

Federal Highway Administration

Scenario Planning
Peer Workshop

Vancouver, Washington

April 28, 2011

Location: Vancouver, Washington

Date: April 28, 2011

Workshop Sponsor: Federal Highway Administration (FHWA)

Host Agencies/Co-Sponsors: Southwest Washington Regional Transportation Council (RTC) and the Washington Department of Transportation (WSDOT)

Documentation and Event Planning: U.S. Department of Transportation Volpe National Transportation Systems Center (USDOT Volpe Center)

Workshop Participants: [See Appendix C](#)

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I. Summary

This report summarizes key findings from a one-day scenario planning workshop held in Vancouver, Washington. The Federal Highway Administration (FHWA), the Southwest Washington Regional Transportation Council (RTC), and the Washington Department of Transportation (WSDOT) jointly sponsored and hosted the workshop. RTC is the metropolitan planning organization (MPO) for the Vancouver and Portland (Oregon) urbanized area and is the state-designated Regional Transportation Planning Organization for Clark, Skamania, and Klickitat counties in Washington.

Clark County has experienced extensive population growth over the past twenty years. The county is expected to add nearly 220,000 people by 2035; however, the Cascade Mountains and two rivers bordering the county leave little room for expansion. RTC aims to use scenario planning as a mechanism to help determine effective land use and transportation plans that can accommodate Clark County's projected population growth.

The goals of the workshop were to:

- Provide RTC staff, local elected officials, and Clark County community leaders with an overview of scenario planning and potential process steps;
- Share notable examples of how agencies around the country have successfully applied scenario planning;
- Demonstrate the benefits of scenario planning; and
- Brainstorm potential initial steps for applying scenario planning to Clark County and key resources that might be needed for this effort.

Given outcomes from the small group breakout sessions and the day's activities, RTC now plans to develop a strategy to conduct scenario planning in Clark County.

Alan Matheson, Executive Director of Envision Utah, participated in the workshop as the featured peer speaker. Envision Utah, a nonprofit and public-private partnership based in Utah, facilitates visioning processes to help communities identify sustainable growth strategies.¹ During the workshop, Mr. Matheson shared examples, best practices, and lessons learned from Envision Utah's experiences.

Sixty-five participants attended the workshop, including representatives from: FHWA, the USDOT Volpe Center, RTC, WSDOT, the City of Vancouver and nearby cities, the Clark County Community Development and Planning offices, Congresswoman Jaime Herrera Beutler's office, the office of Washington Senator Patty Murray, the Port of Vancouver, several private sector businesses, the Vancouver City Council, the Evergreen Public School system, and several other agencies and organizations. [Appendix C](#) includes a complete participant list.

II. Background

RTC is the Federally designated metropolitan planning organization (MPO) for Clark County Washington and the state-designated Regional Transportation Planning Organization for Clark, Skamania, and Klickitat counties in Washington and Oregon (See Figure 1).²



Figure 1. Clark, Skamania, and Klickitat counties.

¹ For more information on Envision Utah, see <http://envisionutah.org/>

² For more information on RTC, see www.rtc.wa.gov/

The Clark County region is surrounded by the Cascade Mountains and the Columbia, Lewis, and Washougal rivers. Vancouver, Clark County's largest city, is currently undergoing a major downtown revitalization.

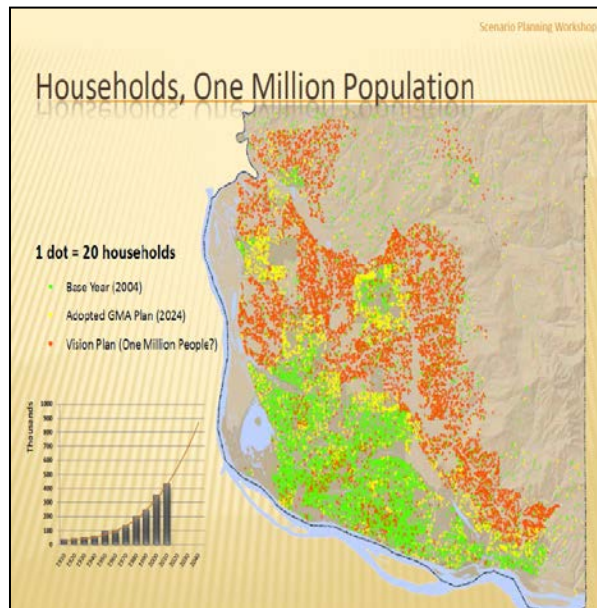


Figure 2. RTC region population increase and possible built parcels in 2024.

Clark County has experienced considerable population growth, from few than 200,000 people in 1980 to 425,000 in 2010 (see Figure 2). Current projections indicate that the region's population will approach 642,000 residents by 2035, a 51 percent increase from 2010.

In 2006, the RTC board commissioned a vision study³ to assess transportation systems options that could accommodate projected growth in the county. In addition to transportation systems, the study looked at several new transportation corridors and development patterns and trends. The study found that the county will not be able to accommodate an increase in population growth given comprehensive plan designated density levels, and that current land use and transportation patterns in Clark County will need to change to accommodate the growth.

