



Green Building & Sustainability Resources

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Visit HCD web site for link to this bibliography at:

<http://www.hcd.ca.gov/hpd/participation.pdf>

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PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

CHARRETTES

THE CHARRETTE AS AN AGENT FOR CHANGE / Lennertz, Bill -- Portland, OR:

National Charrette Institute (NCI), 2003, 8 p.

Available full text via the World Wide Web:

<http://www.charretteinstitute.org/resources/charrettes/article.html>

Charrettes offer much more than just a quick fix. The result of the modern-day Charrette is lasting, transformative change. After a Charrette, people have been heard to say: "I have been a transportation engineer for 20 years and until today I never knew why the fire department needs 20 feet of street clearance," or "Now I understand why alleys are so important," or "This is the most creative experience I have had since college," and "I may not agree with the entire proposal, but my concerns were listened to and considered; I like how I was treated." Achieving such results requires a carefully planned and orchestrated process that starts well before the actual Charrette and continues long after it.

THE CHARRETTE HANDBOOK: The essential guide for accelerated, collaborative community planning / Lennertz, Bill; Lutzenhizer, Aarin -- Chicago, IL: American

Planning Association (APA), 2006, 188 p. (Book)

Available for purchase via the World Wide Web:

<http://www.planning.org/APAStore/Search/Default.aspx?p=3567>

This book is a step-by-step guide to a successful charrette. Based on the NCI Charrette Planner certification training curriculum developed by the National Charrette Institute, the book offers practical tips on everything from pre-charrette preparations to project implementation. With handy charts and easy-to-follow examples, the handbook is an invaluable how-to manual for anyone organizing a charrette.

CHARRETTES 101: Dynamic planning for community change / Washington, DC:

Fannie Mae Foundation, 2003, 12 p.

[BuildingBlocks – Vol. 4, no.1 \(Summer 2003\)](#)

Available full text via the World Wide Web:

http://www.fanniemaefoundation.org/programs/bb/BuildingBlocks4_1.pdf

This special issue of the Fannie Mae Foundation's publication, *BuildingBlocks*, focuses on more inclusive, dynamic approaches to planning: charrettes. This issue has articles titled: "The Mark of a Good Charrette," "The Stakeholder Analysis," "Charrettes Are Increasing Popular" and "Planning and Financing a Charrette." It concludes with contact information for organizations specializing in charrettes and community planning.

THE NEIGHBORHOOD CHARRETTE HANDBOOK: visioning & visualizing your neighborhood's future / Segedy, Dr. James A.; Johnson, Bradley E. -- Louisville, KY:

University of Louisville, 16 p.

Available via the World Wide Web:

<http://louisville.edu/org/sun/planning/char.html>

The vitality of our neighborhoods depends upon an informed and involved citizenry. Although all citizens are consumers of community planning and design, they are generally uninformed about the choices available to them or how to go about getting more for their effort. A charrette workshop provides local officials and concerned citizens with a set of resources and a process that will help educate and involve the community in the decision-making process.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

CHARRETTES – Cont'd

CHARRETTES: A community planning tool that improves public participation /

National Association of Realtors (NAR) -- Washington, DC: NAR, 49 p.

Available full text via the World Wide Web:

http://www.realtor.org/smart_growth.nsf/Pages/charrettes?OpenDocument

Achieving true citizen participation in community planning is always a challenge. Public hearings often are dominated by citizens who are opposed to a proposal. To address the need for a better participation process, communities and developers are turning to the charrette, a multi-day intensive planning workshop that includes all stakeholders in a community and results in a plan that can be implemented and built. This PowerPoint presentation, which includes both slides and a script, describes charrettes and explains how they can be used to improve the planning process in your community.

DEVELOPING SUPPORT FOR AFFORDABLE HOUSING

ACTION SUGGESTIONS FOR LOCAL GOVERNMENT OFFICIALS TO SUPPORT CONTEMPORARY AFFORDABLE HOUSING /

Non-Profit Housing Association of Northern California (NPH) -- San Francisco, CA: NPH, 2 p.

Available full text via the World Wide Web:

http://www.cacities.org/resource_files/24059.actionsugglocalgov.pdf

This 2-page publication provides suggestions for creating a better environment for affordable housing. It recommends initiating and supporting community partnerships/alliances among stakeholders (e.g. chambers of commerce, environmentalists, faith congregations, etc.). A section is included on assisting approval of meritorious affordable housing developments.

BUILDING PUBLIC SUPPORT FOR AFFORDABLE HOUSING: A toolbox for

California officials / Institute for Local Government (ILG) -- Sacramento, CA: League for California Cities, July 2007, 75 p.

Available full text via the World Wide Web:

http://www.cacities.org/resource_files/25939.WebToolbox.doc

State law imposes a variety of obligations on all communities to provide housing to meet the needs of people of all income levels. Moreover, many local officials are personally committed to expanding housing opportunities in their communities for a variety of reasons. Common reasons to support affordable housing include strengthening the local economy, providing housing choices for local workers, and meeting basic needs for shelter for disadvantaged or vulnerable populations. The combination of community concerns and the need for more affordable housing can put local officials in a sticky situation. This toolbox is designed to help with a six-step process: 1. surveying the landscape: conducting an initial assessment; 2. building to code: law, procedures and public hearings; 3. nuts and bolts: addressing legitimate community concerns; 4. blueprint for success: designing the public participation process; 5. choosing the right tools: applying methods of community engaging; 6. laying a foundation for the future: implementation, oversight and the framework for planning

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

DEVELOPING SUPPORT FOR AFFORDABLE HOUSING – Cont'd

ADDRESSING COMMUNITY OPPOSITION TO AFFORDABLE HOUSING

DEVELOPMENT: A fair housing toolkit / Pratt, Sara; Allen, Michael -- Glenside, PA: The Housing Alliance of Pennsylvania, 2004, 80 p.

