Neighborhood Planning

Textbook

Fall 2020

Learn to Plan.
Plan to Change.
Acknowledgements:

This 2020 edition of the Philadelphia Neighborhood Planning Workbook expands and revises the previous versions. We welcome your comments, as participant/learners enrolled in this pilot, on how well this content addresses your needs, and your suggestions for additional content.

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Content was also drawn from the Philadelphia Citizens Planning Institute website: www.citizensplanninginstitute.org and the Philadelphia City Planning Commission (PCPC) website: www.phila.gov/CityPlanning.

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We spend much of our lives planning—what to wear, who to spend time with, where to go on vacation, when to change careers. Without planning, we are unlikely to get what we want or what we need.

Just as we plan on different levels in our personal lives, planning for our communities, cities and regions represents place planning. Good planning helps create communities that offer better choices for where and how people work and live.

Plans created through the planning process help communities organize their ideas into a single document that can be shared with residents, potential community partners and investors.

A plan is a road map that guides decision-making now and in the future, allowing us to meet goals and expectations.

During the planning process, community stakeholders -- residents, community groups, businesses, investors, institutional and municipal leaders, etc.-- talk about issues, develop goals, and create action steps. Planning enables all concerned citizens to play meaningful roles in creating communities that enrich people’s lives.

Learn to Plan – Plan To Change.

Change is inevitable. It will happen whether our community is prepared or not. Development and investment pressures (or lack of them) impact quality of life issues in our communities. It takes visionary leadership and an educated, motivated and committed citizenry to direct positive change. Visionary leadership engages all voices in the community. Informed grassroots efforts can transform a degraded park or street into a place of pride. Citizen Planners have the know-how to address change head-on and create a vision for their community’s future.
1.1 Scales of Plans

Plans for communities generally address at least three elements: land use, transportation networks and community services. Any specific issue that is identified by the community as important can and should be addressed by a plan.

No matter what the scale of the plan – how large of a geographic area is included – some of the objectives for doing a plan are the same. All plans seek to improve the quality of life for the people who live and work in the community. Some of the objectives (why we do planning) include:

- To promote equal access to homes, jobs, and community services;
- To promote the health and well-being of the community’s residents through good design;
- To ensure that services are provided in a safe, efficient & attractive manner;
- To ensure that the needs of present and future generations are met.

Comprehensive & District Planning

A comprehensive plan is a document developed by a municipality or a county or even a region, that provides recommendations for the growth and changes that are anticipated in the future. It outlines a vision, with goals and objectives. In Philadelphia, a citywide or comprehensive plan has been completed – the first plan since the 1960’s. Our city’s plan, Philadelphia2035, takes a long-range, 25-year view into the future because developing big, transformative ideas needs lots of time for reaching consensus, assembling resources and putting them into action.

The Philadelphia 2035 Plan is composed of two phases – the 25-year citywide plan and 18 district plans – covering all corners of Philadelphia. The district plans recommend specific actions that can be taken over a five to ten-year period to realize the future envisioned in Philadelphia 2035. Key outcomes for each district plan are land-use plans that are used as the basis of zoning remapping and
recommendations for where and how the city should make public investments. The citywide plan was completed in 2011. The district plans were completed in 2018.

The district plan may cover the same elements that a neighborhood plan does, but at a larger scale with more general recommendations. A district plan focuses more on networks and connections within the planning area and with surrounding areas. The district boundaries have been drawn along census tracts to enable the use of the latest census information. You can find each district plan (at right) at the Philadelphia2035 website: http://phila2035.org.

**Neighborhood Plans**

A neighborhood is defined as a place where people live, shop, work, play, and learn. It is a basic building block of the city. All neighborhoods share many common elements, but they are also distinct. Neighborhoods can be associated with natural features (such as a hill or a river), patterns of streets, parks, murals, public sculptures, or unique buildings.

There are around 170 neighborhoods within Philadelphia, informally defined by residents. These neighborhoods vary in size and population. Some neighborhood names and boundaries are centuries old. Others changed with population movements, disinvestment, and gentrification.

Neighborhoods with involved and caring people are the foundation of exceptional cities. The stability and health of your neighborhood begins with YOUR involvement in the planning process.

**A plan can be used by those outside your neighborhood to:**

- Prioritize needed public programs, services & capital improvements;
- Demonstrate to business investors the types of enterprise needed and what types of development will be supported;
- Demonstrate a comprehensive approach to shape neighborhood improvements and change, including social, economic and physical growth;
- Act as a tool that can be shared with new residents and potential investors.

**A plan can also strengthen your neighborhood by bringing people together to:**

- Identify important issues to all those who have a stake in the neighborhood (stakeholders) and collect ideas in one central place;
- Demonstrate to the city that your neighborhood has both the desire and capability to reach its goals;
- Ensure short-range problem-solving as well as long-term health for your community by planning for its future;
- Focus on positive outcomes, rather than negative complaining.
There are different paths to neighborhood planning. Plans initiated and executed by the Philadelphia City Planning Commission (referred to in this workbook as “PCPC”) can be adopted as amendments to the city’s comprehensive plan. These plans are done by PCPC staff collaborating with many other community stakeholders and municipal agencies. The adopted plan will be used by city departments, boards and commissions as a guide when making decisions that may affect an area.

Plans prepared by organizations other than the PCPC are generally sponsored by community development corporations or other non-profit organizations. Neighborhood organizations that have the interest, expertise and experience to complete a plan with minimal outside assistance can complete the process on their own. The neighborhood organization is responsible for plan development, recommendations and plan implementation. The PCPC may provide some necessary technical information including base maps, current zoning, demographics, etc.

Plans sponsored by neighborhood organizations and developed with minor assistance of the PCPC may be accepted. The PCPC may issue an “Acceptance Letter”, recognizing and supporting the goals, direction and major concepts expressed in the plan. Accepted plans will provide general guidance for the city’s larger comprehensive planning process.

In order to be considered for “acceptance”, the following community planning guidelines need to be followed:

- Sponsoring organization must form a broad-based Advisory Committee to guide the planning process. This committee must include PCPC staff.
- The community outreach process must include the general public. Open, public meetings must be held at least twice during the process. Advertising via newspapers, the internet and flyers is encouraged.
- Plan sponsors must meet with community stakeholders—property owners, institutions, businesses, neighborhood service and charitable organization, and public agencies with interests in the area.
- Planning consultants to be hired using public funds must be selected using open and fair bidding procedures.

Most neighborhoods, no matter how pleasant they seem, can benefit from the creation of some type of planning document. In Section 3 of this workbook, you’ll learn how to do a Goals & Strategies Report, which is a “do-it-yourself” neighborhood plan. This report can help begin a revitalization process for a neighborhood in decline or help a healthy neighborhood stay healthy. However, a neighborhood plan will be most beneficial to neighborhoods that need to address critical issues at present or in the near future.
Such issues include:

- Existence of traffic problems
- Need for public transit service improvement
- Need for more housing price diversity
- Need for local job creation and economic development
- Mismatches between zoning and actual land use
- Need for neighborhood pathway connectors such as bike paths & sidewalks
- Environmental, residential or historical qualities of a neighborhood are threatened

### 1.4 Is Your Neighborhood Ready to do a Plan?

Unless the persons located within your planning area boundary [or neighborhood] are committed to providing many hours of volunteer time and believe in the importance of the planning effort, it will not be a success. Consider the following questions to assess whether your group is ready to begin a planning effort:

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal or informal networks of communication already exist within the neighborhood.</td>
<td></td>
</tr>
<tr>
<td>Neighbors know each other.</td>
<td></td>
</tr>
<tr>
<td>Neighbors have worked together in the past on some formal activity or social event.</td>
<td></td>
</tr>
<tr>
<td>Neighbors are currently involved with other important stakeholders, especially area schools, businesses, churches</td>
<td></td>
</tr>
</tbody>
</table>

If you answered “no” more often than “yes”, it’s likely that stronger organizational efforts must occur before your neighborhood is ready to undertake a plan. If you do not have a strong neighborhood organization, forming a planning committee, described in Section 3, may be a good first step.

Regardless of the scale of the plan, it’s also important to involve representatives from all stakeholder groups—residents, school officials, businesses, religious institutions, community groups, municipal officials. **Making sure all community stakeholders have a voice in the process has the following advantages:**

- A greater sense of plan ownership is developed.
- The plan becomes an accurate reflection of the needs and concerns of the neighborhood.
- Engaging the “naysayers” lessens the likelihood of roadblocks at the end of the process.
- Support by a wide diversity of stakeholders encourages public officials to use the plan as a guide for decision-making.

Figure 1-1: “Everybody Somebody Nobody Anybody”, anonymous source.
1.5 Resources

This introductory section ends with the following free-standing resources:

- Introduction to Planning in Philadelphia primer – sent to you by email prior to the first class
- Planning & You brochure you can use to introduce others to what planning can do
- Geographic Assignments for Planning Division Staff – map of planning districts and assigned staff
- Council Districts / Planning Districts overlay
INTRODUCTION TO PLANNING IN PHILADELPHIA

This brief overview of planning in Philadelphia has been developed as a primer for participants in the Citizens Planning Institute (CPI) course. This should be reviewed prior to coming to the first class in the course.
WHAT IS PLANNING?

• How we think ahead about the future, and give a vision to that thinking
• How we protect and enhance our neighborhoods, cities, regions, history, and environment
• How we re-create communities that offer better choices for where and how we live
• How we ensure our money is well spent
• How we create a playbook for building the future

WHY DO WE PLAN?

• To start the process of improving our communities
• To guide the future and avoid reactive responses
• To keep everyone on the same page and to allow communities to speak with one voice
• To focus on issues that affect us now and later
• To make sure that everyone’s interests are represented
• To attract investment and funding

WHO PLANS?

• Federal, state, and local government
• Community groups
• Business associations
• Private developers and land owners
• YOU! Citizen Planners

Short answer: Everybody! The key is for all of these entities to talk to each other so the various plans work together.

Planning involves creating a vision for where we want to be in ten, twenty or thirty years. It maps out the path to create that vision. Professionally-trained city planners can help lead this process, but it requires the participation of all the stakeholders in a community to be meaningful and sustainable.
DIFFERENT SCALES

Different scales of plans are necessary—we don’t live in a vacuum. We must see how our goals and needs are tied to larger issues and geographies. For example: the development of the suburbs around Philadelphia affects the health of everyone, including those of us who live in the city. Loss of green space affects the environment which can affect our drinking water.

On the other end, many regional or city-wide plans can’t get detailed enough for some issues in specific districts or neighborhoods. These smaller-scaled plans can plan for projects that affect a smaller group of residents. However, any smaller-scale plan should ensure that it also conforms to and can help form larger plans.

Types of Plans:
- Regional plan
- Bicycle/pedestrian plan
- Comprehensive plan
- Historic resource plan
- Neighborhood plan
- Vision plan
- Corridor plan
- Development plan
- Transportation plan
- Affordable housing plan
- Open space plan
- Transit-oriented development plan

Regional 9-county plan: www.dvrpc.org
Citywide Plan & District Plans: www.phila2035.org
Neighborhood Plans: http://phila.gov/CityPlanning/plans/communityplans/Pages/default.aspx
TYPES OF PLANS

OPEN SPACE PLAN: East Kensington Green Spaces

An open space plan focuses on how to preserve existing open space and manage future development.

NEIGHBORHOOD PLAN: Project Reclaim

This plan focused on the 4200 block of Viola Street with a plan for a single block and neighborhood revitalization.


A bigger scale of neighborhood plan, this one involved a task force of over 50 organizations to guide future growth and revitalize a cultural asset.
The citywide bike/pedestrian plan coordinates the planning and construction of biking and pedestrian trails. The plan inventories existing trails and recommends over 60 new trail segments citywide.

A “commercial corridor” plan focuses on strategies to improve business districts. It looks at economic factors that allow businesses to thrive in addition to improvements to streetscape and buildings that will attract customers and businesses.

Transit-oriented development (TOD) simply means encouraging higher density around transit stations to support the use of mass transit and reduce dependence on the automobile.

Find plans on the City Planning website: www.phila.gov/CityPlanning/plans
Philadelphia is grounded in planning with this original plan by William Penn and his chief surveyor, Thomas Holme. Philadelphia stretched from Vine Street to South (Cedar) Street, river to river. This was the city until the middle of the 19th century. Penn witnessed the great fire in London and wanted to create a new community that would not suffer the same fate. He and Holme laid out the grid of streets and from day-one incorporated civic space and green space. He also declared that no wood structures could be built—again for fire safety—so even from the very beginning we had brick and stone buildings.

