

The Inner Core Committee of MAPC presents:

Breakfast Workshop on Innovative Outreach Strategies and Effective Public Meetings

Wednesday, March 7, 2012
9:00am-11:30am

Metropolitan Area Planning Council (MAPC)
3rd Floor Conference Room
60 Temple Place, Boston, MA 02111

Speakers and Event Organizers:

- Emily Torres-Cullinane, MetroFuture Community Liaison, MAPC
- Kyle Robidoux, Associate Director of Community Organizing, Jamaica Plain Neighborhood Development Corporation (JPND)
- Manisha Bewtra, AICP, Senior Regional Planner and Inner Core Committee Coordinator, MAPC
- Shirronda Almeida, Director of the Mel King Institute for Community Building
- Laura Wiener, Town of Arlington Senior Planner and Inner Core Committee Chair

Agenda (times are approximate)

9:00-9:25:	Welcome and meeting objectives
9:25-9:50:	Introductions and warm-up activity
9:50-10:20:	Designing a public engagement strategy
10:20-10:50:	Running effective community meetings
10:50-11:10:	Small group problem-solving
11:10-11:25:	Discussion
11:25-11:30:	Wrap-up and conclusion

By the end of this workshop, participants will...

- Leave with at least 3 new contacts they intend to follow up with.
- Build upon their vocabulary for outreach, engagement, and participation.
- Learn new tools for public engagement.
- Learn how to plan for different types of meetings.
- Develop key facilitation skills.
- Learn strategies for getting meetings back on track.
- Know more about what MAPC and the Inner Core Committee have to offer.

This workshop is co-sponsored by the Inner Core Committee of MAPC, the Massachusetts Chapter of the American Planning Association (APA-MA), and the Mel King Institute for Community Building. Breakfast provided courtesy of APA-MA. Catered by iCater, all proceeds fund Pine Street Inn's Food Services Training Program. 2 AICP CM credits will be offered, pending CM approval. Visit www.mapc.org/icc to learn more about the Inner Core Committee (ICC), a subregional council of MAPC or contact ICC Coordinator Manisha Bewtra, AICP at mbewtra@mapc.org or 617-451-2770 ext. 2081.



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American Planning Association
Massachusetts Chapter
Making Great Communities Happen

Speaker Biographies

Emily Torres-Cullinane

Emily Torres-Cullinane, Metropolitan Area Planning Council's MetroFuture Community Liaison, provides support in the implementation of MAPC's smart growth plan, *MetroFuture: Making a Greater Boston Region*.

Emily garners constituent involvement and spreads awareness on the various campaigns and activities involved in the plan. Currently, Emily serves on an internal agency committee to advance equity and cultural competency at MAPC and is working on a best practices guide for outreach and engagement for planning projects.

Prior to joining MAPC, Emily worked on community outreach and education for the 2010 Census as a Partnership Specialist, specifically reaching out to students in the Boston Region and local community organizations. She also created and implemented the "Census on Campus" initiative. Before that she worked as a Meetings/Event Planner and Program Coordinator for the Feinstein International Center at Tufts University.

Originally from Quincy, Massachusetts, Emily received a Bachelor of Arts degree in Public Relations and a Minor in Spanish from Suffolk University.

Kyle Robidoux

Kyle Robidoux, Associate Director of Community Organizing at Jamaica Plain Neighborhood Development Corporation, has worked at the JPNDC since 2008 and was previously on the JPNDC's Board of Directors for eight years. While at work, Kyle focuses his time on building an equitable community through organizing and leadership development. He played a key role in creating the JP Community Leadership Academy, which started in 2010. Additionally, he facilitates the "How to Run an Effective Meeting" workshop for the Leadership Academy. Since 1999, Kyle has worked at a number of non-profits, including Haley House and United South End Settlements. He was also the Director of Media & Community Relations for Boston City Councillor Felix D. Arroyo.

Kyle lives in Lower Roxbury with his wife and daughter, and he is active in his neighborhood, supporting organizations such as the Blackstone Community Center, United Neighbors of Lower Roxbury, City Life/Vida Urbana and the South End/Lower Roxbury Youth Workers' Alliance.

Manisha Gadia Bewtra, AICP

Manisha Gadia Bewtra, AICP, is a Senior Regional Planner at MAPC. She holds a Master of City Planning degree from the University of Pennsylvania and a Bachelor of Arts degree in Economics and Art from the University of Iowa. Her professional experience includes planning, community development, housing, and historic preservation work in several Mid-Atlantic cities, the Phoenix, Arizona metropolitan area, and since 2008, here in the Greater Boston region.

At MAPC, Manisha serves as the Subregional Coordinator for the Inner Core Committee, the largest of MAPC's eight subregions, which includes twenty of the metropolitan area's inner most municipalities. She is the project manager for the Battle Road Scenic Byway project, the project manager for a Sustainable Communities project in Downtown Lynn, and works on a number of other place-based planning projects. She helped develop the MAPC Strategic Plan Update 2010-2015 and serves on an internal agency committee to advance equity and cultural competency at MAPC.

