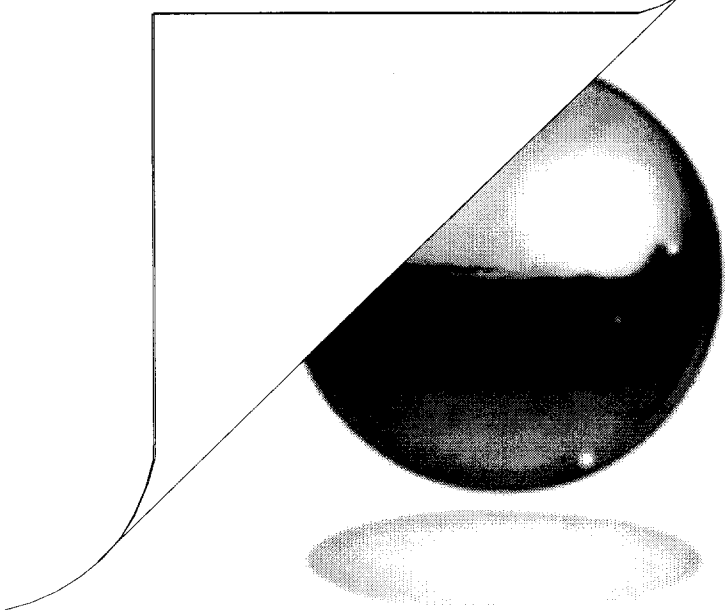
Visioning the Future

A Resource Guide for Community Visioning and Implementation

East Central Florida Regional Planning Council
June 1997



On Planning Challenges

This document was prepared for use in the Planning Challenges seminar on visioning. The East Central Florida Regional Planning Council began holding its Planning Challenges seminars in 1993 to provide educational opportunities f or local government planning staff and officials, as well as the many other professions that participate in land and resource planning. The seminar program is conducted jointly with the Florida Institute of Government at the University of Central Florida. Past seminars have focused on economic development, transportation, environment, housing and other planning issues. Speakers come from the private and public sectors, from all around the state and occasionally from out-of-state. Seminars are held four times each year.

Planning '97 Challenges

Land and resource planning seminars

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About This Resource Guide

For the past few years, visioning has become a popular technique used by local governments to assess what residents want for their community. This Planning Challenges seminar on visioning showcases several visioning efforts in central Florida, as well as one in Jacksonville and one in Chattanooga, Tennessee. Through those programs we hope to illustrate the reasons for visioning, the techniques that have proven successful, and some of the benefits of visioning.

A number of visioning manuals have been published in recent years by groups such as the ones profiled at this seminar. Rather than writing another "how-to" manual to compete with the excellent resources already available, this manual provides summaries of visioning activities that have taken place in Florida and throughout the country in recent years and lists the resources already available to anyone interested in visioning. It is intended to give the reader a starting point from which to plan their visioning exercise.

The first section of this guide outlines the components of a visioning process, using local, state and national examples to illustrate various visioning methods and techniques. The second section summarizes several visioning efforts around the country. The last section, *Resources for Visioning,* lists the speakers from the Planning Challenges Seminar and additional sources for visioning information.

Introduction

You've heard about this thing called visioning, and you're wondering just what exactly it's all about. Following is a brief explanation of visioning — its purpose, some common processes used, and tips from communities that already have completed a visioning effort. We hope this guide makes the process clearer to you.

Visioning can be a powerful tool for a community, provided it is done well. The *Planning Challenges* seminar and this guide should help you to ensure your visioning process is successful.

What is visioning?

Every community has a vision of its common future, whether it knows it or not. Articulating that vision, identifying challenges and issues facing the community and deciding on a course of action to bring about a desired future is the object of a visioning process.

Some visioning processes start with general questions and cover a broad range of topics, allowing the community to identify through the visioning process those issues it deems critical to its quality of life. Other processes have been more directed, aiming to reach consensus on specific issues outlined at the beginning of the process. What a community accomplishes with its visioning processes depends on the way the process is designed.

Why would we want to do visioning?

