

CITIZEN PARTICIPATION IN RESOURCE MANAGEMENT

Community Participation And The New Forest Economy Series

AN ANNOTATED BIBLIOGRAPHY

Volume 1 of 3

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TABLE OF CONTENTS

	Page Number
Introduction	1
Project overview	1
Notes	2
Summary of Contents	3
General Literature on Participation and Collaboration	5
Citizen Participation in Government / Public Policy Processes	12
Organizing for Community Social and Economic Development	24
Participation in Environmental Protection and Conservation	38
Interest Group Participation	45
Participation and Collaboration in a Natural Resource Setting	52
Participation in Environmental Decision-making and Natural Resource Management	52
Fish and Wildlife Resources	61
Forestry	62
Energy Resources	66
Community Forestry	67
Conflict Resolution Mechanisms	75
Evaluation of Public Participation in Resource Management	81
Tools for Public Participation	89
Other Related Bibliographies	110
Websites and Electronic Mail Addresses	113

INTRODUCTION

Project Overview

This annotated bibliography is one of three produced out of the research project “Community Participation and Decision-Making in the New Forest Economy”. This research project, funded by Forest Renewal British Columbia, examines ways in which local residents can participate in decision-making processes with respect to natural resources management. Given the rapid pace of change in many of British Columbia’s resource-based industries, and given that these changes have a very direct impact on the small communities who depend upon such industries for their livelihoods, local residents are increasingly interested in “having a say” and “playing a role” in decision-making. These three annotated bibliographies are, therefore, intended as tools for residents and community groups. The bibliographies should function as guides to available information, reports, and studies which might better equip residents and community groups to take that active role in local decision-making.

The three bibliographies included in this project are:

- Volume 1 Citizen Participation in Resource Management - Community Participation and the New Forest Economy - An Annotated Bibliography. November 30, 1998.
- Volume 2 Community and Sustainability - Participation and the New Forest Economy - An Annotated Bibliography. November 30, 1998.
- Volume 3 British Columbia Models of Community Participation and Examples of Management - Community Participation and the New Forest Economy - An Annotated Bibliography. November 30, 1998.

As part of our intent to make this information as widely available as possible, copies of these bibliographies were sent to most public library systems in British Columbia as well as to many of the college, university-college, and university libraries. Copies of these annotated bibliographies are also available online at the following website address:

<http://quarles.unbc.ca/frbc/index.html>

For those who would like to purchase a copy of this bibliography, it is priced at **\$7.00** and are available from:

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Notes:

In using these annotated bibliographies, please note the following points. First, because many of the topics discussed in this general subject area are very inter-related, we have tried as much as possible to cross-reference. This allows each bibliography to stand alone, or the three can be taken together. It also became very clear to us that government reports, community publications, and academic studies often crossed over a number of topic areas and were often difficult to “pigeon-hole” in only one of the subsections of a particular volume. As a result, while we have taken care to produce a ready reference guide, you may need to search broadly through all three bibliographies in order to find the kinds of information most useful to yourself or your community group.

Second, all of the sections and subsections included in the three volumes were developed to assist users with rapid searches for the most suitable information. It should be noted, however, that some of the materials listed may be difficult (or no longer able) to obtain. A tremendous concern arose in the course of this research regarding the fact that while a vast amount of information potentially useful does exist, much of this information is not readily accessible nor available.

Third, the bibliographies make no claim to comprehensive coverage of the individual topic areas - and it is recognized that some topic areas are not as fully developed as others. The material which is included tends to be relatively recent and also tends to reflect a North American perspective on the issue of community participation in natural resources management. This said, one area in particular where there is still a rather limited amount of material yet found is on First Nations' involvement. As well, while there is an emerging literature on “gender” issues connected with community participation and resource management, at this time this bibliography does not list the material separately, but rather, groups First Nation and gender literature together under the heading of "Interest Group Participation".

Two additional items of note. We have included in each of the bibliographies a special section of “Interesting Websites”. As electronic based information access and retrieval systems become more reliable and less costly they may become increasingly useful for residents in small or isolated communities. The “Web”, however, is always in a state of flux and transition. While we have taken care to ensure that all websites listed were in operation at publication time, please be aware that some may have become dormant while others may have been developed.

A final point is that we have also included within each of the bibliographies a section which details the availability of other annotated bibliographies. We hope that this additional information will be both practical and useful.

Summary of Contents:

Citizen Participation in Resource Management - Community Participation and the New Forest Economy - An Annotated Bibliography. November 30, 1998.

There has been tremendous output from a resurgent popular interest in local participation in local resources management issues. This recent interest has motivated a wide range of research and has spurred debate in both public and policy circles.

The first section of this bibliography includes the "General Literature on Participation and Collaboration". The focus of this section is on the various forms that participation can take, why participation should or should not be encouraged, and how participation can be enhanced.

The next seven sections provide case studies and models of participation within seven separate contexts. Section 2 focusses on participation literature in the areas of government planning and public policy processes. Section 3 covers a range of literature on community empowerment, community economic development, and community social development. Section 4 lists examples of participation in the areas of environmental protection and conservation. Section 5 focusses specifically on the difficulties encountered by First Nations' groups, women, and the elderly. Section 6 looks at participation and collaboration within a natural resource setting. For ease of access, this section has been further categorized by general models of participation in natural resource decision-making, and by resource type. For most of the material included, the geographic setting is that of rural or small town communities where the issue of resources management is of immediate importance. Because of increasing awareness about the potential of community forests as a means of increasing the participation of community residents in the decision-making process, and the increasing expansion of the available information in this area, Section 7 focusses specifically on citizen participation in "Community Forestry".

Section 8 includes materials describing the "Evaluation of Public Participation in Resources Management". Most publications interpret "evaluation" as a review of the effectiveness of different public participation processes. Of particular interest here is the material which comes out of large public 'participation' or 'consultation' processes, including various provincial and national round tables.

The sixth section includes "Tools for Public Participation". Again, this is a general section and examples are drawn from a wide range of both geographic and topical contexts. Some specific examples though, include reports out of the Fraser Basin Management Board and other British Columbia specific initiatives. The types of tools available include resource kits for community development initiatives and community visioning processes, strategies for increasing public involvement in participation processes and organizing citizen action, resource lists, evaluation guides, and tips for making public participation processes more effective.

As with the other two annotated bibliographies published in this series, the final two sections are identical. A set of references to other published annotated bibliographies is included to direct readers to other potential sources of information and assistance. As well, a listing of Internet, electronic mail, or "Web" addresses is also included. While questions of information quality and reliability are always critical when it comes to the unedited and unregulated environment of the Internet, we have attempted to list sites which may prove useful and informative to community groups and local residents interested in community participation and natural resources management and planning issues.

Funding for this research and/or extension was provided by Forest Renewal BC - a partnership of forest companies, workers, environmental groups, First Nations, communities and government. Forest Renewal BC funding - from stumpage fees and royalties that forest companies pay for the right to harvest timber on Crown lands - is reinvested in the forests, forest workers, and forest communities. However, funding assistance by Forest Renewal BC does not imply endorsement of any statements or information contained herein.

We hope that you find this set of annotated bibliographies a useful tool for yourself and your community.

Sincerely,

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CITIZEN PARTICIPATION IN RESOURCE MANAGEMENT

General Literature on Participation and Collaboration

Albo, G., Langille, D., and Panitch, L. (eds.) (1993). A Different Kind of State? Popular Power and Democratic Administration. Toronto, ON: Oxford University Press.

This edited collection of 20 essays focuses upon the perceived need “to transform the state in a democratic direction”. The editors were motivated by a desire to enhance democratic citizenship, something they argue as being integral to public policy development, and civic administration. Individual essays examine public participation in welfare, the possibilities of social movements in participation, and government accountability at all levels. The first section explores the theoretical and political issues involved in any successful project to extend popular power and democratic administration. The second section adopts the theme that the process of making public policy is as important as the output. It includes case study examples of popular movements in public administration and North American efforts in democratizing the welfare state. Section 3 is an examination of the role of social movements and public employees in transforming the state. The final section provides a look at experiences of social democratic reform in Canada.

Altman, I. and Wandersman, A. (eds.) (1987). Neighborhood and Community Environments. New York and London: Plenum Press.

This volume is the ninth in a series on “communities” and aims to assist the reader in understanding the forces that have shaped community neighbourhoods. Emphasis is placed upon elucidating the coping mechanisms needed for dealing with the inevitable change in a pro-active and productive manner. Four themes emerge: 1) the need for an interdisciplinary perspective for understanding neighbourhoods and the communities within which they are embedded; 2) the idea of change as an integral part of both communities and neighbourhoods; 3) that individuals can play important collective roles, particularly in relation to emergent and organized citizen participation; and 4) that affiliation and bonding of community members with one another can be a buffer to the stresses of conflict, disruption, and disharmony that often arise as a result of community change. The chapters are organized roughly in terms of the size and scale of the neighbourhoods and communities under study. The first two chapters are at the microscale of neighbourhoods and communities, while chapters 3 and 4 examine community development at a larger scale. Chapters 5 and 6 address a still larger scale which includes the ecology of the city and region. The final two chapters offer broad-ranging historical perspectives on neighbourhood and community development. Each chapter analyses the forces that have shaped communities.

Arnstein, S.R. (1969). *A Ladder of Citizen Participation*. Journal of the American Institute of Planners, 35, 216-224.

This is a very influential article in which Arnstein offers a typology of citizen participation in the form of an eight-rung ladder. The bottom two rungs (manipulation and theory) are both regarded as “non-participation”. Rungs three (informing), four (consultation) and five (placation) are presented as different “degrees of tokenism”. The top three rungs (partnership, delegated power and citizen control) are all regarded as degrees of “citizen power”. Each rung of the ladder is explained by Arnstein, using examples from three federal social programs in the United States: urban renewal, anti-poverty, and model cities.

Boon, C. and Kinnon, D. (1987). Public Participation in Government Decision Making. Ottawa, ON: Department of Secretary of State.

This report is intended to identify general issues and practical models relevant to the consultation process between governments and voluntary organizations. The report is based on current research on the public participation process.

Carniol, B. (1974). *Advocacy: For Community Power -- Some Thoughts on the Equitable Distribution of Wealth, and Making the Powerful Accountable Through Public Participation*. Canadian Welfare, 50 (3), 12-15.

This article includes a discussion of the concept of “advocacy” and examines how it can be used as a source of community power within the context of social welfare. The author makes the claim that citizen participation can only be effective if there is community power, and lists four areas where coalition formation may contribute to the advocacy process.

Chapin, H. (1978). *Citizen Involvement: Referendums - Asking Questions*. Perception, 2 (2).

The main issue discussed in this article is whether referendums provide citizens with greater control over public policy.

Chekki, D.A. and Toews, R.T. (1985). Organized Interest Groups and the Urban Policy Process. Winnipeg, MB: Institute of Urban Studies, Report No. 9.

In this monograph, Chekki and Toews explore the participation of organized interest groups in the democratic, political, and policy process of urban government. The authors outline a background perspective to interpreting the role, legitimacy, and success of interest group activities. The substantive research is based on interest group participation in the City of Winnipeg.

Connor, D. (1986). *A New Ladder of Citizen Participation*. Constructive Citizen Participation, 14 (2), 3-5.

In response to limitations the author sees in Arnstein's "Ladder of Participation," Connor conceptualizes a "new ladder of participation" which he feels is more practical, can apply to a broader range of situations, and has elements that have a cumulative effect. Connor's model consists of seven rungs: the bottom three rungs (education, information feedback, consultation) involve the "general public"; the upper three rungs (joint planning, mediation, litigation) involve primarily the "leaders"; and finally, the top rung (resolution prevention) involves all other rungs. Each rung of the ladder is explained, with the author pointing out that there is a cumulative relationship between rungs on the ladder in that higher rungs build on lower ones. This ladder is designed to "orient managers and others" to the approaches available for preventing and resolving public controversy about various proposals. It implies that public participation programs must reflect the specifics of the given situation. A systematic process appropriate for the specific situation must be designed.

Connor, D. (1984). *Citizen Participation Training in Canada: An Action Agenda for the Anxious Eighties*. Canadian Journal of Community Mental Health, 3 (2).

Connor briefly reviews the development of citizen participation in Canada within the context of human service agencies. He recommends that agencies know their community, assess their image, and develop and implement action plans. He also argues that both service providers and clients need to improve their competence as facilitators, social researchers, adult educators and publicists if they are to have "constructive citizen participation".

Cormick, G. (1992). *The Consensus Approach - Why Are We Talking About It*. Forest Planning Canada, 8 (3), 33-36.

In this article, Cormick defines "consensus", both in terms of what it is and what it is not. The author then discusses some myths related to the term.

Crenson, M. (1974). *Organizational Factors in Citizen Participation*. Journal of Politics, 36, 356-378.

Crenson examines internal characteristics of seven neighbourhood groups in Baltimore and concludes that groups with a higher percentage of organizational activists are more prone to internal conflict.

Cupps, S.D. (1977). *Emerging Problems of Citizen Participation*. Public Administration Review, 37, 478-487.

In this article, Cupps treats citizen groups as "only one voice among many" which are no more legitimate than other interest groups. The author outlines several problems with citizen

participation, including shortsighted political responses by agencies under pressure from citizens, problems with representation and legitimacy, overdramatic and shrill presentations, and a lack of consciousness of cost-benefit analysis among citizen groups.

Curry, F.M. (1984). Citizen Participation: A Primer. Ottawa, ON: National Library of Canada, M.C.P. Thesis, University of Manitoba..

The primary question addressed in this thesis is why some people get involved in an issue while others do not, in situations where both groups are similarly affected. The discussion is organized into five parts: a theoretical perspective on citizen participation, the contemporary situation with respect to citizen participation, an examination of some related case studies, a discussion of the best strategy of participation to utilize, and a discussion of who actually participates and what participation means to people.

Dauvergne, J. (1984). *Voluntary Action: If it is Free, Can it be Worth Anything?*. Perception, 7 (4), 6-7.

Dauvergne describes voluntary action and voluntary groups. He explores the relationship between the voluntary, private, and public sectors, and outlines some elements that will have to be incorporated into such relationships.

Dluhy, M.J. (1990). Building Coalitions in the Human Services. Newbury Park, London, New Delhi: Sage Human Services Guides, vol. 60, Sage Publications.

Dluhy addresses the concept of coalitions as instruments of change as applied to a particular setting, that of human services. This study of coalition formation is a descriptive one, utilizing case studies of actual coalition behaviour. While the case materials and the exercises and group discussion guides at the end of each chapter are aimed at practitioners in the social services, the author does deal with the practical development of coalition building in a broad way, giving the book a wider audience for anyone interested in political advocacy in the face of intimidating power configurations and cutbacks in funding. The book begins with a discussion of the advantages and disadvantages of coalitions. In Chapter 2, Dluhy reviews 13 different coalition experiences, all taken out of human services experiences, and produces a typology of coalitions. Chapters 3 through 5 are the substantive chapters containing principles and guidelines which have a broader applicability beyond the human services. Chapter 3 outlines a framework for organizing, developing and maintaining a coalition. Dluhy reveals strategies and tactics that coalitions may use to achieve their goals in Chapter 4, and applies these strategies and tactics to nonpolitical objectives in Chapter 5. The final chapter is a presentation of a hypothetical case to summarize the major guidelines for practice.

Fletcher, J. (1983). Community Through Participation: A Look at the Idea and the Evidence. Toronto, ON: University of Toronto Press.

In this thesis, Fletcher examines the argument that “more participatory decision making arrangements will enhance human social relations in such a way as to promote genuine human community.” In this work, the author focuses upon this claim considering first of all what it means and why it has been advanced. Then he brings recent research and theory in social psychology to bear upon this idea. The author finds some direct evidence suggesting that we can promote human community through more participatory arrangements.

Friedmann, J. (1992). Empowerment: The Politics of Alternative Development. Cambridge: Blackwell Publishers.

Friedmann assesses the practice of “alternative development”, with its emphasis on local self-reliance and direct (participatory) democracy, and makes an argument for the continued use of this practice of empowerment as a solution to the problems of world poverty and environmental sustainability. He begins by defining alternative development and discussing its origins and moral justification. The dynamics by which most of the world’s population is excluded from economic and political participation are then analysed. The themes of this book centre around claims for inclusive democracy, appropriate economic growth, gender equality, and intergenerational equity. Historical illustrations of his argument are drawn from Latin America.

Gastil, J. (1997). *Common Problems in Small Group Decision Making*. Rome, Italy: United Nations' Food and Agriculture Organization. (website, <http://www.fao.org/sd>)

This article was prepared as an additional chapter for inclusion in a revised version of the United Nations' Food and Agriculture Organization’s, The Group Promoter Resource Book. While the Group Promoter Resource Book is primarily geared for underdeveloped countries, this article is applicable to all small group decision making. It outlines some of the problems encountered by groups such as vague or inconsistent goals and procedures, long meetings, unequal group involvement and commitment, group conflicts, low communication and literacy skills, different communication styles, extreme power differences, poor memory of the group’s past, and poorly constructed inter-group associations. With these problems in mind, the author then offers suggestions for how to resolve these problems.

Hall, R.R., Thorns, D.C. and Willmott, W.E. (1984). *Community, Class, and kinship - bases for collective action within localities*. Environment and Planning D: Society and Space, 2, 201-215.

This article explores the relationship between community and class and develops a model to allow for the identification of significant aspects of locality and class relationships. Three sets

of relationships are identified: those based on propinquity, those based on property, and those based on kinship. The author argues that the “basis of communion within a locality” can be found within any of these relationships.

Hunsley, T.M., and Hill, K. (1984). *Self-expression and Self-direction -- A Time for Voluntary Action*. Perception, 8 (2), 16-18.

Hunsley and Hill deal with the development of volunteerism in Canada. They discuss volunteerism as a reason to develop new relationships between community and government, the interface of the voluntary role and public responsibility, and economic/employment dimensions of volunteerism. The article concludes by making recommendations for further development of voluntary action.

Institute for Research on Public Policy (1987). *People Taking Part. Policy Options, (Special Reprint Issue)*. Montreal, QB: Institute for Research on Public Policy.

This special reprint issue presents a selection of articles representing views on broader participation in the development of public policy in Canada. Some of the themes addressed include: making representative government work (proposals to increase public participation in decision making), making citizen participation more effective, reviving volunteers and encouraging voluntary associations to carry out their missions without the invasion by government, and encouraging community economic development as a means of solving some of the economic problems faced by communities.

Milbrath, L.W. (1981). *Citizen Surveys as Citizen Participation Mechanisms*. Journal of Applied Behavioural Science, 17 (4), 478-96.

Milbrath discusses traditional methods of citizen participation and argues for use of representative surveys of the public. In this article, he reports on one such survey that he conducted in upstate New York.

Morah, E.U. (1990). Why Policies Have Problems Achieving Optimal Results: A Review of the Literature on Policy Implementation. Vancouver, BC: UBC School of Community and Regional Planning, UBC Planning Papers Discussion Paper No.20.

Morah reviews literature in the field of policy formation and implementation and categorizes this literature into 13 types of explanations for why there are problems in policy implication. These include: administrative control, inadequate resources, intergovernmental relations, the nature of policy, disagreement over goals, lack of public pressure, role of implementors, complexity of joint action, ambiguous goals, causation, research design, lack of participation, and uncertainties over the future.

Rich, R.C. (1982). *Dilemmas in Citizen Participation in Neighbourhood Movement (Review Article)*. Urban Affairs Quarterly, 17, 387-392.

This is a book review essay about three books:

- 1) Boyle, H.C. (1980). The Backyard Revolution: Understanding the New Citizen Movement. Philadelphia: Temple University Press;
- 2) Gittell, M. (1980). Limits to Citizen Participation: The Decline of Community Organizations. Beverly Hills, CA : Sage Publication; and
- 3) Schoenberg, S.P. and Rosenbaum, P.L. (1980). Neighbourhoods That Work: Sources for Viability in the Inner City. New Brunswick, N.Y.: Rutgers University Press.

In the review, the author tries to show the dilemmas of citizen participation. His main argument is that the degree of effectiveness of citizen action depends on the organizational structure of the citizen groups, particularly for those that have changed their role from advocates to service providers. The dilemmas stem from a struggle to achieve effectiveness without adopting a traditional, bureaucratic structure.

Salter, L. (1981). *The Role of the Public in Scientific Determination of Policy: The Canadian Inquiry Process*. University of Toronto Law Journal, 31, 343-362.

Salter examines past public inquiries in Canada and the role of the public in these inquiries. The LeDain Inquiry (1969) was the first to break the established inquiry practice and use lay people's opinions. The Berger Inquiry into the pipeline in the Mackenzie Valley became a model to follow in recent times. The author stresses that some good has resulted from these public inquiries, especially with respect to an increased role for advocacy groups that represent the good of all rather than particular interests.

Smith, D. and Ross, V. (1973). Enhancing Citizen Participation: Secretariat Report. Toronto, ON: Internet.

Smith and Ross survey citizen participation as part of a project studying the improvement of decision making in metropolitan regions. The report is divided into two parts. In the first, an "anatomy of participation" is developed from four principal themes: the value of participation, societal need for political activities, participation by all, and "participatory" defined as all activities involved in decision making. From this basic framework, the authors develop an analysis of the form and interest of citizen participation, arguing that "non-participation does not exist and the problem is one of enhancement of participation." Part Two of the report deals with conflicts in participation, the quantity of participation, and the needs for further research. The framework proposed in the first section is used for the analysis of the second.

Ventriss, C. (1984). *Emerging Perspectives on Citizen Participation (Review Article)*. Public Administration Review, 45, 224-331.

This is a review of five American books dealing with various aspects of citizen participation.

Vindasius, D. (1974). Public Participation Techniques and Methodologies: A Resume. Ottawa, ON: Environment Canada.

This is a review of past public participation experiences in various planning forms with the aim of devising a more viable public participation program. The review begins with a selection of Canadian and American experiences including projects such as the Delaware Estuary Study and the Tennessee Valley Authority, among others. In each case, participants, issues and communities are described, as well as means of involvement, successes and failures. Techniques of public participation such as sample surveys, workshops, advisory committees, public inquiry, special task forces, and forums, are then examined and summarized in tabular form according to scope, specificity, degree of two-way communication, level of public activity required and agency staff-time requirements. Finally, the author devises a five phase model of a public participation program. The phases of the program are: goal identification, detailed studies and data collection, alternatives identification and evaluation, preliminary plan recommendations and final plan representation.

White, A.T. (1982). *Why Community Participation? A Discussion of the Arguments*. Assignment Children, 59/60, 17-34.

White defines community participation as “the involvement of local populations in decision making concerning development projects or in their implementation”. From this viewpoint, with reference particularly to the planning and implementation of community water supply and sanitation schemes, the author examines ten reasons in favour of community participation, discussing both their application and their constraints.

Citizen Participation in Government Decision Making / Public Policy Processes

Barlow, J. (1995). Public Participation in Urban Development. The European Experience. London, GB: Policy Studies Institute.

In the past there has been virtually no comparative research on participation in urban planning. To increase the understanding of planning process participation, this report presents a comparative case-study of urban development policies in three European countries (Britain, France, and Sweden). The focus is on the implications of different forms of planning for participation, with specific reference to possible lessons or implications for the United Kingdom.