Manisha serves as the Boston Region Representative on the American Planning Association Massachusetts Chapter Board (APA-MA), as a Steering Committee member for the Alliance – Advancing Community Development by Confronting Racism, and as a Board Member of Nuestra Comunidad Development Corporation. Manisha has served as a speaker, panelist, and guest lecturer for several events and organizations, including the American Planning Association National Planning Conference, Massachusetts Association of Planning Directors Annual Conference, the Mel King Institute for Community Building, and at Tufts University. She graduated from the Massachusetts Commonwealth Seminar in 2009 and from the Initiative for Diversity in Civic Leadership in 2011.



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Meeting Evaluation

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1. Did this workshop meet its objectives?
2. Did this workshop meet your expectations?
3. What did you find useful?
4. Do you have any other feedback for us?
5. Optional: Your name and contact information

Thank you!

Please submit to Manisha Bewtra at mbewtra@mapc.org or mail to MAPC, 60 Temple Place, 6th Floor, Boston, MA 02111.



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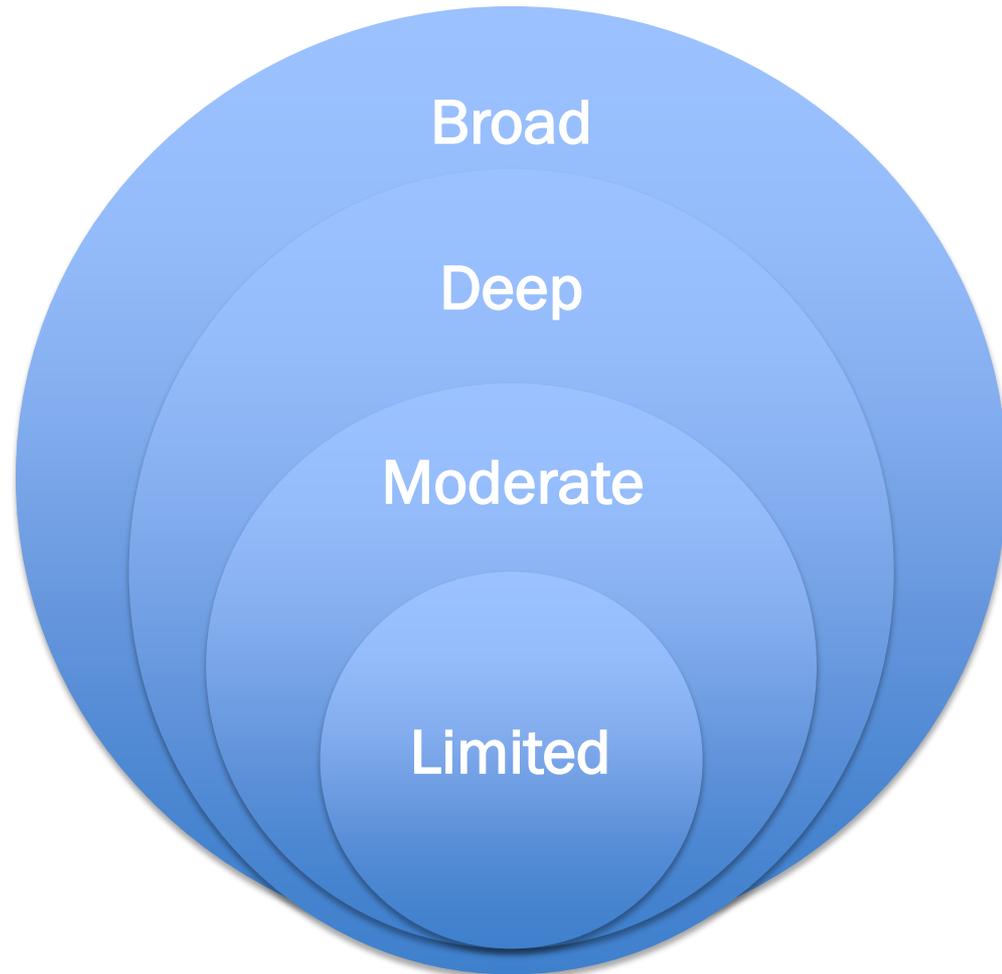


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Community Engagement Scale

There is no one-size fits all when it comes to community engagement strategies. There are a range of activities that one can do to reach out to the local community, engage the people most critical to the project and motivate those people to participate .

Project leads should determine each project's level of engagement based on the type of project, its goals, and its intended outcomes. To help make that decision, here are four levels of engagement, each of which builds on the last. The higher the level of engagement, the larger the budget will be for the project's engagement activities. Keep that in mind during the scoping process and throughout the project.