Visioning can answer some questions about the future of our community. It can increase public involvement in planning for the future, and it can build awareness of what can be done to enhance a community's quality of life. It can set direction for a community, and it can increase volunteerism among the community's residents.

Who can do visioning?

While visioning often is part of a community's planning program, it doesn't always have to be a government-supported and directed process. In fact, some communities proudly emphasize that a visioning process was not initiated by local government, but was instead a grass-roots venture. However, it is generally accepted that having the support of local elected officials is important to the success of the process. Local governments also are often sources of financial or technical support, even for grass-roots processes. Some visioning processes, if they involve one commission district, might be sponsored by one local commissioner. Some visioning processes have started in a local government's planning department, as part of a strategic planning process. Visioning processes also can be regional, covering an entire metropolitan area rather than one community. Two of the processes profiled in this guide are regional processes — Atlanta and Denver.

How do we do visioning?

There are many approaches that can be used, alone and in combination, to achieve the desired outcome. Whatever methods are used, it is generally agreed that designing the

entire process up front is a necessity. Many visioning processes start with some kind of civic forum designed to elicit answers from the participants to questions about the community's future. Whether they're called town meetings, public workshops or community conversations, these meetings are held to give the public an opportunity to share their ideas. In order to give everyone a chance to speak and to give some structure to the discussion, these meetings are often facilitated — that is, trained facilitators lead participants through a discussion designed to answer specific questions about the community's future. Such questions are general in nature, focusing on the things residents like (or don't like) about their community, or the things they would like to see happen to improve the community's quality of life.

Another technique, one that is becoming more common, is a *Visual Preference Survey*. Ponte Vedra Beach, one of the communities profiled in this guide, used a visual preference survey in their visioning effort. This technique involves showing photographs of residential, commercial, natural and other areas to workshop participants and assessing their reactions to them.

Who do we involve in visioning?

Generally one of the purposes of visioning is to maximize citizen participation. Some visioning efforts start with a smaller group, perhaps major decision-makers in the community. Hillsborough County's visioning process started this way — they conducted interviews with decision-makers in various disciplines to get their ideas, and then took those ideas to the community to solicit public comment. Other efforts target the general population right from the start. Brevard and Lake counties' visioning efforts, and many other efforts across the country, were designed to facilitate public participation, by holding many workshops all over the target area (at community centers, public schools and other non-government buildings) at convenient times.

Many visioning programs solicit public comment at more than one point in the process. San Luis Obispo County's process started with community workshops, called *community conversations,* processed the information received at those workshops, and again asked for public input via a widely-circulated comment *card*. Brevard County's visioning process featured displays at area malls, designed to allow the public to comment on what had been said at community workshops and to volunteer to implement some of the community visions.

What comes out of a visioning process?

The level of specificity changes from one visioning process to the next, but generally what comes out of a visioning process is a sense of direction for the community. In some communities, this may take the form of a list of goals, general statements about the direction the community wants to go with regard to certain topic areas. Other processes go even further, developing action steps for each goal, and assigning agencies or civic groups the responsibility of implementing certain goals.

The development of benchmarks also is a common technique. Atlanta and Seattle both have developed benchmarks to measure progress in meeting community goals. Benchmarks are measurable statistics that tell the community how it is doing with regard to certain topics. For instance, percentage of students who graduate from high school might be one of the benchmarks that tells a community how well its education system is

performing. (The Florida Commission on Government Accountability to the People published a benchmarks report last year. For more information on that report, see the last section of this guide.)

How do we implement the vision?

Visioning can be an effective means to involve the community's residents in planning for their future. Visioning processes show citizens that they can have a voice in the planning of a community, and thus they can create excitement, a raised level of awareness, and increased civic activism in the community. But raised expectations can be a double-edged sword, because if the implementation phase of a visioning process is not well thought out, it will be difficult to keep the process alive, and the raised expectations will lead to disappointment and an increased level of cynicism, making involving the public that much harder the next time.

