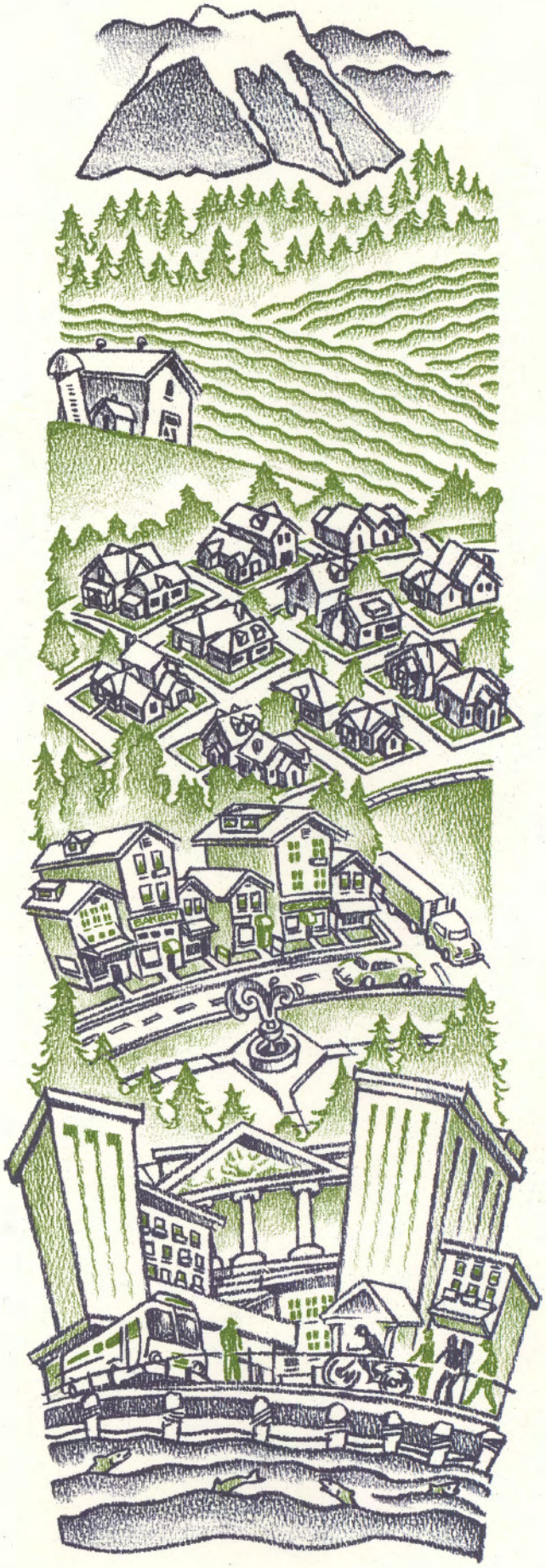
Washington State

Office of Community Development

Providing financial and technical resources to build livable and sustainable communities

Growth Management Services

Towards Managing Growth in Washington: A Guide to Community Visioning



Washington State Department of
Community, Trade and Economic Development

Martha Choe, Director

TOWARDS MANAGING GROWTH IN WASHINGTON

A GUIDE TO COMMUNITY VISIONING

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October 1991

Reprinted
November 2003

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Towards Managing Growth in Washington

In 1990, the Washington State Legislature passed the Growth Management Act (GMA). The GMA intent is to balance Washington citizens' need for economic development and environmental preservation. The GMA requires towns, cities, and counties to enact a number of technical programs to pace their growth rate. A new or revised comprehensive plan will be the framework for many of these programs.

