

# **Sustainable Community Planning and Development Participation Tools and Practices**

## ***Final Report***

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# Executive Summary

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*None of us is as smart as all of us.*

— anonymous

The quality and nature of a community are determined by the choices people make. Ideally the choices are well-informed, well-considered, and lead to healthy and prosperous communities. This is not always the case however. Failures of past top-down planning and development approaches (well documented in the planning field), the growth in the ethic of activism and grassroots decision-making and increasing concern and criticism expressed by the public and through mass media, provides evidence that many past choices have fallen short of the mark and argues for restructuring planning methodologies.

The concept of “sustainability” provides a framework for communities to explore and anticipate how their choices may affect the future. Setting sustainability as an intention for communities and then acting on that intention, is a way to help ensure healthy, prosperous and enjoyable communities. Choosing to follow a path of sustainable community development means resetting the compass and directing attention to the integrated economic, ecological and equity issues important to building sustainable communities over the long term. Ensuring that choices are well-informed and well-considered in the light of these issues demands broad-based participation in planning and decision-making. In effect, sustainability calls for a shift in focus toward multiple objectives, more values-based decision-making and increased interaction with and among multiple “publics”.

The shift in focus essentially calls for a shift in our “culture”. In creating and maintaining a sustainable community, the culture we seek to build, strengthen and enhance is one where community members are:

acting cooperatively  
taking responsibility and  
learning continually

This implies partnerships between and among government representatives, experts and a diversity of community members at large. Initially, partners will need to gain a shared understanding of local realities, issues, opportunities and challenges; develop a collective vision; and gain clarity about the ways in which they will begin working together. Such shared understanding can only be achieved through well guided community dialogue and interaction. It is at this stage where the foundations are built and where respect and trust (hopefully) begins to develop.

Addressing the complexities of integrating the principles of sustainability into the extremely time and cost sensitive context of development planning will be the critical challenge. Expert-led training (knowledge and skills) with respect to various issues or techniques; experimentation in developing and implementing plans; and some mid-course corrections will occur as the group continues to work together. Ideally, knowledge, skills, interests and capacities of all partners are further developed during this middle stage.

Later, structured systems will need to be developed to help communities further expand their vision and capacities to undertake different kinds of responsibilities. It is during this later phase of the partnership that the roles of partners will need to shift: officials and experts will need to shift roles from control to guidance and support of community action; citizens will need to shift from dependence to relative independence on officials and experts for initiating/undertaking initiatives in their communities.

This manual is intended to help those who are seeking to involve others in sustainable community planning and development move through the various stages of participatory sustainable community planning smoothly and effectively. Principles, tools, methods and guidelines included in the manual are drawn from a wide range of expertise areas and input from experienced practitioners. Following a brief

introduction providing reasons for the manual, a description of the intended audience, an overview of contents and guidance for use, the manual is presented in four main sections.

Section I - *Initiation*: this section focusses on participation in the sustainable community planning context and includes special attention to key participation principles, levels of participation, and the issues and benefits of multi-stakeholder participation in sustainable community planning.

Second section II - *Preparation*: this section outlines in detail ten important steps for effective planning, implementation and follow-up. A series of tear-out tips and checklists for this section are provided in an appendix.

Section III - *Participation*: this section presents essential tools and a “toolkit” for participation in sustainable community planning. The toolkit includes short sheets outlining five general types of participation activity; a toolbox of more than 150 individual tools and methods useful for various activities; and a series of scenario maps which illustrate the ways various tools can be sequenced and how stakeholders can be involved throughout a particular planning process. Tool examples and resources for this section are included in the appendices.

The final wrap-up section of the manual, *Continuation*, addresses ways for ensuring ongoing participation in planning and speaks to the changing roles of planners and citizens in the process.

In sum, the aims of this book are as follows:

To provide users with:

a framework for developing an understanding of participation processes and issues,

guidance for planning effective and continuous participatory sustainable community planning programs; and

tools for undertaking such programs;

To help shift community planning from one where planners say, "We'll figure it out and do it for you" to one where it is agreed that "We'll work and learn together" to find creative solutions and achieve mutually beneficial outcomes;

To further our collective journey towards creating and maintaining sustainable communities.



# Introduction

---

## Why a Manual for Public Participation in Sustainable Community Planning?

*Sustainable communities will take different forms from place to place, but one thing that none of them will be able to do without is a broad and deep level of participation.*

— SustainAbility Organization, UK.

### Desire

The public is expressing an increasing desire for involvement in decisions that affect them. More particularly, there is an enormous demand by local communities for involvement in the planning and management of their built environment. It is also now becoming clear to people in government, and in the development industry, that local involvement can lead to more appropriate and sustainable development approaches, and stronger, supportive citizen groups and communities.

### Knowledge

Unfortunately, however, there is a lack of knowledge and uncertainty as to the best way to involve community members in any given situation. Outside of professional process consultants and facilitators, there is a shortage of adequate good practice guidance, little knowledge of what tools exist and limited experience of the range of options available. Often the choice of approach is largely ad hoc, depending on the experience and knowledge of those initiating an activity. As a result, approaches adopted are often inappropriate and/or poorly implemented. The road to participation is paved with good intentions but poor choices in approach lead to less than useful products and both disillusionment and resentment for all concerned.

### Culture

Many planning, development and management systems are not conducive to participatory approaches. Further, there is often resistance and/or a negative perception toward involving the public in decision-making arenas that have been the traditional territory of planners, designers, developers or other managers. As a result, public involvement activities are all too often hostile, misleading, unrelated to real decision-making and development timetables, and, in the end, lead to frustration and wasted effort and hinder rather than enhance decision-making. To achieve the benefits that are possible when local communities are properly involved in urban design, planning and development practitioners need to find ways to effectively incorporate the growing experience of participatory practice and the variety of methods and process approaches available.

## About the Manual

This manual draws from a wide range of process design and facilitation expertise, and input from experienced practitioners in planning and development. The principles, tools, methods, and guidelines discussed in the manual come from practice, research, community development and organizational change consulting and training. The manual is intended to provide both a framework for understanding the concept of participation, stakeholder involvement and process planning; and practical advice on selection and application of appropriate tools and techniques. The aim is to help planners and various community members develop mutual understanding and improve decision-making outcomes through the use of effective participation activities.

The manual is not a step-by-step recipe book for several reasons. First, every situation and context is different and unique (local circumstances, time scales, energy levels, resources); as a result, participation plans must be tailored to each situation. Second, effective participation is about style, approaches and relationships; participation methods are not quick-fix tools for success and often require skill and experience in their application. Third, different methods suit different people; what works well in the hands of one person may not work as well for another. Finally, while we expect that this manual will be very useful, it should not be considered a substitute for longer term training programs, extensive experience and professional support likely to be needed for major projects.

## Who is this for?

This manual is for professionals and community organizers who are seeking to involve others in sustainable community planning and development. It is aimed mainly at people who are or will be starting or managing participation processes (particularly planners) or who control funds and resources and those who have a belief in the idea of community participation and want to know more about how this can be done effectively.

Overall the manual is for people who are asking such questions as:

How can the community be involved at various stages of the planning process?  
When should community members be involved in planning and decision-making?  
Who should be involved?  
What is required to increase effectiveness of participation?  
How do you run a public meeting that doesn't turn into a hostile shouting match?

When do you use surveys and when do you ask community members to be more directly involved?

What tools and methods should you use for a particular initiative?

What are the benefits and pitfalls of public involvement?

## Contents Overview

The manual contains discussions of participation principles, issues, planning, tools and methods, organized in four main sections. The first section, *Initiation*, provides a framework for developing an understanding of participation processes and issues requiring consideration. It includes discussion of sustainable community planning; participation as both means and end; key participation principles; levels of participation and their appropriateness for particular purposes; and involvement of stakeholders and beneficiaries.

In the second section, *Preparation*, attention is turned to planning a participation process. Steps for effective planning, implementation, follow-up and evaluation are outlined and a series of guidelines and checklists are included to facilitate the participation planning process.

The *Participation* section introduces a number of tools/methods necessary for any participation process as well as those that are critical when public involvement is concerned with sustainable community planning. An extensive "toolkit" lists more than 150 tools/methods along with information about special resource needs and the appropriateness of tools for different purposes and participant groups. Further information guiding choice of participation activity and tools/methods is provided by way of "short sheets" detailing five general types of participation activity. Each short sheet includes descriptive information; information

on when and when not to use a participation type; most appropriate methods and tools; general guidelines; problems and pitfalls (and what to do about them); and a checklist. This section also includes some sample public involvement scenarios which illustrate the ways various tools and approaches can be sequenced and how stakeholders can be involved throughout a particular kind of activity (e.g., regional planning, neighborhood planning, official development plan, monitoring project).

*Continuation*, the final section, speaks to the importance of continual relationship building and maintenance in furthering initiatives and movement toward the design, planning and ongoing development of sustainable communities. Monitoring, evaluation, and the current and expected changing roles of planners and citizens in this process are considered. Some final summary remarks regarding public involvement in planning and development conclude the manual.

Additional *Reference and Resources* sections can be found in the Appendices. Here you will find examples of tools and methods in use, tear-out checklists, and additional resources for further information about tools and processes for effective public involvement.

## How to Use this Book

The manual has been designed to enable each user to navigate through it according to their own needs. It is organized in sections that represent the main phases of participation planning and implementation:

*Initiation*: Basic understandings with special focus on principles, levels of participation, stakeholders

*Preparation*: Planning for participation and involvement

*Participation*: Activity types, tools and scenarios

*Continuation*: Monitoring, maintenance and change

Certain features of the manual are intended to help you on the way.

### Keywords

Key words and phrases are in italic to highlight key points.

### Box Inserts

Boxed inserts throughout the manual variously provide hints, lists of summary points or guidelines and quotes. They can give you a quick overview of the particular topic or provide you with insights and reminders for your work.

### Tips and Checklists

Appendix 1 contains a series of guides, tips and checklists for the planning process.

### Examples

Appendix 2 includes brief descriptions of how some of tools have been used as well as links to further information.

### More Resources

Appendix 3 provides additional resource information organized around various topics.

Use the manual in whatever way works best for you. Start right at the beginning, flip through the whole manual to get a feel for it, jump around various sections in the manual, use the guides below, or have fun using a combination of approaches. It's up to you!

### *Quick Start*

Thumb through the Initiation section to understand the basic philosophy and principles of participatory community planning. Pay special attention to the core principles (p. 9) and the stakeholders sections on potential stakeholders p. 12 and guidelines for involvement p. 12.

Go to the short sheets in the Participation section to familiarize yourself with kinds of participation activities that may be appropriate for various situations. If you have a planning event in mind, look for the one likely to work best for your situation. You may be working with a limited budget or a constrained set of possible participants so your options may be limited.

Check out the scenario maps to see if there are any that resemble your own context. Again, if you have a planning event in mind, sketch out some possibilities for your own scenario.

Familiarize yourself with the steps outlined on page 19 in the Preparation section. Follow the steps detailed in the Planning section or use the checklists to formulate your own plan.

### *Some Specific Paths*

*I just want to understand more about the needs and issues related to public involvement.*

Start with section 1, *Initiation*, and go from there. The Quick Start program above will also help to give you an overview of participation options and give you further insights into public involvement activities and planning.

*I need to find appropriate tools NOW.*

In the short sheets (p. 42), find the activity type that most closely matches the kind of participation activity you intend to engage. Find out more about the tools suggested on the short sheets by referring to the toolbox (p. 50).

*We have received criticism that those who become involved in our participation activities are not sufficiently representative of the community.*

*How can we improve our future events?*

Start with the section on stakeholders beginning on page 12. Reviewing the discussion under Essential Tools on effective communications (p. 32) might also be helpful. You may also want to consider speaking with a process design consultant (refer p. 40) to help you ensure that your potential audience is well-identified, that you reach them effectively and that all interested parties understand intentions, process plans and opportunities available.

*I have to put together a whole participation program and I've never done that before. I don't have a lot of time. Is there something quicker than quick start?*

Short answer: Not really. To be honest, if you want an effective program you should at least follow the steps provided in Quick Start above. If you think you've got the basics and just want to leap straight in, use the checklists in Appendix 1 and flip through the book to relevant sections to help you complete the tasks outlined in the checklists. The more detailed discussion of planning steps outlined in the Preparation section will be particularly useful.

*We've undertaken one of the participation activities and we'd like to find ways to keep the process of public involvement in planning. Where should I look?* Start with the *Continuation* section of the manual for some general ideas and principles. Use the guidelines for effective communications (p. 32) to ensure your communications are effective. Take a look at the tools and methods for supporting initiatives (Short Sheet, p. 44). Remember, ongoing communication, regular get-togethers and ongoing monitoring help to keep programs alive and functioning. And don't forget to celebrate your accomplishments!

# Section I - Initiation: Key Understandings

---

*A sustainable society is one that can persist over generations, one that is farseeing enough, flexible enough and wise enough not to undermine its physical or its social systems of support.*

— Donella Meadows

Conventional top-down approaches to planning and the resultant development patterns are no longer seen to be in the long-term interest of our cities, suburbs, small towns, rural or wilderness areas. While the intention may have been to increase community members' opportunities and quality of life, conventional planning and decision-making has resulted in a number of problems: sprawl, alienation, air pollution, overflowing landfills, declines in open space and prime agricultural lands, and other social and environmental problems. It is becoming clear that if we continue with the same approaches that created these problems, it is likely that our quality of life will be further degraded and that future generations will have increasingly insurmountable problems. The result is both growing demand and new opportunity for different approaches to community planning and development.

"Sustainable development", a concept introduced in the late 1980s, is a far-reaching approach to repair and avoid problems that we have created. The requirements and means of applying sustainability to various concerns, including community planning and development, have been the focus of a host of articles, books and research endeavors over the past years. It is not our intention here to detail community development findings and recommendations that can be found elsewhere. It is important to highlight, however, that the pursuit of sustainability has introduced new issues and objectives and has triggered a shift in thinking about community planning and development.

Today planning for sustainable communities requires attention to multiple objectives: social, economic and environmental. It requires a much broader and longer term perspective attentive to both human and other life-forms and to generations yet to be born. It requires reshaping land use and transportation systems into more resource-efficient and less polluting patterns; focussing on improved construction, preventive maintenance, reuse and recycling of all things built or manufactured; and stronger stewardship of the natural environment. In the main, sustainable communities:

- recognize connections between development and quality of life;
- invest time, attention and resources in restoring vitality to centers and older areas;
- are more town-centered, transit and pedestrian oriented;
- have a greater mix of housing, commercial and retail uses;
- emphasize goods and services that minimize resource consumption and environmental impacts;
- preserve open space and other environmental amenities;
- use natural systems only in ways consistent with their continued health and productivity;
- plan for the long term using principles such as those embodied in this list.

The particular features that distinguish a sustainable community vary from place to place. There is no "one-size-fits-all" solution. Nonetheless, successful communities do tend to have a few things in common: they are clear about what their core values are; have a vision of where they want to go; and have plans for development that reflects the community values and vision. Creating such shared values visions and plans is the key critical challenge.

## Participation

*Sustainable communities will take different forms from place to place, but one thing that none of them will be able to do without is a broad and deep level of participation.*

— UK SustainAbility Org

To act within a sustainability framework requires more integrated and interdisciplinary approaches. The technical challenges sustainability presents and the complexity of information on infrastructure and building technologies, demands the involvement of a diverse range of technical knowledge experts. There is also a need for a more horizontal or cross-sectoral policy approach in which different agencies or departments communicate with each other and combine resources. The complex rights, responsibilities and tradeoffs associated with public versus private interest discussion argue for greater multi-stakeholder involvement in determining desired directions and actions to be taken.

Spurring the movement towards greater involvement of an expanded set of stakeholders in sustainable community planning is the emergence of a strong environmental ethic; growth in activism and grassroots decision making; increased interest in and support for consensus building and alternative dispute resolution processes; and the spread and influence of mass media. As a result, sustainability planning is increasingly focussed on helping stakeholders understand each others issues, needs and potential contributions and on working and learning together to find creative ways of resolving conflict and achieving mutually beneficial solutions.

This section provides a brief introduction to the purposes, meaning and key elements of participation. Discussions include the main reasons for participation (useful when making participation proposals); the meaning of participation in the context of sustainability planning; some basic principles; and different levels of participation possible.

## Why Public Participation?

Why do we want to encourage and facilitate citizen participation? As can be seen from the preceding, some of the reasons stem from societal trends and some from practical challenges. Some of the driving forces are based in necessity and some are related to both short and long term benefits that can accrue from participation activities. Below are some of the core reasons for public involvement in community planning.

First, there are times that participation is *required by law* — in major project review processes, for example, or when public safety issues or impacts on private property are concerns.

Second, *citizens' demand* for involvement in decisions that affect them is increasing. Canadians are educated, informed, community-focused, questioning, empowered and, not infrequently, dissatisfied. They want a bigger role in determining the future of their communities. Such demands are consistent with the principle of self-determination, a principle central to sustainable development. They can also be seen to be fueling an evolution in Canadian governance from government or customer-centered models to a model more centered on an active citizenry.

Third, *local authorities cannot do it alone*. On the path to sustainable development lie varied and complex issues and challenges. Each one of us, by way of the choices we make, has an impact on the degree to which we collectively move forward on the path toward sustainability. Our success on the path depends to a large extent on individual action, local knowledge and on the generation and integration of ideas from a wide array of sources.

Finally, and most importantly, there are *substantial benefits* to participation. Anyone who has participated in a well-run brainstorming session or workshop can attest to the learning, insights and creativity that can emerge from working together and sharing ideas. Participation processes also help to build and improve relationships; develop participant knowledge and skills that will enable more effective participation in future

endeavors; and increase the likelihood that citizens will adopt more stewarding behaviors. Participation and cooperation is also cost effective. Projects or plans which proceed without discussion with the local community tend to be less effective in meeting local needs than those that feature participation from the outset. As such, they

represent bad value for the money. And there can be an even higher price to pay if things subsequently go wrong.

In short, effective public involvement is an important and necessary part of sustainable community planning and development.

### Benefits of Participation

**Better Decisions.** Decisions that are informed by local input, knowledge and understanding of problems will be more relevant to local needs.

**Better Targeting of Benefits and Mitigative Measures** to the stakeholders who will be most affected by actions resulting from decisions.

**Greater Acceptance.** Involvement of stakeholders helps to ensure understanding of the reasons behind planning decisions and the tradeoffs that must usually be made.

**Project Support.** Participation raises public support and buy-in to the project and its implementation.

**Cost Effectiveness** Effective participation decreases the likelihood of project delays and litigation. Resources invested in community participation are small compared to resources that could be wasted in a poor or un-implementable decision or when plans go wrong. Also, by involving local resources and skills, better use is made of potentially expensive external costs.

**Extended Range of Activities and Benefits.** Government investments can go further by drawing on local resources and skills. When local people assume some responsibility for activities, they can help extend the range of benefits or outcomes of a particular initiative.

**Improved Relationships.** Trust is built and maintained as a result of experience with participative processes that demonstrate respect, accountability and integrity. Effective participation processes can thereby improve government's relationships with stakeholders, groups and communities.

**Capacity Building.** Participation can improve the transfer of information and skills, building local capacities and developing the abilities of community members to negotiate and manage their own initiatives towards sustainable development.

**Societal Strengthening.** Participation models democratic values and strengthens civil society by increasing opportunities for citizens to gain knowledge and skills and make more effective contributions.

**Ongoing Stewardship.** Those who participate tend to increase their understanding of issues and may change their behaviours and/or actions as a result. Participation can also help secure the sustainability of activities as beneficiaries assume ownership and are willing to maintain momentum. This is important because citizens are the stewards. They outlast a political regime or a specific, short-term enterprise. When citizens understand the workings of the community and are well-informed, they can initiate, respond to, and manage change more effectively in both the short and the long term.

**Win-Win Solutions** participation can help mediate between competing interests, reducing "we-they" thinking and avoiding winless situations. Done well, participation should help develop a strong sense of community and common purpose.

## What do we mean by “Participation”?

Interpretations of the meaning of “participation” are so wide ranging that today more and more communities are developing explicit statements of what they mean by participation and formulating guides for participative processes; these are then used as the basis for determining participation strategy and methodology. When speaking of public involvement in sustainable community planning, developing an understanding of “participation”, along with potential role and influence of stakeholders, is an important first step.

An examination of various interpretations of participation provides a starting point. Interpretations which place participation in the context of sustainable development, such as those in the sidebar, are especially useful. From such definitions we see that participation for sustainability planning:

Seeks to build alliances and increase stakeholder involvement and control over initiatives and decisions that affect them;

Recognizes the benefits and influence of local knowledge;

Occurs at various key stages of a project cycle (e.g., problem identification, decision-making, implementation, benefits and evaluation);

Provides opportunities for learning and, thereby, helps to both build “social capital” and the capacity for more effective participation in the longer term.

In effect, participation is thus both *means* and an *end*. It is a process where local people provide input and cooperate or collaborate with planners and developers to ensure acceptable and successful outcomes and/or whereby initiatives can be implemented more effectively. Participation can also be seen as a goal in itself. Effective participation processes help people acquire

### Sample Definitions of Participation

—*Participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them. (World Bank, 1994)*

—*Participatory development stands for partnership which is built upon the basis of dialogue among the various actors, during which the agenda is jointly set, and local views and indigenous knowledge are deliberately sought and respected. This implies negotiation rather than the dominance of an externally set project agenda. Thus people become actors instead of being beneficiaries. (OECD, 1994)*

—*[participation] places people at the center and seeks to empower stakeholders to influence and share control over development initiatives and the decision and resources which affect them. (Allen, 2000)*

—*Participation includes people's involvement in decision-making processes, in implementing programmes, their sharing in the benefits of programmes and their involvement in efforts to evaluate such programmes. (Cohen & Uphoff, 1977)*

—*Participation is concerned with . . . the organised efforts to increase control over resources and regulative institutions in given social situations on the part of groups and movements of those hitherto excluded from such control. (Pearse and Stifel, 1979)*

—*Community participation [is] an active process by which beneficiary or client groups influence the direction and execution of a development project with a view of enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish. (Paul, 1987)*

—*Participation can be seen as a process of empowerment of the deprived and the excluded. This view is based on the recognition of differences in political and economic power among different social groups and classes. Participation in this sense necessitates the creation of organisations ... which are democratic, independent and self-reliant! (Ghai, 1990)*



knowledge, skills and experiences which are important for understanding and supporting sustainability and for negotiating change.

Fundamentally, people's participation in sustainable community planning is concerned with two things. First, with ways to involve local people who have critical knowledge and a stake in plans and decisions. Second, with relationships and activities that build knowledge and skills and enable people to participate effectively in planning that affect their lives. Both aims are of equal importance. The former is crucial for immediate planning exercises; the latter seeks to secure more longer term capacities supportive of sustainable community planning and development.

## Core Principles

First and foremost, all aspects of the participation process must reflect openness and transparency. Successful participation is based on trust and honesty builds trust and commitment from people. Openness is demonstrated through clarity and straightforward communication of expectations, objectives and roles. Accessibility of information is also a basic requirement in this respect. The following set of core principles<sup>1</sup> should guide any process of meaningful involvement.

### Basic Principles

#### Having a say

A basic assumption and driving force behind public participation is that the public should have a say in decisions about actions that affect their lives.

#### Influence

Public participation includes the promise that the public's contribution will influence the decision. Participation should not be entered into if there is no room for influence. Citizens today are too aware to be fooled by processes which have predetermined end points.

#### Multiple Interests

The public participation process communicates the interests and meets the process needs of all participants. The process is designed to create a "level playing field," so that all have equal access.

#### Proactive

The public participation process seeks out and facilitates the involvement of those potentially affected. A pro-active approach is required. It should not take great initiative on the part of participants to access the process.

#### Early and Often

Participation begins early in the decision-making process and goes right through to completion (and even into later management). The earlier the public is involved, the less likely it will feel imposed on, and the more it will be able to contribute to and own the process.

#### Support

The public participation process provides participants with the information they need to participate in a meaningful way. Only well-informed input will support the best possible decisions

#### Feedback

The public participation process communicates to participants how their input affected the decision. Even the input that does not shape the decision should be recognized and reasons why it was not "used" should be explained.

## For Sustainable Community Planning

The following five principles are not essential to all public participation processes, but they are critical to participation in sustainable community planning.

### VISION

An important foundation for the public participation process is the cultivation of a driving vision.

## LEARNING

The public participation process incorporates learning opportunities — for both experts and lay citizens — that facilitate community empowerment and build community capacities.

## CONSENSUS

Decision-making in the public participation process is characterized by shared leadership, collaboration and consensus.

## COMMITMENT

Proponents of the public participation process share a commitment to pursue sustainable alternatives.

## FUN!

The public participation process is permeated by human energy, creativity and fun. (The 4th Law of Sustainability: If it isn't fun, it isn't sustainable.)

These principles of participation set high standards. Those with good intentions and limited experience could well feel daunted by the challenge. Two lifelines are offered here. One is the acceptance of limitations: No community planning activity can solve all the world's problems. The second is to look for help: Learn from others and seek advice from people with more experience.

## Levels of Participation

It is useful to consider levels or degrees of participation. These can be understood along a continuum ranging from passive participation, through various degrees of more active participation, eventually culminating (when appropriate) in stakeholders becoming partners in an initiative and/or beginning to assume full responsibility for initiating or managing an activity.

*Information:* Simplest form of communication and an essential element of all participative processes: the public is kept informed about plans and decisions. The emphasis here is on one-way communication; there is little or no opportunity for comments or involvement.

*Citizen Feedback:* This also tends to be predominantly one-way communication, this time from the public to the planner or other authority. The public is invited to provide information or comments to supplement existing knowledge or to better evaluate issues.

*Consultation.* Entails two-way communication where stakeholders have the opportunity to assess progress, identify issues, offer suggestions and/or express concerns. (Usually considered an “official” dialogue between planner and public.) Consultative processes may or may not provide assurance that stakeholders’ input will be used at all or as they intended.

*Consensus-building.* Here stakeholders interact in order to understand each other and arrive at agreements acceptable to the entire group. Sometimes used within a consultation process but more frequently used in joint planning and decision-making.

*Joint Planning and Decision-making.* Extended involvement with mutual responsibility for planning and results. Generally used for complex or controversial issues. When consensus is acted upon through collective plans and decisions, this marks the initiation of shared responsibility.

*Partnership and Risk-sharing.* This relationship assumes mutual responsibility and exchange among “equals” in terms of respect and balance of power. It builds upon the previous level but expands beyond decisions to encompass responsibility for effects of results (benefits and costs). Accountability is fundamental at this level especially when those that have the least risk of negative impact are those with the greatest leverage.

*Citizen Control and Self-Management.* Highest level of participation where stakeholders initiate or manage activities themselves and assume higher responsibilities as community stewards.

As can be seen from the descriptions above, participation moves from being minimal, representing little meaningful or direct involvement of stakeholders, to participation which results in people's empowerment and in direct participation. Issues related to choosing the appropriate level of participation are discussed further in Section II of this manual. Suffice it to say that all levels of participation will at some time be useful; however, mere information provision or feedback gathering

does not, in our view, qualify as genuine public involvement. For ongoing sustainable community planning and development, participation plans which optimize opportunities for more direct involvement and a more transformative role for participants, are desirable. At minimum, such plans should include consultation; the aim, however, should be to move toward shared decision-making processes. The table below provides some guidelines for these two more general approaches.

Consultation	Shared Decision-Making
<p><i>Emphasis of the program is on:</i> Listening - gathering ideas, priorities and opinions, as part of the decision-making process</p> <p><i>Message to the Public is:</i> We care about what you think and are willing to take your views into account and use the information you provide us in shaping our decisions.</p> <p><i>Generally, but not always, use for projects that:</i> Have a minor impact; Concern a small number of people;  Involve a narrow range of considerations; Must be dealt with in a short period of time;  Are more technical, such as development applications from landowners; Follow processes constrained by rules or criteria set in law or approved policies and plans; and Need views and additional information on a specific application.</p>	<p><i>Emphasis of the program is on:</i> Sharing responsibility with the public through intensive discussion to reach mutually-agreed upon decisions with participants.</p> <p><i>Message to the Public is:</i> We expect to implement most of your advice.</p> <p><i>Generally, but not always, use for projects that:</i> Have serious implications; Concern many individuals and groups who desire formal involvement; Involve a wide range of complex considerations; Have time available for planning (more than a few months); Are less technical, such as long-range policies and plans; Follow processes less constrained by procedural rules; and Need public input on visions and principles, or the "public interest".</p>

Adapted from City of North Vancouver Handbook on Public Involvement.

## Stakeholders

“Stakeholders” are those people who are likely to be affected by the issue at hand; anyone who has a “stake” in what happens. This includes those who will be directly or indirectly affected by a project, plan or decision; those with an interest in the issues; and those who control information, skills, power and/or money which might affect a decision. Individuals or organizations who are likely to be opposed to a plan, as well as those who are likely to support it, should also be considered “stakeholders”. Participation works best when each of the key interests — the stakeholders — is satisfied with the level of participation at which they are involved. Some may be happy just being informed or consulted. Others will want to be more involved in decision-making, planning and possibly in implementation. In this section we consider some key questions and issues related to stakeholder involvement in sustainable community planning.

## Who Should be Involved?



One of the challenges in community planning is to identify not only those whose interests may be affected, but also those who can provide information and good ideas to improve planning and those on whose commitment project success may depend.

The potential stakeholders, information-holders and idea-generators are many and efforts need to be made to ensure that their diversity is reflected in the participant group. This is usually far more important than involving large numbers. Well-designed participation programs will illuminate a broad spectrum of views and find areas of common interest and consensus among diverse participants.

## Potential Stakeholders

**Members of existing organizations** that are concerned with local issues or land use, such as:

- Local environmental groups
- Hiking, bicycling, walking clubs
- Boating, canoeing, kayaking, rafting groups
- Fishing or hunting clubs
- Local community service organizations such as the Rotary Club, Garden Clubs, 4H Clubs, and Scouts
- Public health organizations
- Land trust organizations such as The Nature Conservancy or local land trusts
- Condominium or housing development associations
- Church/religious organizations
- Parent teacher organizations
- Neighborhood economic development organizations
- Chamber of Commerce
- Social policy organizations
- Student groups at local schools and universities
- Local historical societies
- Environmental justice groups

**Professional organizations representatives including,** for example:

- Architects
- Attorneys and mediators
- Ecologists, biologists and other natural scientists
- Engineers
- Landscape architects
- Physicians
- Planners

**University Faculty Members** especially those in, for example:

- Natural Sciences
- Planning
- Architecture
- Public Policy

**Businesses** whose livelihoods may be affected directly or indirectly, including:

- Farmers and Ranchers
- Fishing and hunting guides
- Nature tour guides
- Horseback riding stables
- Resorts, local hotels, bed and breakfasts, campsites, trailer parks, hunting lodges
- Fishing or other businesses dependent on renewable resources
- Health providers
- Landscaping businesses and nurseries
- Real estate agents
- Developers and building associations
- Utility companies
- Industrial users of water
- Insurers
- Lenders banks, credit corporations
- Firefighters and emergency preparedness teams

**Members of governments** (local, tribal, provincial and federal), including, for example:

- Municipal Councillors
- Advisory Committees/Boards
- Local planning board members
- Regional planning boards
- Municipal water districts
- Departments of environmental protection, agriculture, fisheries and oceans, forestry, transportation, real estate, parks and recreation...
- Tribal councils

**Labor Unions and other workers associations**

**Private Landowners**

**Retired Seniors**

Adapted from Green Communities, EPA, December 1996

## **Who Should Be Involved?**

### **Some General Guidelines for involving community members in planning**

Consider the range of people who may be interested and/or may make useful contributions

Those most interested are likely to be those who have a “stake” in an outcome, that is, when:

- their daily lives may be affected
- they live or work close to the location of a project or activity
- they could be affected financially
- they could be prevented from some customary activity
- their values, beliefs or interests lead them to care about the impacts of a project or activity under consideration (Refer to list of potential stakeholders)

### **Seek representation of diverse views; avoid imbalances by being pro-active**

- Put in extra effort to include under-represented or hard-to-reach communities (the latter is especially important in regional planning)
- Extend specific invitations to those you would like to see participate
- Strive to overcome access barriers including economic (distant communities may have additional costs to bear if attending meetings requires significant travel), physical and language barriers
- Seek input from those who may be impacted both positively and negatively
- Include those who are likely to be supportive of a project/activity as well as those who are likely to be opposed
- Reach out to those located farther away from a project/activity site, not just the immediate neighbors of a project
- Ask participants who else should be involved (good way to find out if anyone is missing; also a good way of finding key contacts)
- Check representativeness of views. Often it is the louder, more confident individuals who tend to get involved and their views may not be representative of the whole community

### **Involve all sections of the community (ages, backgrounds, cultures).**

- People of different ages, background and cultures almost always have different perspectives.

### **Ensure that those who are most affected are aware of and have a voice (directly or indirectly) in the process**

- Actively seek out and facilitate involvement of those who may be directly affected; find ways to involve them or their representatives
- Seek out ways to work with those who express genuine concerns, especially those who may otherwise be marginalized in the process

## When should people be involved?

The short answer to this question is as *early as possible*. The earlier stakeholders are involved, the more opportunities you have to build respect and trust with and among stakeholders. Activities in which key stakeholders sit on the sidelines or become involved late in the process, rarely achieve objectives as effectively as when early participation is planned. When appropriate, involving stakeholders in planning the participation process itself is also a good idea.

Aside from involving people as early as possible, you should seek to involve them *whenever possible at various stages of a project*:

- Problem identification, exploration and definition
- Visioning ideal outcomes
- Policy guidelines development
- Establishing success criteria
- Project design
- Planning
- Implementation
- Monitoring
- Evaluation and Impact Assessment

## How can community members be involved?

The levels of participation outlined earlier in this chapter describe different ways community members can be involved in planning and decision-making. The form this involvement may take ranges from providing feedback, to participating in special workshops and planning events, to sitting on special task forces or advisory committees, to activities involving partnership or self-management. Planning for involvement is critical; see Section II for detailed information on effective participation planning. Information about actual tools and methods for involvement can be found in Section III.

## How many stakeholders should be involved?

The answer to this question depends on your objectives for participation and on your approach. Larger numbers can be accommodated by approaches where participation is rather nominal (refer to Levels of Participation earlier in this section); although not always the case, smaller numbers are more usual for most higher level participation approaches. In general, one could say that the maximum participation by the maximum number of people is desirable. That said, almost any participation is better than none (though feigned participation is worse than no participation at all), and the quality of participation is more important than the numbers involved. A well-planned high involvement participation event for a small number of people is usually more fruitful than a less well-planned, or a lower participation level event for larger numbers. If numbers of participants are limited, however, extra special care must be taken to representativeness of the group; failure here runs the risk of having your activity criticized as being too exclusive and not sufficiently representative of the community overall.

## The Individual Stakeholder/ Participant

People will want to be involved for a variety of different reasons: curiosity, protection of interests, altruism, fear of change, academic enquiry, financial gain, socializing, etc. In addition to these different motivations, each stakeholder will also bring a constellation of:

- Expectations
- Interests
- Positions on issues or images of what they would like to see

Attitudes towards other stakeholders,  
organizations and authorities involved  
in a process  
Resources and/or access to others  
with power or influence  
Personal characteristics  
Backgrounds  
Credibility  
Ability/skills to communicate  
with others and participate effectively  
Availability

### Agendas

Such individual differences have a number of implications for participant involvement. First is the difference in participant agendas; diverse interests and allegiances may pull people in different directions and there may be competing interests within particular communities. It is important to ensure that each individual participant feels that their views are heard and respected even if others disagree with them. Investing time in finding out what each party wants from a process and then negotiating a route across competing interests is key to achieving satisfactory outcomes.

