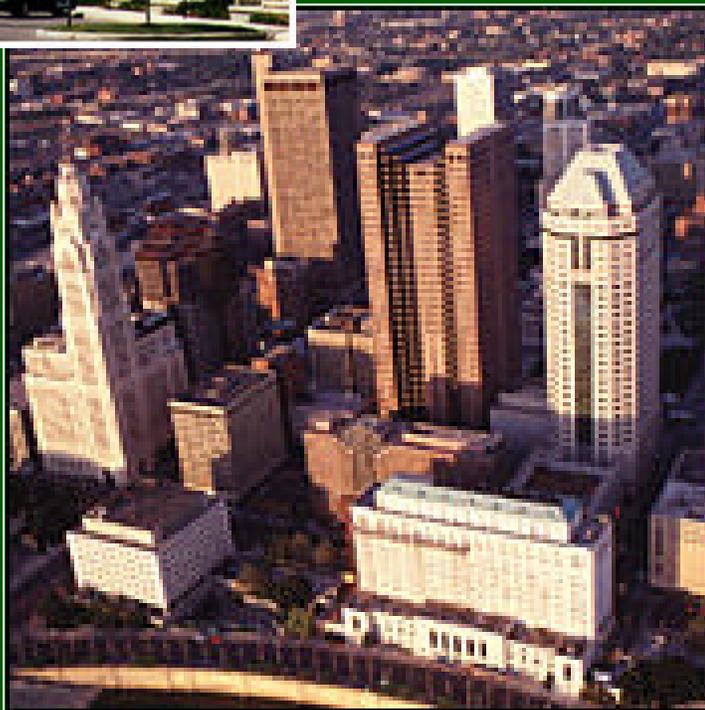




How to Create a Gateway in Your Community

A Complete Step-by-Step Guide



Leadership Columbus
Leading a legacy of excellence



CONTENTS

2	Introduction
3	Step 1 - Identify Needs For Selecting A Gateway
4	Step 2 – Organize A Team
5	Step 3 – Establish Direction
7	Step 4 – Identify Possible Gateway Sites
8	Step 5 – Determine Gateway Site Availability
9	Step 6 – Benchmark Others
10	Step 7 - Evaluate Gateway Sites
16	Step 8 – Develop Property Design Concept
22	Step 9 – Review Initial Gateway Site Design
30	Step 10 – Procure Resources
35	Step 11 – Finalize Design
37	Step 12 – Develop Communications Plan
45	Step 13 — Develop Construction Plan
47	Step 14 – Develop Maintenance Plan
49	Appendix A – Resources

INTRODUCTION

Every year in Columbus, Ohio, approximately 45 to 55 individuals – men and women from virtually all professional and personal walks of life – are accepted into Leadership Columbus. It's a year-long program designed to allow those individuals an opportunity to explore elements of leadership, explore emerging community issues within Greater Columbus, and to get involved and in touch with the community and with each other. Leadership Columbus has a stated emphasis on "learning by doing" by incorporating tours, simulations, interactive experiences into a mix that can include lectures and panel discussions. One element of that mix is a small group community service project.

In the Leadership Columbus class of 2002, one group – the authors of this document – defined their project as the development of a gateway within Columbus to aid in city beautification.

Through the process of working with local community organizations, government agencies and private individuals and firms, identifying and evaluating potential sites, and attempting to procure the final site, our group learned just how daunting a task was the prospect of actually implementing a gateway, in any community. That process, in and of itself, became the basis of the most valuable lesson and, in turn, formed what we decided would be the most valuable product of our group, for the community – a step-by-step "how to" guide on developing gateways for any community, in Columbus or elsewhere.

The document you are currently reading is the result of that effort.

Our group did actually manage to procure a site along Goodale Avenue leading into downtown Columbus from Interstate 670. And we did get an initial concept for a design completed. By working our way through the process and by documenting our efforts, the results of those efforts and the wide variety of resources we discovered and used along the way, we were able to create a fairly simple guide for others.

As a result, anyone with an interest in developing a gateway in or around Columbus, can now hopefully bypass much of the frustration we encountered when we "made it up as we went along," and can benefit from our experience and guidance.

In other words, just follow this simple guide and you'll be fine!

STEP 1 - IDENTIFY NEEDS FOR SELECTING A GATEWAY

What is a Gateway?

The textbook definition of gateway is “an opening or a structure such as an arch, framing, entrance or passage that may be closed by a gate. Something that serves as an entrance or a means of access.”

A gateway in terms of our definition is a point of visual interest that joins two separate locations (communities, neighborhoods, etc.). It is a welcoming point that draws viewers into a particular location.

Why Consider a Gateway?

Your decision to engage in a gateway project can start in many ways. It may be an individual or community desire to build a “community brand”, it may be a city initiative that creates funding or other motivating factors for beautification, or it may be that a gateway site has been identified as a specific beautification need. It may be to encourage economic growth in a location by improving the visual impact of the landscape. It may be as simple as a desire to create a pleasant view in your location.

What Do You Want To Accomplish With This Gateway?

Is the gateway being developed to encourage and develop business or consumer traffic into a cities business district? Is the gateway a welcoming point for people entering your city or neighborhood or to bridge connections between two neighborhoods or community areas? The reasons for wanting the gateway will help as you identify where the gateway will be located and how to best design the gateway.

STEP 2 – ORGANIZE A TEAM

Why organize a team?

No single person can tackle a gateway beautification project alone. Whether your program involves one or many gateway sites, the talents and efforts of several people are required.

What skills are needed?

Like any other project, organization and communication are two of the most important required skills. The level of technical skills needed depends on how much of the actual design and implementation activities that the team decides to do. Following are some key areas of knowledge, skills and/or abilities that you should consider when assembling your team:

- *Project management* – the know-how to effectively manage a project from beginning to end
- *Design* – knowledge or familiarity with processes, terminology, concepts, etc.
- *Fund raising* – the ability to generate cash or in-kind contributions
- *Legal/regulatory* – knowledge or familiarity with real estate laws; where to find information about property ownership; zoning issues, etc.
- *Public relations/communications/marketing* – ability to communicate your project to the neighborhood, municipality, and other stakeholders

Above all, you want a team that works well together. An unknowledgeable but well-functioning team is much better than one that is full of experts and dysfunctional.

STEP 3 – ESTABLISH DIRECTION

What Is The Scope of This Project?

Your project can consist of one gateway site or many. If you choose to tackle many, then you may want to consider developing a way to prioritize the gateway sites you plan to tackle. This is particularly important if you want to include a large (e.g., metropolitan) area as your scope. Systematically prioritizing gateway sites lends credibility to the project, especially when presenting to potential funding sources or government leaders.

What Is The Overall Gateway Objective?

The gateway project that you might consider could be from simple gateway site clean up to substantial physical change (e.g., movement of earth, physical structures, etc.). Your objective may include the use of vegetation, art, etc. Whatever you choose, you need to do so very early in the project because it will drive almost every decision thereafter. To get started, you just simply need to ask: “What are we really trying to accomplish?” (see Step 1)

For example, you might be interested in creating a neighborhood, metro, or downtown gateway; reduction of litter or other beautification, utilization of empty space, etc. Depending on your overall objective, you may have multiple gateway sites you want to address, or you may be picking one of several locations that could be used.

In either case, if you first decide to prioritize the potential gateway sites (recommended), you need to develop a list of criteria by which you compare the gateway sites. The criteria will be based on your objective, and will be used as part of your gateway site evaluation (more information on gateway site evaluation will be presented in Step 7).

Think about the reason for your project, and come up with criteria that are both necessary and sufficient to meet your goal, for example:

Example Goal: To create a gateway that differentiates our neighborhood from the adjoining neighborhood, from the perspective of people passing on the main public road.

Sample Criteria:

- The gateway is located between the neighborhoods
- The gateway is viewable from the appropriate direction(s)
- The gateway enhances the boundary between the neighborhoods

Example Goal: To reduce litter and unsightly vegetation along the eastern side of (the target area).

Sample Criteria:

- The beautification would reduce the amount of litter over time (e.g. reduces the reason the litter occurs)
- A sponsor is available to maintain the area after the project is complete.

Example Goal: to welcome visitors that are entering the county via (airport road, major interstate, etc.).

Sample Criteria:

- The beautification is a significant enhancement to the area
- The project would visually demonstrate a manicured, welcoming atmosphere

Example Goal: To create a public space that will draw pedestrian traffic in addition to beautifying the area.

Sample Criteria:

- There is easy pedestrian access from nearby walkways, bike paths, and car parking areas.
- The beautification would include public art, a performance stage, or some centerpiece that would “draw” individuals in to the space

STEP 4 – IDENTIFY POSSIBLE GATEWAY SITES

Where is the Gateway?

The most important question regarding a gateway is: “Where should it be?” The possible gateway sites should be driven by the results of the work accomplished in steps 1 & 3. Location will be partially determined by the scale of the area or community being identified by the gateway. Is it a small gateway site, a neighborhood, or a county or metropolitan area? Because a gateway is, by its nature, always along a travel route, the first job is to identify all the locations and ways in which people enter and leave the area.

Once travel routes have been identified, locate gateway sites where natural or legal boundaries exist. A natural gateway may exist at a railroad underpass or a river crossing while a legal boundary may be a city limit that is obvious by the change in development patterns. If a boundary already exists, consider using that as a gateway that can be enhanced by your project. If not, the opportunity exists for creating a new gateway to help identify your area.

What Kind of Property is Necessary for the Gateway?

Next it is necessary to identify physical gateway sites along each travel route at gateways that are: close enough to the route and large enough to be seen considering the mode of travel. Typically, the faster the mode of travel and the farther from the gateway it is, the larger the gateway site will need to be. There will be other issues to consider about a gateway site later, but at this point the size and its relationship to the travel route are the most important.

Remember to keep an open mind when looking for gateway sites. The gateway can be as traditional as a plot of land with a sign and flowers planted around it, or it can involve very little land with plants climbing on a bridge and art hanging underneath. Your gateway design, and therefore your gateway site, is limited only by your imagination. Of course funding will be an issue eventually, but don't worry about that now – let out all the stops and consider all the possibilities.

Where do I begin?

The first step may be to review a citywide map, for potential locations. Once you have identified the locations (consider both inner city and its perimeters), you want to visit them and photograph them for the initial review. By having actual pictures of the gateway sites, you will be able to determine if your initial objectives can be met.

Following are examples of basic objectives, to be used in selecting particular gateway sites:

- City beautification
- Adding green space
- Creates a more inviting atmosphere
- Improves the environment
- Adds value to neighborhood and or businesses
- Adds artistic interest

STEP 5 – DETERMINE GATEWAY SITE AVAILABILITY

Can This Particular Property Site Be Used for a Gateway?

