

# The Mediator

A PUBLICATION OF THE INSTITUTE FOR ENVIRONMENTAL NEGOTIATION (IEN)  
 AFFILIATED WITH THE DEPARTMENT OF URBAN & ENVIRONMENTAL PLANNING, SCHOOL OF ARCHITECTURE, UNIVERSITY OF VIRGINIA

## 27 Graduate from Natural Resources Leadership Institute

The first class of the Virginia Natural Resources Leadership Institute (VNRLI) graduated from a year of intensive workshops, where Fellows explored Virginia's environmental issues and developed conflict resolution and collaborative problem solving skills. This innovative program is the brainchild of a collaboration between IEN's **Frank Dukes** and **Tanya Denckla**, the Virginia Tech Center for Economic Education Director **Mike Ellerbrock**, and the Virginia Department of Forestry Deputy State Forester **Bettina Ring**.

Funded in part by an Urban and Community Forestry grant from the Virginia Urban Forest Council, and by tuition fees, the VNRLI Fellows met in different locations around *Leadership Institute, continued on page 3*

### VNRLI CLASS of 2001

#### Susanne Azizi

Environmental Planner, Chesapeake Bay Local Assistance Department, Richmond

#### Rachel Bagby

Self-employed, writer, teacher and creator of sustainable living center, Nelson County

#### Dean A. Bailey

Senior Project Manager, Va. Dept. of Business Assistance, Richmond

#### John M. Carroll

Regional Forester, Va. Dept. of Forestry, Waverly

#### Kenneth E. Carter

State Resource Conservationist, USDA, Natural Resources Conservation Service, Richmond

#### Edwin C. Daley

City Manager, Winchester

#### John William Deuel

Executive Director, Norfolk Environmental Commission

#### James P. Fulcher

Farmer, Amherst County

#### Angela N. Harper

Deputy County Manager, Henrico County

#### James D. Lawrence

Owner/Operator of Lawrence Design/Build, Winchester

#### Ursula M. Lemanski

Rivers and Trails Project Manager, National Park Service, Harpers Ferry

#### Stephen D. Mallette

Owner, Resource Management Associates, Locustville

#### Rudolph C. McCollum

Vice-Mayor, Richmond

#### Leslie Middleton

President, Rivanna Watershed Center, Charlottesville

#### Leanne S. Nurse

Public Liaison Specialist, EPA Office of Communications, Washington, D.C.

#### Richard D. Olin

Consultant Environmental Engineer, Dept. of Environmental Quality, Richmond

#### Susan M. Puffenbarger

Extension Agent, Virginia Cooperative Extension, Rocky Mount

#### Robert E. Radspinner

Senior Resource Forester, The Timber Company, Bluefield, West Virginia

#### Richard C. Rich

Professor and Chair, Dept. of Political Science, Virginia Tech

#### Michael T. Roberts

Farm Business Management Coordinator, Virginia Cooperative Extension, Colonial Heights

#### Jerry A. Ruhlen

Owner/Operator, Windemont Farm, Page County

#### Katherine E. Slaughter

Senior Attorney, Southern Environmental Law Center, Charlottesville

#### Ronald Southwick

Assistant Director, Va. Dept. of Game & Inland Fisheries, Richmond

#### Stephen E. Talley

Va. Watershed Coordinator, Canaan Valley Institute, Staunton

#### Anitra B. Webster

Board of Directors, Virginia Forestry Association and owner, tree farm, Lynchburg

#### Gregory H. Winston

Regional Forester, Va. Dept. of Forestry, Farmville

## Maryland Dispute Resolution Office Initiates Innovative Pilot Project for Growth Management

The IEN was selected by the Maryland Office of Dispute Resolution to lead a pilot project on growth management in Baltimore County, Maryland. This project represents the first attempt by this state office of dispute resolution to address community-wide issues such as growth management and zoning. Traditionally, state offices of dispute resolution focus on promoting the use of mediation to relieve court dockets.

The pilot project, led by IEN's **Rich Collins** and **Bruce Dotson**, is focusing on the potential use of a "rural village" concept and Transfer of Development Rights as planning tools for managing growth. The IEN is facilitating a stakeholder group that aims to develop consensus recommendations for how growth management tools can be implemented in Baltimore County. The work currently taking place in Loudoun County, Virginia involving rural village policies will be carefully examined and incorporated where appropriate into this 10-month project.

## New Web Site For Community Collaboration Efforts

The IEN has completed design of a powerful new web site about community based collaborative approaches to environmental management. Funded by the Hewlett Foundation, and led by IEN's **Karen Firehock** and **Frank Dukes**, the web site helps community groups, agencies and academics share information about different projects and approaches to collaborative environmental management. The web site database includes books, journals, case studies, and other media. It also is interactive so that people may submit items to the database. This website is part of a larger research project, in which a wide range of stakeholders are being brought together to identify and articulate their needs for further research in environmental collaboration.

