
**HOW TO CREATE SUSTAINABLE DEVELOPMENT
IN THE CITY OF ROSLYN, WA**

by

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Executive Summary

The residents of the City of Roslyn, WA have incredible pride and excitement toward their community and all that it has to offer. They value its history, location, recreational opportunities, size, people and many other assets. Unfortunately, the City has struggled with a stagnant economic base since the decline of the coal mining industry. Today, Roslyn is poised to begin a comprehensive revitalization of the community, sustainably. A variety of groups and residents are actively working towards improving Roslyn's quality of life. On the brink of change, Roslyn has a unique opportunity to pursue development sustainably. Sustainable development prevents current progress and growth from affecting future generations' ability to maintain a high quality of life and standard of living. This trend towards sustainability is an important step for communities of all sizes trying to preserve their character while providing long-term economic and community development solutions.

The following report studies development methods and city plans to provide Roslyn with a method to formulate and implement a sustainable development plan. The original research question asked, "What would a sustainable business and development plan look like for the City of Roslyn, WA?" Rather than drafting a plan based on my interpretation of community needs and the sustainable future they desire, this project attempts to provide tools to develop a strong plan. I analyzed a variety of successful case studies and development models through an understanding of the community and what could work best for them. I concluded that the City should solicit public participation to develop a vision for Roslyn's sustainable future and accompanying goals and strategies to achieve that vision.

In addition to the literature related to development, I reviewed and analyzed the processes and plans of various communities. The City of Twisp, WA established a Master Plan to revitalize a section of the city through the extensive use of public participation, engaging hundreds of people in brainstorming, defining goals and creating action plans. Their process is a strong example of the successful use of public participation during planning. The City of Renton, WA developed a Business Plan with five clearly defined goals related to their vision; accompanying each of those goals are objectives and strategies for implementation. This simple and concise plan works alongside the City's Comprehensive Plan to provide the community with clear guidance and action items to attain the vision.

Adding sustainability to development goals and plans, like the ones above, will not be easy for the City of Roslyn to assess or implement. To assist in this analysis, I provide information on what makes development sustainable for communities. Although Roslyn has to decide how they will define and use sustainability before proceeding, the characteristics of sustainable development are relevant to any definition or usage of the term. Sustainable development requires examining the short-term and long-term benefits and costs to the environment, social equity and the economy. When formulating their plan, Roslyn must

make difficult decisions regarding the perceived and actual sustainability of development. The table below contains useful statements Roslyn will have to assess to determine the sustainability of their vision, goals and strategies.

Is this development sustainable?

Yes	No
Uses reliable, reproducible and renewable resources	Uses renewable resources faster than their rate of renewal
The costs are made up by the savings, return and/or benefits	Requires resources in quantities that undermine other's peoples well-being
Does not affect the sustainability of other activities	Require continual inputs of nonrenewable resources
Maintains awareness of and balances the multi-dimensional impacts of decisions	Produces more waste than can be assimilated

A number of communities in the United States and internationally provide excellent examples of sustainability plans in action, I examined their processes and plans to enhance my recommendations. The City of Robertsfor, Sweden developed an ambitious sustainability plan for the city, encompassing all aspects of life, including transportation, food, energy, etc. Portland, OR has pledge to become the most sustainable city in the United States, tasking the Portland Development Commission to create and implement a Sustainability Plan. The Commission recognized that although there were goals mentioning sustainability in prior plans, a uniting sustainability vision was necessary in order to become the nation's most sustainable city.

Based on an examination of the literature, interviews with residents and stakeholders, review of best practices and conversations with practitioners, I recommend Roslyn:

- Define and create a vision for a sustainable future
- Conduct a series of community town halls to articulate a sustainability vision for Roslyn and create goals for sustainable development.
- Create a clear and concise business plan with the overarching vision, 4 to 6 specific related goals and two layers of accompanying strategies and action items to attain the vision.

Roslyn has the excellent advantage of an engaged population with an interest in actively improving quality of life and standard of living for the community. Public participation will be invaluable in developing the plan and taking on projects to help the community move towards the goal of a sustainable future for the City.

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Introduction

Background of Project

The Washington State Speaker of the House of Representatives, Frank Chopp, established the One Washington Outreach in 2008. This outreach was designed to connect the resources of the Puget Sound with those across the state. One of the first phases of the project was to identify and understand the unique issues and opportunities facing Central and Eastern Washington. Through the One Washington Outreach, Roslyn, Washington was identified as a community that could benefit from this project.

During the same timeframe, a group of community members established Roslyn Renaissance¹ and sparked the connection with the One Washington Outreach. With cooperation and support from the Roslyn Downtown Association and the Mayor of Roslyn, Roslyn Renaissance asked One Washington for assistance with the city's revitalization and economic development. Previous steps towards vitality have been helped and hindered by Roslyn's plethora of opinions regarding the future of the city; nevertheless, only limited progress towards sustainable economic development can be detected.

Purpose

The City of Roslyn has partnered with the Public Service Clinic at the University of Washington, Evans School of Public Affairs to help the City gain a greater understanding of sustainable business and development options for the community. The purpose of a sustainable business and development plan is to provide steps for Roslyn to analyze, formulate and implement development projects while ensuring their efforts are creating the best impact possible. In addition, the City of Roslyn asked for an assessment of its individual, community and physical assets, to inventory what it already has to work with, not what it needs to succeed. Starting with what you have is less daunting than a needs assessment because it shows raw potential with of what to acquire or hire in order to succeed in its sustainable development.

This project seeks to examine what a sustainable business and development plan for the City of Roslyn could look like. Roslyn will be able to create a business and development plan that will help move the city towards the sustainable future they see for themselves. The original research question asked, "What would a sustainable business and development plan for the

¹ A local non-profit aimed at revitalizing the City of Roslyn

City of Roslyn, Washington look like?" To better answer that question, I plan to address the following questions:

1. *What is the definition of sustainable? What does sustainability mean to Roslyn? What is a sustainable business and development plan?*
2. *What individual (adult, youth, senior, part-time residents, etc.), community (local organizations and associations, networks, resources, etc.) and institutional (businesses, industry, government, etc.) assets does the City of Roslyn possess?*
3. *What are the business and development goals that the residents of Roslyn have? How do they relate to opportunities in the regional economy? How do they relate to Roslyn's assets?*
4. *What would a sustainable business and development plan for Roslyn look like based on best practices and model examples?*

The first question pursues an understanding of the original research question by examining what is sustainability and asking the Roslyn community what they envision for a sustainable future for Roslyn. The second question seeks to create an inventory of the assets that Roslyn already has. In the past, development plans began by telling a community what it needs to acquire before vitality could be achieved. Roslyn has unique assets, both tangible and intangible, that it can capitalize on as a part of its economic development. However, before outlining sustainable business and development plan options, I will need to research what future the residents and elected officials envision for the town of Roslyn. The third set of questions will attempt to answer this and assess the feasibility of any goals as related to socioeconomic data of the region, the resources available and consistency of with the definition of sustainability. Lastly, the final question will provide an analysis of Roslyn's options for a sustainable development plan from which it can create and implement in the years to come.

History

Roslyn is a small city located in central Washington with 893 residents.² This small city has a fascinating history that began before Washington was even admitted into the Union. Incorporated in 1886 as a coal-mining town, Roslyn remained an important coal-producing city through the early 1900s. During this early period in Roslyn's history, timber harvesting provided a supplemental source of employment for Roslyn, which rapidly declined during the depression and never fully recovered due to better sources of lumber elsewhere in the region. Although the Roslyn's economic decline began in 1935, that last coal mine did not close its doors until 1962.

² 2000 census population was 1,017; 2010 census population is 893, which is a 12% decrease in population.

As coal faded out, some of Roslyn's population moved away. At its peak, Roslyn had over 4,000 residents. Ever since the coal industry began to collapse, the city has struggled to create a new, sustainable economic base for itself.

After the rapid depopulation caused by the mine closures, Roslyn faced a period of low population. Not until the 1970s did Roslyn "make it back onto the map." A Seattle Times writer suggested that Roslyn "hovered between picturesque decay and a conversion to a weekend and retirement center for Seattle-ites."³ Around this time, the first wave of new residents began to move to Roslyn, chasing the rural ideal and cheap housing. These new residents did not bring significant economic change to the town and it continued to struggle. In 1977, the entire town was designated a historic district. For the next 30 years, Roslyn remained fairly unchanged.⁴

Present Day

Today, Roslyn has retained its historical charm in the neighborhoods and along the downtown corridor. However, Roslyn is still struggling with a stagnant economic base that has affected its economic health for over 50 years and has limited the development of Roslyn. Additionally, the weak economic base has contributed to ever-changing demographics by forcing many residents to leave the city altogether. Although it would be difficult for a community the size of Roslyn to provide enough employment opportunities to support the full population, many residents feel that there should be more opportunities.

There is one major employer within city limits, Inland Networks,⁵ and a few small businesses, mainly service-oriented. As you leave town, there are few more business of varying size scattered along the road. Roslyn's small business community struggles because the local population cannot support them. Over the years, start-ups and established businesses have closed and new ones have not always stepped in to replace the empty storefronts. The lack of employment opportunities sends Roslyn residents to as far as Ellensburg and Seattle for gainful employment. Although Roslyn cannot compete with the employment opportunities available in larger areas, the City recognizes the need to increase community and economic development to ensure the long-term sustainability of the city.

In addition to empty storefronts, these two economic factors have created many vacant residences, which has allowed new residents to relocate to Roslyn. Some arrive with the intention of commuting to larger cities for employment or working out of their homes; Roslyn has become a "bedroom community" because people only come to town sleep in their homes.⁶ Additionally, there has been an influx part-time residents or "weekenders." These "residents" own property in Roslyn, but use the houses as vacation or weekend homes. This mixture of

³ Seattle Times, 1986

⁴ Historical information gathered from personal interviews and from published works. For a more complete history, please see Shideler's Coal Towns in the Cascades, Trimble's Images of America: Roslyn or the Roslyn Museum. Please see Appendix 1 for an historical timeline.

⁵ Exact number of employees from the Roslyn community is unknown; however, they are they only employer to employ more than a couple residents.

⁶ Bedroom communities have a significant portion of their residents working and shopping outside the community. The nickname stems from these residents only in the community when they are sleeping.

residents has created an interesting assortment of opinions on and stakeholder groups involved with Roslyn's future direction.

Roslyn has developed a unique character since its inception that can still be seen on the storefront facades running along the main street. Residents and visitors alike value the town's historical charm. Surrounding the historical downtown and residential area is a vast expanse of beautiful forests and recreation areas that attract visitors from all over the country. In 1977, the entire City of Roslyn was designated as a historic district and is listed in the National Register of Historic Places. These two facts have brought new residents and many tourists to the town and can be used to promote economic development. However, for both new businesses and residents moving into Roslyn, this designation means strict planning and permitting requirements for new construction.

A National Register of Historic Places designation puts Roslyn on "the official federal list of districts, sites, buildings, structures, and objects significant in American history, architecture, archeology, engineering, and culture. National Register properties have significance to the history of their community state, or the nation."⁷ For Roslyn, being on the National Register of Historic Places provides unique opportunities and disadvantages for the community. An advantage is that the designation entitles Roslyn to tax breaks and to apply for certain grants. However, it places certain restrictions on what can be done with the property, like renovation or modifications. Applicable laws and restrictions can apply at all levels of government, requiring property owners to conduct research prior to taking action. Another benefit is the tourist value and the ease of maintaining the historical downtown by providing standards and guidelines for the architecture.

Roslyn already has local groups (e.g., Roslyn Downtown Association, R Town, etc.) actively working towards bettering Roslyn, however, "...a small group with creative vision can make a difference in the future development of a rural area, but ultimately success depends on how the total community interacts with and builds upon new idea or new situations."⁸ The individual steps Roslyn is taking are important, but including the community could increase the impact. For example, R Town is creating a community garden for residents of the town. If it were announced as part of a greater plan for Roslyn, even if most of the value would be for local residents, local real estate agents could promote that to potential residents or printed pamphlets could add it as a stop on a walking tour for visitors.

Roslyn's residents and local organizations are making progress, but they are not working within an economic development plan or under a shared vision of a sustainable future. Although Roslyn has an approved comprehensive plan and resolution to support the development of a "Master" or "Vision" type planning document," they are still lacking a clear plan supported by the greater community. By helping Roslyn develop a plan, the actions of community members and organizations can be united towards a common goal and the impact can extend further.

⁷ <http://www.nps.gov/nr/faq.htm>

⁸ Schaeffer and Loveridge, xiv

Underlying Values Present in the Community

From the interviews I conducted, I learned that every resident I spoke with enjoys living in Roslyn. However, what they love about Roslyn varied greatly. Many value the presence of all four seasons, others like that you can walk out your back door and go for a hike; some enjoy the community and knowing all your neighbors; and most enjoyed living in place with so much history. My interview questions centered on the word asset, including people, physical, ideas, etc., but the conversations took us in different directions. The list of what people value about Roslyn was usually much longer than the list they gave for ways in which Roslyn could improve. Nevertheless, everyone had strong opinions on changes Roslyn should implement and directions in which Roslyn should go.

Many of the opinions I heard are represented in the comprehensive plan and the resolution, which is a good sign that the town is listening to its residents. Although the ideas are there, it seems that many of the groups are acting independently without broad-based community support. Residents of Roslyn value its history, geography, location, character and the community. Each of these overarching values needs to be preserved for the future. If any of these are left out of a sustainable development plan, it will fail to meet the needs of the town.

Roslyn City and Kittitas County Data

Roslyn must consider county information when brainstorming potential ideas and formulating a plan, in addition to maintaining awareness of their own demographics and population. 2010 Census employment data has not been released; however, in 2000, 816 Roslyn residents over the age of 16 and eligible for the workforce. Of that 816, 514 or 63% were in the labor force with an unemployment rate of 8.6%.⁹ The overall population of Roslyn has decreased since 2000, but these percentages provide a baseline for consideration.

Chart 1.1: City of Roslyn Population by Age Group¹⁰

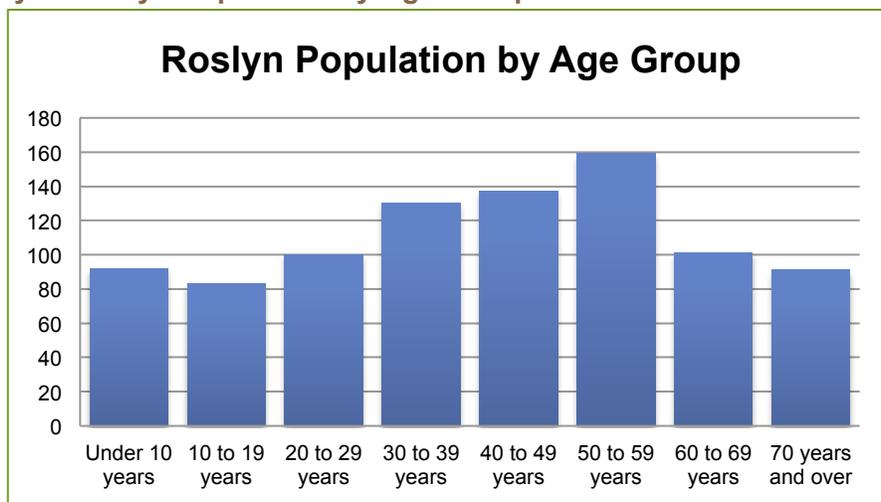


Chart 1.1 shows that most of Roslyn’s total population is at the age for labor force participation

⁹ Census Data 2000

¹⁰ Census Data 2010

Kittitas County has a population of 40,915 residents, up from 33,362 from 2000.¹¹ According to 2008 Kittitas County Chamber of Commerce Data, of 15,280 residents employed in non-farm work, 13,520 were employed in service providing jobs. The two tables below show the industries with highest employment and the largest employers.¹²

Table 1.1: Number of Firms and Employees by Industry

Industry	Firms	Employees
Agriculture, Forestry, Fishing, Hunting	121	769
Construction	247	939
Manufacturing	39	643
Wholesale/Retail trade	43	2,219
Transportation & Warehousing	46	225
Information	17	210
Finance, Insurance & Real Estate	33	399
Professional & Technical Services	57	225
Administrative & Waste Services	51	275
Health Care & Social Assistance	77	920
Arts, Entertainment, & Recreation	24	187
Accommodation & Food Services	140	2,156
Other services, except Public Administration	170	378
Government	61	4,249

Table 1.1 provides a brief breakdown of major industries employing Kittitas County Residents. The table shows that service industries (Wholesale/Retail Trade and Accommodation & Food Services) are by far the largest industries supporting employment.

Table 1.2: Largest County Employers

LARGEST GOVERNMENT EMPLOYERS		LARGEST PRIVATE EMPLOYERS	
Central Washington University, Ellensburg	1,438	Anderson Hay and Grain, Ellensburg	240
Kittitas Valley Community Hospital	470	Elmview, Ellensburg	200
Ellensburg School District	380	Fred Meyer, Ellensburg	198
Kittitas County	363	Suncadia Resort, Cle Elum	152
City of Ellensburg	150	Auvil Fruit Company, Vantage	150
Cle Elum-Roslyn School District	125	Safeway (Ellensburg/Cle Elum)	130
WA Dept. of Transportation	104	Twin City Foods, Inc., Ellensburg	125
Kittitas School District	80	Super 1 Foods, Ellensburg	100
U.S. Postal Service/Kittitas County	61	Kittitas Valley Health and Rehab	100
WA Dept. of Natural Resources	56	Shoemaker Manufacturing, Cle Elum	85
U.S. Forest Service	50	Royal Vista Care Center	67

Table 1.2 lists the largest public and private employers in the County. With the exception of Central Washington University, each of these employers is relatively small.

¹¹ Census Data 2000 and 2010

¹² Kittitas County Chamber of Commerce

Methodologies

There were three major methods used in the completion of this project: interviews, literature review and model/case study analysis. Each of these methods allowed me to comprehensively address the research question from a variety of angles.