Before spending time further evaluating selected gateway sites and moving into design, it is necessary to know who owns the gateway sites, whether they will allow a gateway, and under what conditions. In Ohio, the county auditor is responsible for maintaining property ownership records in each county. From there you can obtain contact information for any owner. If the owner is a governmental entity, contact the main administrative office and ask to be directed to someone responsible for government-owned real estate.

In the case of the state of Ohio you may have more difficulty, as there is no centralized location for records of state-owned property. Real estate records are maintained by the individual agencies responsible for the property, unfortunately not until recently was the property record at the county required to indicate the agency responsible for the gateway site.

In some cases, the agency in question will be obvious such as the Department of Transportation for land next to a freeway, or the Department of Rehabilitation and Corrections for land near a prison. If the responsible agency is not obvious, some investigation will be required. The best source of information is likely neighboring landowners. Another option is to contact the Department of Administrative Services, which is responsible for assisting most state agencies with the purchase and sale of real estate.

How Do I Find Out Who Owns The Gateway Site We've Selected?

One way to find out the owner of property in Franklin County is to go to the Franklin County Auditor's Office Web gateway site (www.co.franklin.oh.us/auditor). There, you can search for information about a gateway site by address, intersection or through a county map.

Franklin County Auditor
373 South High Street - 21st Floor
Columbus, Ohio 43215-6310
Telephone: (614) 462-3247
Fax: (614) 462-7384
TDD Number (614) 462-7593

You can also look at county tax records through the Franklin County Auditor's Office or search deeds through the Franklin County Recorder's Office to determine property ownership.

STEP 6 – BENCHMARK OTHERS

What Is Benchmarking?

Benchmarking is the process of identifying, understanding, and adapting outstanding practices from organizations or groups anywhere in the world to help you improve planning and performance.

What Is Benchmarking...Really?

Benchmarking is simply looking at how others have done certain tasks and learning from them.

Regarding a gateway, you might benchmark how other community groups have organized to develop a gateway site. This material you're reading is a benchmark of how our Leadership Columbus Team worked through our project. Learn from our successes and mistakes. Your team can collectively identify ideas you have noticed that are worth investigating further – a neighborhood garden, a Metro Park plot, a display in a magazine, a garden show display.

Once you have identified various ideas talk to the groups or individuals responsible for their creation or maintenance to learn more. You may discover that although the garden is beautiful it is a headache to care for. You should ask which plants do well in your area to help with your design criteria. Is there other consideration the group didn't originally consider: water for the garden, soil conditions, sunlight/exposure, and excessive plant growth. Find out all you can from those that are involved they are the real experts.

Columbus is rich with benchmarking opportunities. There are our well maintained and numerous Metro Parks, the Franklin Park Conservatory, annual flower and garden shows. A spring walk through neighborhoods such as Clintonville, Grandview, Upper Arlington, Short North, Victorian Village or Dublin will provide you with more inspiration than you know what to do with. Other sources include the Columbus Libraries extensive collections of gardening and landscaping material, Community Gardening Clubs and the Internet.

City of Columbus

Keep Columbus Beautiful

1265 Marion Road

Columbus, OH 43207

Phone: 614-645-8027

Fax: 614-645-7747

Web: www.keepcolumbusbeautiful.org

Franklin Park Conservatory

1777 East Broad Street

Columbus, OH 43203

Phone: 614-645-1802

STEP 7 - EVALUATE GATEWAY SITES

Assess the Quality of the Gateway site

If a specific gateway site has already been identified, you might think that selection criteria are irrelevant- but that isn't always the case. The criteria that would be used to select one of many potential gateway sites will also prompt you to review a single gateway site through the same microscope, and can help you increase the chances of a successful project. For example, a single gateway site might have watershed issues, access issues, or other issues that affect the development of that gateway site. Thinking through the criteria might also prompt the review of other potential gateway sites that might also improve the community.

If you haven't selected a gateway site, reviewing the criteria might prompt ideas for potential gateway sites, and will hopefully guide your discussions as you select the best gateway site for your project.

The first step in evaluating your potential gateway site(s) is to make sure you have criteria that link to your overall objective for your project.

In addition to the criteria that you develop specific to your project's goals, here are examples of other criteria that might be relevant/important:

- Is it a gateway/transition point? How close is the actual gateway site to the "gateway area"
- How easy is it to access the gateway site? (Car, bus, bike, pedestrian, etc)
- Do pre-existing boundaries/definitions exist that could be enhanced?
- How significant are the physical changes that would be required to the land (physical and also public/utility easements)? Are there any watershed issues?
- How visible is the gateway site from the location of your target audience?
- What are the current aesthetic conditions? Are there any cultural, historical, and archeological features that enhance the gateway site? Are there other conditions that detract from the gateway site, that need to be improved?
- How close is the gateway site to potential sponsors/benefactors (people who might help with the materials cost or labor of the project)?
- How much traffic of your target audience passes the area?
- How will the facing/exposure of the gateway site (i.e. to the elements) affect your range of options for gateway site design?
- Will the project reduce pollution/litter issues?
- Is the size of gateway site manageable given your resources and project scope?
- Is there existing (desirable) vegetation, such as mature trees, that would be harmed if the gateway site were selected?
- How close is the gateway site to a water supply? Is it drinkable water? Is it sufficient to water vegetation? Is it affordable (if using potable water)?

- Does the topography enhance or detract from the gateway site’s usefulness for your project?
- How easy will the gateway site be to maintain (including access, size of gateway site, etc)?
- Are there any zoning restrictions on the property?
- What is the impact of adjacent property? Do the adjacent property owners support the proposed use of the gateway site? Do the adjacent properties add to, or detract from, the effectiveness of the gateway site for your purpose?
- How close are potential maintenance sponsors? How many potential maintenance sponsors are nearby?
- Does the gateway site have adequate drainage (best checked within 24 hours after heavy rain)?
- How difficult will it be to obtain legal permission to use the land for your project?
- Are there taxes and/or impact fees that will be assessed (or that you might become responsible for) as part of the gateway site development?
- Will the project have a positive (or negative) impact on local vegetation and wildlife?
- Will the gateway site have an agricultural impact (excluding the impact of the gateway site design itself)?
- Will the gateway site need access to utilities or other public resources (other than potable water)
- Will the gateway site provide renewable resources (i.e. solar power, wind power, or other resources back to the community)?

Criteria need to be very clear in order to evaluate a gateway site. Each of the criteria has three possible “grades”. You can do this in one of two ways:

Write your criteria so that the possible answers are (1) No, (2) Yes, and (3) Strong Yes, such as:

The gateway site has 3–5 potential sponsors within 300 meters of the gateway site
 (A “strong yes” in this case would be if there are 6 or more.)

Or, write a detailed description for each of the three possible grades, such as:

- There are nearby potential sponsors.*
- *there are fewer than 3 sponsors within 300 meters*
 - *there are 3-5 sponsors within 300 meters*
 - *there are 6 or more sponsors within 300 meters*

Listing Potential Gateway Sites

Walk, bike, bus, or drive around the target area to look for potential gateway sites. If you already have a target gateway site selected, it is often useful to still identify alternative gateway sites, in case your first choice cannot be used for some reason. It is often helpful to document the gateway sites, and (since you have already developed your criteria) evaluate each gateway site against your criteria. Other useful information to record is the location, and details of the gateway site that might be important to remember later.

As stated earlier, pictures are worth a thousand words; consider taking pictures of your potential gateway site to include in your documentation.

Prioritizing Your Criteria

The first step was identifying criteria that are both necessary and sufficient for success (i.e., if your gateway site meets your needs for all the criteria selected, does that guarantee that the project will be successful? Are all of the criteria you selected important (and related) to the goals of the project?).

The next step is to decide, before you evaluate your gateway site, the relative importance of each criterion. Criteria will be broken into two categories: (1) Pass/Fail, and (2) ranked.

For each of the criteria, decide if it were critical; if a gateway site fails to meet the criteria, then the gateway site would be unacceptable because it would not meet the project goals. For example, if the goal of a project is to create a gateway between two neighborhoods, a gateway site located somewhere other than on the border between the two neighborhoods would not be appropriate. Therefore, it would make sense that the criteria “located between the two neighborhoods” would be Pass/Fail.

Some projects may not have any Pass/Fail criteria, while others may have several. It would be unlikely that more than 25% of a project’s criteria would be Pass/Fail (most only have 1-3), so if you end up with many, re-review your project goals and criteria.

Once you have determined which of the criteria are Pass/Fail, it is time to rank the other criteria. Identify from the remaining criteria, which is the *most* important to the project. Rate that criteria “10”. Then identify from the criteria which is the least important, and rate it a “1”. For each of the other criteria, rate them from 1 -10, relative to the first two. It is acceptable to have multiple criteria with the same weight.

Rank your criteria, starting with the Pass/Fail, then from most important to least important. For example;

1	Is it a gateway/transition point?	P/F
2	Available Access	P/F
3	Is a gateway to downtown	10
4	Pre-existing boundaries/definitions that can be enhanced	10
5	Few changes required to land (physical and also public/utility easements). Include watershed issues	8
6	Proximity to gateway area	7
7	Visibility to passing traffic	7
8	Current condition aesthetically	6
9	Proximity to sponsors/benefactors	6
10	Volume of traffic	4
11	Facing/exposure (elements)	3
12	Pollution/litter issues	2
13	Size of gateway site	2
14	Existing vegetation	1
15	Proximity to water supply/feature	1

(The above example uses shorthand for the criteria that were developed)

Reviewing The Gateway Sites

For each of your potential gateway sites, evaluate each gateway site on each criterion. If a gateway site does not meet one of the Pass/Fail criteria, then that gateway site is automatically eliminated from consideration, so there is no need to review the gateway site on the other criteria. For the remaining criteria, rate each gateway site (1 for No, 2 for Yes, or 3 for Strong Yes).

For example:

			Gateway site 1	Gateway site 2	Gateway site 3	Gateway site 4
1	Is it a gateway/transition point?	P/F	Pass	Pass	Pass	Pass
2	Available Access	P/F	Pass	Fail	Pass	Pass
3	Is a gateway to downtown	10	2		2	2
4	Pre-existing boundaries/definitions that can be enhanced	10	2		3	1
5	Few changes required to land (physical and also public/utility easements). Include watershed issues	8	2		2	2
6	Proximity to gateway area	7	3		2	2
7	Visibility to passing traffic	7	2		2	3
8	Current condition aesthetically	6	2		2	2
9	Proximity to sponsors/benefactors	6	2		2	2
10	Volume of traffic	4	3		2	1
11	Facing/exposure (elements)	3	2		2	2
12	Pollution/litter issues	2	2		1	3
13	Size of gateway site	2	2		3	2
14	Existing vegetation	1	2		3	2
15	Proximity to water supply/feature	1	2		2	2

Adding up the Scores

To tally the score for each gateway site, multiply the score (1, 2, or 3) for each criteria against the weight of the criteria. For example, if proximity to the gateway area is ranked a '7' and a gateway site is weighted a '3', then the score for that location, for that criteria, is 21. Pencil that in to your grid.