Following a review of past research on planning participation and the broad structural influences on participation, the relationship between alternative forms of political organization and forms of participation is reviewed. Barlow then turns to the differences which political structure brings by looking at local government systems and their implications for public participation in urban planning. Chapter 3 focuses on the formal and informal participation in the plan-formation process in these three countries. Chapter 4 then examines public participation within the context of some specific development proposals. In the final chapter, the author draws conclusions about why there were differences in development politics, and the specific implications for policy planning in Britain.

Barr, A. (1995). *Empowering Communities - Beyond Fashionable Rhetoric? Some Reflections on Scottish Experience*. Community Development Journal, 30 (2), 121-132.

A case study of Scottish local authority community empowerment practice forms the context for this evaluation of the meaning of empowerment. Key features of empowerment examined include the ambiguity of empowerment, its complexity and impediments, how practitioners might approach it, and indicators to measure performance.

Bottomley, J. and Holdsworth, D. (1974). *A Consideration of Attitudes Underlying Community Involvement with Civic Issues*. In Community Participation and the Spatial Order of the City, D. Ley (ed.), 59-74. Vancouver, BC: BC Geographical Series, No. 19, Tantalus Research Limited.

The focus of this chapter is on one contemporary aspect of community participation in the political process of land use decision making: the involvement of citizen groups in attempts to either maintain intact or transform certain symbols and structures of the urban landscape. The authors argue that stances taken in land use conflicts within the city are “outward manifestations of deeply held beliefs about the city and society characterising the conflicting groups”. How these “beliefs” affected several recent land use issues in Vancouver are then examined.

Bregha, F.J. (1973). Public Participation in Planning Policy and Programme. Toronto, ON: Community Development Branch, Community Service Division, Ministry of Community and Social Services.

The first three chapters of Bregha's book provide a general overview of the nature of participation: the hopes, the operating assumptions, and the problems and difficulties met in trying to live up to the ideal. A detailed model for involving citizens in decision making, particularly in the daily business of governments, is presented in Chapters 4 and 5. In the final chapter, the growth of citizen participation is acknowledged, and the various ad hoc experiments either attempted or underway are reviewed. Bregha suggests the need for general guidelines and policy on participation for the purposes of coordination, consistency and effectiveness.

Butcher, H., Glen, A., Henderson, P., and Smith, J. (1993). Community and Public Policy. London, GB and Boulder, CO: Pluto Press.

Within a North England context, this book explores how the ideas of “community” and “community practice” have been incorporated within a wide spectrum of public and social policies during the 1980s and early 1990s. The book is organized into four parts. The first of these conceptualizes the central concepts of “community policy” and “community practice” by examining the meanings of these key terms; the roots, trends, and main issues surrounding these concepts; the impacts of social, cultural, political and economic changes on community practice since the 1960s; and the reasons why community has become such a feature of various public policies in recent years. The second part shows the range of applications of “community” in six selected public policy areas. Part 3 reviews the present status and future possibilities for community and public policy from three important perspectives of environmentalism, equality, and democratic citizenship. The final part summarizes some of the major findings from the first two parts of the book and synthesizes the perspectives of Part 3 into a framework for examining community policies and practices for the future.

Chekki, D.A. (1979). *Planning and Citizen Participation in a Canadian City (Reporting on an Experiment in Winnipeg, Manitoba)*. Community Development Journal, 14, 34-40.

Citizen participation in planning depends on long-term involvement which acts to strengthen continuity of purpose and expertise. Chekki reports the results of one such citizen participation program in Winnipeg, arguing that a major factor which influences the interest of citizens in participation is the attitude of elected officials. If attitudes and power relations do not change, the structural system may not reach its goals. The more the planning process facilitates citizen participation, the more the community will be aware of the planning function as a democratic community force.

Cloke, P. and Little, J. (1990). *Public Participation in Rural Planning*. In The Rural State, P. Cloke and J. Little (eds.), 219-250. New York, NY: Oxford University Press.

In this chapter, Cloke and Little explore the extent that rural residents can exert influence in policy development and the notion of the “ordinary” member of the public as a passive and helpless recipient of resource allocation decisions.

Dennis, N. (1972). Public Participation and Planners' Blight. London, GB: Faber and Faber.

A case study of Millfield, a slum-clearance area in Sunderland, Great Britain, forms the foundation for this analysis of the power relations between a group of citizens and their city bureaucracy. It is a case where citizens developed a grassroots movement to challenge local government over the slow process of slum-clearance in their area and question the relevancy of data on the number of house inspections conducted by the planning department. The book concludes with a general discussion of different types of participation.

Frisby, M. and Bowman, M. (1996). *What we have here is a failure to communicate: The Case for Citizen Involvement in Local Government Decision Making*. Public Management, 78, A1-A5.

This article looks at research undertaken by various consultants in the United States into the reasons why American citizens fail to participate in the US political process, how citizens can feel in control through involvement in local decision-making in their communities, and how citizens can be made to feel more empowered to participate in community decision-making. It begins by identifying ten factors which have contributed to the failure of American citizens to participate in the political process which came out of focus group discussions undertaken by the Harwood Group, a public issues consulting firm in Maryland. The Harwood research focussed on citizen mistrust of politics and public officials. The article then discusses research by the International City/County Management Association into the issue of citizen empowerment. One of the key themes that emerged from this research is that there is a correlation between the need for unbiased information about local governments and increased citizen participation. The article concludes by suggesting approaches for increasing citizen empowerment, and by directing the reader to examples of successful citizen empowerment programs.

Friskin, F., Homenuck, H., and Peter, M. (1972). Citizen Participation: Views and Alternatives. Toronto, ON: Division of Social Science, York University.

This is a report of a symposium on citizen participation. The authors present a wide range of ideas on what citizen participation is, and review alternative ways in which people may take part in a decision making process. They conclude that the way a person approaches citizen participation is closely linked to the way he or she perceives the political system.

Glass, J.J. (1979). *Citizen Participation in Planning: The Relationship between Objectives and Techniques*. American Planning Association Journal, 45, 180-189.

While citizen participation has become a commonplace element in many planning efforts, both planners and citizens often assess the participatory elements as being unsatisfactory. The contention here is that not enough attention is being paid to the design of the participatory programs and that there is a particular failing in matching objectives to techniques. Five objectives of citizen participation are identified in this article: information exchange, education, support building, supplemental decision making, and representational input. Then, through the development of a typology of participatory mechanisms, techniques are matched with their most appropriate objectives. This relationship is further illustrated by examining four techniques in detail. Glass concludes by suggesting that if the relationship between objectives and techniques is ignored in the design of a participatory program, the probability of a successful program decreases.

Hale, E.O. (1993). *Successful Public Involvement*. Journal of Environmental Health, 55 (4), 17-19.

In his brief article, Hale introduces and reviews a wide range of public education and involvement programmes. Public involvement can include everything from active participation in meetings to brief consultation via poster campaigns. The value, costs, and opportunities of these many alternative programs are reviewed in an effort to inform decision-makers on better choices for the most successful community involvement strategy.

Hawkins, R. (1977). *Citizen Participation is Dead, but Hope Springs Eternal*. City Magazine, 3, 12-14.

Hawkins is critical of existing forms of citizen participation in this article, arguing that it tends to be confrontational in approach rather than co-operative and that it receives only token acceptance by political and economic institutions. Furthermore, it is often used, in part, as a smokescreen for status quo inequity. When it is a more active force, it may be viewed as a threat by politicians and planners. Hawkins suggests that voters are the key to genuine citizen participation.

Hill, K. (1982). *Too Difficult for Ordinary Folk?*. Perception, 5 (3).

Hill addresses the question of whether or not citizens are excluded from the governmental process and how this process weakens democracy in Canada. He goes on to suggest some points about citizen responsibility and whether it can be achieved.

Hodge, G. (1991). Planning Canadian Communities: an introduction to the principles, practices and participants. Scarborough, ON: Nelson Canada.

This textbook on the practice of land use planning in Canada, aimed at university-level students, was designed by one of Canada's senior rural planning instructors. As a "guidebook" to the practice of planning, topics ranging from process, to participation, to the everyday mechanics of professional planning employment are discussed.

International Council for Local Environmental Initiatives (1994). *Community-Based Service Delivery - Quito, Ecuador*. Toronto, ON: International Council for Local Environmental Initiatives, Case study No.21.

The primary goals of both residents and the municipality in the Neighbourhood Recycling Program of Quito, Ecuador was to establish waste collection services in selected neighbourhoods of the City's low income areas. The municipality had the additional goals of establishing solid waste recycling services in these poorly serviced neighbourhoods and of using the issue of garbage collection as a way to build ties to these communities and to help strengthen neighbourhood organizations.

International Council for Local Environmental Initiatives (1994). *Education: Linz-Citizen Participation in the Siting of Waste Facilities*. Toronto, ON: International Council for Local Environmental Initiatives, Project Summary No.19 (website, <http://www.iclei.org/leicomm/lei-019.html>)

This report describes the Linz Citizen Participation Program. Through the initiative of the Linz city council, Austria, a public participation program was designed to collect input in the testing phase of a planned hazardous waste treatment plant. The participation program grew out of an overwhelming opposition to plans for a local hazardous waste incinerator. As a result of open discussion and input, an advisory board recommended to the city that the new technology was promising but further tests were needed before they should proceed. The report is available on the worldwide web.

Jenkins, J. and Sisk, D.E. (eds.) (1993). *Development by Consent. The Voluntary Supply of Public Goods and Services*. San Francisco, CA: Institute for Contemporary Studies.

This book is one of many published by the the Institute for Contemporary Studies Center for Self-Governance. As such, it reflects the Center's principles to dispel the myth of "market failure" and advance the ideas and practices of self-governance. The book is a critique against big government as the solution to market failure because, the authors argue, this results in encroachment by government on individual consent, and in "missed opportunities" resulting from the stifling of innovation. Case studies based on real life experiences from both developing and developed nations offer alternatives to centrally controlled distribution of goods and services. The authors argue that local institutions are held more accountable for their actions through citizen's feedback. Because the book was derived from the proceedings of a seminar series funded by the United States' Agency for International Development, chapters are presented in a seminar format and include a Comment and Discussion follow-up. Contributors include academics, consultants, and policy analysts. In Chapter 1, Sisk and Jenkins trace the expansion of government intervention in developed and developing nations and argue that market failures leading to government intervention are "more failures of understanding than of the markets themselves". In Chapter 2, Beito offers an historical look at past methods of local management in the private supply of infrastructure in the USA, and questions the discarding of these past methods. In Chapter 3, West and Ostrom examine the problems faced by local governments and community development associations in the consent and provision of local public goods and services within an African context. In Chapter 4, Jenkins and Bird focus on the unique circumstances of developing and financing goods and services to urban residents in developing countries which lead "From Fiscal Gap to Fiscal Trap", and offer suggestions for how to overcome this fiscal trap. In Chapter 5, Haarmeyer and Poole undertake a comparative examination of the private sector response to infrastructure deficiencies in the United States and Nigeria to identify barriers to private infrastructure provision. In the final chapter, Jenkins and Sisk reinforce the idea that "the greater the incorporation of citizen-consumers' consent in the provision of infrastructure and other services which they use, the greater will be the quality of that provision and/or the satisfaction of users".

Johnson, W.C. (1984). *Citizen Participation in Local Planning in the UK and USA: A Comparative Study*. Progress in Planning, 21, 149-221.

Johnson's paper is an examination of citizen participation in the planning processes of American and British urban communities. In the first section, the author presents the conceptual questions including: what is the "planning" in which citizens participate, who are the citizens, how can they participate, what are the different kinds of participation, and what are the participants' interests. This is followed up by a review and appraisal of some participation experiences including the legal processes and political opportunities that local authorities have made for citizen involvement, the responses by individuals and citizen groups to them, and the skills and resources that have been most conducive to success. The discussion then focuses on the impact of these efforts on the built environments and planning capacities of communities and the limitation of urban planning systems in the modern economy, and therefore of citizen participation effectiveness as well. Johnson concludes by suggesting how local communities can best take advantage of the potential advantages of citizen participation and minimize its liabilities.

Knight, N. (1991). Interest Groups: Understanding Their Role in Public Planning Processes in Canada. Vancouver, BC: UBC School of Community and Regional Planning, UBC Planning Papers Discussion Paper No.23.

This paper is an examination of the public planning process and the involvement of interest groups. Knight explores the basic characteristics of interest groups and the process of group formation, reviews how groups exercise power, and discusses theories in light of the Canadian planning environment.

Koziak, D. (1979). *Edmonton: Participation from the Top Down*. City Magazine, 4, 16-18.

This article is about manipulation of "citizen participation" by civic officials (with reference to City Council in Edmonton). The author sees "[c]itizen participation [as a] ... political promise that results in a bunch of meetings and conferences in which any form of participation that does not fit into the conference package mold can be brushed aside by the officials as an issue which has already been taken care of".

Kubiski, W.S. (1992). Citizen Participation in the '90s: Realities, Challenges and Opportunities. Winnipeg, MB: Institute of Urban Studies, Occasional Paper 30.

This paper evolved from a 1992 urban studies conference on Community Empowerment and Citizen Participation. Kubiski reviews definitions of community participation in a variety of contexts based upon the backdrop of citizen participation and planning in Winnipeg. Included is a pro-active assessment of challenges to collective responsibility and citizen activism in the 1990s.

Luther, J. (1990). *Participatory Design - Vision and Choice in Small Town Planning*. In Entrepreneurial and Sustainable Rural Communities, F.W. Dykeman (ed.), 33-56. Sackville, NB: Rural and Small Town Research and Studies Programme, Mount Allison University.

In this chapter, Luther provides a critical review of citizen participatory design. The author begins with the concept of conflict over visions and then explores questions including the meaning of participation, the meaning of development, and the tension between community developer and community planner. In addition, Luther explores differences between urban and rural places. The paper concludes with a model of the “participatory design process”, a more flexible framework than comparable community participation models.

Lyon, V. (1981). *Making Government Democratic: Learning from our Failures*. City Magazine, 5 (1), 109-118.

Lyon examines participatory democracy in Canada and its weaknesses. The discussion is based on case studies from Manitoba and British Columbia.

McClain, P.D. (ed.) (1993). Minority Group Influence - Agenda Setting, Formulation, and Public Policy. Westport, Connecticut and London, GB: Greenwood Press, Contributions in Political Science, #333.

This edited collection is focused on ethnic minority groups, drawing primarily upon the American experience with some international experiences derived from Great Britain. The book is organized into three sections, each concerned with minority group access to the agenda-setting process. The first section adopts an international perspective and examines the influence of non-whites on the British political agenda. The second section addresses four different policy areas and access of racial minorities to the American national policy arena. The final section provides a look at agenda-setting or policy initiatives of minorities at the State level. This book derives from the community power tradition of political science research.

McDonald, V. (1977). *Participation in the Canadian Context*. Queen's Quarterly, 84, 457-475.

This is a general critique of participation in Canada. McDonald's primary argument is that there is “little evidence of this concept [of participation] in the political culture, social structure, or political institutions”.

Renn, O., Webler, T., Rakel, H., Dienel, P., and Johnson, B. (1993). *Public participation in decision making: A three-step procedure*. Policy Sciences, 26, 189-214.

The authors of this article advocate a three-step model of public participation in political decision-making. This model is based on the belief that if stakeholders, experts, and citizens each contribute specific knowledge and expertise to the planning process, decision-making will be improved. This model has been applied successfully in West Germany but has only recently been tested in the United States. The first step in this model is the identification of objectives or goals. Step 2 is the identification and measurement of impacts of different decision options, and the final step is the evaluation of each option profile by randomly selected citizens in order to determine their preferences. Critics contend that the third step is vulnerable to community dynamics and strategic game playing, suggesting that participation models should be “custom-designed” for each community. The authors conclude that the model’s applicability is limited by certain drawbacks and limitations with “citizen panels”, however, it does offer a democratic alternative in the United States context.

Robbins, R.L. (1979). *Organizing for Involvement: Citizen Participation Groups in Great Lakes Decisions*. In Involvement and Environment, B. Saddler (ed.), 23-29. Edmonton, AB: The Environmental Council of Alberta.

The main issue addressed in this paper is how the use of methods, such as the “facilitated workshop technique” or task forces, can substantially improve the effectiveness of participation and the desire of citizens to take part in government action in the Great Lakes area.

Roberts, R. (1984). Resource Town Planning: A Strategy for Policy Development Based Communities. Vancouver, BC: UBC School of Community and Regional Planning, UBC Planning Papers, Studies in Northern Development No.1.

This report includes studies of Kitimat, Fort McMurray, Elkford, Sparwood and Leaf Rapids. It is based on interviews with government and community leaders, a household survey, and a series of community workshops. The purpose was to explore what people liked or disliked about their resource community.

Smith, D.M. and Blanc, M. (1997). *Grass-roots democracy and participation: a new analytical and practical approach*. Environment and Planning D: Society and Space, 15, 281-303.

This paper provides a “translation” of francophone theoretical perspectives on the analysis of social relations and the study of grassroots democracy. With an interest in contemporary democratic society, the authors critically review traditional notions of representative and participatory democracy. From this foundation, they critique some recent attempts to supplement these traditional concepts. The authors argue that such updating has been unsuccessful for two reasons: a relatively unsophisticated use of the term “participation”, and an underdeveloped account of the process by which democratic processes function. To this, the authors

add an account of the “transaction sociale” perspective. They offer this as an addition to the analysis of local democracy relations. Finally, they suggest a conceptual “smuggler” construct as one practical step towards increasing local political participation.

Smith, L.G. (1984). *Public Participation in Policy Making: the State-of-the-Art in Canada*. Geoforum, 15 (2), 253-259.

Smith critically reviews the current status of public participation in Canada. He begins by examining factors which have hindered meaningful public input, suggesting that in large part this input remains discretionary. Further, in many jurisdictions emphasis remains upon the operational level involvement of the lay public, with a public hearing as the final arbiter of public opinions. Smith argues that greater consideration needs to be given to public involvement at the normative and strategic levels of planning. He concludes by briefly exploring the implications for practice of “normative participation”.

Town of Banff (1989). Public Input Summary - Town of Banff General Municipal Plan (Draft). Ottawa, ON: Environment Canada.

In 1986, the Canadian Parks Service and the Banff Municipal Committee worked cooperatively to create a draft "Town of Banff General Municipal Plan" to guide land use and development in the area for the next fifteen to twenty years. The Plan was presented to the public for review in 1989. This report summarizes the public's comments to this draft plan which came out of a public consultation process involving a mailout of the draft plan with a response form to 1300 interested individuals and groups, as well as public open house and meeting sessions. Public responses were grouped into fourteen topic areas, each beginning with a summary of the way the public responded to specific policies, followed by a sample of the types of comments made by the public. The report also touches briefly on how public input will be used in the development of the final plan.

The Tug Hill Commission (1991). Managing Change: A Pilot Study in Rural Design and Planning. New York State: Tug Hill Commission.

The North Shore Design Project was initiated to help communities take an active role in managing their development. Four Tug Hill communities in New York State were involved in a two-phase process looking at rural design and community development. The first phase included a resource inventory and analysis to provide the base information for the study, while the second phase addressed the implementation of the vision developed in the first phase. The cornerstone of this project was public participation. The report reviews the design and planning process, and concludes with a brief case study illustration. In Section II, the discussion covers the mechanics of developing a data base for understanding community resources. In Section III, a number of tools and techniques which may help residents interpret the character and form of their community are reviewed. These tools can be used to evaluate alternative design scenarios in relation to the natural resource-based character areas. In Section IV, “Managing Change in

Private Spaces”, a number of methods for incorporating design issues into land use management are presented. Section V similarly looks at ways to “infuse design awareness into public projects”.

Organizing for Community Social and Economic Development

Abbott, J. (1995). *Community Participation and its Relationship to Community Development*. Community Development Journal, 30 (2), 158-168.

Abbott explores the relationship between community participation and community development. His central argument is that community development is actually a specific form of community participation, and that success is determined by two key interacting factors: the role of the state and the complexity of the decision making taking place at the core of the community participation process. Abbott develops support for this position through four subsections. The first begins with an analysis of the community participation literature. This is followed up with a discussion of the past failings of community development efforts. The third subsection identifies the elements present in successful community development projects. The final supporting subsection is a review of critical problems with the established view of community development.

Abucar, M. (1995). *The Canadian Experience of Community Development: The Case of Guysborough County*. Community Development Journal, 30 (4), 337-346.

This article is divided into two parts. The first of these sets the theoretical context by describing the community development approach in Canada, the concept, its objectives and how they are formed. The second is a case study of Guysborough community development programs from 1976 to 1979, with emphasis specifically on the Community Employment Strategy. The success of this strategy is attributed to two factors: 1) the coordination of government institutions and the involvement of community organizations at the policy level, 2) the coordination and the implementation of the programs.

Agriculture and Rural Restructuring Group (1993). The Structure, Theory and Practice of Partnerships in Rural Development. Brandon, MB: Rural Development Institute, Brandon University, ARRG National Rural Economics Seminar, May 27-79, Merrickville, Ontario, ARRG Working Papers Series, No. 5.

This is a collection of eight theoretical papers on the practice of partnerships in rural development. These partnerships range from collaboration between different groups within a specific community, multi-community collaboration, collaboration between different levels of government, and collaboration in the form of cooperatives. The first two articles in this collection use three case studies to review various aspects of how Community Futures' programs are attempting to draw a community into all facets of development. The third article is a theoretical discussion of why partnerships are necessary. The fourth article traces the problems arising during each phase of a “typical life cycle” of multi-community collaboration to demonstrate the development and functioning of partnerships between or among communities.

The fifth article provides examples of partnerships between aboriginal peoples and senior levels of government, showing discouraging results. The final three papers are concerned with various aspects of cooperatives as a strategy for promoting rural development, utilizing case studies from Atlantic Canada.

Baker, H.R. (1993). Restructuring Rural Communities, Part 1 - with special emphasis on multicommunity collaboration. Saskatoon, SK: University Extension Press Monograph Series, Extension Division, University of Saskatchewan.

Baker's primary premise is that individual small communities may be able to sustain themselves more effectively through the concept of "multicommunity collaboration". Through several communities interacting for mutual benefit, there can be a sharing or combining of leadership skills, tax revenues, political influence, etc., which may allow these communities to undertake relatively larger initiatives and development may become more sustainable. The purpose of his study is to review rural community development policies and practices in the United States, Europe, and several other countries, with particular emphasis on the concept of multicommunity collaboration as a rural restructuring strategy. Objectives of Baker's study include: 1) to develop a definition and classification of multi-community collaboration, 2) to examine the structure and process of creating, promoting, and sustaining multicommunity collaboration, 3) to determine guiding principles for success at the local level based on observed results, 4) to determine the degree to which prolonged collaboration has led to larger municipal or tertiary level government, and 5) to investigate the educational needs of leaders and the systems that support multicommunity collaboration. Baker argues that such initiatives can be successfully applied anywhere.

Barnes, T.J. and Hayter, R. (1994). *Economic Restructuring, Local Development and Resource Towns: Forest Communities in Coastal British Columbia*. Canadian Journal of Regional Science, 17 (3), 289-310.

