



III Citizen Involvement Tools

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Citizens are not just periodic voters, they are stewards of their community and a political force for change. The role of the smart growth supporter is to represent the community interest during the community-planning and policy—development stages of urban development.

What's in Part III?

Part III presents tools to assist smart growth supporters become a more effective and collective voice in influencing the land development and community planning process. Part III is divided into three sections:

Monitoring Tools

Monitoring Tools allow supporters to track and report progress made by the community toward achieving its smart growth vision. These tools are used primarily track the actions and procedures of local government with respect to the authority vested in them through the Local Government Act. While many smart growth tools exist, their regular and effective use is assured only when there is the will to implement them. Monitoring provides an important tool for encouraging that will.

Organizing Tools

Because there are many planning activities and stages to keep track of, the collective use of Organizing Tools helps individuals get together to build strength through numbers. This section can only highlight the key planning and organizing steps required to transform a group of individuals into an effective organization. In many ways, being successful over the long term requires that some attention is paid to organizational development issues. Fortunately, a vast amount of excellent resources can be easily obtained on the many related topics of organizational development, leadership, strategic planning, running meetings, fund-raising, group facilitation, conflict resolution, etc. TOOL KIT readers are strongly urged to seek these resources and manuals, some of which are listed in the reference sections. In addition, there are a number of organizations in most communities throughout the province that provide organizational development services at little or no cost to non-profit organizations.

Smart Growth Check List

The Check List brings together, into a simple to read list, all of the smart growth principles discussed throughout this TOOL KIT. The many tools and strategies available to achieve these principles are also listed beside each principle. Finally, the Check List recaps the public involvement opportunities for guiding the implementation effective of each tool, in order to promote smart growth principles.

Monitoring Smart Growth OCP Performance Indicators

To ensure that smart growth policies are translated into lasting development on the ground, smart growth advocates can help local government meet their commitments.

Developing regional or community plans is a huge task and may sometimes be unwieldy and appear unresponsive to a community's complex and divergent interests. In some cases, the final draft of official community plans may leave participating groups feeling as though their ideas have not been heard. Still, an *OCP* can provide one of the best opportunities to advance smart growth. The keys are strategic participation, perseverance, monitoring, and reporting non-compliance.

One way community groups can monitor the actual performance of the *Regional Growth Strategy* and *Official Community Plan* is to insist on creating a clear policy and method for identifying, measuring, and reporting on local government's progress toward achieving all of its smart growth goals. Resources to support this monitoring program may come from provincial government (e.g. community development grants), local government (e.g. funds, meeting facilities, technical expertise), and community groups (direct participation in monitoring and reporting progress).

Monitoring smart growth performance indicators and benchmarks is a relatively new, yet important tool for increasing political account-ability

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Benefits Of A Monitoring Program

Regular reviewing, auditing and reporting of progress made towards achieving smart growth policies encourages local government and the community to work together to:

- See community planning as an ongoing, interactive process and maintain its vitality
- Create a stronger sense of community involvement
- Track progress in achieving *RGS* and *OCP* objectives and celebrate major accomplishments
- Assess the effectiveness of current policies and influence future decisions
- Monitor local development

Major Phases Of An Indicator Monitoring Program

Phase I: Start A Community-Wide Dialogue

The first phase involves initiating community-wide discussions and providing educational opportunities to explain about what smart growth is, and what strategies and tools are needed to make it work. There are several ways to start this dialogue:

Option # 1

Smart growth supporters take the lead in organizing the discussion on vision and outcomes, using their own resources to manage the exercise, independent of official planning processes. This might involve bringing in speakers, organizing round table discussions, going door to door, setting up displays, distributing questionnaires, etc.

PROS: Groups work on their own agenda. Process not dictated by other needs and timelines.

CONS: Without official sanction, results may be ignored by decision-makers. Can be costly in terms of time, energy and funds. Only well organized groups with adequate resources or expertise in raising funds should consider going it alone.

Option # 2

Smart growth supporters participate in an official process, like an *OCP Review*.

PROS: *OCP* activities are organized and funded by local government and open to all community residents. Major cost is volunteer time and effort. Citizens can call City Hall or watch local newspapers to find out when such meetings are taking place.

CONS: *OCP Reviews* are infrequent (every 5-10 years). Much may change during that time. The process may feel rushed, with insufficient time allowed for exploring new ideas that don't fit the pre-determined agenda.

Option # 3

Smart growth supporters develop a partnership with local government, collect information about the community, discuss more specific smart growth issues that may be controversial and work toward general agreement. Share this information at appropriate times with the rest of the community, especially during official processes.

PROS: This is the best option because pro-active community groups can collect comprehensive information about the community's resources, concerns and desires prior to any official planning process. They can also carry out educational activities to introduce smart growth principles, etc. Smart growth supporters can organize preliminary visioning meetings, share information, facilitate an open dialogue, and record the results. It is important to gradually lead the discussion toward solutions, and not prolong the 'problem identification' stage. Participants need to focus on what they wish to see happen, then start identifying ways to measure progress toward that vision. The results of this stage can be fed into the more official planning activities that take place from time to time or used to fortify a request for an *OCP Review* ahead of schedule.

CONS: May need to overcome some inertia, as residents may not feel any sense of urgency. Some cost to smart growth supporters (meeting space, promotional materials, facilitators).

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Phase II: Participate in Community Planning

The next task is to participate fully and strategically in the development of a *Regional Growth Strategy*, *Official Community Plan*, and other formal planning activities. Participants need to attend all meetings, read all documents provided, discuss the issues with colleagues, and be prepared to promote and support smart growth principles.

Typically, community planning activities start with a visioning exercise. Having previously done this work (see *Part III: Consensus Building Tools*), smart growth supporters can present a clear and concise vision of future growth and development.

Phase I results can now be clarified and translated into specific policy statements. Participants can help move the process forward to more practical discussions of specific outcomes, targets and timelines, ways to measure these, and means for holding decision-makers accountable to the community vision.

Phase III: Identifying Performance Indicators & Benchmarks

By this stage, the community's vision has been translated into specific development objectives, policies, and smart growth outcomes: this can include a visioning process. Most of the related language has been fine-tuned by planners and consultants. Participants have approved, in general, the planning documents and now set about identifying realistic indicators of the achievement of these outcomes. Their next task is to:

- Discuss and identify one or more specific indicators for each policy statement
- Set specific achievable benchmarks (targets) that indicate progress
- Determine what actual data to collect (over time) to use as indicators of progress

Example of Indicators & Benchmarks that Reflect *OCP* Policy Statements:

- Smart Growth Goal
"To create more compact communities and neighbourhoods that accommodate population growth in environmentally sensitive ways"
- Performance Indicators
 - Multi-family dwellings within 5 minute walk of most community services, amenities, and transit
 - Greenways, parks, open space and trail system created
- Target Benchmarks
 - 25 % increase in number of new housing units constructed each year in mixed-use neighbourhoods, within one kilometre of shops and services, with a target of 400 units built by 2010.
 - 10 km of new greenways & trails created annually

Phase IV: Fine Tune Indicators & Benchmarks

Once suitable indicators and benchmarks have been identified for each *OCP* policy, careful thought must be given to the technical aspects of the monitoring program. Participants need to discuss and decide with planners:

- What data will be collected to accurately reflect the policy (relevant & valid)
- How available is the data? (should be inexpensive and easy to collect)
- Who will collect the data?