For example:

			Gateway site 1	Gateway site 2	Gateway site 3	Gateway site 4
1	Is it a gateway/transition point?	P/F	Pass	Pass	Pass	Pass
2	Available Access	P/F	Pass	Fail	Pass	Pass
3	Is a gateway to downtown	10	2 (20)		2 (20)	2 (20)
4	Pre-existing boundaries/definitions that can be enhanced	10	2 (20)		3 (30)	1 (10)
5	Few changes required to land (physical and also public/utility easements). Include watershed issues	8	2 (16)		2 (16)	2 (16)
6	Proximity to gateway area	7	3 (21)		2 (14)	2 (14)
7	Visibility to passing traffic	7	2 (14)		2 (14)	3 (21)
8	Current condition aesthetically	6	2 (12)		2 (12)	2 (12)
9	Proximity to sponsors/benefactors	6	2 (12)		2 (12)	2 (12)
10	Volume of traffic	4	3 (12)		2 (8)	1 (4)
11	Facing/exposure (elements)	3	2 (6)		2 (6)	2 (6)
12	Pollution/litter issues	2	2 (4)		1 (2)	3 (6)
13	Size of gateway site	2	2 (4)		3 (6)	2 (4)
14	Existing vegetation	1	2 (2)		3 (3)	2 (2)
15	Proximity to water supply/feature	1	2 (2)		2 (2)	2 (2)

Getting a final number to review

The final step is to add up the weighted scores for each column/gateway site. This will give you a total score for each gateway site that you are evaluating.

A completed example can be found in Appendix B of this document, showing a variety of downtown and neighborhood sites that were identified as Columbus gateways, reviewed using some of the criteria described above, and evaluated accordingly. The electronic (CD-Rom) version of this document also includes pictures of the sites reviewed.

For example:

			Gateway site 1	Gateway site 2	Gateway site 3	Gateway site 4
1	Is it a gateway/transition point?	P/F	Pass	Pass	Pass	Pass
2	Available Access	P/F	Pass	Fail	Pass	Pass
3	Is a gateway to downtown	10	2 (20)		2 (20)	2 (20)
4	Pre-existing boundaries/definitions that can be enhanced	10	2 (20)		3 (30)	1 (10)
5	Few changes required to land (physical and also public/utility easements). Include watershed issues	8	2 (16)		2 (16)	2 (16)
6	Proximity to gateway area	7	3 (21)		2 (14)	2 (14)
7	Visibility to passing traffic	7	2 (14)		2 (14)	3 (21)
8	Current condition aesthetically	6	2 (12)		2 (12)	2 (12)
9	Proximity to sponsors/benefactors	6	2 (12)		2 (12)	2 (12)
10	Volume of traffic	4	3 (12)		2 (8)	1 (4)
11	Facing/exposure (elements)	3	2 (6)		2 (6)	2 (6)
12	Pollution/litter issues	2	2 (4)		1 (2)	3 (6)
13	Size of gateway site	2	2 (4)		3 (6)	2 (4)
14	Existing vegetation	1	2 (2)		3 (3)	2 (2)
15	Proximity to water supply/feature	1	2 (2)		2 (2)	2 (2)
			→ 145		145	129

In this example, notice that there are two equally weighted options.

The purpose of this evaluation grid is to (a) prompt the project group to think of the important criteria, (b) eliminate gateway sites that will not meet the project goals, and (c) provide a formal methodology for evaluating potential gateway sites.

However, this tool should not be used to actually make the final decision- it is merely a tool to prompt the important discussions and review. Possible outcomes of using the tool might include any of the following:

- Agreement that the tool was effective and consensus is reached on using the highest rated gateway site.
- A better understanding of the importance of different criteria, which could lead to:
- Changing the weighting of certain criteria and re-evaluating the gateway sites
- Adding or deleting criteria and re-evaluating the gateway sites
- A decision to add new gateway sites for review

Successful gateway site selection happens when the people involved in the gateway site selection all agree on the goal(s) of the project, the criteria that support those goals, and the evaluation of each gateway site using the criteria!

STEP 8 – DEVELOP PROPERTY DESIGN CONCEPT

Overview of Activities in this Step

- Procure design and implementation resources
- Prepare (or have prepared) initial gateway site design concepts, for selection
- Develop (or have developed) Preliminary Cost Statement for each concept

Procure Resources

It is unlikely that you or other members of your group or committee happen to be landscape architects or contractors. Therefore, you will need to procure the assistance of outside resources for gateway site design and implementation.

Where do I begin?

First, concentrate on getting a design for your gateway site. Through this process, the specific details of the gateway will become clear, both in terms of the finished product and the various elements of implementing it. Second, in order to get a quality design, you need to procure a quality resource or set of resources. Therefore, the task of procuring resources is a fairly important one. You can approach the private sector for help from professionals, or the academic world for help from students.

Who should I contact for professional assistance?

Contact the organizations or associations that represent a “portal” to a variety of potential sources. Contact the president or similar officer, in a local chapter if they have one. Simply ask them for guidance, advice and suggestions in your project, as well as potential sources from their membership.

Your project may be the basis of a design competition among local interested members. Some suggestions for associations to contact include:

American Institute of Architects (AIA)

National:

1735 New York Ave., NW
Washington, DC 20006
Phone: 800-AIA-3837
Fax: 202-626-7547
Email: infocentral@aia.org
Web: www.aia.org

Local (Ohio):

17 South High Street, Suite 200
Columbus, OH 43215-3458
Phone: 614-221-0338
Fax: 614-221-1989
Web: www.aiaohio.org

American Society of Landscape Architects (ASLA)

636 Eye Street, NW
Washington, DC 20001-3736
Phone: 202-898-2444
Fax: 202-898-1185
Web: www.asla.org

State of Ohio Board of Landscape Architect Examiners

77 South High Street, 16th Floor
Columbus, OH 43215-6108
Phone: 614-466-2316
Fax: 614-644-9048
Web: www.state.oh.us/arc/lae

Society for Environmental Graphic Design

1000 Vermont Ave., Suite 400
Washington, DC 20005
Phone: 202-638-5555
Email: segd@segd.org
Web: www.segd.org

Whom should I contact for student assistance?

Contact local colleges and universities with architecture and/or landscape architecture programs. Specifically, attempt to speak with the dean or department head. Examples of academic institutions in Columbus and central Ohio that have architecture and/or landscape architecture programs include:

The Ohio State University

Norman K. Booth, Head
Section of Landscape Architecture
Austin E. Knowlton School of Architecture
The Ohio State University
109 Brown Hall, 190 West 17th Ave.
Columbus, OH 43210-1368
Phone: 614-292-1012
Fax: 614-292-7106
Web: knowlton.osu.edu

Columbus State Community College

Construction Sciences Department
Email: construct@csc.edu
Phone: 614-287-5030

Miami University (Oxford, Ohio)

School of Fine Arts
Architecture and Interior Design
100 Alumni Hall
Miami University
Oxford, OH 45056
Phone: 513-529-7026
Web: www.miami.muohio.edu

What are some other resources I will need for implementation?

The number and variety of resources that may be needed will vary depending on the specifics of your particular gateway project scope, vision and gateway site property. However, in general these will include any services that are required to engineer, construct, develop, install or implement your final design. Your design resource can help locate and procure these resources.

Examples include:

- Environmental Engineer (or other engineers)
- Landscape architect or service
- Construction contractor
- Architect
- Graphic Designer
- Environmental Artist

Develop Initial Design Concepts and Preliminary Cost Statement

The design resource(s) you procure will be responsible for the creation of the design concepts and the preliminary cost statement. You are responsible for providing the appropriate direction for that design, typically in the form of a "Request for Proposal" (or RFP) which is generally a set of guidelines for the designer. You are also responsible for making the selection of the design concept from those submitted. Finally, you are responsible for working with the designer through the development, refinement and implementation of the design. An example gateway site design is provided, developed for the Goodale Connector prototype location.

What's involved in getting our gateway designed?

You will be involved in basically six phases in the full process of developing and executing the design. They are:

Project Outline (often known as “pre-design”) – to establish standards and guidelines for materials, scope and vision. This can be provided in the RFP, and/or with additional input through a meeting with the designer(s). A set of general guidelines is outlined below, as created for the Goodale Connector gateway site.

Design Concepting – to establish a preliminary design idea, including a space plan, overview of materials (including plants, physical structures and other materials), and preliminary cost statement. This phase has two steps:

1. Site Analysis – here the location is reviewed in detail for an in-depth understanding of the land formation and features, elements of the environment within the location and around it, traffic flow, etc. Think of this as an assessment of the “raw materials” the designer has to work with, inherent in the property itself.
2. Schematic Design – this entails brainstorming of various ideas and concepts for what the site design could be, and concept sketches and a final schematic design to communicate those ideas.

(As we describe this phase in more detail below, we've provided a variety of illustrations reflecting the process of developing a design concept for our site at Goodale Avenue.)

Design Selection – to choose the particular design concept from those submitted for development and implementation, and provide specific feedback and direction for changes or refinements.

Design Development – to finalize the selected design concept and cost statement, as needed to accommodate the gateway vision and criteria.

Construction Documents – to produce the final landscape development and or construction documentation for permit and project execution.

Construction – to actually produce and implement the design.

In this step of the project, we focus on the first two phases – RFP Development and Design Concepting.

What's included in an RFP (phase 1)?

This is the input you will be providing to the designer(s). So, consider everything they need to know in order to create a concept around the gateway site, and to prepare an initial ballpark cost. You need to balance considerations of your specific considerations and requirements with the freedom for the designer to add his or her own ideas and creativity to the mix.

Ultimately, the main element of the RFP is a set of guidelines for the designer (or designers) to follow. These guidelines will then form the basis of your evaluation of the designs, and selection of the final design concept. In preparing your guidelines, consider the following:

- What is the scope or vision of the gateway?
- What are the goals of the gateway?
- What criteria will you use to assess the design?
- Is there a pre-determined budget?

- Is there a pre-determined timeline?
- What is the specific gateway site location?
- What ideas did you have for a gateway site theme or for specific execution elements?
- What exactly should be included in the design proposal? (See below.)

What are some example guidelines to include in our RFP?

These are some general guidelines that can be adapted for your particular use. Note that they address aesthetic, thematic, historical, physical, visual and environmental concerns.