As a result of the study, questions emerged about how to manage growth in a way that appeals to the existing community while providing homes and transportation for new residents.

During the workshop, RTC sought to better understand how scenario planning could help to develop a Clark County regional vision and assist RTC and the community to identify land use and planning alternatives.

III. Highlights from Presentations

A. Scenario Planning Overview

Fred Bowers and Rae Keasler, FHWA
Alisa Fine, USDOT Volpe Center
Brian Betlyon, FHWA Resource Center

FHWA staff provided an overview of the scenario planning process. While there are many conceptualizations of scenario planning, FHWA defines it as a process that can help transportation professionals prepare for what lies ahead. Scenario planning provides a framework for developing a shared vision for the future by analyzing various forces (e.g., health, economic, environmental, land use) that affect transportation and testing future alternatives that meet state and community needs.



Vancouver workshop participants listen to speakers.

³ The study is available at www.rtc.wa.gov/studies/vision/.

A defining characteristic of the process is that it actively involves the public, elected officials, and other stakeholders on a broad scale. It educates them about trends and trade-offs, and incorporates their values and feedback into future plans.

Scenario planning helps facilitate dialogue among community members and allows for active stakeholder involvement. Through these activities, scenario planning helps build consensus for strategic transportation and land use decisions. FHWA also supports scenario planning practitioners by sponsoring webinars and workshops around the country and by providing guidance and assistance through the FHWA scenario planning website, which is available at <http://www.fhwa.dot.gov/planning/scenplan/index.htm>.

In addition, FHWA supports practitioners by disseminating the *FHWA Scenario Planning Guidebook*.⁴ This document outlines a six-phase framework that guides practitioners to implement a complete scenario planning process (see Figure 3). The six phases offer a non-prescriptive approach that agencies can tailor to meet their needs. Each of the phases focuses on a different component of scenario planning, including getting started, establishing goals and aspirations, developing and assessing scenarios, and implementing an action plan.

During the workshop, FHWA staff provided the following three cases as examples of noteworthy planning practices:

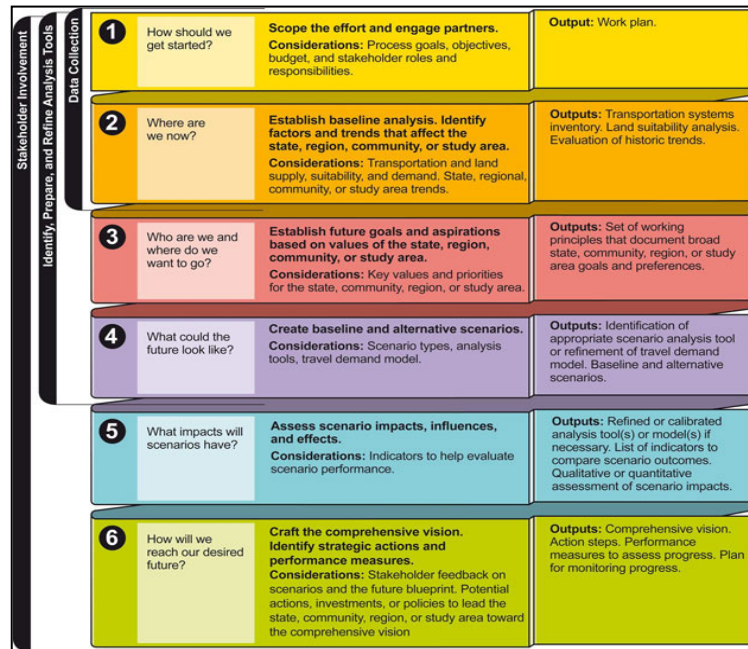


Figure 3. FHWA Six-Phase Scenario Planning Framework.

- San Luis Obispo Council of Governments (SLOCOG).** SLOCOG, located in San Luis Obispo, California, conducted a scenario planning effort called Community 2050 in the late 2000s. The effort sought to examine the region’s potential for long-range growth and identify strategies for growth management. As part of the effort, SLOCOG organized public workshops during which participants engaged in interactive exercises to assess how changes in land use and transportation systems might affect the region. SLOCOG also used an interactive scenario planning tool to allow workshop participants to obtain real-time feedback on future scenarios.⁵
- Binghamton Metropolitan Transportation Study (BMTS).** BMTS, the MPO for the Binghamton, New York, region, provides an example of a scenario planning effort conducted in a low-growth region. BMTS conducted a two-year scenario planning exercise in the mid-2000s. The effort sought to better assess current policies that encouraged development along the city edges and potential new policies that would encourage new development in Binghamton’s core, which was losing population and businesses. Through a series of workshops and visioning exercises, BMTS found the community preferred a scenario that supported development in Binghamton’s core. As

⁴ The guidebook is available at www.fhwa.dot.gov/planning/scenplan/guidebook/.