### Roles

There is also a need to be sensitive to the fact that a participant will have resources and/or access to others with power or influence which can facilitate or mire a process. Defining participant roles is an important first step in the design and delivery of participation activities. Further, understanding the potential power and influence of each member outside the participant group can help manage and facilitate ongoing project work. The resources and influence an individual participant can bring to bear on a process can work for or against the aims of the work undertaken.

### Profiles

In larger participation processes, backgrounds, personality and skill differences present few significant problems. In more complex, highly interactive participation processes where individuals are more likely to be invited or selected to participate, however, individual personality, skill and credibility becomes more of an issue. Often there is a need for particular kinds of knowledge, skills and experience to be represented. Skills and styles which facilitate cooperative and collaborative work are often more critical for such higher level activities. This is particularly true if there is need for “experts”: the most expert person, if lacking an openness to new ideas and/or strong collaborative skills, will not be as effective as a somewhat less expert person with a more open attitude along with good group skills. Developing a stakeholder profile for each stakeholder that could be involved is a good idea when a particular constellation of knowledge, skills and other attributes is required for a specific participation activity. Stakeholder profiles can be assembled via direct discussion or by way of general inquiry of associates regarding experience and group work style.

### **Questions for Building a Stakeholder Profile**

What are the stakeholder's *expectations* of the activity?  
What *interests* does the stakeholder have which may align or conflict with the project?  
What *benefits/drawbacks* are likely for the stakeholder?  
What *resources* will the stakeholder wish to commit (or avoid committing) to the project?  
What internal and external *allies or persons* of influence does the stakeholder have?  
How does the stakeholder *regard others* in the participant list?  
What *other potential stakeholders* do they suggest?  
What *skills* does the stakeholder bring?  
How *available* is the stakeholder?



### Commitment

Participation in sustainable community planning works best if people are committed to it. Time spent winning over cynics before you start is well worthwhile. Individuals who are not convinced of the value or purpose of participation at the outset can be kept informed and provided with opportunities for engaging later on. Some people will participate actively, others will participate less actively or only occasionally and many will choose not to participate at all. That said, there will be times when high level commitment is needed. Specifying this need at the outset and spending time ensuring an individual is prepared to make higher-level commitments, is well-warranted. In the main, however, varied commitment has to be accepted. Everyone has their own life priorities. If they choose not to participate it may be because they are pleased to have others take on the task, they are busy with other things more important to them, or the participation process is either not appropriate for them or not sufficiently engaging. The latter is, of course, a signal for examining the approach being used.

### Volunteers

Finally, since participants are rarely paid to participate, it is important to pay attention to the “care and feeding” of participant volunteers. This can’t be stressed enough. (In fact, it is so important it was tempting to list food as “tool” under every letter of the alphabet in the tools list: always bring food, bring food, consider food and refreshments...). Participation activities usually occur after a long day of work or on weekends. Ensuring that participants are comfortable, recognizing they may already have put in a demanding day and/or are giving up precious time to contribute to community planning and finding ways to acknowledge, support and reward participants, are all essential. Attention to the care and feeding of participants is a small act that models concern for sustainability — within communities and within your participant group as well. Providing food and refreshment (coffee and stale Danish not included) during working sessions shows your caring, ensures participants have the energy reserves to continue and will gain you appreciations that may surprise you.

*The main difference between paid staff and volunteers is that if you want to manage volunteers effectively you have to do the things that you ought to have been doing with staff.*

— Steve McCurley



## Section II - Preparation Planning is Key : Overview

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*Experienced trainers and facilitators reckon that 80 per cent of the potential for success lies in preparing well before engaging with individuals and groups.*

It is important to have a plan for each public participation initiative. Careful planning and tailoring of a process to the objectives and circumstances of the situation are vital and deserve a significant investment of preparation effort. Many factors need to be considered such as:

What are the main objectives? Is it to develop creative ideas, or test out ones already developed?  
What is the timescale? Is there an immediate threat requiring an urgent response or is there more time to consider things?  
Who should be involved and at what stage?  
What methods should be used and when?  
What resources are available or can be found?  
Costs can vary immensely depending on the support in kind available.

Plans generated in response to these and other questions will be different for every participation project. Since planning is a non-linear activity, for any project, answers to one question may need to be modified by answers to other questions and the planning process will likely generate several plan iterations before a “final” plan is established. Then, even the best laid plans will face the need for changes during implementation as circumstances change or as new opportunities and challenges arise. While it is important to be as thorough and precise as possible in participation planning, prepare to be flexible enough to respond to unanticipated situations and changes along the way

In this section, ten steps in preparing for and planning a participation project are outlined. Included in this section are some pre-planning considerations as well as implementation and follow-up recommendations. Step 1 and most of step 2 should always be undertaken at the outset. Steps 3 and 4 should also be done early on although who needs to be involved and the level of participation may be somewhat modified by resources available. Step 5 is discussed briefly here but is more fully addressed in Section III of the manual. Implementing steps 8 and 9 is usually an ongoing process (especially in longer term participation projects) and may result in modifications to steps 6 and 7 along the way.

### Steps in Participation Planning

- 1 Pre-planning: A readiness check
- 2 Set objectives, scope and guidelines
- 3 Identify who needs to be involved
- 4 Choose the appropriate level of participation
- 5 Choose the appropriate tool(s)
- 6 Prepare a plan with a schedule
- 7 Resource the process
- 8 Set up evaluation procedures
- 9 Outline reporting and feedback procedures
- 10 Develop the “final” plan

### I. Pre-planning: a Readiness Check

At least two questions need to be addressed *before* starting to plan a participation project. Answers to the first question, “Is public participation appropriate?” will determine whether you will proceed. Answers to the second question, “Is the organization committed to participation?” are critical for ensuring your participation project proceeds as smoothly as possible and with the greatest chance of positive outcomes.

## Is public participation appropriate?

It has to be decided, as soon as the issues of the situation are understood, whether and in what general ways, a participative approach is applicable

to the challenge at hand. While public involvement is integral to sustainable development and it has myriad benefits, as described above, there are situations in which participation is appropriate and other times when it is not.

### Always when:

- It is a statutory requirement
- Long-term planning (e.g., social plan)
- Major changes in land use
- Changing use of a public space
- Environmentally sensitive projects
- Council is seeking input
- Decisions will impact people's daily live by altering:
  - neighborhood character
  - recreation facilities
  - streetscape (trees, landscaping)
  - Traffic or pedestrian movement
  - levels of service

### Usually when:

- Public expresses interest in having input
- Decision likely to be seen as significant
- There is actual or potential conflict, differences of opinion or dissenting views
- There is a need to build awareness
- You need help choosing between options
- The decision is highly value-laden
- You want to build community capacities

### Rarely when:

- Choices are limited or highly constrained
- There are very few options
- There is little controversy
- Clear consensus has already been reached
- Choices are technical and there is little room for influence based on values (e.g., turning radius needed for a fire truck)

### Never when:

- Your goal is only to inform or announce
- The decision cannot be affected
- The time frame and/or resources are too limited for meaningful input
- You're not sure what you want from the public
- You don't have support from Council to engage in public involvement in this case
- Other information needs to be gathered or decisions have to be made before public can provide thoughtful, relevant feedback

## Ensure organizational commitment to the participation process

For a public participation process to be successful, all those who have an affect on its delivery and outcomes need to be committed to involving the community. You or another individual may be the "champion", but are the other key convener roles covered? The following questions provide a check-list:

- Who owns the process within the organization? Is there more than one owner and if so how will this be managed? Who is ultimately accountable for the process?
- Who pays for the process? Who administers it?
- Are the senior officers and politicians prepared to make a public commitment and to be accessible to the participants?
- Who will have the final say over decisions?
- Who else is involved internally and are they committed to the process (e.g., technicians, communications specialists)?
- Is everyone involved clear on their roles and the "hats" they are wearing?
- How does the commitment of those who are driving the process measure up to the support or involvement expected by community interests?

These questions can be addressed at internal meetings which can develop support within your organization. Through these meetings or other communications, all the key players should reach agreement on the objectives of the process, how much authority is being delegated and to whom, the time frame for the process, and the level of support and resources to be made available. Senior authorities should sign off on these agreements. If those who are in positions of power to influence the end outcome (elected members, officers, developers, funders) have not bought into the process, it should not be initiated. Make sure your own organization is committed and can deliver.

To encourage ongoing commitment from your organization as the process evolves, use internally some of the techniques you plan to use externally. Produce communication materials in draft. Run workshop sessions. Encourage others within the organization to take ownership of the proposals, options or ideas and work them through informally with other interests.

### TIP: Expectations

As a participation leader/planner, expectations management is critical at the readiness stage and it will be a factor throughout the project. Be sure process and product expectations are clear from the outset and use these as a guide to keep participants "grounded" and on track throughout the process. Take care that participant expectations (for involvement, control, or likely outcomes) are appropriate and realistic or they will likely feel let down and may become hostile toward decision-makers later on.

### TIP: Elected Officials

Politicians - councillors, MPs - will be important stakeholders in any participation process. They are in the business of identifying different interest groups and balancing priorities. On the one hand they may be a stumbling block, concerned about challenges to their power and status. On the other hand they can be an invaluable source of contacts and influence. Like any other stakeholder it is important to see things from their point of view - to find what they are interested in, what they are seeking to achieve - and to get to know them informally. Try and judge their leadership style and work with them accordingly. You may get more done if you let them take some credit.

— Wilcox

## 2. Set participation objectives, scope and guidelines

Once you have determined that public participation is appropriate, ask yourself what you wish to achieve from the process and what you want to help others achieve. Clarify why it is necessary to involve other people. You also need to determine the scope or boundaries of the task: what is fixed, and what is still open?

Establish cross-linkages Describe nature and scope Clarify objectives Determine public influence potential Identify constraints and limitations
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To ensure that the public has appropriate expectations regarding the public involvement process, clearly communicate your results for each of the following five considerations at the outset and at stages during the process:

*Identify and/or establish linkages* between your public involvement program and other policies, programs or activities of your organization/ agency/government. This will ensure any possible efficiency in coordination can be maximized and confusion is minimized.

*Describe the nature and scope of the pending decisions.* Distinguish the decisions that will be informed by the participation process from those that are beyond its scope. (A lot of time can be wasted in discussion of issues outside jurisdictional control.)

*Clarify the objectives of the public involvement process.* Make sure that all those involved in driving the process clearly understand the objectives of the process and that they are able to communicate those objectives to participants.

*Determine the potential for public influence on the decision.* Be clear on what it is that can be influenced by input from the public. Make sure that all parties clearly understand and accept their potential role(s) and the level of participation on offer.

*Identify other constraints/limitations* on the public involvement process. Be sure that the participants understand the constraints on the process: what it will or will not achieve for them.

As you answer these questions for the public, it will also help those involved in designing and guiding the process to establish the foundations for other aspects of the participation plan, such as who should participate and what techniques to use. While you should be clear about objectives before launching the public involvement program, be open to refining or revising your objectives in response to consultation with the public; any changes must be explicit and communicated to all involved.

### 3. Identify who needs to be involved

#### *Stakeholders p.12*

In sustainable community planning, representation of diverse views in the participation process is necessary in order to facilitate development of effective planning outcomes and to garner support during implementation. Early and ongoing involvement of key stakeholders also helps to build community capacities and is a key step in longer sustainable community planning and development.

#### **Who needs to be involved?**

Ensure affected parties have a voice in the process

Consider the range of people who may be interested or make useful contributions

Seek representation of diverse views

Involve all sections of the community

Consider:

- existing organizations concerned with the issues
- businesses in the area under consideration
- professional and academic contributors
- governmental staff and politicians

First and foremost, those who are most likely to be affected by planning decisions must have a voice in the process. A wide range of other “publics” — existing organizations or citizen groups concerned with planning-related issues; businesses in the area under review; professional organizations and academic communities — may also be interested and/or make useful contributions.

Including representatives of these groups should be given serious consideration as they often contribute invaluable expert and professional expertise and insights to the process.

It is with these potential (outside) stakeholders that thought about who needs to be involved often stops. As a result, only one, possibly two, members of the city or municipality seeking public participation actually become directly involved in the participation process. Earlier, in the readiness section, a number of questions were raised to highlight the need for those inside the organization to be “on board” and clear about their roles. While this is an important initial step, neglecting “insider” participation in the public involvement process itself can result in some unwelcome surprises and extra work at the end of the participation project.

Efforts must be made to identify and encourage participation by people inside the organization (and outside the planning department) who are likely to have roles in ratifying or implementing recommendations generated during the participation process. Substantial learning usually occurs during public involvement processes; it should not be assumed that insiders “already understand” what the public does not, or that they will “automagically” grasp the nature of deliberations underlying comments and recommendations resulting from the participation process. Creating and maintaining a sustainable community requires the development of new strategies and the forging of new kinds of relationships. The more that insiders (e.g., planners, policy makers, regulators, municipal engineers) are included in the participation process, the more likely the organization’s own learning and capacities can be extended and the more smoothly will planning and implementation likely proceed.

## 4. Choose the appropriate level of participation

### Levels p.24

The number of people that are to be involved, resources available (internally and externally), the stage of involvement (problem identification, project design and planning, implementation, monitoring) and the goals to be achieved through participation, all influence the choice of “level” of participation.

Many participation projects will include different levels of participation at various stages of the project. Not everyone will need or want to be involved in every issue at every level and at every stage. Review who the key interests are and determine what level of commitment and participation is appropriate for each.

Since participation projects often do include multiple or overlapping levels of participation, it may be easier to think of the types of activities you intend to engage. The following figure

provides a continuum overview of interaction/ involvement, number of people involved, type of activity and levels of participation. Activities representing higher levels of interaction/ involvement will incorporate and build on activities at the lower end of the spectrum.

### Choosing Participation Level

Consider:

- goals to be achieved
- number of people to be involved
- resources available
- stage of involvement

Recognize differences in participant interests and commitment

Review key interests and the level of participation most appropriate for them

Build in different levels of involvement responsive to different stakeholder needs and interests

	Lower-----Degree of Interaction/Involvement-----Higher					
<u>Activity Type</u>	Information	Consultation		Shared Decision-Making		Empowering Action
<u>Level</u>	Information	Citizen Feedback	Consultation	Consensus-building	Joint Planning & Decision-making	Partnership & Risk Sharing
						Citizen Control & Self management
	Higher-----Numbers Involved -----Lower					

## 5. Choose the appropriate tools/techniques

As with other planning decisions, choice of tools/ techniques will depend on a number of factors including decisions made at previous steps of the planning process, the time and resources available, and the particular style of preference of the practitioner. A vast number of tools and techniques

are available. Some tools will work well in some situations and not as well in other similar situations; they may work well for one group or practitioner, and not so well for others. Participant involvement in selection of tools and approaches can often be helpful and should be considered as appropriate. In the end, experience is the ultimate guide. Section III of this manual provides further detail on tools, their appropriateness for use and resource needs.



## 6. Time and Timing: Prepare a Schedule for implementation

*Everything takes longer than you think  
- even when you know it does.*

When you get down to scheduling in your plan, remember that collaboration, getting information out, learning and listening to participants takes time, so be sure to build enough time into the participation process to do it properly.

### Time and Timing: Single Meeting (example)

6:45	Room Set up
7:00	Welcome & Participant Check-in
7:10	Overview of the Meeting
	a. Policies still to be addressed
	b. Issues requiring further attention
	c. Small Group Work
	d. Report out, next steps, next meetings
7:15	Report (a) and Initial Discussion (b)
7:30	Small Group Work
8:45	Small Group Report back
9:00	Next steps planning
9:25	Check-out and closing remarks
9:30	End

The complexity of the scheduling task will vary according to the nature of the participation process you are planning. Single meeting plans are relatively easy; broader, ongoing participation plans require a good deal of thought and consideration in advance.

### Taking time saves time.

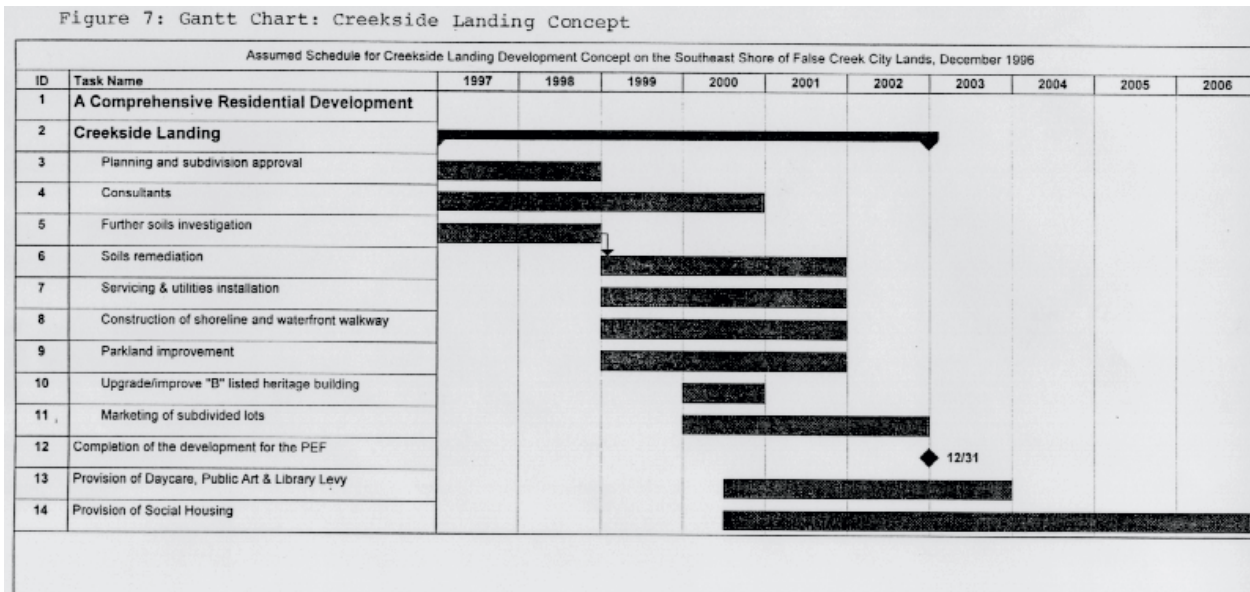
Think of all the tasks to be completed. Then think of all the other tasks that need to be completed in order to get these tasks completed. Now figure out in what order they need to be accomplished

and how long each will take. Determine who needs to be involved in completion of tasks and/or who will be impacted by them. This is especially important for extended purposes. Be sure to get input from other parties who may be involved and ensure they are “on board” in terms of delivery on their areas of responsibility and action. Participation takes time, but it also needs deadlines. Establish deadlines as important milestones in the participation process. Remember to build in time for surprises, contingencies and potential changes in planning along the way.

### Complex Participation Plans

- 1 Draw a horizontal line on a piece of paper and mark it off in blocks of time (hours, days, weeks, months). The first mark is NOW and the last mark is the completion date.
- 2 Identify main events like meetings, publications and Council Decisions as “milestones” in the process and position them as on a time line.
- 3 Work out the subsidiary tasks to achieve the milestones, including which must be started before or after others.
- 4 Draw new lines underneath your main line to indicate the length of time to complete each of the tasks with start and finish marked.
- 5 Allocate responsibilities and timing for action for each task and milestone. Make sure everyone involved is informed about the time plan; follow-up to ensure everyone takes action as appropriate.

NB: Project management software is available to assist in charting (and tracking) your plan and can be very useful if you have some familiarity and comfort with it.



## 7. Resource the Process

### Benefits p.7

Effective participation takes time and costs money. The time and costs of involving the community effectively, however, are more than offset by the savings and benefits that accrue from a quality outcome that increases the ease and effectiveness of implementation. Over-tight budgets lead to cutting corners and usually to less than satisfactory end-results; in some cases, they can create other problems (frustration, disillusionment, lack of future support) that hamper or undermine the potential benefits of public involvement.

### Identify Resource Needs

The resources needed for some participation activities can be quite minimal: a room, flip charts, refreshments and some handouts. Other activities, such as special workshops and design charrettes for example, require specialized expertise and investment in materials development and production and are more resource demanding.

### Resource Planning

- Identify resources needed, such as:
  - Staff resources
  - Administrative resources
  - Specialized expertise
  - Information and research (production &/or assembly)
  - Materials and equipment (handouts, flip charts, pens, overhead projectors)
  - Meeting space and refreshments
- Identify possible resource contributors
- Be sensitive to possible political ramifications of contributions
- Acknowledge resource contributions

Making a detailed list of the human and material resources required and providing cost estimates for each, is a critical step in planning. In addition to providing a guide for use in subsequent development and implementation of the participation plan, the resources detail makes transparent the investment being made in public involvement processes.

Acquiring resources and funding is the next challenge. Ideally, the budget made available by the proponent will be sufficient to assure that all the desired resources can be obtained; in reality, however, budgets are limited and they set constraints on what is possible. It is true that participation processes require time, money and other resources. It is also true that some processes cannot proceed without the funds necessary for acquiring special skills or other resources. Before abandoning a plan as "too costly and resource intensive", however, consideration should be given to alternate participation approaches (this is where resource and approach planning is iterative) and to other possible resource contributors.

### **Stakeholder Contributions**

#### *Seek out "no charge" resources*

While each project generally has a primary proponent, stakeholders often have interests in its success. Being seen to support a public involvement process is often a good strategic approach for stakeholders. This fact is key to public participation planners trying to implement the best involvement plan possible for the least cost. Many stakeholders will often contribute resources to a participation project at little or no cost. There are several considerations and steps in the process of multiplying your available resources at little or no cost.

*What could stakeholders offer?* Following a clear identification of what is needed, the planner should consider the key stakeholders that are involved in the project (both directly and indirectly). Many stakeholders will be able to contribute something: free expert advice, volunteer resources for a range of activities (note-taking, preparation of minutes), a meeting room, refreshments, etc. After a first cut at the fit between needs and possible contributors, consider resources which are needed but which the inner group of stakeholders cannot provide. Then think of some other organizations which could

provide these and consider whether or how they could become involved. This approach can lead to opportunities to involve others who may not have been identified for involvement initially and result in additional win/win opportunities. In all cases, the best way to identify fit between contributions and contributors lies in finding what a stakeholder can offer and matching it with not only what you need, but also with what the stakeholder might "want" to offer - something which will help them meet their personal or organizational objectives.

#### *Protocol and Politics*

*Protocol.* Some resources can be asked for easily (e.g., flip charts or non-profit event advertising in local media); others, such as money, professional expertise, or staff resources, are more difficult. When asking for significant resource inputs, letters from senior officials and detail regarding the participation objectives and plans are well warranted. Whatever the resources being sought, be careful not to ask too much of any one stakeholder or they may resent the burden later.

*What about the "politics"?* Before approaching any stakeholder, consider the politics of asking them for resources or having their "names" associated with your project. It is also important to note that the reputation and credibility of "sponsors" or supporting participants will rub off on how your project is seen by others - especially the media if they are involved.

*Commitment.* Contributing to something is an indication of commitment. An appropriate contribution system whereby stakeholders can contribute resources in support of a public involvement process can trigger a greater sense of investment and desire to see the process succeed. It is important to note that with that investment may come an increased desire to be more involved in decision making around the process; senior decision makers within each contributing organization may become more concerned about the aims, plans and outcomes of processes with

which their names are associated. Care must be taken to ensure that in sharing resources, both those contributing and those receiving resources are not unduly encumbered by the relationship.

#### Ongoing Contact

*Communication.* Whenever stakeholders are contributing resources to a process, it is essential that communication lines be kept open. Communication demonstrates respect and gratitude for the resources contributed and will help build and maintain the relationship; a lack of communication may send a signal of lack of gratitude or of “taking the contributions for granted.” Further, since involvements and politics tend to change during a project, it is important to ensure all organizations involved in contributing to the process are kept abreast of changes so they do not feel “blind-sided” by hearing about the changes from a third party.  
(See “Effective Communications” page 32.)

#### Recognition

*Recognition.* Publicly recognizing the contributions of individuals and organizations is both gracious and respectful. The recognition can come in many ways: certificates, named as contributors in reports, public acknowledgement at celebration events. Whatever the means, acknowledging contributions is an important part of maintaining and building support for working relationships now and in the future.

## **8. Evaluation**

Every public involvement process should be evaluated, both during the process and on its conclusion. Evaluation criteria should be chosen to reflect the objectives of the process, general principles of involvement, agreed-upon guidelines, and the tenets of sustainable development. Other bases for evaluation may include the degree to which it lead to a “better” decision, the extent to which it engaged those who were identified as prospective participants, its efficiency and how well it satisfied those who got involved.

Building in feedback mechanisms for reflection and appraisal *during the process* ensures that any adaptations that can improve the process can be made along the way. Feedback can be obtained formally by way of feedback from at the end of public events and workshops and/or informally at the end of each meeting in a series of meetings. The latter can be accomplished easily by building in a few minutes at the end of a meeting for a quick “check” on how satisfied participants were with the meeting; how they are feeling regarding next steps in relation to the overall participation plan and objectives; and if they have any wishes or suggestions for changes for future meetings.

*At the end of the process*, evaluation provides a way to take forward the lessons learned into subsequent involvement activity. Ensuring systems are in place for clear documentation of planning and decision-making along the way allows for more efficient tracking and review of the process both during and after.

#### **Why Evaluate?**

Collecting information about how things are done and assessing the results helps us understand how community initiatives develop and offers lessons from which others can learn.

Providing ongoing feedback can improve sustainable community planning and development by encouraging continuous adjustments of programs, policies and other interventions.

When evaluation results are reported, people who haven't had a voice may gain the opportunity to better understand and improve local efforts.

Finally, evaluation can help hold groups accountable to the community and to those who provide funding. It can also help hold funders accountable to the communities that they serve.

## 9. Reporting and Feedback Mechanisms

*Public participation includes the promise that the public's contribution will influence the decision; the public participation process communicates to participants how their input affected the decision.*

### What, How, When and To Whom

Decide at the outset how information and input received will be recorded, documented and distributed. At minimum the participation plan should include information about what information will be reported, how, when and to whom. For extended participation projects, input should be summarized and distributed to participants for their review and feedback between meetings. Summary reports also provide a record of the process itself.

### Process Participant Input

For the participant input to be useful to various planning and decision-making activities, the many views and ideas emerging from the participation process have to be assembled, summarized and analysed. Various techniques can be used, from qualitative to quantitative, highly technical to broad brush, using weighting systems, content analysis, etc. Areas of disagreement should be reported, even if consensus was the dominant process.

### Make Info Useful for Decisions

After the input is analyzed, it needs to be integrated with other information pertaining to the project such as information on financial or technical constraints or existing policy or regulator information. Depending on the nature of the participation activity, much of this information may have been made available to participants and considered

during the participation process. In any case, providing participant input in the context of other relevant information will help to highlight areas of accord or discord and may reveal avenues or options not previously given full consideration. In most government organizations, the results of the analysis will also need to be communicated to senior staff and to elected representatives either by way of formal presentations or formal reports. Unless there are well-considered reasons for not doing so, the participants and other members of the public should also have access to these reports.

### Communicate How Input Affected Decisions

Once decisions are made following a public participation process, they should be reported to the public and particularly to those who went to the effort of getting involved. Too often participants get the impression that their input has no effect because they never hear back from public involvement organizers after the end of the process. Reporting back on the final outcome and how input was used closes the circle of meaningful involvement. People who are affected by the decision(s), even if they were not involved in the process, should also be informed of the results.

### Provide Opportunities for Public to Implement Plans

Ideally, actions stemming from decisions should be taken within a reasonable time period after the completion of the public participation process. Many participants remain interested during the implementation stages and want to be kept informed in the longer term; some participants will also welcome opportunities for more direct involvement in project implementation and such opportunities should be provided as appropriate.

## 10. The “Final” Plan

Once all the prior steps 1-9 decisions have been made, it is time to prepare the final plan. Notes on the backs of envelopes will work fine during the design and development stages, but a formalized plan is an important tool for public involvement projects. The Plan can be used (in whole or in part as appropriate) as a guide to keep you on track; to inform participants and others about the project; and as an accountability mechanism for end of project evaluation.

### The Participation Plan

Objectives, Scope and Limitations  
Description of Audience  
Participation Methodology  
Schedule for implementation  
Milestones or benchmarks  
Resource Detail (budget, supplies, etc).  
Reporting and feedback mechanisms  
Evaluation procedures

The final plan should include:

#### *Objectives, Scope and Limitations.*

A description of what you are hoping to achieve within what kinds of boundaries and constraints. What is “off the table” should also be defined along with reasons for excluding certain issues for consideration (e.g., beyond jurisdictional control).

*Description of Audience.* A description of the audiences, publics, stakeholders that should be involved and their various roles in the process.

*Participation Methodology.* An outline of your involvement approach as well as details of tools and techniques, event planning and management.

*A Schedule* for implementation which accommodates the needs of participants and the needs of decision-makers while getting started with public involvement as early as possible, should include deadlines, and a consideration of your “critical path”.

*Milestones or benchmarks* associated with objectives, to mark and evaluate progress should be highlighted.

*Resources.* A detailed list of resources needed for various components of the project including supplies, equipment, specialized expertise, technical support and budget.

*Reporting and Feedback.* A description of the what, how, when and to whom plans for reporting and feedback.

*Evaluation.* An overview of how the project will be evaluated both during and at the end of the process including definition of success criteria and documentation procedures.

## Implementation and Follow-up

*“Go for it!” This is the phrase used most by people who have experienced community planning when asked what their advice is to others. You are bound to have doubts but unlikely to regret taking the plunge.*

— Urban Development Quarterly, 1998

Once the final plan is approved, it's time to capitalize on all that planning and launch the participation process. Monitor progress and adhere to your plan by paying attention to milestones and reporting schedules. Balance the need for continuity with the need to adapt along the way. Document your process clearly and keep organized records. Use periodic review sessions to maintain momentum. And have fun!

When the project is complete (or even on the way for long term projects), there is one last follow-up task. While the least onerous, it is one that is often neglected: celebrate and reward participation. At the very least, send a letter of thanks to those who invested their time and effort in the involvement process. Ideally, invite them to a ceremony or celebration at which evidence of the impact of their input on decisions can be demonstrated. Showing appreciation helps to build ongoing, positive relationships and further motivates community members to own the results and build on the positive outcomes of the process.

# Section III - Participation: Tools and Techniques

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## Overview

*There's no better way to educate people than to get them involved*

In sustainable community planning, the usual public information meetings and rule-based systems of prescriptive codes and regulations are giving way to more participatory, collaborative and consensus-based processes for determining priorities and negotiating agreements. These processes bring diverse sets of people (and their often competing values, interests and priorities) together to obtain mutually acceptable designs and decisions regarding activities and land uses in their communities. At the neighborhood scale, this often takes place via highly focused and interactive working sessions through which citizens, land owners, developers, consultants and public officials exchange and trade-off ideas, aspirations and agendas for specific plans or projects.

The quality and ultimate success of participation activities depends on techniques and methods that effectively promote understanding, communication and negotiation among multiple perspectives and interests. The most effective tools are those that augment interactive exchange without intruding into conversations. Such tools help participants see, understand, remember, quantify, analyze, compare, collaborate and communicate with each other more clearly, more accurately, more efficiently and with greater complexity. Information, while not qualifying as “participation” per se, nonetheless underlies all participation activities. Information must be sufficient for informing participants about decisions or plans; must not exceed the needs of the project or the abilities of participants in either volume or technicality; and must be understandable to audiences of diverse interests, backgrounds and working styles.

This chapter gives consideration first to those **tools that are essential** to any participation process. Information and communication technologies are given special attention. Additional tools and methods that are **especially important** for sustainable community planning (and may or may not be important in other kinds of participation processes) are then highlighted. Together this set of tools should be considered foundational for community involvement in sustainable community planning.

Following discussion of these foundational tools, the section presents a “**toolkit**” to help with the selection and appropriate use of various tools. Guidance for selection of appropriate tools is provided within the toolkit by way of **short sheets** which describe different participation activities (information giving, consultation, shared decision-making, etc) and list tools appropriate for each. From the continually evolving set of participation tools and methods, approximately 150 have been selected for inclusion in a participation “**toolbox**.”

It must be emphasized that participation requires careful planning and often significant skill and experience; participation methods are not quick-fix tools for success. Participation is also not a one-off input into a project; rather it is a process that evolves through a series of stages according to the nature and purpose of a project. Since every situation is unique, it is not really possible to provide a step-by-step guide to selection and ordering of individual tools/methods that will work in every context. There should be a logical sequence of actions and events, however, and the final section of this chapter provides a series of **scenario maps** to illustrate the ways various tools and methods can be appropriately used and sequenced during a project.

## Essential Tools

### For all Participation Projects:

#### Effective Communications

Information is a basic requirement for understanding and appreciating the complexity and multi-disciplinary nature of planning. Information must be clear, concise and understandable by a range of people who will likely differ in perspective and in their relative knowledge of issues or participation processes. Information about municipal processes and planning projects helps to ensure people are aware of the “what and when” opportunities for participation. Information about different perspectives of various stakeholders helps increase understanding of the factors involved in decision-making and may help counter-act “misinformation” that may be available from other sources. Documentation of municipal processes and the various steps and stages in a planning process is critical as it allows everyone to trace the planning process and shows how sustainable community design and planning principles are applied to improve outcomes. And the more complex or important a participation process, the more ways that are needed to get the message out to and in from participants.

#### *Essential for all Participation Projects*

Effective Communications  
Visualization

#### *Special Considerations*

Computer-based Tools  
The Internet

#### *Important for Sustainable Community Planning*

Visioning  
Consensus-building  
Consultants and Facilitators  
Greening Meetings and Events

*Communicate early and often.* Ensure there is sufficient advance notice of participation opportunities and make relevant materials available to all participants as early as possible.

Be sure to describe the involvement methods in a way that accurately reflects the intended format. For example, don't call a workshop a public meeting or vice versa. For processes that include ongoing meetings or other related activities, be sure to provide event summaries and reminder notices of next meetings.

*Education.* Look for ways to build learning into various communications — a municipal newsletter, community newspapers, etc. Describe what the City/District does and why, including how decision-making occurs. Highlight opportunities to become involved in community decision-making and planning. Provide contact information for relevant people. Profile the nature of issues and related issues within the planning or policy-making context.

*Keep people informed about participation processes underway.* Regularly reiterate the purpose of the participation process, its scope, objectives, schedule, decision milestones, progress to date and next steps. Provide information about how people can contribute to the process.

#### Guidelines for Effective Communications

Communicate early and often.  
Integrate communications and education about public involvement.  
Keep people informed about the public involvement program itself.  
Let people know what others are saying.  
Provide high quality information so that participant input will improve plans and decisions.  
Make the information clear and concise.  
Be able to respond to requests for information effectively and efficiently.  
Ensure that all prospective participants have equal access to information.  
Use appropriate, multiple means of communication to make it as easy as possible for people to get informed and/or contribute.  
Set up a system for recording and managing input.

Adapted from City of North Vancouver Public Involvement Program Guidelines 2000



*Let people know what others are saying.* Make complete records of meetings and events accessible and report back to the community at large at regular intervals. Distinguish information obtained by source (community members, advisory group, consultants).

*Provide high quality information.* Ensure information is sufficient to keep the process transparent. Address relevant policy and procedures and their relationship to past or current initiatives. Describe options or approaches and their respective advantages and disadvantages.

*Be clear and concise.* Use plain language free of technical or legal jargon. Provide different levels of technical detail to respond to diverse participant interests and backgrounds.

*Organize to be responsive.* Ensure relevant staff are informed about participation events so that they can respond to requests for information quickly and can also offer other relevant information beyond what may have been requested specifically. Maintaining a historic record of progress to date along with foundational documents is very helpful. Establish communication links across departments so that all departments are informed and can contribute to decision-making more effectively. Be sure that information is available in specific locations so that people do not feel they are running around.