1. Develop a core theme for the gateway site that is clearly expressed through the design that represents the spirit, culture and nature of the community.
2. Design should be appropriate in aesthetic and thematic approach, and in terms of executional elements, for the location's historic setting as well as its potential for creating new forms and a new environment within the community.
3. Provide a positive impact on surrounding properties, structures and views, and to the community it represents.
4. Relate to the physical context of the surrounding environment.
5. Relate to the historical, cultural and social context of the surrounding environment.
6. Create an attractive and interesting view that leads visually into the community.
7. Reflect positive historical, architectural, developmental and environmental values for the area. Gateway site design should capture and project a sense of "welcoming" to the community that is appropriate and representative of that community.
8. Adhere to city or community development plans, zoning, building and environmental regulations and other requirements.
9. Encourage pedestrian traffic around and into the location. Provide access for pedestrians, as well as a platform internally to support pedestrian activity and traffic.
10. Emphasis should be on vegetation. However, consider a physical structure or artwork as a component of the design to enhance the gateway site's ability to communicate and express the underlying theme.
11. Provide for easy ongoing maintenance and support through the use of appropriate vegetation and structural elements.

What is the deliverable of Phase 2, Design Concepting?

The result of the Design Concepting phase should be a report document including:

- Concept illustration
- Gateway site plan and elevation

- Outline of preliminary materials (including plants or other vegetation)
- Outline of preliminary costs (i.e., Preliminary Cost Statement)
- List of possible vendors (i.e., the other resources you will need for implementation)

The final form of the report is up to you. It can be a series of presentation boards along with the written components, or it can all be included in an 8-1/2" x 11" document. Just specify your preference up front in the RFP, or you're likely to get something different from every submitting designer.

A Case Study – Our Own Experience

In our case, as we pursued the development of the Goodale Boulevard location as a gateway to downtown, we worked with a local landscape design firm for the development of a design concept in this phase. We met with them, providing a general sense of what we wanted to accomplish along with our specific design guidelines (outlined above).

The designers started with a base map of the location and visited the site in person, taking various photos and generally getting a "feel" for the property and its surroundings. The following photos illustrate the location. The electronic version of this document (on CD-Rom) includes additional photos of this site in Appendix C.



Illustration 1. Goodale Boulevard looking east toward intersection with Neil Avenue. Shot from the top of the hill on the site property. Note the arch shape in the architecture on the left (north) side of the intersection. This would become the basis of the ultimate destination in our gateway.



Illustration 2. From the Neil Avenue intersection looking west/southwest back toward the site along Goodale.



Illustration 3. Overhead view of Goodale Boulevard into downtown from I-670. The red oval roughly highlights the area of our site.

From this initial review and the resulting photos, the designers collaborated in a brainstorming session, exploring broad and general ideas. They looked at the location, its particular features and qualities in terms of the physical land formation, the surrounding environment and views, the traffic flow and the “destination.” They determined

that the natural flow of the traffic, roads and land forms needed to be synched up with the directional flow of vision that we wanted to influence. The following sketches illustrate this point.

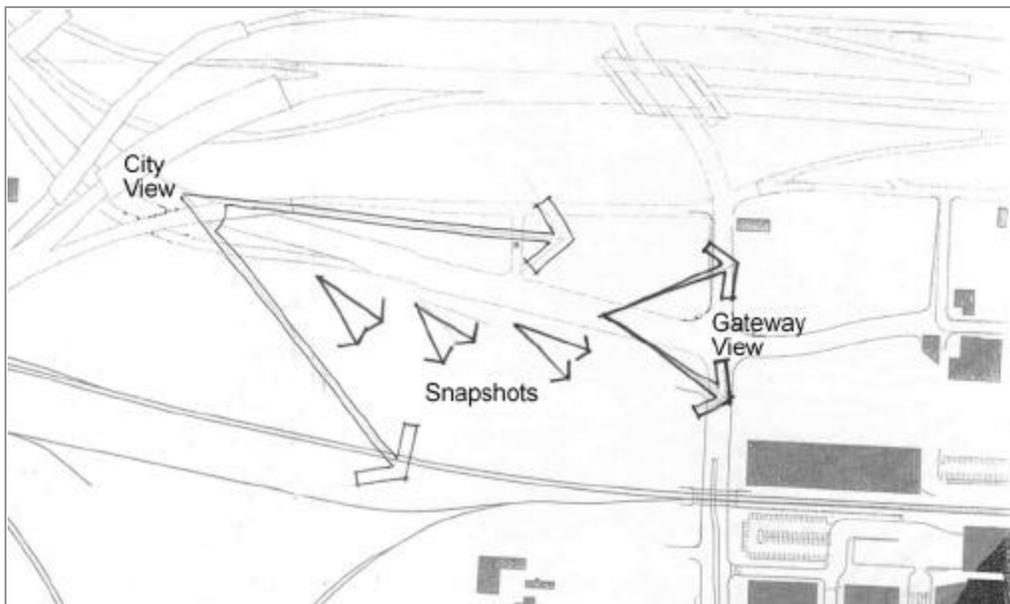


Illustration 4. Sketch indicating “view” vantage points of traffic flowing down Goodale Blvd. and into Neil Avenue intersection. From this, the designers determined that the actual “gateway” would be the intersection, and the land along Goodale would be used as a visual “walkway” leading to the ultimate gateway location.

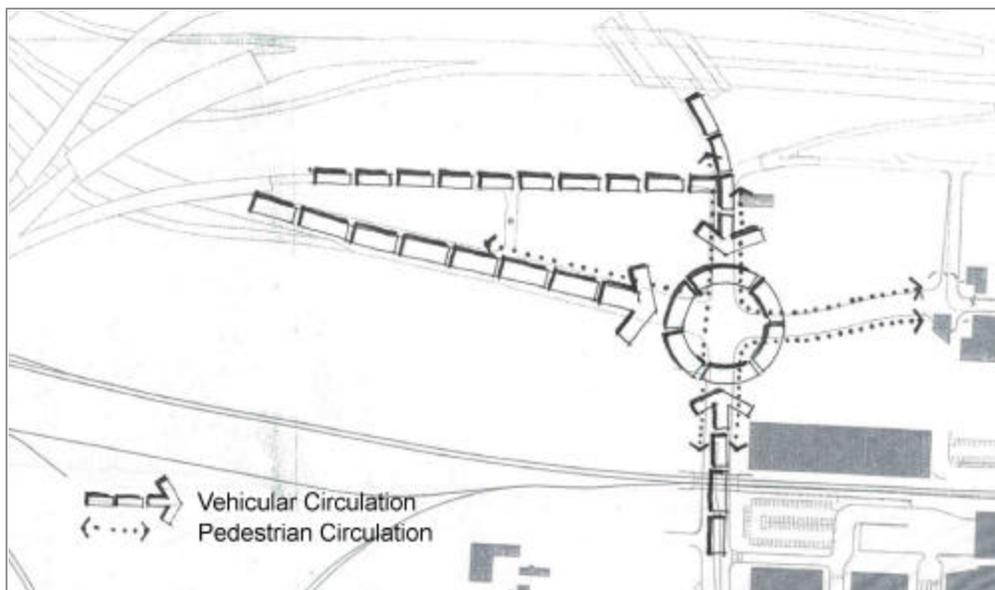


Illustration 5. Same view as above, now highlighting the physical flow of traffic (including vehicles and pedestrians) through the location and ultimately leading to the intersection of Goodale and Neil.

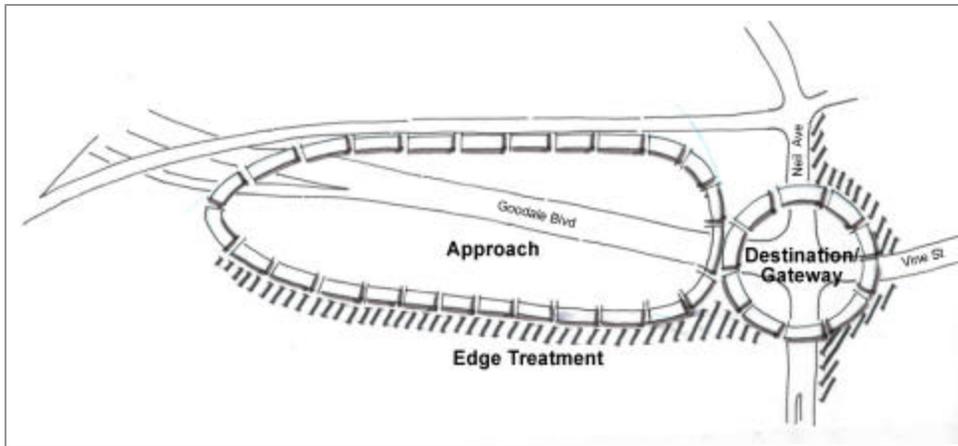


Illustration 6. This sketch was developed to illustrate the visual and conceptual “zones” that would comprise the entire gateway. Along Goodale Blvd. represented the “approach” zone, while the intersection of Goodale and Neil represented the “destination gateway” zone.

Based on this broad conceptual framework, the designers developed an initial design, which they shared with us in a rough sketch. The idea was to use land formation and plants to create visual “motion” along Goodale, pulling the eye toward the ultimate gateway at the intersection with Neil. There, a gateway architectural element would be provided, based on the existing arch form at the north side of the intersection, and literally bridging the north and south sides of the street.

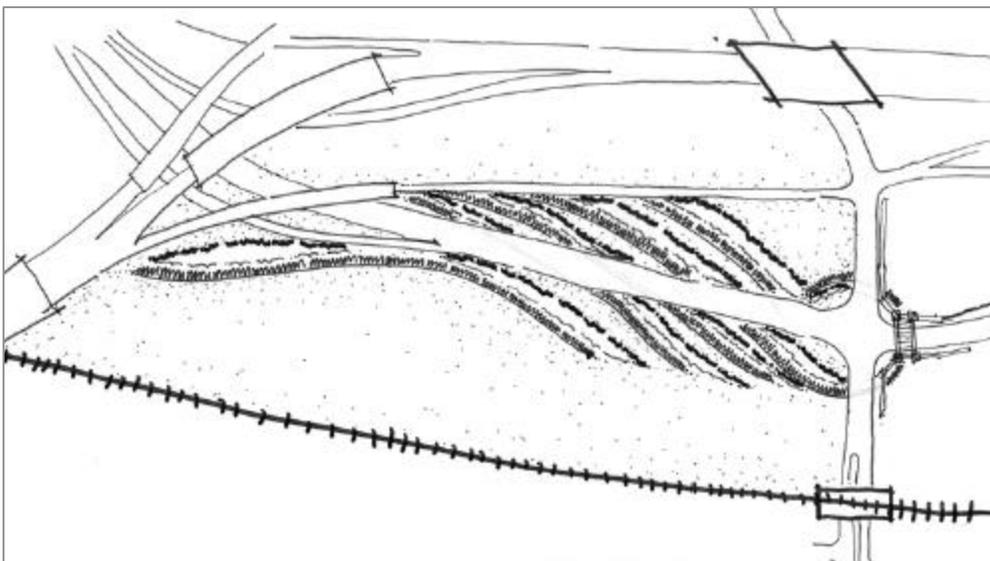


Illustration 7. This sketch shows the basic idea of the gateway site – a flowing motion created visually along the north and south sides of Goodale, to draw the eye toward the ultimate gateway destination at the intersection. The “visual flow” would be created from landscaping (earth modeling and plants). The destination gateway would consist of architectural formations (one already exists on the north side, which would be repeated on the south side) and a bridge between them across Goodale, just on the East side of the intersection.