On the right side, you see a diagram of the four quadrants in Center City, between the Schulykill and Delaware Rivers, that reflect Penn’s plan, organized around city “squares” or parks, which still exist today. The center square was set aside for civic uses. In the early 19th century, it was the site of a water pumping station. In 1871, the present City Hall building construction began.

By the mid-19th century Philadelphia was teeming with residents, businesses and industry. The surrounding townships and neighborhoods were also growing but many were struggling. The consolidation of 1854 merged the boundaries of the County of Philadelphia with the City of Philadelphia. A major driver for this was the need for municipal services—not all areas had a police force or fire fighters or a department that built and repaired roads. The consolidation ensured that these types of services extended throughout the area.
Parks and Sanitation

People were beginning to make the connection between clean drinking water and uses along the rivers that provided that water. Through the 19th century, there was a regional effort to limit toxic uses along the Schuylkill River (such as factories and tanneries). The city slowly purchased land on either side of the river to preserve it and limit what was happening along its banks. The Fairmount Park system was founded on this principle.

From 1860-1910 the population of the US tripled in size. Cities stretched to accommodate these millions and deteriorated in the process.

In the 1930’s the city created the first comprehensive plan for future development. This was the basis of the first zoning code. Zoning provided a legal way to regulate what building uses can go where.
City Beautiful

The City Beautiful Movement was meant to deal with these rising issues of sanitation, crime, and over-population of cities. Nothing captured this better than the Columbian Exposition (also known as the Chicago World’s Fair) of 1893. The lakefront showcase was visited by more than 27 million people—half the US population at that time (!) and left with different expectations of what a city could be.

The Parkway

Philadelphia was influenced by the City Beautiful movement as well and this spurred the vision of the Benjamin Franklin Parkway. The vision wasn’t just a boulevard that connected City Hall to the park, but to also be lined with institutions and museums that would help educate the public. Much of that vision has been realized.

1903-1937 - The Parkway: Planning Against the Street Grid
Better Philadelphia Exhibition

These images are from 1947 Better Philadelphia Exhibition – where Philadelphia was at the forefront of a new movement to get citizens involved in the planning of their city. Philadelphia was also a leader in emphasizing the role of professional city planners, who represented the part of government that focuses on how we want our communities to grow in the long term and what kinds of decisions will take us there.

Edmund Bacon was the director of the City’s Planning Commission from 1949-1970 and became one of the most well known city planners. The Exhibition took up 2 floors of then Gimbel’s Department Store and attracted 385,000 visitors. The theme was: What City Planning Means to You and Your Children.” It contained movies, murals, dioramas and a 30x14 foot model.

Here’s the model showing sections that flipped over as a narrator revealed planners’ future vision for the site—highlighting open space and planning for pedestrians.

In the postwar years of optimistic growth, instead of wholesale demolition, as was happening in NY and Chicago, Bacon emphasized small-scale demolition to eliminate blight and restoration of older structures interwoven with the existing landscape. Areas of the city that were “reconstructed” included Society Hill and Market East.
We now are dealing with a legacy of population loss and vacancy. While the city’s population is slowly on the upswing (projected growth of 100,000 over the next 25 years), we will not have the population to occupy all of the land we have today. The new Land Bank will be one way to put vacant land and buildings back to use in the most beneficial way for the surrounding communities.

Population Decline

In 1960, the Planning Commission undertook a new comprehensive plan for the City of Philadelphia. At the time, the population was about 2 million people and that plan projected growth of 500,000. As a result, the city built new facilities, such as fire houses, libraries, and recreation centers to meet the expected growth in population. The far northeast and southwest sections of the city were developed to help meet the demand for more suburban style housing.

What actually happened was a decline of about 500,000 people. So today we are left with an infrastructure that does not have the population to support it.

40,000 Vacant Lots

We now are dealing with a legacy of population loss and vacancy. While the city’s population is slowly on the upswing (projected growth of 100,000 over the next 25 years), we will not have the population to occupy all of the land we have today. The new Land Bank will be one way to put vacant land and buildings back to use in the most beneficial way for the surrounding communities.
A comprehensive plan is an attainable vision of what we want the city to be in the future and then maps the way to achieve that vision. “Philadelphia2035 – A Citywide Vision” is Philadelphia’s new comprehensive plan. You have a summary version in your handouts.

**COMPREHENSIVE = VISIONARY AND ATTAINABLE**

A comprehensive plan is an attainable vision of what we want the city to be in the future and then maps the way to achieve that vision. “Philadelphia2035 – A Citywide Vision” is Philadelphia’s new comprehensive plan. You have a summary version in your handouts.

**Long-term Shared Vision**
- Investment
- Beauty
- Sustainability
- Mobility
- Preservation

**DREAMS DRIVE PLANNING AND PLANNING CHANGES THE FUTURE.**
HOW DO I GET INVOLVED?

- Read the plan for your district: phila2035.org
- Contact your district planner
- Attend a City Planning public meeting
- Join your neighborhood group or Registered Community Organization (RCO)
- Apply to the Citizens Planning Institute

- Start or join a “friends” group for your park, library, etc.
-Nominate historic buildings to save from demolition
- Sign-up for city planning emails to learn about ways to be involved

WHAT IS CITY PLANNING?

TO DO ALL THIS AND MORE:

- Call 215.683.4615
- Email planning@phila.gov
- In Person 1515 Arch St, 13th Floor 9am-4pm M-F
- Online phila.gov/cityplanning @PHLPlanDevelop

Philadelphia City Planning Commission 2018
City planning creates a vision for the future...

TODAY

Research & survey the area

Listen to community input

Look at existing plans

Talk to government, businesses, & neighborhood groups

Create images of the vision

Before Writing a Plan

Writing a Plan

Meet with the public

Make a plan happen

MAKING A PLAN HAPPEN

Get funding

Approve designs & developments

Update zoning

Bring government, community, & businesses together

Saved & re-used historic buildings

Parks within a 10-minute walk

More healthy food options

Safe streets for walking, driving & biking

Quick & convenient public transportation

Housing everyone can afford

More jobs in neighborhoods

More healthy food options

Parks within a 10-minute walk

Sustainable transportation

Safe streets for walking, driving & biking

More jobs in neighborhoods

Housing everyone can afford

Vision

...and makes it a reality!
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**NORTH & NORTHWEST (NxNW) CLUSTER**

**WEST SOUTH CENTRAL (WSC) CLUSTER**

**UPPER FAR NORTHEAST**

**LOWER FAR NORTHEAST**

**CENTRAL NORTHEAST**

**LOWER DELAWARE**

**UPPER NORTH**

**LOWER NORTH**

**NORTH**

**LOWER NORTHWEST**

**UPPER NORTHWEST**

**LOWER NORTHWEST**

**WEST PARK**

**WEST**

**LOWER SOUTHWEST**

**SOUTH**

**LOWER SOUTHWEST**

**CENTRAL**

**SOUTHWEST**

**UNIVERSITY CITY SOUTHWEST**

**RIVER WARDS**

**NORTH**

**NORTHWEST**

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Section 2: Tools

2.1 Citizens Toolkit
2.2 Action Planning / Template
2.3 The 7Ps for Meeting Planning
2.4 Other Meeting Tools: Break-out Groups, Facilitation & Brainstorming
2.5 Accessing Free Information Online
2.6 Gathering Data About Your Neighborhood
   SWOT or SPOT

2.1 Citizens Toolkit

Citizens Planning Institute brought 15 long-time neighborhood leaders from various parts of the city together for a series of workshops called Neighbors Helping Neighbors in Fall 2015. We asked these leaders: what challenges are you facing in your neighborhoods, and what do you do to address them? Their answers became the content of the Citizens Toolkit.

There are 3 types of content:

- A story from each participant about how they addressed a challenge
- Lessons learned from each story
- Universal how-to guides

This content is organized into three main categories:

- I want to get to know my neighbors
- I have a challenge to tackle
- I want to improve my community group

The Toolkit exists as a tab on the Citizens Planning Institute website: [www.citizensplanninginstitute.org](http://www.citizensplanninginstitute.org) AND as a printed booklet. You can learn more about the contributors and where they come from in the Toolkit.

Check out “About the Contributors” to read more about the participants and where they come from. On the website, you can “Search the Toolkit” to see the Toolkit content organized by neighborhood or by more specific topics.
2.2 Action Planning

Every plan will include recommendations. The next step is mapping out how they can be achieved. One method is to look at the goals and objectives in your plan and unpack the strategies and action steps to achieve them.

Goals are broad statements identifying what a neighborhood wants to accomplish. It’s a vision of a desired future. The neighborhood’s goals should be representative of ideas and values expressed throughout the public input process.

When formulating goals, ask the following questions:

1. What would we like our neighborhood to look, feel, and be like in the future?
2. What type of neighborhood would we like to leave for future generations?

Objectives: There will likely be several objectives for one goal. An objective drills down to the next level of why this goal is important and what elements are important to attaining this goal. An objective at a larger scale of planning, such as within a comprehensive plan, could become a goal at a neighborhood level. Objectives are generally listed in the order of priority.

Strategies: Strategies (sometimes called “tactics”) are the “how’s” of the goals and objectives. How will we accomplish this? There may be several strategies or alternate strategies for any single goal. A strategy begins to identify what kinds of actions may be required.

Below is an example from the Philadelphia2035 Citywide Vision plan—using one objective of several from the larger goal under the topic: “Streets & Highways”:

Goal: Provide a safe and efficient road network that supports planned land uses.

Objective: Control automobile congestion through traffic management and planning.

Strategies:
1. Add parking maximums to zoning code, particularly where transit or car share programs exists or is planned, and “un-bundle” parking requirements form new residential-development projects
2. Require traffic and parking studies for rezoning and new development over certain thresholds
3. Adjust meter pricing with parking kiosks to keep occupancy at 85% of capacity.

Action Steps are the specific assignable and sequential actions required to complete any strategy. A plan will be a stronger document if the neighborhood developed action steps are S.M.A.R.T.
**Specific:**
The action step must be assignable to a responsible person or organization.
- **NOT S.M.A.R.T.:**
  “Improve walkability within the neighborhood.”
- **S.M.A.R.T.:**
  “Survey all sidewalks and note conditions with a key on neighborhood map.”

**Measurable:**
Can the information in your action step be collected, detected, or obtained from records?
- **NOT S.M.A.R.T.:**
  “Strengthen neighborhood involvement with schools.”
- **S.M.A.R.T.:**
  “Develop an educational partnership at XXX High School to offer scholarships to every child who maintains at least a B average and 95% attendance.”

**Achievable:**
Can your action steps really be met? Are your goals realistic?
- **NOT S.M.A.R.T.:**
  “Rehabilitate all vacant commercial buildings to rent to new tenants.”
- **S.M.A.R.T.:**
  “Identify conditions of all significant commercial buildings in the plan area.”

**Relevant:**
Are your action steps relevant to the larger goals and/or objectives- do the action steps reflect the neighborhood’s desired accomplishments?

**Timed:**
Do the action steps include a **timeframe** during which they will be achieved? Timeframes help create the motivation needed to meet a commitment by setting a deadline for initiating and completing a project.

**Indicators:**
Indicators are a measurement tool- another way of saying “how much”, “how many”, or “what size”. Indicators are used to help determine how progress is being made towards the neighborhood’s goals. Each section of the plan should identify at least one indicator to help the neighborhood determine progress towards plan implementation.

Selection of an indicator needs to be carefully considered to ensure that it:
1. Measures what the group is interested in achieving
2. Is easily collectable
3. Carefully considers whether to measure the people themselves (i.e. number of persons, percentage of population) or the geographic area (i.e. number of employers, accessibility of supermarkets).

An example of an indicator: Number of vacant lots at the beginning of the planning process, and an annual count of how the number is reduced.
No matter what kind of process or project you are leading, you will need to meet with other people. Don’t trust to “luck” that it will go well! The 7 Ps Framework* for meeting planning is a good one for thinking about the amount of pre-meeting planning you’ll need to do. If you want a good meeting, you must PLAN for it. The level of pre-planning depends on the kind of meeting you will have and how unique it is, but think about this as a checklist in thinking ahead of your meeting.

*adapted from “Gamestorming: a playbook for innovators, rulebreakers and changemakers”, Gray, Brown & Macanufo.

1- Purpose
- Why are we having this meeting?
- What’s the desired outcome?

Meetings should be held to accomplish “X” that can only be done in a group. Live meetings allow discussion on issues that need multiple perspectives to make decisions. Don’t have a meeting if you don’t need DISCUSSION to reach a DECISION. Information that requires no decision can be distributed by mail or email.