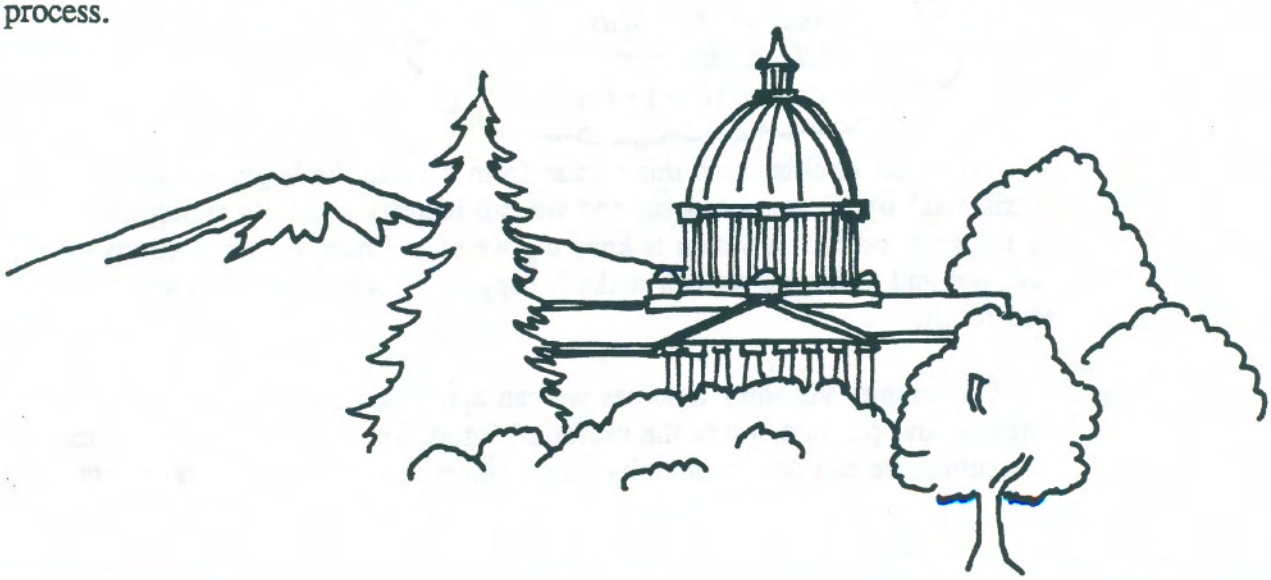
The GMA views early and continual citizen participation as an integral part of a community's comprehensive planning process. A "bottom up" or community-based planning process invites community members to help officials:

- identify community values and needs;
- articulate planning goals and objectives; and
- select appropriate implementation tools and resources.

The GMA expresses two other good reasons to do "bottom up" planning: 1) community input will help officials as they designate urban growth areas, and 2) each complying city or county can customize the general guidelines of the GMA to its own particular needs.

This manual, "Community Visioning," was written for city and county elected officials, planning commissioners, citizens at large, and staff. It is a working document about "Community Visioning" with easy to follow instructions. Included are techniques, sample forms, and a sample process. You can use the manual to design and conduct your own visioning process without staff or other professional assistance.

Please also refer to A "Bottom Up" Primer: A Guide to Citizen Participation in this series for additional tips on how to involve the public in your planning process.



About Community Visioning

In recent years, many communities have initiated planning with a preliminary process called "Community Visioning." Although visioning processes vary from place to place, they nearly always produce a statement describing a unique and ideal future image of the community. A "Community Vision" can:

- increase your community esteem and image;
- enlist community ownership of problems and solutions; and
- create public enthusiasm for making things happen.

Successful visioning invokes a "can do" spirit, a "we're in this together" mentality, and a "good job" sense of accomplishment.

In contrast, without taking this important first planning step, officials may be left with:

- a comprehensive plan that does not reflect community values or sentiment;
- minimal commitment for implementation; and
- an unwillingness to pay for needed public investments.

Whether you are about to launch your first visioning process, or revisiting or updating earlier ones, this is a good way to initiate your comprehensive planning process.

What is Community Visioning?

"The children were nestled all
snug in their beds
While visions of sugarplums
danced in their heads."

We're all familiar with this phrase from ""Twas the Night Before Christmas" by Clement Moore, and we can identify a child's anticipation of things to come. A vision is knowing when and how we want things to turn out and believing we can make it happen. It's the ability to see the end result.

Community visioning assumes we can apply this same ability to imagine and put into words the preferred future for our cities and counties. It assumes we can use community-based citizen involvement to transform

broad community ideals and dreams into manageable (and feasible) community goal statements.

Community visioning typically precedes the planning process as a way for officials and staff to learn what the community values and where to place planning emphasis.

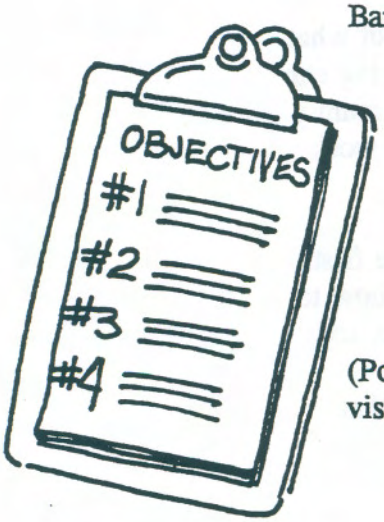
Visioning lets officials feel the community pulse, so to speak, to find out what really matters, and see issues through the eyes of their constituents. Visioning can also narrow the gap between perception and reality. It brings together community leaders, interest groups, individuals, and staff to create a shared vision and work toward a common end.

