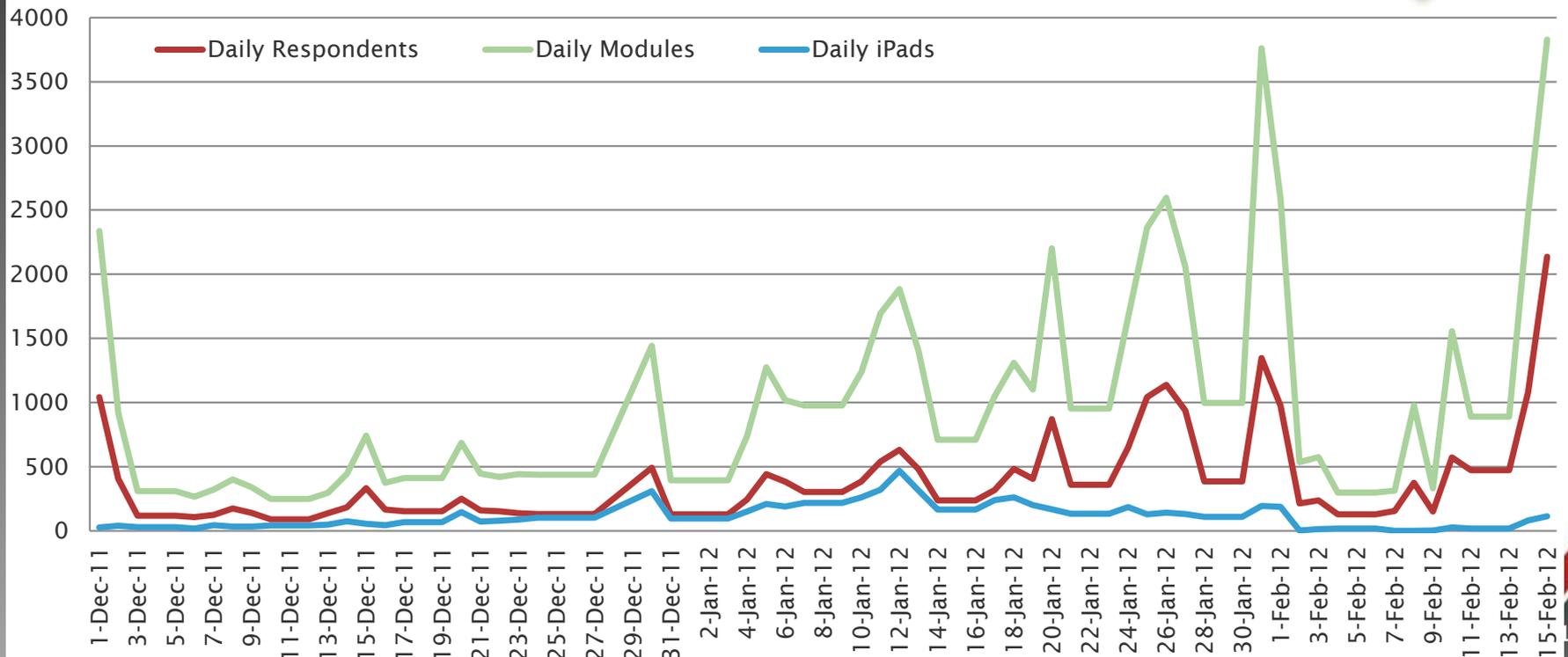
Q325. Based on everything you have read and seen, which of the following scenarios best reflects your personal overall preference for the future of the San Diego region? Please be patient, as the scenarios may take a moment to load.



Largest Regional Choosing Ever

	Totals	Percent
Entered the Choosing Tool	40,249	
Started a module	31,423	<ul style="list-style-type: none"> • 78% of those who entered the Choosing Tool started a module
Completed a module	27,991	<ul style="list-style-type: none"> • 89% of those who started a module, finished • 70% of those who entered the Choosing Tool completed a module

FINAL:
30,000+
 (includes 2,100 from Baseline & Scientific Surveys)



Public Choosing Process

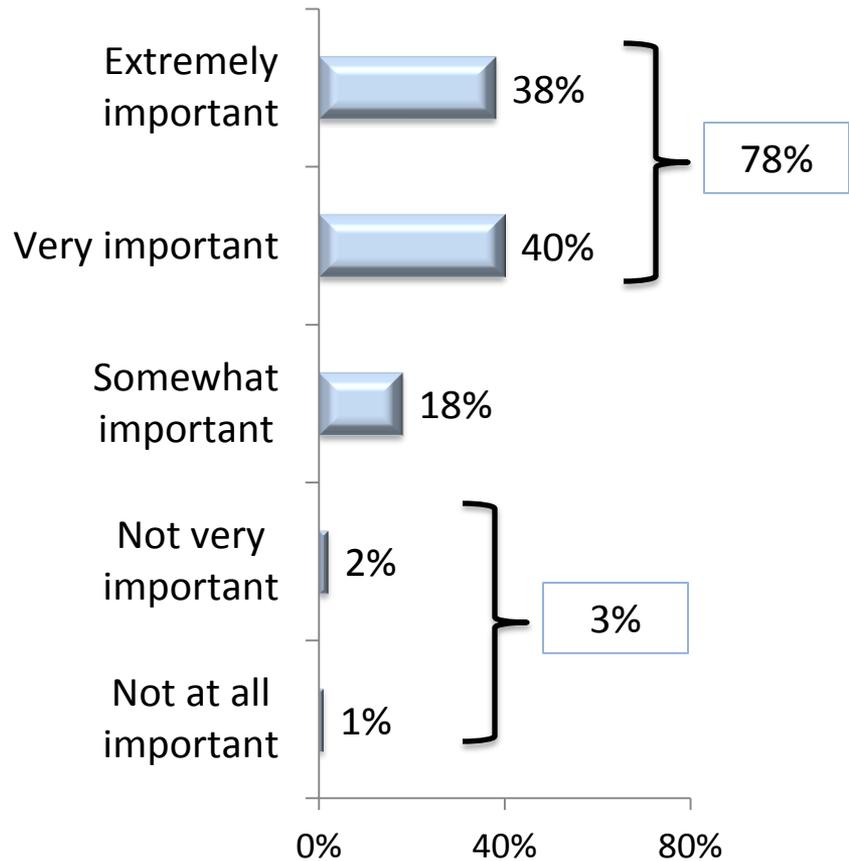
- 200 “partner” organizations with unique URLs
- 30 iPad-wielding volunteers
- New record: over 30,000 “public choosing” participants
- Most elaborate online choosing tool