Available full text via the World Wide Web:

<http://www.knowledgeplex.org/showdoc.html?id=68549>

Increasingly, housing developers face opposition from communities to affordable housing. Often based on myths, stereotypes, and outright discrimination, the practices are largely unlawful. This toolkit is intended to give developers a working knowledge of fair housing in a form they can use. It gives common sense, hands-on tools to deal with public hearings, building community support, using the media, working with officials, and moving to legal action. It includes an extensive list of Web sites, articles, and books on issues relating to affordable housing development and fair housing, as well as legal resources.

FROM NIMBY TO YIMBY: Strategies and techniques to garner community support for affordable housing development / California Department of Housing & Community Development (HCD), Housing Policy Development Division (HPD) -- Sacramento, CA: HCD, December 2006, 27 p.

Available full text via the World Wide Web:

http://www.hcd.ca.gov/hpd/nimby_yimby0507.pdf

This presentation, which has 27 slides, provides suggestions for moving beyond NIMBY (Not in My Backyard) to YIMBY (Yes in My Backyard). It encourages communities to build support emphasizing good design and project management. It debunks commonly held myths about affordable housing and high density. Communities are encouraged to provide wide outreach, engage stakeholders and activists and get community leaders involved; to garner media and political support early; to be proactive, anticipate pitfalls and work to anticipate concerns and address them as part of project development; to demonstrate the benefit of the project for the community; to ensure public input and decision-making is transparent; and to show pictures and conduct tours of high quality housing.

SIX STEPS TO GETTING LOCAL GOVERNMENT APPROVALS / Non-Profit Housing Association of Northern California (NPH) -- Sacramento, CA: California Department of Housing & Community Development (HCD), 1998, 2 p.

Available full text via the World Wide Web:

http://www.hcd.ca.gov/hpd/nimby/six_steps.pdf

Community opposition continues to plague proposals for new housing and services for low-income people. While every local opposition conflict is different and there are no "silver bullets," this publication presents a proactive and collaborative approach that has been successfully used in the San Francisco Bay Area over the last several years to get needed local government approvals. In a nutshell, the approach consists of six steps: 1.) meeting early in the development process to research, assess and plan in five key areas; 2.) preparing a political strategy which coordinates all your work towards getting the votes you need; 3.) preparing a strategy to build active community support for your proposal; 4.) preparing a strategy to work through concerns of community members and to deal with active opposition; 5.) preparing a strategy to protect and use your legal rights; and 6.) preparing a public relations/media strategy to send your message to decision-makers and the public.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

DEVELOPING SUPPORT FOR AFFORDABLE HOUSING – Cont'd

GETTING PAST NIMBY: Building consensus for affordable housing / Field, Charles

-- Washington, DC: Fannie Mae Foundation, 2007, 3 p.

Available full text via the World Wide Web:

http://www.knowledgeplex.org/kp/text_document_summary/article/refiles/art_0530_field.html

Taking the necessary steps to make housing affordable attracts the attention of a wide range of parties that often have competing interests. Some of the more visible groups are members of the housing industry, who traditionally work together to produce housing; local citizens' groups, whose interests reflect diverse concerns about neighborhood quality, neighborhood stability, the environment, the property tax burden, traffic congestion, and crime; religious, civil rights, labor, or local advocacy groups, who promote the housing interests of low- and moderate-income families; employers, who need accessible, affordable housing for their workforce; elected officials and administrators, who need to deal with the politics of affordable housing; and nonresidents, who would move into the community if housing were available at a price they could afford. Bringing together these diverse-and often hostile-interests has become a major challenge in securing approvals for affordable housing. If progress toward affordable housing is to be made, proponents must recast the way they operate in this environment. New financing plans or recommendations for regulatory relief are not enough-attention must also focus on the processes by which groups address divergent interests and come to agreement. "Principled negotiation," a form of joint problem solving, when coupled with third-party intervention, offers a promising and effective means of dealing with this hostile environment.

MANAGING LOCAL OPPOSITION TO AFFORDABLE HOUSING: A new approach to NIMBY / Iglesias, Tim -- Washington, DC: Bazelon Center for Mental Health Law, 2002, 45 p. (Journal article)

Journal of Affordable Housing – Vol. 12, No. 1 (Fall 2002) p. 78-122

Available full text via the World Wide Web:

<http://www.bazelon.org/issues/housing/articles/IglesiasMLOinprint.pdf>

This article is based upon the experience of two successful multiyear regional projects to confront local opposition in the San Francisco Bay Area. In addition to assisting more than twenty development proposals receive their local government approvals, the projects yielded a novel approach to local opposition that combines proactive planning by the developer with legal strategies, community organizing, and public relations strategies. The approach described in this article is founded on two insights. First, given its deep roots, local opposition will never be "overcome," so a more reasonable framing from the developer's perspective is "managing" local opposition. "Managing local opposition" is defined as using the planning process described in this article to obtain funding and land use approvals. In seeking its approvals, a developer should strive to: (1) respect the legitimate concerns of the local community and neighborhood; (2) respect the rights of current and prospective residents whom it desires to serve; and (3) advance the prospects of future affordable housing proposals in that community.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

DEVELOPING SUPPORT FOR AFFORDABLE HOUSING – Cont'd

WHAT WORKS IN AFFORDABLE HOUSING EDUCATION? / Non-Profit Housing Association of Northern California (NPH) -- Sacramento, CA: California Department of Housing & Community Development (HCD), 2 p.