- What are the roles of local government and community groups in achieving targets?
- How often will indicators be measured?
- How will results be reported to the community?

Phase V: Data Collection & Analysis

This phase may require a full year or longer before data is identified, collected and analysed for accuracy, validity, relevance, etc. It may be discovered during this period that some indicator data cannot be easily collected or some policies accurately measured. Adjustments and further refinements may be needed before program organizers can create a “snap-shot” of the current situation, a baseline against which all future comparisons will be made. Whatever changes are made, they must be clear and acceptable to all participants if they are to remain supportive.

Phase VI: Report Results In A Community Report Card

The long-term value of the indicators monitoring program becomes evident as Smart Growth Report Cards start to appear. After the snapshot of the community has been created, discussed, fine-tuned, agreed upon, and re-measured for another adequate period, it’s time to assess the progress that has been made toward smart growth in the community. This may be two or more years after the beginning of the process.

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The Report Card shows communities what progress has been made in achieving the smart growth goals they spelled out in their *RGS* and *OCP*. The task for smart growth supporters is to participate in developing the Report Card and ensure results are broadcast to the rest of the community in a timely and positive way. Thus, any serious lack of progress on any of the goals can be followed up with publicity and advocacy to help get the smart growth agenda back on track. As well, the community can celebrate its successes and boost support for smart growth concepts. A number of advocacy strategies and tools are presented later in this part of the TOOL KIT.

Key Principles For Success

“Buy-in” and commitment from all participants can only be achieved when all parties have a stake in the outcome and feel their contribution is consequential. A meaningful monitoring program, from beginning to end:

- Is open, participatory and inclusive of values and needs of the entire community
- Makes efficient and effective use of resources (funding, logistical support, people's time)
- Is given enough time to develop and change as options are explored and tested

The types of indicators selected for monitoring and reporting reflects the community's vision of smart growth. Indicator data should be:

- Directly relevant to each *RGS* and *OCP* policy goals and objectives, credible, valid
- Realistic, practical, measurable, accessible, inexpensive to collect
- Balanced and reflecting one or more policy area (economy, environment and social/health)
- Easily understood with a minimum of explanation
- Regularly reported
- Able to affect real change and acted upon by those accountable for leading progress

Additional Indicators Monitoring References

Urban Quality Indicators people

www.mw.mediaone.net/cyoakam/index.html

Sustainable Seattle

www.scn.org/sustainable/susthome.html

Quality of Life Indicators Project (Canada)

www.cprn.com/corp/qolip/research_e.htm

New Urban Agenda: Eco-indicators

www.peck.ca/nua/iis/iis02.html

Center of Excellence For Sustainable Development:

www.sustainable.doe.gov

Form a Watchdog Committee

The SMART GROWTH TOOL KIT also provides an array of tools for organizing smart growth coalitions (see Part III: Organizing Tools). These coalitions may tackle a broad range of tasks, from media campaigns to research to monitoring, and work in the community over the long-term.

By comparison, a watchdog committee may be formed to address one issue, accomplish a particular task or operate for a limited time period. With respect to monitoring smart growth performance indicators in *OCPs* and other planning processes, watchdog committees can be focussed specifically on the implementation of the action plan or *OCP*. The formation of a watchdog committee can improve the chances of maintaining local government's adherence to *OCP* policies and commitment to smart growth by:

- Monitoring and reporting on councilor's voting record
- Discovering if a public hearing or other opportunity for input scheduled?
- Pursuing bylaw violations with those responsible for enforcement
- Observing practices (safety guidelines, dumping guidelines, worksite and traffic precautions, compliance with spirit and intention of *RGS* & *OCP*)
- Monitoring local development and checking if permits have been obtained for new developments (permits should be clearly visible on the worksite)
- Knowing what methods of environmental protection techniques should be applied in certain circumstances or knowing the appropriate set of restrictions or guidelines being monitored (e.g. see the *Stewardship Series* - www.stewardshipcentre.org)
- Knowing the chain of command: where to go with complaints, ways of addressing problems with bylaws, zoning, and environmental damage
- Knowing the alternatives, be ready for confrontation, and be ready to provide solutions (or recommend pathways to solutions)

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Monitoring OCP Amendments & Re-zoning Applications

Regardless of how much community effort go into reviewing and revising an *OCP*, landowners and developers will always apply to re-zone some land or amend some provision of the plan. In many cases, little attention is paid when new developments extend beyond growth areas identified in a *RGS*, or when a low-density subdivision fails to address regional transportation or stewardship goals. Ongoing monitoring and close scrutiny are particularly important when developers apply for site-specific re-zoning or amendments to the Official Community Plan.

Smart growth supporters use their knowledge of development approval procedures to constantly guard against proposed changes to the *OCP* that do not promote the larger community interest. For example, if the proposed re-zoning does not fit with the *OCP* designation, the *OCP* may be amended at the same time the re-zoning is granted and may erode the intent of the *OCP* designation.

Public Hearings

The *Local Government Act* requires public hearings prior to adopting or changing community plans, rural land use plans, and zoning bylaws (including amendments and re-zoning). Meetings must be advertised, and smart growth supporters should get their names on a speaker's list. During the hearing, citizens have an important opportunity to speak for or against any new proposal that would affect the intent of the *OCP*. Smart growth supporters also need to be aware of particular situations when a public hearing is not mandatory, and thus seek other means of obtaining information and registering their views. *For more information, see pages 146-149 of the Smart Growth Guide to Local Government Law and Advocacy*

Written Submissions

Smart growth supporters who are unable or unwilling, for a variety of reasons, to stand up and participate in the public hearing process can still make their views known to council through written submissions. When writing to a public official or agency regarding potential changes to *RGS* or *OCP* (or a submission for consideration in the *OCP* development process), one's arguments should be comprehensive, focussed, widely supported by the community, and fit with smart growth principals. Copies of submissions should be sent to advisory committees, to members of the technical advisory committee that oversees the development of the *OCP*, and to officials within the municipal planning and permit issuing departments who may be able to support the submission.

Format for Written Submissions

- *Date and Reference Number* (specific permit, line from *OCP*, section from municipal act, bylaw, etc.)
- *Address* (of recipient organization)
- *Attention* (to whom are you writing including, position)
- *Content*
 - *Subject of correspondence* (submission to advisory committee, *OCP* process)
 - *Statement of position on issue*
 - *Rationale for addressing issue* (use language relating directly to the issue)
 - *Alternative solutions*

Municipal Advisory Committees

Advisory committees to local government are formed for a variety of reasons, such as reviewing re-zoning applications and other initiatives, and making (non-binding) recommendations to mayor and council on issues related to planning, environment, infrastructure, transportation, budget, recreation, etc.

Having first become knowledgeable on the subject of smart growth, and having developed credibility as a balanced, community-minded citizen, a smart growth supporter may get a chance to obtain an appointment to such committees, and an excellent opportunity to participate closely in the internal process of local government.