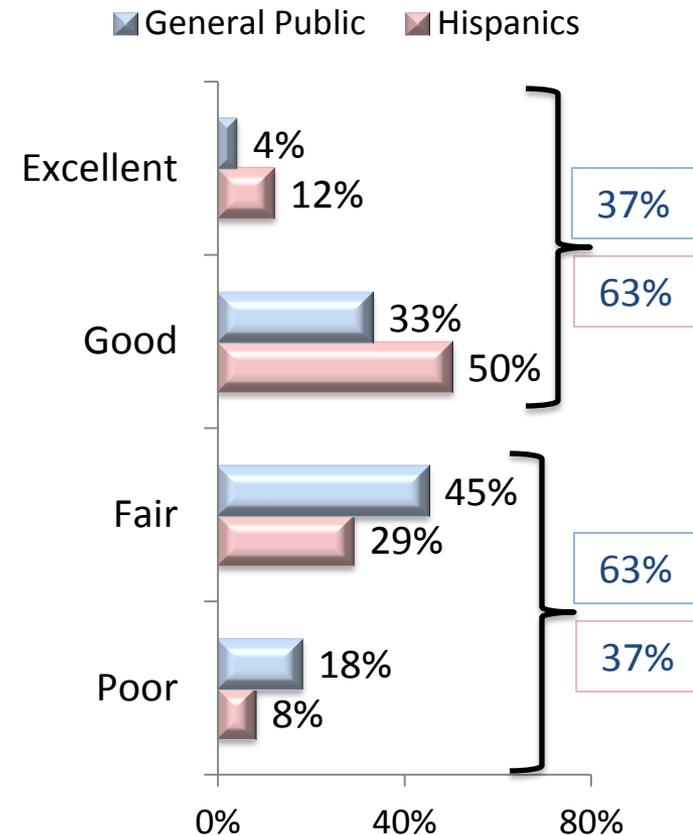
Other Tools

Plan for Long-Range Growth is Important and Currently Lacking

Importance of Long-Range Plan for Growth



Performance of San Diego Region on Long-Range Plan



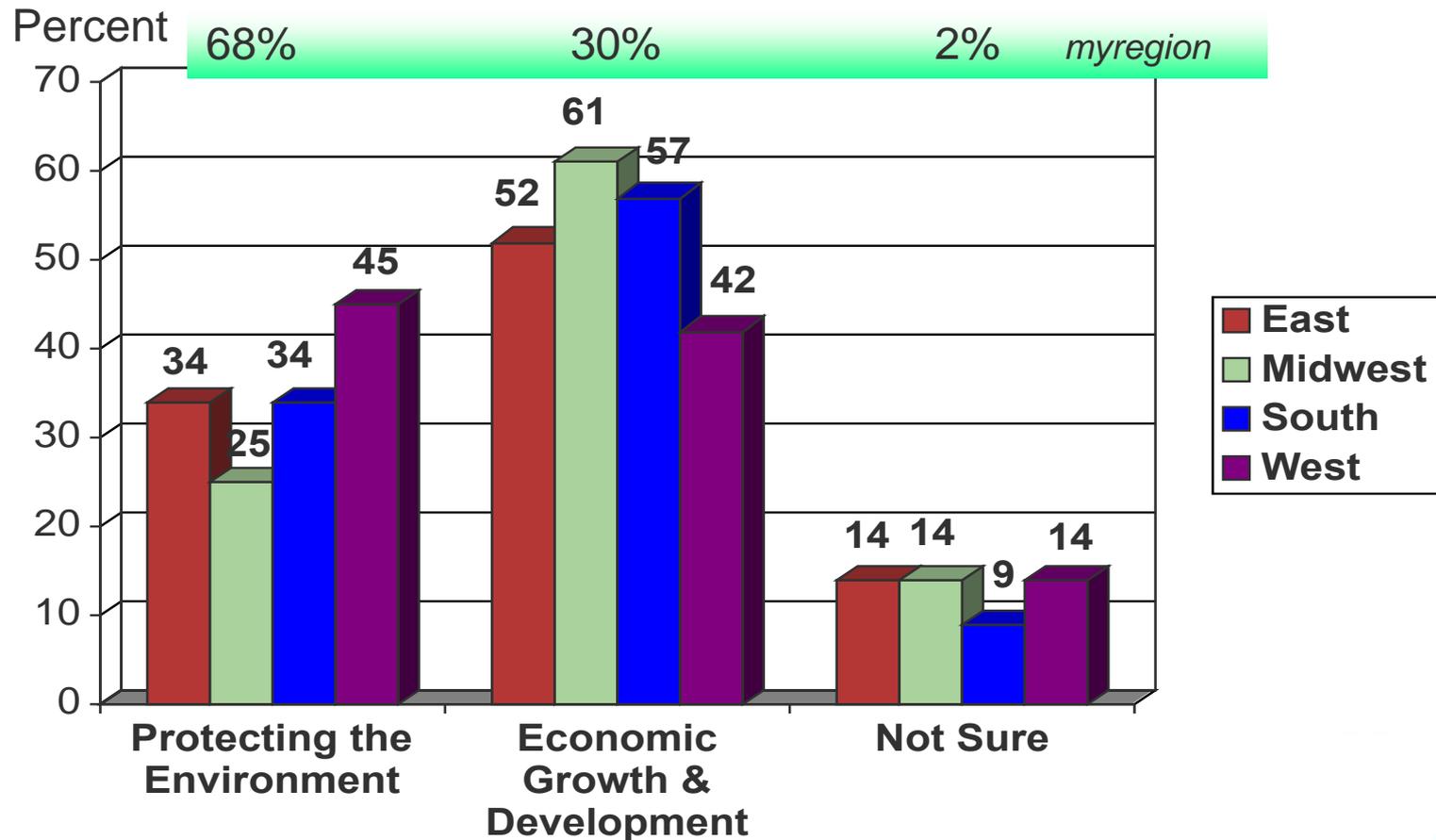
Base: n=1,001

Q800. How important is it that the San Diego region has a vision or a long-range plan for growth in the region?

Q805. How would you rate the performance of the San Diego region when it comes to planning and preparing for the future of the region?

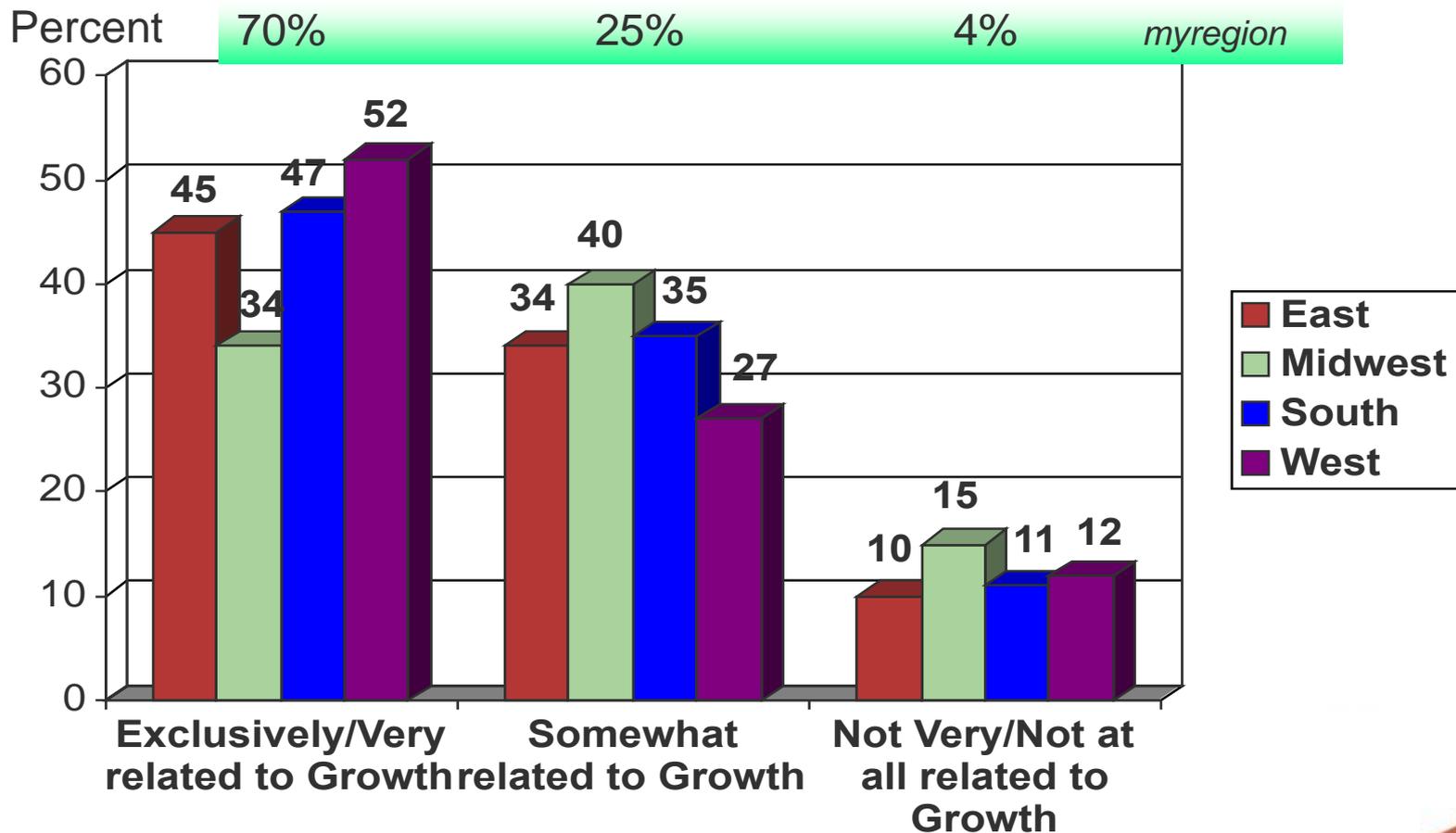
Protecting the Environment Much Bigger Florida Priority

What would you say is more important to your region - protecting the environment or economic growth and development?



