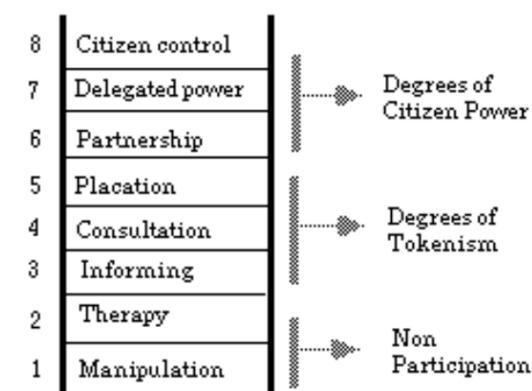


Public Participation and Community Benefits

PUBLIC PARTICIPATION

Public participation has the potential to create better-quality land use decisions through informed and timely input from the public, and a process that encourages collaborative problem solving. State statutes and local codes establish the legally required minimums for public participation, but minimums typically fail to meet these basic goals and can be counterproductive. The process often antagonizes the public and discourages busy and thoughtful individuals from participating. Public hearings are particularly notorious for creating an adversarial context that is not conducive to collaboration and problem solving.



Sherry Arnstein's Ladder of Citizen Participation

ing. Citizens and stakeholders have little or no input on the agenda, are given limited time, are often ignored unless represented in overwhelming numbers, and the distribution of power is evident in a physical layout and the rules for speaking, creating an "us vs. you" situation.¹

The shortcomings of this approach have long been recognized since Sherry Arnstein's seminal article on the value of participation described, in terms of a ladder of citizen power ranging from a complete lack of power through manipulation to the highest degrees of citizen power of partnership, delegated power and complete citizen control.²

The American Planning Association's own recommendations in the Growing Smart Legislative Guidebook reiterates the highly ritualized standard of bilateral decision making process with a nod toward optional multi-lateral approaches.³

Recent academic literature and practice is moving toward a more collaborative multi-lateral approach that includes not only citizens, but also organized interests, profit-making and non-profit organizations, planners and public administrators.

The purpose of participation is three-fold: (i) for decision makers to learn about the public's preferences, (ii) to improve decisions with local knowledge, and (iii) to advance fairness and justice.

With this in mind, a much broader range of participation techniques is being pursued, ranging from design charettes to keypad polling and consensus building mediations, town meetings, interactive cable and web-based dialogues, citizen panels, workshops and focus groups.⁴

Essentially, the differences between the minimum legally required methods and more collaborative approaches include: one-way talk vs. dialogue; elite or self-selected vs. diverse participants; reactive vs. involved at the outset, top-down education vs. mutually shared knowledge; one-shot activities vs. continuous engagement; and use for routine activities vs. controversial choices.

¹ See Judith E. Innes & David E. Booher, "Reframing Public Participation: Strategies for the 21st Century," in *Planning Theory & Practice* (Volume 5, No. 4, December 2004) 419-436. See also William Klein, "Building Consensus," *The Practice of Local Government* (Washington: ICMA, 2000), 423-438.

² See Sherry Arnstein, "A Ladder of Citizen Participation," *Journal of the American Institute of Planners* 35, 216-224.

³ See Stuart Meck, General Editor "Chapter 8—Land Development Regulations," *Growing Smart Legislative Guidebook: Model Statutes for Planning and the Management of Change*, (Chicago: American Planning Association, 2002), 8; 19-8-197.

⁴ See Alejandro Esteban Camacho, "Mastering the Missing Voices: A Collaborative Model for Fostering Equality, Community Involvement and Adaptive Planning in Land Use Decisions," *Stanford Environmental Law Journal* Vol. 24: 270-330) and Ken Snyder "The Need For Improved Democracy In Planning," *Planetizen*, September 29, 2005, available at <http://www.planetizen.com/node/17469>, last viewed August 20, 2008.