*Check it out!* <[www.cbrc.org](http://www.cbrc.org)>

## IEN Produces New Handbook for Integrated Land Use and Transportation Planning

A two-year project to develop a regional integrated land use and transportation plan is drawing to a close. The Thomas Jefferson Planning District (TJPDC) received a Transportation, Community and System Preservation (TCSP) grant to undertake this project. IEN's **Bruce Dotson** is a member of the project team. An unusual feature of this project is that it has aimed to produce for the five-county region a 50-year vision, instead of the typical 10 or 20-year vision.

IEN's Bruce Dotson has taken primary responsibility for authoring a handbook entitled "*Land Uses and Transportation Choices for the Future*." The Handbook is intended for an audience of both citizens and professionals. Part I describes the Corplan computer model created by the project and the thinking behind its development. Part II describes the process of organizing and conducting a planning process built around the model. Consensus building and process design are two considerations which reflect the IEN's work. This handbook will be of benefit to other communities in Virginia as well as nationally. The handbook will be available from the TJPDC later this year: 434/ 979-7310.

## Yes, Virginia, A Region Can Create A Common Vision

The Rappahannock-Rapidan Regional Commission (RRRC) initiated what may be an important turning point in an effort to bring the region's five counties together for a common purpose. Led by **Bruce Dotson** and **Tanya Denckla**, the IEN was asked to design and facilitate a region-wide visioning process. The first phase involved five county-level meetings, at which participants identified their county's strengths, challenges, and opportunities, including areas for potential regional collaboration. These local meetings were followed by a region-wide meeting, where participants discussed ten different thematic areas of concern that emerged from the first series of meetings, and developed objectives for regional collaboration relating to these themes. The final meeting in May resulted in a vision statement and specific action steps. The final report will be presented to local decision makers.

The challenges in this project were balancing citizen desires to conserve rural and traditional character with the desire to improve opportunities for residents and businesses, while also working on a regional basis and inventing mutual gain outcomes. For more information, contact **Jeff Walker**, RRRC, at 540/ 829-7450.

## New Guidebook for Environmental Collaboration Available!

The IEN, in partnership with the National Audubon Society and The Wilderness Society, has published a new handbook to assist environmental advocates in determining whether and how to effectively participate in collaborative decision-making. The 80-page guide, "*Collaboration: A Guide for Environmental Advocates*," was written by IEN's **Frank Dukes** and **Karen Firehock** and was funded by a grant from the William and Flora Hewlett Foundation.

The guide was conceived in response to the rapidly expanding use of collaborative processes to address environmental issues as well as to growing concerns expressed by many environmentalists about appropriate uses for collaboration. Beginning with steps for determining whether or not a collaborative approach is actually appropriate, the book provides guidelines for fair and effective processes, for ensuring that adequate scientific and technical data are utilized, and for planning follow-up monitoring and assessment.

Development of the guide involved consultation with environmental groups at all levels - national, regional and local - to determine their concerns and needs. A steering *Environmental Guidance*, Continued on page 3

## Another Region Boosts Heritage Tourism With Citizen Involvement

The Thomas Jefferson Planning District Commission (TJPDC) aims to boost its five-county region competitiveness by creating a base for Heritage Tourism. The IEN was asked to design and facilitate a process for engaging citizens in the five counties to develop a Heritage Tourism map. The map will include historical, cultural and environmental sites, events, and facilities that will entice heritage tourists to see and do more in the region.

An IEN team of **Tanya Denckla** and **Karen Firehock**, assisted by **Wanda SanJule**, developed stakeholder "Heritage Tourism teams" in each of the five counties. These teams developed categories for possible heritage tourism sites and events, and criteria for narrowing and prioritizing. After the Teams identified potential sites and events, the IEN conducted public meetings in each of the five counties to inform residents about the project and to obtain their feedback. A final report was completed in July and is available from the TJPDC. A heritage tourism map is expected to be available sometime in 2002. For more information, call **Chris Gensic**, TJPDC, 434/ 979-7310.

## Public and Private Land Conservationists Pledge to Work Together

Over 100 land conservationists from the public and private sectors came together in June for what many are considering a landmark conference and a critical step forward for land conservation in Virginia. Sponsored by the Virginia Department of Forestry (DOF) and the Virginia United Land Trusts (VaULT), the conference aimed to bring together all conservation easement-holding organizations, including public, private, local, regional, state-wide and national organizations operating in Virginia.

The goals of the meeting were to facilitate creative thinking and visioning for how land conservation organizations of all types can improve their coordination and collaboration to meet the Chesapeake Bay Agreement's ambitious land conservation goals. Speakers included Speaker of the House Vance Wilkins, Jr., Senator Bill Bolling, Department of Conservation and Recreation Director David Brickley, and oth-

ers. Participants were enthusiastic and considered the conference a successful effort that needs to be continued. Numerous ideas and strategies were proposed for ways in which public and private organizations can work together in the areas of coordination and collaboration, education and outreach to landowners, building technical and administrative capacity of land conservation organizations, and developing standards of practice.

