

# *Building Gateway Partnerships*

**A Process for Shaping the Future of Your Community**





*PERHAPS YOU ARE CONCERNED about losing the small-town character of your gateway town. Maybe you are becoming alarmed at how quickly the surrounding forests or farms are disappearing. Or maybe you see that the number of visitors traveling through town is steadily increasing, while facilities to serve them appear to be shrinking. Perhaps you live in a gateway area that is feeling the painful loss of an economy dependent on declining resources such as timber or mining. Or, maybe things seem pretty much as they've always been, but you sense change is on the way and you want to be ready for it.*

*The Gateway Partnership Process presented in this notebook can help positively address your concerns for the future of your town and area. The Process first encourages you as a gateway community to define your own needs and desires. It then promotes interaction, cooperation, and collaboration with gateway neighbors toward realizing common goals within your community and within your larger gateway area and shared regional landscape.*



# Introduction

THE INSPIRATION for this notebook came from a partnership project with the communities of Elbe, Ashford, and Greenwater in Washington State. As staff of the Rivers, Trails, and Conservation Assistance (RTCA) program of the National Park Service, we were invited to participate in a regional roundtable convened by Congresswoman Jennifer Dunn that focused on the gateway areas of these three communities, Mount Rainier National Park, Mount Baker-Snoqualmie National Forest, Crystal Mountain Ski Resort, Gifford Pinchot National Forest, Washington State Department of Natural Resources lands, and Weyerhaeuser Company lands. As discussions on gateway area issues evolved, we encouraged roundtable members to incorporate more of the desires and needs of the gateway communities. Unlike the other interests at the table, each of the communities seemed to be lacking a clear, unified voice. We suggested that the three towns use a visioning process to better articulate their desired future and partnership opportunities, which resulted in our gateway partnership project.

RTCA is a partnership program whose mission is to advocate and assist community-based conservation action, especially in helping to build partnerships among citizens, government, and grassroots groups. As RTCA project managers with

expertise in community planning and landscape architecture, we collaborated with Luther Propst, Executive Director of the Sonoran Institute, to design and guide an open participatory process for the three gateway communities to identify common values and goals. The Sonoran Institute, a private, nonprofit organization based in Tucson, Arizona, has worked for a number of years with the Successful Communities Program (initiated at World Wildlife Fund and The Conservation Foundation) to facilitate local land use and community development workshops in communities adjacent to national parks and other protected areas.

The Gateway Partnership Process outlined in this notebook builds on the Successful Communities Program model to place more emphasis on the need for communities (1) to have a better understanding of their unique place, (2) to develop a strong voice and act on a common vision, and (3) to build partnerships with gateway neighbors based on shared goals. Step Two of the Gateway Partnership Process, *Bringing People Together*, uses the Successful Communities Program workshop model as its foundation.

We saw firsthand, through the project in Washington State, how important and effective it is for gateway communities to have a strong voice, and how empowering

this process can be for bringing people together to focus on shared goals. We developed the Gateway Partnership Process and documented it in this notebook to provide direction and tools for concerned citizens in other gateway communities to carry out partnership efforts. We have used our experience in community building to shape the Process and to develop information and tool sheets specifically to support it. The tool sheets also include contributions from community activists and professionals involved in many aspects of community work. The notebook's Partnership Profiles—not all a direct result of using the Process—give life to the main concept of the Gateway Partnership Process: working with neighbors to identify and implement shared goals.

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Rivers, Trails, and Conservation Assistance (RTCA) is a partnership program of the National Park Service with offices throughout the country. Its mission is to advocate and assist community-based conservation action, especially in helping to build partnerships among citizens, government, and grassroots organizations. RTCA provides technical assistance to citizens in their efforts to protect places that give special meaning and character to their communities.

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## Foreword

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*WALK INTO A HOMETOWN CAFE in almost any gateway community and, more than likely, you'll find locals chewing on their fears about the future. Fears that the "small-town" feeling they prize is losing ground against a tidal wave of growth. Fears about the fate of agriculture, wildlife, and open space. Worries that people are being pushed out by rising housing costs: the retired woman who once sat at that table in the corner; the waitress pouring coffee; the carpenter and the clerk. Even more frustrating is the apparent lack of solutions—the feeling that such losses are inevitable.*

But in truth there is a promising path to walk—a journey that can begin with little in your pocket but a couple of pieces of attitude. The first of those attitudes is faith in the idea that, when it comes to notions of what's really important about the place you live, you and your neighbors share a tremendous amount of common ground. The second has to do with courage—a spirited willingness to sit down with those neighbors around that patch of common ground and start building practical solutions to your most pressing problems. Will you be able to keep your town the same—freeze it in time? Of course not. But what you can do—what many towns have already done—is learn to direct change in a way that favors the things you can least afford to lose.

My own community, a small mountain town of about 2,000 people in southwestern Montana, began using the tools outlined in this book in response to a wave

of growth that began in 1991. To be honest, some of us were skeptical. But then most of us were pretty scared, too. Scared of losing that precious sense of place we'd all come to count on for nurturing our daily lives. And so we decided to give it a try.

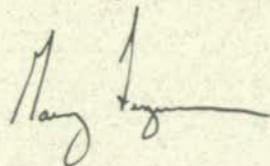
Our first steps were small ones. Through a large public forum we launched a broad-based committee to study the value of land-use planning. Another group formed to focus on the needs of area kids. Yet a third arose from concerns about the effects of growth on local water quality. Over time those planning efforts grew into a unprecedented joint project between our Community Forum, as we call ourselves, and city and county government to create a comprehensive regional master plan. The talk about kids became a Boys and Girls Club, which now enjoys some two hundred members. The water quality folks became trained water testers; over the past two years they've built a valuable baseline with which

we can detect changes in the pristine quality of our streams.

None of this has been easy. I've long since lost track of the number of hours volunteers have spent getting and keeping people of every age and background involved, making sure that skeptics were sitting at the table, elbow to elbow with the boosters. I suspect we could wallpaper a good-sized barn with all the press releases and letters to the editor we've written, the meeting posters and fund-raising handbills and opinion surveys. And we've still got a long way to go.

But in truth this process has rekindled our sense of commitment to, and appreciation of, our community. We've discovered first-hand the extraordinary power that rests with any citizenry who find a way to put aside personal differences for a common cause. Clearly, there are still times when we feel overwhelmed by the scope of the problems, the sheer pace of change. But for every one of those days there are two when we can honestly say that, together, we are making a difference.

When all's said and done, you'll discover that the best solutions are to be found on the doorstep of your own community. This notebook will help you gather up the possibilities and, in time, transform them into foundation stones for a generous, livable tomorrow.



Gary Ferguson  
Red Lodge, Montana

# Challenges in Gateway Areas

*GATEWAY AREAS ARE UNIQUE in that they are generally comprised of three separate yet interwoven components: a community, at least one public protected area, and an influx of visitors drawn to the spectacular resources of the area. The demands and pressures on these complex areas vary. There may be a struggle to balance the protection of a unique sense of place and spectacular landscape with accommodation of regional demands for service and growth. Or perhaps the challenge is to be economically sustainable and diverse. Although regionally driven, these pressures tend to fall to the gateway community to address and manage.*

At risk is the degradation of small-town character and values—the very things that lead many people choose to visit, live, and work in gateway areas and communities. Many gateway communities have limited land bases and are economically squeezed to meet even such basic needs as emergency services, housing, and community amenities. Many of these communities are expected to accommodate the highly sought public destinations next to them by providing services such as restrooms, lodging, parking, employee housing, and emergency services. More and more people are willing to trade daily multihour commutes for the quality of life found in smaller, more remote communities. Leaps in computer technology and electronic communications make it possible for those whose jobs allow them to live anywhere to choose gateway communities as home. Historic structures and traditional town centers are lost to

sprawling strip development that quickly transforms the main road through town.

The good news is that the small-town character of many gateway communities is still intact, and the surrounding landscapes that make them special have not been seriously compromised. But as the number of visitors to protected places climbs, the decline in resource-based jobs continues, the country's population expands, and growth from urban centers spreads toward outlying rural lands, these communities will inevitably change. How they change, and to what degree, is the question many gateway communities and gateway areas can answer for themselves using the Gateway Partnership Process.

## **The Need for Dialogue and Partnership Work**

Most public land managers use a formal planning process of some kind and have a

strategic action plan or a vision in place to guide them in making decisions and managing resources on public lands. Many gateway communities, however, have no clear plan of action for protecting the small-town way of life they enjoy and the natural resources they treasure.

While some gateway communities are incorporated towns with elected

representatives, many small gateway towns have no formal leadership to represent the interests of their community as a whole. Many are small, unincorporated hamlets, where decisions affecting their community, their landscape, and their lives are made in distant county seats or state and federal centers. As a result, residents in gateway communities often don't speak with a clear, unified voice when federal



### Some Words About Gateways

The word “gateway” means different things to different people. A “gateway community” may be located along a major access road to a regional or national park, on the periphery of a national forest, or in the middle of a recognized heritage area. It may be a community associated with a national wildlife refuge or a nature conservancy site. A gateway community also may be one of several small towns located along a regional trail, where visitors park and take off on bike or horseback for other attractions and destinations in the trail corridor.

In many cases communities that consider themselves gateway communities are not located right next to public land boundaries but many miles from them. Sometimes, several communities claim to be gateway communities to the same large tract of public land. Other communities serve as gateways to not one but many tracts of protected public lands, such as a national park, a state park, a state scenic byway, a ski resort on national forest lands, and a wilderness area.

We developed the following definitions specifically for this notebook. They describe the different interrelationships found in places associated with protected public lands that are under tremendous pressure to retain their natural, cultural and social characteristics while facing the forces of change and meeting the needs and expectations of the visiting public. These definitions do not imply that all communities located near protected public lands want to be known or identified as “gateways” (although many choose to), nor that there are physical gates located between the public and private lands in these shared landscapes. The term gateway is not meant to be limiting. Read through the notebook and see if the Gateway Partnership Process (“Process”) can benefit your community.

**Gateway Areas:** Places associated with protected public lands, such as national parks, recreation areas, national forests, wildlife refuges, wilderness areas, preserves, heritage areas, conservation areas, and state parks. They represent a shared regional landscape and the interdependent relationships between the protected area, nearby communities and landowners, and the visitors drawn to the area.

agencies, state regulators, and county officials make decisions that affect their gateway area.

In these unique gateway areas, where federal and state policies and small-town politics meet head on, where short-term gains can replace long-term values at an alarming rate, and where the needs and values of thousands of people living

outside the area cannot be ignored, there is a great need for dialogue—a need for listening to one another and for working together to respect the landscape they share.

**Gateway Communities:** The towns and communities associated with large tracts of protected public lands, often sited in spectacular and remote landscapes with a rural or natural character that is unique to the region, and even the country. The local economy and social environment of gateway communities is strongly influenced by adjacent land management policies and the large numbers of visitors who visit and use these public lands.

**Land Managers:** Agencies and organizations who manage large tracts of land in gateway areas. Examples include the National Park Service, U.S. Forest Service, Bureau of Land Management, U.S. Fish and Wildlife Service, state natural resource departments, land conservancies, timber and mining companies, and others. Most often used in this notebook in reference to public land managers, who are usually mandated to protect and preserve public lands while serving the needs of the visiting public.

**Gateway Neighbors:** All of the residents located in a gateway area, including community members, public and private land managers, tribal sovereignties, and local elected officials. Although not necessarily residents, gateway stakeholders such as Congressional representatives, county staff, tourists, seasonal permittees, and other interests also influence and affect the gateway area.

**Shared Landscape:** The physical and cultural landscape that defines gateway areas. This includes the relationships people have with one another (social, political, personal), and the relationships they establish with the place in which they live. A regional landscape divided by political boundaries, yet whole in terms of its natural systems and connections within the region.

**Shared Goals:** The desires and priorities of gateway neighbors that form the foundation for building successful and sustainable partnerships. Often based on shared feelings and values for the gateway area's shared landscape and general quality of life.

**Gateway Partnerships:** Successful working relationships among gateway communities, public land managers, and other gateway neighbors that realize shared goals in the gateway area built on interaction, cooperation, and collaboration.



# Are You a Gateway Community?

*GATEWAY COMMUNITIES are the towns and communities associated with large tracts of protected public lands. They are often sited in spectacular and remote landscapes of rural regions. The local economy and social environment of gateway communities is strongly influenced by adjacent land management policies and the large numbers of visitors who visit and use these public lands. Gateway communities have many unique characteristics and challenges. Do you recognize your town in some of the traits listed below? If so, you may want to use the Gateway Partnership Process to help focus your community to address the changes ahead, or to verify your present course for the future. Are you:*

- A place where people live, work, and play located in close proximity to a protected land base such as a national park, recreation area, national forest, wilderness area, preserve, or conservation area?
- Overwhelmed with the opportunity and demand for residential and commercial ventures? You are wrestling with managing this growth while protecting the values that make your gateway area unique?
- Challenged to preserve your special community character while accommodating tourism demands. Your small-town ambiance takes on a more urban quality in peak tourist seasons, even certain hours of the day, when large numbers of visitors swell the town's population. The quiet and simple way of life that you cultivate and protect is threatened with long lines of traffic clogging Main Street, few available parking spots, and long waits in restaurants and other places of everyday business?
- Challenged to remain economically viable and sustainable in times of a declining economy that is based on natural resources?
- A place that has minimal land for growth and expansion as a result of being located near a large, protected public land base?
- Finding that people unfamiliar with your town and community desires make decisions about your unincorporated town?

- Economically squeezed to meet basic community needs such as emergency services, housing, and community playgrounds and parks, while trying to accommodate and serve the sought-after public destinations next to you by providing services such as restrooms, lodging, parking, employee housing, and emergency services?
  
- A community whose profile represents a wide variety of residents: retirees, families who have lived in the area for generations, workers dependent on a natural resource-based economy, people seeking solitude, people who cater to tourists, those who serve the community, employees of public land agencies, and newcomers who willingly commute long hours to work in outlying cities to experience your gateway area's quality of life?

# Taking Charge of Your Community's Destiny

*THE GATEWAY PARTNERSHIP PROCESS can be used successfully in any small rural community. However, as the name implies, it is intended foremost as a tool for communities associated with large, protected public lands—communities that are under tremendous pressure to retain their natural, cultural, and social characteristics as they face the forces of change and meet the needs and expectations of the visiting public. The Gateway Partnership Process is all about knowing your place, both its people and its landscape. It's about knowing what you, as a community, want to be and where you want to go. It's about having a strong community voice, taking action, and working together with gateway neighbors for the good of your shared gateway landscape.*

The Process offers your community a way to take charge of your own destiny. It provides an opportunity to focus on values, to look at what's really important to people in your community. It's a chance to bring diverse interests together in the community to decide if you want to develop a community voice, how you might use it, and what form it should take. It's an opportunity to act rather than to react, to participate rather than to watch. It is a process that can help guide your community in the discovery of your collective voice, and then use that voice to construct meaningful and durable gateway partnerships. For land managers and gateway neighbors, the Gateway Partnership Process provides an opportunity to interact with neighboring communities, to better understand community values, to improve working relationships with

gateway citizens, and to focus on issues of common concern.

## **The Gateway Partnership Process**

The Gateway Partnership Process can be used in any gateway area, whether it is booming, declining, or staying much the way it's been. It is an inclusive process that can be tailored to meet the specific needs of each gateway area. The first three steps of the Process focus on helping you bring gateway community members together to identify shared values and goals for the future and to move you along a path to

**The Gateway Partnership Process provides citizens of gateway communities, managers of nearby public lands, and gateway neighbors with a process to develop meaningful partnerships to improve your gateway area based on shared goals for the future.**

realize them. The fourth and last step of the Process encourages your gateway community and your neighbors to move from working in isolation of each other to working together to improve your gateway area by identifying and implementing shared goals.

### **How does the Process work?**

Any individual, group, organization, or agency may initiate the Gateway Partnership Process. The key to success lies in your gateway community having a clear idea, or vision, of what you want your area to be, and then working together to achieve shared goals for the collective gateway area. This often

**"The need is to make communities understand that they must take active steps in many areas if they are going to play a real part in choosing their own futures. If certain goals become the objects of an energized social movement, then a great deal can happen."**

– Bill Hedden, Moab, UT

means that many gateway communities must first work through Steps One, Two, and Three, *Knowing your Place*, *Bringing People Together*, and *Having a Voice and Taking Action*, to define their community voice and vision, before adding them to those of others in the gateway area who have already planned for the future of their particular entity or resource.

If you are a public land manager, a county planner, or another stakeholder in the gateway area, you may be interested in helping a community initiate the Process so you can better interact with them on some of your own issues. While in some communities it may be possible for public agencies to sponsor or even carry out these efforts on behalf of a community, a more appropriate and successful role for public

land managers is to help a community initiate the Process, and then to promote and support it. The far more important role for land managers—and it is often a critical one—is to acknowledge the community priorities that emerge from the public workshops. Where is the common ground? How can neighboring land managers help a community implement their Action Plan?

# Process Overview



# The Gateway Partnership Process

**1** Community members gain a broad understanding of their unique place, their neighbors, and the benefits of conducting the Gateway Partnership Process. The gateway community commits to holding a Community Workshop.



Knowing Your Place

- Form an Organizing Committee
- Promote an Understanding of the Process
- Seek Diversity and get Commitment
- Know Your Gateway

Outcomes

- Organizing Committee

**2** An inclusive, community-led workshop focuses on an open dialogue that acknowledges assets and values of the community and helps define the community's future as it relates to the overall gateway area.



Bringing People Together

- Use a Workshop Framework
- Produce a Summary Document
- Form an Implementation Committee

Outcomes

- A Community Workshop
- Summary Document
- Implementation Committee

**3** Communication and consensus-building continue. Tangible, practical steps for realizing workshop results are identified and community leadership is defined.



Having a Voice and Taking Action

- Provide Leadership
- Develop and Formalize an Action Plan
- Launch Local Actions
- Promote Your Community Voice
- Cultivate Political Partners
- Continue the Dialogue

Outcomes

- Vision
- Action Plan



Working With Neighbors

- Identify Shared Goals with Gateway Neighbors
- Form a Gateway Speakers Bureau
- Respond to Opportunities and be Creative
- Remember that Money isn't Everything
- Appreciate your Partnerships
- Celebrate Your Partnership Success

Outcomes

- Shared Goals
- Gateway Partnerships

# The Gateway Partnership Process

*IF YOU ARE A COMMUNITY MEMBER, LEADER, OR GROUP interested in beginning the Gateway Partnership Process, it will be important to get as much of the community as possible involved in and committed to using the Process. It may be possible for an existing leadership organization or committee to sponsor or guide the Process. Possible candidates include an existing community council, a Rotary Club, the local chamber of commerce, an interfaith council, or a senior citizen group. Many times, however, it is advantageous to form an ad hoc Organizing Committee, which can represent diverse viewpoints in the community and which, as a group, has had no previous community task or is perceived as having an “agenda” of its own.*

Minimize the involvement of outside experts. Local goals and initiatives must be developed and supported by community members to be effective. Outside consultants may be used to help facilitate the workshop and to offer advice on taking action and working with alternatives. Most important, though, is that the community own the Process and its results. It is, therefore, critical that community members make the decisions, create the agendas, and set the pace of the overall Process.

## **How long does it take?**

How you use the Gateway Partnership Process is up to your particular gateway area. Your progress through Steps One, Two, and Three will depend largely on the amount of time your community members can devote to the Process and

how quickly diverse interests in the community commit to using a formal process. It will also depend on how often the community wants to get together, as well as the extent of the motivation and consensus reached during the Community Workshop to take the information gathered and use it to create opportunities to build partnerships in the gateway area.

Plan on the first two steps—*Knowing your Place* and *Bringing People Together*—taking anywhere from several months to a year to complete. In general, the first step, *Knowing your Place*, takes careful thought, research of issues and other gateway neighbor planning processes, and public involvement, as well as substantial time to plan the Community Workshops. Community-wide forums, committee meetings, fund-raising efforts, and other

events require volunteer hours from both an Organizing Committee and community participants. Step Two, *Bringing People Together*, involves a concentrated period of time to hold the workshop, usually one to three days.

Step Three, *Having a Voice and Taking Action*, can begin immediately following the workshop if the community agrees to act on community initiatives. Taking action then becomes an ongoing, consensus-building effort on the part of community members and leaders. Shaping workshop results into tangible steps for the future may take a lot of time, work, and negotiation, requiring many months and perhaps years to realize completely. It will be important to keep the community involved and enthused about your community Vision and the path residents chart for their future. The last step, *Working with Neighbors*, is on-going. It is not the end of the Gateway Partnership Process, but a new beginning and a means

for continued involvement and commitment for all gateway neighbors in accomplishing important goals.

### **How much does it cost?**

The costs associated with carrying out the Gateway Partnership Process vary considerably from one gateway area to another. Businesses, chambers of commerce, economic development agencies, planning commissions, private and public land managers, and many other gateway residents and stakeholders are potential technical and financial supporters of the Process. Basic expenses to anticipate include the cost of publishing newsletters, mailing flyers and notices, bringing in an outside facilitator, and sponsoring the community workshop. It can cost anywhere from a few hundred dollars to several thousand dollars to carry out Steps One and Two. The cost of implementing community and partnership initiatives in Steps Three and Four will vary, depending on the local programs



## **Principles Behind The Gateway Partnership Process**

- Gateway areas should anticipate change and be motivated to take action to meet future challenges and opportunities.
- A shared vision for the community—and the overall gateway area—is the foundation for building strong partnerships and guiding action.
- Inclusive, community-driven initiatives that integrate community improvement, economic development, planning, and conservation activities are powerful tools for protecting local resources and the assets residents value most.
- Gateway communities can develop a collective voice to improve working relationships with gateway neighbors and to achieve shared goals in the larger gateway area.
- Conventional land use planning and environmental regulations are often not adequate to preserve the distinct resources and character of rapidly changing gateway areas.

and projects you undertake, the kinds of partnerships you form, and the amount of outside assistance—both technical and financial—that you as gateway neighbors can bring to your gateway area.

### **Is there a downside?**

Working with the diversity of interests and neighbors within a gateway area can lead to occasional moments of disillusionment, frustration, and apathy in any or all phases of the Gateway Partnership Process. It is often difficult to work together for a common good. Not everyone is rational, plays fair, and listens to reason. Many groups only know how to participate in win/lose situations, and some groups may find it more desirable to capitalize on controversies and rumors. Some community interests may not be interested in common ground, or even middle ground. Some people will probably not come to the table at all.

You or your Organizing Committee may feel after the workshop that your expectations were not met. Perhaps you didn't generate all the information you wanted, or maybe a new avenue of opposition surfaced. Be prepared for rough spots, stay focused, and keep going. Invite the opposition to join you and find ways to make them part of defining the community vision and local initiatives. Apparent dead ends often lead to new paths. When you and other community members get together to explore what you like about your surroundings and the quality of life you enjoy, an essential dialogue usually results, revealing many areas of shared interest. Chances are good that there will be many opportunities throughout the life of your Gateway Partnership Process to work together on projects and initiatives that make your gateway area better for everyone.

### **What is the upside?**

New and creative gateway partnerships are forming throughout the country today. Rather than perpetuate their differences, many gateway neighbors are beginning to focus on the opportunities they have, collectively, to make their areas places people like to live, visit, work, and play in. Communities are seeing new opportunities to work with land managers on transportation planning, approaches to resource management, financing of public services, economic growth and diversification, promotion of shared historic and cultural resources, and other areas of interest. Public land managers are increasingly interested in partnering with gateway neighbors to creatively meet visitor needs, protect the regional landscape, help channel economic growth, and preserve the high quality of life in gateway areas. By comparing visions, plans for action, and the way they do business, gateway communities and public land managers are discovering new ways to help one another accomplish shared gateway goals.



**Gateway neighbors are realizing that pooling resources, financial reserves, experienced staff, volunteers, and overall support is financially smart and strategically important to implementing shared goals.**



# What Can the Gateway Partnership Process Do For You?

*THE GATEWAY PARTNERSHIP PROCESS first encourages you, as a gateway community, to define your own needs and desires. It then promotes interaction, cooperation, and collaboration with gateway neighbors toward realizing common goals within your community and within the shared landscape of your gateway area. Could your community benefit from defining a shared vision (or re-examining your current one) and promoting partnerships to realize common goals in your gateway area? Read through this notebook to see how you can make the Gateway Partnership Process fit your community's needs.*

## **Define a community Vision**

- Identify your assets and values, articulate your needs, and establish a base from which to work with your gateway neighbors
- Define a Vision for the future that is representative of your community values and desires for sustainable economic opportunities
- Set standards of development patterns that match your desired community character, to inspire the best rather than regulate to prevent the worst
- Set the foundation to form a group to represent the interests of your community as a whole
- Interpret and protect what is of value about the place where you have chosen to live, for yourself and those who follow
- Stimulate the imagination and energy of a great number of people within your area who truly care about its future
- Find ways to channel community growth and change in ways that are sensitive to community values, while addressing the need to preserve and protect your community's special places and landscapes
- Create an effective planning process tailored to your community's own policy initiatives
- Respond in a unified manner to opportunities for economic development, such as tourism initiatives and commercial and residential development

## **Promote partnerships**

- Create shared goals for the future of your gateway area
- Focus on the opportunities your gateway area has, collectively, to make it a place where people like to visit, live, work, and play
- Pool resources, financial reserves, experienced staff, volunteers, and overall support to help implement your community goals
- Foster the sustainability of your gateway area and shared regional landscape
- Promote increased respect and understanding among all who have a voice in your area by bringing people together and opening the channels of communication
- Encourage economic sustainability and diversity
- Look beyond your political boundaries at the interconnectiveness of the natural and social networks in your shared gateway landscape
- Interpret and protect your gateway area resources

# Putting This Notebook to Good Use

*THIS IS A WORKING NOTEBOOK designed for anyone who wants to initiate, support, or facilitate the Gateway Partnership Process. It is a “living” notebook that may be written in, added to, copied, and generally used to help guide your own gateway partnership efforts.*

The best way to use this notebook is to read all the way through it for a clear understanding of the Process and how you might use it in your gateway area. The essential framework of the Process is contained on a foldout titled “Process Overview” on page 17. The next four tabbed foldouts in the notebook outline the four major steps in the Gateway Partnership Process, and each is followed by a series of tool sheets designed to help you carry out that specific step. Each tool sheet has an introduction that describes how the information, or tool, that follows can be used. You can get a quick overview of the Gateway Partnership Process by reading just the foldouts and the introductory paragraphs of each tool sheet.

There is no right way or order to use the tool sheets; they appear in the notebook where they best complement the description of each step, in an order based loosely on how you move through the overall Process. Many of the ideas and suggestions outlined in the tool sheets can be used in more than one step, often in all four steps. For example, public outreach must be used all the way through the

Gateway Partnership Process, but the “Using Public Outreach and Involvement” tool sheet appears in the notebook only once, in the first step of the Process, *Knowing Your Place*.

*Knowing Your Place* describes several ways of getting to know your gateway area, how to involve the diverse interests in your community, and how to set up an Organizing Committee to sponsor your Community Workshop. *Bringing People Together* provides a detailed framework for designing and conducting your Community Workshop. You’ll find another foldout here detailing a workshop model developed for the Successful Communities Dialogue program; however, you may wish to customize your workshop, make it longer or shorter, change the content or format, to better meet your needs.

*Having a Voice and Taking Action* suggests a number of ways to use your workshop results to shape a community Vision and Action Plan. This chapter provides very broad planning information. It will get you headed in a general direction to incorporate your Vision and goals in formal planning documents, set up

working committees, and explore community leadership alternatives. It will also help you get started in making community decisions about economic development, open-space protection, and community character.

*Working With Neighbors* focuses on identifying shared gateway goals and building partnerships to help achieve them. The profiles featured in this chapter are examples of partnerships based on shared goals formed in nine gateway communities across the United States. Each partnership accomplishes a shared goal by implementing a specific gateway initiative, which is briefly outlined.

*Where You Can Go For More Help* provides a list of agencies, resources, and publications to complement the Gateway Partnership Process and the work you are doing to make a difference in your special place.

Be flexible and open to new ideas and ways to reach the desired outcomes of each step of the Gateway Partnership Process. For example, the most important thing about *Knowing Your Place* is to get to know your place. There are many ways to accomplish this (several tools are suggested in this notebook). Likewise, the most important element in *Bringing People Together* is to bring a diverse group of residents together to talk about their special place. Remember: the exact format of the workshop is less important than the desired outcome of identifying a shared vision and committing to community action. The desired outcomes for *Having a Voice and Taking Action* are the development of a shared vision of your community's future and actions that support it. The purpose of *Working with Neighbors* is to communi-

cate with neighbors and build partnerships that accomplish shared goals.

You have likely heard of other techniques that can be used successfully to carry out the Gateway Partnership Process. Use them. If a particular tool or approach doesn't work well in your community, try a different one. Focus your energy on accomplishing each step of the Gateway Partnership Process and on turning your goals into ACTION.

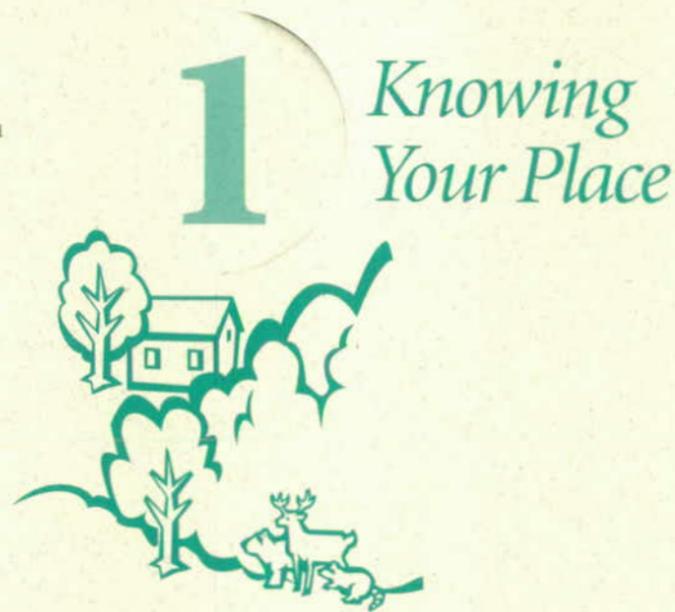


*Community members gain a broad understanding of their unique place, their neighbors, and the benefits of conducting the Gateway Partnership Process. The gateway community commits to holding a Community Workshop.*

THE KEY TO BUILDING SUCCESSFUL GATEWAY PARTNERSHIPS is to strive from the beginning to include everyone in the gateway area and make them part of a dialogue that will help shape their future. If you are a gateway community member or group interested in identifying a strong community voice to address current and future change, the first step will be to get a better understanding of your gateway area and to gain support—both from your fellow community members and your gateway neighbors—for using the Gateway Partnership Process.