Once we approved the concept in general terms, the designers developed the concept in a bit more detail into tighter, more presentable forms including color drawings.

The following illustrations show the final design concept sketches, followed by the final schematic drawings.

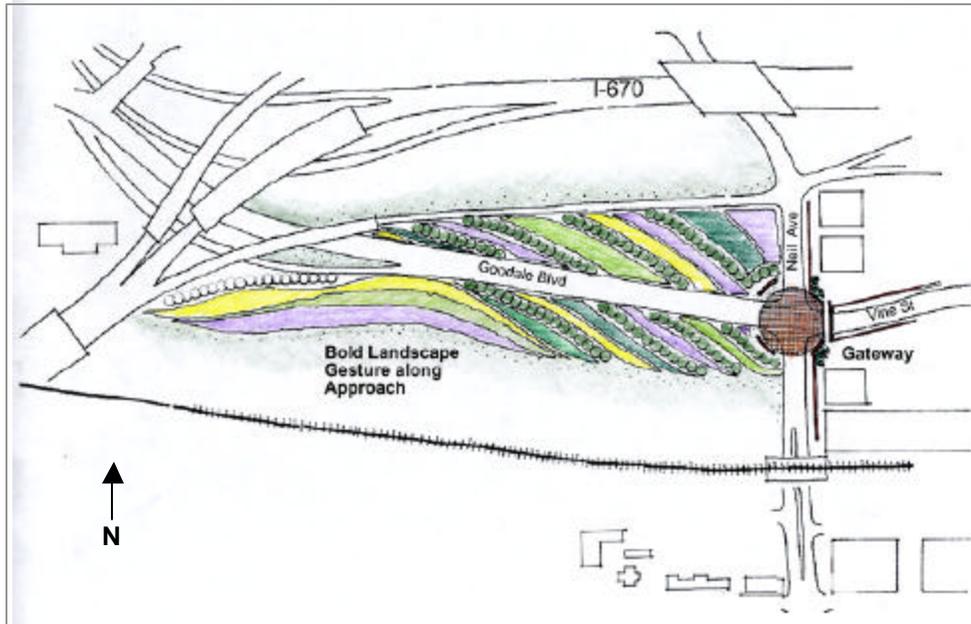


Illustration 8. Tighter design concept sketch of the complete gateway (including both the “approach” and the “destination gateway” zones).

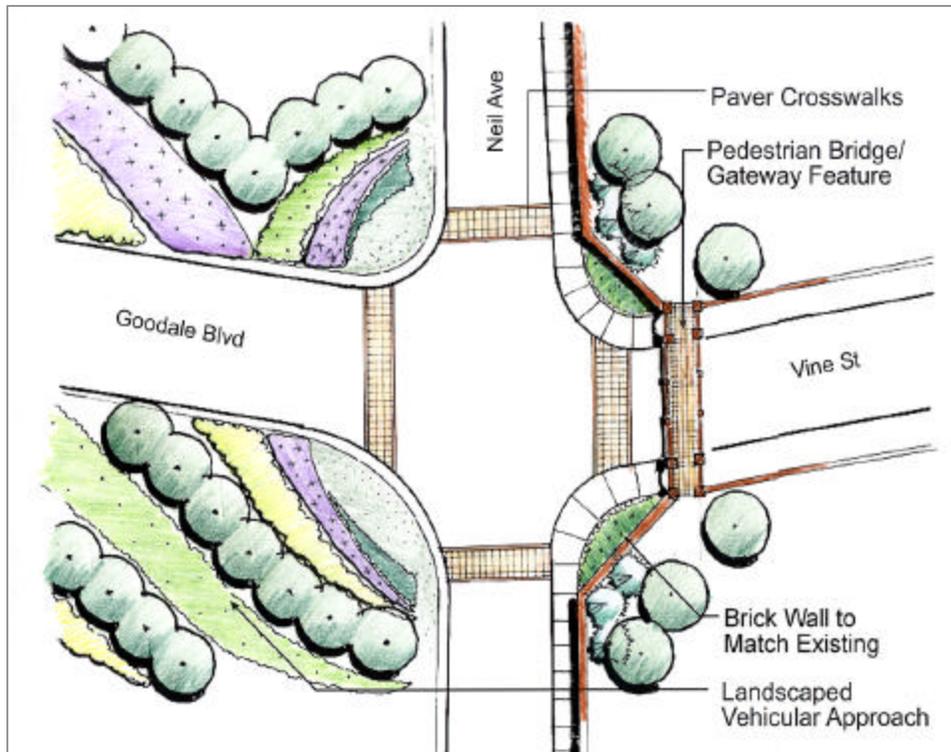


Illustration 9. Final detail of the “ultimate gateway” destination at the intersection of Goodale Blvd. and Neil Avenue.



Illustration 10. Final rendering of the gateway “approach” heading east along Goodale Boulevard just prior to reaching Neil Avenue. The arch structure across Neil Avenue can be seen at center.



Illustration 10. Final rendering of the proposed “destination gateway” – a pedestrian bridge across Goodale Blvd., and its surrounding arch structures. This would rest just north Neil Avenue.

STEP 9 – REVIEW INITIAL GATEWAY SITE DESIGN

Review Team

The first step should be to assemble five to seven stakeholders, for the project. Ideally the team should include government, business, business and/or community associations and possibly college representation in order to review the design from different perspectives.

Examples include:

- Landscape Architect
- Landscape Designer
- City Official
- Community Representative
- Business/Residential Representative

Review Criteria

The second step for the team is to develop and agree on the design criteria, which may include some of the following:

- Does the design meet your overall objective? (see criteria in Step 7)
- Does the design fit the size of the gateway? (yes, no)
- Does the design include Ohio native trees/plants? (yes, no)
- Do you want to include a piece of art in the project? (yes, no)
- Does the design meet city specification? (yes, no)
- Is budget met (yes, no)

Evaluation

The third step would include the evaluation of alternative design options against the gateway criteria (see section # 1). It is useful to evaluate alternative options or to rank the options, as many factors can necessitate a reconsideration of the original design selection. Costs and government specifications would be common reasons to have to reconsider a first selection.

Negotiation

The fourth and hopefully last step, once the design is selected and approved by the team, would require negotiation with potential vendors, material suppliers, donors, etc.

Examples of vendors, material suppliers or donors may include:

- Landscape Companies (money, labor or both)
- City/County/State suppliers (supplies, labor or both)
- Business/Residential Associations (money or plants)
- Individual Donors (money or plants)
- Colleges (labor, plants or both)

STEP 10 – PROCURE RESOURCES

Overview of Activities in This Step

- Procure access to gateway site
- Determine and procure government approvals as needed
- Identify funding and support needs
- Identify potential sources of funding and support
- Develop proposal for solicitation of funding or support
- Procure necessary funding or support

Procure Access to the Gateway Site

In addition to informal inquiries about access to the gateway site, formal approval will be required before groundbreaking. Working with a sponsoring agency (such as Keep Columbus Beautiful), you must obtain written confirmation of access to the gateway site.

How do we obtain access to the gateway site?

Work with your sponsoring agency to contact the owner of the property. Once you explain the beautification and gateway project you have planned, the owner should be thrilled to have the property improved. Check with the sponsoring agency to determine what form of written approval you will need to gain access to the gateway site. Because you will need ongoing access for maintenance, a written agreement may be necessary. Otherwise, a letter from the property owner may be all you will need.

Determine What Government Approvals Are Required

Depending on the scope of your gateway design, government approvals and permits may be required before groundbreaking.

How can we find out what permits are required?

Your best source for learning about permits and government approvals will be the technical resources you have secured to help with the gateway site planning and design. These professionals should be able to assist in identifying permit and approval hurdles.

Obtain Necessary Permits and Approvals

It is imperative that you obtain all necessary permits and approvals for development of a gateway location.

Where do we get permits?

The technical resources you use for the gateway site planning and design will have contacts within the appropriate government agencies that are involved in gateway site permits and approvals.

Likely, you will obtain permits from the Franklin County Department of Development. The purpose of the Development Department is to provide zoning enforcement, land-use planning, residential building inspection, floodplain administration and information services to protect and enhance the quality of life for the inhabitants of Franklin County and the Central Ohio community.

Franklin County Department of Development

280 East Broad Street
Columbus, Ohio 43215

(614) 462-3094

(614) 462-7155 fax

<http://www.co.franklin.oh.us/development/>

Identify Funding and Support Needs

Compile a list of all required resources – cash and in-kind – for the development and long-term maintenance of the gateway site. Work with gateway site designers and contractors to translate the scope of the project into numbers.

How do I know how much the project will cost?

Work hand-in-hand with the members of your design team to develop an overall budget for the gateway project. Be sure to include direct (plant materials, supplies) and indirect (presentation needs, fundraising) costs in the budget. Include in your estimates which items and services you expect to be donated in-kind and which you will need to raise funds to cover—but be prepared to develop cost estimates for all. Compile all estimated resource needs from steps 1 through 9 into a comprehensive budget.

Identify Potential Sources of Funding and Support

The project will require on-going maintenance funding in addition to the initial investments. Be creative in finding a variety of sources for funding.

Who would want to fund a gateway project?

Look beyond the “usual” sources for potential donors for the project. Consider:

- For-profit corporate sources (e.g., businesses in the area, landscape design firms),
- Private non-profit sources (e.g., foundations with beautification funds),
- Public non-profit sources (e.g., local development agencies, development grant sources), and
- Individuals (e.g., community leaders).

Who should we approach within a corporation?

Many companies have a philanthropic/community relations representative who manages requests for assistance from outside groups. Larger companies may have a charitable foundation that you can approach.

You might also appeal to a company's corporate marketing program and emphasize the positive publicity and favorable media coverage – they might consider a donation as an advertising cost.