*Equal Access and Ease of Access.* Organizing to be responsive (above) is one step toward providing reasonable opportunities for those who may be interested in becoming involved to obtain relevant information. Also important is having information at the right level to counter-balance differences in participant knowledge. Other accessibility issues like wheelchair access, access by those with hearing or vision difficulties and ensuring information is available in appropriate languages may seem obvious but are often neglected.

Timing and scheduling of events and meetings is another accessibility issue: some people will be able to attend at any time (and may even be paid by employers for their involvement) while others may only be available outside of regular work hours. In some cases, especially if participation requires significant time or travel (as in regional planning for example), providing funding, transportation or child-care services for those who would not otherwise be able to attend meetings must also be considered. How you handle such accessibility issues communicates important messages to the community about your values and priorities.

*Multiple Means.* Make good use of existing channels and networks for communication but don't use them as the only channel for communication and involvement. Use the media (newspapers, radio, TV) regularly to provide general information to the public at large. Use other means such as bill stuffers, special notices and letters to stakeholders most likely to be directly affected by decisions or plans underway, kiosks, etc. Provide information at places where people go regularly — markets, community centers, libraries. For participants, tailor the form of communication — “snail-mail”, email or Web-based communications — according to participant preferences.

*Manage and Document Input.* Decide at the outset how you will record, document and distribute information about input received from various sources. For example, recording and/or documentation may be by way of summary notes of meetings, verbatim transcripts, transcribed flip chart notes. Distribution may include reporting back to stakeholders, decision-makers and the general public.

## Visualization

A great deal of poor development and hostility towards good ideas is due to people not understanding what is intended. In meetings where discussion is the primary medium for communication, there may be far too much reliance on “images in your head”; images which may leave out or exaggerate details, or focus on worst-case scenarios. People can participate far more effectively if information is presented visually rather than just in words. Use graphics, illustrations, drawings and models wherever possible. Capture the decision-making process and make it visible by using flip charts, mind maps, post-its and colored dots.

Post-its  
Priority flags  
Snapshots  
Collages  
Aerial Photos  
Photomontages  
Special Features  
Scaled Plans  
Blueprints  
Overlays  
Street Maps  
Land use Maps  
Elevation Maps  
Site Plans  
Sketches  
Renderings  
3D-models  
Bar graphs  
Pie Charts  
Diagrams  
Simulations  
Animations  
Video  
digital imaging  
...

Whereas many planners and design professionals carry a familiar set of useful and instructive images and measures in their memory, most non-professionals do not. Architects and landscape architects, for the most part, tend to communicate by drawings, plans and sketches, often on plan overlays. Others, such as engineers, developers and planners tend to participate via numbers, tables and diagrams. Still others are engaged more by speaking, writing, hands-on demonstration and modeling. The challenge is to cultivate strategies that bridge this mix of information, communication and working styles. Strategies that combine representational approaches are very desirable. For example, formats that combine numeric, textual and graphic information together are more likely to communicate to a diverse audience. A density grid over an aerial photo, for example, provides a visual aid to the relationships between people and land use.

Given the complexity of sustainable community design and the diversity of disciplines and people involved, redundancy is a virtue. Representing similar content not once but several times in different forms and formats (numeric, textual, graphic, animation, for example) helps to ensure information is well-communicated to different participants and provides a variety of perspectives that may prove enlightening to all participants. Any detailed discussions about urban form are significantly enhanced when using photographs of the actual places under review. Include local and regional examples of buildings and site designs, for housing, commercial, civic and industrial land uses as well as examples of parks and street systems. Examples such as these help participants explore variations, combinations and trade-offs that they might not otherwise consider. With imagery and numerical information such as lot and building sizes, density, parking spaces, development costs, energy usage and environmental impacts, participants can make better-informed choices from among alternatives under discussion. Photographs, models and other images enrich discussion — and lend some fun to the planning process.

## Some Special Considerations

Recent developments have seen a massive increase in the number of practical computer applications including those available via Internet. For example, there are now a large number of Web sites around the world offering information on GIS, data, software and applications; some offer the user direct access to GIS packages for use with first, second or third party data sets. What we call “community” used to be limited to people in the same physical space who engage in face-to-face dialogue reflecting mutual concerns and interests. Today, neither “community” nor dialogue is constrained by geographical place. How can information and communication technologies increase education and enhance involvement in sustainable community planning?

## Computer-based Tools

Current and promised computer-based tools are very enticing and seductive. Computer simulations can compress time and enable participants to visualize the cumulative impacts of possible changes. For example, in response to different variables and preferences suggested by participants, the growth outcomes of alternative scenarios can be projected years ahead. Other tools enable participants to see preferences or recommendations translated into design options in a matter of minutes or hours. Two and three-dimensional images can be linked with databases and spreadsheets whereby impacts and possible vision plans can be easily visualized and assessed.

*Information and communication technologies can underpin and aid the activities taking place within a community, but they do not replace them and are no substitute for them.*

— Peter Day<sup>2</sup>

Various proprietary tools survey citizen preferences via paired option techniques, tabulate results quickly and provide a foundation for developing consensus. Other tools track various kinds of performance or livability indicators such as housing density, employment, service levels, facilities access, mobility, land use, tree cover, and safety. GIS tools display multiple layers of information which can inform participant choices and then build up several scenarios or proposals based on subsequent choices made. Today with more easily available data sets and more user-friendly interfaces, GIS tools are starting to overcome the accessibility, technical and high start-up cost barriers for which they were criticized in the past.

While computer-based support tools offer benefits in terms of quality, coordination and depth of information, digital formats have two distinct disadvantages. First, to be useful in public workshops, computer-based tools must serve audience sizes and viewing distances different

*Community requires public dialogue and deliberation, not information. Information is essential to public debate, to be sure, but it is only meaningful when tied to purpose, and only the community can give it purpose.<sup>3</sup>*

— Howard Frederick

from those of a single user and desktop for which most are designed. Second, and perhaps most importantly, working with the tools tends to be an individual rather than a collaborative group task. Further, many people are computer-phobic (or at least resistant); given the potentially alienating affects of “tech awe”, relying on computer-based tools over more direct, creative, hands-on processes would not be wise. Computer-based tools can serve information and decision support functions but should be considered as only one of several tools that can be useful for providing visual and technical information. At most, skilled operators can work alongside a participation activity, recording and supplying information upon request, but should remain on the fringes. (In our experience, even when such arrangements are made, in active participatory processes, computers tend to sit idle.)

## Internet

Internet has emerged as a significant infrastructure for information display and retrieval and appears to have considerable potential in multistakeholder situations

for extending information sharing, learning and collaboration. This new medium allows faster delivery and a more adapted technical information in a variety of sectors; overcomes restrictions of geography and time; can expand involvement to people who are traditionally under-served or under-represented (particularly in rural areas); allows people to express more articulated views or provide extended comments than most participation events can accommodate; and helps spread “best practice” information and experience.

Email  
Emailing Lists  
Listserves  
Bulletin Boards  
and Discussion  
Forums  
Chat Rooms  
Local Web sites  
WWW sites

Initial studies investigating the potential of Internet for community-building suggest that it can help to knit together diverse community members, provide expanded access to information about local government initiatives, stimulate learning, foster lateral communication among and between citizens and enhance participation in general.

#### **Internet & World Wide Web Advantages**

Many-to-many communication  
Everyone a potential information publisher  
Opportunity for broad-based participation  
Opportunity for bottom-up feedback  
Ability to sustain, broaden and enrich relationships  
Hyperlinked information and communication structure

There seems to be general agreement that email (one-to-one transmission of messages that might otherwise be delivered by voice or fax or post) is useful. E-mailing lists and listserves allow members of an interest group to subscribe to a central email address and then receive messages posted by any member. (Over-enthusiasm here may mean you'll need increase the size of your inbox!) Discussion forums serve a similar function but messages are kept at a central address on a website; this protects against mailbox clutter but does require participants to consult the Web site regularly to maintain currency. Well-designed Web sites provide a central information hub that can easily be updated. Sophisticated Web sites provide opportunities for participants to provide inputs online and issues-related feedback and comments can be updated automatically. Overall, the internet, together with the World Wide Web,

*allows us to "slice and dice" ourselves up into a multiplicity of identities and find commonalities with others. These commonalities are important for both local communities and communities of interest — and allow them to complement one another.*

— Terry Grunwald<sup>4</sup>

We can expect that creative use of Internet and Web-based tools, combined with appropriate facilitation methods, will make a significant contribution towards further enabling citizen participation in community planning. At minimum, email and a well-designed Web site should be considered as part of the participation toolset. The challenge, of course is to make the most of the potential offered by various information and communications technologies and apply them in the real world. The only way to find out what does and does not work is to try it.

### **Important for Participation in Sustainable Community Planning**

The following tools are useful for various kinds of participation processes but they are particularly important for sustainable community planning.

#### **Visioning**

A tool to establish needs, desires and aspirations, visioning is an absolute must for virtually any planning project for both political and practical reasons. Visioning exercises encourage people to create pictures or stories of what they want and reveal both core values and preferred approaches and outcomes. In this capacity they are very useful in identifying shared goals and areas of consensus. As both process and outcome, visioning helps draw people together around a common purpose, inspires others to get involved and provides a reference point and focus for discussing alternatives and checking on progress. When citizens, planners and politicians are in common agreement at the outset, subsequent steps and decisions are likely to proceed more smoothly than might otherwise be the case.

In a typical visioning exercise a facilitator asks participants to close their eyes and imagine they are walking through their neighbourhood as it should be fifteen years into the future. What do they see? What do the buildings look like? Where do people gather? How do they make decisions? What are they eating? Where are they working? How are they travelling? What is happening on the street? Where is the centre of the neighbourhood? How does greenspace and water fit into the picture? What do you see when you walk around after dark? People record their visions in written or pictorial form; in diagrams, sketches, models, photographic montages and in written briefs. Sometimes a professional illustrator helps turn mental images into drawings of the city that people can extend and modify.

From: Citizens Handbook: A Guide to Building Community in Vancouver. Charles Dobson, Vancouver Citizen's Committee. 2000.

Creating vision statements takes time and work and the visioning process usually occurs over several meetings. However, initial visions can be sketched in as little as two hours; more detailed visions can be articulated in a one-day workshop or over a series of meetings. Two examples of visioning exercises — a two hour plan and a full day plan — are sketched on the following pages. Which one you use depends for the most part on the time you have available. You could also choose to do a short two hour exercise and later expand the visioning exercise with a full day workshop.

**Sample Visioning Meeting: 2 hours**

*Best with no more than about 25 people. With the use of other tools and a process design consultant, this can be adapted for use with much larger groups.*

**PRIOR to meeting:** Invitation, information brief (including purpose of meeting, explanation of what will be done with outcomes and follow-up plans) and meeting agenda sent out to participants in advance; copies available at meeting. Prepare a list of confirmed participants (name, affiliation as appropriate) for distribution at meeting.

**AT MEETING:** Have at least a couple of flip charts. Arrange chairs in a circle; no tables (they function as barriers). Have refreshments available: coffee (from sustainable harvest of course), tea, juices, water, fruit, cheese and crackers.

Initiation

~10 min Welcome and brief statement of purpose plus overview of meeting plan.

15-30 min Participant introductions. Avoid traditional name/role/organization type introductions. Instead, ask participants to give their name and provide more meaningful information. Chosen appropriately, questions to illicit such information can actually kick-start the meeting while also providing everyone with better insights into the participants. You might pick one of the following:

- say something about why you wanted to participate in the visioning meeting
- what kind of contribution you'd like to make
- what one thing you'd want to see included in a vision

Wrap up introductions by reflecting back what you've heard.

Preparation

15 min Provide a brief statement or conceptual model of sustainable development/sustainable community re: 3 core imperatives (social, economic, environmental). Provide a visual of the conceptual framework.

Acknowledge that there may be different ways of casting sustainability and additional elements that might be identified, but that this is where you'd like to start. Ask if this is acceptable to everyone as a starting point. (NB: other elements might be identified later and you can capture this at the end of the visioning exercise.)

Participation

5 min Ask people to close their eyes and take 2 minutes imagining what their community/neighborhood would look like if it were a model sustainable community, i.e., addresses all 3 core imperatives. (Time this). After about 15 seconds or so, when you know everyone has stilled themselves sufficiently, you may want to softly say something like "What do the homes look like? What do the streets look like? Where do people go to meet? Where does the food come from?.... etc."

After ~2 minutes, ask people to open their eyes and give them another 2' to jot down a number of their ideas

15-30 min Now have the participants give you keywords that represent aspects of their vision. Be sure everyone gets a chance to contribute (limiting each person to one idea at a time works well). Put the keywords up on flip charts.

5-15 min Suggest clusters of keywords by drawing circles around groups of words or otherwise identifying keywords that hang together. Have participants help with their suggestions.

15 min If time is available, have participants suggest two-word phrases that capture core clusters and ideas. (These can then provide the basis of developing a vision statement.)

Continuation

CLOSE meeting. Provide information re: next steps (when summary of meeting will be prepared and how it will be made available to them) and/or next meeting date and thank participants for their contributions.

**Sample Visioning Workshop: 1 day**

This examples focusses on the "Daily Time Use Map" tool.

*Resources needed: Roll of white paper (at least 1m wide), several sheets of flip-chart size drawing paper and multi-color pens. A number of volunteer artists to translate ideas into pictorial form. Ahead of time, prepare a long stretch of paper (large enough to stretch across one end of the room you will be using). Draw a horizontal line through the middle; place a sun rising at one end, full sun at the midpoint, and a sun setting just short of the other end. Mark time-of-day points along the line.*

1h Follow the steps outlined for a 2 hour visioning meeting up to the end of the preparation step.

1h Have participants imagine what an ideal day would look like. What would they be doing at various points of the day? It's best to focus on a weekday initially and then expand on recreation or weekend components. Beginning with when they get up (indicated by sunrise on the chart), have participants brainstorm various ideas for the morning activities and capture the ideas on your wall chart. Encourage participants to report on what their home looks like, what they are eating, who they might be seeing, etc. Continue this process for each hour of the day giving participants ample time to generate ideas.

15 min Take a break

30-45 min Ask participants if they have any other ideas they would like to add and add them as appropriate. Then, looking at the wall chart, have participants identify particular features of the community that are needed to support the ideas represented by the ideal day. They may include, for example: water feature (shorelines, ponds, pools, fountains); parks and other recreation spaces (community centers, tennis and basketball courts, playing fields); entertainment centers (theatres, movie-houses); shopping areas; gardens;

office-spaces; residential areas; mobility structures (bike paths, community bussing). Record ideas on a flip chart.

*The next step depends on the number of participants and their interests. From the various features, choose a number of defining features such that 4-7 people can further discuss and detail the feature. This may mean grouping related ideas together.*

30-45 min Taking number of participants into account and grouping related features together as appropriate, identify X number of features that will be the focus of small groups in the afternoon. (Check your groupings with participants to ensure they find them acceptable.) For each key feature (one flip chart page/feature), have participants generate a number of keywords that describe the ideals of each feature. When this work is completed, have participants pick a feature to further detail (4-7 people/feature). Announce rooms for each working group and have one person take the appropriate feature flip chart to that room.

1h Lunch break.

2h Small group work. Working with volunteer artists, participants work in small groups to further discuss and detail their ideas/ideals for a particular community elements. The artist translates their ideas into a series of sketches during the discussion and then puts all the sketches together into one visual with special notes or mini-sketches embedded to highlight key features.

30 min Break and walking tour of small group work (artists may still be working during this time).

30 min Gather again in large group and elicit comments on what participants have seen. Close the session with thanks and provide information about what will happen with the products of the workshop (where they will be displayed, open houses, etc.) and how participants can be involved in next steps.

## Consensus Building

Consensus Building is a participation process where participants work together to reach a result which has benefits for everyone involved. It is an alternative to adversarial confrontation where one side is trying to gain supremacy (win/lose) or a compromise in which neither side achieves what they want (lose/lose). The object of consensus is not "do you like it?" but "can you live with it?"

### Helpful Hints

Establish process guidelines

No averaging, no majority rule voting,  
no horse-trading

Avoid arguing in order to win as individuals.  
What is "right" is the best collective judgement  
of the group

Ensure members accept responsibility for both  
hearing and being heard

View conflict as helping versus hindering

Use tension-reducing activities but don't smooth  
over conflict prematurely

Consensus building requires that all participants commit to investing time and effort in exploring future needs and interests (rather than taking positions) and understanding various points of view. Guidelines for interaction and decision-

making during the process are made clear and agreed upon at the outset. Any options that are generated are tested for impact on all participant interests to ensure no one is unduly impacted in negative ways.

## Consultants and Facilitators

*The best results emerge when people who live and/or work in a place, work closely and intensively with experts from all the necessary disciplines.*

—Urban Development Quarterly 1998

Sustainable urban development projects typically require both "technical" and "process" consultants. Re-inventing any urban development in accordance with principles of sustainability requires attention to many technical details requiring the input of many types of experts, most typically including architects, many types of engineers, planners and various environmental experts, among others. It is important to note that, while using such experts is common in many planning projects, the greatest benefit for neighborhood scale sustainable community planning is in obtaining cross-disciplinary insights that result from bringing these technical experts together for discussion. Doing this early on in the planning process and especially in tandem with public involvement processes, has been proven to save time and

### Sketch of a Consensus Building Process

1. The whole group defines the problem.
2. The whole group brainstorms possible solutions and identifies several for investigation.

*Remember the rules of brainstorming:*

— *Everyone's ideas are okay*

— *No one criticizes (e.g., "That won't work because...")*

— *Everyone participates (the leader/facilitator helps to ensure this happens)*

3. Small breakout groups review the problem and develop potential solutions in more detail.
4. Small groups report back. The whole group look for areas of consensus and identify remaining issues. The process is repeated as necessary until consensus can be reached on as many issues as possible.



reduce frustrations that are almost guaranteed to occur if this activity is ignored.

Creating effective dialogue and cooperation across various technical experts and disciplines is a challenge in itself. Further, in order to achieve efficiencies in projects, the many technical/disciplinary experts, community members, special interests and municipal or other government staff, must all work closely with each other to ensure their contributions and decisions are all pulling in the same direction. In order for these multiple stakeholders to work together to find mutually beneficial solutions, careful attention must be given to “process” and it is here where process design and facilitation consultants are required. In the absence of a carefully designed and managed process, the intrinsic differences in knowledge, power, assumptions and values which characterize the various participants will usually threaten to derail the project.

The process expert’s strength lies in their ability to deal with many aspects of multi-stakeholder learning and decision-making related to sustainable community development projects. Process consultants often combine strategic planning and training approaches and are useful in designing and running participation processes. In particular, their skills lie in:

- Asking the right questions and getting you to think them through;
- Designing and managing processes aimed at ensuring stakeholders understand some of the key technical and regulatory constraints a project is facing (and thereby helping to avoid unnecessary politicization or antagonization);
- Creating a space or “container” where different disciplines/professionals can get outside their expert “silos” of knowledge and responsibility to find creative win-win solutions;
- Creating situations where professionals and other empowered stakeholders can safely open up to one another, learn from the community and other “local experts” about issues and listen to new “out of the box” ideas;
- Designing, facilitating and managing multistakeholder involvement sessions which are concerned with controversial or high conflict issues; and
- Ensuring the final products are useful and packaged in a manner which the next layer of decision makers, usually not involved in the day to day process, will find credible and could support.

### “Greening” Your Meetings/Events

Finally, there is the issue of “walking the talk”. How many times have you been to a conference, workshop or meeting about sustainable communities where most of the participants arrived by car (perhaps after long distance air travel); the rooms were windowless and stuffy; there was little, if any, opportunity to access outside light or fresh air; you got volumes of paper (including glossy brochures and handouts printed on one side only); coffee cups were styrofoam; food plates, cutlery and napkins were paper or plastic; there wasn’t a recycling bin in sight; and after everyone departed, the room looked like it had been mistaken for a garbage bin. If you are like many of us, this picture is all too familiar. Just how genuine are we in our desire for sustainability? If we *are* genuine, then the time to walk the talk is well overdue. When planning meetings and events, strive to put sustainability principles in action and model sustainability-appropriate behavior. The more exemplary you are in modeling sustainability in action, the more ground will be gained both in furthering movement toward sustainability and in garnering trust and respect from various community members.

### Walk the Talk

- minimize use of printed materials
- print materials on both sides of a page
- use vegetable-based inks and recycled content papers
- encourage participants to go online for information, to review session materials and to provide additional comments and feedback
- minimize disposables by using china, glass and cloth napkins where feasible
- provide and highlight the existence of recycling containers
- provide information regarding transit and bike routes
- provide low-on-the-food-chain, local and/or organic refreshments and snacks
- whenever possible hold meetings in spaces which incorporate desirable design elements, e.g., in rooms which use green building materials or have natural light and ventilation

## The Toolkit : An Overview

Different tools are needed for different aspects of participation. For example, a stewardship committee may be good for ongoing partnership among a diverse group of community members, whereas surveys or focus groups would be appropriate if you simply want to obtain information or comments on a specific issue. The tools or approaches you will use depend on decisions you have made in during the planning process (Section II of this book) and, most particularly, on the level of participation you are seeking (Step 4 in the planning process; see page 24).

The toolkit provided here is intended to help you with your choice and use of tools. It has three main components: **short sheets** which outline activity types and suggest some possible tools; a “**toolbox**” which contains several different kinds of tools; and **scenario maps** which illustrate ways in which tools might be combined within a particular kind of participatory planning project. An overview of the content of each of these components is provided below.

### Short Sheets

For ease of use and quick reference, five types of participation activities are outlined in a series of “**short sheets**” beginning on **page 44**. The short sheets describe the following types of activities:

Information giving  
Consultation  
Shared Decision-making  
Empowering Action  
Supporting Initiatives

The short sheets are intended to (a) assist you in choosing and/or confirming the appropriateness of your choice of activity or level of participation; (b) provide hints and cautions; and (c) guide you to some of the tools that are useful for engaging the activity. Each short sheet provides:

- a brief description of the activity type;
- information on when and when not to use;
- guidelines for use;
- possible problems (and what to do about them);
- a short checklist to help you confirm the appropriateness of your choice and your readiness to move to implementation; and
- some possible tools/methods

## The Toolbox

Participation tools and methods are continually evolving and being refined but there are a number that have proven effectiveness. The toolbox (beginning on **page 50**) consists of approximately 150 tools/methods ranging from single tools useful for many different approaches, to more complex methods where a number of tools and techniques may be incorporated. Tools are listed alphabetically by name and are briefly described. Additional information regarding appropriateness of use (participation type/activity and participants) and special resource needs, is provided for each tool by way of a series of codes described in the codes key at the beginning of the toolbox.

## Scenario Maps

Effective participation evolves through a series of stages which vary according to the nature and purpose of a project and by the different interests that are to be represented. For any particular situation, practitioners need to design a tailor-made process incorporating one or more tools or methods. The nature of this process will depend on local circumstances and time scales, on energy levels and resources.

Beginning on **page 61** a sequence of participation tools and events are outlined for four sample processes covering a range of sustainable community planning and development scenarios. They are not intended to provide a cookbook recipe; rather, they are intended to illustrate how participation tools/methods can be used at various steps of a participation process. In each case, other ways could be used to serve the same objectives. It is expected that your plans will be uniquely designed to suit your own situations and localities but it is hoped these maps will suggest various possibilities.

## A special note: Public Meetings

Public meetings of various kinds can be useful across participation types. For certain planning or development projects, public meetings may even be a legal requirement. Unfortunately, however, they are usually and widely used in the form of public hearings. Often publicized as opportunities for “public involvement”, this form is *not* the most effective method for involving people. While potentially useful for giving information and gaining support around a clear-cut issue, they are poor vehicles for debate and decision-making. The “classic” form of public meetings generally includes a panel or “platform party” whose members may introduce plans or issues. This is then followed by comments or questions from the audience; often the public lines up at microphones for an opportunity to speak. Such meetings can easily be dominated by a small number of people, and become stage sets for confrontation. Ideally, public meetings should be held *after* other kinds of participation activities have occurred. As many as possible of those people who attended earlier forums should attend the public meeting since they will already be familiar with information being discussed and can offer potentially different “public” opinion and insight on the matter.

If you do hold a public meeting:

- Ensure good preparation and publicity.

- Be sure that participants have a clear understanding of the purpose and process plans for the meeting.

- Research local concerns and focus on these rather than on generalized issues.

- Keep any presentations short and ensure opportunities for audience response.

- Consider running workshop groups with a report back, rather than keeping everyone together all the time.

Choose someone independent and locally respected as chair.

Ensure the venue is easily accessible.

Build on the results.

## Short Sheets

### Guidance for Selecting Participation Activities and Tools

Different tools are needed for different aspects of participation. For example, a stewardship committee may be good for ongoing partnership among a diverse group of community members, whereas surveys or focus groups would be appropriate if you simply want to obtain information or comments on a specific issue. The tools or approaches you will use depend on decisions you have made in during the planning process (Section II of this book) and, most particularly, on the level of participation you are seeking (Step 4 in the planning process; see page 24).

For ease of use and quick reference, five types of participation activities are outlined in a series of “short sheets” on the following pages. The short sheets describe the following types of activities:

Information giving  
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The short sheets are intended to (a) assist you in choosing and/or confirming the appropriateness of your choice of activity or level of participation;

(b) provide hints and cautions; and (c) guide you to some of the tools that are useful for engaging the activity. Each short sheet provides:

- a brief description of the activity type;
- information on when and when not to use;
- guidelines for use;
- possible problems (and what to do about them);
- a short checklist to help you confirm the appropriateness of your choice and your readiness to move to implementation; and
- some possible tools/methods

### Using the Short Sheets

You can use the short sheets to give you information and/or ideas when deciding on the type of participation activity you may want to engage or you can use the short sheets to provide you with guidance in choosing specific tools and implementing the participation program.

1. Refer to "General Information" for a quick sketch on the focus of the particular type of participation activity.
2. Review information on when a particular activity is or is not appropriate and be sure the activity type you have chosen is appropriate to your situation. Refer to guidelines, problems and the checklist for additional information.
3. Find more information on suggested tools by referring to the Toolbox.

Information Giving	
<b>General Information</b>	Underpins all other levels of participation and may be appropriate on its own in some circumstances; emphasis is mostly on one-way communication. Problems are likely to be encountered if all that is offered is information and people are expecting more involvement. There is also a risk of information overload; this can be avoided/reduced by ensuring information is tailored to the needs of the recipients. NB: How information is received and judged will depend not only on content but on “source” and on style of delivery.
<b>Appropriate When</b>	<ul style="list-style-type: none"> <li>• There is little or no room to maneuver and only one course of action must be followed.</li> <li>• Course of action is essentially internal and doesn't affect others.</li> <li>• At the start of consultation or other participation processes when there is a promise of more opportunities to participate later.</li> <li>• To support participation processes at all stages</li> </ul>
<b>Inappropriate When</b>	<ul style="list-style-type: none"> <li>• Expectations for involvement are greater than merely receiving information</li> <li>• If you want to empower community interests. —<i>Information is necessary but not enough on its own: Use another participation type</i></li> </ul>
<b>Guidelines</b>	<ul style="list-style-type: none"> <li>• Consider what your audience expects and/or already knows.</li> <li>• Try a simple presentation on colleagues or less informed audience.</li> <li>• Use language and ideas with which your audience is familiar.</li> <li>• Be clear why you are informing and not consulting.</li> </ul>
<b>Problems/Pitfalls</b>	<ul style="list-style-type: none"> <li>• <i>Low budget.</i> Concentrate on using existing channels of communication (local groups, simple posters).</li> <li>• <i>PR department wants to take over communications.</i> Insist on getting basic message clear; make sure you have internal agreement on messages.</li> <li>• <i>People want more say.</i> Take comments seriously and check the validity of their case. Be ready to move to some other process.</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>• Are you clear which interests are being informed and what the audience already knows?</li> <li>• Is the audience likely to be satisfied with information only?</li> <li>• Is your info/proposal presented in a way that audience can relate to and understand?</li> <li>• Are your communication methods appropriate to time and audience?</li> <li>• Are you prepared to change to another process if the audience wants more than info?</li> </ul>
<b>Possible Tools and Methods</b>	<ul style="list-style-type: none"> <li>• Posters, leaflets, bill stuffers, newsletters, newspapers, radio, television</li> <li>• Press releases, briefing sessions, presentations at meetings and conferences</li> <li>• Central information contact</li> <li>• Community information systems</li> <li>• Expert panels, panels</li> <li>• Feature stories, success stories, case studies</li> <li>• Information hotline</li> <li>• Listserves</li> <li>• Open house</li> <li>• Street stalls/kiosks</li> <li>• Technical reports</li> <li>• Walkabouts/field trips</li> <li>• Web site</li> </ul> <p><i>Additional useful information/tools (esp for use in other participation types) include, for example:</i></p> <ul style="list-style-type: none"> <li>• <i>timelines, costing info, maps and mapping activities, GIS and visualization tools</i></li> </ul>

Consultation	
<b>General Information</b>	Use when you can offer people some choices on what you are going to do, but not an opportunity to develop their own ideas or to participate in putting plans into action. Essentially consultation is giving people a restricted choice and role in solutions. Includes need to handle feedback.
<b>Appropriate When</b>	<ul style="list-style-type: none"> <li>You want to improve a service.</li> <li>You have a clear vision and implementation plans and there appear to be a limited range of options.</li> <li>Options can be set out in terms of community interest and understanding and are related to their concerns/needs.</li> <li>There is actual or potential conflict</li> <li>The public has expressed interest in having input</li> <li>Feedback will be used to modify or inform choice between options.</li> </ul>
<b>Inappropriate When</b>	<ul style="list-style-type: none"> <li>You already know the public views are commonly shared with little controversy or consensus has already been reached (Use Information-giving)</li> <li>You can't offer choices and people can't influence the decision (Use Information-giving)</li> <li>Your plans are not yet clear and you are seeking public input (Use shared decision-making or acting together)</li> </ul>
<b>Guidelines</b>	<ul style="list-style-type: none"> <li>Consider what response you want and how feedback will be handled.</li> <li>Make different options clear and what the pros and cons of each are.</li> <li>Make constraints clear.</li> <li>Avoid methods which encourage people to put forward new ideas unless you intend to go to the next process level.</li> <li>Be clear about roles, who makes decisions and how and when this will be done.</li> <li>If committees are used, prepare very clear terms of reference.</li> </ul>
<b>Problems/Pitfalls</b>	<ul style="list-style-type: none"> <li><i>Low budget.</i> Use basic info-giving methods plus meetings hosted by local organizations. Run an open meeting at end of the process.</li> <li><i>PR department wants to take it over.</i> See info-giving. Focus on whether people understand the options, if they are realistic and if feedback can be handled adequately and/or appropriately.</li> <li><i>You don't have enough time.</i> Be honest about deadlines and use time-pressure to your advantage.</li> <li><i>You get more (or less) than expected.</i> Revisit your participation choice: Was it appropriate? Did you give adequate consideration to audience?</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>Are you clear which interests you are consulting and do you have the means to contact them?</li> <li>Are they likely to be satisfied with consultation?</li> <li>Can you present your vision and options for achieving it in a way people will relate to and understand?</li> <li>Have you identified appropriate communication methods for the time available and likely participants?</li> <li>Can you and your colleagues handle the feedback?</li> <li>Have you arranged for a report back to those consulted?</li> <li>Are you prepared to change your stance if people want more than consultation?</li> </ul>
<b>Possible Tools and Methods</b>	<ul style="list-style-type: none"> <li>Surveys (in-person, mailed, Internet, telephone), interviews, response sheets.</li> <li>Brainstorming.</li> <li>Coffee klatches.</li> <li>Consultative meetings, committees (advisory committees/councils - expert and public).</li> <li>Can be used in conjunction with info-giving and presentational techniques such as: open houses, street stall or kiosk.</li> <li>Community think tank, citizen juries</li> <li>Elevation montage</li> <li>Focus groups</li> <li>Force field analysis</li> <li>Interactive display</li> <li>Internet: tele-voting, electronic discussion forums</li> <li>Multi-voting.</li> <li>Nominal group techniques</li> <li>Planning for real</li> <li>Polling</li> <li>Ranking exercises</li> <li>Roundtables, task forces</li> <li>Stakeholder assessments</li> <li>Town hall meetings, village meetings</li> <li>Visualization</li> <li>Workshop(s): planning day; planning weekend</li> </ul>

Shared Decision-Making	
<b>General Information</b>	Accepting other people's ideas and choosing from options that have been developed together. The basics of consultation apply along with the need to generate options together, choose between them and agree about next steps. Techniques are more complex and people need more confidence to get involved. The time scale for the process is usually much longer. This is often a difficult stance because it can mean giving people the power to choose without fully sharing the responsibility for carrying decisions through.
<b>Appropriate When</b>	<ul style="list-style-type: none"> <li>• It is important that other people "own" the solution.</li> <li>• You need fresh ideas.</li> <li>• You have enough time and resources</li> </ul>
<b>Inappropriate When</b>	<ul style="list-style-type: none"> <li>• You have little room to maneuver (Use Info-giving or Consultation).</li> <li>• You can't implement decisions yourself (Use Acting Together or Supporting Initiatives).</li> </ul>
<b>Guidelines</b>	<ul style="list-style-type: none"> <li>• Plan the process before you start. Give yourself enough time.</li> <li>• Define clearly the roles and responsibilities of the different interests - who has a say, who will take action.</li> <li>• Be open and honest about what you want to achieve and if there are any limits on options.</li> <li>• If you set up any organizational structures, agree on clear terms of reference and powers.</li> </ul>
<b>Problems/Pitfalls</b>	<ul style="list-style-type: none"> <li>• <i>You don't have the time.</i> Consider whether consultation would be more appropriate.</li> <li>• <i>You are not sure if your colleagues will back up any decisions.</i> Involve them in the process. Run internal workshops before involving others.</li> <li>• <i>People aren't interested in joining in.</i> Spend more time on preliminary networking - basically talking to people before holding any meetings. Run sessions hosted by existing organizations as well as open sessions.</li> <li>• <i>The techniques look too complicated.</i> Try some of the easier ones with a small group that you know. Bring in an external trainer or facilitator.</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>• Are you prepared to accept other people's ideas?</li> <li>• Are you clear who is appropriate to involve?</li> <li>• Are you clear about what you want to achieve and the boundaries to any ideas you will accept to get there?</li> <li>• Do you have the skills to use joint decision-making methods?</li> <li>• Do you have the authority to follow through with solutions which are decided upon with others?</li> <li>• Have you involved colleagues who need to be part of the solution?</li> </ul>
<b>Possible Tools and Methods</b>	<p><i>In general:</i></p> <ul style="list-style-type: none"> <li>• Information-giving methods to start the process.</li> <li>• Stakeholder analysis to identify who should be involved.</li> <li>• SWOT analysis to understand where you are.</li> <li>• Brainstorming, Nominal Group Technique, Surveys to develop some options.</li> <li>• Cost/Benefit Analysis to make choices.</li> <li>• Action Planning to decide what next.</li> </ul> <p><i>Some specific tools:</i></p> <ul style="list-style-type: none"> <li>• Action mazes/plot branching/choose your own adventure</li> <li>• Brainstorming</li> <li>• Citizen juries</li> <li>• Consensus approaches, consensus approaches: Paired interview technique</li> <li>• Delphi</li> <li>• Force field analysis</li> <li>• Future search conference</li> <li>• Internet: online dialogue</li> <li>• Matrix scoring and ranking</li> <li>• Multi-voting; Priority dots</li> <li>• Mediation/negotiation</li> <li>• Ranking exercise and Preference ranking</li> <li>• Roundtables, Task forces</li> <li>• Town hall meetings, village meetings</li> <li>• Visualization: Physical modeling</li> <li>• Workshop(s)</li> </ul> <p><i>Shared decision-making also occurs as part of:</i></p> <ul style="list-style-type: none"> <li>• Community planning forum</li> <li>• Design charrette.</li> <li>• Participatory appraisal</li> <li>• Resource modeling system: Smart Places</li> </ul>