Community Engagement Scale



Level of Engagement	Limited Outreach	Moderate Engagement	Deep Public Participation	Intense Outreach for Wide Audience
Type of Project	Municipal service consolidation; simple by law change	PDAs & PPAs; major bylaw change	District revitalization project; corridor planning project	Community visioning; master planning
Type of Engagement	Focused on municipality; public is informed but input is not actively solicited	Public input on proposals is solicited through public meeting(s)	Community leaders and some members of the public active in developing products; public input solicited outside of meetings	Public actively engaged in developing products through a series of public meetings
MAPC Examples	Ashland & Hopkinton Fire Services, Bolton	South Coast Rail, North Shore 6 communities, 495 compact, Littleton village center and ag. preservation	Battle Road Scenic Byway, Lynn downtown revitalization, Weymouth Landing, Green Line Extension	Malden master plan, Everett community visioning
Approximate Percentage of Project Budget	5-15%	30-50%	40-60%	50-75%

Handout: 10 Keys to Effective Facilitation (preventions)

Always have an agenda

Facilitation relies on there being a clear plan of action about how the group will get through each process

Share the structure early & often

Always do introductions or an icebreaker and make sure everyone is clear about why they are there and what they will get out of this session

Be prepared

Effective facilitation requires you to think about the CONTENT [what you talk about] and the PROCESS [how you talk about it]

Be in charge

As facilitator it is your job to make sure the process stays on track to meet the objectives. Be willing to accept changes to the process, but be ready to make the final call and keep it moving

Be flexible

Know when to stick to the planned agenda and when to change it to meet the needs of the group

Respect time

Try to keep the process to the time allotted – and when it has to change remember to respect the time of the participants by starting and ending on time or negotiating for more time

Trust the process

If you have put effort into planning a good process, remind the group that there is a plan, even if they are stressed about a particular part

Be strategic but not wed to the outcome

Your job as facilitator is to keep in mind the 'big picture' and how you will move the group forward but NOT to weigh in on the content or discussion. Facilitation is about moving the process forward more than it is about participation in the content

Be a good listener

Always be sure to listen well to what participants are saying. Repeat back or paraphrase their comments to be sure that you got it and avoid thinking two steps ahead

Don't forget to get feedback

Being a facilitator means that you are open to feedback and to changing how you lead

10 Puntos Claves para una Facilitación Efectiva (prevenciones)

Siempre tenga una agenda

La facilitación descansa en un plan de acción claro sobre como el grupo progresa en cada proceso

Comparta la estructura al principio y seguido

Siempre haga las presentaciones o una dinámica para asegurarse que cada uno tiene claro por qué está allí y qué van a obtener de esta sesión

Esté preparado(a)

La facilitación efectiva requiere que usted piense sobre el CONTENIDO [de qué habla] y el PROCESO [cómo habla]

Tenga el control

Como facilitador es su responsabilidad asegurarse que el proceso se mantiene para alcanzar los objetivos. Esté dispuesto(a) a aceptar cambios al proceso; pero, listo(a) para tomar la decisión final y seguir avanzando

Sea flexible

Conozca cuando apegarse a la agenda planeada y cuando cambiarla para satisfacer las necesidades del grupo

Respete el tiempo

Trate de mantener el proceso en el tiempo destinado – y cuando se debe cambiar recuerde respetar el tiempo de los participantes al empezar y concluir en la hora o al negociar por más tiempo

Confíe en el proceso

Si ha puesto esfuerzos en planear un buen proceso, recuérdelo al grupo que hay un plan, aún si ellos se sienten presionados por una parte en particular

Sea estratégico(a) pero no se comprometa con el resultado

Su tarea como facilitador es tener en mente la "imagen global" y como usted ayuda al grupo a avanzar; pero NO pesar en el contenido o la discusión. La facilitación es sobre como el proceso avanza más que la participación en el contenido

Escuche con atención

Siempre esté seguro(a) de escuchar bien lo que los participantes dicen. Repita o parafrasee sus comentarios para asegurarse que usted entendió y evitar el pensar por adelantado

No se olvide de obtener comentarios

Ser facilitador significa que está dispuesta a escuchar comentarios y a cambiar la forma en que liderea

Handout: 10 Interventions that Work!

Regain Focus

Remind the group about the objectives of the meeting/process and make sure everyone is clear about what part of the process we are in

Boomerang

Instead of answering the question, toss it back at the person who asked it ['well what do you think about it?'] or pass it to the group ['that is a good question - what do you all think?']

Make the Approach

If there is a participant who is talking too much or doing other things that negatively impact the whole group, then approach that person directly (and privately) and ask them to step back, re-commit to the ground rules or step out

Change the Process

If it doesn't seem to be working, then feel free to change the process or the order of the agenda to see if that helps move the group forward. If you do change the process, be clear about whether or not you will decide or if you get input from the group, and be sure not to take too long to decide so that it doesn't take away from the objectives

Accept/Legitimize/Deal With or Defer

When someone throws out a thought that isn't in line with the conversation you should accept it ['thanks for your input'], legitimize it ['that is a good point'], deal with it ['I think we should take a couple of minutes to discuss this'] or defer it ['though that is an interesting point we don't have time to discuss it now, but we will document it for a later conversation']

Take a Break

If folks aren't participating, than take a quick break to check in with a couple of participants to see what is going on and what you could do differently (and sometimes the break is all that is needed!)