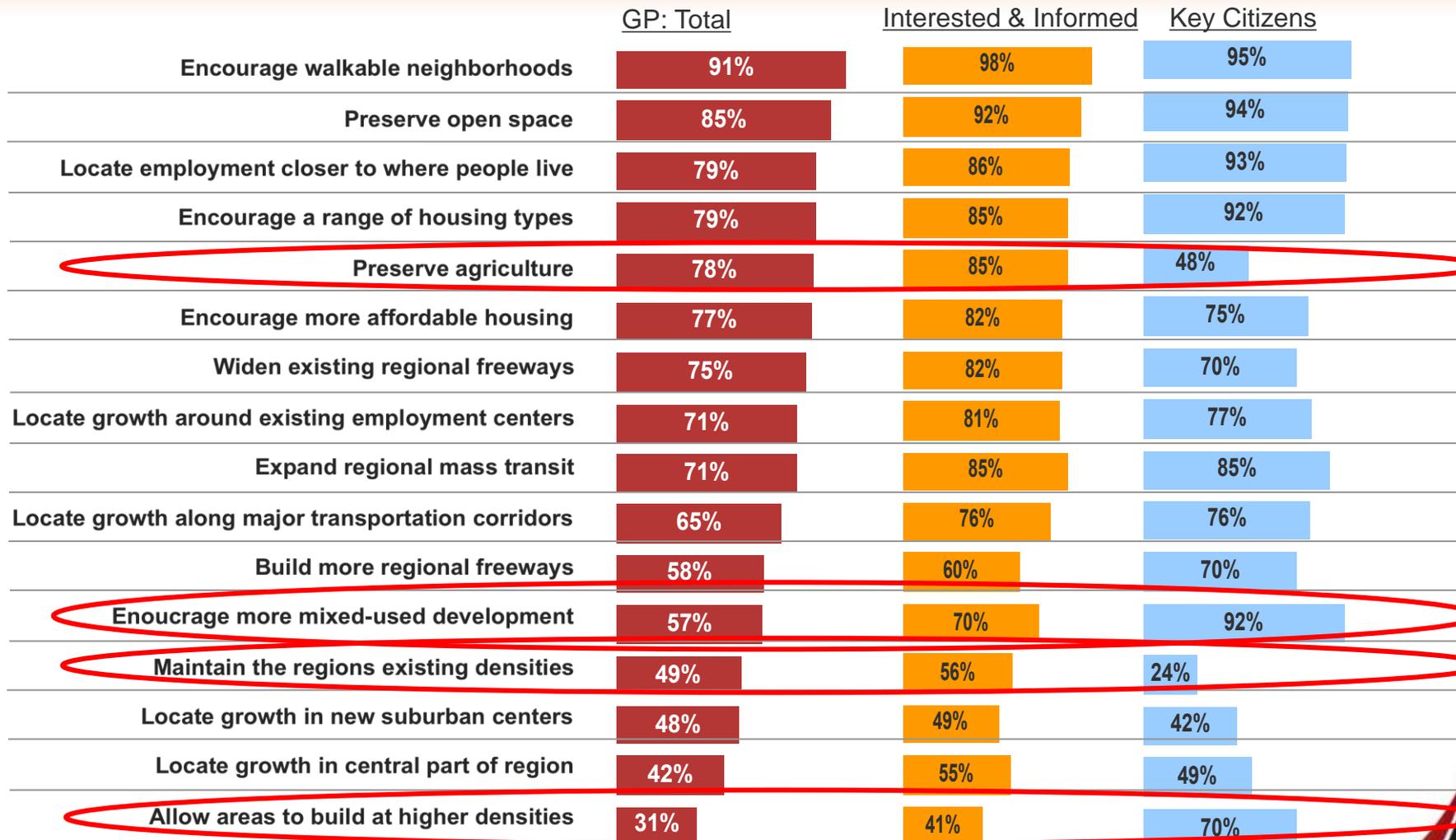
Growth Perceived to Be Causing More Regional Problems

Thinking of the problems and challenges facing your region today, how closely do you think they are related to growth?



Walkable Neighborhoods and Open Space Receive Near Universal Support, But GP and Key Citizens Differ on Several Growth Strategies

% Strong Agree/Agree with Strategies For Growth



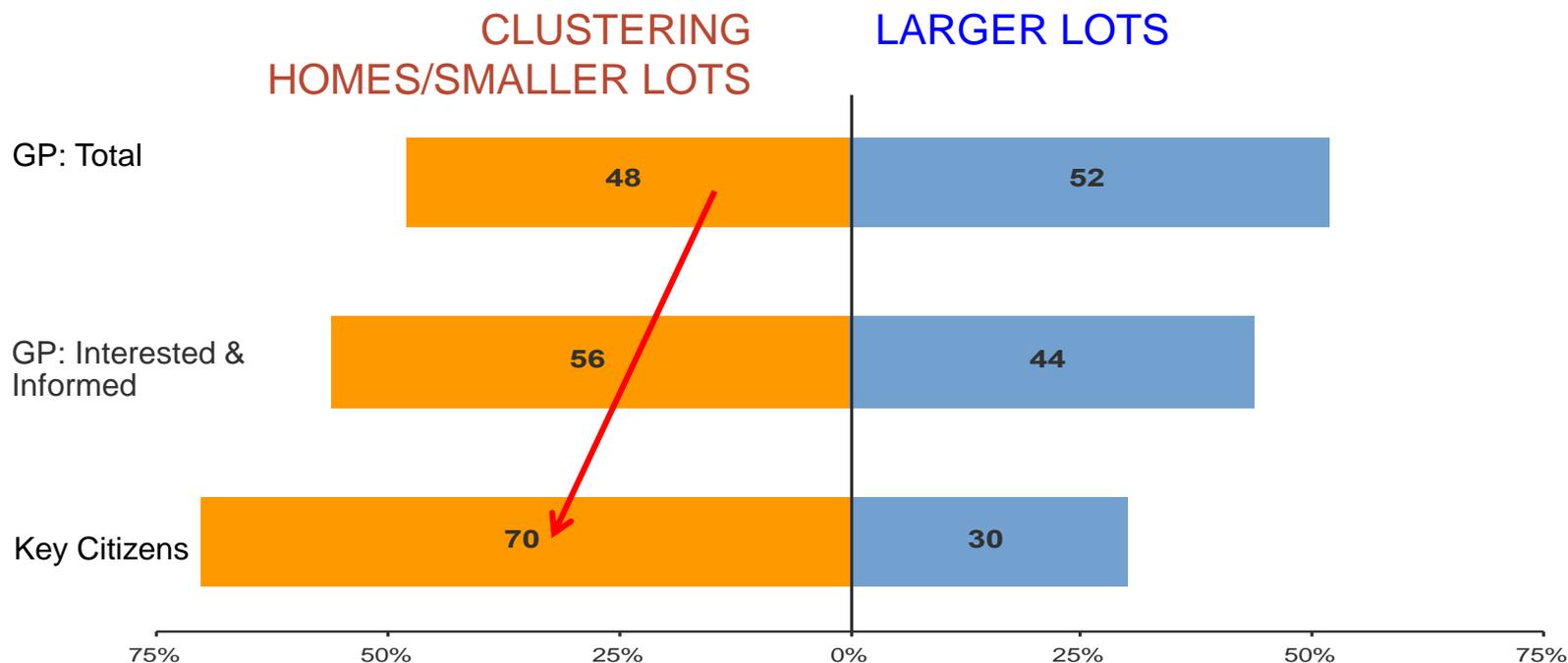
Q1208 How much do you agree or disagree with the following growth strategies for the Greater Phoenix Area?
Please note that these strategies are not mutually exclusive. [Base: AZ Gen'l Pop Respondents (N=1068); AZ I&I (N=211); AZ Key Citizen (N=164)]