Empowering Action	
<b>General Information</b>	May involve short-term collaboration or forming more permanent partnerships with other interests. Involves both deciding and acting together. Requires a common language, a shared vision and means to carry it out. Participants need to trust each other as well as form agreements; this level of relationship usually takes a long time to develop. Each participant needs to feel they have an appropriate stake and a fair say in outcomes.
<b>Appropriate When</b>	<ul style="list-style-type: none"> <li>• One party cannot achieve what they want on their own.</li> <li>• The various interests involved all get some extra benefit from acting together.</li> <li>• There is commitment to the time and effort needed to develop a partnership.</li> </ul>
<b>Inappropriate When</b>	<ul style="list-style-type: none"> <li>• One party holds all the power and resources and uses this to impose its own solutions (<i>Use Info-giving or Consultation</i>).</li> <li>• The commitment to partnership is only skin deep (<i>Use Info-giving or Consultation</i>).</li> <li>• People want to have a say in making decisions, but not a long term stake in carrying out solutions (<i>Use Deciding Together</i>).</li> </ul>
<b>Guidelines</b>	<ul style="list-style-type: none"> <li>• As for Shared Decision-making plus:</li> <li>• Spend time getting to know and trust each other.</li> <li>• Ensure the long-term sustainability of any organizational structure that is needed to implement and maintain the plans and activities</li> <li>• Avoid staffing partnership organizations with people who are accountable to only one of the partners.</li> <li>• Develop a common language, shared vision and corporate accountability.</li> </ul>
<b>Problems/Pitfalls</b>	<ul style="list-style-type: none"> <li>• <i>Early discussion focuses on constitutions.</i> The final structure should come last - after you have decided what you are going to do, how to get the resources, what skills you need and how power and responsibility will be shared. Set up interim structures like a steering group with clear terms of reference.</li> <li>• <i>Conflicts arise in steering group meetings.</i> Spend more time in workshop sessions and informal meetings to develop a shared vision and mutual understanding.</li> <li>• <i>Some interests feel excluded.</i> Clarify who the stakeholders are and what their legitimate interests are. Again, run workshops rather than committees. Use an independent facilitator.</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>• Are you clear about what you want to achieve and how flexible you are in pursuing that vision?</li> <li>• Have you identified potential partners?</li> <li>• Do you have evidence that they share a similar vision and are interested in a partnership with you to achieve it?</li> <li>• Do they trust you?</li> <li>• Do you have the time and commitment necessary to form a partnership?</li> <li>• Are you prepared to share power?</li> </ul>
<b>Possible Tools and Methods</b>	<p><i>In general:</i></p> <ul style="list-style-type: none"> <li>• Information giving methods to start the process.</li> <li>• Methods for deciding together to create a shared vision.</li> <li>• Team building exercises.</li> <li>• Design exercises.</li> <li>• Business planning exercises.</li> <li>• Interim structures like working parties and steering groups as a focus for decision making and accountability.</li> <li>• Longer-term structures through which you can work together.</li> </ul> <p><i>Some specific "tools":</i></p> <ul style="list-style-type: none"> <li>• Centres: Information centres and field offices</li> <li>• Design charrette</li> <li>• Eco-teams</li> <li>• Inter-agency collaborations</li> <li>• Mapping</li> <li>• Monitoring</li> <li>• Neighbourhood greening projects</li> <li>• Participatory appraisal</li> <li>• Workshops: Co-creation</li> <li>• Stewardship groups</li> </ul>



Supporting Initiatives	
<b>General Information</b>	Means helping others develop and carry out their own plans. Most “empowering” stance. May involve people in setting up new forms of organizations to handle funds and carry out projects. Process has to be owned by those who are going to run the initiative although funders and others may set deadlines.
<b>Appropriate When</b>	<ul style="list-style-type: none"> <li>Where there is a commitment to empower individuals or groups within the community.</li> <li>Where people are interested in starting and running an initiative.</li> </ul>
<b>Inappropriate When</b>	<ul style="list-style-type: none"> <li>Community initiatives are seen as “a good thing” in the abstract and are pushed on people from the top down.</li> <li>Where there is no commitment to provide training and support.</li> <li>Where there aren't the resources to maintain initiatives in the longer-term.</li> <li>Where time is very short.</li> </ul> <p><i>(Use Info-giving Consultation or Deciding Together for the above situations)</i></p>
<b>Guidelines</b>	<ul style="list-style-type: none"> <li>Be clear about your role and work to eliminate (or at least reduce) potential conflict between, for example, controlling resources and helping community interests develop their own ideas and organization.</li> <li>If you are controlling resources make sure you have agreement from your colleagues and can deliver what you promise before you start.</li> <li>Be realistic about the amount of time the process will take.</li> </ul>
<b>Problems/Pitfalls</b>	<ul style="list-style-type: none"> <li><i>Community interests find it difficult to get organized.</i> Provide support and, if necessary, training. Arrange visits to similar projects elsewhere. Treat people development as seriously as project development.</li> <li><i>The steering group or other body cannot make decisions.</i> Organize workshop and coaching sessions outside regular meetings.</li> <li><i>Little happens between meetings.</i> End each meeting with an action planning session and define task responsibilities. Keep in contact through a regularly produced newsletter.</li> <li><i>Community interests become committed to action, but resource-holders can't deliver.</i> Ensure resource commitments, tied to particular scope and objectives of potential plans and actions, are clear and confirmed at the outset to avoid this problem. Help community interests seek alternative funding and use the media to garner support.</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>Do you understand the different interests in the community and their needs?</li> <li>Have you contacted existing community and voluntary sector organizations?</li> <li>Will your colleagues support the stance?</li> <li>Do you have skills and resources to offer?</li> <li>Are you clear about the role you are playing?</li> </ul>
<b>Possible Tools and Methods</b>	<p><i>In general:</i></p> <ul style="list-style-type: none"> <li>An offer of grants, advice and support - perhaps conditional on some commitment being made by the other interests involved.</li> <li>Workshops for helping community groups create a shared vision and plan their action.</li> <li>Team building exercises.</li> <li>Commitment planning.</li> <li>Business planning exercises.</li> <li>Workshops on design, fund-raising and publicity.</li> <li>Visits to similar projects.</li> <li>Interim structures like working parties and steering groups as a focus for decision making and accountability.</li> <li>Longer-term structures controlled by community interests.</li> </ul> <p><i>Some specific tools which support initiatives:</i></p> <ul style="list-style-type: none"> <li>Awards</li> <li>Awareness raising day</li> <li>Case studies</li> <li>Centers (information, design)</li> <li>Community groups</li> <li>Community outreach facilitators</li> <li>Community project fund or trust</li> <li>Consultation protocols</li> <li>Food and refreshments</li> <li>Neighbourhood coaches and block leaders</li> <li>Norm appeals</li> <li>Project cycle management and maps</li> <li>Success stories</li> </ul>

## The Toolbox

The toolbox consists of approximately 150 tools/methods ranging from single tools useful for many different approaches, to more complex methods where a number of tools and techniques may be incorporated. Tools are listed alphabetically by name and are briefly described; examples and resources included in the appendices are indicated. Additional information regarding appropriateness of use (participation type/activity and participants) and special resource needs, is provided for each tool by way of a series of codes as detailed below. Refer to the short sheets for additional guidance on activity-appropriate tool selection.

## Codes Key

**Column A:** Kind of **activity** for which the tool is *particularly* useful:

- A Acting together: Carrying something out together
- C Consultation: Offering options and obtaining feedback.
- D Shared decision making: Encouraging others to provide ideas, options, etc. and together considering next steps, how to proceed, directions, etc.
- F Facilitative: Additional ways of bringing people together for interaction/education
- I Information: (The least you can do is tell people what is planned)
- G Generating information for use in a particular workshop or other event
- S Supporting initiatives: Ways to initiate, catalyze, support or otherwise help others do what they want.

**Column G:** Group size for which the tool is appropriate:

- A Appropriate for *any size group*
- E Primarily useful for *experts*, very knowledgeable participants or decision-making advisors
- L Appropriate for *large group*
- P Appropriate for use with *some participant groups* but not others (e.g., okay with informed groups but not with uninformed or antagonistic groups)
- S Appropriate for *small group*

**Column R:** Special **resource** needs

- A significant amounts of *administration*
- B both *technology AND technician* required (e.g., GIS and modelling systems)
- D significant amounts of *data* required
- E specialized *expertise* required
- F requires expert *facilitation*
- S significant or special *space or facilities* required
- T time
- X special or up-to-date *technology* (usually computers) required
- \$ can have significant *cost* implications;
- [\$] can be costly; depends on nature of project and volunteer involvement
- Blank=no unusual or significant resource concerns

Tool Name	Short Description	A	G	R
Action Mazes/Plot Branching/Choose Your Own Adventure	Short sections of narrative, each ending with a choice for the reader that determines what happens next and thus which section of narrative the reader is presented with next. Helps to demonstrate and explore alternative “endings” or solutions to an issue.	D	A	F
Advertisements	Paid ads in newspapers, magazines, radio, etc. Useful to inform the public about involvement opportunities.	I	L	\$
Advisory Committees/Councils	Groups of consultants, coordinators, citizens etc. which act as advisors to decision-makers on certain issues.	C	S	A F T
Advisory Committees/Councils: EXPERT	A group of knowledgeable individuals or experts organized to advise decision-makers on issues related to a project. Useful for obtaining expert advice on project-related issues and provides a venue for multi-disciplinary problem solving. See also “Expert Panels” <i>See examples: “Advisory Committees/Councils: EXPERT: Beacon Councils”</i>	C	S	E F [\$]
Advisory Committees/Councils: PUBLIC	A group of stakeholders, representing a wide range of public and community interests and concerns, assembled to provide public input to the planning process. The group’s members may be chosen individually and managed closely by the lead organization or the group may be permitted to compile and manage itself. <i>See examples: “Advisory Committees/Councils: PUBLIC: Clark County Community Planning Team”; “Advisory Committees/Councils: PUBLIC: Tampa and Hillsborough Sustainable Communities Advisory Committee”; “Advisory Committees/Councils: PUBLIC: Brownfield Advisory Committees and Groups”</i>	C	S	A F
Awards	Certificates of recognition or other means of recognizing efforts of those involved in sustainability efforts. Can include free memberships, donated products and services, special recognition announcements or events, etc. <i>See examples: “Awards: International Design Eco Awards”</i>	S	A	A
Awareness Raising Day	Day of activities designed to promote interest in an urban design issue; very useful if held prior to a planning day or other intensive activity. Can include interactive displays, various <i>visualization</i> methods, <i>walkabouts/field trips</i> , <i>workshops</i> , etc.	F/ S	A	S
Bill Stuffer	Information flyer included with monthly utility bill.	I	L	\$
Brainstorming	A basic idea-gathering technique employed in many group exercises. It uses freewheeling discussion started by an open-ended, non-leading but provocative question forwarded by the facilitator. Stress: all ideas are okay (no editing/ judgment/criticism during brainstorming); repetition is okay; everyone participates. Provides “raw” material for further discussion.	C D	S	F
Briefing	Planners/experts speak at meetings of clubs and organizations. Examples of target audiences: Rotary Club, Lions Clubs, Kiwanis, neighbourhood associations and environmental associations.	I	A	
Case Studies	Explanations of existing projects or processes of relevance or of a similar nature to the project in question.	S [I]	A	D
Central Information Contact	Designated contacts are identified as official liaisons for the public and media.	I	A	A E
Centres	Designated places for the public to visit to obtain information or otherwise learn about projects planned or underway. Can also be used for meetings and special events and/or as a place which provides facilities for community groups to meet. <i>Example: Centres: “Project Information Hub”</i>			A D S \$
Centres: Design Centers	Special places of community learning that focus on local urban design issues and showcase best practices for planning, successful models for sustainable development and techniques for citizen engagement.	I [S]	L	A D [E] S
Centres: Information Centres and Field Offices	Designated centers/offices such as libraries, city halls, distribution centres, schools, public facilities that are established to distribute information and respond to inquiries.	I A	A	A D E S
Centres: Learning	Centres established to provide information for learning purposes.	F I	A	A D E S

Tool Name	Short Description	A	G	R
Citizen Juries	Small group of ordinary citizens empanelled to learn about an issue, cross examine witnesses, make a recommendation. Always non-binding with no legal standing.	C D	S	A F S
Coffee Klatches	Small meetings or gatherings of people within a neighborhood: usually held at a person's home.	C F	S	
Community Fairs	Central event with multiple activities to provide project information and raise awareness.	F I	L	S
Community Groups	Existing organizations (formal or informal) within a community can provide a venue for residents to address a wide range of issues; in many cases these groups also facilitate/enable engagement in larger policy discussions with institutional legitimacy. New community groups may also form as a result of particular initiatives. <i>See also "Eco Teams".</i>	C S	A	
Community Information Systems	Articulated methods or mechanisms for ensuring information access and distribution to the community. Usually includes a combination of advertisements, bill stuffers, information centers, outreach facilitators, central information contacts, regular mailings (including email/listserves), Web sites, etc. <i>Examples: Community Information Systems: "City of Austin Directory of Information"; "Land Information Access Association (LIAA)"</i>	I	A	A B D
Community Outreach Facilitators	Select (qualified) individuals who are stationed in a local community and linked with its organizations to use their contacts, credibility and local knowledge to engage the community in discussion and information sharing around a project. <i>Example: Community Outreach Facilitators: SARAR</i>	S	A	
Community Planning Forum	A multi-purpose event open to the public with a range of elements, including interactive displays, open discussion forums, workshop groups and informal networking. Particularly useful at an early stage in a participation or development to promote community awareness and learning regarding the basic issues.	C [I] [D]	A	A F \$
Community Projects Fund or Trust	Fund for making grants to community groups for undertaking projects (e.g., hiring professionals, feasibility studies). Development trusts can also be established for not-for-profit organizations controlled by local people to facilitate or undertake some physical development in an area.	S	P	\$
Community Think Tank	Small group of individuals who are (formally or informally) organized to be a thoughtful resource to planners and others by addressing issues and challenges and offering advice and insights. Helps to promote community-based problem-solving, sharing of local knowledge and insights and a mature public interest approach to local planning.	C	S	A
Consensus	A consensus approach to decision-making which results in full support of an outcome with everyone involved and comfortable with the decision. Variations accept a limited number of participants disagreeing. Usually facilitated; often used with advisory committees. Techniques include Delphi, nominal group process and public value assessment, criteria and alternatives selection among others.	C D	A	F \$ T
Consensus Approaches: Paired Interview Technique	A technique for gaining consensus on issues. Requires even number of participants; in the ideal situation, number of issues questions is equal to number of pairs. Each person is given a different question to explore and interviews all other persons in the group. When complete, participants report their findings. The technique ensures that the concerns/responses of the group as a whole are reflected.	C D	S	F T
Consultants	Consultants are paid professionals, usually hired on a short-term, contract basis. They are brought in when their specialized knowledge or expertise will help move a process forward efficiently, supplementing the skills and knowledge of the participants. Relevant areas of consulting expertise include organizational development, strategic planning, human process design and facilitation, full cost accounting, applied sciences (engineering, architecture) and information technology.		A	E \$
Consultation	A core element of public involvement processes. <i>See also "Advisory Committee"; "Delphi"; "Design Charrette"; "Focus Groups"; "Polling"; "Surveys"; "Workshop(s)."</i>	C	A	
Consultation Protocols	A set of mutually agreed upon "rules" for consultation processes. Usually developed collectively with participants.	S	A	

Tool Name	Short Description	A	G	R
Cost Benefit Analysis	Uses to assess and illustrate costs/benefits of various policy or planning decisions and options. Also used to improve the quality of public policy decisions using a monetary measure of the aggregate change of public well-being resulting from a policy decision. Related to Cost Effectiveness Analysis (CEA) in which a policy outcome may be taken as a given and the analysis seeks the least-cost means for achieving a goal. <i>Example: Cost Benefit Analysis: "Trans-agency Resources for Environmental and Economic Sustainability (TREES)"</i>	G	A E	D E
Costing	Costing information, cost-benefit analyses, budgets, etc. Provides information and context regarding constraints, opportunities and potential benefits related to costs.	I	A E	D E
Delphi	A consensus-building technique in which key people (eg. experts, group representatives) are polled for their opinions and the opinions are circulated back to the same people who then submit revised opinions, based on their readings of others' input. Used to build expertly-informed agreements through a non-threatening process of communication.	C [D]	L	F
Design Assistance Team	Multidisciplinary team which visits an area and produces recommendations for action.			
Design Charrette	Intensive sessions where teams of stakeholders address planning and design issues and opportunities on a project, generally with the purpose of developing a concept plan and a range of technical analyses for a project or site. Provides decision makers with options and a better understanding of the project's challenges and opportunities.	A [C] [D]	E S	A E F \$
Design Guides/Briefs	Essential components of design charrettes; also useful for co-creation workshops and for informing interested parties and the general public about intentions and plans. <i>See examples: "Guides: Integrated Systems for Knowledge Management (ISKM)"</i>	I [G]	A	E
Discussion Forums	Forums can range from fairly informal to more formal events. Essentially open discussions on particular issues or topics related to a community planning or development activity. Usually done with small groups but much larger groups can be accommodated if a professional facilitator is used.		S	
Discussion Forums: Electronic	On-line forums on various topics using list-serves, chat rooms or asynchronous bulletin boards. <i>Refer also to "Essential Tools: Special Considerations" earlier in Section III of this book.</i>	C F [I]	A	B
Displays	Visual presentations of information, plans or ideas. <i>See also "Interactive displays"; "Street Stalls"; "Visualization"</i>	I	A	
EcoTeams	A small group of individuals organized to address environmental issues within a community, who promote environmental stewardship and actions to increase the livability and environmental quality of a neighbourhood. Often focused on specific project(s) e.g. recycling and water conservation. <i>See also "Neighbourhood Coaches and Block Leaders"; "Neighbourhood Greening Projects".</i>	A	S	A
Education	Initiatives or activities to raise the level of stakeholders' knowledge and understanding of a project or topic and its associated issues.	F	A	A E
Elevation Montage	Individual photos are assembled to create an elevation of a street. Participants are encouraged to make comments on post-its underneath the relevant section.		A	
Evaluation	Evaluation of public involvement processes is an important step in determining effectiveness of current approaches and in determining changes to be made in future.		A	E
Expert Panels	Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives.	I	A	E
Facilitators	Facilitators help groups of people work through a task together. The facilitator takes an impartial view of the subject of the process. Their main role is to ensure that everyone has an equal opportunity to participate and to help the group reach an agreed objective, usually following an agenda. They bring skills to a process that can help participants achieve a shared understanding of a situation, support clear communication and guide consensus decision-making.		A	E \$
Feature Stories	Focused stories on general project-related issues.	I	A	
Fish Bowl	Workshop technique where participants encircle and observe a planning team working on a problem. A debriefing session usually follows the session.		P	
Focus Groups	Semi-structured meeting with 4 to 12 participants and a facilitator which solicits participants viewpoints on set questions or images related to project policy or decision. Focus group work is a compromise between participant observation, (which is less controlled, lengthier and more in-depth), and preset interviews, which are not likely to attend to participants' own concerns.	C	S	F

Tool Name	Short Description	A	G	R
Food and Refreshments	Meals, snacks and/or beverages provided at meetings. VERY IMPORTANT tool for the “care and feeding” of participants.	S	A	
Force Field Analysis	Analysis of before and after scenarios, based on diagrams or pictures: participants review the causes of problematic situations, consider the factors that influence the situation, think about solutions and create alternative plans to achieve solutions.	C D	A	F
Future Search Conference	Participatory conference which focuses on the future of an organization, a network of people, or community.	D	L	F
Geodemographics	Geodemography is the practice of linking demographics to place. Population “clusters” are defined down to the Census block level and profiled according to interests, occupational orientations, incomes, product choices and lifestyles.	G	E	B D
Geographical Information Systems (GIS)	Computer-based mapping of geographical, administrative and social data presented in layers. <i>Examples: GIS: “Wetlands Planning System: Michigan St. University Inst. Of Water Research”; “Interactive/Online”; “GIS/3D Modeling”</i>	G		B
Goals/goal-setting	An obvious but often neglected step in public involvement is both clarifying and stating desired outcomes of processes and plans.		A	
Guidelines: Participation	An outline of procedures and agreements for participation in a particular process.		A	
Indicators	Useful for monitoring progress toward sustainability. Sustainability indicators include a variety of environmental, economic, social and general quality of life “indicators” for use in determining current status and future progress toward sustainability. Can be used to engage community members in a dialogue about the future and to change community outcomes. <i>Examples: Indicators: “Jacksonville Community Council Inc. Indicator Documents”; “Project: Cities21® Pilot Project - ICLEI”; “Project: Quality of life in Jacksonville: Indicators for Progress”</i>		A	
Information Hotline	Separate line for public access to pre-recorded project information or to reach project team members who can answer questions and obtain input.	I	A	A X
Institutional Inter-Agency Collaboration	A collaborative task force (formal or informal) of representatives from a range of agencies (ie: federal, provincial, utility, etc.) whose jurisdictions or interests significantly intersect on a particular project. Resources are often contributed by each agency to these processes. <i>Example: Advisory Committees/Councils: PUBLIC: “Brownfield Advisory Committees and Groups (Wisconsin and Illinois)”</i>	A		A
Interactive Display	A display that is part of a forum, workshop, exhibition, conference etc. Interactive displays range from blank sheets with one-line questions to drawings or models of development proposals. See also “Displays”.	C I	A	S
Internet	Internet has potential for large scale participation/democratic processes. Tools available include listserves, discussion boards, chat rooms, Web sites (as information bases and/or hubs), online surveys (similar to tele-voting), etc. <i>Refer also to Section on Internet elsewhere in this book.</i>	C I	A	B
Internet: Email Listserves	An email-based, information sharing tool where all participants receive information posted by any single listserve member. Depending on the system used, Listserve postings may also be archived in a Web location for reference. Members who are not active in other ways often appreciate being informed and become more active when they can.	I [C]	A	B
Internet: Online Dialogue	Various synchronous and asynchronous methods for discussion on Internet.	C D	A	B
Interrelationship Diagram	Graphical representation for illustrating issues relationships and/or critical decisions.	G	A	
Interviews	One-to-one meetings with stakeholders to gain information on public concerns and perspectives for developing or refining public involvement and consensus building programs. <i>See also: “Consensus Approaches: Paired Interview Technique”</i>	C	S	F
Maps/Mapping	Graphic representations, usually of spatial or temporal information relevant to a project, which provide baseline information on various indicators. Common maps include street maps, land use maps and resource maps. See below for participatory mapping and other maps useful for participation. Excellent starting point for participatory work. NB: Maps are useful as reference tools and can be made easily accessible via Internet.	I	A	

Tool Name	Short Description	A	G	R
Maps/Mapping: Daily Time Use and Activities	A "map" of activities engaged throughout an average day (usually done from sunrise to sunset). Helps to identify the kinds and timing of activities of individual and collective community members. Useful for planning and decision-making. Created interactively with a participant group and often used as a precursor to additional planning and design activities.	I		F
Maps/Mapping: Historical	Historical mapping uses a series of participatory mapping exercises to portray the demographic, social and natural resources situation of the community at different moments of its history. Usually, three maps are drawn, showing the situation as it existed one generation ago, at the present time and what is expected after one generation's time in the future.	G I	A	E
Maps/Mapping: Participatory Mapping	Participatory mapping starts with collective discussions among groups of community members and then proceeds to drawing maps of their perceptions about the geographical distribution of environmental, demographic, social and economic features in their territory. The participants are usually requested to draw their own map. It can also serve as a good starting point for environmental and social assessment. Periodically repeated participatory mapping may help in monitoring and evaluating changes in the distribution of social resources.	A G	S	F
Matrix Scoring and Ranking	A two-dimensional method of comparison where options are located on one axis and analytical criteria on the other axis. The results of analysis of each option by each point of criteria forms a matrix where performance levels of each option are easily compared.	D	S	D
Mediation/Negotiation	The process of resolving disputes through identifying underlying interests of participating stakeholders and finding solutions which best meet all interests. The process typically requires the services of a skilled third party facilitator or mediator.	D	S	F
Meetings	Meetings have several purposes: To inform; to garner support; to coordinate; to make decisions; and to celebrate. They can be short and to the point or they can take some time for discussion and learning. Although serious undertakings for the most part, meetings should be fun (if it's not fun it's not sustainable). Food and refreshments are requirements.	A C D F	A	
Monitoring	Tracking participation processes and/or conditions and progress toward sustainability. <i>See also "Indicators".</i>	A G	A	D
Multi-Voting	Participants are allocated a certain number of votes on a subject which they can distribute between issues, proposals etc., posted. Sticky dots or felt pens can be used to indicate votes. Provides a general idea of shared priorities of the group and areas of divergence and allows a large number of people to express their views independently of one another. <i>See also "Priority Dots".</i>	C D	A	F
Needs Assessment	Assessments of people's varied needs through various means. For assessment techniques, <i>see also "Consultation", "Survey", "Interview", "Ranking Exercises."</i>	G	A E	D E
Neighbourhood Coaches and Block Leaders	People are recruited to help their neighbours overcome the barriers that might otherwise prevent them from adopting the activity being promoted. <i>See also "Ecoteams".</i>	S	A	
Neighbourhood Greening Projects	Specific projects or initiatives within a neighbourhood to improve specific or general environmental quality. These generally address livability issues as well and may be initiated by any stakeholder and may significantly range in scale and cost. <i>See also "EcoTeams".</i>	A	A	A \$
News Conferences	Information presented via a News Conference.	I	A	
Newspaper Inserts	A "fact sheet" enclosed within the local newspaper.	I	A	\$
Nominal Group Techniques	A technique for soliciting input in a relatively anonymous fashion where participants record ideas, comments, etc. on cards or paper and submit to facilitator. Discussion may follow or comments may be used in a report. A good technique in a highly charged, politicized or hierarchical environment where social structures tend to limit effective input.	C	A	
Norm Appeals	Highly visible ways of making group standards more apparent. Uses highly visible objects to signify participation in an/a (sustainable) activity. (E.g., blue box, clean air day, etc.) <i>Example: Norm Appeals: "Guelph 2000 (Shade Tree Program)"</i>	S	A	[\$]
Open House	Public Exhibition offering a self paced tour for the public; Information, proposals and options are displayed using a variety of interactive displays. Project representatives are on hand to answer questions and receive input.	I F [C]	L	S

Tool Name	Short Description	A	G	R
Panels	A group assembled to debate or provide input on specific issues. <i>See also "Expert Panels"</i>	I	A	E
Participatory Appraisal	Family of participatory approaches and methods that emphasize local knowledge and enable local people to make their own appraisal, analysis, and plans. Uses group exercises to facilitate information sharing, analysis and action among stakeholders. Good for gaining a rapid in-depth understanding of a community or certain aspects of it based on the participation of the community and a range of visual techniques.	A [C] [D]	S	F
Partnering	Organizations sharing resources to achieve a mutual goal, or undertake a mutual project. <i>Examples: Partnering: "Finance: Brownfield Finance Partnership"; "The Livable Communities Initiative";</i>	A	A	A
"Planning For Real"	Local people are invited to register their views about particular issues by placing flags with written comments on appropriate locations on a large scale physical 3D model of their area.	C	A	F
Policies	Statements of intent or preference pertaining to particular issues, problems or actions. <i>See also "Design Guides/Briefs".</i>		A	
Polling	A kind of survey where people are asked a yes/no question or about their degree of agreement/disagreement (scale response) with some statement. <i>See also "Surveys".</i>	C G	A	\$
Press Releases	Issuing a statement written in a formal format, to present specific information to the media.	I	A	
Printed Public Information Materials	Information materials produced for the public, which include fact sheets, newsletters, brochures, issue papers and so on.	I	A	\$
Priority Dots	Technique for determining participant interest/support of drawings, ideas, etc. People vote on what they like or dislike by placing sticky dots on the sheets. As a variation, different colors can be issued to reflect different degrees of support, or different colors can be used to identify different kinds of stakeholders (and thereby see differences in stakeholder priorities). <i>See also "Multi-voting".</i>	D	A	[F]
Process Consultation	Process of developing clear understandings of expectations, goals, roles and process plans. Often done between a process design professional and client; also useful with participants in establishing and agreeing upon ground rules and plans for the participation process being undertaken.		A	E
Projects: Project Cycle Management	PCM is a combination of: an approach to improve the organizational learning capacity; various instruments to improve formulation and appraisal of individual projects, programs and portfolios and more effective management during implementation; a set of procedures and responsibilities to smoothen the flow of projects through the cycle.	S	A	A E
Projects: Project Cycle Maps	A graphic and written depiction of a project's stages, linkages and milestones.	S	A	
Public Hearings	Formal meetings held by a government, particularly at the municipal level and often required by law, where the participants/public provide their views regarding the decisions, intentions, or issues presented. Communication is largely one way and displays of intense emotions and statements of personal interest are common in these forums.	C	L	S
Outreach Strategies	Ways of "reaching out" to those not usually involved in public processes. Many of the information-giving tools and methods are useful here; Internet (email, listserves, Web site including pictures of planners for face-to-face recognition) has good potential. <i>See also "Community Outreach Facilitators".</i>	C	L	
Ranking Exercise	Exercise where a list of items to be prioritized are presented to a group. A simple ranking mechanism is identified or explained, by which the participants rank the items. Results are compared and reasons for choices are discussed by the group. Other approaches include, <i>e.g., Multi-voting and Priority-dotting.</i>	C D	S	F
Ranking Exercise: Preference Ranking	An exercise in which people identify what they do and do not value about a class of objects ( <i>e.g., tree species, street lighting</i> ).	C D	S	F
Resource Modeling System: Smart Places	A resource modeling system and land use decision support software that uses GIS-based ArcView (ESRI) to allow non-technical users to interactively sketch land use scenarios. Participants then evaluate the scenarios vs. regional objectives and constraints.	G [D]	A E	B D
Response Sheets	Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences.	C	A E	



Tool Name	Short Description	A	G	R
Roundtables	Groups formed of a cross-section of people often with adversarial viewpoints which meet regularly and pursue consensus.	C D	S	F T
Samoan Circle	Meeting in which participants sit in a circle, or concentric circles, with 2-3 chairs in the centre. Participants wishing to discuss a topic sit in the centre chairs while those in the circle listen. Participants wishing to speak stand behind the centre chairs and take their place in the center chairs when an existing discussant has finished.	F	E S	
Seasonal Diagrams or Seasonal Calendars	A visual representation of a year which show the major changes that affect a household, community, or region such as those associated with climate, crops, labor availability and demand, livestock, prices and so on.	G	A	D
Simulations	Exercises that simulate/model influence and cause-and-effect relationships through an imaginary implementation of the project along various decision paths.	G	A	F [B]
Small Format Meetings	Small meetings within larger meetings or in conjunction with another event. Eg: "breakout groups".		S	F
Smart Growth	A concept that has evolved into a framework for community planning and can be very useful for introducing participants to sustainable urban planning concepts. SG tends to be more town-centered, transit and pedestrian oriented and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities.			
Socio-Cultural Profiles	Detailed descriptions of the social and cultural dimensions of communities that are combined with technical, economic and environmental dimensions. Profiles include data about the type of communities, demographic characteristics, economy and livelihood, land tenure and natural resource control, social organization, factors affecting access to power and resources, conflict resolution mechanisms and values and perceptions.	G	E	D E
Stakeholder Assessment	Involves systematic consultation with stakeholders and investigation of the perceptions of these people to ensure that their concerns are heard and incorporated into project and policy formulation. <i>Refer also to the Initiation and Preparation sections of this manual for further info.</i>	C	A	E T
Stakeholder Identification	Identifying stakeholders is a core task of all public involvement processes. It is critical to identify all affected and interested parties regarding a particular policy or plan and to identify their diverse needs and interests in advance of a public involvement activity.			
Street Stall or Kiosk	Exhibition and interactive display material mounted for a selected period at a highly public location with facilitators or project representatives on hand to encourage people to make comments and engage in debate.	I C	L	
Stewardship Committee	A stewardship committee is a group of people who share an objective to conserve, restore, or sustainably use a particular area or resource frequently a watershed. The members of the committee can range from citizen volunteers through to government agency representatives.	F		
Success Stories	Write-ups of cases which demonstrate success in the pursuit of goals comparable to those being pursued by a new process.	I S	A E	D
Surveys	A sequence of focused, predetermined questions in a fixed order, often with predetermined, limited options for responses. Surveys can be given through a written questionnaire (on paper or on Internet) or through interviews, in person or on the phone. See also "Polling". <i>Examples: Surveys: "Community Vision: Hillsborough, NJ"; "Interactive Web site: The Rivertown Simulation"; "Internet/electronic Software: Websurveyor"; "Internet/electronic Software: Websurveyor PRO"</i>	C	L	A E \$
Surveys: In-Person	One-on-one interviews with standardized questionnaire or methodology such as "stated preference".	C	L	T \$
Surveys: Internet	Computer-based participation: surveys conducted over a computer network, such as Internet, or an Intranet network. <i>Examples: Surveys: "Interactive Web site: The Rivertown Simulation"; "Internet/electronic Software: Websurveyor"; "Internet/electronic Software: Websurveyor PRO"</i>	C	A	B
Surveys: Mailed Surveys and Questionnaires	Mail-In-forms often included in project mailings to gain information on public concerns and preferences.	C	L	\$
Surveys: Telephone Surveys/Polls	Random sampling of population by telephone to gain specific information for statistical validation.	C	L	\$

Tool Name	Short Description	A	G	R
SWOT/(SWOL) Analysis	Structured brainstorming using flip charts/paper/blackboards to gather group perceptions of positives/strengths, negatives/weaknesses, possible improvements /opportunities, constraints/limitations or threats. Group analysis of SWOT results determines ways to take advantage of strengths/opportunities and ways to overcome weaknesses/obstacles. In the case of differing opinions, the facilitator can work towards consensus.	D	S	F
Task Forces	A group of experts or representative stakeholders formed to develop a specific product or policy recommendation. <i>See also "Advisory Groups"; "Design Assistance Team".</i>	C D	S	A T
Technical Assistance	A relationship, often formalized, where experts make available their technical knowledge and skills to other stakeholders in a process to assist in the option creation and decision making processes. There is often some benefit in also providing an intermediary who can assist in making the technical information more understandable by non-expert stakeholders.	G		E
Technical Reports	Reports detailing the results of technical analysis or research, which focus on a specific issue and are frequently difficult to understand for non-experts. These reports are generally seen as the "property" of the sponsoring agency and information is often selectively released by that agency in a manner consistent with their interests.	I	A E	E
Television	The dissemination of information on a project or a related issue through the television formats of news, advertisements, public notices, documentaries or drama. The unique characteristics of this medium greatly shape what kind of information can be reliably transmitted through TV.	I	L	\$
Tele-voting	A call-in event which occurs over a predefined time period in which a question is posed for the caller to answer. An opinion is expressed, for example, by pressing "1" for no, or "2" for yes.	C	L	A B
Timelines	Graphic or written depictions of the steps a project is intended to go through over a certain period of time; specifies milestone dates.	I	A	
Town Hall Meetings	Large public meetings for members of a community. Meetings are several hours long, interactive and informal. <i>See also "Village Meetings".</i>	C D	L	F S
Tree Diagrams	Multipurpose, visual tools of information organized into a treelike diagram that includes information on the main issue, relevant factors and influences and outcomes of these factors. Can be generated by a group or pre-prepared.	G I	A	
Trend Change Analysis	An analysis, both quantitative and qualitative, of how trends (e.g., human preferences, practices, consumption) are changing over time.	I G	E	D
Typological Codes	As an alternative to current zoning practices, typological codes describe neighborhood components such as buildings, streets and open space types. Provides information about various "type" of buildings, streets and open spaces that could be featured in plans; aids in constructing data that reflects the complexities of various areas.	I	A E	
Venn Diagrams	A diagrammatic method of representing conceptual relationships between information, groups or individuals. General points of focus are similarities or dissimilarities on how or where groups or issues' characteristics overlap. A good technique for identifying combinations of interests, issues, or their relationships.		A	
Village Meetings	Community members meet to participate in development. When multiple tools such as resource mapping, ranking and focus groups have been used, village meetings are important venues for launching activities, evaluating progress and gaining feedback on analysis. <i>See also "Town Hall Meetings".</i>	C D	L	F S
Visioning	A technique where participants explore and describe an ideal scenario for the future of a project or organization.		A	F
Visioning: Electronic Survey: Community Vision Survey Sample	Software tool to provide a computer-based interactive survey. Citizens can register their opinions on six different factors in community planning. Participants click on images to produce different development options.		A E	B
Visioning: Interactive Visioning Terminals	Similar to an automated teller machine - survey that can be disseminated throughout a community at computer terminals or on a Web site; asks a question and presents four graphic images from which users select their preferred choice. <i>Example: Visioning: "Interactive Visioning Terminals: City of Las Vegas 2020"</i>		A	B