⁵ For additional information on SLOCOG’s effort, see www.slocog.org/cm/Community2050/Home.html.

a result of the effort, BMTS updated the metropolitan long-range transportation plan (LRTP) to focus transportation investment in core areas.⁶

- **Thomas Jefferson Planning District Commission (TJPDC) Jefferson Area Eastern Planning Initiative (EPI).** TJPDC is located in Charlottesville, Virginia, and houses the Charlottesville-Albemarle MPO. In the early 2000s, TJPDC conducted a two-year study that focused on ways to better integrate land use and transportation planning for the area's rapidly growing northeastern suburbs. To assess the travel demand impacts of alternative land use scenarios, TJPDC developed a new tool called Community-Oriented Regional Planning (CorPlan) that supplemented use of the travel demand model. It hosted four public workshops during which staff used CorPlan to assist the public with exploring three key questions: "How will we live?" "Where will we live?" and "How will we get there?"⁷

B. Envision Utah Overview

Alan Matheson, Envision Utah



Mr. Matheson speaks to participants.

Mr. Matheson provided an overview of Envision Utah and its scenario planning approach. In collaboration with state leaders, the Coalition for Utah's Future, a nonprofit, formed Envision Utah in 1997 to serve as a neutral facilitator of a public process to explore solutions to the challenges presented by growth in the greater Wasatch Front region in Utah. Between 1997 and 1999, the organization held over 200 scenario planning workshops and spoke with more than 20,000 community members and leaders about their values and visions, working closely with these stakeholders to determine how to best plan for projected growth in the ten-county greater Wasatch Front Region.⁸

From this public feedback, Envision Utah created four alternative scenarios and assessed their impacts on a variety of indicators such as energy use, jobs, air quality, housing, land consumption, water, open space, and others. The results of this analysis were shared with stakeholders through an intensive public awareness campaign.

Using feedback obtained through the campaign and preceding public workshops, meetings, and surveys, Envision Utah developed a Quality Growth Strategy that incorporated population, housing demand, and employment projections over a 20-year time horizon.⁹ The strategy outlined six goals and 32 individual community strategies for accommodating growth in the Wasatch Front region. In its review of the Quality Growth Strategy, the Utah Governor's office found that implementing the recommended strategies would provide more housing and transportation choices for the region, reduce traffic congestion, improve air quality, and save \$4.5 million in infrastructure costs over 20 years.

Since the late 1990s, Envision Utah has replicated its scenario planning process in dozens of communities and regions in Utah and other states. Recent efforts have included the Wasatch Choice for 2040, which developed a more defined, specific version of the earlier Quality Growth Strategy, Blueprint

⁶ For additional information on BMTS' effort, see www.transportationforcommunities.com/shrpc01/case_study/12/lrtp.

⁷ For additional information on TJPDC and EPI, see www.tjpd.org/community/epi.asp.

⁸ Detailed information on the 1997-1999 Envision Utah scenario planning process for the Wasatch Front region is available at <http://envisionutah.org/historyenvisionutahv5p1.pdf>.

⁹ For additional information on the Quality Growth Strategy, see www.envisionutah.org/eu_about_eu_qualitygrowthstrategy_main.html

Jordan River, a visioning exercise for communities along the Jordan River in Utah, and the Mountain View Corridor Study in western Salt Lake County.^{10 11}

Envision Utah's scenario planning model involves conducting values exercises to understand what residents want from their region. It also involves preparing a baseline scenario to raise stakeholders' awareness of projected growth and how it might affect their community. The model also involves conducting extensive public outreach and promoting in-depth collaboration with partners across the community. Overall, Envision Utah's process aims to help communities identify their options for growth and promote stakeholders' ownership of the planning process.

Additional highlights from Mr. Matheson's presentation are presented below.

Need for Scenario Planning

Changing trends bring a need for changes in planning processes. Scenario planning can help address some current socioeconomic, demographic, transportation, land use, and other types of trends, such as:

- **Increasing costs of food, housing, and transportation.** Basic needs such as food, housing, and transportation have become more expensive over time and are important considerations for decision-makers when planning and implementing new development or infrastructure. Scenario planning can help show changes in projected costs of housing, transportation, and basic goods based on different transportation investments and land uses.
- **Changes in demographics and lifestyle preferences.** Mr. Matheson noted that markets are shifting and the demand for single family homes is declining in some areas. The availability of developable land is also decreasing in many areas. Scenario planning can assist communities to better understand how limited land and other resources can be utilized effectively, how communities can respond to consumer preferences, and to weigh trade-offs in decision-making. For example, scenario planning can show where communities could preserve single-family housing and leverage limited land availability by developing multi-family residences (e.g., an apartment building).
- **Regional impacts.** Community members likely work, shop, and recreate in neighborhoods other than the one in which they reside. Planners and decision-makers must take regional factors into consideration rather than focus their efforts on a single area. Scenario planning can help the community make regional trade-off decisions (e.g., determining where to locate new businesses, transportation hubs, or residential developments) to benefit a large area rather than just an individual municipality.

Envision Utah Scenario Planning Model

Envision Utah's scenario planning model focuses on conducting values analysis to assess what is most important to the community and strategic visioning to assess what decisions support the values under different constraints. Mr. Matheson noted that scenario planning is ultimately an exercise to identify what people have in common. As such, scenario planning should start with values identification exercises, which help unite communities by establishing a common baseline and encourage long-term strategic thinking.