How should we acknowledge donors?

Be sure the benefit of a donation is not a one-time event. Give your donors good publicity in project summaries, on signs at the groundbreaking and in anniversary celebrations. Keep your donors up-to-speed with the progress of the project and let them know whom your other funding sources are. Find ways to publicly promote your partnership with donors and to give recognition to companies for their support (with their prior permission). And always say "thank you."

How do we identify individuals who might be interested in donating to our project?

To find prospective donors, begin with your own connections. Then, ask community leaders you know for ideas. Also, approach leaders of groups such as the Columbus Chamber of Commerce or a local neighborhood group near the gateway site for ideas. When you approach these groups, ask for ideas about whom they think might be potential donors. If they are interested themselves, they will let you know.

Also, ask community leaders you have connections with to serve as "champions" for your project. Their networks may be fruitful sources of potential donors and your champions may be willing to solicit others on your behalf.

What other ways can we raise money for the project?

Fundraising can take many forms, including special events, silent auctions and food sales, in addition to corporate donors. Here are some fundraising Web gateway sites that may give you other ideas about how to raise money:

- The Fundraising Directory <http://www.fundraisingdirectory.com/>
Includes a listing of over 90 fundraising companies, a newsletter and fundraising resource center
- Association of Fundraising Professionals <http://www.nsfre.org/>
Professional association of fundraisers
- The Fundraising Ideas & Products Center <http://www.fundraising-ideas.org/>
Central repository of products and ideas available from fundraising companies
- Fund-Raising.com <http://www.fund-raising.com/>
Internet resource of fundraising ideas, products, services and suggested reading
- American Fund Raising Institute <http://www.afri.org/>
Web gateway site of co-op of independent fundraisers with interesting ideas, examples and fundraising articles.

Develop Proposal for Solicitation of Funding

The solicitation proposal should contain a clear description of the project and its benefits to the community. Be specific and unambiguous about your needs. Do not assume the audience understands the community needs being addressed and make clear connections between cause and effect. Be sure to support your assertions with facts and statistics, but do not go overboard with a lengthy proposal. Help your audience see some personal benefit in the project.

What form should the solicitation take?

Find out if your potential funding source will meet with you in person or will only consider a written proposal. Face-to-face proposals can include PowerPoint presentations and descriptions of the project by the participants. Be sure to know who the audience will be and how much time you will have to make your proposal. Even in-person presentations should be followed up with written summaries of the project components.

Here are some tips for the presentation from GB3 group:

- No typos!
- Send originals. Only send copies when asked for them.
- Never e-mail or fax unless asked to do so.
- Break up long paragraphs.
- Use sections and headings.
- Don't use fancy coverings for folders. Keep it simple.
- Use paper clips rather than staples.
- Use table of contents for longer proposals.
- Use plain language – no jargon.
- Support every fact.
- Be brief.
- Use an energetic, positive writing style.

Should we tailor the solicitation proposal to the funding source?

Absolutely. It is fine to have a “boilerplate” proposal on hand, but keep it fresh, updated and relevant. Know the interests and affiliations of the person or organization and modify the proposal accordingly.

How can we catch the attention of the audience?

Tell a good story. The best funding proposals tell a compelling story with a protagonist, antagonist, setting and plot. Cheryl A. Clarke in *Storytelling for Grant Seekers: The Guide to Creative Nonprofit Fundraising* suggests telling your story with passion, creativity and enthusiasm. Include the beneficiaries of your project and a short

description of the participants. Describe the antagonist – usually a societal condition or situation that negatively affects your beneficiaries. It could be litter, pollution or community neglect; each gateway site will be different.

A good story also needs a decent plot. As Clarke explains, “in the first part, the storyteller builds conflict between the protagonist and main characters on one side and the antagonist on the other. Eventually, the story reaches its nadir, where something dramatic occurs that changes the lives of one or more of the main characters, often forever. In the third, and final, part of a story, there’s a final resolution of the problem.” You bring resolution to your tale when you describe what your team intends to accomplish through the project (goals and objectives) and your plan of action (methods).

Finally, include a section describing, “What’s next.” Explain what assessment measures your gateway project will take and discuss how you intend to fund the project in the future.

Procure Necessary Funding

Collect the necessary funding from your pledged supporters. Designate an account at a local bank or with a local agency such as Keep Columbus Beautiful to ensure the availability of funds for ongoing maintenance.

How do we close the deal?

Ask. Send a confirmation letter thanking your donor(s) for their support and give specific instructions about the amount of funding and where it should be sent. Ask for a specific amount and identify what it will be used to fund. Include a sense of urgency and impose a deadline for the gift.

STEP 11 – FINALIZE DESIGN

Overview of Activities in this Step

- Summarize and provide feedback on selected design to the designer
- Modify and complete the design, based on the feedback
- Prepare a final design document, with plans, materials, and final budget

Provide Feedback

Based on your own (or your group's own) review in Step 9, the feedback of others to whom you presented in Step 10, and the final budget based on the funds you were able to procure, there are sure to be changes needed in the selected design. You need to compile all of the appropriate comments and changes, and share those with the designer.

What are our own preferences?

You will need to outline all of the changes you'd like to have made based on personal preference and choice. Ultimately the completed gateway will be a reflection of the group that created it, as a liaison for the community you represent. However, you will need to balance this with the professional skill and experience of the designer. In other words, you should provide feedback on what you liked and perhaps did not like about the final design. You probably should not change so much that you harm the overall integrity of the design (and in effect completely redesign it).

What specific needs of the gateway site have not been met?

Your evaluation of the design initially should be based primarily against a set of criteria you established up front. These, in turn, would have been based on the objectives and requirements of the gateway you developed in Step 3.

- Does it meet your overall objectives? Where doesn't it?
- Does it accommodate all specific requirements?
- Does it deliver on the appropriate theme, if there is one?

You may find that elements of the design outside the initial scope or vision of the gateway are so attractive that you will want to modify the objectives.

Either way, now you must outline clearly what changes are needed – what specific elements of the proposed design are counter to the gateway criteria, or what criteria were not addressed. In some cases, you can suggest specific alterations to address an issue. More likely, your best approach will be to focus on what the design does and does not address, and leave it to the designer to make the appropriate changes. Your specific direction is easier to implement, but may not be the best solution to addressing the problem.

What did potential resource providers have to say?

This is always a tricky one. You need money and other resources from people and organizations. How much impact do they have on the specific gateway design in exchange for those resources? It's a decision you should make before you ask for the donations, and then stick to your position. Generally, you will want to keep their input to a minimum, if only to keep the project on course.

Whatever input you accept, you will need to include this in your outline to the designer. And you should report back to your supporters on what changes you will be making (to accommodate their input) and what changes you will not be making, with your reasons. This way, they are less likely to be wondering why you never took their input – they are likely to see what you did not do as opposed to what you did do, if you do not communicate this to them.

What budget considerations must be addressed?

Based on the preliminary cost statement you were able to try to procure financial resources for the gateway site (unless you had the budget established up front). Chances are the amount of money you raised does not match the amount needed to implement the gateway site as planned. So, adjustments will be needed. This is a simple (though not always easy) matter of giving the designer the final budget, with the direction to refine the design appropriately to accommodate that budget.

Design Development

Based on all of the input, the final design must be developed and fleshed out in detail. Work out a timetable with the designer, including appropriate checkpoints.

What's involved in this process?

This really entails two phases of the design process – Design Development and Construction Documents. Your designer is responsible for making the necessary adjustments to the design and developing the final documents. You are responsible for providing the direction, and for checking on progress according to the schedule.

What documents are required as deliverables of this step?

The result of this step should be a series of documents including:

- Final report document outlining the project
- Revised drawings, including gateway site plans and elevations
- Final materials list, including finishing, plants, etc.
- Detailed budget

In short, the final set of documents should include everything that's needed, in detail, to actually begin construction of the gateway site.

STEP 12 – DEVELOP COMMUNICATIONS PLAN

Overview of Activities in This Step

- Determine potential audiences you want to inform about the gateway
- Define what you want to say to each audience
- Develop a plan for communicating with your audiences
- Assign roles and implement that plan

Determine Your Audiences

You are about to begin construction on the new gateway project. There are a number of people, or groups of people, whom you will want to make aware of the gateway project. And you will want to educate them on the gateway as well, such as why it's being developed at all; why you selected the gateway site you did, or chose the particular theme, etc.

The first thing you will need to do is outline all of the potential people – individuals or groups – that you will want to address. These may include the following:

Members of the community at large – all of the people who will be seeing and living with this gateway. The people whom the gateway represents.

Community thought leaders – there are often individuals who represent a community, or who are seen as leaders within a community, but who hold no official position or office. That person may be you, or someone already in your group. If not, you will want to make sure they are on board with the project.

Community officials – the people who represent the community in an official capacity, including the mayor, members of the town council and/or community boards, etc.

Business – the business owners, operators and employees who spend much of their time within the community, even if they don't live there.

Surrounding communities – including all of the above within the communities around your gateway. These are people who may also see your gateway as they pass through, and who may benefit from your experience developing your gateway.

There may be more. Consider everyone who has a stake in the gateway, or who could benefit from knowing about it.

Determine Your Messages

What do you want people to know about the gateway?

In general, you want them to know it exists. What other details are important, in general?

- How much will it cost?
- Who is supporting through donations or money or other resources?
- Who designed it?
- Who is in the group or committee developing the gateway?
- Why did you establish it in the first place? What was the need you were trying to address (as outlined in Step 1)?
- What considerations went into selecting the final gateway site? What was rejected?
- What benefits will this provide?
- What's the maintenance plan?

How does this vary from audience to audience?

If an audience has a stake in the gateway, what is that specifically? Given that, what information do you need to provide that particular audience, or how do modify the main message for that audience?

What should the timing of the messages be?

Consider the initial, introductory message first. When do you want people to become aware of this project? People want to know earlier rather than later – nobody wants to be “the last to know” even though obviously someone has to be last.

Then consider ongoing communications. Once people are aware of the project, they will want to hear updates so they don't feel they're being kept in the dark. More importantly, if you don't provide information, people will have a tendency to make it up.

And of course, to keep the gateway top of mind as a positive and regular part of the community, you will need to get the word out regularly.

Determine Potential Vehicles for Your Messages

In general, this is simply a case of figuring out the best way to get your message to your audience. The best bet is to take multiple approaches, with a mix of indirect, “mass” communications, with some direct, targeted (personal) communications.

What are some personal, direct communications options?

This is simply a matter of talking directly to individuals or groups one-on-one. Your ability to do this depends on the audience and how easy you can get in front of them.