Tool Name	Short Description	A	G	R
Visualization	A term variously used to refer to (a) creating/providing visual reference points to improve communication or (b) a guided-imagery technique where participants close their eyes, relax and individually explore a particular image, place, event or scenario. In the planning context, a guided imagery exercise is often used as a precursor to visioning or goal setting activities.		A	F
Visualization: 3D Modeling	Using cardboard boxes, construction paper, scissors and glue, participants can construct 3D models of selected sections of their neighborhoods. Can be used as part of a visioning process regarding potential improvements. Pre-prepared, flexible 3D models of an area of building which allows people to test out alternative design options are also useful.	C [D]	A	
Visualization: Aerial Photos	Aerial photos provide a macro perspective of area(s) under consideration. These may then be altered to show neighborhood-scaled urban revitalization strategies. Also, good for “before/after” images.	I	A	
Visualization: Computer Imaging	Photographs touched up with painting software to depict visions of urban revitalization. <i>Example: Visualization: Computer Imaging: “Visual Preference Survey™”</i>	G I	A	B
Visualization: Image Database	Source of photographs for assembling photomontage and for discussion.	I	A	B
Visualization: Photomontage	Series of snapshots of community area and features. Very powerful when generated by participants themselves (they bring photos of key features/areas and build a collage). Can also be used to portray transformation of place.	I G	A	D
Volunteers	Community members/experts who volunteer their time and work for an organization willingly and without pay. Helps keep staffing costs low while providing volunteers with experience and opportunities to contribute in areas of interest to them. <i>Example: Volunteers: “Victoria Street Volunteers”</i>		A	A
Walkabouts/Field Trips	Tours for key stakeholders, elected officials, advisory group members and the media of specific sites being considered for a proposal.	I	S	[E]
Web site	Text-based and graphical resource on Internet which may provide general information about an organization, company or community group etc, information on a range of topics, tools, case studies, or links to other topics or organizations. <i>Examples: Web site: “IDeA On-line (UK)”;</i> “Community Participation Initiative: City of Rochester Keeps Citizens Informed with Excellent Web Site”; “Community Web site: Greater Vancouver Regional District”; “Demonstration Web site: Redevelopment of Treasure Island, San Francisco CA”	I	A	B
Workshop(s)	Structured group meetings of a varied length (generally a few hours to one day). Can be used for various purposes including educational, planning, design, etc. Most effective with professional facilitators/leaders. Workshops are very suitable for consolidating information, developing common understandings of a given situation, underlining interests and viewpoints and deciding on next steps. Workshops are also useful for clarifying needs or solution strategies directly with people directly affected by decisions. <i>Example: Workshop(s): “Sarasota Workshop Group Process Session”</i>	C D	A	F
Workshop(s): Action Planning and Design	Workshops to bring stakeholders together to design development projects. Small, hands-on group of professionals and non-professionals, working around a table with plans or a model. Ideas expressed by drawing on and/or making adjustments to the model. Often, with the help of a workshop facilitator, participants undertake a series of activities designed to help them reach a consensus. <i>Examples: Workshop(s): Action Planning: “Appreciation Influence Control (AIC)”;</i> “Objectives-Oriented Project Planning: ZOPP”	C D	S	F E
Workshop(s): Co-creation Workshop	A workshop intended for collaborative creation of design ideas; sometimes also used to develop policies and guidelines. At times such workshops are also referred to as “charrettes” but charrettes are actually more intensive, complex events with both more sophisticated “scripts” and articulated outcomes.	A D	A	F
Workshop(s): Design	Usually with the help of a facilitator, participants engage in a series of “hands-on” activities. Ideas are expressed by drawing on or making adjustments to existing plans or models. Normally held as part of a Planning Day or other event.	C D	S	F

Tool Name	Short Description	A	G	R
Workshop(s): Open Space	Participant-led session: A facilitator explains the format and rules of Open Space and the opening meeting takes place in a room large enough for all of the participants to sit in a circle. Individual participants announce a topic of interest to the group and puts his or her topic on a sheet of paper, with assigned room spaces and times for the topic. The facilitator opens this “marketplace of topics” and asks for individuals to sign up for the topics that interest them. At the end of the meeting, a recorder inputs the report into computer and offers that information in the form of a “book of proceedings” for each participant. Provides structure for shared leadership.	D	A	F
Workshop(s): Planning Day	One day of workshops designed to encourage the development of creative ideas. A good way for getting the key parties to work creatively together to devise and explore options for a site, neighbourhood or city. A printed summary is produced as soon as possible afterwards and the proposals may be exhibited to a wider public.	C	S	A F
Workshop(s): Planning Weekend	Intense, structured activities facilitated by a multidisciplinary team, spanning a weekend. A highly effective way of getting all parties involved in producing a plan of action for a site, neighbourhood or city.	C	S	A F
Workshop(s): Process Planning Session	A process whereby stakeholders work together with project managers to develop a planning and participation process which fits their needs and constraints. This activity can be as simple as an informal scoping of ideas and constraints or it can be a more formal process of decentralizing decision making. In the more formal process, a serious commitment is being made by the lead stakeholders which must be honoured and professional help is advised to keep the process recommendations manageable.	D	S	F
Workshop(s): Role-Playing	Participants enact roles (other than their own) in pre-defined situations that range from simple stories with only a few characters to an elaborate street theater production. The workshops are followed by an evaluation of the interaction.	F	S	F

## Scenario Maps

A sequence of steps and tools for four sample public involvement plans are provided in the following pages. Each considers a different planning and development scenario. Illustrating how participation tools can be used at various stages of a planning process, they are suggestions of possibilities rather than recipes. Other ways could be used to achieve similar objectives and your plans will be unique to your own circumstances. A brief overview of each of the maps is included below.

### Neighbourhood planning

Generally new community areas are developed in a top-down exclusive fashion by planners, private developers and consultants. When consultation does take place, much of the ideas generation and design planning has already been done and only the most minor of suggested changes may be incorporated. This tends to be a recipe for conflict and confrontation with the public. The example here is a broad-brush approach to bringing people together to develop visions and creative proposals for developing a new neighbourhood area.

### Industrial heritage re-use

In many cities and towns, industrial buildings have been abandoned. The buildings are often vandalized and, overtime, they become increasingly run-down and unsafe. When buildings are deemed to have heritage value or can be used for other purposes, involvement of the public can help to determine appropriate uses and transform the area in which the building is located. In the example provided “a partnership is established between the main parties and an academic institution plays a key role in raising the profile of the area, assembling expertise and helping organise an action planning event to firm up a strategy agreed by all”. (Wates, 2000).

## Local regeneration initiative

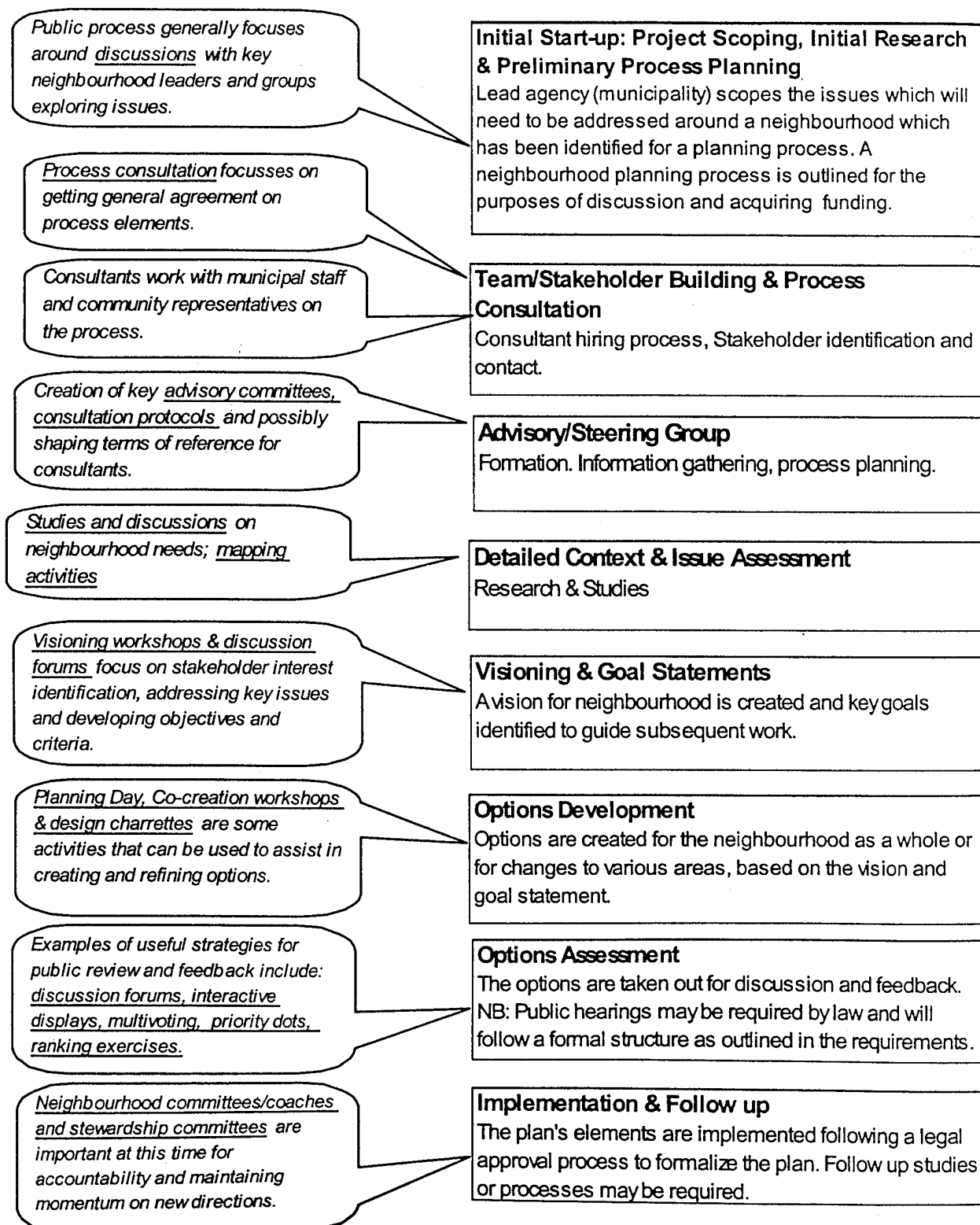
For communities to be sustainable, they need ongoing maintenance and upgrading. For a number of reasons, however, some neighborhoods become very run down and, as a result, the overall character of the community changes. This example illustrates how to work with a diversity of people (landowners, business owners, agencies, local residents) to agree on a development strategy that addresses local needs while providing new opportunities.

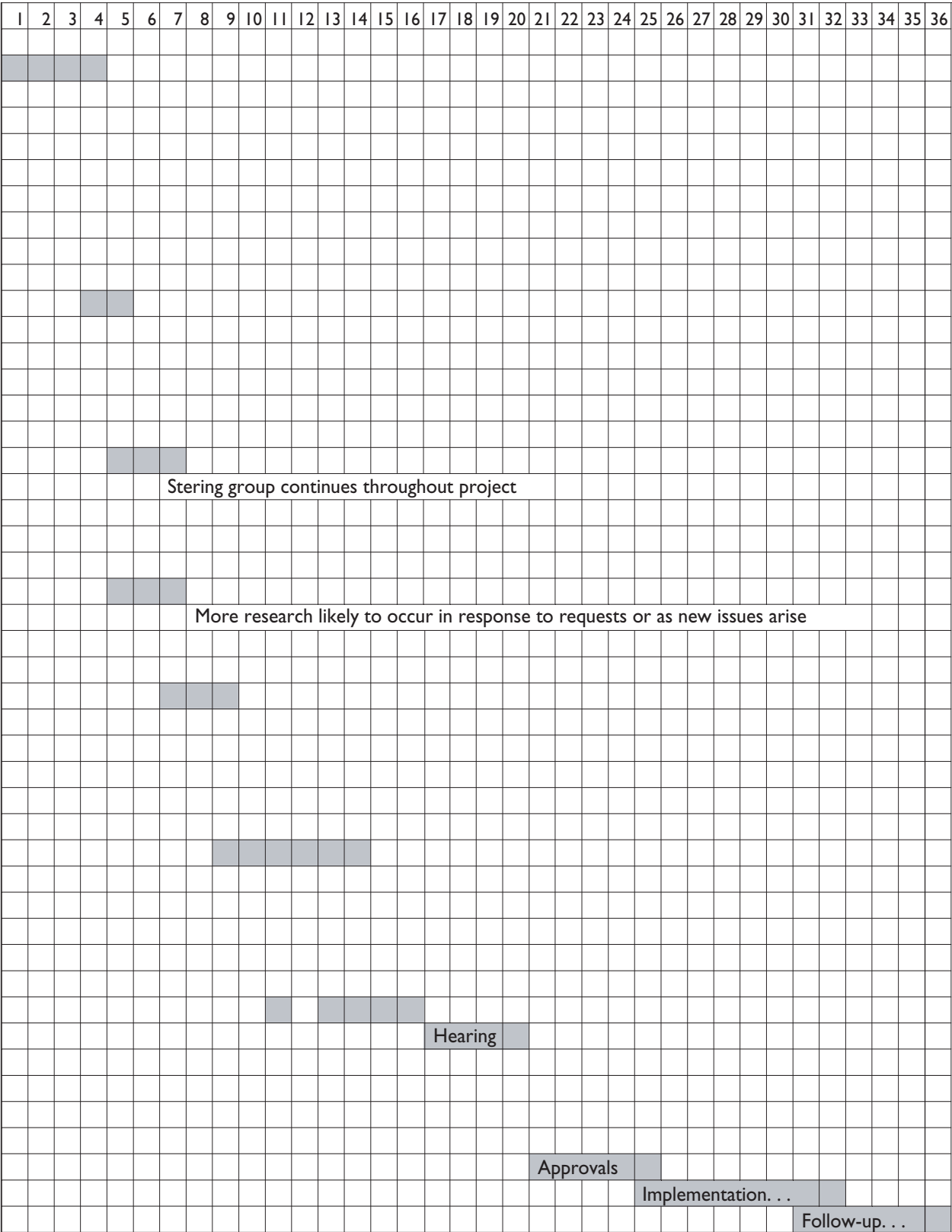
### Town centre upgrade

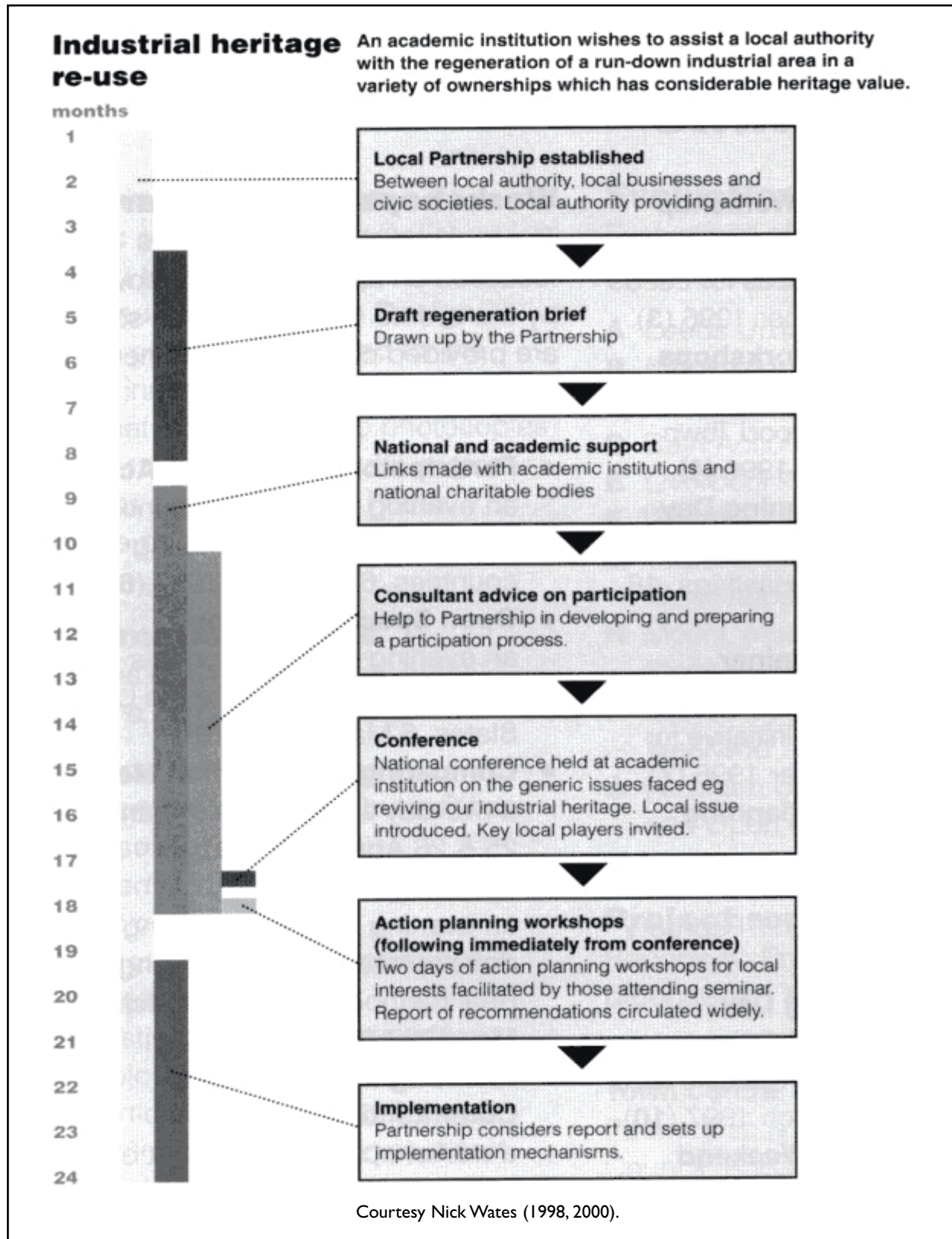
Town centres are often the places of a town's beginnings around which a town grows. Usually developed in a piecemeal fashion by a variety of landowners over time, they also tend to be the oldest part of a town and, as the town grows, the centres may no longer well serve their original functions. When this occurs both upgrading and transformation is necessary. The example provided here illustrates how a planning authority can involve multiple interests in an improvement initiative intended to address fundamental issues and develop a strategy to be incorporated in the overall urban design planning framework.

**Note:** The focus of these illustrations is on participation approaches and tools. Formal political approvals will also be required along the way although these steps have not been made explicit in the illustrations.

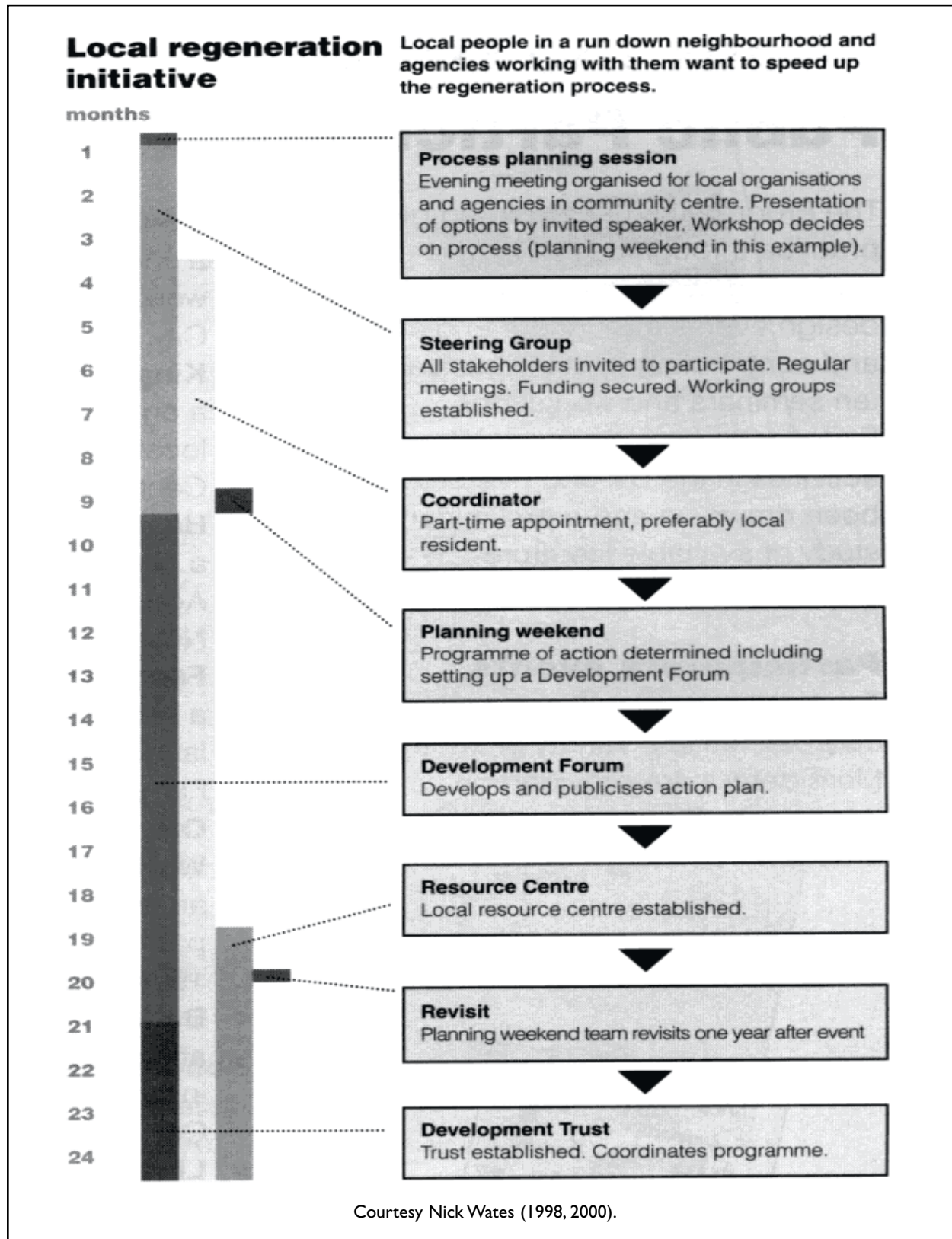
## Neighborhood Planning with Sample Schedule

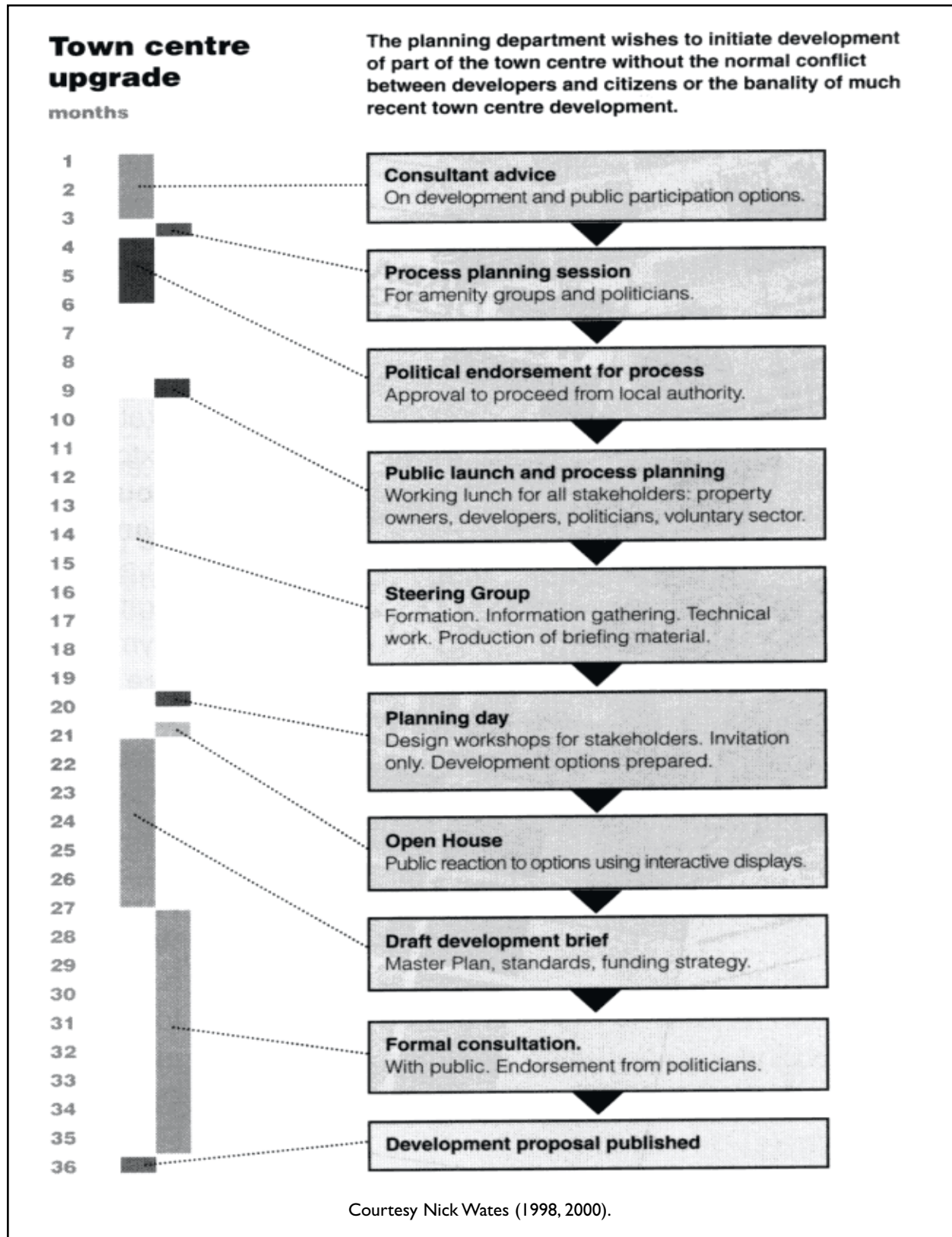












# Section IV - Continuation: Creating and Maintaining Empowered Communities

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*Development is ultimately not a matter of money or physical capital or foreign exchange, but of the capacity of a society to tap the root of popular creativity, to free up and empower people to exercise their intelligence and collective wisdom.*

— Marie Kennedy, 1996

The quality and nature of a community are determined by the choices people make. Ideally the choices are well-informed, well-considered, and lead to healthy and prosperous communities. However, this is not always the case. The concept of “sustainability” provides a framework for communities to explore and anticipate how their choices may affect the future. Setting sustainability as an intention for communities and then acting on that intention, is a way to help ensure healthy and prosperous communities.

Choosing to follow a path of sustainable community development means resetting the compass and directing attention to the integrated economic, ecological and equity issues important to building sustainable communities over the long term. Ensuring that choices are well-informed and well-considered in the light of these issues demand broad-based participation in planning and decision-making. In effect, sustainability calls for a shift in focus toward multiple objectives, more values-based decision-making and increased interaction with and among multiple “publics”. As such, traditional/conventional approaches to community planning and development need to be transformed.

Information in prior chapters — key understandings regarding participation and stakeholders; steps for preparation and planning of participation activities; various tools and approaches and how they can be used for various purposes — is intended to help you bring people together to explore

challenges and opportunities, increase understandings, address multiple objectives and contribute meaningfully to sustainable community planning and implementation. The chapters together should provide sufficient information to frame and develop your participation plans; abundant choices for tools and approaches; and guidance for effective implementation of participation projects and programs.

Whether you are just starting out on the path towards greater citizen involvement in sustainable community planning and development, or if you are already well on your way and using this book for new ideas and improvements in your existing participation programs, the critical challenge is to ensure efforts and processes are ongoing and evolving. Constant attention and investment is needed to maintain the strength of communities and participation programs especially when community or program members change.

*The most important thing communities build is culture.*

— Chattanooga City Councilman  
David Crockett

“Culture” acts rather like a template shaping behavior and consciousness within a human community from generation to generation<sup>5</sup>. It involves three basic components: systems of meaning (what people think); ways of organizing and behaving (what people do); and distinctive techniques and their characteristic products. Inevitably, culture is in a constant process of evolution, a process of change that is both natural and necessary. In creating/maintaining a sustainable community, the “culture” we seek to build, strengthen and enhance is one where community members are:

acting cooperatively  
taking responsibility and  
learning continually

Communities/organizations which encourage these impulses and give them opportunity to be expressed and strengthened (rather than harnessing them for merely political or commercial ends) will achieve more in the long run than communities/organizations that try to find and impose external strategies or formulae. The key is in removing restraints of access, providing a climate in which creativity can occur and encouraging participation and action with financial support. This concluding chapter revisits some of the core themes of this book by way of focussing on three critical areas that require constant attention and investment in order to develop the cultural features and “sustain” communities.

Collaboration and Partnership  
Planning and Monitoring  
Learning and Change

## Acting Cooperatively: Collaboration and Partnership

Where participation initiatives have worked, it is because citizens, experts (many of whom may emerge from among the citizen group) and officials have (a) worked collaboratively; (b) developed a collective vision; and (c) together learned or adapted or created management practices and decision-making strategies for use in their work together.

### 3-way Partnerships

Interested citizens, experts and officials working together on

Coordinating Committees  
Advisory Groups  
Stewardship Groups  
Neighborhood Councils  
Action Teams

### Top-Down

### Bottom-Up

### Outside-In

### Inside-Out

Success comes when working from the bottom up, the top down, the outside-in and the inside-out simultaneously. Citizens can identify the issues and community conditions of greatest concern to them, provide locally-relevant knowledge and, as true partners, can act more effectively to define and create their possible community futures. Government staff/officials can adjust or create policies that are sustainability-enabling and can help channel resources. Appropriate experts can provide training, ensure ideas are up-to-date and translate technical issues appropriate to the local ecology, culture and economy. Staff can provide community leader support and coaching and facilitate communication and collaboration among all parties. All four roles are needed; among other things, their strategic alignment results in better coordination and focusing of resources.

### Trust and Respect

Building *and maintaining* understanding, respect and trust among the partners is an essential investment. Participation approaches provide the entry point for understanding various perspectives and provide the opportunity for tailoring interventions which have the greatest possibility of acceptance. Coordinating committees, advisory teams, stewardship groups, etc. are among the participation vehicles in which all partners can be involved over time. Relationships must be flexible, however, and will need continuing adjustment. Decision-making guidelines and general process agreements for working together will help ensure more smooth transitions when membership changes, but relationships must also *evolve*.

### Shared Ground

Initially, partners will need to gain a shared understanding of local realities, issues, opportunities and challenges; develop a collective vision; and gain clarity about the ways in which they will begin working together. It is at this stage where the foundations are built and where respect and trust (hopefully) begins to develop. As the group continues to work together there will probably be some expert-led training (knowledge and skills) with respect to various issues or techniques; experimentation in developing and implementing plans; and some mid-course corrections. Ideally, skills, interests and capacities of all partners are further developed during this middle stage. Later, structured systems will likely be developed to help communities further expand their vision and capacities. It is during this later phase of the partnership that the roles of partners will need to shift: officials and experts will need to shift roles from control to support of community action; citizens will need to shift from dependence to relative independence on officials and experts for initiating/undertaking initiatives in their communities.

### Checking and Re-checking

#### Changing Roles

Clarity of plans and roles, along with ongoing checking and re-checking of issues and progress throughout the process, is critical for continuation of mutually beneficial relationships among all partners. Many projects that start out working fairly well flounder when participants do not understand that roles and relationships need to evolve. Initially strong leadership is needed. Expert-led activities, training, coaching and process-monitoring will lend support to the partnership and a more “shared-leadership” approach may begin to evolve. Eventually, however, confusion about “who is in charge?” may result and/or there may be some concern regarding shifts in “power”. Relationships will

likely be the most fragile at this time. It is essential to stay on guard against the possible fracturing of the partnership that may occur as a result confusion about roles and responsibilities. A community cannot continue to develop if it is dividing internally.

## **Taking Responsibility: Planning and Monitoring**

### Ongoing Planning and Review

Participation activities related to sustainable community planning and development are likely to include exploration of such questions as:

"What are the issues/concerns?"

"What information is available that can inform our understanding of issues and solutions?"

"What do we want to change or achieve?"

"What possible strategies/solutions are there to address the issues and promote change?"

"What plans for action are likely to be most effective?"

"How will we know that we've “got it right” and/or that plans *are* effective?"

Answering these questions will extend beyond any single participation activity. For example, further plans will need to be developed to obtain information from people not directly involved in a particular participation event and to acquire objective local data that can inform consideration of issues, solutions and plan effectiveness. The need or actual plans for policy review or development, monitoring and evaluation, education and specific on-the-ground actions, are all likely to arise out of consideration of the various questions.

### Flexibility

A *readiness to respond* to current situations and to suggestions or plans that arise from specific participation activities (and which thereby extend them), is critical for continuity and continuation planning. Whatever the starting point, a participation activity should initiate a process that builds momentum where one initiative or success contributes to and spurs the evolution of the next. In the beginning stages, particularly when there is little in the way of local data, suggestions and decisions may be based more on transitory opinion than objective information (the individual who talks most convincingly or is seen to have most “power” will have the greatest influence), or on information from distant situations which may or may not be relevant to the local or immediate context. Local information that is available, however reliable, may be questioned and/or not be seen as trustworthy. While always important, flexibility — ensuring the possibility for future change and correction in “answers” or “solutions” generated — is especially important at this stage.