The promising benefits of collaborative approaches are particularly worth noting. Research by the Consensus Building Institute evaluating the voluntary use of collaborative mediations to resolve land use disputes revealed that over sixty percent of the analyzed cases resulted in an agreement.⁵

COMMUNITY BENEFITS

A Community Benefits Agreement (CBA) is a project-specific, legally binding, and enforceable agreement between those who control a parcel of land and key community stakeholders. CBAs frequently but not exclusively pertain to redevelopment projects. Agreements typically call for a range of benefits to be produced by the project such as affordable housing, environmental cleanup, green building standards, smart growth principles of density and proximity of uses, green space, recreation facilities and job guarantees.

CBAs arose outside formal land use systems to redress imbalances in information and power that communities encountered within those systems. As a matter of social equity in redressing these impacts, the Community Benefits movement has grown in the past decade, complementing an older and somewhat moribund planning advocacy movement.⁶ While CBAs are negotiated between private parties, local government entities often are involved in negotiations in order to ensure consistency with governmental goals for the project, and often incorporate benefits that are first negotiated in a CBA into required project conditions. Models from around the country include mixed-use developments such as the Staples Center expansion in Los Angeles, California and the Cherokee-Gates Development in Denver, Colorado.

Community Benefits can also be achieved through substantive policy standards for housing, job quality, job targeting, business development, or environmental sustainability requirements that would apply to all projects that meet an established threshold (such as size of parcel, types of land uses involved, and level of public subsidy). Some cities have required slates of community benefits for a range of projects in particular redevelopment project areas, such as Park East neighborhood in Milwaukee, Wisconsin and the Beltline transit district in Atlanta, Georgia.

REDEVELOPMENT AND COMMUNITY BENEFITS

Redevelopment often impacts vulnerable populations negatively through loss of affordable housing, gentrification, loss of jobs in close proximity to the redeveloped area, and the transfer of significant public funds to wealthier groups. CBAs call for a range of benefits to be produced by the development project. Common elements include affordable housing, environmental clean up, green building standards, smart growth principles of density and proximity of uses, green space, recreation facilities and job guarantees.

⁵ See Consensus Building Institute, *Study on the Mediation of Land Use Disputes, List of Key Findings* (March 1999).

⁶ See "Community Benefits Agreements: The Power, Practice, and Promise of a Responsible Redevelopment Tool," *Monograph Series on Neighborhood Development*, the Annie E. Casey Foundation, 2007



Cherokee Redevelopment of the Gates Rubber Factory, Denver, CO

IMPLICATIONS OF NOT ADDRESSING THE ISSUE

The lack of full citizen participation may result in insufficient information required for good decision making, ballot box initiatives, lawsuits, extensive and unacceptable time delays and a lack of resolution of critical issues. A failure to address community benefits may result in increased controversy at time of project approval, disenfranchised populations, failure to meet basic ethical responsibilities, and social injustice.

GOALS FOR PUBLIC PARTICIPATION

Public participation must achieve:

- Provision of easy and accessible channels of communication
- Full expression of the public's preferences before decision makers

- Improved decision making with local knowledge provided by all stake-holders
- Advancement of fairness and social justice

SUSTAINABILITY MEASURES

These metrics should be considered when evaluating the success of the zoning and code ordinances discussed above. Careful analysis and evaluation of these statistics will provide an accurate indication of whether the measures are producing their desired results and create guideposts to re-defining the zoning code where the metrics demonstrate under-performance.

- Degree of transparency and accountability of government staff
- Amount of information available to the public early in the land use process to facilitate informed input
- Level of participation from all stakeholders, especially vulnerable
- Degree to which process encourages collaborative problem-solving
- Limitation of direct displacement or indirect displacement of low-income or other vulnerable populations (e.g., linguistically isolated, elderly, disabled)
- Mechanisms to direct economic opportunities to community members with most need (e.g., local hiring, job training opportunities, right of first refusal for non-profit to purchase parcels)
- Degree to which wages for any jobs created match the price points of any housing created (inclusion of low-income affordable housing to mitigate mismatch between low-wage jobs and high end housing)
- Availability of independent scientific review of environmental results for high risk, high outrage projects
- Degree to which land use decisions strengthen a community's ability to resist unwanted change, such as ability to resist skyrocketing property values leading to gentrification, or ability to resist concentrations of poverty that leave the area at risk for blight or disinvestment
- Inclusion of locally owned businesses that retain and build community wealth