But implementation doesn't have to be difficult, not if you follow a few basic rules. The first rule, we've heard, is that you have to think about implementation from the very beginning of the visioning process. Whether your visioning product is a set of goals or something more specific, such as goals with objectives and action steps, someone has to implement them and keep track of what's happening with the vision. This is the second rule — someone, an individual or a group, should be assigned to keep track of the vision. This may be the same group that is charged with implementing some of the vision's action steps, or it could be the original Steering Committee that directed the visioning process itself. Fort Walton Beach formed a Vision Stewardship Committee specifically for this purpose. In Hillsborough, the Planning Commission monitors progress in achieving their vision, while a second group, Hillsborough Tomorrow, has taken it upon themselves to organize the groups working on the social service aspects of their vision.

Another common thread in successful visioning processes is some kind of regular reporting to the community about the progress being made. Keeping the vision alive in the community's thoughts is an important aspect of implementation. Many of the profiled communities do annual reports that summarize progress made. Atlanta's report lists milestones the effort has reached. Hillsborough discusses the visioning effort on its monthly public access television show. The benchmarks mentioned earlier are one way to provide regular progress reports that are easy to understand and interpret.

Implementation can take many forms, including amendments made to the local government's comprehensive plan or land development regulations, development of programs to educate young people about their community, or developing collaborative groups to work on issues that affect more than one community. Implementation activities depend on the nature of the vision, but they are a vital part of the visioning process.

The following section of this report summarizes several recent visioning efforts in Florida and across the country.

Visioning Efforts Across the Country

Hillsborough County, Florida

From: *A Vision for the Future of Our Community*

Date: 1993

Process: The vision for this community was assembled from several sources over an 18-month period from 1992 to 1993. It started with an initiative from the Hillsborough County City-County Planning Commission, with Planning Commission department heads asked to comment on various topics concerning the future of the community. The next step was to develop a list of decision-makers in the community and to conduct one-on-one interviews with them. Information from 300 interviews was compiled into a report, and from there the Commission went to the community, asking for their ideas. As a final step in the public input process, the Commission held a Youth Conference, asking high school age people for their ideas. The visioning report resulting from the community's thoughts and ideas eventually was adopted as part of the County's comprehensive plan.

The vision document includes twelve goals that will help bring about the community's vision for the future. The twelve goals are:

Embrace Diversity • Strengthen Families and Social Services
Master Good Government • Recreate Thriving Neighborhoods
Provide Excellence in Education • Build Efficient Infrastructure
Produce Balanced Growth • Achieve a Safe Environment
Provide Effective Transportation • Cultivate Prosperity
Nurture a Healthy Environment • Foster a Sense of Place

A vision and several objectives are included for each goal. An example of the objectives is the following, under *Master Good Government: use technology to improve citizen involvement by making data available, fostering electronic town meetings, initiating instant electronic polling for local issues, and initiating electronic voter registration.*

Update: The vision document was completed in September 1993. Since that time much has happened in the community to further the vision. The Planning Commission, in its monthly planning show on the public access channel, has devoted a show to each of the vision goals, inviting people to discuss what's being done in the community to further that goal. Additionally, a group called *Hillsborough Tomorrow* has further refined the vision, particularly with regard to social issues. They've released a benchmarks report that measures progress in these areas. On the local government side, the vision plan resulted in many changes to the comprehensive plan and land development regulations, and a major investment study on a rail system has been undertaken in response to the transportation goal in the vision plan. The Planning Commission believes that one of the primary benefits of the visioning effort was

that it focused people on talking about the bigger issues, something that we don't generally do in our everyday lives. They also believe that the visioning program has been a catalyst — many changes have taken place in the community without being explicitly connected to the visioning effort.

Contact: For more information about Hillsborough's visioning effort, call Ray Chiaramonte at the Hillsborough City-County Planning Commission: 813/272-594O.

Ponte Vedra Beach, Florida

From: St. Johns County Commission District 4 Vision Project

Date: 1997

Process: The visioning project covered Commission District 4, which includes Ponte Vedra, North Beach (Vilano) and Palm Valley in St. Johns County. The County Commissioner for District 4 started the visioning project with a public meeting at a local library, which was attended by approximately 100 residents. A Steering Committee was formed to oversee and direct the process. Steering Committee members focused on five areas of concern: land use and environment, infrastructure, culture and leisure activities, local governance and finance.