It is important to note, however, that Councils make appointments to an advisory committee. Therefore, it is critical that smart growth supporters develop positive relationships with local government (councillors and staff), and offer well-informed, balanced views on various land development topics. They may also consider promoting candidates for consideration on each committee. Regardless of having direct representation on such committees or not, smart growth groups can still familiarise themselves with the positions and interests of committee members, and include them in their educational and advocacy activities.

In addition to participating and monitoring established advisory committees, smart growth supporters may, from time to time, also ask their local government to establish citizens groups to advise them on other topics, such as:

- The suitability of establishing *Developer Cost Charges* which more accurately reflect smart growth principles
- The costs and benefits of using *Alternative Development Standards*
- The feasibility of creating *Transportation Demand Management* partnerships with regional employers
- The implications of establishing urban growth boundaries
- Establishing any number of other strategies related to implementing smart growth principles, policies, and practices

It is also important for smart growth supporters to insist upon open and inclusive public participation procedures, and to ensure their voices are clearly heard on various development issues (e.g. *OCP* amendments). While the *Local Government Act* requires the adoption of citizen participation procedures in its bylaws, some local governments may only provide minimum opportunities, thus limiting the effectiveness of citizen involvement. Smart growth supporters can lobby their local

government to form an advisory committee to review procedural bylaws and recommend a larger range of choices and opportunities for citizen input. These may include stakeholder consultation meetings, open houses, workshops, multi-stakeholder groups, public advisory groups, public committees, special council meetings, survey questionnaires, interactive web-sites.

Each of these procedures allows smart growth supporters to monitor progress and influence outcomes. While virtually all planning processes make some provision for public input, it is important for smart growth supporters to determine the most effective opportunities for public input, and make sure they show up in strength with their smart growth agenda.

Case Study: Citizen Action Produces Results

City Agrees to Widen Notification Process, by Greg Klein , NORTH SHORE NEWS
May 20, 2001

Thanks to the efforts of residents, ----- City will be notifying more people about applications for zoning changes and development permits. Local residents wrote to the city asking it to expand its mail-outs to a radius of 400 metres from any proposed development. As it stood, policy called for notification of hearings to be mailed to all occupants within 30 metres of the property involved. In addition, a four-by-eight-foot sign is displayed on the property, there are two notices in the --- News and a notice on the city's website.

The resident appeared before Council to support his request. He said that when he and his wife moved to ---- four years ago they took on a huge mortgage, partly because of the view. One year later the view disappeared, blocked by a new development they hadn't known about. The city said it had informed everyone within 40 metres. We were within 50 metres. He listed a number of benefits to his proposal, including enhanced public awareness, greater citizen participation and an improved neighborhood spirit. " Citizens will feel that every voice counts and their participation will help Council make more informed decisions. Councillors agreed. It is a good idea to involve more people. But 40 metres is a very large area. In some areas it would mean an increase of thousands of people. Another councilor added that the expanded radius could extend well outside the neighborhood.

The City Clerk warned of potential pitfalls. The provincial Municipal Act requires we specify a distance for mailings. Ours is 100 feet (30 metres), but in practice it is often 120 feet (36 metres). If we change that we can put ourselves in jeopardy. There is recourse if we don't follow our policy. Citizens who don't receive notification could have the bylaw quashed, beginning the application process over again. Councilors asked citizens to take note of city mail-outs, because the information could affect them.

According to a city staff report, mailing notices is a nightmare requirement. Names of homeowners are taken from the property tax assessment files, which are updated only once a year. But the motion passed unanimously. Council stayed with a 40-metre radius, but included every house fronting or backing on every block within the radius. In a hypothetical example centering on a East 11th Street house, that would nearly double the number of lots in which occupants would be notified. After the meeting, the resident called the decision a viable compromise and a step in the right direction.

Monitor Municipal Budget Approval Process

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Every BC local government must annually adopt a financial plan by bylaw. The *Local Government Act* (Part 9, Sections 327-338) governs the way this is done and includes rules for public input, auditing and reporting. A Capital Expenditure Plan is a local government's mandatory spending plan that identifies expenditures and revenues for up to five consecutive years. It is an important document in that it lists all proposed capital expenditures for growth during that five-year period, including extension of infrastructure, acquisition of private land for public purposes, special projects and other capital programs.

Since many smart growth objectives cost money, and because most taxpayers are resistant to substantial tax increases each year, not every item on the smart growth 'wish-list' can be implemented at once. Spending priorities should be established during the *OCP Review* and other official planning processes, and this list regularly monitored for inclusion in the Capital Expenditure Plan and annual budgets.

In particular, smart growth supporters should pay attention to the timing for setting the following year's budget so they can plan early to provide positive input and question priorities deemed inconsistent with *OCP* and other stated policies,

before they are finalized. They should be aware of council spending priorities for the upcoming year and be prepared to support smart growth spending. Budget Committee meeting schedules and budget information can be obtained from the Municipal Clerk.

Initiate a Judicial Review

In some cases, smart growth supporters may appeal to the courts any decision of their local government they feel is illegal or 'inconsistent' with the intent of the *RGS*, *OCP* or other bylaw. One judicial resource available to community groups is the West Coast Environmental Dispute Resolution Fund, designed to help environmental and community groups use the law to better protect the environment. Established in 1989 with support from the Law Foundation of British Columbia, the Fund helps groups across the province on issues as diverse as stopping helicopter logging in watersheds, to making submissions to government for better air quality regulations with respect to crematorium emissions. Through the Fund, groups can retain private lawyers, who may provide a legal opinion on an issue, represent the group in negotiating a solution to an environmental dispute, or argue a case in court or before a tribunal.

The Fund provides financial assistance to citizens and groups for three purposes:

1. Litigation or participation in administrative tribunals
2. Participation in alternative methods of dispute resolution such as negotiation, mediation, or multi-stakeholder consultation
3. Fees to hire scientific experts such as fisheries biologists or hydrologists to provide expert opinions in relation to a case supported by the fund.

Smart growth supporters should carefully choose the approach(es) that work best for their group, resources, partners, council's attitude, community's growth situation, etc. They need to be strategic and reasonable about their level of participation so they can go the distance. The monitoring strategies described above can be a huge and somewhat daunting task, so community groups should only bite off what they are confident they can chew to start with.

Additional References & Resources

Smart Growth Guide to Local Government Law and Advocacy (pages 149-151)

West Coast Environmental Law Association website: www.wcel.org/edrf

Organizing Tools

When citizens work on their own specific issues, they may remain isolated against a considerably better organized and better financed land development machine. Fighting development on an issue by issue, street by street basis is not only exhausting, it is also futile in the long term.

Growth and development are happening. It is up to the community to decide and plan how it will happen. When people work together, as well as with their local government, developers, and the business community, they are more likely to achieve their objectives. Smart growth supporters have begun to organize themselves at the local level and to use various strategies to influence decision-makers. As a key force, their role is an ongoing one. They have discovered they have the ability, not only to oppose development but, more importantly, to propose alternatives to unsustainable growth.

Consensus Building

Smart growth efforts succeed when people work together to create a broad vision of their community's future. Developing a consensus requires intensive discussion, negotiation, and compromise. This can be assisted by the use of various 'visioning' tools that help focus dialogue on the most critical points of agreement and difference. The common ground that results becomes the foundation for the community vision.