Laugh at Yourself

Be sure not to make fun of any participants - but using humor can always help to relieve tension and move the process forward

Check in with the Group

If it seems like people aren't participating or that there is some underlying tension, pause and ask 'what's going on?' as a way to bring it out in the open so that it doesn't keep blocking the process

Go Back to the Ground Rules/Ways of Being

If it seems like there are participants who are having a hard time being productive or staying on topic, then quickly review the ground rules you agreed on at the beginning of the process. This can be a good tool to use to deal with conflict

Don't Be Scared to End Early!

If you have gotten through all of the important issues or the group seems to be too tired to finish, then end early and set up another time to complete the work

¡10 Intervenciones que Funcionan!

Retome el Enfoque

Recuérdale al grupo los objetivos de la reunión/proceso y asegúrese que cada uno tiene claro en que parte del proceso estamos

Boomerang

En lugar de responder la pregunta, regrésela a la persona que la hizo ['bueno, ¿Qué es lo que usted piensa sobre eso?'] or pásela al grupo ['esta es una buena pregunta - ¿Qué piensan ustedes?']

Confronte

Si hay un participante que está hablando mucho o haciendo otras cosas que afectan negativamente a todo el grupo, confronte a la persona directivamente (y privadamente) y pídale que se comporte, que se comprometa de nuevo con las normas de colaboración o que se retire

Cambie el Proceso

Si parece que no está funcionando, siéntase libre de cambiar el proceso o el orden de la agenda para ver si esto ayuda al grupo a avanzar. Si no cambia el proceso, tenga claro si usted decide o no, o si recibe opinión del grupo, y esté seguro de no tomar mucho tiempo para decidir y así no afectar los objetivos

Acepte/Legitimice/Enfrente o Postponga

Cuando alguien lanza un comentario que no está en acuerdo con la conversación, usted debiera aceptarlo [gracias por su opinión'], legitimizarlo ['ese es un buen punto'], enfrentarlo ['Creo que debemos tomarnos unos dos minutos para discutirlo'] o postponerlo ['aunque es un punto interesante, no tenemos el tiempo para discutirlo ahora, pero lo documentaremos para una próxima conversación']

Tome un Descanso

Si no hay participación, tome un ligero descanso para conversar con unos dos participantes sobre lo que está pasando y que es lo que usted pueda hacer distinto (y algunas veces el descanso es lo único que se necesitaba!)

La Risa

Esté seguro(a) de que no hace bromas de alguno de los participantes - pero el usar el humor puede siempre ayudar a aliviar la tensión y que el proceso continúe

Consulte con el Grupo

Si parece que las personas no están participando o que hay una tensión escondida, pause y pregunte ¿Qué pasa? Como una forma de abordarlo y que no interfiera con el proceso

Regrese a las Normas de Colaboración

Si parece que hay participantes teniendo dificultades para ser productivos o permanecer en el t3pico, revise r3pidamente las normas de colaboraci3n que acordaron al principio del proceso. Esta puede ser una herramienta 3til para abordar el conflicto

iNo se Aflija por Terminar Temprano!

Si ha cubierto todos los temas importantes o el grupo parece estar muy agotado para terminar, entonces termine temprano y defina el momento en el que se completará el trabajo

Handout: Agenda Planning Template: An Example

Meeting Objectives:

To review the new neighborhood development plan with residents and other community leaders and gather input.

To get volunteers to sit on the Community Advisory Council that will make final decisions about the neighborhood development plan.

To ensure that community residents' voices are part of the plan to be implemented.

Agenda:

Agenda Item [What?]	Desired Outcome [Why?]	Process [How?]	Time [When?]	Facilitator [Who?]
Introductions	Have everyone know each other's names	Go Around name game	10 minutes	Francine
Review Agenda & Objectives	Make sure everyone is clear on the process and outcome of the meeting	Facilitator presentation	5 minutes	Francine
Visioning Activity - What do we want our neighborhood to look like?	Get everyone engaged in the process of re-designing the neighborhood	Add to vision graphic that is on the walls	30 minutes	Jose
Debrief - What is exciting about our vision? What is hard about it?	Make sure everyone is clear about the big picture	Large group discussion	20 minutes	Jose
Next Steps	Get volunteers to sit on CAC	Election process	45 minutes	Francine
Closure	Evaluate the meeting & set next meeting date	Large group discussion	10 minutes	Francine
TOTAL			120 minutes	

Handout: Agenda Planning Template

Meeting Objectives:

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Agenda:

Agenda Item [What?]	Desired Outcome [Why?]	Process [How?]	Time [When?]	Facilitator [Who?]

Modelo para Planear una Agenda: Un Ejemplo

Objetivos de la Reunión:

Revisar el nuevo plan de desarrollo del vecindario con los residentes y otros líderes comunitarios y obtener sus comentarios.

Reclutar voluntarios para integrarse al Concejo Comunitario Asesor que tomará las decisiones finales sobre el plan de desarrollo del vecindario.

Asegurarse que las voces de los residentes de la comunidad sean parte del plan a ser implementado.