In this paper, the authors track changes in the British Columbia forest products manufacturing industry. Using case studies from three communities on Vancouver Island (Chemainus, Youbou, and Port Alberni), the analysis looks at subsequent local community development responses to job losses in the forest industry. The paper also intertwines a detailed discussion of two very different theoretical approaches to local community development. The first approach emphasizes individuals and individual entrepreneurs in a type of "up by the bootstraps" local initiatives to community development. The second approach is based more on a structural analysis of the forces of capitalism with an emphasis upon firms, fixed capital, inputs and markets. Finally, the authors argue for a more open-ended framework for understanding local development in single industry towns, one which would take into account both structural forces across the industry as well as the initiatives of individuals. This linking of Marxist and humanist research offers a unique perspective on local development in resource towns.

Boswell, J. (1990). Community and the Economy: the theory of public co-operation. London, GB and New York, NY: Routledge.

This book adopts a political economy framework to an investigation of “community” in economic life. The terms “fraternity”, “associativeness”, and (civic or democratic) “participation” are used to flesh out this concept of community. The author begins by outlining the value of community, its background principles and main historical roots, then moves through historical and contemporary phenomena to offer an explanation for public co-operation in the economy. He concludes by suggesting some long-term implications for thinking about community, including structural change and new and improved institutions for interdependence, and by briefly assessing prospects for democratic communitarianism in the future.

Bruce, D. and Whitla, M. (1993). Community-Based Approaches to Rural Development - Principles and Practices. Sackville, N.B.: Rural and Small Town Research and Studies Programme, Department of Geography, Mount Allison University.

This edited volume contains 16 papers drawn from a 1991 conference titled “Innovative Rural Communities” held in Charlottetown, Prince Edward Island. Contributing authors include academic researchers, corporate executives, and practising planners. Examples are drawn from Canada, the United States, Australia, and Great Britain. There is further diversity in the types of rural communities examined including single-industry, agricultural, resort, and remote communities. The book is divided into four sections: Section 1, “Guideposts for Successful Community Development”, Section 2, “Strategies for Enhancing Community Development”, Section 3, “Responding to Community Economic Crisis”, and Section 4, “New Roles for Government in Community Development”.

Checkoway, B. (1995). *Six Strategies of Community Change*. Community Development Journal, 30 (1), 2-20.

Checkoway is interested in the general issue of community empowerment. He describes six strategies for community action or mobilization which he identifies as mass mobilization, social action, citizen participation, public advocacy, popular education, and local services development. The article is advocacy motivated and as such, it provides a useful reference guide to a wide range of community strategies.

Connell, J.P., Kubisch, A.C., Schorr, L.B., and Weiss, C.H. (eds.) (1995). New Approaches to Evaluating Community Initiatives: Concepts, Methods, and Contexts. Washington, DC: Roundtable on Comprehensive Community Initiatives for Children and Families, The Aspen Institute.

The idea of "comprehensive community initiatives" (CCIs) began in the late 1980s and early 1990s with the goal of promoting positive change in "individual, family, and community circumstances in disadvantaged neighborhoods by improving physical, economic, and social

conditions" from the "bottom up". These CCIs traditionally include elements of: expansion and improvement of social services and supports, health care, economic development, housing rehabilitation and/or construction, community planning and organizing, adult education, job training, school reform, and quality-of-life activities. The focus of this book is on the difficulties encountered in evaluating CCIs. The book begins by tracing the evolution of CCIs. The first substantive chapter places present day CCIs and the evaluation problems within an historical context by reviewing the experiences of several social, economic and community development initiatives in the United States. This is followed by two chapters focussing on evaluation problems which emerge as a result of the complex design of CCIs, offering suggestions for alternative approaches. Both of these chapters conclude that theory-based evaluation holds promise for CCIs. Chapters 5 and 6 address the methodological problems associated with CCI evaluation such as the absence of control groups or comparison communities, and measurement dilemmas. The book concludes by recommending new roles for CCI evaluators, roles that engage the evaluator in the initiative more than has traditionally been the case.

Cossey, K.M. (1990). Co-Operative Strategies for Sustainable Communities: Community-Based Development Organizations. Sackville, NB: Rural and Small Town Research and Studies Programme, Department of Geography, Mount Allison University.

This brief discussion paper is an examination of community-based development as a "new institutional form" of local cooperative decision making. Cossey opens with a general introduction to the issue of community economic development (CED), then reviews some examples of community cooperative pilot projects. The report then concludes with an identification and discussion of key characteristics of community development corporations and the policy implications and roles for "key stakeholders" in those corporations.

Craig, G. and Mayo, M. (eds.) (1995). Community Empowerment - A Reader in Participation and Development. London and New Jersey: Zed Books.

Case studies from both developed and developing countries are compiled in this edited volume to explore the meaning of "community participation" and "empowerment". Examples are drawn from Europe, the United States, Australia, South and Southeast Asia, Latin America and Africa. These papers demonstrate the potential of community mobilization and empowerment as well as the limitations.

Critchley, D. (1971). *Citizen Participation -- Opiate or Opportunity?*. Canadian Welfare, 47 (13), 13.

The contemporary literature quite often touts "participatory democracy" as a panacea for local community development problems. This article is a one page critique of participatory democracy. The author expresses his concerns about participatory democracy, particularly the

possibility that it can be used for manipulation of the many by the few. Participatory democracy requires interpersonal and problem-solving skills. Without these skills, citizens cannot participate effectively and may end up being disillusioned.

Dalby, S. and Mackenzie, F. (1997). *Reconceptualizing local community: environment, identity and threat*. AREA, 29 (2), 99-108.

In the face of economic development driven by “global economic forces”, communities have been reconceptualizing their sense of identity. In some cases, this may be expressed in organizing grassroots campaigns to resist developments on the grounds of protecting these communities from environmentally and culturally threatening "external" impositions. This paper looks at a theoretical framework which includes Foucault's notions of power and identity. This understanding of local versus external membership can be a fundamental tool for uniting fractious localities.

Decter, M.B. and Kowall, J.A. (1989). Yukon 2000: Comprehensive Planning for Diversification. Vancouver, BC: Westcoast Development Group, Economic Council of Canada Local Development Series, Local Development Paper #13.

The Yukon 2000 planning strategy is an example of an ambitious, comprehensive, and participatory community-based process aimed at diversifying the Yukon economy. Launched by the Yukon Government in 1986, it was conceived in response to the seriousness of the recession, which closed all three of Yukon's major mines, and in response to Yukon's concern over its dependence on imported goods. This study examines the strategy's progress to date and seeks to evaluate its applicability to other regional development situations. The study begins by outlining the Territory's historical background, and the origins and objectives of the Yukon 2000 endeavour. Chapter 3 goes on to evaluate its progress, while Chapter 4 details the project's policy in 17 economic sectors of the economy. Chapter 5 draws conclusions and lessons for regional development. Contributions of the project include: bridging the gap between the bureaucratic and economically oriented analytical approaches to planning and social development, the consensus-building style of the approach, and the involvement of the native community.

Fairbairn, B., Bold, J., Fulton, M., Hammond Ketilson, L. and Ish, D. (1991). Co-operatives & Community Development - Economics in Social Perspective. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

The context for this book is the need for community development in Saskatchewan. However, while most examples are drawn from Saskatchewan, issues raised are broader and applicable to other locations. The authors apply a co-operative approach to the solution of community decline, arguing that co-operatives are responsible to local members and are thus “ideal institutions” for the community response to globalization as a means of promoting

community development and community sustainability. The authors define co-operatives and their organizational structure, illustrate a model of co-operative community development, and contrast this model with individualistic approaches to community development. While individualistic approaches are often seen as favouring the goals of individuals over those of the community, co-operatives, by their nature, are tied more formally to the community and are seen as articulating the needs and interests of the community.

Fisher, R. (1994). Let the People Decide: Neighborhood Organizing in America (updated edition). New York, NY and Don Mills, ON: Twayne Publishers, Macmillan Publishing Company and Maxwell Macmillan Canada, Inc.

This book presents a primarily urban American focus to contemporary community organizing with respect to social change. A central theme of the book is that neighbourhood citizen movements must be interpreted against the prevailing context of national political and economic developments. With this in mind, this book is an historical examination of neighbourhood organizing. The study divides the past century into six periods, each corresponding with shifts the author suggests occurred in both national political economy and resultant changes in the motivations and methods of community organizing. Each of these temporal sub-sections begins with a general introduction to the political economy of the era, followed by case studies which are supposed to highlight “prominent or significant neighbourhood organizing projects of the time”. The book breaks the history of neighbourhood organizing into three dominant and distinct approaches: social work, political activism, and neighbourhood maintenance.

Flora, J.L., Flora, C.B., and Houdek, E. (1992). Rural Communities - Legacy & Change. (Study Guide) Boulder, San Francisco, Oxford: Westview Press.

The authors have designed this as an active-learning telecourse (which includes 12 one hour programs and additional one-hour video discussion with the course design team, a textbook on rural communities, and a study guide) aimed at helping students to understand problems confronting communities and how to deal with them without sacrificing “community identity”. As a course, this program comes complete with contact with an instructor, assignments, a list of readings, definition of key concepts, and self-help questions at the end of each chapter. The book is divided into four parts: “Describing Rural Communities”, “Community and the Economy”, “Mediating Change: Community Infrastructure, Community Power and Grassroots Change”, and the final part in which the authors examine three models (self-help, technical assistance, and conflict) for generating community change. Together the four parts examine the process of community development and transition.

Galaway, B. and Hudson, J. (eds.) (1994). Community Economic Development - Perspectives on Research and Policy. Toronto, ON: Thompson Educational Publishing, Inc.

This book is not a “how-to” manual, but rather a broad discussion of theory related to the current state of Community Economic Development (CED) knowledge. As such, it will have applicability to a wide audience of practitioners, decision-makers, researchers and students. An international collection of researchers and decision-makers have contributed 26 individual chapters which are organized in the book into seven parts. The first of these, “Overviews of Community Economic Development”, assesses the current state of CED within an international context of both developing and developed countries. In parts two through six, the scope and characteristics of CED, environments conducive to effective CED, evaluation of CED, partnerships for CED, and urgent and specific needs of CED, are explored within the context of Canada alone. Four common themes recur throughout the book. The first is that there are, or potentially are, links between the economic and social objectives of CED. Second, that CED by definition occurs at the local community level. Third, that CED involves the active participation of citizens, with special effort to include those traditionally disadvantaged. And fourth, that CED activities require partnerships. The final section provides a research agenda for the future.

Hilts, S. and Mitchell, P. (1993). *Bucking the Free Market Economy - Using Land Trusts for Conservation and Community-Building*. Alternatives, 19 (3), 16-23.

Land trusts, defined by the authors as a form of organization where “common values can be protected and enhanced through positive community action”, are examined in a Canadian context with a view to finding out why this form of organization has not been strong here. Issues such as the techniques involved in forming land trusts, the types of land trusts, and the limitations and barriers of land trusts are explored.

Hodge, G. (1988). *Canada*. In Policies and Plans for Rural People - An international perspective, P.J. Cloke (ed.), 166-191. London, GB: Unwin Hyman.

Hodge’s chapter on Canada is one in a series of case studies in this edited volume which attempt to evaluate past and present policies for rural people. While most papers focus on rural planning from a government perspective, Hodge examines, albeit in a general way, community-based rural planning. He identifies four broad categories in which rural people in Canada are successfully dealing with their own problems through the application of planned approaches and community involvement. These categories are: 1) local economic development, 2) delivering social services, 3) mobilizing rural resources, and 4) rural regional planning. Examples of successes are provided for each category. His chapter concludes with a discussion of why rural communities have persisted in Canada.

Lamoureux, H., Mayer, R. and Panet-Raymond, J. (1989). Community Action. Montreal, QB: Black Rose Books.

This book is based on two decades of organizing experience in Quebec from the Quiet Revolution to the 1980s. It presents a series of case studies which also highlight different ways of organizing. The case studies illustrate the significance of "community" in the life of people in Quebec, with a focus on the relationship of community work, with the labour movement, and with political action. The book provides many practical examples of strategy and tactics. The authors stress the potential of community organization as a key element in political education. The book is organized into four parts. The first provides an overview of the historical evolution of community organization in Quebec, and the factors which gave community organization in Quebec its unique character. Two preconditions for any organizing effort are doing research and understanding the community. Parts Two and Three deal with these preconditions. Part Two emphasizes specifically the importance of research for community organization, while Part Three discusses the steps involved in mobilizing a group to action. In the final part, the internal functioning of groups is explored, including the importance of an equal distribution of tasks and training to promote democracy and prevent "burn out", the need for solidarity and self-criticism, facilitation techniques, meeting structures, and funding issues.

Ley, D. (ed.)(1974). Community Participation and the Spatial Order of the City. Vancouver, BC: BC Geographical Series, No. 19, Tantalus Research Limited.

This edited volume contains essays exploring aspects of public participation in metropolitan Vancouver. A variety of case studies touch upon land use and social planning debates. At a general level, many of these case studies can inform public participation and community organization research.

Logan, J.R. and Rabrenovic, G. (1990). *Neighborhood Associations: Their Issues, Their Allies, and Their Opponents*. Urban Affairs Quarterly, 26 (1), 68-94.

This study is based on 1986 survey research of neighbourhood associations in New York's Capital District. Logan and Rabrenovic examine neighbourhood associations as local political actors; how and why these associations come into being, what issues become the focus of their attention, and how they understand the political context in which they act. Results challenge the "growth machine" model which revolves around the assumptions that the pursuit of ever more intensive growth is the central issue in local politics, and that individual residents are relatively helpless against a powerful alliance of business and real estate developers. Conclusions drawn from the study revealed that while growth issues were shown to frequently be prominent in the initial establishment of neighbourhood associations, in many cases they were joined or supplanted by other issues, and local government was perceived as often as an ally as an opponent.

Maser, C. (1997). Sustainable Community Development: Principles and Concepts. Delray Beach, Florida: St. Lucie Press.

In this book, Maser explores various aspects of sustainability within the context of community development. To begin, Maser does not interpret community development as meaning simply continued physical and economic growth. Rather, sustainable development is “an ongoing, locally directed community process”. The book includes an introduction to the theoretical context - what is sustainable development and why should we be concerned with it. It then provides a discussion of sustainable development within the context of communities, with particular emphasis on the role of community participation in sustainable development. Finally, Maser examines the importance of communities' shift in focus towards sustainability.

Meeker-Lowry, S. (ed.) (1995). Invested in the Common Good. Philadelphia: New Society Publishers.

This book is an eclectic collection of case studies, contacts, resources, and suggestions about how to invest money, time and skills to create “vibrant, homegrown economies” rooted in the values of community, humanity and ecological stability. It is an activist oriented book which emphasizes economics that is community-based and promotes long-term sustainability as an alternative to the economic domination by corporate capitalism. The book outlines strategies for how to break the corporate grip on local economies through the use of boycotts, shareholder actions, challenging corporate charters and direct actions, and suggests the need for supporting and creating alternatives to “business as usual” through such options as land trusts, community supported agriculture, and First Nations' development projects.

Minore, J.B. and Nelson, C.H. (1990). Someday Country: A Study of Empowerment and Political Efficacy in a Northern Ontario Town. Thunder Bay, ON: Lakehead Centre for Northern Studies Research Report No.21.

A subset of survey data from 318 adults in Geraldton, Ontario, derived from a larger survey of three northern communities in Ontario, forms the empirical basis for this examination of one aspect of community empowerment, *political efficacy*. The paper begins with a discussion of political efficacy as a form of community empowerment. An attempt is then made to identify factors which both encourage and limit residents' involvement in their community's development. While the authors report their research findings under the general categories of community empowerment, who is in control, local participation, existing infrastructure, action and satisfaction, it is unclear at times the variables which are used in order to construct these results. This makes it difficult to repeat this kind of investigation in other places.

Mondros, J.B. and Wilson, S.M. (1994). Organizing for Power and Empowerment. New York, NY and Chichester, West Sussex: Columbia University Press.

This book is developed out of a social work background and focuses on the processes and outcomes of community organizing. It is about social action organizations and the way ordinary citizens can build such organizations in an attempt to gain power and bring about change in local policies and programs. As such, the book is aimed at social worker administrators, practitioners, and educators. The authors use case study materials from 42 different examples to illustrate how different constituencies have experienced community empowerment. They also use these case studies to illustrate how members organized to gain power and bring about change in policies and programs. There are ten chapters that look at assumptions and definitions that shape the authors' views of organizing as exercising power, look at the organizers, leaders, and members that comprise the organizations, and look at the organizations themselves and how strategies are developed. In the final chapter, the authors discuss some current models to organizing.

Moore, A.B. and Brooks, R. (1996). Transforming Your Community - Empowering for Change. Malabar, FL: Krieger Publishing Company.

Moore and Brooks design a framework for enhancing local community economic development based on a "bottom-up action learning/action planning" approach to community economic development (CED). The book is a compilation of innovative community economic development programs from across the United States. Each chapter includes community examples of particular strategies, as well as "tips for getting started". The book begins with an identification of the concepts related to community economic development. Case examples of strategies are then categorized under a variety of themes including: how communities can get started with CED, regulations which may have an impact on proposed change and development, tourism and recreation as bases for revitalization, business retention efforts and job creation strategies, how to fund development, nontraditional and special marketing approaches to CED, increasing resource capacity and building networks, and future orientation.

Reynolds, B.P. (1974). Citizen Participation in Canada. Ottawa, ON: Library of Parliament Research Branch.

In this report, Reynolds summarizes some of the general literature on community development and citizen participation. He reviews some of the "positive attributes" of citizen participation as well as some barriers, and then examines briefly the British Columbia proposal to encourage citizen participation in social services through the establishment of regional and community resource boards.

Seabrook, J. (1984). The idea of neighbourhood - What local politics should be about. London and Sydney: Pluto Press.

In this book, Seabrook discusses community organization initiatives in 1970s England from the viewpoint of a neighbourhood activist. Rather than falling back on statistical, political, or quantitative criteria for definitions of community and of neighbourhood, Seabrook applies a more basic observation that “people always know where their own neighbourhood ceases”. While much of the book is rather “England-centric” with a discussion of a range of government initiatives, there is a good deal of reflection which can inform local community groups with respect to the potential of community and neighbourhood level organization for the provision of some basic needs.

Seymoar, N-K. and Ponce de León, J. (ed.) (1997). Creating Common Unity: Models of Self Empowerment. 50 Award Winning Communities. New York, NY: Friends of the United Nations.

This book provides a description of the award winning communities from the *We the Peoples: 50 Communities Awards* programme initiated by the Friends of the United Nations in 1992. These communities demonstrated citizen initiative examples of success in three theme areas: Common Security, Common Development, and Common Rights and Responsibilities. The emphasis was to identify “models that provide the foundation for creating just, inclusive and sustainable communities, rooted in place and capable of co-operation with one another”. While communities ranged in size from small groups to small villages, included a wide spectrum of individuals and groups, and were geographically dispersed from the Arctic to Australia, in both developed and developing countries, the majority of the prize winning communities were economically poor and came from third world countries. Each subsection under the three themes concludes with a discussion of lessons to be learned from the winning communities under that sub-section. The book concludes by synthesizing the lessons learned from these communities, by describing the characteristics of successful communities, and presenting a conceptual framework for understanding the cyclical progression of self empowerment.

Shaffer, C.R. and Anundsen, K. (1993). Creating Community Anywhere: Finding Support and Connection in a Fragmented World. New York, NY: Putnam Publishing Group.

The authors offer this book as something akin to a “guidebook”, providing illustrations and examples on how to develop and nurture community participation and involvement. They begin by describing some of the challenges to developing intensive community attachment and move through a variety of examples. These examples include the mundane (creating community among family and friends), through to more complex situations (visionary residential communities). By arguing that the easiest way to begin is at the local, small, scale the authors offer a range of suggestions and techniques by which to develop working relationships and strengthen community bonds. They clearly see this “bottom up” community development as playing a significant role in assisting individuals and places in coping with contemporary change.

Shragge, E. (ed.). Community Economic Development - In Search of Empowerment. Montreal/New York/London: Black Rose Books.

This book is a collection of essays revolving around the themes of Community Economic Development (CED) programme implementation of CED objectives. The eight substantive chapters are written by authors who have personal experiences with CED practices, who envisage CED as being not only a means of local economic development but also a means for community empowerment. The case studies are taken mainly from Quebec and link local economic development to a process of social change. A common theme in these papers is the role of the "State" as an adversary to CED efforts.

Singh, N. and Titi, V. (eds.) (1995). Empowerment: Towards Sustainable Development. Winnipeg, MB: International Institute for Sustainable Development.

The International Institute for Sustainable Development is a non-profit corporation with a mission to promote the "concept and practice of development which integrates the needs of people, the economy, and the environment in decision-making". This publication came from a workshop on the conceptual and practical usefulness of empowerment as a tool for alleviating poverty and initiating sustainable development. The book is organized into five parts, of which the first four each explore a major theme of the workshop. The first part provides an overview of concepts, methods and challenges of empowerment. The second part highlights the potential for change through institutional means. Part Three examines education as a means of empowerment. The fourth part analyses several strategies undertaken to support sustainable development goals. The final part attempts to organize the diverse issues raised by highlighting underlying principles such as accountability and democracy. While the book adopts a primarily Third World orientation, it does have applicability in developed countries where people may feel powerless to affect change.

Smith, R.L. (1984). *Creating Neighborhood Identity Through Citizen Activism*. Urban Geography, 5 (1), 49-70.

A good deal of community activism is driven by, and directed to, issues relevant to local government. On this basis, citizen activism is often rooted in neighbourhoods. This spatial orientation is grounded most often in concerns over property, property values, and community safety. Smith presents a case study of one neighbourhood's citizen activism. Among the research findings is that activism, the process of uniting around a common issue, worked to create a broader neighbourhood identity. The importance of this neighbourhood identity is that it sets the community in a better position to deal with future issues or problems as they may arise.

Stoecker, R. (1994). Defending Community: The Struggle for Alternative Redevelopment in Cedar Riverside. Philadelphia, PA: Temple University.

This book is an historical case study of Cedar-Riverside, a neighbourhood in Minneapolis located on prime real estate land adjacent to the university and near the Mississippi River. The neighbourhood was able to organize to not only prevent the implementation of a “top down” urban renewal plan that slated the neighbourhood for total demolition and replacement with a massive high-rise development, but to also then implement their own community controlled redevelopment. The theoretical basis of the book is grounded in an integration of two research areas: the new urban sociology with its emphasis on the role of powerful economic actors and structures in urban dynamics, and the sociology of social movements with its concern for inequality in the city. As an historical case study, the author traces the evolution of community based social action from successful resistance to a new role.

Stohr, W.B. and Taylor, D.R.F. (eds.) (1981). Development from Above or Below? The Dialectics of Regional Planning in Developing Countries. Chichester, New York, Brisbane and Toronto: John Wiley and Sons.

Development from “above” is rooted in neoclassical economic theory and emphasizes “trickle down” effects of policies. This type of development has dominated spatial planning theory and practice. Development from “below”, on the other hand, has more recent roots and requires that development policies be “basic-needs” oriented and motivated and initially controlled from the bottom. This collection of 18 papers considers development from above or below within a Third World context. The book is organized into three parts. Part I includes five chapters which examine the theoretical bases of development “from above” and “from below”. Part II provides a series of case studies drawn from Asia, Africa, and Latin America. The twelve chapters examine how selected countries, both capitalist and socialist, have used the different mixes of development and how effective they have been in reducing poverty. The final part consists of a single paper in which the two editors attempt to synthesize case study findings and draw conclusions about reasons for the effectiveness or ineffectiveness of the various development strategies.