IEN's **Tanya Denckla**, with assistance from **John Hoover** and **Robin Cook**, worked with a planning committee of the DOF and VaULT members to design the meeting. Facilitation assistance was provided by graduates of the VNRLI program, the Charlottesville community mediation center, and the DOF. Prior to the conference, the IEN conducted a survey of 135 land conservation agencies and organizations, and shared the results with meeting participants.

A final report by IEN highlights the ideas and recommendations of the conference, and also provides summaries of the pre-conference survey. For more information or a copy of the report, contact **Mike Foreman** at DOF: 434/977-6555.

### *Leadership Institute, continued from page 1*

the state to explore different environmental issues:

- 1) tobacco and rural community sustainability as illustrated by the Southern Tobacco Communities Project;
- 2) water quality and sustainable resource issues as illustrated by the blue crab talks and Tangier Island;
- 3) growth management and land use legislative efforts, and transportation issues;
- 4) the new poultry waste regulations, the Shenandoah Big Gem brownfield site, the Avtex Superfund site, and the Scheaffer International Sewage Plant in Timberville;
- 5) sustainable forestry, watershed management, the Forest Bank, Appalachia Sustainable Development, and mine reclamation.

Fellows also explored a range of conflict resolution techniques such as consensus building, interest-based negotiation and mediation.

At the end of the program, Fellows cited numerous examples of how the program increased their capacity to address challenges in their communities. In their final evaluations, many felt they had been equipped with sufficient skills and knowledge to become change-agents for collaborative problem-solving in their communities and organizations.

"Participation in VNRLI has provided me with a deeper awareness and understanding of the complex, inter-disciplinary natural resource challenges facing Virginia," said Ursula LeManski of the National Park Service. Another Fellow,

Mike Roberts of Virginia Cooperative Extension said, "I often find myself in situations that require mediation, negotiation, or facilitation skills. The Virginia Natural Resources Leadership course offers education *and* hands-on experience in all three."

One goal of the program - to create a network of trust across the public, private and community sectors - was demonstrated in an unexpected way. At the end, desiring to productively use their collaborative energy and diverse perspectives, the Fellows developed a special report for the **Commission on the Future of Virginia's Environment**, entitled "*Virginia's Environment: Issues Envisioned for Virginia's Environmental Future and Suggestions for Approaches or Processes to Address Issues.*" This report will be presented to the Commission at its next meeting. To learn more about the VNRLI program, visit the IEN website at [www.virginia.edu/~envneg/VNRLI\\_home.html](http://www.virginia.edu/~envneg/VNRLI_home.html).

### *Environmental Guidance, Continued from page 2*

committee of mediators and environmentalists provided further assistance throughout the project.

While the guide was originally intended for environmental organizations, it is already seen as a useful tool for any organization considering participation in a collaborative decision-making process about environmental issues.

The handbook can be previewed on the IEN website (see page 4) or can be obtained by sending \$8 (includes shipping and handling) to **Collaboration Guide**, IEN, University of Virginia, P.O. Box 400179, Charlottesville, VA 22904-4179. Bulk discounts are available for quantities over 30.

## IEN Active In Our Larger Community

Director **Frank Dukes** co-chaired a work group that submitted to UVA President Casteen a report with recommendations about diversity at the University. He is also co-chair of the Environmental Public Policy Sector of the Association for Conflict Resolution.

Founder **Rich Collins** was the moderator for the first plenary session of the bi-annual international coastal zone conference CZ 01 in Cleveland, Ohio in July. He presented a framework for sustainable coastal development and led panelists from South Africa, the Eastern Shore of Virginia, and the Cuyahoga Valley in a discussion of that framework.

Senior Associate **Bruce Dotson** spoke to the Virginia Bar, Property Section, on "Multi-party Negotiations in Land Use Matters" at their annual meeting in Virginia Beach in June. Approximately forty attorneys attended and learned about the IEN's work in land use disputes. Questions afterwards reflected considerable interest in this topic.

Senior Associate **Tanya Denckla** conducted a Basic Mediation training in June for the Mediation Center at FOCUS. She continues to serve as a Board member of the Rivanna Conservation Society, and continues to mediate cases outside of IEN.

Senior Associate **Karen Firehock** continued to assist in redevelopment of a brownfield site, formerly a CSX railroad yard in Charlottesville's Belmont neighborhood, by serving on the site design advisory committee.

## Virginia Environmental Endowment Continues Support!

The VEE is providing continued support for IEN's initiatives in environmental dispute resolution in Virginia! The grant will support specific programs and activities to achieve educational goals and enhance environmental conflict resolution capacity in Virginia. IEN will focus its work on growth management, urban design and historic preservation, transportation, and other topics specified in the grant.

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*Spring & Summer 2001*

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