The event that served as the kickoff for the visioning process was a Visual Preference Survey (VPS), a visioning tool designed to gauge individuals' perceptions of positive and negative images through a series of photographs. Participants express their reaction to photos of residential areas, roadways, commercial areas, office parks and other land uses. From a public perspective, one of the primary values of the VPS technique is that the images are easy to understand and they enable the community to readily identify what they like and do not like in planning for the future of their community. The result of the VPS input is reflected in the participants' scoring of images as being either positive or negative.

Approximately 70 people attended that workshop. Attendees were asked to serve on one of the five committees mentioned above. The committees worked for three months developing objectives and action steps for their topic area. Additionally, the Finance Group developed a decision matrix that will be used to prioritize the action steps within each objective.

Sample objectives/action steps:

Under infrastructure — Unify the community by constructing bike paths and landscaped pedestrian walkways which link residential areas to commercial and business areas, recreational activities and the beaches.

Under Governance — With residents' assistance, county government should implement a comprehensive, user-friendly information network for District 4.

Update: The County has asked the Steering Committee to stay involved in implementing the vision. Additionally, the County's planning department will incorporate the objectives and action steps into their planning activities. In early June the County Commission will take up the issue of providing bike paths and pedestrian walkways on the beaches.

Contact: Terry Virta, St. Johns County Planning Director, at 904/823-2470.

Fort Walton Beach, Florida

From: *Vision Plan for the City of Fort Walton Beach*

Date: 1994

Purpose: To develop a consensus Vision of what kind of community Fort Walton Beach should be in the future.

Process: Use public workshops to formulate the vision; then develop a series of implementation strategies to achieve the desired future.

Traditional planning involves projecting existing trends into the future in order to plan for the physical needs of the community. Visioning allows citizens to decide what kind of community they want, and the implementation strategies encourage development patterns that reinforce the vision.

The visioning process consisted of eight phases:

1. *Inventory and Analysis:* A review of all existing data and past planning studies, and a series of interviews with the city's department heads and members of the city's appointed volunteer boards. The purpose was to develop a report of existing conditions in the city and an independent analysis of the city's systems. Topics covered included economic conditions, land use, transportation, utilities and infrastructure, community services, neighborhood conditions, urban design conditions and government structure.
2. *Issues and Concerns Workshops:* This was the first phase of the public involvement process. Interviews were conducted with such groups as social service organizations, church groups, schools, the beautification board, the economic development council and others. Additional activities included neighborhood sessions held throughout the city, and a citywide questionnaire was distributed for those who could not attend workshops. A list of issues and concerns, ranked in priority order, was the product of this effort.
3. Hopes and Desires Workshops: Simultaneously with the

workshops mentioned above, the City held several workshops asking about what residents wanted from their community, focusing on issues such as the kinds of neighborhoods desired, the visual quality of the City, public services, cultural activities, governmental structure, business and commerce, etc.

4. Evaluation: the information from the previous workshops was displayed in a day-long walk-in workshop, allowing the community an opportunity to see the results of the workshops and to compare the citizens' perception of the community with the independent analysis completed in step 1.

5. *Vision Formation:* A common vision statement was developed in an evening workshop. Statements were developed for several aspects of the community, including: community character, economy, lifestyle, visual and physical setting, and governance.

6. *Goals and Objectives:* Work session were held and goals and objectives were developed by community volunteers. The goals and objectives were presented to the community in another public workshop.

7. *Strategies:* As with step 6, work session were held and strategies were developed by community volunteers. City staff acted as technical advisors during this process. The strategies were presented to the community in another public workshop.

8. *Action plan:* The City's consultants used the goals, objectives and strategies to develop an implementation action plan to be used by City Council as a blueprint for future priority setting and annual work program development.

Update: The City formed a Vision Stewardship Committee, members of which include chairpersons of various city advisory committees plus a few at-large members from the chamber of commerce, the economic development commission, etc. The Committee reports quarterly to the City Council and meets with the Council annually to do a *State of the Vision* retreat, at which they assess what has and hasn't been accomplished and prioritize future activities. The annual reports include the status of activities that were scheduled to be completed by the date of the retreat.