Agenda:

Tema de la Agenda [¿Qué?]	Logro Deseado [¿Por qué?]	Proceso [¿Cómo?]	Tiempo [¿Cuándo?]	Facilitador [¿Quién?]
Presentaciones	Que cada uno sepa el nombre de los otros	La Vuelta juego de nombres	10 minutos	Francine
Revisar Agenda y Objetivos	Asegurarse que cada uno tiene claro el proceso y resultados de la reunión	Facilitador presentación	5 minutos	Francine
Actividad Visionaria - ¿Qué queremos que nuestro vecindario parezca?	Todos participan del proceso de rediseñar el vecindario	Agregarle a la gráfica de la visión que está en la pared	30 minutos	José
Análisis - ¿Qué es excitante de nuestra visión? ¿Qué es lo difícil de ella?	Asegurarse que cada uno tiene claro la imagen general	Discusión en el grupo grande	20 minutos	José
Próximos Pasos	Tener voluntarios que sean parte de CAC	Proceso de elección	45 minutos	Francine
Cierre	Evaluar la reunión y escoger la fecha de próxima reunión	Discusión en el grupo grande	10 minutos	Francine
TOTAL			120 minutos	

Modelo para Planear una Agenda

Objetivos de la Reunión:

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Agenda:

<i>Tema de la Agenda [¿Qué?]</i>	<i>Logro Deseado [¿Por qué?]</i>	<i>Proceso [¿Cómo?]</i>	<i>Tiempo [¿Cuándo?]</i>	<i>Facilitador [¿Quién?]</i>

Provided by the Smart Growth America coalition at the Partners for Smart Growth conference, Feb. 2-4, 2012.

Ideas for Positive Conversations at Community Meetings

Why we need to plan:

- This is about the fundamental needs of my community - roads, sewers, schools - these are issues that impact me and my family every day. The government makes decisions about schools and roads and that impacts my family, my kids' school and my property. I want to be a part of the process that makes those decisions- that's why I'm here.
- We haven't done a good job of thinking ahead in the past and look what's happened. [INSERT LOCAL EXAMPLES OF THE RESULTS BECAUSE OF POOR OR NO PLANNING] If we go through this decision and have a strategic about how we want to grow, we'll be stronger as a community and outside interests won't be able to come in and influence the decisions instead.
- This discussion is for us to decide our own future and what kind of place we want to leave to our kids and grandkids. We need to preserve and protect our quality of life. We need these meetings so we can figure out how to save money, improve the value of our property, and leave something better for our kids.

Property Rights

- I value my personal property rights and my right to live my life the way I want. I value [city/town] - that is why I live here. I realize the decisions made about how our community grows, as people continue to move here, will impact the quality of life, schools and roads we all pay for.

The future

- If we don't discuss our future, we put our whole community at risk. I know what it looks like in our community if we fail to design and implement a good, strategic plan. It leads to higher taxes, more congestion and traffic.
- Change will happen in our community, whether we prepare for it or not. Places that fail to talk about these things risk developing in ways that are harmful in the long-term. I don't want my community to turn into a forgettable, bland sea of strip malls and highways. Either changes happen to us that will ultimately sink our economy, or we can choose to grow in a better way.

Examples and personal stories

- We need to be smart about our future. If a business wants to be successful, it develops a thorough plan about how to grow and generate revenue so it can make money and keep the doors open. Our [town/community] needs to do the same. We can't expect to do nothing and hope for the best.
- Without planning, there's nothing to stop a (PICK YOUR EXAMPLE: sewage treatment plant, gas station, massive condo development, etc.) from being built next door to me. How would that impact my property rights and property value?
- I live here because of the quality of life. I'm proud to participate in the discussions that have made this community what it is. (Tell a personal story about why you like your community.)

Questions & Answers for Community Meetings

You're taking away my property rights. Can you guarantee that this process isn't going to change my property rights?

We have freedom of speech, but you can't yell "FIRE!" in a crowded theater because you're going to harm other people. Similarly we have property rights, and you can do whatever you want on your property, until it starts to harm someone else's rights. When you or I, or our county council, make decisions that increase everyone else's congestion, taxes, and school load we are impacting other people's property rights too. There has always been a balance in this country between rights and responsibilities, that's part of what this conversation is about.

Why should we take this money from the federal government? Does this grant have strings attached? It is trying to push our community towards a preordained outcome.

The federal government is interested in sponsoring this grant because they understand that if we don't think through the development that is coming, we will need to spend more money on roads, highways (other transportation projects), and schools. I am a taxpayer, like each of you, who will eat the cost of being poorly prepared. So all levels of government are realizing that using resources more effectively is in everyone's interest.

Don't you have a vision of how you think we should live? Don't you want everyone to leave the suburbs and move into "dense" city apartments? This is social engineering.

No one is here to change the way anyone lives. I value my way of life, and I love my home, and I know the community is going to grow in the years and decades ahead. This discussion is about getting real input from you and from me so that we all have a say in how our tax dollars are spent. I want to talk about how each person here wants our community to grow. That is important to me exactly because I value my way of life and totally unchecked, unprepared growth will undoubtedly hurt our community and everyone's way of life.