2-Product
- What will we produce out of the meeting?

If your meetings seem to be “all talk and no follow-through,” consider how a product might change this. Everyone who attends a meeting should have a role and clear idea of what they are expected to do next. Make assignments!

3-People
- Who needs to be there and what roles will they play?
- What questions are we answering with this meeting?
- Who are the right people to answer the questions?

The roles need to be clear about who in your organization is responsible for what. Identify who needs to be at the meeting and make sure they know about it. It’s also about getting good community representation to your meeting and in your membership, if it’s a meeting of an entire organization.
4-Process
- What kind of agenda do we need?
  - Process depends on what kind of decision-making needs to happen.

One of the MOST important things you can do is to think about HOW you need to accomplish the purpose of the meeting. This process is reflected by the AGENDA. An agenda tells attendees you are organized and their time will be respected. An agenda can also be used to fill in notes on action items with who is responsible during the meeting. Make the agenda available prior to the meeting and at the meeting, either as handouts or posted. A best practice is also to send out the agenda with added meeting notes to all attendees after the meeting.

5-Pitfalls
- What are some potential risks in this meeting and how will we address them?
  - Could be as simple as ground rules, like sign-in for speakers and time limits.
  - Never let go of the microphone!
  - How will we handle off-topic remarks?

Think ahead of time how difficult issues will be handled. Maintain ground rules, stick to the agenda, and don’t let anyone hijack your meeting. If you think there will be a particularly contentious issue for attendees, you may want a neutral party to facilitate.

6-Prep
- What would be useful to do in advance?
- Is there material that should be sent in advance to participants?

Advance material should only be sent if people know there will be CONSEQUENCES if they are not prepared.

7-Practical Concerns
- What are the logistics?
- Who’s responsible?
- When is the meeting?
- Where is the meeting?
- How will people find out about it?
- Who’s bringing the food?

Don’t EVER hear yourself say, but I thought YOU were doing that?! Make sure you have a checklist of assignments- who is doing what, with contact information.

Logistics. This step includes double-checking on the availability of the meeting location, arranging seats, tables and equipment before participants arrive, providing copies of handouts, etc. Check the acoustics in the space before scheduling it and arrange for a sound system, if needed. Double-check with facilitators to make sure they know where to go, when to arrive, and what their roles and responsibilities are.

Time. Determine how much time will be needed to get the work done. Meetings can be held on weekends or in the evening, depending on participants’ schedules. Choose a meeting time that is convenient for the majority of participants. When holding more than one meeting, you may want to vary the meeting times to enable more diverse groups of people to attend. You may also want to provide childcare facilities so that working parents can participate.
**Location.** Deciding where to hold the meeting is just as important as planning what items will be covered. The location can determine whether or not the meeting is a success.

1. Choose a place that provides adequate parking, is well-known, accessible to the disabled and near public transportation. A public place where everyone can feel comfortable.
2. Choose a facility that is large enough to accommodate all planned activities, including dividing into smaller break-out groups, with sufficient separation between tables.
3. Try to find a place that has or can provide some, if not all, of the necessary equipment (i.e. easels, tables, chairs, projection equipment, if using). Places that work well include schools, churches, colleges and libraries.

**Spreading the word.** Publicize the meeting everywhere. When neighbors see upcoming meetings advertised in a variety of ways and places, a favorable public opinion is formed about the meeting and the group. To publicize your meeting, notify neighborhood residents, business people and property owners by invitation in the form of a hand delivered flyer or a mail-out letter.

- Local media- radio, television, weekly area newspapers
- Area churches- bulletins & announcement
- Neighborhood groups, homeowner associations
- School associations and other clubs
- Area business associations
- Flyers at grocery stores, libraries, laundromats, medical offices, etc.
- Door-to-door handouts
- Post on community bulletin boards on the internet or neighborhood homepage.
- Organizing a phone tree- about a week before the meeting.
Breakout Groups:

Why Do We Need Them?
Breakout groups are only needed where a large group is present and ideas need to be generated. One of the goals behind breaking into smaller work groups is to separate couples and cliques, evenly distributing thoughts and ideas. A smaller group will also encourage those more hesitant to speak up in large groups to offer their ideas. A smaller group allows everyone’s voice to be heard in a shorter period of time and allows ideas to evolve and change.

How Do We Set Up Breakout Groups?
One method is to have participants count off to the number of smaller groups desired. Generally, between 8-12 people make up a successful small group, so dividing the total number of participants by 10 is an easy way to determine the number of small groups. If the number of attendees is known, handouts that have colored dots to correspond to a small group table can be randomly distributed.

For meetings where groups will be reviewing different topics or materials, participants can be invited to choose the topic/table most interesting to them. Ask participants to voluntarily relocate to even out unevenly distributed groups.

Each breakout group requires two facilitators- one to guide conversation and keep people on track and another to record ideas on a flip pad or table template. Ideal facilitators are people with an interest in the neighborhood, but who are able to put their own ideas and interests aside and motivate others to share their thoughts and ideas.

Group Facilitator Skills:

- Understand fully the objectives of the overall meeting and be able to explain it to the group.
- Describe the specific task and make sure everyone understands.
- Keep the discussion on track. Have a place to record “off-track” comments.
- Don’t allow “grandstanding”- encourage participation by everyone at the table.
- Remain impartial- the facilitator is not “selling” solutions or ideas.
- Encourage openness and help resolve conflict or help the group understand the issues involved.
- Recognize different personal styles in expressing ideas and respect them.
- Help the group differentiate opinions from facts.

Ground Rules for Discussion

1. Be courteous. Respect the ideas of others and be open to new ways of seeing things.
2. Share your ideas. The only bad idea is an unspoken one.
3. Listen to others. Waiting for the other person to stop talking is not the same as listening.
4. No speeches. Allow time for everyone to contribute.
• Call attention to common ideas and ask for group confirmation.
• Remind the group that the best ideas come from differences of opinion.
• Periodically help the group summarize where it is and has yet to go.
• Watch the time and end the discussion on time.
• Spend time with the recorder after the meeting to be sure of the points to be recommended.

**Brainstorming:**

Previous chapters have referred to “brainstorming” to record issues or to find solutions. There are many methods that can be used to generate lots of ideas, but the following list captures elements when a finding a “solution” is desired:

1. Define the problem or what the group is being asked to do. In many cases, a carefully worded question is the best way to stimulate thinking.
2. Give yourselves a time limit. Larger groups may need more time to allow for everyone’s input.
3. Ideas can be “shouted out” or done “round robin”. A recorder is responsible to capture ALL ideas. Criticism or judgment of ideas is not allowed at this point.
4. Once the time is up, everyone selects the 5 ideas they like best. Take time to find consensus. If people do not “agree”, find a way to phrase the idea differently so that everyone can “live with” each one.
5. Write down about 5 criteria for judging which ideas best solve the problem. Criteria should start with the word “should”, for example, “it should be cost effective”, “it should be legal”, “it should be possible to finish before X date”, etc.
6. Give each idea a score of 0-5 points depending on how well it meets each criterion. After all ideas have been scored, add up the scores.
7. The idea with the highest score will best solve your problem. Keep a record of all the ideas and their scores in case the “best” idea turns out not to be workable.
These are city websites where you can find the information listed. There are examples at the end of how Citizen Planners can use this information in their neighborhoods.

**OpenMaps:** [openmaps.phila.gov](https://openmaps.phila.gov)

*OpenMaps offers aerial photos (current & historic), street view, and maps of categories that can be layered, including:*

- Big Belly Wastebaskets
- Bike Network (lanes & trails)
- Business Licenses
- Business Violations
- Census tracts/block groups
- Commercial Corridors
- Community Health Centers
- Construction Permits
- Construction Violations
- Crime Incidents - Last 30 Days
- Current/Future Road Closures
- Land Use
- L&I Violations
- L&I Zoning Board Appeals
- Liquor Licensed Establishments
- NACs
- No-thru-Trucks Streets
- Older Adult Centers
- Philadelphia Registry of Historic Places
- Political Ward Divisions
- Political Wards
- Property Maintenance Violations
- Rebuild Sites
- RCOs
- Rental License Violations
- Rental Licenses
- School Catchments
- Street Trees
- Vacancy Licenses
- Vacancy Violations
- Vacant Building Indicators
- Vacant Land Indicators
- Wire Wastebaskets
- Zoning & overlays

**Atlas:** [atlas.phila.gov](https://atlas.phila.gov)

*Atlas offers aerial photos (current & historic), street view, and maps of categories that can be layered, including:*

- Property owner
- Assessed value (how much City says property is worth)
- How much property sold for
- Deed information
- Permits & licenses
- Licenses & Inspections violations
- Zoning base district
- Zoning overlays covering property
- Zoning appeals/history
- RCOs covering property
- Nearby 311 requests
- Nearby crimes
- Nearby zoning appeals
- Nearby vacant properties

**Property Search:** [property-beta.phila.gov](https://property-beta.phila.gov)

*Property Search allows you to look up information by individual property, a block, or property owner including:*

- Property owner
- Mailing address of owner
- Real Estate tax balance
- Assessed value (how much City says property is worth)
- Homestead Exemption
- Building & land size
- Zoning base district
- How much property sold for
- Date property last sold
- Trash & recycling day
- School catchment
- Council, Planning & Police District
- Ward, Ward Division

**Stress Map:** [phila.gov/stressmap](https://phila.gov/stressmap)

*Stress Map shows maps of categories that contribute to stress and where they are concentrated:*

- Asthma
- Distance to parks
- Drug crimes
- Heat stress
- Healthy food access
- Household income
- High school diploma
- Poverty
- Unemployment
Clean PHL: cleanphl.org

Map of litter and property information related to clean-ups, including:
- Litter score (by block and by neighborhood)
- Recycling Diversion (how much trash goes to recycling plant instead of landfill)
- Block captain (yes/no)
- Nearest Parks & Rec Friends Group

Vacancy Map: phila.gov/vacancymap

Map of land and buildings that are likely vacant

Census Information:
- http://data.census.gov
- www.socialexplorer.com
- www.policymap.com

Historical Materials
- Photos and maps: www.phillyhistory.org/PhotoArchive/Home.aspx
- Photos, news footage and articles: https://library.temple.edu/scrc/urban-archives
- Maps, atlases, and land surveys: www.philageohistory.org
- Street maps and names: www.phillyhistory.org/historicstreets/
- Deeds (not free, must pay a fee): http://epay.phila-records.com/

More Planning-Related City Information
  Search for upcoming zoning cases by RCO boundaries, Council district, date and more!
- Registered Community Organizations (RCOs) www.phila.gov/CityPlanning/projectreviews/Pages/RegisteredCommunityOrganizations.aspx
- Division of Housing and Community Development (DHCD) www.phila.gov/dhcd/
  Housing initiatives, housing programs and affordable housing developments
  City-owned properties for sale. The Land Bank also can acquire & resell tax-delinquent properties.
- Development Opportunities www.phdcphila.org/developers/
  Large-scale neighborhood redevelopment projects & loans for affordable housing development
  Info to start or grow a business. Apply for licenses, pay taxes, & do other business with the City.
- Philadelphia City Planning Commission www.phila.gov/cityplanning
- Philadelphia2035 www.phila2035.org
  Philadelphia2035: Comprehensive Plan and 18 District Plans & how they’re being put into action.
- Citizens Planning Institute www.citizensplanninginstitute.org/

Non-City Sites
- PlanPhilly planphilly.com planning-related news, events, and issues
- Philadelphia Association of CDCs pacdc.org training opportunities, news, policy issues
- NextDoor Philadelphia nextdoor.com like an online community bulletin board
Six common projects Citizen Planners tackle and where to find the information to get started.