Interviews

In order to catalog the individual, community and institutional assets, I chose to conduct interviews with residents and key stakeholders of Roslyn. In addition, an important component of any community or economic development plan is stakeholder input.¹³ I used interviews to capture both of these pieces. If possible, I tried to have all meetings in person, however a number interviews happened over the phone and some input was received via email. Although many of the interviews provided socioeconomic, historical and other information about Roslyn, I supplemented this with published historical accounts and primary research on the town.

Another option to solicit this information would have been through a more structured survey. Although a survey would have provided a comprehensive inventory of individual assets, it would have excluded personal opinions and insights into Roslyn and Roslyn's future. Also, a survey would have allowed me to solicit responses from more residents and stakeholders than I did using traditional interviewing. However, I felt the benefits of meeting with people one-on-one outweighed the limited number of interviews I was able to conduct. If the goal of this project had been purely to create a complete catalog of Roslyn's individual and community assets, a survey would have been the most appropriate method.

Town halls or community meetings are other ways where Roslyn residents would have the opportunity to share and discuss sustainability, the future of Roslyn and community assets. I felt that this method would be inappropriate early on in my research. Roslyn residents have attended a number of town halls with the University of Washington's Storefront Studies over the past two years and I wasn't sure I wanted my initial foray into the community to be so overt. Having read literature on the topic, I realized that having community buy-in is vital to successful town halls. Instead, I chose to build my credibility and make myself known to the community through the interview process.

Prior to the beginning interview process, I compiled a list of possible types of individuals, groups and other organizations to ensure I was interviewing a broad cross-section of the population.¹⁴ I began by brainstorming categories that individuals and groups could fall into. I wanted to incorporate unique perspectives that could come from being a certain type of resident or member of certain community group. I supplemented my list by drawing from categories present in Kretzmann & McKnight's Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Although I was unsure of which categories would actually be represented in the community, it provided a baseline of potential types to interview.

¹³ Snoqualmie Plan, 4

¹⁴ See next page for complete list of interview categories and questions

I wanted to strategically identify key stakeholders to ensure the maximum breadth that my limited amount of interviews would be able to cover. There were important differences between many of the categories, which I felt could provide a different perspective on the questions I was asking. The small amount of random interviewees I interviewed was a result of people passing along my contact information or responding to the article in the local newspaper written about the project. However, even those connections fit into the identified categories and expanded the interview responses I received. Below are three tables that cover the interview categories and topics I used. In addition, I created broad interview topics that I wanted to cover during each meeting. My interviews were usually 30 minutes of dialogue on community assets and dreams and expectations for Roslyn.

Table 1.1: 1st Tier of Interviews



Table 1.2: 2nd Tier of Interviews



Tables 1.1 and 1.2 are an inclusive list of the categories of individuals and groups I sought out during the interview process to ensure a broad cross-section of Roslyn stakeholders were represented in this project. Tier 1 represented the categories I felt were most important to connect with and Tier 2 were other categories that may be important if members or groups were identified.

Table 1.3: Interview Topics

- ▶ What is your relationship with Roslyn?
 - How long have you lived here? Part-time or full-time?
 - What brought you to or kept you in Roslyn?
 - Where do you work? Roslyn? From home?
- ▶ What do you see as Roslyn's assets?
 - Community (Organizations, Informal groups)
 - Physical
 - Historical
- ▶ What do you think the City of Roslyn could do better?
- ▶ Can you tell me your individual assets?
- ▶ What networks are present in Roslyn?
 - Which are you a member of?
 - What others are you aware of? (not a member)

Table 1.3 is a basic outline of the questions I asked and topics I covered in each interview.

Each of these interview topics were designed to elicit responses useful in answering the set of research questions I identified in the purpose section. These topics and supporting questions were guiding rather than a strict set of questions I followed. Each interview had its own flow and a lot of the information I wanted to learn about came out naturally.

Literature Review

There was a primary and secondary focus of my literature review. The primary focus was a strategic review of literature on sustainable, business, economic and community development and other applicable literature. Additionally, I researched sustainability independently to write a definition and use in the analysis. Although the original research question only asks for a sustainable business and development plan, I also researched with the more basic concepts of economic and community development. I felt like these topics, besides being more inclusive and comprehensive, were important to Roslyn's situation. I began with the recommended approach and searched for information on asset mapping and capacity-building. I learned that asset mapping was just one model that could promote economic development and widened my search parameters.

I focused my searches on development related to small or rural towns. My research included published books, journal articles and case studies, as well as conversations with experts in the field. The literature contained relevant extracts and complete case studies about effective strategies communities have used for community and economic development. After creating a base of literature on development, I searched for sustainable development. The case studies and models provided unique frameworks that were analyzed and synthesized to create ideas that would work best in Roslyn.

The secondary focus was a review of literature from Roslyn. In 2006, the City Council has created a comprehensive plan that their policies should lead towards. In October 2010, the City Council, in partnership with the Roslyn Downtown Association, passed a resolution outlining specific "projects that would bring positive change to the City while acknowledging and honoring its heritage, culture, and community."¹⁵ I examined these documents and the data collected from the residents to help create an asset map and elements of a sustainable business and development plan.

¹⁵ Resolution No 10-037

Sustainability & Development Planning

Definitions

To begin the project, I have created a series of definitions to explain relevant terms. Given that there are many different definitions of these concepts, I have compiled short definitions based on various sources to identify each topic as I will be using them. After completing the literature review, I composed these definitions based on what I learned about each topic. Ones I did not compose are footnoted.

Asset: A strength, skill, quality or useful attribute.¹⁶ Assets can related to physical, historical, individual and other attributes of a community.

Asset Building: The efforts towards community development through which a community builds its capacity to improve its quality of life.¹⁷

Asset Map: A diagram or illustration that represents connections between community assets.

Business Plan: A plan that succinctly outlines specific goals and the accompanying strategy for a city.

Capacity: The ability to do something.

City or Community: General terms that include Roslyn residents and other key stakeholders and businesses that may or may not reside in Roslyn.

Community Capacity: The combined influence of a community's commitment, resources and skills that can be deployed to build on community strengths and address community problems and opportunities.¹⁸

Community Visioning: a public participation process during which a vision is establish for the community.

¹⁶ This report will not use asset in the financial sense.

¹⁷ Green and Haines, 8

¹⁸ ASPEN, 1

Development: Growth or advancement.

Development Plan: A plan that strives to improve both the standard and quality of living of a city by setting policies and strategies for the economy and by establishing principles that incorporate the vision to strengthen the community.

Plan: A set of goals, action items or tasks to reach the goals and tools to measure success.

Sustainable Development: is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.¹⁹

Vision: An image of or goal for a future state of a community, towards which efforts are focused.

Governing Theories

While conducting the interviews, I reviewed the literature surrounding sustainable business and development plans and related subjects. As I learned more, I refined the interviews accordingly. The literature left me answering sub-research questions that may not be relevant to the final product. However, each of the sources and processes I took were important to getting to the point where I can make valuable recommendations to the City of Roslyn. I separated my literature review into sections based on the sources available. I began with literature on sustainability and continued to business, community and economic development plans, visioning, community participation and finally a variety actual city plans in use today. These topics helped guide my research and the final recommendations to Roslyn.

Sustainability

Sustainable is an overused adjective that has many different definitions, modifying a variety of nouns. Most commonly, it is used as a descriptor for actions related to the environment or development. Although there are many uses for sustainability, my literature review only covered uses related specifically to development. However, the selected definition allows coverage of ecological or environmental sustainability because of the necessity to maintain natural resources for the next generation. This quote is representative of the struggle in the creation of a sustainable future:

“Progress in understanding and achieving sustainability requires addressing it as both a scientific and an ethical issue. If sustainability is defined as ‘meeting human needs in a socially just manner without depriving ecosystems of their health,’ most of the words in its definition are normative or value laden. Depending on how critical normative terms such as ‘human needs’ and ‘ecosystem health’ are defined, sustainability could mean anything from ‘exploit as much as desired without infringing on the future ability to exploit as much as desired’ to ‘exploit as little as necessary to maintain a meaningful life.’²⁰

¹⁹ United Nations working definition of sustainable development

²⁰ Vucetich and Nelson, 2010

It is extremely difficult to predict how actions affect the future, but organizations still must decide for themselves under which conditions of sustainability they wish to act.

Sustainability, in relation to development, has been addressed narrowly as a stability of employment and natural resources (Beckley, 2002). More generally, sustainable development has been addressed as the interconnectedness of the economy, equity and the environment (Knox & Mayer, 2009; Green & Haines, 2002). The latter increases the scope of sustainability by involving entire communities and recognizing the push and pull of working on one of the three without compromising efforts in another area. Examining development through a sustainability lens improves the long-term quality of projects and improvements.

Another theme running through the literature is the importance of defining what sustainability means to each individual community (Beckley; 2002; Okubo, 2010). Using another community's definition may be irrelevant or harmful to a community's development objectives. One thing that holds true in each piece is the necessity of sustainability. Conditions continually change and short-term solutions will not only inhibit long-term viability, but also have a serious impact on future development attempts. Many communities, Roslyn included, are where they are now because an unsustainable economic base propped up the community and prevented the economic diversity necessary for long-term viability.

Comprehensive, economic development, community development, general or business plans of various communities either overuse the adjective sustainability or do not use the term at all. In the plans that address sustainability, it can refer to downtowns, community health, the economy, housing, agriculture, community, qualified workforce, revenue, tourism base, building ordinances, design principles, environmental impact, social equity, youth businesses, energy, businesses, the entire city, industries and internal government operations.²¹ The City of Portland, OR recognized the necessity of analyzing projects and decisions through a sustainability lens, which lead to the creation of a sustainability commission and plan.²² Regardless of its seeming overuse, its repeated use demonstrates the importance of sustainable planning for the future of our cities, both for this generation and beyond.

Sustainable Development

“Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Another aspect of sustainable development important for Roslyn is for the development to be long-term so that it does not have to be reevaluated regularly because it is no longer viable or it has been exhausted. For example, forestry would not be considered sustainable for Roslyn because their forest is too small and timber harvesting could not provide long-term economic stability. Or another example of hosting another TV show would provide only a temporary source of funds. Although the UN definition I selected can encompass environmental sustainability, it does not have to be that specific. Environmentally sustainable development could mean new construction

²¹ Taken from the City of Ellensburg Comprehensive Plan (2006), City of Casa Grande General Plan 2020, City of Alameda Economic Development Strategic Plan Update (2008), Portland Development Commission's 2010 Sustainability Plan, City of Snoqualmie Economic Development, Branding and Marketing Plan (2006) and TwispWorks Executive Summary: Master Plan (2010)

²² Portland Development Commission's 2010 Sustainability Plan

requiring small carbon footprints or cities creating a goal to limit carbon dioxide emissions by 2025. Some Roslyn community members are already thinking in terms of environmentally sustainable economic development plans. One suggestion was to consider solar power and another was to create biofuels from leftover biomass utilizing now unused sewage treatment ponds.

Whether or not a sustainable business and development plan encompasses environmental issues, it is important to remember that sustainability goes beyond this generation into future ones where we are all gone. To act sustainably, we cannot rely on new technological developments to solve problems and be irresponsible today. This broad definition is successful because it allows us to move through various degrees of specificity and realms of meaning without having to redefine sustainable development.

Figure 2.1: The Three Es of Sustainability. ²³

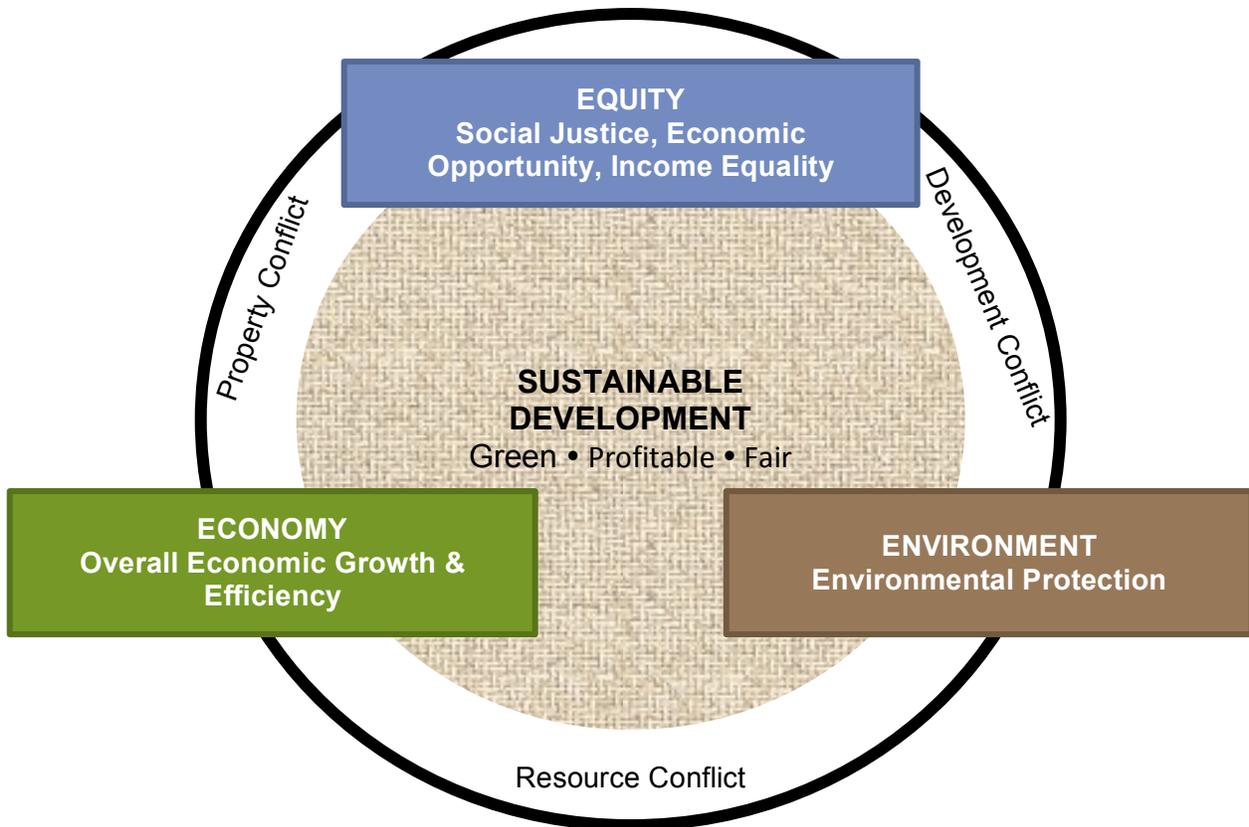


Figure 2.1 was modified from Scott Campbell’s visual representation of the interdependencies between the three Es of Sustainability. Around the circle, each E works in conflict and conjunction with each other.

Knox and Mayer discuss the push and pull of equity, economy and environment when trying to

²³ Knox and Mayer, 27 (Campbell’s visual reprinted in Knox and Mayer’s book, I modified formatting for this report)

attain sustainable development. All three are necessary to truly achieve sustainable development, but it is much easier to only be sustainable in one of the three at a time. When defining sustainability of projects and goals, all three aspects must be acknowledged and accounted for. Communities have found that “business and environmental sustainability can work together; such a link is necessary in today’s world of economic constraints and limited resources.”²⁴

Business Plans

“Business plan” is terminology generally heard in the private sector to describe goals for a for-profit business and the strategy to achieve those goals. In the government sector, traditionally plans related to business have described a local government’s attempt to incubate, develop, recruit and/or retain businesses in their community. However, some cities and local government departments have created business plans very similar to those in the private sector. Recently, there has been discussion of governments needing to be run more like businesses; however, there was limited information on this discussion/trend leading to the actual development and implementation and business plans in local governments.

Public sector “business plans” are comparable to comprehensive plans, but are more succinct. They stray from private sector plans because they have different types of goals that may be related to quality of life, general city operations, planning, etc. One strong example is the City of Renton’s business plan, which is accompanied by goal specific action items and is easily accessible on their website.²⁵ The website of Carson City, NV discusses the creation and approval of a business plan that addresses government operations and “a series of objectives grouped into sections representing different aspects, or perspectives of the quality of life in Carson City.”²⁶ Unfortunately, I could not find the actual document to review. The City of Irvine, CA created a Strategic Business Plan in 1994 related to quality of life objectives, but the newest document is subtitled: Long Range Fiscal Forecast and Capital Plan.²⁷ The subtitle changes the perspective of quality life improvement to looking at it through a financial lens.

Development Plans (Community and Economic)

Development Plans strives to improve both the standard and quality of living of a city by setting policies and strategies for the economy and by establishing principles that incorporate the vision to strengthen the community. Since both community and economic development are part of the umbrella of a development plan, my working definition incorporates both. Each of these has strengths, however, standing alone they are inappropriate for Roslyn. Because of this, I have chosen to connect economic development with community development to create, what I believe to be, a better definition to use in this project.

‘Development,’ like sustainability, is used in many different fields. However, since Roslyn is concerned with its development related to its community and economic situation, I

²⁴ Okubo, 1

²⁵ Please see Appendix 5 for the complete plan.

²⁶ Carson City, NV website: <http://www.carson.org/index.aspx?page=2183>

²⁷ City of Irvine, Strategic Business Plan

concentrated on literature in this field. Development, related to a city, can simply mean growth (Green & Haines, 2002). Whereas growth may be seen as detrimental to a small community like Roslyn, development can be nuanced to be targeted and specifically address certain areas in which a city is lacking. Green and Haines state that, "Development may lead to a more efficient use of resources, reduce the community's dependency on external resources and decision making, and create a better system of managing markets (financial, housing, labor, etc.) to satisfy local (societal) needs."²⁸ This comprehensive description covers the basics of both community and economic development, but fails to address many of the concerns that community development does.

Community development and economic development attempt to promote distinct positive changes in cities and subsequently the outcomes measured vary between the two. Whereas economic development encourages job creation, an improved economy and a higher standard of living (Koven & Lyons, 2003), community development focuses more on the quality of life and the creation of community networks (Green & Haines, 2002). Although rarely used interchangeably, both contribute to each other's success (Olson, 2005). There is a vast amount of literature on economic and community development, making it difficult to review and analyze all the information available. I have focused on key sources to help discuss development as it relates to a plan for Roslyn.