Smart growth supporters have a choice. They can wait until a formal visioning process is organized in their community. For example, the *Official Community Plan* review may take place every five to ten years. Otherwise, informal consultation procedures may take place at a developer's discretion, at the start of major developments. On the other hand, citizens can take responsibility for organizing their own visioning and consensus building process and promote their vision to the rest of the community.

The following section presents consensus building tools that can be used by smart growth supporters to get started.

Community Design Charrettes

by Patrick Condon

Working with the integrated ecology of the city requires an integrated ecological planning process. Community Design Charrettes bring people together to solve difficult, complex problems in short time periods. Only by working together to a deadline can citizens and officials be freed to make creative change. Charrettes can also build a sense of ownership in community development from involved citizens and community groups.

What is a Community Design Charrette?

A Community Design Charrette is a series of visioning workshops, focus group discussions, and design sessions that are visually engaging, interactive, and collaborative. They are often used to address urban design issues of social and civic importance in a creative way. They can be used for a variety of purposes, from reaching consensus on a community's long-term vision, to finding workable agreements to site-specific projects. They can identify short and long-term problems and issues, as well as the opportunities and needs important to those involved. A Charrette offers participants an opportunity to meet in an informal, friendly atmosphere to discuss and debate issues and achieve workable and specific solutions to community or neighbourhood concerns.

Participants may include planners, architects, landscape architects, and other professionals, technical experts, elected officials, citizens and citizens' groups involved in community development, economic development, transportation, parks and recreation, stream stewards, school administrators, youth, seniors, etc.

Two Main Types of Charrettes

Visioning Charrette—a charrette where professional designers, assisted by technical experts, students, and citizens groups draw up what a community would look like if it conformed to public policy goals. Product: Lots of great drawings, no direct implementation.

Implementation Charrette— charrette where those who typically have a role in determining land use and standards work collaboratively outside of their usual

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roles as designers. Professional designers facilitate. Product: Lots of rough drawings with a commitment to implement.

Principles for a Successful Charrette

1. Allow sufficient time to complete process (4-8 days)
2. Use skilled, professional facilitators
3. Build confidence in the process, policies, and alternative development standards
4. Early involvement of all people, agencies, and organizations that can influence policies and development standards (including affected citizens' groups)
5. Access necessary technical expertise, including that of municipal staff
6. Share information equally
7. Build capacity for integration through shared awareness and resolve to act jointly
8. Deal with issues efficiently
9. Build in implementation strategies

For too long have we tried to solve problems separately, only to find that solving one problem makes another one worse. People, collectively, have creative powers greater than the sum of their individual knowledge. People, collectively, may not be able to come up with the perfect solution to the interrelated problems associated with making a sustainable region, but they can, collectively, come up with GOOD solutions.

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Organizing A Charrette: Who to Contact

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Community Mapping

by Maeve Lydon

Community mapping is a versatile and flexible tool for community-based planning and development work. It is a non-conventional form of mapping used to strengthen sense of place, identify local assets, and involve diverse sectors of the population in planning. Community mapping is also related to bio-regional mapping as together they identify the social, cultural and environmental attributes of a given area or bio-region.

In community development work, working with maps is helpful because it often prompts people to think first about what their community already has, rather than what it needs. It focuses on what people value and their vision for the future. Using maps of neighbourhoods during community interactions helps to mediate the discussion and downplay ego clashes. Rather than addressing one another, people address the map. In some cases, it is useful to make use of pre-existing maps; zoning maps are usually available from city halls for a nominal fee. In other cases, it is helpful for people to draw their own maps.

At its simplest, community maps require a marker and a sheet of paper, and sometimes not even that. In Havana, Cuba, school children made a “Green Map” of the ecological features of their neighbourhood, drawing a street-map on the floor of a warehouse in chalk. In East Vancouver, kids made clay maps of old houses in their neighbourhood.

Who is Involved?

It is important to involve as many different individuals and groups representing as broad a spectrum of community interests as possible (see list under Coalition Building Strategies, this section, for community interests with a stake in smart growth issues). For best results, include planners and decision-makers like locally elected officials. The process is guided by a trained facilitator and may include additional resource people.

Key Principles of Community Mapping

Community mapping often begins with people asking themselves what are the essential features of a healthy community. The key is participation! For example, if, in the course of a planning activity, a group is interested in seeing what aspects of its neighbourhood people value most, they might consider a mapping exercise. Give participants a piece of foolscap and a couple coloured markers and ask them

to draw their neighbourhood, suburb, or bioregion. The resulting maps can be telling. Children will often graphically relate importance with size; sometimes a favourite tree or rock can seem to fill up half the neighbourhood. The process of mapping can also be investigative. We often do not realize what is important to us in our community until we are called upon to graphically recreate it for ourselves. A shortcut or convenience store you had always taken for granted may emerge as a cornerstone of community for you.

A similar exercise can also be used to envision a community's future, using either pre-existing or handmade maps. If using pre-existing city maps, it is important to have multiple copies (most copy shops are able to do large-size copies). People need to feel like they can draw all over the map of their neighbourhood, paste glitter on it, or photos, mark unpleasant areas, and hidden assets. Community mapping helps people realize that they are the community, and that their voices and opinion count in determining the shape and nature of their neighbourhood's future.

Community mapping often happens in combination with neighbourhood history efforts, interviewing seniors, and studying First Nations' concepts of the land; again, emphasizing that maps are stories, and stories are maps, and both can be used to help people re-inhabit place and renew feelings of local ownership and identity.

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Integrating Community Maps into Official Plans

Beyond promoting participatory planning, community mapping has been used to map: all the children under five in an area to assess day-care needs, fruit trees to identify potential food donations, areas of crime for Neighbourhood Watch programs, capital flow to identify community economic development opportunities, toxic waste sites for health and environmental action, the best spot for a new community centre, and affordable housing for new arrivals to an area. The list goes on as people explore the endless potential of maps as a tool for participatory, asset-based processes, which graphically anchor community development to the specifics of place and context.

Smart growth supporters can introduce the results of community mapping exercises during the *Official Community Planning* (OCP) process, displaying these maps alongside the ones developed and displayed by the municipality. They can encourage others to review and comment on these community maps, thus expanding the scope of issues addressed during the *OCP Review*.

Organizing Community Mapping: Who to Contact

Common Ground

Web-site: www.telus.net/cground
Mailing address: 527 Michigan Street, Victoria, BC V8V 1S1
E-mail: cground@telus.net
GroundWorks Learning Ctr: 521 Superior St, Victoria (behind the BC legislature)

Common Ground is creating a regional community Green Map as part of the worldwide green mapping network (see www.greenmap.com). They hope to use this as a basis for a community-planning atlas, linking conservation and overall community health interests. They are also supporting a growing network of regional community mapping projects in schools, neighborhoods and in the region. Write to them for a copy of their Mapping Food Matters learning resource on community mapping and food security, their School Mapping Kit for their Community Mapping Tool Kit, or Annual Report.

Visual Preference Surveys

A Visual Preference Survey can be used to develop a consensus on the visual or architectural types, styles, and features of various projects that residents find acceptable and pleasing, or unattractive and uninviting. It can help achieve a broad consensus around desired models of growth (even with higher density). It gives planners and developers an image of what development and planning concepts citizens want to incorporate in their neighborhoods. Conducting visual preference surveys fosters the sense of community by involving people in the process.