Available full text via the World Wide Web:

http://www.hcd.ca.gov/hpd/nimby/what_works.pdf

Examples of materials and outreach strategies available at:

http://www.hcd.ca.gov/hpd/nimby/exam_mat.pdf

This publication produced by the Non-Profit Housing Association of Northern California provides a list of strategies to educate the community about affordable housing. In a separate page, examples are provided of a wide variety of materials and outreach tools that groups have used in the Bay Area to inform communities about affordable housing.

LAND USE PLANNING: COMMUNITY PARTICIPATION

BLUEPRINT 2001: community participation strategies / Association of Bay Area Governments (ABAG) – Sacramento, CA: League of California Cities, 2001, 21 p.

Available full text via the World Wide Web:

http://www.cacities.org/resource_files/24096.Blueprint_2001-Section_2.pdf

To build support for local housing solutions, community participation needs to be at the very core of the Housing Element process. It is “where the rubber meets the road.” In fact, a participatory program of education, input, dialog, and consensus-building can be one of the key strategies for responding to community housing needs. By engaging community residents in a frank discussion of local housing issues and needs, the Housing Element can: develop a greater appreciation among local residents for the depth and breadth of housing needs in their community; counter stereotypes about “affordable housing” and its potential benefits and impacts; introduce concepts such as “workforce housing” and the interrelationship between jobs and housing; explore ways that affordable housing is part of the solution to traffic, quality of life, and open space issues; focus attention on design and management issues (rather than density and income) that often make the most difference in the long-term viability and acceptability of affordable housing; establish an overall framework for land use and development decisions that reflects community values and priorities, thereby facilitating subsequent project-specific review and approval; build a foundation for other community planning initiatives related to smart growth and sustainability; and provide a positive experience in constructive community engagement with benefits that far outlast the Housing Element process itself.

PARTICIPATION TOOLS FOR BETTER COMMUNITY AND LAND USE PLANNING /

Moore, C. Nicholas; Davis, Dale -- Sacramento, CA: Local Government Commission (LGC), 2004, 43 p.

Available via the World Wide Web:

http://www.lgc.org/freepub/land_use/participation_tools/index.html

This guidebook describes ways to improve the level and quality of citizen participation in land-use planning. It includes nine distinct, easy-to-understand techniques such as computer simulation, simulation games, design charrettes, the Visual Preference Survey™, facilitated meetings, guided tours, and formal neighborhood groups. The guidebook also features brief case studies from across the country.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

LAND USE PLANNING: COMMUNITY PARTICIPATION – Cont'd

HIGHER-DENSITY PLANS: tools for community engagement / Schreiber, Kenneth; Binger, Gary; Church, Dennis -- San Jose, CA: Mineta Transportation Institute, August 2004, 198 p.

Available full text via the World Wide Web:

http://transweb.sjsu.edu/mtiportal/research/publications/documents/03-02/mti_03-02.pdf

This study focuses on the strategies, methods, techniques, and tools that can be used in working with community residents and other stakeholders to increase the intensity of land use—specifically to gain community acceptance of higher-density residential and mixed-use development. It represents a continuation of the effort described in *Making Growth Work for California's Communities* (published by the Mineta Transportation Institute in May 2003). *Making Growth Work* included the results of a survey of planning officials from throughout California. That survey concluded that California's cities and counties expect higher-density infill projects to be among the primary growth management challenges in the decades ahead, and that if potentially debilitating opposition from residents is to be avoided, cities and counties must substantially enhance existing planning resources and skills and involve neighborhoods and communities in shaping their own futures. This report provides information that local, regional, and state agencies, planning professionals, and project and plan proponents can use to develop and implement the type of collaborative efforts that involve residents in planning the futures of their communities.

HOW TO GET INVOLVED IN LAND USE DECISIONS / Sacramento, CA: League for California Cities, 2007, 1 p.

Available full text via the World Wide Web:

<http://www.ca-ilg.org/index.jsp?zone=ilsg&previewStory=20395>

There are several things that you can do if you have concerns about land use issues in your neighborhood and want to participate in the planning process for a project. You can start by learning as much as you can about the project, and state and local regulations that apply to the project. Once you have reliable information, develop a written list of concerns about the proposed project. This list will help you talk to others about the project; a list will help you keep focused on the important issues. Another important list to develop is a written list of possible solutions or ways to address the concerns you have identified. Thoughtful suggestions of how to improve the project demonstrate that you are trying to play a constructive role in the planning process for the community.

PUBLIC HEARINGS

PREPARING FOR PUBLIC HEARINGS / Institute for Local Government (ILG) -- Sacramento, CA: ILG, 2007, 1 p.

http://www.ca-ilg.org/resource_files/25908.preparing_for_public_hearings.pdf

Public hearings occur as part of the local agency planning process in all jurisdictions. Public hearings may be advertised by the placement of notices in newspapers, posting of signs on the development site, and/or through the mailing of notices to nearby residents and property owners. If you are interested in receiving certain notices, the local agency will likely mail or e-mail them to you (a small fee may be involved to cover their costs). This fact sheet includes a Public Hearing Checklist.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC HEARINGS – Cont'd

GETTING THE MOST OUT OF PUBLIC HEARINGS: Ideas to improve public involvement / Institute for Local Government (ILG) -- Sacramento, CA: ILG, 2005, 12 p.
Available full text via the World Wide Web:

<http://www.ca-ilg.org/publichearings>

How can local officials ensure the fullest participation and opportunity for expression at public hearings? How can other public forums supplement the public hearing process? How can local officials effectively inform participants and the broader community about the issues at hand? How can public hearings provide more useful feedback that takes into account hard choices and trade-offs? How can local officials encourage clear, civil, and reasoned presentations and informed exchanges of views at the hearing? How can decision-makers ensure and demonstrate that public ideas and recommendations are taken seriously? This pamphlet explores these questions and offers practical ideas to maximize the effectiveness of public hearings. It is not a sequential "how-to" list of steps for planning and holding public hearings. It is an inventory of ideas for improving public involvement, each of which may be useful for some public hearings and inappropriate for others.