Arizonians Prefer Larger Lots of Their Own to Communal Open Space, Key Citizens Differ

Density – Personal Preference

Option A: Community that preserves open space by clustering homes on smaller lots, creating parks and preserves

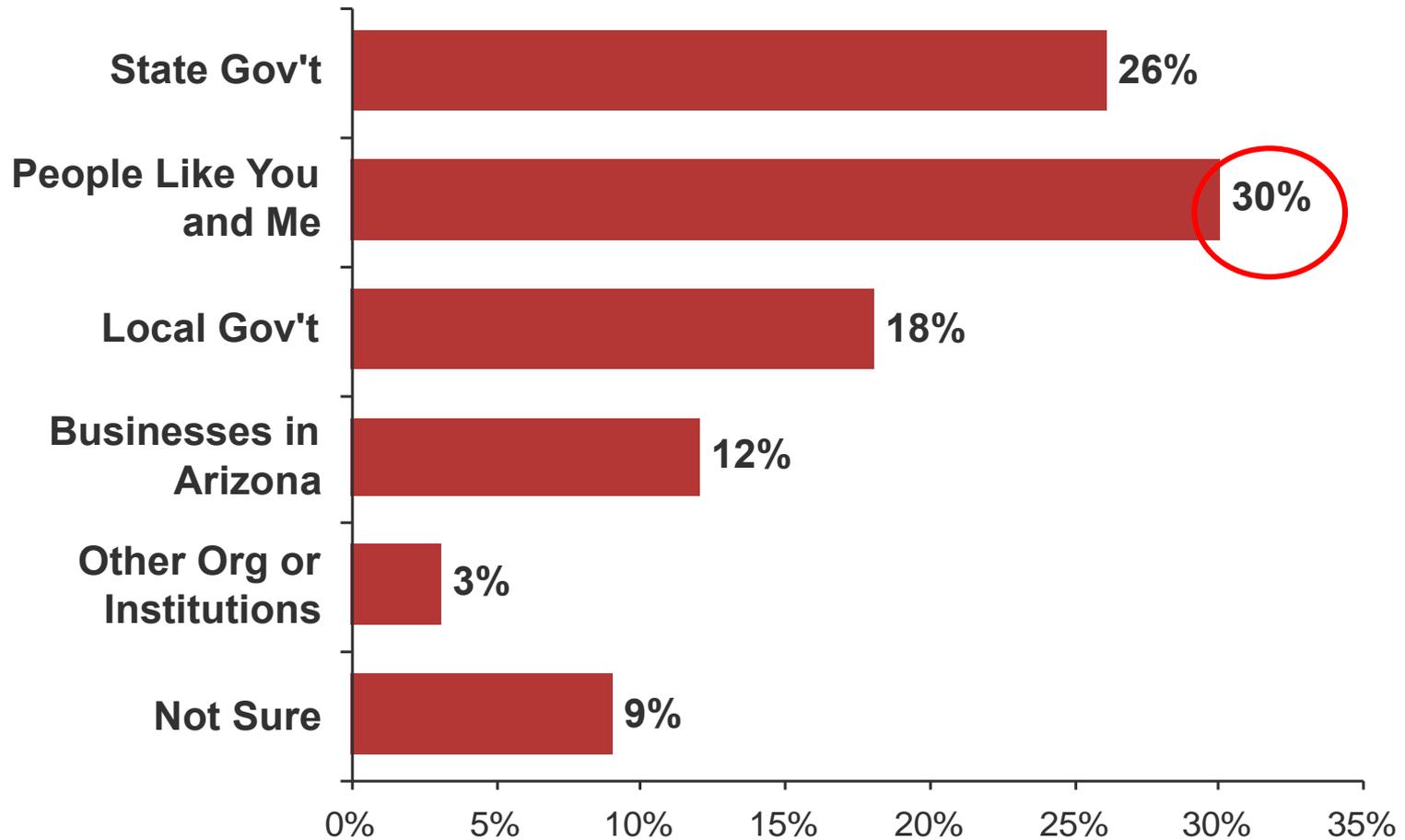
Option B: Community that features homes on larger lots without neighborhood parks or preserved areas



Q910 Assume there are two similar communities where you are considering purchasing a new home. Would you...? (1) Choose a community that features homes on larger lots without neighborhood parks or preserved areas (2) Choose a community that preserves open space by clustering homes on smaller lots, creating parks and preserves available to all who live in the community [Base: AZ Gen 'I Pop Respondents (N=1068); AZ I&I (N=211); AZ Key Citizen (N=159)]

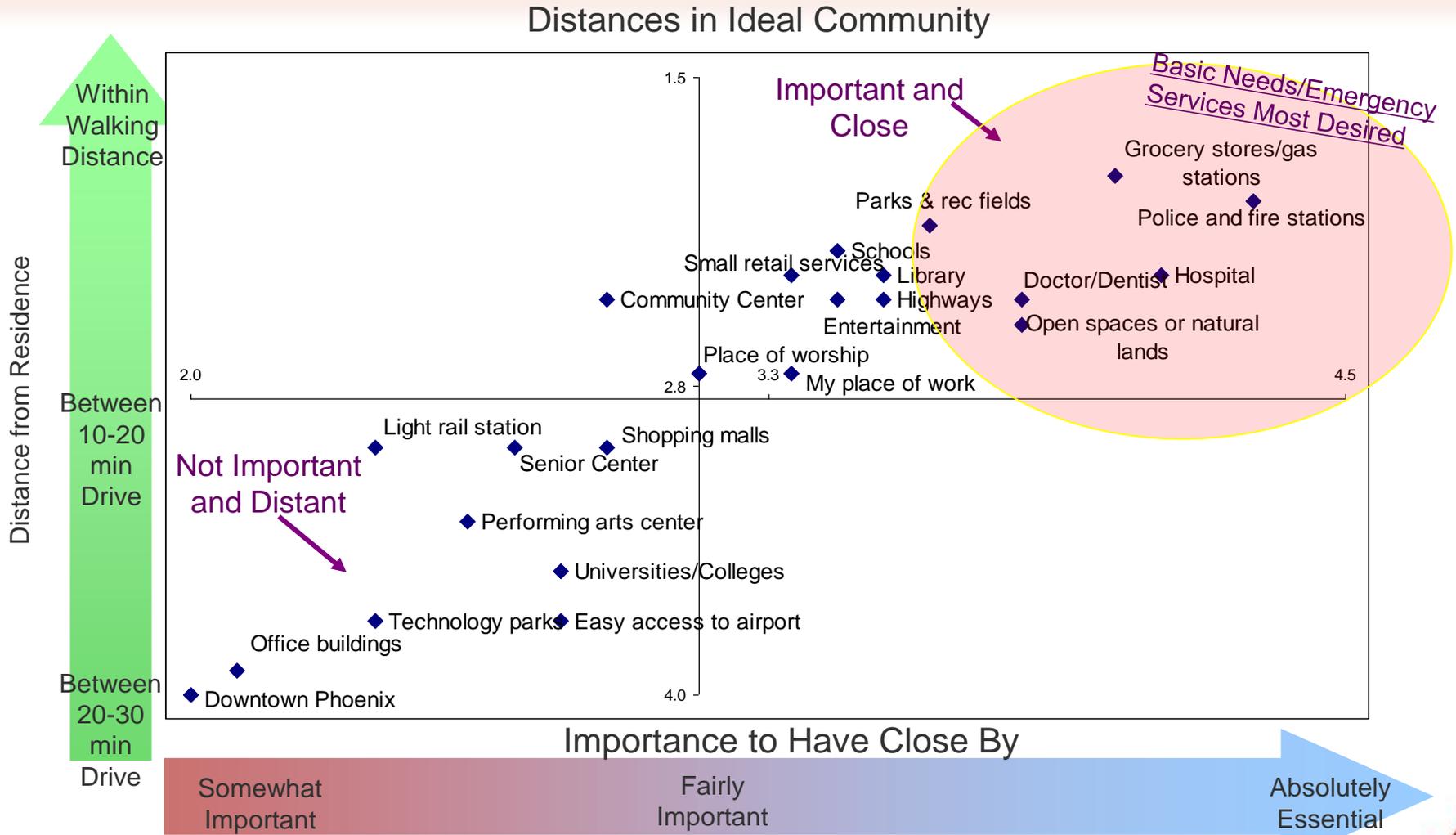
State and Citizens Best Positioned to Manage Growth

