

Grand PLACES 2050

People-Land-Access-Conservation-Ecosystems-Sustainability

CHARTER & OPERATING GUIDELINES

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1. Introduction

The following operating guidelines guide the efforts of Grand PLACES 2050 (the “coalition”) into the future. Each guideline was vetted and approved by Grand PLACES 2050. Guidelines shall be reviewed and adjusted as necessary to adapt to the changing nature of the coalition’s work and goals. The goal of this document is to promote collaboration, consensus, and a full, open, and transparent exchange of information throughout the process. This document is considered to be a “living document” and may be amended by Grand PLACES 2050 via the guidelines below.

2. Background

“East Grand PLACES 2050” kicked off in June 2019 with local and regional participants. Representatives from the Department of Natural Resources and Conservation shared the example of Northern Colorado PLACES 2050 (“NoCo PLACES”), with PLACES as an acronym for **p**eople, **l**and, **a**ccess, **c**onservation, **e**cosystems, and **s**ustainability. Leaders from Winter Park Resort, the Town of Winter Park, and the Arapaho & Roosevelt National Forest provided leadership to think through timely questions: How do we capitalize on the growing outdoor recreation economy? How do we deal with human resource and other constraints? How can we blur jurisdictional boundaries and proactively create solutions to these issues? How can we learn from NoCo PLACES 2050? And finally, how can we move forward?

Following the initial meeting, East Grand PLACES 2050 was formed, developed a work plan, and achieved several key milestones, including the mapping of outdoor recreation hotspots in 2019 and the finalization of an MOU between all governmental parties in 2020. Eventually, the group formally transitioned to Grand PLACES 2050 to encompass the entire county and more fully realize its vision.

3. Vision

The following vision was adopted by Grand PLACES 2050 in October 2019 and refined in April 2022:

Grand PLACES 2050 strives to become a model coalition that sustainably manages our natural and cultural resources in balance with quality outdoor recreation experiences.

4. Purpose

The following purpose statement was adopted by Grand PLACES 2050 in March 2022:

Grand PLACES 2050 is a coalition of local government entities, nonprofit groups, state and federal land managers, and businesses. We focus on Grand County’s PLACES - people, land, access, conservation, ecosystems, and sustainability. Grand PLACES 2050 collaborates to protect and conserve natural and cultural resources while providing equitable access and a quality outdoor recreation experience for current and future generations.

5. Organizational Structure

A visual diagram of the Grand PLACES 2050 structure is [available here](#).

Grand PLACES 2050 (“coalition”) is composed of 13 **core members** (“members”) and additional **community partners** (“partners”). The structure of Grand PLACES 2050 is as follows:

Members: Composed of 13 representatives from entities who are signatories to the Grand PLACES 2050 [Memorandum of Understanding](#). Members follow the participation guidelines below, vote, and support all activities of Grand PLACES 2050.

Partners: Partners provide essential perspectives, expertise, and resources, participate in relevant Grand PLACES 2050 meetings and activities, and occasionally join ad hoc committees. Partners do not participate in decision-making. Partners include stakeholders from interests such as agriculture, landowners, philanthropy, tourism, land trusts, and many more.

Committees:

- **Steering committee:** To advance its work and use time most efficiently, a Steering Committee will meet regularly to develop meeting agendas and meeting materials and help manage the coalition’s work more generally. The Steering Committee strives to represent the interests of Grand PLACES 2050. The Steering Committee will focus on the process and operations of Grand PLACES 2050, including facilitation and financial management. Members of the Steering Committee will be expected to have the passion, time, and resources needed to contribute to the committee’s discussions regularly and actively. Steering Committee membership is open to interested Grand PLACES members who meet the description above, are nominated by a Grand PLACES steering committee member, and are approved by Grand PLACES members via a consensus vote during the meeting following the initial nomination.
- **Ad hoc committees:** Ad hoc committees may occasionally work on discrete proposals, tasks, or issues between meetings. Ad hoc committees are voluntary and organized to be as efficient as possible. Members and partners are volunteers, and we recognize that they must have time and resources to be able to participate in the ad hoc committee. Ad-hoc committees must reach a consensus on proposals before they go to Grand PLACES 2050 members for approval.
- **Grants Committee:** The Grants Committee leads grant-writing efforts in response to new funding opportunities. As described in the funding and financial management section below, the grants committee must reach a consensus on new grant applications prior to submitting an application.
- **Communications Committee:** The Communications Committee leads the development and implementation of a communications strategy. The Communications Committee also advises Grand PLACES 2050 on communications and media matters.