PLANNING PUBLIC FORUMS: Questions to guide local officials / Institute for Local Government (ILG) -- Sacramento, CA: ILG, 2007, 28 p.

Available full text via the World Wide Web:

http://www.cacities.org/resource_files/25304.ILG_PlanPubForums.pdf

Increasingly, local officials are organizing and supporting public forums to help inform their decision-making in these and other areas. Their interest is to: achieve the best policy result by promoting the overall public interest; maximize the public's satisfaction with the ultimate decision; and foster the public's support for the agency. These efforts go beyond the important but more limited purposes of public hearings and comment periods. The emphasis here is on designing appropriate forums for public deliberation. Typically in such forums, members of the public participate in reasoned discussions that result in new ideas, visions, general preferences, or detailed recommendations. In turn, these results are considered by policymakers and help shape public decisions and actions. This publication for local officials focuses on the following questions: are public forums appropriate for us?; are we ready to undertake such an effort?; and how do we design these forums to best meet our goals?

PUBLIC PARTICIPATION RESOURCES FOR CITIZENS

CALIFORNIA PUBLIC UTILITIES COMMISSION GUIDE TO PUBLIC PARTICIPATION / California Public Utilities Commission (CPUC) --San Francisco, CA: CPUC, 2005, 46 p.

<http://www.cpuc.ca.gov/PUBLISHED/REPORT/46182.htm>

Available full text via the World Wide Web:

This guide was compiled to help individuals or groups participate or intervene in CPUC proceedings. Why do people intervene in CPUC proceedings? People participate for a variety of reasons. They may be dissatisfied with a utility's specific actions, such as a service or billing problem, or may wish to change policy. Many individuals and groups have successfully intervened in CPUC proceedings. For example, a group of farmers (now known as The Agricultural Energy Consumers Association) succeeded in changing electricity rates for agricultural customers.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC PARTICIPATION RESOURCES FOR CITIZENS – Cont'd

RUTH VREELAND PUBLIC PARTICIPATION GUIDE: Fostering a vital civic environment / Institute for Local Government (ILG) -- Sacramento, CA: ILG, 2007.
Available full text via the World Wide Web:

http://www.ilsg.org/index.jsp?zone=ilsg§ion=land&sub_sec=land_process&tert=land_process_commu

There are two sides to the public participation coin. One involves actions by local leaders and agency to invite and encourage community participation in the decision-making process. The other involves residents taking the initiative to express their concerns to local leaders and become involve in public decision-making processes. The Institute's Collaborative Governance Initiative is designed to help local officials with the first element. This page offers resources of the second.

WORKING EFFECTIVELY WITH LOCAL OFFICIALS / Institute for Local Government (ILG) -- Sacramento, CA: ILG, 2 p.

Available full text via the World Wide Web:

<http://www.ca-ilg.org/EFFECTIVE>

Many of the most important decisions that affect people's lives are made not in Washington D.C. or the State Capitol, but in local communities by local officials. Local government is closest to the people, where individuals working together can have a considerable impact. Whether the goal is addressing a neighborhood problem, delivering an existing program better, or adopting a new policy, the following are some suggested strategies for working successfully with local officials.

PUBLIC PARTICIPATION RESOURCES FOR PUBLIC OFFICIALS/PLANNERS

BUILDING CITIZEN INVOLVEMENT: Strategies for local government / Walsh, Mary -- Washington, DC: International City/County Management Association, 1997, 125 p. (Book)

Available for purchase via the World Wide Web:

http://bookstore.icma.org/product1.cfm?DID=7&Product_ID=23

This training workbook, developed jointly by ICMA and the National League of Cities (NLC), is designed to give elected and appointed local government officials the information, tools, and skills needed to be effective in promoting citizen involvement and community problem solving. This comprehensive training tool: outlines the building blocks for creating a collaborative environment, explores your changing leadership role in this environment, shows how to engage citizens in policy making, presents ten practical steps for connecting citizens to government, describes how and when to select an outside facilitator, and provides examples of new techniques and programs used successfully by local governments. The workbook includes checklists, exercises, questions for reflection, diagrams demonstrating processes, charts, and action plans.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC PARTICIPATION RESOURCES FOR PUBLIC OFFICIALS/PLANNERS – Cont'd

BREAKING THE DEVELOPMENT LOGJAM / Porter, Douglas R. -- Washington, DC: Urban Land Institute (ULI), 2006, 120 p. (Book)

Available for purchase via the World Wide Web:

<http://www.uli.org/AM/Template.cfm?Section=Bookstore&Template=Ecommerce/ProductDisplay.cfm&Productid=1492>

This book explains in plain terms how developers and planners can involve the community in the development process using the latest community engagement tools. It describes why, in these days of more complex projects and development approval procedures, it pays to win citizen support rather than fight opposition. It details how collaborative community engagement processes are organized and managed and includes detailed check lists and seven case studies. Bibliographical references are included.

BUILDING DEMOCRATIC GOVERNANCE: Tools and structures for engaging citizens / Washington, DC: National League of Cities, 2005, 92 p.