Values analysis and strategic visioning are examined in detail below.

¹⁰ After participating in the Envision Utah's initial scenario planning process, the community voted in favor of a proposed tax to fund transit throughout Salt Lake County, which it had rejected prior to the process.

¹¹ Additional information on Envision Utah's efforts outside of the Wasatch Front region is available at www.envisionutah.org/eu_projects_regionalvisioning.html.

- Values analysis.** Envision Utah defines core values as specific, enduring elements shared by a community, which might change over generations rather than in reaction to current events. Mr. Matheson noted that “one persuades with reason, but motivates with emotion.” Communicating with values resonates with people and encourages participation and action.

To help identify community members’ core values, Envision Utah engaged a market research firm to conduct a values laddering exercise. This exercise involved conducting a series of one-on-one interviews with community members to determine individuals’ likes and dislikes about their neighborhoods and to learn the reasons behind their answers (see Figure 4). The exercise seeks to raise individuals’ awareness about what is important to them in a neighborhood or community. It also seeks to improve communication by providing a framework for decision-makers to explain how policies or decisions relate to what individuals find important. For example, when conducting the Wasatch Front scenario planning effort, Envision Utah discovered that some community members did not respond positively to proposals that used the words “environment” or “preservation;” however, many individuals identified “nature” and “the outdoors” as being important elements in their lives. By using words to which stakeholders were receptive, Envision Utah staff were able to more effectively communicate with the community.

After conducting several values laddering exercises, Envision Utah staff found that most values tend to be the same across regions. The small percentage of values that are unique to a region can provide key insights about that area’s culture, priorities, and identity. Although scenario planning can be useful at many scales, Envision Utah’s experience has been that values analysis works best when conducted at the regional level.

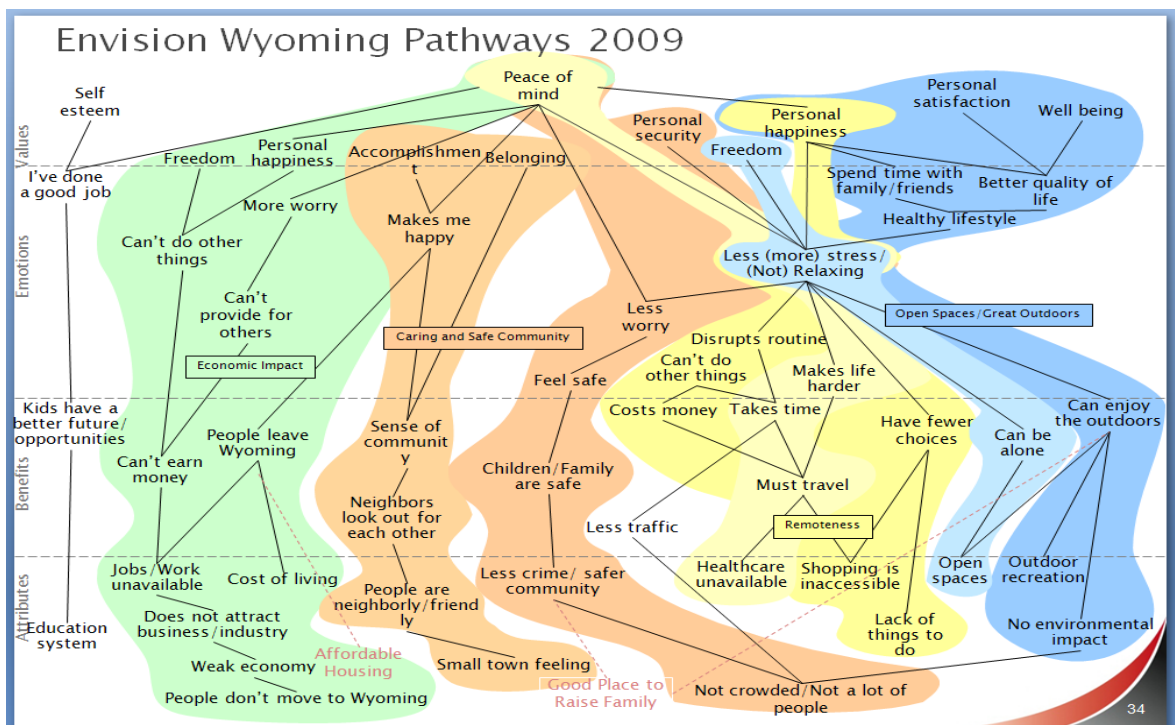


Figure 4. Values laddering. This example shows a values laddering exercise that the market research firm assisting Envision Utah had previously conducted in Wyoming. Core values appear in the top “rung” of the ladder while initial responses provided by individuals (attributes) appear in the bottom “rung.”

- Strategic visioning.** Visioning identifies a community’s aspirations, providing a framework for identifying strategies that can strongly support the values held by a community. Typically, the product of the visioning process is a regional vision. The regional vision is not a detailed plan or a

map; rather, it is an overarching view of what a community envisions for its future. The regional vision often contains overarching goals.