This tool can also assist participants to view and test their vision while assessing several alternative development options, before they are constructed. Visualizing options in advance may help channel growth into desired physical forms rather than fueling NIMBY (Not In My Back Yard) attitudes that oppose growth. These tools can help build an awareness of where the planning process may be headed.

Steps Involved

Conducting a Visual Preference Survey is relatively simple. It involves showing participants a series of paired images of different built environments and then having them rank the pairs in order of preference. For example, they may be shown two photographs, one of a vinyl-sided ranch-house in a low-density suburb with little landscaping and an over-abundance of pavement, while the other depicts a

traditional looking town-house with private courtyard, lush landscaping, a private BBQ area, and ornate front porches that face a park or village centre.

Survey participants are asked which of the two images appeal most to them. Scores are then tallied up and all the images are reviewed for their defining characteristics. This is followed by discussion, analysis and summary of results. Results of visual preference surveys inform public input into official community planning activities. Smart growth organizers can visually demonstrate to planners and developers the key characteristics of urban design and built form, density, development standards, etc., which are desired by their community.

Visual Preference Surveys: Who to contact

Dr. S. Sheppard and Cecilia Achiam, Collaborative for Advanced Landscape Planning, UBC Landscape Architecture Program

Forest Sciences Center, 2424 Main Mall, Vancouver BC, V6T 1Z4

Phone: (604) 822-6582 Fax 822-9106

E-mail: shep@interchange.ubc.ca achiam@interchange.ubc.ca

www.calp.forestry.ubc.ca

The Architects in the Community Program

Architects in the Community provides free consulting and training services to community groups. Structured around community-based public workshops, the program is flexible in its content and adapts to local community needs. It can be used as a means of articulating a vision of sustainability at the local level, as well as developing practical strategies to achieve that vision.

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The *Architects in the Community* program draws on a wide range of expertise and experience from both inside and outside the profession to offer communities strategic and project-specific advice. It offers guidance to community visioning, planning, and implementation processes. It can identify sources of funding, assist in the packaging of proposals, and promote a consensus based decision-making process, helping to:

- Establish a community vision with a broad base of support.
- Develop a viable approach to urban design and economic development.
- Create a supportive regulatory environment and streamline approval processes.
- Create an implementation strategy and appropriate measurement tools.

The *Architects In the Community* program has completed pilot projects in the Township of Mission in 1999, and the City of Penticton in 2000. These projects

were achieved at minimal cost to the communities, thanks to a public-private partnership that included the financial support of the Real Estate Foundation of British Columbia and the Ministry of Municipal Affairs and Housing. Both pilot workshops were well received and provided valuable strategies for community development. The results of the Penticton workshops were endorsed by the planning department and incorporated as integral components of the “2001 Penticton Downtown Revitalization Strategy”, which was formally adopted by their City Council in December 2000.

Other recent program innovations include identifying ways to formally integrate youth and student input into community visioning processes, and an initiative to work with First Nations communities on projects relating to regional stewardship and development. The goal is to help empower people of all ages and walks of life across British Columbia, acknowledging them as valued decision-makers and co-creators of sustainable communities.

Who To Contact

Rodney Cottrell (MAIBC) Architectural Institute of British Columbia
100 – 440 Cambie Street, Vancouver, B.C. V6B 2N5
Telephone: (604) 683-8588 (ext. 316)
Fax: (604) 683-8568
E-Mail: aic@aibc.bc.ca
Web site: www.aibc.bc.ca

Additional Consensus Building References

Community Design Charrettes
Walkable Communities Inc. www.walkable.org/

Visual Preference Surveys

“New Tools for Community Design and Decision Making” A presentation on visual preference surveys, and other visioning tools at The Center of Excellence for Sustainable Development

www.sustainable.doe.gov/toolkit/TCDDM/HOME2.htm

Center for Livable Communities: Community Image Surveys

www.lgc.org/techserve/cis/index.html

Coalition Building

Smart growth supporters face a difficult task. After decades of sprawling development, changing the way we plan our communities requires an intensive, multi-pronged approach, an understanding of the complex regulatory framework that presently encourages inefficient land-use, and the energy to use this knowledge to help change the way communities are planned.

Another challenge is the need to collaborate with a diverse range of other stakeholders, including government. To be effective, smart growth supporters must build alliances with those affected by uncontrolled sprawl. We are all in this together. Community groups achieve a far greater measure of success when they unite their energies and resources toward a common interest.

Creating A Smart Growth Coalition can...

- Share work of organizing, educating, participating, monitoring, and lobbying
- Link issues that have historically been viewed as separate
- Bring smart growth supporters together as a demonstration of strength
- Develop a collective smart growth vision and agenda for change
- Educate a broader segment of the public about smart growth and call for political support at strategic times

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The time is right for building broad-based, smart growth coalitions in every community, because sprawl hurts us all in different ways. Linking different groups' concerns under a common agenda and working together on key issues increases the likelihood of developing win-win-win scenarios, where citizens, local government, and developers recognize and act on opportunities to do the right thing. In every BC community, there are many individuals and organizations working on a number of different, yet related, smart growth issues. Organizers should identify as many of these as possible, on a regional, community, or neighbourhood basis.

Start by Asking

- Who are your most obvious allies?
- Who can you recruit to support smart growth objectives?
- Can you count on them to continue to support the smart growth approach?
- Will they take positive steps to support your coalition?

How to Identify Smart Growth Supporters

All of the following issues are related to smart growth and the people working on them have a keen self-interest in joining a smart growth coalition.

- Watershed Protection (streams, fish, bio-diversity, water quality)
- Air quality & Greenhouse gases (health, ecology, and survival)
- Transportation (affordable options, less pollution)
- Conservation & outdoor groups (Greenways, Parks & Trails)
- Downtown business (revitalization)
- Health (walking, air quality, less stress)
- Seniors (safe neighbourhoods)
- Youth (vibrant, accessible neighbourhood amenities)
- Families (convenient accessible services, amenities, safe streets)
- Low income (affordable housing & transportation)
- Social services (accessible location)
- Heritage (preserving historic landmarks)
- Civic groups (good government, healthy citizenship)
- Community Economic Development (strengthening regional economies)
- Social Planning (equity, environment, culture, services, access, etc.)
- Farmers (protecting agricultural land for production)
- Community forests (protecting forest land for production)
- Rate payers (keeping taxes down)
- Working class (reduced commuting time, travel costs)
- Development professionals (real estate, architects, planning consultants)
- Business (want reduced taxes, less traffic congestion, higher employee productivity, greater regional economic vitality)
- Developers (reduced development costs, pass savings on to home buyers)
- Local Government (looking to do the right thing)

Once identified, there are several ways to bring individuals and groups together to discuss common interests and get the ball rolling, including:

- Informal kitchen table discussions in each neighbourhood
- Presentations at various community board and committee meetings
- Presentations; Town Hall meetings, slide shows, panel discussions Workshops
- Other get-together events sponsored by local community development or social planning agencies

Get Organized

Ideally, initial organizers will establish basic criteria, guidelines, and structure for *how* they will involve others. New members will fit in more smoothly and work

effectively if an operational plan with realistic, measurable outcomes exists. The following are four key organizing activities to undertake during the coalition building process:

- Develop A Game Plan
- Become Smart Growth Experts
- Share Information with the Rest of the Community
- Develop a Smart Growth Vision
- Build on Existing Community Resources

It is unrealistic to expect part-time volunteers to become smart growth experts overnight, as well as masters of organizational development skills, such as communications, advocacy, public relations, lobbying, management, and fund-raising. A coalition can acquire the technical expertise needed to address the many issues that will arise when participating in land-use planning from within their community.