One of the foremost models is capacity-building economic development, which builds off existing community assets to create economic and community development.²⁹ The original framework was established by Kretzmann and McKnight and requires a comprehensive individual, organizational and institutional asset inventory to rebuild the community economy. Using the inventory, community's can start development with what they have rather than being told what they need to succeed (Kretzmann and McKnight, 1993). Green and Haines adapted and expanded the capacity-building development method to include assets beyond the people living in a community. They recognized that a community's success rested on the entire community rather than just on the shoulders of the people that live there (Green & Haines, 2002). One reviewer outlined their community development process as "community organizing, visioning, planning, and implementation/evaluation."³⁰

Following these two frameworks for capacity-based development, the Aspen Institute Rural Economic Policy Program published a measurement workbook that uses community participants to catalog community networks and organizations to gear efforts towards specified outcomes. Its collected information is very similar to what is outlined in Kretzmann & McKnight and Green & Haines, but is a simplified measurement tool to help increase community capacity. All of these models are contrasted against the traditional model of needs-based development.³¹ For example instead of bringing outsiders into a neighborhood to provide social welfare services or to stop crime, this model facilitates development through the use of skills and assets the community members possess or can easily combine to increase capacity. Although social welfare systems and other assistance for depressed communities are still there, these models argue that successful, more permanent development needs to come from within.

²⁸ Green and Haines, 6

²⁹ Moscardo, 9

³⁰ Punttenney, 321

³¹ Kretzmann and McKnight, 2

The literature on economic and community development highlight a few points of general consensus. One of the main points of agreement was on the necessity for strong, trusted leadership of an individual or organization that helps unite the community (ASPEN, 1996; Schaeffer & Loveridge, 2000; Beckley et. al, 2002; Green et al, 2008). Along with leadership, the literature emphasized the necessity of broad-based, community-wide support for efforts (Aspen Institute 1996, Schaeffer & Loveridge 2000, Shively 1997). Kretzmann & McKnight recognized that “the community builder must locate and mobilize every possible resource in the community.”³² A few residents working towards the goal may ostracize and create opponents to their work, lessening the impact of their actions. Whatever progress they do make has the potential to burn them out a lot quicker than if they had worked with the larger community.

Other literature on community and economic development did not highlight specific models, but rather described successful case studies, some of which would fit into capacity-based development. An alternate method is to attract industry or undertake “smokestack chasing,” which had been the traditional method of economic development after the collapse of coal and other major industries during the mid-20th century (Blakely, 1989; Koven & Lyons, 2003). If a city or town lost its main employer, its goal would be to find another major industry or business to fill-in the unemployment and economic gaps. Community development and economic development are both equally important to a community and its plan for the future; therefore, when referring to development in this paper, it references both aspects. The outcomes, quality of life and standard of living, should not be separated because both contribute to the health and vitality of a city.

Key Community and Economic Development Model Outlines

There are a variety of frameworks available for communities working for community and economic development. Kretzmann & McKnight’s capacity-focused economic development model creates an inventory of existing assets, which leads to suitable decisions on resource use, community improvements and ideas to rebuild the economy from the ground up. To begin the process outlined in the book, facilitators must create an exhaustive inventory of the individual, community and institutional assets present in the selected community. The theory states that each of these asset categories can be tapped to release their power in the neighborhood. The individual assets are very specific and would be a cumbersome process to complete. I have included a small sample of the asset inventory asked of practitioners:

Table 2.1: Excerpt from Individual Asset Inventory

Skill	Possess the Skill?	Skill	Possess the Skill?
Child Care		Supervision	
Caring for Babies (under 1 year)	YES / NO	Writing Reports	YES / NO
Caring for Children (1 to 6)	YES / NO	Filling out Forms	YES / NO
Caring for Children (7 to 13)	YES / NO	Planning Work for Other People	YES / NO

³² Kretzmann and McKnight, 276

Taking Children on Field Trips	YES / NO	Directing the Work of Other People	YES / NO
--------------------------------	----------	------------------------------------	----------

Table 2.1 is composed of questions from two sections of Kretzmann and McKnight's individual asset inventory.

After collecting this information from the community, usually with the help of community members, the inventory continues by cataloging local associations and organizations and their membership and activities. The final inventory catalogs local, formal institutions as another resource a community has to work with.

From these inventories, the facilitator creates an asset map of the community. This map presents a visual representation of what a community possesses and draws connections between individuals, community and institutional assets. The entire process puts economic and community development within reach for a community that has been told for years what it lacks and needs to gain to progress. By creating and strengthening partnerships and coordination between all of the above, a community has the opportunity to do more for its future, on its own and with outside assistance. An example of a partnership would be an institution providing physical resources, associations a group of volunteers and individuals the additional manpower or expertise. Another outcome includes a comprehensive list a skills and labor available to prospective businesses to the community.

The strength of this model is its ability to help a community with seemingly nothing overcome an impoverished designation and demonstrate all that it has to help itself. It creates unique connections between assets they might have been overlooked. Building from the strengths and weaknesses of the Kretzmann & McKnight model, I analyzed a similar framework by Green & Haines, which expanded the definition of a community asset to include: physical, human, social, financial and environmental.³³ This expansion makes their analysis more relevant to communities at different points in the capacity-building and community development processes.

Early in the preface, Green and Haines emphasize that they are not providing "a 'cookbook' on how to mobilize communities."³⁴ However, their analysis of community development strategies and concepts is the strongest I have found. Even without a step-by-step guide and a stand-alone process diagram, their case study examples and short discussion of applicable processes provide valuable information for this analysis. They highlight assets of entire communities and what they have to offer themselves. Green and Haines discuss the conflict between outcomes of community development. One side suggests that uniting the community, even if efforts prove unsuccessful, is the ultimate outcome. The other side suggests that an improvement in quality of life is the only successful outcome.³⁵ Both concepts are important metrics to measure and the focus should be on quality of life improvements with the increased public participation an important midway success.

The process Green and Haines work through begins with a community vision, garnered through public participation in the decision-making process. An inclusive process is the only way residents can prevent someone else from deciding their future for them. In conjunction with visioning, they discuss the importance of community organizing as a way to solve problems and

³³ Green and Haines, 10

³⁴ Ibid, viii

³⁵ Ibid, 34

get things done. Similar to other models and case studies, they suggest community town hall type meetings centered on community development. These town halls occur throughout their model. Green and Haines's visioning process does not end with a vision statement, but a vision that leads into specific goals and strategies with accompanying action items; the 'Community Organizing' and 'Visioning' steps lead to the 'Planning' and 'Implementation and Evaluation' steps. The cyclical process continues back at 'Community Organizing' to address new ideas or issues that arise.

The Aspen Institute's Rural Economic Policy Program looked closely at the goals to improve public participation in development goals by creating a simple workbook that cities can use when working through to development projects or goals. The Aspen Institute's Rural Economic Policy Program's capacity-building development model provides measurement tools for specific outcomes of community development activities. This model was published as:

"...a workbook for community leaders and citizens who want to:

- Improve the ability of individuals, organizations, businesses and government in their community to come together, learn, make well-reasoned decisions about the community's present and future, *and* work together to carry out those decisions—that is, to *build their community's capacity*.
- Find ways to set goals as they do this work, make sure they are actually moving toward these goals, and celebrate their progress."³⁶

Communities select a discrete number of possible capacity-building outcomes (goals) that plan to pursue from 6 they establish in the workbook.³⁷ Each of the outcomes has accompanying measurements for communities to track their progress. This is not a step-by-step process of how to build capacity, but an accompaniment to such efforts. However, the metrics cover important points and steps that need to be taken, thus measured, for a community to build capacity and have successful community development activities. I have included an excerpt from the workbook to provide a better understanding of the process:

Table 2.2: Excerpt of ASPEN Institute's Evaluation Method

Outcome 8: Better resource utilization by the community. *Ideally, the community should select and use resources in the same way a smart consumer will make a purchase. Communities that balance local self-reliance with the use of outside resources can face the future with confidence.*

- **Resources in the community**
 - **Resource identification/value**
 - ✓ community has an inventory of community resources (\$, skills, organizations, available services) and assets
 - ✓ there is a resource clearinghouse
 - ✓ there is a community organization/resource directory
 - # number (# and \$) of local funding resources available
 - % percent increase in local funding available
 - # number (#) of skill resources available
 - ▣ quality of skill resources available*
 - # number (#, value) of other (specify) resources available
 - ▣ quality of those resources*

³⁶ ASPEN, 7

³⁷ See appendix 3 for list of outcomes

Table 2.2 contains one of ASPEN's eight outcomes and the first set of measurements a community would use to work towards attaining this outcome. *Note: Quality icon was changed from a small graph to bulls-eye

The workbook moves away from the exhaustive inventory of all community assets present in the Kretzmann & McKnight model and towards a more selective inventory based on specific outcomes. For example, the workbook asks community participants to create a thorough inventory of local organizations, associations and institutions if they are concerned with “expanding, diverse, inclusive citizen participation.”³⁸ However this is tied into its greater message of targeting efforts towards the eight outcomes a community supposed to select for itself. This workbook method does not require the time and detail that Kretzmann & McKnight do.

Visioning

Community visioning, a public participation process during which a vision is established for the community, is an important process many cities undergo as a part of their strategic planning process (Green et al, 2008; DDI: It Takes a Village, 2011; ASPEN, 1996). Additionally, the practical necessity of a community vision is stressed implicitly or explicitly in the various planning documents prepared for cities (Ellensburg Comprehensive Plan; Casa Grande General Plan; Cle Elum - Old Town Revitalization Plan; City of Alameda: Economic Development Plan; etc.). In line with many of the other points of consensus, community town halls or forums, whether to create a vision, inspire community participation or develop a plan, were important themes present in the literature and city plans (Schaeffer & Loveridge 2000; ASPEN, 1996; City of Alameda, etc.; Green & Haines, 2002).

The ASPEN Institute provides specific metrics for community visioning that highlight specific procedural steps that may be overlooked in the visioning process. Although the visioning process seems straightforward, ASPEN believes that for community development and capacity building, the importance moves away from just having a good vision to having a widely shared vision. (ASPEN, 1996) I believe that the broad-based support is one of the most important factors in having a successful vision, especially in a small town. Finally, the lack of a vision can prove fatal to any efforts towards development or improvements (Green & Haines, 2002).

Community Participation

Community involvement and participation is a key component in many of the models and case studies I reviewed. In one framework, community members carry out specific goals related to economic development on their own, without any central leadership or organization (Kretzmann & McKnight, 1993). Whether there is central leadership or not, the reviewed models require community input and participation in the plan development (Kretzmann & McKnight, 1993; Green and Haines, 2002; ASPEN, 1996; Schaeffer & Loveridge, 2000; Peterman, 2000). Peterman shares a finding from the 1950s and 1960s where the “belief that planners, using the rational planning model, could articulate goals for and speak on behalf of a community without

³⁸ ASPEN, 11

the direct involvement of the community [...] resulted in the destruction of community after community.³⁹ Kretzmann & McKnight outline five basic steps to increase community mobilization:

“1) Mapping completely the capacities and assets of individuals, citizens’ associations and local institutions; 2) Building relationships among local assets for mutually beneficial problem-solving within the community; 3) Mobilizing the community’s assets fully for economic development and information sharing purposes; 4) Convening as broadly representative a group as possible for the purposes of building a community vision and plan; and 5) Leveraging activities, investments and resources from outside the community to support asset-based, locally-defined development.”⁴⁰

Not only does community participation improve the planning process, it can strengthen the implementation and impact. Blakely emphasizes that although formulating a plan without community participation is easier, it is not always the best course of action.⁴¹ The community can provide ideas, labor, expertise, access and intricate knowledge of the community. Knox and Mayer conclude their book with a list of “Critical Success Factors” to successful sustainable development. One of these requires, “Involving local business leaders *and* community groups *and* local government.”⁴² Although this interpretation is slightly narrower than some of the frameworks, the message is the same, especially in a small community such as Roslyn. Finally, Koven and Lyons, whose book does not discuss community participation, agree that, “A community’s goals for its economic future must be factored into determining the appropriate economic development strategy.”⁴³

City Plans

Cities around the country use plans to set goals and to guide their actions. Although I am sure there are more, some of the main types of plans are: comprehensive, economic development, community development, strategic, general and marketing & branding. Each of these types of plan has a slightly different connotation and format of use. All of these definitions are from various cities’ websites; I selected the definition(s) that I felt were the most suitable for use in this paper.⁴⁴ I selected definitions that were broad and explained the plans as would be appropriate for cities like Roslyn to have. For example, some definitions of economic development limit their definition to bringing outside money into the community. I chose not to use this definition because it would not be in Roslyn’s best interest to create a plan whose sole purpose was to increase the cash flow into their community.

Business Plan: sets the City’s goals and evaluates the City’s financial capacity to achieve them. Goals are related to: 1) A clean and well-maintained environment; 2) A safe community; 3) Economic prosperity and a livable community; and 4) Effective government.⁴⁵

³⁹ Peterman, 38-39

⁴⁰ Kretzmann and McKnight, 345

⁴¹ Blakely, 118

⁴² Knox and Mayer, 178

⁴³ Koven and Lyons, 170

⁴⁴ Some have been edited or shortened to make them more universal and appropriate to this project.

⁴⁵ http://www.cityofirvine.org/about/strategic_business_plan/default.asp

Community Development Plan: 1) an image-based map for cities and towns to identify their future growth.⁴⁶ 2) a plan to create “viable, healthy, and constructive communities.”⁴⁷

Comprehensive Plan: a generalized, coordinated land use map and policy statement of the governing body of a local government that interrelates all functional and natural systems and activities relating to the use of lands, including but not limited to sewer and water systems, transportation systems, educational facilities, recreational facilities, and natural resources and air and water quality management programs.⁴⁸

Economic Development Plan: a plan that provides a comprehensive overview of the economy, sets policy direction for economic growth, and identifies strategies, programs and projects to improve the economy.⁴⁹

General Plan: 1) a comprehensive, long-range declaration of purposes, policies and programs for the development of cities.⁵⁰ 2) a constitution for development providing policies for growth and development.⁵¹ 3) a guide for changes to ensure that the qualities that make the city unique are preserved and enhanced. The General Plan is based on a creative consensus concerning social, economic, and environmental issues.⁵²

Marketing and Branding Plan: a program to attract investment and increase tourism. The rationale for creating a new City branding logo and marketing tagline is to establish an image for [the city] that encompasses all the community offers, such as the beauty of the natural [area], a strong sense of community, ... and opportunity for outdoor activities.⁵³

Strategic Plan: a plan that outlines where an organization is going, how it's going to get there and measures success over time. It ensures the most effective use of the organization's limited resources by focusing the resources on key priorities.⁵⁴

⁴⁶ <http://commpres.env.state.ma.us/content/cdplans.asp>

⁴⁷ Peterman, 173

⁴⁸ <http://www.portlandonline.com/bps/index.cfm?c=34249>

⁴⁹ <http://www.mrsc.org/subjects/econ/ed-plans.aspx>

⁵⁰ <http://cityplanning.lacity.org/cwd/gnlpln/Descrip.htm>

⁵¹ <http://www.sandiego.gov/planning/genplan/>

⁵² http://www.sf-planning.org/ftp/General_Plan/index.htm

⁵³ <http://www.vote29.com/newmyblog/archives/9417>

⁵⁴ <http://www.cityofevanston.org/government/strategic-plan/>

Key Interview Findings

Throughout the course of this project, I interviewed approximately 40⁵⁵ stakeholders of Roslyn. I found a lot of potential in the City of Roslyn to work together to create an even greater community by uniting assets and networks, improving weaknesses and vague ideas and finally collaborating centrally. Overall, the Roslyn community is impressed and inspired by with what their city has to offer. For every weakness there were multiple strengths and hope. During the interviews, Roslyn residents did not simply state ideas for the city, but they related those ideas to their distinct visions of Roslyn's future. The City of Roslyn's vision is: "The City of Roslyn seeks to preserve and enhance its historic character, maintain its small town uniqueness, remain economically viable, and create a better community for all of its citizens." I doubt all of the stakeholders are aware of the city's vision, but most of the ideas expressed in the interviews would work towards attaining this vision, and certainly no one I interviewed would want to contradict this as an outcome for their ideas.

Summary and Key Points From Interviews

During the interviews, I had five main topic areas I discussed with Roslyn stakeholders. However, only four of them yielded useful results. The interview included a question on individual skills and assets. Because I chose not to do a comprehensive asset inventory,⁵⁶ I did not bring a list of skills for the interviewees to check the ones they possess. But at the time of the interviews I did not know where the project would lead me, so I decided to include the question, "Can you tell me your individual assets?" in case the responses would be pertinent. Personal information was very difficult to solicit from interviewees. Some people did not want to provide the information because they feared they would be tapped to participate or contribute in the future. Others did not feel comfortable bragging or just did not want to share. I will not summarize the few responses I received for that question. I have listed the other four main questions and a summary of key responses below:

⁵⁵ Number is approximate because I spoke to many people in passing and did not always get the chance to record their name with their contributions.

⁵⁶ Comprehensive individual asset inventories are important because those human assets are usually overlooked. I chose not to do one because I feel that Roslyn's Sustainable Development Plan would not benefit from an exhaustive list of all the skills their community possesses. I have discussed this further in Chapter 5.