Strategic visioning advances the visioning concept by identifying robust strategies (supported by the vision) that support a community's aspirations and work under several potential scenarios. For example, a robust strategy might outline transportation options that would be feasible given climate change impacts and other factors such as increasing energy costs, parking shortages, or congestion. Examples of robust strategies identified by Envision Utah as part of its Wasatch Front scenario planning effort included:

- Preserve critical land and open space through re-use, in-fill development, and conservation techniques;
- Promote pedestrian-friendly and walkable communities;
- Contribute to a variety of housing choices to satisfy needs of all residents; and
- Encourage water conservation through conservation pricing, community, and education and water efficiency.¹²

Mr. Matheson suggested that values analysis and strategic visioning can be important components for a community's scenario planning process, but each community must tailor these components to meet a unique set of goals and objectives.

Lessons Learned

There are many factors involved in designing a successful scenario planning process. For example, scenario planning requires investment and commitment from the community and its leadership. During the workshop, Mr. Matheson provided some lessons learned on how communities can begin conducting scenario planning, particularly regarding ways to establish trust and credibility early on, to build support from the community:

- **Foster trust.** To have a successful scenario planning process, community members need to believe that their feedback will be incorporated into the process and will lead to useful outcomes. Communities should take care to identify appropriate entities to lead scenario planning that can help foster this trust. In some cases, a non-governmental organization might be able to function as a neutral facilitator to help lead the process.
- **Solicit funding from multiple organizations.** Scenario planning can require a significant amount of funding.¹³ Multiple funders can help share costs and promote broader support for the effort. Universities and other academic institutions can sometimes be a good source of funding.
- **Develop steering and technical advisory committees.** A steering committee can bring credibility to scenario planning if it represents the diversity of the community. Community members should be able to identify at least one person on the committee that they trust. A technical advisory committee can focus its work on various technical elements of scenario planning, such as transportation or land use modeling, or economic forecasting. Professional and technical expertise represented on the technical committee can also help lend additional credibility to scenario planning analysis.
- **Focus on implementation.** Community members can experience fatigue and lose interest in the process unless there is a strong focus on implementation and projected outcomes. It is important to schedule events in a way that continues momentum while still allowing participants appropriate time

¹² See <http://envisionutah.org/historyenvisionutahv5p1.pdf>.

¹³ For example, scenario planning costs can range from \$50,000 or less for a small effort to \$5 million or more for a large effort coordinated by several agencies. Statistics from FHWA *Scenario Planning Guidebook* and from Cambridge Systematics' report titled "State-of-the-Practice Alternative Land Use and Transportation Scenario Development: A Review of Eight Metropolitan Planning Organization Case Studies". (2009). Available at www.oregon.gov/ODOT/TD/TP/docs/HB2186page/USScenarios.pdf.

to reflect. A typical scenario planning process takes between nine months and a few years, so achieving this balance is critical.

- **Emphasize personal ownership.** People are more likely to participate in scenario planning when they understand that they will contribute to shaping *their* community. It is important to emphasize this message to encourage individuals to take ownership for a scenario planning effort. For example, Envision Utah found that stakeholders were more likely to participate in scenario planning workshops when they understood that projected growth in their community was primarily attributed to their children and grandchildren, not to an influx of individuals from other regions, and that they were helping to make decisions for generations to follow. Scenario planning leaders should stress their own connection to the region, so that the message is not perceived as coming from “an outsider.”
- **Emphasize outreach.** Personalized outreach can help facilitate involvement. For example, community leaders can send personalized meeting invitations to participants or can call individuals to stress the importance of their attendance. Planners can also partner with local media to bring energy to an outreach campaign. Maintaining local authority while working collaboratively as a region can help foster a strong sense of ownership.

IV. Clark County Values and Next Steps

During the workshop’s afternoon sessions, participants broke into small groups and discussed how Clark County might apply Envision Utah’s scenario planning model. Participants believed that Envision Utah’s values laddering exercise was a particularly relevant concept that could be applied to Clark County. Participants also believed it was important to follow Envision Utah’s emphasis on ensuring community ownership of the scenario planning process through public outreach and other methods.

Highlights from the small group discussions are outlined below. [Appendix A](#) presents a complete list of responses discussed during the small group breakout exercises.

- **Usefulness of scenario planning.** Participants agreed that a Clark County scenario planning process would be useful because it could:
 - Help build a sense of community through public participation;
 - Provide an opportunity to think creatively about transportation planning; and
 - Provide an opportunity to link existing regional transportation plans to local comprehensive plans.
- **Scenario planning challenges.** Participants noted that scenario planning might be challenging in Clark County due to difficulties involved with obtaining funding, convincing the community of the importance of the approach, and identifying appropriate leaders for the effort.
- **Core stakeholders.** Core stakeholders who could be involved in a Clark County scenario planning effort might include:



Small group report out.



Small group discussion.

- Local and state government (e.g., RTC, regional transit agencies, WSDOT, Oregon DOT);
- Advocacy groups and nonprofits (e.g., religious institutions, historical societies, environmental groups);
- Technical consulting firms; and
- Business groups such as chambers of commerce and private sector representatives.