Group Best Positioned to Manage Growth Issues



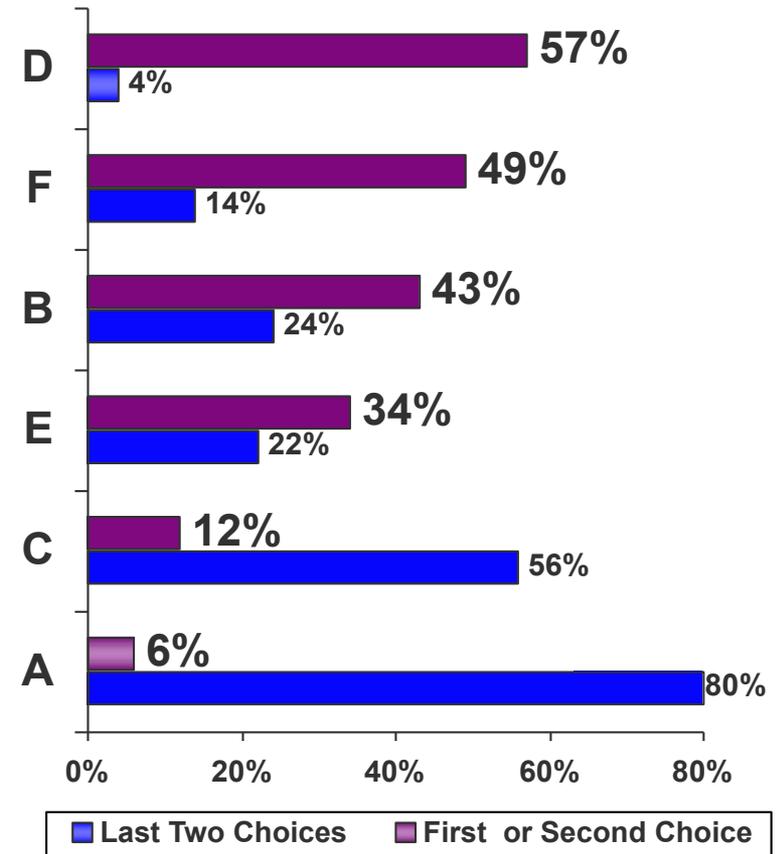
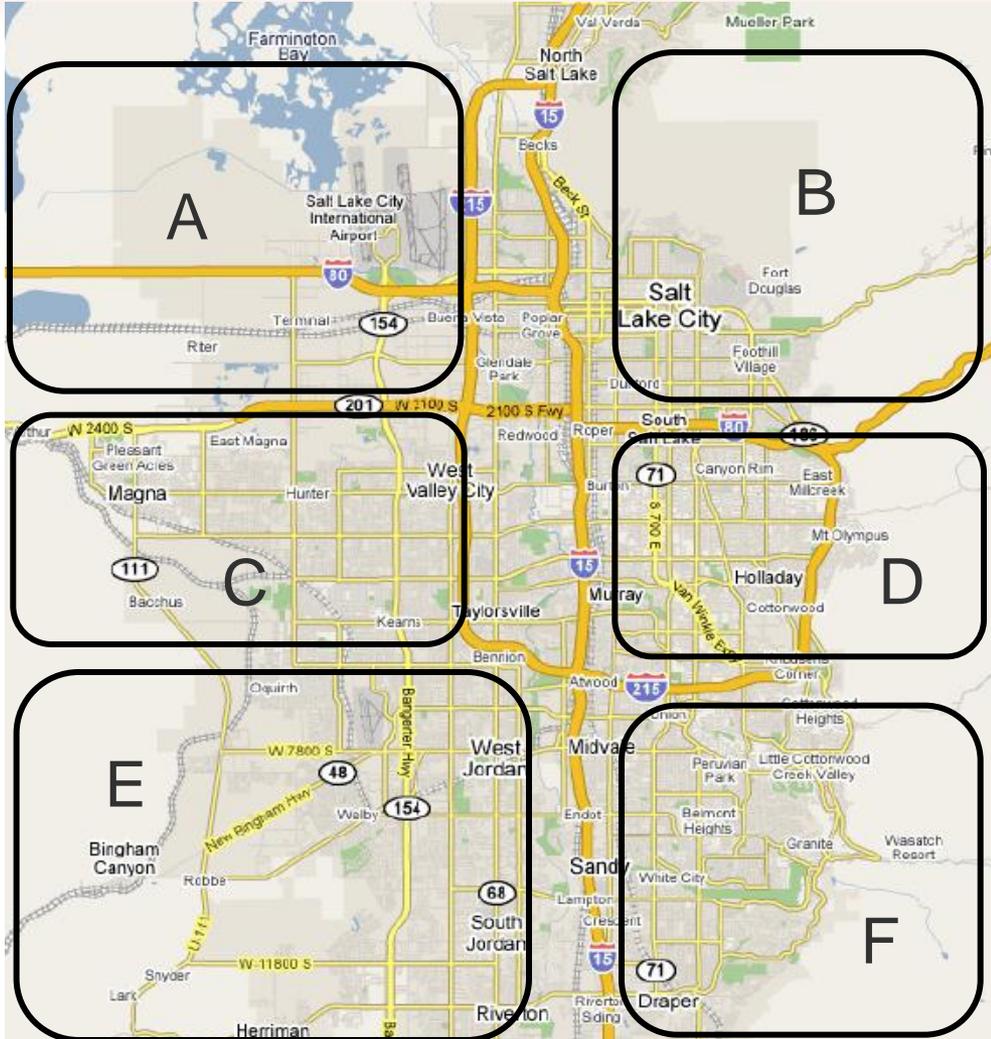
Q755 In your opinion, who can best deal with growth issues in a way that will have the most positive impact on Arizona residents? [Base: AZ Gen 'l Pop Respondents (N=1068)]

Residents Want Important Features, like Public Services, Retail, Open spaces, Parks and Highways Close By