Stoutland, S.E. (1997). Neither Urban Jungle Nor Urban Village: Women, Families, and Community Development. New York and London: Garland Publishing, Inc.

Suggesting that the key to healthy, viable communities is through building collective groups and informal networks, Stoutland explores the underlying conditions that shape residents' participation in formal collective activities. The study is grounded in an examination of five women tenants living in subsidized apartments owned and managed by a Community Development Corporation. Findings reveal that residents had multiple motivations for participating in civic activities which were connected to their strategies for coping with poverty. As well, there was generally a low level of trust in the neighbourhood which presents challenges to building an organization with active resident participation. The author concludes by arguing

that policy and practice needs to address both local economic and social conditions, that support for an array of programs that take into account the multiple motivations of residents for participating is needed, and that community-based organizations should be assessed on both their concrete accomplishments and their ability to strengthen and enlarge residents' networks.

Warner, E. (1979). *Grassroots Organizing in Boom Towns*. In Boom Towns and Human Services, J.A. Davenport and J. Davenport (eds.), 91-100. Laramie, Wyoming: University of Wyoming, Department of Social Work.

Based on the author's experiences in the Intermountain West region (Montana, Wyoming, Colorado and Utah), Warner examines the role of grassroots organizing in towns which have experienced the impacts of rapid growth brought about by natural resource development and comments on reasons for the lack of widespread organizing efforts in this region. He identifies four obstacles to organizing: 1) the lack of a significant history of grassroots organizing, 2) a prevailing attitude of taking the "bad with the good", 3) the lack of available funding resources to support grassroots organizing, and 4) the size and scope of decisions in rapidly changing boom towns. The author concludes with a brief discussion on the elements required for effective organization. These elements emphasize the role of the organizer and include: 1) time, 2) understanding and appreciation of community values, 3) building awareness or consciousness of people in the group, and 4) allowing the group to control its direction.

Wharf, B. and Clague, M. (eds.) (1997). Community Organizing: Canadian Experiences. Toronto, New York, Oxford: Oxford University Press.

The objectives of this book are to trace the history of community development in Canada from its early days to the present, and to determine if there have been any lasting legacies of the varied experiences portrayed. While the book aims to provide a description and analysis of four decades of community development, it does not portray a full account of community development activities in all provinces. There are 15 chapters organized into four sections. The first section looks at community development in Quebec and anglophone Canada from an historical perspective, with some chapters examining current community development activities in Quebec and British Columbia. The second section includes four chapters on community development initiatives tackling the issue of unemployment. Three of these chapters are case studies of federal government sponsored community development initiatives, while the fourth is a bottom-up approach. The third section considers social movements such as First Nations groups, feminists, environmentalists, and poverty movements, as examples of development and change. The final section consists of two papers, one looking at "who" participates in community development activities and one that synthesizes lessons and legacies of preceding chapters.

The World Bank Participation Sourcebook, (website, <http://www.worldbank.org/html/edi/sourcebook/sbhome.htm>)

This sourcebook is organized into four substantive chapters. The first of these brings together the key themes and common elements of participation, particularly the concept of participatory development. Chapter II is a compilation of World Bank supported participatory approach initiatives. The case studies highlight the context-specific and multidimensional nature of participation. Chapter III identifies a range of steps and procedures involved in participatory planning and decision making. Topics covered include the identification of stakeholders and how to involve them. The final chapter focuses specifically on the poor and the barriers they face to participation. It presents approaches to strengthening the financial and organizational capacities of the poor, and discusses ways to create an enabling environment for the participation of all stakeholders.

Participation in Environmental Protection and Conservation

Bowes, R. (1989). *Heritage and Economy at the Local Level. "Building Public Participation in Sustainable Development"*. In *Heritage Conservation and Sustainable Development Conference*, J.G. Nelson and S. Woodley (eds.), 147-156. Waterloo, ON: Heritage Resources Centre, University of Waterloo.

Bowes' paper is one in a collection of conference proceedings exploring the connection between heritage preservation and sustainable development. Bowes argues for the need to change attitudes with respect to sustainable development, and that this can be attained through development of grassroots processes which would require broad public participation. He suggests characteristics of such processes and some of the trends they will need to build on, and provides some examples of these processes. He also argues that in order to make sustainable development more than a just buzzword, legitimate concerns over various functional constraints must be balanced with positive initiatives to integrate environment and the economy.

Cable S. and Cable C. (1995). *Environmental Problems/Grassroots Solutions: The Politics of Grassroots Environmental Conflict*. New York, NY: St. Martin's Press.

Designed as a textbook targeted at undergraduates for a sociology course on environmental issues, this book was written in an attempt to fill the gap in the literature on the sociological aspects of environmental problems. The authors emphasize the multidisciplinary of environmental issues, arguing that environmental problems are not merely technical but social as well. The focus of the book is on grassroots organizations'; their attempts to find solutions to environmental problems, and their accomplishments and impacts. Issues addressed include the role of sociologists in environmental issues, the political economy view of environmental issues,

the connection between the state and business in promoting economic growth, and the beginnings of grassroots organizations and their quest for broader environmental justice. The book concludes with a listing of existing environmental organizations and selected readings.

Craig, D.G. (1983). Citizen Participation in Environmental Decision-making. Downsview, ON: York University, L.L.M. Thesis.

In this dissertation, Craig examines the role of citizen participation in environmental policy decisions. The focus of the work is to place citizen participation within the context of social and political theories. The environmental policy-making task is identified as being “a choice in resolving policy issues. The polycentric nature of these issues requires an approach which can consider the multidimensional aspects of environmental decisions”.

Estrin, D. (1979). *The Public is Still Voiceless: Some Negative Aspects of Public Hearings*. In Involvement and Environment, B. Saddler (ed.), 81-87. Edmonton, AB: The Environmental Council of Alberta.

Public hearings are a well established mechanism for providing social input into environmental decision making. In this paper, Estrin offers a negative assessment of public hearings arguing that, in many respects, the public is perhaps no further ahead since the voice of the public is almost always muted in these public inquiries. The author discusses some of the reasons for this apparent paradox.

Finney, C. and Polk, R.E. (1995). *Developing Stakeholder Understanding, Technical Capability, and Responsibility: the Bedford Harbor Superfund Forum*. Environmental Impact Assessment Review, 15, 517-541.

This article provides a case study examination of a public participation process to select a method of cleaning up a major underwater polychlorinated biphenals (PCB) dump in the community of New Bedford, Massachusetts. The authors begin by briefly reviewing earlier, but failed, attempts at public participation. They then examine current efforts through the Harbor Superfund Forum. Summizing that the first efforts failed because of a lack of education on the topic, the Forum sought to instill technical understanding and capacity with community residents. The hope was to increase the likelihood of the community accepting the forum's recommendation. The authors conclude that the technical merits of a remedy are only one element of a community's willingness to accept that remedy. More important is the community's perception of the forum process, “its legitimacy and its ability to communicate and justify a proposed remedy”.

Gardner, J.E. (1990). Pressure Group Politics and the Campaign to Protect South Moresby Island. Vancouver, BC: School of Community and Regional Planning, University of British Columbia, Discussion Paper #22.

This document summarizes a range of general issues connected with “pressure group politics”. Sub-themes covered include mobilization of public attitudes, pressure within the policy community, and the dynamics of conflict or pressure. These issues and themes are reviewed within the context of the campaign to protect South Moresby/Gwaii Haanas on the Queen Charlotte Islands. A chronology of key events in the 1974 to 1989 period is included as an appendix to the case study.

Gould, K.A. (1991). *The Sweet Smell of Money: Economic Dependency and Local Environmental Political Mobilization*. Society and Natural Resources, 4, 133-150.

One of the central issues in community debate over local environmental issues is that between “jobs or the environment”. It has been recognized for a considerable period of time that the more a community is dependent upon a particular industry, the less likely civic leaders and the broad population are to object to certain pollution or environmental practices. Gould argues that in economically peripheral regions, the ability of an industry to limit or “control” negative reaction to industrial practices is increased. Using evidence from six toxic waste contamination sites from Canada and the United States, the author argues that economic decline increases local resistance to environmental protection practices. It is only after a sustained economic crash or downturn that local industrial “control” may diminish.

Hurtubise, F.G. and Connelly, R.G. (1979). Public Participation in the Canadian Environmental Assessment and Review Process. Ottawa, ON: Federal Environmental Assessment Review Office, Occasional Paper no. 2.

This paper uses four case studies to evaluate public participation in the Canadian Environmental Assessment and Review Process. The case studies involve a uranium hexafluoride refinery in Ontario, hydrocarbon exploration in the Arctic, a port expansion near Vancouver, and the Shakwak Highway Project. These examples show varying degrees of success for public participation in forcing changes to development proposals.

International Council for Local Environmental Initiatives (1993). *Community-Based Environmental Management - New York City, USA*. Toronto, ON: International Council for Local Environmental Initiatives, Case study No.14.

Recent international declarations of local governments and United Nations agreements, including Agenda 21, established the fundamental management principle of open access to environmental information. The Greenpoint/Williamsburg Environmental Benefits Program is at the forefront in applying this principle of openness. The overall goal is to improve environmental

quality and public health by increasing community access to environmental information as well as community participation in environmental decision making. Specifically, the program assists the community in assessing the nature of local pollution problems, facilitating community awareness and participation in the decision making process, and creating opportunities to draw on local concerns and resources to define solutions.

International Council for Local Environmental Initiatives (1993). *Environmental Management - Ottawa, Canada*. Toronto, ON: International Council for Local Environmental Initiatives, Case study No.10.

The Environmental Conservation and Management Strategy was created to establish operational procedures and planning processes that will permit the City of Ottawa to make environmental factors a primary consideration in all municipal activities. The Strategy also has the goal of involving all relevant departments, sectors, and community representatives in the design and creation of environmental projects and policies.

International Council for Local Environmental Initiatives (1992). *Waste Water Management - Stockholm, Sweden*. Toronto, ON: International Council for Local Environmental Initiatives, Case study No.9.

The goal of this local environmental initiative is to reduce the entry of hazardous substances into the sewer system by instituting a mixture of pollution source reduction strategies and enforceable standards for waste water discharges. These measures are taken to ensure that treated waste water is harmless to the receiving waters of the Stockholm archipelago and the Baltic Sea. The program also aims to promote wastewater reuse and recycling technologies by assuring that treated and purified waste water sludge can be safely reused as fertilizer in agriculture.

Lerner, S. (ed.) (1993). *Environmental Stewardship - Studies in Active Earthkeeping*. Waterloo, ON: Department of Geography Publication Series, No. 39, University of Waterloo.

This book explores grassroots level earth stewardship primarily from the Canadian perspective. The book is organized into four parts. The first part is a theoretical examination of the concept of environmental stewardship. The second part describes the outcome of surveys of four stewardship groups in Canada and examines the nature of their activities, their perceptions of relations with government and other environmental groups, and their resources and resource needs. Part Three examines 15 case studies of stewardship groups' experiences to determine what makes stewardship programs successful. The final part synthesizes the patterns revealed by these case studies and surveys to summarize why stewardship groups form, their values, goals and strategies, stages of group evolution, why members join and stay involved, and the effectiveness of stewardship groups.

Meredith, T.C. (1997). *Making Knowledge Powerful: Mexican village project uses environmental information technologies to strengthen community voices in biodiversity conservation*. Alternatives Journal, 23 (4), 28-34.

This paper addresses the common difficulties which rural communities face when they seek to challenge more powerful industrial or urban based development concerns. Using the example of a Mexican village along the urban fringe of Mexico City, the author argues for the importance of information in strengthening community involvement in debate. Specifically, the author focuses upon environmental information technologies (issues about sustainability, biodiversity, conservation, etc.) which can strengthen community voices. The general issue of information, and access to information, is a difficult one for rural communities, and the use of complex scientific information and geographic information systems (GIS) by this rural Mexican village highlight the potential use and value of expanded use and employment of information and information technology.

Murphy, A.K. and Greer-Wooten, B. (1991). *Community Conflict in Nuclear Fuel Waste Management: The Case of Atikokan, Northwestern Ontario*. In Social Relations in Resource Hinterlands, T.W. Dunk (ed.), 46-69. Thunder Bay, ON: Lakehead University, Centre for Northern Studies, Northern and Regional Studies Series, vol. 1.

Murphy and Greer-Wooten analyze conflict in Atikokan over a proposal to establish a nuclear waste disposal site near the community. Their chapter focuses on various approaches used to understand the dynamics of local conflicts, especially the way groups form and present their interests. The authors begin by setting the historical context for the creation of a Citizen's Committee in Atikokan. They then examine the stages of the life cycle of this committee to determine its strengths and weaknesses.

Pendall, R. (1998). *Problems and Prospects in Local Environmental Assessment: Lessons from the United States*. Journal of Environmental Planning and Management, 41 (1), 5-24.

In this paper, the author reviews the legal and process background behind environmental assessment in a number of US states. Based on this review, three "issue areas" for local environmental assessment practice are offered. The first involves making an overt link between environmental assessment and comprehensive land use planning. The second involves the identification of "threshold determinants", that is, markers of significance. The third issue area involves the dynamic tension between process and public involvement. One of the central arguments the author makes is that there must be greater procedural consistency in environmental assessment processes. This can, he argues, be assisted by developing regularized responses to common situations which arise across the three issue areas.

Richardson, M., Sherman, J., and Gismondi, M. (1993). Winning Back the Words - Confronting Experts in an Environmental Public Hearing. Toronto, ON: Garamond Press.

This is an important book which addresses a problematic aspect of public consultation: the discourse which occurs at public interaction events. The authors open by discussing the context of the power and information gaps which are so prevalent at public consultation hearings. They then work towards developing ways for people to interact more effectively in that forum.

Rickwood, R.R. and Tillack, T. (1976). The Role of Citizen Participation in Alberta Petrochemical Policy-making: The Case of Fertilizer. Lethbridge and Calgary, AB: University of Lethbridge and University of Calgary.

Rickwood and Tillack review the strengths and weaknesses of the petrochemical policy-making process in Alberta, with a specific focus on the development of fertilizer plants. They conclude that "considerable conflict could be avoided" if public hearings had been more responsive to public opinion and if the public had been consulted in the initial planning stages.

Rousseau, F.P. (1991). Forging Partnerships for Conservation: The Brier Island Experience. Halifax, NS: Oceans Institute of Canada.

Recent studies have indicated that recreational or aesthetic use areas are sometimes imposed on rural areas and communities by external groups or agencies. Such externally imposed land use designations are often the cause of local land-use conflicts. Rousseau argues that if rural conservation projects are to be viable, conservation policies need to fit local circumstances and this can best be accomplished through a partnership between these external agencies and the local residents. This book is based on a study which evaluates an experiment to promote local participation in a protected area conservation initiative on Brier Island, Nova Scotia. Three perspectives are used to evaluate the experience: 1) as a study of a changing rural resource use, 2) as a case study of a small temperate island resource experience, and 3) as a potential site for involving the local community in decision-making. Chapter 2 explores the theoretical basis for the distinction between rural and urban environmental values, with the latter part of the chapter looking at examples in which external conservation agencies have been involved in rural communities. Chapter 3 explores the concept of 'islandness' which provides characteristics distinct from the mainland. This distinction is manifested in that land is used in an almost communal manner, and that it provides a sense of independence to the islanders. Chapter 4 details the geographical, historical, and ecological background of the study area. Chapter 5 discusses several different resource management proposals which had been suggested for the study area, including the response of a range of groups interested in protecting the island's biodiversity. Chapter 6 summarizes recent Nature Conservancy of Canada participation in conservation activity. Chapter 7 is a summary discussion reflecting on the case study.

Saddler, B. (1978). Canadian Conference on Public Participation: Banff, Alberta (1977), Banff, AB: Environmental Council of Alberta.

This report evolved from a workshop held in Banff, Alberta which dealt with some of the practical issues in developing public participation in environmental decision making. The basic objective of the workshop was to review ways for improving the effectiveness of citizen involvement. Among the questions considered were: under what circumstances should participation take place, who should be involved, and how should their input be taken into account in decision making.

Schultz, L., Serafin, R., and Nelson, J.G. (eds.) (1991). Environmental Assessment and Heritage in Ontario. Waterloo, ON: Heritage Resources Centre, University of Waterloo, Occasional Paper No. 19.

These are proceedings of a workshop held in Waterloo in a series of regional workshops exploring the links between heritage and environmental assessment and how those links might be enhanced in Ontario. After an overview paper which links heritage and the environment, the book reviews a series of brief panel presentations on the social built and natural environment. Each of these presentations explores how heritage can fit into the technical realm of Environmental Assessment (EA) and problems that may arise by incorporating these values into EA. Discussions revealed common concerns with respect to community empowerment in the environmental assessment process and disenchantment with the adequacy of the process in protecting heritage. The need to incorporate natural and cultural heritage into planning and assessment activities was emphasized.

Shrubsole, D. (1992). *The Grand River Conservation Commission: History, Activities, and Implications for Water Management*. The Canadian Geographer, 36 (3), 221-235.

The Grand River Conservation Commission has contributed much to the understanding of water management in Canada. Shrubsole begins by examining the evolution and organization of the Commission, then analyzing its strengths and weaknesses. Local initiative, provincial-municipal partnership, a watershed-centred perspective, and collaboration among public agencies are considered positive attributes of the Commission. Weaknesses include the absence of a basin-wide administration, and the confined nature of the financial arrangements.

Sinclair, J. and Dorfman, M.L. (1994). A Survey of the Role of Environmental Advisory Groups in Local Eco Decision-Making. Winnipeg, MB: Institute of Urban Studies, The University of Winnipeg, Occasional Paper No. 31.

Local governments are increasingly establishing local environmental advisory groups to assist them in ensuring that their environmental decisions are integrated, rational and comprehensive. This paper examines local government decision making with respect to environmental issues by reporting the results of a survey responded to by 50 local governments,

of which 25 had used local environmental advisory groups (EAG) in Canada. These EAG's are analysed to determine their mandates and objectives, their operation, and their strengths and weaknesses.

Sullivan, W.C., Kuo, F.E., and Prabhu, M. (1997). *Communicating with Citizens: The Power of Photosimulations and Simple Editing*. Environmental Impact Assessment Review, 17, 295-310.

One of the difficulties with Environmental Impact Statements (EISs) is that they often fail to communicate information about proposed environmental changes to citizens. This paper reviews two ways in which EISs may be made more accessible to members of the general public. A project description from an Environmental Impact Statement for flood control measures on Hickory Creek in Joliet, Illinois was given to 373 Joliet citizens with a request to answer questions about the project and its environmental consequences. This yielded almost no understanding. Two modified versions were then presented to these same citizens, showing consistently positive and substantial effects on understanding. The authors suggest that the low cost of these modified techniques offer hope for more effective public participation in the EIS process, and therefore, "more viable public projects".

Wilcock, D. (1995). *Top-down and bottom-up approaches to nature conservation and countryside management in Northern Ireland*. AREA, 27 (3), 252-260.

This paper provides an interpretation of the current context for "nature conservation and countryside management" in Northern Ireland. In general terms, the approach is characterized as a centrally planned top-down management structure which has attempted to encourage bottom-up local participation. Following a review of this legislative framework, and the implementation of management strategies, the paper concludes that both top-down and bottom-up approaches may be complementary components to an integrated management strategy.

Interest Group Participation

Anderson, R.B. and Bone, R.M. (1995). *First Nations Economic Development: A Contingency Perspective*. The Canadian Geographer, 39 (2), 120-130.

In this paper the authors review a set of general economic development approaches by First Nations communities, and present a specific example of a joint venture with a major pulp firm. The conceptualization of economic development is very much that of a global economic perspective. Generally, the authors identify three purposes to First Nations economic development initiatives: 1) economic self-sufficiency, 2) strengthening culture and tradition, and 3) improving socio-economic circumstances. The process many First Nations communities are following involves exercising local control, creating competitive businesses for the global economy, and forming alliances and joint ventures with non-aboriginal firms. The specific case

study involves the Meadow Lake Tribal Council in northwestern Saskatchewan. The Tribal Council has become increasingly involved with regional firms in logging, sawmilling, and pulp production. The article also highlights the struggles which the Tribal Council and community have encountered in moving in this direction.

Bokemeier, J.L. and Tait, J.L. (1980). *Women as Power Actors: A Comparative Study of Rural Communities*. Rural Sociology, 45 (2), 238-255.

Bokemeier and Tait review three theoretical perspectives explaining the participation of women in rural community decision making. These perspectives include: socialization theory, resource theory, and mobilization theory. The authors then explore the participation of women in two rural communities in the United States using data over a fifteen year period.

Crampton, C. (1991). Selected Major Resource Developments Affecting Native Communities in the Northern Provinces and Adjoining Territories. Thunder Bay, ON: Lakehead University Centre for Northern Studies, Research Report No.26.

Through an analysis of past examples of major resource development, Crampton examines the willingness of governments to accept native Canadians as partners in development projects on lands traditionally occupied by natives. With the exception of Berger's work in the Mackenzie River Valley, the history of development in the northern provinces and adjoining territories has typically not involved active native participation and has often disrupted their way of life.

Curran, D. and M'Gonigle, M. (1997). Aboriginal Forestry: Community Management as Opportunity, and Imperative. Victoria, BC: Eco-Research Chair of Environmental Law & Policy, Faculty of Law & Environmental Studies Program, University of Victoria, Discussion Paper D97-7.

The authors assert that in British Columbia the present forest management structure has historically precluded First Nations participation because of their approach to forestry which integrates traditional values with economic development. This discussion paper adopts a legislative and policy analysis, supplemented with case studies across Canada, to explore the present legal and regulatory basis of forest management and to illustrate how this system impedes First Nation management of traditional land use areas. The authors conclude by advocating the need for tenure reform that emphasizes an ecosystem-based community forestry approach through the use of traditional native governance structures.

Dominelli, L. (1995). *Women in the Community: Feminist Principles & Organizing in Community Work*. Community Development Journal, 30 (2), 133-143.

In this article, Dominelli provides a general description and set of guiding principles for a feminist research focus. This includes placing women and gender relations at the centre of collective action so as to promote women's creative engagement with issues and to find solutions which change their life circumstances. The outcome is to establish egalitarian working relations between themselves. Among the critical issues identified are respecting "where women are at" in their personal and professional development, working with women to redefine social issues on their terms, transforming the essence of professional relationships, and identifying the problematic nature of patriarchy for women in community development work.

Getty, W. and Edwin, A. (1975). A Case History and Analysis of Stoney Indian-Government Interaction with Regard to the Big Horn Dam: The Effects of Citizen Participation -- A Lesson in Government Perfidy and Indian Frustration. Calgary, AB: University of Calgary, Faculty of Social Welfare.

Getty and Edwin describe the virtual destruction of a way of life for the Big Horn Indians when they were unable to halt construction of a dam and were also unable to win compensation for loss of flooded land. Information for this report is drawn from first hand experience as a community organizer for the band. Of note is the discussion on why certain strategies were chosen and why they failed.

Lewis, M. and Hatton, W. (1992). Aboriginal Joint Ventures: Negotiating Successful Partnerships. Vancouver, BC: Centre for Community Enterprise.