To make informed decisions about your future, you need an objective, knowledgeable understanding of your gateway area. In this first step of the Process, begin a dialogue with other gateway neighbors to learn about current plans, regional politics and trends, and the unique characteristics of your shared gateway landscape.

*Knowing Your Place* also involves encouraging your gateway neighbors to come together to learn about the Gateway Partnership Process and the benefits of using a community-wide workshop as a means to address the future of the gateway area. This initial step also includes inviting and persuading diverse interests and personalities within the community to organize, promote, and participate in an interactive public workshop. The four building blocks described below are integral parts of *Knowing Your Place*.



It is well worth the effort—particularly in this first step—to seek the support of local officials and neighboring land managers. Involving gateway neighbors throughout the Process is critical and can yield big dividends when the time comes for implementing community goals and partnership projects.

## Form an Organizing Committee



Success in *Knowing Your Place* depends not only on good representation of local interests but also on enough critical mass to organize, present, and participate in the workshop and resulting actions.

One of your first tasks is to form an Organizing Committee, the purpose of which is to garner support for the Process, and to design a workshop that attracts participation from a broad cross-section of the community and reflects community needs and desires. The committee is responsible for providing general information about the Gateway Partnership Process and for carrying out all of the detailed planning for the workshop. Key tasks include selecting the time, date, and location for the workshop; coordinating speakers to provide general information on and insight into current and future trends in your gateway area; securing financing and sponsorship of the workshop; and orchestrating all of the logistics to pull it off successfully. It's important that the committee commits to open and consistent communication within the gateway area throughout this step of the Process.

Your community may already have an organized committee or an existing leadership body that can fill the role of the Organizing Committee. It is essential, however, that they are perceived as neutral and that they focus on organizing and obtaining broad-based support for the workshops. There is no limit to the number

of people on this committee, and the person or persons who form the committee may not necessarily chair it (committee members should decide on the structure and how decisions will be made). Membership should be open to anyone who would like to play a part. There are plenty of tasks to keep everyone busy. The Organizing Committee can benefit from all areas of expertise and volunteer time.

The Organizing Committee is not a decision-making body, nor should it take positions on local issues. A balance of interests and viewpoints in the community should be represented on this committee. To ensure local ownership, the committee should consist mostly of community members. All committee members must set aside their personal agendas and collectively work for the interests of the community as a whole.

### Recommended Tool Sheets

- Roles and Responsibilities of Your Organizing Committee (p.29)
- Structuring Your Organizing Committee (p.31)
- Ten Ideas for Recruiting New Leaders and Volunteers (p.49)
- Using Consensus to Make Decisions (p.57)
- Holding More Effective Meetings (p.59)
- Using Ground Rules (p.61)

## Promote an understanding of the Process

It is important to communicate to community members that the Gateway Partnership Process provides an opportunity to bring people together, identify local priorities, define a Vision for the future, and form partnerships to keep your gateway area a place where people like to live, work and play. Your Organizing Committee should use a variety of public involvement techniques to get this message across to the broadest audience possible. You can build even more support for the Process by sharing examples of success stories from other communities, or sponsoring a series of gatherings featuring inspirational speakers on topics of interest to your community. Don't forget to reach out to your gateway neighbors to get their support of your community efforts and create even greater ownership in the overall Gateway Partnership Process.

### Recommended Tool Sheets

- Roles of Gateway Neighbors and Stakeholders (p.33)
- Traits of Successful Communities (p.39)
- Top 15 Reasons Your Community Should Use the Gateway Partnership Process (p.43)
- Using Public Outreach and Involvement (p.45)
- Creating Your Community Presentation (p.53)

## Seek diversity and get commitment

The integrity and success of the Gateway Partnership Process hinges on involving as many individuals and interests as possible from within your community. Everyone should be invited to participate, especially those who might be opposed to the Process, or to the idea of getting together to talk about the future. Reaching out to those who may not usually participate in community planning efforts—or to those suspicious of it—may require one-on-one conversations, conducting in-home meetings, and cultivating alliances among unlikely constituencies.

### Recommended Tool Sheets

- Swaying the Naysayer (p.55)
- A Checklist for Community Commitment (p.65)

## Know your gateway

To enable gateway residents to make informed decisions about their future, an objective and well-informed understanding of the gateway area and related issues is essential. Current economic data, future trends, an understanding of gateway neighbors' plans and planning processes, regional pressures that can affect your town, and information about land-use policies are likely topics for discussion with community members prior to the public workshop. This information exchange may occur in a series of forums or mini-sessions, or as a series of succinct talks prior to your Community Workshop. Another important aspect of knowing your gateway area is a knowledge of the stakeholders—those who influence or play critical roles in the gateway area. Being aware of who can help or hinder community efforts is critical to carrying out the Process successfully. Finally, take a "new" look at your shared gateway landscape. Try to see new issues, important resources, and new possibilities for your future.

### Recommended Tool Sheets

- Looking at Change in Your Gateway Area (p.37)
- Defining Your Gateway Area (p.51)
- Chartering a Gateway Bus Tour (p.63)

# Roles and Responsibilities of Your Organizing Committee



The Organizing Committee is a group of interested and dedicated volunteers whose primary role is to design and orchestrate the Community Workshop. You, as a committee, must convey to your gateway community a trusted “neutral” position, work to ensure broad participation, and prepare the community for your workshop. Before your group begins its work, take an honest look at yourselves and make sure that each unique facet of your community is involved or represented on the committee. If you take the time upfront to form an Organizing Committee that reflects the diversity that makes your community unique, everyone will feel represented and comfortable participating in the Community Workshop. The following organizational information may help you to structure your committee.

The primary order of business at the first gathering of interested committee members is to organize yourselves to accomplish the tasks necessary to design and orchestrate a successful workshop. Key discussions that should occur in this gathering include formulating a clear understanding of the workshop and the Organizing Committee’s role, and agreeing on a comfortable working structure.

## Clearly understand the workshop

Distribute the tools on workshop design to help explain the purpose, structure, and content of the workshop. Stress that the success of the workshop will hinge on including diverse individuals and interests. A successful workshop builds upon an objective understanding of the community and its residents. Many questions need to be answered. What are your local resources, strengths, and assets? Who lives in the community and who visits or impacts the community? What issues are you facing? How does your local government work? What is the role of your community in the gateway area? Unbiased answers to these questions will help you design a workshop tailored to the concerns of your particular community.

## Clearly understand the committee’s role

The role of the Organizing Committee is to design a workshop that reflects your community’s needs, desires, and unique situation. The ability to gather input from the community in an unbiased manner and to provide a safe, comfortable, and meaningful workshop takes dedicated, committed members who serve the greater goal of ensuring the workshop contributes to a successful Process. The committee’s ability to function and keep the organizing process on track is pivotal to the success of the Community Workshop. The committee must keep the issues in clear focus, help set agendas as the Process moves ahead, and maintain the integrity of the Process by sharing results with the public.

The size of your Organizing Committee depends on community interest, dedication, and the number of tasks to be undertaken. If a lot of community members sign up to help, do not discourage them! If they do not feel comfortable in a leadership role, assign them to a subcommittee or develop a task for them. Remember: the more stakeholders you involve in the Process, the more participation you will have in your workshop.

Encourage those who have not traditionally been leaders to take on a leadership role.



# Structuring Your Organizing Committee



How you structure your Organizing Committee depends on the number of members, the tasks at hand, and each member's resources, interests, and abilities. The following list of roles, tasks, and subcommittees may help you to organize your group to efficiently plan and carry out your Community Workshop.

## Organizing Committee Chair

A chairperson or co-chairs should be nominated from your Organizing Committee to coordinate the workshop. There needs to be a point person to keep various subcommittees on track and to keep the group focused on the big picture—designing the workshop! Potential roles for this chair include setting the agenda and running meetings; acting as the spokesperson to the press, officials, and special interest groups and organizations; coordinating subcommittee work; and so on.

## Organizing Committee Secretary

The secretary takes minutes and keeps attendance records, helps the subcommittees, and carries out other related tasks. Documentation of your Organizing Committee meetings may be displayed at convenient locations in your community. This allows interested parties to keep informed of committee work and reinforces the message that the workshop is being designed for the entire community.

## Publicity Subcommittee

This subcommittee keeps your community informed and involved as workshop planning proceeds. It notifies the community of workshop design progress, upcoming agendas, suggested dates, and other details. The committee works with the press and other media to keep the workshop visible and acknowledge sponsors and contributors.

## Speakers Subcommittee

The speakers subcommittee helps shape the opening section of your workshop, Information Sharing. It canvasses the community and determines what kind of general information is wanted, what issues need to be clarified, and what rumors need to be dispelled. It determines the level of understanding of your anticipated audience, then selects topics and speakers appropriate to that level and coaches the speakers to focus their talk to a specific timeframe. It also prepares introductory facts about the speakers to properly introduce them at your workshop.

**"Pick people who can spend the time to get things done. Retirees are great. Make sure you say you want to hear everyone's voice—and then actually listen."**

Pat Neary,  
Laramie, WY

### **Program Subcommittee**

The program subcommittee works with the needs of the Organizing Committee chair(s) and other subcommittees to establish the workshop agenda, timing, and logistics. The program subcommittee may also be responsible for workshop details and supplies, such as sign-in sheets for participants; name tags; greeters; tables and chairs; easels, paper, markers, and tape; slide projector, screen, microphone, podium and other items necessary for your workshop.

### **Facilitator Subcommittee**

Members of this subcommittee recruit neutral parties to be facilitators for small discussion groups. They help train the workshop facilitators.

### **Food Subcommittee**

The food committee decides what kind of food, or meals, and refreshments should be part of workshop and how they will be provided.

### **Fundraising Subcommittee**

The role of this subcommittee is to develop a budget and raise money for the workshop and follow-up work. Duties include fund-raising, finding sponsorships, setting up a bank account and tracking the balance, and other financial tasks. It coordinates with other subcommittees to determine estimated costs for the workshop.

### **Outreach Subcommittee**

The success of the Gateway Partnership Process relies on creating a collective community voice. Outreach to community members who might otherwise not participate, such as children, the elderly, people confined to their homes, and people who don't like meetings is important in order to create a collective community voice. The outreach committee strives to reach those many interests and groups that may be resistant to participating in the workshop.

# Roles of Gateway Neighbors and Stakeholders



All of the residents located in your gateway area, including community members, public and private land managers, and local elected officials, should support and participate in the Gateway Partnership Process. While your gateway community must focus on its own assets, values, and desires in order to be able to develop your own voice and your own idea, or vision, of the future, the Process is geared toward bringing neighbors together to work on shared goals that affect the shared gateway landscape. The roles and responsibilities outlined below suggest ways that gateway neighbors and stakeholders such as Congressional representatives, state and local officials and professional staff, and private corporations can support the Gateway Partnership Process.

## Gateway Communities

Gateway communities consist of community members, special interest groups, business owners, civic leaders and organizations, local elected officials, residents, seasonal permittees, and others who can:

- Acknowledge the goals and concerns of gateway neighbors
- Acknowledge local, state, and federal regulations
- Work to define community needs, concerns, and goals
- Identify assets, values, and strengths of the community and its shared gateway landscape
- Work toward developing a shared community Vision and an Action Plan for the future
- Identify and implement strategies for solving community problems and contributing to shared gateway goals

## Legislative Representatives

Legislative representatives include federal, state, and local representatives, elected or appointed, who can:

- Provide encouragement and acknowledgment to gateway residents and neighbors for their dedication to work together to protect their special place
- Serve as political liaisons for the gateway area and assist in bringing neighbors together to realize shared gateway goals

*“Working with constituents and supporting their efforts to create a desirable future is deeply rewarding. Making government more accessible and bringing citizens together with key agency officials is an ideal role for a Member of Congress.”*

Congresswoman  
Jennifer Dunn



- Represent the gateway communities and area by providing information and making presentations to elected officials, government agencies, and private organizations
- Serve as potential conveners or sponsors of a forum, or gateway roundtable, focusing on gateway issues. Offer to coordinate and facilitate meetings. Consider producing or sponsoring publication of a gateway newsletter that describes the purpose, progress, and achievements of gateway neighbors

### **Public Land Managers**

Public land managers include representatives of the National Park Service, U.S. Forest Service, U.S. Fish and Wildlife Service, Bureau of Land Management, state park and recreation departments, and other public agencies who can:

- Support the Gateway Partnership Process and the gateway community's desired future, while meeting legislated mandates and management objectives
- Encourage employees, concessionaires, permittees, and others associated with their organization who live in gateway communities to actively participate in the Process
- Encourage staff members to respond to community requests to play an active role throughout the Process, especially in Steps One and Four, *Knowing Your Place* and *Working With Neighbors*
- Carry out their own identified planning processes and share information with gateway neighbors
- Define the transportation, infrastructure, visitor services, and other needs of the area they manage
- Explore alternatives with gateway neighbors for addressing common concerns and opportunities for providing visitor services, linking cultural and recreation resources, orienting visitors, advertising services, collecting user fees, and so on
- Help identify and protect important watershed systems, natural resources, and habitat corridors of the shared gateway landscape

### **Private Land Managers**

Private land managers include timber and mining companies, resort owners, ranchers, conservation area managers, private corporations, ski area managers, and other private interests who can:

- Encourage employees and others associated with their organization who live in gateway communities to actively participate in the Process
- Encourage staff members to respond to community requests to play an active role throughout the Process, especially in Steps One and Four, *Knowing Your Place*, and *Working With Neighbors*
- Share information with gateway neighbors about their company, its mission and goals, planning processes, and company issues and concerns within the gateway area

- Carry out their own identified planning processes
- Work with gateway neighbors to identify shared gateway goals and creative solutions to common problems

### **County**

County staff includes county council members; county executive officers; planning, economic development, parks and recreation, and other departmental staff who can:

- Support the Gateway Partnership Process and the desired gateway community future identified by community members
- Encourage staff to respond to community requests to play an active role throughout the Process, especially in Steps One, Three, and Four, *Knowing Your Place, Having A Voice and Taking Action*, and *Working With Neighbors*
- Communicate and present county regulations and policies to community members and gateway residents. Lobby on community's behalf for desired changes, amendments, and goals
- Identify gateway communities in the County Comprehensive Plan and describe definitions, zoning, and policies that represent the community's Vision, goals, and desired actions
- Seek or provide assistance to gateway communities for development of Community Plans

**"Important!!!  
Embed local and  
county officials in  
the process from  
the beginning."**

Pat Neary,  
Laramie, WY



## Looking at Change in Your Gateway Area



The threat of change to the social and physical fabric of your community and the shared gateway landscape offers an opportunity for gateway neighbors to look at their special place, think about the future, and develop a Vision that protects their unique natural, cultural, and social values and resources. You can improve your chances of gaining the support you need to conduct the Gateway Partnership Process by sharing your concerns and informing a wide audience about the pressures that your gateway area is facing.

Change is a constant in our lives and in our landscape. Today will not be like tomorrow no matter how hard we try to corral or stop the influences of change. By anticipating change rather than fearing it, and looking at how you can shape the change that will be coming to your town, you will best be able to hang on to what you value in your shared gateway landscape.

The following scenarios may represent influences that are affecting your gateway area. Hold a brainstorming session or one-on-one informational meetings with your gateway neighbors to identify the potential and real changes that are occurring or coming to your town.

### **Pressures of growth on your gateway area**

Your gateway area and community may be feeling the pressures of growth resulting from extensive transportation networks, improved communications and computer technology, and the population boom within the country. As the nation's population ages, more Americans are retiring to communities in pristine areas, adding further demands to areas like yours. As more and more people choose to live on the perimeter of protected areas, the pressure to turn your rural or open lands into residential, resort, and commercial ventures can be overwhelming, and can result in poor development solutions. Scenic vistas can become marred with intrusive buildings, roads, signs, billboards, and advertising. Air and water quality can deteriorate. Habitat critical to the health of the environment can become fragmented. Noise, lights, traffic, and other urban activity can become commonplace, forever changing your rural quality of life. Impacts from ill-sited development and poorly planned growth can adversely affect not only protected land resources and visitor experience but the quality of life that attracts high-quality jobs and economic vitality to your community. At risk is the degradation of your small-town character and small-town values—the very reasons why you probably chose to live in your gateway community.

### **Increased number of visitors to the natural protected area in your gateway area**

The economic vitality of your gateway area may depend on maintaining an attractive natural and built environment and capitalizing on the tremendous economic draw of the



public lands around you. Visitation to national parks and other protected natural areas is steadily climbing, and statistics show that many gateway communities receive and accommodate as many visitors as the “reserved” or “preserved” landscape next to them. These visitors may rely on your gateway community to bring civilization to their visitor experience and may expect your town to provide restaurants, restrooms, shops, and overnight accommodations. These demands can create opportunities for new jobs and economic benefits, but also can present challenges to maintaining community character and your rural quality of life.

### **Changes in demographics in your community**

The rapid swell of “newcomers” can quickly change the social fabric and politics of your town, which might be a community initially made up of families who have lived in the area for several generations, workers dependent on the surrounding natural resources, employees of public lands, retirees, and people seeking a quiet, reclusive lifestyle. New residents often bring urban perspectives and demands to small rural towns, resulting in a difference in values and dreams for the future of the community and a need for honest dialogue among all residents.

### **Pressures on protected public lands in your gateway area**

Visitation to the protected natural areas in your gateway area may be increasing, creating a growing demand for visitor services such as restaurants, grocery stores, lodging, transportation, parking, restrooms, emergency response, and so on. Your public land managers may be faced with overburdened and deteriorating facilities, traffic gridlock, funding shortages, reductions in staff, and pressures to not overdevelop public lands. As a result, they may be placing a much stricter limit on the amount and type of new facilities that can be built on public lands. This in turn shifts development pressures to your community and other gateway neighbors.

### **A declining economy**

Your town’s economy may have been based on natural resources such as timber or mining, and changes in technology, manufacturing, and environmental regulations may have caused a decline in jobs and opportunities for industrial growth. Your community may be struggling with providing well-paying jobs to meet this lack of employment opportunities. Tourism-based economic opportunities may not be widely accepted by your community nor diverse enough to provide a sustainable economic future.

# Traits of Successful Communities



The traits listed below represent key characteristics found in communities that have managed to keep their unique resources intact as they changed with time. These communities embody elements such as good schools and jobs, commercial vitality, cultural diversity, a mix of housing types, suitable transportation systems, and an environmental ethic in balance with their surrounding landscape.

Understanding your gateway community, and how traits like these are represented within it, can help you focus on strengthening the qualities that make your special place vibrant, successful, and sustainable. It might also reveal new resources that can be tapped, thereby enticing community members to set even loftier goals for your community's future.

## **Recognize the special assets that make the community unique**

Each community's assets, both natural and man-made, contribute to the special sense of place people feel for the area they live in or in which they spend time. Expansive landscapes, striking views, historic buildings, scenic highways, unique wildlife, and colorful history are the kinds of resources that make gateway towns distinctive. These special assets can be reasons to bring people together to focus on conservation, planning, and community and economic development efforts.

## **Have a vision of what the community can be**

A positive, shared vision for the future can—and should—inspire community planning efforts. Once people have an idea of what they want to work toward, the goals and decisions needed to implement their vision can be defined and put into action. It's critical that this vision be shared and supported throughout the community.

## **Maintain a positive attitude**

Communities that have a positive but realistic attitude about themselves and what they can accomplish are more likely to implement their vision and desired goals and to build long-lasting partnerships that meet their needs. Community pride and a cooperative spirit are good indicators of a healthy, positive attitude.

## **Develop a capacity for broad-based civic responsibility**

Every community has a few organizations working to enhance local quality of life. These organizations range from senior citizen groups and chambers of commerce to land trusts and economic development councils, from environmental groups to agricultural organizations. All of these groups need to be involved in planning a community's future. The key is to develop broad-based community initiatives that transcend single-issue advocacy and encourage individuals and organizations to work together.



### **Have leaders who represent community values and interests while maintaining a long-term, "big-picture" perspective**

These are leaders who understand the diverse interests and dynamics within a community, who listen well, and who work to maintain community character and a high quality of life. They seek partnerships without compromising community values and Vision, and they look for long-term benefits rather than short-term gains. They embody a positive attitude.

### **Understand the need to have a strategic outlook of the future**

Communities that recognize opportunities and trends are better prepared to attain the kind of future they desire. Successful communities are aware of their competitive position and plan accordingly. They are willing to invest in the future. Economic research shows that many rural communities can no longer afford to disregard the importance of quality-of-life factors—those tangible and intangible characteristics that make people want to live where they do. Businesses are increasingly locating where their owners prefer to live. Attracting these businesses means taking advantage of market opportunities while maintaining community character and protecting a special sense of place.

### **Develop an entrepreneurial spirit**

Communities must be creative and encourage risk taking. Successful communities don't wait for help from the outside. They take action, gain widespread involvement, and pick projects that can succeed. Communities that are willing to experiment and cooperate with new ideas, partners, and entrepreneurs can break away from traditional solutions and old ways of doing business to make tremendous differences in how their community works and what it looks like.

### **Go beyond regulations to protect resources and ensure quality development**

There is a growing realization that regulations alone do not produce a vital community—or even protect what people value most about their towns. Too often regulations prevent the worst rather than inspire the best. Sometimes they can even encourage development that does not respect local landscapes or architectural traditions. Many communities are realizing they need to supplement regulations with nonregulatory market approaches. These approaches can include such things as encouraging commercial businesses to hang flower baskets along main street, working with developers to use suggested design guidelines, creating private landowner incentives for resource conservation, and saving historic and cultural resources through interpretation by raising public awareness.

### **Cultivate responsible developers**

Responsible developers work closely with the entire community not just a few officials, and they do more than what is required of them. They take an active interest in the community and its future. Responsible developers create development that is responsive to local community character. They work hand in hand with communities in the beginning stages of planning and development and throughout construction. They develop broad-based community support, often giving back to the community by supporting local initiatives. Good developers will help a community realize long-term benefits rather than short-term profits; they will take an active part in the life of the project and the community.

Traits adapted with permission from Chris Duerksen for The Conservation Foundation, Washington, DC. Also adapted from "7 Secrets to Coping with Change in Small Towns," USDA Forest Service, Pacific Northwest Region from Pacific Northwest Strategy Community Development Guide (working draft, 1990). Source: Heartland Center for Leadership Development, Lincoln, Nebraska, 1984.

### **Form partnerships to further community and regional goals**

It is financially smart to pool resources, financial reserves, experienced staff, and volunteers. Such efforts are strategically important to realizing community and regional goals. More goals are accomplished by focusing on projects of common interest and by building partnerships. As a result, ownership is increased, leading to a strong advocacy for success, continued support, and pride.



# Top 15 Reasons Your Community Should Use the Gateway Partnership Process



Use the list below to help explain and promote the need for your community to use the Gateway Partnership Process. Highlight them in citizen-sponsored meetings; build upon some of them to create a custom community slide show to demonstrate the assets of your gateway area and potential benefits of using this Process. Choose several of these reasons as themes for community-wide information forums (for example, showcase projects in other gateway communities that represent sensible and suitable solutions for new development patterns, for orienting visitors, or for protecting community character). Or you could turn the list into a snazzy flyer to kick off your public workshop.

## The Gateway Partnership Process provides an opportunity to:

1. Take charge of your own destiny
2. Recognize the special assets that make your community unique
3. Create a Vision of what your community can be
4. Focus on values—on what is really important to citizens
5. Act, instead of react
6. Participate, not just watch
7. Discover ways to keep your community character, resources, and general quality of life intact as your gateway area changes
8. Find out who your community really is; get to know your neighbors and listen to their viewpoints
9. Find your community voice and decide how you want to use it
10. Become a stronger and more influential gateway player in the decisions that affect your community and gateway area
11. Respond creatively to new ideas; identify practical public and private steps to carry them out



12. Interact with public land managers and other gateway neighbors to improve working relationships and focus on common issues
13. Acknowledge current economic and regional trends affecting your community
14. Balance important community elements such as good schools and jobs, economic diversity and vitality, efficient transportation systems, and environmental ethics within your community and gateway area
15. Cultivate responsible developers who will respond to community desires—not just current regulations—to protect gateway resources and ensure quality development

# Using Public Outreach and Involvement



Public outreach and involvement form the core of the Gateway Partnership Process. Whether you are introducing the Process to community members; educating residents about their area; trying to get a good turnout for a committee meeting, gateway event, or public workshop; or rallying neighbors to support a local initiative, public outreach and involvement are tools you will need to use. Make sure that as much of the community as possible takes ownership of your project or planning effort from the beginning. Include all groups and individuals, particularly those who may be opposed to your efforts.

Sometimes the process of involving people and reaching out to them is more successful than the products generated. Simply getting people to work together on a common interest or project—particularly people who don't usually meet or mingle with one another—can be invigorating and empowering for those involved. Don't give up on getting people interested and motivating them to support your efforts. Use several kinds of outreach techniques, and use them over and over again. Show people how the community will benefit from your process or project. Find the connections between your project and people's personal lives.

Use the ideas below to reach out to community members and get them involved in the Gateway Partnership Process. Be creative. Brainstorm unique methods for involving your community. Look for marketing ideas that are catchy, distinctive, and clever. Consider designing a logo for your group or planning effort and using it on stationery, news releases, articles, flyers, and shirts to give your effort an image and a more visible profile.

## Ideas for Community Outreach

- *Make your message sharp, concise, clear, and simple.* Ask someone you don't know if they understand your message. Ask a child.
- *Use a variety of publicity tactics.* Locate regional and local media guides to access television, radio, and print resources. Radio and TV often run free public service announcements (PSAs) for meetings and workshops sponsored by nonprofit groups. Newspapers will usually run press releases, community calendar events, and letters to the editor. Use magazine features, special-interest stories, and newspaper articles to get your message out. Keep lots of photos on file to send with your media advertising. Invite local and regional reporters to your events.
- *Bring in local experts.* Use local resources and talent to produce workshops, seminars, newsletters, educational brochures, slide shows, videos, and advertising that educate and inform the community about their resources and your project.

USE ALSO WITH  
2

USE ALSO WITH  
3

USE ALSO WITH  
4

"You simply cannot spend too much effort trying to bring into the process those key people who are suspicious, reluctant to participate. In fact, every interest group has to come away with the clear sense that its concerns are driving the process. If you have troublemakers, see if you can get them to serve in key positions; if not, turn to the people with whom they associate."

Estelle Tafoya,  
Red Lodge, MT

"Involve all ages—  
school-aged to  
seniors."

Pat Neary,  
Laramie, WY

- *Find out who the neighborhood, civic, and cultural group leaders are in your community.* Find out where they get their information and use existing communication channels. Ask these leaders to support you in getting your message out and in acting as liaisons for community involvement. Invite them to speak at your meetings.
- *Go to your audience.* The community may not come to you—you may have to find the community. Consider holding information sessions and workshops at cultural centers, playgrounds, schools, churches, civic groups, or retirement homes. Attend their events, speak at their meetings. Ask them for their ideas.
- *Use the phone.* Phone networking is an effective way to reach a diverse cross-section of your community when you want to establish initial contacts and target key audiences. Talking one-on-one with people gives you a better understanding of what needs further clarification, as well as what some of the burning issues are for certain groups of people and individuals. Use a core group of people to deliver the same consistent message and present the same information. Keep a record of your calls and contacts to use in assembling community forums, mailing lists, and volunteers.
- *Meet "at home."* Consider having small, informal meetings with small groups of people in places that feel comfortable and safe for everyone attending. It may be your home or business if you are meeting with a group of friends or with people you know well. When meeting with people you don't know well or with a group of people representing diverse and potentially opposing interests, consider neutral places such as fire halls, community centers, Grange Halls, schools, and restaurants. Seek local hosts for these meetings, and consider making the meetings more social by including refreshments or by planning them around meals.
- *Look carefully at the different interest groups in your community audience.* Consider tailoring your message for each group. What are the incentives for each group to work with you? Use personal invitations to reach key individuals and groups.
- *Target local hangouts.* Place messages and announcements on community reader boards; post flyers or surveys in supermarkets, the post office, storefronts, restaurants, and bars.
- *Build a phone tree.* Divide the phone book into sections and assign people different blocks of names to call, and then ask the callees, in turn, to call a block of names, until the entire community has been called. Phone trees are a method of sharing the work load. They work well to remind people of upcoming events, such as community workshops, special celebrations, and public forums. Make sure that key politicians, civic leaders, and community activists are on your list.
- *Organize events to pull people into your project.* Make them fun. Sponsor social hours; move them around the community or choose a regular gathering place and time. Hold fund-raising concerts, bake sales, and car washes. Create a special celebration or festival.

- *Put people in touch with their resources.* Take invited groups on tours for a personal introduction or reacquaintance with places in their community. Make them multigenerational events.
- *Involve children.* Visit schools and find ways that kids can participate in community issues and solutions. Art contests, writing projects, posters, monitoring programs, and mentoring partnerships are fun ways of including and informing kids.
- *Publicize early successes.* Use them as motivation and inspiration for furthering your efforts. Let the people you help, and those that help you, spread the word through letters to the editor, membership newsletters, or special awards. Consider “visual acknowledgments,” such as placing names on bricks in a newly paved sitting area, dedicating street benches, or running a thank-you ad in the local newspaper.



# Ten Ideas for Recruiting New Leaders and Volunteers



Leadership that represents the diversity in your community is a critically important component of the Gateway Partnership Process. Leadership is essential in all four steps—for outreach to interest groups, organizing and conducting the public workshop, carrying out priorities and developing a community voice, and working with gateway neighbors to achieve common goals. Community leaders must inspire citizen participation and volunteerism to “staff” the Organizing Committee, Implementation Committee, Working Committees, and potential leadership organizations.