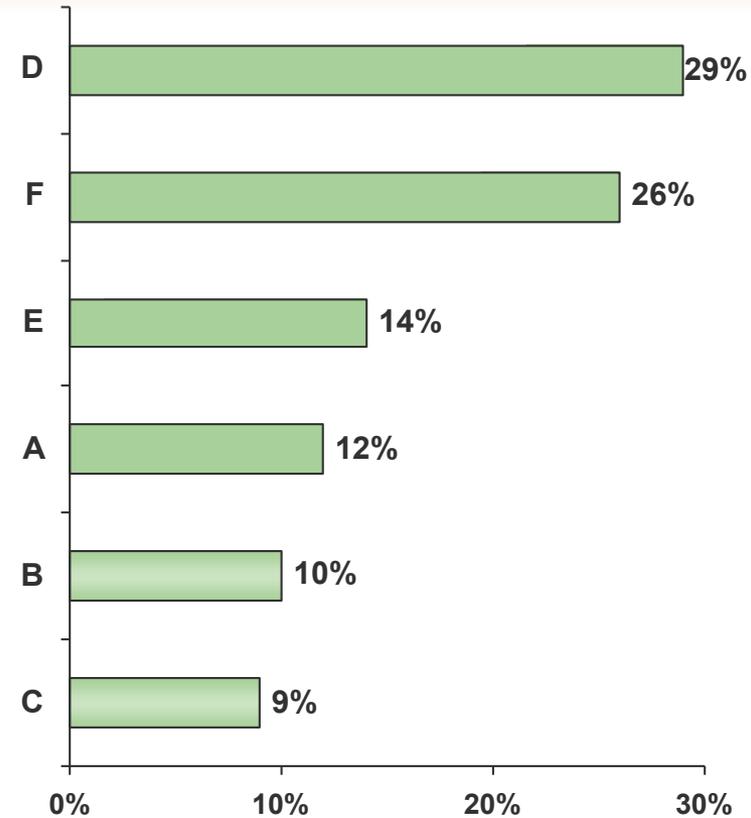
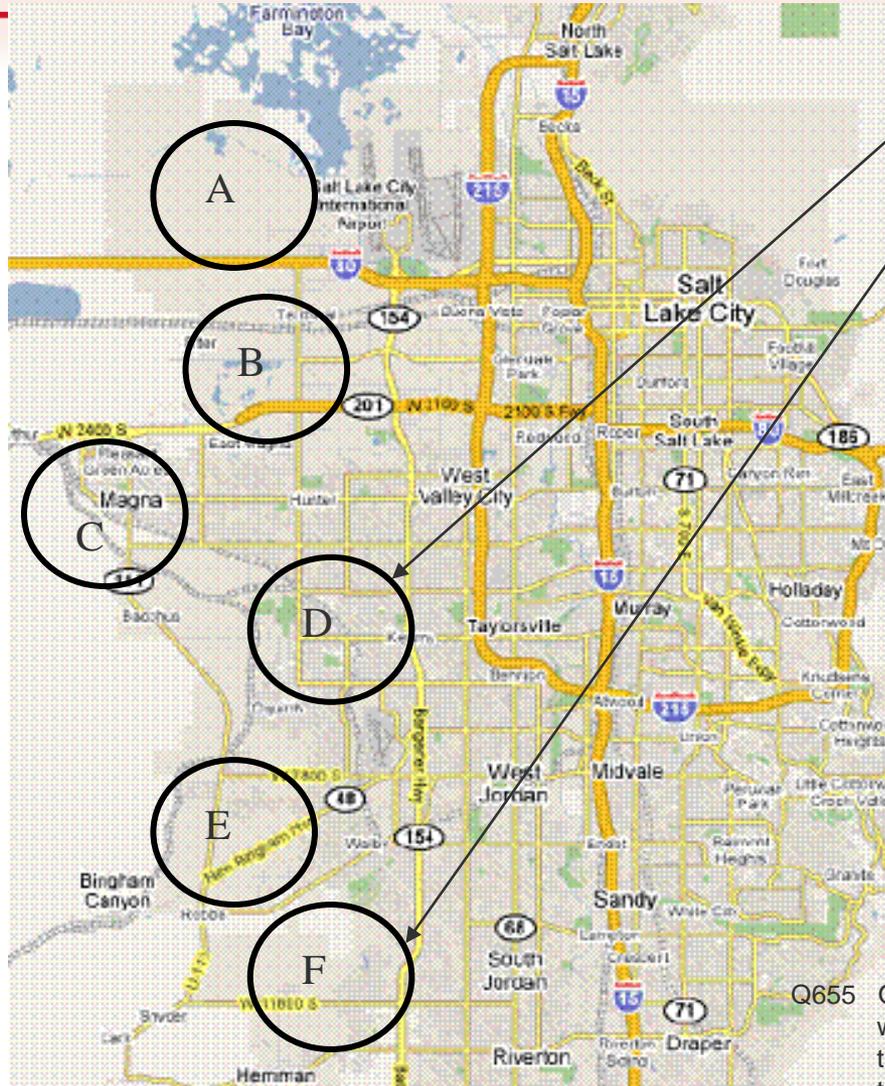
Q805-07 Please imagine your own ideal community and indicate how important it would be to you to have each of the following close to your ideal community? Q810-12 Thinking about a similar list of items and your ideal community, please indicate the distance you prefer to have between the place you live and each of the following: [Base: AZ Gen 'I Pop Respondents (N=1068)]

East Valley Preferred Place to Live In Salt Lake Valley



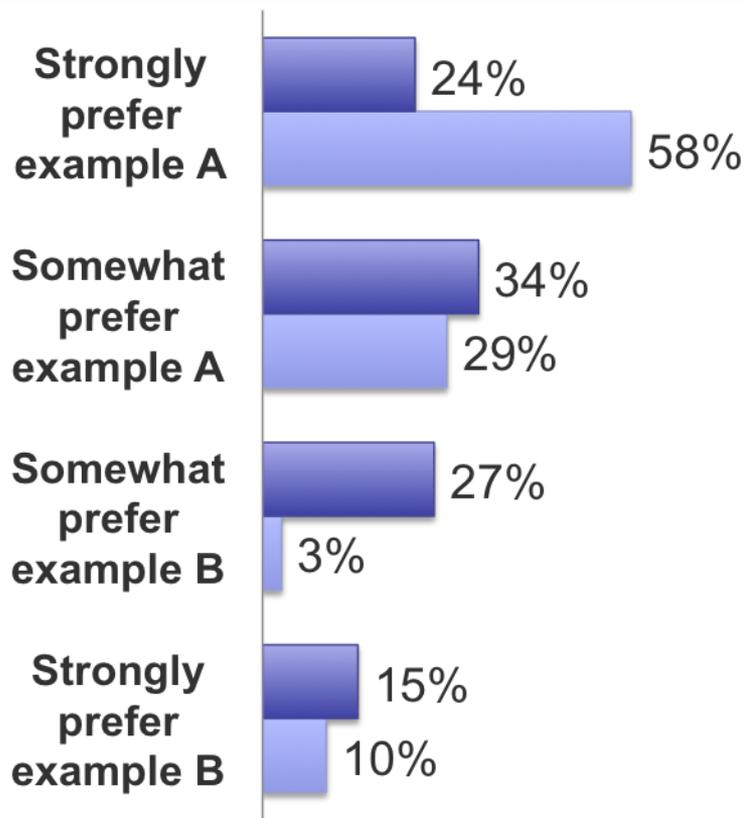
Q1641. If you had to move to the Salt Lake Valley, using the map, please rank order your preference for where you would prefer to live.

Southwest Valley Favored For New Town Center

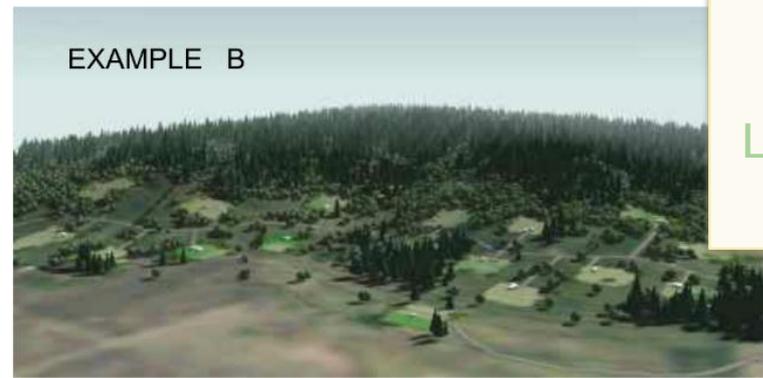


Q655 On the map below are a number of locations in Salt Lake County where there is sufficient land for necessary infrastructure and transportation to support a town center. Using the map, please identify the location you believe would be the best location for a new town center. Please select only one location.