1. Your organization is starting a trash can program in your neighborhood where block volunteers “host” a public trash can on their block and empty it each week. You want to motivate people to volunteer by showing them how having a trash can (or not having one) nearby affects the amount of litter.
   - **Information needed:**
     1. Amount of litter
     2. Location of trash cans
   - **Where you can find it:**
     1. Clean PHL
     2. OpenMaps (BigBelly and wire trash can layers)

2. Your Registered Community Organization (RCO) wants to look at how many recent zoning appeals (aka requests for zoning variances) there have been within your boundaries.
   - **Information needed:**
     1. RCO boundaries
     2. Zoning Appeals in past year
   - **Where you can find it:**
     1. OpenMaps (Registered Community Organizations layer)
     2. OpenMaps (Licenses and Inspections – Zoning Board Appeals layer)

3. You want to reach out to neighbors on your block who are eligible for the Homestead Exemption property tax discount but are not enrolled.
   - **Information needed:**
     1. Which houses are renters and which are homeowners
     2. Houses w/ Homestead Exemption
   - **Where you can find it:**
     OpenMaps (Rental Licenses layer)
     1. Property Search

4. A tenant in your neighborhood approaches your organization about the unsafe conditions of the property they’re renting, asking for help.
   - **Information needed:**
     1. Does landlord have rental license?
     2. L&I violations for property
     3. Does landlord own other properties with violations?
   - **Where you can find it:**
     1. Atlas
     2. Atlas
     3. Property Search
5. Your organization wants to figure out if neighborhood construction projects obtained permits and report those that did not to 311.

- **Information needed:**
  1. Current construction projects
  2. Projects with permits
  3. Projects without permits already reported to 311

- **Where you can find it:**
  1. Walk around and document!
  2. OpenMaps (Construction Permit layers)
  3. Atlas (“Nearby” tab)

6. You want to ensure an iconic old building in your neighborhood is protected from demolition.

- **Information needed:**
  1. Properties protected on the Philadelphia Register of Historic Places

- **Where you can find it:**
  1. OpenMaps (Registry of Historic Districts and Registry of Historic Places layers)

7. Your organization is starting a community garden and needs to select a vacant lot to use. *(Extra detailed response)*

- **Information needed:**
  - Location of vacant lots
  - Ownership of vacant lots
  - Tax delinquency of vacant lots
  - Lots with violations that are not being maintained/might have absentee owner
  - Areas with low walkable food access

- **Where you can find it:**
  - Location of vacant lots:
    - Vacancy Map
    - OpenMaps: “vacant land indicators” layer
    - Atlas: “near me” tab, select “vacant properties” from the drop down
  - Ownership of vacant lots
    - Property Search: look up specific property address
    - Vacancy Map: click on a vacant parcel and the pop-up will include owner
    - OpenMaps: select the “vacant land indicators” layer, click on a vacant parcel and the pop-up will include owner
    - Atlas: click the “near me” tab, select “vacant properties” from the drop down of nearby activities, type “land” where it says “filter by” and click the property address or purple dot that appears on the map
  - Tax delinquency of vacant lots
- Property Search: type address of specific property, click “view the tax balance”, scroll down to “real estate tax balance information”
  - Lots with violations that are not being maintained/might have absentee owner
    - Atlas: click the “near me” tab, select “311 requests” from the drop down of nearby activities, change time range to from the last year in drop down, type “vacant lot” where it says “filter by” to see vacant lot clean-up requests
  - Areas with low walkable food access
    - Stress Map: select “low to no healthy food access” from tabs at top, zoom to neighborhood on map. Click “ⓘ” on left side of screen for map legend.
    - Community Health Explorer: click “planning district” from tabs at top, click your district on the map or in the drop down menu, choose “built environment” category from drop down, it will display the percentage of the population who lives in high-poverty areas with low-to-no walkable food access.

### 2.6 Gathering Information About Your Neighborhood

In addition to the online city resources described in the previous section, there are other ways to gather information to solve a problem or to do a neighborhood plan.

Before you can think about how to tackle a challenge, you first need to understand what exists today. Collecting information about existing conditions gets everyone on the same page with facts. It’s also important to learn how different people and groups feel about the neighborhood.

These are the main types of information used in neighborhood planning:

**Demographics:**

Demographic information, like level of education, income, ethnicity, age, and employment, can reveal a lot about a community and its specific needs.

For example, your neighborhood could use employment data to guide a plan for economic development. If your neighborhood’s unemployment rate was high, your organization could make attracting new businesses a goal in the plan.

Use percentages to measure how the residents of your neighborhood are doing and to compare your neighborhood to the entire city. For example, a 7% unemployment rate might not seem high, but if the city average is 3%, it means your neighborhood has a high unemployment rate compared to the rest of the city.

The most helpful source of demographic information is the U.S. Census Bureau.

Census information is available at very local levels. The smallest levels are the census tract (usually about 4,000 people), and the census block group (about 1,500 people).

You can get demographic information about your neighborhood by looking at the census tracts or block groups that make up your neighborhood. See section 2.5 for how to look up this information.
The information collected by the census is also important for government decision-making. The U.S. Constitution requires the country’s population be counted every 10 years. The census how the government fulfills this requirement.

The results of the census determine how many seats each state will have in the U.S. House of Representatives. The census also helps direct the distribution of billions of dollars in state and federal funding to areas that need them.

**Existing Plans and Ongoing Activities Research:**

Your Planning Team should research and create a list of existing plans, reports, or studies prepared for the area.

You should also research and list programs that serve your neighborhood that are run by City departments, universities and hospitals, community development non-profits.

For example, urban studies classes at area colleges and universities may have collected useful data regarding a specific issue like crime. Contact your community planner for more information.

**Land Use Survey:**

Land use is a description of what size and type of building is on a property, and how it is used (commercial, residential, educational, vacant, etc.).

Knowing the land use of the properties in your neighborhood tells you:

- Number of multifamily vs. single family houses
- Where businesses are clustered,
- Problems, such as two uses that shouldn’t be next to each other like a house and a heavy industrial factory.
- And more!

To do a land use survey, volunteers go by each property and write down their land use on a map.

PCPC staff surveyed every parcel in the city during the Phila2035 planning process. You can see the land use maps for the city in OpenMaps (see section 2.5).

If your district plan was completed more than a year or two ago, you may want to update the land use map. Your community planner can help you decide if you should, and how to do it.

Land use surveys can be done on foot or from a car. Volunteers should be trained on where they will be surveying and the land use categories. The Planning Commission recommends using photos of each category as a visual example. The survey team will need maps of the area, copies of the land use categories, and a strategy to cover all parcels of the planning area.

After the survey, the land use categories are color coded and each property is colored the appropriate category. This creates a current land use map. Contact your community planner for more information.
Zoning Analysis:

Zoning is the law that says how each property can be used (commercial, residential, etc.) and the size and shape of buildings allowed on property.

You can compare a property's zoning (what it is allowed to be used for) with its land use (what it is actually used for). This allows you to identify both violations of the zoning code and zoning that needs to be updated. Part of the key recommendations in each district plan is for “remapping” those parcels which do not reflect existing or desired land uses.

Traffic and Streets:

Complaints about traffic are a major problem in many neighborhoods. Common problems are too much traffic and cars driving too fast in residential areas.

The Mayor’s Office of Transportation and Infrastructure Systems [http://www.phillyotis.com/](http://www.phillyotis.com/) and the Delaware Valley Regional Planning Commission [https://www.dvrpc.org/](https://www.dvrpc.org/) have information on traffic volumes and rush hour traffic on major streets and highways.

Every neighborhood should have reliable, accessible and safe transportation for all residents. This means having options and choices. Because safe transportation also involves walking, an assessment of the sidewalk conditions and street lighting in your area is also necessary.

The condition of the streets in your neighborhood is also important. If you conduct a streets assessment, consider whether the pavement is smooth or cracked, and the slope and drainage of the street. Persistent issues with flooding and stormwater run-off should be addressed by location.

Contact your community planner to find out how to get the information you need. If you are working with a consultant to do a neighborhood plan, they will assemble this data for you.

Parks & Rec Centers:

The parks and recreation centers in your area are only affective community assets if they are clean, safe and properly maintained.

Collecting information on the condition of parks and recreational areas in your neighborhood will help you identify problems that should be addressed in your plan. Take pictures!

For example, the park in your community might be tagged with graffiti, littered with broken bottles and not well lit after dark. By making this observation, you can then include increasing park security and maintenance as one of the goals in your neighborhood plan.

The condition of parks, rec centers, and libraries were surveyed for each as part of the Rebuild initiative to renovate over a hundred such facilities. Contact your community planner to learn more about the facilities in your neighborhood.
Libraries, cultural centers, charitable services:

These can help neighborhoods in distress and keep communities strong. For example, each community should have access to a public library. Cultural centers celebrate the heritage of people who live in the neighborhood or have lived there in past.

Counting these resources already in your neighborhood will help to determine any gaps. Each Phila2035 district plan includes research on community-serving facilities in that district. Go to www.phila2035.org, select your district, click “plan documents” and then “existing conditions memo”.

The types of services your neighborhood needs depends on who lives there. For example, if many low-income children reside in your community, low-cost recreation centers or educational after-school programs are valuable resources.

Neighborhood History:

When planning for the future, you should understand the past. The most important information historical data and stories can uncover is insight into how and why your neighborhood became the way it is.

Knowing neighborhood history also helps you include and respect the people who live there now and lived there in the past.

Every Phila2035 District Plan includes a brief history section in the beginning: www.phila2035.org.

General types of historical information. Check out the “Online Tools” section for where you can look up this information and more:

- City, county, state and regional histories
- Directories
- Maps, atlases, & land surveys
- Photographs:
- City and neighborhood newspapers and newsletters
- Census reports
- Titles and deeds
- Public school records and other public records.

In addition to these general sources, there are special resources at the neighborhood level:

- Interviews with longtime residents and store owners
- Church records
- Private letters and diaries
- Keepsakes & heirlooms
- Neighborhood business records
Other Methods of Getting Information

In addition to collecting data listed in the previous section, it’s important to ask those who live, work, play, shop and gather in your neighborhood for their thoughts.

One of the best ways to discover new information is by taking a walk around the area. Choose an area you may not be as familiar with and note your observations. Any surprises?

Research other cities. Once you understand the data of your neighborhood’s strengths and weaknesses, learn more about solutions that other places have used.

Neighborhood Surveys

Aside from the Census and other published data, collecting data on your own is a good way to get up-to-date information on your specific neighborhood.

Surveys can be used to collect much more than hard numbers. They can uncover feelings neighbors have regarding problems, assets, issues and desires.

An additional benefit is that communicating with residents and other stakeholders can be more valuable than data.

Conducting surveys can also be time-consuming. Your neighborhood may want to consider sampling a small representative population.

To ensure that your survey is representative of the entire community and that the questions are worded clearly and eliminate bias, get help from local university math/statistics/urban studies classes.

Students and professionals with more experience with conducting surveys are helpful, but it’s important that neighborhood people remain involved.

Types of Surveys:

Door-to-door Survey. This type of survey is a very time-consuming and labor-intensive method but can produce the greatest response rate.

A representative sample of the neighborhood population may need to be selected. You can reference census data to see where different demographics may be concentrated in your neighborhood.

Volunteers will need to be trained to ask questions in a neutral manner to avoid biasing respondents’ answers. (A UCLA study indicated that 93% of communication effectiveness is determined by non-verbal cues.)

Things to keep in mind if choosing this type of survey:

- Provide a contact number for people to ask questions or learn about the survey results.
• Keep promises of confidentiality and anonymity—don’t ask for names on the survey
• Decide on the number of days you will conduct the survey and stick to the schedule.
• Include a short explanation of the purpose of the survey and who will see it.
• Keep in mind the diversity of your audience. Use different language and wording in the survey questions to keep your respondents interested.
• Keep it simple and short.

**Mail-out Survey.**

This method is less time-consuming than the door-to-door survey, but the response rate is much lower. It also has more direct costs: postage, printing and envelopes. This method is recommended for planning teams with a smaller pool of volunteers. Some things to keep in mind:

• Make your neighborhood logo or other recognizable identity on the envelope.
• Do a campaign ahead of time to let people know that a survey effort is underway.
• Make returning the survey easy. Include pre-addressed and stamped return form and/or a convenient drop-off point.

**Telephone**—A telephone survey is a good choice for groups particularly pressed for time. They are usually very cost-effective as well.

**Single Point of Contact**—This type of survey involves setting up a booth at a location such as a library or recreation center. Incentives to complete the survey can be offered such as a raffle or prizes. While this method is simple and easy, it may not be very representative of the entire community. Choosing multiple locations can help. You can also have a survey booth at the first public “Kick-off” celebration.

**Interviews**—This method will give you what’s called “thick data”. This means that instead of having a survey with 10 set questions that gives you 10 pieces of information, you can get thousands of pieces of information from a single conversation.

Often with a survey, people’s answers to questions don’t tell you the cause or the affect. Responses to a survey question like “How would you rate the lighting in the park?” doesn’t tell you why the lighting in park might be bad (perhaps the bulbs had burnt out years ago and never been replaced), or the affect that the lighting has (it could cause people to avoid the park).

Making a survey that tries to capture all that info would make your survey extremely long! But an interview can capture all those additional pieces of information.