Look for local leaders among the people who consistently attend community meetings and workshops. These people may not think of themselves as leaders, and may have no experience as leaders, yet they may be exceptionally good candidates for playing a leadership role. These are energetic individuals—old timers and newcomers, local politicians and retired homemakers, neighborhood activists and business leaders, developers and environmentalists—who will spearhead efforts to better your community. The challenge is to bring these people off the sidelines and involve them in efforts to benefit the entire community. Here are 10 tips for recruiting local leaders and volunteers.

## **1. Ask the question: “Who’s Not Here?”**

Find those groups and constituencies that have eluded your attempts to be broadly representative of the community. Invite them to join local committees and organizations.

## **2. Look for skills not names.**

Find individuals who have important skills and talents, as well as those with key positions.

## **3. Try involvement by degrees.**

Start volunteers on simple, finite tasks that require less time. This allows volunteers to become comfortable with the committee or organization and its members, and to take on additional responsibilities.

## **4. Appeal to self-interests.**

Find out whether the potential volunteer is motivated by social activities, a position of leadership, altruism, or enlightened self-interest. Assign them a role that suits their motivation.

## **5. Use a “wide-angle lens.”**

Welcome all volunteers and volunteer efforts no matter how humble or large. A volunteer’s contribution should never be belittled nor taken for granted.



**6. Define the task.**

Be certain to accurately describe the time commitment and task requested of volunteers. Describe the task in the context of how it will contribute to the overall effort.

**7. Use current leaders to recruit new leaders.**

Use the snowball effect of visible and motivated leaders recruiting new leaders through friendship, recognition, and encouragement.

**8. Be known for efficient use of people's time.**

Do not waste people's time with disorganized meetings or work sessions. Define tasks in detail and hold meetings with clear agendas and time limits.

**9. Offer membership premiums.**

Give symbolic recognition and real rewards to leaders who dedicate themselves to committees and organizations. Reward leaders with newspaper profiles, certificates, letters to employers, exclusive social affairs, or travel to a workshop or convention.

**10. Market your wares.**

Make the community aware of progress being made. Publish newsletters and press releases and work hard to get media coverage of your successes. This will provide another reward for volunteers.

*"Ten Ideas"  
adapted with  
permission from  
USDA Forest  
Service, Pacific  
Northwest Region  
from "Pacific  
Northwest  
Strategy  
Community  
Development  
Guide" (working  
draft, 1990).  
Source: Heartland  
Center for  
Leadership  
Development,  
Lincoln, Nebraska,  
1984.*

# Defining Your Gateway Area



Your gateway is a complex network of people, places, and habitats. Adding to the complexity are people and forces outside your area who have an interest or influence in your gateway area. Defining your gateway area is more than just looking at streets, buildings, neighborhoods, fields, and forests. It takes study and exploration of the relationships among residents, visitors, public and private land managers, and the natural systems and environment that give your area special meaning.

Before you begin organizing your public workshop you'll want to learn as much about your gateway area as you can. The following "mapping" exercise might help you define your gateway area and the neighbors you'll want to include in your partnership efforts.

## **Identify and map the physical attributes that give character to your gateway**

Draw or list the features that make up your community. These may be streets, neighborhoods, major landmarks, schools, gathering places, historic districts, businesses, farms, and other such cultural characteristics of the community. Add natural resources such as creeks, fields, forests, views, protected lands, wildlife areas, and other physical features. Look at patterns of development and the social or ethnic neighborhoods. Explore the gateway area in its entirety.

## **Explore networks that make up your gateway area**

List the organizations and associations, formal or informal, that bring social interaction to your area. An inventory of these associations helps you better understand the area, assists in identifying important relationships, and is invaluable for building partnerships. To build this list, review community newspapers, directories, and bulletins; conduct random surveys at local gathering spots; or interview people connected with local institutions such as churches or schools.

## **Identify the stakeholders who have an interest in your gateway area**

Make a list of all the organizations, people, policy makers, part-time residents, and visitors who are not true "members" of your community or gateway area, but who nonetheless influence and affect it. It will be important to include these "stakeholders" in your outreach efforts to garner support for the Gateway Partnership Process and in your search for speakers and participants in your public workshop.



### **Find out about the people who could help or hinder your Process**

Think about the different personalities in your gateway area who traditionally do not participate in community efforts, as well as those who fight change or have reputations as naysayers. It is critical to include these people in the Gateway Partnership Process. Note who they are and make a special effort to reach and include them. Think about creative ways to draw them into community discussions, workshop preparation, and committee work. Also include community leaders and activists on your outreach list who can help lend credibility to your efforts.

### **Compose your gateway map**

When you are done with these efforts, you'll have a map, or "snapshot," of your gateway area. This can be a graphic map with written notes and descriptions, or a document describing places, resources, neighbors, and stakeholders in your gateway area. Use this map to help describe your definition of your gateway area to the community and gateway neighbors. You can post the map at community gathering spots to get feedback on the boundaries of your area and the issues of concern. The map could also be included in future workshop flyers. Your exploration of community places and resources has also likely provided you with information to help you strategize outreach for the public workshop, identify issues to be addressed before the workshop, provide ideas on historical anecdotes to be highlighted as a kick-off to the workshops, and more.

# Creating Your Community Presentation



One of the best ways to help generate community interest in the Gateway Partnership Process is to show examples of how other communities in similar circumstances have met the challenges associated with change and growth. A slide show is a good visual tool for helping people see what makes some communities work so well (and others not so well). Using examples from other places can help focus citizens on successful solutions and techniques—without the emotion or tunnel vision that sometimes results when you look only within the confines of your own backyard. For the same reason, looking at other places can be inspiring and likely to provoke new ideas and trigger thoughtful solutions to your own local challenges.

You can use the slide show as part of the Information Sharing block of your Community Workshop, or you can make it a separate presentation held sometime before the workshop to pique community interest in the Process. The guidelines below should give you some ideas on putting your presentation together.

## Presentation Basics

The primary goal of your presentation is to inspire community members to identify a proactive Vision for their future. You want to convey the benefits of accommodating change while retaining local resources such as open space, historic architecture, scenic views, working landscapes like ranches and forests, natural features, and other qualities that make each community distinct. Perhaps the most important message to communicate is that specific steps, in the form of both public and individual actions, when designed to collaborate on a shared Vision, can inspire people to positive action.

Make your presentation fun and upbeat. You could sell popcorn, make banners, and include local musicians to draw people in. Below are a couple of different approaches to putting the presentation together. While both suggest focusing on “out-of-town” examples, you might close the presentation with a hometown collage of photos to remind residents of their own backyard treasures. These might be photos of distinctive wildlife, attractive landscapes, social gathering places, scenic drives, traditional building styles and land use patterns, exceptional views, or agricultural landscapes. Challenge your audience to think about their place in different ways.

If you choose to use this presentation in *Knowing Your Place* (rather than as part of your Community Workshop), you might want to follow it with something like an information forum, or a month-long series of meetings, designed to bring in speakers on topics of interest to your community.



### **Design it from scratch**

One way to create your own presentation might be to give several members of your Organizing Committee the task of researching and exploring communities throughout your region, particularly other gateway communities. Equip them with cameras, several rolls of slide film, and turn them loose. How are other communities embracing change while maintaining their local quality-of-life values? How are they using their historic and natural resources, recreational opportunities, and distinct local character to create a vital local economy? What creative conservation and development measures have they used that are well suited to their communities?

Remember that you are looking for physical expressions of both good and bad solutions and strategies that respond to changes and trends examples (sometimes it's just as helpful to know what you don't want). But just as important, you will also want to discover (by researching and interviewing) which tools and local initiatives—such as design codes, conservation easements, “friends” groups, land trusts, cooperative agreements, memoranda of understanding, and unique partnerships—were used to support these physical expressions of local desires. Your community may want to use similar tools when implementing its own vision and goals.

### **Invite others to help**

Another way to make your presentation is to invite representatives from other communities to speak and show slides at your community-wide meeting. You may invite community spokespersons from within your region, or you might reach farther afield, perhaps to gateway communities in other parts of the country. Research and contact communities that exhibit successful solutions to change, and invite several representatives of those communities to your presentation. Clearly communicate the purpose of the meeting, your expectations of them, any time restrictions, and so on. You set the framework for the presentation, and then work with presenters to help deliver your message.

Perhaps some group within your community would sponsor your presentation, or you could hold a fund-raiser to support the effort. Presenters will likely need to be reimbursed for travel expenses, and perhaps their time. Otherwise, it's always nice to offer an honorarium, or a gift, as a token of your appreciation. Maybe one of the local establishments would offer to donate lodging or meals, or a local memento.

## Swaying the Naysayer



Transforming the naysayer of the Gateway Partnership Process to an ayesayer requires patience, listening, and creativity. It is well worth the time and energy spent, however, as they are the people who can derail your efforts, as well as spread misinformation about what you are trying to accomplish. The success of the entire Gateway Partnership Process is dependent on attracting those diverse interests, and turning nonparticipants into participants. Here are a few examples of what you might hear from a naysayer, along with ideas to help you gain their confidence and support.

### **“It’s a waste of my time”**

Creating enough interest so that community members will want to participate in the Process, and then maintaining long-term support and momentum, are on-going challenges. People sometimes have trouble seeing beyond conflicting personal priorities, or feel that individual participation is useless. Others simply do not want change of any kind. Try to inspire these folks by talking about potential results, about the importance of what they will be spending their time on, or make them feel accountable by asking their assistance on a particular task. Give them examples of successes in other gateway areas. Or, talk about what will happen if people like themselves do not get involved. For example, you might point out that there will not be an organized effort to protect what is of value, that change is coming regardless of their participation, and that they must take responsibility for directing that change.

**“Make sure you invite the local naysayers.”**

Pat Neary,  
Laramie, WY

### **“I don’t trust you”**

Although neutrality and diversity are top priorities of leadership, perceptions by the naysayers may be that a committee or leadership group is biased toward special interests. Talk to these people and stress the fact that locals are in charge of the visioning process, and that partnerships are formed around shared goals— not forced initiatives. Invite them to be a part of your committee or leadership group, or assign them a task.

### **“It’s only for those other people”**

Reach out to newcomers, old-timers, developers, environmentalists, ranchers, businesspeople—as many different groups as possible. Talk about the fact that this Process is a roadmap to the future based on what’s of collective value in your community. Try to make sure each interest in your community is represented on the Organizing Committee for your Community Workshop. Stress that the Gateway Partnership Process is an open, inclusive process based on equal participation.



### **“It won’t make a difference”**

The naysayer may feel that no one with “power” will listen to the needs and desires of the community, and that his or her efforts will be in vain. Counter this by working with those in positions of authority to write a letter in support of the Process, or have a representative on your committee whose role is to endorse and communicate the voice of the community to those who can influence the decision makers. In addition, talk about the power within the community to direct change above and beyond regulatory measures.

### **“We don’t have any money”**

The naysayer may focus on your small community’s lack of experience, adequate technical and professional support, funding resources, and history of carrying through planning efforts. Turn this around by talking about partnerships that can help attain goals and initiatives. Or talk about the steps toward building community that may be accomplished through volunteer and in-kind contributions. These may include organizing a community clean-up, planting flowers, restoring a riverbank, or writing a grant.

### **“This doesn’t interest me”**

Visioning and building partnerships may not be for everyone. But there are parts of the Gateway Partnership Process that can appeal to a wide cross-section of interests and energy levels. Is the naysayer a history buff? Ask them to be in charge of research and eliciting a historian to speak at your visioning workshop. Does the naysayer hate meetings? Ask them if they will take a task and complete it on their own. Find out what the Process can do for the naysayer and appeal to those interests.

## Using Consensus to Make Decisions



The Gateway Partnership Process is based on building consensus. It may include work done in working and organizing committees; the Community Workshop (itself a tool for finding consensus); implementation committees and leadership groups, which form to take action on community priorities; and working with neighbors to identify shared goals and partnership projects.

Consensus is a group decision-making process that allows each member to say "I can live with the decision and support it, even though it may not be exactly what I want." Consensus does not mean that a decision is unanimous, or that it is everyone's first choice. It means that no one feels they have seriously compromised their values and opinions. Instead, they are willing to stand aside from their first choice and support the group choice so that a decision can go forward.

Although making decisions by consensus may take more time, the outcome will likely be more positive, will have greater support, and will be longer lasting than other forms of decision making. If your group gets stuck, with one or more members unable to live with a proposed decision, you can try the following: (1) take more time to discuss ideas, (2) seek more information from outside sources and opinions, (3) set aside "hot" topics for another time (agree to disagree) and focus on ideas or areas where the group is ready to reach consensus, or (4) assign the issue to a subcommittee to work on and report back to the group with ideas on how to proceed. If these methods fail to move you to consensus you might consider using a professional arbitrator or mediator to reach final resolution. The guidelines below may help you in using consensus to make decisions.

### Discussion Guidelines for Building Consensus

Consensus involves all stakeholders in a decision-making process, and it requires commitment from all participants to keep searching for mutually acceptable solutions. Participants are free to disagree and voice their opinions; however, personal attacks are not allowed. Group members must listen to all points of view, focus on interests and concerns rather than positions and demands, and address each others' objections to possible choices or courses of action. All possible solutions are considered tentative until there is full agreement by the group. Guidelines to build consensus include:

- Support each other. Listen carefully with an open mind. Share discussion time; don't dominate by taking too much time or repeating points already effectively made.
- Seek to understand each other's interests.
- State your own interests and needs clearly. Avoid premature positions.



- Seek out differences of opinion. Discuss underlying assumptions. Identify areas of agreement and disagreement.
- Avoid procedures that reduce conflict too quickly such as voting, bargaining, or compromising. Build on those ideas with which you can agree somewhat. Avoid blindly arguing for your own point of view.
- When you get stuck in discussion, look for the next most acceptable alternative for everyone; or table the issue and come back to it later.
- Ask questions as much as possible, avoid making rhetorical points. This helps others to consider ideas with an open mind.
- It's okay to change your mind or your opinion. Stay open.
- Always check for clarity or accuracy of information when it seems fuzzy or wrong to you. Ask for clarification. Ask questions like "Can you give me an example? What do you mean by...? How do you define...? Do I understand that your major concern is...?"
- As proposals emerge, state which elements you can support and why and which elements you cannot support and why. Be willing to keep talking and exploring solutions to areas of disagreement. Ask questions like "Are you proposing ....? Can you think of a way to solve this problem? What ideas do you have?"
- Separate people from the problem. Avoid blaming. Judge ideas not personalities.
- Keep inventing and modifying solutions until a consensus emerges. Ask questions like "Are you willing to...? Are you able to...? Would .... work for you? Would .... address your concerns? What would happen if ....?"

*Sources for consensus-building information: Carroll Boone, Concensus Coaching and Mediation Services, Seattle, WA; and Alice Shorett and Nea Carroll, Triangle Associates, Inc., Seattle, WA. Guidelines adapted with permission from Triangle Associates' "Seminar on Designing and Facilitating a Collaborative Process."*

# Holding More Effective Meetings



Meetings can use up a great deal of time, particularly when they are unplanned and unorganized. Use the following framework to help keep the many community meetings you will hold during the course of your Gateway Partnership Process efficient and productive. Whenever possible, make your meetings fun events to which people look forward to attending and contributing. Choose a comfortable, safe, and neutral place to gather and select a day and time that is convenient to as many people as possible. Consider moving around to different places in the community. Think about including refreshments, featured speakers, and effective “ice-breakers” for helping people get to know one another.

## Meeting Design

Every meeting should have a purpose and desired outcomes or goals. Post these at the top of your agenda or on a large sheet of paper on the wall. Verify the meeting purpose and goals with participants and make amendments if necessary. Get agreement to stick with the agenda. Adopt a simple set of ground rules and use them. Use a decision-making process based on consensus.

## Roles and Responsibilities

### Individual Member Responsibilities

- Read advance materials
- Come prepared to discuss agenda items
- Respect individual differences and listen to learn from other members
- Commit to using consensus to reach decisions

### Leadership Responsibilities

- Start and end on time
- Clarify the agenda, schedule, and priorities
- Keep the meeting on track
- Assign other meeting roles:
  - Recorder:* Records decisions and recommendations
  - Reporter:* Represents subcommittees’ work to the larger group
  - Observer:* Pays attention to ground rules, consensus building, and schedule

### Staff Role (assign to a group member if there is no staff)

- Send an advance packet to members before the next meeting. The packet should include a tentative agenda, time, presenters, written record of the meeting, reports or recommendations from standing and ad hoc subcommittees



### **Tactics for Promoting Decisions**

If finding the right wording is a problem, assign two or three interested members to hold a “side meeting” to draft better wording and return to present it to the group in five or 10 minutes.

If additional information is needed, identify it, then assign a member or a subcommittee to get the information and present it at the next meeting or at another specified time.

If additional discussion is needed, refer to a subcommittee to develop options and recommendations for presentation at the next meeting or another specified time.

Meeting  
framework  
provided courtesy  
of Carroll Boone,  
Consensus  
Coaching and  
Mediation Services,  
Seattle, WA.

### **Wrap-up Tactics**

Allow 15 to 20 minutes at the end of the meeting to set the agenda for the next meeting, including assigning meeting roles (leader, recorder, reporter, observer), agenda items, times, and priorities. Make working assignments to members and subcommittees created at this time. Get commitment now, before the group energy dissipates.

## Using Ground Rules



Ground rules are short statements used to set expectations on meeting behavior. They can help participants feel more comfortable in their meeting environment by knowing that specific, agreed-upon rules will guide meeting process and behavior. Use ground rules to maintain the integrity of all your community meetings, to ensure that participants are treated equally and fairly, and to keep everyone on track. Five to six statements are usually enough to “ground” most meetings.

Create a list of ground rules that you think are appropriate for your Community Workshop, offer participants the opportunity to add any others they think may be useful, then ask for confirmation. Once agreed upon, post your ground rules in a visible place in the large gathering area and in small group meeting spaces. Refer workshop participants to specific ground rules if individuals behave unacceptably, or begin to take the meeting off track.

### Sample Ground Rules

- Every idea is a good idea
- This is not a gripe session
- Respect the opinions of our neighbors
- Everyone should feel comfortable contributing and should be given an opportunity to do so
- We will respect time and keep to our schedule
- Encourage participation of others
- Seek win/win solutions
- Work together as a community
- Speak openly without attacking anyone individually
- One person speaks at a time
- Look forward not backward
- There is no right or wrong answer





## Chartering a Gateway Bus Tour



Caught up in daily routines and the comfort of a familiar landscape, community members sometimes don't really "see" what is taking place in their community. It may be rapid growth or crumbling historic buildings, or it may be losing something of value to the community such as exceptional views, a favorite fishing hole, or traditional building styles. By organizing a group bus tour to view your community, you can begin a dialogue that will address the qualities that make your gateway area unique, the need to create a Vision to save important resources, and/or influence development in a manner consistent with the character of your community. Include local leaders and gateway neighbors to broaden ownership and support for the Process.

### Touring Your Town

A bus tour of your community, with narration by an inspirational speaker, a planner, town administrator, tax assessor, or other professional, can provide an on-the-ground look at the shared gateway landscape. It can also offer an opportunity to view your special place from a planning perspective. Encourage the group to look at the landscape, the open spaces in relation to development, the bulk and scale of development, the ratio of commercial development to residential, and so on. If you have more than one bus, have speakers read the same script so that everyone benefits from the same information and perspectives. Another alternative is to set an agenda where speakers or hosts meet your group onsite for personal tours.

Invite anyone who is interested to join you on the tour! Spend time getting as many people to join you as possible, since having more people seeing the same features or resources and identifying common issues strengthens the ability to shape a shared community Vision.

The bus tour can have any variety of themes: positive or negative community impacts that have been identified as affecting the character of a community, important viewsheds critical to the community's sense of place, recreational needs and opportunities, eyesores that need improvement, and so on.

This does not have to be expensive. Ask for time donations from a bus company, look into chartering school buses, or find a sponsor for the event. Agency planning staff could also provide expertise as part of their public service responsibilities.



Regroup after the tour to compare observations and reactions. Determine if participants see “a job to be done,” and suggest that they and their friends participate in the upcoming Community Workshops.

### **Touring Other Towns**

You may also stage a bus tour of other communities in your region that are experiencing and dealing with many of the challenges facing your community. Look at what is working for them, what is not working for them, interview their decision makers and community members to glean ideas, solutions, and general information that you may use back home.

### **Monitoring Community Progress**

As your community decides on priorities and builds partnerships, continue to take these type of group tours. They are great for examining progress, focusing on specific accomplishments, and identifying new priorities.

## A Checklist for Community Commitment



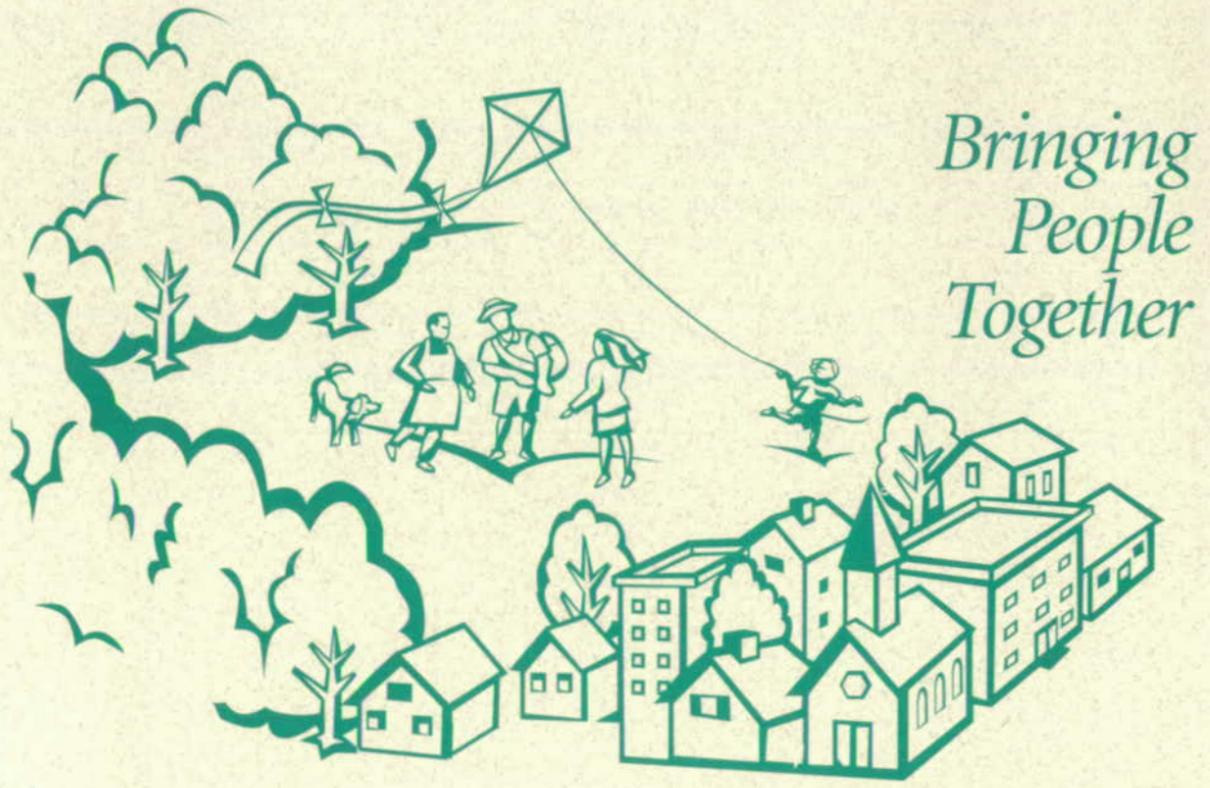
While it may be tempting to launch into planning your Community Workshop, there is little benefit in moving to the second step of the Gateway Partnership Process without solid and sincere support from the many interests in your community. Use this checklist before moving on from *Knowing Your Place*. If you can't check off each of the items on the list below, go back and spend extra time garnering community support and commitment for the Process. If you don't have the commitment you need yet, try new and different ways to engage the community. If you don't do this, you risk doing a great deal of work only to fall short of being able to successfully carry out your Community Workshop because not enough—or diverse enough—interests have endorsed the Process. Make activities fun—take a tour, involve children, hold a festival, bring in a celebrity. Explore ways to create more interest and spread the word.

### Before your gateway community embarks on a mission to find its common voice, check for the following essential components:

- An awareness on the part of the community of a need to share perspectives and explore common areas of interest to shape their future
- A clear understanding of and trust in the Gateway Partnership Process itself and in its potential results
- A genuine desire and strong commitment to support the Process on the parts of local leaders, planning staff, and key community organizations
- Acceptance and understanding of the Process by local (and perhaps regional) governmental officials, agencies, and gateway neighbors
- A willingness to bury personal agendas, positions, and long-held antagonisms in order to listen clearly to others' opinions
- Agreement that success is based on identifying a shared vision for the future
- A group of dedicated, hard-working volunteers

Adapted with permission from "Successful Community Dialogue Organizers' Notebook" (draft, 1992), Barbara Gray and Nancy Hoffman, Jackson Hole, Wyoming.





*Bringing  
People  
Together*

*An inclusive Community  
Workshop focuses on an open  
dialogue that acknowledges  
assets and values of the  
community and helps define  
the community's future as it  
relates to the overall gateway  
area.*

THE GATEWAY PARTNERSHIP PROCESS uses a Community Workshop as a way to bring people in a gateway area together, to build trust and commitment, and to gather important information for developing a plan of action for the community's future. After initiating a dialogue among community members and gateway neighbors and achieving "buy-in" from diverse interests in the community to use the Process, your Organizing Committee can concentrate on designing your Community Workshop.

The workshop is an effective way to bring together diverse members in your community to focus on what residents value most in their unique surroundings. Workshop participants identify local values and assets, develop a vision for the future of the gateway community based on those values, and identify tangible, practical steps for realizing their Vision. Participants are encouraged to explore ideas for maintaining their distinctive local community character, protecting important gateway resources, promoting economic vitality, and ensuring a high quality of life. You can also use your Community Workshop to explore common goals and partnership opportunities with your neighbors.



**"A shared vision—created by the citizens of a community in a broad-based, public participation process—authorizes, authenticates, and empowers community choices and the methods used to achieve them."**

The Community Sustainability Resource Institute

There are other kinds of visioning techniques and workshops in practice today. You may want to explore some of these other models before choosing the one most appropriate for your community. Flexibility, creativity, and working toward consensus should be part of whichever model you decide to use. The most important element in **Bringing People Together** is that you bring a diverse group of residents together to talk about their special place. The exact format of your workshop is less important than the desired outcome of identifying a shared vision and committing to community action.

## Use a Workshop Framework

The three blocks of time described here provide a framework for designing your Community Workshop. All three blocks can be combined for an intense, one- or two-day workshop, or they may be separated and carried out in distinct pieces or "mini" workshops. Your workshop, designed by your community Organizing Committee, will be unique in terms of content, format, and the results achieved.

### Block one: Information Sharing.

This block provides workshop participants with community and regional information and emphasizes the importance of creating a unified community voice. This is an excellent time to feature your community presentation and inspirational slide show illustrating successful solutions to the pressures of change, information about trends affecting your community, gateway neighbor planning processes, local history, and so on. Incorporate short presentations by a local historian, neighboring land managers, county planning staff, and others.

#### Recommended Tool Sheets

- Looking at Change in Your Gateway Area (p.37)
- Traits of Successful Communities (p.39)
- Top 15 Reasons Your Community Should Use the Gateway Partnership Process (p.43)
- Creating Your Community Presentation (p.53)
- Finding Knowledgeable and Respected Speakers (p.89)

### Block two: Community Dialogue.

This block is the heart of the workshop, where participants answer three key questions that focus on community values and assets:

1. What do you value about our community?
2. What type of future do you want for our area?
3. What actions can we take to guide us toward this future?

#### Recommended Tool Sheets

- Orienting Your Workshop Facilitators (p.83)
- Tips for Facilitators (p.87)

### Block three: Community Action.

This block seeks broad agreement by workshop participants in identifying priorities in their responses to the above questions. This is also the place and time for defining tangible steps to implement these community priorities and to offer ideas on how workshop results can be used to define a community Vision.

#### Recommended Tool Sheets

- Describing Your Vision (p.97)
- Identifying Community Goals and Actions (p.99)
- Prioritizing Responses (p.103)

## Generate Outcomes

Two outcomes from your Community Workshop are essential for building on workshop results and continuing the Gateway Partnership Process. Before the workshop ends, be sure that the meeting facilitator or members of the Organizing Committee have identified—or solicited—a group of volunteer participants committed to participating in either one, or both, of these post-workshop responsibilities.

### Produce a Summary Document

Compile a Summary Document that accurately represents the information and ideas collected throughout the workshop, including any decisions that might have been made regarding community priorities, Vision statements, and plans for action. Most importantly, the document should outline the specific objectives, timelines, and principal responsibilities generated by overall group discussions. The Summary Document becomes a record of the workshop and reflects the community voice expressed there. This important community publication may be distributed to community members, packaged to advertise and promote community efforts, and used as a foundation for developing local initiatives.

#### Recommended Tool Sheet

- Using Public Outreach and Involvement (p.45)
- Creating Your Workshop Summary Document (p.91)

### Form an Implementation Committee

Establish an Implementation Committee willing to work, on an interim basis, to continue the momentum of the workshop. Tasks might include developing the Summary Document; refining a community Vision and its supporting goals, based on workshop results; suggesting the formation of an official community council; or initiating other short-term goals identified at the workshop.

One important role of the Implementation Committee is to function as a consensus-building forum representing the priorities and community voice expressed at the workshop, until working committees or a formal leadership organization form.

#### Recommended Tool Sheets

- Using Consensus to Make Decisions (p.57)
- Holding More Effective Meetings (p.59)
- Using Ground Rules (p.61)
- Creating Your Implementation Committee (p.93)
- Holding a Forum to Form Working Committees (p.105)



# 2

## *A Framework For Your Community Workshop*

The second step of the Gateway Partnership Process, *Bringing People Together*, involves holding an inclusive Community Workshop where gateway residents get together to identify the assets and values of their area to better address the future. Three blocks of time build on each other to provide a framework that is standard to workshop design. Your Organizing Committee will design your workshop agenda based on these categories, yet in a manner that reflects unique community needs and desires, time constraints, creative input, and financial support.