Overall, participants agreed that champions are critical to help communicate the importance of scenario planning to a wider audience and potentially to help obtain political and financial support. Potential champions could include the mayor of Vancouver, business executives, or staff from Washington senators' and representatives' offices.

- **Link to existing plans and processes.** A Clark County vision developed through a scenario planning effort should build upon existing regional and local plans; on the other hand, the regional vision should be an independent effort that stands on its own. Existing plans that might provide a framework or starting point for a scenario planning effort could include the Clark County comprehensive plan,¹⁴ the metropolitan LRTP,¹⁵ or the economic development plan.¹⁶
- **Resources.** Participants noted that Clark County has a significant amount of available resources to support scenario planning, including:
 - Good baseline data;
 - Access to Washington State University-Clark County resources; and
 - Capable local and regional leaders who work well together. Through this collaboration, it is expected that regional leaders could address time and funding constraints.
- **Success factors.** To be successful, participants believed it was important for scenario planning leaders to:
 - Establish a purpose for the project that the region can embrace and call its own;
 - Foster ownership by involving a diverse set of people in the process and developing a regional vision reflective of the entire community; and
 - Test the process by implementing scenario planning on a smaller scale and then applying lessons learned to larger-scale efforts, such as an update of the Clark County community framework plan.¹⁷

As part of the small group breakout exercises, participants also identified issues and values that would likely be important to the region if a scenario planning effort were to be conducted in Clark County, including:

- Articulating an authentic regional identity for Clark County to help bring the community together;
- Emphasizing the importance of personal safety and security; and
- Emphasizing the importance of economic security.

In general, the values and issues that workshop participants identified as important were similar to most of the important values articulated as part of Envision Utah's efforts, with the exception of "regional identity." The identification of regional identity as an important Clark County value might help focus subsequent scenario planning efforts so that they resonate with community members.

¹⁴ For additional information on the Clark County comprehensive plan, see www.clark.wa.gov/planning/comp_plan/index.html.

¹⁵ For additional information on the metropolitan LRTP, see www.rtc.wa.gov/programs/mtp/outline.asp.

¹⁶ The economic development plan is available at www.credc.org/index2.php.

¹⁷ The framework plan is incorporated as part of the 2007 Clark County Comprehensive Plan (pages 1-14), available at www.co.clark.wa.us/planning/comp_plan/documents/CompPlan-WebVersion-2010-text.pdf.

Overall, participants expressed enthusiasm about the benefits of scenario planning and the concept of values analysis. Given these outcomes, RTC now plans to develop a strategy to conduct scenario planning in Clark County.

The work conducted in the small group exercises will help Clark County move forward to develop a scenario planning process by identifying important partners who can lead the process, foster credibility, and identify the critical regional issues that need to be addressed. Other important outcomes of the exercise were developing a better understanding of the region's political culture and outlining the steps needed to build broad support for scenario planning.

V. Conclusion

The workshop successfully conveyed critical concepts of scenario planning to the participants. During the sessions, participants engaged in thoughtful discussions about scenario planning, its process steps and applications for Clark County, as well as potential values that could provide a framework for scenario planning in the county.

Participants agreed that a scenario planning process would be a beneficial exercise for Clark County to strategize solutions to accommodate growth in the future and would like to work together to start this process in the near future. Evaluation forms collected from participants after the workshop indicated that most arrived with little knowledge of scenario planning and departed with a much stronger understanding of the process.

“[We learned how scenario planning can help] gain consensus and identify shared values to improve the credibility of plans and drive them toward implementation.”

-RTC participant evaluation form

Given outcomes from the small group breakout sessions and the day's activities, RTC now plans to develop a strategy to conduct scenario planning in Clark County.

Appendix A: Small Group Breakouts and Participant Responses

This appendix includes responses compiled from small group breakout sessions that occurred during the workshop. During the first small group breakout session, workshop participants discussed Alan Matheson's presentation and its relevance to Clark County. During the second small group breakout session, participants answered and discussed five questions that explored how Clark County might get started with scenario planning.

Small Group Breakout Session #1

- 1) *What are the top three ideas most relevant to Clark County that you learned from Envision Utah's values presentation?*

Most common responses:

- Values laddering exercise.
- Community ownership of planning process.
- Identity – who are we as a region?

Other responses:

- Focusing more on common values among communities in the region.
- Mistrust of government as a challenge to scenario planning.
- What will Vancouver be when it grows up?
- Leadership is important to drive the process.
- Make sure to incorporate all members of the community, especially minority populations.
- Baseline information and the chips exercise helps bring credibility to the process.
- Each planning process will produce different results for each region.
- Need for a common vision.
- Early involvement with the community helps.
- Recognition that lifestyles in the future may be very different, especially in regards to different life stages.
- Historical roots can help guide the future.
- How will community be able to preserve land for transportation?
- Understanding that the choices made today will affect the future.
- Need to think regionally, including areas outside of Clark County.
- One choice enables the other. For example, two-thirds of the population wants to live in single-family housing and one-third wants townhomes. This works because there is not enough land to build single-family homes for the entire population.