Isn't this just an attempt to force a socialist agenda on our community?

This is an opportunity for the people who live here to decide our own future. There is no predetermined decision about how we're going to grow or what we're going to look like decades from now. But if we don't talk through how we want to grow, we're going to have a lot of problems with more traffic, congestion, over crowded schools and on and on. That will raise your taxes and mine. And I want to find a way to keep living in this great community without having to pay more taxes because we couldn't sit down and talk through this.

This is unconstitutional.

This is about democracy and having a real say in the process; that's what the Founding Fathers intended. A group of citizens coming together to honestly discuss and voice an opinion about our future is what our democracy is all about. I think the Founding Fathers would applaud this kind of

democratic process. (The constitution is silent on the idea of a community from coming together to decide how we want to grow.)

What if I don't want to go along with the UN Agenda 21 plan you're trying to implement?

This has nothing to do with UN Agenda 21. No one is telling us what to do and we're not asking for input from anyone outside our own community. This is about what we want to do, as a community, so that we grow in a way that keeps the great parts of our community in tact and we are a place that our children and grandchildren want to live.

Emphasize local planning precedent and history, if you have a state, county or local mandate: IE. "We go through this process every 10 years, as mandated by the state legislature. You can choose not to be involved, but I know that I want a say in the issues that impact me and my family every day."

This is the local manifestation of the UN's Agenda 21 and ICLEI, which is all about the three Es--notice how this is all about economy, equity and environment. Do you think we should follow those principles?

This is about what we want, what each one of us wants. If the government is going to make decisions and spend my money, I know I want to be involved in deciding how my tax dollars are spent. I don't see anyone from the UN here, I do see people I've known for years, who live here, and who are trying to figure how we can keep doing a better job for the place we live.

Emphasize local planning precedent and history.

How can you say this is for our community? This will just destroy us!

What will destroy us is if we don't have a smart plan about how to grow. This is about making strategic decisions that will maintain our quality of life and our great community. I want to make sure that people do not destroy the great place I live. This discussion will help us protect it.

[If you received a federal grant] Why are you listening to big government tell you what to do? Isn't this just HUD/EPA giving you \$XX with strings attached so we do what they want?

This is about what we want. If our council members are going to make decisions and spend my tax money, I know I want to be involved in deciding how my tax dollars are spent. By sitting down together to discuss this, you and I get to figure it out with our neighbors.

Emphasize local planning precedent and history.

Do you believe in climate change? Are you encouraging "smart growth" so we reduce our greenhouse gas emissions?

This discussion is about giving our community the chance to use our tax dollars more effectively. If we come up with some ideas that save us money and give a real boost to our local businesses, and greenhouse emissions are also reduced in the process- that is a good thing to me.

If this is about reducing congestion, why don't we just widen the roads and build more highways? It's simple supply and demand.

It has been proven time and time again that adding more lanes to a highway does nothing to improve congestion- it usually makes it worse. [Use a local example of a road with bad traffic despite a past widening] Making the highway bigger won't solve our problems. It has been studied and proven over and over that adding more roads doesn't reduce traffic. We need to come up with some other ideas.

Do you think more public transportation is the answer? Because we can't afford it and it doesn't work here.

What this is really about is having a plan that spends tax dollars wisely. It's too expensive to ignore the problems we're facing and keep doing business as usual.

What is the definition of a sustainable community?

An urban, suburban or rural community that has more housing and transportation choices, is closer to jobs shops or schools, is more energy independent and helps protect clean air and water. That's my definition of sustainable communities.

Other Issues: business, conservation easements, civil war battlefields

Don't you see this will kill businesses? Economic activity isn't planned, it happens as a result of the private sector deciding what designs and locations work.

Thinking through our future (sound planning) allows businesses to know what to expect and plan for their own future. We want to attract major investments and businesses to our area and we need to plan for them. I want my own neighbors to be able to start their own businesses if they want. But businesses will only want to locate and stay here if they feel confident that the community has a solid economic future. Our discussion today helps businesses know what to expect.

[If you live in an area where this is a relevant issue]: Civil War battlefields are often protected by conservation easements and land trusts. There are places that have protected their battlefields and because of that, have experienced significant economic activity from tourists. Other places have ceded that battlefield ground to developers, in the process losing an important part of our heritage and losing the unique draw of a protected battlefield.

Rich people want land to be protected with conservation easements so they can buy it cheap and not have to pay taxes on it, right?

People who own land have the right to do with it what they want. Some landowners have decided to sell their land to developers. Lots of landowners have decided that there is value in not selling off their land to be developed, so they choose to enter into easement agreements. Taking away that right to decide what to do with your property would be wrong.

From the Media

What do you think of the attempt to disrupt these forums?

These public meetings provide an opportunity to engage and provide meaningful input into a plan that will impact all of us. As residents of [city/town] I think it's important to be involved in the future direction of our area.