Whether it is sugarplums or an improved quality of life, visioning is the first step toward fulfilling a long-hoped-for dream. This manual will teach you how to organize and conduct a visioning process. It describes the basic components and recommends an approach. Read it through and then start over using the worksheets to design your own process. If you produce a vision statement that represents your ideal future, you are on your way. Good luck!

Components of a Vision Process

Objectives

As with any undertaking, your visioning process must start with clear objectives. What do you want to achieve? Author Barry Posner says a vision contains the following four components:



- images and pictures;
- future orientation;
- a standard of excellence, an ideal, a choice of values; and
- the quality of uniqueness.

Posner defines a vision as **an ideal and unique image of the future** (Posner, Kouzes. The Leadership Challenge). Using this definition of a vision, your objectives for a visioning process could be to:

- produce a statement of destination and the date to achieve it;
- conceptualize your vision in words that describe the end result;
- think in terms of the possibilities, improving the status quo; and
- describe what sets your community apart from others.

If you use and meet these objectives, the outcome will be a mental and written picture of what tomorrow can look like. You will have your vision statement! It will:

- be unique and ideal;
- express your highest standards and values;
- span time; and
- focus on the future.

With lots of community involvement, the vision will appeal to all who have a stake in its fulfillment. (Posner)

For practice, write a personal vision statement using these objectives (see Appendix A for a Practice Worksheet: My Vision).

People and Things

An effective visioning process also depends on the following:

- Imaginative people with energy and enthusiasm. Visioning is labor-intensive and the more people involved, the better. Have someone with good organizational skills head up the process.
- Comfortable places for large meetings and small group gatherings. Good lighting, lots of wall space, a sound system, and accessible parking help move things along.
- Portable things such as flip charts, tape, pens, slide projectors, photos, maps, reports, and a coffee pot make the process more enjoyable.
- A budget to spend on materials, printing, postage, and miscellaneous expenses.

Tools and Techniques

There are many ways to design a visioning process. Fun, stimulating techniques can get us motivated, but most visioning processes also rely on standard participatory methods such as questionnaires, public meetings, focus groups, and surveys to gather detailed or specific information. (A "Bottom Up" Primer: A Guide to Citizen Participation lists techniques from A to Z.)

You want your visioning process to be innovative and creative. The idea is to get people in a mood to dream, imagine, and project themselves into the future. You also want to be able to document your results, so be sure to back up the imaginative work with reliable data. (Refer to Appendix B for a sample.)

A Winning Approach

Here's an approach for conducting a visioning process. Modify it to suit your needs and time frame. (Again, read through it and then use the worksheets in the back of this guide.)

Form a Group

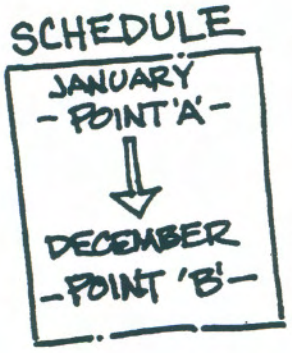
You'll need an energetic group to conduct and promote your visioning process. It could be elected officials, the planning commission, an ad hoc citizens' group, or a combination. Whatever the composition, you'll want to make sure the group is representing the community-at-large.

Consider including teens, elders, and newcomers. If possible, screen applicants for strong personal agendas. Although you will want differing opinions, when you include those who strongly oppose the process or the intent, it's easy to lose sight of your objectives. Too much time is spent having to build trust and getting agreement. Things will go better with an objective group of organizers, innovators, and worker bees. (See Appendix A for a worksheet on who should be involved.)

Make sure, in advance, the group members understand the time and resource commitment. Once the group is formed, establish procedural "ground rules" (see Appendix A for sample ground rules), set an agenda, and abide by the "tips" on making meetings work. Select someone with time, energy, and good organizational skills to chair the group. Put the group to work on these next steps:

- **Set Objectives for your Process**

Make sure they are clear and have the officials' approval. Keep them simple, achievable, and consistent with the GMA goals. These objectives may include: 1) producing a vision statement; 2) involving as many people as possible; 3) building community trust; and 4) generating interest in the planning process. Different from the objectives for your vision, these objectives will help you measure the success of the overall process.



- **Develop a Schedule**

To comply with the GMA, you may have to "fast track" your process in a few weeks or months. The amount of time you have will influence your design. Lengthy questionnaires take time to tabulate and report. Facilitated meetings may be just fine for your needs.