In addition to monitoring implementation of the vision, the Vision Stewardship Committee, which meets monthly, has taken on implementation of some of the activities called for in the vision plan that weren't assigned to any particular entity. One example is a redevelopment project, a judicial complex. The county has identified a need for a new facility, and the committee is working with the county to have the facility located downtown to improve the downtown area.

Contact: For more information call Len Mitchell, Director of Community Development Services for the City of Fort Walton Beach, telephone 904/243-3141.

Atlanta, Georgia

From: *Vision 2020 Pamphlet, Atlanta Regional Commission*

Purpose: To build a shared vision for the region's future development.

Process: The process consists of two phases, summarized below.

1. The Atlanta Regional Commission held 100 civic meetings, 23 public forums, a live town hall meeting and had a survey printed in area newspapers to solicit public input. The product developed from input received was a people-driven vision. The region's citizens envisioned a safe environment, a world class education system, and a strong economy. The region's citizens also want efficient and effective government, and government, businesses and citizens working together.
2. A "civic contract" has been developed which calls for citizen collaborative groups to focus on ten key issues: diversity, economic development, education, environment, governance, health, housing, human services, public safety and transportation. Each collaborative comprises 75 to 100 stakeholders from throughout the region. The collaboratives will work to develop strategies to move the vision to reality.

Update: The Atlanta Regional Commission has been working to implement the Vision 2020 initiatives. A sample of the activities undertaken as a result of their visioning process includes the following:

Annual Regional Benchmarks. The development of a set of regional benchmarks to provide a focused snapshot of regional well-being and to measure progress toward achieving the goals of VISION 2020. The Atlanta Regional Commission, along with other regional partners, will develop a set of core regional benchmarks to be published annually, coinciding with the ARC's Atlanta Region OUTLOOK Conference.

Livable Communities Workshop. Convening a Livable Communities Workshop to educate stakeholders in the Region's development community and to address critical decisions that will set the course well into the 21st century.

Passport to *the Atlanta Region Program.* Creation of a regional discovery program for sixth graders in the Region's schools. The school children will visit 'Ports of Call" around the Region and learn about regional issues, including governance and community leadership.

Regional Economic Development Cooperation. The Regional Cooperation Action Team agreed to work together to create a framework for achieving a higher level of cooperation, communication and coordination among regional economic development interests. Their initial goal is expansion of the Metro Business Forum (MBF) to include all 10 ARC counties. The expanded MBF, acting as the umbrella organization for regional economic development cooperation, would address issues such as targeted business clusters, coordinated trade

missions, and one-stop credit applications for start-up enterprises.

Regional Council of Neighborhoods and Community Groups. Creation of a regional entity made up of neighborhood and community groups and businesses, developers/builders, government agencies, service providers and other groups to facilitate communication of common challenges and solutions, and develop consistent and equitable regional policies and processes.

Development of a Regional Transportation-Land Use Institute. Establishment of an interdisciplinary "think tank" to promote an exchange of ideas and information about best practices in transportation/land use design alternatives. This Institute could assist key players in the region's development community in creating more livable communities. This Institute would combine public and private resources with the leading academic institutions in the Region.

Contact: For more information, call the Atlanta Regional Commission, telephone 404/364-2500.

Denver, Colorado

From: *Metro Vision 2020,* Denver Council of Governments

Date: 1994

Purpose: To help prepare for tomorrow, the Denver Regional Council of Governments (DRCOG) developed an integrated regional development plan, called Metro Vision 2020. The plan's purpose was to develop a common understanding of the region's future and an integrated approach to achieving that future. Completing a metro visioning process was the first step in this planning process, as the vision drives the planning.