Put out flyers and post on neighborhood message boards to ask people are willing to sit down for a ½ hour one-on-one conversation. Offer compensation for their time if possible, in the form of cash or a gift card.
Record the interview if possible (you can use a smartphone to do so). Have a set of topics you want information about and guide the conversation in that direction. Listen to the recording later and write out all the pieces of information you received.

**How to Use Survey Results:**

The information you collect through surveying is subjective, and represents people’s experiences, not necessarily facts.

You will need to be clear about this when you talk about information from surveys. Say “survey respondents said...” instead of “it is a fact that...”

Be honest about what the survey shows even if it’s different than how you feel or the results you hoped for. Consult volunteers who have expertise with analyzing and interpreting survey results to help avoid bias.

See the Appendix for the IAP2 (International Association of Public Participation) **Public Participation Toolkit.** It is a list of methods to distribute and solicit information with “what can go right?” and “what can go wrong” for each method.

**SPOT’s and SWOT’s Analysis**

**SPOT:** Strengths Problems Opportunities Threats  
**SWOT:** Strengths Weaknesses Opportunities Threats

The only difference between the two is that a SPOT analysis refers to “Problems” instead of “Weaknesses” in a SWOT analysis.

**Strengths** something that is an asset  
**Problems** something that is an issue  
**Opportunities** something that could be better, that has potential to become a strength  
**Threat/Weakness:** something that could become a problem

Use whichever form sounds best to your team. To do a SPOT/SWOT, ask participants to state a strength or a problem and identify its location on a map.

By both writing issues down on large pieces of paper and locating them on a large map the group can gain new insights, such as:

- Problems in different locations might have similar solutions, or different ones  
- On the neighborhood map, it may become obvious where efforts need to be directed.

For example, a solution for a graffiti problem near a school might be different than a graffiti problem in a business corridor.
Fig. 2-1 © The Grove Consultants International- Strategic Visioning
3.1 Goals & Strategies Report

If you don’t have the time or resources to do a full neighborhood plan, or want to focus on a more specific project, a goals and strategies report is for you!

A goals & strategy report is a quick snapshot of a community’s values and helps focus a community’s energy on commonly agreed upon desires and needs. The report can help your community get organized to accomplish your goals by a certain date. It can also be a first step that communities can take themselves before doing a full neighborhood plan.

Goals & Strategies Reports identify:
- GOALS: Things your neighbors would like to happen
- IMPROVEMENTS: Things your neighbors would like to change
- STRATEGY ACTIONS: Things the community can do to start achieving the goals.

Steps to Create a Goals & Strategies Report:

1. Recruit a Planning Team
2. First Neighborhood Workshop
3. Writing the Report
4. Second Neighborhood Workshop
5. Revise Report and Distribute
6. Implement Action Steps

The remainder of this chapter will describe what happens in each of these steps.
**Step 1: The Planning Team**

The Planning Team is responsible for organizing outreach and writing the Goals & Strategies Report.

The members of the team will:
- Write public meeting agendas
- Find and reserve meeting locations
- Prepare materials for meetings
- Publicize the meetings
- Collect and analyze zoning and land use maps (ask your Community Planner)
- Collect and analyze of data & information
- Add public feedback into the plan

The team will assemble the following materials:
- Relevant demographic and land use data (ask your Community Planner)
- Gather images of existing conditions in the neighborhood—either as photographs or video—to help workshop attendees recall the area’s physical strengths and problems.

**Some tips for organizing a diverse and inclusive planning team are:**

- Geographically represent the entire neighborhood when recruiting members.
- Size: large enough to produce results, but small enough to be manageable—10-15 members usually works best.
- Contact area leaders who have flexible work schedules, or are retired.
- Contact college students with special skills.
- Contact businesses willing to donate services or meeting space.
- Ask board members of long-time local organizations or long-time residents with knowledge of the neighborhood.
- Put out a general call. There may be people new to the neighborhood or people who are ready to get involved who are interested.

**First step for planning team:**
- Write down how they will work together and what the group’s goals are.
- Determine if outside help is needed in facilitating the workshops or in writing the report.

**Step 2: First Neighborhood Workshop**

**Welcome & Introductions**
- Have people sign-in when they enter so you can follow-up with them when the report is complete
- Welcome participants and introduce the person(s) who initiated the meeting.
Define what a Goals & Strategies Report is and why you’re doing one
State the purpose of this meeting
Show the boundaries of the neighborhood using a neighborhood map.
Talk about the demographic and land use information you have collected so everyone is on the same page about the facts

Talk about the Exercise
- Explain that you will break into smaller groups to discuss neighborhood strengths, problems, opportunities and threats (SPOT’s) as well as goals and strategies.
- Explain what SPOT Analysis is. (see Section 2.6)

Breakout Groups Round 1
- Break into groups by numbering off or other method. This avoids people grouping by couples or friend groups.
- Each breakout group should have two facilitators, one to guide the discussion and one to take notes on the flip chart and map.
- Review the “ground rules” for small groups (see Section 2.4) and ask everyone at the table to agree to follow these guidelines.
- Ask the table what they consider Strengths, Weaknesses, Opportunities, and Threats in the neighborhood, and mark them on the map.
- Facilitators should make sure participants address more than just “problems” and “threats”. People often tend to focus on the negative without recognizing the positive.
- Then each table should summarize the SWOT findings and write them on the flip chart.

Put all the issues together as a big group
- Return from the breakout groups to the larger group.
- Each group presents their findings on the flip sheets and map.
- After all groups present, everyone discusses to come up with a list of priority issues for the whole group. Some issues on similar topics can be combined into one.
- Your planning team can decide to recruit an unbiased outside facilitator help get group consensus. (see Section 2.4 on Group Facilitator Skills)

Breakout Groups Round 2
- Each group brainstorms goals based on the priority issues.
- A goal is a clear, concise, realistic statement about what the neighborhood wants to accomplish.
- The table facilitator will record the group’s goal for each issue.
Then the group will identify at least 3-4 strategies to achieve each goal. (See Section 2 for examples of goals and strategies.)

**Put all the goals & strategies together as a big group**

- Return from the breakout groups to the larger group
- Each group presents their main findings.
- Give each participant three sticker dots
- Post each group’s lists on the wall
- Have everyone place sticker dots next to the goals they think are the most important.
- The goals with the most dots will be the priority goals.

**Wrap Up and Next Steps**

- Thank everyone for their participation and their dedication to their neighborhood.
- Ask if any attendees are interested in helping write the report and mark their names on the sign-in sheet.

*Note that depending on participants and diversity of stakeholders present, you may need to hold more than one public meeting to get to this point! This is a lot of work for one session.*

**Step 3: Writing the Report**

The Planning Team can write the report or decide to hire a professional to help write and design it so it is visually appealing and easy-to-read.

Here is one format you can use for the report:

- **Cover Sheet**
  - Title
  - Name of your neighborhood or organization
  - Report authors
  - The fact that the report is based on ideas from a public workshop and the date the workshop happened.
  - Date the report was finished
  - Can also include a map or photos from the workshop on the cover.

- **Acknowledgements**
  - Give credit to all the organizers and volunteers helped with the workshop and report.
  - Provide contact information in case someone has questions about the report.
Table of Contents
- Include section titles and page numbers

Neighborhood Strengths & Opportunities
- List of strengths and opportunities with the priority ones listed first and highlighted.
- You can organize the list into broader categories like community, safety, public spaces, etc.

Neighborhood Problems & Threats
- List of problems and threats with the priority ones listed first and highlighted
- You can organize the list into broader categories like beautification, safety, public spaces, etc.

Priority Goals & Strategies
- List of the priority goals identified at the workshop.
- Include the strategies to achieve each goal underneath it.
- Remember that a goal is the “WHAT” or “WHY”. The strategy is the “HOW”.
- For example, “Request a Streets Department traffic study” is a strategy for a goal of “Improve pedestrian safety”.

Other Goals & Strategies
- List the other goals and strategies that were not priority goals.

Appendix
- Research that was presented at workshop on demographics and land use
- Public workshop agenda and number of people who attended
- Existing condition photographs
- Scans of completed SPOT maps from workshop
- One master neighborhood map with all the strengths, problems, opportunities, and threats marked on it.

Step 4: Second Workshop
The purpose of this meeting is to present and refine the draft of the Goals & Strategies report. It is also a chance to provide feedback for people who could not attend the first workshop.

Before the workshop:
- Give people a chance to read the draft ahead of time.
- Put copies of the draft report places people can read it (libraries, neighborhood organization offices, etc.)
- Put the draft online and publicize it.

At the beginning of the workshop:
- Welcome, sign-in sheets
- Background on Work Progress
- Review of the Report

Breakout Groups:
- Break into groups by numbering off or other method.
Each breakout group should have two facilitators, one to guide the discussion and one to take notes on the flip chart.

Reflect on whether the draft captures what happened at the first workshop and people’s opinions who weren’t at the first workshop.

Can talk about Action Steps for specific strategies. The Action Steps break each strategy into “do-able” actions.

Each action step should be S.M.A.R.T.: specific, measurable, achievable, relevant and timed. (See Section 2.2 for examples).

Return to the big group to discuss:

- Each breakout reports out to the Collective Group
- Wrap-up & Next Steps

**Step 5: Edit Report & Distribute**

- Planning Team edits the draft Goals & Strategies Report based on the comments from the second public workshop.
- Create Action Steps using the ones identified during the second workshop.
- Give each action step should have a deadline, a responsible party for doing the action, and a list of resources needed.
- Edit and format report
- Ask someone from outside your Planning Team to proofread the report, checking for errors and how readable it is.
- Make the final Report available on-line and/or print out hard copies and distribute to all participants, organizations, business associations, libraries, Councilperson’s office, and other stakeholders.
- If you have been working with a community planner at the City Planning Commission, he/she will be able to assist you with distributing copies to all relevant city departments.

**Step 6: Implement Action Steps**

- Take action!
- Meet regularly to check on progress of completing action steps
- Recognize everyone’s efforts.
- Celebrate your successes!
3.2 Neighborhood Planning

The Goals & Strategies Report described in the previous section could be the end of your neighborhood’s planning effort or it could represent the first official step of embarking on a neighborhood planning process. A Neighborhood Plan is more comprehensive and inclusive than a Goals & Strategies Report. The PCPC’s community planners can provide assistance to organizations seeking to develop a neighborhood plan.

Go back to Section 1.2 through 1.4 to consider if your neighborhood organization is ready to take this on, what other organizations you can partner with, and what your goals for doing a neighborhood plan are. This could be a great discussion topic for your Board and general meeting.

Planning Area Boundaries

Once neighborhood property and/or business owners or partnering organizations have decided to develop a Neighborhood Plan, the boundaries of the planning area will need to be defined. A good starting point could be your neighborhood association’s boundaries. However, planning area boundaries could be larger than any single association’s area. Factors to consider are:

- Common elements of identity and association, (school catchment areas, neighborhood history)
- Mutual interests and concerns (commercial corridors)
- Similar geographic or physical features (major highways, parks, riverfront, etc.)
- Shared activity centers- recreational, institutional, business concerns

A review of a city map and a tour around your community may help your group decide on planning area boundaries. If your neighborhood is “too small”, consider partnering with other neighborhood organizations to increase your competitiveness for neighborhood planning grants.

Overview of Steps:

The following process is one way your community could build a planning effort. Another possibility is that a sponsoring organization such as a community development corporation, or CDC, would manage the process and retain the services of paid consultants. The steps outlined below and the plan elements identified are ONE example of how a neighborhood could manage a neighborhood plan.

Step 1: Recruit the Planning Team

As in the Goals & Strategies Report, the first step is to create a team of residents, business owners and other neighborhood representatives to oversee, organize and sponsor the planning process. Getting representatives of many different stakeholder groups involved is key to the success of a planning effort.

What does the Planning Team do? (for more detail, see Section 2.4- Tips on Meetings)

- Contact the community planner at PCPC assigned to your area for guidance.
- Develop a structure for getting work done that is acceptable to everyone.
- Create a preliminary work schedule.
- Identify plan boundaries and determine what organizations/institutions/agencies, etc. should be included in the process.
- Determine what outside expertise may be needed.
- Determine meeting venues, schedules, materials needed, and other logistics.
- Set agendas for each meeting/workshop
- Publicize and solicit workshop attendance.
- Collect preliminary data and statistics about the area.
- Review meeting results.