Additional Coalition Building References & Resources

- Vancouver Community Network www.vcn.bc.ca/
- Charity Village www.charityvillage.com/charityvillage/main.asp
- Citizen Action Center www.essential.org/cac/download.html
- Community Tool Box ctb.lsi.ukans.edu/
- National Community Building Network www.ncbn.org/
- Volunteer Vancouver
- Volunteer BC
- Local Volunteer Centres provide individual and organizational skill-building help for newly emerging community groups.
- United Way and Social Planning Organizations provide publications, consulting, and other professional resources.
- Professional Consultants may donate skills to help a group get started (strategic planning, facilitation, research, grant writing, etc.).
- Retired or semi-retired residents often make excellent activists, possessing professional skills and time to volunteer.

Media & Communication Tools

Media is powerful & pervasive in our society and represents an important tool for educating the public about alternatives to out-of-control sprawl. The media is also the perfect place to celebrate smart growth success. As well, there will be times when official decisions run contrary to smart growth policies in the *OCP* and smart growth supporters need to take their message into the community in a more dynamic way. In some cases, using the media may help to attract new allies willing to support a particular issue.

Working with the Media

Adapted from the work of *Better Environmentally Sound Transportation (BEST)*

“Traffic gridlock worsens”. “Housing prices on the increase”. “More farmland paved”. “Air quality plummets”. “Global climate change accelerates.” Sprawl issues have taken over the headlines. The problem is that headlines often focus on problems rather than solutions. As smart growth supporters, we want to bring our solutions to the attention of the public and politicians, and work with the media in order to make change happen.

Good media and communications strategies are absolutely critical to a successful lobbying campaign because:

- Most people get their information from mainstream media—newspapers, TV, and radio—so a good media “hit” can bring your message to a huge audience.
- The media define the significant issues of the day for most of society; they determine what and who is important and newsworthy.
- Smart growth issues are frequently misrepresented or overlooked by the media; with increased coverage, more people will be exposed to these issues.
- A heightened media profile gives a group credibility and impact in the public eye, and attracts more supporters and members.
- Media exposure is a prized commodity, and there is enormous competition for coverage—you must frame your issue in a manner that is attractive to the media.
- Using media to get your message across isn’t only about communicating to the public; it also signals your elected officials that your issue is important.

To Find out Who to Contact:

- Call local stations and newsrooms and ask.

- Keep files or database of names of media who have contacted you.
- Read the newspapers; listen to the radio, watch television.
- Keep a clipping file.
- Ask organization members and colleagues.

There are many media people who can help promote smart growth messages, including the publisher, station manager, researchers, assignment editor, producer, photographers, reporter, camera crew, copy editor and advertising staff.

Getting the Word Out

- Familiarize yourself with reporters who usually cover issues related to yours, and cultivate relationships with them.
- Target your efforts to the audience you are trying to reach. Different television stations and newspapers have different target audiences. For example, if you are trying to target legislators, do not target television, which few take time to watch—rather, place a newspaper editorial.
- Communicate only when you have something to say (a newsworthy story).
- Keep the message simple.
- Send information updates for their files.
- Utilize a range of possible channels, including:
 1. letters to the editor
 2. news releases (follow up by phone)
 3. media advisories
 4. guest/opinion editorials
 5. news conferences
 6. backgrounders/fact sheets
 7. talk shows
 8. panel discussions
 9. media interviews
 10. editorial board meetings

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The News Release

The news release is the most common and often the most effective way of getting media coverage. An effective news release is often reprinted word for word in the paper, especially smaller community papers—if you do a good job, you can write the news yourself! Remember, a major news outlet can receive a hundred news releases in a day, so yours must command attention. When writing your news release, keep these points in mind:

- Make sure your issue is newsworthy and timely

- Answer all the questions: who, what, when, where, why, and how
- Include title, date, and location
- Use short sentences
- Use the past tense
- Use quotes (with permission)
- Give one piece of information per paragraph
- Keep your news release to one page whenever possible.
- Use the inverted pyramid style (most important information at the top; editors cut from the bottom up)
- Begin the release with "For Immediate Release", and end with contact information

The Media Advisory

This is slightly different than a news release and is used to announce an event. It is one or two paragraphs faxed to reporters a few days before an event. Followed up with a phone call, this can be a very effective way to get media coverage of your event. Include all the basic information: who, what, when, where, why, how. Make the event sound compelling for reporters to cover.

Media kits

A media kit (or press kit) provides reporters with material for a story. It is a valuable component in any successful publicity campaign. The media kit gathers into a folder an assortment of materials for the reporter that portrays your organization or group in such an interesting, informative, and professional manner that the reporter will feel compelled to cover your issue. Media kits should be offered to reporters whenever the opportunity arises, so be sure to carry one with you whenever there may be members of the media in attendance.

A Media Kit Should Include:

- an attractive cover
- the news release
- informational brochures, posters
- a background release or fact sheet
- business cards
- a cover letter or letter of explanation (if being sent to specific media)
- a photograph or high quality picture
- background information on the organization; biography of an individual

- clippings and quotes of previous media coverage, e.g. “A well-respected voice on transportation in the region.” —Vancouver Moon News
- suggested questions for media to ask

Hints On Developing Good Media Lines

The most important aspect of strategizing for media is developing media lines in simple and clear messages. For television and radio interviews, you will need to articulate in 10, 30 and 60 second answers. For background briefings with reporters, you should develop longer, more substantive responses.

Words, phrases and themes that you use to describe your issues are extremely important (government and industry spend a lot of money on choosing the right words and developing messages). When determining how to position your issues in the media, a major decision will be: Are you for, or against it? For example:

- Are you for clean air or against air pollution?
- Are you for getting rid of cars or for improving public transportation?
- Are you for sharing the road or for providing segregated bicycle facilities?

Polling data—or even talking to the general public—can also help you frame an issue. One exercise you can do to develop your statements is: Imagine that you are writing an article or producing a television newscast on your issues. What would your article include? What do you want the headline to be? What are the best quotes and stories on these issues? Imagine the best story, and develop your messages for that story.