Available full text via the World Wide Web:

<http://www.nlc.org/ASSETS/6B83BE044C544D4AA963D48B884434FF/demgov.pdf>

This resource is the second publication of the *Strengthening Democratic Local Governance* project, which seeks to ensure leadership by local elected officials on issues of democratic governance and civic engagement. The ultimate purpose of the publication is to provide guidance to the idea and practice of democratic governance, and to develop a new framework for understanding what roles citizens, local officials, and public employees play. Local elected officials, city staff or anyone working with governance will find this information useful. Neighborhood groups and community organizations will be interested in seeing the nexus between public decision making at the grassroots and authoritative levels. People who are thinking about and researching the topic of democratic governance will find the ideas and examples from real communities helpful.

GUIDE TO SUCCESSFUL LOCAL GOVERNMENT COLLABORATION IN AMERICA'S REGIONS / Parr, John; Riehm, Joan; McFarland, Christiana -- Washington,

DC: National League of Cities, October 2006, 68 p.

Available full text via the World Wide Web:

<http://www.regionalstewardship.org/resources/GovtGovtCollabor.pdf>

The goal of this guide is to help local elected officials better understand new opportunities for improving service delivery and quality of life in their communities through local government cooperation across city, county, and state lines. This guide offers a range of collaboration options from communities across the country, plus lessons learned from those who are using these options today to improve services, lower costs, and improve their economic competitiveness. The guide also provides a step-by-step approach to help local elected officials and regional partners meet current and future challenges and ensure that the public is engaged in the process.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC PARTICIPATION RESOURCES FOR PUBLIC OFFICIALS/PLANNERS – Cont'd

THE MODEL PLAN FOR PUBLIC PARTICIPATION / Environmental Protection Agency (EPA), National Environmental Justice Advisory Council (NEJAC) -- Washington, DC: EPA, February 2000, 20 p. (EPA-300-K-96-003)

Available full text via the World Wide Web:

http://www.epa.gov/compliance/resources/publications/ej/model_public_part_plan.pdf

The National Environmental Justice Advisory Council (NEJAC) considers public participation crucial in ensuring that decisions affecting human health and the environment embrace environmental justice. To facilitate such public participation, the NEJAC requested that its Public Participation and Accountability Subcommittee develop recommendations for methods by which EPA can institutionalize public participation in its environmental programs. In 1994, the Public Participation and Accountability Subcommittee developed the Model Plan for Public Meetings. The NEJAC adopted the model plan as a living document to be reviewed annually and revised as needed.

THE PUBLIC PARTICIPATION HANDBOOK: Making better decisions through citizen involvement / Creighton, James L. -- San Francisco, CA: Jossey E. Bass, March 2005, 288 p. (Book)

Available for purchase via the World Wide Web:

<http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787973076.html>

Internationally renowned facilitator and public participation consultant James L. Creighton offers a practical guide to designing and facilitating public participation of the public in environmental and public policy decision making. Written for government officials, public and community leaders, and professional facilitators, The Public Participation Handbook is a toolkit for designing a participation process, selecting techniques to encourage participation, facilitating successful public meetings, working with the media, and evaluating the program. The book is also filled with practical advice, checklists, worksheets, and illustrative examples.

REALITY CHECK: A guide for ULI District Councils / Urban Land Institute (ULI) -- Washington, DC: Urban Land Institute, January 2007, 51 p.

Available for purchase via the World Wide Web:

http://www.uli.org/Content/NavigationMenu/MyCommunity/RegionalVisioningandCooperation/RealityCheckGuide/Reality_Check_Guide1.htm

Available full text via the World Wide Web:

http://www.uli.org/Content/NavigationMenu/MyCommunity/RegionalVisioningandCooperation/RealityCheckGuide/Reality_Check_Guide_medium.pdf

Reality Check, a one-day, participatory, regional visioning exercise is a tool available to District Councils to engage leaders in a regional dialogue on growth issues. Although each visioning exercise and process is different, working toward the overall education and awareness-raising goals of Reality Check has the power to create a regional dialogue that results in consensus on where and how the region will grow over the next 25 or 30 years. This document is intended to serve as a reference for ULI District Councils and other interested parties as they plan Reality Check exercises or comparable exercises in their regions. Reality Check is intended to provide leaders with a region-specific roadmap to guide future growth. Such a roadmap should support regional economic vitality, livability, and environmental sustainability and increase consensus, cooperation, and coordination on local land use decisions.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC PARTICIPATION RESOURCES FOR PUBLIC OFFICIALS/PLANNERS – Cont'd

STAKEHOLDER INVOLVEMENT & PUBLIC PARTICIPATION AT THE U.S. EPA:

Lessons learned, barriers, & innovative approaches / Environmental Protection Agency (EPA), Office of Environmental Policy Innovation (OEPI) -- Washington, DC: EPA, January 2001, 36 p. (EPA-100-R-00-040)

Available full text via the World Wide Web:

<http://www.epa.gov/publicinvolvement/pdf/sipp.pdf>

With this report, the Office of Environmental Policy Innovation (OEPI) has taken a fresh look at Agency efforts to involve the public by reviewing formal evaluations and informal summaries from across the Agency that identify, describe, and/or evaluate Agency stakeholder involvement and public participation activities. Based upon its review, OEPI identified key crosscutting lessons learned; pinpointed unique barriers and ways to overcome them; and highlighted innovative approaches to stakeholder involvement and public participation.

STANDARDS OF EXCELLENCE IN CIVIC ENGAGEMENT: How public agencies can learn from the community, use what they learn, and demonstrate that public knowledge matters / Bethesda, MD: The Harwood Institute, 2005, 20 p.