**Step 2: Learn About Your Neighborhood**

This step involves collecting and analyzing data about your neighborhood. It’s helpful to show comparisons between your area and the city as a whole. For example, the plan could compare numbers such as resident age breakdown, educational attainment, housing, ethnicity, household size and income. Your group will continue to learn more about your area throughout the planning process. Talk to neighbors to get a feel for neighborhood issues and perceptions. These are as important as the factual data collected. Perceptions may change once the data is presented. *(see Section 2 on Gathering Information)*

**Step 3: Hold a Kick-off Celebration**

Getting neighbors excited and enthusiastic about improving the area is important to encourage participation.

**What happens at the Kick-off?**

- Welcome participants and introduce who initiated the event.
- Describe the preliminary schedule (or post it) and work tasks ahead.
- Define a Neighborhood Plan and why this process is being initiated.
- Recruit additional participants (sign-up sheets)
- Meet neighbors and get them talking about working together.
- Focus on something fun that will attract wide age diversity. Include food.

**Step 4: First Public Meeting**

**What happens at this Meeting?**

- Learn about basic neighborhood information including land use and demographic data (i.e. population, age, racial composition, sex, median household income, etc.) for the area.
- Identify, describe and map plan area strengths, problems, opportunities and threats (SPOT’s or SWOT’s)
- Breakout Groups to prioritize/identify top 3-5 issues
- Regroup & Consolidate Issues into a handout for the second public meeting
Step 5: Second Public Meeting

What happens at the Second Meeting?

- Review and refine the draft neighborhood strengths and problems/weaknesses handout and map organized by subject area.
- Review proposed land use categories and develop the Land Use Plan.
- Ask participants to sign up for one of three work groups or technical committees (possible topics):
  - Neighborhood Identity
  - Community Connections
  - Community Place & Open Spaces

A major difference between the Goals & Strategies Report and the Neighborhood Plan is the level of detail and base data the plan incorporates. At the second public meeting, (for DIY planning) the planning team will ask for volunteers to serve on a work group or a technical committee to distribute the work load and to take advantage of expertise already in the community.

Work group or committee participation will likely involve meeting about once every other week for about two months. These work groups will develop goals, objectives, strategies and action steps based on the ideas and data gathered at earlier meetings and information provided by public department and agency liaisons. The work groups could be organized around the three categories listed above. Depending on your group’s level of expertise, the person leading and coordinating each group could either be from your Planning Team or an outside consultant.

Step 6: Third Public Meeting

What happens at the Third Meeting?

- Presentation from each work group on draft goals, objectives and action steps in the form of a draft plan document.
- Open forum for community members to review, affirm, revise goals, objectives, action steps and indicators (measurement).
- Review to ensure consistency between each of the groups. Do any goals conflict?

Step 7: Fourth Public Meeting

What happens at the Fourth Meeting?

- Review the final draft of the plan in an open house format.
- Presentation by work groups- plan elements.
- Publicizing plan to partners and wider audience.
- Begin to organize a community action group that will work to move the plan’s recommendations toward implementation.

Plan Acceptance

A fourth meeting may not be necessary for self-help (DIY) planning efforts, but would be recommended if the sponsoring organization is seeking a “Letter of Acceptance” from the PCPC (see Chapter 1,
Your community planner at the PCPC would submit your Neighborhood Plan for review by the Planning Commissioners at one of their regular monthly meetings. If you receive formal recognition (Letter of Acceptance), the plan will be distributed to other departments and agencies within city government for their consideration in distributing resources and services.

**Step 8: Implementation**

The plan, once completed, becomes the primary implementation tool for your planning area. It lays out what the community wants to be done, when and by whom. Your organization and partners should be prepared to set up a regular schedule to look at indicators and other measurements of progress.

### 3.3 What’s Included in a Plan?

The following list represents some typical elements of a neighborhood plan.

- **Name:**
  Keep it simple. Include the name on the front cover of the document. This should also include the name of sponsoring organizations.

- **Cover Sheet:**
  The cover sheet includes the name of the plan, a map or photos of the area, the report authors (planning team), and that the report is based on ideas from public meetings and workshops.

- **Acknowledgements:**
  Give credit to the organizers, volunteers and staff members or consultants who dedicated time and expertise to the Goals & Strategies setting process. Include here or in an appendix the names and affiliations of participants who can answer questions about the report.

- **Table of Contents:**
  Provide a list of major headings and corresponding page numbers to allow readers to go directly to a topic of interest. Figures or other graphics used to support the plan should also be listed.

- **Plan Overview:**
  Before getting into the details of the plan, provide a quick overview of the purpose, content, and plan area description and boundaries. Imagine the reader has never visited your neighborhood or city before. The introduction sets the context for the plan and includes current trends of the area.

- **Existing Conditions:**
  The existing conditions chapter provides a description of the neighborhood and its characteristics. This could include the materials used in the first public meeting to provide background data for the SPOT exercise, such as photographs and maps.

It could be organized in different ways, depending on your recommended priorities:
- Land use- residential, commercial, industrial, institutional, open space and recreation, transportation, utilities, etc.
- Activity or function- living, shopping, commuting, education, leisure, etc.
- Demographics – population, race, income, poverty, homeownership, etc.
- Other pertinent topics – major features, landmarks, vacant lots & buildings, social services, community facilities, access, circulation, etc.

**Neighborhood Identity**

- Land Use- how uses are distributed, vacant and occupied parcels
- Economic Development/Employment
- Housing- mix of types; maintaining desirable characteristics of housing stock
- Neighborhood centers – commercial corridors

**Community Connections**

- Transportation Networks - streets, public transportation, bicycle trails, pedestrian options and amenities
- Street Infrastructure - drainage, potholes, streetscape improvements, street trees
- Utility Infrastructure

**Community Places & Open Spaces**

- Municipal facilities - recreation facilities and services, parks & trails
- Environmental Quality - air and water quality, green spaces,
- Health & Safety
- Cultural Resources

Between the Plan Overview and Existing Conditions, the following additional information should be included:

- Distance from downtown and/or prominent landmark
- Neighborhood size (in square miles and/or number of blocks)
- Names of schools that serve the neighborhood
- Active neighborhood associations
- Approx. number of residents and households
- Racial composition
- Median household income
- Built environment character (ie. mixed residential, predominantly rowhouse, etc.)
- General building conditions
- Approximate occupancy rate
- Approximate owner-occupied rate
- Median/average house value
- Natural environment- quality of life- what makes the neighborhood unique

**Analysis:**
In this chapter, the available information is studied in a way that leads to meaningful conclusions and direction. Analysis can be done in several different ways. The previous section outlines a process using one of these- the SPOT or SWOT analysis. Other methods include:

- Issues, trends
- Opportunities and Constraints
- Susceptibility to Change
- Alternative Scenarios
- Market Analysis (property values, real estate sales, expendable income, retail mix)

Analysis should also consider the work of any previous plans, recent investment, and of course, the input of the community in public meetings and workshops. Community input can take many forms: meetings, votes, visioning exercises, visual preference surveys, design charrettes, general surveys, or other collaborative methods. (see Appendix)

**Summary of Goals & Objectives:**
This section includes a simplified listing of goals, objectives and strategies organized by a system of plan elements. These recommendations are usually organized in a way that is similar to the Existing Conditions analysis. They could be organized by land use, function, activity, priority, or time frame (short term vs. long-term). Some of the most common types of recommendations are regarding land use, zoning, design guidelines, historic districts, improvement of community facilities and projects by community volunteers.

**Implementation:**
For each goal’s strategy, the plan should identify responsible parties, funding source, estimated cost and time frame. Implementing actions can be organized in a variety of ways. They can be listed in the same order used in the Goals & Objectives chapter, or they can be listed according to priority—short-term, mid-term, long-term, etc.
Section 4: Planning Terms Glossary

This is a glossary of some of the more commonly-used jargon one encounters in the field of urban planning. These terms and others are frequently used by planners in their communications with government officials, private developers, and the public. Use this reference as a guide to understanding the terminology you will encounter in this course and beyond in your role as a Citizen Planner.

At the back of the Glossary is a listing of abbreviations of city agencies and organizations commonly referenced in plan recommendations.

**Affordable Housing:**
Housing that can be rented or purchased by people whose income levels are considered “extremely low,” “very low,” “low,” or “moderate.” The Federal office of Housing and Urban Development (HUD) determines these levels based on Philadelphia’s Area Median Income (AMI). A general definition of “affordable” is housing that costs 1/3 or less of the annual income for a household.

There are public, private, and non-profit affordable housing providers. In Philadelphia, the Philadelphia Housing Authority (PHA) provides public affordable housing, developers such as Pennrose build private affordable housing, and community development corporations are one type of non-profit affordable housing developers.

**Blight:**
Can be a general term to describe abandoned houses, vacant lots, litter, and other things that detract from the beauty and quality of life of a given area. At the Philadelphia City Planning Commission, blight is a technical term that is only given to an area if certain criteria are met. This process is called “blight certification.” An area that is blight certified is eligible for redevelopment, and a redevelopment plan is created.

**Built Environment:**
Everything in a city that is man-made, e.g. buildings, roads, sewer lines, street lights, etc.

**By-Right Development:**
A development or other use of land (e.g. commercial, residential, industrial, garden, etc.), that is permitted by the parcel’s zoning. By-right developments also comply with the other existing zoning
requirements for a parcel, including: height and bulk of buildings, population density, parking requirements, the placement of signs, and character of the development. By-right developments do not need zoning variances and do not need to present to Registered Community Organizations.

**Civic Design Review (CDR):**
Specific to Philadelphia, Civic Design Review is an opportunity for major development projects to be reviewed in a public meeting by an advisory board appointed by the mayor. The advisory board evaluates the project against consistent standards, and the public has the opportunity to comment.

**Community Development Corporation (CDC):**
A non-profit organization serving a specific neighborhood or neighborhoods. CDCs support improvements that benefit neighborhood residents, often focusing on serving lower-income areas. CDC can be involved in many areas including job and business creation, education, affordable housing development, neighborhood planning projects, providing services directly to residents, and more. Many CDCs have Boards of Directors comprised partly or completely of local residents. There are currently no legal requirements to be a Community Development Corporation.

**Community Development:**
Community development activities improve neighborhoods by identifying and addressing local needs. Such activities may support infrastructure, job and business creation, greenspace, community centers, housing repair or development, first-time homeownership, services and more.

**Comprehensive Plan:**
A plan developed by a city that provides recommendations to help manage future development and change, while preserving existing character and assets. A comprehensive plan does not call for any specific action or laws. Instead, it assesses the current conditions and provides a vision that can help dictate public policy in terms of transportation, utilities and services, land use, parks and open space, historic preservation, job and business growth, and housing. **Philadelphia2035 (Phila2035)** is Philadelphia’s comprehensive plan, also known as a “citywide vision.”

**District Plan:**
District plans are more detailed than a comprehensive plan. The City is divided into smaller districts (in Philadelphia there are 18) to apply the recommendations of the comprehensive plan at the local level. District Plans identify opportunities for zoning changes, public facility improvements, and other infrastructure investments.

**Eminent Domain:**
The power of the government to acquire privately-owned property for public use by paying the property owner the market rate for their property.
Greenspace: Parks, forests, gardens, and other wooded or grassy areas that allow city residents to do recreational activities and enjoy nature.

Historic Preservation: Preventing historically significant buildings or neighborhoods from being demolished or significantly changed, and promoting their restoration and maintenance.

Historic Designation: A label given to specific properties by the Philadelphia Historical Commission, which places the property on the Philadelphia Register of Historic Places. It means the Historical Commission recognizes that a property is an important aspect of the City’s history. Properties on the Register of Historic Places are regulated by the Historical Commission, which means they review every proposed alteration to that property that requires a building permit or changes to the exterior appearance of the building. *Note there is also a separate National Historic Place designation given by the National Parks Service.*

(Philadelphia) Historic District: A label given by the Philadelphia Historical Commission to a collection of historically significant buildings or sites, that are either in the same geographic area or the same type of assets. An example of a geographic area is part of the Old City neighborhood, which is a Historic District. An example of the same type of assets is a set of streets all over the City that have historic street paving that are also a Historic District. Aspects (buildings, land, streets, etc.) within a Historic District that are considered “Significant” or “Contributing” to the District must have all building permit applications reviewed by the Historical Commission. *Note there is also a separate National Historic District designation given by the National Parks Service.*

Infrastructure: Public services and facilities including roads, bridges, utilities, public transit, sewer lines, communication lines. More broadly defined, the term can also include schools, libraries, fire and police stations, park, and other public facilities.