◆ **Assess Your Resources**

In the very beginning, make an assessment of the community's level of interest and willingness to get involved. Find out what kind of resources are available. For instance, does someone know how to construct, tabulate, and analyze a questionnaire? Are there experienced group facilitators in the community? Will the local media support and help promote the process? Do people normally come out for large meetings? Are they accustomed to working with small groups?

A quick assessment will help you choose effective techniques. You want the process to succeed. If it is too far out, tedious, or confusing you will not meet your objectives.

Your assessment will help you decide when to use one-way techniques (such as mailing a survey), and when to plan interactive or two-way communication techniques (such as small groups or large meetings).

◆ **Design the Process**

Take a look back. Before looking ahead, it helps to review and understand past events that shaped your community. Reflecting on previous high and low periods is a reminder of community strengths, weaknesses, patterns, and themes.

Assign one or two group members to research library clipping files. Ask them to interview former officials, newspaper editors, and old-timers. Visit the historical society.

Ask someone to write a brief report recalling past events that tell the community's story. Include accomplishments and disappointments. What does this story tell you about community values? How will it influence the future?

Examine the present. It is important to find out the current state of affairs. Ask a group member to review and analyze recent census data, current plans and reports, and news articles to track changes in the community's demographics, and write a brief overview of the present. Reflect on the pace of growth, the rate, or absence of change. What does the present tell you about future needs?

Conducting these exercises can help you decide on a time frame (10, 20, or 30 years) for your vision statement. The results also can help you answer these questions:

- Are community values well defined, or do they need to be clarified?
- Should you focus on specific needs with a detailed questionnaire, or will a "one-shot" large meeting be enough to reach agreement on a vision?

Here are four well-known, fun, and stimulating ideas to get people in a visioning mood. One of these (or a modification) combined with other techniques will enliven your process. Each requires some preparation in advance. If interest is high, you can schedule these more than once.

- **See the Town from Afar**

Ask people to imagine themselves viewing the community from a hot air balloon. Seeing the whole town from above will get them talking about future land uses, urban growth boundaries, and transportation issues. It is an excellent way to imagine the ideal future based on what they see as possibilities.

- **See the Town on Foot**

Invite people to take a walking tour. Give them a map to mark, and have them indicate unique features and special places, as well as things that need to change. Making notes about safety, street conditions, blight, cleanliness, signs, and other familiar things is another way to start imagining the future. Ask what happens if we do nothing, or what must we overcome to change?

- **Play Rip Van Winkle**

Invite people to a meeting and ask them to imagine what the future would look like if they slept through the next 20 years! Would the schools be in good shape? Would the transportation system work? Would their children have jobs, be able to afford houses, and be able to enjoy recreational opportunities?

- **Make a Photo Gallery**

Schedule an outing and have people take photographs of the town. Create a display and discuss the ideal future. As with the mapping exercise, part of the fun is seeing the town through the eyes of others. Your idea of blight turns out to be someone else's favorite hangout!

Any one of these exercises helps people understand differing perspectives and perceptions. Accepting these differences is important as you define community values.

Now, combine one or more of these standard participation tools with the preceding exercises to complete your process design (remember to refer to A "Bottom Up" Primer, A Guide to Citizen Participation). For instance, use the "hot air balloon" exercise with small groups of eight to ten participants; or combine the "photo gallery" with person-to-person interviews, or mail out a survey. Whichever combination you choose, make sure it meets your objectives and time frame, and is tailored to the community's needs.

Here are several basic tools for information gathering. Each can supply useful information about values and future needs.

- **Polls**

  Polls are systematic, scientific, and impartial ways to collect information. Polls measure attitudes, behaviors, and attributes. Polling instruments can include open-ended or in-depth surveys, telephone or person-to-person interviews, focus groups, and observations.

  The secret to effective polling is knowing what you want to find out and designing the questions to achieve your objectives.

  A final word about polls: If you want to design an unbiased poll without professional help, read up on survey techniques. Credibility depends on knowledge of valid survey methods, reliable tabulation, accurate analysis, and conscientious reporting. (See Appendix A for a worksheet on surveys.)

- **Attitudinal Surveys**

  Open-ended Survey: Design a short public opinion survey (three to five questions) to find out people's dreams, aspirations, and visions for the future. Responses are recorded verbatim and can be time consuming to tabulate and analyze. Open-ended surveys often reveal prevalent themes (keep small town character) and recurring issues (do something about traffic). You can use the results as the basis for a longer, detailed survey.