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Preparing A Spokesperson

Picking your group’s spokesperson is an important strategy. If you don’t pick one, the media will. The spokesperson for your group or issue should be comfortable doing interviews, and should make a good presentation on television, radio and in print. He/she is being interviewed as a representative of the group and as a voice for activists in your community. Here are some pointers in preparing for media interviews:

- Know the reason for your release or media contact
- Know what you want to say in 80 words or less
- Be truly interested in the subject
- Know your subject intimately—forwards, backwards, inside out!
- Prepare to answer two or three really tough questions
- Practice by role-playing questions and answers
- Understand who you are trying to reach

The Interview

- Consistently state your message, be clear and concise.
- Make positive statements. Avoid defensive comments.
- Talk in sound-bites, keep answers short, do not over-answer.
- Avoid acronyms, jargon and technical terms.
- Always be polite and helpful.
- If you don't have an answer, don't bluff—offer to find out the answer.
- Always tell the truth; if you can't give information, tell why.
- Answer the reporter's questions but always return to the issue (that's an interesting question but the real issue is... let's look at it from a broader perspective... let me give you a little bit of history... yes, but there is another more important concern and that is....)
- Use your organization or group's name, not "we" or "I".
- Put the story in context.
- Prepare examples, analogies.
- Stick to the facts.
- Don't bring up issues that you don't want to see in the story.
- Update your information constantly.
- Repeat messages.
- Respect the reporter's deadlines; return calls promptly.

Maintaining Good Media Relations

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The success of your media strategy will largely depend on your contacts and relations with various media representatives. Never underestimate the importance of maintaining good media contacts. Being able to pick up the phone to call a reporter you already know and selling a story idea to them is ideal. However, building a good relationship with journalists usually doesn't happen overnight; a reliable relationship can only be developed through regular phone conversations, meetings and correspondence over months and sometimes years.

Some ways to maintain contacts:

- Contact by phone, mail, email or fax.
- Provide phone interviews.
- Hold a face-to-face meeting, e.g. a discussion over coffee.
- Organize a press briefing (invite two or three experts to speak on your issue and invite 4-6 reporters; confirm attendance over the phone).
- Hold news conferences only for ground-breaking news (they take a lot of time to organize and you are never sure if you'll have any media turn up).
- Organize an editorial board meeting.
- Update and maintain your media lists regularly (e.g. monthly).

Smart Growth: Key Messages & Effective Language

Adapted from Environmental Media Services (www.ems.org)

An effective message is a statement or collection of statements that allows you to address these three guidelines:

- The message you develop must answer the questions: Why? Why care? Why act? A message must explain what your group values and what is at risk and it must connect you with others who share your values and concerns.
- A message must be short, simple and repeated to be heard. To be effective, a message must be included in every communication – written and oral – and used in all your free and paid media, as well as presentations to the public, grassroots organizing and mailings.
- A message must clearly state your issue/organization/campaign's values and tap into with the concerns and values shared by a majority of the public regarding their health, safety, quality of life and tax dollars.

Effective Smart Growth Messages

- Always emphasize that smart growth is about offering more choices and that sprawl takes away choices.
- Always provide a label for sprawl, such as “out-of-control”, “over-development” or “irresponsible”.
- Sprawl is still a vague and not fully understood concept to the general public, so your communications should try to place it in the context of more familiar concepts, such as protecting green/open space, relieving traffic congestion, and revitalizing communities.
- Describe the specific benefits the public will gain from smart growth. The public broadly supports limiting development to protect green/open space, farms, forests, and wildlife, and using tax dollars to revitalize cities and older communities.
- Always talk about smart growth as a local need. Sprawl is a concern only when it affects people personally. Messages about what is lost because of the sprawl should tell a story about what is happening to people in the place where they live.

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Key Concepts to Remember about Smart Growth Messages

Sprawl...

1. destroys / fragments open / green space and wildlife habitat
2. takes away places to recreate
3. contributes to pollution that dirties our air and water
4. consumes farmland
5. limits our choices for housing, transportation and lifestyle

Sample Smart Growth Message

Smart growth gives us better and more choices about our housing, schools, parks, and services. With better planning, we can keep our tax dollars at work in our own communities rather than allowing them to subsidize new developments we don't need far from our own neighborhoods. Smart growth also protects green space and open space, farms and forests. Protect your choices. Fight sprawl and over-development. Choose smart growth.

Delivering Effective Messages

You should not always deliver your message. Credibility and persuasion may require different voices and different spokespeople. The best messengers on smart growth are those whose livelihood or future are compromised by sprawl, the decline of urban neighborhoods and the loss of recently developed land. For example:

- Farmers can talk about the loss of productive land and their livelihood.
- The elderly can talk about a time when their neighborhood had a sense of community, about the difficulty of getting around without a car and the need for public transit.
- Children and parents are good messengers because they can appeal to the emotions of an audience concerned about the fabric of their community and providing a better life for the next generation.
- Local business owners can talk about the economic pressures brought on by retail chains and sprawling superstores.

Look for these people in your own community to develop an effective and engaging team of spokespeople. Prepare your spokespeople appropriately with message training and background information. Know how to contact them at all times so that they may be reached for comment by reporters quickly or speak at a public event.

Language for Effective Media Outreach

Using consistent language when we talk about smart growth and sprawl helps us all to advance a unified message that will resonate with the public and avoid confusion. Your ideas will reach more people if you use accessible language to describe what can be technical or remote concepts:

- Recognize that, to most of your audience, growth is good. You need to talk about what's bad about out-of-control, poorly planned growth and what's good about smart or sensible growth.
- Avoid jargon such as *infill*, *brownfield*, *mixed-use*, or *conservation easements*. Most people won't know exactly what these terms mean
- Green-space /open-space are good terms that resonate equally well with the public
- "Better land-use" is not a clear or positive terms for many people. It can sound technical and bureaucratic and does not conjure up images of what people want
- Regulation implies restriction and a loss of rights. Instead, focus on what will be gained by a particular regulation: *open space*, *more sidewalks*, *more housing*, etc. . . .

Additional Media References

Comprehensive manuals detailing these and many other tactics, tools and communications planning guidelines are available by calling Allison Davis at Environmental Media Services (206) 374-7795. EMS has developed an on-line media training guide with this information for the non-profit community at www.Green-Room.org

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Lobbying

Adapted from Better Environmentally Sound Transportation (BEST)

Lobbying is the art of influencing decision-makers within the government. You might want to persuade government to finance a project, adopt a policy in a particular way, to improve or pass new regulations, by-laws or legislation that will support smart growth principles. You might also want to oppose laws or policies that are unfavorable to smart growth principles.

Lobbying is an effective way to make real change happen. The primary reason to lobby is to influence government decision makers. However lobbying can also raise your organization's profile, attract attention to your cause, and bring in new supporters and members. It can be a slow and exacting process, but if you have an idea for how to make your neighborhood - or your world - a better place, you must know how to influence decision-makers within government. Keep in mind that lobbying isn't a one way street. Lobbying can also be to the advantage of your elected officials, since you are offering them:

- information on a specific issue - your elected official doesn't have the time to become an expert in this field. This is where you can provide the information.
- recognition - whenever your elected official does something on your behalf or advances your cause, show your appreciation and let everyone know.

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Nine Steps To Effective Lobbying

1. Focus on a specific issue. An issue that's worth lobbying for should answer "yes" to the five following questions:

- Does it present a need that must be addressed?
- Must we respond to it? (and is this a high priority, which we are willing to invest the time and resources to affect?)
- Will the outcome have significant impact?
- Is there a positive solution?
- Can we exert some influence over it?