Land Bank: The acquisition of land tax-delinquent vacant land by the City government for use or resale. Land banks have been used for development of low- and moderate-income housing, expansion of parks, and development of industrial and commercial centers. More generally, they are a tool governments can use to acquire private property that has been tax-delinquent and vacant for years and put it back into use.
Land Use:
How a parcel of land is used. Different kinds of land use include residential, commercial, industrial, transportation, recreational, parks, and schools. Zoning is what determines which land uses are permitted on each parcel in the city.

Market-Rate Housing:
Housing for which the purchase price or monthly rent is not subsidized. Market-rate is the amount (usually the highest amount) a landlord or seller can charge for housing that renters or buyers are willing to pay.

Planner:
Planners develop City, neighborhood, District, and other plans through analysis of data and identification of goals for the community or the project. Planners help the community and its various groups identify their goals and form a particular vision. Philadelphia City Planning Commission staff is comprised of professional planners who have studied planning’s principles and history, and are familiar with federal, state and local laws. They typically have a Bachelors or Masters degree in Urban Planning.

Neighborhood Plan:
A plan for improving and preserving a specific neighborhood. Neighborhood plans are developed through the participation of residents, civic organizations, community development corporations, and business and property owners—usually with the help of planning professionals.

A neighborhood plan can help communities address issues such as housing types and density, allowed zoning uses, design and development standards and transportation needs like better sidewalks and bike lanes. Planning can also help communities address social issues such as crime and safety. Once the plan is complete, carrying out the suggestions in the plan is the next step.

Public Realm:
Anything that is not a private building or property. Includes public space as well as streets and sidewalks.

Public Space:
An area open to the public for use. Examples include plazas, town squares, parks, rec centers, marketplaces, public malls, piers, areas within public buildings, and lobbies.

Public Transit (also known as Mass Transit):
Regularly scheduled buses, subways, trolleys, and trains that anyone can pay to ride.

Quality of Life:
The degree to which people are able to function physically, emotionally and socially. Quality of life includes everything in neighborhood life that influences physical and mental health of its residents.
Registered Community Organization (RCO):
Organizations or civic associations that host public meetings regarding local properties requesting zoning variances, so neighbors can provide input and vote in favor or against the request variance. A representative for the property owner presents their proposed development prior to the input and vote. The RCO then relays the community’s comments and voting results to the Zoning Board of Adjustment (ZBA). RCOs much register with the planning commission and follow certain requirements. When a variance is requested for a property, the Planning Commission notifies all RCOs for whom the property falls in their boundaries.

Remapping:
When the base zoning for an area is changed on the zoning map to facilitate policy initiatives, such as preserving neighborhoods and promoting development around public transit stops. Remapping the zoning maps for each planning District in Philadelphia is part of the district planning process and includes public input.

Special Exception
Some uses are only permitted by what’s called a “special exception.” For example, a Group Living Home is only allowed in a parcel zoned for a single-family rowhome if the Zoning Board of Adjustment grants a special exception. Property owners seeking special exceptions must meet with the Registered Community Organizations whose boundaries cover that property, and RCO meeting attendees can vote for or against the special exception.

Spot Zoning (or “Rezoning”):
Changing the base zoning of one parcel or only a few parcels. City Council must pass an ordinance to spot zone a parcel or parcels. A special circumstance like historical value, environmental importance, or scenic value could justify special zoning for a small area.

Zoning:
A set of laws that restrict and define the type of land uses (e.g. commercial, residential, industrial, etc.) and development that can occur on each parcel of land in Philadelphia. Zoning also determines the height and bulk of buildings, population density, parking requirements, the placement of signs, character of development, and what properties can be used for. Zoning typically divides an area into districts that group compatible uses together and exclude incompatible uses, for example, separating industrial areas and residential areas. These districts are known as the “base zoning” or “base district” for each parcel and area.
Zoning Board of Adjustment (ZBA):
A panel appointed by the Mayor that hears requests for zoning variances and appeals of zoning violations.

Zoning Overlay:
A zoning overlay is a special zoning district where new developments and redevelopments must follow design guidelines, requirements and/or restrictions established by the City. These requirements are additional or stricter standards than the existing zoning for the district (aka “base zoning”). Examples include Historic Preservation Zones, flood hazard zones, or zones forbidding nightclubs. Zoning Overlays are created by an ordinance passed by City Council.

Zoning Variance:
Permission to deviate from the zoning of a given parcel. The property owner must meet with the local Registered Community Organization(s) (RCOs) and attend a public hearing with the Zoning Board of Adjustment. A variance may be granted when the specific condition on the parcel of land would cause the property owner difficulty and “hardship” to follow the existing zoning. A variance may be granted, for example, to reduce yard or setback (from the street) requirements, or the number of parking or loading spaces.

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<td>ZBA</td>
<td>ZONING BOARD OF ADJUSTMENT</td>
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Appendix A:

Mental Maps & Asset Mapping

The graphic map which follows shows a fictional neighborhood with the typical plan elements seen in oblique view- like an aerial photograph taken at an angle, showing the three-dimensions of buildings. Google maps also have this feature.

In Session One, you were asked to draw one kind of “mental map”. Mental maps are the mental representations of what your neighborhood contains- the layout you use to navigate. Elements identified by Kevin Lynch in “The Image of the City” are paths, edges, districts, nodes, and landmarks.

- **Paths** are the channels by which people move along in their travels. Paths include roads, sidewalks and trails. Edges define the boundaries of a certain neighborhood or area of the city.
- **Edges** include walls, major roadways, and geographic borders such as rivers.
- **Districts** are sections of the city or neighborhood that have an identifying character about them- either a common use or architectural style.
- **Nodes** are points or strategic spots where there is an extra focus, or added concentration of city features, such as a busy intersection or a popular commercial center. The last element is landmarks, the external physical objects that act as reference points or meeting points.
- **Landmarks** can be a church, store, school, hill, or any object that helps orient us when finding our way.

1. A mental map is drawn from memory. How well can you ‘picture’ the elements in your neighborhood? Are there gaps in your map?

2. Use your neighborhood map to overlay these elements and look for patterns, gaps, opportunities. What are the “landmarks” of your neighborhood? Are they different for other residents?

3. Ask your neighbors to draw their “mental maps” of the neighborhood.

This Appendix also includes excerpts from: https://resources.depaul.edu/abcd-institute/resources/Pages/tool-kit.aspx Asset-Based Community Development (ABCD) approach to identifying the PEOPLE, ORGANIZATIONS and INSTITUTIONS that are assets or resources to activate your neighborhood goals without depending on outside assistance. Instead of "we need"- "we have and here's how we can leverage our assets!"
Asset-Based Community Development

The Dilemma . . .

People and Communities have *deficiencies & needs*

Individuals and Communities have *assets and capacities*
Sample Personal Capacity Inventory

Gifts I Can Give To My Community

Gifts of the Head (Things I know something about and would enjoy talking about with others, e.g., art, history, movies, birds).

Gifts of the Hands (Things or skills I know how to do and would like to share with others, e.g., carpentry, sports, gardening, cooking).

Gifts of the Heart (Things I care deeply about, e.g., protection of the environment, civic life, children).

Typical Neighborhood Associations

- Addiction Prevention and Recovery Groups
- Advisory Community Support Groups
- Animal Care Groups
- Anti Crime Groups
- Block Clubs
- Business Organizations/Support Groups
- Charitable Groups and Drives
- Civic Events Groups
- Cultural Groups
- Disability/Special Needs Groups
- Education Groups
- Elderly Groups
- Environmental Groups
- Family Support Groups
- Health Advocacy & Fitness Groups
Typical Neighborhood Associations (cont’d)

- Heritage Groups
- Hobby and Collectors Groups
- Men’s Groups
- Mentoring Groups
- Mutual Support Groups
- Neighborhood Improvement Groups
- Political Organizations
- Recreation Groups
- Religious Groups
- Service Clubs
- Social Groups
- Social Cause/Advocacy Issues Groups
- Unions
- Veteran’s Groups
- Women’s Groups
- Youth Groups

Local Institutions

- Schools
- Libraries
- Parks
- Law Enforcement
- Colleges, Universities, Trade Schools
- Health and Human Services Agencies
- Non-Profits
- Private Business
Basic ABCD Findings

- In every story, neighbors know about the local assets.

- Successful neighborhood action is the result of assets that were not connected being connected.

- To connect assets there must be a connector, i.e. individuals, associations or local institutions.
Connector’s Skills

- Gift centered
- Well connected
- Trusted
- Believes community is welcoming

Three Planning Questions

- As neighbors, what can we achieve by using our own assets?
- What can we achieve with our own assets if we get some outside help?
- What can’t we do with our assets that must be done by outsiders?
Go to the people
Live among them
Learn from them
Love them
Start with what they know
Build on what they have;
But of the best leaders
when their task is done
The people will remark
"We have done it ourselves."
The attached document is available on the International Association for Public Participation’s website: www.iap2.org. The 60 techniques listed are intended to stimulate your thinking of alternative ways to share and engage people in the most effective way for the results you want. (copied here are selected pages of this document called “Public Participation Toolbox”)

A summary is provided for each technique and “pluses” and “minuses” of using it.

An interesting dialogue method which can be used instead of the standard “break-out” groups described in this workbook is the “World Café” method. This method is conducive to relaxed conversation, designed to “cross-pollinate” many ideas. Tables of 4-5 people record and bounce ideas off each other in 20 minute sessions. Each session begins with a new mix of table mates. Ideas and areas of common ground are recorded on the “tablecloths” for collective group sharing at the end.

www.theworldcafe.com
# TECHNIQUES TO SHARE INFORMATION

<table>
<thead>
<tr>
<th>TECHNIQUE</th>
<th>THINK IT THROUGH</th>
<th>WHAT CAN GO RIGHT?</th>
<th>WHAT CAN GO WRONG?</th>
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<tbody>
<tr>
<td>BILL STUFFERS</td>
<td>Information flyer included with monthly utility bill</td>
<td>Design bill stuffers to be eye-catching to encourage readership</td>
<td>Widespread distribution within service area</td>
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<td></td>
<td></td>
<td>Economical use of existing mailings</td>
<td>Limited information can be conveyed</td>
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<td>Message may get confused as from the mailing entity</td>
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<td>BRIEFINGS</td>
<td>Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.</td>
<td>KISS! Keep it Short and Simple Use “show and tell” techniques Bring visuals</td>
<td>Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill</td>
</tr>
<tr>
<td>CENTRAL INFORMATION CONTACTS</td>
<td>Identify designated contacts for the public and media</td>
<td>If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date</td>
<td>People don't get “the run around” when they call Controls information flow Conveys image of “accessibility”</td>
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<tr>
<td>EXPERT PANELS</td>
<td>Public meeting designed in “Meet the Press” format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.</td>
<td>Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge</td>
<td>Encourages education of the media Presents opportunity for balanced discussion of key issues Provides opportunity to dispel scientific misinformation</td>
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An IAP2 Tipsheet provides more information about this technique. Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.
## Techniques to Compile and Provide Feedback

<table>
<thead>
<tr>
<th>Technique</th>
<th>Think It Through</th>
<th>What Can Go Right?</th>
<th>What Can Go Wrong?</th>
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<tr>
<td><strong>COMMENT FORMS</strong></td>
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<tr>
<td>Mail-in forms often included in fact sheets and other project mailings to gain information on public concerns and preferences. Can provide a Web-based or e-mailed form</td>
<td>Use prepaid postage. Include a section to add name to the mailing list. Document results as part of public involvement record.</td>
<td>Provides input from those who would be unlikely to attend meetings. Provides a mechanism for expanding mailing list.</td>
<td>Does not generate statistically valid results. Only as good as the mailing list. Results can be easily skewed.</td>
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<tr>
<td><strong>COMPUTER-BASED POLLING</strong></td>
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<td>Surveys conducted via computer network.</td>
<td>Appropriate for attitudinal research.</td>
<td>Provides instant analyses of results. Can be used in multiple areas. Novelty of technique improves rate of response.</td>
<td>High expense. Detail of inquiry is limited.</td>
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<td><strong>COMMUNITY FACILITATORS</strong></td>
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<td><strong>DELPHI PROCESSES</strong></td>
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<td>A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don’t result in significant changes.</td>
<td>Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting. Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.</td>
<td>Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.</td>
<td>Keeping participants engaged and active in each round may be a challenge.</td>
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<tr>
<td><strong>IN-PERSON SURVEYS</strong></td>
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<tr>
<td>One-on-one “focus groups” with standardized questionnaire or methodology such as “stated preference.”</td>
<td>Make sure use of results is clear before technique is designed.</td>
<td>Provides traceable data. Reaches broad, representative public.</td>
<td>Expensive.</td>
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## Techniques to Bring People Together