  In-depth Survey: Construct a survey to collect in-depth information on one or more topics. If professional assistance is not available, check your local library for "how to" books.

  Person-to-person Interviews: This is a good way to involve volunteers. Design the questions ahead of time and ask volunteers to conduct the interviews with selected and/or random community members.

  For a well-constructed survey or interview to be a useful visioning tool, you must give it lots of attention. Response depends on advance publicity, reliable distribution, and timely follow-up. Without a high, representative response, the results will not be valid. Allow enough time to tabulate the responses, analyze the results, and report the conclusions.

♦ Town Meetings

Circulate a flyer and invite everybody to come to a large meeting at the beginning and/or end of your process. You can have a "kick-off" event to stimulate interest or a celebration at the conclusion. Combine short, formal presentations with an informal reception format.

Use these meetings as opportunities to put reports, survey results, mapping, and other information on display. Serve refreshments and be sure to recognize the organizers, volunteers, and other workers. If it's appropriate, have several meetings in different geographic locations. Use neighborhood schools or churches.

Ask participants to respond to the information on display. For instance, use the results of the "photo gallery" to stimulate interest.

♦ Small Group Process

Small groups can be fun, very informative, and encourage informal, casual discussions. When properly used, they are a remarkable way to learn what people value and care about. Limit the group to eight or ten people. Enlist someone to record what is said on a flip chart and have a facilitator keep things moving. A good facilitator makes sure everyone gets a turn to speak and prevents anyone from "hogging" the time.

Establish ground rules for the group process. These can include the length of time (40 minutes per exercise), agreement on process (everybody consents to participating), and willingness to let facilitator facilitate ("Let's move on to the next person."). (See Appendix A for sample ground rules.)

Before the group convenes, decide what you want the group to accomplish and write two or three questions or statements in advance. Put the first statement on a flip chart. For instance, you may ask group members to finish this statement using the components of a vision (image, time, ideal, unique). For example, "In 2010, our city will look like...."

Give each group member pencil and paper and allow them five minutes to write. Then ask if everyone would be comfortable sharing key images with the group. Go around the group one by one and put a couple of images from each member on the flip chart. Review them to see if anything is missing and that everything is

clear. After a brief discussion, ask the group to write a composite vision statement. Repeat this process for each question or statement. Be sure to let the group know how this work will contribute to the community's vision process.

Summary

Review your design with your time frame and other resources in mind. Decide if you need several months or a few weeks to do it. As long as you keep your objectives in mind and work toward satisfying the GMA goals, your visioning process should turn out just fine.

No matter which combination of techniques you choose, in the end you will want consensus on the community's vision. The ability to reach a consensus is a measure of success and indicates that you have met the objectives of your process.

Consensus on the vision implies the community's willingness to support the comprehensive planning process and eventual implementation. Reaching consensus does not mean everyone has to agree. It means you have reached a sense of accord or general agreement. Consensus allows for differences of opinion, but usually those in opposition acknowledge that they can live with the group's decision.

Remember, you want an ideal and uniquely written image of your community's preferred future set in a reasonable time. You want it based on reality. It should be a statement expressing what the community views as possibilities for the future.

Follow-up

Once you have taken the community through one visioning process, it will be easier to renew the commitment to implement or revise the goals to meet unanticipated events.

If you are satisfied with the vision statement, you are ready to go on to goal setting and the comprehensive plan review. Let the statement shape the goals and influence policy direction. Publish it and refer to it as time goes by.

Follow-up is an important final step for every process. You need a sense of closure after a period of activity and a way to measure your success.

A follow-up evaluation helps you assess how well you have met your objectives, and what you might do differently next time. Invite key participants, the organizing group, and officials to take part in a written evaluation.

This will help next time you revise the comprehensive plan. You will want to start with a look at your vision statement and planning goals to find out how close you are to fulfillment.

Appendix A

Forms and Worksheets

Detailed Checklist: Use this checklist when arranging a meeting.

Sign-up Sheet: Whether you are conducting a meeting with a small or large group, it's a good idea to use a sign-up sheet. The names and addresses can form the basis of a community mailing list. It is important to keep people informed as you carry out your planning process.

Committee Meeting Form: This form helps keep track of your group's meetings, attendance, and tasks. This is a good reference for future planning.

Public Meeting Planning Form: Avoid embarrassment by using this form as a checklist for meeting preparations.

Resources Worksheet: This form helps you assign people to specific tasks, identifies the necessary budget and its source. Reduce confusion or misunderstanding with this form.