- **Finance Committee:** The Finance Committee leads the development and monitoring of an annual budget for Grand PLACES 2050. The Finance Committee also advises Grand PLACES 2050 on financial matters. The Town of Winter Park, as Grand PLACES 2050 fiscal agent, reserves a seat on the Finance Committee.

6. Participation

- **Members.** Grand PLACES 2050 is composed of the following members who are signatories of the [Memorandum of Understanding](#) for Grand PLACES 2050.
 - USDA Forest Service-Arapaho-Roosevelt National Forest, Sulphur Ranger District
 - U.S. Department of Interior (DOI), National Park Service, Rocky Mountain National Park
 - U.S. Department of Interior (DOI), Bureau of Land Management (BLM), Kremmling Field Office
 - Colorado Parks and Wildlife, Northwest Region
 - Grand County
 - Town of Fraser
 - Town of Granby
 - Town of Grand Lake
 - Town of Hot Sulphur Springs
 - Town of Kremmling
 - Town of Winter Park
 - Winter Park Resort
 - Headwaters Trails Alliance

Members must formally commit to upholding the spirit of the coalition and the operating guidelines.

- **New members.** Grand PLACES 2050 may add new members in these scenarios:
 - The coalition identifies an interest that all members agree is currently unrepresented and that unrepresented interest will join Grand PLACES 2050, participate fully, and uphold the operating guidelines, or,
 - An existing member vacates a seat and the seat must be refilled.

New seats will be added upon review of the Steering Committee and approval by the coalition. Requests for membership must be submitted in writing to the facilitator or Steering Committee. New members must comply with the operating guidelines and must honor agreements made prior to their membership.

- **Attendance.** Each member entity must designate a representative to attend meetings and be the primary point of contact for all meeting notices and communications. Members are expected to regularly attend meetings. *Grand PLACES 2050 does not feel that a rigid attendance policy is necessary at this time; however, the coalition will revisit a more structured policy if the need arises.*
- **Alternates.** To promote problem-solving and continuity of discussions, members are encouraged to participate in meetings as much as possible. When unable to attend, the

member should send an alternate and must notify the facilitator in advance. The member must brief the alternate with regard to previous discussions and agenda items, so the alternate is informed. Each member should designate one alternate, who will be added to the Grand PLACES 2050 contact list. It is the member's responsibility to ensure that the alternate operates within the approved code of conduct. The alternate can vote in the member's absence; both the member and alternate must honor the vote. Both the member and the alternate may attend and participate in meetings. Members should list and keep their alternate contact updated [in this spreadsheet](#).

- **Support staff.** In addition to alternates, members may designate and invite support staff to join meetings as observers as necessary.
- **Partners.** As described above, partners may attend meetings to lend perspectives, expertise, or resources. Partners are expected to abide by all ground rules and operating guidelines and to honor agreements made by the coalition.

7. Roles and Responsibilities

A member of Grand County PLACES 2050 will:

1. ***Feel empowered to participate in Grand PLACES 2050 to ensure your constituency or community's voice is heard.*** Regularly attend meetings and participate in ad hoc committees and other Grand PLACES activities to ensure Grand PLACES is representing all voices and communities in Grand County.
2. ***Serve as a liaison to others in your constituency or community who share similar interests.*** There's an important need for members to communicate with their constituencies about what is happening in Grand PLACES 2050, and to bring additional concerns and ideas back to the coalition. Members must also take responsibility for updating Grand PLACES 2050 about other planning processes that relate to the work of Grand PLACES so that Grand PLACES may be aligned and avoid duplicating other efforts. Through open communication and transparency, we aim to prevent missteps in the coalition and surprises in the community.
3. ***Recognize and respect the coalition's role.*** Recognize that Grand PLACES 2050 is a collaborative, action-oriented coalition, with the intention of making recommendations or proposals to guide decision-making entities.
4. ***Strive for consensus.*** Consensus means the willingness to go along with the decision either in active support of it or in not opposing it.
 - a. The commitment to work for consensus means that members will:
 - i. Participate in the give and take of the process in a way that seeks to understand the interests of all,
 - ii. Generate proposals thought to be workable for all, and,
 - iii. Work together to reach a consensus.

- b. Understand that there may be a need to table decisions until future meetings. Advanced heads up will also be given as early as possible to help prepare members for decision points.
 - c. If the coalition is in general agreement on an issue, dissenting members are responsible for proposing alternatives they believe might achieve a consensus.
 - d. If a consensus cannot be reached (one or more members are not in agreement with a proposal), even after an alternative is proposed, the lack of consensus will be considered a de facto decision not to proceed with the proposal.
 - e. Reaching a consensus means all members present agree or can live with a proposal at the meeting where the vote occurs.
5. ***Communicate openly with respect for others***, critiquing ideas rather than individuals.
 6. ***Maintain a respectful and productive working climate. All members are treated with respect and consideration, valuing a diversity of opinions, and focusing on interests rather than positions.***

A facilitator of Grand PLACES 2050 will:

1. ***Serve as a neutral facilitator during meetings by focusing the energy of the coalition on a common task, protecting individuals and their ideas from attack, encouraging everyone to participate and share their ideas, and advocating for a fair and credible process.***
2. ***Maintain the code of conduct agreed to by the members and address issues if a member is not acting in good faith and is inhibiting the coalition from moving forward.***
3. ***Respect the confidentiality of private communications with members.***
4. ***Help to formulate meeting objectives and agendas and ensure that all perspectives have an opportunity to be heard during discussions.***
5. ***Prepare meeting notes, including points of agreement and disagreement, as well as action items.*** Meeting notes will be prepared with a focus on key points, ideas, and action items rather than as transcripts. Unless very specific to understanding the content, references will generally be made to the content rather than the members. Meeting notes will be circulated within two weeks of meetings. Meeting notes will then be made publicly available in the [Grand PLACES 2050 Google Drive folder](#).
6. ***Maintain an active contact list of members, alternates, and partners for communication purposes.*** [The list is available here](#). The facilitator will include partners in all meeting notices and emails with agendas, meeting summaries, and announcements.
7. ***Facilitate an annual summary of accomplishments*** for Grand PLACES 2050 achievements, programs, and projects, and planned future goals.

8. Decision-making Process

Grand PLACES 2050 members may occasionally develop planning documents, proposals, recommendations, or other products that require approval via a decision. Grand PLACES 2050 may also make a process or strategy decision regarding the direction of the coalition. In these circumstances, Grand PLACES 2050 members shall strive to reach a unanimous consensus.

Consensus means the willingness to go along with the decision either in active support of it or in not opposing it.

- a. The commitment to work for consensus means that members will:
 - i. Participate in the give and take of the process in a way that seeks to understand the interests of all,
 - ii. Generate proposals thought to be workable for all, and,
 - iii. Work together to reach a consensus.
- b. Understand that there may be a need to table decisions until future meetings. Advanced heads-up will also be given as early as possible to help prepare members for decision points.
- c. The facilitator will test for consensus by asking members to share their perspectives using thumbs, meaning:
 - i. Thumbs up: Agree
 - ii. Thumbs sideways: Can live with it
 - iii. Thumbs down: Cannot live with it.
- d. A majority of the 13 members (70%) must approve of a decision to move forward with the decision. If 70% of the members are not present and able to approve, the vote cannot move forward.
- e. Grand PLACES 2050 may utilize electronic (email) voting when a decision is necessary prior to a regularly scheduled monthly meeting. In these circumstances, the Steering Committee shall approve the facilitator's use of email voting. The facilitator shall then poll the members via email to seek consensus.
- f. If a majority of Grand PLACES 2050 members (at least 70%) are in general agreement on an issue, dissenting members are responsible for proposing alternatives they believe might achieve a consensus.
- g. Reaching a consensus means all members present agree or can live with a proposal at the meeting where the vote occurs. If electronic voting is used, all members are considered to be "present" and require a response by a clearly stated deadline.
- h. If a consensus cannot be reached (one or more members are not in agreement with a proposal), even after an alternative is proposed, the lack of consensus will be considered a de facto decision not to proceed with the proposal.