Process: This is an example of visioning being done as part of a strategic regional planning process. The Metro Vision process has three objectives:

1. To prepare a regional development map to depict the region if a *preferred future* is implemented, using the set of principles and policies designed to carry out the vision. This map also would be used for other regional plan elements such as the Clean Water and Regional Transportation Plans.
2. To prepare a long-range Regional Transportation Plan, identifying rail and highway investments to meet the region's long-term goals.
3. To educate decision-makers and the public by clearly identifying issues, options and policy choices which must be made today to move forward to a preferred tomorrow.

The Metro Vision process consisted of four phases:

1. Undertake the visioning process, developing a vision and a set of

principles and policies for achieving that vision, to be used to evaluate alternative development scenarios for the region.

The visioning, or public input, process took about 18 months. To solicit public comment, the DRCOG held regional open houses in their downtown offices. The open houses were designed to allow people to come by on their way home from work, and they stayed open late enough to also allow for people to go home, have dinner, and then come back. The DRCOG set up a posterboard display, with *discussion stations* manned by staff. The public could ask questions of staff posted at each discussion station, and they could leave their comments on sticky notes on the displays. The DRCOG held several such open houses in the initial phase of their planning process.

2. Develop and analyze alternative urban forms using the principles and policies developed in step 1.
3. Narrow down the original set of eleven alternative urban forms to four alternatives by ranking them according to the criteria developed in step 1. Analyze those four alternatives to identify their effect on the environment and on the region's quality of life, as well as their cost of development. At this point in the process there was an opportunity to educate the public about the issues, options and policy choices which must be made to address future growth, and to solicit further public input.
4. Identify a preferred future, which will be the basis for regional development and transportation plans.

Update: The DRCOG appointed an Implementation Task Force, which spent 6 months looking at how to implement the proposed Metro Vision Plan. Because local government consistency with this regional plan is not mandated but voluntary, the Task Force proposed that DRCOG develop incentives, such as extra points awarded to a local government in the Transportation Improvement Plan, to encourage local consistency. They also proposed to implement a voluntary consistency process, under which local governments would undergo a self-evaluation to determine whether their plans were consistent with the Metro Plan. The DRCOG Council, which comprises the 49 member governments of the 54 local governments in the Denver Region, adopted the Metro Vision 2020 Plan in March of this year.

DRCOG will use as benchmarks the recommended growth boundary of 700 square miles (the current aggregated local boundary is 725 square miles) and the number of local governments who voluntarily assess their plan's consistency with the Metro Plan. DRCOG will start providing an annual report in 1998 on the status of implementation.

Contact: Denver Regional Council of Governments, 303/455-1000.

San Luis Obispo County, California

From: *Voices of the Future Communities Project*

Date: 1996

Purpose: To develop a long-term vision and direction for San Luis Obispo County.

Process: This effort is being approached in three phases, summarized below.

1. In a series of *community conversations,* over 1,500 citizens offered ideas that were summarized into several potential visions and key issues facing the county.

2. The task during this phase was to verify and confirm the visions and to prioritize the key issues developed during Phase 1. A *community comment card* was used to gather input about the visions developed in the previous phase. The comment card appeared in six area newspapers, the newsletter of the visioning project, and many other community organizations' newsletters. In addition, project leaders formed a Speakers Bureau to provide information about the project and the comment card. The comment card also was available at local libraries and chambers of commerce, as well as on the internet. Radio and television editorials and public service announcements also built awareness of the project and the comment card. Nearly 1,700 persons responded by filling out a comment card.

   The comment card asked residents to select up to five visions that they shared and five key issues identified in Phase 1 that were most important to them. The three top visions included:

   - San Luis Obispo County is a place where growth is carefully planned and managed without sacrificing the natural beauty and health of the environment;
   - All children are ensured a high-quality education, and activities and services are created to nurture youth development and encourage youth pride and involvement in their communities; and
   - The economy emphasizes clean industry, prosperous agriculture and flourishing tourism; it provides a variety of employment opportunities with livable wages; and it offers affordable housing alternatives.

   The highest priority issues facing San Luis Obispo County were:

   - Not enough jobs that pay well, and lack of economic development;
   - Government inefficiency and lack of responsiveness;
   - Growing crime rate and eroding public safety; and

- lack of growth management and planning, environment and natural resource protection, affordable housing, and community involvement.