Clustered Rural Development Preferred



Public
58%
Leaders
87%



Public
42%
Leaders
13%

Public Leaders

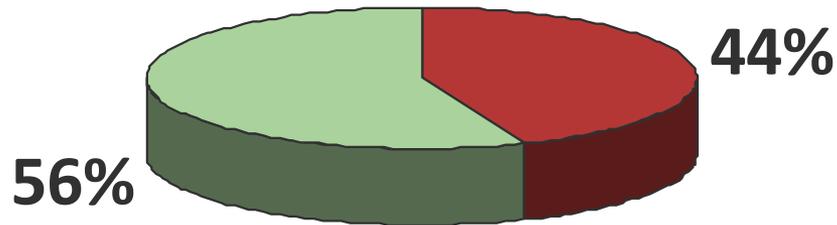
Q1195. Across Wyoming, grazing and ranch land is being converted into lots for building new homesites. Some developments—like EXAMPLE A—cluster the homes a little closer together and preserve larger areas of open space where no homes will ever be built. Other developments—like EXAMPLE B—make the homesite lots larger so that each home has its own little bit of open space. In thinking about what is right for Wyoming, which type of development do you think is best?

Audience Participation Tools: Personal Voting

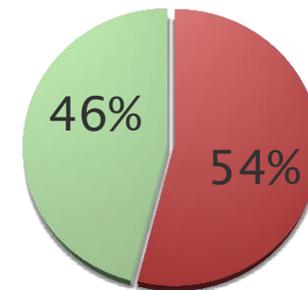
People Divided on Future Quality of Life

Thinking about the quality of life that will be here for your or your friends' children and grandchildren, do you see their quality of life in YOUR REGION increasing or decreasing in the future?

1. Increasing
2. Decreasing



Nationally



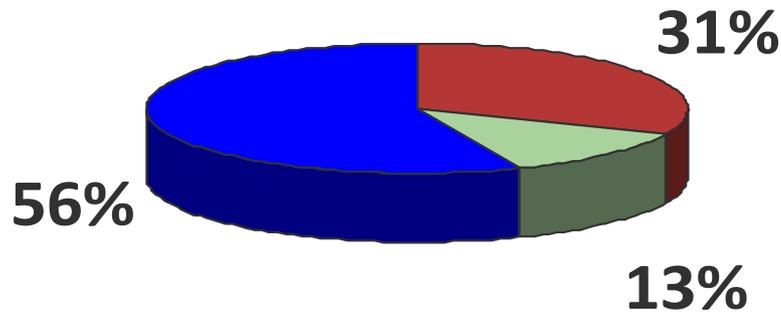
■ Increasing ■ Decreasing

■ Increasing ■ Decreasing

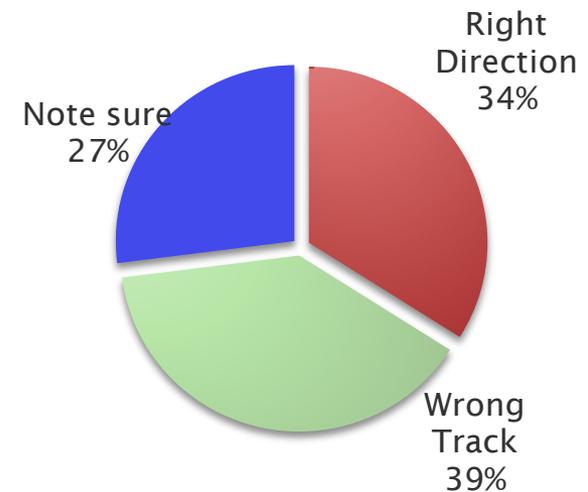
Right Direction Wrong Track

Do you feel things in your own community today are going in the right direction or do you feel things have pretty seriously gotten off on the wrong track?

1. Right Direction
2. WrongTrack
3. Not Sure



Nationally



■ Right Direction ■ WrongTrack ■ Not Sure

Below are the opinions of two hypothetical residents. Please indicate which opinion comes closest to your own. Is your opinion more like Mr. Smith or more like Mr. Jones?



Smith believes that **growth in YOUR REGION**, if done right, will bring many **benefits and advantages to the people in the region**. Mr. Smith believes that **growth should be strongly encouraged and fostered**.



Jones believes that **growth of any kind in YOUR REGION** region will **jeopardize the quality of life** for the people in the region. Mr. Jones believes that **growth should be strictly managed or limited**.

1. Exactly Like Smith
2. Strongly Like Smith
3. Somewhat Like Smith
4. Neither Like Smith or Jones
5. Somewhat Like Jones
6. Strongly Like Jones
7. Basically Like Jones



Values in Communications

Vocabulary and Visuals from the Values Study

“Live, learn, work and play”

“Preserve open space”

“Pride in your community”

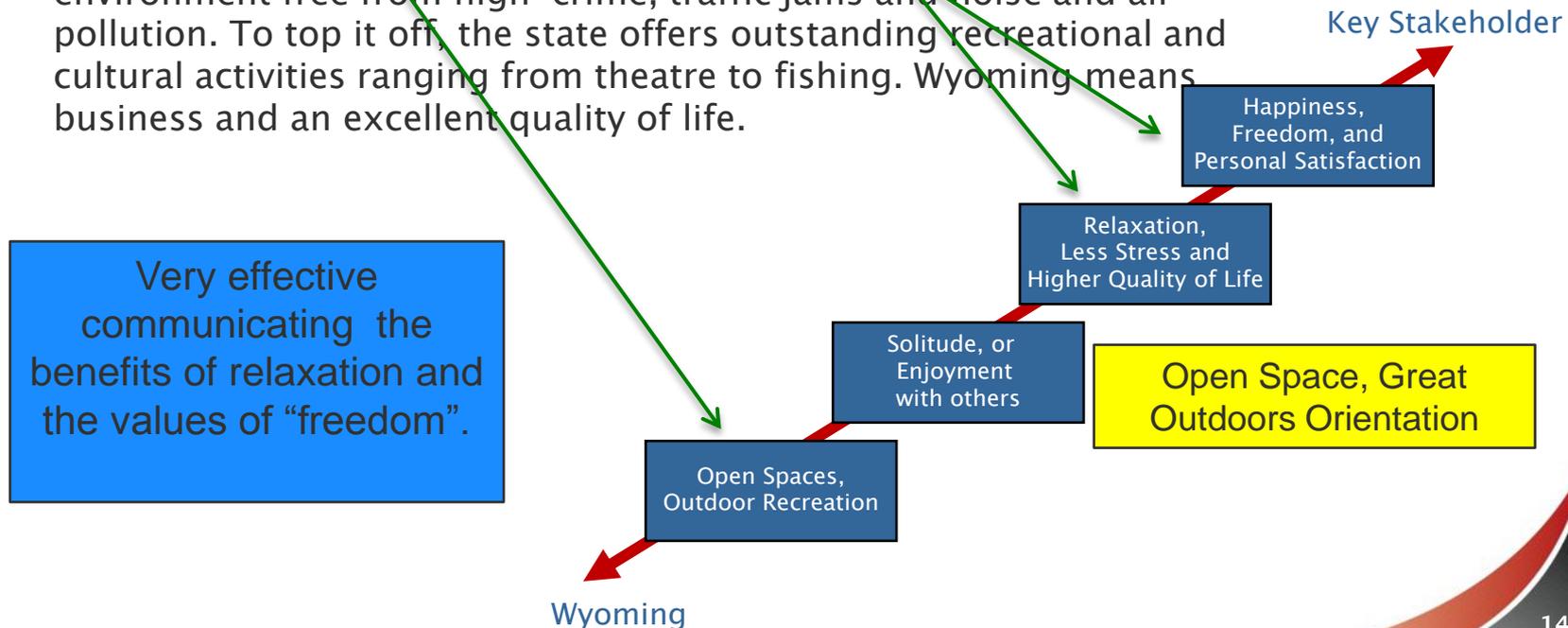
“... for our children and grandchildren”