### Agreements

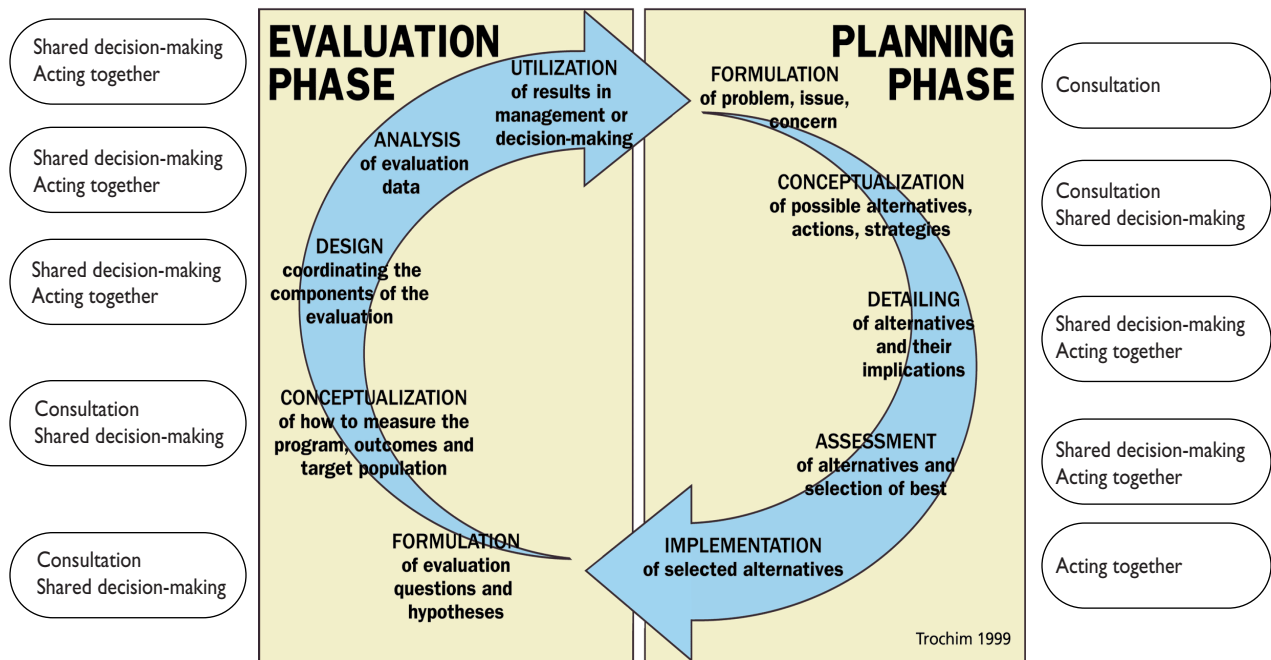
While issues concerning *information quality and quantity* can be particularly distracting in the early stages of participatory program, they tend to arise throughout sustainability planning endeavors. A focus on points of agreement will help to build and maintain common ground for working together. Identifying areas of uncertainty or contention and determining the kinds of information that might help resolve issues, provide some of the “next steps” directions for the participants. Each of the “partners” (as above) should have a role and assume responsibility for obtaining information deemed necessary to better inform the process and these roles and responsibilities should be clearly articulated. Information should neither stall nor overwhelm a process however.

Many discussions and tasks can be engaged independent of data and certain decisions will need to be made in the absence of data or information that may be desired. This “truth” becomes less unsettling as learning, trust and respect builds among participants; as a result, information tends to become less of a distraction and participants are more able to proceed in spite of uncertainty. Over time, as greater knowledge and skills are acquired and as capacities build, the community can begin to more directly gather data relevant to its needs and thereby better inform choices and decisions that are made.

Planning processes are cyclical and highly iterative with many steps likely to be carried out simultaneously. *Annual work plans* which reflect these planning characteristics and the evolving nature of participation programs are essential for continuation planning. The work plans should be simple, easy to understand and make clear the roles and responsibilities of participants and partners.

### Evaluation

For continuation plans to be effective, mechanisms must be in place to ensure that questions such as those at the beginning of this section are asked at various points in time and/or at various stages of a particular project. The answers must be part of a feedback loop designed for ongoing improvement of community planning and development. Trochim’s cyclical feedback model for planning and evaluation below identifies some of the key steps of the planning and evaluation phases of a project or program.



Although participatory evaluation is still rather rare, it is gaining interest and attention. Involving a broader range of participants than is usual in evaluation and monitoring helps ensure that the questions of central interest to various stakeholders are addressed and appropriate data collection and assessment methodologies are used. Building participation into evaluation and monitoring plans provides additional opportunities for local community members to become directly involved in and to take greater ownership of planning processes and programs and the ongoing maintenance and development of their communities.

On either side of Trochim's model participation activity types appropriate for each of the step are suggested. Not all suggested activities will be appropriate for every project, program or context. For example, involvement in utilization of results may be limited to the planning agency (although they could and may still involve others). You should use your own judgement in making decisions about what kinds of activities are most appropriate to your context. See the short sheets (p. 44) for guidance and for specific tools that could be used for various participation activities suggested.



## Learning Continually: Embracing Change

When starting out on the path toward sustainable community and increased public involvement, initial efforts are related to acquiring some knowledge of sustainability, developing a shared understanding and creating a vision of sustainable community appropriate to the local participant context. Overviews of sustainability principles and vision statements developed by other communities can be helpful as “grist for the mill” but, to be effective, these really need to be developed by the community itself. Trying to shortcut the process by adopting another community’s summary of sustainability, principles and/or vision will not enable the process of understanding, learning and creativity needed to energize and support efforts for building and maintaining a sustainable community.

### Patience

Those who are eager for change may be disappointed when progress appears to be slow. It is important to recognize, however, that the need for change and for improved understanding must be felt deeply before there is a willingness to be open to alternative ideas and to search for better ideas.

Knowledge, skills (interpersonal, group process, decision-making, etc.) and new planning practices will need to develop and emerge as part of the overall process. All of this takes time and is most effective and enduring when not rushed along.

Just as seeds need time and nourishment to sprout and grow, so do public involvement initiatives for sustainable community — and patience is essential. Some groups will need careful tending especially during early, fragile stages of development; some, like annuals, may be short lived but generate seeds for new initiatives; others will be like perennials with varying needs for attention and support. Always there will be the need to balance product and efficiency with consciousness raising and empowerment.

### Multiple Strategies

Continuation of public involvement in sustainable community planning rests very particularly on changing attitudes and behaviors. It means using planning tools in ways that frame real rather than pseudo alternatives; elaborating trade-offs in making one or another choice rather than driving decision to one particular choice; including organizing strategies, political strategies and education strategies among more traditional planning outcomes; and putting more control into people’s hands.

*When meeting with a group of people with different values, expectations and ways of seeing, those with well-developed interpersonal and group process skills behave differently than those with less competency in these areas. Competent individuals work to build trust among participants and ensure that the environment is sufficiently “safe” for people to express themselves openly even if this means taking certain “risks”. Rather than merely presenting or arguing for their own position or point of view, they listen carefully to what others are saying and actively seek to understand another person’s point of view. Rather than leaping to conclusions that may be based on misunderstandings or faulty assumptions, they will*

*check to ensure that their understanding is correct by asking questions, paraphrasing and reflecting back what they have “heard”. Rather than avoiding or squashing potential disagreement or conflict, they encourage the expression of different ideas. Rather than allowing disagreement and conflict to interfere with process, they identify points of agreement and similarity and root out the specifics of disagreement or conflict so that productive discussion can continue. Individuals who learn to participate with each other in these ways usually come away from the experience with a broader understanding and a somewhat changed way of seeing.*

— Crofton, 1995



### Roles and Boundaries

In effect, public involvement in sustainability planning as discussed in this book calls for a shift in the traditional planner role from “We’ll figure it out and do it for you” to “We’ll work and learn together with you”. Making that shift requires significant and ongoing learning among all parties in the enterprise, particularly regarding issues of power, control, authority and responsibility. First, for those in positions of “official” power — community leaders, government officials and staff and experts — it means giving up exclusive control and learning how to shift to guidance that educates and empowers, rather than control that fosters dependency and oftentimes resistance. Second, it means making clear the apparent misalignment of authority and responsibility. All of us have heard the complaint (and may even have ourselves complained) that those in authority are not taking or acting on responsibilities appropriate to their authority or, on the other hand, that those who have been assigned responsibility for some undertaking must proceed without sufficient decision-making or action-taking authority. Authority and responsibility can and must be particular to specific roles and needs to be clear to all partners. Nonetheless, efforts must be made to reconcile possible discrepancy and/or discord between authority and responsibility.

### Evolution

The process of shifting or realigning power and control is likely to be discomfiting for both those currently holding power positions and those who may acquire more power and control as a result of involvement in sustainable community planning processes. Officials and experts will need to learn to let go and not just pretend to do so. Public involvement must be framed as a value proposition and seen to be in the best interest of those in power in order to develop the will for genuine open discussion. That said, newly empowered community members may seek greater authority than is appropriate for particular planning activities and officials will need to ensure the boundaries of responsibility and authority are clear in these cases. Public involvement in planning is not about making everybody a planner nor should it be merely token involvement at the margins. The main focus is to create and then evolve a framework for positive interaction and meaningful decision-making and action.

## Final Words

*Manage by nudges; go slow to go fast*

The transition to a more sustainable world will not be easy nor is success assured. The need for change and for improved understanding must be felt deeply before there is a willingness to be open to alternative ideas and to search for better ideas. The exploration and discovery of alternative and better ideas requires input from multiple disciplinary experts. Making choices which are sustainability-effective, realistic and garner support, requires participation and learning among governmental officials and staff, experts and community members representing a variety of interests and concerns.

It should be recognized that much of what is currently billed as “participation” is so in name only; to date, participation for sustainable community planning and development is still in its infancy and there are only a few islands of successes. The “islands” that do exist, exist as a result of the vision, commitment, effort and leadership of a fairly small handful of planners, civic leaders and other professionals, along with energetic and involved groups of community members. We can expect that the changes we desire will occur gradually and incrementally; we should not expect that the changes will occur in the absence of such leadership and initiative, nor without more complete and genuine participation by a broader diversity of people. And that participation must be active and ongoing.

For acts to spread beyond an immediate project there are a number of cultural, institutional and technical challenges to be faced. As many sustainability-oriented planner-leaders and other civic leaders have discovered, attempting to meet these challenges by decisive action is often frustrating and generally unsuccessful; managing by “nudges” proves far more effective for redirecting focus and initiating movement on desired paths. Moving slow, taking time to permit learning, exploration of a multitude of issues and concerns and the building of trust, respect and shared visions among various stakeholders, helps move things along more quickly and more smoothly in the long run. The relationships that result from such time-taking efforts are the foundation for ensuring momentum and ongoing progress towards sustainable community development and maintenance.

This book is dedicated to creating more “islands of success” and to furthering our collective journey towards sustainable community. It is hoped that it will help you on the way.

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## **Appendices**

**Appendix 1: Participation Tips and Checklists**

**Appendix 2: Participation Tool Examples**

**Appendix 3: Resource Information**



# Appendix I

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## Participation Tips and Checklists

This section contains checklists and some “tips” to help you with participation planning. In general they follow the steps outlined in Section II: Preparation. The list of steps below can be used as both a checklist and as a guide to individual tips and checklists to be found in this appendix.

- Step 1: Pre-planning: A readiness check  
CHECKLIST:  
TIP: When to do Public Involvement
- Step 2: Set Objectives, scope and guidelines  
CHECKLISTS: Two checklists are provided to be used  
as appropriate to your situation.
- Step 3: Identify who needs to be involved  
CHECKLIST
- Step 4: Choose the appropriate level of participation
- Step 5: Choose the appropriate tool(s)  
TIPS
- Step 6: Prepare a plan with a schedule
- Step 7: Resource the process  
CHECKLIST
- Step 8: Set up evaluation procedures
- Step 9: Outline reporting and feedback procedures  
CHECKLIST
- Step 10: Develop the “final” plan  
CHECKLIST
- Step 11: DO IT!  
TIPS

## Organizational Readiness

Who will manage and/or be the key participation contact for the process within the organization?

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Who is ultimately accountable for the process?

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Who is funding the process?

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Have senior officers and politicians made a public commitment to the process? (You may want to indicate level of commitments and who you need to ensure is kept up-to-date on processes here.) Will they be accessible to the participants?

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Who else is involved internally and are they committed to the process (e.g., technicians, communications department)?

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Who will have the final say over decisions? (You may need to identify a number of people here dependent on type of decisions to be made and who is involved e.g., real estate, engineering, etc.)

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Is everyone involved clear on their roles and the “hats” they are wearing? (Define roles as possible and as appropriate)

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## When to do Public Involvement

### Always when:

- It is a statutory requirement
- Long-term planning (e.g., social plan)
- Major changes in land use
- Changing use of a public space
- Environmentally sensitive projects
- Council is seeking input
- Decisions will impact people's daily lives by altering:
  - neighborhood character
  - recreation facilities
  - streetscape (trees, landscaping)
  - Traffic or pedestrian movement
  - levels of service

### Rarely when:

- Choices are limited or highly constrained
- There are very few options
- There is little controversy
- Clear consensus has already been reached
- Choices are technical and there is little room for influence based on values (e.g., turning radius)

### Usually when:

- Public expresses interest in having input
- Decision likely to be seen as significant
- There is actual or potential conflict, differences of opinion or dissenting views
- There is a need to build awareness
- You need help choosing between options
- The decision is highly value-laden
- You want to build community capacities

### Never when:

- Your goal is only to inform or announce
- The decision cannot be affected
- The time frame and/or resources are too limited for meaningful input
- You're not sure what you want from the public
- You don't have support from Council to engage in public involvement in this case
- Other information needs to be gathered of decisions have to be made before public can provide thoughtful feedback

## Participation Scope and Objectives

NB: Two checklists are provided here; use one or the other or both

What policies, programs or other activities within your organization are related to this public involvement project?

Policies

Programs

Other Activities

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What decisions will be informed by the participation process?

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What decisions and/or issues are beyond the scope of the participation process?

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Write a clear statement of the objectives of the participation process.

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Write a brief statement regarding how the participants input can influence decisions and the level of participation being requested.

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Identify other constraints on the participation process (e.g., time, resources, etc.)

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## Participation Scope, Objectives and Guidelines

What linkages exist between your public involvement program and other policies, programs or activities of your organization/agency/government?

Is there a broader policy that can help guide the decision or that constrains the range of choice for this project?

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What other processes are going on that affect this one?

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How can you "add value" by accomplishing other things that would further the work of your organization/agency while meeting your objectives?

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What is the nature and scope of the pending decisions?

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What decisions will be made in the overall project (e.g. zoning may be changed, a license may be issued, a plan may be adopted)?

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How will the decision be made?

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Who is making the decisions (e.g. Council, Planning Department, Executive Committee, Board, delegated to community)?

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What are the primary problems, issues and/or alternatives involved in the decision?

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What are the objectives of the public involvement process? What will the public input contribute to?  
Will the input received be used to: (Check as appropriate)

- ☐ Define or refine the problem and/or issues involved;
- ☐ Identify values and priorities;
- ☐ Identify concerns that will need to be addressed;
- ☐ Identify ways to maximize potential project benefits;
- ☐ Identify cost-effective options or alternatives;
- ☐ Establish evaluation criteria to be used in assessing options;
- ☐ Determine preferences for specific options or alternatives; and
- ☐ Seek measures to reduce negative impacts.

What is the potential for public influence on the decision?

What degree of latitude is available in the decision and what public influence is possible  
- what is really "on the table"?

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Under what conditions will the public's input be "over-ruled"?

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Are there any areas that are "off-limits" or topics excluded from consideration?

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What degree of decision-making authority has been delegated and/or can be shared with the public  
(if any)?

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What constraints/limitations on the public involvement process exist?

What are the constraints on the information?

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What are the constraints on time?

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What are the constraints on budget/costs?

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## Who Needs to be Involved?

Consider the range of people who may be interested or would make useful contributions:

Residents and business owners in the following geographic areas:

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Organizations or associations

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Professional and academic contributors

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Government agencies

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Your organization staff members

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Other individuals or interest groups

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Develop strategies for involving various types of participants.

How will you inform the general public about the project and ensure they are aware of opportunities for involvement?

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How will you seek out those most likely to be directly affected by the decisions?

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How will you seek out other participants for the project?

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How will you involve people who may be at a relative disadvantage in their ability to be involved?

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How will you ensure representation of diverse views and a “balanced” array of participants?

## Participation

### *Selecting Appropriate Approaches and Tools*

Several sections of the manual provide guidance and checklists for selecting appropriate levels of participation and tools. When making your selection, consider the advantages and disadvantages of different participation levels and tools with respect to:

- scope and objectives of the participation project
- needs and preferences of participants
- resources available

### *Enhance your activity*

- How have you ensured different levels of involvement for different interests?
- What have you done to ensure the activity invites creativity and innovation?
- How will this activity be linked to other activities and/or decisions within the organization?

### *Participation Tips*

#### **Participation Tips**

Don't underestimate people. Give them tools to manage complexity, don't shield them from it.

Divide the issues into bite-sized chunks.

Start with people's own concerns and the issues relevant to them. Don't superimpose your own ideas and solutions at the outset.

Help people widen their perceptions of the choices available and to clarify the implications of each option.

Build in visible early successes to develop the confidence of participants.

'Staircase' skills, trust and commitment to the process: offer a progressive range of levels of involvement and help people to move up the ladder.

Direct empowerment training for participants may not be appreciated - it may be better to develop skills more organically as part of the process.

If at all possible, avoid going for a comprehensive irreversible solution. Set up an interactive learning process, with small, quick, reversible pilots and experiments.

Continuously review and widen membership. As new interest groups are discovered how will they be integrated into the process?

Help people to build their understanding of complex and remote decision processes which are outside the delegated powers of the participation process but which are affecting the outcomes.

Nurture new networks and alliances.

Make sure people are having fun!

— from Wilcox, 1994

## Resources Checklist

*Identify Resources Needed:*

Staff Resources

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Administrative Resources

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Specialized Expertise

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Information and Research

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Materials and Equipment

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Meeting Venue and Refreshments

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*Identify possible resource contributors*

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*Identify ways contributions will be acknowledged*

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## Reporting and Evaluation

### *Reporting*

How will information and input be processed, recorded and documented?

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How will input be summarized and analyzed? What quantitative and qualitative techniques will be used?

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At what points in the process will summaries and/or reports be prepared?

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How will they be distributed and to whom?

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What are the key dates for reporting to participants and to officials?

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What techniques will be used to inform the general public of the results of your participation project?

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If there are additional opportunities for participation, how will these be communicated?

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### *Evaluation*

What are the key points or milestones at which you will review and/or assess progress and outcomes

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How will you conduct the review/assessment? What tools will you use?

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How will the review/assessment be used to inform future projects?

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Who will received the information resulting from the review/assessment?

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## Your Participation Plan

*Here's where you put it all together!*  
*Your FINAL PLAN should include:*

Your statement of objectives, scope and limitations of the process.

A description of the audiences, publics, stakeholders that should be involved.

Detail of the roles and responsibilities of those involved in implementing the participation program or its outcomes (administrators, staff, managers, consultants).

An outline of the selected participation tools and techniques (include details of event planning and management).

A schedule for implementation. Include deadlines, with a consideration of your "critical path".

Milestones or benchmarks associated with objectives, to mark and evaluate progress.

The resources needed including budgets, supplies and technical support.

A description of the means and timing of reporting, evaluation and feedback.

Your Celebration plan

## Do it!

Time to engage with others! It is good to remember that most people are not used to real consensus decision-making; most of us have to learn better habits when it comes to participating in group discussions or resolving conflicts. Expect to work at it. The following ground rules (adapted from the work of Argyris, Schon, Fischer and Ury among others) were developed by Chris Soderquist for the Cobb Hill Co-housing Community. You might find them a useful guide for working with others and for your own ongoing learning.

1. Test assumptions and inferences.
2. Share all relevant information.
3. Focus on interests, not positions.
4. Be specific — use examples.
5. Agree on what important words mean.
6. Explain the reasons behind one's statements, questions and actions.
7. Disagree openly with any member of the group.
8. Make statements, then invite questions and comments.
9. Jointly design ways to test disagreements and solutions.
10. Discuss undiscussable issues.
11. Keep the discussion focused.
12. Do not take cheap shots or otherwise distract the group.
13. Participate in all phases of the process.
14. Exchange relevant information with nongroup members.
15. Make decisions by consensus.
16. Do self-critiques.

<http://www.sustainer.org/cobhill/community.html>





# Appendix 2

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## Participation Tool Examples

Here you will find links and contact information for examples of various tools and approaches that were referenced in the Toolbox.

Please note: The Web site addresses and contact information is current as of publication but may change over time.

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Advisory Committees/Councils: EXPERT: Beacon Councils (from IDeA online - UK)	Groups of consultants, coordinators, citizens etc. acting as advisors to governments on certain issues. A theme is defined for every year, which includes several issues. (The IDeA has a key role in supporting the Beacon Councils and spreading good practice from the Beacons to councils, council partners and members.)	<a href="http://www.idea.gov.uk/beacons/about.htm">http://www.idea.gov.uk/beacons/about.htm</a> <a href="http://www.idea.gov.uk/beacons/index.html">http://www.idea.gov.uk/beacons/index.html</a>
Advisory Committees/Councils: PUBLIC: Clark County Community Planning Team	A group comprised of people representing Las Vegas Valley, Laughlin, Northeast and Northwest area and the South Clark County area. With broad public participation, the Community Planning Team identifies community development issues in Clark County and addresses them through long range planning documents.	<a href="http://www.co.clark.nv.us/COMPLAN/advplan/CPTEAM/Apcpteam.htm">http://www.co.clark.nv.us/COMPLAN/advplan/CPTEAM/Apcpteam.htm</a>
Advisory Committees/Councils: PUBLIC: Tampa and Hillsborough Sustainable Communities Advisory Committee	The City of Tampa and Hillsborough County have appointed a high profile, 22-member Sustainable Communities Advisory Committee representing business, education, environmental, land-use and government interests. The role of the committee is to identify key issues, improve coordination between the public and private sectors, make recommendations for enhancing the community's sustainability and develop indicators to assess progress.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/local/thadv.htm">http://sustainable.state.fl.us/fdi/fsc/news/local/thadv.htm</a>
Advisory Committees/Councils: PUBLIC: Brownfield Advisory Committees and Groups (Wisconsin and Illinois)	In 1996, the Illinois Legislature established a ten-person Brownfields Site Re-mediation Advisory Committee (or study group) to ensure continued progress in remediating and redeveloping brownfields and to secure mutually beneficial outcomes between the public and private sectors in the development of brownfield legislation. Examples of tasks: reviewing, evaluating and recommending improvements to state laws, rules and procedures	<a href="http://www.glc.org/robin/ideas/ideas_partner.html">http://www.glc.org/robin/ideas/ideas_partner.html</a>
Awards: International Design Eco Awards	Award Program targeted at the tie between good design in its efficiency and environmental compatibility.	<a href="http://www.blacknet.co.uk/idea/">http://www.blacknet.co.uk/idea/</a> <a href="http://www.blacknet.co.uk/idea/intro.htm">http://www.blacknet.co.uk/idea/intro.htm</a>

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Building for Environmental and Economic Sustainability (BEES)	Windows-based decision support software aimed at designers, builders and product manufacturers. BEES includes actual environmental and economic performance data for a number of building products and measures the environmental performance of building products by using the environmental life-cycle assessment approach specified in ISO 14000 standards.	<a href="http://www.bfrl.nist.gov/oae/software/bees.html">http://www.bfrl.nist.gov/oae/software/bees.html</a> <a href="http://www.eren.doe.gov/buildings/tools_directory/software/bees.htm">http://www.eren.doe.gov/buildings/tools_directory/software/bees.htm</a>
Centres: Project Information Hub	ICLEI Cities 21 Data Input pages: on-line data-entry system to collect data for specific research focussed on 3 thematic areas: Climate Change; Freshwater Resource Management; and Governance. 35 cities currently participate, to provide a common framework for its members by which to evaluate their local, as well as their joint or cumulative progress towards sustainable development.	<a href="http://www2.iclei.org/cities21/input0.htm">http://www2.iclei.org/cities21/input0.htm</a> <a href="http://fax.iclei.org/cities21/input1.cfm">http://fax.iclei.org/cities21/input1.cfm</a>
Community Information Systems: City of Austin Directory of Information	City of Austin Directory of Information: a full listing of departments and services available in Austin, Texas.	<a href="http://www.ci.austin.tx.us/help/directory.htm">http://www.ci.austin.tx.us/help/directory.htm</a>
Community Information Systems: Land Information Access Association (LIAA)	Land Information Access Association (LIAA), a non-profit organization in Traverse City, Michigan, creates innovative information resources such as touch-screen information kiosks, multi-media presentations on CD-ROM and makes GIS data available for a range of citizen needs.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/LIAA.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/LIAA.htm</a>
Community Initiative: Yampa Valley Partners	Colorado healthy communities initiative to provide a focus for community-wide issues. Includes resource directory.	<a href="http://yampavalleypartners.com/">http://yampavalleypartners.com/</a>
Community Outreach Facilitators: SARAR	SARAR (Self-esteem, Associative strength, Resourcefulness, Action Planning and Responsibility for follow-through) is a participatory approach geared specifically to the training of local trainers/facilitators. Builds on local knowledge and strengthens local ability to assess, prioritize, plan, create, organize and evaluate. Local designated experts work with trained facilitators to draw on local knowledge, begin collaborative decision making and empower community members to action/initiation.	<a href="http://www.worldbank.org/wbi/sourcebook/sba105.htm">http://www.worldbank.org/wbi/sourcebook/sba105.htm</a>

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Cost Benefit Analysis: Trans-agency Resources for Environmental and Economic Sustainability (TREES)	TREES (Trans-agency resources for environmental and economic sustainability) produced an analysis (primarily) for urban planners to help evaluate the socioeconomic and natural resource-related consequences of implementing urban forestry Best Management Practices (BMPs) in LA. Project was created by a coalition of government agencies and environmentalists to deal with issues such as drought, flooding, air and water pollution, landfill closures, high energy costs, youth unemployment and urban blight. It produces reliable information regarding a wide range of feasible BMPs with significant potential to improve the quality of the environment, be cost-effective and generate non-monetary social benefits.	<a href="http://www.treepeople.com/trees/cba.htm">http://www.treepeople.com/trees/cba.htm</a>
Design Charrette: Electronic	During week-long public design charrettes, firm used digital cameras, scanners and various software programs to create electronic "pin-up" sessions where citizens can view and discuss emerging design schemes with design team members and sponsoring groups.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/DoverI.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/DoverI.htm</a>
DESIGN: Journal: ecoTECTURE.com	On-line journal of ecological and sustainable design.	<a href="http://www.ecotecture.com/">http://www.ecotecture.com/</a>
Discussion Forums: Electronic: Education for Development	On-line discussion forums open to everyone: Currently running "Exploring what we mean by sustainability": related to the discussion at the last Education For Development AGM, held on 2 October 1999 in London, to provide a brief outline of the topic and encourages a variety of views and some robust debate through a forum-type discussion.	<a href="http://www.eddev.org/wwwboard/index.html">http://www.eddev.org/wwwboard/index.html</a>
Discussion Forums: Electronic: Prosperity! Online System ( North Coast Strategy)	The System stores all comments about an economic development plan and summarizes them back to the community via the <a href="http://www.northcoastprosperity.com">www.northcoastprosperity.com</a> Web site.	<a href="http://northcoastprosperity.com/communication.html">http://northcoastprosperity.com/communication.html</a>
Economic Devt: Prosperity! The North Coast Strategy	Prosperity - The North Coast Strategy is an approach to economic development based on growing industry clusters, small owner-resident businesses, retaining quality of life to attract new business and involving the private sector in economic development efforts. Focusses on maximizing the region's economic competitiveness without sacrificing people's quality of life.	<a href="http://northcoastprosperity.com/">http://northcoastprosperity.com/</a>

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
GIS Interactive/online: Dewitt Township Interactive GIS (Michigan St. University Inst. Of Water Research)	Dewitt Township Interactive GIS demonstrates how GIS systems can work on-line. The "demo" integrates such data sets as: vector layers (roads, streams, lakes, political boundaries, field boundaries, soils) and image layers (Digital Orthoquad Photo).	<a href="http://www.gis.iwr.msu.edu/buffergis.html">http://www.gis.iwr.msu.edu/buffergis.html</a> <a href="http://www.gis.iwr.msu.edu/net21/dewitttwp.html">http://www.gis.iwr.msu.edu/net21/dewitttwp.html</a>
GIS Interactive/online: State-Wide Interactive GIS (Michigan St. University Inst. Of Water Research)	An on-line demo of a GIS system adapted for the Web. This version allows two major ways to access data: by county or by watershed. Many of the data sets are vector layers from MIRIS. They include: roads, streams, lakes, political boundaries, etc.	<a href="http://www.gis.iwr.msu.edu/gis/igis_j.html">http://www.gis.iwr.msu.edu/gis/igis_j.html</a>
GIS/3D Modeling: The Environmental Simulation Center	The Environmental Simulation Center provides modeling that combines computer imaging, policy simulation and computerized impact analysis: Links 2D and 3D images with spreadsheets and databases. Different objects can be dragged into the 3D environment from a palette of typological elements as participants create their own models. The software was initially created to help resolve community disputes, but is increasingly used to promote proactive community vision plans.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/Kwartl.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/Kwartl.htm</a>
GIS/3D Modeling: U-Grow	A computer model which tracks development trends from 1950 to the present and allows adjustment of variables from the present day forward. Allows users to run a number of scenario's, stop the model at a future year (to obtain a snapshot of the community and size of ecological footprint).	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/Orr.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/Orr.htm</a>
GIS: Wetlands Planning System: Michigan St. University Inst. Of Water Research	Uses optimization and multi-criteria decision making model (GIS, Video, computer imagery) for wetland planning on a watershed basis.	<a href="http://www.iwr.msu.edu/adv_tech/wps/wps01a.htm">http://www.iwr.msu.edu/adv_tech/wps/wps01a.htm</a>
Guides: Integrated Systems for Knowledge Management (ISKM)	Guide and approach that offers a description of an action-oriented process to emphasize a number of key actions applicable to developing the knowledge, (supporting) information systems and actions needed to constructively change real situations. Intended to assist communities to develop and manage the knowledge needed to support shared learning and sound decision-making.	<a href="http://nrm.massey.ac.nz/changelinks/iskm.html">http://nrm.massey.ac.nz/changelinks/iskm.html</a>

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Indicators: Project: Cities21® Pilot Project - ICLEI (International Council for Local Environmental Initiatives)	Cities21® Pilot Project: Assessing Mutual Progress Toward Sustainable Development. The project's goal was to engage ICLEI members and their communities in evaluating their local environmental strategies and performance in areas of mutual environmental concern, such as climate change, public participation/governance and fresh water management. This site provides the Project summary and Local Government Profiles.	<a href="http://iclei.org/cities21/">http://iclei.org/cities21/</a>
Indicators: Project: Quality of life in Jacksonville: Indicators for Progress	The Quality of Life project is based on a strong motivation for community improvement in Jacksonville/Duval County, Florida. The project represents an effort to monitor Duval County's progress on an annual basis by means of selected representative quantitative indicators, to highlight, recognize and maintain positive trends and detect and act on the beginnings of negative trends.	<a href="http://www.jcci.org/qol/qol.htm">http://www.jcci.org/qol/qol.htm</a>
Indicators: Jacksonville Community Council Inc. Indicator Documents	Quality of Life Indicators and the Community Agenda Indicators of health and human services. Quality of life indicators, such as education, economy, public safety, health, natural environment etc. Meant to define, update and compare indicators of a certain area with other areas' indicators.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/local/0003/jcci.htm">http://sustainable.state.fl.us/fdi/fsc/news/local/0003/jcci.htm</a>
Norm Appeals: Guelph 2000 (Shade Tree Program etc)	Home visit service which encouraged City of Guelph residents to undertake a wide variety of conservation related actions in their homes, including sustainable landscaping practices. The Shade Tree program offered a free tree with every home visit it made.	<a href="http://www.toolsofchange.com/English/CaseStudies/default.asp?ID=12">http://www.toolsofchange.com/English/CaseStudies/default.asp?ID=12</a>
Partnering: Finance: Brownfield Finance Partnership	The Partnership consists of professionals from the fields of finance and law, environmental scientists with a strong interest in brownfield remediation and representatives from the Ohio Environmental Protection Agency, Water Development Authority, Department of Development and Department of Taxation. While the Partnership has no formal legal status, exercises no official authority and is not a state agency, members of the Partnership believe that the cooperative effort of its members will make financing for brownfield cleanups more accessible.	<a href="http://www.glc.org/robin/ideas/ideas_partner.html#financepartner">http://www.glc.org/robin/ideas/ideas_partner.html#financepartner</a>

EXAMPLES		
Tool Name	Short Description	Source
Partnering: The Livable Communities Initiative	A proposed budget initiative that will establish partnerships between America's communities and federal agencies. The development of a National Spatial Data Infrastructure for communities across the nation (US) will provide greater assistance in addressing critical issues that affect their economic, social and environmental well being.	<a href="http://www.livablecommunities.gov/report2k/information.htm">http://www.livablecommunities.gov/report2k/information.htm</a> <a href="http://www.fgdc.gov/nsdi/docs/comfedip.html">http://www.fgdc.gov/nsdi/docs/comfedip.html</a>
Planning For Real: Internet (GIS)	Internet-based Planning for Real. Essentially, an on-line GIS: A virtual model was developed of the village, which allowed the local community to interact with a virtual digital map giving them relatively instant access to queries which they pose and the ensuing results. Used to create a database of community views and feelings about planning issues. (See <i>Planning for Real - the same community was used as a model.</i> )	<a href="http://www2.rudi.net/cs/slavit/internetpfr.html">http://www2.rudi.net/cs/slavit/internetpfr.html</a>
Surveys: Community Vision: Hillsborough, NJ	On-line automated survey with highly interactive interface which asked citizens to choose from a visual range of possible streetscape improvements for a street, etc. (different design solutions/options). Options were layered so viewers could mix and match them. Conducted also by using computer kiosks placed in range of public/semi-public locations.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/Constant.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/Constant.htm</a>
Surveys: Interactive Web site: The Rivertown Simulation	Interactive Web site by the Urban and Regional Planning Program at Eastern Michigan University. Uses visual creations as examples of "downtown revitalization" and also offers a discussion forum (the Web Caucus discussion conference). Simulation deals with the revitalization of the fictional downtown of Rivertown.	<a href="http://www.emich.edu/public/geo/rtownintro.html">http://www.emich.edu/public/geo/rtownintro.html</a>
Surveys: Internet/electronic Software: Websurveyor	On-line software for conducting fast, easy and affordable Web surveys. Websurveyor allows you to develop a questionnaire, publish it to the Web, collect responses and analyze the results with 3 months of hosting service.	<a href="http://www.websurveyor.com/home_intro.asp">http://www.websurveyor.com/home_intro.asp</a>
Surveys: Internet/electronic Software: Websurveyor PRO	On-line software for conducting more than one survey simultaneously over an extended length of time. Has the ability to conduct multiple surveys at the same time with three months of hosting service.	<a href="http://www.websurveyor.com/prod_pro.asp">http://www.websurveyor.com/prod_pro.asp</a>

<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Visioning: Interactive Visioning Terminals: City of Las Vegas 2020	Surveys on: Downtown Redevelopment; Neighborhood Revitalization; Transitions/Buffers; Commercial Corridors; Walkable Neighborhoods; Mass Transit. Used to obtain widespread feedback from citizens about development issues in the Las Vegas area without the need for meetings.	<a href="http://www.questions.net/demo/lasvegas/english/index.shtml">http://www.questions.net/demo/lasvegas/english/index.shtml</a>
Visualization: Computer Imaging: Visual Preference Survey (TM)	Computer Imaging in which citizens view paired images of different built environments and indicate preference by ranking each image. Results are tabulated and reviewed at the end and any consensus informs latter planning.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/Nelessen.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/Nelessen.htm</a>
Volunteers: Victoria Street Volunteers	Registered charity and volunteer organization program of the United Way launched in January 1999. Activities are conducted in four stages: Preparation; Reaching out; Holding a Social; Setting up a Neighbourhood Social, thereby enhancing the capacity of neighbours to care for each other and strengthen their links to existing community organizations.	<a href="http://www.cassandraproject.org/sections/community/state_report/victoria.html">http://www.cassandraproject.org/sections/community/state_report/victoria.html</a>
Web site: Community Participation Initiative: City of Rochester Keeps Citizens Informed with Excellent Web site	A good model for other cities to emulate, this Web site empowers citizens to participate and informs them of the problems of sprawl and alternative forms of development. Site includes a virtual tour/ slide show of the city and images of how the city could develop more sustainably.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/world/0004/rochester.htm">http://sustainable.state.fl.us/fdi/fsc/news/world/0004/rochester.htm</a>
Web site: Community Web site: Greater Vancouver Regional District	Site for GVRD area. Links to: Regional Services; Public Consultation; Board/Committees; Tax Dollars; Business Information; Maps; News/Media and others.	<a href="http://www.gvrd.bc.ca/">http://www.gvrd.bc.ca/</a>
Web site: Demonstration Web site: Redevelopment of Treasure Island, San Francisco CA	Proposal and a Web site showing planning process/features etc. for a specific site (Treasure Island Naval base). Complex visual and spatial concepts are made accessible to a broad public and create an interactive place for focussed discussion/information exchange about a development site. Showcases Internet as a participatory medium and a powerful tool for enabling community-based design.	<a href="http://www.jcarchitects.com/CommWebsites.html">http://www.jcarchitects.com/CommWebsites.html</a>



<b>EXAMPLES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source</b>
Web site: Florida Sustainable Communities Centre	Web site with links to local, state and world news. Menu links to information on transportation, land use/planning, citizen/visioning, redevelopment, sprawl/infill, smart growth, environment/energy, indicators/reviews.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/">http://sustainable.state.fl.us/fdi/fsc/news/</a>
Web site: IDea On-line (UK)	The Web site from the Improvement and Development Agency (IDeA) for local government in the UK. Provides services such as: Beacon Councils; IDeA consulting; Information Age Practice Group; Local Government National Training Organization (LGNTO) and others.	<a href="http://www.idea.gov.uk/aboutus/index.html">http://www.idea.gov.uk/aboutus/index.html</a> <a href="http://www.idea.gov.uk/index.html">http://www.idea.gov.uk/index.html</a>
Web site: National Neighborhood Coalition (US)	The NNC is a convener of people and organizations concerned about neighborhoods, a conduit of information about programs and policies and an advocate for neighborhoods and community and neighborhood-based organizations. Provides resource links to non-profit and governmental sites and additional resources.	<a href="http://www.neighborhoodcoalition.org/sites.htm">http://www.neighborhoodcoalition.org/sites.htm</a>
Workshop(s): Action Planning: Appreciation Influence Control (AIC)	A technique including meetings, workshops and activities. Recognizes the centrality of power relationships in development projects and policies. AIC facilitates recognition of "the big picture" by identifying the purpose to be served, recognizing the range of stakeholders in the purpose.	<a href="http://www.worldbank.org/wbi/sourcebook/sba101.htm">http://www.worldbank.org/wbi/sourcebook/sba101.htm</a>
Workshop(s): Action Planning: Objectives-Oriented Project Planning: ZOPP	Project planning and management method using a series of stakeholder workshops that encourage participatory planning and analysis throughout the project cycle. Meant to set priorities and plan for implementation and monitoring. Focusses on objectives-oriented planning that spans the life of project or policy work to build stakeholder team commitment and capacity.	<a href="http://www.worldbank.org/wbi/sourcebook/sba102.htm">http://www.worldbank.org/wbi/sourcebook/sba102.htm</a>
Workshop(s): Sarasota Workshop Group Process Session	Three speakers gave lectures that were followed by workshops in which participants got a chance to use GIS-based maps to see how the visioning process could develop into a sustainable growth strategy for Sarasota County. It also enabled participants to develop their own priorities for designing an environmental, social and economic future.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/wkshp/sara/sara-gr.htm">http://sustainable.state.fl.us/fdi/fsc/news/wkshp/sara/sara-gr.htm</a>



# Appendix 3

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## Resource Information

There is a wide range of information and reference material on topics useful for sustainable community planning participation activities. With ever increasing amounts of materials on Internet, the challenge is to find sources that are most useful, reliable and accurate. During the course of preparing this guide, many print and Web site resources were reviewed and those likely to be most useful are included here. The resources are intended to give you direction to both general information sources and to specific tools.