3. This phase involves developing strategies and directions for the County that are linked to the vision identified above. Two workshops were held in January 1997 to engage participants in detailed discussions about how to achieve the visions. As the effort to identify strategies proceeds, the community will be informed of the implications and choices of their visions and of the proposed implementation strategies. A task force will be established to develop performance indicators, or benchmarks, that will be used to monitor the community's progress over time. Report cards will be issued that measure accomplishments and identify areas for further improvement.

The entire project will be summarized and presented in a final document, *The Compact for the Future*.

Contact: For more information call the Project hotline, 800/549-0505.

Seattle, Washington

From: Sustainable Seattle. Indicators of Sustainable Community

Date: 1995

Purpose: To improve the region's long-term cultural, economic, environmental and social health and vitality.

Process: Create opportunities for dialogue among a diversity of citizens — business leaders, city and county government representatives, labor, the religious community, special interest groups, educators, students and social activists — in exploring issues of sustainability and defining practical means for getting there.

Forty (40) key indicators were selected from a list of 99 recommended by a "Civic Panel" of 150 citizens convened by Sustainable Seattle in 1992.

Implementation: First, the indicators themselves, Seattle's own measure of its sustainability. Data are collected for these indicators on an annual basis. The criteria Seattle used to select its indicators include:

1. Bellwether tests of sustainability. They reflect something basic and fundamental to the long-term cultural, economic, environmental or social health of a community over generations;
2. Accepted by the community. They are understood to be a valid sign of sustainability (or symptom of distress).
3. Attractive to local media. The press publicizes them and uses them to monitor and analyze community trends.

4. Statistically measurable. Data exists that is relevant to this geographic area, and preferably comparable to other communities. If data are not readily available, a practical method of data collection or measurement exists or can be created.

5. Logically or scientifically defensible. Understandable rationales exist for using the specific indicator and for drawing general conclusions from it.

A few examples of the kinds of indicators Seattle is measuring:

1. Environment — wetlands, biodiversity, soil erosion, air quality, etc.

2. Population and resources — residential water consumption, solid waste generated and recycled, vehicle miles traveled and fuel consumption, etc.

3. Economy — employment concentration, unemployment, distribution of personal income, housing affordability ratio, etc.

4. Education and youth — adult literacy, high school graduation, juvenile crime, youth involvement in community service, etc.

5. Health and Community — low birth weight infants, voter participation, library and community center usage, perceived quality of life, etc.

Second, the Sustainable Seattle Network and Civic Forum, the volunteer group that led the process of developing indicators, has focused increasingly on outreach and action through the following:

1. Working with the city's emerging neighborhood planning process to incorporate sustainability concepts;

2. Identifying local priorities and analyzing policy options from a sustainability perspective;

3. Strategizing to include sustainability in public debates and major policy decisions; and

4. Developing tools and resources, from a one-page handout on the seven steps to sustainable living to a whole city catalogue for increasing quality of life in Seattle.

Contact: For more information contact Sustainable Seattle, Metrocenter YMCA, 909 Fourth Avenue, Seattle, WA 98104, telephone 206/382-5013, email sustsea@halcyon.com. Copies of this report are available for $15.

Other Resources for Visioning

In this section we've listed the panel of speakers from the Planning Challenges seminar, plus several visioning resources that we have found helpful.

The Planning Challenges Panel

Brevard…Visioning Our Future
Marilyn Waters, President
Watermark Strategic Communications and Public Relations, Melbourne
Phone 407/725-7204
Fax 407/725-7854

Lake County Tomorrow
Sue Whittle, County Manager
Lake County
Phone 352/343-9449
Fax 352/3439495

Orange County (several initiatives including Northwest Vision)
Chris Testerman, Chief Planner,
Orange County Planning Department
Phone 407/836-5600
Fax 407/836-5862

Community Vision (Osceola County)
Donna Sines, Executive Director,
Community Vision
Phone 407/891-0449
Fax 407/891-0279

Seminole County
Wayne Weinberg, President
Greater Seminole County Chamber of Commerce
Phone 407/834-4404
Fax 407/339-1224

Volusia Vision
Larry Atkinson, Executive Director
Daytona Beach Community College Foundation
Phone 904/254-4436
Fax 904/254-3014

The next three people represent Deltona...