Who Should Be Involved: This matrix will help you sort out who should be involved and what part they can play. It lets you identify people or groups that might block your process.

Sample Ground Rules: Once your group is formed, use this procedures form to clarify how you conduct your meetings.

Community Assessment Worksheet: Use this to find out who can do what.

Surveys: A worksheet to use when conducting a survey.

Practice Worksheet - My Vision: Use these objectives to write a personal vision statement.

Sample Questionnaire: Use this to find out what citizens think.

Detailed Checklist

Purpose of Meeting: _____

_____

_____

_____

Desired Outcomes: _____

_____

_____

_____

Notification:

☐ Press Release ☐ Display ☐ Flyers
☐ Newsletter ☐ Ad ☐ Other

Staff Roles: _____

_____

_____

_____

Room/Arrangements: _____

_____

_____

_____

☐ Keys ☐ Temperature ☐ Audio/Visual
☐ Outlets ☐ Restrooms ☐ Handicap Access
☐ Parking ☐ Babysitting ☐ Signs
☐ Phones ☐ Other _____

Questions:

- Will other events occur at the same time?
- Do you have a contingency plan in case of last minute changes?
- Who has final decision-making authority?

Sample Sign-up Sheet

Meeting: _____ **Date:** _____

Name/Agency	Address (Please include zip code)	Phone No.

Please sign-up so you can be on the mailing list.

Committee Meeting Form

Meeting Location: _____

Date: _____ **Time:** _____

Contact Person: _____

ROOM FORMAT:

Tables _____

Chairs _____

STAFF ASSIGNMENTS:

Facilitator: _____

Meeting Notes: _____

MEETING AGENDA:

_____

_____

_____

_____

_____

Notify Committee Members: _____

Attendance Checklist: _____

Sign-up Sheet: _____

Public Meeting Planning Form

Meeting Location: _____

Date: _____ **Time:** _____

Contact Person: _____

ROOM FORMAT:

Tables _____

Chairs _____

STAFF ASSIGNMENTS:

Facilitator: _____

Meeting Notes: _____

PRESENTATION MATERIALS:

_____

_____

_____

HANDOUTS:

_____

_____

_____

_____

NOTIFICATION/MEDIA:

_____

_____

Resources Worksheet

ITEM	BUDGET	ORGANIZATION	FUNDING	SOURCE
Staff Support				
Facilitator				
Meeting Space				
Office Supplies				
Postage				
Printing				
Refreshments				

Who Should Be Involved

	Most Affected	Can Facilitate	Will Block	Government Liaison	Technical Resources
Officials					
Citizens					
Land-owners					
Interest Groups					
Tribes					
Other Agencies					

Sample Ground Rules

Procedures

What procedures shall our working group follow?

- Location, time, and frequency of meetings?

_____

_____

- Nature of meetings--formal or informal?

_____

_____

- Who will be the group spokesperson to the press?

_____

_____

- Will the minutes be kept? Who will keep them?

_____

_____

- Will staff be used, and if so, what role will they play?

_____

_____

Community Assessment Worksheet

1. Construct, tabulate, analyze questionnaire?

_____

_____

_____

_____

_____

2. Status of media relations.

_____

_____

_____

_____

_____

3. Are facilitators available?

_____

_____

_____

_____

_____

4. What is our history for getting people involved?

_____

_____

_____

_____

_____

Surveys

Design: _____

_____

_____

_____

Publicity: _____

_____

_____

_____

Distribution: _____

_____

_____

_____

Follow-up: _____

_____

_____

_____

Distribution: _____

_____

_____

_____

Analysis: _____

_____

_____

_____

Reporting: _____

_____

_____

_____

Practice Worksheet: My Vision

1. Image/End Result

2. Time Frame/Destination

3. Ideal/Possibilities

4. Unique Qualities/Set Apart

Sample Questionnaire: Land Use Plan

We Want Your Input

In 1981, the *town/city/county* issued the citizens an invitation to "come sit on our front porch." Those words described the ambience they hoped to create as they prepared the *town/city/county* *two hundredth, one hundredth anniversary etc.* Commemoration.

And indeed, the citizens responded. The *town/city/county* stood proud as the backdrop ceremonies, celebrations, unveilings, launchings, and groundbreakings. Dignitaries made speeches, scholars attended forums, celebrities created "photo-ops", and Princess *name of dignitary* graced the *town/city/county* *waterfront, downtown, etc.* on *date of event*.