The resources are organized under the following theme areas:

**Buildings** (energy efficiency, simulation tools, etc.)

**Discussion and Participation Tools**

**General Information on Sustainability and Sustainable Community Planning**

**Information Gathering/Generating Tools**

**Monitoring Tools and Indicators**

**Software**

**Using Internet**

In some cases where resources are applicable across theme areas, we have duplicated entries.

Please note: Source and contact information provided is current as of publication. Given the nature of Internet (with Web sites changing location fairly frequently) and changes in the responsibilities of individual contacts, the information may lose currency over time.

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
<b>Buildings</b>		
Building: Building Energy Efficient Research (BEER)	BEER is the Building Energy Efficiency Research project at the Department of Architecture, The University of Hong Kong. Contains the information on BEER and BEER's three research areas: 1. Analysis of Building Climatic Data (ABCD); 2. Building Energy Simulation Tools (BEST); 3. Building Energy Standards/Codes (BESC).	<a href="http://arch.hku.hk/research/BEER/index.html">http://arch.hku.hk/research/BEER/index.html</a>  cmhui@hku.hk kpcheuna@hku.hk
Building: OIKOS Green Building Source	On-line journal with information on energy efficiency, "green" building techniques and sustainable building construction. Resources for Environmental Design Index: a searchable database of building materials, equipment with environmental benefits. Includes links to information on products/techniques, featured companies, a library and a bookshop.	<a href="http://oikos.com/">http://oikos.com/</a>  iris@oikos.com
Building: Sustainable Building Resource (SBR)	Provides a network and a clearing house of information about sustainable building. Also provides training, seminars and workshops which support the acceptance of sustainable building and provides for networking. (Included: reviews, links, downloads, URL catalogue, etc).	<a href="http://www.iris.ba.cnr.it/sustain/">http://www.iris.ba.cnr.it/sustain/</a>  iris@ba.cnr.it
Building: Software tools	See "Software: Buildings" later in the resource section	
<b>Discussion and Participation Tools</b>		
Booklet: Sustainable Community Development	A short (twelve page) illustrated booklet called "Communities by Choice: An Introduction to Sustainable Community Development" for introducing the subject of sustainable development to community leaders. It includes a list of "Ten Steps to Guide Your Journey" toward sustainable development and is geared toward a community-based audience. URL section: Available for download from: <a href="http://www.CommunitiesbyChoice.org">www.CommunitiesbyChoice.org</a>	<a href="http://www.CommunitiesbyChoice.org">http://www.CommunitiesbyChoice.org</a>  info@communitiesbychoice.org
Community Planning Handbook	New book by Nick Wates on how to involve community members in shaping cities, towns and villages.	London: Earthscan. Related Web site planned for launch August 2001: <a href="http://www.communityplanning.net">www.communityplanning.net</a>
Design Charrettes	Soon to be published by CMHC, a "How to" book on planning and using design charrettes for sustainable urban planning	contact Doug Pollard 1-613-748-2338 or CMHC: 1-800-668-2642
Discussion Forums: Online: Delphi.com	Delphi.com Web site which presents a platform for establishing synchronous and asynchronous discussions; opportunity to form online community. Users who participate in message board discussions also get email notification. Messages are archived. Co-branded forums and opportunities to partner with Delphi.com available.	<a href="http://www.delphi.com/">http://www.delphi.com/</a>  info@delphi.com

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Guide: Participation: City of Vancouver: "How to Participate in City Processes: A Guide for the Public."	Online guide that shows how citizens can get involved in the ongoing work of the city. Includes how city government works; various appointed bodies (boards, committees, task forces), etc.	<a href="http://www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/index.htm">http://www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/index.htm</a>  Third Floor Reception of the Planning Department : (604) 873-7344 2675 Yukon Street, Vancouver BC Email: <a href="mailto:info@city.vancouver.bc.ca">info@city.vancouver.bc.ca</a>
Principles for Sustainable Community	Cobb Hill Cohousing principles illustrate the kinds of principles that community members may generate to guide their future direction.	<a href="http://www.sustainer.org/cobhill/principles.html">http://www.sustainer.org/cobhill/principles.html</a>
Stewardship Centre	Includes series of papers and guidelines (e.g., stream and watershed stewardship, stewardship bylaws), case studies, links to resources and implementation tools.	Sitemap: <a href="http://www.stewardshipcentre.org/code/main/cs_frset.htm">http://www.stewardshipcentre.org/code/main/cs_frset.htm</a>  <a href="mailto:administrator@stewardshipcentre.org">administrator@stewardshipcentre.org</a>
Software: Electronic Meeting System: Council (TM)	Council (TM) is meetingware used to support large group interaction processes in face-to-face meeting format. The Council fast cycle feedback system requires laptops to be in front of participants, who enter comments, which are collected and fed back to the group within minutes.	<a href="http://www.covision.com/software.html">http://www.covision.com/software.html</a>  <a href="mailto:info@covision.com">info@covision.com</a> Tel.: 800-318-3521 Fax: 415-957-9883
Software: Electronic Meeting System: FlipChart (TM)	An "electronic flip-chart" that runs on single workstation. Participants submit their ideas and vote through anonymous forms, show of hands, or by voice. Their data is entered into the system by the facilitator/assistant and results can be immediately viewed on a shared display or projection system.	<a href="http://www.entsol.com/html/meetingkit_for_windows.html">http://www.entsol.com/html/meetingkit_for_windows.html</a>  <a href="mailto:support@meetingworks.com">support@meetingworks.com</a>
Software: Electronic Meeting System: Meetingworks LAN (TM)	Decision Support Software which includes tools for electronic brainstorming, idea organization, ranking, voting, cross impact analysis and multiple criteria (weighted factors) analysis. Meant for face-to-face meetings.	<a href="http://www.entsol.com/html/meetingworks_for_windows.html">http://www.entsol.com/html/meetingworks_for_windows.html</a>  <a href="mailto:support@meetingworks.com">support@meetingworks.com</a>
Software: Electronic Meeting Systems: Quickteam.com	Web site for "team members" (co-workers). Teams and organizations work together via Internet. (Geared toward e-business, mostly.)	<a href="http://www.quickteam.com/">http://www.quickteam.com/</a> <a href="http://www.imanage.com/index.asp">http://www.imanage.com/index.asp</a>  (Imanage) 650-356-1166
Software: Electronic Meeting System: Meetingworks Connect (TM)	Decision support software for same-time meetings over Internet. Participants use a Web browser to access the meeting and participate verbally using audio- or video-conferencing.	<a href="http://www.entsol.com/html/meetingworks_connect.html">http://www.entsol.com/html/meetingworks_connect.html</a>  <a href="mailto:support@meetingworks.com">support@meetingworks.com</a>

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Electronic Meeting System: Meetingworks Internet Edition (TM)	The Internet Edition is an add-on feature to MeetingWorks for Windows (version 3.2 or above). It adds the option of different time, different place meetings. A MeetingWorks agenda can be placed on your Web server and participants can be registered anywhere in the world. Tools included are: electronic brainstorming; ranking; voting; cross impact analysis; and multiple criteria analysis.	<a href="http://www.entsol.com/html/meetingworks_internetedition.html">http://www.entsol.com/html/meetingworks_internetedition.html</a>  support@meetingworks.com
<b>General Information on Sustainability and Sustainable Community Planning</b>		
Advanced Technologies Integration: Wetlands Planning System	Planning system which uses optimization and multi-criteria decision making model for Wetland Planning on a watershed basis. Integrates multi-media (Images and video) with wetland data to aid local decision-making.	<a href="http://www.iwr.msu.edu/adv_tech/wps.htm">http://www.iwr.msu.edu/adv_tech/wps.htm</a>  webmaster@cyclops.iwr.msu.edu webmaster@iwr.msu.edu
Book: Community Planning Handbook	New book by Nick Wates on how to involve community members in shaping cities, towns and villages.	London: Earthscan. Related Web site planned for launch August 2001: <a href="http://www.communityplanning.net">www.communityplanning.net</a>
Book: Terms of Endearment: Business, NGOs and Sustainable Development	Investigates the how and why of new collaborations between business and NGOs and provides concrete examples. Provides insights into dynamics and motives of various "actors" involved and describes dilemmas and possible responses that are at the forefront of change.	Greenleaf Publishing: <a href="http://www.greenleaf-publishing.com/">http://www.greenleaf-publishing.com/</a>  Aizlewood Business Centre Aizlewood's Mill, Nursery Street, Sheffield S3 8GG, UK Tel.: +44 114 282 3475, Fax: +44 114 282 3476 E-mail: <a href="mailto:info@greenleaf-publishing.com">info@greenleaf-publishing.com</a>
Centre of Excellence for Sustainable Development	Web site contains a menu of information and services on how communities can adopt sustainable development as a strategy for well-being (energy, neighbourhood and community development, etc.) Menu includes links to Green Buildings, Green Development, Land Use Planning, Transportation, Sustainable Business and others. (US DOE project).	<a href="http://www.sustainable.doe.gov/welcome.shtml">http://www.sustainable.doe.gov/welcome.shtml</a> <a href="http://www.sustainable.doe.gov/">http://www.sustainable.doe.gov/</a>  kevinl@ncat.org
Community Development Society	Community Development Society. This site contains links to other CD-related sites, as well as links to sites for Economic Development, Environment, Housing, Community Planning, Rural Community Development, Sustainable Development, Telecommunications Community Development, and Urban Community Development. Provides a learning/information resource on community development and seeks to promote active and representative citizen participation, learning and understanding.	<a href="http://comm-dev.org/sites.htm">http://comm-dev.org/sites.htm</a>  administration@acemgmt.com Tel.: (303) 758-9611 Fax: (303) 758-9616
Community: Sustainable Communities Network	SCN site. Presents information on approaches and techniques used successfully in communities to involve citizens. Links include: Community Visioning and Implementation; Inventories and Indicators; Building Partnerships and others.	<a href="http://www.sustainable.org/creating/community_index.html">http://www.sustainable.org/creating/community_index.html</a>  info@sustainable.org

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Community: The Best Practices Database	The Best Practices searchable database contains list of top Web sites on sustainable community development along with many solutions.	<a href="http://www.bestpractices.org/">http://www.bestpractices.org/</a>  Tel.: (212) 879-9334 Fax: (212) 879-9440 info@together.org
Ecological Footprint Calculator RP	On-line calculator for ecological footprints. Calculates the distribution of income, either in terms of real income or in terms of income expressed in purchasing power parity (PPP).	<a href="http://csf.concord.org/esf/Software_EFC.cfm">http://csf.concord.org/esf/Software_EFC.cfm</a> <a href="http://www.rprogress.org/java/Footpdist/Footpdist.html">http://www.rprogress.org/java/Footpdist/Footpdist.html</a>  Education for Sustainable Future: esfinfo@concord.org Redefining Progress: info@rprogress.org Tel.: 510.444.3041 Fax: 510.444.3191
Ecological Footprint Links and Resources	Web directory with links to various resources on ecological footprints, sustainable studies and practices and related sites. Also, there are links to "Calculate your own footprint". information on collected footprint data and others.	<a href="http://www.rprogress.org/resources/nip/links/nip_links.html">http://www.rprogress.org/resources/nip/links/nip_links.html</a>  info@rprogress.org Tel.: 510.444.3041 Fax: 510.444.3191
Economic Development: Prosperity! The North Coast Strategy	Prosperity - The North Coast Strategy is an approach to economic development based on growing industry clusters, small owner-resident businesses, retaining quality of life to attract new business and involving the private sector in economic development efforts. Focuses on maximizing the region's economic competitiveness without sacrificing people's quality of life.	<a href="http://northcoastprosperity.com/">http://northcoastprosperity.com/</a>  info@northcoastprosperity.com Tel.: (707) 445-9651 Fax: (707) 445-9652
Education: SPARC Community Development Institute	The Community Development Institute is a program of the Social Planning and Research Council of BC. Each year the CDI is held in a host community and presents an extensive series of workshops covering a wide range of subjects dealing with issues of community (such as: Community Economic Development (CED); Land Use and the Environment; Social Justice; Communication, etc.) The next CDI will be in 2002.	<a href="http://www.sparc.bc.ca/cdi/">http://www.sparc.bc.ca/cdi/</a>  Tel.: (604) 718-7755 (Canada)
Guide: Smart Places Resource Modeling System Manual	Manual for Smart Places: to provide guidance/instruction in the use of Smart Places (strategic decision support application that helps communities discern a path to sustainable development) for assessing the implications and opportunities of alternative land-use plans. Land-use planning model incorporating GIS.	<a href="http://www.epri.com/OrderableItemDesc.asp?product_id=TR-111788&amp;targetid=178&amp;value=99T108.0&amp;marketid=1&amp;oitype=1&amp;searchdate=11/1/98">http://www.epri.com/OrderableItemDesc.asp?product_id=TR-111788&amp;targetid=178&amp;value=99T108.0&amp;marketid=1&amp;oitype=1&amp;searchdate=11/1/98</a>  (800) 313-3774 or Phone (650) 855-2121, press 2

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Guide: Integrated Systems for Knowledge Management (ISKM)	Guide and approach that offers a description of an action-oriented process to emphasize a number of key actions applicable to developing the knowledge, (supporting) information systems and actions needed to constructively change real situations. Intended to assist communities to develop and manage the knowledge needed to support shared learning and sound decision-making.	<a href="http://nrm.massey.ac.nz/changelinks/iskm.html">http://nrm.massey.ac.nz/changelinks/iskm.html</a>  Will Allen: nrm-changelinks@mail.com, allenw@landcare.cri.nz
Guide: PLACE3S (Planning for Community Energy, Economic and Environmental Sustainability)	Represents a planning method developed by the State Energy Offices of Washington, Oregon, and California, which can be used to analyze the environmental, energy and economic impacts of various development scenarios and to build consensus around the scenario which best meets community needs. The PLACE3S Guidebook provides a five-step stakeholder process.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/PLACE3S.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/PLACE3S.htm</a>  (US Department of Energy's Center of Excellence for Sustainable Development Web site) cathysvejkovsky@hotmail.com
Guide: Planning	Planner's Design Guide that covers methods, tools, resources and information for environmental and sustainable projects. Includes seven sections: Setting Objectives; Developing Partners; Getting Informed; Targeting the Audience; Choosing Tools of Change; Financing the Program; and Measuring Achievements.	<a href="http://www.toolsofchange.com/english/planningguide.asp">http://www.toolsofchange.com/english/planningguide.asp</a>  Cullbridge Marketing and Communications 61 Forest Hill Avenue, Ottawa ON, Canada K2C 1P7 Tel.: (613) 224-3800, Fax: (613) 224-3377, e-mail: toolsofchange@cullbridge.com
Guide: The Citizen's Handbook	A guide to building community in Vancouver. A grassroots organizing guide available on the net. Includes community organizing, community building activities, citizen's library, links, and Vancouver information. Useful for sourcing some additional "tools" and also as a model of an online resource to support community participation.	<a href="http://www.vcn.bc.ca/citizens-handbook/">http://www.vcn.bc.ca/citizens-handbook/</a>  Charles Dobson, Vancouver Citizens Committee: cdobson@eciad.bc.ca
Institute for Sustainable Communities	An independent, nonprofit organization that provides training, technical assistance and financial support to communities around the world who are interested in sustainable development.	<a href="http://www.iscvt.org/mivasta3.htm">http://www.iscvt.org/mivasta3.htm</a>  isc@iscvt.org
Journal: Sustainable Communities Review	On-line Journal. Title: Merging traditional concerns for the environment with the social and cultural aspects of community life. Broadens the traditional focus of sustainable development to include other dimensions of community such as empowerment, education, enterprise and environment.	<a href="http://www.easi.org/journal.html">http://www.easi.org/journal.html</a>  University of North Texas, Center for Public Service Sustainable Communities Review, P.O. Box 13438 Denton, Texas 76203-6438 Fax: 817 565-3141
Lexicon of the New Urbanism	The Lexicon of New Urbanism is a vocabulary and a set of standards for planners, developers and citizen activists, which uses typology as a way to provide relevant, standardized terms of description of physical objects and spaces. Neighborhoods, blocks, buildings, streets and open spaces are organized by type rather than by use.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/Lexicon.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/Lexicon.htm</a>  Duany Plater-Zyberk & Company 1023 SW 25th Ave, Miami, FL 33135 Tel.: (305) 644-1023



<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Management: Natural Resource Management	Contains links for developing change in natural resource management: an on-line resource guide for those seeking to improve the use of collaborative and learning-based approaches.	<a href="http://nrm.massey.ac.nz/changelinks/">http://nrm.massey.ac.nz/changelinks/</a>  Will Allen: nrm-changelinks@mail.com, allenw@landcare.cri.nz
Management: Project Cycle Management	Danish EPA PCM manual describing process of developing and managing a project from the initial idea to final evaluation of project results.	<a href="http://www.mst.dk/udgiv/publications/1999/87-7909-348-5/html/">http://www.mst.dk/udgiv/publications/1999/87-7909-348-5/html/</a>
Municipal Tools: Energy: Pembina Institute	Web site with information on Municipal Energy Audits and Municipal Energy Management. It provides information on how to conduct an initial energy audit and how to start an energy management program. Tools can be viewed on-line; a PDF file can be downloaded.	<a href="http://www.pembina.org/eeci/tools.htm">http://www.pembina.org/eeci/tools.htm</a>  Box 7558, Drayton Valley, Alberta Canada T7A 1S7 Tel.: (780) 542-6272, Fax: (780) 542-6464, E-mail: piad@pembina.org
National Neighborhood Coalition (US)	The NNC is a convener of people and organizations concerned about neighborhoods, a conduit of information about programs and policies, and an advocate for neighborhoods and community and neighborhood-based organizations. Provides resource links to non-profit and governmental sites and additional resources.	<a href="http://www.neighborhoodcoalition.org/sites.htm">http://www.neighborhoodcoalition.org/sites.htm</a>  nncnnc@erols.com Tel.: (202) 408-8553 Fax: (202) 408-8551
New Tools of Community Design and Decision-Making	This on-line, multimedia presentation by Peter Katz provides a demo of tools for use by planners and community members in the community development process. Addresses challenges of Smart Growth and urban development.	<a href="http://www.wenet.net/~shprice/Home.html">http://www.wenet.net/~shprice/Home.html</a> <a href="http://www.sustainable.doe.gov/toolkit/TCDDM/">http://www.sustainable.doe.gov/toolkit/TCDDM/</a> <a href="http://www.sustainable.doe.gov/toolkit/TCDDM/TL.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/TL.htm</a>  Peter Katz/Urban Advantage 917 Constitution Avenue, NE - Washington, DC 20002 Tel.: (202) 547-3869
Ordinances: Model Ordinances for Sustainable Development: From Policy to Reality by Minnesota Planning	Minnesota Planning's first step in developing a group of model ordinances that Minnesota communities can use in charting their futures. Includes illustrative model ordinances that communities can adapt to their own circumstances as a result of citizen-based planning processes. Includes Citizen Participation ordinance.	<a href="http://www.mnplan.state.mn.us/SDI/ordinancestoc.html">http://www.mnplan.state.mn.us/SDI/ordinancestoc.html</a> Source: Citizen Participation: <a href="http://www.mnplan.state.mn.us/pdf/2000/eqb/ordinances/citizenparticipation.pdf">http://www.mnplan.state.mn.us/pdf/2000/eqb/ordinances/citizenparticipation.pdf</a>  Environmental Quality Board, 658 Cedar St., St. Paul, Minnesota 55155 Tel.: 651-297-2377, Fax: 651-296-3698, E-mail: sustain@mnplan.state.mn.us
Practices for Sustainable Communities	CMHC book with CD-ROM (Sustainable Community Indicators Program -SCIP) providing a series of "practice summaries" in each of the following areas: Community Policy Development; Natural Systems; Housing and Built Form; Infrastructure.	Contact CMHC: 1-800-668-2642 or homepage: <a href="http://www.cmhc-schl.gc.ca">www.cmhc-schl.gc.ca</a>

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Principles for Sustainable Community	Cobb Hill Cohousing principles illustrate the kinds of principles that community members may generate to guide their future direction.	<a href="http://www.sustainer.org/cobhill/principles.html">http://www.sustainer.org/cobhill/principles.html</a>
Smart Growth: Community Initiative Web site	Provides links to the Smart Growth Product Book (PDF), products (Smart Growth Criteria Matrix) and the Web versions of the Smart Growth Guide.	<a href="http://www.ci.austin.tx.us/smartgrowth/">http://www.ci.austin.tx.us/smartgrowth/</a>  Site Administrator: paul.hopingardner@ci.austin.tx.us
Smart Growth: Smart Growth Tool Kit	Catalogue of tools to combat urban sprawl. The Smart Growth Tool Kit answers the basic questions about sprawl such as: What is sprawl? What are the costs and impacts of sprawl? What are some realistic development alternatives?	<a href="http://www.smartgrowth.org/information/sgn_catalogue.html">http://www.smartgrowth.org/information/sgn_catalogue.html</a>  Suzanne Giannini-Spohn: giannini-spohn.suzanne@epamail.epa.gov Tel.: 202 260 7568 Fax: 202 260 0174
Specifications for Sustainable Development	List of links to information on codes and specifications published by governmental and non-governmental organizations, such as the City of Austin Smart Growth Initiative among others.	<a href="http://www.ci.austin.tx.us/sustainable/sustcodes.htm">http://www.ci.austin.tx.us/sustainable/sustcodes.htm</a>  Site Administrator: paul.hopingardner@ci.austin.tx.us
Stewardship Centre	Includes series of papers and guidelines (e.g., stream and watershed stewardship, stewardship bylaws), case studies, links to resources and implementation tools.	Sitemap: <a href="http://www.stewardshipcentre.org/code/main/cs_frset.htm">http://www.stewardshipcentre.org/code/main/cs_frset.htm</a>  administrator@stewardshipcentre.org
Success Stories (Database)	Municipal Success Stories Database: Each entry provides a detailed description of the action taken, an overview of investment and operating costs, a summary of environmental and economic benefits, and contacts for further information. Searchable by Opportunity Area; Tools; Geographic Region; and Population.	<a href="http://www.pembina.org/eeci/success.htm">http://www.pembina.org/eeci/success.htm</a>  Box 7558, Drayton Valley, Alberta Canada T7A 1S7 Tel.: (780) 542-6272, Fax: (780) 542-6464, E-mail: piad@pembina.org
Sustainable Community Development	A short (twelve page) illustrated booklet called "Communities by Choice: An Introduction to Sustainable Community Development" for introducing the subject of sustainable development to community leaders. It includes a list of "Ten Steps to Guide Your Journey" toward sustainable development and is geared toward a community-based audience. URL section: Available for download from: <a href="http://www.CommunitiesbyChoice.org">www.CommunitiesbyChoice.org</a>	<a href="http://www.CommunitiesbyChoice.org">http://www.CommunitiesbyChoice.org</a>  info@communitiesbychoice.org

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
The Natural Step	The Natural Step is an international organization with a vision of the socially and ecologically sustainable society. The Natural Step framework is a guide to thinking and acting in harmony with the earth's cyclical processes. It provides a pragmatic framework which can be used to guide social, environmental and economic actions. Planning with the help of TNS Framework focuses on the initial causes of problems rather than reacting to the environmental effects.	<a href="http://www.naturalstep.org/">http://www.naturalstep.org/</a>  PO Box 29372, San Francisco, California, 94129-0372 Tel.: 415-561-3344 Fax: 415-561-3345 tns@naturalstep.org
The Natural Step: Videos	Series of videos: * Framework - An Overview of the NS Framework. Robèrt Karl-Henrik introduces The Natural Step framework to the Bank of America and responds to questions from the audience. (78mins) * Personal Sustainability and the NS Framework: Chicago Conference Tapes: Vicki Robin: The Natural Step framework, The Natural Link. (45 mins) * Women and the NS Framework: Chicago Conference Tapes: Rigmor Robèrt: A Woman's Perspective on The Natural Step framework. (45 mins) * Implementation: Building Sustainability with the Natural Step: Houston Health Science Center designing "one of the most ecologically friendly large scale buildings ever constructed." (22 mins)	<a href="http://www.naturalstep.org/event/index_sale.html">http://www.naturalstep.org/event/index_sale.html</a> (Building Sustainability) <a href="http://www.videoproject.org/building_sustainably.html">http://www.videoproject.org/building_sustainably.html</a>  PO Box 29372, San Francisco, California, 94129-0372 Tel.: 415-561-3344 Fax: 415-561-3345 tns@naturalstep.org
Tools for Community Design and Decision Making	Four-part article by Cynthia Pollock Shea, about tools and technologies that compliment the planning process. Information was taken from a three-day workshop which provided an overview of decision support tools, their practical uses, examples of successful applications in specific planning projects and future expectations.	<a href="http://sustainable.state.fl.us/fdi/fsc/news/state/0004/toolsind.htm">http://sustainable.state.fl.us/fdi/fsc/news/state/0004/toolsind.htm</a>  General: Tel.: (850) 599-8773; Fax: (850) 599-8466; FDI, School of Architecture, Florida A & M University, Tallahassee, Florida 32307-4200. Jim Minter (Editor of the Florida Sustainable Communities Center): jimjim@leo.infi.net
Web site: Car Free	Web site which looks at car free cities past, present, and future and addresses the problems presented by the urban automobile. The Web site supplements the book: Carfree cities.	<a href="http://www.carfree.com/">http://www.carfree.com/</a>  postmaster@carfree.com

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
<b>Information Gathering/Generating Tools</b>		
Indicators: Environmental Treaties and Resource Indicators (ENTRI)	ENTRI, a fast, convenient, comprehensive online search service for finding information about environmental treaties and national resource indicators. Organized around nine specific "issue areas" about global change.	<a href="http://sedac.ciesin.org/entri/">http://sedac.ciesin.org/entri/</a>  entri@ciesin.org (CIESIN) Tel.: 845-365-8988 Fax: 845-365-8922
Mapping: ESRI	ESRI Live Internet Map Server "Demos" for Internet mapping solutions (Internet publishing); Internet Map Server; MapObjects Internet Map Server; and ArcView Internet Map Server.	<a href="http://maps.esri.com/ESRI/esri.htm">http://maps.esri.com/ESRI/esri.htm</a> <a href="http://maps.esri.com/ESRI/arcview/demos.htm">http://maps.esri.com/ESRI/arcview/demos.htm</a>  Canada (Toronto - Corp. Office): Ph: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 Fax: 416-441-0681 (Acctg. & POs) E-mail: <a href="mailto:info@esricanada.com">info@esricanada.com</a> In US: <a href="mailto:info@esri.com">info@esri.com</a>
Mapping: Green Map System	The Green Map System is a globally connected, locally adaptable framework for community sustainability. Green Maps utilize Green Map Icons to chart the sites of environmental significance in urban places around the world. Invites design teams of all ages and backgrounds to create a Green Map by charting urban areas in a manner that illuminates the interconnections between the natural and designed environments.	<a href="http://www.greenmap.com/index.html">http://www.greenmap.com/index.html</a>  <a href="mailto:info@greenmap.org">info@greenmap.org</a>
Software: Designing Industrial Ecosystems Tool (DIET)	A computer software program, including a linear programming optimization model, for designing an eco-industrial park. DIET encourages multiple planning objectives: Environmental, Economic and Employment objectives. Aids decision makers/planners in identifying combinations of industrial facilities that exhibit economic and environmental potential for an eco-industrial park at a given site, while maximizing profitability, resource efficiency and job creation.	<a href="http://www.smartgrowth.org/library/DIET.html">http://www.smartgrowth.org/library/DIET.html</a>  Suzanne Giannini-Spohn: <a href="mailto:giannini-spohn.suzanne@epamail.epa.gov">giannini-spohn.suzanne@epamail.epa.gov</a> Tel.: 202 260 7568 Fax: 202 260 0174
Software: Energy Codes: COMcheck-Plus FAQs	Computer software; designed to simplify the process of demonstrating compliance with commercial building energy code using whole-building performance methods. Uses the DOE-2.1E simulation program and enables users to perform building energy code compliance checking.	<a href="http://www.energycodes.org/comcheck/complusdown.html">http://www.energycodes.org/comcheck/complusdown.html</a> refg doc: <a href="http://www.doe2.com/">http://www.doe2.com/</a>  <a href="mailto:techsupport@bsgp.pnl.gov">techsupport@bsgp.pnl.gov</a> 800-270-CODE (2633)

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Environmental Management: Eco Manager	Software for creating an Environmental Management System. It provides an integrated and accessible framework for all elements of a management system together with the means of carrying out many of the important data-intensive tasks. Contains built-in questionnaires and checklists.	<a href="http://www.aspexint.com/software/emsoft.htm">http://www.aspexint.com/software/emsoft.htm</a>  info@aspexint.com
Software: GIS/mapping: ArcIMS	GIS software for Internet in which the user integrates local data sources with Internet data sources for display, query and analysis.	<a href="http://www.esri.com/software/arcims/index.html">http://www.esri.com/software/arcims/index.html</a>  Canada (Corp Office): info@esricanada.com Tel.: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 In US: info@esri.com
Software: GIS/mapping: ArcView	Desktop mapping and GIS software with mapping and spatial analysis capabilities. Applications: Datascape, Smart Places. <i>For Datascape, see "Software: Education: Datascape".</i>	<a href="http://www.esri.com/software/arcview/index.html">http://www.esri.com/software/arcview/index.html</a>  Canada (Toronto - Corp. Office): Tel: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 Fax: 416-441-0681 (Acctg. & POs) E-mail: info@esricanada.com
Software: GIS/mapping: GeoMedia Professional (Pro)	GIS technology: for collecting GIS data, managing spatial data using standard databases and creating finished maps for distribution and presentation.	<a href="http://www.intergraph.com/gis/gmpro/">http://www.intergraph.com/gis/gmpro/</a>  U.S.: Ph: 1-800-791-3357 Fax: 1-888-239-6109 International: Tel.: 1-256-730-7191 Fax: 1-256-730-6033
Software: GIS: Community 2020 (HUD)	Community planning software package that provides citizens, community-based organizations, state and local governments, housing authorities and non-governmental organizations with a means to access HUD program information.	<a href="http://www.hud.gov/adm/2020soft.html">http://www.hud.gov/adm/2020soft.html</a> <a href="http://www.lib.ncsu.edu/stacks/gis/comm2020.html">http://www.lib.ncsu.edu/stacks/gis/comm2020.html</a>  HUD: Lydia_L._Jackson@hud.gov NSCU Libraries: Steven_Morris@ncsu.edu