Sustainable Community Development Code Framework

PUBLIC PARTICIPATION, REDEVELOPMENT AND COMMUNITY BENEFITS

KEY STATISTICS:

- Minimum prescribed public participation processes are often insufficient and inflexible, giving citizens and stake-holders inadequate opportunity to influence outcomes⁷
- Enhanced public engagement approaches: design charrettes, consensus building mediations workshops and focus groups; and advanced communication techniques: key-pad polling, interactive cable and web-based dialogues, are providing opportunity for expanded participation, better information, and increased information⁸
- Vulnerable communities are often left out or poorly represented in decision making processes regarding redevelopment and environmental remediation and ultimately bear a disproportionate social and economic cost of environmental impacts and redevelopment
- Community benefits agreements provide a means to provide a range of affordable housing, job quality and community amenity benefits for communities affected by development and redevelopment⁹



		ACHIEVEMENT LEVELS (Note: Higher Levels Generally Incorporate Actions of Lower Levels)			References/Commentary	Code Examples/Citations
		Bronze (Good)	Silver (Better)	Gold (Best)		
 <p>Derby neighborhood meeting in a local Mexican restaurant, City of Commerce City, Colorado</p>  <p>Image: Georgia Stand Up. Alliance for Strategic for New Directions and Unified Politics</p>	Remove Obstacles	<ul style="list-style-type: none"> ▪ Establish a threshold trigger for greater outreach and deeper public involvement for the following situations: <ul style="list-style-type: none"> ○ Where low-income residents are at risk of direct displacement, or indirect risk as a result of increasing property values ○ Where there is real or perceived environmental contamination that poses a moderate or higher risk to humans on the site or in the vicinity ○ Where public funds or subsidies will be involved in the land use (e.g. redevelopment project, public facility or space, special taxing authority) ○ For land use decisions or projects exceeding a certain scope or size (for example, those involving more than five acres) 	<ul style="list-style-type: none"> ▪ Establish a matrix for government staff to evaluate environmental, social and economic risk factors and level of public sentiment associated with a particular land use plan or decision, along with a progressive range of public input processes to ensure greater community input opportunities on those projects with the highest degree of risk ▪ For development or redevelopment applications, and local jurisdiction-initiated legislative code changes, amend and enhance communication approaches that do not reach diverse audiences (e.g. mere notices in the newspaper) ▪ Remove provisions that require longer and/or costlier public input processes for single property variances, so more attention and resources can be spent on larger scale land use decisions 	<ul style="list-style-type: none"> ▪ Avoid public meetings on particular evenings or days observed by particular religious groups or cultural minorities ▪ Hold public meetings at times that do not conflict with working peoples' schedules and other important community events ▪ Permit community members to petition for an enhanced public participation process (such as a public hearing) upon petition by twenty-five interested persons in the impacted area ▪ Require developers or owners seeking large-scale land use decisions to meet with key stakeholders regarding community benefits early in process 	<ul style="list-style-type: none"> ▪ "Ensuring Meaningful Participation for Vulnerable Communities in Planning & Environmental Clean-up Processes," Rocky Mountain Land Use Institute, Robin Kniech, Front Range Economic Strategy Center, September 17, 2007. Available online. Retrieved January 11, 2011. ▪ Georgia Stand Up, Alliance for Strategic for New Directions and Unified Politics. <i>Listen Up! Building Trust through Community Engagement Report</i>. Available online. Retrieved January 11, 2011. ▪ Judith E. Innes & David E. Boohar. Reframing Public Participation: Strategies for the 21st Century. <i>Planning Theory & Practice</i>, Vol. 5, No. 4, 419-436 (2004). Available online. Retrieved January 11, 2011. 	<ul style="list-style-type: none"> • Minnesota Pollution Control Agency, <i>Draft Guidelines on Community Involvement in Risk-Based Site Decision Making (1998)</i>. Available online. Retrieved January 11, 2011. • City of Boulder, CO, Social Sustainability Strategic Plan, 2007. Available online. Retrieved January 11, 2011.