- 2) *What values might guide future land use and transportation planning in Clark County?*

Most common responses:

- Housing and transportation choices.
- Identity.
- Safety and security.
- Economic sustainability.

Compilation of all responses:

- Housing and transportation choices.
- Security in neighborhoods but also economic and transit security.
- Access to nature.
- Preservation of rural lands.

- Community identity and its relationship to land use and transportation planning.
- Collaborative planning process.
- Travel time versus personal time.
- Economic development.
- Family values.
- Safe and secure community.
- Healthy, livable, and sustainable community.
- Community identity, including the “history of place.”
- Multimodal transportation choices will be important as we continue to grow.
- Security, especially in transportation.
- Identify. We want to be Vancouver more than we want to be a suburban Portland.
- Jobs and education: will we send children away to other places to learn and work?
- Self-sustaining region: we are looking to grow in a healthy way.
- Walking is important to young people and seniors.
- Real-time information will affect how we interact and use transportation.
- Sense of belonging.
- Food security and movement of urban food.
- Understanding where food comes from.
- Waterways and salmon are defining characteristics of this community.
- Sense of place or quality of place. There should be a mix of opportunities (e.g., jobs, housing) to attract new people and businesses.
- Local control and local involvement in decision-making.
- Although 80 percent of values across the country are common, there might be a different set of priorities within these values because Vancouver is a unique place.
- True community involvement and making sure everyone is involved.
- Work toward a common purpose.

Small Group Breakout Session #2

- 1) *Based on what you know about scenario planning so far, what about it do you think would be most useful to Clark County and what about it might be challenging?*

Why scenario planning would be useful:

- Build sense of community.
- Connect plans together and from that build new plans.
- Develop a community view of the region.
- The existing plan is static. Scenario planning allows for planning for multiple situations.
- Scenario planning can help connect rural populations to urban populations.
- Visioning process driven by the public.
- Provide an opportunity to think outside of the box.
- Developing a regional identity and celebrate history.

Challenges that might be encountered:

- Funding.
- Linking to existing plans.
- Some existing jurisdictional structures present challenges.
- May be difficult to convince the community of the importance of starting scenario planning now.
- Important to keep power in local governments.
- What qualities of leadership will want to take on scenario planning.

- 2) *If this region were to move forward with scenario planning, who might be the core stakeholders and local champions?*

Potential stakeholders could include:

- Advocates.
- Chambers of commerce.
- Churches.
- Columbia economic council and its clients and board of directors.
- Contractors.
- Banking representatives.
- Building industry.
- Business community.
- Disabled populations.
- Educational organizations.
- Environmental organizations (e.g., Sierra Club, National Audubon Society).
- Healthcare organizations or representatives.
- Historical societies.
- Labor groups.
- Land use attorneys.
- Local governments.
- Media.
- Modal groups.
- Neighborhood associations.
- Parent-teacher associations.
- Realtors.
- Regional transit agencies.
- Service clubs (e.g., Rotary).
- Sierra Club.
- State DOTs.
- Transportation and engineering consultants.
- Tribal governments and Tribal members.
- Vancouver farmers' markets.

Potential champions could include the mayor of Vancouver, city managers, business executives, chamber of commerce leaders, the president of the University of Washington-Clark County, or local staff from Washington senators' and representatives' offices.

3) *How might scenario planning work within existing planning processes (e.g. regional planning)?*

All responses:

- Scenario planning could fit into existing county and comprehensive plans.
- Scenario planning could fit into existing MPO long-range transportation plans.
- The scenario plan needs to be separate from other plans so that it is not overly influenced by those documents; however, there still need to be linkages. This becomes a balancing act.
- The framework plan has not been updated in 20 years. Updating the framework plan would link well with a scenario planning exercise.
- The regional economic development strategy is currently in revision and could also be linked to a scenario planning process.

4) *What resources do we already have for scenario planning?*

All responses:

- Capable city managers.
- City administrators and executive directors who work well together.

- Community framework plan.
- Good baseline data.
- Local planners.
- RTC.
- Port managers.
- University of Washington-Clark County.

5) *How could scenario planning be successful in the current local political/social context?*

All responses:

- Scenario planning could be a good way to reevaluate the community framework plan, which is due for an update.
- Using scenario planning on smaller projects can help test the process.
- It would help give community members accountability for their choices.
- We would like to include populations who have not been traditionally involved in the planning process.
- Build credibility. Participants need to believe in the process and that a plan will be implemented.
- The first step is to convince three county commissioners of the importance of the process. It is good timing to use scenario planning to help update the community framework. The Growth Management Act plan was postponed this year but will have to be completed soon.
- With financial constraints, the region needs to work together to solve problems jointly.
- Scenario planning will be more successful if there is an agreed-upon purpose.