Available full text via the World Wide Web:

<http://www.theharwoodinstitute.org/ht/a/GetDocumentAction/i/6131>

This document focuses on the “how to’s” of civic engagement such as deciding what issues to talk about and who to listen to; how to design and lead effective conversations; figuring out what you heard in engagement conversations; and how to follow up after you’ve engaged the public. This tool, however, won’t answer those questions. Instead, it provides the four key standards every agency must meet to achieve excellence in civic engagement; benchmarks for how you will know that you’re meeting these standards; and pay-offs for why it is worth achieving them.

PUBLIC PARTICIPATION STRATEGIES

BEYOND THE USUALS: Ideas to encourage broader public participation in your community / Sacramento, CA: League for California Cities, 2007, 2 p.

Available full text via the World Wide Web:

<http://www.cacities.org/index.jsp?zone=ilsg&previewStory=24154>

Local officials and agencies strive to encourage broader participation in public meetings and other civic engagement efforts. Many times, even with the best of intentions and no matter what the approach, a relatively small group of community members actually takes part and makes their voices heard. Given the challenges facing cities and towns around the state, residents are increasingly sought out and asked to join dialogues and deliberations relating to topics affecting the future of their communities. These discussions may relate to budget, land use, housing, the environment, transportation, growth, neighborhood services, or a host of other issues. The importance of achieving representation from often underrepresented groups, including but not limited to ethnic, immigrant, low-income, youth, and disability communities, is self-evident if the legitimacy and effectiveness of civic engagement processes are to be realized. From the sources identified, the Institute for Local Government's Collaborative Governance Initiative has compiled a few suggestions for achieving better representation in public involvement and civic engagement efforts.

PUBLIC PARTICIPATION STRATEGIES – Cont'd

CONSENSUS BUILDING TOOLS FOR NEW CHALLENGES AT THE STATE AND LOCAL LEVELS / Jones, Robert -- Portland, OR: National Policy Consensus Center, 2007, 3 p.

Available full text via the World Wide Web:

http://www.policyconsensus.org/publications/reports/consensus_building_tools.html

The good news is that there is a growing interest and a promising track record at the local, regional and state level, often guided by statewide offices of dispute resolution, in using collaborative approaches to public problem solving. These processes bring stakeholders and citizens together to develop consensus for needed actions on public problems; increase inter-agency and intergovernmental cooperation; and improve public and private sector coordination, collaboration and partnerships. These efforts utilize an array of consensus building tools to solve critical public problems including mediation, facilitated consensus building and public participation and other forms of collaborative problem solving. They have been deployed to deal with a variety of issues such as affordable housing, water management, emergency medical services provision, facility siting, community visions, budget priorities, environmental and land use issues, and public employment claims and grievances.

THE DELIBERATIVE DEMOCRACY HANDBOOK: Strategies for effective civic engagement in the twenty-first century / Gastil, John; Levine, Peter, eds. -- San Francisco, CA: Jossey E. Bass, 2005, 308 p. (Book)

Available for purchase via the World Wide Web:

<http://www.deliberative-democracy.net/handbook/>

The Deliberative Democracy Handbook brings together the best practices and thinking on citizen participation processes. Citizen participation is both the heart of democracy and a mandatory part of many public decisions. Deliberative democracy is the nationwide movement to make citizen participation meaningful and effective. Most citizen participation events fail to truly engage citizens and affect decisions. The book helps readers figure out which method of engagement is right for them and guides them through using the appropriate method. A top flight collection of experts critiques a wide range of deliberative practices to improve understanding of the best ways to bring citizens together to engage in thoughtful, respectful discussion of complex public issues.

“POWERFUL FACILITATION OF LARGE GROUP MEETINGS” / Lind, Lenny -- San Francisco, CA: CoVision Inc., 2004, 5 p.

http://www.covision.com/resources/article_pflgm.html

“Getting the whole system into the room,” has proven to be an effective strategy in many large-scale change efforts. And, in the process, dozens of facilitation methodologies have been invented to meet the challenge which large groups pose to the goal of highly productive meetings. Coincident with the rise in popularity of these interventions has been the development of powerful software tools for facilitators. Often called groupware or electronic meeting systems (EMS), these tools enable people to work together more effectively – especially in large face-to-face meetings, though they can also add value to meetings of smaller groups. This essay explores the emerging field of EMS support for facilitators of large meetings, how EMS tools enable powerful facilitation, and some of the strong misconceptions which continue to slow their use.

PUBLIC PARTICIPATION STRATEGIES – Cont'd

COLLABORATIVE REGIONAL INITIATIVES: Civic entrepreneurs work to fill the governance gap / Innes, Judith E.; Rongerude, Jane -- Berkeley, CA: University of California at Berkeley, Institute of Urban and Regional Development, November 2005, 58 p. (Working paper no. 2006-04)

Available full text via the World Wide Web:

<http://www-iurd.ced.berkeley.edu/pub/WP-2006-04.pdf>

Collaborative Regional Initiatives (CRIs) are partnerships of government, business, and community representatives working together to promote the economic vitality and improve the quality of life in their regions. From 1997 to 2004, the James Irvine Foundation invested more than \$20 million in 17 CRIs in California to see if such regional collaboration could help create long-lasting solutions. This report, resulting from three years of research and analysis by the Institute of Urban and Regional Development (IURD), finds that CRIs can be important vehicles for engaging a range of stakeholders toward addressing economic, environmental, and social issues at the regional level.