1) *What is your relationship with Roslyn?*

Types of residents:

- Many generations of family have lived in Roslyn so they stayed
- Grew up in Roslyn and returned with a family and/or a career
- Loved the town and bought a vacation home
- Visited as a child/tourist and decided to move to Roslyn
- Bought a vacation home that turned into a permanent home
- Learned about Roslyn from friends and decided to move here

I came to Roslyn for:

- | | |
|--------------------------------------|-----------------------------------|
| • Recreational opportunities | • Community feel/felt like home |
| • 4 distinct seasons | • A good business opportunity |
| • A good place to raise a family | • A quiet place to work from home |
| • Love of the town/community/setting | • For a job |

2) *What do you see as Roslyn's assets?* (I've only listed the answers that I received more than once)

- | | | | |
|---------------------|---------------------|-------------------------|------------------------|
| • Nature/ Outdoors | • Quirky Downtown | • Gateway to Recreation | • Coal Mining Heritage |
| • Recreation | • Tourists | • Architecture | • Size of town |
| • Community | • Cemetery | • Suncadia | • History |
| • Cheap Real Estate | • Northern Exposure | • Farmer's Market | • Geographic Location |
| • Library | • Scenery/Setting | • Infrastructure | • Nice People |
| • Climate/4 Seasons | • Family Friendly | • Museum | • Authenticity |

3) *What do you think the City of Roslyn could do better?* This question includes detractors and less tangible areas for improvement.

Detractors

- | | | | |
|---------------------------|----------------------------|-------------------------|------------------------|
| • Signage | • Tourism | • Suncadia | • Parking |
| • Protective of town | • Lack of Youth Activities | • Community distrust | • Lack of things to do |
| • No Organized Recreation | • Not a community | • Changing Demographics | • Change Resistant |
| • Party-town | • No Jobs | | |

Areas for Improvement

- | | |
|---|--|
| • Tourism's relationship with the community | • More Businesses, you have to go somewhere else |
| • Business Climate | • Access to natural surroundings |
| • Branding/Self-promotion | • Clean-up Recreational Areas |
| • Capitalize on Recreational Opportunities | • Mitigate effects of boom-bust economic cycles |

In trying to ascertain what sustainability means to the stakeholders in Roslyn, many were concerned with the long-term success of the community and a few mentioned specific environmental sustainability issues and ideas. A lot of the comments related to sustainability centered on tourism and whether that is an appropriate sustainable aspiration for the city.

4) What networks are present in Roslyn?

- Artist Guild
- Cemetery Commission
- CAC for Roslyn Forests
- Cle Elum–Roslyn Chamber of Commerce
- Croatian Picnic/Social Club
- Farmer’s Market Volunteers
- Fraternal Order of Eagles
- Free-writing Group
- Friends of the Library
- Heritage Club
- Historic and Planning Committee
- Kittitas County Chamber of Commerce
- Kittitas County Economic Development Council
- MTS Greenway
- R-Town
- RIDGE
- Roslyn Black Pioneers
- Roslyn Downtown Association
- Roslyn Museum Board
- Roslyn Renaissance
- Roslyn Riders
- Roslyn Urban Forests Committee
- Storefront Studio
- Upper Kittitas County Rotary
- Wildflowers
- Young Life

Assets and Weaknesses

Through a series of interviews, Roslyn residents provided insight into assets and detractors for the community, which I have compiled into a spectrum on the following page. This grouping is not exhaustive, and a few of the assets that were left off include: quirky, quaint, sleepy little community, quiet, sunny, arts & music and feeling comfortable. Fortunately, Roslyn’s map is heavily weighted towards the positive assets versus the detractors.

Positive feelings towards the community were evident in everyone I spoke with. The solid green ellipses signify only positive feedback regarding the asset. The gradient in the ellipses represent the variability in opinion of certain traits. Presence in the fourth column that includes tourism, Suncadia, new population, leadership and community interaction, indicates that the assets were equally viewed as detractors in some way. On the far end of the detractor/weakness spectrum there were a few characteristics that Roslyn residents overwhelmingly disapproved of, which are represented by the all brown ellipses. The strong positive message received during the interviews gives provides hope for Roslyn’s ability to create and implement a successful sustainable plan for its future by capitalizing on the assets and mitigating the disadvantages.

To date Roslyn has not effectively connected these important assets or addressed their weaknesses. Hopefully, this table will be a starting point for future conversations on how these

can all work together to improve the city. Once Roslyn decides on a vision, they can use the elements in the table to draw connections and address issues. For example, if they decide to brand as a recreation jumping off point, they can connect “Recreation” with the others assets including: “Location,” “Natural Environment,” “Tourism” and “4 Distinct Seasons.” As they continue the discussion, they can move onto the weaknesses and recognize the connections with “Suncadia,” “Business Climate,” “Not Tourist Friendly,” “Parking,” “Lack of Businesses” and “Businesses Don’t Work Together” may contribute to the failure of their plan if they are not addressed. Potential processes for brainstorming asset connections are covered later in the report.

During each interview, I explained the project and my rationale for speaking with them. I made sure that the residents understood that I was not there to tell them what Roslyn needs to or should do, nor what is necessary for Roslyn to succeed. I explained that I was there to help Roslyn create a plan for its own future. Having only 6 months to get to know the city and then figure out exactly what it needs would be unfair to Roslyn and its future. Although everyone was very willing to speak with me, I could sense disenchantment about the success of this project. Some felt that Roslyn has lost so many opportunities already and this might be another. Others expressed discontent with the inability of the town to come together and work as one. I tried to assure everyone that I would try my hardest to provide a product that the City of Roslyn could easily adapt and implement to create the best chance for success.

Figure 3.1: Asset-Liability Spectrum

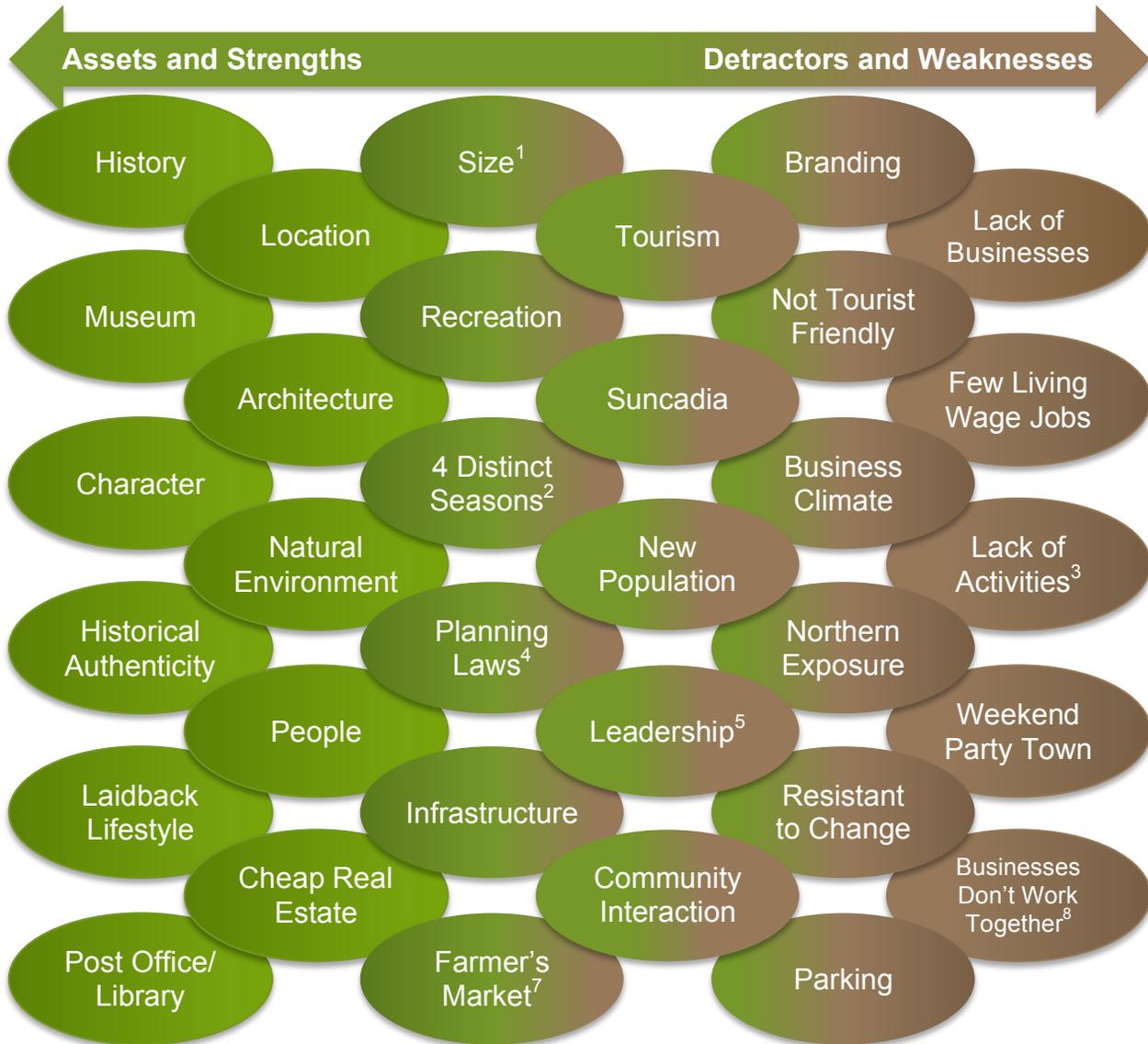


Figure 3.1 is a spectrum that places key Roslyn attributes in a range from wholly an asset to completely a weakness. The spectrum is weighted towards the green (the wholly assets), which demonstrates the overwhelming positive feeling Roslyn residents have toward their community.

Notes:

- 1: "Size," residents want to keep it small, however, it creates difficulties for businesses and economic development.
- 2: "4 Distinct Seasons" is a positive for many residents, but business owners are frustrated by seasonality
- 3: "Lack of Activities" includes youth, tourists and residents.
- 4: "Planning Laws." Residents were happy with how the character has been maintained, but were also frustrated with signage laws and other restrictions.
- 5: "Leadership" merely represented a desire for strong leadership to improve Roslyn.
- 6: "Businesses Don't Work Together." Despite the presence of Roslyn Downtown Association and the Cle Elum-Roslyn Chamber of Commerce, interviewees felt strongly about this issue.
- 7: "Farmer's Market." Many residents expressed this as a positive, but a few stated it lowered sales.

Ideas for the Future

During the first few interviews, I asked everyone “What could Roslyn do better?” and towards the end of the interview cycle, I added on, “How do you see the future of Roslyn?” I had intended the question to specifically relate to weaknesses or detractors to the community, but the responses I did receive about the future of their community added an important element to this project. Although many of them had thought about this before, when I asked in the context of assets and liabilities they provided specific ideas drawn from the first part of the interview. If they discussed an asset as being close to Seattle, they may have drawn a connection to managing tourism and expressed their views on that. Please see the following page for an illustration of the ideas that came from the interviews.

In the illustration, you will see circles of four different colors. I organized the ideas I heard the most into three main categories of opinions on Roslyn’s future: tourism, business and quality of life. The blue circles are ideas related to quality of life, which many residents expressed as important for the future of Roslyn. The green circles are related to business; and the red are related to tourism. The few brown circles represent ideas and concepts that are important to all three categories or don’t specifically fall under one of the other colors. The relative size of the circles represent the frequency of which I heard that specific response. (The largest three circles just represent the category.) Finally, all the circles are intermingling and overlapping each other because they are all related and affect one another in designing Roslyn’s future.

The illustrations of both the assets (above) and ideas for the future (below) are varied and unorganized, however, they contain important information that can be used to improve the chances of success of the implementation of ideas. Throughout this report and as Roslyn formulates and implements a sustainable business and development plan, these assets, weaknesses and ideas must be remembered because they are vital to Roslyn’s success. Assets and ideas working in combination can be a powerful way to graphically represent the ideas as they align with the current assets and weaknesses of the community. It can help put the feasibility of the ideas into perspective or show the potential to carry out related and new ideas. On the page following the ideas for the future, I have created a sample diagram of how the City of Roslyn can use and visually represent these assets and ideas as they consider action items for their sustainability plan.

Figure 3.2: Ideas for the Future

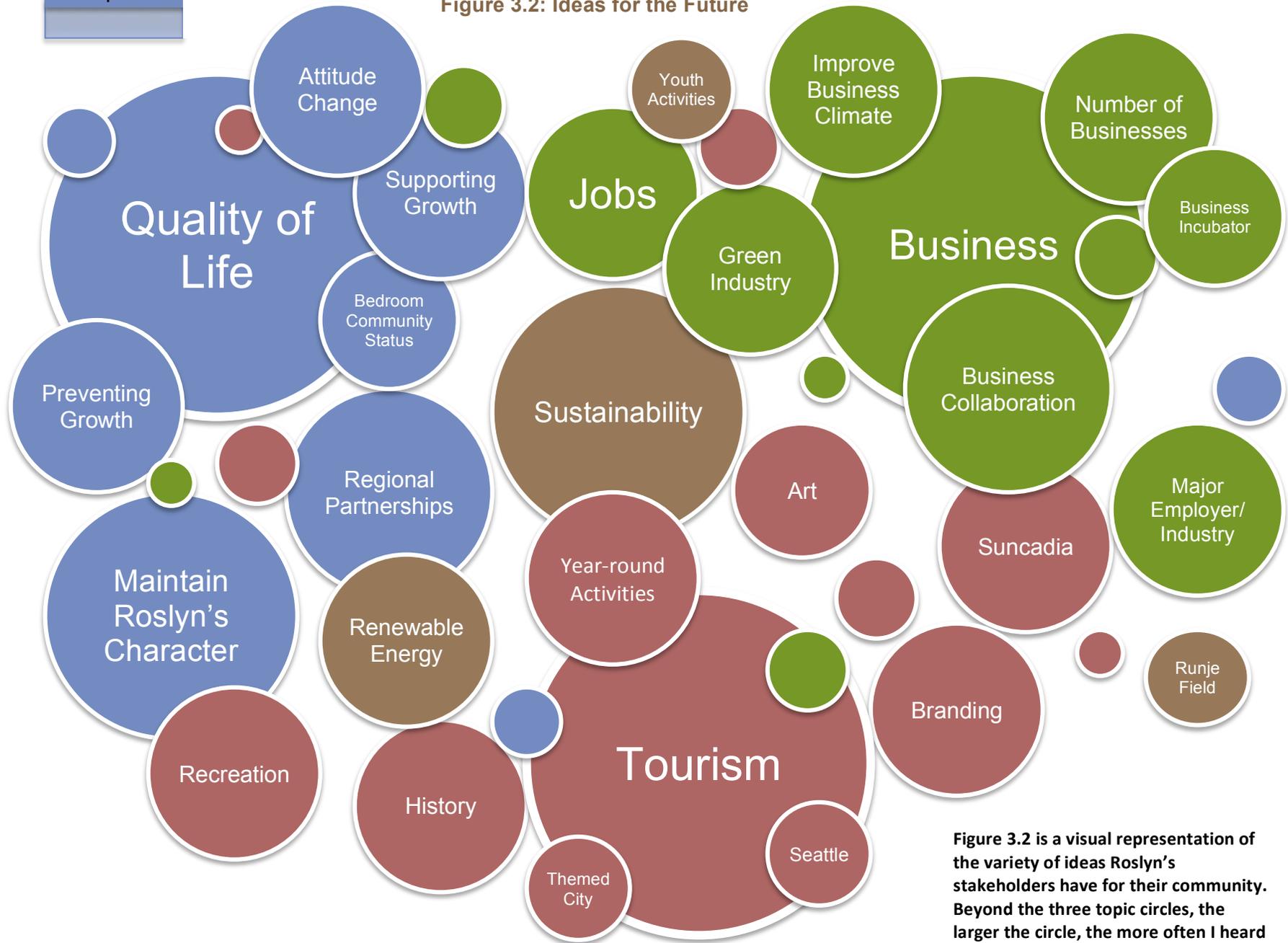


Figure 3.2 is a visual representation of the variety of ideas Roslyn's stakeholders have for their community. Beyond the three topic circles, the larger the circle, the more often I heard the idea.

Figure 3.3: Map Connecting Assets/Weaknesses to Ideas of the Future

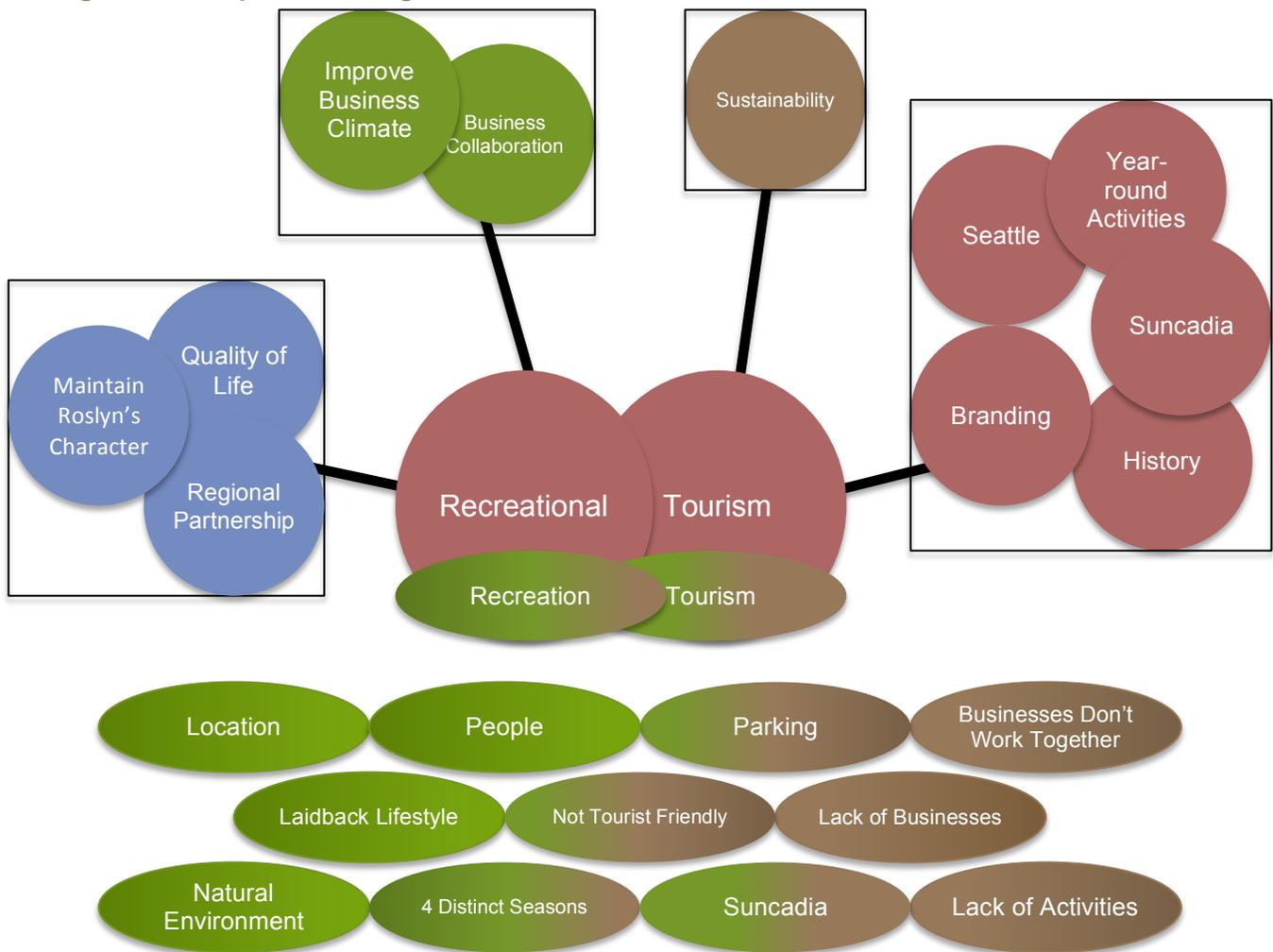


Figure 3.3 is an example of a map that the City of Roslyn could create to visually represent specific ideas they are considering for inclusion in the sustainable business and development plan or for implementation. This example is centered around an idea to increase Recreational Tourism. Both related ideas and assets/weaknesses help the community assess the potential of the idea.