2. Scope the issue before plugging in. Ask yourself these questions before you develop your lobbying strategy:

- What are the causes of the problem?
- What are the causes of the causes?
- What solutions have already been tried? (learn from past mistakes)

- What has to change in order to solve the actual problem? (this is your new goal.)
3. Develop your message: state your issue and goal in one or two sentences. The first sentence may highlight the finding of a study, or state the specific problem. The second may interpret the finding or provide a recommendation or solution.
 4. Develop membership and build coalitions. See “Coalition Building Tools”
 5. Generate publicity for your issue. See “Media and Communications Tools”
 6. Work with government staff. See “Learn How Local Government Works”
 7. Arrange meetings with the politicians. Try to meet with your city councilor, regional boards, MLAs (member of provincial legislative assembly), MPs (federal members of parliament), cabinet ministers.
 - Know and state your issue clearly.
 - Always be cordial; thank your audience for their attention and time.
 - Stick to the issue; do not make personal attacks or bring up irrelevant issues.
 - Be brief (and be on time).
 - Show the rationale and support for your cause.
 - Make your pitch concisely and eloquently.
 - When you’ve concluded your presentation, hand your host a brief written summary of your position and what action you would like him or her to take.
 - After the meeting, send a thank you note.
 8. Pick key times to apply pressure. Well-timed and executed demonstrations, fax campaigns and media events can really help to advance your cause.
 9. Develop a strategy to get your issue back on track if it has been defeated by a government decision. If all your lobbying resulted in a defeat, don’t give up! Here are some strategies to get your issue back on the agenda:
 - Hold a public demonstration.
 - Organize a meeting with the editorial board of the major newspaper.
 - Build a bigger coalition.
 - Develop a communications and public relations strategy.

Preparing for a meeting with politicians

- Know the answers to these questions before you arrange to meet with a politician:
- Who are you?
- Who do you represent?
- Does your elected official support/believe in this issue?
- Is this good timing?
- Is this on his/her agenda?
- Is this in their responsibility?
- How can this meeting benefit the politician?

- Stage a special event and invite your politician.
- Approach the opposition critic (provincial).
- Be persistent!

Tips For Improving The Effectiveness Of Your Lobbying Efforts

1) Fact-finding

- Telephone, write or email the staff in the Engineering and Planning Departments.
- Visit the City's website (find minutes of council meetings, policy and budget information and other potentially useful pages of background facts and figures)
- Research media, the archives and scan the system at the public library for relevant documentation.
- Examine annual and capital budgets.
- If the project is already underway, scout the area. Walk around to see if there are any " notifications" posted with details of upcoming public meetings. These are also often listed in local papers.
- Get as much information as possible from city staff. Often they are the same ones advising council, so you need to do your homework here. You may even be able to get them 'on-side' with your issue.

2) Address the political level.

Once you've armed yourself with all the information you need on your issue - background, policy, budget, alternatives-you want to convince your City Council to effect a change in policy. Broadly speaking, where a shift in policy or resource allocation is desired, your efforts will need to focus on elected officials.

3) Prepare for a meeting, presentation to Council or a committee.

Find out the correct process and meeting times to address your issue from the city clerk. There may be public hearings set up for your issue already, or you may try to get your issue on the agenda of a committee or Council meeting appropriate for discussing your issue. Timelines can be very short for inclusion of public input and specific in their nature. Your time allotment for a presentation is usually five minutes.

Write a brief summary of your lobbying points and rationale and send it to the city clerk to distribute to Council ahead of time. This way they will have a written submission of your points.

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4) Making your presentation.

- Prepare your speech well ahead of time, practice it, and time it carefully.
- Focus on one to three points, making it very clear exactly what you are asking for.
- Be polite and brief. Thank your audience for the opportunity to make a presentation.
- Stay until the meeting is over if possible. This shows your dedication and may give you the opportunity to discuss points with the media.
- As with all lobbying, follow the issue and the decision making process. Be ready to develop a plan of action if your issue gets de-railed.
- Above all, prepare yourself to stick with your lobbying effort for the long haul. Persistence pays off in the end.

Additional Lobbying References

Better Environmentally Sound Transportation at www.best.bc.ca

Smart Growth Checklist

The smart growth principles and tools discussed below can assist smart growth advocates prepare promotional materials that communicate what actions are needed. Use the CHECK LIST at public meetings and hearings; during discussions with neighbours or decision makers; as part of community planning activities or when educating the media about community aspirations.

PRINCIPLES & GOALS	TOOLS
Managing Growth	Regional Growth Strategies (Growth Management Act) Regional Transportation Planning Urban Growth Boundaries
Creating Complete Communities	Mixed Use Zoning <ul style="list-style-type: none"> • compact walkable neighbourhoods • live, work, play, shop In-fill Development <ul style="list-style-type: none"> • growth concentrated into existing urban areas • cluster housing (reduces amount of land developed) Development Permit Areas <ul style="list-style-type: none"> • neighbourhood revitalization • heritage conservation • commercial, industrial, multi- family development • accessible greenspace (trails, parks, open spaces) • a range of affordable housing options (mixed types) Development Approval Information <ul style="list-style-type: none"> • socio/economic/environmental impact studies Development Cost Charges <ul style="list-style-type: none"> • support compact development Alternative Development Standards <ul style="list-style-type: none"> • narrower, more compact lots (setbacks) • mixed use development (zoning) • alternative storm • water management • narrower roads

Smart Growth Check List (cont'd)

**PRINCIPLES
& GOALS**

TOOLS

**Complete
Communities
(cont'd)**

- traffic calming measures
- underground or rear lane parking
- interconnected street system
- green streets (boulevard trees)
- urban Design Guidelines
- full lot coverage
- pedestrian friendly streetscapes
- building facades (heritage preservation)
- buffers and landscaping
- traffic calming
- recycled building materials
- energy efficient buildings and siting
- new urban growth centers linked to transit

**Reducing
the Cost of
Municipal
Infrastructure**

Infrastructure Demand Management Practices

- alternatives to the car
- road pricing mechanisms
- trip reduction programs
- water metering
- energy efficient building codes

Integrated Storm Water /Stream Corridor Management

Alternative Development Standards (less pavement, pipes)

Development Cost Charges

**Integrating
Urban
Development
into
Ecosystems**

Watershed Planning

Integrated Greenways Planning

- create, preserve, and link greenways, parks, etc.

Comprehensive Development Zones

- riparian zone protection

Development Permit Areas

- identification of Environmentally Sensitive Areas

Integrated Storm Water Management

- preserved watercourses /natural drainage system

Smart Growth Check List (cont'd)

PRINCIPLES & GOALS	TOOLS
Integrating Urban Development into Ecosystems (cont'd)	<ul style="list-style-type: none"> • maximum use of public open spaces for storm water catchment and detention <p>Construction of green infrastructure</p> <ul style="list-style-type: none"> • recycled building materials • sustainable energy sources • reduced use of non-renewable resources • increase use of permeable paving materials
Public Participation in Development Decisions	<p>Regional Growth Strategies</p> <p>Official Community Plans</p> <p>Local and Neighbourhood Plans</p> <p>Urban Design Guidelines</p> <p>Development Approval Information</p> <p>Smart Growth Performance Indicators</p> <p>Monitor Development Processes (re-zoning & OCP)</p> <p>Lobbying</p>

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