### **Recommended Tool Sheets**

- Workshop Logistics (p.71)
- Financing Your Workshop (p.75)
- A Workshop Instruction Manual (p.77)





# 2

## Workshop Logistics

Your Organizing Committee represents the diverse interests of your community and is responsible for the design and orchestration of your Community Workshop. Remember that logistics take a lot of time. Upfront planning is essential to success. The following tasks outline basic components of the workshop and will help your Organizing Committee put together the workshop and divide responsibilities.

### Selecting the Time

Although the workshop typically involves a minimum of eight hours, 16 to 20 hours allows for more community dialogue, opportunities for breaks, and for social interactions at the workshop. Your workshop should be held during the time(s) of the week, season, or day that will attract the most participants. How this time is arranged depends on which timeframe works best for the most people, and how many presentations and social opportunities are woven into your workshop agenda. Are two or three weekday evenings more convenient than a weekend or series of weekends? Are there seasonal conflicts? Are there other gateway area events that might be a conflict? Are there times that would preclude a certain portion of the community?

Look at a calendar and discuss conflicting events, school schedules, and vacation and work schedules. Try to pinpoint several time slots that would work for your community to have a workshop. Get input from key people in the community, such as a school administrator, chamber of commerce staff, and so on.

### Selecting the Place

Once you have identified the timeframe in which to hold a workshop, select a comfortable facility that has enough space to accommodate the estimated number of participants and events, and that has rooms or areas for breaking into small discussion groups. A lot of wall space or pin-up area helps. Select a location that is accessible to everyone, provides parking, has available food service or kitchens, if appropriate, and is convenient to the majority of the community.

The workshop location should be perceived as neutral to the entire community. It should be held in a place that is convenient to all residents, such as in a school, community center, firehall, theater, or a mixture of gathering places.

### Announcing the Workshop

Open and consistent communication is essential to workshop success. Your Organizing Committee should remain open to anyone willing to help. Everyone should be invited to attend meetings. Use both formal and person-to-person channels of communication to get the word out to a broad spectrum of the community and to gateway neighbors.

Ask each committee member to write a personal letter to 10 or 15 friends. Well-publicized endorsements from diverse local organizations are also valuable. Schedule your advertising

#### Publicity Methods

- flyers and posters
- press release and briefings
- letters of invitation
- advertising in newspaper
- radio interviews
- handouts at post office
- printed agenda
- telephone tree
- reader boards

#### Avoid

controversial or single-issue topics, as they are disruptive to the workshop.

Specific issues of concern may be scheduled as separate forums for discussion, or used as topics for additional workshops after the visioning workshop.

A consultant may be brought in to address change in small communities. A consultant can draw upon a national perspective, as well as provide examples of other communities that have successfully retained their character while addressing growth.

Members of your Organizing Committee should not be facilitators! It is important that those who have organized the workshop are not perceived as self-appointed "leaders"; rather, they should be participants with the rest of the community in the actual workshop.

program so that the publicity campaign starts at least two months before the scheduled date of your workshop.

### Selecting Speakers

Select speakers who you feel will provide general information and insight about the community, and who will help set the stage for appreciating the uniqueness of your community. Include respected community resource people as speakers—historians, local storytellers, or town elders can provide an excellent and neutral kick-off to your workshop.

Speakers should not be invited with the intent of providing public hearings or forums to discuss issues and concerns. Their presentations should convey information (land use and planning, building permit activity, economic data and trends, local history, and so on) but not opinion. Speakers should be willing to adhere to explicit, firm time limits and to focus on providing "the basics."

### Creating a Presentation that Addresses the Need to Plan for Change

An important part of your workshop is its ability to convey to participants the importance of accommodating growth while realizing local priorities. A slide show or presentation that illustrates issues and examples of change could be used to stress the importance of recognizing special community assets that make your town unique. It would also reinforce the benefits and elements of a proactive Vision for the future. It might help to show examples of "unsuccessful" community solutions or traits, so that threats to your own situation become more visual and real.

### Identifying a Workshop Moderator

Choose a resident of your gateway area or a professional consultant who is perceived as neutral to act as "master of ceremonies" for your Community Workshop. The role of such a person is to set the general tone of the workshop; to help keep it focused; to maintain consistency during the entire workshop; and to provide introductions and announcements. The moderator can also verbally summarize accomplishments at the end of the workshop, and lead the effort to identify volunteers to follow through with a Summary Document and Implementation Committee.

### Finding Facilitators

Facilitators will be needed during the Community Values and Actions block of your workshop. Look for community members or trained facilitators who can play a neutral role for this task, and who will work to keep discussion groups on track. Your Organizing Committee should hold a brief orientation for facilitators before the workshop to refine principles of facilitating, to understand the logistics of breaking people into small groups, to become informed on the issues that are being addressed, and to be clear on the goals of the overall Gateway Partnership Process. Facilitators should agree, without reservation, to keep their personal opinions to themselves.

## Drumming Up Financing

The amount of money needed to sponsor or support your Community Workshop varies dramatically, depending on the design and scale of your workshop. Seek out sponsorship in the form of in-kind services, corporate donations, grants, and individual contributions. Anticipate the costs of printing and advertising, location rental, food, transportation, materials, babysitting services, expenses for guest speakers, distributing the final document, and building a “nest-egg” for future actions.

## Ordering Supplies

Typical workshop materials you will need:

- Tables and chairs for the anticipated number of workshop participants
- Butcher paper, easels, markers, sticky dots for prioritizing, and tape
- Slide projector, screen, microphone, podium
- Name tags (numbered to randomly distribute to participants in small groups) and sign-in sheets
- Pencils, paper

## Providing Those Extra Touches

Food and refreshments provide an important extra touch at your Community Workshop, offering opportunities for informal discussions during breaks and an excuse for social interaction between people who may not ordinarily mix in the community. Babysitting services enable parents to attend. Transportation services should be available to those who otherwise may not be able to attend your workshop. These extra touches also provide opportunities for sponsorship, and for involving community members who traditionally shy away from meetings or planning issues.

*“Make the event fun. Old-timers’ entertaining, music, food, and stories of the old days led into an expression of the western heritage and western values.”*

Pat Neary,  
Laramie, WY

## Celebrating the Workshop

The tremendous amount of work accomplished by your Organizing Committee should not go unheeded or unacknowledged! Be sure to set aside a time at the workshop to recognize their efforts! Other important players in carrying out your workshop should also be acknowledged as contributors to your positive community accomplishment. Celebrate your success!





# A Framework For Your Community Workshop

## 1. Information Sharing

Minimum Time:  1 Hour

**Key Elements:**

- Speakers
- General gathering area
- Slide show or community presentation

The purpose of the first part of the workshop is to ensure that participants have a working knowledge of important information and historical background to address the future of your community in a rational manner. This block should be enticing to the community, provide insights into future impacts on your community and gateway area, and offer easily understood information. You might have community leaders, a historian, or agency representatives give brief presentations (10 to 15 minutes is more than adequate for each) on historic, demographic, and economic conditions and trends, as well as planning and land use in and around the community. A slide show or community presentation on addressing change and other pressures in gateway communities, economic sustainability in small towns, qualities that make communities distinctive, and other such topics may help expand participants' views on their community values and potential challenges. If you include a comedian, musical group, or other entertainers, you may help draw a wider audience to your workshop and add an element of fun.

**“Plan well and get the word out early. Obtain broad-based participation and representation. Offer everything free, from baby-sitting to lunch and refreshments.”**

Andrea DeBolt,  
Sheridan, WY

**“Remain neutral and do not discount anyone’s ideas — all are valid. Keep records to refer back to in the future. Think globally.”**

Diane Gebenini,  
Greenwater, WA

## 2. Community Dialogue

Minimum Time:  4 Hours

**Key Elements:**

- Facilitators/Recorders
- Flipcharts/pens
- Small group break-out areas
- Large gathering area
- Area to post results

This is the heart of the workshop—the place where community dialogue is used to help define a community Vision. You and other workshop participants talk about what you value about the place in which you live, work, and play, and what you would like your community to be like in the future. Residents break into random groups of eight or 10, and with the help of facilitators, offer their ideas and answers to three key questions

### 1. What do you value about our community?

Participants describe assets and resources that contribute to the community’s distinctive character and quality of life. These thoughts are recorded on flipcharts and may be prioritized by the group. Small group discussions may also focus on resources to protect, or on opportunities to enhance these values.

### 2. What type of future do you want for our area?

Participants collaborate to produce a

statement describing what they want the area to be like in 10 or 20 years. This will include how the community should look, feel, and function; what type of change is preferred; and what should remain unchanged. Typically, the topics considered are the natural and built environment, economic development, education, and community life. Workshop facilitators record participant’s ideas and statements on a piece of paper and help prioritize key responses. If there is time, the group can create a statement that reflects their vision for the area.

### 3. What actions can we take to guide us toward this future?

Participants collaborate to produce an Action Plan that outlines implementation strategies to achieve their Vision.

After each question, small groups reconvene into a large group to hear each other’s results. A representative from each small group reports on their group’s results—preferably organized on one flipchart sheet. It is often at this point in the workshop that participants see, to their surprise, how much they have in common.

## 3. Community Action

Minimum Time:  3 Hours

**Key Elements:**

- Facilitators/Recorders
- Flipcharts/pens
- Large gathering area
- Area to post results

The overall objective of the last block of the workshop is to identify and agree on practical, tangible steps that can be taken to create and implement an Action Plan for which the community feels a sense of ownership. You and other community members decide what steps you want to take to achieve some of your shared goals. In this block of the workshop, you also decide on short-term and long-term steps, priorities, timeframes, specific tasks, types of products, committees, potential partners, and other actions that will help you implement your community Vision. Before anyone goes home, make sure you have commitment from volunteers to produce a workshop Summary Document and to form an Implementation Committee to continue your Gateway Partnership Process.

**“Realize that the workshop is a builder of common ground to work from long into the future, not a process for creating answers to be had in two days or a week with final results. It is up to the people to work together, not apart.”**

Kim Larson,  
Ashford, WA



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## *Financing Your Workshop*

A SUCCESSFUL CAMPAIGN to support your Community Workshop relies on more than financial contributions. Think about how you can creatively tap community resources and the strengths of local businesses—from the local printing office, to a bank donating a service representative for your account, to bake sales, and more. The goal is to collect funds and donated services from a lot of sources—both to cover expenses and to build ownership in the Process. Think long range in your financial planning so you can lay away a “nest egg” for printing workshop summary documents and financing short-term projects based on community priorities and shared goals.

### **Estimate Your Costs**

Try to estimate what overall costs will be for your entire Community Workshop and potential follow-up projects before requesting sponsorship donations and setting contribution limits. Coordinate with other subcommittees to develop estimated workshop costs. Think about the costs of preparation, advertisements, facility rental, food and beverage possibilities, printing, phone and transportation expenses, speakers, and other items. Factor in extra money—as a “cushion” against greater than anticipated costs and as a “nest egg” for unexpected items such as printing and publishing workshop results and final documents, community mailings, follow-up meetings, applications for funding short-term actions, and so on.

### **Generate a List of Sponsors and Sources**

Brainstorm a list of potential contributors to your Community Workshop. Capitalize on the skills and talents within your gateway area, and think about donated services as well as financial contributions (many businesses prefer to donate items and services rather than cash). Add to your list foundations, granting organizations, and stakeholders outside the region who are committed to supporting public-interest activities.

### **Sell Sponsorships**

Sell sponsorships for your workshop for at least \$50 to businesses and individuals. Acknowledge sponsors on publicity flyers, within the workshop program, and in local newspapers and radio announcements. Ask your sponsors to mention your Community Workshop in their paid ads.

**Go for It**

Identify methods of approaching businesses, individuals, organizations, newspapers, government agencies, and granting organizations, then ask for a contribution. The contributions of time and resources build support for your workshop and the overall Process. Don't be afraid to ask potential contributors for their ideas about what they have to offer!

**Record Keeping**

Open a checking account and keep careful records of both donated and purchased items.

**Most Importantly**

Acknowledge those who contribute by crediting them at every opportunity. Use written materials, banners at an event, write personal letters of thanks or articles in the newspaper.



# *A Workshop Instruction Manual*

Below are some logistical and informational tips to help orchestrate your Community Workshop. Guidelines for workshop preparation are provided in the Set-up sections below. Information presented in You're On! will help you choreograph the three individual blocks of your workshop. Post-workshop reminders are provided in Follow-through. Information is arranged assuming that the three blocks of your workshop operate independently of one another; some tasks will be repetitive if your workshop occurs in one day.

## **BLOCK 1: INFORMATION SHARING**

### **Set-up**

- Arrange for a sign-in table and sign-in sheets to record information you want, i.e., name, address, and telephone number. Arrange to have greeters at the table
- Provide name tags, pens/pencils, and paper or pads for participants
- Make copies of any handouts for participants; place in the sign-in area
- Reconfirm speakers' presentation needs; prepare brief introduction to present speakers
- Create name tags for speakers and special guests
- Arrange the room used for the workshop to promote a high comfort level and equality among participants and sponsors. This arrangement might be theater style, chairs in a circle, or long tables in rows
- Organize refreshments
- Arrange a telephone for emergencies
- Schedule audio/visual needs
- Brief moderator on agenda
- Assign a recorder, or scribe, to take notes of information presented at the workshop to keep on file or incorporate into Summary Document

Remind workshop participants that this is not a forum for detailed information gathering and questioning, but rather an overview of important community information.

### **You're On!**

- Greeters welcome and instruct workshop participants at the sign-in tables
- A moderator introduces your workshop and provides background information, explains the Gateway Partnership Process, credits the Organizing Committee, and presents an agenda and timeframe for the entire workshop
- Introduce speakers
- The moderator monitors time, keeps presentations on track, facilitates discussions, thanks the speakers, thanks people for coming, and encourages continued participation in the workshop

### **Follow-through**

- Send thank-you notes to the speakers, presenters, moderator, and sponsors
- Record the sign-in sheet for documentation and put original in files
- Summarize information presented at the meeting. Make summary available for participants and community members who did not participate but who are interested in the Process

## **BLOCK 2: COMMUNITY VALUES**

### **Set-up**

- Arrange for a sign-in table and sign-in sheets. Arrange to have greeters at the table.
- Provide name tags, pens/pencils, and paper or pads for participants
- Prepare name tags for facilitators
- Create a numbering system and randomly divide participants into small groups. Number Post-its, name tags, or chairs in advance (1 through 10), or assign each participant a number as they come in so that you are prepared to divide them in an organized manner
- Arrange and clearly identify the large gathering area and small break-out areas. Estimate the number of people you expect will attend. Based on this number, estimate how many small discussion groups of eight to 10 you will have. Either set aside small private rooms for each group to gather in, set up tables for groups to gather around, or arrange chairs in open circle formations. For the latter two arrangements, separate groupings by enough distance that each group feels private and there is not a problem with hearing or communicating. Place facilitator guidelines, flipcharts, pads, markers, and tape at each grouping

It is important that workshop participants are separated from family and friends and distributed among different tables to achieve a random balance of interests in each small discussion group.

- Post sheets around the room with the three questions (values, vision, and action) written in bold letters
- Organize refreshment needs
- Provide telephone for emergencies\*
- Moderator reviews agenda for the Community Values block
- Review agenda and tips with facilitators

### **You're On!**

- Greeters welcome and instruct participants at the sign-in tables
- Moderator welcomes participants, summarizes previous Information Sharing block, explains Gateway Partnership Process, and intended results and timeframe for this block of the workshop
- Explain name tag numbering system and the importance of dividing participants
- Present ground rules
- Introduce facilitators
- Direct groups to their respective meeting places
- Give directions for small group break-outs and reconvening

Each group of eight to 10 participants will be working with a facilitator to address the three questions in the Community Values block. A recorder from each small group will accurately document comments on flipcharts, or butcher paper. Facilitators should initiate introductions within the small group when all group members have gathered

- Reconvening and reporting back to the large group
 

A volunteer from each small group should make a five-minute or less summary of their group's conclusions—preferably rewritten or organized on just one flipchart sheet. There does not have to be complete agreement in the group to report the results of the discussion. A moderator summarizes results at the front of the room
- Moderator announces each question before participants break into small groups so everyone hears the same explanation of each question

#### ***Question #1: What do you value about our community?***

- Small groups convene to discuss question and summarize results
- Groups reconvene as a large assembly to report on and hear each group's results. Start this report out with group #1, #2, and so forth

Remind participants to share what they value about the community—to describe assets and resources that contribute to the community's distinctive character and quality of life.

Have participants focus on preparing a statement describing what they want the area to be like in 10 or 20 years—how it should look, feel, and function; what type of change is preferred; and what should remain unchanged.

Encourage small groups to identify specific actions that reflect their identified values and support their vision. In the next block of the workshop, Community Action, groups may form around these actions, or an Implementation Committee may form to refine and implement priority actions.

### *Question #2: What type of future do you want for our area?*

- Small groups convene, discuss question, and summarize answers
- Groups reconvene as large assembly to hear each group's results. Start this report out in a backwards order, with group #10, #9, and so forth

### *Question #3: What actions can we take to guide us toward this future?*

- Small groups convene, discuss, and summarize
- Groups reconvene as a large assembly to hear each group's results. Start this report from the middle, with group #5, # 6... #1, and so forth

## **Immediate Follow-through**

- Mark flipchart paper carefully with the date of the workshop, location, time, subject matter, and group number
- Compile a list of results, or combine into categories of agreed-upon values, goals, and actions. Post on walls for the audience to prioritize for the next block of the workshop

## **Follow-through**

- Send thank-you notes or letters to facilitators and recorders
- Send thank-you notes to sponsors and those who made the workshop possible
- Compile conclusions from all small discussion groups into a summary of agreed-upon values, goals, and actions. Copy it for distribution, incorporation into the Summary Document, and for general documentation of the workshop

## **BLOCK 3: COMMUNITY ACTION**

### **Set-up**

- Arrange for a sign-in table and sign-in sheets. Arrange to have greeters at the table
- Provide name tags, pens/pencils, and paper or pads for participants
- If there are handouts, make copies for participants and place at the sign-in table
- Arrange room in theater style, chairs in a circle, or long tables and rows to promote interaction among participants
- Organize refreshments

- Provide a telephone for emergencies
- Prepare any audio/visual needs
- Post summary sheets around the room
- Provide flipcharts, tape, markers, dots

### **You're On!**

- Moderator welcomes participants; reviews summary sheets from Community Values block; and describes agenda, timeframe, and intended results for this block of the workshop
- Moderator facilitates setting small discussion groups' priorities of values, visions, and actions by either:
  - handing out dots for participants to physically place on paper to rate their top priorities, or
  - facilitating a discussion to identify community consensus and actions and encouraging one or more new groups to form to carry out this work
- Identify and develop actions, create timeframes, and decide specific tasks
- The moderator outlines what will happen to the results and summarizes next steps
- The moderator thanks participants, the Organizing Committee, and those who made the workshop possible
- The workshop formally ends

### **Follow-through**

- Prepare your workshop Summary Document. Record keeping and distribution of data are critical to your workshop's success
- Send thank-you notes and letters to sponsors and those who made the workshop possible
- Thank your Organizing Committee for their hard work
- Celebrate your community's efforts

Encourage participants to collaborate on producing an Action Plan that outlines goals and actions to achieve their Vision.

Two outcomes of your workshop are desirable: (1) a new committee to work with workshop results and continue the momentum of the Gateway Partnership Process and (2) volunteers committed to preparing a Summary Document to accurately record and publish the results of the workshop. Volunteers for these tasks should be recruited and asked to make a commitment before the workshop ends.

Keep continuous attendance records, flipcharts, and summaries in a designated community place, such as a library. This information serves as the foundation of your community Vision and Action Plan.





# 2

## *Orienting Your Workshop Facilitators*

Facilitators are critical for the Community Values, Vision, and Actions block of your workshop. Effective facilitators are unbiased people who can maintain an objective yet detached attitude throughout the workshop. Their principal task is to keep discussions on target, to concentrate on the process of collecting information, and to encourage participation.

Your Organizing Committee may recruit community members, professional consultants, or public agency staff as facilitators. Facilitators should be individuals whom the community perceives to be honest and fair and who are able to represent many points of view. You might seek facilitators from outside the community to get the neutrality you need—perhaps individuals from neighboring gateway communities.

It's a good idea to hold a meeting with workshop facilitators prior to your Community Workshop so that the facilitators know their roles and responsibilities and what to expect at the meeting. The following information is provided to help orient facilitators to your workshop. You may want to photocopy and distribute this tool sheet as a handy reference for the day(s) of your workshop.

### **FACILITATOR ROLES**

- Clearly understand the purpose of the workshop and its relationship to the Gateway Partnership Process
- Understand the workshop agenda and how it will be orchestrated, particularly Block Two, Community Values, where you will be responsible for guiding and recording community dialogue that responds to specific questions
- Keep your small discussion group on course and help them accomplish their tasks in the time available
- Encourage participants in your group to be actively involved and to take ownership in the workshop process and results
- Try to achieve consensus in identifying important or common points to be reported back to the large group
- Guide individuals to answer each question for themselves. There are no “right” answers. You are not there to provide answers but to listen to sincere responses

- Have fun. This is an opportunity to meet and work with new people, practice facilitation techniques, hone your people skills, and make a valuable contribution to the community

## **RESPONSIBILITIES AT THE WORKSHOP**

### **Orient yourself**

As a facilitator you will be assigned a small discussion group number and a corresponding meeting area or room equipped with flipchart, markers, tape, and wall space for hanging flipchart sheets of responses. Orient yourself to the room layout and group arrangements. Know where the restrooms, phone, drinking fountain, and refreshments are located, and be prepared to direct group members to these places.

### **Make introductions**

Workshop participants will be divided into random small discussion groups. Reinforce the importance of having a random sample of the community in each small discussion group. Ask friends and family to split up into different groups if the selection process hasn't created groups of diverse interests.

Wear a name tag and request members of your group to wear them. When your group has assembled, introduce yourself and ask participants for a short introduction. You might use a quick, easy, friendly icebreaker topic to accompany participants' introductions to help people learn a bit more about one another. For instance, you might ask each individual to describe a favorite place in the community, respond to a current news event, or so on.

### **Collect responses**

Inform your group of the time allowed for small group discussion and emphasize the importance of working within this timeframe. Remind participants you will need to leave plenty of time near the end of your discussion to summarize key responses to each question and to check the group's comfort level with the summary.

Ask for a volunteer to record participants' responses, ideas, and summary lists on flipcharts. It is essential that the recorder writes comments exactly as stated and without interjecting personal opinions or summarizing statements in their own words. If you as facilitator feel the record doesn't accurately represent participants' responses, check with individual contributors and with the group to validate the record. It is important that everyone in your small group agree on what will be reported out to the larger group when everyone convenes to share information. Ask for another volunteer to report the group's summary information back to the large gathering.

Remind the recorder to label each sheet with your assigned group number, question number, and page number. These sheets will be posted later in the workshop, used to make a Summary Document, and may need to be consulted many times after the workshop to confirm values and priorities.

Ask for help from the workshop's moderator or a member of the Organizing Committee if you get "lost" with the process of collecting responses, or if a participant is derailing your efforts. One technique for "tabling," or setting aside, inappropriate or unrelated responses is to record these comments on a separate catch-all sheet that Organizing or Implementation Committee members can look at later. You can also record any questions on this sheet that you can't answer.

### **Wrap up**

Help your group make summary sheets of their responses for each question. Remain neutral and help the group work toward consensus and common ground. Thank participants for their hard work and their dedication to working together. At the end of the workshop, roll all of your (clearly labeled) flipchart sheets together and hand them to a member of your Organizing Committee.





# 2

## *Tips for Facilitators*

Facilitators provide a valuable service throughout your Community Workshop by listening carefully to participants' comments, keeping groups focused on the tasks at hand, and making the interchange of ideas comfortable and enjoyable for all involved. If you serve as a facilitator for the workshop, or for any other community meetings, forums, or working committees during the Gateway Partnership Process, the tips below provide direction and emotional grounding for the important and impartial role that you will play.

- Encourage interaction among members of the group you are facilitating. People will tend to answer to you or ask you for validation. Turn things back to the group with comments like: "Any reaction to that? What do you think?" Look at others in the group when the speaker is talking. This will send the message that they should talk to the group, not to you.
- As points are made and agreed upon, make sure they are being accurately represented by the recorder. This gives the group a sense of progress.
- Avoid interjecting your opinions. Your role is to guide the members of the group to reach their own opinions.
- Every idea is a good idea and should be recorded without judgment by you or others.
- If someone talks too long, interrupt politely by saying, "I'm losing the point you are making. Can you state it a few words?" You can also tactfully remind the group throughout your facilitation of their responsibility to keep to the time schedule.
- If someone disrupts with too much humor or wisecracks, enjoy it for a while, and then say something like, "Okay, now let's get down to business."
- Check back frequently with the group to confirm agreement with your group work. Look at body language to gauge an individual's comfort. Sometimes it will be necessary to ask each person if they are comfortable with the progress you've made so far.
- Avoid making personal comments that may be taken as disapproval, condescension, sarcasm, or personal cross-examination.

- Insist that people take ownership of their opinions. Encourage “I think” statements rather than “we think.”
- Everyone should have an equal platform from which to speak. One technique to ensure each individual has an equal opportunity to talk is to structure responses by going around the group in a circle, one by one, and recording each person’s comments. You might go around the group two, three, or more times this way, before opening up the group for general discussion, forming a summary sheet, setting priorities, or other group work.
- If you have a domineering person in the group, set a time limit on responses and stick to it! Then encourage others to speak by addressing them by name.
- If there is a debate about the meaning of words, probe for the feelings behind them. Ask for clarification, but do not criticize. Do not permit inferences, assumptions, judgments, or conjecture to pass as fact.
- Summarize periodically. Let your group know where they are within the meeting’s allotted timeframe. Let them know how much more they have to do to complete the current task.
- Keep track of time. Check with the meeting timekeeper or facilitator occasionally, or ask someone in your group to watch the time.
- If technical questions arise, or emotional tirades erupt around certain issues, record the questions and issues accurately on a separate piece of paper, and ask that they may be addressed after the workshop (perhaps with the sponsors or moderator of the workshop) so you can finish your group work on time. Do not allow these obstacles to hinder the progress of the group.
- Don’t be afraid to ask for help from the group you are facilitating. Your job is to take them through a process, not to create it, or to be a decision maker.

Adapted with permission from “Successful Community Dialogue Organizers’ Notebook” (draft, 1992); Barbara Gray and Nancy Hoffman, Jackson Hole, Wyoming. Source: **Activities for Trainers: 50 Useful Designs**, Cyril R. Mill, 1980.



## *Finding Knowledgeable and Respected Speakers*

The first block of the workshop, Information Sharing, is intended to provide an overview of issues and trends in your gateway area. Speakers are invited to contribute succinct information rather than make long presentations or debates. Think about who in your community can best provide a presentation on the historic or cultural traditions in your community. Also, look for speakers who can present information on demographic and economic conditions, land use and planning, and current trends affecting your gateway area. Ask around the community to find out what information is desired. Make sure those who speak at your workshop are able to relate to your community—especially if they are out-of-town speakers.

### **General Guidelines**

- A presentation featuring your community heritage is a great way to start the Information Sharing block of the workshop. This is a neutral topic and can provide a springboard for the acknowledgment of those changes that have already occurred that have given shape to your community and gateway area. Town historians and old-timers can often be the “binding agents” of the community. Try to find an inspiring historian to be the kick-off speaker for your workshop and encourage them to present for 15 to 20 minutes. They might also bring along slides, photos, or diaries that would be of interest to participants
- Determine from the community which issues need to be clarified, which rumors need to be dispelled, and which information needs to be shared so that residents can proceed with defining their common values, vision, and actions. This information may be acquired through community surveys; community forums; posting ideas around the community for feedback; or talking with local officials, land managers or large landowners. If there is a particular “hot” topic, you might want to schedule a separate informational forum to address that topic prior to your workshop. Choose topics and speakers that will be understood, benefit the entire community, and that will provide insight about future impacts
- Decide how much time should be allotted for presentations and set each speakers’ time accordingly (10 to 15 minutes is usually more than enough time for each presentation)
- Arrange a meeting to present the Gateway Partnership Process to potential speakers. This may be done through a letter from your Organizing Committee, followed by a phone call or visit, or by setting up an appointment to meet with each speaker. Encourage speakers to stick to factual information, not opinion about values, vision, or issues. They should be prepared to make their presentation within your desired timeframe





## Creating Your Workshop Summary Document

# 2

A Summary Document of your workshop serves as the group memory for those who participated in the workshop. It will be important information for those who did not attend but want to get involved in the Gateway Partnership Process and in implementing community priorities. It is critical that your document be an accurate record, not an “edited” version. The responses written down in small group discussions, information presented back to the large group, and prioritization of goals and actions will serve as an important reference for creating your community Vision and supporting action goals. In addition, your summary can be nicely packaged with graphics and used to promote continued community involvement and to market your community voice to gateway neighbors.

What form your final Summary Document takes depends on how you want to use it. A one-page summary sheet is a quick method of recording and distributing workshop results. The local newspaper might feature your summary as an insert or special column. A graphic poster might entice more community members to take an interest in the Process and could be hung in visible locations around town. A formal written document might include a description of the Gateway Partnership Process and information about the workshop format and results.

Ideally, a group of participants from your Community Workshop will volunteer to coordinate this effort. If not, members of your Organizing Committee should, at a minimum, take the workshop results to a copy shop, reduce them if necessary, and distribute them in places such as libraries, community centers, schools, and other gathering places.

The following content, organizational, and marketing ideas have worked well for other communities that have prepared Summary Documents. They may help you communicate and promote workshop results in your gateway area.

### Set the stage

- Use a prologue written by a respected community participant or a workshop sponsor
- Provide an introduction that explains the purpose of the document and intended audience

### Give credit

- Acknowledge workshop participants, contributors, and sponsors
- Acknowledge members of your Organizing Committee
- Acknowledge volunteers

### **Provide background**

- Briefly describe your community—its history, local and regional trends, physical setting
- Explain why your Community Workshop is important and how it was initiated
- Indicate support from gateway neighbors

### **Explain workshop content**

- Provide important or interesting statistics: workshop design, speakers, number and diversity of participants, and format

### **Describe workshop outcomes**

- What were some of the common values expressed by community members?
- Can a community Vision be expressed from workshop results?
- What actions and community priorities were identified?