⁷ See Judith E. Innes & David E. Boohar, "Reframing Public Participation: Strategies for the 21st Century," in *Planning Theory & Practice* (Volume 5, No. 4, December 2004) 419-436. See also William Klein, "Building Consensus," *The Practice of Local Government* (Washington: ICMA, 2000), 423-438.

⁸ See Alejandro Esteban Camacho, "Mastering the Missing Voices: A Collaborative Model for Fostering Equality, Community Involvement and Adaptive Planning in Land Use Decisions," *Stanford Environmental Law Journal* Vol. 24: 270-330) and Ken Snyder "The Need For Improved Democracy In Planning," *Planetizen*, September 29, 2005, available at <http://www.planetizen.com/node/17469>, last viewed August 20, 2008.

⁹ "Ensuring Meaningful Participation for Vulnerable Communities in Planning & Environmental Clean-up Processes," Rocky Mountain Land Use Institute, Robin Kniech, Front Range Economic Strategy Center, September 17, 2007.

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PUBLIC PARTICIPATION, REDEVELOPMENT AND COMMUNITY BENEFITS

		Bronze (Good)	Silver (Better)	Gold (Best)	References/Commentary	Code Examples/Citations
		<ul style="list-style-type: none"> Eliminate or amend ordinances that make jurisdictions legally responsible only to registered homeowner's groups and other formally recognized stakeholder or referral entities For public meetings provide child-care services, easy access to public transit and parking, and interpreters as needed 				
<p>City Councilman Doug Linkhart joins with the Campaign for Responsible Development to support a public subsidy for the redevelopment of the Gates Rubber Company plant, Denver, CO. Copyright Tim Lopez.</p>	<p>Create Incentives</p>	<ul style="list-style-type: none"> Expedite approvals for projects with a community benefit agreement that includes legally binding provisions on jobs, housing and the environment For public meetings provide food, snacks, free transit and parking passes 	<ul style="list-style-type: none"> Hold public meetings in multiple locations and at various times of the day to accommodate diverse populations Accommodate cultural or religious practices by avoiding particular evenings or days Prioritize evening or weekend meetings Hold duplicate meetings if necessary to accommodate all stakeholder groups as needed Permit the establishment of a partnership with shared deliberation and decision making permitting multi-party agreements For appropriate community benefits such as inclusion of low-income affordable housing, provide incentives such as density bonuses or parking reductions 	<ul style="list-style-type: none"> For complex and potentially contentious land use matters, promote the use of an outside mediator to facilitate multi-lateral collaborative dialogue and consensus building Promote stakeholder participation in issue identification Promote stakeholder participation in generating information and sharing Communicate via methods that are convenient to all stakeholders Make available public training 		<ul style="list-style-type: none"> City of Commerce City, CO, Derby District: Rediscovering a Destination; Master Plan for the Revitalization of the Derby Sub-Area," April 2007. Available online. Retrieved January 11, 2011.
	<p>Enact Standards</p>	<p>Process-Oriented</p>				
		<ul style="list-style-type: none"> Require developers to meet with immediate neighbors, community stakeholders and local public officials to solicit input on proposed projects during the pre-conceptual design phase Establish an ongoing means of communication with the community throughout the design, construction and development stages 	<ul style="list-style-type: none"> For large, complex projects require multi-day design charettes that are designed to be an open and collaborative process and includes all interested parties. Complex projects may include the following: <ul style="list-style-type: none"> Rewriting Development Codes New Community Master Planning Specific Planning 	<ul style="list-style-type: none"> Require a negotiated community benefit agreement for land-use decisions meeting established threshold Affected community can directly enforce any community benefit agreements or standards incorporated into the land-use decision 	<ul style="list-style-type: none"> American Planning Association. <i>Growing Smart</i>, p. 7-401 Public Participation Procedures and Public Hearings. 	<ul style="list-style-type: none"> Standards derived from practices of the City of Commerce City, Colorado, "Public Health: Taking it to the Streets," presentation made at RMLUI's 16th Annual Land Use Conference, March 9, 2007. Available online.