INVOLVING THE COMMUNITY IN NEIGHBORHOOD PLANNING / Myerson, Deborah -- Washington, DC: Urban Land Institute (ULI), 2005, 24 p. (Book)

Available for purchase via the World Wide Web:

<http://www.uli.org/AM/Template.cfm?Section=Bookstore&Template=Ecommerce/ProductDisplay.cfm&Productid=1503>

When cities and neighborhoods can collaborate on planning, everybody wins. Experts at the ULI/Charles H. Shaw Forum on Urban Community Issues identified seven key principles for involving the community in neighborhood planning including community building, leadership, implementation plans, tools and resources, financial realities, communication, and involving the "right" people. Case studies of successful efforts include Chicago, San Jose, and Austin.

NETWORK ORGANIZING: A strategy for building community engagement /

Traynor, William J.; Andors, Jessica – Montclair, NJ: National Housing Institute (NHI), 2005, 14 p. (Journal article)

ShelterForce, Issue – No. 140 (March/April 2005)

<http://www.nhi.org/online/issues/140/LCW.html>

Across the country there is a fundamental condition that consistently undercuts even the most successful community development efforts: chronic disengagement. The author describes how his organization -- Lawrence CommunityWorks (LCW), a CDC based in Lawrence, Massachusetts -- is using a "network organizing" strategy to overcome this situation. This strategy connects people to each other and to opportunities for people to step into public life -- from the neighborhood group to the City Council -- in a way that feels safe, fun and productive. LCW's approach is a hybrid of many of the established practices of community organizing. The principal twist is the application of network theory, a set of ideas that come from the technology and economics fields but that are proving useful for understanding and shaping our community environments. Applying this thinking helps challenge some of the common obstacles to genuine engagement and helps shape a strong demand environment for change.

PUBLIC PARTICIPATION & COMMUNITY ENGAGEMENT

PUBLIC PARTICIPATION STRATEGIES – Cont'd

THE COMMUNITY VISIONING AND STRATEGIC PLANNING HANDBOOK / Denver, CO: National Civic League, 2000, 62 p.

Available for purchase via the World Wide Web:

http://www.ncl.org/publications/descriptions/community_visioning.html

The handbook lays out the framework of the successful community planning processes used by the National Civic League and others across the country. These processes have been customized and effectively used in numerous places around the country to address a wide range of issues. This third printing includes a condensed version of the second edition of the Civic Index.

PRINCIPLES FOR INNER-CITY NEIGHBORHOOD DESIGN: Part II / Congress for the New Urbanism (CNU) -- San Francisco, CA: CNU, February 2001, 21 p.

Available full text via the World Wide Web:

<http://www.cnu.org/sites/files/inner-city.pdf>

Today's housing policy includes vouchers that provide low-income families with the opportunity to find housing in higher income communities and home-ownership programs that encourage families with resources to buy into formerly low income districts. The real estate market is used to help shape each project. Planning now involves community participation. Design solutions respond more to their immediate environment. Buildings allow for more diverse tenants and provide more room for individual and family development. Of course, it is possible for any enterprise to go wrong. A danger for HOPEVI would be to let the design innovation devolve into a new set of stereotypes, comparable to some of the old public housing stereotypes. Projects can be poorly administered; buildings can be allowed to deteriorate; public spaces can be neglected. However, the HOPE VI program allows for the evolution of real communities, which can act to preserve their physical and social environment over the long term. For details of neighborhood plans, see <http://www.cnu.org/sites/files/inner-city2.pdf>

REGIONAL STEWARDSHIP: A commitment to place / Henton, Doug; Melville, John; Walesh, Kim; Nguyen, Chi; Parr, John -- Palo Alto, CA: Alliance for Regional Stewardship, October 2000, 32 p.

Available full text via the World Wide Web:

<http://www.regionalstewardship.org/resources/Monograph1.pdf>

The typical American community is run by a diverse cast of characters. Beyond a small number of visible elected officials and business leaders, community leadership can be found in a less visible, but active, group of tenaciously caring citizens. They are the ones who attend significant community meetings; they chair important civic committees; and they help raise the funds to keep the important civic ventures going. Meet the Responsibles. They come from all walks of life including neighborhood leaders, housewives, professionals, executives, educators, union members and other citizens. Just about everyone in the community knows who they are. In earlier times they all came from the same socio-economic class and the word "Establishment" was used to describe them. Today they are of diverse origins and the chief qualification is an unswerving devotion to the not very glamorous task of keeping a community in working order. As the importance of regions becomes apparent, the Responsibles are emerging in leadership roles. We call them Regional Stewards; they are the Responsibles who work for their region.

PUBLIC PARTICIPATION STRATEGIES – Cont'd

COLLABORATIVE DIALOGUE AS A POLICY MAKING STRATEGY / Innes, Judith E.; Booher, David E. -- Berkeley, CA: University of California at Berkeley, Institute of Urban & Regional Development, 2000, 32 p. (Working paper no. 2000-05)

Available full text via the World Wide Web:

<http://www-iurd.ced.berkeley.edu/pub/WP-2000-05.pdf>

“While water policy making is the policy arena where the most sophisticated collaborative dialogues are taking place, experiments in collaborative thinking are going on in many other arenas, including fiscal reform, school reform, habitat conservation, transportation planning and planning for sustainable development. This kind of dialogue has been most common at the regional and state levels, where organized interest groups can provide representatives to sit at the discussion table, but various efforts, less visible or documented, are also taking place at local levels ranging across budgetary issues, community visioning, and land use conflict. Indeed, around the world communities, regions and even nations are seeking collaborative ways to make policy as an alternative to confrontation or top-down decision making. People all over the world, from the nation state down to the community, are trying new ways to decide on public action, ways which are more inclusive of interests, more open to new options and opportunities, more broadly discursive and more personally and publicly satisfying”(p. 4).