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<th>Technique</th>
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<tr>
<td><strong>Appreciative Inquiry Processes</strong></td>
<td>Requires “whole system” involvement; participants should be a microcosm of the potentially affected public. Process requires an especially high level of engagement by core team members.</td>
<td>Creates high level of engagement and commitment to change as an ongoing process, not a one-time event. Fosters positive, grassroots level action Connects the community by celebrating stories that reflect the best of what is and has been.</td>
<td>Participants need to “own” and co-create the process. Core team members may burn out. Given the high level of engagement, people expect to see changes as a result of the process. The sponsor of the process needs to be truly committed to the outcomes.</td>
</tr>
<tr>
<td><strong>Charrettes</strong></td>
<td>Best used to foster creative ideas Be clear about how results will be used</td>
<td>Promotes joint problem solving and creative thinking</td>
<td>Participants may not be seen as representative by larger public.</td>
</tr>
<tr>
<td><strong>Citizen Juries</strong></td>
<td>Requires skilled moderator Commissioning body must follow recommendations or explain why Be clear about how results will be used</td>
<td>Great opportunity to develop deep understanding of an issue Public can identify with the “ordinary” citizens Pinpoint fatal flaws or gauge public reaction</td>
<td>Resource intensive</td>
</tr>
<tr>
<td><strong>Coffee Klatches – Kitchen Table Meetings</strong></td>
<td>Make sure staff is very polite and appreciative</td>
<td>Relaxed setting is conducive to effective dialogue Maximizes two-way communication</td>
<td>Can be costly and labor intensive</td>
</tr>
<tr>
<td><strong>Computer-Assisted Meetings</strong></td>
<td>Understand your audience, particularly the demographic categories Design the inquiries to provide useful results Use facilitator trained in the technique and technology</td>
<td>Immediate graphic results prompt focused discussion Areas of agreement/disagreement easily portrayed Minority views are honored Responses are private Levels the playing field</td>
<td>Software limits design Potential for placing too much emphasis on numbers Technology failure</td>
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</table>
## Deliberative Dialogues

A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.

**Think It Through**
- Considerable upfront planning and preparation may be needed.
- The deliberation revolves around 3 or 4 options described in an Issue or Options booklet.
- Process should be facilitated by a trained moderator.
- Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.

**What Can Go Right?**
- Participants openly share different perspectives and end up with a broader view on an issue.
- A diverse group identifies the area of common ground, within which decision makers can make policies and plans.

**What Can Go Wrong?**
- Participants may not truly reflect different perspectives.
- Participants are not willing to openly discuss areas of conflict.

## Deliberative Polling Processes

Measures informed opinion on an issue

**Think It Through**
- Do not expect or encourage participants to develop a shared view.
- Hire a facilitator experienced in this technique.

**What Can Go Right?**
- Can tell decision makers what the public would think if they had more time and information.
- Exposure to different backgrounds, arguments and views.

**What Can Go Wrong?**
- Resource intensive
- Often held in conjunction with television companies
- 2- to 3-day meeting

## Dialogue Techniques

An intentional form of communication that supports the creation of shared meaning.

**Think It Through**
- Dialogue requires discipline to intentionally suspend judgment and fully listen to one another.
- Participants need to be open to communication that engages both thinking and feeling.
- Participants need to feel safe to speak truthfully.
- It is important to carefully craft questions to be addressed in dialogue.

**What Can Go Right?**
- The group engages in “the art of thinking together” and creates shared meaning on a difficult issue.
- A new understanding of a problem or opportunity emerges.

**What Can Go Wrong?**
- Participants are “ready” to engage in dialogic communication. They may not able to move from individual positions and reflectively listen to each other.

## Fairs & Events

Central event with multiple activities to provide project information and raise awareness.

**Think It Through**
- All issues — large and small — must be considered
- Make sure adequate resources and staff are available

**What Can Go Right?**
- Focuses public attention on one element
- Conducive to media coverage
- Allows for different levels of information sharing

**What Can Go Wrong?**
- Public must be motivated to attend
- Usually expensive to do it well
- Can damage image if not done well
### TECHNIQUES TO BRING PEOPLE TOGETHER

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<thead>
<tr>
<th>Technique</th>
<th>Think It Through</th>
<th>What Can Go Right?</th>
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<tbody>
<tr>
<td><strong>FISHBOWL PROCESSES</strong></td>
<td>A meeting where decision makers do their work in a “fishbowl” so that the public can openly view their deliberations.</td>
<td>The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.</td>
<td>Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.</td>
</tr>
<tr>
<td><strong>FOCUSED CONVERSATIONS</strong></td>
<td>A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages: Objective — Review facts Reflective — Review emotional response Interpretive — Review meaning Decisional — Consider future action</td>
<td>Plan the series of questions ahead of time and don’t skip a step. May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic. Be clear on the intent of the conversation.</td>
<td>People learn new information and insights on a complex issue. People learn to respect and understand other views. The decisional steps lead to individual or collective action.</td>
</tr>
<tr>
<td><strong>FOCUS GROUPS</strong></td>
<td>Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions</td>
<td>Conduct at least two sessions for a given target Use a skilled focus group facilitator to conduct the session</td>
<td>Provides opportunity to test key messages prior to implementing program Works best for select target audience</td>
</tr>
<tr>
<td><strong>FUTURE SEARCH CONFERENCES</strong></td>
<td>Focuses on the future of an organization, a network of people or community</td>
<td>Hire a facilitator experienced in this technique</td>
<td>Can involve hundreds of people simultaneously in major organizational change decisions Individuals are experts Can lead to substantial changes across entire organization</td>
</tr>
<tr>
<td><strong>MEETINGS WITH EXISTING GROUPS</strong></td>
<td>Small meetings with existing groups or in conjunction with another group’s event</td>
<td>Understand who the likely audience is to be Make opportunities for one-on-one meetings</td>
<td>Opportunity to get on the agenda Provides opportunity for in-depth information exchange in non-threatening forum</td>
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<tr>
<td><strong>ONGOING ADVISORY GROUPS</strong></td>
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<tr>
<td>A group of representative stakeholders assembled to provide public input to the planning process. May also have members from the project team and experts.</td>
<td>Define roles and responsibilities up front Be forthcoming with information Use a consistently credible process Interview potential committee members in person before selection Use third-party facilitation</td>
<td>Provides for detailed analyses for project issues Participants gain understanding of other perspectives, leading toward compromise</td>
<td>General public may not embrace committee’s recommendations Members may not achieve consensus Sponsor must accept need for give-and-take Time and labor intensive</td>
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<td><strong>OPEN HOUSES</strong></td>
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<td>An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.</td>
<td>Someone should explain format at the door Have each participant fill out a comment sheet to document their participation Be prepared for a crowd all at once — develop a meeting contingency plan Encourage people to draw on maps to actively participate Set up stations so that several people (6-10) can view at once</td>
<td>Foster small group or one-on-one communications Ability to draw on other team members to answer difficult questions Less likely to receive media coverage Builds credibility</td>
<td>Difficult to document public input Agitators may stage themselves at each display Usually more staff intensive than a meeting</td>
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<td><strong>OPEN SPACE MEETINGS</strong></td>
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<td>Participants offer topics and others participate according to interest More Info: H.H. Owens &amp; Co. <a href="http://www.openspaceworld.com">www.openspaceworld.com</a></td>
<td>Important to have a powerful theme or vision statement to generate topics Need flexible facilities to accommodate numerous groups of different sizes Ground rules and procedures must be carefully explained for success</td>
<td>Provides structure for giving people opportunity and responsibility to create valuable product or experience Includes immediate summary of discussion</td>
<td>Most important issues could get lost in the shuffle Can be difficult to get accurate reporting of results</td>
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<td><strong>PANELS</strong></td>
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<td>A group assembled to debate or provide input on specific issues</td>
<td>Most appropriate to show different news to public Panelists must be credible with public</td>
<td>Provides opportunity to dispel misinformation Can build credibility if all sides are represented</td>
<td>May create unwanted media attention</td>
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### TECHNIQUES TO BRING PEOPLE TOGETHER

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<tr>
<th>TECHNIQUE</th>
<th>THINK IT THROUGH</th>
<th>WHAT CAN GO RIGHT?</th>
<th>WHAT CAN GO WRONG?</th>
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| **PUBLIC HEARINGS** | Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded. | May be required by sponsor and/or legal requirement | Provides opportunity for public to speak without rebuttal | Does not foster constructive dialogue  
Can perpetuate an "us vs. them" feeling |
| **PUBLIC MEETINGS** | An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large | Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public. Review all materials and presentations ahead of time. | Participants hear relevant information and have an open opportunity to ask questions and comment. People learn more by hearing others' questions and comments. Legal requirements are met | The meeting escalates out of control because emotions are high. Facilitators are not able to establish an open and neutral environment for all views to be shared. |
| **REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)** | Leaderless meeting that stimulates active participation | Set room up with center table surrounded by concentric circles  
Need microphones  
Requires several people to record | Can be used with 10 to 500 people  
Works best with controversial issues | Dialogue can stall or become monopolized |
<p>| <strong>STUDY CIRCLES</strong> | A highly participatory process for involving numerous small groups in making a difference in their communities. | Study circles work best if multiple groups working at the same time in different locations and then come together to share. Study circles are typically structured around a study circle guide | Large numbers of people are involved without having them all meet at the same time and place. A diverse group of people agrees on opportunities for action to create social change. | Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action. It may be difficult to reach and engage some segments of the community. |
| <strong>SYMPOSIA</strong> | A meeting or conference to discuss a particular topic involving multiple speakers. | Provides an opportunity for presentations by experts with different views on a topic. Requires upfront planning to identify appropriate speakers. Needs strong publicity. | People learn new information on different sides of an issue. Provides a foundation for informed involvement by the public. | Experts don't represent different perspectives on an issue. Controversial presenters may draw protests. |</p>
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<td>TASK FORCES – EXPERT COMMITTEE</td>
<td>A group of experts or representative stakeholders formed to develop a specific product or policy recommendation</td>
<td>Obtain strong leadership in advance</td>
<td>Findings of a task force of independent or diverse interests will have greater credibility</td>
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<td>Make sure membership has credibility with the public</td>
<td>Provides constructive opportunity for compromise</td>
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<td>TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED</td>
<td>Provide tours for key stakeholders, elected officials, advisory group members and the media</td>
<td>Know how many participants can be accommodated and make plans for overflow</td>
<td>Opportunity to develop rapport with key stakeholders</td>
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<td>Plan question/answer session</td>
<td>Reduces outrage by making choices more familiar</td>
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<td>Consider providing refreshments</td>
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<td>Demonstrations work better than presentations</td>
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<td>Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations</td>
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<td>TOWN MEETINGS</td>
<td>A group meeting format where people come together as equals to share concerns.</td>
<td>Town meetings are often hosted by elected officials to elicit input from constituents.</td>
<td>Views are openly expressed. Officials hear from their constituents in an open forum.</td>
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<td>There are cultural and political differences in the understanding of the term “town meeting.” It may be interpreted differently wherever you are working.</td>
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<td>WEB-BASED MEETINGS</td>
<td>Meetings that occur via the Internet</td>
<td>Tailor agenda to your participants</td>
<td>Cost and time efficient</td>
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<td>Combine telephone and face-to-face meetings with Web-based meetings. Plan for graphics and other supporting materials</td>
<td>Can include a broader audience People can participate at different times or at the same time</td>
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<td>WORKSHOPS</td>
<td>Know how you plan to use public input before the workshop</td>
<td>Excellent for discussions on criteria or analysis of alternatives</td>
<td>Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</td>
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<td>Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ ranking of factors or criteria</td>
<td>Fosters small group or one-to-one communication</td>
<td>Several small-group facilitators are necessary</td>
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<td>Ability to draw on other team members to answer difficult questions</td>
<td>Builds credibility</td>
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<td>Maximizes feedback obtained from participants</td>
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<td>Fosters public ownership in solving the problem</td>
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<td>WORLD CAFES</td>
<td>Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format. Allows for people to work in small groups without staff facilitators. Think through how to bring closure to the series of conversations.</td>
<td>Participants feel a stronger connection to the full group because they have talked to people at different tables. Good questions help people move from raising concerns to learning new views and co-creating solutions.</td>
<td>Participants resist moving from table to table. Reporting results at the end becomes awkward or tedious for a large group. The questions evoke the same responses.</td>
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