Door-to-door personal visits – to reach specific individuals, including community leaders or just the regular folks who live in your community, you may be able to simply go and talk to them either at home or at their place of business. Similarly, you can develop a small communications piece (brochure or flyer) and hand it out in person.

Group presentations – larger businesses, associations, community boards, etc., may provide some meeting-type forums for you to present your message.

Direct mail – if the community is too large to visit everyone in person, you can still reach them directly through direct mail. You simply need to get names and addresses. The same piece you would have handed out in person, you can send to them through the mail. And if you can get email addresses, today more people are active users of email for communications.

What are some indirect, “mass” communications options?

In this case, we’re talking about using the local media, including TV, radio and newspaper. How far you go depends on financial resources, interest to the media, and scope of your “community.” It may be a combination of things. For example, your community may be a smaller area within the greater Columbus area, such as Worthington, Italian Village, etc. Therefore, you may want to focus your efforts on communicating within the specific community, but still attempt to reach the broader Columbus media at the same time. You can target the smaller community newspapers, association newsletters, even bulletin boards to get the message out locally. Then attempt to reach the wider Columbus television, radio and print media.

Financially, it’s unlikely you will have the ability to run paid advertising. This is both good news and bad. The good news is that anything run in the local media is essentially free (in that you don’t need to pay for the airtime or space) and it will be in a fairly newsworthy and “legitimate” editorial context. The bad news is you will have very little control over the timing or content of that message, if you get it at all.

You will need to investigate the specific media vehicles in your local community. Following is a fairly comprehensive list of the media outlets in the broader Columbus area.

Magazines

Ohio Magazine

Alyson Bogerding
Managing Editor
62 E. Broad Street
Columbus, OH 43215-3522
614-461-5083
Fax: 614-461-7648
editorial@ohiomagazine.com

SBN, Inc.

Joan Slattery Wall
Editor
2193 CityGate Drive
Columbus, OH 43219-3564
614-428-2648
Fax: 614-428-2649
nbyron@sbnnet.com

This Week

Ben Caso
Executive Editor
670 Lakeview Plaza Blvd. F
Worthington, OH 43085-4783
614-841-1781
Fax: 614-841-0436

Columbus CEO

Herb Cook Jr.
Editor
5255 Sinclair Road
Columbus, OH 43229-5000
614-540-8900
Fax: 614-848-3838
letters.CEO@CM-Media.com

Newspapers

Associated Press

Howard Goldberg
News Editor
1103 Schrock Rd., Suite 300
Columbus, OH 43226
614-221-5134
Fax: 614-224-8649

Business First of Columbus, Inc.

Dominic Cappa
Editor
471 E. Broad Street
Columbus, OH 43215-3894
614-461-4040
Fax: 614-365-2967
dcappa@amcity.com

Columbus Area Chamber of Commerce

Kristen Watts
Communications Manager
37 N. High St.
Columbus, OH 43215
614-221-1321
Fax: 614-221-9360
Kristen_Watts@columbus.org

Radio

WAZU-FM

Kristie Kemper
News Director
2 Nationwide Plaza, 10th Floor
Columbus, OH 43215-2422
614-233-9208
Fax: 614-461-1059

WBNS-AM & FM

Sally Wagner
News Director
175 S. 3rd Street
Columbus, OH 43215-5134
614-460-3850
Fax: 614-460-3757

Suburban News

Martin Rozenman
Editor
5257 Sinclair Road
Columbus, OH 43229-5042
614-785-1212
Fax: 614-785-1881
snpnews@cis.compuserve.com

The Columbus Dispatch

Jeffrey Sheban
Business Editor
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ONN-Ohio News Network

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Develop Your Action Plan and Materials

Your final communications plan should detail all of the above decisions – audiences, messages, and media vehicles. It then also needs to include the specific tactics you will implement to get those messages through the media to the audiences, and the timing.

What tactics should I take?

The tactics depend on the media vehicle.

Personal Presentations – If you are presenting to the town board, then the tactic is some type of in-person presentation – PowerPoint show, flip chart presentation, etc.

Direct Mail – You will need to develop a printed communications piece to mail people.

Print Media – You'll want to develop a news release, or series of news releases. Prepare a complete media kit for them, including the releases, a fact sheet, map and gateway site photos, copies of the proposed design, information sheet on key players, etc. Basically, you need to provide all of the information they will need to understand the issue and to be able to write about it.

But you also need to pitch it – that is, you need to give them a reason to consider your gateway project as news. As a general rule, you will consider your project to be much more interesting and exciting than they will.

Broadcast Media – Contact the stations and pitch them on why your gateway project is a local interest piece of news worthy of giving you time on the air. The stations make hundreds of decisions every day as to what should and should not get covered on the nightly news. You're already up against the weather, sports, national and international news, eating up the available time. Then it's between you and the multitude of fires, car crashes, robberies, local politics, and everything else going on. Keep this in mind. It's up to you to make this worth their while.

How do I make this "news?"

The best approach may be to try to do a few things at one time, so the gateway project is part of something else. That combination may be more newsworthy than any one thing by itself. For example, hold a press conference, and invite the mayor and other local officials. Now that event is what you will promote to the media, and an event with the mayor is more likely to get covered.

How do I control the message in the mass media?

To a certain extent, the answer is really "you don't." Instead, take the attitude of doing everything you can to control as much as you can, and live with the reality that it will not be perfect. It won't be. Accept it now.

How do you control as much as you can? Be thorough and be prepared. Try to think of every detail the media might be interested in, and every angle they may pursue. Outline responses to questions before they get asked, and arm everyone delivering the message with that same outline. And attempt to minimize the number of people who actually interact with the media on the subject to those who are knowledgeable and comfortable answering questions on the spot.

If you are not that person, do not hesitate to give someone else the spokesperson role. You want to put your best face on the project, quite literally.

What specific activities are needed?

Again, it all depends on your final plan tactics. Take each one and break it down into the various tools and materials that you need. Some examples include:

Direct mail

- Develop the printed piece
- Prepare or find a mailing list of names and addresses
- Procure printing and mailing resources

Publicity

- Develop a media contact list – who are the key editors or reporters you want to reach?
- Develop a media kit – which means developing news releases, information sheet, photos, maps, profiles of key players, etc. (including some type of folder to hold the materials in)
- Develop story pitch letters – prepare a letter that outlines what the story could be – the angle, the “news”, the audience, etc.
- Create an event – set up a press conference or other public meeting event with key public officials, etc. There’s a whole set of activities needed here in preparation for such an event.

This is obviously not an all-encompassing list of activities. The key is to think through each of the tactics in your plan, and determine what’s needed for each, in detail.

Who actually does all of this work?

It’s your responsibility, if you want it done. But you need to prepare a team of people to help. You’ll need to get the help of people in your group, or generally in the community to lend a hand. Break your plan into pieces and assign specific tasks with schedules. Your job will then be to coordinate it and keep it on track.

STEP 13 — DEVELOP CONSTRUCTION PLAN

Overview of activities in this step

Prepare a detailed plan for implementing the construction of the gateway site

- Scheduling/Time Line
- Detailed work plan

Scheduling/Time Line

You need to develop a general timeline for construction of the site. Once you have a contractor, he or she may work with you to develop the specific schedule, so long as you can provide any appropriate or necessary milestone dates. A significant one, of course, would be a final target completion date.

However, there are some final steps required to bridge the gap between the design phase and the construction phase. Here is an overview of those steps and a general sense of the time required for each:

- Usually it takes about three to five months for a landscape architect to create a full set of drawings.
- From here, allow 30 days to finalize and/or solicit private/public contracts for construction/landscaping.
- Then, there will be a four- to six-week window as a bid deadline for proposals.
- There will need to be a private opening or a negotiated public opening.
- Following, within 3-6 weeks, it will be necessary to award the contract with a letter of intent.
- The project is initiated after the contractor/landscaper purchased the recommended materials.
- From here, the design firm oversees the contractor's progress and compliance with pre-approved design plans via gateway site visits, field reports, etc.
- Monthly (or according to the set schedule), the contractor/landscaper is paid a monthly (scheduled) percentage of the negotiated fees.

What resources are available?

Here are a few web gateway sites to help assist initial searches to locate a landscape contractor or for basic information about construction:

www.buildersbooks.com

Builders Booksources exists to bridge these gaps, particularly the virtual ones. It is our mission to facilitate connections and the subsequent flow of information between those who design and those who implement designs.

www.constrnet.com/cl/all2610.htm

The Blue Book of Building and Construction is the Industry's leading source of regional, categorized construction information. *The Blue Book* features over 1,000,000 company listings (including Landscape Construction) with over 50,000 display ads and company profiles. Inside you will find company listings for: General Contractors, Sub Contractors, Suppliers, Equipment Dealers, Manufacturers, Distributors, Architects and Engineers

www.alca.org

The Associated Landscape Contractors of America (ALCA) is a trade association that promotes business management skills and the profitability of its members' businesses. ALCA recognizes that the professional landscape contracting business is continually evolving and extremely competitive. ALCA provides its members with a good business foundation to help them evaluate, plan and better manage their businesses. Member firms have direct access to marketing tools, industry specific business publications and business experts who can assist companies in becoming more profitable.

Detailed Work Plan

What materials or natural resources are required?

This will be dependent on the space chosen. Landscaping choices of the designer should fit the topography, environmental exposure, natural resources available (See Step 7), etc.

What about logistics?

The landscaper installing the gateway site usually coordinates this according to the approved plans chosen above. If you're not sure, ask them!

STEP 14 – DEVELOP MAINTENANCE PLAN

If you've reached this step in your gateway development project – *congratulations!* Your gateway is under construction and will soon be a reality. However, before completion, the new gateway requires a plan for upkeep to retain its attraction so it can serve as a point of pride for years to come. Ideally this step has been part of discussions all along. If so, this will simply be a formalization of your maintenance plan.

Developing the Plan

There are a few rather obvious issues to consider as part of your maintenance plan. You may think of more, or your particular location may have some unique characteristics to address. However, following are some common issues to include.

Who will maintain the gateway?

Typically, this question must be answered early in the process. Few landowners want to host a new, potentially high-maintenance green space without some commitment for its upkeep. If the owner has agreed to maintain the gateway site, your work on this section is done. If not, a team should be identified to be responsible for monitoring the gateway site and bringing resources to bear when necessary for gateway site maintenance. The team should include some of the same skills as the original design team including public relations and fund raising, plus skill or experience with plant maintenance or gardening.

If you are creating a gateway near neighborhoods or businesses, contact the individuals and entities for whom the gateway site is convenient. In working with neighboring businesses, residents and groups, some may have already expressed interest in the gateway site, or you will have undoubtedly identified individuals who may have an interest if approached.

What maintenance is required and when?