This draft map would be used to examine sustainable recreational tourism as an idea. The top circles come from the idea illustration and represent related ideas for future improvement and changes in Roslyn. The bottom ellipses come from the asset-weakness spectrum and represent resources Roslyn has and weaknesses that would need to be addressed for implementation. The color spectrum of the assets and weaknesses is maintained, requiring acknowledgment of how the residents of Roslyn feel about each topic. A map similar to this one could also be created in a town hall on a whiteboard or flipchart, but the graphical version could be used in formal presentations. In addition, this map provides a catalyst for brainstorming other concerns or resources. For example, it forces the community to define recreational tourism, is Roslyn trying to be a refueling stop or have adventurers use the city as a base? And how can Roslyn create a sustainable economy by promoting recreational tourism?

Lessons From Other Communities

Case Study Review and Analysis

An important component to my research was compiling and analyzing case studies to supplement the literature. The primary case studies I selected are from Schaeffer and Loveridge's Small Town and Rural Economic Development: A Case Studies Approach, Knox and Mayer's Small Town Sustainability: Economic, Social, and Environmental Innovation and interviews with three practitioners. Schaeffer and Loveridge divide their compilation's case studies into 3 broadly defined methods: 1) Capacity Building; 2) Maintaining and Enhancing a Community Economic Base; and 3) Attracting a Large-Scale Industry. Their case studies cover successful community and economic development done by small communities across the United States.

The editors begin by selecting the Aspen Institute's model of capacity-building development as the framework suggested for the Capacity Building section. As an introduction to the second group of cases, Schaeffer and Loveridge also briefly discuss the importance of maintaining and enhancing a community economic base as the easiest way to create jobs that fit into the community and promote economic development. The final section presents cases of "smokestack chasing," which had been the traditional method of economic development after the collapse of coal and other industries during the mid-20th century. I did not highlight any of the cases from the third section because Roslyn is not eager to chase a large employer. However, there are key takeaways relevant to this project, including a table of key considerations for successful rural businesses in section 3, which I have included in appendix 3.

This is a strong compilation because it covers challenges and even failures of some efforts. Combined with the successful attempts and retrospective lessons learned, it provides a good learning opportunity for other communities. I selected six case studies from Schaeffer & Loveridge that are relevant to this project and provided a brief summary below. The two cases designated by an * will be discussed later in more detail.

Section #1

- ***Capacity Building and Leadership in Yuma, Colorado:*** A community-wide meeting was held to promote collaboration among civic groups, to develop a community vision and to create specific task forces. A team of 15 who were selected to attend a

leadership-training course facilitated the meeting. The case highlighted the need for a strategic vision versus a strategic plan.

- ***The Case of the Community Collaborative, Inc.:*** Small West Virginian communities succeeded in overcoming difficulties related to the lack of coordination and direction previous community projects had had, to having a strategic vision. However, the plan omitted further assistance and guidelines. These communities ended with industrial and infrastructure development at the exclusion of other community development.
- ****Identifying Community Needs and Preferences: Community Forums as an Emerging Option:*** This city, referred to as Nittany Valley, organized highly structured “local issue forums” held by the people and contrasted this method with the tradition lobbying model, which the author argues is adversarial and makes success a zero sum gain for the community. Each forum takes steps towards creating a vision and taking action on projects.

Section #2

- ***Community Leadership and Vision Pay Off for Blue Mound, Illinois:*** Blue Mound had a comprehensive, Comprehensive Plan that overwhelmed the town with recommendations. However, instead of giving up or picking and choosing pieces of it to do, the community came together to create a vision for the future. This city combined a powerful vision, strong leadership, civic participation and public-private partnerships to strengthen the local economy.
- ****Developing Agricultural and Nature-Based Tourism in Eastern Connecticut:*** A city created a city tourism committee who was responsible for researching current trends in tourism related to the assets the town already had. This committee researched, discussed, planned and implemented tourism-related projects over a period >3 years.
- ***Recreational and Tourism Development vs. the Decline of Agriculture in Southern Utah:*** This city discusses the troubles that creating a tourism-based economy caused. The seasonal nature of their tourism led to an increase of temporary workers without ties to or who do not plan to establish roots in the community, thus weakening the sense of community. The case does mention that communities with potential for tourism do fare better than those without, all other things being equal.

Each of these six cases presents Roslyn with important considerations. The first and third cases listed above provide a description of successful models that center on locally hosted community forums or town halls. The second and fourth cases support the importance of having a community vision by demonstrating the successes and failures of one community who acted without one. The last two cases are particularly interesting to Roslyn’s case since they have the potential to become (intentionally or not) more of a tourist town. In the second-to-last case, an up-and-coming tourist town created a city council to research and manage a successful tourism program. The final case touches on the changes in community character and other issues that arose when the city created a successful seasonal tourism draw. The City of Roslyn already receives a number of tourists throughout the year and whether or not it is how the town wants to brand itself, there are important considerations that need to be made.

Knox and Mayer, authors of Small Town Sustainability, highlight a number of development cases under the umbrella of sustainable practices and planning. The international

compilation succeeded in providing useful cases relevant to Roslyn's decision to create a sustainable future. Although there are only three cases that I am exploring in this project, their research on sustainability issues in communities provided much of the insight I used. The three relevant cases I have identified are summarized below. The two cases designated by an * will be discussed later in more detail.

- ***Robertsfors, Sweden:** This community developed an ambitious sustainability plan for the city, encompassing all aspects of life. Their 6 goals are: 1) Be highly self-sufficient as to foods and other daily needs; 2) Have minimized need for transport; 3) Have developed closed cycles and non-poisonous sustenance between soil and table and between city and country; 4) Use 100 percent renewable raw materials in all energy use; 5) Be a leading example in the world of a thoroughly sustainable community; and 6) Have intensive exchanges of knowledge with the rest of the world and with leading experts on sustainable development both within private business and in the public sector.⁵⁷
- ***Littleton, Colorado, USA:** This small town reoriented their development goals around "economic gardening." They successfully developed a plan to grow the economy from the "inside-out" by supporting entrepreneurs and small business. They invested their resources here rather than spending money on industry-chasing or other economic development practices.⁵⁸
- **Pogradec, Albania:** Pogradec was one of two towns in Albania selected to be transformed into creative cities and to bring about social transformation and change through arts and culture. Although the long-term success of this project is unknown, the program has made significant headway into beautification and transformation of the city.⁵⁹

Unlike in Schaeffer and Loveridge's book, there were no accompanying explanations on how the communities formulated and implemented these case studies; however, they showcase the successful creativity of sustainable development projects around the globe. The first case presented an ideal opportunity for sustainable development and planning, but is probably not feasible in many places. The town had the support of the Swedish government and was "part of the fifth generation of Swedish eco-municipalities."⁶⁰ Roslyn could, however, use their model and work back to create more feasible goals for themselves. The last two cases are success stories for ideas that I hear floating around in Roslyn, business incubation and art community. Although Littleton was able to implement this model independently, Pogradec had significant assistance from outside sources. Nevertheless, the success of an art and culture community like Pogradec could be an inspiration for Roslyn. And a well-formulated and implemented plan could succeed even using difficult strategies for economic development.⁶¹

⁵⁷ Knox and Mayer, 60-61

⁵⁸ Ibid, 122-123

⁵⁹ Ibid, 152-153

⁶⁰ Ibid, 60-61

⁶¹ Interview with Bob Cole

Conversations with Practitioners

Over the course of the project, I spoke with a number of development consultants that have worked with cities, like Roslyn, to initiate development or to create city plans. Each of them had interesting and unique experiences about working on similar projects. I asked each of them about their experiences, challenges and important lessons they have learned from. In speaking with these experts, each of them provided 4 important recommendations regarding community and economic development.

Jim Diers, faculty member with the Asset-Based Community Development Institute - - *Mr. Diers has worked with a number of communities around the world on community development projects.*

- Use a method where the community does it themselves because it allows them to figure out what is special about their community and what they can do to improve themselves from the inside out.
- Facilitate community meetings to create and carry out development goals. These community meetings and forums were the centerpiece to most of his development case studies he shared.
- Focus asset inventories on community networks and groups, rather than individual assets and skills.
- Identify what is special about Roslyn to find the passion in the community and understand what they want. In Roslyn's case, one would need to work closely with the community and help them help themselves.

Gregg Dohrn, Consultant for Roslyn, WA - - *Mr. Dohrn has worked with Roslyn on a number of projects, including their Comprehensive Plan. He provided unique insight into Roslyn and general development efforts.*

- There is a bell curve of community participation, concentrate on reaching and relating to the middle.
- Remember the small successes and accomplishments, they are necessary to maintain momentum and attract new participants.
- Make recommendations without constraints and politics, those should be left up to the community to sort through.
- The City of Roslyn is torn between preserving what it has and bringing outsiders in to deal with economic stagnation.

Bob Larson, City Administrator for the City of Snoqualmie, WA & Bob Cole, Economic Development Coordinator for the City of Snoqualmie, WA - - *This interview provided a*

perspective on economic development because 20 years ago, Snoqualmie, WA was very similar to what Roslyn is today. Their population hovered around 1,000 with weak economic base. A massive new development along their ridgeline, which was incorporated into the city, has helped their economic situation.

- Start with an inventory of what Roslyn has to work with, make sure to do a complete inventory of businesses, i.e. type, size and market. (Mr. Cole comes from a purely economic development perspective.)
- Have Roslyn figure out what they want to become, while making the town aware of limiting factors that could inhibit great ideas. If the town jumps into a grand vision and forgets to look at potential infrastructure issues, plans could be thwarted before they even get off the ground.
- Local government should not be involved in business development because it is only responsible for infrastructure.
- Grassroots efforts are important. Regardless of the level on which ideas were generated, it has to come from the populous in task forces or action groups.

Actual Plans Review and Analysis

I collected and reviewed a wide assortment of city plans to better understand what the final product of efforts, like the ones above, could look like for Roslyn. Since many of the case studies and literature did not include actual plans, I found a few versions of the types of plans I highlighted above. By examining actual plans, I was able to understand the end product that professional consultants, planning departments and development efforts create for their communities. Below I have discussed a few of the relevant plans I found.

Comprehensive Plans

In general, comprehensive plans seem to be longer and more inclusive than the other types, as the name would suggest. The benefit of these plans covering so many areas is that they can “be used by elected officials, staff and citizens in making day-to-day decisions regarding the future of the town.”⁶² The drawback of these is that they make it difficult to implement with so many different goals addressed. Roslyn’s Comprehensive Plan covers all of the following topics in detail: Land Use, Historic Preservation, Housing, Capital Facilities, Utilities, Transportation, Economic Development and Parks and Recreation. All of these areas are important elements for cities to consider and address; however, it leaves city efforts unfocused. In defining their terms related to stated goals, the Comprehensive Plan admits that

⁶² City of Roslyn Comprehensive Plan, 4

their “Policies are broad statements of intent to guide or direct action in order to achieve the goal. Policies can prohibit, permit or require various actions.”⁶³

Similarly, the City of Ellensburg’s Comprehensive Plan intends “to serve as a type of ‘atlas’ for the city.”⁶⁴ Ellensburg recognized the need for a plan that addresses the many needs and desires for their community and addressed them in an inclusive plan. These comprehensive plans attempt to address the variety of issues and goals a community has in one location, which provides a resource and a broad roadmap to attaining the future the community vision sets out to reach.

Business Plan

Many of the business plans that I found were business climate, recruitment and retention plans, which are inappropriate for this project. However, the City of Renton has a Business Plan that has five general goals for their city, with accompanying sub-goals and action items for implementation. The plan begins by addressing both the vision and the mission of the City before diving into the goals and strategies. The two-page document is very clear and, visually, easy to read and understand what they want a reader to take away. For first of the five “Business Plan Goals” I have kept the supporting goals as an example:

- “1) Meet the service demands that contribute to the livability of the community
 - Prioritize services at levels that can be sustained by revenue
 - Plan, develop, and maintain quality services, infrastructure, and amenities
 - Respond to growing service demands while meeting the unique requirements of a diverse population through partnerships, innovation, and outcome management
 - Retain a skilled workforce by making Renton the municipal employer of choice
 - Balance development with environmental protection
- 2) Manage growth through sound urban planning
- 3) Influence decisions that impact the City
- 4) Promote strong neighborhoods
- 5) Promote citywide economic development”⁶⁵

After articulating each goal in the plan, like above, they supplied a task list for specific steps they planned to take to reach the associated goal. The ideas for actions ranged from simple: “Support the Renton Historical Society in the implementation of the Renton History Museum’s Master Plan” to more complex and time-consuming: “Aggressively pursue the redevelopment of key large and high-profile properties throughout the city.” This tiered format allows for multiple levels of goals and an easy way to track progress on the loftier goals they created for themselves.

The Renton plan was written from a city action perspective with some of the goals involving the public. Although I am not sure how the plan was created, the breadth of the ideas and goals represented seems to suggest that the public participated in at least brainstorming sessions. This type of plan is very easy to understand and it is very clear on what should be done to achieve the city’s goals. However, this plan comes close to having too broad of a

⁶³ City of Roslyn Comprehensive Plan, 8

⁶⁴ City of Ellensburg Comprehensive Plan, 7

⁶⁵ City of Renton Business Plan, 1

perspective, similar to the issues with comprehensive plan. The Renton Business Plan also lacks background information and is purely a set of goals and action items. The background information included in the other plans is important because it serves to set the scene and really describe the vision, history and circumstances of the community.

Economic Development Plans

Dover and Wilmington, VT jointly created a Strategic Economic Development Plan to “improve their economic base and quality of life through economic development.”⁶⁶ This plan built off previous plans, public input, economic data and other relevant sources of information. It includes 6 goals: partner with a local resort, set-up high speed Internet, protect their character, associate closely with the Vermont brand, create an entrepreneurial climate and hire a professional economic development planner to assist with the plan. The City of Snoqualmie has an economic development plan that reaches further and encompasses branding and marketing. They had an idea to capitalize on their brand, Snoqualmie Falls, as a component of their economic development, long-term sustainability and viability. Their plan, though seen through a tourism lens, is geared towards economic development.

Wauwatosa, WI created an Economic Development Vision, Structure and Implementation Plan. A unique aspect of their plan was three basic goals related to general economic development: 1) The City and its partners will establish robust structure for economic development; 2) Responsibilities for economic development will be clearly defined; and 3) Economic development in Wauwatosa will follow a predictable process.⁶⁷ The goals are related to the process and general support of economic development progress, rather than to create jobs or increase the economic base and are more like rules and procedures than aspirations to strive for. However, these types of rules are an important component to maintaining economic development in communities. Each of these economic development plans includes aspects of public participation and improving the economics of their communities.

Sustainability Plan

The City of Portland’s Portland Development Commission (PDC) decided “to make Portland the nation’s most sustainable city.”⁶⁸ From that decision, the PDC developed its 2010 Sustainability Plan. This self-described lofty plan has four goals: “1) Improve the environment through innovative development practices; 2) Advance social equity and wealth creation by increasing opportunities for participation in a sustainable economy; 3) Build the most sustainable economy in the world; and 4) Continuously Improve the Sustainability of Internal Operations and Organizational Culture.”⁶⁹ The Sustainability Plan draws on ideas from the City’s Strategic Plan and Economic Development Strategy. The PDC recognized that although there were sustainability related goals in prior plans, there was overarching sustainability goal, which the Commission deemed necessary in order to become the nation’s most sustainable city.

⁶⁶ Strategic Economic Development Plan for Dover and Wilmington, VT, 2

⁶⁷ City of Wauwatosa Economic Development Vision Structure and Implementation Plan, 14-15

⁶⁸ City of Portland 2010 Sustainability Plan, 5

⁶⁹ Ibid, 5

Community Development Plans

The City of Puna, Hawai'i passed a Community Development Plan in September 2008. They adopted a vision in January 2007: "Mālama Puna A Mau Loa! Residents of Puna live in harmony with `āina⁷⁰ while promoting a sustainable vibrant local economy, healthy communities, and a viable transportation system that is accessible, friendly, and safe for now and future generations." In the intervening year and half, the community held various forums and meetings to define and plan for the three aspects of their vision. The three main themes are: 1) Mālama I Ka `Aina;⁷¹ 2) Growth Management; and 3) Transportation.⁷² This community development plan successfully incorporates sustainability throughout the plan. One of their many goals is: "Tourism in Puna is compatible with historic and natural resources and not intrusive into the area's communities."⁷³ They are behind the City of Roslyn in working with their historical character, but in a very similar location in working with their natural setting.