Those events occurred as a result of a community-based planning effort to revitalize the *town/city/county* *waterfront, downtown, etc.* in time for the Commemoration. The people created a vision for the *town/city/county* and helped establish goals for implementation. Local officials enlisted state and federal authorities to participate and people at every level became involved in the preparation.

The vision included an economically viable community, a lively waterfront attraction for day visits, affordable housing, and the preservation of the *town/city/county* character.

The successful pursuit of public and private investments made the vision a reality.

The *town/city/county* can point to other accomplishments: *a landscape corridor along the highway, more housing, increased commercial activity, etc.*. The *name of plan* strengthens the *town's/city's/county's* policies protecting natural resources, critical areas, and water-related issues.

You now have an opportunity to assist *town/city/county* officials with the 1991 plan update by recalling how the vision of *year* shaped the decade's events and defining the *town/city/county* goals for the coming ten years.

There are several ways you can participate: 1) fill out and return this questionnaire; 2) share your views at the *date* public meeting; 3) get on the mailing list; 4) participate in a focus group; and 5) contact a commissioner or planning board member to say you're interested.

Make the *name of plan* your plan for how you want the *town/city/county* to evolve over the next few years.

The *town/city/county* is required to update its land use plan every five years. Previous plans have based policy direction on community input including responses from a questionnaire. An objective of the *year* plan is to include renewed goals for the *town/city/county*. Your responses to the survey can indicate to officials your preferences for setting goals. It should take about 15 minutes to fill out. All *the town/city/county* residents and businesses are invited to participate. Additional questionnaires are available at *address*.

SURVEY FORM

How would you rate the achievements of the goals?	Very Satisfactory	Satisfactory	Unsatisfactory
Develop a new purpose for downtown.	☐	☐	☐
Create a strategy for attracting tourism	☐	☐	☐
Recruit new businesses	☐	☐	☐
Preserve and enhance *town's/city's/county's* character through comprehensive planning for the town's future	☐	☐	☐
Upgrade the appearance of the waterfront	☐	☐	☐
Protect residential neighborhoods	☐	☐	☐
Minimize the automobile's impact on the town	☐	☐	☐
Encourage citizen participation in planning	☐	☐	☐
Maintain small town character	☐	☐	☐
Preserve natural resources	☐	☐	☐
Improve community services	☐	☐	☐
Quality of streets and sidewalks	☐	☐	☐
Moderate or low-income housing	☐	☐	☐
Vocational training	☐	☐	☐
Develop more economically viable community	☐	☐	☐
More job opportunities	☐	☐	☐
Stabilize tax base	☐	☐	☐
Diversify economy	☐	☐	☐
Provide recreational opportunities	☐	☐	☐
Teen center	☐	☐	☐
Parks and recreation	☐	☐	☐
Water-related activities	☐	☐	☐

What goals would you add? _____

_____

On a scale of 1-10 (1 being low; 10 being high), how would you rate the *town/city/county* efforts to create a "day-visitor" experience while keeping is character?

1 2 3 4 5 6 7 8 9 10

What goals would you add? _____

_____

What do you foresee as *town's/city's/county's* three most important issues over the next five years?

_____

_____

Name three things you would change about the *town/city/county*.

_____

_____

_____

Name three places, structures, or features of the *town/city/county* you value and would like to see stay the same. _____

_____

_____

Describe your vision of the *town's/city's/county's* future. _____

_____

_____

_____

Do you use the waterfront for:	**0-2**	**2-4**	**4-7**	**7+**
		(times per month)		
Recreation	☐	☐	☐	☐
Shopping	☐	☐	☐	☐
Boating	☐	☐	☐	☐
Visiting	☐	☐	☐	☐
Other _____	☐	☐	☐	☐

How frequently do you shop?

List various locations of shopping centers	☐	☐	☐	☐

How often do you visit major attractions of *town/city/county*?

List various attractions	☐	☐	☐	☐

What would cause you to shop in *town/city/county* more frequently? _____

_____

Do you attend the *town's/city's/county's* annual events and which ones? _____

_____

Number, in order of importance, these planning issues:

___ Community Design
___ Historic Preservation
___ Land Use
___ Transportation
___ Economic Development
___ Housing
___ Natural Resources

Which best describes you?

☐ Business Owner ☐ Work in *town/city/county* ☐ Other _____
☐ Retired ☐ Self-employed

How long have you lived in *town/city/county*? _____

What is your age? _____ ☐ Male ☐ Female

Where do you live? ☐ East ☐ West ☐ South ☐ North

Is your dwelling a single-family house, condominium, apartment, or manufactured home?