Sustainable Community Development Code Framework

PUBLIC PARTICIPATION, REDEVELOPMENT AND COMMUNITY BENEFITS

		Bronze (Good)	Silver (Better)	Gold (Best)	References/Commentary	Code Examples/Citations
		<ul style="list-style-type: none"> ▪ Require provision of clear and consistent information about how the public engagement process will be conducted, who will receive input, how it will be analyzed, how communicated and how final decisions will be made ▪ Require independent facilitation for redevelopment projects that exceed a locally established threshold size 	<ul style="list-style-type: none"> ○ Redevelopment Projects ○ Affordable Housing Developments ▪ Establish a minimum level of public disclosure and input for small-scale land use decisions ▪ Require notice to residents and landowners (not just landowners) in the immediate vicinity ▪ Establish multi-directional Interactive participatory public input opportunities with known stakeholders ▪ Prepare a Community Impact Report for all large-scale land use changes. Report include at a minimum the following: <ul style="list-style-type: none"> ○ Project overview ○ Fiscal analysis ○ Employment analysis ○ Affordable housing analysis ○ Smart growth principles ○ Environmental quality and amenities (e.g. green space and parks), ○ Accessibility for the disabled community, pedestrians and children ○ Community and business analysis 		<ul style="list-style-type: none"> ▪ Standards derived in part from the following two papers: <ul style="list-style-type: none"> ○ "A Delicate Balance: Technology vs. Organic Communications Strategies in Public Engagement," Rocky Mountain Land Use Institute, Kendall Flint, PMC (California), September 17, 2007. ○ "Ensuring Meaningful Participation for Vulnerable Communities in Planning & Environmental Clean-up Processes," Rocky Mountain Land Use Institute, Robin Kniech, Front Range Economic Strategy Center, September 17, 2007. ▪ ESRI Tapestry Program, a commercial product that provides information by zip code on households, income, business data, families, community race and age, among other categories. ▪ The Environmental Justice Strategic Enforcement Assessment Tool (EJSEAT) developed by the U.S. Environmental Protection Agency to consistently identify areas with potentially disproportionately high and adverse environmental and public health burdens. Available online. Retrieved January 11, 2011. ▪ LEED ND Community Outreach and Involvement Credit 15. Available online. Retrieved January 11, 2011. ▪ National Charette Institute, Information on designing charettes, Available online. Retrieved January 11, 2011. 	<ul style="list-style-type: none"> ▪ City of Ashland, OR, <i>Citizen Participation Plan: Core Elements</i> (2000). Available online. Retrieved January 11, 2011 ▪ For notice managed by the local government jurisdiction in cases of intimidation or lack of transparency, see The City of Cape Town, South Africa's "Public Participation Policy for Land Use and Development Applications," Sections 3.4 and 3.6., June 2001. Request document through the Strategy and Planning office online. Retrieved January 11, 2011. ▪ City of Glendale, AZ, Required citizen participation report, Glendale, Municipal Code, Ord. No. 1952 Section 8, 7-22-97 and Section 31-26. Available online. Retrieved January 11, 2011. ▪ Minnesota's Draft Guidelines on Community Involvement in Risk-Based Site Decision Making (1998), Available online. Retrieved January 11, 2011.
<p>Charette in process. Image from the National Charette Institute</p>						