A group mainly composed of volunteers living in the Unincorporated Community of Neskowin came together to create their Community Plan. The process included community meetings, research and surveying and took approximately five years and was estimated to have taken over 10,000 volunteer hours. Their Vision Committee agreed to only accept consensus and "if there was not consensus about a recommendation, it was dropped from the process."⁷⁴ The vision and plan emerged from dialogue on community values; all decisions were examined through the values of the community. The plan's recommendations were either related to improving current ordinances or adding new ordinances, both based on continued discussion of values. They hoped to pass the plan and have their changes included in zoning policies or the Tillamook County Comprehensive Plan and Land Use Ordinance.⁷⁵

Other Types of Plans

The City of Mukilteo has a Comprehensive Plan, but chose to create a related plan called the "Downtown Business District Subarea Plan." This plan specifically addressed goals covered in their comprehensive plan and more specific findings and strategies related to their business district. The strength of this plan is that they were able to use what was established by the comprehensive plan and build on that to take on specific elements of that for implementation. In order to complete this plan, the city had to extensive research related to economic conditions, zoning, transportation and many others. This labor-intensive process formulated a plan with strategies for implementation and attaining its goals.

The City of Twisp created a Master Plan for their community, focusing on revitalization of a parcel of land received from the US Forest Service. The community was excited by the

⁷⁰ Hawaiian word for the land.

⁷¹ Mālama I Ka `Aina establishes how the contextual natural, historic and cultural features of Puna should be preserved and respected. The goals, objectives and implementing actions under this theme address cultural and historical sites and districts; forest lands and unique geological features; scenic resources; and drainage, aquifers and coastal water quality.

⁷² Puna Community Development Plan, 1-7

⁷³ Puna Community Development Plan, 2-5

⁷⁴ Neskowin Community Plan, 1

⁷⁵ Neskowin Community Plan, 1-45

prospects of using this land for economic development purposes. The Twisp Public Development Authority and the residents of the community created this Master Plan with seven objectives related to Local Agriculture, Arts & Culture, Green/Innovative Technology and Education. The seven objectives are:

- 1) Articulate a community vision and guiding principles for the future of TwispWorks.⁷⁶
- 2) Elaborate the many ways in which citizens have engaged in putting this plan together.
- 3) Describe likely and potential programs that conform to the community vision, principles and site parameters.
- 4) Describe the PDA's approach to the central concept of partnership.
- 5) Lay out the long-term site plan, with development options and phasing to ensure successful development of TwispWorks.
- 6) Describe the disposition of current buildings and future buildings to be constructed.
- 7) Identify funding opportunities and revenue streams for capital improvements.⁷⁷

Their plan has goals set for ten years and specifically outlines 3 years of action items. By allowing flexibility in the strategies after three years, they are ensuring that they will reexamine the best way to attain those goals from a future state. Twisp used various methods of public participation, engaging hundreds of people, from the initial brainstorming to defining the goals and through the creation of plans of action.⁷⁸

⁷⁶ The name of the land/area given to Twisp by the US Forest Service.

⁷⁷ TwispWorks Master Plan Executive Summary, 2

⁷⁸ TwispWorks Master Plan

Interpreting the Findings

Criteria for Analysis

Armed with definitions and a set of models and examples for this project, I analyzed the available processes that would help Roslyn create a sustainable business and development plan. Since the original research question asked what a sustainable business and development plan would look like for the City of Roslyn, I want to make recommendations on plan formulation and the accompanying processes, which would provide the Roslyn community the tools to create their own plan. I created a set of criteria under which I would evaluate the various options and plans.

This set of criteria assists in the determining the most appropriate models and frameworks for Roslyn's situation. These criteria are important because each model and type of plan has its own strengths and weaknesses for different situations. Recommending a seeming successful model to Roslyn's situation could inhibit Roslyn's ability to create change for itself, leaving Roslyn where they began 6 months ago. I have identified the five criteria I used and provided brief explanations below:

- 1) Broad Community Involvement
- 2) Administrative Feasibility
- 3) Financial Cost
- 4) Usefulness
- 5) Timeliness

First, "Broad Community Involvement" was selected because Roslyn has a diverse population covering an even more varied set of opinions on the community. Additionally, individual stakeholders have the opportunity to play a larger role because it is such a small city. Expanding public involvement will increase the available resources and set the community up for success. Limited participation, even at the early stages, could prevent ideas from taking root or being implemented.

Administrative feasibility was selected because Roslyn does not currently have a large city staff or the budget to conduct an elaborate planning process. I searched for methods that would be easy to learn, lead and implement. Although some degree of learning will be required, I did not want the difficulty of a project to prevent action. By including a feasibility criterion, I was able to focus on methods that did not involve long training programs or extensive surveying. The financial cost criterion is closely related to administrative feasibility because Roslyn's has a small budget, none of which is being directly devoted to this process. Although this may change

in the future, at this point it is important to identify models that will not require significant start-up costs. Grants and other sources of funding could be used in tandem and may be necessary, but hopefully the project's recommendations can begin while applying for grants or allocating funds.

Usefulness was a difficult criterion to decide on and develop because I cannot predict whether my ideas and recommendations will be useful to Roslyn in the long run. However, finding frameworks and case studies that appear applicable to the specifics of Roslyn's situation and related to the posed research question was vital to the completion of this project. There were successful examples that brought a large employer to a small community, which provided hundreds of jobs. Their supporting texts demonstrated the efforts taken to achieve this goal. I marked these as lower priority because their takeaways on branding and improving infrastructure are important, but the planning process is very different for a community like Roslyn that has not decided to court a large employer.

Lastly, I chose timeliness as my final criterion. Many of the models and frameworks take years to plan, implement and see results and Roslyn needs to be prepared for that. However, having a model that can be implemented without a large training hurdle or requiring a long survey is important. Roslyn has a lot of momentum in the community right now and the city is poised to capture that in any efforts they make. This is the least important of the criteria, but I included it to steer away from models that include complete asset inventories for minimal gain.

Model Analysis

Throughout the interview and research process, case studies discussed community input into the future of their towns. With all the different ideas and options for the City of Roslyn, I felt this project would be better suited to assist them in their creation of their own plan, rather than just acting on and implementing what I decided the best course of action. In the final appendix of the paper, I have included actual plans used by other cities to use as templates along with the processes I outline below. This section analyzes the various methods available for the City of Roslyn can use to develop an appropriate plan. I have chosen to analyze models presented by or in Kretzmann and McKnight, Green and Haines, ASPEN Institute, Jim Diers, Identifying Community Needs and Preferences: Community Forums as an Emerging Option, Developing Agricultural and Nature-Based Tourism in Eastern Connecticut, Robertsfors, Sweden, Littleton, CO and Twisp, WA.

The **Kretzmann and McKnight** model entices users by its comprehensive inventory and ability to identify economic development strategies using the resources available in the community. However, there are key drawbacks to this model that make its use in its entirety inappropriate for Roslyn. One of the main issues is that the framework begins from scratch, in a community where few internal efforts are being made towards revitalizing. Additionally, Roslyn has a variety of community groups already working towards bettering Roslyn. Groups are aware of how they can use their assets, physical and social, but the community, as a whole, lacks coordination towards a greater goal. Another issue is the necessity of the individual asset

inventory. Although under- and unemployment are issues in Roslyn, a list of all the people who have experience upholstering or ushering at major events will be of limited usefulness.

For the time, labor and cost required to complete an individual capacity inventory, even a targeted one, it would not be worth it. If appropriate, Roslyn could coordinate an asset survey tailored to a specific purpose, like to attract a major industry or host skills classes in town. However, those suggestions are premature because we do not know exactly how Roslyn will decide to tackle a sustainable development. Roslyn has a lot going for it and to neglect that by starting over from scratch would be inefficient and inadequate in meeting their needs. Any innovative ideas could be brainstormed using a different model. In the future, if an idea arises technical expertise is required, I believe Roslyn's residents are well connected and could find the necessary skills without completing an asset map. The key point to take away from this model would be the importance on knowing what you have and how you can work with it. Many development discussions end up at what the community needs before it can make progress, inhibiting creativity. These discussions can lead to a conclusion that resources are unavailable so the city cannot do anything, but give up.

From the interviews I conducted, I can sense some feelings of hopelessness, but there is still a lot of optimism and excitement towards working to create a better, sustainable Roslyn. The City of Roslyn has great potential if this process is able to capture the hope and creativity of the community appropriately and successfully. In an effort to find a more suitable model for Roslyn's situation, I analyzed **Green and Haines**, whose model builds off Kretzmann and McKnight. Their model is more difficult to examine because they were not attempting to provide an exact how-to guide. However, they do provide a clear outline of the Community Development Process as they envision it. Their process is cyclical moving from Community Organizing to Visioning to Planning to Implementation and Evaluation and finally returning to Community Organizing.⁷⁹

One key message that is important for the City of Roslyn is its public participation requirement. They discuss how consultants should only be used for specific plans, but not for larger development of visions of the future. This process spends a lot of time on community organizing and increasing participation, which is essential to do, but at some point it is important to move on with whom you already have involved. This model allows a return to community organizing with successes to show the new cohort. The community participation segments focus on the community doing it for themselves, which minimizes the cost, but could make the process longer and diminish the impact. The challenge with implementing this model would be the feasibility of the community organizing itself and producing a viable sustainable development plan that the city could actually implement. I also think the final step of Implementation and Evaluation is vital to the City of Roslyn if they want to achieve long-term success.

Both the Kretzmann & McKnight and Green & Haines models are important sources to cite and draw from, but are impractical or incomplete for the City of Roslyn. Green and Haines lack simplicity as they try to explain the theoretical background of their ideas and explain all the different types of public participation and avenues to increase it. Although this is important information, cities can get caught up in it and lose the main purpose. The **ASPEN Institute**

⁷⁹ Green and Haines, 35

Workbook could be a useful tool to measure community capacity building that the Green and Haines model discusses. When a community is able to see that they are in fact making progress, it will be easier to maintain or increase momentum towards capacity building and community development.

The ASPEN Institute Workbook cannot be called a development model because it is a supporting piece used in conjunction with other efforts or prior to beginning one. The theory states that once community capacity has been achieved, it will be easier to create and implement various development efforts. This model is very useful for Roslyn because it is easy to collect basic information, in fact, if a community meeting has a good turn-out, they could fill out most of the tables for a specific outcome in one evening. However, this workbook only measures specific capacity building efforts and does not necessarily increase them on its own. After a community group comes together and measures capacity for certain outcomes, Roslyn would still need somewhere to go next.

These three models use capacity and asset building to assist in and draw conclusions on public participation's role in community development. Although they acknowledge that community and economic development work together and influence each other, they lack key components specifically related to economic development. In Roslyn's situation, I believe they would benefit from more inclusion of economic development provisions in their final sustainable business and development plan, even if they did not explicitly ask for it in their original research question.

Taking a step away from a more academic picture of community development, **Jim Diers** talked me through his methodology when consulting for communities such as Roslyn. Through a series of community town halls, he tries to facilitate uniting the community towards a vision and defining specific goals for themselves. And instead of merely brainstorming and tracking the ideas, he creates task forces for community members to begin tackling the issues before the meeting is adjourned. Each task force is responsible for monitoring its own progress and reporting back at the next community meeting. This accountability helps keeps groups working on their projects and goals.

This method has a high potential for success in Roslyn. Anyone who wishes to participate would be able to come to the meeting and progress should begin right away with the establishment of task forces. There would be limited costs associated with the smaller projects that the community chooses to implement on its own, but bigger ideas that develop along the way may need some capital support. The biggest challenge for Roslyn will be the coordination and facilitation of the town hall. There are so many ideas and personalities already in conflict in town that people who should be there won't come or the evening could devolve into an argument.

Mr. Diers' method gets developments underway immediately, but does not necessarily lead into an organized plan of action, which the City of Roslyn hopes to create surrounding sustainable business and development. Ideas and strategies could be garnered from a town hall such as these, but that was not the original purpose of his town hall meetings. In a similar vein, **Nittany Valley, PA** used highly structured "local issue forums" to create community and economic development for the city. Their case study in **Identifying Community Needs and Preferences: Community Forums as an Emerging Option** provides a comprehensive, real-world example of successful public participation in creating a future for a community. This model relies on broad community participation, targeted to match the demographics of the town.

Individuals were requested to attend to ensure cross-community participation and not just one active group came.

The process began with a small group of committed residents who developed 4 broad alternatives to be debated and decided on in the first meeting. The next meeting would be a discussion on specific strategies to address the chosen alternative. This process would continue until there was a clear idea on where the community wanted to go and what it wanted to be. The four choices below were developed by the task force and were debated at the first meeting.

Choice #1: The Status Quo was favored by those who believed that Nittany Valley has the benefits of a small town atmosphere and the advantages of a mini-metropolitan area, but, they said, the benefits are disappearing fast.

Choice #2: Economic Growth of the Free Market Model was advocated by those who seek to sustain and enhance growth.

Choice #3: Sustainable Communities or Emphasizing the Quality of Life for Nittany Valley Residents was favored by those who believed that growth provides opportunities on the one hand, and threatens to destroy the small town character of local communities on the other.

Choice #4: Dealing with Embattled Downtowns was shared by those who believed that the problem is not growth, but unbalanced growth.”⁸⁰

This highly structured process could be useful in a city like Roslyn where there is contention and it could help the process move along quickly because the broad alternatives are created beforehand. Once a choice is made and the community begins to narrow their plan, the number of choices could be increased to allow for multiple ideas to address the goal. If a task force could be recruited, the planning aspect of following this model could be inexpensive and easy to complete.

In the case study **Developing Agricultural and Nature-Based Tourism in Eastern Connecticut**, instead of assembling a task force to facilitate the public participation process, this community in Eastern Connecticut created a new city commission responsible for tourism. The commission was in charge of researching and planning for bringing in more tourism because “the Northeast Connecticut Visitors District (NCVD) believed that increased tourists visits to the region would contribute to rural economic development, while preserving the area’s natural attributes, promoting existing farms, and encouraging agri-tourism.”⁸¹ This model would require some significant discussion within the City Council as to the feasibility of creating a sustainability commission for Roslyn and whether the community could attract a sufficient number of commissioners to preside.

This could be a very useful step if Roslyn is really committed to long-term sustainability. Community participation would be more limited, but their opinions could still be solicited in public commission meetings. Another drawback might be the length of time to create a plan and implement it, however, implementing the plan may be more feasible because they have a core group of residents committed to the plan. The commission would also be available to request grant funding or other resources, rather than relying on public participation to do that like some of the other models require or avoid.

⁸⁰ Schaeffer and Loveridge, 34

⁸¹ Ibid, 99

Out of the three case studies from Knox and Mayer's *Small Town Sustainability*, I will be examining Robertsfors, Sweden and Littleton, CO, both of which are specifically related to successful sustainable economic development. I am leaving out Pogradec, Albania, even though I have heard the idea of an artist community thrown around in Roslyn during the formal interviews and casual conversations. The case study is only in its infancy and received a lot of support from outside the community. They have been successful in beautification and other surface level projects, but they are still working to create sustained economic development. In **Robertsfors, Sweden**, the city set some lofty goals to reach by 2050. Although this may be feasible in Sweden, I do not think the City of Roslyn has the statewide or national support system that this community has. Robertsfors "is part of the fifth-generation of Swedish municipalities,"⁸² which means it is following the footsteps of and working off of other models in the country. They are also assisted by the Swedish government's pledge to eliminate the use of oil by 2020.

Although use in its entirety is not feasible for Roslyn, there are important elements that Roslyn can use in its plan creation. The community participated in many town meetings to create the goals and the city reexamines the plan each year to keep it in line with budgetary and other changes that may affect it. Additionally, the city has hired a sustainability coordinator to liaise and monitor the plan. Setting lofty goals can be an important motivational piece for a community like Roslyn. The community could be inspired to work together to achieve this great milestone; however, communities must be wary that the goal is not impossible because that could halt the project before it even begins. Planning for and achieving this goal would be difficult and costly, but could provide the best outcome towards sustainability goals. The entire community would have to be involved, and the movement could attract more residents and businesses that want to participate.

In **Littleton, CO**, the community plan was to small businesses and entrepreneurs. This incubation strategy paid off for Littleton, but it wasn't without its share of challenges. This city implemented this strategy in 1989 and has worked on it ever since. During that period, the community character has changed drastically as the community continues to grow. Only 10 miles from Denver, the city was able to capitalize on the suburban movement to bring in more population, which helps support these new businesses. The text remarks on the applicability of a plan like this for small towns with limited resources.

This strategy does not require community involvement in the planning process nor in implementation. Roslyn may not be ready for the long-term changes that would have to occur to support many new businesses. This may seem administratively feasible because it just requires changing a few policies to provide public sector support, but infrastructure changes and incentives may be costly to a city with limited resources in the short-term. Overall, business incubation may not be appropriate for the City of Roslyn in terms being useful and moving the city towards fulfilling its mission "to preserve and enhance its historic character, maintain its small town uniqueness, remain economically viable, and create a better community for all of its citizens." It may be a sustainable economic development model, but will not help or even hinder the non-economic aspects of the vision.

⁸² Knox and Mayer, 60

Conclusions and Recommendations

Conclusions

Based on the information gathered from interviewing a number of Roslyn residents and considering the literature related to development planning, Roslyn should employ a public participatory method in the creation of their sustainable development plan. The community is eager to share their many fascinating and innovative ideas for the future of their city; and the city council would lose valuable information if they were to independently create a plan. The collective assets of Roslyn represent the sheer potential the community has for working together, improving the quality of life and standards of living. If the City is able to capitalize on and use its resources (human and tangible), any development plan will have a greater chance of success.

In addition, in order to create a sustainable business and development plan, the City of Roslyn should set goals or create vision related to sustainability. Based on examination of actual city plans, Roslyn should create a simple, clear and concise plan of action. This makes the formulation more feasible when resources for consultants are scarce. It allows the plan to be adapted as necessary; and explicit ideas and strategies will aid in implementation. The succinct plan will be more useful to the community because it clearly states where they want to go and their steps to get there. Supporting data may be important, but it would unnecessarily clog up the planning document. Roslyn would benefit from a model that allows public participation, civil and useful discussion and plan creation without a completely separate process.