Lewis and Hatton address questions of community development within the Native Indian community by exploring, in detail, the use of joint ventures as an important community economic development strategy. Native political and economic leaders alike will find this book a valuable introduction to Community Economic Development and the negotiation of joint ventures. Likewise, anyone interested in strategies that can deliver long-term economic benefits to low income and underdeveloped communities will find this book a unique and useful addition to their development library.

Mackenzie, F. (1994). *Is Where I Sit, Where I Stand? The Ontario Farm Women's Network, Politics and Difference*. Journal of Rural Studies, 10 (2), 101-115.

Mackenzie traces how the Ontario Farm Women's Network has translated an ideological commitment to an "explicitly feminist struggle" into an economic struggle to ensure the survival of the family farm in Canada. She considers this to be a movement towards "practical politics". The article examines women's participation in farm organizations and the role of the OFWN in promoting this participation. A history of the OFWN, its projects and mandates is also included.

Moen, E.W. (1986). *Women: Gemeinschaft in Boomtowns*. In Differential Social Impacts of Rural Resource Development, P.D. Elkind-Savatsky (ed.), 161-183. Boulder, CO and London, GB: Westview Press, Social Impact Assessment Series, no. 13.

Growing out of a sociology interest in community life in “resource boom towns”, this chapter is an exploration of the involvement of women in rural United States “energy boom towns”. Moen discusses stereotypes and assumptions regarding women in these communities and shows how planners and policy-makers often work on the basis of such stereotypes rather than the lived-world realities of the women. Moen writes from the perspective of an advocate in detailing such community issues as daycare, recreation, employment, and community norms and values.

Morrison, J. (1993). Protected Areas and Aboriginal Interests in Canada. Toronto, ON: World Wildlife Fund Canada.

One of the World Wildlife Fund’s goals is to increase the number of protected natural areas around the world. With aboriginal claims or Treaty rights negotiations underway, there is the potential of bringing conservationists and aboriginal people directly into conflict with one another. Morrison examines co-operative attempts between different levels of government and aboriginal people with respect to natural protected areas, analyzing the strengths and weaknesses of such approaches. He begins by arguing that before co-operation on conservation can be attained between these two groups, the profound “philosophical cleavage” in cultural points of view between indigenous and non-indigenous people in Canada must be understood and addressed. This is followed by a background discussion of treaty and aboriginal harvesting rights, and in turn by a discussion of competing theories of wildlife conservation. Morrison then examines past attempts at cooperation, concluding that despite difficulties in achieving this cooperation, the advantages of common action far outweigh its disadvantages.

National Aboriginal Forestry Association (1996). Assessment of the Need for Aboriginal Compliance with Sustainable Forest Management and Forest Product Certification Systems. Golden Lake, ON: National Aboriginal Forestry Association Discussion Paper.

Another in a series of research papers by the National Aboriginal Forestry Association, this publication seeks to inform First Nations’ communities about changing forest management standards and certification systems. Background information is provided on definitions of sustainable forest management, the World Commission on the Environment and Development, and the role of aboriginal issues in sustainable forestry. An introduction to standards and criteria in forest management systems certification includes a review of the ISO-14000 series. Finally, a series of issues with respect to aboriginal participation and treaty rights is covered as they may impact aboriginal compliance with evolving certification and standards practices.

National Aboriginal Forestry Association (1995). Aboriginal Participation in Forest Management: Not Just Another Stakeholder. Golden, ON: National Aboriginal Forestry Association Position Paper.

As part of a series of research papers by the National Aboriginal Forestry Association (NAFA), this publication represents a position paper on the participation of aboriginal foresters and the NAFA in forest planning processes. The central argument of this brief paper is that there is a critical role for aboriginal interests in forest lands management. Key parts of the paper include a historical background to aboriginal land tenure, a review of legal decisions on aboriginal land title, and a summary of aboriginal rights within multi-stakeholder decision-making processes.

National Aboriginal Forestry Association (1995). Co-management and Other Forms of Agreement in the Forest Sector. Golden Lake, ON: National Aboriginal Forestry Association Discussion Paper.

Using a set of case studies from across Canada, this publication provides a very brief introduction to a range of co-management agreements within the forest industry. As a guide for first nations leaders, the publication identifies nine agreements, some of which have been in place since the 1980s. By identifying the range of options currently being experimented with, other first nations groups can look for options which might meet their specific circumstances.

People for Community Recovery (1996). *Women and the Environment*. F.A.T.E. - Fighting Against a Toxic Environment, 2 (1).

F.A.T.E. is a quarterly newsletter published by the People for Community Recovery (PCR), in Chicago. The newsletter focuses upon women's perspectives with respect to environmental issues that affect communities of colour. This interest includes a strong emphasis upon the relationship between environment and the issues of health, housing, and safety.

Setterlund, D. and Abbott, J. (1995). *Older Women Participating in the Community: Pathways and Barriers*. Community Development Journal, 30 (3), 276-284.

Setterlund and Abbott examine the role of older women in community life using a case study approach. They focus specifically on how health issues can affect women's ability to participate, thus effectively acting as a barrier to participation. The authors conclude by arguing that structural changes need to take place for there to be a positive environment for the participation of the elderly, including the removal of transportation and physical barriers to participation.

Special Aboriginal Forestry Issue (1998), The Forestry Chronicle, 74 (3).

This special issue of the Forestry Chronicle contains 13 articles on the topic of aboriginal forestry. While many of the articles are short (1-3 pages), they cover a wide range of topics connected with aboriginal participation in forest lands management. Topics include traditional ecological knowledge, treaty claims and rights, resource management, and aboriginal joint forestry ventures. A number of “profiles” round out the special addition. These include summaries of the First Nations forestry program at the University of British Columbia, and the “North Shore Tribal Council’s” participation in forestry.

Warren, K. (1992). Role-Making and Coping Strategies Among Women in Timber-Dependent Communities. Seattle, WA: University of Washington, unpublished Master of Science thesis.

This thesis came out of an earlier study by R.G. Lee, M.S. Carroll and K.K. Warren conducted in 1991 on the “Social Impact of Timber Harvest Reductions in Washington State”. While the earlier study involved interviews with thirty women, Warren’s thesis research included 120 interviews conducted in three communities. Those interviewed included forest products workers, their spouses, and community members. The goal was to examine the lives of women within timber-dependent communities in the United States in light of harvesting cutbacks and job losses. Warren focuses on the sources of stress, and the coping mechanisms used by these women. In particular, the roles played by women, and the importance of these roles in community resiliency are examined. The author’s purpose in undertaking this study is to illustrate through one context, how women’s roles in other communities facing economic crisis and change may be central to the resiliency and coping abilities of those communities. Conclusions drawn reveal an unusually high level of stress due to economic problems, role overload and role conflict, for the women interviewed. The study also reveals the importance of support networks for women, and the significance of these networks for maintaining women’s participation in the community.

Wolfe-Keddie, J. (1995). *First Nations’ Sovereignty and Land Claims: Implications for Resource Management*. In Resource and Environmental Management in Canada: Addressing Conflict and Uncertainty (Second Edition), B. Mitchell (ed.), 55-79. Toronto, Oxford, New York: Oxford University Press.

This chapter begins by exploring aboriginal notions of rights and responsibilities, and introduces some of the institutional and legal changes which are redefining the relationship between the Government of Canada and Aboriginal people. This includes a presentation of key court decisions respecting Aboriginal resource use, and their implications for land and resource management. As well, concepts of Aboriginal sovereignty, shifts towards greater self-government, and recent land claim settlements which expanded Aboriginal control of a land base are reviewed. The last part of the chapter discusses the practice of co-management and the strategies being adopted for land and resource management by Aboriginal groups across Canada.

Participation and Collaboration in a Natural Resource Setting

Participation in Environmental Decision-making and Natural Resource Management

Bennett, D. (1994). *Environmental policy and the failure of the consultation process*. Alternatives, 20 (2), 47-49.

In this article, Bennett provides a critique of federal government environmental policy in the areas of: conservation of natural resources and their development in a sustainable fashion, energy conservation and the development of alternative energy sources, and pollution prevention and control. The author argues that for environmentalists to participate in consultation processes effectively, their responses need to be better co-ordinated and several key barriers to their effective participation, which are becoming entrenched in the consultation process itself, need to be eliminated. These barriers include: lack of clear mandates and outcomes, unrepresentative consultation imbedded in multi-stakeholder approaches, uncoordinated cross-jurisdictional consultation and the need for federal government leadership in national environmental policy making, a lack of respect for the consultation process, the failure to implement policies that reflect successfully negotiated, consensus based ideas, and the political use of stakeholder funding.

Bromley, D.W. (ed.) (1992). Making the Commons Work - Theory, Practice, and Policy. San Francisco, CA: Institute for Contemporary Studies.

This book is guided by the mission of the International Centre for Self-Governance to encourage men and women in developing countries to achieve the “self-governing and entrepreneurial way of life”. However, lessons learned are valuable not only to developing countries but developed ones as well. Bromley emphasizes the possibilities of “commons”, both in theory and in practice. He draws on case studies from countries around the world to show how small-scale, common-property systems can be successful and durable. The book is organized into three parts. Part 1, “Common Property as an Institution”, is a theoretical examination of “common property”. Part 2, “Case Studies of Common-Property Regimes” includes examples of common-property in a variety of areas including agriculture, resource management, fisheries, grazing land, and shared irrigation systems. Part 3, “Toward a Theory of the Commons” draws on examples from developing countries.

Cohen, F.G. and Hanson, A.J. (eds.) (1989). Community-Based Resource Management in Canada: An Inventory of Research and Projects. Ottawa, ON: Canadian Commission for UNESCO, Report, 21.

As the cost of centralized government rises, and as resource dependent regions demand greater control over development, co-management, community-based management and traditional knowledge have begun to play a greater role in regulating the use of certain natural

resources. This volume is a compilation of 115 research projects in Canada which examine community-based management within natural resource administration, with primary emphasis on coastal land and water management. The impetus for this report came from two workshops sponsored by the Canadian Commission for Unesco and its Working Group on the Human Ecology of Coastal Areas. Research projects are grouped into six sections, each of which covers coastal land and water management projects in six regions of Canada: Nova Scotia, Quebec, James Bay region, the Great Lakes Region and Ontario, British Columbia, and the Western Arctic. Each section begins with an overview of key research issues and then provides a descriptive inventory of research projects.

Commission on Resources and Environment (1995). The Provincial Land Use Strategy Volume 3: Public Participation. Victoria, BC: Commission on Resources and Environment.

This third volume of the Provincial Land Use Strategy focuses specifically on the rights and responsibilities of public participation. It stresses the need for a provincial public participation policy and describes the required elements of such a policy. The first half of the document examines the process of public negotiation and outlines an organizational framework for shared decision making, providing examples of multi-party land use agreements in British Columbia. A framework for aboriginal participation in land use and community planning is also detailed. The second half of the report deals with community participation, particularly through community resource boards (CRB). The characteristics, opportunities and challenges of CRB's, the process of implementing, organizing and operating one, and the role of the boards in decision making and their relationship with the government, are all issues which are addressed.

Daniels, S.E., Lawrence, R.L., and Alig, R.J. (1996). *Decision-making and Ecosystem-based Management: Applying the Vroom-Yetton Model to Public Participation Strategy*. Environmental Impact Assessment Review, 16, 13-30.

There has been tremendous interest in participatory decision-making in both the private and public sectors over the past decade. There are, however, many ways to define "participatory", and in some situations a high degree of participation is more appropriate than others. Because of the complexity of ecosystem-based management, public participation in the planning process increases in importance, yet the form that that participation should take becomes increasingly difficult. Daniels, Lawrence and Alig review the Vroom-Yetton model of selecting decision process options (which involves seven questions that are asked sequentially), then apply that model to ecosystem-based management. The authors conclude that where there is opportunity for redefining alternatives, a public decision process is recommended. However, if developing new alternatives is not possible, segmented public consultation would be more appropriate.

Dorcey, A.H.J. (1986). Bargaining in the Governance of Pacific Coastal Resources: Research and Reform. Vancouver, B.C.: Westwater Research Centre, Faculty of Graduate Studies, University of British Columbia.

Dorcey provides a general discussion of the management and planning processes used with respect to British Columbia coastal resources. These resources include forestry, mining, resource/tourism, fisheries, and energy. The management style is reviewed within the context of “collective bargaining among interested parties”.

Duffy, D.M., Roseland, M. and Gunton, T.I. (1996). *A Preliminary Assessment of Shared Decision-Making in Land-use and Natural Resource Planning*. Environments, 23 (2), 1-15.

This paper is the first in a series of papers on shared decision making and natural resource planning in a special issue of Environments. The authors provide an overview of the literature on public participation, conflict management and shared decision making. Within the context of the literature, three goals of participatory decision making processes are discussed.

Elder, P.S. (1975). Environmental Management and Public Participation. Toronto, ON: Canadian Environmental Law Research Foundation.

This is an overview of the participatory environment in Canada with an emphasis on the legal framework for public participation in resource management. A review of both federal and provincial legislation is included, as is a province-by-province analysis of environmental legislation and public participation. Topics covered in the book include the value of participation (philosophical), the legal framework for public participation in Canadian water management, environmental decision making in British Columbia (legal), the participatory environment in Alberta, environmental management and public participation in Manitoba, an analysis of the Ontario Water Resources Act, the legal and administrative management of Ontario's air resources, the law relating to the protection and quality of the environment in Quebec, an evaluation of the environmental protection laws in the Maritimes, an examination of environmental impact assessment, and a draft environmental impact assessment statute and commentary.

Ewart, A.W. (ed.) (1996). Natural Resource Management: The Human Dimension. Boulder, CO: Westview Press.

This edited volume examines a variety of issues which connect human activities with the natural environment. Included are human behaviours, attitudes and needs, with respect to the natural landscape. The book is divided into four parts. Part 1 provides a general overview and introduction to the relationship between people and natural resource management. It includes discussions of peoples' experience with the natural environment, and of the evolution of stakeholder participation in natural resource management and decision making. An introduction

to human dimensions research (HDR) is included. In Part 2, the emphasis is on specific examples of HDR in natural resource management issues. Included in these examples are those involving wildlife management, fisheries, and silviculture. Part 3 includes illustrations of three specific applications of HDR work. These applications include the assessment of social impacts, participation, and the development of maps to augment decision making frameworks. The final part includes discussions which raise emerging issues and possible future directions for HDR and natural resource management. Included among these emerging issues is the linkage between people, natural resources, and eco-system health.

Grinlinton, D.P. (1992). *Integrated Resource Management - A Model for the Future*. Environmental Planning and Law Journal, Feb. 1992, 4-19.

This article begins by defining the concept of "Integrated Resource Management". The author then explores the complexity of this concept through a review of three distinct "levels" of integrated resource management. These levels include "normative", "strategic", and "operational". Each of these levels are defined and analysed using examples drawn from Canada, the United States, and New Zealand.

Hartig, J.H., Zarull, M.A., Heidtke, T.M., and Shah, H. (1998). *Implementing Ecosystem-based Management: Lessons from the Great Lakes*. Journal of Environmental Planning and Management, 41 (1), 45-76.

This article provides a review and analysis of the Remedial Action Plan (RAP), a systematic and comprehensive ecosystem approach to restoring beneficial uses in the most polluted areas of the Great Lakes. This initiative is from the US-Canada Great Lakes Water Quality Agreement. The purpose of the study is to: 1) identify important principles which contribute to effective implementation of ecosystem-based management, 2) review examples within the Great Lakes RAP program which reflect these principles, and 3) provide some insights and guidance for achieving broad-based support for specific actions. The principles deemed essential for effective implementation of ecosystem-based management include: 1) broad-based stakeholder involvement, 2) commitment of top leaders, 3) agreement on information needs and interpretation, 4) action planning within a strategic framework, 5) human resource development, 6) results and indicators to measure progress, 7) systematic review and feedback, and 8) stakeholder satisfaction. Conclusions drawn from this ecosystem-based management experience include the need for a transition from a traditional, command-and-control, regulatory approach of governmental agencies toward a more co-operative, value-added, support-based role. Successful application of ecosystem-based management is dependent on broad-based stakeholder collaboration and co-operation in decision making, and the need for continuous improvement through adaptive management.

Martin, P. (1997). *Saline Politics: Local Participation and Neoliberalism in Australian Rural Environments*. *Space & Polity*, 1 (1), 115-119.

This paper explores local participation and policy development in rural Australia. Specific topics include “landcare” and regional catchment management. The author links these topics with “neoliberal” reform. The paper begins with a review of participatory approaches to sustainable development. Case studies from Hunter Valley, New South Wales are presented. The author concludes that “neoliberal reforms result in competition for resources within the state, the projectisation of environmental action, and a hesitance of the state to allocate resources for broader environmental monitoring”. The author suggests that the “repoliticisation of rural environments” may create more opportunities for democratic sustainable development practice.

M’Gonigle, M. (1989/90). *Developing Sustainability: A Native/Environmentalist Prescription for Third-Level Government*. *BC Studies*, 84, 65-99.

M’Gonigle explores the increasingly popular argument for structural change with respect to decision making in natural resource management issues, its role in the native and environmental movement in British Columbia, and how it might be fostered if provincial and federal policies are to take this approach seriously. M’Gonigle argues that structural change which emphasizes co-management by the Ministry of Forests, the major forest multinationals, and the community, is necessary to ensure long-term sustainability. He begins by defining what is meant by “co-management”, which in this definition involves working in coordination with Community Economic Development as an integrated community strategy. He then argues for a new form of decentralized community-based “land trust” which would give each community (native and non-native) legal authority over, and a stake in, the local area for which it was responsible.

Owen, S. (1998). *Land Use Planning in the Nineties: CORE Lessons*. *Environments*, 25, 2 & 3, 13-26.

In this article, Owen uses the experience of British Columbia’s Commission on Resources and Environment (CORE) process in commenting on the benefits and limitations of consensus based public participation approaches such as CORE. He begins by summarizing the mandates of the CORE process and its role in establishing a comprehensive land use strategy for the province of British Columbia. The author argues that meaningful public participation approaches require, among other things, a certain level of readiness on the part of all participants, flexibility in the process and procedural rules, respect for other parties and bargaining in good faith, and managing the risks of participation in public negotiations.

Pinkerton, E. (1989). *Local-Level Management in British Columbia*. In Community-Based Resource Management in Canada: an inventory of research and projects, F.G. Cohen and A.J. Hanson (eds.), 120-144. Ottawa, ON: Canadian Commission for UNESCO, Report 21.

This chapter provides an inventory of community-based management research projects undertaken in British Columbia with specific emphasis on coastal land and water management. However, before these projects are listed, Pinkerton presents an overview of five fundamental issues which affect the quality of coastal resource management and the ability of local bodies to participate in it. These issues are: 1) reduction in local and regional planning capability, 2) inadequate mechanisms to resolve conflicts between exploitation and management of different resources, 3) political constraints on the planning of single resource development for long-term sustained yield and community stability, 4) lack of basic information about marine resources and their capacity to sustain harvests, and 5) the resolution of native land and sea claims. British Columbia examples of “community-based” resource management initiatives are organized into eight categories: regional development planning, resource/environmental enhancement and conservation, environmental assessment, aboriginal land and resource agreements, resource allocation, conflict and conflict resolution, local-level resource use and management, and external factors influencing local-level management.

Reed, M.G. (1993). *Governance of Resources in the Hinterland: the Struggle for Local Autonomy and Control*. Geoforum, 24 (3), 243-262.

Reed presents a conceptual framework and empirical analysis for understanding the behaviour of residents of local hinterland communities in joint resource management opportunities with senior government. The paper begins with an examination of community-based resource management, community economic development, and co-management in the literature. Reed then examines dynamic tensions in local-provincial relations which may affect the ability to share decision making responsibilities between them in the areas of “function”, “accountability”, and “locus of responsibility”. For example, conflict may result when the provincial government makes policies which are designed to support economic and environmental goals of the province as a whole yet affect individual communities negatively. These dynamic tensions influencing interaction are neatly summarized in Table 1. The concept of “Local Dependency” within a hinterland locality is then defined and analyzed, using the empirical findings of a local development process in Ignace, Ontario. Reed concludes that where conditions of local dependency operate, “economic-based interest groups within a locality may skew the process to favour their immediate interests” in a way which actually reduces the level of local public involvement.

Saddler, B. (1979). Public Participation in Environmental Decision-making: Strategies for Change - proceedings of a national workshop, April 17-20. Edmonton, AB: Environmental Council of Alberta.

These are proceedings of a national workshop held in Banff in April 1979 which was a follow-up to the 1977 conference on public participation. Four main papers were presented and discussed: 1) Disciplined framework for public participation design, 2) Implementation of public participation programs, 3) How can citizen input best be utilized by decision-makers?, and 4) Making the evaluation of public participation programs feasible.

Sample, V.A. (1993). *A Framework for Public Participation in Natural Resource Decision-making*. Journal of Forestry, 91 (7), 22-27.

Among the benefits of involving individuals and interest groups in natural resource decision making are improved decision quality and increased commitment to the decision, which allow for more effective implementation. However, determining the appropriate structure and form that participation should take depends on the nature and circumstances of the decision. In this article, Sample summarizes Vroom and Yetton's model of alternative decision making methods. This model offers five alternatives ranging from very autocratic to very participative. Selecting among these alternatives is determined on the basis of a "sequential analysis of several key decision attributes" such as: whether the means by which a problem is solved is important, the availability of sufficient data and technical information to solve the problem, whether the goals are clearly understood and the means of achieving them well defined, the importance of the commitment of others in getting the decision implemented, the likelihood of getting a decision accepted, whether those affected by the decision are motivated by the same overall objectives or goals, and whether there is substantial disagreement in the group over what goals are pursued.

Schlager, E. and Ostrom, E. (1992). *Property-Rights Regimes and Natural Resources: A Conceptual Analysis*. Land Economics, 68 (3), 249-262.

The term "common-property resource" has been confusing, referring in some instances to property owned by a government or by no one, and in other cases by a community of resource users. In this paper, Schlager and Ostrom develop a property rights scale ranging from authorized user, to claimant, to proprietor, to owner, in order to provide an analytical scheme for explaining outcomes achieved by joint users of a common-pool resource. The general example for the discussion is that of inshore fisheries. This scale is defined in terms of access and withdrawal rights, and "collective-choice" property rights including management of the resources, exclusion (the right to determine who will have access to the resources and how that right may be transferred), and the right to alienation (the right to sell or lease either or both of the above collective-choice rights).

Science and Policy Associates, Inc. (1994). Improving Public Participation in Resource Management Decision Processes. Corvallis, OR: USDA - Forest Service, Pacific Northwest Station.

To counter a decline in public trust exacerbated by controversial public land management decisions in the Pacific Northwest, the USDA Forest Service has been working to rebuilt public support through broader participation in resource decision making. This report was designed to “develop guidelines for increasing the social acceptability of [controversial public land management] decisions through stakeholder involvement in the context of ecosystem and adaptive management”. The objectives of this project were to: 1) assess stakeholders’ views on Forest Service decision making, 2) describe the evolution of the decision-making process, 3) provide a brief synopsis of other similar initiatives, and 4) offer recommendations for evaluating and implementing a decision making process prototype. Among the findings is that existing Forest Service processes were not the principal problem. Rather, stakeholders had serious concerns with the underlying intent and attitudes of the Forest Service toward public involvement in decisions. Five recommendations on the design of the public participation process were put forward by stakeholders. These recommendations include: 1) early and continuous involvement of the public, 2) communication of legal requirements and tribal obligations which may affect the decision, 3) an inclusive process employing a variety of methods to ensure participation from a broad spectrum of stakeholders, 4) an open process that includes full disclosure of agency information, and 5) agency responsiveness to public input and clear description of how that input was incorporated.