Appendix B: Workshop Agenda

- 8:00-8:15 **Workshop Convenes. Pastries and Beverages Served.**
- 8:15-8:30 **Welcome and Introductions**
Larry Smith, Vancouver Mayor Pro Tem, and Jack Burkman, RTC Chair and Vancouver Councilmember, will welcome participants, provide an overview of the day's agenda, and introduce the workshop's key speakers.
- 8:30-9:00 **Overview of Scenario Planning: A Process to Help Communities Envision Their Future**
Staff from FHWA Headquarters, the FHWA Resource Center, and the USDOT's Volpe Center will introduce scenario planning, provide an overview of FHWA's scenario planning program and current initiatives, and describe examples of noteworthy practices.
- 9:00-10:00 **Using Scenario Planning to Chart a Community's Path Forward; Benefits of Scenario Planning**
Alan Matheson, Executive Director of Envision Utah, will provide an overview of Envision Utah's scenario planning efforts, emphasizing the value of scenario planning and illustrating some of its results and outcomes.
- 10:00-10:15 **Questions and Answers**
- 10:15-10:30 **Break**
- 10:30-11:00 **Transportation and Land Use Trends in Clark County**
RTC staff will illustrate patterns in growth, employment, and other trends, as well as their relationship to transportation system investments. Staff will also discuss conditions that create future uncertainties.
- 11:00-12:00 **Community Values, a Starting Point for Future Prosperity**
Alan Matheson will describe Envision Utah's processes for identifying community values and how these contributed to achieving the effort's goals.
- 12:00-12:45 **Working Lunch (boxed lunches provided)**
Brian Betlyon, Metropolitan Planning Specialist at the FHWA Resource Center, will introduce an exercise to help participants consider connections between Envision Utah's effort and the Vancouver region.
- 12:45-1:00 **What Did We Learn About Identifying Community Values**
Brian Betlyon will facilitate a discussion with all participants to discuss key themes identified from the lunch exercise.
- 1:00-1:30 **Getting Started with Scenario Planning**
Alan Matheson will highlight first steps in scenario planning and share information on Envision Utah's lessons learned and critical success factors.
- 1:30-2:30 **How Scenario Planning Might Work in Clark County/Discussion of Next Steps**
Brian Betlyon will facilitate a small group breakout exercise to explore potential next steps to moving forward with scenario planning in Clark County.
- 2:30-3:15 **Questions and Answers; Wrap Up**

This session will provide an opportunity for participants to ask questions and identify key points/highlights that emerged from the day. Molly Coston, Washougal Councilperson and previous RTC Chair, will start the wrap-up with her observations on the day.

Appendix C: List of Participants and Organizations

Organization	Name
City of Battle Ground	Scott Sawyer
City of Camas	Phil Bourquin
City of La Center	Jeffrey Sarvis
City of Ridgefield	Justin Clary
City of Ridgefield	Steve Wall
City of Vancouver	Laura Hudson
City of Vancouver	Matt Ransom
City of Vancouver Council Member	Larry Smith
City of Vancouver Council Member	Pat Campbell
City of Washougal	Joanne Boys
City of Washougal Mayor	Sean Guard
Clark County Community Development	Marty Snell
Clark County Community Planning	Oliver Orjiako
Clark County Community Planning	Laurie Lebowsky
Clark County Public Works	Pete Capell
Community Choices	Sharon Pesut
Congresswoman Herrera Beutler's Office	Ryan Hart
Cowlitz-Wahkiakum Council of Government	Barbara Kincaid
CREDC	Bart Phillips
C-TRAN	Jeff Hamm
C-TRAN	Chuck Green
C-TRAN	Scott Patterson
Envision Utah	Alan Matheson
Evergreen Public Schools	John Deeder
FHWA	Frederick Bowers
FHWA	Brian Betlyon
FHWA	Rae Keasler
FHWA Washington Division Office	Jack Lord
Greater Vancouver Chamber Commerce	Kelly Parker
HDJ Design Group	Greg Jellison
Labor industry	Ed Barnes
Metro	Andy Cotugno
Metro Councilor	Carlotta Collette
Metro Councilor	Rex Burkholder
Port of Camas-Washougal Commissioner	Mark Lampton
Port of Ridgefield	Brent Grening
Port of Vancouver	Addison Jacobs
Port of Vancouver	Todd Coleman
Port of Vancouver	Katy Brooks
Port of Vancouver Commissioner	Jerry Oliver
Port of Vancouver Commissioner	Nancy Baker

Private sector	Steve Valenta
RTC	Lynda David
RTC	Dale Robins
RTC	Karl Peterson
RTC	Bob Hart
RTC	Dean Lookingbill
RTC	Diane Workman
RTC	Sandi Roberts
Southwest Washington Contractors Association	Mike Bomar
U.S. Senator Patty Murray's Office	Page Phillips
USDOT Volpe Center	Alisa Fine
USDOT Volpe Center	Catherine Duffy
Vancouver City Council Member	Jack Burkman
Vancouver City Council Member	Jeanne Stewart
Washington Department of Commerce	Leonard Bauer
Washington State Transportation Commissioner	Philip Parker
Washougal City Council Member	Molly Coston
WSDOT	Brian Smith
WSDOT	Don Wagner
WSDOT	Karena Houser
WSDOT	Elizabeth Robbins
WSDOT	Bart Gernhart
WSDOT	Katherine Klockenteger
WSDOT	Sharon Zimmerman