_____

Do you own or rent? _____

Is your income level: ☐ $0 - 14,999 ☐ $15,000 - 34,999 ☐ $35,000 - 74,999 ☐ $75,000+

County/City Visioning Survey

Name of County/City is growing at a tremendous rate, thereby making it vitally important to plan for the future now. In order to more accurately understand the needs, desires, and ideas of people of *Name of County/City* on this issue, we would greatly appreciate your taking a short amount of time to fill out this survey and return it to the Planning Office.

1. How would you rank your quality of life in *county/city*? *(Circle one, with 1 being the lowest and 10 being highest).*

   1 2 3 4 5 6 7 8 9 10

2. If you were in a position to improve your quality of life, what three things would you change?

   1. _____ 2. _____ 3. _____

3. The *County's/City's* population has grown from 22,144 people in 1981 to 27,500 people in 1991, a 22 percent increase. Do you think that amount of growth is . . . *(Circle one)*

   Too much About right Too little Don't Know

4. Please answer the following questions by indicating their level of importance: *(Circle one)*

   VI = Very Important I = Important
   UI = Unimportant DK = Don't Know

   a. How would you rank these quality of life issues in order of importance?

Maintain farmland for agricultural activities	VI	I	UI	DK
Provide housing for all incomes	VI	I	UI	DK
Increase employment opportunities	VI	I	UI	DK
Provide public services (streets, schools, fire)	VI	I	UI	DK
Encourage growth in urban areas	VI	I	UI	DK
Preserve history and heritage	VI	I	UI	DK
Preserve rural character	VI	I	UI	DK
Improve the county-wide transportation system	VI	I	UI	DK

   b. As the *County/City* grows, more land will be converted to residential, recreational, commercial, and industrial uses. How important is it for the *County/City* to take action to secure land for public use?

   VI I UI DK

   c. How important is regional coordination between *names of adjacent jurisdictions* in provision of public services, such as sewer, water, etc.?

   VI I UI DK

5. Please answer the following questions as briefly as possible.

a. How would you define rural character?

_____

_____

b. Identify the three most important things NOT to change in your community.

1. _____ 2. _____ 3. _____

c. Identify the three most memorable places, features, structures, etc., in your community.

1. _____ 2. _____ 3. _____

6. We would appreciate knowing any of the following you are willing to provide:

a. How old are you? _____
b. Are you male or female? _____
c. How long have you lived in *County/City*? _____
d. What is your zip code? _____
e. Which community in *name of county* do you most identify with? _____

If you would like to be on our mailing list for meeting notices, progress reports, etc., please include your name and mailing address.

Appendix B

A Sample Process: From Vision to Implementation

Here is a brief description of a planning process from visioning to implementation. It shows you the sequence from vision, to goals, to policies, to implementation.

- **Vision Statement (developed in small group process)**

  My vision of Greenview in 2010: In 2010, Greenview will be recognized as a cultural and historic center. As we approach our centennial, I can point to a number of historic sites and cultural amenities which establish Greenview's heritage as an historic community.

  Greenview's new Centennial Park, our small town character, and the blend of residential and commercial uses make us unique and set our town apart from other nearby cities.

  In 2010, Greenview's attractions will include a performing arts center, a historic district, and a history center.

- **Goal Statement (developed by citizen committee)**

  Preserve and enhance Greenview's rich cultural and historic heritage.

  Objective: Identify, recognize, and protect cultural and historic resources, sites, and amenities.

- **Policies (developed by planning commission)**

  Enhance Greenview's image as a cultural center.

  Support designation of a historic district.

  Weigh the value of Greenview's history when considering major land use or transportation changes.

  Encourage new development adjacent to or near historic sites to consider character, scale, bulk, height, and design standards that are in keeping with existing development.

- Staff Work Program/Schedule

To accomplish the policies, the following work elements may be undertaken:

- conduct inventory of cultural and historic sites;
- form historic preservation commission;
- adopt historic district ordinance; and
- identify landmarks with plaques or other markers.

January	Funds appropriated.
February	Staff/consultant charged with tasks.
March	Ad hoc group works on criteria for inventory.
April	Consultant works with volunteers to conduct inventory.
May	Staff reports to planning commission/council.
June	Pass resolution to form commission.
July/August	Solicit applications.
September	Appoint commission.
October	Write ordinance, define historic district.
November	Commemorate historic events, place markers on landmarks.
December	Evaluate success of vision statement with regard to historic and cultural preservation.

- **Citizens Acknowledge Success (the process from start to finish)**

They can see the results of their work and the officials' commitment to honor the vision statement.