Sewell, W.R.D. and O’Riordon, T. (1976). *The Culture of Participation in Environmental Decision-making*. Natural Resources Journal, 16, 1-21.

This article is an examination of some of the shortcomings of participation within the context of environmental decision making. These shortcomings include the arguments that the upper middle class is over-represented in participatory politics, that it is a costly process with the beneficiaries being uncertain, that perhaps in the future there will be less participation, that it is restricted to those who are politically active, and that the result may lead to social strife between the politically privileged and the exploited. The authors argue that participatory strategies must be changed to maintain harmony and that rapid growth of educational curricula aimed at getting people involved in politics may help.

Shindler, B., Steel, B., and List, P. (1996). *Public judgements of adaptive management*. Journal of Forestry, 94 (6), 4-12.

The Northwest Forest Plan was implemented in 1993 to facilitate forest management in the US Pacific Northwest that is both ecosystem-based and community-oriented. To do this, the Plan designated ten sites in Washington, Oregon, and Northern California as adaptive management areas (AMA). Adaptive management is “rooted in the need for responsive decision-making structures that incorporate scientific principles and meaningful public participation at the

local community level". This paper explores public perceptions of ecosystem and adaptive management among communities proximate to Oregon's Central Cascades AMA shortly after the formation of the Northwest Forest Plan. Specifically, the authors outline characteristics of AMA communities, describe citizen views on federal forest decision-making, and assess public preferences in AMAs. Findings reveal a preliminary receptiveness to adaptive management ideas by the communities of this particular AMA.

Smith, L.G., Nell, C.Y., and Prystupa, M.V. (1997). *The Converging Dynamics of Interest Representation in Resources Management*. Environmental Management, 21 (2), 139-146.

Public participation and "interest representation" have evolved since their widespread emergence in the early 1970s. Transitions have included realization of the relative effectiveness and costs of participation and the development of dispute resolution mechanisms. The authors argue that through this transition there has been a lack of conceptualization, making it difficult to understand what works, where, and why. The intent of this article is to "develop a conceptualization for interest representation in resources management that clarifies the inherent interrelationships between public participation, lobbying, and environmental dispute resolution". The authors trace the evolution of interest representation from a primarily North American perspective, identifying key distinguishing characteristics of various approaches, and present a model based on the idea that different forms of interest representation are becoming increasingly similar.

Thomas, J.C. (1993). *Public Involvement and Governmental Effectiveness: A Decision-Making Model for Public Managers*. Administration & Society, 24 (4), 444-469.

Public managers have been faced with the dilemma of involving the public more actively in decision-making, while not compromising governmental effectiveness. In this article, Thomas tests the utility of Vroom and Yetton's framework of small group decision-making, where the degree of public involvement varies according to whether the issue requires a greater need for "acceptability" or a greater need for "quality". He begins by outlining the basic theory of the framework. This is followed up by a re-analysis of 42 decisions made with varying degrees of public involvement to test the theory against competing explanations of governmental effectiveness and to assess its practical utility for managers. Based on the findings, Thomas proposes a modified "Effective Decision Model" which he suggests can improve our understanding of the relationship between public involvement and governmental effectiveness.

Williams, P.W., Day, J.C., and Gunton, T. (1998). *Land and Water Planning in BC in the 1990s: Lessons on More Inclusive Approaches*. Environments, 25, (2 & 3), 1-13.

This article provides the introduction for a special theme issue of the journal Environments, focused on innovative and emerging land-use planning processes in British Columbia. It begins by briefly describing the Commission on Resources and Environment

(CORE) process. The authors then outline the four land use planning process cases related to the CORE process and three watershed cases that comprise this special theme issue.

Fish and Wildlife Resources

Dyer, C.L. and McGoodwin, J.R. (eds.) (1994). Folk Management in the World's Fisheries - Lessons for Modern Fisheries Management. Boulder, CO: University Press of Colorado.

A wide range of examples of fishermen's involvement in the management of their fisheries is presented in this collection of papers. Eleven case studies demonstrating cultural, economic, and managerial obstacles or benefits to the institutional development of sustainable folk-managed fisheries are analysed. These contributions are then integrated, in Evelyn Pinkerton's "Summary and Conclusions", into useful models that bring out the major problems and issues involved with co-management of fish resources.

Pinkerton, E. and Weinstein, M. (1995). Fisheries That Work - Sustainability Through Community-Based Management. Vancouver, BC: The David Suzuki Foundation.

This is the second of three reports in the Suzuki Foundation's Fisheries Reports series. Pinkerton and Weinstein outline the fundamental building blocks for ecologically and economically sustainable fisheries using case studies of successes and failures of cooperation in fisheries management from around the world. The case studies vary widely but have a common thread in that they are all community-based. The report is organized into seven sections. A broad definition of fisheries management is provided in the first section. This is followed by examples of cooperative fisheries management in the fields of "A Traditional Village Territorial Fishery", salmon management, stationary and inshore species, habitat and watershed restoration, and Newfoundland inshore cod fisheries. In the final section, "Synthesis and Conclusion", the authors use four types of resource situations described in the report to pull together what the systems have in common by generalizing about principles for success.

Reed, M.G. (1995). *Cooperative Management of Environmental Resources: A Case Study from Northern Ontario*. In Resource Management and Development: Addressing Conflict and Uncertainty, B. Mitchell (ed.), 130-152. Toronto, ON: Oxford University Press (2nd edition).

Reed examines a co-management initiative between the provincial government and Ignace, Ontario to allocate access to, and manage, fish and wildlife resources. Results show that despite efforts to engage in cooperation, "features of local hinterland dependency affected both the process and outcome of the initiative". Rather than providing significantly greater grassroots involvement in policy decisions, the initiative process continued to maintain unequal access to power, "both between senior and local governments and within the local government structure".

Ridler, N.B. (1997). *Rural Development in the Context of Conflictual Resource Usage*. Journal of Rural Studies, 13 (1), 65-74.

This paper examines the role of aquaculture in the sustainable development of rural communities. Aquaculture is considered to be one of the fastest growing components in the food sector, and one which provides year round employment. However, this sector often comes into conflict with the traditional fishery and residential property owners. A case study of cage culture salmon production in the Bay of Fundy is used to illustrate these conflictual relationships. The author argues that despite these conflicts, there are mutual economic and environmental interactions which should be identified. He presents a decision model for managing the inevitable conflicts which will arise with the sharing of a common resource by different users. This model would permit a more holistic approach to coastal management.

Forestry

Aberley, D. (1991). *The Hazelton Experience - A Community Takes Action to Protect its Forest Legacy*. Forest Planning Canada, 7 (3), 18-19.

Aberley describes threats to the ecological stability of the Upper Skeena region and what actions were taken by residents in the Hazelton area to protect their forests. Threats include proposals to clearcut portions of the Village's watershed, concerns over slash-burning, use of herbicides and fungicides, and disregard for native land claims. The villagers responded by preparing a "Forest Industry Charter of Rights", which outlines new rules of holistic management practices that would eliminate land use conflicts, and are pressuring to have this new approach to forestry be legislated into the Forest Act.

Anderson, W., Laflamme, N., and Brand, D. (1995). *Incorporating Private, Environmental, and Community Interests in Forestry Planning in Canada*. In Forestry Sector Planning - proceedings of a meeting held 18-22 September 1994 in Anchorage, Alaska, D.G. Brand (ed.), 109-117. Ottawa, ON: Ministry of Supply and Services Canada, co-sponsored by the Canadian Forest Service and the Food and Agriculture Organization of the United Nations.

This paper is one in a collection of papers presented at a meeting co-sponsored by the Canadian Forest Service and the Forestry Department of the Food and Agriculture Organization of the United Nations. The authors begin by providing an overview of the forest sector in Canada. They then examine the institutional framework of forestry, including ownership and tenure, jurisdictional responsibilities for resource management, and allocation of timber resources. Finally, the development of forest management programs and policies of government departments, decision makers and resource managers to improve the involvement of the public in forest management and land use decisions is explored.

Benidickson, J. (1996). *Temigami Old Growth: Pine, Politics and Public Policy*. Environments, 23 (2), 41-50.

Benidickson's article is one of the case studies on shared decision making in the special issue of Environments on "Shared Decision Making and Natural Resource Planning: Canadian Insights". This case study is set in northeastern Ontario's Temagami country where controversy arose out of plans for road extensions and clear-cut logging in and around the Lady Evelyn-Smoothwater Park. To resolve the conflict, a local management authority with decision making responsibility was created called the Wendaban Stewardship Authority. The events leading up to the formation of this stewardship authority are recounted, and its mandate and responsibilities are outlined.

Fischer, B.C., Pennington, S.G., and Tormoehlen, B. (1993). *Public Involvement in Indiana Forestry*. Journal of Forestry, 91 (7), 28-29, 31.

This article begins by briefly describing the evolution of the forest industry in Indiana. Two specific examples of public involvement in forest management forums are then outlined. The first of these forums is the "Indiana Forest Resources Coordinating Committee (IFRCC)", which expands on the responsibilities of the "State Forestry Planning Committee". The IFRCC is an active advisory committee with a mandate to "bring together and maintain communication among interest groups and individuals concerned with the management of Indiana's forest resources". The second public involvement forum described is the Hoosier National Forest where the public plays an integral role at the initial stages of planning, is notified when a decision is made, and has the right to appeal any project that implements the Forest Plan Amendment.

Gardner, J.E. and Moore, J.L. (eds.) (1990). Perspectives on Public Participation in Forest Management. Vancouver, BC: School of Community and Regional Planning, University of British Columbia, Report to the British Columbia Forest Resources Commission.

This review paper was prepared by students in the UBC School of Community and Regional Planning as a submission to the British Columbia Forest Resources Commission. The report covers topics ranging from government policy on public participation, to the involvement of First Nations, non-governmental organizations, and pro-logging groups.

Knopp, T.B. and Caldbeck, E.S. (1990). *The Role of Participatory Democracy in Forest Management*. Journal of Forestry, 88 (5), 13-18.

This paper explores the changing nature of forestry decision making with emphasis upon the decline of input from professional foresters relative to increased public involvement. The authors examine a number of dimensions, positive and negative, of increased public involvement in land-use decision making. Using the term "participatory democracy", the authors suggest that while resource management outcomes are still critical evaluation points, the process by which those outcomes were arrived at is increasingly important. The dynamic public and professional

understanding of forests and forest lands demands that a broader “collective wisdom” be tapped and that participatory democracy is the way to proceed.

Nixon, B. (1993). *Public Participation: Changing the Way We Make Forest Decisions*. In Touch Wood: BC Forests at the Crossroads, K. Drushka, B. Nixon, and R. Travers (eds.), 23-66. Madeira Park, BC: Harbour Publishing.

Nixon advocates a shared decision making approach to forest management. He begins by outlining how forest policy has been conducted in the past and identifying problems that it has produced including confrontation. He outlines why there is resistance to the idea of adopting a shared decision making approach and why this approach has had limited use to date. He then outlines the elements of a shared decision making model. This model revolves around the notion of fair process (that “citizens have a right to be meaningfully involved and to participate directly, fairly, and with a measure of equality with other more established sectors in the formulation and implementation of government decisions which affect their interests”), and includes 15 principles.

Parker, Z. (1996). Public Advisory Bodies in Land Use Planning: A Synthesis of Ministry of Forests Staff Experience. Victoria, BC: Ministry of Forests.

Public advisory bodies play a significant role in land use planning in British Columbia. They have used a range of approaches to decision making. This report consolidates the experiences of Ministry of Forests' staff who have played key roles in initiating, supporting, and participating in public advisory bodies. It uses their experiences to offer suggestions for the design and application of future processes. The report argues that there is no single model for effective public involvement. Rather, one essential element of designing a successful process is that it must be area specific, that is, it must consider the history, demographics, and resource characteristics of the planning area. There are, however, some broad considerations which apply to all public advisory bodies. These include: 1) the need for subcommittees to have clearly bounded tasks and to be established only after the planning group has achieved a basis of trust, 2) the need for flexibility and adaptability of these bodies, 3) the need to better coordinate funding and support to improve equity among public advisory bodies, and 4) the need for communication among the various planning processes.

Proctor, J.D. (1998). *Environmental Values and Popular Conflict over Environmental Management: A Comparative Analysis of Public Comments on the Clinton Forest Plan*. Environmental Management, 22 (3), 347-358.

Conflict, often fuelled by differing environmental values, is one outcome of public participation in environmental management decisions. In this article, Proctor examines the role of environmental "values" in the highly contentious Clinton Forest Plan proposed for managing federal forests in the United States' Pacific Northwest. Written public comments in response to this Plan were analyzed to determine whether respondents who favoured more environmental

protection than was offered in the Plan held entirely different values from those who favoured less environmental protection. The analysis tries to identify which antagonistic values were most fundamental and where any values consensus occurred. The values were organized into five major clusters: justification emphasis (environmental, economic, social), spatial-temporal scope, the idea of forests, the role of people in forest resource management, and ethical basis. The author concludes that there is no coherent set of pro-environmental values, and that “environmental management must engage with a nonhomogeneous public moral sentiment”. Nevertheless, this “diverse public moral landscape” need not be interpreted as an obstacle to public participation in environmental management. If environmental pragmatism is adopted, diverse concerns can still be more successfully accommodated than through any previous management plan.

Rufelds, C.H. (1995). *Communities Contributing to National Forestry Planning*. In Forestry Sector Planning - proceedings of a meeting held 18-22 September 1994 in Anchorage, Alaska, D.G. Brand (ed.), 82-88. Ottawa, ON: Ministry of Supply and Services Canada. Co-sponsored by the Canadian Forest Service and the Food and Agriculture Organization of the United Nations.

This paper is one in a collection of papers presented at a meeting co-sponsored by the Canadian Forest Service and the Forestry Department of the Food and Agriculture Organization of the United States. Rufelds explores issues inherent in the adoption of a participatory approach to national forestry planning and identifies points that will facilitate community involvement. The paper was designed to be used as a reference document for policy- and decision-makers at strategic levels. As such, it provides an introduction to methodologies and approaches that can be used to achieve participatory forestry planning.

Tanz, J.S. and Howard, A.F. (1991). *Meaningful public participation in the planning and management of publicly owned forests*. The Forestry Chronicle, 67 (2), 125-130.

Tanz and Howard examine public participation in the management of public forests by trying to answer three questions: 1) why citizens should be involved in resource management; 2) who should participate; and 3) how can the public participate. The authors emphasize the need for uncomplicated computerized aids such as modelling tools, which can explore the implications of planning proposals, so as to involve the public in forest management.

Tester, F.J. (1992). *Reflections on Tin Wis - Environmentalism and the Evolution of Citizen Participation in Canada*. Alternatives, 19 (1), 34-41.

Tin Wis is a coalition of British Columbia environmentalists, First Nation members, trade unionists, small business people and other activists, which proposed a forest stewardship act for the province. The coalition's approach to British Columbia's forest conflicts is unique in that it goes beyond individual controversies to suggest that a different body of people should be in charge and that a considerably larger set of values should be served in managing forests in British

Columbia. The creation of elected community boards is seen as being the best mechanism for determining how each community forest would be used and protected. In this paper, Tester outlines the details of the Tin Wis Coalition's "Forest Stewardship Act", and then discusses the evolution of citizen participation in Canada and how the Tin Wis proposal fits into this evolution.

Tipple, T.J. and Wellman, J.D. (1989). *Life in the Fishbowl - Public Participation Rewrites Public Foresters' Job Descriptions*. Journal of Forestry, March, 24-30.

This article seeks to help public forest resource managers learn to work together with the public to accomplish mutually compatible objectives. It outlines some of the drawbacks to public participation and redefines the role of public forest resource managers within today's administrative process as that of: 1) implementor of the law, 2) provider of a fair process that encourages full participation, and 3) model participant.

Energy Resources

Fraggalosch, A.C. (1983). The Institutional Barriers to Public Participation in Electrical Energy Planning in British Columbia: The Case Study of the Cheekye-Dunsmuir 500KV Transmission Line. Ottawa, ON: National Library of Canada.

The main argument of this thesis is that there are institutional barriers or constraints which restrict public participation in energy planning. There are three parts to the thesis. It begins with a literature review on the theory and practice of public participation in resource management issues with an aim to help identify principles for active public participation. The second part is a review of the institutional framework of decision making on electrical energy in British Columbia in order to identify possible institutional barriers to effective public participation. In the third section, a case study in British Columbia is selected to focus the analysis and to examine in more detail the institutional barriers to participation previously identified.

Smith, L.G. (1983). *Electric Power Planning in Ontario: Public Participation at a Normative Level*. Canadian Public Administration, 26, 360-377.

In this article, the author presents a case study of "public participation in policy-making and administration at a normative planning level". The case in question is electric power planning in Ontario during the period from June 1980 to March 1982. Smith concludes that there was little government support for the concept of public participation in electric power planning.

Community Forestry

Allen, K. and Frank, D. (1994). *Community forests in British Columbia: Models that work*. The Forestry Chronicle, 70 (6), 721-724.

This is the second of four papers in a special edition of The Forestry Chronicle devoted to community forestry. Allen and Frank present descriptions of two success stories in community forestry in the Districts of Mission and North Cowichan, then reflect on the factors which contributed to their success.

Baskerville, G. (1988). *Management of Publicly Owned Forests*. The Forestry Chronicle, 64, 193-198.

Baskerville suggests, in this article, that planning and implementing management for publicly-owned forests is conducted in an environment that almost guarantees failure. Two problem areas are identified: first, group ownership is associated with a strong tendency towards over exploitation; and second, public ownership entails a heavy administrative overhead.

Betts, M. (1995). An Analysis of the Potential for Community Forestry in New Brunswick. Ottawa, ON: Canadian Forest Service, Maritimes Region, Microlog 95-06897.

In this thesis, Betts outlines the concept of community forest participation in the New Brunswick context in light of trends towards large scale management of forest resources there. He begins by describing the concept of community forestry as it is reflected in the literature, emphasizing three major goals (pillars) of community forestry. These three goals - community empowerment, community economic development, and sustainable forestry - are then applied to community forests across Canada and around the world. Chapter 4 grounds the thesis in a methodological framework. The case study part of the thesis is initiated in Chapters 5, 6 and 7, which describe two existing local forestry initiatives in New Brunswick. These initiatives are then evaluated according to the criteria set out in Chapter 5. Chapter 8 compares the two studies. Finally, the potential for broader implementation of community forestry in New Brunswick is explored.

Bruce, D. and Whitla, M. (eds.) (1993). Forest Dependent Communities: Challenges and Opportunities. Sackville, NB: Rural & Small Town Programme, Department of Geography, Mount Allison University.

This publication includes two papers presented at a 1991 "Innovative Rural Communities Conference" held in Charlottetown, Prince Edward Island. The first paper is a statistical treatment of forest dependent communities in the Canadian Prairies. It includes measures of vulnerability and dependency, with a view to instructing policy makers with respect to

diversification. The second paper provides a review of community forestry as an option in Ontario. Potential candidate communities for community forestry in Northern Ontario are then identified.

Cernea, M.M. (1989). User Groups as Producers in Participatory Afforestation Strategies. Washington, DC: The International Bank for Reconstruction and Development.

Financed by the World Bank, this report adopts a community forestry focus within the context of the Third World. It is a discussion of policy options and operational strategies for improving social forestry programs. Through this analysis, the author draws the conclusion that these strategies fail to be as effective as they could be, and argues for the need for “participatory social forestry strategies” to aim at engaging rural users of fuelwood into organized activities for producing and managing the forests. The report begins with a discussion of the general social prerequisites for reforestation programs such as land tenure variables. The author then conducts an historical analysis of a land privatization process in Azad Kashmir revealing why a reforestation program did not succeed. In Part 2, Cernea broadens the analysis from communities to several other types of social groups, arguing that each development strategy must be formulated around a clearly identified social actor. He identifies seven basic sociological reasons for why communities as population clusters should not be regarded as “willing and able corporate actors in afforestation programs”. Community forestry approaches have failed because of misconceptions imbedded in their design about community capacity for coordinated collective action in planting/managing trees and the inherent limitations of community as a social actor. This raises the need for replacement by either family-centred or group-centred collective actors. The author then goes on to analyse an array of alternative potential collective actors in light of their sociological advantages or disadvantages for social forestry. While the report’s findings may have very little applicability beyond the Third World with its community forestry focus on “fuel” uses of forestry, the authors point concerning the limitations of community - its large size and internal stratification - may have validity in a developed nation context.

Cortex Consultants Inc. (1996). Feasibility Study: Prince George Community Forest. Prince George, BC: City of Prince George.

This 121 page report covers a feasibility study for a community forest proposal. Written for the City of Prince George, the feasibility study was directed by a community forest project steering committee. The report contains an executive summary, a description of the study methodology, a background discussion on key concepts associated with community forestry, a rationale for developing a community forest in the Prince George area, identification of potential candidate areas for a Prince George community forest, together with some technical discussions of timber supply, economic feasibility, and management structures. The report concludes with a discussion of the importance of public involvement and the need to create an action plan. Four appendices include information on other community forest initiatives in the province, consultations with the Prince George community, specific legislative and policy excerpts, and technical yield tables for timber supply review.

Curran, D. and M'Gonigle, M. (1997). Aboriginal Forestry: Community Management as Opportunity, and Imperative. Victoria, BC: Eco-Research Chair of Environmental Law & Policy, Faculty of Law & Environmental Studies Program, University of Victoria, Discussion Paper D97-7.

The authors assert that in British Columbia the present forest management structure has historically precluded First Nations' participation because of their approach to forestry which integrates traditional values with economic development. This discussion paper adopts a legislative and policy analysis, supplemented with case studies across Canada, to explore the present legal and regulatory basis of forest management and to illustrate how this system impedes First Nation management of traditional land use areas. The authors conclude by advocating the need for tenure reform that emphasizes an ecosystem-based community forestry approach through the use of traditional native governance structures.

Duinker, P.N., Matakala, P.W., Chege, F., and Bouthillier, L. (1994). *Community forests in Canada: An overview*. The Forestry Chronicle, 70 (6), 711-720.

This paper is one of four devoted to community forestry in this special issue of The Forestry Chronicle. It begins with a review of the literature and an overview of examples of community forests in Europe and the United States. This is followed by an examination of community forest initiatives, policy developments, and research projects in Canada. Finally, the authors suggest seven areas to consider for communities contemplating the concept of a community forest in their area: 1) landbase, 2) range of resources involved, 3) property rights and tenure options, 4) models of administration, 5) decision making, 6) public participation, and 7) financing.

Duinker, P.N., Matakala, P.W., and Zhang, D. (1991). *Community forestry and its implications for Northern Ontario*. The Forestry Chronicle, 67 (2), 131-135.

Duinker, Matakala and Zhang examine some definitions and dimensions of community forestry, and briefly review some experiences with it. They begin by exploring various ways in which community forestry might be different from provincial government forestry and industrial forestry, and then reflect on whether community forestry could lead to improvements in forest management. The paper concludes with some thoughts on future directions for community forestry in Ontario.