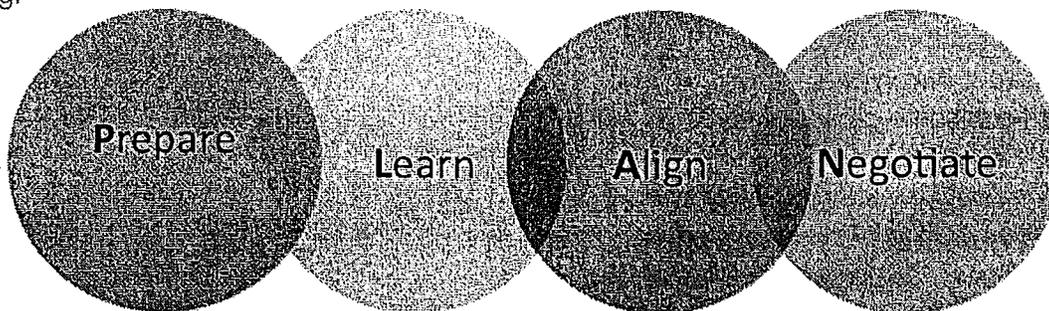
Pivot Phrases

- Well, I don't know about that, but...
- Maybe, but...
- But the real point is ...
- The only important issue is ...
- A more useful way to look at it is...
- That's not the issue, the issue is...
- I'm not sure I know where you're going with that, but I am sure that.
- I don't know where you're going with that, but...
- What's important to remember, however ...
- What that means is ...
- That's a point of view, but...
- Let me put that in perspective ...
- Let's keep some perspective...
- Here's what the issue is ...
- Here's what I think the question should be ...
- Here's what I think is really important...
- I don't know...but I happen to believe...
- That's because...
- As you know...
- But perhaps an equally important issue here is...
- What I think you're getting at is...
- That's not in my field, but what I can say is...
- Let me add...
- It is important to emphasize...
- It is important not to overlook...
- Along those lines, another question I'm often asked is...
- That deals with one aspect of a larger issue...
- Yes, and in addition to that...
- No, let me clarify...
- It's a bit too early to talk about that until all the facts are in, but I can tell you...
- I'm not sure about that, but what I do know is...
- Let me put this into perspective...
- That reminds me of...
- Let me emphasize that...
- I'm glad you asked me that. People may have that misconception, but the truth is...
- That's in the future. What I want to talk about now is...
- What I think you want to know is...
- Those were important factors, but...

Planning for Conflict Guidelines to Prepare for and Address Challenges in Creating Healthy Communities

All planning and community building experiences will generate conflict at certain points. Despite common perceptions of widespread apathy, people are generally passionate about changes “in their backyard”, and the processes which can affect the shape and future of their communities.

What's most essential in addressing such challenges is both expecting that they will occur AND being prepared to engage in them in creative and non-confrontational ways. Here is a four-step 'PLAN' process to keep in mind before, during and after engaging in any planning process or community meeting.



PREPARE appropriately by:

- structuring a clear agenda
- selecting a strong facilitator or co-facilitators
- clarifying with the purpose of the meeting
- allowing attendees to provide input beforehand
- reviewing what types of conflict might arise
- reflecting on your own attitude and reactions around conflict,
- selecting some techniques to address potential challenges (see below)

LEARN about attendees and listen for potential conflicts by:

- speaking with participants beforehand if possible (or circulating a brief survey)
- clarifying expectations and agreements by listing outcomes from the meeting itself (and the overall process) as well as group agreements about behavior
- surfacing dissenting opinions but not letting them become the focus of the meeting

ALIGN with others by:

- planning a strategy to keep focused on the agenda
- developing an approach (and roles) for addressing and redirecting conflicts

NEGOTIATE with those who might raise concerns or surface conflicts by:

- structuring a process for people to share their ideas one-by-one
- creating small groups or pairs to discuss particular concerns
- legitimizing any concerns and deferring them to another meeting
- having the entire group stop to write down concerns or vote on next steps

Here are some talking points and strategies to stem or reduce conflict that might arise at a meeting

If someone begins talking out of turn, or interrupting someone who is talking: "We have an agreement that people talk one at a time and are recognized by the facilitator before speaking. If you'd like to say something, we're happy to have you share this during your turn." OR "Let's break into pairs and answer the question we're currently working with. Write down your ideas and we'll come back to the large group to hear them in about 10 minutes."

If someone will not stop talking: "I'm really sorry to interrupt, but in order to have everyone participate and get all of the ideas out that we need, I'll have to ask you to stop at this point" OR "I'd like to hear more about what you are saying, but we need to let others speak at this point. Let's talk more about your ideas during the break."

If they continue talking: "We're all here because we want to create a better future for our community...and I believe you're interested in this as well. Part of that is listening to each other, and I'd like to invite you to do that now" OR Have the group engage in individual reflection, writing their ideas down on index cards.

If people try to take over the meeting and start pushing their own agenda: "I'm sorry, but we've already decided on facilitators for this meeting. If you'd like to have a meeting about the topics that you are discussing, you are welcome to use another part of the room and people who would like to discuss these issues with you can join you there." OR "We agreed on an agenda and asked people beforehand to provide their input...there will be an opportunity for you to share your ideas, but we need to stay focused on our agenda."