“Creating a world-class community”



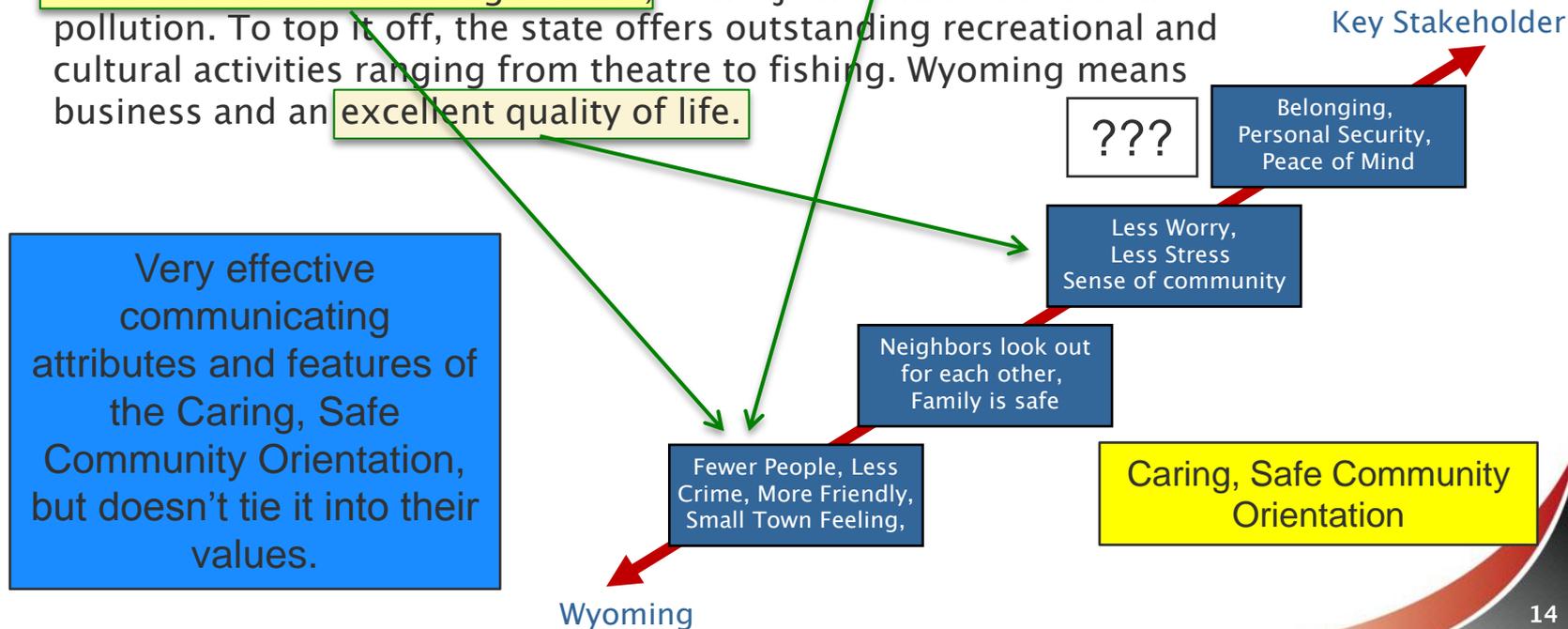
Communication Example: WhyWyoming.org

- Wyoming's business-friendly benefits include: no corporate or personal state income tax, low energy costs, educated workforce, outstanding quality of life, low operating costs, safe communities and much more! Wyoming means freedom... freedom from high crime and big city pressure, freedom from traffic jams, freedom from noise and air pollution, freedom to grow and thrive. Wyoming offers freedom in business costs and freedom in costs of living. Wyoming is one of the best places in the US to live.
- Doing business in Wyoming means living with friendly people in an environment free from high-crime, traffic jams and noise and air pollution. To top it off, the state offers outstanding recreational and cultural activities ranging from theatre to fishing. Wyoming means business and an excellent quality of life.



Communication Example: WhyWyoming.org

- Wyoming's business-friendly benefits include: no corporate or personal state income tax, low energy costs, educated workforce, outstanding quality of life, low operating costs, safe communities and much more! Wyoming means freedom...freedom from high crime and big city pressure, freedom from traffic jams, freedom from noise and air pollution, freedom to grow and thrive. Wyoming offers freedom in business costs and freedom in costs of living. Wyoming is one of the best places in the US to live.
- Doing business in Wyoming means **living with friendly people** in an **environment free from high-crime**, traffic jams and noise and air pollution. To top it off, the state offers outstanding recreational and cultural activities ranging from theatre to fishing. Wyoming means business and an **excellent quality of life**.



Tools for Midsize Regions

Values in Midsize Regional Visioning: Two Key Phases

*Advanced
Strategy Values
Pulse*

Identify range and diversity of regional issues and values and their structure

*Values and
Priorities
Regional
Survey*

Precision read of regional values and priorities—representative of region

PLUS
OPTIONAL: *Choosing Platform*

Advanced Strategy Values Pulse

Advanced Strategy Values Pulse

Values and Priorities Regional Survey

Advanced Strategy Values Pulse (ASVP) is a dynamic online qualitative research process that allows large groups of participants to electronically and anonymously collaborate around a set of discussion questions and/or react to regional issues and priorities. Our special laddering approach uncovers the values orientation of people in the region.



- 1 Advanced Strategy Values Pulse online
- 90 minutes in length
- 25 participants: representative of the diverse population in the region

Participants contribute via online sessions on home computer

Values and Priorities Regional Survey

*Advanced
Strategy Values
Pulse*

*Values and
Priorities
Regional
Survey*

Base sample of 1000* residents of the region 18 years+

- 50 oversample regional leaders
- Online interviews to allow visual preferences
- 2nd language option (ie Spanish)

Leaders vs. Public Comparison:

In regional visioning, leaders and the general public are rarely on the same page. *The Values and Priorities Regional Survey* is designed to uncover the differences and outline strategies to align leaders and public behind a single regional vision

Building on the values and priorities uncovered in Phase 1, the *Values and Priorities Regional Survey* will validate and quantify the results with a regionally representative and projectable sample. This step provides a high level of statistical confidence and precision in establishing the relative importance of the issue priorities and the related personal values for the people of the region.

This step also allows us to identify differences between important subgroups: age, ethnicity, length of time in the region, geography, etc.

* ultimate sample size dependent on available online sample

Optional Choosing Platform

Choosing Platform

Our Greater San Diego
Choosing Platform Hyperlink

<https://www.showyourlovesandiego.com/R.aspx?a=56&t=1>

Get the public involved!
Help them to own the
process and see their ideas
shaping their future

Public Engagement Platform

- Posted on sponsors website(s)
- Unlimited number of respondents
- Allows visual preferences/animations
- 2nd language option (ie Spanish)

Online Choosing Platform designed after the highly successful ***Our Greater San Diego Vision*** public engagement process that generated record breaking 25,000+ online community citizen responses, including difficult to reach minority populations.



* ultimate sample size dependent on available online sample

Values in Midsize Regional Visioning: Tool Costs

*Advanced
Strategy Values
Pulse*

\$30,000

*Values and
Priorities
Regional
Survey*

\$44,000

OPTIONAL:
Choosing Platform

\$40,000