Duinker, P., Matakala, P., and Zhang, D. (1990). Excellence in Forest Management Through Community Forestry. Fredericton, NB: paper presented at a session of the CIF Forest Management Working Group, Annual Meeting of the Canadian Institute of Forestry.

This unpublished paper argues that community forestry is an increasingly important policy issue for provincial governments in Canada. Drawing upon a number of cases of

community forest tenures (including the North Cowichan and Mission examples from British Columbia), the authors argue that this may be one avenue by which single industry communities may promote possible economic diversification and stability. The paper provides a review of the different contexts within which community forests across Canada now operate and raises several universal “dimensions”. Included among these dimensions are the spatial scale of the operation, the form and level of local input by area residents, the management objectives of the community forest, and the range of forest values legitimated in local decision-making.

Dunster, J. (1989). *Concepts Underlying A Community Forest*. Forest Planning Canada, 5 (6), 5-13.

This is a summary of key components extracted from Julian Dunster’s 1989 report entitled “Establishing the Geraldton Community Forest, Phase I, Concepts and Background Information’. Dunster begins by briefly defining “community forest”. This is followed by a look at different strategies of community forestry and some of the key issues involved in community forestry such as land ownership and the concept of community stability, benefits of community forestry, and attributes necessary for a community forest.

Dunster, J. and Associates (1989). Establishing the Geraldton Community Forest. Phase I: Concepts and Background Information. Guelph, ON: Assessment, Design, and Management for the Environment.

This is the final report of the first phase on the feasibility of a community forest pilot project in the town of Geraldton in northern Ontario. The authors begin by examining concepts inherent in the term “community forest” and attempt to identify the main principles needed for success. Background information on the area being proposed for the community forest is then compiled. The report recommends that the Geraldton Community Forest be established and lists twelve attributes to guide its establishment.

Fletcher, C. and M’Gonigle, M. (1991). *The Forces of Governance, and the Limits of the Law: Community Involvement in Forest Planning*. Forest Planning Canada, 7 (3), 24-31.

Drawing upon examples from the United States, the authors hope to contribute to the growing debate over community involvement in forest planning in British Columbia. As with a number of other authors in this area, the argument is that not only does resource planning and resource law need to be amended to provide more effective avenues for community involvement, but that the basic structure of the forest tenure system in British Columbia needs changing. Arguing that good forest management is not simply a technical issue but that it is one of general concern to industry, the provincial government, native groups, and local communities, it is necessary that public involvement be increased to the point of governance over forestry management.

Hammond, H. (1990). *Community Control of Forests*. Forest Planning Canada, 6 (6), 43-45.

The author begins by setting the philosophy behind community control of forests and suggests a model for community control, Community Forest Boards, which are responsible for all forest uses with logical watershed areas. He then discusses the mechanics involved in establishing such a Board, including how representatives on the Board should be determined, how jurisdictional boundaries should be defined, what functions the Board should have, and the relationship between the Board and other stakeholders.

Harvey, S. and Hillier, B. (1994). *Community forestry in Ontario*. The Forestry Chronicle, 70 (6), 725-730.

This paper is the third of four in a special edition of The Forestry Chronicle on community forestry. Harvey and Hillier examine the community forestry strategy under development in Ontario. They begin by setting the context for “the Community Forestry Initiative” and what it entails, then evaluate this “initiative” on the basis of four pilot projects, an evaluation of existing partnerships and mechanisms for community involvement in resource management, and discussions with interest groups and the Ontario Ministry of Natural Resources staff. The pilot projects and discussions revealed ten observations with respect to community forestry in Ontario, while the review of thirteen existing mechanisms and partnerships of community involvement in resource management identified eight requirements for successful community forestry. The author concludes by listing seven concerns which require consensus before an effective community forestry strategy can be put in place.

Harvey, S. and Usher, A. (1996). *Communities and Natural Resource Management: Bridging the Gap*. Plan Canada, (Nov.), 34-38.

In the past, local community interests have taken a backseat to the interests of provincial ministries and natural resource producers and consumers. In this article, Harvey and Usher explore the idea of “community resource management partnerships”, in the form of “community forestry”, as a means of addressing the alienation between communities and resources. The authors begin by briefly discussing how these two terms became interchangeable. They then detail the elements of Ontario’s “Community Forestry Project” which consists of three parts: 1) four community forestry pilot projects, 2) a comparative analysis of existing mechanisms/partnerships for involving communities in natural resource management, and 3) the development of a community forestry strategy. The authors conclude that with the present government agenda of cost-cutting combined with the search for alternative service delivery approaches, there is considerable potential for “bridging the gap” between community and natural resource management if several requirements for success are fulfilled. These requirements include the need for community consensus, a credible lead agency, a clearly articulated mission,

meaningful delegation of authority and responsibility, a meaningful resource tenure, sufficient revenue sources and autonomy, inclusion of all relevant interests in the partnership, and reliance on existing community structures.

Hopwood, D. (1992). *Wise to Give Communities More Influence in Managing the Public Forests*. Forest Planning Canada, 8 (2), 20-21.

The author argues that one of the significant challenges facing British Columbia's forest industry involves the "location" of decision-making. He highlights, for example, that a significant majority of the Province's forest industry is controlled not just outside of British Columbia, but from outside of Canada. Tracing the present forest tenure system, with its allocation to large private corporations, to an earlier period of frontier resource development, Hopwood suggests that a transition to greater community control makes increasingly wise sense. While international corporations may be able to balance operations between different regions of the world, residents in British Columbia's forest dependent communities are directly impacted by gains or losses in that industry. Citing successful community forest models, he argues that the provincial government must take more seriously the idea of community control of local forest resources.

Klooster, D. (1997). *Conflict in the Commons: Scientific Forestry and Conservation in Mexican Agrarian Communities*. Fort Worth, Texas: paper prepared for the Association of American Geographers Annual Meeting, 1-5 April, 1997.

There are many benefits to participatory approaches to forest management. Klooster attempts to address the concern that "the demands of scientific forest management may restrict the space for participation and subvert common property management systems in such a way that the potential benefits of fairer and more effective enforcement are lost". Klooster sets the theoretical framework by analysing the literatures on common property, collective action around common property management, limits to the narrow common property approach, and the role of scientific forestry in common property management. Following this, Klooster contrasts a case study where scientific forest management plays a role in the usurpation of a forest commons, with a survey of communities which integrate scientific forestry into their common property management regimes. Klooster concludes that scientific forestry can be integrated with communal forest management. The key to this revolves around accountable leadership and participatory institutions.

Mallik, A.U. and Rahman, H. (1994). *Community forestry in developed and developing countries: a comparative study*. The Forestry Chronicle, 70 (6), 731-735.

This paper is one of four on community forestry in a special edition of The Forestry Chronicle. Mallik and Rahman compare the opportunities and challenges of community forestry in developing and developed countries. Areas of comparison include the goals and objectives, participants and beneficiaries, land tenure, size and management, ecology and economics of community forestry. The authors find that there are differences in the scale of community

forestry (small and for local needs only versus market oriented), yet despite these differences, they conclude that community forestry provides an opportunity for ecosystem management to maintain both community stability and ecological integrity in both developing and developed countries. In both cases, community forestry is seen as a means of preventing overexploitation of natural resources.

Marshall, F. (1986). *Community Forest Licences & Other Thoughts on Wise Forest Management*. Forest Planning Canada, 2 (6), 8-11.

Marshall lays a framework for “good forest management”, then discusses the benefits of community forest licences and how they fit into this framework of ‘good forest management’.

Masse, S. (1995). Community Forestry: Concepts, Applications and Issues. Ottawa, ON: Ministry of Supply and Services Canada.

In this book, Masse explains the concept of community forestry as a complex notion in which biophysical, economic, and social considerations all come into play. The author sets out to clarify the concept of community forestry by determining its main applications and defines the larger concept of community economic development from which the notion of community forestry springs. He also examines community forestry initiatives in British Columbia, Ontario and Quebec through historical overviews, case studies and comparative analyses. In conclusion, the author identifies the opportunities and challenges involved in implementing the concept.

M'Gonigle, R.M. (1996). *Tenure Reform in BC Forests: A Communitarian Strategy for Sustainability*. Policy Options, 17 (9), 11-15.

The issue of tenure reform is one which has elicited considerable debate within British Columbia. In its simplest form, the issue concerns the allocation of large tracts of Crown land to forestry corporations under long-term lease arrangements. Amongst the problems which such tenure can create are those involved with the difficulty of small or new firms to gain access to the forest resource, and the disconnection of industrial corporations from the people and communities in which their operations function. Drawing on the increasing debate over “community involvement”, the author argues for a “communitarian” strategy. By displacing both large corporations and government from the day-to-day management of local forestry issues, the author argues that more sensitive and sustainable practices and procedures will devolve.

M'Gonigle, M. (1996). Living Communities in a Living Forest: Towards an Alternative Structure of Local Tenure and Management. Victoria, BC: Eco-Research Chair of Environmental Law & Environmental Studies Program, University of Victoria, Discussion Paper D96-3b.

M'Gonigle suggests that community-based initiatives are widely espoused for their potential to create jobs, sustain local environments, and reinvigorate local participation. In this

discussion paper, a range of tenure alternatives which can be utilized to create “sustainable forestry” are examined. Particular emphasis is given to the potential of, and obstacles to, a community-based approach. The example tenure arrangements range from a corporate tenure model on one end of the spectrum to an ecosystem-based approach on the other. The author suggests that there are economic and political obstacles to adopting alternative economic development strategies. He then discusses the economic and management concerns of government agencies to ecosystem-based forms of forest tenure. Finally, M'Gonigle concludes that community-based forestry will continue to remain elusive in British Columbia without a transformation in the “state” itself so that in response to social interests, it can “provide an alternative to its own bureaucracies and corporations, and ‘mandate’ community”.

Mitchell-Banks, P. (ed.) (1993). Community Forests Workshop Proceedings. Maple Ridge, BC: Funded in part by The Canada-British Columbia Forest Resource Development Agreement.

These proceedings derived from a meeting of elected public officials at the municipal level, local planners and economic development staff, and other groups to explore the community forests concept. Issues addressed include the perceived purpose(s) of a community forest and how these might be fulfilled, native perspectives on community forest issues, and the viability of community forests.

Revelstoke Community Forest Corporation (1995). Revelstoke Community Forest Corporation: A Historical Perspective. Revelstoke, BC: City of Revelstoke.

This report provides an introduction to, and background on, the Revelstoke Community Forest. It begins with an outline of the general economic history of the region and the pressures which led to community activism for a community forest. It also provides a review synopsis of the stages of the community forest proposal - from the evolution of an idea through to the creation of the community forest. The third substantive section of the report provides a review of the first two years of the Revelstoke Community Forest Corporation's activities. These include issues such as local employment, timber to local processors, training, return on investment, and public participation. These issues are driven directly by the Community Forests's mission statement. The report concludes with a discussion of current challenges. These include normal forest industry issues such as road development, forest practices, timber supply reviews by the Ministry of Forests, and the normal business cycle associated with the timber industry. This concise document provides a clear illustration of one community's efforts to develop and implement a community forest.

Sanderson, K. (1991). *Community Forests and Small Business, A Natural Combination*. Forest Planning Canada, 7 (6), 25-27.

This is a transcript from a talk given by Sanderson at the "Transition to Tomorrow" Community Options Forestry Conference at the University of Victoria, Victoria, BC, February 15-17. It outlines the function of the Canadian Federation of Independent Business (CFIB), the importance of small business in the economy of B.C., and the need to include small business in the discussion revolving around the forest industry. One suggestion made is to break up the existing Tree Farm Licence into smaller community-managed units and have them logged by small contractors under the guidance of professional foresters.

Taylor, D. and Wilson, J. (1994). *Ending the Watershed Battles: B.C. Forest Communities Seek Peace Through Local Control*. Environments, 22 (3), 93-102.

Taylor and Wilson examine the idea that forest management responsibility in British Columbia should be devolved to local communities, arguing that proposals for community control leave unanswered some important questions regarding the nature of legitimate stakeholders, the definition of community boundaries, and the role of provincial environmental standards. The authors explore and evaluate one set of reform proposals, the community forest board model.

Zhang, D. (1991). Community Forestry in Canada: Is it Economically Feasible?. Thunder Bay, ON: A Discussion Paper of the Chair, Forest Management and Policy School of Forestry, Lakehead University, unpublished manuscript - not to be cited without permission of the author.

Zhang explores the financial viability of community forestry ventures of two existing and one proposed community forestry programs. The first part of his paper sets the framework for the study by reviewing the literature on economic analysis. The author then conducts an economic analysis of the North Cowichan Municipal Forest, the District of Mission Tree Farm Licence, and the Geraldton Community Forestry Proposal. Findings indicate that community forestry can be an effective way of implementing local control of forest resources.

Conflict Resolution Mechanisms

British Columbia Round Table on the Environment and the Economy (1991). Reaching Agreement: Vol. 1. Consensus Processes in British Columbia. Victoria, BC: British Columbia Round Table on the Environment and the Economy.

Case studies of a range of situations where negotiation has been applied to the settlement of resource-use conflicts have been compiled in this first volume of a two part series on collaboration and consensus. The report is designed to serve as a guide for assessing whether a

situation is appropriate for attempting a collaborative approach to decision making and establishing consensus. The 20 documented cases of environment or economic conflicts in British Columbia which were resolved through collaboration and consensus represent a mix of experiences and varying degrees of success. These case studies are organized into three appendices. Most of the cases appear in Appendix 1 which presents each case as a brief synopsis reviewing the main issue, the contact or person interviewed, the parties involved and a brief description of the setting, stages and outcomes. Several appear in Appendix 2 which presents a more in-depth analysis. One fully developed case study is presented in Appendix 3 which also evaluates the management context and the nature of the consensus process.

Canadian Round Tables (1993). Building Consensus for a Sustainable Future - Guiding Principles. Ottawa, ON: National Round Table on the Environment and the Economy.

This document was compiled by the collective provincial Round Tables from across Canada, and reflects their experiences with the use of consensus processes to achieve a sustainable future. It proposes ten guiding principles and key steps that make consensus work. These guiding principles include the need for people to have a reason for participating in the process; the need to involve all stakeholders; the need for voluntary participation; the need for all parties to be involved in the design of the consensus process; the need for flexibility; the need for equal access to information and the opportunity to participate effectively throughout the process; the acceptance of diverse values, interests and knowledge; the need for accountability for all parties involved; the need to set realistic deadlines; and the need for commitment to implementation and effective monitoring.

Commission on Resources and Environment (1995). The Provincial Land Use Strategy Volume 4: Dispute Resolution. Victoria, BC: Commission on Resources and the Environment.

In this report, the need for simple and accessible review and appeal mechanisms for the public is addressed. Specifically, the report outlines recommendations on a land use appeal system for the review of the administration of land use plans.

Crowfoot, J.E. and Wondolleck, J.M. (1991). Environmental Disputes. Community Involvement in Conflict Resolution. Washington, DC and California, CA: Island Press.

In the past, citizen participation in environmental decision-making processes has often been reactive. Often the result of court challenges or administrative appeals, this was considered costly and not always fruitful. This report is from the Environmental Conflict Project at the University of Michigan's School of Natural Resources, which probed citizen involvement in environmental dispute settlement processes. A comparative case study methodology is used to examine citizen group behaviour. The case studies cover a range of the key issues in environmental disputes, and cover a range of dispute settlement processes. Seven case studies were selected in order to develop a framework useful for citizen groups in evaluating which

dispute settlement processes might best serve their interests. Advantages and disadvantages were identified. The book begins by describing the characteristics of environmental and citizen organizations. It then provides information on the sources of environmental conflict. This is followed by a discussion of environmental dispute settlement. Chapter 3 outlines the steps involved in structuring an effective environmental dispute settlement (EDS) process. Chapter 4 provides a discussion of the key organizational issues and dilemmas posed by citizen group participation in an EDS process. Conclusions at the end include benefits and costs of participation and a summary of key research findings.

Darling, C. (1992). *A Shared Decision-Making Approach to Land-use & Resource Management Planning*. Forest Planning Canada, 8 (3), 28-29.

In this article, Darling examines the concept of “shared decision making”, a process which involves not only the participation of stakeholders in the negotiation of substantive issues but also in the design and evolution of the process itself. This process involves four stages: the assessment stage, whereby disputants discuss the purpose and desirability of negotiation, their willingness to proceed, and the need to involve a mediator; the process stage, whereby a suitable forum and procedural framework is created for consensus building in a cooperative negotiating climate; the negotiating and reaching agreement stage; and finally, the implementation stage.

The Dispute Resolution Core Group (1991). Reaching Agreement - Volume 2: Implementing Consensus Processes in British Columbia. Victoria, BC: British Columbia Round Table on the Environment and the Economy.

This document is the second of a two part series which explores ways of resolving disputes through collaboration and consensus. After first outlining key elements of consensus processes, steps involved in undertaking this process, and the benefits and limitations of doing so, this volume then examines how consensus processes could be put to greater use within British Columbia's current decision-making system. The goal is to enhance decision-making with respect to the environment and the economy. The report focusses primarily upon two areas of government decision-making: the setting of environmental standards and regulations, and the issuance of environmental licenses and permits. Conclusions drawn from this examination include the need to make some changes in the current system of government if collaborative approaches to decision-making are to be promoted. These changes require a re-allocation of budgets and human resources, a shift in attitude and approach, and possibly even legislative and regulatory change.

Flynn, S. and Gunton, T. (1996). *Resolving Natural Resource Conflicts Through Alternative Dispute Resolution: A Case Study of the Timber Fish Wildlife Agreement in Washington State*. Environments, 23 (2), 101-112.

The usefulness of Alternative Dispute Resolution (ADR) is evaluated in this article. The authors begin by outlining some of the beliefs associated with ADR, then examine its application in an environmental planning context - the Washington State Timber/Fish/Wildlife Agreement. The agreement has three objectives: 1) to improve the quality of forest management decisions so as to better achieve the five goals of the agreement, 2) to reduce conflict, and 3) to increase stakeholder involvement in forest management. It is on the basis of these objectives that the authors evaluate application of ADR in the Agreement. While the Agreement enhanced opportunities for participation in forest management, problems such as the disparity between groups' ability to participate did arise leaving the authors to conclude that ADR is not applicable in all circumstances.

Forest Planning Canada (1992). *Highlights from P.M. Wood's "Resolving Wilderness Land-Use Conflicts by Using Principled Negotiation - A Preliminary Analysis of Obstacles and Opportunities for the B.C. Ministry of Forests"*. Forest Planning Canada, 8 (3), 42-47.

These are highlights from a research paper completed by Paul M. Wood under a grant provided by Forestry Canada in 1989. The paper aims to: a) review the decision making processes used by the Ministry of Forests for allocating wilderness, b) review the extent and type of public involvement in these processes, and c) delineate obstacles to, and opportunities for, the use of principled negotiation for the resolution of forest wilderness land use conflicts in British Columbia. The author provides explanations as to why the Ministry has made very limited use of the process of "principled negotiation" in dispute resolution and offers comments on what needs to happen for "principled negotiation" to be applied.

Griggs, J.R. and Kyuquot Native Tribe (1991). Developing Cooperative Management Systems for Common Property Resources: Resolving Cross-Cultural Conflict in a West Coast Fishery. Vancouver, BC: School of Community and Regional Planning, UBC Planning Papers, Canadian Planning Issues #29.

The authors of this report suggest that "conventional approaches to resource management frequently invest authority in the hands of a technical management agency, with the result that the roles of manager and user are often cast in opposition as guardian and villain respectively". In this study, the authors attempt to analyse this relationship, drawing upon contrasting systems of property rights and systems of resource management to explore a renewed basis for cooperative management. This renewed basis is grounded in traditional communal property systems where local renewable resources are held in common. The work begins by setting out a theoretical context which traces the linkage between conventional approaches to resource management and the prevailing western understanding of common property. The report then identifies alternative cooperative approaches to resource management based on a refined definition of common

property which draws on traditional management systems from around the world. A case study of a clam fishery on the west coast of Vancouver Island is used to illustrate an example of resource management conflict. The dispute is defined in terms of conflicting perceptions of stakeholder groups, and illustrates the characteristic weaknesses of the conventional approach. The authors posit a solution through adaptation of the traditional resource use system of the aboriginal inhabitants of the area. They argue this to be a general framework for cooperative management. They also offer recommendations for resolving conflict through a process of mediated negotiation. The authors conclude that traditional communal property systems can provide a sound foundation for cooperative management of common property resources if the “traditional/modern” dichotomy to resource management can be overcome.

Pinkerton, E. (1996). *The Contribution of Watershed-Based Multi-Party Co-Management Agreements to Dispute Resolution: The Skeena Watershed Committee*. Environments, 23 (2), 51-68.

Pinkerton uses an interview methodology to evaluate the successes and failures of the Skeena Watershed Committee co-management agreements to dispute resolution in three major conflicts in the British Columbia fisheries industry: a) maximum yield versus optimum yield and biodiversity, b) aboriginal rights versus rights of commercial and sport fishers, and c) commercial versus sport allocations. She concludes that three of five mechanisms for conflict resolution were successfully used by the Skeena Watershed Committee with the other two being only partially used. Overall, this example of co-management was proving to be a good model of dispute resolution.

Province of British Columbia (1998). Reaching Agreement on Regional Growth Strategies. Victoria, BC: Ministry of Municipal Affairs, Growth Strategies Office, Corporate Policy Branch.

In 1995, the British Columbia government enacted Growth Strategies legislation to promote regional district and municipal government coordination on cross-boundary growth and related issues. This document is primarily aimed at regional districts and municipalities that are currently preparing regional growth strategies or regional context statements. However, because the document promotes the use of alternative dispute resolution tools and techniques that local governments can use to reach agreement, this document may be useful in other negotiation contexts as well. In particular, it explores the use of alternative dispute resolution models based on consensus. Three methods of consensus-based approaches are examined: interest-based negotiation, facilitation, and mediation. The document begins with a brief discussion of traditional methods of dispute resolution and how alternative dispute resolution models differ. This is followed by a discussion of what is meant by consensus decision-making and what are the common underlying causes of conflict. The document then moves into a detailed discussion of the three negotiation-based approaches to dispute resolution, their principles, and when they should be adopted. The report concludes with a brief listing of factors that mark a successful dispute resolution process.

Salazar, D.J. and Alper, D.K. (1996). *Perceptions of Power and the Management of Environmental Conflict: Forest Politics in British Columbia*. The Social Science Journal, 33 (4), 381-399.

The purpose of this article is to “gain insight into how political actors model the relations and processes in which they are involved”. The authors argue that these perceptions will vary, and the nature of that variation tells a great deal about how conflicts develop and the likelihood of their successful resolution. The article begins with an overview of the historical development of forest conflict during the 1980s and 1990s. The perceptions of key players in British Columbia's forest conflict are then evaluated against four models of politics: the configuration of power, the nature of political behaviour, dispositions with respect to institutional conflict resolution processes, and policy goals. Finally, the authors describe possible implications for government directed conflict management processes. The authors conclude that because of incompatibility between the model of power implicit in the Commission on Resources and Environment process and that held by many of the political actors, that this model of conflict resolution is unlikely to be successful. Further, because the nature of “alternative dispute resolution” is inherently political, consensus may only be possible if set out goals are limited to issues where the “participants do not come to the table with such different description and normative visions of the situation”.