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PUBLIC PARTICIPATION, REDEVELOPMENT AND COMMUNITY BENEFITS

		Bronze (Good)	Silver (Better)	Gold (Best)	References/Commentary	Code Examples/Citations
	Enact Standards	Affordable Housing				
 <p>These iconic Vancouver towers include affordable housing. False Creek North neighborhood, Vancouver, B.C., Canada.</p>		<ul style="list-style-type: none"> Inclusion of housing for families earning 80-120% of AMI (or cash in lieu to fund creation of housing elsewhere) Deed restrictions in place for twenty to fifty years One-for-one replacement of any demolished low-income units Relocation benefits and assistance 	<ul style="list-style-type: none"> Inclusion of housing for families at 50-80% of AMI (amenities comparable to market rate units) Increase percentage of affordable family-sized units (See Affordable Housing and Housing Diversity and Accessibility Framework Sections) Put deed restrictions in place for 50+ years Give first preference for displaced residents in new units created Phased redevelopment to facilitate direct relocation from old units to new and to minimize need for interim housing Adopt policies that connect existing low-income residents to benefits of new land uses (see jobs/local business below) 	<ul style="list-style-type: none"> Require a proportional match between wages for jobs created and housing price points (if 20% of jobs pay minimum wage, 20% of housing affordable to that level) Inclusion of housing for families at all levels of AMI, including below 30% of AMI Require half of affordable units be family-sized Inclusion of housing for most vulnerable (e.g., homeless, transition, disabled, representative of the neighborhood, community or region as a whole) Require creation of units without permitting cash-in-lieu Deed restrictions “permanent” (in perpetuity, some cities use 99-year) Revolving loan fund for first/last month rent and/or down payment assistance Financial assistance to move renters into homeownership in anticipation of conversion of rentals to for-sale Ensure permanent income diversity through affordable housing 20% of units shall have a minimum of 2 bedrooms 	See Affordable Housing and Housing Diversity and Accessibility Framework Sections	<ul style="list-style-type: none"> City of Boulder, CO, Inclusionary Zoning Regulations, Available online. Retrieved January 11, 2011. City of Vancouver, BC, Canada, Housing provisions for families and affordability. <i>False Creek North Official Development Plan</i>. Available online. Retrieved January 11, 2011. (Note that plans in Canada are generally adopted as by-laws and have the force of law)
	Enact Standards	Amenities				
		<ul style="list-style-type: none"> Provide space for non-profits or community services at reduced or no cost Enact energy efficiency and other green construction standards Pedestrian and bicycle amenities (see Pedestrian Mobility Systems and Bicycle Mobility Framework Sections) 	<ul style="list-style-type: none"> Require needed neighborhood-serving businesses such as grocery, health care, child care Enact green operation standards 	<ul style="list-style-type: none"> Provide financial support for community services Provide financial assistance to attract neighborhood-serving businesses (if necessary) Make provisions for families needing child care services 		Code examples forthcoming

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		<ul style="list-style-type: none"> Provide space for a neighborhood-serving child care center Crane parks, recreational, and community facilities (standard acreage or population ratios to determine area of parkland) 		<ul style="list-style-type: none"> Enact context-based requirements for park and recreational amenities based upon demographics and cultural preferences 		
		Bronze (Good)	Silver (Better)	Gold (Best)	References/Commentary	Code Examples/Citations
	Enact Standards	Locally-Owned Business				
		<ul style="list-style-type: none"> Perpetuate a preference for small and/or locally owned business tenants 	<ul style="list-style-type: none"> Percentage of storefront or square footage set aside for small or locally owned business tenants 	<ul style="list-style-type: none"> Financial assistance to small and/or locally owned business tenants (e.g., reduced rent, assistance with tenant finishes) 		<i>Code examples forthcoming.</i>
	Enact Standards	Access to Quality Jobs				
		<ul style="list-style-type: none"> Require employers within project site to participate in first source hiring program that offers jobs to targeted populations before opening to general public (along with system to connect populations to those job openings) <ul style="list-style-type: none"> Targeted populations may include geographic targets to concentrate new jobs and therefore positive economic benefits in particular neighborhood(s), and/or individual criteria such as income, women or individuals of color, or special populations such as youth or former felons 	<ul style="list-style-type: none"> Enact local hiring policies that set numerical or percentage requirements for the hiring of targeted populations Enact provision for contractors to utilize registered apprentices as percentage of construction workforce, linked to target populations where permissible Dedicate funds to train targeted populations for permanent jobs and to prepare for construction apprenticeships 	<ul style="list-style-type: none"> Make living wage standards apply to permanent jobs, with a health care or wage differential in lieu of health care Make prevailing Wage standards apply to construction jobs Enact provisions revoking public subsidies if promised jobs and/or job quality estimates are not realized 	<ul style="list-style-type: none"> Partnership for Working Families, <i>Making Development Work for Local Residents: Local Hire Programs and Implementation Strategies That Serve Low-Income Communities</i>, Available online. Retrieved January 11, 2011. 	<ul style="list-style-type: none"> Community Redevelopment Agency of Los Angeles Policies and Procedures, Available online. Retrieved January 11, 2011. Front Range Economic Strategy Center. <i>Apprenticeship Utilization Model Policies</i>, Available online. Retrieved January 11, 2011.