If someone starts yelling or chanting—directed at someone, or just to interrupt the meeting process: Let them either finish yelling or chanting and ask "Are you done?" OR Talk with others at the meeting, encouraging them to focus on what it is you are discussing (and ignore those chanting or yelling). You can also ask those people to leave if they wouldn't like to engage productively in your meeting and/or you can break up the group into smaller groups or take a break for a few minutes to re-group.

Organizing and Outreach Tips for a Successful Coalition

Have individual meetings or calls with all members of the coalition - or some highly targeted subset of members

- Use the meeting/call to hear from them about what they're thinking, their concerns,
- Discuss ways you can be working better together.

Develop working groups as part of your coalition so that people can get involved in the issues they care about most.

- Establish a firm purpose/mission for each working group – why are we here (develop it by consensus)
- If possibly, have end dates or very concrete tasks to accomplish.
- Make sure that one person from your organization, or a very bought-in coalition member, participates in each working group meeting.

Meet regularly with 2 to 5 of your closest coalition partners and develop 'champions' among them.

- Ask them to help in taking the lead on certain tasks/initiatives
- Prepare them to stand up for you (the lead org) when others are being critical.

Try to provide resources, ideas, materials, samples, etc. to coalition members to assist them in their own work.

- Don't always ask for things, offer them as well,
- Be a resource to your members.

Make sure there is one point of contact within your organization that coalition members can reach out to

- Even if that person can't answer all questions, they should internally pass the question around and get back to the coalition partner.
- Be an asset to your members.

Resources

American Planning Agency – APA

<http://www.planning.org/>

<http://www.apa-ma.org/>

Metro Boston Data Common

<http://beta.metrobostondatacommon.org/>

Start using the newest version of the Metro Boston Data Common 2.0. Set up your profile. Sign up for a training session. Look up the Community Profiles. Start using it to your benefit.

“Community PlanIT”

<https://communityplanit.org/>

King County – Equity & Social Justice

<http://www.kingcounty.gov/exec/equity.aspx>

Learn about King County’s Vision and discover their work in action. Their guide and tools are a great resource for your own work.

The Mel King Institute for Community Building

<http://www.melkinginstitute.org/>

The Mel King Institute for Community Building fosters vibrant and thriving Massachusetts communities by advancing the skills, knowledge and leadership ability of professional practitioners and volunteer leaders in the community development field. The Institute leverages collaborative educational partnerships that increase access, encourage innovation, and promote and institutionalize systemic success.

The Institute enables Community Development Corporations and their partners to build more homes, create more jobs, grow more businesses, nurture more community leaders, and pursue more comprehensive community building strategies that also address issues such as transportation, public safety, green space development, workforce development and youth development.

Check out their trainings today!

Community Planning Website – UK

www.communityplanning.net

“This website provides an overview of these new methods of community planning. It is aimed at everyone concerned with the built environment. Jargon is avoided and material is presented in a universally applicable, how-to-do-it style. Whether you are a resident wanting to improve the place where you live, a policy maker interested in improving general practice, or a development professional working on a specific project, you should quickly be able to find what you need.”

Who to involve

A checklist of people and organisations who might need to be involved in any community planning initiative. Customise your own list.

- Allotment holders
- Archaeological groups
- Archaeologists
- Architects
- Builders
- Businesses
- Chambers of commerce
- Charities
- Children
- Churches
- Civic societies and groups
- Colleges
- Community associations
- Community-based organisations (CBOs)
- Community leaders
- Community woodland groups
- Companies
- Conservation groups
- Countryside management officers
- Craftspeople
- Designers
- Developers
- Disability groups
- Ecologists
- Economists
- Engineers
- Environmental groups
- Ethnic groups
- Estate agents
- Farmers
- Financial institutions
- Footpath and access groups
- Funding agencies
- Health workers
- Homeless people
- Industrialists
- Journalists
- Land managers
- Landowners
- Landscape architects
- Lawyers
- Local authorities
- Local history groups
- Media groups and organisations
- Migrants
- Minority groups
- Mothers_ unions
- Museums (especially local history)
- Non-governmental organisations (NGOs)
- Parent teacher organisations
- Parish councils
- Photographers
- Planners
- Playgroups
- Police
- Postmen and women
- Professional institutions and groups
- Property owners
- Public works departments
- Publicans
- Ramblers
- Religious groups
- Residents groups and associations
- Rural community councils
- Schools
- Senior citizens
- Shopkeepers
- Sports groups
- Squatters and squatters_ groups
- Statutory agencies
- Street cleaners
- Student groups
- Surveyors
- Teachers
- Tenant groups and associations
- Town managers
- Traders
- Transport groups
- Transport operators
- Transport planners
- Universities
- Urban designers
- Utility providers
- Village hall committees
- Wildlife groups
- Women_s groups
- Women's institutes
- Workforces
- Young people
- Youth clubs, guides and scouts