THE IMPACT OF COLLABORATIVE PLANNING ON GOVERNANCE CAPACITY /

Innes, Judith E.; Booher, David E. -- Berkeley, CA: University of California at Berkeley, Institute of Urban & Regional Development, 2003, 32 p. (Working paper no. 2003-03)

Available full text via the World Wide Web:

<http://www-iurd.ced.berkeley.edu/pub/WP-2003-03.pdf>

This paper is concerned with governance and how some new forms of collaborative dialogue, policy making, and action are filling the gaps left as our formal institutions of government are failing to carry out their responsibilities or where no agency has jurisdiction. These collaborative processes, engaging public and private sector players representing many interests working on tasks that are about public welfare, have become part of an emerging governance system. This system lacks formal authority, is linked in varying ways to formal government, and engages stakeholders who are typically outsiders to public choices. Our goal in this paper is to outline an evaluative framework to assess these emerging collaborative governance efforts in terms of how they are changing our capacity to manage our systems, whether economic, social, or environmental.

NCDD'S ENGAGEMENT STREAMS FRAMEWORK / National Coalition for Dialogue & Deliberation (NCDD) -- Boiling Springs, PA: NCDD, 2006, 2 p.

Available full text via the World Wide Web:

<http://www.thataway.org/exchange/resources.php?action=view&rid=2142>

NCDD's Engagement Streams Framework helps people decide which dialogue and deliberation method(s) are most appropriate for their circumstance. The framework is a series of two charts that categorize the D&D field into four streams based on intention or purpose (Exploration, Conflict Transformation, Decision Making, and Collaborative Action), and show which of the most well-known methods have proven themselves effective in which streams. The second chart also outlines 20 dialogue and deliberation methods, and includes information such as size of the group and how participants are selected.

PUBLIC PARTICIPATION STRATEGIES – Cont'd

PUBLIC PARTICIPATION IN PLANNING: New strategies for the 21st century / Innes, Judith E.; Booher, David E. -- Berkeley, CA: University of California at Berkeley, Institute of Urban & Regional Development, 2000, 39 p. (Working paper no. 2000-07)

Available full text via the World Wide Web:

<http://www-iurd.ced.berkeley.edu/pub/WP-2000-07.pdf>

“It is time to face the facts we all know, but prefer to ignore. The traditional methods of public participation in government decision making simply do not work. They do not achieve genuine participation in planning or decisions; they do not provide significant information to public officials that makes a difference to their actions; they do not satisfy members of the public that they are being heard; they do not improve the decisions that agencies and public officials make; and they don't represent a broad spectrum of the public. Worse yet, they often antagonize the members of the public who do try to work through these methods. Moreover, they pit members of the public against each other as they each feel compelled to speak of the issues in polarizing terms to get their points across — making it even more difficult for decision makers to sort through what they hear, much less to make a choice. Most often these methods discourage busy and thoughtful individuals from wasting their time in going through what appear to be nothing more than rituals designed to satisfy legal requirements” (p. 2).

REFRAMING PUBLIC PARTICIPATION: Strategies for the 21st century / Innes, Judith E.; Booher, David E. -- Berkeley, CA: University of California at Berkeley, Institute of Urban and Regional Development, December 2004, 20 p. (Reprint no. 2005-01)

Available full text via the World Wide Web:

http://iap2.org/associations/4748/files/ResourceMaterials_ReframingPP.pdf

This reprint article makes the case that legally required participation methods in the US not only do not meet most basic goals for public participation, but they are also counterproductive, causing anger and mistrust. Both theory and practice are dominated by ambivalence about the idea of participation itself. Both struggle with dilemmas that make the problems seem insoluble, such as the conflict between the individual and collective interest or between the ideal of democracy and the reality that many voices are never heard. Cases are used to draw on an emerging set of practices of collaborative public engagement from around the world to demonstrate how alternative methods can better meet public participation goals and how they make moot most of the dilemmas of more conventional practice. Research shows that collaborative participation can solve complex, contentious problems such as budget decision making and create an improved climate for future action when bitter disputes divide a community. Authentic dialogue, networks and institutional capacity are the key elements. The authors propose that participation should be understood as a multi-way set of interactions among citizens and other players who together produce outcomes.

RUNNING A D&D PROGRAM - the basics / National Coalition for Dialogue & Deliberation (NCDD) -- Boiling Springs, PA: NCDD, 2007, 8 p.

Available full text via the World Wide Web:

http://thataway.org/index.php/?page_id=714

This publication provides steps that are typically involved in organizing a public D&D program, including how to create a diverse planning team, how to determine what resources you have and need, how to create clarity about your intent, how to design a process, and how to frame the issue.



Selected California Libraries Contact List

*California Department of Housing and Community Development
Housing Resource Center - HCD/HRC
1800 Third Street, Rm. 430, Sacramento, CA 95814
(916) 322-9648; jtochterman@hcd.ca.gov*

*California State Library - General Collection
Library and Courts Building, 914 Capital Mall, Rm. 300
Sacramento, CA 95814 - (916) 654-0261
<http://www.library.ca.gov>*

*California State Library - Government Documents
Library and Courts Building, 914 Capital Mall, Rm. 304
Sacramento, CA 95814 - (916) 654-0069
<http://www.library.ca.gov>*

*UC Berkeley - Environmental Design Library
Moffitt Library, 5th floor, UC Berkeley, 94720
(510) 642-4818; envi@library.berkeley.edu*

*UC Berkeley - Institute of Government Studies
Library, 109 Moses, UC Berkeley, 94720
(510) 642-1472; <http://www.lib.berkeley.edu/>*

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