Take stock of what has been done to the gateway site. Make a record of the growing, flowering and fruiting seasons of all the plants and the condition of any non-plant features. Of course, in the development of your gateway you have considered that perennials, slow-growing plants and structures require minimal maintenance. Create a calendar with regularly scheduled times for minor tending of plants and walk-through of the gateway site. Also include occasional major work, perhaps a spring and fall work events, to prepare the gateway site for planting or dormancy and take care of accumulated weeds and repair needs. Be sure to incorporate contingency plans to deal with major damage (e.g., vandalism or storms) soon after it occurs.

What funding is needed and who will pay?

The cost of maintaining the gateway will vary considerably with its size, features, location, and other issues. When preparing your maintenance plan, remember to consider the cost of the following:

- Labor (volunteer or hired)
- Tools and equipment
- Plants, mulch and annual expenses
- Repairs and occasional major expenses

Once a budget is created covering all expenses, the fund-raising member(s) of your team can look for ongoing funds, beyond development costs, to upkeep the gateway. Some grants may be available that last for one or more years to help, but long-term maintenance of the gateway site requires a more reliable source of funding. Look for sponsors to help with the cost: governmental agencies with beautification or visitor attraction missions, neighboring businesses and agencies that stand to directly benefit from the gateway improvement, residents or individuals with personal interest in the gateway site or features you have included in the gateway. Examples might include rose garden or other flower clubs, arts councils, and historical or memorial foundations.

The more creative you are with your design, and the more it reflects the needs and interests of the community, the more its maintenance will be a priority to others in the community. Don't be shy about promoting your project as a valuable community asset that promotes civic pride.

APPENDIX A - RESOURCES

RESEARCH & SUPPORT RESOURCES

American Institute of Architects (AIA)

National:

1735 New York Ave., NW

Washington, DC 20006

Phone: 800-AIA-3837

Fax: 202-626-7547

Email: infocentral@aia.org

Web: www.aia.org

Local (Ohio):

17 South High Street, Suite 200

Columbus, OH 43215-3458

Phone: 614-221-0338

Fax: 614-221-1989

Web: www.aiaohio.org

American Society of Landscape Architects (ASLA)

636 Eye Street, NW

Washington, DC 20001-3736

Phone: 202-898-2444

Fax: 202-898-1185

Web: www.asla.org

City of Columbus

Keep Columbus Beautiful

1265 Marion Road

Columbus, OH 43207

Phone: 614-645-8027

Fax: 614-645-7747

Web: www.keepcolumbusbeautiful.org

Franklin County Auditor

373 South High Street - 21st Floor

Columbus, Ohio 43215-6310

Telephone (614) 462-3247

FAX (614) 462-7384

TDD Number (614) 462-7593

Franklin County Department of Development

280 East Broad Street

Columbus, Ohio 43215

(614) 462-3094

(614) 462-7155 fax

<http://www.co.franklin.oh.us/development/>

Franklin Park Conservatory

1777 East Broad Street

Columbus, OH 43203

Phone: 614-645-1802

Miami University (Oxford, Ohio)

School of Fine Arts

Architecture and Interior Design

100 Alumni Hall

Miami University

Oxford, OH 45056

Phone: 513-529-7026

Web: www.miami.muohio.edu

Ohio State University

Norman K. Booth, Head

Section of Landscape Architecture

Austin E. Knowlton School of Architecture

The Ohio State University

109 Brown Hall, 190 West 17th Ave.

Columbus, OH 43210-1368

Phone: 614-292-1012

Fax: 614-292-7106

Web: knowlton.osu.edu

State of Ohio Board of Landscape Architect Examiners

77 South High Street, 16th Floor

Columbus, OH 43215-6108

Phone: 614-466-2316

Fax: 614-644-9048

Web: www.state.oh.us/arc/lae

Society for Environmental Graphic Design

1000 Vermont Ave., Suite 400
Washington, DC 20005
Phone: 202-638-5555
Email: segd@segd.org
We: www.segd.org

SUPPORT & FUNDING RESOURCES

American Fund Raising Institute <http://www.afri.org/>
Web gateway site of co-op of independent fundraisers with interesting ideas, examples and fundraising articles.

Association of Fundraising Professionals <http://www.nsfre.org/>
Professional association of fundraisers

Fund-Raising.com <http://www.fund-raising.com/>
Internet resource of fundraising ideas, products, services and suggested reading

The Fundraising Directory <http://www.fundraisingdirectory.com/>
Includes a listing of over 90 fundraising companies, a newsletter and fundraising resource center

The Fundraising Ideas & Products Center <http://www.fundraising-ideas.org/>
Central repository of products and ideas available from fundraising companies

MEDIA & COMMUNICATIONS RESOURCES

Magazines

Ohio Magazine
Alyson Bogerding
Managing Editor
62 E. Broad Street
Columbus, OH 43215-3522
614-461-5083
Fax: 614-461-7648
editorial@ohiomagazine.com

SBN, Inc.
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Associated Press

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Business First of Columbus, Inc.

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randym@cd101.com

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WSYX-TV (Channel 6)

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News Assignment Editor
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CONSTRUCTION RESOURCES (ONLINE)

www.buildersbooks.com

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www.alca.org

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APPENDIX B – SAMPLE DECISION MATRIX & ASSOCIATED SITE PHOTOS

B.1: Decision Matrix Criteria Key (with descriptive anchors)

B.2: Decision Matrix of Downtown Columbus Gateways

B.3: Decision Matrix of Columbus Neighborhood Gateways

The following documents are located on the “ How to create a gateway in your community” CD-Rom.

B.4: Photos of Downtown Columbus Gateway locations

(Downtown Gateway Pictures.pdf)

B.5: Photos of Columbus Neighborhood Gateway locations

(Neighborhood Gateway Pictures.pdf)

B.6: Photos of additional Gateway locations (developed and undeveloped)

(Additional Gateway Pictures.pdf)

B.1.

Criteria definitions/anchors list		Anchors		
		1	2	3
1	Is it a gateway/transition point?	Yes	No	
2	Proximity to gateway area	immediately adjacent to gateway area	site within 100 yards of gateway area	site over 100 yards from gateway area
3	Available Access	Road, bus, bike & pedestrian. Current access promotes reduced need for automobile	Only 1-2 methods of access (e.g. Road only)	not accessible for stopping
4	Pre-existing boundaries/definitions	Exist, easily enhanced and integrated	do not exist, or exist but not easily integrated	exist, conflict with potential for gateways
5	Changes required to land (physical and also public/utility easements). Include watershed issues	Minimal changes required, land available for modification	moderate changes: tree removal, earth moving, etc.	Major changes: buildings, utilities, roadway moves, etc.
6	visibility	Area easily visible to public	Area partially visible to public	Area minimally visible to public
7	Current condition aesthetically - include cultural, historical, and archeological features	Conditions would be greatly improved by replacing existing site with gateway	conditions are ok but would be enhanced with gateway	conditions are good (visually appealing)
8	Proximity to sponsors/benefactors	Gateway area leads directly to potential sponsor area, multiple possible sponsors	gateway only indirect to potential sponsors, or few sponsors	sponsors are few and indirect
9	Volume of traffic	High volume, all day long	Medium volume, including peaks of high volumes	low or medium volumes with no high peaks
10	Facing/exposure (elements)	Site has full exposure (sun, rain)	site has partial sun exposure, full rain exposure	site has partial sun and rain exposure
11	Pollution/litter issues	Site is near (<50 feet) sources of air pollution or has visible litter problem	Site is within 50-100 feet of sources of air pollution, and litter	Site is removed (>150 feet) from sources of pollution (air or litter)
12	Existing vegetation	Existing vegetation (if any) is desirable/ easily integrated into site plans	minor vegetation on site	Existing vegetation substantial and not desirable
13	Access to potable water (for drinking or watering vegetation)	Water available on-site	Water could be routed to site	Water not available, routing not an option
14	Ease of maintenance (including access, size of site, etc)	Easy to access and maintain	moderately difficult to access or maintain	difficult to access and maintain
15	Adjacent property	Likely to continue to provide access and draw public to site	no impact	Access likely to be removed, surroundings do not enhance draw of site
16	Proximity to potential maintenance sponsors	Adjacent to 3+ potential sponsor (commercial or public)	Adjacent to 1 potential sponsor (commercial or public)	No known sponsors nearby
17	Drainage (best checked within 24 hours after heavy rain)	Excellent drainage	mixed drainage across the site	poor drainage (whole site)
18	Effect on local vegetation and wildlife	Will enhance local vegetation and habitat	no impact	removal of local vegetation and wildlife habitat. Any negative impact on threatened, rare, sensitive, or endangered species, including migratory.

Leadership Columbus: Gateways Project Site Planning Criteria Downtown Gateways

Criteria	Wt	Location																								
		315 N. to Rich/ Town	315 N. to 33/ Long/ Dublin	315 S. to Broad St	Broad St & 315	315 S to Town/ Rich	Rich & 315	I-70 E to Front/ High	Front St & I-70	High St & Livingston	I-70 E to 4th St/ Livingston	4th St & I-70	Grant & I-70	I-70 W to Rt 23 / 4th St	I-71 S to Rt 33/ Main St	Main St & I-71	Town St/ Bryden & I-71	Oak St & I-71	Spring St & I-71	I-71 N to Broad St	Braod St & I-71	I-670 E to Cleveland Ave	Third St & I-670	I-670 E to Broad St	Rt 33 & 315	
gateway/transition point?	M	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Proximity to gateway area	10	2	2	1	1	2	2	2	2	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Available Access	6	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Pre-existing boundaries	2	2	2	1	1	2	1	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Changes required to land	3	1	1	1	2	1	1	3	2	3	2	1	1	1	1	1	2	3	2	2	2	2	2	2	2	2
visibility	5	1	1	1	1	1	1	2	1	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Current condition aesthetically	4	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Proximity to sponsors	5	2	2	1	1	2	2	1	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Volume of traffic	6	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Facing/exposure (elements)	4	1	1	1	1	1	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Pollution/filter issues	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Existing vegetation	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Access to potable water	1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Ease of maintenance	5	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Adjacent property potential maintenance sponsors	6	2	1	1	2	1	1	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Drainage	4	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Effect on local vegetation/ wildlife	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

Weighted Score:

126 119 107 103 125 125 129 129 129 137 111 120 138 130 128 129 129 129 120 120 120 120 130 120

R Rank ordered (top 3)

2

1

3 (tie)

3 (tie)

APPENDIX C – ADDITIONAL SITE PHOTOS OF CASE STUDY LOCATION: GOODALE CONNECTOR

The following documents are located on the “ How to create a gateway in your community” CD-Rom.

C.1: Photos of Case Study Goodale Connector Gateway location *(Case Study Gateway Pictures.pdf)*