### **Outline next steps**

- Provide names and numbers of whom to contact for further information
- Describe the tasks your Implementation Committee is pursuing
- Suggest methods of identifying shared goals with your gateway neighbors

### **Use graphics**

- Make your document attractive and “user-friendly.” Consider using photos, local art work, pictures drawn by children, and so on

### **Get into reproduction**

- Make more copies than you think you will need. Most communities print 500 copies at a minimum. Save the originals for future printings, modification and updates, or for fund-raising efforts

### **Distribution**

- Place copies of your Summary Document in the local library, chamber of commerce, restaurants, and other public places for easy reference
- Distribute copies to workshop participants
- Make sure you send copies to your gateway neighbors, town council members, and county commissioners, (along with the workshop attendance list and a request to make a formal presentation of workshop results). Consider tailoring a cover letter that thanks them for their participation (if appropriate) and asks for their continued support
- Consider publishing your workshop results as an insert in the local newspaper. Attach a news release with the insert information and follow through with a phone call to the newspaper requesting an interview. Send a copy to local radio stations.



# 2

## Creating Your Implementation Committee

Before you end your Community Workshop, gather names of volunteers to form an Implementation Committee, which will sustain workshop momentum and continue the Gateway Partnership Process. Members of the Implementation Committee might include original members of your Organizing Committee, or new participants who supported or participated in your Community Workshop.

The Implementation Committee should remain open to new volunteers and strive to keep channels of communication open with the community and gateway neighbors. Tasks this committee might tackle include shaping the workshop results into community Vision and goals, identifying different structures for a formal leadership organization, producing a Summary Document, or holding a follow-up forum to prioritize actions identified at your workshop. This committee should not fall into a community leadership position, but rather, it should concentrate on forming working committees to implement workshop priorities. The Implementation Committee is likely to be a short-lived group, as it will either hand off results to local officials or serve as a foundation for new leadership within the community.

During the life of the Implementing Committee, the following basic self-governing rules can save time and frustration, as well as lend a sense of organization and credibility to your group.

### **Agree on your organizational rules**

Document the group's name, member names, and your roles and responsibilities. Decide if you want to use subcommittees, when you want to hold meetings, how your mission, or job, relates to other community groups, and so on. It's a good idea to create ground rules to guide your group. Write them down so that people who work with your group or attend your meetings know what to expect. Establish a group decision-making process, preferably based on consensus.

### **Keep your meetings open**

Keep your meetings open to anyone who wants to attend. Agendas outlining specific topics for discussion and time allotments can be prepared in advance by the committee chair, or by a planning subcommittee, then mailed to committee members and posted in a community gathering spot. Structure a time for comments during your meetings to indicate to participants that you are serious about listening to them and including their ideas and perspectives, while allowing your committee to keep to its agenda. New issues can be placed on the next meeting's agenda.

Keep your community informed of your progress. Document committee work and activities so that current members can see and celebrate their successes. This also provides background material for new and potential members. Consider circulating your meeting minutes within your gateway area, perhaps in the form of a newsletter. Other alternatives would be to post the minutes on a central community bulletin board or to set up a call-in message or electronic mailbox to provide information about committee meetings and projects.

### **Moving workshop results forward**

Members of the Implementation Committee may be the only representatives of the opinions and feelings expressed at your Community Workshop. If so, this committee represents the voice of the community and needs to work hard to continue to build respect and trust among community members for continuing the Gateway Partnership Process and implementing community goals.

The Implementation Committee can “sunset” when local leaders take workshop results and carry them forward for implementation. Other scenarios include the formation of working committees charged with carrying out specific actions identified in the workshop and the formation of formal or informal leadership groups, such as a community council or a nonprofit organization.

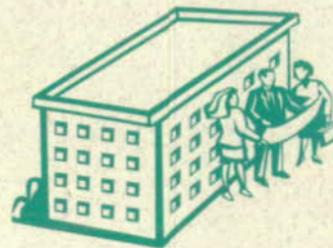


*Having a  
Voice and  
Taking Action*

*Communication and  
consensus-building continue.  
Tangible, practical steps for  
realizing workshop results are  
identified and community  
leadership is defined.*

AFTER SUCCESSFULLY COMPLETING your workshop, your community is now prepared to take action toward addressing its future. The general actions listed below will help your community establish itself as a strong gateway player with a voice of its own. Specific community goals—establishing a nonprofit organization, preserving historic buildings, conserving open space, creating a cluster development ordinance, and so on—will be unique to each gateway area.

As you move from holding your Community Workshop toward identifying your Vision and Action Plan and implementing local initiatives, continuity will be important. Some of the members of the Organizing Committee, along with local sponsors and workshop participants, will need to be on hand to pass on the “group memory” of the workshop goals and results to your Implementation Committee, many of whom may be new to your community effort. It is very important that the goals of the workshop do not become misinterpreted or misused and that specific actions are defined to meet the community’s stated desires and goals. Find out who isn’t involved in the Process and ask what part they might want to play, or suggest a way they can get involved. You will need continual, broad-based community support as you move toward the future.



## 3 Having a Voice and Taking Action

“ Make sure that each project undertaken reflects the principles of consensus building. Remember that in cases of communities undergoing development pressure, the old guard is going to feel especially threatened; in order for you to be effective, this old guard will have to carry the banner for your cause. Seek out their opinion regularly; credit them with their ideas and assistance.”

Estelle Tafoya, Red Lodge, MT

### Provide leadership

If your community has a leadership body, communicate workshop priorities to them and insist that community leaders address your priorities in their planning and partnership efforts. If there is no leadership body in place, establish an inclusive, local organization—whether it’s formal or informal—to represent your community and provide leadership in carrying out your workshop priorities and forming partnerships. The most effective leadership organization tends to be one that secures long-term interest from a broad cross-section of the community by building consensus on issues that polarize and by working to find solutions to a number of quality-of-life issues. These organizations must strive to represent the community at large as they help to organize and implement community priorities identified at your workshop.

#### Recommended Tool Sheets

- **Traits of Successful Communities** (p.39)
- **Using Consensus to Make Decisions** (p.57)
- **Holding More Effective Meetings** (p.59)
- **Using Ground Rules** (p.61)
- **Holding a Forum to Form Working Committees** (p.105)
- **Formalizing Leadership as an Incorporated Nonprofit Organization** (p.107)

### Develop and formalize a Vision and an Action Plan

An Action Plan based on workshop results and your community Vision will help keep the community focused on goals and next steps, and your plan can also be used to inform others of your expectations and intentions. For example, your workshop Vision may need some fine-tuning to acknowledge workshop ideas and priorities. Your Implementation Committee or leadership group may want to do additional work to turn workshop results into specific objectives and steps for follow-through.

#### Recommended Tool Sheets

- **Describing Your Vision** (p.97)
- **Identifying Community Goals and Actions** (p.99)
- **Prioritizing Responses** (p.103)

Include short-term and long-term goals in your Action Plan. Quick successes are essential for keeping the momentum of your Gateway Partnership Process in full swing and can foster good working relationships. Also, long-term projects are important in sustaining a community Vision.

Don’t forget to set a timeframe for your Action Plan, which will become the community “road map,” or blueprint for the future. These tasks can be carried out by existing community leaders, a newly formed leadership group, or by holding another workshop for community members to set community goals for implementing their Vision. This may be an area where you seek professional planning assistance or help from a meeting facilitator. Whatever your next action is, make sure to verify any changes or

refinements by checking back with the community as a whole. Once your community has defined for itself how it wants to change (or remain) and what it wants to be in the future, the community should add its voice to those of others in the gateway area and work at building relationships based on shared interests and goals. (See Step Four, *Working With Neighbors*.)

### Launch local actions

Your Community Workshop may spark new ideas, create incentives, or suggest informal mandates for a host of local actions. These may take the form of amendments to current plans, new ordinances, requests or proposals for outside planning assistance, and other ideas for action. Effective results will require more than regulations; they must also involve creative, nontraditional approaches and solutions.

#### Recommended Tool Sheets

- **Funding Your Priorities** (p.109)
- **Identifying Your Economic Opportunities** (p.113)
- **Shaping Development to Satisfy Your Gateway Goals** (p.117)
- **Attracting Responsible Developers** (p.121)
- **Protecting Your Landscape** (p.125)
- **Using Design Guidelines to Influence Your Community Character** (p.129)
- **Finding Local Assistance** (p.131)

Successful actions strike a balance between initiatives that build good community relations and those that are tangible accomplishments. Efforts should be made to step away from the

crises of the moment—even high-priority issues where community perspectives are grid-locked—to focus on broader questions and areas of high interest. The most effective local initiatives will include measures that unite diverse elements of the community, real and symbolic actions that build a sense of goodwill and teamwork, and substantive, recognizable accomplishments. Initiatives should address the cultural and economic needs of your community, as well as the physical appearance of your built environment and surrounding landscape. Local initiatives can be used to spur civic responsibility, encourage private actions, and provide landowner incentives. Whatever form your local actions take, you will need leadership and meaningful public participation throughout their development.

### Promote a community voice

Promoting your community Vision and Action Plan can help keep your goals in front of the community. Everyone is then aware of common “destinations” and can see how the community is going to get to them. It’s also a good way of bringing new people into your working committees or community council and showing gateway neighbors where you might share common ground. Work with local, regional, state, and federal agencies and organizations to include your community Vision and goals in their planning documents. Offer to participate in their projects and planning efforts and those of other gateway neighbors.

#### Recommended Tool Sheets

- **Using Public Outreach and Involvement** (p.45)
- **Formalizing Your Vision into Your Comprehensive Plan** (p.111)
- **Identifying Shared Gateway Goals** (p.135)

### Cultivate political partners

Elected officials can be powerful partners as you start to implement your workshop goals and priorities. Having a strong, common voice that represents a wide diversity of your community brings credibility to your leaders and goals and should appeal to the political representatives whose jobs are to serve the best interests of your community. Get to know your representatives at the local, state, and federal levels. These include U.S. senators, U.S. representatives, state senators and state representatives, the governor, county commissioners, city council members, and the mayor. Look also at legislative committees, planning and design commissions, regional planning associations, economic development agencies, and other groups for influential contacts and support for your community goals.

Meet with these people, one on one, and begin to build strong working relationships. Just as importantly, get to know their staff. Involve your political partners in your community activities, and find ways to interest them in your community vision and Action Plan. Offer them a tour. Ask them to facilitate or host an upcoming forum. Arrange for the media to be there. Work to make your news their news. Contribute to your legislative representative’s campaigns—financially or with volunteer hours. Ask them to support your community campaigns. Look for other local, state, and regional advocacy groups that share similar perspectives and have similar goals. Join with other groups to further their efforts. Ask them to help you with yours.

Put together a press kit—something short and easy to read—to distribute to elected officials, potential partners, newspaper editors, and others. The kit could include

your workshop Summary Document, your Vision, or part of your Action Plan. Include photos and reproducible artwork of people, projects underway, and special places in your gateway landscape.

#### Recommended Tool Sheets

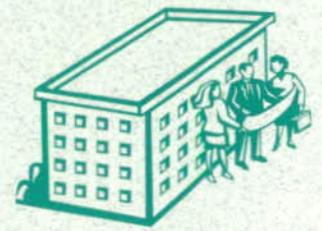
- **Roles of Gateway Neighbors and Stakeholders** (p.33)
- **Traits of Successful Gateway Partnerships** (p.139)

### Continue the dialogue

*Having a Voice and Taking Action* is a step of the Process that moves with you into the future. Community and gateway area committees can maintain the integrity of the Gateway Partnership Process by continuing to act as a clearinghouse for new ideas, by providing on-going forums for interaction among community members and gateway neighbors, and by facilitating communication and consensus-building. It is important to involve community members in all of the tasks you undertake. Give people ownership of specific actions and goals, and let them take credit for the successes. Part of your dialogue should also include developing a strategy for revisiting goals and objectives in an agreed-upon timeframe—whether it’s one year, two years, or more—to make sure they still reflect your community’s values.

#### Recommended Tool Sheets

- **Looking at Change in Your Gateway Area** (p.37)
- **Swaying the Naysayer** (p.55)



# 3

## Describing Your Vision

A shared community vision is a description of what your community wants to look like in 10 or 20 years. The second block of the workshop, Community Dialogue, uses questions that ask gateway residents what they value about their community and what type of future they want for their gateway area. The collective responses to these questions are the raw material from which your community can fashion its Vision.

Your community Vision may, in fact, be defined and agreed upon at the workshop—either in the general discussion that follows the small group discussion reports on each question, or near the end of the workshop, when participants set priorities and define actions. If you don't have enough time at the workshop to define a common Vision statement, if there are too many ideas to combine, or if there is no agreement, you may want to schedule another community-wide workshop to complete the Vision, assign the task to the Implementation Committee, or form a Vision committee.

Remember that each community's Vision will reflect its own unique values and desires. Below are a few guidelines for developing strong vision statements.

### What is a vision?

A vision is a statement of your desired future—a dream of where you want to be. A clearly understood and widely supported vision provides guidance for your community on reaching your future goals. You can check and challenge your actions by constantly asking, “Will this help us realize our vision?” Visions are based in reality—they are not predictions or wishful thinking. Vision statements often begin with the words: “To become the... To be known as... To be... To offer... To maintain...”

### Qualities of a good vision

- motivates, inspires, and helps build commitment. In response to a good vision, people say, “I want to be a part of that”
- connects to your ultimate purpose. Your vision defines the value you will have added to the world, the country, and the community in 10 or 20 years. It is focused on, and connects you to, the reasons for which your community exists
- connects with the past and the present and takes a transformational leap into the future. A vision evokes creativity and innovation
- provides a framework for decision making and a standard against which to evaluate choices



## Sample Vision Statements from Community Workshops

*“We envision our future community as maintaining the small-town character and rural environment we enjoy by controlled moderate growth, structured planning of land development, preservation of wildlife habitat and the environment (especially that supporting the community elk herd), sound resource management, preservation of our local history and heritage, and the encouragement of cottage industries to maintain local business. We, as a community, envision a partnership with governing agencies to keep the lines of communication open for the enhancement of our surrounding area to be an enjoyable home and visitor destination.”*

—Elbe and Ashford, Washington

*“Our vision is to live, work, and play in our community while maintaining low density residential development, and to achieve a Gateway Community that is well organized and environmentally conscious. We will provide a well-managed, concentrated business area with Cascadian architecture that reflects the history of the area, providing services for recreational visitors and a job base for the residents. Through the utilization of existing facilities, both past and present, and the co-operation of our neighboring landowners, we will strive to maintain the forest zone while providing residents and visitors with increased recreation opportunities.”*

—Greenwater, Washington

Source for vision definitions: Ellen Cull, Management and Organizational Consultant, Washington, DC.

## Identifying Community Goals and Actions



# 3

The goals and actions you develop to support your community Vision will provide the decision-making framework to help move your community toward successfully achieving your Vision over the next several years. Workshop participants develop goals and actions based on what they've heard and discussed throughout the entire Community Workshop, particularly in the second and third blocks, Community Dialogue and Community Action.

Participants may be able to compare, group, and prioritize their responses during the workshop and turn them into goal and action statements. If you can't accomplish all of this during the workshop, however, you may want to hold another workshop, or ask the Implementation Committee to work with the flipchart records to further organize, categorize, and prioritize the information. Below are some guidelines to help you identify goals and actions. Once assembled, your Vision, goals, and action statements make up your community Action Plan.

With an Action Plan in place, the Implementation Committee and community leaders can work with community members to identify and implement one or two tangible projects that build on the enthusiasm and support generated by your Community workshop. These can be quick projects such as community clean-ups, Main Street window box plantings, community festivals, and other projects with high visibility results. It is important for everyone to understand that each project is a significant step in achieving your community Vision and goals.

Priorities that have been identified at the workshop can also be developed into long-term initiatives. These can be broken down into a series of manageable steps and tasks, so that residents may see real progress toward results and will stay actively interested and involved. Long-term projects often focus on topics such as maintaining community character, shaping development, enhancing economic sustainability, and preserving natural resources.

### What are goals?

Goals are broad, action-oriented statements that identify areas of priority for your community over the next several years. They describe what you need to do to move toward your Vision. Goal statements are generally short. They often begin with verbs that direct action, such as "expand, increase, improve, enhance, promote, reduce," and so on. Effective goals are:

- Central to establishing your priorities. Your goals identify the areas of interest that will get the most attention, energy, resources, and work
- Broad directions. They provide the overall framework for what you want to do with priority areas of interest



- Realistic. Setting impossible goals is demoralizing and disempowering
- Externally oriented. Goals are things you publicize and share. They need to communicate how you will interact with opportunities and challenges within your community in the next several years
- Supportive of one another. Goals exist, as a collection, to support the overall Vision. They should be mutually reinforcing
- Brief and clear. Anyone should be able to understand them. Community members should be able to recall and state them

Consider promoting your Vision and Action Plan in much the same way as the workshop Summary Document. These two products should be distributed, displayed, and marketed even more ambitiously than your Summary Document, since they will guide your community for years to come.

### Sample Goal Statements from Community Workshops

- “Preserve the high quality of our environment”
- “Encourage economic and social diversity”
- “Maintain and improve our health care system”
- “Broaden the economic base by encouraging soft industries and technologies and the arts”
- “Maintain water quantity in the North Fork and balance competing water use needs”
- “Educate citizens—especially children—about human impacts on natural environments”
- “Build a regional bicycle trail”

Success depends on ACTION!

### Actions

Action statements specifically identify what you will accomplish—and how—in the upcoming months and years. They define, in detail, what you will do to accomplish the broad, directional goals that support your shared community Vision. Effective actions are:

- Very clear descriptions of what actions need to be taken, including when and how
- Both realistic and challenging
- Achievable. Concentrate on things you can accomplish in the next several years

- Consistent with and supportive of one another. They need to be mutually reinforcing
- Developed by people who will be carrying them out

### **Sample Action Statements from Community Workshops**

- “Fund acquisition of wildlife habitat using bed tax or real estate transfer tax”
- “Develop interagency wildlife board between local, state, and federal governments”
- “Develop a complete habitat inventory for the entire county”
- “Establish a public land trust to buy Smith’s pasture for wildlife habitat and farm use”
- “Develop a joint town/county development plan”
- “Publish a community newsletter”
- “Make and post Welcome to Our Town signs with We Are the Caretakers of the Place You Want to Be; Please Help Us Keep It That Way.”
- “Use growth management techniques to maintain our small-town atmosphere, rural heritage, and western flavor and architecture”
- “Create a video for potential developers that explains what we value and what development should do”

Source for goal and action definitions:  
Ellen Cull,  
Management and Organizational Consultant,  
Washington, DC.





## Prioritizing Responses

# 3

There may be times during the Gateway Partnership Process when you want to prioritize action items, issues and other lists recorded in community meetings. Such occasions may arise during the Community Workshop, in forums to clarify actions, or in subcommittee meetings. When you empower people to stand up and individually identify their top priorities, you sometimes break an impasse in group discussion on what to tackle next or what is of most importance to participants. Using a prioritization process is a good way to get a quick sense of where people stand on specific topics. Prioritization can also help committee members or meeting participants decide to let go of, or table, “hot” issues and focus on topics and actions on which they agree.

This tool sheet describes a method of prioritization that uses colored dots to indicate preferences. A great place to use this method is in Block Three of your Community Workshop (Community Action), where at the end of the small group discussions you can ask the participants to post their recorded lists in a visible place and ask them to prioritize their top actions.

### Before you begin

Strategize. Decide how many top priorities you would like participants to choose from their overall list(s). Three? Five? Do you want to “weight” the votes to add a higher value to a top choice? It is important to clarify if this is an exercise designed to generate discussion or to make decisions.

### Materials

- Sticky dots (You can use different colors or sizes of dots to weight your choices)
- Large sheets of flipchart or posting paper. List the items you want to prioritize on these sheets in large, bold print and hang them in an area where participants can move freely and have room to post their dots
- Marker pens. Tally the results and highlight the top priority or priorities

### Directions

- Distribute dots to participants.
- Describe the process (depending on if you have decided to weight the priorities, if this is going to be a decision process, or just an indicator of preference)



- Instruct the participants to take their time in reading and reflecting upon the lists, then place their dot(s) near their top priority or priorities
- Consider doing this exercise in combination with a break in the meeting, over lunch, or so on, so that the participants do not feel watched or rushed

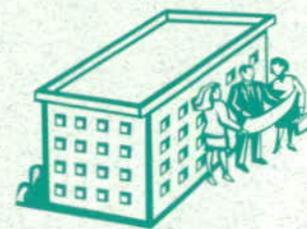
### **Summation**

- Ask participants to tally, or if apparent, identify the top priorities. (If this is too cumbersome, tally during the break and create a list of preferences in order)
- Highlight the preferences with your colored marker, using #1, #2, and so on
- Discuss what to do next with this list. Participants may feel fine with the list, or you may need to continue to tweak the priorities

### **If priorities are unclear or if they are strongly challenged**

- Ask “Is there anyone here who cannot live with this list.” If so, ask them what change is needed to make the list something with which they can live
- Ask for volunteers to get more information about the priority in question to make an informed decision
- See who is motivated to pursue the priority farther. If there is not any enthusiasm or no one volunteers to continue efforts, that priority may not be of importance
- Ask what will happen if this priority does not get addressed. By talking about the consequences of non-action, the item may become a priority

## Holding a Forum to Form Working Committees



# 3

Lists of values, visions, and actions will be developed and possibly prioritized at your Community Workshop. Taking these lists of priorities and turning them into actions may occur during the third block of your workshop, *Community Action*; if not, your Implementation Committee can host a mini-forum to continue the dialogue and refine priorities and to form working committees to tackle specific actions. Strive to keep an open dialogue in the forum, and invite all members of your gateway community to participate again.

The following steps may help guide your Implementation Committee or local leaders through a process to review and organize workshop priorities and gather volunteers committed to action.

### Before the Forum

Take the lists of action items from your Community Workshop and organize them according to topics or categories that can be easily understood—economic development, farmland preservation, community building, and so on. Do not add personal opinions or any new ideas that were not identified at your workshop. List each category on a separate sheet of large flipchart paper and write the appropriate action items underneath each one.

Prepare a list of the values that were recorded in your workshop and post it in a visible area. This list will serve as a “truth” check for the actions you will develop. If a proposed action violates these community values, it should be dismissed.

*“If you have a community workshop that is well attended and full of energy and hope, try to set up some activity or meeting right away to build on the momentum. Try to get action teams moving so that the process doesn’t just stop at dialogue.”*

Lucy High,  
Greeley, CO

### At the Forum

#### 1. Identify common areas of action and interest

Group and display like topics or categories on a wall for participants to view, then present this information in relation to the results of your workshop. If you had rearranged workshop actions into categories, explain how you came to your conclusions, and validate the results with your participants. Ask the participants to form small groups according to interest levels in specific topics or priorities.

#### 2. Brainstorm actions

In small groups, brainstorm and record on large pieces of flipchart paper the ideas for implementing each topic or category listed.



- What are the actions needed?
- Who are the stakeholders—who can help, who can hinder?
- What are helpful resources to accomplish the actions?
- What is a reasonable timeframe for action?

### *3. Present results*

Reconvene as a large group and present results of your small group brainstorming sessions. Take time to clarify and discuss each action and organize thoughts appropriately. Ask if there are any actions that would violate community values. If so, discuss what part of the action could be modified to accommodate those values.

### *4. Form working committees*

Ask for volunteers to form working committees to tackle specific actions or priorities. Identify a key contact in each working committee for coordination and communication purposes. Remind them to check previously identified community values to ensure that implementation reflects those values. The Implementation Committee may continue to act as a liaison for committee work, or you may find it effective to report directly back to your elected officials or to a new community leadership group. Remember to check back with the community periodically to confirm actions and priorities and to celebrate successes!

## *Formalizing Leadership as an Incorporated Nonprofit Organization*



# 3

Your Implementation Committee may recommend forming an incorporated nonprofit organization as a means of providing local leadership to carry on workshop priorities. Generally, an incorporated nonprofit organization can provide structure, legal operating authority, credibility, a mechanism for formal elections, and tax-exempt status to any new group, such as a community council. It is critical that this new leadership group continue to reflect the diversity of interests in your community and that it avoid single-issue politics. The basics for creating a nonprofit organization are listed below.

### **What does it mean to be an incorporated nonprofit organization?**

Your organization can become a corporation by going through a procedure established by state law known as incorporation. The benefits of incorporation include limited liability for corporate directors, officers, and employees and the installation of an effective and permanent operating structure, which will outlast the individuals who formed the organization. Being nonprofit does not mean your organization cannot make money; rather, nonprofit status simply limits the ways in which corporate funds and property can be used. A nonprofit organization can have income exceeding its operating expenses, but it must devote all revenues, including any profit, to the stated purposes of the nonprofit organization.

### **The benefits of federal tax-exempt status**

Section 501(c)(3) of the Internal Revenue Code allows your organization exemption from federal income tax and often state income tax and local property tax. To obtain tax-exempt status, your corporation must be organized and operated exclusively for “exempt” purposes such as educational or charitable endeavors. Other benefits of having a 501 (c)(3) include the eligibility to receive tax-deductible charitable gifts and bulk postage-rate privileges.

If your organization intends to carry out lobbying or political activity as a substantial part of its overall program, it may want to incorporate under state law but not seek tax-exempt status under section 501(c)(3).

## **Taking steps toward incorporation**

Incorporation is a fairly simple and straightforward process that can be undertaken by one or more persons, called the “incorporator(s).” The basic steps are as follows:

*File articles of incorporation.* Typically filed with the secretary of state’s office, this document specifies the purposes for which your corporation is formed, the name of your group, and other pertinent information.

*Establish a board of directors.* This is where you will want to make sure that the diverse interests in your community are represented. The board of directors is responsible for the overall management of the organization. To fill board positions, you may want to hold an election or ask for volunteers to fill certain positions.

*Draft corporate bylaws.* This is an opportunity to add guidelines to your organizational behavior and mission. Bylaws are the instrument governing the mechanics of operation. These include dates and times for meeting; whether directors will be compensated and, if so, how much; provisions for hiring staff; and what kinds of transactions directors can carry out between themselves and the corporation.

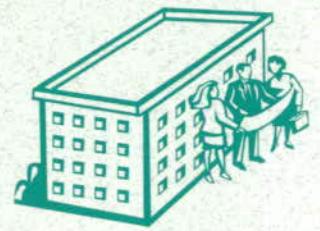
## **There are some requirements**

To retain your incorporation and tax-exempt status, your organization must meet state and federal law requirements. These can include the need to pay state taxes, to register under a state charitable solicitation regulation, or to file an annual corporate report. Financial records should be maintained to ensure your organization operates viably and efficiently. There are also financial drawbacks, as incorporation procedures cost money.

## **Where to go for help**

- Your local IRS office has publications, applications, and instructions to guide you in your incorporation efforts.
- Other nonprofit organizations with similar “exempt” purposes can help. Use their articles of incorporation as a framework to develop your own.
- Your local bar association can help lead you to an attorney who will provide either gratis, or reduced fee, legal services.

Source: **Creating Successful Communities: A Guidebook to Growth Management Strategies.** Mantell, Harper, and Propst, The Conservation Foundation; Island Press, 1990.



## Funding Your Priorities

# 3

Your community Action Plan will likely outline more projects and local initiatives than you have the means to undertake with current budgets and available reserves. The following list describes several actions your working committees, leadership group, or elected officials can take to search for funding sources and other support assistance to meet newly identified community needs.

### Write a grant

Go to your local library and research the wide variety of grants available from foundations, corporations, and government agencies. For example, use the Catalog of Federal Domestic Assistance Programs as a reference for federal grant programs. Form a team to help you write a grant request, or ask for grant writing assistance from one of your gateway neighbors.

### Carry out a campaign

An *annual campaign* is an organized effort to secure gifts on a yearly basis. This type of effort is good for short-term goals and can lend an important sense of accomplishment and credibility to your community actions. A *capital campaign* extends over a period of years to raise substantial funds for enduring purposes. This long-range effort may build a pattern of giving in your area and can also serve as a measure of community progress. A *donor campaign* targets people who currently or previously live in your community and includes approaching them in person for a donation. Usually campaigns are for monetary contributions—perhaps your campaign also includes commitment to provide in-kind services.

### Find technical assistance

There are lots of opportunities to obtain professional staff support through an agency or foundation that consults on a project of mutual interest. This is not a cash grant. Instead, the services provided offer critical assistance to a project that would otherwise cost the community money. Typical assistance includes grant development, fund-raising packages, financial or program planning, legal advice, and expertise in conservation, land planning, and design.



### **Ask for matching gifts**

If you have secured money for a particular initiative, or have part of your workshop “nest egg” left over, leverage those moneys by asking for matching gifts. *Matching gifts* are granted equivalent to those funds provided by another donor. *Employee matching gifts* encourage employers to match contributions that have been made by their employees. Stress the community benefit and corporate visibility that will be generated by the contribution.

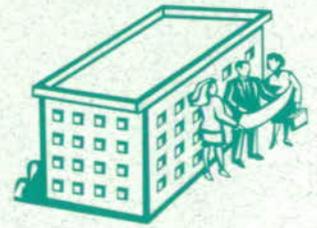
### **Look for exchange programs**

Organizations exist that match foreign students or families with communities to provide on-the-ground help in exchange for acquired skills and experience in the American culture. Projects may range from conservation efforts to special projects. This type of assistance is particularly effective as a gateway area partnership effort, with the community providing housing, community experience, and day-to-day support, and the agencies or land managers providing technical staff as mentors.

### **Collaborate!**

Your community will accomplish more if you work with, rather than against, other neighborhood groups. By collaborating with a number of active groups, you are more effective in accomplishing your goals, you save time and energy by pooling resources and money, and you add cohesion to your community efforts. In addition, you can leverage far more resources as a group than you can as a single entity. If your group does not have its own tax-exempt status, use the tax-exempt status of another organization willing to act as a fiscal sponsor.