The Steering Committee may make proposals regarding the recruiting and hiring of a facilitator, funding, and administration of the coalition, and other financial or administrative issues. Steering Committee proposals will be presented to members for a decision.

Committees shall utilize the same decision-making process as Grand PLACES 2050 members.

9. Meetings

Grand PLACES 2050 meetings are generally held monthly. Meetings can be hybrid, meaning members can choose to attend in person, or they can attend virtually via Zoom. Grand PLACES aims to encourage attendance and ensure voices from all geographies within Grand County are heard by rotating meeting locations.

10. Media Relations & Communications

Grand PLACES 2050 members and partners reserve the right to express their own opinion to the press, but not the opinions of others. Members and partners can refer media inquiries to members for individual comments. Grand PLACES should not speak for another agency but refer those inquiries to the appropriate representative of the particular agency.

Grand PLACES 2050 may periodically, through the Communications Committee, develop and approve joint statements or communications materials to keep the public and media informed of its work, agreements, and progress. Members and partners can speak freely about these joint statements.

11. Financial Management and Funding

Fiscal agent: Grand PLACES 2050 is not an independent entity and utilizes the Town of Winter Park as its fiscal agent. The Steering Committee, which includes the Town of Winter Park, will be responsible for Grand PLACES 2050 operations, including financial management and facilitation. *In some cases, Grand PLACES members will receive and manage grant funding associated with projects and programs outside of the Grand PLACES operations. For example, Headwaters Trails Alliance manages the stewardship ambassador program and Stand Grand campaign.*

Member financial support: Grand PLACES 2050 is funded through member contributions and outside funding sources when available. Members may make cash or in-kind contributions to Grand PLACES operations, programs, or projects. Steering Committee and facilitator will strive to lead this discussion at the appropriate times based on budgeting and funding cycles.

Budgeting: Grand PLACES 2050 is responsible for setting an annual budget for operations, programs, or projects. The budget will include expected member commitments.

Financial reporting: Grand PLACES Steering Committee shall provide financial management updates to Grand PLACES 2050 members and partners on a quarterly basis. Updates pertaining to Grand PLACES 2050 operations, projects, or programs will be provided transparently so that members and partners understand the financial health of Grand PLACES 2050. Funding reports will include a high-level status of expenditures and available funding.

Grant opportunities: If grant opportunities arise, the *Grant Committee*, with support from the facilitator, will address these opportunities. Grand PLACES will engage in collaborative fundraising by taking the following steps:

- New funding opportunities will be identified by Grand PLACES 2050 members or partners. Grand PLACES 2050 members will decide via consensus whether to pursue a grant opportunity and will clearly specify the next steps and timeframes during the meeting where the consensus is reached.
- If Grand PLACES 2050 approves the proposal to pursue a grant opportunity, the Grant Committee will develop a grant application. All Committee members are expected to alternate writing and editing responsibilities so that the responsibilities are as equally distributed as possible among Committee members. The Grants Committee is expected to transparently communicate and share any programmatic or financial obligations made via a grant application with Grand PLACES 2050 members and partners prior to finalizing the grant.
- The Grants Committee must develop a consensus before submitting a grant application.
- If the Grants Committee cannot reach a consensus, even after attempting to find alternatives that may be more workable for all, Grand PLACES 2050 will be asked to reconsider and review the grant application and determine whether to continue pursuing the grant opportunity.