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: GIS: Energy: NEC	Net Energy Communities (NEC) is a suite of four computer-based decision support tools. The four components at its core are: Site Modeler; Elements of Neighborhood Notebook; Scenario Modeler; Scenario Calculator. NEC includes tools (hardware, software, processes - protocols and templates for adapting the tools to a particular project) and support (a small team able to set up and coordinate use of the tools.)	<a href="http://aaa.uoregon.edu/~nec/intro.html">aaa.uoregon.edu/~nec/intro.html</a>  RONALD KELLETT (Associate Professor of Architecture at the University of Oregon): <a href="mailto:kelletr@darkwing.uoregon.edu">kelletr@darkwing.uoregon.edu</a> CYNTHIA GIRLING (Associate Professor of Landscape Architecture at the University of Oregon): <a href="mailto:cynthiag@darkwing.uoregon.edu">cynthiag@darkwing.uoregon.edu</a>
Software: GIS: Smart Growth Criteria Matrix (based on Smart Growth Initiative)	Spreadsheet/Table in Excel or PDF format. The matrix provides a list of urban design elements, location-specific criteria and policy components organized within the structure of the three Austin City Council goals for Smart Growth. A two level weighting system has been applied to each of the listed items to determine first, the relative rank of each category of items, and second, the value of the items in each category.	<a href="http://www.ci.austin.tx.us/smartgrowth/smartmatrix.htm">http://www.ci.austin.tx.us/smartgrowth/smartmatrix.htm</a>  Site Administrator: <a href="mailto:paul.hopingardner@ci.austin.tx.us">paul.hopingardner@ci.austin.tx.us</a>
Software: GIS: Smart Growth INDEX	A GIS-based model that is customized for individual communities and agencies to better understand local issues and set priorities. The software uses GIS mapping to track a wide variety of livability indicators (over eighty-five specific performance indicators) at the scale of a single neighborhood or an entire region.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/CritI.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/CritI.htm</a> <a href="http://www.crit.com">http://www.crit.com</a>  Criterion Planners/Engineers Inc. 725 N.W. Flanders, Suite 303, Portland, OR 97209 Tel.: (503) 224-8606 Email: (Eliot Allan) <a href="mailto:eliot@crit.com">eliot@crit.com</a>
Software: GIS: What if? Planning Support System	What if? PSS (Planning Support System) is an interactive GIS-based system which supports all aspects of the land use planning process: conducting a land suitability analysis, projecting future land use demand, allocating this demand to suitable locations, and evaluating the likely impacts of alternative policy choices and assumptions.	<a href="http://www.What-if-PSS.com/">http://www.What-if-PSS.com/</a>  Community Analysis and Planning Systems, Inc. Email: <a href="mailto:Info@What-if-PSS.com">Info@What-if-PSS.com</a> Tel./Fax: (330) 650-9087 78 Hickory Lane, Hudson, Ohio 44236-2707
Software: Life Cycle Assessment: TEAM™	TEAM (TM) 3.0 is a professional tool for life cycle assessment which includes a database of over 600 modules with worldwide coverage. It can be used to evaluate the life cycle environmental and cost profiles of products and technologies.	<a href="http://www.ecobalance.com/software/team/team_home.html">http://www.ecobalance.com/software/team/team_home.html</a>  United States: 7101 Wisconsin Avenue Suite 700, Bethesda, MD 20814, Email: <a href="mailto:info@ecobalance.com">info@ecobalance.com</a> Tel.: +1 301 657 5940 Fax: +1 301 657 5948

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Life Cycle Assessment: WISARD Waste Management	Life cycle assessment software structured as graphical representations of different waste management systems, which work along with a powerful waste management database to provide information on how to manage waste in a way that will reduce its effects on the environment. Intended to help waste managers identify more effective, sustainable, integrated approaches to waste management.	<a href="http://www.ecobalance.com/software/wisard/wisard_home.html">http://www.ecobalance.com/software/wisard/wisard_home.html</a>  United States: 7101 Wisconsin Avenue Suite 700, Bethesda, MD 20814, Email: <a href="mailto:info@ecobalance.com">info@ecobalance.com</a> Tel.: +1 301 657 5940 Fax: +1 301 657 5948
Software: Simulations: CommunityViz	Community Planning and Simulation Software. Suite of integrated ArcView extensions. Offers three-dimensional exploration, alternative scenario-building and analysis, as well as regional forecasting for community land-use planning. Developed by The Orton Family Foundation. Three components: Scenario Constructor; Townbuilder 3D; Policy Simulator Module. See " <i>Software: Community Planning: Orton Family Foundation.</i> "	<a href="http://www.orton.org/pp/moreinfo.cfm?item_ID=58">http://www.orton.org/pp/moreinfo.cfm?item_ID=58</a> <a href="http://www.orton.org/frameset.cfm?content=whatsnew">http://www.orton.org/frameset.cfm?content=whatsnew</a>  Western Office Townsend H. Anderson: <a href="mailto:rockymt@orton.org">rockymt@orton.org</a> , Tel.: (970) 879-2126 Eastern Office Helen Whyte: <a href="mailto:northeast@orton.org">northeast@orton.org</a> , (802) 773-6336
Software: Water Evaluation and Planning System (WEAP)	WEAP is a PC-based water planning tool; an addition to a toolbox of models, databases, spreadsheets and other software. WEAP can to simulate water supply, return flow and pollution levels over a twenty-year period and evaluate the sufficiency and reliability of supply and the compatibility with minimum stream flow and environmental targets.	<a href="http://www.tellus.org/seib/weap/weapbro.html">http://www.tellus.org/seib/weap/weapbro.html</a>  11 Arlington Street, Boston, MA 02116-3411, USA Tel.: (617) 266-5400, Fax: (617) 266-8303, Email: <a href="mailto:INFO@tellus.org">INFO@tellus.org</a>
<b>Monitoring Tools and Indicators</b>		
Database: Sustainable Community Indicators Database	Environment Canada's Sustainable Community Indicators Program (SCIP) Web site is SCIP is an all-in-one starting-point for creating, selecting, analysing and reporting indicators. It provides help and guidance on indicator development; provides a means (through downloadable software) to document your indicators and data; and provides a set of "core" indicators that are periodically updated. An online "Core Indicators" database allows you to query the database for background information on various indicators that are part of the current "Core Set".	<a href="http://www.ec.gc.ca/scip-pidd/English/indicators.cfm">http://www.ec.gc.ca/scip-pidd/English/indicators.cfm</a>

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Indicators: Eco-indicator 99	Damage-oriented impact assessment method with clearly detailed steps such as fate, exposure, effect and damage analysis: used to compute easy to use standard indicator scores (single number indicating the impact of material) based on three damage categories. It also contains Standard Eco-indicator 99 scores and over 200 predefined Eco-indicator 99 scores.	<a href="http://www.pre.nl/eco-indicator99/default.htm">http://www.pre.nl/eco-indicator99/default.htm</a>  info@pre.nl
Indicators: Encyclopedia of Urban Environment-Related Indicators	Compilation of International Indicators. ("CEROI Core Indicators", "All Indicators" and "Indicators grouped by CEROI issues".) NB: Part of the Urban Environment Information Gateway from the Cities Environment Report on Internet. The CEROI is a program within the framework of Local Agenda 21 to facilitate access to environmental information for sound decision-making and general awareness-raising in cities.	<a href="http://www.ceroi.org/ind/indicat.htm">http://www.ceroi.org/ind/indicat.htm</a>  ceroi@grida.no
Indicators: Environmental Treaties and Resource Indicators (ENTRI)	ENTRI, a fast, convenient, comprehensive online search service for finding information about environmental treaties and national resource indicators. Organized around nine specific "issue areas" about global change.	<a href="http://sedac.ciesin.org/entri/">http://sedac.ciesin.org/entri/</a>  entri@ciesin.org (CIESIN) Tel.: 845-365-8988 Fax: 845-365-8922
Indicators: Newsletter: Urban Quality Indicators Newsletter	Quarterly issues includes a feature article and five departments: City Culture Map, Critique, Survey, Library, Data. Presents various perspectives on community quality and measurement methods for planners, citizens groups, researchers, urban designers, ecologists and neighborhood and economic development people.	<a href="http://people.mw.mediaone.net/cyoakam/index.html">http://people.mw.mediaone.net/cyoakam/index.html</a>  UQC, 1816 Pontiac Trail, Ann Arbor, MI 48105 Tel.: (734) 996-8610 Email: cyoakam@mediaone.net
Indicators: Principles: SD Bellagio	Principles developed by the International Institute for Sustainable Development for assessing Sustainable Development progress. They serve as guidelines for the whole of the assessment process including the choice and design of indicators, their interpretation and communication of the result.	<a href="http://iisd1.iisd.ca/measure/1.htm">http://iisd1.iisd.ca/measure/1.htm</a>  IISD Head Office 161 Portage Avenue East, 6th Floor, Winnipeg, Manitoba, Canada R3B 0Y4 Tel.: 1 (204) 958-7700, Fax: 1 (204) 958-7710 E-mail: info@iisd.ca



<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Indicators: Sustainable Community Indicators Program (SCIP)	SCIP is a program developed by Environment Canada and CMHC to help communities measure and monitor their environmental health. With SCIP communities can develop their own sustainability measurement and monitoring programs. Includes tools for creating, selecting, analysing and reporting sustainability indicators; core indicators with frequent updates from SCIP's Web site; indicators from the Quality of Life Reporting system developed by the Federation of Canadian Municipalities (FCM); and templates for reports and presentations.	Contact CMHC: 1-800-668-2642 or homepage: <a href="http://www.cmhc-schl.gc.ca">www.cmhc-schl.gc.ca</a>
Indicators: Sustainable Measures: Indicators of Sustainability	Section of Web site about indicators of sustainable community: ways to measure how well a community is meeting the needs and expectations of its present and future members. Explains what indicators are, how indicators relate to sustainability, how to identify good indicators of sustainability, and how indicators can be used to measure progress toward building a sustainable community.	<a href="http://www.sustainablemeasures.com/Indicators/index.html">http://www.sustainablemeasures.com/Indicators/index.html</a> P.O. Box 361, North Andover, MA 01845 Tel.: 978-975-1988, Fax: 978-975-2241, Email: <a href="mailto:mhart@tiac.net">mhart@tiac.net</a>
Indicators: Urban Indicators Program	The Urban Indicators Program (UIP) is a decentralized networking and capacity-building program that responds to the critical need for better information on urban conditions and trends. The Urban Indicators Program and the Best Practice and Local Leadership Program (BLP), together, make up the Global Urban Observatory, a UNCHS (Habitat) facility for monitoring and evaluating the implementation of the Habitat Agenda and Agenda 21. The Global Urban Observatory (GUO) is a system of capacity building programs and resources to help Governments, local authorities and their partner groups to monitor progress in implementing the Habitat Agenda and to expand the base of knowledge for better urban policy.	<a href="http://www.urbanobservatory.org/indicators/">http://www.urbanobservatory.org/indicators/</a> Guenther O. Karl, Coordinator Global Urban Observatory and Statistics Unit Urban Secretariat, UNCHS (Habitat) P.O. Box 30030, Nairobi, Kenya Tel.: (254 2) 623050 Fax: (254 2) 623080, 624266, 624267 E-Mail: <a href="mailto:guo@unchs.org">guo@unchs.org</a>
Software: Integrated Assessment Models	Integrated assessment modeling is a tool for conducting an integrated assessment of things such as climate change. The Models (IAMs) are mathematical computer models based on explicit assumptions about how the modeled system behaves. Calculates the consequences of different assumptions and integrates/relates many factors simultaneously.	<a href="http://sedac.ciesin.org/mva/iamcc.tg/mva-questions.html">http://sedac.ciesin.org/mva/iamcc.tg/mva-questions.html</a> <a href="http://sedac.ciesin.org/mva/">http://sedac.ciesin.org/mva/</a> CIESIN.Info@ciesin.org; Tel.: 1-517-797-2727

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
<b>Software</b>		
Software: Action Planning: TeamUp (TM)	PC software that can be used with the TeamUp method (an organized process for building high performance teams.) The TeamUp method has two dimensions, (a) task functions, which assist stakeholders in planning, decision making and acting and (b) team building, which encourages stakeholders to collaborate as an effective work group. Software automates the basic step-by-step methodology and guides stakeholders through team-oriented research, project design, planning, implementation and evaluation.	<a href="http://www.worldbank.org/wbi/sourcebook/sba103.htm">http://www.worldbank.org/wbi/sourcebook/sba103.htm</a>  World Bank Institute: wbi_infoline@worldbank.org Tel.: (202) 458-2498 Communications Officer, Resources and Operations Unit, World Bank Institute, 1818 H Street, N.W., Washington, D.C. 20433.
Software: Building: Building Energy and Cost: PowerDOE	PowerDOE is a building energy use and cost estimation tool. It includes a graphical user interface for 2-D and 3-D displays of your building layout including architectural and HVAC features plus graphical modeling results.	<a href="http://www.doe2.com/">http://www.doe2.com/</a>  Scott.Criswell@DOE2.com
Software: Building: Building Energy: Simulation Tools	Tools which model energy use for various elements of a community, including transportation, infrastructure and buildings. This site provides information on tools for buildings, with an emphasis on using renewable energy and achieving energy efficiency and sustainability in buildings. Categories (Featured Blast Tools): Whole Building Analysis; Materials Components, Equipment and Systems; Other Applications; Codes and Standards.	<a href="http://www.eren.doe.gov/buildings/tools_directory/">http://www.eren.doe.gov/buildings/tools_directory/</a> <a href="http://www.eren.doe.gov/buildings/tools_directory/database/page.cfm?Cat=EnergySim&amp;Status=Yes&amp;Menu=1&amp;Sel=1&amp;Desc=Energy+Simulation">http://www.eren.doe.gov/buildings/tools_directory/database/page.cfm?Cat=EnergySim&amp;Status=Yes&amp;Menu=1&amp;Sel=1&amp;Desc=Energy+Simulation</a>  webmaster.bts@nrel.nrel.gov
Software: Building: Green Building Advisor	Learning Tool. Software program that helps identify actions to reduce the environmental impacts of a building project, while ensuring healthy and productive indoor spaces. Includes design strategies for all phases of a building and its site, from pre-design through occupancy. The strategies are prioritized by the type and size of the building and characteristics of the site. <i>From Crest Professional Software series.</i>	<a href="http://www.greenbuildingadvisor.com/">http://www.greenbuildingadvisor.com/</a>  gba@greenbuildingadvisor.com
Software: Community Planning: Orton Family Foundation	Orton Family Foundation Non-Profit organization site. Includes links to software developed for community planning (CommunityViz), discussion forum and community links.	<a href="http://www.orton.org/frameset.cfm">http://www.orton.org/frameset.cfm</a>  dfleming@orton.org
Software: Costing and Scenario-Building: PoleStar	Software tool for sustainability analysis, study and scenario-building. Used to mount economic, resource and environmental information and examine alternative development scenarios. Includes an adaptable accounting system and contains a comprehensive database of current global indicators covering social, economic and environmental issues through its included global scenarios data set.	<a href="http://www.tellus.org/seib/polestar/index.html">http://www.tellus.org/seib/polestar/index.html</a>  polestar@tellus.org

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Costing Tool: Building Life Cycle Costing (LCC)	User-friendly Life-Cycle Costing is an excel spreadsheet implementation of BLCC (Building Life Cycle Costing) which identifies cost-optimal building solutions. First costs can be calculated along with future or operating costs of building materials. LCC can plot actual costs against respective operating costs, show data in visual curve etc.	<a href="http://www.doe2.com/">http://www.doe2.com/</a> the main info is in the PDF: <a href="http://www.doe2.com/Download/LCC/LCC-Smy2.pdf">http://www.doe2.com/Download/LCC/LCC-Smy2.pdf</a>  marlin.addison@doe2.com
Software: Costing Tool: Landfill Model	The Landfill multimedia software assesses the environmental impacts of landfills over their entire life cycle including construction, transportation, processing of waste, management, long-term gas and leachate production and treatment, closure and post-closure care. The landfill life cycle model, that's included with the software, involves all processes related to the landfill and includes over one hundred model input parameters.	<a href="http://www.ecobalance.com/software/landfill/landfill_home.html">http://www.ecobalance.com/software/landfill/landfill_home.html</a>  info@ecobalance.com (US)
Software: Designing Industrial Ecosystems Tool (DIET)	A computer software program, including a linear programming optimization model, for designing an eco-industrial park. DIET encourages multiple planning objectives: Environmental, Economic and Employment objectives. Aids decision makers/planners in identifying combinations of industrial facilities that exhibit economic and environmental potential for an eco-industrial park at a given site, while maximizing profitability, resource efficiency and job creation.	<a href="http://www.smartgrowth.org/library/DIET.html">http://www.smartgrowth.org/library/DIET.html</a>  Suzanne Giannini-Spohn: giannini-spohn.suzanne@epamail.epa.gov Tel: 202 260 7568 Fax: 202 260 0174
Software: Discussion Forums: Electronic Meeting System: Council (TM)	Council (TM) is a meetingware used to support large group interaction processes in face-to-face meeting format. The Council fast cycle feedback system requires laptops to be in front of participants, who enter comments, which are collected and fed back to the group within minutes.	<a href="http://www.covision.com/software.html">http://www.covision.com/software.html</a>  info@covision.com Tel.: 800-318-3521 Fax: 415-957-9883
Software: Discussion Forums: Electronic Meeting System: FlipChart (TM)	An "electronic flip-chart" that runs on single workstation. Participants submit their ideas and votes through anonymous forms, show of hands, or by voice. Their data is entered into the system by the facilitator/assistant, and results can be immediately viewed on a shared display or projection system.	<a href="http://www.entsol.com/html/meetingkit_for_windows.html">http://www.entsol.com/html/meetingkit_for_windows.html</a>  support@meetingworks.com
Software: Discussion Forums: Electronic Meeting System: Meetingworks LAN (TM)	Decision Support Software which includes tools for electronic brainstorming, idea organization, ranking, voting, cross impact analysis, and multiple criteria (weighted factors) analysis. Meant for face-to-face meetings.	<a href="http://www.entsol.com/html/meetingworks_for_windows.html">http://www.entsol.com/html/meetingworks_for_windows.html</a>  support@meetingworks.com

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Discussion Forums: Electronic Meeting Systems: Quickteam.com	Web site for "team members" (co-workers). Teams and organizations work together via Internet. (Geared toward e-business, mostly.)	<a href="http://www.quickteam.com/">http://www.quickteam.com/</a> <a href="http://www.imate.com/index.asp">http://www.imate.com/index.asp</a>  (Image) 650-356-1166
Software: Discussion Forums: Electronic Meeting System: Meetingworks Connect (TM)	Decision support software for same-time meetings over Internet. Participants use a Web browser to access the meeting and participate verbally using audio- or video-conferencing.	<a href="http://www.entsol.com/html/meetingworks_connect.html">http://www.entsol.com/html/meetingworks_connect.html</a>  support@meetingworks.com
Software: Discussion Forums: Electronic Meeting System: MeetingWorks Internet Edition (TM)	The Internet Edition is an add-on feature to MeetingWorks for Windows (version 3.2 or above). It adds the option of different time, different place meetings. A MeetingWorks agenda can be placed on your Web server and participants can be registered anywhere in the world. Tools included are: electronic brainstorming; ranking; voting; cross impact analysis; and multiple criteria analysis.	<a href="http://www.entsol.com/html/meetingworks_internetedition.html">http://www.entsol.com/html/meetingworks_internetedition.html</a>  support@meetingworks.com
Software: Ecodesign: Green Building Advisor	Learning Tool. Software program that helps identify actions to reduce the environmental impacts of a building project, while ensuring healthy and productive indoor spaces. Includes design strategies for all phases of a building and its site, from pre-design through occupancy. The strategies are prioritized by the type and size of the building and characteristics of the site. <i>From Crest Professional Software series.</i>	<a href="http://www.greenbuildingadvisor.com/">http://www.greenbuildingadvisor.com/</a>  gba@greenbuildingadvisor.com
Software: Education: Building Energy Modeling and Simulation	Courseware: Self-Learning Modules on building energy modeling and environmental simulation: Introduction, Practice and Theory. Modules demonstrates how planner/designer would evaluate a complex system when using computer generated "virtual building" (simulations). Covers building analysis and model creation; running simulation; simulation results analysis.	<a href="http://www.esru.strath.ac.uk/courseware/Class-mod+sim/">http://www.esru.strath.ac.uk/courseware/Class-mod+sim/</a>  jan@esru.strath.ac.uk
Software: Education: Datascape	Datascape is an ArcView GIS® version 3 application. It is designed as a tool for inquiry/learning regarding landscape of environmental, social and economic data. Can be used in conjunction with various courses (high school, university) and has possibilities for other applications as well.	<a href="http://www.igc.org/wri/enved/datascape.html">http://www.igc.org/wri/enved/datascape.html</a>  lauralee@wri.org. Tel.: (202) 729-7600 Fax: (202) 729-7610

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Education: GIS: Land and Water Learning Module	Learning tool of environmental data integration and analysis which serves as a self-paced approach that utilizes hyperlinked text. It is divided into four sub-pods with information on: use of GIS; statewide data (maps); land/water use; and case scenarios.	<a href="http://iwr.msu.edu/edmodule/ilmfrm1.htm">http://iwr.msu.edu/edmodule/ilmfrm1.htm</a>  wolfson@msue.msu.edu
Software: Education: What if Builder	Education software for students (high school or possibly University) to create decision-tree models, (also called "Action Mazes", "tree literature", "plot branching" or "choose your own adventure".) Used to build and run models that explore a scenario, issues to be decided and the ramifications of those decisions. Short sections of narrative, each ending with a choice for the reader that determines what happens next and thus which section of narrative the reader is presented with next.	<a href="http://csf.concord.org/esf/Software_WIB.cfm">http://csf.concord.org/esf/Software_WIB.cfm</a>  shari@concord.org and noah@concord.org
Software: Energy Analysis: DOE-2	Information about various software tools, including PowerDoe, Life Cycle Costing, Com Check Plus and DOE-2 energy analysis can be found on the DOE Web site.	<a href="http://www.doe2.com/">http://www.doe2.com/</a>  Scott.Criswell@DOE2.com
Software: Energy Codes: COMcheck-Plus FAQs	Computer software; designed to simplify the process of demonstrating compliance with commercial building energy code using whole-building performance methods. Uses the DOE-2.1E simulation program and enables users to perform building energy code compliance checking.	<a href="http://www.energycodes.org/comcheck/complusdown.html">http://www.energycodes.org/comcheck/complusdown.html</a> refg doc: <a href="http://www.doe2.com/">http://www.doe2.com/</a>  techsupport@bsgp.pnl.gov 800-270-CODE (2633)
Software: Environmental Management: Eco Manager	Software for creating an Environmental Management System: It provides an integrated and accessible framework for all elements of a management system together with the means of carrying out many of the important data-intensive tasks. Contains built-in questionnaires and checklists.	<a href="http://www.aspexint.com/software/emsoft.htm">http://www.aspexint.com/software/emsoft.htm</a>  info@aspexint.com
Software: GIS/mapping: ArcIMS	GIS software for Internet in which the user integrates local data sources with Internet data sources for display, query and analysis.	<a href="http://www.esri.com/software/arcims/index.html">http://www.esri.com/software/arcims/index.html</a>  Canada (Corp Office): info@esricanada.com Tel.: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 In US: info@esri.com

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: GIS/mapping: ArcView	Desktop mapping and GIS software with mapping and spatial analysis capabilities. Applications: Datascape, Smart Places. <i>For Datascape, see "Software: Education: Datascape".</i>	<a href="http://www.esri.com/software/arcview/index.html">http://www.esri.com/software/arcview/index.html</a>  Canada (Toronto - Corp. Office): Tel.: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 Fax: 416-441-0681 (Acctg. & POs) E-mail: <a href="mailto:info@esricanada.com">info@esricanada.com</a>
Software: GIS/mapping: GeoMedia Professional (Pro)	GIS technology: for collecting GIS data, managing spatial data using standard databases, and creating finished maps for distribution and presentation.	<a href="http://www.intergraph.com/gis/gmpro/">http://www.intergraph.com/gis/gmpro/</a>  U.S.: Tel.: 1-800-791-3357 Fax: 1-888-239-6109 International: Tel: 1-256-730-7191 Fax: 1-256-730-6033
Software: GIS: Community 2020 (HUD)	Community planning software package that provides citizens, community-based organizations, state and local governments, housing authorities, and non-governmental organizations with a means to access HUD program information.	<a href="http://www.hud.gov/adm/2020soft.html">http://www.hud.gov/adm/2020soft.html</a> <a href="http://www.lib.ncsu.edu/stacks/gis/comm2020.html">http://www.lib.ncsu.edu/stacks/gis/comm2020.html</a>  HUD: <a href="mailto:Lydia_L._Jackson@hud.gov">Lydia_L._Jackson@hud.gov</a> NSCU Libraries: <a href="mailto:Steven_Morris@ncsu.edu">Steven_Morris@ncsu.edu</a>
Software: GIS: Energy: NEC	Net Energy Communities (NEC) is a suite of four computer-based decision support tools. The four components at its core are: Site Modeler; Elements of Neighborhood Notebook; Scenario Modeler; Scenario Calculator. NEC includes tools (hardware, software, processes - protocols and templates for adapting the tools to a particular project) and support (a small team able to set up and coordinate use of the tools.)	<a href="http://aaa.uoregon.edu/~nec/intro.html">aaa.uoregon.edu/~nec/intro.html</a>  RONALD KELLETT (Associate Professor of Architecture at the University of Oregon): <a href="mailto:kelletr@darkwing.uoregon.edu">kelletr@darkwing.uoregon.edu</a> CYNTHIA GIRLING (Associate Professor of Landscape Architecture at the University of Oregon): <a href="mailto:cynthiag@darkwing.uoregon.edu">cynthiag@darkwing.uoregon.edu</a>
Software: GIS: Smart Growth Criteria Matrix (based on Smart Growth Initiative)	Spreadsheet/Table in Excel or PDF format. The matrix provides a list of urban design elements, location-specific criteria and policy components organized within the structure of the three Austin City Council goals for Smart Growth. A two level weighting system has been applied to each of the listed items to determine first, the relative rank of each category of items and second, the value of the items in each category.	<a href="http://www.ci.austin.tx.us/smartgrowth/smartmatrix.htm">http://www.ci.austin.tx.us/smartgrowth/smartmatrix.htm</a>  Site Administrator: <a href="mailto:paul.hopingardner@ci.austin.tx.us">paul.hopingardner@ci.austin.tx.us</a>

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: GIS: Smart Growth INDEX	A GIS-based model that is customized for individual communities and agencies to better understand local issues and set priorities. The software uses GIS mapping to track a wide variety of livability indicators (over eighty-five specific performance indicators) at the scale of a single neighborhood or an entire region.	<a href="http://www.sustainable.doe.gov/toolkit/TCDDM/CritI.htm">http://www.sustainable.doe.gov/toolkit/TCDDM/CritI.htm</a> <a href="http://www.crit.com">http://www.crit.com</a>  Criterion Planners/Engineers Inc. 725 N.W. Flanders, Suite 303, Portland, OR 97209 Tel.: (503) 224-8606 Email: (Eliot Allan) eliot@crit.com
Software: GIS: What if? Planning Support System	What if? PSS (Planning Support System) is an interactive GIS-based system which supports all aspects of the land use planning process: conducting a land suitability analysis, projecting future land use demand, allocating this demand to suitable locations, and evaluating the likely impacts of alternative policy choices and assumptions.	<a href="http://www.What-if-PSS.com/">http://www.What-if-PSS.com/</a>  Community Analysis and Planning Systems, Inc. Email: Info@What-if-PSS.com Tel./Fax: (330) 650-9087 78 Hickory Lane, Hudson, Ohio 44236-2707
Software: Indicators: Sustainable Community Indicators Program (SCIP)	Software tool and Web site for identifying and quantifying sustainable community indicators and tracking significant local issues. Specifically used to monitor Environmental health, Resource consumption, Settlement Patterns, Human well-being and Employment and commerce.	<a href="http://www.ec.gc.ca/scip-pidd/English/scip_intro.cfm">http://www.ec.gc.ca/scip-pidd/English/scip_intro.cfm</a>  <a href="mailto:scip-pidd@ec.gc.ca">scip-pidd@ec.gc.ca</a>
Software: Integrated Assessment Models	Integrated assessment modeling is a tool for conducting an integrated assessment of things such as climate change. The Models (IAMs) are mathematical computer models based on explicit assumptions about how the modeled system behaves. Calculates the consequences of different assumptions and integrates/relates many factors simultaneously.	<a href="http://sedac.ciesin.org/mva/iamcc.tg/mva-questions.html">http://sedac.ciesin.org/mva/iamcc.tg/mva-questions.html</a> <a href="http://sedac.ciesin.org/mva/">http://sedac.ciesin.org/mva/</a>  <a href="mailto:CIESIN.Info@ciesin.org">CIESIN.Info@ciesin.org</a> ; Tel.: 1-517-797-2727
Software: Life Cycle Assessment: TEAM (TM)	TEAM (TM) 3.0 is a professional tool for life cycle assessment which includes a database of over 600 modules with worldwide coverage. It can be used to evaluate the life cycle environmental and cost profiles of products and technologies.	<a href="http://www.ecobalance.com/software/team/team_home.html">http://www.ecobalance.com/software/team/team_home.html</a>  United States: 7101 Wisconsin Avenue Suite 700, Bethesda, MD 20814, Email: <a href="mailto:info@ecobalance.com">info@ecobalance.com</a> Tel.: +1 301 657 5940 Fax: +1 301 657 5948

<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Software: Life Cycle Assessment: WISARD Waste Management	Life cycle assessment software structured as graphical representations of different waste management systems, which work along with a powerful waste management database to provide information on how to manage waste in a way that will reduce its effects on the environment. Intended to help waste managers identify more effective, sustainable, integrated approaches to waste management.	<a href="http://www.ecobalance.com/software/wisard/wisard_home.html">http://www.ecobalance.com/software/wisard/wisard_home.html</a>  7101 Wisconsin Avenue Suite 700, Bethesda, MD 20814, Email: <a href="mailto:info@ecobalance.com">info@ecobalance.com</a> Tel.: +1 301 657 5940 Fax: +1 301 657 5948
Software: Simulations: CommunityViz	Community Planning and Simulation Software. Suite of integrated ArcView extensions. Offers three-dimensional exploration, alternative scenario-building and analysis, as well as regional forecasting for community land-use planning. Developed by The Orton Family Foundation. Three components: Scenario Constructor; Townbuilder 3D; Policy Simulator Module. See "Software: Community Planning: Orton Family Foundation".	<a href="http://www.orton.org/pp/moreinfo.cfm?item_ID=58">http://www.orton.org/pp/moreinfo.cfm?item_ID=58</a> <a href="http://www.orton.org/frameset.cfm?content=whatsnew">http://www.orton.org/frameset.cfm?content=whatsnew</a>  Western Office Townsend H. Anderson: <a href="mailto:rockymt@orton.org">rockymt@orton.org</a> , Tel.: (970) 879-2126 Eastern Office Helen Whyte: <a href="mailto:northeast@orton.org">northeast@orton.org</a> , (802) 773-6336
Software: Water Evaluation and Planning System (WEAP)	WEAP is a PC-based water planning tool; an addition to a toolbox of models, databases, spreadsheets and other software. WEAP can to simulate water supply, return flow and pollution levels over a twenty-year period, and evaluate the sufficiency and reliability of supply and the compatibility with minimum stream flow and environmental targets.	<a href="http://www.tellus.org/seib/weap/weapbro.html">http://www.tellus.org/seib/weap/weapbro.html</a>  11 Arlington Street, Boston, MA 02116-3411, USA Tel.: (617) 266-5400, Fax: (617) 266-8303, Email: <a href="mailto:INFO@tellus.org">INFO@tellus.org</a>
<b>Using Internet</b>		
Making Internet Connection Count	Web site that outlines seven steps for using Internet effectively (awareness building, assessment, training, action-planning for use, etc.) Also includes background information and preparatory checklists for planning for effective use of Internet.	<a href="http://www.usaid.gov/leland/manual/manenglish/">http://www.usaid.gov/leland/manual/manenglish/</a>  U.S. Agency for International Development Information Center Ronald Reagan Building, Washington, D.C. 20523-1000 Tel.: 202-712-4810, Fax: 202-216-3524
Making Net Work: Toolbox	A "toolbox" describing both process issues and tools for developing and maintaining online communities. Lots of good ideas and "how to" instructions, guidelines and tip sheets	MAIN: <a href="http://www.makingthenetwork.org/toolbox/index.htm">http://www.makingthenetwork.org/toolbox/index.htm</a> TOOLS: <a href="http://www.makingthenetwork.org/toolbox/tools.htm">http://www.makingthenetwork.org/toolbox/tools.htm</a> PROCESS: <a href="http://www.makingthenetwork.org/toolbox/process/process.htm">http://www.makingthenetwork.org/toolbox/process/process.htm</a>  David Wilcox: <a href="mailto:david@makingthenetwork.org">david@makingthenetwork.org</a> Tel. +44 (0) 20 7600 0104 Terry Grunwald: <a href="mailto:Terry@makingthenetwork.org">Terry@makingthenetwork.org</a> , Tel.: 001 919 846 8899



<b>RESOURCES</b>		
<b>Tool Name</b>	<b>Short Description</b>	<b>Source and Contact</b>
Web site: Community in the Workplace Web site	Virtual Community of Community-Builders: links to other sites for "weaving Webs". Provides resource links, a reading list, a directory of community-building institutes and centers and book reviews.	<a href="http://www.vision-nest.com/cbw/">http://www.vision-nest.com/cbw/</a>  Vision Nest Publishing: George Pór, gpor@co-i-l.com
Building Community on the Net	Paper discussing how electronic technologies, such as "virtual communities" can actually be used to strengthen the bonds of community and reverse America's declining social capital. Includes discussion of the Virtual Community, The Networked Community, Public Space, Deliberation, Social Capital as well as related links.	<a href="http://www.scottlondon.com/reports/networks.html">http://www.scottlondon.com/reports/networks.html</a>  scott@scottlondon.com Fax: 509-352-4080
Creating Online Communities for Neighbourhoods and Networks	Web site which contains on-line communities, networks, partnerships, Toolkit, Projects etc.	<a href="http://www.partnerships.org.uk/">http://www.partnerships.org.uk/</a>  david@partnerships.org.uk
Discussion Forums: Online: Delphi.com	Delphi.com Web site presents a platform for establishing synchronous and asynchronous discussions; opportunity to form online community. Users who participate in message board discussions also get email notification. Messages are archived. Co-branded forums and opportunities to partner with Delphi.com available.	<a href="http://www.delphi.com/">http://www.delphi.com/</a>  info@delphi.com
Mapping: ESRI	ESRI Live Internet Map Server "Demos" for Internet mapping solutions (Internet publishing); Internet Map Server; MapObjects Internet Map Server; and ArcView Internet Map Server.	<a href="http://maps.esri.com/ESRI/esri.htm">http://maps.esri.com/ESRI/esri.htm</a> <a href="http://maps.esri.com/ESRI/arcview/demos.htm">http://maps.esri.com/ESRI/arcview/demos.htm</a>  Canada (Toronto - Corp. Office): Tel: 416-441-6035 Tel.: 1-800-GIS-XPRT (447-9778) Fax: 416-441-6838 Fax: 416-441-0681 (Acctg. & POs) E-mail: <a href="mailto:info@esricanada.com">info@esricanada.com</a> In US: <a href="mailto:info@esri.com">info@esri.com</a>
Software: Discussion Forums: Electronic Meeting System: MeetingWorks Internet Edition (TM)	The Internet Edition is an add-on feature to MeetingWorks for Windows (version 3.2 or above). It adds the option of different time, different place meetings. A MeetingWorks agenda can be placed on your Web server and participants can be registered anywhere in the world. Tools included are: electronic brainstorming; ranking; voting; cross impact analysis; and multiple criteria analysis.	<a href="http://www.entsol.com/html/meetingworks_internetedition.html">http://www.entsol.com/html/meetingworks_internetedition.html</a>  <a href="mailto:support@meetingworks.com">support@meetingworks.com</a>

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# Endnotes

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<sup>1</sup> Several of the principles are based on the seven “Core Values for the Practice of Public Participation,” of the International Association of Public Participation IAP<sup>2</sup>.

<sup>2</sup> Day, Peter. (1997). The community benefits of electronic networking. UK: Partnerships Online.

<sup>3</sup> Day, Peter. (1997). The community benefits of electronic networking. UK: Partnerships Online.

<sup>4</sup> From “Eight Innovations that Promote New Ways of Working” in Making the Net Work

<sup>5</sup> Miraglia, E., Law, K. & Collins, P. (1996). What is Culture?  
<http://www.wsu.edu:8001/vcwsu/commons/topics/culture/culture-definition.html>  
(6 Apr 2001)