City of Deltona, Volusia County
Bob Nix, AICP, City Planner
City of Deltona
Phone 407/860-7160
Fax 407/860-7170

Todd Peetz, AICP, Senior Planner
Ivey, Harris & Walls
Phone 407/629-8880
Fax 407/629-7888

Ed Preston, President, Ed Preston & Associates
Phone 904/396-4139

City of Orlando
Valerie Hubbard, AICP, City Planning Bureau Chief
City of Orlando
Phone 407/246-3155
Fax 407/246-2895

Other visioning resources are listed on the following two pages.

Other Resources

The Florida Conflict Resolution Consortium

The Conflict Resolution Consortium's mission is to bring Floridians together to build consensus solutions for growth management problems through the use of mediation, facilitation and other collaborative approaches. Mediation and facilitated discussion have a special role to play in the implementation of comprehensive plans, in developing local visions of preferred futures, in solving environmental and social problems brought on by rapid growth, and in improving intergovernmental coordination.

Assistance with visioning activities is part of the range of collaborative processes that the Consortium can help communities use. The Consortium is available to help communities design, carry out and implement the results of community-wide visioning programs as well as more focused visioning efforts which address a specific issue or topic. As with all of its collaborative processes, the Consortium is committed to implementing visioning activities in a way that builds the capacity of communities to design and use collaborative processes on their own. For more information about the Consortium, contact Rafael Montalvo, Coordinator, Central Florida Office, telephone 407/823-5174.

Additional Sources for Facilitators

In addition to the Conflict Resolution Consortium, the East Central Florida Regional Planning Council (ECFRPC) and the St. Johns River Water Management District (SJRWMD) have staff trained in facilitation. These groups often work in conjunction with the Consortium. For more information about the services offered by these agencies, contact SJRWMD, telephone 904/329-4500, or Jeff Jones, Planning Director, ECFRPC, telephone 407/623-1075.

The Florida Benchmarks Report

The Florida Commission on Government Accountability to the People released a report in February 1996 that lists 268 benchmarks in seven areas: families and communities, safety, learning, health, economy, environment and government. Extensive public input was solicited by the Commission as they developed the list of indicators. To obtain a copy of the report, contact the Executive Office of the Governor, telephone 850/922-6907.

Western Network

This consulting firm, which helped Brevard with their visioning process, is located in Arizona. The firm also worked on the Chattanooga project and many other visioning projects around the country. They will design a process that fits local needs. To find out more about Western Network, contact Carl Moore, Partner, Western Network, 616 Don Gaspar, Santa Fe, NM 87501, telephone 505/982-9805.

Creating Livable Places

The Southern California Association of Governments recently released this publication, which is used to help communities in southern California enhance their livability. They showcase several case studies that show how a combination of historic preservation and economic development has provided each community with a walkable, accessible town center that mixes land uses and promotes community identity and pride. A key characteristic shared by all case study communities is successful citizen participation and local activism. Creating a shared community vision is fundamental for success. The publication includes a definition of livable communities; a list of barriers, and strategies to overcome them; and a summary of the case study communities. For more information, contact Nilon Seals at the Southern California Association of Governments, telephone 213/236-1810.

Guide to Community Visioning: Hands On Information For Local Communities

This publication from the Oregon Visions Project is a comprehensive guide to visioning. Many communities across America find themselves so busy trying to keep up with change that they never can get ahead of it. This guide is intended to help towns and cities break that cycle. It encourages communities to take a step back from their day-to-day activities and look at the big picture. The guide describes a process through which any community can determine what it wants to become and begin organizing to achieve such a vision. The guide provides suggestions for designing and implementing an effective visioning process; ideas and examples for using graphics in visioning; and contacts and resources for finding additional information. This publication also has an extensive list of other visioning resources. For more information on the Oregon Visions Project publication, contact Carole Wells Connell, Publications Coordinator, Oregon Visions Project, telephone 503/625-5522.

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