## Formalizing Your Vision into Your Community or Comprehensive Plan



# 3

By creating a vision, your community is well on its way to charting a course for the future. Creating a Community Plan or incorporating your Vision into your local Comprehensive Plan provides a framework for implementing your Vision and Action Plan, while adding validity to your efforts. These plans should represent the community's organized, written Vision for both the near term (five years) and future (20 years), and ideally strike a balance between the cultural, economic, and environmental needs and activities of your community.

A Community Plan is usually more detailed and tailored to local needs and desires and does not necessarily have to be formally adopted by legal authorities. Obtaining assistance from your local planning staff or a private consultant can help you shape your Vision into a Community Plan that is based on your community's values. If you want to add legitimacy to this Plan, talk to your planning staff about incorporating it into the city, county, or state Comprehensive Plan. This plan is broader in scope and covers a much larger area such as a county or state. A Comprehensive Plan is usually mandated, and requires formal adoption. It forms the foundation for land protection and development regulations that serve as a framework for land-use decisions. The information below gives you a brief overview of comprehensive planning. See the resources listed in "Where You Can Go for More Help" at the back of this book for more information.

### What is a Comprehensive Plan?

A Comprehensive Plan, or "Comp Plan," is a formal planning document that provides a framework for local land-use decisions, based on a community's values and vision for the future. Comprehensive Plans typically address issues such as housing, transportation, environment, urban design, economic development, and public facilities. Goals, objectives, and policies associated with each issue are set forth in the Comprehensive Plan to guide the community and help it remain, or become, a good place to live, work, and visit. In many states, the plan has no legal force on its own and must be implemented through ordinances, regulations, and other policies.

The content of a Comprehensive Plan varies according to specific local needs and conditions. Common elements of a Comprehensive Plan address:

- Land use
- Private and public development
- Transportation systems
- Economic development activities
- Natural resource uses and conservation
- Public parks and recreation facilities
- Historic preservation
- Agricultural districts

### **What is zoning?**

Zoning is the principal method by which a local jurisdiction implements its Comprehensive Plan. It defines allowable uses for specified areas, or zones, within a community and surrounding landscape. Each zone is shown on a zoning district map and represents a specific designated land use such as residential, business, industrial, agricultural, or natural resource or open space. Accompanying descriptions specify permitted and conditional uses, allowable lot sizes, height limitations, setbacks, densities allowed in each zone, and so on. Zoning is often difficult to change, in that it requires a legislative process. On the other hand, zoning can be vulnerable to change as your community responds to economic and political pressures.

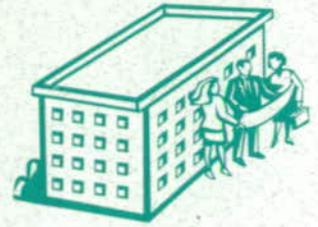
Zoning enables a community to avoid incompatible adjacent uses, such as heavy industry next to a wetland or residential area, or it can prescribe mixed uses. Detailed explanations of allowable uses in the zones can help avoid undesirable changes in zone character over time. Other potential benefits of zoning are: preservation and protection of open range, forest, and sensitive lands; encouragement of economic development activities in targeted locations; reduction or prevention of automobile congestion; provisions for public access; and protection from natural hazards, such as floods.

### **Find out about your local planning process**

Through your work with the Gateway Partnership Process, you have already established a working relationship with your planning staff and local officials. Call them and ask for help and direction on the current status of your comprehensive planning process. They may be able to suggest how you can incorporate your community Vision, goals, and actions into a Comprehensive Plan, or they may recommend forming a planning task force to formulate your plan for official adoption. It is critical to have local officials such as planning or county commissioners continue to support your efforts as they are ultimately responsible for the plan's adoption.

It is important too that community members and gateway neighbors are informed as the community or comprehensive planning processes evolve. Representatives from adjacent communities or public land owners can help ensure compatibility with adjacent lands and add a regional perspective to the planning process. Community buy-in for the plan will be essential to support final plan policies.

## Identifying Your Economic Opportunities



# 3

There may have been many reasons why the topic of economic development came up during your workshop. Perhaps your community has suffered the loss of traditional natural resource-based jobs. Maybe the property tax base is declining following the abandonment of mills or mines. Is there a lack of well-paying jobs for the upcoming generations? Is cash flow a struggle during the off-seasons?

Economic development comprises those specific actions that are taken to expand the community tax base and create employment opportunities, while setting standards that ensure a compatible relationship to the existing and desired future character of your gateway community. If you work to develop a strategy for economic development and diversity based on the assets and values of your community, your foresight will help encourage economic stability, create jobs, and stimulate planned growth for the vitality of your gateway area.

Here are a few ideas on how your community might plan for economic development.

### **Post your vision in front of you**

Rely on the Vision your gateway community has identified to steer you toward the future while planning for economic development in your area. As you develop ideas for stimulating the local economy, check back to your Vision and verify that each idea meets your goals and maintains the integrity of the values identified at your Community Workshop. Successful economic development should be compatible with community character.

### **Look around you**

You've identified assets and values at your workshop, but what do you have to work with on the ground? What type of infrastructure exists? What kind of growth can you support? Is there an airport nearby? Do you have access to state-of-the-art fiber optics? What demands for growth can you meet? Determining what you have to work with can help tailor or eliminate possibilities for economic diversification. As you develop ideas for new businesses, look at the many skills and local resources that can be leveraged or developed into specialty small businesses. There are many talented, resourceful members of your community who already are, or can be, entrepreneurs.

### **Understand your market**

Your community is not an economic island; it is subject to regional, state, and national trends and forces that can boost your economy or hinder its success. It is critical that you

understand your market if you are to define suitable and realistic economic opportunities for your gateway community. Hold focus groups, hire a firm to conduct scientific polling, or compile visitor profiles—use a method that works for your community to create a clear and unbiased assessment on current and potential markets. You might think about trying to find out why people want or would want to come to your area, whether to live or visit or to build a business. Conversely, what detracts or would detract them from coming? Think about who and what is your competition. What is the most effective way of communicating to your market? Internet, direct mail, radio? Determine in which areas you can, and want, to compete for employment.

### **Understand your economic realities**

If you are shifting from a natural resources or manufacturing employment base to one based on the service industry, it usually means a loss of the higher-paying jobs of unionized labor. Wages for service jobs are unlikely to be competitive, and there might be resentment toward filling minimum-wage or entry-level jobs. If your community depends on a single economic “provider,” you might want to begin to look for a wider diversification of jobs for your town and to try to balance the lower-wage jobs with opportunities for advancement and higher-paying jobs. Look at your community’s strengths and assets, at regional trends, and what you can provide that is unique.

### **Create an economic strategy**

You can start your strategizing by gathering examples from other gateway areas and communities that have successfully diversified their economic base. Keep your community informed and involved as you strategize ideas for your economic future. This way you can help ensure your plan is representative of the changing needs, preferences, and expectations of your community.

Strive to create a diverse local economy that will withstand highs and lows over the long term. Look at your assets, values, and Vision and compare them with the results of your market research. While tourism has recently become the foundation of the economies of many gateway communities, other compatible elements might be included. Consider recreation-based small businesses, distribution centers, businesses supporting public land management, and trying to attract “flexutives”—businesspeople who can operate out of their homes as long as they are technologically connected. Various options can be promoted to provide diversity and stability to your local economy.

### **Determine community and resource capacity**

Once you have an idea of your community’s economic future, take a look at the impact these economic proposals might have on the resources you’ve identified as important. Will you be able to protect and preserve your valued community and gateway area lifestyle to your satisfaction? Will your gateway community continue to be a place where you want, and can afford, to live? Make sure there are sufficient lands available for economic development, with controls in place to maintain an affordable cost of living.

### **Stick to your standards**

As your gateway area moves toward economic diversification, match the progress and the changes you undertake with your Vision and community values to make sure you're heading where you said you wanted to go. Don't lose sight of the standards you have set for your community's future. Keep tabs on the corporate franchises that may be replacing your local entrepreneurs, and closely monitor the scale, siting, and design standards of new buildings to ensure quality and appropriate development.

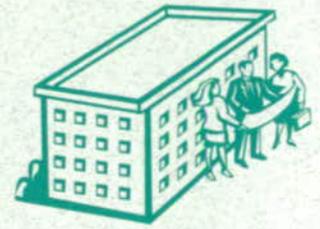
### **Cultivate economic diversification**

- Develop a cultural plan that recognizes the role artists, cultural programs, and organizations play in your gateway area. Your cultural plan might include galleries, museums, monuments, public art, ethnic galleries, ethnic neighborhoods, and so on. Consider improving and or marketing your downtown as a cultural center, or support, solicit, and create events to boost your cultural plan.
- Maximize tourism dollars by tapping into the opportunity of being located near public lands that already attract tourists. You have a captive audience that will be looking for restaurants, accommodations, souvenirs, outdoor outfitters, educational opportunities, and so on.
- Take advantage of the beautiful setting in your community and plan for a destination resort that complements the attractions of the public lands in your gateway area. A well-planned resort outside public land boundaries can decrease the tourism pressures on those lands, while providing other recreational and educational opportunities for both visitors and community members. Think about adding a conference center to the resort to attract business in the off-season.
- Create an historic district that features and protects the authentic character of your gateway community. The attractiveness and permanence of this district can increase the value of commercial and residential properties, creating potential for excellent business and investment ventures. Or, encourage the film industry to use your district for their filming locations!
- Enhance your natural resource-based economy by adding related businesses. You might add a farmer's market to capitalize on fresh products from farmers and ranchers in your gateway area. Or, perhaps, you could build an artist's cooperative featuring, for example, wood product art that reflects your timber heritage.
- Attract small businesses suitable to your area. There are companies who look for communities with a high quality of life and a landscape that reflects company ethics. Perhaps a sportswear manufacturer, a recreational outfitting company, or some other venture would be interested in creating facilities tailored to your community character and gateway ambiance and would supply employment opportunities in the process!

### **Promote and attract investors and partners for economic development ventures**

- A thoughtful, strategic development package can serve to be an effective marketing tool that is useful for attracting potential investors. If you know the quality and quantity of services you want and have a program for economic diversity, you will encourage investor commitment.
- Establish a positive climate for businesses through open communications and actions. Processes and consequences need to be clear and unambiguous. Actions that can promote business and create jobs include tax incentives, job training, and site-selection assistance.
- Encourage your county or local officials to provide municipal services and regulations at reasonable costs to potential investors or partners. These include public safety, water, sewerage, and transportation systems.

## Shaping Development to Satisfy Your Gateway Goals



# 3

Gateway communities usually have a special landscape character that complements and leads up to adjacent, protected public land. This landscape, probably identified at your workshop as an important element of your gateway area's character, often reflects an historic or working landscape that supports farming, ranching, forestry, or some other rural land use. People are naturally drawn to live or work in your area because of this landscape, and because of the certainty of the future of the nearby protected public land.

Pressures to meet the demands of growth and development in gateway areas often fall on gateway communities and affect the very landscape that is so valuable and attractive to both residents and visitors. You may want to take advantage of local development potential while preserving the lands that define the unique character of your gateway community. Patterns of development can "fit" into town without eroding the character of your gateway area while at the same time responding to the social and economic needs of your community. The challenge is to balance the revenue and economic potential that new development can generate with the accompanying costs to the community in providing infrastructure and services. You will need to look carefully at short-term gains versus long-term economic returns.

Following are brief definitions of alternatives for development that allow for sensitive growth maintaining community values. Cluster Development, Planned Unit Developments, Planned Destination Resorts, Transfer of Development Rights, and other patterns of development are useful approaches to consider when your community has a limited amount of space available for housing and commercial activities, or when a landowner is interested in developing a large amount of land at once. You may find these alternatives useful as you work with local planning commissions, new developers, interested landowners, and other gateway neighbors to carry out long-term growth and development goals in your gateway area.

### Choosing Cluster Development

By reducing individual lot sizes and grouping development together, Cluster Development allows for the preservation of sensitive areas that may not be suitable for development, such as wetlands, or areas that may be more desirable as open space or working landscapes. Clustering protects more of the original character of the land by requiring that development be concentrated on a specified suitable area of a given total acreage. The undeveloped portion of the land would thereby remain in existing use, managed according to its conservation, economic, or recreation purposes.

Work with your local planning staff, developers, and landowners to promote Cluster Development. Look for an example that illustrates the type of Cluster Development your

community desires. Talk about how clustering allows for more flexibility in layout and lot size than standard zoning and subdivision ordinances, and offers a reduction in infrastructure costs, too. For example, clustering can allow for fewer streets and shorter utility lines, thereby reducing maintenance costs for the municipality over the long term. Consider offering extra density in suitable areas as a bonus to developers.

### **Promote PUDs**

Planned Unit Developments (PUDs) provide special standards and processes for large-scale development projects that often incorporate residential, public, and commercial services in one area. Developers must get approval for PUDs in advance of the project and are required to conform to zoning restrictions. Your gateway community could use this type of development pattern as a mechanism for cohesive development for residents to live, work, shop, and play in the same vicinity while minimizing their dependence on automobiles. Use specific design guidelines to make this type and scale of development fit your desired gateway area character.

### **Use PDRs**

A Planned Destination Resort (PDR) is a specialized version of a PUD. Several states and counties have adopted this land development designation, which allows for the development of a master planned resort project in a rural setting. Intended to discourage rural sprawl and subdivision patterns outside of community boundaries, PDRs generally require self-containment and self-sufficiency for all utilities and services. PDRs also establish a minimum size of development area and a balance of overnight accommodations with residential development. They may even specify a provision of amenities such as golf, trails, tennis, or marinas. If you do not have a PDR in your gateway area, and want one, talk to your local planning staff about amending your Comprehensive Plan to allow a PDR and zoning code in your area.

### **Encourage a Transfer of Development Rights**

To recover the monetary value of land's potential for development *and* continue existing land use, such as farming or ranching, a Transfer of Development Rights (TDR) can protect valued areas of the community at little or no cost to the public by concentrating development in appropriate areas. The idea here is to transfer rather than purchase the right to develop at a certain density. When you have targeted suitable lands to relieve development pressure, development rights of the sensitive parcel of land can be transferred to the parcel that is suitable for building.

### **Think about Infill**

Infilling steers development toward existing facilities and unbuilt vacant lots near the core of your village. Infill development can help take the pressure off your community's undeveloped, prime rural lands and, at the same time, strengthen your central area. Encourage developers to use infill properties by creating tax incentives and by highlighting the savings that will come from using existing infrastructure.

### **Demand Conditions, Covenants and Restrictions (CC & Rs)**

CC & Rs are permanent, recorded encumbrances on an individual development that often are required by zoning or approval for the development. They are created by the landowner or developer. They are permanent and recorded and may be changed only by the substantial majority of landowners in the development. In addition to describing the creation and operation of a homeowners association, CC & Rs include design standards, construction standards, signage and lighting stipulations for the protection of wildlife, enforceable environmental standards such as the maintenance of air quality, and other such items. Recommend that CC & Rs be a part of a PUD or PDR designation, and make sure they fit your gateway character.

#### Sources:

1). **Saving America's Countryside, A Guide to Rural Conservation.**  
Samual N. Stokes, A. Elizabeth Watson, Genevieve P. Keller and J. Timothy Keller, National Trust for Historic Preservation; The John Hopkins University Press, 1989.

2). **New Tools for Land Protection: An Introductory Handbook, U.S.**  
Department of the Interior, 1982.



## Attracting Responsible Developers



# 3

If one of your gateway community goals is to promote some type of development using private capital sources, it will be important to seek projects appropriate to your gateway area and developers who respect your Vision and goals. The following information is designed to assist you in attracting responsible developers—entrepreneurs who value the unique character of your gateway community, share your partnership philosophies, and are willing to have a long-term presence in your community.

Use the collective strengths of your community and gateway area resources to realize the kind of development projects you want. Perhaps your county legal staff can help negotiate a contract, or a local realtor can offer assistance with real estate appraisals. Ask a neighboring public land manager to provide an office for your “development headquarters.” Work to be proactive, defining and seeking what you want, rather than reactive and fighting about what you do not want. Offer partnership incentives and clearly define your “rules of engagement.”

### Clearly define your development project

- Spend time crafting a clear description of your development project. This should acknowledge community goals and spell out the type of development you are seeking. Be flexible about the scope of the project so that you encourage creativity in both approach and design solutions
- Identify examples of what you are looking for in your project. Search out existing comparisons in other communities if possible. Prepare sketches to indicate the type and scale of project that suits your goals
- Create an economic model for the project that recognizes the hidden costs of going through the permit process and encouraging good community relations. Be realistic about the length of time (and therefore the cost of capital) involved in preparing the market to absorb the new development. Prepare a schedule for the project
- Identify how you would like the project to contribute to your gateway area. Consider methods (such as a “transfer fee”—the allocation of 1 percent of the project’s receipts) in which the project may contribute to funding an amenity like a museum, interpretive center, open-space acquisition, nature trail that benefits both the project and the community

“The best way to promote beneficial development patterns is to set a standard of quality, character, and scale of desired growth against which all future development can be measured.”

Andy Norris, Lowe Enterprises, Inc.

### **Qualifications of a developer**

Seek and review proposals to build your project. Look for qualifications that make specific developers ideal for the job. It is essential that the developers have experience in projects similar to yours. You do not want your project to be the test. Are they financially responsible? Have they the financial resources or backing to finish what they start? What is their performance and completion history? Ask to see one of their finished projects, to judge for yourself whether their work meets your project quality and standards for completion. This will give you a chance to see for yourself how their company and the project itself was received by the communities involved. It may be economically important for project developers to employ local residents in your gateway area—not only for construction but for project administration, supervision, and other tasks. Ask what types of jobs will be available during the life of the project.

### **Selection of a developer**

Before you make your final decision on which developer you want to partner with on your project, make sure that the developer's proposal addresses the following:

- a written concept of the project to include target markets, pricing, and length of build-out
- assurances that the project will be completed, such as financing commitments from institutions
- current financial statements and financial references
- realistic budgets that define the scope of the project
- project organization and appropriate staffing
- economics of the project, with alternative scenarios for good and bad markets

Once you have selected a qualified candidate, there are two methods for awarding the contract. You can either negotiate the contract with the developer who best meets the selection criteria, or you can request competitive proposals. The latter method may produce the most attractive deal in financial terms but could result in a less qualified developer.

### **Offer partnership assistance**

You will be more successful in attracting good developers if you indicate a willingness to work with them. Incentives you can offer include:

*Deferral of costs.* Upfront infrastructure costs can be substantial, jeopardizing the project's feasibility. The ability to defer costs could make or break a project. Items such as sewer fees, taps, or such may be deferred until cash flow becomes positive.

*Subsidies.* Indicate a willingness to match or subsidize certain “common” costs. This could be something as simple as providing volunteer labor or matching landscaping improvements to something more substantial, such as providing the land or paying the construction costs for the development.

*Expedition of processing.* Work with your local planning entities to ensure the developer that the process will move along through permitting and approvals.

*Conduct market research.* This is probably the easiest for you to offer as many of your gateway neighbors often conduct research and gather data as part of their planning efforts. You could save the developer time and money by pulling together a package that contains valuable information pertaining to their project development.

*Public assistance.* Where possible, you can help obtain grants for suitable elements of the development, such as funding for river restoration, so that the developer may utilize private capital on amenities that may not otherwise be affordable.

### **Rules of engagement**

Both you and the developer have rights that each will need to honor. As a gateway community taking on the risk of bearing the burden of an unfinished project, you have a right to examine developer financing to ensure that the project will be completed, to ask for warranties that the work quality will be satisfactory (for example, the developer could post performance and completion bonds), and to require financial reporting be done on a timely and accurate basis. Likewise, the developer should be able to count on the gateway community’s continued support, have a consistent community liaison, receive assistance expediting approvals and permits, and enjoy positive public relations.

### **Have you thought about other ventures?**

Other developments that can be funded by venture capital in a gateway community and that can be good partnership opportunities include:

- seasonal employee housing
- a large resort development
- a visitor-oriented retail center with information sources, restrooms, and other amenities
- an historic building renovation for lodging, restaurants, and retail. Such buildings may be available at bargain prices and may even be acquired through foreclosure
- a youth hostel
- commercial recreational development, such as a boat launch, golf course, equestrian center, trail systems, or ice skating rinks

Source for tool  
sheet information:  
Andy Norris, Lowe  
Enterprises, Inc.



## Protecting Your Landscape



# 3

A free-flowing river. A traditional gathering spot for Native Americans. A grove of trees. An open meadow that provides winter grazing for elk. These may have been the types of natural, cultural, or scenic resources identified by participants at your Community Workshop as important to the character in your gateway area. If these resources are not already protected through public land ownership or regulatory measures, they probably are in private ownership and may be at risk for development.

There are many different strategies and methods for protecting the landscapes you value. Brief descriptions of several of these methods are listed below. As you select the methods that work best for the protection of your gateway resources, make sure they are economically feasible for your town, as well as for individual landowners. Keep the community continually involved in the protection of your shared gateway landscape—this will be critically important to the political support and success of local conservation programs.

### **Outright Purchase of Land**

This is the safest and most reliable form of land protection, as it allows for permanent protection and, if desired, for public access. Your best option is to purchase “fee simple” title to the land. This will offer you the opportunity to include all of the associated property rights and allow you, as the owner, the greatest control over the land. The drawback is that buying land can be costly and can also reduce the tax base (as ownership shifts from private to public entities). A responsible organization or governing entity will need to accept stewardship responsibilities, liability, and maintenance of the acquisition.

### **Conservation Easements**

Consider working with private landowners to establish Conservation Easements. These can protect valuable natural and scenic resources by creating contracts that permanently restrict the type and density of future land development while still allowing landowners to retain ownership of their property. Easements usually involve the purchase or donation of a property’s development rights, with the encumbered area remaining in private ownership. This is a flexible method of protection as each easement is tailored to the particular property. It can be placed on the entire tract or just a portion, thereby meeting the needs of individual landowners. In many cases, easements also offer income tax deductions and reduced property and estate taxes.

There are several advantages to Conservation Easements. They are less expensive than fee-simple titles, and they can be adapted to accomplish multiple objectives. Moreover, there is a contract, recorded in the official county clerk records, that may be used to back up any future disputes, sales to future owners, and to inform neighbors, planners, and lenders about the easement's existence. The drawback to this type of land protection is that someone must take responsibility for assuring that the conservation easement will be enforced. To ensure this, you might want to involve an established land trust or create a separate nonprofit organization to assume full stewardship responsibilities. This might include monitoring and enforcement to ensure the original intentions are fully protected.

A variation on the Conservation Easement is a Scenic Easement. A Scenic Easement is usually called for if you want to maintain a use that is both compatible with a resource conservation theme and consistent with zoning. This type of easement may also be used for viewshed protection.

### **Transfer of Development Rights**

A Transfer of Development Rights (TDR) directs growth from sensitive lands to areas that have been identified as suitable for development. The development potential for the land is actually sold or traded. The program works in concert with zoning regulations by limiting the development density and potential of one area in favor of allowing higher density in another area. Try to combine TDRs with a physical limitation, such as water rights or sewer capability, to strengthen long-term protection of the sensitive parcel. One drawback to TDRs is that higher density often comes at the expense of an open-space allocation in the transferred location.

### **Zoning**

Local zoning regulations may often be used effectively to protect resources. Types of zoning that can help protect the landscape include open space, agricultural, forestry, and floodplain/wetland. This may not be an effective long-term solution, however. By *prohibiting* rather than *directing* development, zoning may not withstand future economic or political pressures to change. Local political conditions may shift, resulting in amendments to zoning that could jeopardize protection of critical lands and resources.

### **Federal Regulations**

Federal regulations, such as the US Army Corps of Engineers permitting requirements under Section 401 and 404 of the Clean Water Act, can help protect sensitive wetlands by not allowing development that would adversely impact watersheds and other natural resources. As with zoning, you cannot rely on regulations to offer permanent protection as political conditions may change. The downside to federal regulations is that the resource values to be protected by the "community" have to exactly coincide with an agency's mission(s).

## **Districting**

Districting is a technique that can maintain open space, rural land use, and cultural features that provide scenic, biologic, historic, and cultural values to your shared gateway landscape. Agricultural districts can protect large amounts of farmland from various types of encroachment. Historic districts are commonly used to protect local character by preserving entire neighborhoods. Certain constraints on renovation and use can be placed on buildings, sites, or landscapes older than 50 years old that are of significance to a community by placing them on the National Register of Historic Places, a program of the National Park Service. Many state and local governments and/or state and local nonprofit organizations register buildings. An historic district ordinance usually requires property owners to obtain approval from a historic district review board before taking any action that would alter their properties, such as exterior alternations or new construction.

## **Land Trusts**

The formation of a local land trust or land conservancy offers an effective way for a group of residents to acquire, protect, and provide long-term stewardship of critical natural, scenic, cultural, historic, or recreational lands. Land trusts may facilitate the purchase of land by conservation-oriented buyers or may pool enough resources to purchase the land outright. Land trusts may also work to secure donations and Conservation Easements.

## **Grassroots Stewardship Groups**

Local residents might want to form action groups to work on greenway or greenbelt initiatives, open space plans, heritage efforts, or other types of resource protection endeavors. Volunteers with the time, energy, and skills can help identify critical resources, develop management plans, provide political support for conservation measures, and generate educational materials to enhance a conservation ethic.

### **Sources:**

- 1). [Saving America's Countryside, A Guide to Rural Conservation.](#) Samuel N. Stokes, A. Elizabeth Watson, Genevieve P. Keller and J. Timothy Keller, National Trust for Historic Preservation; The John Hopkins University Press, 1989.
- 2). [Protecting the Landscape and Shaping Growth: The Open Space Imperative #3.](#) Regional Plan Association, Inc. New York, New York, 1990.
- 3). [New Tools for Land Protection: An Introductory Handbook.](#) U.S. Department of the Interior, 1982.



# Using Design Guidelines to Influence Your Community Character



## 3

What your community values most about your gateway area was expressed in your Community Workshop. People probably spoke about small-town ambiance, a favorite historic building, scenic views, open lands, and many other great features in your community. These important local assets can be protected by creating specific design guidelines that establish standards for future development.

Design guidelines can help protect your scenic, historic, and environmental resources and at the same time foster creative development that contributes to your community and gateway character. They give gateway neighbors and potential developers a sense of the quality and standards you are seeking for your community. Design guidelines may be part of a formal planning process that requires any new development to go through strict design review and approval. They may also be informal, voluntary guidelines that encourage or suggest (rather than prohibit and restrict) how things should be designed, located, and built.

Your community's design guidelines may be developed as a cooperative venture among community leaders and residents, or your local government might appoint a committee to develop them. Local and regional planning offices may be able to provide technical assistance or information about formal incorporation of your guidelines in community and county plans. The following information provides an overview of different types of design guidelines, along with some considerations for creating specific guidelines for protecting the special assets of your gateway community.

### Types of Design Guidelines

*Building Guidelines* include specific descriptions for proportion and scale, massing, materials, textures, color, and specifications for elements such as roofs, cornices, awnings, outdoor stairs, walkways, and access. They can emphasize compatibility with traditional or historic building types in your community.

*Site Guidelines* suggest placement of development that will be sensitive to natural features such as topography, existing vegetation, drainage patterns, and scenic views. They can be used to limit the visual intrusion of new development in your shared gateway landscape.

*Parking Guidelines* address parking structures and lots, preservation of existing trees, vehicle circulation, buffers, setbacks, and safety factors.

*Sign Guidelines* address size, scale, readability, colors, materials, and safety factors of commercial signs. They can encourage attractive, coordinated, and well-designed signs that enhance the image of your community and gateway area.

*Lighting Guidelines* consider safety, security, and appearance of street and building lighting.

*Public Amenity Guidelines* suggest styles of street furniture, such as benches, trash receptacles, information kiosks, telephone booths, and vending machines.

*Road Guidelines* provide design standards for width, alignment, materials, and associated landscaping.

*Landscape Guidelines* specify planting materials that are natural or indigenous, adaptive, drought tolerant, attractive to wildlife, and so on. These may be guidelines that preserve and restore scenic qualities of the natural landscape, mitigate development impacts, and add aesthetic charm.

*Environmental Guidelines* address energy conservation and air and water quality.

*Town Entrance Guidelines* are used to identify key entrance roads and special design specifications to make sure that elements such as signs, plant materials, building styles and scale, and pedestrian amenities reflect and preserve your town character for residents and visitors.

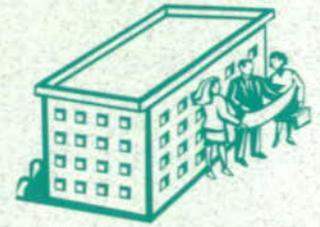
### **Before You Create Your Design Guidelines**

*Define your sense of place.* What gives your community the “look” or “feel” you like? What do you want your area to look like in the future? What do you want people to remember about your community? What kind of scenery and views are important elements of your community character?

*Clarify your Vision and goals.* How does your community Vision and Action Plan define and support your community character? What role can design guidelines play in your community? Are there other ways of getting the results you want?

*Determine what kind of development supports the community character you want.* What level of development are you seeking? Is it tourism-based? Are you responding to local needs and desires? Are you seeking commercial and residential development that is designed to harmonize with your natural landscape? Do you welcome franchise development? Are you looking at architectural transplants from other communities? What kind of balance do you want between cars and pedestrians?

*Leave room for creativity.* Think about how you can create guidelines and still allow for diversity, individual expression, and authenticity. Look at what reinforces the uniqueness of your community, responds to the natural environment, and harmonizes with existing valued styles of development.



## Finding Local Assistance

# 3

There are many opportunities close to home that you may want to pursue to further your community initiatives and to help implement your Action Plan. Visit your local library and search for references that can assist your efforts to shape local initiatives. Look under topics such as community development, growth management, economic sustainability, land use planning, fund raising, and so on. Or, “surf” the Internet for references and ideas. Explore local colleges and universities for programs and staff that can help you carry out your goals. Also, don’t overlook the resources your gateway neighbors might provide.

The following list identifies some of the groups and organizations you might want to contact and build networks with to garner support and assistance for your community and gateway initiatives.