Recommendations

The City of Roslyn has innumerable assets and is poised to build a sustainable future. Roslyn has already taken the most important step by asking the question, “What would a sustainable business and development plan look like?” Community stakeholders recognize the importance of creating a plan of action to lead Roslyn towards a more vibrant, economically viable and enjoyable place to live and visit. However, being poised on the brink of success also means that a community could still fall back and fail. To help the City of Roslyn create a sustainable business and development plan, I examined a number of sources on development models and strategies.

Although there are a number of options for creating a city’s plan, my recommendations focus on community participation rather than having the city council create a plan on its own.

Roslyn has a remarkable group of residents with great ideas. By considering these opinions, the City of Roslyn is setting itself up for greater success because it has a team of people working to create solutions and will end up with broader support for the final plan. There are four areas of recommendations this paper makes for Roslyn:

- 1) *Create a vision of sustainability.*
- 2) *Conduct a series of local issues forums.*
- 3) *Create a sustainable business plan.*

At the end of this chapter, I have included a process map, outlining all of my recommended steps in a visual manner. When working through these recommendations, Roslyn can use the asset spectrum, local organization list and idea map I created to help analyze and visualize their ideas and goals. Specifically, the spectrum of strengths helps the community recognize the resources they possess and key weaknesses or issues that need to be addressed before successful implementation of ideas that rely on those can be done.

Recommendation #1: Visioning

Create a Vision of Sustainability

My first recommendation is for the Roslyn community to define sustainability and what that means to their community. The comprehensive plan has an overarching vision for the city that does not address sustainability, even though the plan itself addresses it periodically in relation to specific goals. A shared definition and vision of what type of sustainability would provide Roslyn with an ideal to strive for and organize their efforts around, like the city in Sweden. The sustainability visioning process and the eventual acceptance of an official definition and goal are important steps in not only uniting the community, but in identifying what type of city it would like to be. By bringing the entire city into a discussion on the future of the town, people will be more engaged and empowered to design their future. The sustainability discussions may also energize the residents into initiating or participating in the achievement of the goals, during the process or once the plan is enacted.

By creating a strategic vision of sustainability below the city vision, the community can try to unite the efforts groups like Roslyn Renaissance, RDA and Storefront Studios who are already working towards bettering Roslyn. These groups can continue to work on their current projects, but will have an added motivation to tie them with the new sustainability plan the town is working to create. Groups and networks may feel, after the plan is approved, that they should change or now have the opportunity to refocus their efforts because of the direction the city has chosen to take. Additionally, the presence of an overarching plan could amplify the impact of smaller projects and actions that community groups take by expanding their reach and resources.

Having reviewed specific visioning processes, I recommend that the City of Roslyn facilitate a discussion on the definition of sustainability and potential sustainability vision statements to guide them through their planning efforts. This vision should represent an ideal and not a specific idea and related action item. The more detailed pieces come after a vision has been agreed on. Unfortunately, community meetings and discussions that attempt to reach agreement on one definition and one vision for a sustainable future may not always succeed. The plethora of ideas in Roslyn can help and hinder the process. Even if everyone who attends the meeting does not agree, defining the term and an overarching goal for sustainability is important to the rest of the process.

Deciding on Sustainability

Roslyn will need to decide between striving for a sustainable economy or going further and incorporating environmental sustainability, which add the tackling of waste or oil dependency. The way forward will vary depending on the definition the community chooses. During this process, Roslyn will need to be able to assess the potential sustainability or unsustainability of their ideas, goals or projects beyond what type of sustainability they are going for. How will the community know whether a business incubation strategy is sustainable? Or if maintaining and supporting a mountain biking trail system is unsustainable?

In making a sustainability determination, the City of Roslyn will have to examine each idea to see if it meets the criteria of sustainable development. Complete ideas may not meet the full intent of the definition, but the closer the implementation of an idea can come to being sustainable, the better the outcome will be. Development is sustainable when it considers equity, the environment and the economy of the past, present and future. In the following table, I have compiled nine characteristics of sustainable development and eight characteristics of unsustainable development. Each of the 17 are important to keep in mind while developing the vision, the ideas and

Table 7.1: How to Assess Ideas for Sustainable Development

Sustainable development: ⁸³
• Uses currently available materials in a continuous cycle
• Uses continuously reliable, reproducible and renewable sources of energy
• Comes mainly from the qualities of being human (i.e., creativity, communication, coordination, appreciation, and spiritual and intellectual development)
• The costs are made up by the savings, return and/or benefits
• Acknowledges and addresses the complete interconnected system of the world
• Recycles or reuses components after completion
• Does not affect the sustainability of other activities
• Is aware of and balances the multi-dimensional impacts of decisions
• Maximizes benefits to the natural environment and humans and their cultures and communities, while maintaining or enhancing financial viability
Sustainable development does not:

⁸³ List compiled and modified from Green and Haines, 187, GPI Atlantic, International Institute for Sustainable Development, The Sustainability Report and personal interpretations.

• Require continual inputs of nonrenewable resources
• Use renewable resources faster than their rate of renewal
• Cause cumulative degradation of the environment
• Require resources in quantities that undermine other's peoples well-being
• Lead to the extinction of other life forms
• Consume more resources than can be provided
• Produce more waste than can be assimilated
• Consume resources at the expense of others' basic survival and livelihood

Table 7.1 addresses nine characteristics of sustainable development and eight characteristics of unsustainable development. The City of Roslyn can use these lists to help evaluate their ideas and create development goals that will be sustainable.

Recommendation #2: Forums

Conduct a series of community forums

I recommend Roslyn conduct a series of community forums to assist completing recommendation number one and to assist in the formulation and creation of the city's sustainable business and development plan. These forums serve three purposes; first, they provide a structured arena to discuss goals, ideas and strategies; second, they strengthen community networks by connecting resources; and third, they encourage community action on various projects. In the forums stakeholders will congregate to brainstorm and discuss goals and action items based on the sustainability vision. Having just completed the definition and visioning process, participants will now be ready to do something about their idea for a sustainable future they created together. A forum process allows and encourages group action on ideas.

By continuing these forums immediately following the last process, Roslyn should be able to maintain the momentum of community-wide effort while adding in elements of action. During the forums, there needs to be facilitation to moderate and hold the group accountable. The role is important because the discussions could be contentious. For implementing this recommendation, Roslyn could choose to hire a professional facilitator, find a skilled community member or recruit a task force to volunteer for the job. Regardless of who facilitates, many community forum processes create task forces who are responsible for creating an action plan and implementing the ideas. These forums may also provide the opportunity for former non-participants or new participants to enter into the discussion. For example, people fought Suncadia for a number of years and these community forums could help everyone recognize the potential for a strong relationship to help the community and the resort.

A series of community forums will generate many ideas, from small to large and feasible to idealistic, for the city. Some of the ideas can be implemented immediately and others will need to be analyzed and planned on a larger scale. Separate task forces can take on ideas that are inappropriate for the sustainable business and development plan, if the interest is present.

However, these ideas should still relate to the goals, ideas and strategies of the sustainability vision. This setting can also provide a unique opportunity to work with the community to establish criteria through which to evaluate specific ideas.

Implementation

I recommend Roslyn uses a method similar to local issues forums used in Nittany Valley, PA in the **Identifying Community Needs and Preferences: Community Forums as an Emerging Option** case study. If a task force cannot be assembled with ease, the City could start the process by brainstorming and bringing the first four options to the first meeting. This may even be a better way to address the first forum because the City knows it wants to address sustainability issues and can set parameters for the first discussion to avoid getting caught up in impossible or unrealistic ideas. After the first forum, I recommend the City continue to participate, but encourage and allow a committed task force to run the meetings. The community may be more comfortable allowing their peers facilitate, rather than the City with whom they have a very different relationship. If the local issue forum process is having difficulty, the City of Roslyn can use the ASPEN Institute's Workbook⁸⁴ of simple metrics to improve participation or help them reach one of the 8 outcomes, which would be relevant to their situation.

Recommendation #3: City Plan

Create a Sustainable Business and Development Plan

My third recommendation is for the City of Roslyn to create a sustainable business and development plan using the business plan model that the City of Renton is using. This simple plan is 5 clearly defined goals and specific actions to meet those goals.⁸⁵ I recommend this method over others because of its simplicity, clarity and flexibility. The City of Roslyn already has a Comprehensive Plan that covers a wide range of issues and goals. However, due to the sheer scope of the plan, it doesn't provide clear guidance or specific steps that the community can take towards their goal. These two types of plans can strengthen each other when used in conjunction. The Comprehensive Plan provides the larger context and broader goals for the community while the business plan can provide specific strategies towards reaching a specific goal.

In the future, Roslyn still has the option to take on a more inclusive planning option, like a "marketing and branding plan" if they find that it will be of use. Additionally, the sustainable business plan can include action statements that require designing strategies for certain items. However, by consolidating their sustainability goals into four to six concise statements, it makes them easier to attain and adjust as time and circumstances require. The sustainability goals can

⁸⁴ See Appendix 4 for a complete example of one outcome and subsequent metrics.

⁸⁵ See Appendix 5 for the complete Business Plan

include community and economic development goals, strategies and action items. An approved plan combined with the support of the action of the forum task forces readies the City of Roslyn to capitalize on all their great assets and energy.

As Roslyn develops the plan to achieve the vision, I recommend creating a set of criteria under which to evaluate the ideas as they arise. The criteria will help them decide things like whether the ideas are relevant, feasible and will help them achieve their goal. I have compiled a short list of potential criteria that Roslyn could adapt to meet the needs of the forum:

Table 6.2: Possible Criteria for Community Goal Assessment

Sustainable	Cost	Supports the Vision	Affect on City Character
Administrative Feasibility	Steepness of Learning Curve	Appropriate for Size of Roslyn	Community Enthusiasm and Support
Resource Availability	Potential for Success	Uses current assets	Return on Investment

Table 6.2 provides a brief list of considerations for Roslyn to make as ideas and goals are proposed in their community forums or within the City Council meetings. Although they are undefined, they can provide a starting point for Roslyn to discuss and decide on how they wish to apply criteria to projects.

A set of criteria is important because keeps the discussions moving along by providing a method for evaluating ideas. The discussions can avoid getting hung up on ideas that fail to meet certain threshold criteria. The criteria can be altered as needed, however I recommend making changes infrequently, avoiding adjusting them to help an idea through the process. During the forums, Roslyn can begin to think about what to lay down in a city plan using some of the ideas, goals and action items addressed there. The City of Roslyn passed a resolution with at set of 15 projects that were to be considered as funding became available. The City could use these their new plan criteria to evaluate those 15 projects to verify their usefulness in achieving the goals of the city and whether the return will be worth the investment in relation to the sustainable development plan.

In addition to a set of criteria, Roslyn will need a system to measure progress on their plan. Are their key indicators that will demonstrate progress? For example, will you count the number of tourists and how long they stay as a measure of outside money being spent in the community? Or if the community is looking for renewable energy sources, will you measure the number of options venerated and their potential for success to demonstrate progress on the path towards less dependence? The City of Roslyn will need to ask questions like these to track their progress in achieving the vision. Some of the smaller action items on the plan will demonstrate small successes, but the community needs a way to figure out if they are making overall progress towards attaining their vision of a sustainable future for their community.

Summary of Recommendations

For each of the 3 recommendations, I have summarized the top three pieces to keep in mind:

Table 6.3: Summary of Key Points of 3 Recommendations

Create a Community Vision	1) Define the concept sustainability in relation to the city's future.
	2) Create a shared vision of sustainability in Roslyn's future
	3) Be patient and realize that not everyone will agree with 1) and 2)
Conduct a Series of Community Forums	1) Invite the entire community to each meeting
	2) Task forces can act on small projects immediately while larger ideas a better suited for the city plan
	3) Facilitate the process with specific points of debate, but allow freedom to analyze and discuss ideas
Draft a City Plan	1) Create a specific set of 4 to 6 goals and build down to smaller goals and specific strategies and action items.
	2) Use the Comprehensive Plan to address broader goals of the community
	3) Make obvious connections to the sustainability vision

Table 6.3 is a brief synopsis of key takeaways from my recommendations. This table can be used as a brief summary to specific steps to implementing my recommendations.

Each recommendation annotated above can help the City of Roslyn complete its goal to create a sustainable business and development plan. On the next page, I have created a process map outlining how I envision these recommendations playing out in the community. The map does not have to guide the way, but it is a useful tool to visualize the connection between the three recommendations I made above.

In addition to the Renton Business Plan, I have attached excerpts from the other plans I discussed. I have also included Schaeffer and Loveridge's Successful Rural Business Characteristics to provide Roslyn information that may help them in the struggle to build a more vibrant business community.

Figure 6.1: Map of Recommended Process

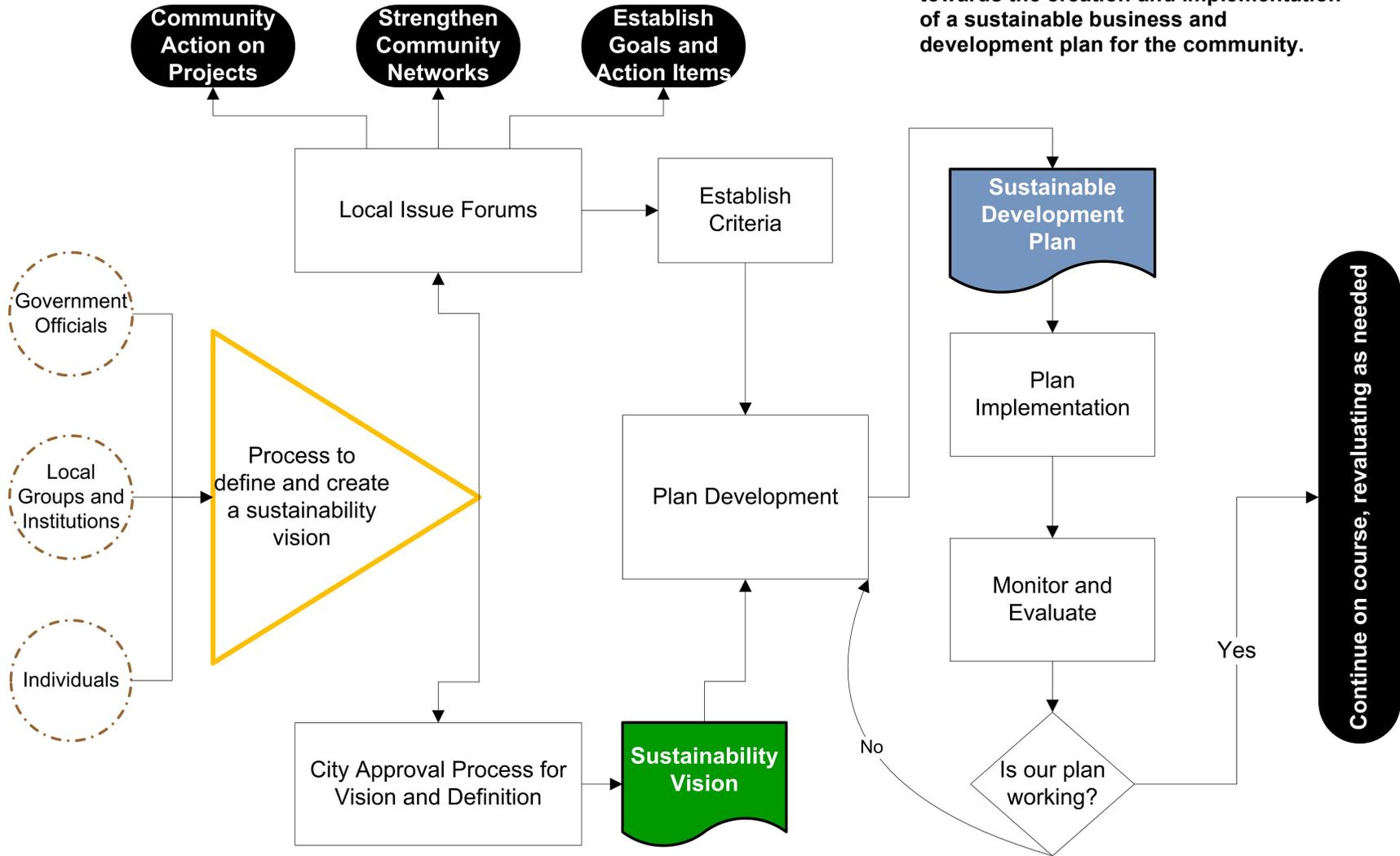


Figure 6.1 is a visual map of the steps the City of Roslyn can take on its path towards the creation and implementation of a sustainable business and development plan for the community.