STRATEGIC SUCCESS FACTORS

Successful outcomes require that regulatory tools be grounded in solid comprehensive policy planning and accompanied by competent administration and supportive programs

PLANNING POLICY

- Incorporate policies that promote community-based planning that proactively incorporates community priorities at visioning, neighborhood stages (as preferable to developer-driven land use that involves reactive public participation)
- Develop a **Social Sustainability Strategic Plan** with goals and strategies to address a broad range of social matters, including public engagement
- Create a **Citizen Participation Plan** that appropriately mixes organic and technological approaches (e.g, surveys and interviews of the local government's residents and business owners, operators, and employees)
- Communications programs and information services, such as public workshops and training, focus groups, newsletters, a speaker's bureau, radio and television broadcasts, and use of computer-accessible information networks
- Opportunity for written comments on drafts of the plan or such part or other amendment
- Appointment of a person to serve as a citizen participation coordinator for the planning process
- Creation of advisory task forces

PROGRAMS & ADMINISTRATION

- Establish relationship with community organizations and advocacy groups such as those promoting Community Benefits
- Initiative a Community Benefits Process involving the local government, developer, and the community
- Provide funding support for a Community Impact Report and/or a Community Benefits agreement
- Provide a negotiated collaborative **consensus building** approach to a decision
- Use a variety of communication technologies to link diverse audiences
 - Identify specific audience communication preference (e.g., they may include intercept interviews, one-on-one meetings to be conducted in the field, and place-based public meetings)

- Recognition of all community stake-holder interests in process, including formal referrals--not just registered neighborhoods
- Use existing local gathering places, i.e. parks, recreation centers, libraries, schools, etc. as a place to keep information and announcements available, and use kiosks and message boards to ensure that information is easily accessible
- Provide funding to facilitate participation of organizations that represent vulnerable or underrepresented populations or stakeholders
- Recruit existing community based organizations, faith-based organizations, and others to publicize community meetings, and supply them with the resources needed to do so
- Provide timely access and affordable access to all information
- Use a variety of communication technologies to link diverse audiences
- Provide stake-holders opportunity to participate and comment at the front end of the process
- Well advertised public meetings via print and electronic media
- Public sector staff commit to aid owner/community with implementation of appropriate community benefits (such as using public workforce system resources to help implement local hiring agreement)
- Establish website postings along with an option for people to subscribe to get a notice any time something new is added in their designated area of interest (e.g. a particular neighborhood, anything relating to water quality)

Additional references:

1. Baxamusa, Murtaza (2008) "The Third E: Equity as a Condition of Sustainability" *Projections - MIT Journal of Planning*, 8, 17-31.
2. Beach, Benjamin S. *Strategies and Lessons from the Los Angeles Community Benefits Experience*. *Journal of Affordable Housing & Community Economic Development Law*, Volume 17, Issues 1-2, [Available online](#). Retrieved 1-11-11.
3. Baxamusa, Murtaza "Empowering Communities through Deliberation: The Model of Community Benefits Agreements" *Journal of Planning Education and Research* (2008), 27:3, 261-276. [Available online](#). Retrieved 1-11-11.
4. Gross, Julian. (2007-2008). CBAs: Definitions, Values, and Legal Enforceability. *Journal of Affordable Housing & Community Economic Development Law*, 17, **Issues 1-2**, 35-58. [Available online](#). Retrieved 1-11-11.
5. Community Benefits Agreements: Making Development Projects Accountable," Good Jobs First & the California Partnership for Working Families, by Julian Gross, Greg LeRoy, Madeline Janis-Aparicio, 2005.