### Sources for local support:

- Architecture, Landscape Architecture, Forestry, Community Planning, and other related departments of schools and universities, are often interested in using “real world” projects as part of curriculum or thesis projects. Call specific department chairs, or the dean’s office, and explain your needs
- Check appropriate federal government agency listings such as National Park Service, U.S. Forest Service, Bureau of Land Management, U.S. Fish and Wildlife Service, Natural Resources Conservation Service, Cooperative Extension Service, and others in the front of the phone book. Neighboring land managers may be able to provide technical assistance, resource information, and staff expertise to some of your community efforts. Examine the resources and technical assistance available through your local, regional, and state planning departments, tourism and trade bureaus, natural resource agencies, and economic development departments
- Appeal to the political representatives whose jobs are to serve the best interests of your community. Get to know your representatives at the local, state, and federal levels. These include U.S. senators, U.S. representatives, state senators and state representatives, the governor, county commissioners, city council members, and the mayor. Look also at legislative committees, planning and design commissions, regional planning associations, and other groups for influential contacts and support for your community goals
- Other gateway communities, which face many of the same challenges and opportunities as your community, may have resources and contacts that can help you

- Gateway neighbors, such as private land managers and large corporations, may also be able to provide assistance or support
- Find out if professional organizations and consultants offer pro bono services that might fit your needs. Organizations that might help include your local chapter of the American Planning Association, the American Society of Landscape Architects, the American Institute of Architects, and your local bar association. Other local groups to check are your local historical society, arts commission, and the Small Business Administration
- Private consultants are another option for services: use the yellow pages, the resources suggested above, and the referrals you collect while networking with community members, agency staff, and other gateway communities



## *Working With Neighbors*

*Gateway neighbors identify shared goals and work together to carry out priorities that benefit both the community and the larger gateway area.*

WHEN YOU HAVE DEVELOPED a clear community voice that represents the diverse interests in your community, gateway neighbors can better understand your priorities for the future. Your community Vision and Action Plan, created in Step Three of the Gateway Partnership Process, is a written statement of how you intend to get to your future. Now it is time for gateway neighbors and stakeholders to work together to identify and promote partnership opportunities at both local and regional levels.

Gateway community members can build successful partnerships with a variety of public agencies, nonprofit organizations, and private businesses that share similar concerns and ideas. People who come together out of a sincere interest in building partnerships can learn to trust, respect, and understand their neighbors better. Everyone can benefit from more communication, a clearer understanding of mutual goals, and from pooling resources such as funding sources, experienced staff, committed volunteers, and other support.

This final step—working with neighbors to create a sustainable and locally determined future—is the cornerstone of the Gateway Partnership Process. Coordination and collaboration among gateway neighbors can help maintain the integrity of visual, natural, and cultural resources as well as the long-term economic vitality of your gateway area. The unique partnerships you build can prove to be strategically important and financially smart in achieving desirable goals and meeting future change. The strong relationships developed while working on common interests will enable everyone in the gateway area to tackle and resolve more and more challenging and controversial issues.



## 4 Working With Neighbors

While there may be disagreement on certain issues or "hot" topics, this doesn't have to stand in the way of progress on those goals you do agree on. You can agree to disagree on conflicts regarding your respective visions for the gateway area, yet still move forward to accomplish common goals.



Gateway Neighbors are all of the residents located in a gateway area, including community members, public and private land managers, and local elected officials. Although not necessarily residents, gateway stakeholders, such as Congressional representatives, county staff, tourists, seasonal permittees, and other interests also influence and affect the gateway area.

### Identify shared goals with gateway neighbors

Shared goals are the desires and priorities shared with gateway neighbors that form the foundation for building successful and sustainable partnerships. They are often based on similar feelings and values shared by neighbors for the gateway area's shared landscape and general quality of life.

Meet with your gateway neighbors to continue the dialogue about the future of your gateway area. One of the most effective measures to improve the way in which gateway areas grow and change is to develop respect for each other's vision and to look for goals that neighbors share for the area's future. Together, you and your neighbors can identify projects and initiatives that may be ready for partnership efforts. Most important, you can continue to build working relationships with each other through open dialogue.

#### Recommended Tool Sheets

- *Defining Your Gateway Area* (p.51)
- *Identifying Shared Gateway Goals* (p.135)

### Form a gateway speaker's bureau

Consider forming an informal speaker's bureau made up of gateway neighbors willing to represent your unique gateway area. This group could give presentations in schools in the gateway area, as well as those in nearby urban areas, to help kids understand your special area, the importance of resource stewardship, and the benefits of working together to get things done. A Gateway Speakers Bureau could prove to be a great marketing tool for promoting shared gateway goals and soliciting outside financial, political, and technical assistance. Set a schedule for making presentations to civic organizations, chambers of commerce, state travel boards, regional planning commissions, county councils, other gateway communities, and others who want to know—or you want to know—more about your gateway area.

#### Recommended Tool Sheets

- *Roles of Gateway Neighbors and Stakeholders* (p.33)
- *Using Public Outreach and Involvement* (p.45)

### Respond to opportunities and be creative

Be open and flexible to opportunities to join forces on gateway initiatives. Even if an initiative is not a top priority of yours, good timing and a funding source

may provide the incentive for partnering with neighbors to accomplish a shared goal. Look beyond your existing, tried-and-true, comfortable partnerships and consider unconventional or unlikely combinations among partners. New collaborations can bring new energy and commitments to your gateway area.

Talk with residents of other gateway areas. How are they tackling similar issues and accomplishing similar goals? What are they doing differently? How are neighbors working together? What unique models can you create in your gateway area?

#### Recommended Tool Sheets

- *Funding Your Priorities* (p.109)
- *Using Shared Goals to Build Gateway Partnerships* (p.141)

### Remember that money isn't everything

If gateway neighbors see and hear a unified vision of the future projected from an organized, articulate community, they will often be more open to working together on initiatives that benefit the community as well as the gateway area. Successful partnerships can often draw new and different partners who want to be part of your success. Collaboration is becoming a major way of doing business. Strong regional partnerships working on common goals can even attract national

and international partners willing to invest in your future.

If you know what you want, you can be open to many different ways of achieving it. Keep working on accomplishing the actions outlined in your Action Plan. Think about ways you can use donated goods and services from the community, gateway neighbors, and private foundations and corporations. You don't have to always contribute financially to partnership efforts. Community commitment in the form of volunteer hours, research, lobbying support, office space, technical support, and so on may be of equal value to potential partners.

#### Recommended Tool Sheets

- *Ten Ideas for Recruiting New Leaders and Volunteers* (p.49)

### Appreciate your partnerships

Remember that partnerships don't just happen; they form to carry out specific tasks or to take proposed actions. Just as your gateway community and gateway area will inevitably change, your partnerships will change over time, too. Partners will drop out and new ones will want to join; some partnerships will dissolve altogether when they've accomplished their work. Stay focused on your community Vision and shared gateway goals.

Nurture those partnerships that will help you get where you want to go.

Working hard at working together sets the stage for big rewards for all gateway neighbors. You are likely to accomplish more than you could have done individually, and it's usually more fun when more people and partners get involved. The best part is that all of you can take credit for your successes.

#### Recommended Tool Sheet

- *Traits of Successful Gateway Partnerships* (p.139)

### Celebrate your partnership successes

Don't forget to have fun while you're building your partnerships. Celebrate the small steps accomplished, the important milestones along the way, and the big goals brought to life. Consider getting together with gateway neighbors to hold an annual event. You might use seasonal downtime (when all the visitors are gone) to celebrate a "locals only" occasion. Think about instituting gateway awards for both serious and fun categories. Find ways to celebrate who you are and acknowledge the great place you live in. Make it a multigenerational, multineighbor affair.

#### Recommended Tool Sheet

- *Chartering a Gateway Bus Tour* (p.63)

## Identifying Shared Gateway Goals



# 4

Having explored community assets, values, and goals in your Community Workshop, and now armed with a community Action Plan, you are ready to work with gateway neighbors in identifying mutual goals, initiatives, and projects that can benefit from partnership efforts. There are many ways you can initiate information sharing and encourage interaction with gateway neighbors to focus on common interests and potential partnerships. Below are a few actions you might take to work with gateway neighbors in the final (and on-going) step of the Gateway Partnership Process.

### **Conduct informational interviews and exchanges with gateway neighbors**

Meet with gateway neighbors to listen and learn about their plans for the future, their philosophies and values for the area. Find out how they do their planning and what their vision is for the lands they manage in your gateway area. Since their visions are based on the same distinctive local characteristics and assets that your Vision is based on, you will likely find that you share many areas of interest—and some of the same general goals.

There may be information you need from your neighbors about their perceptions of activities, opportunities, and resources in your gateway area. In turn, your neighbors likely have questions they want to ask of your community and the way you see the future. Don't wait to be invited—be proactive in arranging meetings or work sessions with your neighbors. Be prepared to give as well as receive information.

### **Use the Community Workshop model, or parts of it, to define a shared Vision of the gateway area**

Bring gateway neighbors together and hold a workshop that mimics your Community Workshop. Start by sharing information about values, visions, and proposed actions. Look for common values and common ground. Develop a vision statement that all neighbors can support and promote for the overall gateway area. See if you can put together a gateway Action Plan that describes the goals neighbors share, agreed-upon priorities, and responsibilities for partnership efforts in accomplishing specific gateway initiatives and projects.



### **Establish a gateway roundtable or forum**

You may wish to participate in a gateway roundtable, or forum, where gateway neighbors can discuss gateway issues, current trends, and future plans. A gateway roundtable might be a good catalyst for bringing neighbors together in your area. The group might want to promote sharing of resources and information at the local and regional levels by serving as a gateway clearinghouse. It could represent a strong voice for advocating shared gateway goals, and might even sponsor gateway celebrations and events.

If no organization such as this currently exists in your gateway area, you may wish to initiate one, or perhaps partner with another gateway neighbor to get a group off the ground. Another option might be to ask your Congressional representative to sponsor the group's formation. The group might be called a Greater Gateway Council, a Gateway Roundtable, or any other name decided on by the overall group. Make sure the group operates and is perceived as an information-sharing forum, and not as a decision-making organization or institution that adds another layer of bureaucracy in your gateway area.

### **Understand the culture and planning processes of your gateway neighbors**

It's not always easy for gateway residents to understand how their neighbors make decisions and plan for the future. Federal, state, and corporate land managers conduct business according to their own mandates, principles, and guidelines. Contact the managers and staff of adjacent public or private lands, as well as local officials and their staff. Share your community Vision and goals with all of them. Be specific about any ideas you have for how they can participate or assist your planning efforts with producing a community plan, incorporating your Vision in the County Comprehensive Plan, and carrying out site-specific projects.

Find out more about your neighbors' vision and goals and the way they do business. Help them understand the challenges and realities present in your community. Work to gain a better understanding of one another. This will help all of you see more clearly common areas of interest and may form the foundation for building successful partnerships.

### **Get involved in adjacent land managers' planning efforts**

Federal land managers base their decisions, in part, on general management plans developed for their specific public lands. Plans like National Park General Management Plans, National Forest Land and Resource Management Plans, and National Wildlife Refuge Comprehensive Management Plans must comply with the National Environmental Policy Act (NEPA). This act requires federal agencies to fully assess and disclose the potential environmental impacts of their proposed actions before decisions are made or actions taken. NEPA also requires federal agencies to offer opportunities for full public involvement, as scientific information and expert testimony is gathered and as management alternatives are developed.

To meet NEPA guidelines, most federal management plans include either an EIS (Environmental Impact Statement) or an EA (Environmental Assessment), both of which afford opportunities for public participation and involvement during their preparation. The first

opportunity for participation is usually early in the planning process. Planners ask gateway residents, public agencies, and others to review a preliminary set of issues that the plan will address and to provide suggestions on other important issues that should be considered. Other opportunities for input occur during the development of plan options (“alternatives”) and during a scheduled public review period for the draft plan. Management plans can take from several months to several years to complete. They are then reviewed every 10 to 15 years for revisions, amendments, or sometimes whole new planning efforts. Similar environmental review policies exist at the state level. Contact the state agencies who manage lands in your gateway area to learn about their specific policies and requirements.

Ask the staff at your neighboring public land managers’ offices when their last management plan was approved, what other planning efforts they are doing on a more site-specific basis, and how you can be more involved. Contact private land managers and corporations to learn about their business or strategic plans and how they do planning.



## Traits of Successful Gateway Partnerships



# 4

The traits listed below represent key characteristics found in “successful” gateway partnerships—successful in that they are based on the appreciation of a unique shared landscape and on the desire to collectively direct change to make the gateway area a better place for people and the environment.

### **Embrace a holistic approach**

Involving a variety of neighbors can bring an holistic approach to understanding the “big picture” of your shared gateway landscape for more effectively tackling challenges and taking advantage of opportunities. Political and social boundaries are acknowledged but do not interfere in realizing goals that benefit the greater gateway area.

### **Have a common understanding of shared goals**

Dialogue occurs among partners who respect individual voices and desires. Such respect results in a clear definition of shared goals. Dialogue continues as actions are defined and implemented.

### **Seek win/win solutions**

Individual partners bring an enlightened self-interest to the table. They have listened and learned about the respective visions, values, and goals of their neighbors. They seek win/win solutions in order to implement shared goals to satisfy all parties’ self-interests.

### **Show accountability**

Partners are accountable and reliable. They do what they say they will do on time and with integrity.

### **Respond to opportunities**

When each gateway neighbor has a voice and a vision of where they want to go, they can be more open and flexible to new opportunities and to accepting new partners with a shared interest in a common goal.



**Recognize that contributions represent more than money**

Partners are creative in pursuing nonfinancial contributions. They seek volunteer skills and time, and tap into other gateway resources for in-kind contributions.

**Sincerely appreciate partnerships.**

Partners share their successes and learn from their failures. They respect and support one another and look forward to new opportunities.

## *Using Shared Goals to Build Gateway Partnerships*



# 4

Gateway partnerships will be different in each gateway area because each area represents a unique physical landscape with its own set of landowners, leaders, residents, visitors, and stakeholders. The combination of partners in your gateway area, and the creativity, understanding, and motivation they bring to partnership efforts, will influence what is accomplished in your gateway area and what kind of future unfolds.

There will undoubtedly be opportunities for gateway neighbors to coordinate and collaborate on local and regional initiatives. If you and your neighbors have identified shared goals and are interested in building new partnerships to carry them through, you will be ready to take advantage of opportunities as they present themselves—and you can create your own opportunities.

Many of the actions you propose and the solutions you find will be unique—a result of the special resources, opportunities, and challenges in your area. Some of your other initiatives may be similar to those tried or adopted in other gateway areas. Below is a list of some of the very broad-based goals common to many gateway areas. Each of these goals is brought to life in a Partnership Profile featuring gateway neighbors from around the country who formed successful partnerships to implement their shared goal. Perhaps a few of these profiles will spark an idea or suggest a model for building partnerships in your gateway area.

### **Goals Commonly Shared by Gateway Neighbors**

- Collaborate on Economic Development Opportunities and Incentives
- Educate Neighbors and Orient Visitors
- Develop a Regional Voice
- Promote and Participate in Regional Planning Efforts
- Collaborate on Regional Transportation Solutions
- Promote Environmental Resource Education and Stewardship
- Fuel Gateway Initiatives
- Protect Natural and Cultural Systems
- Link Recreational Resources

## Shared Goal

# Collaborate on Economic Development Opportunities and Incentives

### Gateway Community

Columbia, North Carolina

### Action Initiative

Develop ecotourism as a means of providing economic development opportunities while protecting natural, cultural, and historic resources

### Gateway Partners

Tyrrell County and the Town of Columbia, The Conservation Fund, the Pocosin Lakes National Wildlife Refuge (U.S. Fish & Wildlife Service), the Tyrrell County Community Development Corporation, the Tyrrell County Youth Conservation Corps, Partnership for the Sounds, University of North Carolina, North Carolina State University

### Partnership Work

Tyrrell County and the Town of Columbia are located in eastern North Carolina, in an area rich in natural and cultural resources but limited in economic opportunities. In 1990, Tyrrell County and Columbia capitalized on the creation of a 49,000-acre Pocosin Lakes National Wildlife Refuge and an ongoing downtown revitalization by seeking to “capture” some of the two million visitors who passed through town annually on their way to the beaches of the Outer Banks. Through a visioning process, citizens of Columbia and Tyrrell County devised a plan for nature-based tourism that allowed for increased economic opportunities while preserving the qualities of life and resources residents enjoy. The following major elements of the Tourism Plan have been carried out as a result of the hard work and participation of local residents, state and federal agencies and organizations, as well as the generosity of several state and national foundations:

- The Scuppernon River Greenway was created along Columbia’s waterfront as a green “infrastructure” and framework for ecotourism opportunities in and around the area. It includes a network of bike, canoe, and walking trails and highlights and interprets many of the region’s natural, cultural, and historic resources



**“The Tyrrell County project has been particularly successful because of an influx of funds, new energies, people and ideas along the way that bring fresh energy, reviving the process along the way for the long haul.”**

Page Crutcher  
The Conservation Fund

- The Center for the Sounds, a regional environmental education center and the new headquarters for the Pocosin Lakes National Wildlife Refuge, is under design and will be built along the Scuppernong River in downtown Columbia to serve as a focal point and resource center. The Youth Corps has built a boardwalk leading from this site that provides access to and interpretation of the surrounding wetland and blackwater riverine habitat and ecosystem
- The nonprofit Tyrrell County Community Development Corporation was created as a way of empowering local residents to carry out this nature-based tourism initiative. The corporation allows residents a means of implementing their vision and carrying out related projects, with a focus on benefiting the local community
- The Tyrrell County Youth Conservation Corps was formed to provide job training opportunities for area youths and to begin building the town's nature-based tourism infrastructure
- The North Carolina Department of Transportation built a rest stop and a welcome center for visitors to Columbia. The center provides visitors with an opportunity to learn about the area's rich natural and cultural history

## Shared Goal

### Educate Neighbors and Orient Visitors

#### **Gateway Community**

Greenwater, Washington

#### **Action Initiative**

Pool gateway resources to provide and staff a visitor center to orient and inform travelers and visitors to the gateway area's national forest, national park, ski resort, state forest, scenic byway, and the gateway community

#### **Gateway Partners**

Friends of the Upper White River Valley, businesses and charter community members, Mount Baker-Snoqualmie National Forest, Mount Rainier National Park, Northwest Interpretive Association

#### **Partnership Work**

The hamlet of Greenwater, Washington, is bisected by a scenic highway leading to a destination ski area, Mount Rainier National Park, Mount Baker-Snoqualmie National Forest, and state-owned recreation lands. A Friends of the Upper White River Valley group initially formed to focus on finding solutions to visitor problems and the associated adverse effects on area businesses and recreational opportunities created by highway construction in the gateway area. Friends of the Upper White River Valley developed an area map and visitor's guide and offered it to all local businesses and chambers of commerce to distribute free to visitors. The Friends group, U.S. Forest Service, and National Park Service signed a cooperative agreement to operate an area visitor information center in the Greenwater area to provide community and regional recreation information to gateway visitors

The Forest Service donated a building to house the information center. Both the Forest Service and the Friends group donated time in renovating the facility. Northwest Interpretive Association provided all of the visitor information center's educational and



**"The visitor center is great for our community. It is a place where community members come together, roll up their sleeves, go to work and see something happen. Working with the park service, forest service and neighbors to provide visitors with useful information is something we can relate to and feel proud about."**

Bob Grubb  
Community Leader,  
Owner of Wapiti Woolies

retail materials, returning 15 percent of sales to the facility to help cover operating costs. Community members, the Friends group, and personnel from Mount Rainier National Park staffed the information center from May to September of the first year. An estimated 1500 hours were logged by volunteers

The visitor information center served 14,000 visitors in its first season of operation. The facility was so well received that the Friends group plans to operate the center next summer and is researching the possibility of remaining open all year



## Shared Goal

### Develop a Regional Voice

#### Gateway Communities

Greenwater and Elbe/Ashford, Washington

#### Action Initiative

Establish an information-sharing and problem-solving roundtable of diverse interests in the shared regional landscape, including two gateway communities, Mount Rainier National Park, Mount Baker-Snoqualmie National Forest, and Gifford Pinchot National Forest

#### Gateway Partners

Community members; Pierce County Executive Office and Pierce County Council; Pierce County Planning and Economic Development Departments; U.S. Congressional representatives; Washington State legislators; Mount Rainier National Park; National Park Service's Rivers, Trails, and Conservation Assistance Program; U.S. Forest Service; Washington Departments of Transportation and Natural Resources; Washington State Tourism Board; Crystal Mountain ski resort; chambers of commerce; Weyerhaeuser Company

#### Partnership Work

A roundtable sponsored by Congresswoman Jennifer Dunn was formed to share information on regional activities, trends, opportunities, and challenges affecting two gateway areas near Seattle, Washington. The roundtable has provided political and legislative support for the visions and goals developed at public workshops in Greenwater and Elbe/Ashford, Washington. This support specifically helps Pierce County give official recognition to these two communities as "gateway communities" in the county's Growth Development Plan. The roundtable has also provided support for a new visitor information center, involved public and private interests in partnership efforts on road construction projects, and addressed local land-use issues.



**"It was exciting to witness, as the Roundtable process went forward, such a remarkable, collaborative, partnership effort by so many agencies, the private sector and citizens. During the community forums, there was a sense of true democracy—citizen's working together, developing a vision for their area's future."**

Dick Larsen, Manager  
Special Projects  
(1993-1995)  
Congresswoman  
Jennifer Dunn

## Shared Goal

### Promote and Participate in Regional Planning Efforts

#### Gateway Communities

North Smithfield, Woonsocket, Cumberland, Lincoln, Central Falls, Smithfield, Burrillville, and Pawtucket

#### Action Initiative

Bring together the Rhode Island communities within the Blackstone River Valley National Heritage Corridor to discuss planning and design strategies for their section of the Corridor

#### Gateway Partners

Blackstone River Valley National Heritage Corridor Commission, nine local governments, Northern Rhode Island Economic Development Partnership, Inc., Blackstone River Valley Development Foundation, chambers of commerce, planning board members, business owners, developers, elected officials and the Private Industry Council of Rhode Island

#### Partnership Work

Known as the “Birthplace of America’s Industrial Revolution,” the Blackstone River Valley National Heritage Corridor is located along the Blackstone River in Rhode Island and Massachusetts. Congress established the Blackstone River Valley National Heritage Corridor Commission, which consists of a 20-member board with representatives from Rhode Island and Massachusetts, three state agencies, and the National Park Service, to assist in protecting and promoting the Corridor.

A \$50,000-commitment by the Blackstone River Valley National Heritage Corridor Commission encouraged widespread participation in visioning workshops in Rhode Island communities. The goal of the workshops was to encourage individual communities to seek ways to enhance their regional landscape, using a combination of individual and comprehensive planning and historic preservation



**“...we were caught up in the power of the concept, and we found ourselves wanting to give back as much as we possibly could, not only to our own individual projects, but for the success of the Corridor overall. It is a good feeling, frankly, when you hear people say, these concepts and ideas are what we would like to see, and we can do this because these are not naïve ideas, they are wonderful ideas that we can build piece by piece.”**

Wilfrid L. Gate  
President, East Providence  
Chamber of Commerce

efforts and strategic economic planning. A series of “vision panels” was created for each community, which eventually became the guiding principles for the enhancement and unification of the river valley. The vision panels offered each community a chance to “see” what their unique place would look like if their vision was realized, thereby motivating citizens to take action.

Results of the visioning effort include a \$150,000 grant to the Northern Rhode Island Economic Development Partnership from the Economic Development Administration to pursue implementation. Evidence of the plan’s recommendations can be seen throughout the Corridor in the development seven new parks; protection of two of the river valley’s most historic roads and bridges from road widening; completion of the Blackstone Bikeway Plan; downtown revitalization of Woonsocket and Pawtucket (two of the largest cities in the valley) based on historic preservation, interpretation, and their connections to the river; and the adoption of a unique and coordinated identity system that recognizes the Blackstone River Valley as a special place with signs and publications that highlight the river valley’s heritage.

## Shared Goal

# Collaborate on Regional Transportation Solutions

### Gateway Community

Springdale, Utah

### Action Initiative

Provide a shuttle system to remove automobile congestion in Zion National Park and the town of Springdale, Utah, while maintaining a quality park visitor experience and enhancing community relationships

### Gateway Partners

Town of Springdale, Zion National Park, Zion Natural History Association, Utah Department of Transportation, local residents and businesses

### Partnership Work

Large numbers of visitors and traffic gridlock in Zion Canyon in Zion National Park, Utah, sparked a cooperative effort, now underway, to provide a transportation system that includes 32 shuttle buses, designated parking areas, and a new Visitor Center with parking spaces for 450 vehicles. Visitors staying in Springdale may park and board a double-loop shuttle system which makes several stops in town before dropping visitors at the Visitor Center, located at the south entrance to Zion National Park. From there, visitors can travel another loop through the park. The Visitor Center is centrally located and serves as a major orientation point for visitors to learn about park resources, get information on concessionaire services, and pick up backcountry permits

The new shuttle system represents a cooperative venture in funding. Budget requests for National Park Service funding over five years are \$18 million for construction of shuttle stops, the Visitor Center, maintenance facilities, site rehabilitation, interpretive exhibits, a bicycle trail, and purchase of shuttle buses. The Town of Springdale has been awarded \$450,000 from the State of Utah's Intermodal Surface Transportation Efficiency Act (ISTEA)



**“What makes our partnership so successful is our shared recognition that providing a quality of experience for the visitor while protecting our natural resources enables both the town and the park to fulfill our missions. The genuine friendship for our community expressed by the Superintendent and staff at Zion National Park, when combined with Springdale residents’ deep appreciation for the Park, facilitates a continuing dialogue, grounded in trust and mutual respect, with a creative synergism that bodes well for Zion Canyon and the future of our partnership”**

Phillip Bimstein  
Mayor, Town of Springdale

enhancement funds for construction of shuttle stops and contact stations and another \$500,000 ISTE A grant for streetscaping improvements. Zion Natural History Association will provide significant funding toward the construction of the Visitor Center (which will include a sales area for the Association) and \$50,000 in companion funds to support the shuttle stop construction funded by ISTE A. The Utah Department of Transportation and the National Park Service are both providing design services for contact stops and facilities. Operation of this cooperative shuttle system will be economically feasible through collection of a visitor transit fees

## Shared Goal

# Promote Environmental Resource Education and Stewardship

### **Gateway Community**

Sunriver, Oregon

### **Action Initiative**

Develop a learning and service center to provide environmental education to residents of and visitors to a resort community, and to provide environmental management services to the community

### **Gateway Partners**

Sunriver master developer, Sunriver Nature Center, Sunriver Owner's Association, and individual Sunriver community members and businesses

### **Partnership Work.**

Sunriver, Oregon is a planned 3,300-acre residential and resort community in Central Oregon, adjacent to Deschutes National Forest, Newberry National Volcanic Monument, and near Mount Bachelor Ski and Summer Resort.

Developed by the master developer, this initiative established an educational and service center to promote sound stewardship of Sunriver's natural environment. The developer involved a naturalist in the master-planning process who helped identify critical lands (i.e., wetlands, meadows, and ponds) that should be developed for certain uses or set aside as wildlife preserves. Designated access points, sites for interpretive facilities, and land and "seed" money for a Sunriver Nature Center were also included in the plan. Residents of the resort community formed a nonprofit organization to build and develop the current Nature Center and its observatory and other facilities. As the community evolved, the Nature Center transitioned from a master developer project to the private, nonprofit corporation it is today.

Sunriver Nature Center was incorporated as a private, nonprofit organization in 1982. It occupied its current



**"The Nature Center's partnership with the community has succeeded over the years as a result of favorable circumstances stemming from the vision of the developers who wanted to develop and maintain 'a community in which people and community coexist,' and through the intelligence and dedication of my two brilliant predecessors who, with the support of the community, realized that vision."**

Les Joslin  
Executive Director,  
Sunriver Nature Center

eight-acre campus in 1984, built an astronomical observatory in 1991, and an educational and performing arts center in 1992, and continues to develop its interpretive and educational facilities and programs. Its mission is “to promote a balanced relationship between human activity and the natural environment in Sunriver and Central Oregon through environmental education and management.” In working to meet this goal, the Nature Center conducts habitat restoration and wildlife rehabilitation programs, provides educational and interpretive programs and exhibits, and operates an astronomical observatory. It also supplies information on native landscaping and wildland fuels and forestry management practices to the entire Sunriver community. In addition, staff at the Center conduct research as part of these programs and operate a thrift shop. Sunriver’s master developer provided early funding for the Center. Today, with an annual \$200,000 plus operating budget, the Center is supported by admission fees, membership dues, donations and grants, contracting its professional services, and proceeds from the volunteer-staffed thrift store.

## Shared Goal

### Fuel Gateway Initiatives

#### **Gateway Community**

Citizens along U.S. Highway 2 near Glacier National Park, Montana

#### **Action Initiative**

Prepare a local land-use plan that will protect environmental values, a rural lifestyle, and provide for well-planned growth

#### **Gateway Partners**

Canyon Citizen Initiated Zoning Group, Montana Department of Highways, World Wildlife Fund, Flathead County, Burlington Northern Railroad, Flathead Economic Development Corporation, U.S. Forest Service, and National Park Service

#### **Partnership Work**

Landowners living in the canyon that forms the western entrance to Glacier National Park came together to form the Canyon Citizen Initiated Zoning Group. Their goal was to prepare a locally driven land-use plan that would protect environmental values, preserve their rural lifestyle, and provide for well-planned growth. Partnership contributions and grant-writing expertise raised more than \$60,000 to help fund a consultant to work with this group to develop its plan during a two-year period. In addition, Glacier National Park supported the planning process with technical assistance that included use of the GIS system and provision of resource data. Flathead National Forest contributed office space and additional resource information.