Timeline of Roslyn's History

1883	Earliest settlement in Roslyn by prospectors and a small number of homesteaders. Coal is noted and reported.
1889	Roslyn is incorporated as a result of the town's desire to install a water system.
Early 1890s	Period of hardship, national social unrest, economic downturn.
1897	Increased demand for coal and higher prices finally lifts the Washington coal industry. The Roslyn mines resume full employment.
	The Northern Pacific Railroad organizes the Northwestern Improvement Company (N.W.I.).
Sept. 1898	All properties of Northern Pacific Coal Co. in Roslyn, including mines, general store, and the town site, are conveyed to the Northwestern Improvement Co. for \$109,532. The new corporation immediately increases coal output to 400 tons per day, and promotes civic improvement projects.
1898	Roslyn's first water system is replaced by a more efficient system. B.F. Bush, who came to Roslyn in 1896 as the manager of the Northern Pacific Coal Co., is responsible for the civic improvement.
	Total output of Roslyn's coalmines is 55,774 tons, which is over one-half of the state's total output.
	By this date, Roslyn has developed several city services and social institutions, including two frame school house which accommodated more than 500 children; five church organizations; and numerous social and beneficial fraternities, including the Knights of Pythias, Odd Fellows and Masons
1880s – 1890s	Timber industry begins in Kittitas County. Timber was used for ties for railroad tracks, structures and bridges. 14 mills were opened during this timeframe.
Late 1890s – 1900s	Period of economic recovery, increased productivity of the mines stimulates expansion of the town.
1900	Northern Pacific Railway sold 900,000 acres of forest west of the Cascades to George Weyerhaeuser.
1910	According to census figures, peak population is reached in Roslyn at 3,126. Period historians cite estimated figure to be closer to 4,000.
1913	All land within city limits is platted; the leased land on which residents' homes were constructed is placed on the market for sale by N.W.I.
1920	Census figures report a decline in the town's population to 2,673. From this date onward, Roslyn's population will decline steadily.
1920s	Peak of annual production of N.W.I. coalfields is reached at two million tons of

	coal per year.
1930s	A few of the area mines are exhausted; the supremacy of coal as an energy source is threatened by the appearance of various fuel oils. Annual output of the mines steadily decreases, eroding Roslyn's economic base. The population of the town declines, as does its boomtown commercial activity.
1933 – 1940	A steady decline in annual production of coal finally ends, and an eight-year period of recovery follows. The N.W.I. and the privately owned Roslyn Cascade Co. build new facilities and modernized old ones.
1940s	Entry of the U.S. into W.W.II does not result in an increase in demand for coal, as it had in W.W.I. Instead, Washington coal production drops significantly during 1943 and then continues to decline. There is a clear trend to replace coal with alternative forms of energy, including oil and hydroelectricity.
1944	Lumber prices and volume declined during the Depression. Logging-camps never recovered due to the development of chainsaws and truck transportation.
1935 – 1960	Roslyn endures a period of sustained economic decline.
1960	The N.W.I. Company is dissolved and the mines are reverted to the parent company, the Northern Pacific Railway.
Dec. 1963	The last area mine in operation is permanently closed. Geologists estimate that of the total deposits of 345 million tons in Kittitas County fields, only about 18%, or 63 million tons, has been mined to date.
1964	All of the mine buildings and equipment belonging to the Northern Pacific are sold at auction.
1970s	A <i>Seattle Times</i> writer suggested that Roslyn “hovered between picturesque decay and a conversion to a weekend and retirement center for Seattle-ites.”
	Young adults moved to Roslyn seeking low-cost, small town lifestyles away from the cities.
1977	The entire City of Roslyn is designated a historic district and is listed in the National Register of Historic Places.
1978	Stanley Kramer, Hollywood director, filmed “The Runner Stumbles” in Roslyn.
1980	Roslyn united its residents and annexed the Domerie Creek watershed to prevent Burlington Northern from logging in their watershed.
1990 – 1995	Northern Exposure filmed in Roslyn
2001 – 2007	Suncadia Project
2009 – 2011	University of Washington's Storefront Studio works with Roslyn on downtown physical improvement projects
Note: Most timeline entries were taken from Jennifer Meisner's Thesis: <i>The Future of Roslyn, Washington: Preservation of a Vernacular Town</i> , 1994. Others were added after researching and interviewing.	

ASPEN Institute's 8 Outcomes

1. **Expanding diverse inclusive citizen participation.** In a community where capacity is being built, an ever-increasing number of people participate in all types of activities and decisions. These folks include all the different parts of the community and also represent its diversity.
2. **Expanding leadership base.** Community leaders who bring new people into decision-making are building community capacity, but the opportunity to get skills and to proactive and learn leadership is also an important part of a leadership base.
3. **Strengthened individual skills.** A community that uses all kinds of resources to create opportunities for individual skills development is building community capacity in an important way. As individuals develop new skills and expertise, the level of volunteer service is raised.
4. **Widely shared understanding and vision.** Creating a vision of the best community future is an important part of planning, but in community capacity building the emphasis is on how widely that vision is shared. Getting to agreement on that vision is a process that builds community capacity.
5. **Strategic community agenda.** When clubs and organizations consider changes that might come in the future and plan together, the result is a strategic community agenda. Having a response to the future already thought through community-wide is one way to understand and manage change.
6. **Consistent, tangible progress towards goals.** A community with capacity turns plans into results. Whether it is using benchmarks to gauge progress or setting milestones to mark accomplishments, the momentum and bias for action comes through as a community gets things done.
7. **More effective community organizations and institutions.** All types of civic clubs and traditional institutions such as churches, schools, and newspapers are the mainstay of community capacity building. If clubs and institutions are run well and efficiently, the community will be stronger.
8. **Better resource utilization by the community.** Ideally, the community should select and use resources in the same way a smart consumer will make a purchase. Communities that balance local self-reliance with the use of outside resources can face the future with confidence.⁸⁶

⁸⁶ Aspen, 11

Schaeffer and Loveridge's Successful Rural Business Characteristics

- **Information.** The business must be able to correctly identify markets for its product, the status of competition, appropriate technology, and manage its assets. Rural areas create special challenges for business in information access. With the changes in information technology, barriers to good information in rural areas are dropping rapidly, but many transactions still depend on face-to-face interactions.
- **Capital.** Businesses need cash to purchase new capacity, maintain inventory, and pay employees during times when sales are low. Economists refer to this as capital. Business start-ups and growing businesses have particular issues related to capital. They do not have established lines of credit. ...
- **Labor.** Rural areas have a natural advantage in terms of the cost of labor. However, with the global economy, rural businesses in highly developed countries now compete with firms located in poorer countries that pay workers far less per hour and provide no benefits, or job security. Rural firms must also cope with shortages of specialized workers. Firms have the option of training their own workers or recruiting from outside the region. Worker training takes time—often years. Recruiting from outside the region requires paying an attractive salary, raising the firm's costs.
- **Natural Resources.** Rural firms typically have an advantage in terms of their access to certain natural resources. Land is cheaper in rural areas than it is in urban areas. Firms may also locate near significant mineral resources used as inputs in their production process. On the other hand, urban firms have access to other natural resources. Urban areas frequently grow up around natural transportation hubs, such as a port or passageway.
- **Business Services.** Rural firms must also cope with poor access to business services, such as accounting, equipment maintenance, and professional training opportunities. A typical solution is to develop capacity within the firm, which is a cost disadvantage compared to outsourcing, especially for smaller firms.
- **Customers.** Finally and most importantly, firms need customers. The disadvantages—in terms of access to customers—of being located in a sparsely settled area should be obvious. Perhaps less obvious are certain advantages of a rural location. Firms producing items designed for a rural lifestyle may have a certain advantage over urban firms, in that rural firms probably understand their customers better.⁸⁷

⁸⁷ Schaeffer and Loveridge, 239

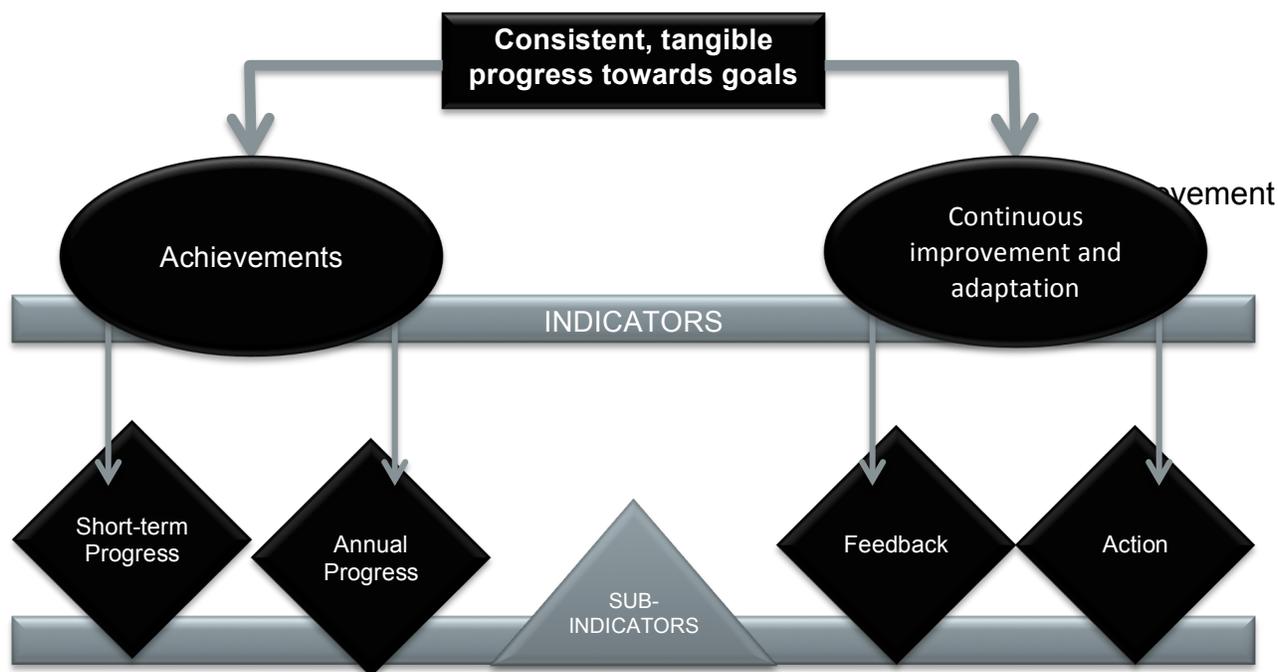
ASPEN Institute's Outcome 6 Example

This example is one of the eight outcomes expanded to show the structure and content of the workbook in more detail.

OUTCOME 6

Consistent, tangible progress toward goals⁸⁸

A community with capacity turns plans into results. Whether it's using benchmarks to gauge progress or setting milestones to mark accomplishments, the momentum and bias for action come through as a community gets things done.



⁸⁸ This information has been reformatted for use in this report. The complete workbook can be found at http://www.aspeninstitute.org/sites/default/files/content/docs/community%20strategies%20group/MEASURING_COMMUNITY_CAPACITY_BUILDING.PDF

OUTCOME: Consistent, tangible progress toward goals

INDICATOR: Achievements

For community's strategic plan or for individual community organization's plans:

Short-term progress

- ✓ short-term (three- or six-month) milestones are –term efforts/goals in plan
- # number of short-term milestones set
- # number of short-term milestones reached
- % percent of short-term milestones reached
- ? _____
- ? _____

Annual progress

- # number of projects completed
- % percent of projects completed
- # number of applications submitted for funding/certification
- # amount (\$) raised
- # number of community certifications received/applications granted
- # number of recognitions received from outside the community
- # number of community achievement celebrations held
- % percent increase in citizen participation/new leadership/citizen skills, etc. (See *Outcomes 1-3.*)
- ? _____
- ? _____

INDICATOR: Continuous improvement and adaptation

For community's strategic plan or for individual community organization's plans:

Feedback

- ✓ community suggestion line/box available
- # number of citizen suggestions received
- ✓ citizens are surveyed to determine their level of satisfaction
- ✓ community assessments conducted regularly
- # number of community organizations that regularly evaluate their activities
- ✓ results of evaluations are being used to improve projects
- # number of organizations that hold retreats each year
- ? _____
- ? _____

Action

- # number of civic leaders (elected, appointed, hired, and volunteer) that receive leadership training
- # number of outside consultants/agencies used for technical assistance
- # number of changes made to strategic plan in the past two years
- # number of changes made in the tactics used to implement the strategic plan
- ? _____

The City of Renton's Business Plan

2011-2016 Vision, Mission, Business Plan

Vision

Renton - The center of opportunity in the Puget Sound Region where families and businesses thrive.

Mission

The City of Renton, in partnership and communication with residents, businesses, and schools is dedicated to:

- Providing a healthy, welcoming atmosphere where citizens choose to live, raise families and take pride in their community
- Promoting planned growth and economic vitality
- Valuing our diversity of language, housing, culture, backgrounds and choices
- Capitalize on the diversity of the community to build stronger neighborhoods and ensure the availability of city services to all
- Creating a positive work environment
- Meeting service demands through innovation and commitment to excellence
-

Business Plan Goals

- **Meet the service demands that contribute to the livability of the community**
 - Prioritize services at levels that can be sustained by revenue
 - Plan, develop, and maintain quality services, infrastructure, and amenities
 - Respond to growing service demands while meeting the unique requirements of a diverse population through partnerships, innovation, and outcome management
 - Retain a skilled workforce by making Renton the municipal employer of choice
 - Balance development with environmental protection
- **Manage growth through sound urban planning**
 - Foster development of vibrant, sustainable, attractive, mixed-use neighborhoods in established urban centers
 - Uphold a high standard of design and property maintenance throughout the City
 - Provide a balance between housing and high-quality jobs
 - Maintain services to current residents while welcoming annexation areas that desire to become part of Renton
- **Influence decisions that impact the City**
 - Demonstrate leadership by developing and maintaining partnerships and investment strategies with other jurisdictions that improve services
 - Aggressively pursue transportation and other regional improvements and services that improve quality of life
 - Advocate Renton's interests through state and federal lobbying efforts
- **Promote strong neighborhoods**
 - Support the vitality and positive appearance of neighborhoods through community involvement
 - Encourage and partner in the development of quality housing choices for people of all ages and income levels
 - Ensure the safety, health, and security of citizens through effective service delivery

- Promote pedestrian and bicycle linkages between neighborhoods and community focal points
- **Promote citywide economic development**
 - Promote Renton as the progressive, opportunity-rich city in the Puget Sound region
 - Capitalize on growth opportunities through bold and creative economic development strategies
 - Recruit and retain businesses to ensure a dynamic, diversified employment base
 - Continue redevelopment efforts downtown, in the Highlands, and South Lake Washington area

Business Plan Actions

- **Meet the service demands that contribute to the livability of the community 2011-2016 Actions:**
 - Develop a strategy to meet long-term staff facility needs, including the potential construction of a new city hall.
 - Develop a strategy and funding for construction of a new parks and facilities maintenance facility.
 - Design and construct a Fire & Emergency Services facility to enhance service levels in Kenndale and other neighborhoods in the northern portion of the city.
 - Develop a plan to increase public access and enjoyment of the Cedar River through the city's urban center.
 - Complete and implement the Parks, Recreation and Open Space Plan, which identifies needs and funding for acquisition and development.
 - Successfully transition to King County Library System services and develop new library facilities in downtown Renton and the Sunset area.
 - Develop and implement on-line systems to improve customer service and increase options for how residents get city services.
 - Work within Community Planning Areas to assist businesses and residents prepare themselves for a potential emergency.
 - Continue to implement the Community Planning Initiative to better align the city's planning efforts with the services it provides and the desires of the community.
 - Establish service delivery standards through the development of a Fire & Emergency Services Master Plan.
 - Support the Renton Historical Society in the implementation of the Renton History Museum's Master Plan.
 - Expand and beautify the Rainier Avenue corridor by constructing new business and transit lanes and pedestrian-oriented streetscape improvements.
 - Work with The Boeing Company, Puget Sound Energy, and Southport to extend Park Avenue North to provide direct access to Lake Washington.
 - Successfully transition to a biennial budget process.
 - Develop a performance management system that better connects the City's goals and desired outcomes with employee performance.
 - Develop and present to the voters a "Quality of Life" bond and/or levy measure to fund a significant package of parks, recreation, and other community amenities.
 - Depending on the outcome of the annexation election, facilitate the successful transition of municipal services to the Fairwood area.
 - Create an inventory roadmap that helps residents, businesses, and non-profit organizations make connections to city and community resources.
 - Engage residents in promoting ways to embrace and celebrate Renton's rich diversity
- **Manage growth through sound urban planning 2011-2016 Actions:**
 - Continue the comprehensive review and update of the city's development regulations to ensure a balance between sound land use planning, economic development and environmental protection while ensuring a streamlined and predictable process.
 - Develop a package of "green" building incentives.
 - Complete the State-mandated update of the city's Comprehensive Plan.

- Develop a comprehensive transportation plan for the City Center.
- Develop and implement a West Hill Community Transition Plan - a strategy enlisting intergovernmental, non-profit, and corporate support for the revitalization of the West Hill Potential Annexation Area.
- **Influence decisions that impact the City of Renton 2011-2016 Actions:**
 - In partnership with other member cities, facilitate the successful opening of the SCORE regional misdemeanor correctional facility.
 - Work with METRO to plan for the successful launch of Renton-SeaTac-Burien RapidRide bus rapid transit service.
 - Plan for future high-capacity transit investments and ensure they are built in a timely manner, consistent with community desires.
 - Increase the frequency and number of bus routes connecting the Renton Highlands and The Landing and downtown Renton.
 - Enhance the partnership between the city and the Renton School District by pursuing joint operating agreements for like services and other potential efficiencies.
 - Support efforts to permanently fortify the Howard Hanson Dam and certify and/or improve the Green River levy system and mitigate the impacts of FEMA's revised 100-year floodplain map.
 - Work with King County and others to ensure that future uses of the BNSF rail corridor are consistent with community desires.
 - Work with WSDOT and the State Legislature to ensure the timely expansion of the Bellevue-to-Renton segment of Interstate 405.
- **Promote strong neighborhoods 2011-2016 Actions:**
 - Work with the Renton Housing Authority and Renton School District to implement the recommendations of the Sunset Area Community Investment Strategy, including the redevelopment of the Sunset Terrace properties.
 - Achieve an overall crime rate that is less than the King County average.
 - Complete regional trails through Renton including the Lake Washington, Springbrook / Interurban, and Lake-to-Sound trails.
 - Improve pedestrian connections citywide, including the connection between The Landing to the Sunset area.
 - Create forums and strategies to better engage the city's diverse population.
 - Build a stronger workforce and community as a whole by supporting programs and initiatives that promote active living and healthy eating.
- **Promote citywide economic development 2011-2016 Actions:**
 - Work with The Boeing Company and other aerospace companies to increase the number of aerospace industry jobs in Renton.
 - Aggressively recruit new high-profile and high-wage employers to locate in Renton, while working with existing employers to retain and expand the number of jobs in the community.
 - Aggressively pursue the redevelopment of key large and high-profile properties throughout the city.
 - Engage key downtown property owners and encourage the timely redevelopment and/or renovation of aging buildings.
 - Explore the feasibility of establishing the Northwest Salmon Discovery Center.
 - Enact the recommendations of the Arts & Culture Master Plan.

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