Flathead County has adopted the Canyon Plan as an amendment to the County Master Plan, and implementing regulations have been adopted for two-thirds of the canyon area. The plan meets the original goals of



**"The partnership was successful because of the mutual interest Glacier National Park and its private neighbors both have in taking care of the environment they share. The allure of the Park, the tourism it draws, is the economic pulse of its neighbors. Yet the Park's magnetism for growth and touro-development jeopardizes its own very health, which, in turn, imperils the vitality that we neighbors hope to sustain.**

**Good neighbors have to focus on the future, recognize troublesome trends, and deal with them together to avert discord and disintegration. I feel good that we did that. It was the pace of growth among and around us that triggered the energy and concern."**

Bill Dakin  
Flathead County  
Planning Board  
West Glacier, Montana

the initiative by establishing minimum-acreage limits for future subdivisions, defining incompatible businesses, and encouraging the maintenance of open space through incentives for cluster development. The plan allows for continued communication by providing for three neighborhood groups to advise Flathead County on proposed developments that fall within the scope of the Canyon Plan. It also continues partnership efforts by providing for a natural resource advisory committee that includes local citizens and land managers from Flathead National Forest and Glacier National Park.

## Shared Goal

### Protect Natural and Cultural Systems

#### Gateway Community

McAllen, Texas

#### Action Initiative

Hold a wildlife photography contest to raise the awareness of the value of preserving wildlife habitat, and to recognize the integral part private lands play in a larger natural ecosystem

#### Gateway Partners

Valley Land Fund, U.S. Fish and Wildlife Service, private landowners, Frontera and National Audubon Society, local media stations, business owners, and individual community members

#### Partnership Work

McAllen, Texas, is located within the Lower Rio Grande Valley on the Texas-Mexico border. With more than 100 endangered, threatened, and peripheral (those which occur only in this part of the United States) species, the valley is one of the most ecologically diverse areas in the United States. The Rio Grande Valley National Wildlife Refuge, Rio Grande-Bentsen State Park, and large private ranches provide habitat for this diversity of plant and animal life; however, severe habitat destruction has occurred as a result of agriculture, industry, and urban development.

As a means of getting private landowners—primarily ranchers and farmers—to support the idea that their land and the habitat it provides for endangered species is part of a larger ecosystem and worthy of protection, a wildlife photography contest matched landowners with photographers. Landowners provided more than 200,000 acres of private land for photographers to access to photograph wildlife. The \$100,000 prize money was shared 50/50 between the winning landowner-photographer team. Funding for the awards came from local business and individual sponsorships and entry fees from photographers and landowners. The photographs were exhibited and enjoyed by thousands of residents, thereby raising awareness of the region's wildlife diversity and



**"The common bond between landowner and photographer is our shared appreciation for seeing wild things and knowing we are a part of the partnership focused on conserving the unique brush country along the Texas/Mexico border."**

Larry Ditto,  
U.S. Fish and  
Wildlife Service,  
Rio Grande Valley  
National Wildlife Refuge

environmental issues related to habitat destruction. Contest photos were also collected and published in a high-quality book.

In addition to encouraging landowners to maintain diverse wildlife habitat, the photography contest sparked other activities. Images of the diverse wildlife were used in educational efforts and to promote the area. Businesses benefited from the visibility offered by sponsorship of the contest and subsequent activities and from direct sales of products and services resulting from the contest. A regional curriculum is being developed for natural science education and will be integrated local history and culture topics.

## Shared Goal

### Link Recreational Resources

#### **Gateway Community**

Methow Valley, Washington

#### **Action Initiative**

Establish a community trail system

#### **Gateway Partners**

Methow Institute Foundation (MIF), Methow Valley Sports Trails Association (MVSTA), U.S. Forest Service, Washington Department of Fish and Wildlife, Okanogan County, and more than 82 private property owners, including Arrowleaf Resort and Sun Mountain Lodge

#### **Partnership Work**

The partnership's vision was to enhance the Methow Valley's emerging recreation-based economy by creating a planned landscape of trails, inns, and open spaces that would not disturb the valley's beauty and way of life. The key to accomplishing the goal was to tie the upper and lower valley together via "the Methow Trail"—a multi-use trail system that would wind through the valley and create a greenbelt linking two rural towns. The trail could be enhanced by allowing small inns to locate along the system and providing public access at many different places.

In the spring of 1990, MIF began formalizing the work of a number of local residents who had been working toward creating this 26-mile community trail system. Work included writing a grant proposal to the state for construction funds. With the aid of a \$239,000 grant from the state (using the value of deeded right-of-ways from private landowners as matching funds), and with key trail linkages provided on U.S. Forest Service and Okanogan County lands, the Methow Trail is now nearly complete.

The Methow Trail connects the towns of Winthrop and Mazama along the valley floor and forms the spine of the



**"On our shoestring budget we have helped bring about good works in our community by pulling together coalitions of diverse conservation and business interests for the support of common goals. In fact, we discovered an advantage to having a limited operation budget: it guarantees that we will be partners with others in the community to make projects work."**

*John Hayes, Director,  
Methow Institute  
Foundation*

valley's internationally acclaimed 110-mile machine-groomed Nordic trail system for winter cross-country skiing, Arrowleaf Resort has become an active partner by constructing the Methow Trail through the first phase of the resort development. The resort has proposed that it complete the final section of the trail, which will eventually link it with the Pacific Crest Trail. During spring, summer, and fall, the trail system attracts many hikers and mountain bikers.

Trail planning, event programming, administration, ticket/pass sales, and maintenance (including wintertime Snowcat grooming) are performed by the Methow Valley Sports Trails Association, a private nonprofit group established for this purpose. The trail system is open to the public. Winter users pay a fee for trail grooming for this extensive community trail system.



## *Where You Can Go For More Help*

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*THIS CHAPTER IS A COLLECTION of resources with which we are familiar that may complement your efforts in carrying out the Gateway Partnership Process. These resources can help answer questions, provide technical or financial assistance, and offer general support for your visioning work and development of your local initiatives. There are many more resources out there, so we encourage you to network and explore other sources for more information. Meanwhile, we hope this collection will provide some general direction and preliminary assistance.*

The resources that follow appear in two sections. The first is an alphabetical listing of mostly private, nonprofit national and regional organizations, agencies, institutes, and centers. Each entry includes an address, a brief description of purpose, and the services or products offered. If organizations have also written, published or distributed publications that focus on topics associated with the Gateway Partnership Process, we have included this information.

The second section offers a selection of publications and videos that provide background information in broad areas of interest such as community building, conflict resolution, fund raising, economic development, conservation techniques, historic preservation, and development in small towns. Use these references—and others—as you explore the changes affecting your gateway area and work to shape the future you desire.

## *Regional and National Resources*

### **American Architectural Foundation**

1735 New York Avenue, NW  
Washington, DC 20006-5292  
(202) 626-7500  
[www.aia.org](http://www.aia.org)

The American Architectural Foundation is a nonprofit organization whose mission is to inform the public about architecture. The foundation is engaged in education, research, and fund-raising and provides financial assistance for projects involving public buildings.

### **American Farmland Trust (AFT)**

1920 N Street NW, Suite 400  
Washington DC 20036  
(202) 659-5170  
[www.farmland.org](http://www.farmland.org)

AFT is a private, nonprofit conservation organization founded in 1980 to protect the nation's agricultural resources. Its action-oriented programs include public education, technical assistance in policy development, and farmland protection practices.

### **American Institute of Architects (AIA)**

1735 New York Avenue, NW  
Washington, DC 20006-5292  
(202) 626-7300  
[www.aia.org](http://www.aia.org)

AIA is a national membership organization of architects and allied professionals. State chapters and committees may offer technical assistance, and the College of Fellows has a grant program. The AIA National Bookstore sells books and distributes public information brochures. Call (800) 365-2724 for a catalogue or to place an order.

### **American Planning Association (APA)**

1776 Massachusetts Avenue, NW  
Washington, DC 20036  
(202) 872-0611  
[www.planning.org](http://www.planning.org)

APA is a national membership organization serving planners, professionals, and citizens involved in local planning (such as elected or appointed planning commissions). The APA Planners Book Service offers books and reports on a wide range of topics, including design review, economic development, historic preservation, housing, and zoning. For a catalogue or to place an order, call (312) 786-6344.

### **American Society of Landscape Architects (ASLA)**

4401 Connecticut Avenue NW, Fifth Floor  
Washington, DC 20008  
(202) 686-2752  
[www.asla.org/asla](http://www.asla.org/asla)

ASLA is a national membership organization representing landscape architects and professionals in related fields, such as planning, horticulture, architecture, and engineering. Local offices may

provide technical assistance and leads on other resources. Their bookstore (800-787-2665) sells books on a broad range of subjects, including the environment and community sustainability, land planning, and tourism.

### **The Aspen Institute**

Rural Economic Policy Program  
1333 New Hampshire Avenue, NW, Suite 1070  
Washington, DC 20036  
(202) 736-5800  
[www.aspeninst.org](http://www.aspeninst.org)

The Aspen Institute is an international nonprofit organization whose mission is to foster collaborative learning, leadership, and innovation in rural communities. Useful publications include:

*Designing Development Strategies in Small Towns. Glen Pulver and David Dodson (1992). An informative text providing information on how rural communities can obtain state assistance in community building and planning. Resource list included.*

### **Center for Rural Pennsylvania**

212 Locust Street, Suite 604  
Harrisburg, PA 17101  
(717) 787-9555  
[www.hbg.psu.edu/psdc/affiliates/state\\_agency/Center-for-Rural-Pennsylvania.html](http://www.hbg.psu.edu/psdc/affiliates/state_agency/Center-for-Rural-Pennsylvania.html)

A legislative agency whose mission is to promote and sustain the vitality of Pennsylvania's rural and small communities. Useful publications include:

*Zoning for Farming. (1995). A guidebook that provides instructions to municipalities on how to protect valuable agricultural lands.*

### **Community Sustainability Resource Institute**

P.O. Box 11343  
Takoma Park, MD 20913  
(301) 588-7227

A national nonprofit organization that supports cooperative, interdisciplinary initiatives to advance community sustainability at the local, regional, and national levels.

### **CONCERN, Inc.**

1794 Columbia Road, NW  
Washington, DC 20009  
(202) 328-8160

A national nonprofit organization dedicated to building public understanding of and support for programs, policies, and practices that are environmentally, economically, and socially sound by researching and promoting successful community initiatives.

### **Conflict Research Consortium**

University of Colorado  
Campus Box 327  
Boulder, CO 80309  
(303) 492-1635  
[www.colorado.edu/conflict/](http://www.colorado.edu/conflict/)

The consortium is a multidisciplinary program of research, teaching, and application focused on finding more constructive ways of addressing difficult, long-term conflicts.

**The Conservation Fund**

1800 N. Kent Street, Suite 1120  
Arlington, VA 22209  
(703) 525-6300

A national organization that protects land and provides technical assistance, loans, and small grants for trail, greenway, and land conservation projects.

**Conservation Technology Information Center**

1220 Potter Drive, Room 170  
West Lafayette, IN 47906  
(765) 494-9555  
ctic.purdue.edu/

A nonprofit, agriculture-based public/private partnership promoting the environmental and economic benefits of sound natural resource management. The Center offers information and referrals. It has also produced a series of guides for watershed partnerships, which illustrates community-based partnerships and natural resource issues as part of the national "Know Your Watershed" campaign the Center coordinates.

**The Countryside Institute**

P.O. Box 73265  
Washington, DC 20056-3265  
(202) 234-4773

A nonprofit organization that helps communities deal more effectively with change and work toward a sustainable future based on caring for the land, the people who live and work there, and their cultural heritage. The Institute's International Countryside Exchange program matches international teams of professionals with local residents in week-long studies to address local resource conservation and community and economic development opportunities.

**The Foundation Center**

79 Fifth Avenue  
New York, NY 10003  
(800) 424-9836  
fdncenter.org/

An independent service organization with regional offices that was established by foundations to provide an authoritative source of information about private philanthropic giving. A free Publications and Services Catalog is available. Useful publications include:

*The Foundation Directory, 9th Edition. The latest information on American foundations whose total assets exceed \$1 million, or whose annual grants total \$100,000 or more.*

**The Grantsmanship Center**

P.O. Box 17220  
Los Angeles, CA 90017  
(213) 482-9860  
www.tgci.com/

The Grantsmanship Center trains nonprofit organizations in grant writing, fund-raising, and using the Internet. Useful publications include:

*Whole Nonprofit Catalog. A free quarterly catalogue that offers articles on subjects related to fund-raising and nonprofit management, as well as advertisements for consulting and other technical assistance services available for nonprofits.*

### **Heartland Center for Leadership Development**

941 O Street, Suite 900  
Lincoln, NE 68508  
474-7667  
www.4w.com/heartland/

A nonprofit organization, the Center develops local leadership that is responsive to the challenges of the future. They provide resources and policies for the survival of rural communities, offer training opportunities, and conduct field based research related to leadership.

### **Institute for Conservation Leadership**

6930 Carroll Avenue, Suite 420  
Takoma Park, MD 20912  
(301) 270-2900

The mission of the Institute for Conservation Leadership is to train and empower volunteer leaders and to build volunteer institutions that protect and conserve the environment.

### **Internal Revenue Service**

1-800-TAX-FORM  
www.irs.ustreas.gov

Useful publications include:

Tax-Exempt Status for Your Organization. (Publication 557.) *This 40-page pamphlet contains practical instructions and detailed explanations of various legal issues relating to tax-exempt organizations.*

### **Jobs and Environment Campaign**

160 Second Street, 2nd Floor  
Cambridge, MA 02142-1502  
(617) 547-5321

Jobs and Environment Campaign is a nonprofit organization that was founded to create jobs that are good for people and the environment.

### **Land Trust Alliance**

1319 F Street, NW, Suite 501  
Washington, DC 20004-1106  
(202) 638-4725

Land Trust Alliance (LTA) is the national organization of land trusts. It provides services, educational programs, and publications about voluntary land conservation options to land trusts and other local land conservation professionals. Useful publications include:

Doing Deals: A Guide to Buying Land for Conservation. 1995. *Practical advice and guidance on land acquisition, including working with landowners, obtaining a survey and appraisal, and making environmental assessments.*

For the Common Good. 1992. *A video that uses three case studies to illustrate the benefits of conservation easements.*

Preserving Family Lands. 1993. Stephen Small. *Describes how landowners can protect their land for future generations. Provides detailed discussion of tax and estate planning issues.*

Starting a Land Trust: A Guide to Forming a Land Conservation. 1990. *Practical advice on how to get through the incorporation process and maintain tax-exempt status, how to establish a board of directors and recruit volunteers, and how to do effective fund-raising.*

**National Main Street Center**

National Trust for Historic Preservation  
1785 Massachusetts Avenue, NW  
Washington, DC 20036  
(202) 588-6219  
www.nthp.org

The National Main Street Center, a program of the National Trust for Historic Preservation, assists small towns with downtown historic preservation and economic revitalization.

**National Association of Development Organizations(NADO)**

444 North Capitol Street, NW  
Washington, DC 20001  
(202) 624-7806  
www.nado.org

NADO is a network of organizations, agencies, and businesses promoting economic development in rural areas and small towns by engaging in activities to create and maintain private sector jobs. NADO publishes special reports and offers training workshops.

**National Association of Towns and Townships**

1522 K Street, NW, Suite 730  
Washington, DC 20005  
(202) 624-3550  
www.natat.org

National Association of Towns and Townships is a federation of state organizations and individual communities. The Association provides technical assistance, education services, publications, and public policy support to local government officials in small towns and communities. Useful publications include:

Coping with Federal Requirements: A Small-Town Guide to Community Development Block Grants and Other Federal Programs. 1987.

**National Trust for Historic Preservation**

1785 Massachusetts Avenue, NW  
Washington, DC 20036  
(202) 588-6000  
www.nthp.org

National Trust for Historic Preservation is a national organization devoted to protecting America's historic buildings, neighborhoods, and landscapes. The trust offers regional and financial assistance. Useful publications include:

The Economics of Historic Preservation: A Community Leader's Guide. 1994. Donovan D. Rypkema.

Getting Started: How to Succeed in Heritage Tourism. 1993. *Book and video.*

Saving Place: A Guide and Report Card for Protecting Community Character. 1991. Phillip Herr.

**National Wildlife Federation**

8925 Leesburg Pike  
Vienna, VA 22184  
(703) 790-4000  
www.nwf.org

A national nonprofit organization whose mission is to educate, inspire, and assist individuals and organizations of diverse cultures to conserve wildlife and other natural resources.

### **Partners for Livable Communities**

1429 - 21st Street, NW  
Washington, DC 20036  
(202) 887-5990

Partners for Livable Communities promotes quality-of-life amenities, such as parks, restored historic areas, the arts and cultural institutions, as keys to economic and community development and as community problem-solving resources. The organization offers information, technical assistance, and connects community leaders with other experts. Useful publications include:

The Better Community Catalog: A Sourcebook of Ideas, People, and Strategies for Improving the Place Where You Live. 1989. Kathleen Hughes. *A good sampling of ideas, programs, and solutions for communities creating a better future. Resource list included.*

Culture Builds Communities: A Guide to Partnership Building and Putting Culture to Work on Social Issues. 1995. Kathy Booth. *Explains how the arts and cultural resources may become tools for community problem solving. Workbook style.*

State of the American Community: Empowerment for Local Action. 1994. Edited by Robert McNulty. *This publication has a broad focus, including finance, governance, and quality of life, and offers a lot of best-practices vignettes.*

### **Points of Light Foundation**

#### **(Formerly VOLUNTEER: The National Center for Citizen Involvement)**

1737 H Street, NW  
Washington, DC 20006  
(202) 223-9186  
[www.impactonline.org/points/](http://www.impactonline.org/points/)

Points of Light Foundation assists volunteer organizations and communities in reinforcing, expanding, and improving the effectiveness of their volunteer activities. Useful publications include:

The Grassroots Fundraising Book: How to Raise Money in Your Community. Joan Flanagan.

Planning for a Change: A Citizen's Guide to Creative Planning and Program Development. Edited by Tracy D. Connors.

What Volunteers Should Know for Successful Fundraising. 1982. Maurice G. Gurin

### **Program for Community Problem Solving**

915 Fifteenth Street, NW, Suite 601  
Washington, DC 20005  
(202) 783-2961  
[www.ncl.org/ncl/](http://www.ncl.org/ncl/)

An organization offering training and presentations in negotiation and collaboration skills, facilitation, and mediation.

### **Rivers, Trails, and Conservation Assistance(RTCA)**

#### **National Park Service**

909 First Ave.  
Seattle, Washington 98104  
206-220-4113

RTCA is a partnership program of the National Park Service with offices throughout the country. Its mission is to advocate and assist community-based conservation action, especially in helping to build partnerships among citizens, government, and grassroots organizations. RTCA provides technical assistance to citizens in their efforts to protect places that give special meaning and character to their communities. Call for information about the office in your area.

**Scenic America**

21 Dupont Circle, NW  
Washington, DC 20036  
(202) 833-4300

Scenic America is a national organization devoted to preserving and enhancing the scenic qualities of America's communities and countryside. Useful publications include:

Signs, Signs: The Economic and Environmental Benefits of Community Sign Control. 1992. A video on the economic and environmental benefits of billboard control.

Trees Are Treasure: Sustaining the Community Forest. 1993. A video on the benefits of preserving trees in commercial and residential developments.

Visual Pollution and Sign Control: A Legal Handbook on Billboard Control. 1987. A publication that discusses the legal and practical issues in the control of outdoor signs and billboards.

**Small Business Administration (SBA)**

(800) 827-5722  
www.sba.gov.

SBA offers business counseling and training through the Small Business Development Center Program (SBDC), a partnership of the private sector, educational institutions, and federal, state, and local governments. SBDCs offer one-stop management and technical assistance to current and potential business owners and are open to all small business owners. SBA also operates the Service Corps of Retired Executives (SCORE), which matches volunteers with small businesses that need expert advice.

**The Sonoran Institute**

7290 East Broadway, Suite M  
Tucson, AZ 85710  
(520) 290-0828

The Sonoran Institute is a nonprofit organization dedicated to promoting community-based strategies that preserve the ecological integrity of protected lands, while at the same time meeting the economic aspirations of adjoining landowners and communities. Underlying the Institute's mission is the conviction that community-driven and inclusive approaches to conservation produce the most effective results.

**Trust for Public Land (TPL)**

116 New Montgomery Street, 4th Floor  
San Francisco, CA 94105  
(415) 495-4014  
www.lgc.apc.org/tpl

TPL is a nonprofit organization working nationwide to find compatible solutions for people and the environment. TPL specializes in conservation real estate, and applies its expertise in negotiation, public finance, and law to protect land for public use. Useful publications include:

The Conservation Easement Handbook: Managing Land Conservation and Historic Preservation Easement Programs. 1988. Janet Diehl and Thomas S. Barrett. *An excellent quick reference guide for conservation easement tools.*

**Urban Land Institute (ULI)**

1025 Thomas Jefferson Street  
Washington, DC 20007  
(800) 321-5011  
[www.uli.org/about/ulimain.htm](http://www.uli.org/about/ulimain.htm)

ULI is a nonprofit, nonpartisan research and education institute whose mission is to provide responsible leadership in the use of land and environment. They encourage and foster high standards of land use planning and real estate development. Useful publications include:

Economic Impacts of Land Development: Employment, Housing, and Property Values. 1976. Thomas Muller. *Useful information about the fiscal impacts of development.*

Making Community Meetings Work. 1996. Debra Stein. *This book is full of tips and advice on how to keep community meetings on track and deal with challenging situations. Written in a question-and-answer format.*

The Costs of Alternative Development Patterns: A Review of the Literature. 1989. James E. Frank. *This publication provides summaries and analysis of important studies on the costs of sprawl development.*

# Reading and Reviewing

A "Bottom Up" Primer: A Guide to Citizen Participation. 1993. Pam Bredouw and Robin McClelland. (Olympia, WA: State of Washington, Department of Community Development, Growth Management Division). *This short and simple publication is filled with ideas for encouraging citizen participation. It also has a list of "Tools from A to Z" that offers help on collecting and sharing information, tips on forming and chairing committees, and discussion of the role of the facilitator.*

Beyond the Rangeland Conflict: Toward a West that Works. 1995. Dan Daggett, in cooperation with The Grand Canyon Trust. Photographs by Jay Dusard. (Layton, UT: Gibbs Smith Publisher). *This illustrated book tells the inspiring stories of nine ranches that are working in cooperation with local land managers, community planners, environmentalists, and other concerned local residents to improve grasslands, save habitat, and maintain a rural way of life.*

Building Bridges Across Agency Boundaries: In Search of Excellence in the United States Forest Service. 1994. Julia M. Wondolleck and Steven Yaffee. *Contains lessons learned and recommendations on how to forge successful "bridges" between the Forest Service and surrounding communities. Thirty-five case studies on successful partnership efforts are included. Available from Pacific Northwest Research Station, (206) 553-7818.*

Community and the Politics of Place. 1990. Daniel Kemmis. (Norman, OK: University of Oklahoma Press.) *This is a book by the mayor of Missoula, Montana, on the benefits of community building and developing a sense of place.*

1997 Conservation Directory. National Wildlife Federation. (Vienna, Virginia). *A resource book that brings together information about more than 2600 conservation organizations and agencies working on the state, national and international levels to protect the natural environment.*

Creating Successful Communities: A Guidebook to Growth Management Strategies. 1990. Michael Mantell, Stephen Harper, and Luther Propst. (Washington, DC: Island Press). *This book provides strategies for effective participation in growth-management decision making, and discusses a wide range of tools and techniques for preserving natural, scenic, and cultural resources.*

Environmental Partnerships: A Field Guide for Nonprofit Organizations and Community Interests. (Dryden Press) *This booklet presents formal agreements and documents necessary for forming partnerships. Other technical details include preparing a work plan, budget, and a memorandum of understanding, as well as developing fund-raising and financing expertise. Call (800) 782-4479.*

The Geography of Nowhere: The Rise and Decline of America's Man-Made Landscapes. 1993. James Howard Kunstler (New York, NY: Simon & Schuster). *This book is a clarion call to Americans to reinvent the places they live and work. Describes what's wrong with so much of our current development patterns.*

Get that Grant: Grantwriting from Conception to Completion. 1989. Barbara Bader and Steven Carr. Available from Community Systems, P.O. Box 516, Bozeman, MT 59771-0516; tel. (406) 587-8970.

Getting Funded: A Complete Guide to Proposal Writing, 3rd Edition. 1988. Mary Hall (Portland, OR; Portland State University). *This is a helpful reference on the proposal-writing process.*

Getting to Yes: Negotiating Agreement Without Giving In. 1991. Roger Fisher and William Ury. (New York, NY: Penguin). *This popular book offers a step-by-step process for resolving conflict and achieving mutually acceptable agreements.*

Greenways for America. 1990. Charles E. Little (Baltimore and London: The Johns Hopkins University Press). *This book describes how greenways provide paths for recreation and link a region's traditional parks and open spaces. The book explains the ecological, economic, and social benefits of greenways. Filled with maps and color photographs. Available through The Conservation Fund (703) 525-6300.*

Greenways: A Guide to Planning, Design, and Development. 1993. Loring Schwarz, Chuck Flink and Bob Searns. (Washington DC: Island Press). *This is a "how to" guide for planning and designing greenway projects. The manual takes a step-by-step approach to greenway development and addresses many issues that face greenway planners and designers. Available through The Conservation Fund (703) 525-6300.*

Innovative Tools for Historic Preservation. 1992. Mary Morris (Chicago, IL: American Planning Association). *This book shows how communities have used nontraditional techniques, such as conservation districts, downzoning, and tax and financial incentives, to meet historic preservation objectives.*

Land Conservation through Public/Private Partnerships. 1993. Eve Endicott (Washington, DC: Island Press). *This book offers an informative overview of federal, state, and local partnerships and how to finance these relationships. Includes chapters on financing open space, case studies, and assesses the benefits and drawbacks of each technique.*

Managing Change in Rural Communities: The Role of Planning and Design. National Endowment for the Arts and the U.S. Department of Agriculture's Natural Resources Conservation Service. *This free booklet discusses how rural communities can improve local resources and promote sustain able development with landscape architectural assistance. To order, call (800) 843-7645.*

Managing Development in Small Towns. 1984. David J. Brower, Candace Carraway, Thomas Pollard, and C. Luther Propst. (Chicago, IL: American Planning Association Press). *This book provides a comprehensive overview of growth-management measures, including techniques based upon local land acquisition, public spending, taxation, and regulatory powers. Offers tangible guidance in assessing the need for growth management and in implementing specific techniques.*

Nature Tourism. 1993. Tensie Whelan. (Washington, DC: Island Press). *This book was written for communities exploring the potential of the nature tourism industry.*

Planning the Green Zone. 1994. National Park Service and EDAW, Inc. (Washington, DC: Government Printing Office). *This report outlines a process for prototypical design of an environmentally and economically sustainable gateway community.*

Preparing a Historic Preservation Plan. 1994. Bradford White and Richard Roddewig. (Chicago, IL: American Planning Association). *This book explains how to prepare a plan to protect historic resources. Examines 10 essential elements of a preservation plan. Uses numerous case studies and examples.*

Rural by Design: Maintaining Small Town Character. 1994. Randall Arendt. (Chicago, IL: American Planning Association). *This book discusses practical and creative land-use planning techniques for preserving open space and community character. Uses case studies to show how communities across the country have successfully used these techniques.*

Rural Environmental Planning for Sustainable Communities. 1991. Frederic O. Sargent, Paul Lusk, José Rivera, and María Varela. (Covelo, CA: Island Press). *This planning approach encourages rural citizens to plan for their area's economic development and conservation based on the land's carrying capacity. Technical advice and case studies on conducting resource inventories, determining public goals, and general planning principles are included.*

Saving America's Countryside. A Guide to Rural Conservation. 1989. Samuel N. Stokes with A. Elizabeth Watson. (Baltimore: Johns Hopkins University Press). *A reference guide and "how-to" manual that offers a comprehensive, step-by-step guide to protecting natural, historical, scenic and agricultural resources in rural communities. Includes 28 case studies.*

Saving Face: How Corporate Franchise Design Can Respect Community Identity. 1994. Ronald Lee Fleming (Chicago, IL: American Planning Association). *This book offers a comprehensive look at how communities can advocate for franchise design that respects local architectural character. Includes numerous case studies and color photos.*

Sign Regulation for Small and Midsize Communities. 1989. E. D. Kelly and Gary Raso. (Chicago, IL: American Planning Association). *This book explores the major issues in sign regulation: enforcement of regulations, sign location, size and design, and control of nonconforming signs.*

Small Town Bound. 1996. John Clayton. (Franklin Lakes, NJ: Career Press). *This book is aimed at people hoping to move from a metropolitan area to a small town.*

Taking Charge: Successful Models for Scenic Towns and Highways. 1996. *A slide show and notebook discussing the processes, land-use decisions, and design alternatives used by communities across the United States that have preserved the natural, cultural, and scenic character of their towns and highways. To obtain a free loan copy of the slide show, call the Rivers, Trails, and Conservation Assistance Program at (206) 220-4122.*

Towards Managing Growth in Washington: A Guide to Community Visioning. 1991. (Olympia, WA: State of Washington, Department of Community Development, Growth Management Division). *This booklet offers a useful short description of a visioning process, including detailed forms and worksheets, two sample questionnaires, and very brief sample statements for vision, goals, and work programs.*

Tree Conservation Ordinances, 1993. Christopher Duerkson. (Chicago, IL: American Planning Association). *This extensively illustrated report shows how to establish the value of trees and how to craft an ordinance to protect them. It explores the politics and practice of tree conservation.*

Visions for a New American Dream: Process, Principles and an Ordinance to Plan and Design Small Communities, 1993. Anton Nelessen. (Princeton, NJ: Nelessen Associates). *This book outlines a seven-step planning and design process for creating three basic types of traditional small communities: hamlets, villages, and neighborhoods. Describes the Visual Preference Survey and other community-visioning techniques in detail.*

*Notes*



# Building Gateway Partnerships



## A Process for Shaping the Future of Your Community

The Gateway Partnership Process presented in this notebook can help you address concerns and ideas you have for the future of your community and surrounding area. Four key steps outline a process designed to first bring you together as a community to define your own needs and desires, and then to interact, cooperate, and collaborate with gateway neighbors to achieve shared goals within the community and within your regional landscape.

Written by Sue Abbott and Sally Sheridan; Rivers, Trails, and Conservation Assistance (RTCA) Program, National Park Service, Seattle, Washington. RTCA is a partnership program of the National Park Service whose mission is to advocate and assist community-based conservation action. For more information about Building Gateway Partnerships, please call (206) 220-4116 or (206) 220-4122.

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## Order Form

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