Selin, S. and Chavez, D. (1995). *Developing a Collaborative Model for Environmental Planning and Management*. Environmental Management, 19 (2), 189-195.

Selin and Chavez begin by defining the concept of “collaboration” and elaborating this through the use of examples from natural resource management. Collaboration theory is then examined to illustrate the factors that facilitate and inhibit collaborative solutions to resource problems. The authors present a process-oriented model which proposes that “collaboration emerges out of an environmental context and then proceeds sequentially through a problem-setting, direction-setting, and structuring phase”. Some of the factors which constrain collaboration are identified as organizational culture and power differentials. The authors also identify some designs for managing collaboration. These include appreciative planning, joint agreements, dialogues, and negotiated settlements.

Susskind, L. and Cruikshank, J. (1987). Breaking the Impasse: Consensual Approaches to Resolving Public (Forest) Disputes. New York, NY: MIT - Harvard Public Dispute Program, Basic Books.

This book is a layman's guide to organizing for participation in decision making processes. It provides benchmark standards to enable us to judge whether government is truly taking the public's concerns into account or whether it is simply creating an illusion of public participation to give them credibility. The authors use an approach referred to as “negotiated consensus building”, which involves three levels including facilitation, mediation, and non-binding arbitration. The books contains many useful case studies dealing with public disputes.

Evaluation of Public Participation in Resource Management

Brenneis, K. (1990). An Evaluation of Public Participation in the British Columbia Ministry of Forests. Burnaby, B.C.: Natural Resources Management Program, Simon Fraser University, Background Report Prepared for the British Columbia Forest Resources Commission.

This paper represents one of seven background papers prepared for the Forest Resources Commission in 1991. The purpose of the study is to evaluate the effectiveness of the British Columbia Ministry of Forests public participation program. Brenneis opens with a discussion of the definition and rationale for public participation and reviews the practical aspects of public participation techniques. Chapter 4 specifically identifies components of a good public participation process, while Chapter 6 provides a statutory and policy framework review of the Ministry of Forests planning process.

Brenneis, K. and M'Gonigle, M. (1992). *Public Participation: Components of the Process*. Environments, 21 (3), 5-11.

The authors argue that increasing public claims of "ownership" of Crown land and resources is pressing for greater participatory involvement in government decision-making processes. Following an introduction to the issues and context of public participation in general, ten specific components are discussed in detail. These components include: 1) that the process must be understandable, 2) that there must be democratic accountability, 3) that there must be adequate notification, 4) that the process must have a legal mandate, 5) that there must be a comprehensive set of opportunities for participation, 6) that access to information is important, 7) there must be adequate resources made available to all participants, 8) the public must receive some indication that their input was considered, 9) that a conflict resolution mechanism must be inherent in the process, and 10) that an appeal mechanism must also be an inherent part of the process. The authors conclude that if governments do not implement such procedural reforms, public satisfaction will decrease and demands for more substantive reforms will increase.

Briassoulis, H. (1989). *Forum - Theoretical Orientations in Environmental Planning: An Inquiry into Alternative Approaches*. Environmental Management, 13 (4), 381-392.

This article includes a review of six alternative environmental planning approaches. Each of these approaches is evaluated in terms of: 1) the relative influence of the characteristics of environmental problems, the nature of the decision-making context, and the intellectual traditions of the disciplines contributing to the study of these problems, 2) the occurrence of these approaches in real-world situations, and 3) their environmental soundness and political realism. The six alternative environmental planning approaches are: 1) comprehensive/rational, 2) incremental, 3) adaptive, 4) contingency, 5) advocacy, and 6) participatory/consensual. These approaches represent "pure" types. In the real-world, however, the actual approaches pursued

tend to be blends of these six approaches. The author then suggests a synthesis of these environmental planning approaches to identify the linked nature of problem identification, definition, plan implementation, plan evaluation, and future monitoring. The author concludes by suggesting future research directions.

Bruton, J. and Howlett, M. (1992). *Differences of Opinion - Round Tables, Policy Networks, and the Failure of Canadian Environmental Strategy*. Alternatives, 19 (1), 25-33.

This is an analysis of the failure of past environmental policy initiatives to live up to expectations. The focus of the cause of this failure centres not on the agenda-setting and implementation stages of the policy process, but rather on the failure of “public” interests to establish “networks” which would produce unified and coherent policy proposals. The authors utilize a survey of the membership breakdowns of social groups active in the Canadian Round Tables on Environment and the Economy to explore the extent of policy networking. This survey revealed that corporations and environmental groups were the most active social participants in the policy network, yet their interaction with each other was limited. Further, while the participating groups shared a common concern, major disagreements existed over both the goals of environmental policy and the means to rectify environmental problems. The authors conclude with the suggestion that the Canadian environmental policy process needs to be reformed with a view to overcoming the fragmentation of the social groups active in the policy process through the creation of an effective environmental policy network.

Buck, J.V. (1984). *The Impact of Citizen Participation Programs and Policy Decisions on Participants' Opinions*. Western Political Quarterly, 37, 468-482.

In this article, Buck reports on a survey of people who participated in the American National Park Service Plan for Yosemite National Park. The purpose of this survey was to determine how participants viewed both the planning process and the plan that was finally released.

Burton, T.L. (1979). *Review and Analysis of Canadian Case Studies in Public Participation*. Plan Canada, 19 (2), 31-22.

The purpose of this article is to place the Canadian experiences in public participation within a descriptive frame of reference. It starts with an introductory note on the definition of public participation. Burton then argues that to compare and contrast the case studies within this definition of public participation, it is necessary to develop a suitable analytical framework. The main characteristics of the framework are: the nature of the issue to which the participation is addressed; the type of participation undertaken; the scale at which the participation has taken place; the techniques or instruments of participation that have been employed; and the presence or absence of evaluation of the participation.

Canadian Environmental Protection Agency (1994). Reviewing CEPA: The Issues #10: Public Participation for Environmental Protection. Quebec: Ministry of Supply and Services.

The Canadian Environmental Protection Agency (CEPA) proclaims among other duties, the following responsibilities of the government of Canada: 1) to encourage the participation of the people of Canada in the making of decisions that affect the environment; and 2) to facilitate the protection of the environment by the people of Canada. CEPA has features that foster the fulfilment of these stated duties; however, research has shown that there are limitations to CEPA provisions with respect to public participation. This study is an examination of the many laws going beyond CEPA with respect to the rights of citizens and residents to take part in the decision making aspects of environmental protection. Legislative initiatives in Canada, the United States and elsewhere, that include some of the primary features of what is often referred to as the "environmental bill of rights", are highlighted. The study also includes a summary of issues and options. This permits preliminary comparison of public participation rights enacted in CEPA with those offered in other spheres of environmental protection and sustainable development.

Cardinall, D. and Day, J.C. (1998). *Embracing Value and Uncertainty in Environmental Management and Planning: A Heuristic Model*. Environments, 25 (2 & 3), 110-125.

Cardinall and Day begin by providing an overview of environmental management and planning. Using the concepts of human "values" and "uncertainty", the authors employ a framework based on "decision stakes" and "management uncertainty" to assess the effectiveness of various participatory and technical approaches to environmental management. They attempt to assess decision-making potential in terms of its ability to integrate diverse values, knowledge, and information in support of sustainable environmental management. The authors conclude by outlining several steps which could provide more effective environmental management and planning.

Downes, B.T. (1995). *Toward Sustainable Communities: Lessons from the Canadian Experience*. Willamette Law Review, 31 (2), 359-395.

Downes states that the United States desperately needs to design and implement new processes for resolving conflicts between protecting the environment and protecting the economy. He suggests that Canadian examples of "round tables" on the environment and the economy provides a unique experience with sustainable development. First, the author briefly reviews the recent history of sustainable development. He introduces the "round table" method Canadians use to address environmental protection by replacing adversarial relations with multi-party collaboration involving all segments of society. Then, British Columbia efforts to build a sustainable province through the Round Table on the Environment and the Economy are examined. Of particular interest is the collaborative round table process British Columbia communities use to reach a consensus vision of sustainability and a plan to realize that vision.

The article also discusses the factors necessary for successful large-scale collaboration and highlights six lessons from the Canadian effort to build a sustainable society, focussing on ongoing efforts in British Columbia.

Ewing, S. (1996). *Whose Landcare? Observations on the role of 'community' in the Australian Landcare programme*. Local Environment, 1 (3), 259-276.

Australia has developed a community-based, participatory, sustainable development policy called "Landcare", which has been hailed by some as one of the most imaginative in the world for dealing with the issue of land degradation. A key component of this programme is the active cooperation of landowners in conservation efforts. Since its inception in the 1980s, there are now an estimated 2200 Landcare groups across Australia. This paper adopts a case study approach in one area of Victoria's Western District to evaluate the Landcare programme in terms of how it works, the degree and effectiveness of community participation, who is involved and why, and how funding is negotiated. It then briefly explores the concepts of "community" and "ownership" within the context of the Landcare programme. The author concludes that contrary to rhetoric, the concepts of "community", "ownership" and "empowerment" in Landcare are, in practice, ambiguous.

Gericke, K.L., Sullivan, J., and Wellman, J.D. (1992). *Public Participation in National Forest Planning*. Journal of Forestry, 90 (2), 35-38.

This article summarizes the findings of a research initiative which examined public participation activities used in the first phase of US national forest planning. The aim of the research was to acquire adequate detail about public participation in order that benefits and costs can be assessed and efforts can be adapted to meet the changing needs of society. The 96 national forests which had completed a final land management plan by August 1989 were surveyed. Three general areas were covered in the survey: 1) the perception of foresters to the importance of various public participation techniques, 2) details about how public participation was conducted, and 3) how much time was spent in public participation. Several key findings from this research include: 1) the most popular approach for publicizing public participation opportunities consisted of mailings to individuals and organizations, 2) small group activities were perceived as the most important public participation technique, 3) only a relatively small number of the national forests spent an exceptionally large amount of time in public participation efforts, 4) while overall costs of planning may be high, funds expended for public participation represented only a small proportion of overall planning costs, and 5) that assessment of the effectiveness of specific public participation techniques is a difficult endeavor.

Hawkes, S. (1996). *The Gwaii Haanas Agreement: From Conflict to Cooperation*. Environments, 23 (2), 87-100.

This paper is one of six shared decision making case studies in a special issue of Environments on “Shared Decision-Making and Natural Resource Planning: Canadian Insights”. Hawkes evaluates the successes and failures of the Gwaii Haanas Agreement, one of only four co-management agreements reached for a national protected area in Canada. Of the sixteen criteria used to assess this co-management agreement, the author considers ten to be clearly met and another three to be partially met, suggesting that the chances for success of this agreement are good. However, the agreement failed to meet three other criteria: it does not set out clear provisions for enforcement, there are no clear time limits for reaching decisions, and there is no “fallback” mechanism should the two parties fail to reach a mutually agreeable decision.

Howlett, M. (1990). *The Round Table Experience: Representation and Legitimacy in Canadian Environmental Policy-Making*. Queen's Quarterly, 97 (4), 580-601.

Howlett provides an overview of the Canadian Round Table experience. The author begins by chronicling the conditions under which Round Tables were initiated as a mechanism to increase public participation. This is followed up by an accounting of the Canadian Round Tables and their mandates, concluding with reflections on the Round Table experience to date.

Kelly, R.A. and Alper, D.K. (1995). Transforming British Columbia's War in the Woods - An Assessment of the Vancouver Island Regional Negotiation Process on the Commission on Resources and Environment. Victoria, BC: University of Victoria, Institute for Dispute Resolution.

Kelly and Alper analyze the internal workings of the Commission on Resources and Environment (CORE) process in the Vancouver Island Regional Negotiation Process, and assess its success in meeting stated goals. The fourteen members who met to develop a land use strategy for Vancouver Island were surveyed to determine whether they perceived themselves as having “access” to the decision making process and whether they felt “empowered” within the process. The paper begins by placing the CORE process within the history of public participation in Canada. The authors then discuss alternative dispute resolution (ADR) and how the analysis of the Vancouver Island CORE process fits within the study of ADR more generally. Findings indicate that CORE had an overall impact in legitimizing groups in the eyes of government and that the process was successful at including all stakeholders. Most members perceived themselves empowered within the shared decision making process.

Kofinas, G.P. and Griggs, J.R. (1996). *Collaboration and the B.C. Round Table on the Environment and the Economy: An Analysis of a "Better Way" of Deciding*. Environments, 23 (2), 17-39.

The theoretical underpinnings of collaboration are explored in this article which utilizes a case study of the British Columbia Round Table on the Environment and the Economy. The authors begin by offering a definition of collaboration, then examine incentives for collaboration, forms of collaboration, and the process of collaboration itself. They then use the case study to evaluate the successes and failures of the British Columbia Round Table, particularly with respect to collaboration and improved decision making in environmental management.

McAllister, M.L. (1998). *Shared Decision-Making: Lessons from CORE*. Environments, 25 (2 & 3), 126-132.

British Columbia is the "first jurisdiction in Canada to have extensively and comprehensively employed round table approaches to resource-based decision-making throughout the province". In this article, McAllister comments on some of the issues and the administrative and political context of the 1992 British Columbia Commission on Resources and Environment (CORE). She begins by briefly outlining the evolution of the CORE process, and then evaluates the CORE process on the basis of its perceived legitimacy, focussing on the crafting, implementation and administration of a consensus-based process. McAllister concludes that the process was severely flawed right from the lack of effective institutional methods for resolving disputes, to an absence of clearly defined goals, and to the democratic nature of that process. Nevertheless, the CORE process did represent a first step in developing an alternative approach to sustainable land use decision making and entrench the ideas of public involvement, shared decision making and consensus into land use planning.

Penrose, R.W., Day, J.C., and Roseland, M. (1998). *Shared Decision Making in Public Land Planning: An Evaluation of the Cariboo-Chilcotin CORE Process*. Environments, 25 (2 & 3), 27-47.

A key element of British Columbia's Commission on Resources and Environment's (CORE) strategy was "to support public participation in land use planning through shared decision-making processes". In this article shared decision making (SDM) in land use planning and management is evaluated through the theory and practice of alternative dispute resolution, conflict management, multiparty mediation, consensus decision making, and land use planning. These issues provide a basis and criteria for evaluating shared decision making processes. The merits of the CORE process in the Cariboo-Chilcotin regional land use plan are then assessed through telephone interviews with representatives of the interest sectors which participated in the process. The authors conclude that while the Cariboo-Chilcotin CORE process suffered from ineffective process implementation and a lack of commitment by both the Province and certain participants, and did not achieve consensus, there were positive aspects of SDM which suggest it may have an important role to play in sustainable land use planning and management.

Pinkerton, E.W. (1993). *Co-Management Efforts as Social Movements - the Tin Wis Coalition and the Drive for Forest Practices Legislation in British Columbia*. Alternatives, 19 (3), 33-38.

Pinkerton analyzes the Tin Wis Coalition and the Tin Wis Forest Stewardship Act of 1991 to see whether this movement fits within the criteria for a social movement and what its chances are for success. She begins by providing an overview of the Tin Wis movement, a coalition of First Nations, trade unions, environmentalists and small businesses, which pressured for a co-management agreement between the provincial government and the communities, aboriginal people and other stakeholders. She then refers to the social movement literature to determine whether the Tin Wis movement meets the sociological and political conditions which are necessary for success. Her analysis leads her to conclude that this co-management initiative is likely to succeed.

Sewell, W.R.D. and Phillips, S.D. (1979). *Models for the Evaluation of Public Participation Programs*. Natural Resources Journal, 19, 337-358.

Sewell and Phillips identify several requirements for evaluation of public participation. They argue that flexibility must be built into the evaluation process or public participation will not be useful..

Smith, L.G. (1982). *Alternative Mechanisms for Public Participation in Environmental Policy-Making*. Environments, 14 (3), 21-24.

In this article, Smith examines five existing mechanisms for public participation in policy-making and assesses their potential for achieving more effective involvement of the public in policy-making. The mechanisms include: lobbying, public inquiries, task forces, advisory bodies, and Green papers. The author argues that a shift in emphasis from lobbying and public inquiries to a focus on Green papers and advisory bodies would result in more effective public participation in policy-making.

Waller, T. (1995). *Knowledge, Power, and Environmental Policy: Expertise, the Lay Public, and Water Management in the Western United States*. The Environmental Professional, 17, 153-166.

This paper sets out to examine the policy-making roles of professionals and laypersons in identifying environmental problems and determining policies and solutions to these problems. The paper begins with a selected literature review on the relationship among experts, elites, and the general public in policy-making. This is followed up with a case study look at water policy in the western United States in terms of how specialized knowledge and environmental politics currently intersect. The case study reveals the ineffectiveness of public political involvement and

resolution of environmental problems brought about by the shaping of public perception and attitudes by experts' cognitive power. The author concludes by suggesting how a more constructive relationship between a more competent public and credible experts can be created.

Webler, T., Kastenholz, H., and Renn, O. (1995). *Public Participation in Impact Assessment: A Social Learning Perspective*. Environmental Impact Assessment Review, 15, 443-463.

This article builds on the development of normative criteria for evaluating models of public participation processes. The authors supplement the two main evaluative criteria for good public decision making processes, fairness and competence, with the criteria of social learning. The concept of how public participation can enhance social learning processes is first described. The authors then develop the idea of "cooperative discourse" as a model of achieving consensus. This involves a citizen panel type public participation model which is augmented with stakeholder and expert group participation in designing decision options. A case study on impact assessment of a municipal waste disposal facility in Switzerland is then utilized to illustrate how the evaluative criteria can be applied.

Williams, P.W., Penrose, R.W., and Hawkes, S. (1989). *Tourism Industry Perspectives on the Cariboo-Chilcotin CORE Process: Shared Decision Making?*. Environments, 25 (2 & 3), 48-63.

This article explores the Cariboo-Chilcotin Commission on Resources and Environment's (CORE) shared decision-making planning process from the perspective of tourism stakeholders. It describes the role of tourism stakeholders in the process and assesses the efficacy of the process in terms of outcomes, desired and attained, by tourism interests. The strengths and weaknesses of the process, based on interviews with tourism stakeholders, were assessed utilizing a shared decision-making framework. The criteria used in this assessment include participant and government support of the process, inclusive representation of interests and effectiveness of interest representation, resources for participants, effectiveness of process management, and participant role in negotiation design.

Wilson, A., Roseland, M. and Day, J.C. (1996). *Shared Decision-Making and Public Land Planning: An Evaluation of the Vancouver Island Regional Core Process*. Environments, 23 (2), 69-86.

This article is one in a series of six papers in a special issue of Environments on "Shared Decision-Making and Natural Resource Planning: Canadian Insights". It is a preliminary evaluation of the CORE process in the Vancouver Island area. The authors begin with a description of CORE's history and mandate, then proceed to review the Vancouver Island regional CORE process. They conclude with a critique of the process and recommendations for improving the way in which similar initiatives are operated in the future.

Tools for Public Participation

Aberley, D. (ed.) (1993). Boundaries of Home: Mapping for Local Empowerment. Gabriola Island, BC and Philadelphia, PA: New Society Publishers.

Mapping can play an important role in social change. They can show, for example, a vision for the future and can depict strategies of resistance to unwise development. Maps can be used as a tool for empowerment. This book is organized to take the reader through a "wide terrain of mapping lore". Aboriginal mapping through eye memory and other current mapping issues are explored. The book then offers step-by-step guidance on a technique that can be used to identify and map your own "bioregion". The final chapter of the book provides information on how to access a wide range of additional mapping-related resources.

Amer, E. (1980). Yes We Can! How to Organize Citizen Action. Ottawa, ON: Synergestics Consulting.

This book is a technical guide to citizen action with an emphasis on redistribution of power in the process of decision making. Amer discusses the series of small decisions and actions needed to take control of the decision making process.

American Institute of Certified Planners (1994). Building Vision and Action: Small Town and Rural Planning Series. Chicago, ILL: American Institute of Certified Planners.

This is one component in a four tape video training package in the Small Town and Rural Planning Series produced by the American Institute of Certified Planners. The 1.5 hour video focuses on how to tailor a community visioning process specific to the character of each community such that it is responsive to change as the community grows or declines. This film of a workshop session outlines the steps involved in setting the context and identifying the problems to be considered, the different mechanisms available for use in the process, and the types of outcomes. Key principles for these planning public participation processes are: 1) the process must be engaging, 2) it must have a proprietary dimension (it should be "their" plan), 3) it must be focussed on coming together, 4) there must be an emphasis on continual learning, and 5) inclusiveness is key to a sound process. As illustrations, case study examples of different planning processes in United States' small towns are presented.

Anderson, L., Conn, M., Donald, J., Harrington, M., and Kemp, L. (1993). Counting Ourselves In: A Women's Community Economic Development Handbook. Vancouver, BC: WOMENFUTURES Community Economic Development Society and the Social Planning & Research Council of British Columbia.

This handbook is designed to be a guide for women who want to start a CED project. It explores the variety and depth of women's community economic development. Much of the material in the handbook emerged from a series of workshops about women and CED, which

were facilitated by WOMEN FUTURES and also involved interviews with women in many different settings. It is presented as a set of exercises that can be used independently or in sequence. These exercises include: Inviting Participation, Women's Contribution to the Economy, The Community We Want to Live In (exploring the need for a community vision), Identifying the Barriers to Women's CED, Recognizing What Helps Women to do CED (capabilities, skills needed, need to network, resources needed), Moving On With the Vision (how to put vision into practice). Each chapter ends with Workshop Ideas for organizing workshops about women and CED. The Resource Pages at the end of the handbook include a listing of organizations and programs available within each province and territory, and a selection of additional reference materials.

Atlantic Provinces Economic Council and Bryant, C.R. (1993). Conditions for Successful Economic and Social Development: A Comparative Study in the Atlantic Provinces and Eastern Ontario. Ottawa, ON: Health and Welfare Canada.

This report, submitted to Health and Welfare Canada under the Community Economic Development (CED) Research Grants Program, attempts to offer some methods for assessing the conditions and value of integrating economic and social goals in the CED process. The conditions include the policy environment, the basic socio-economic characteristics of the community, and the strength of participation and planning in the CED activity. The conceptual basis for the study is that regional disparities have been persistent and that public financial assistance is inadequate. Field studies in Atlantic Canada and Eastern Ontario were conducted to examine conditions which might affect integration of economic and social development. One of the conclusions from the study was that some communities have difficulties in organizing and addressing CED issues. In response, a community self-evaluation guide or "Toolkit", intended to be used by communities, was included.

Baker, H.R. (1993). Restructuring Rural Communities, Part 2 - Grazing the ideas, approaches, and resources of selected countries. Saskatoon, SK: University Extension Press Monograph Series, Extension Division, University of Saskatchewan.

This volume is the second part of a study reviewing rural community development policies and practices in the United States and other selected countries. While the first part emphasized multicomunity collaboration as a tool for restructuring rural communities, this volume focuses on alternative approaches. The book is designed as a resource tool which briefly describes ideas, guidelines, program models, and resource centres and institutes that relate to rural community development. The author acknowledges that not all information in this report is new or particularly innovative, nor is it necessarily applicable to every community's situation. Despite being intended for a Canadian audience, the book focuses on non-Canadian sources. In the "Idea Bank", a collection of ideas in rural community development are assembled from documents, conversations with community leaders, and from specialists in community development and economic development in the United States, Europe, and elsewhere. The "Community Development Guidelines" section provides a brief listing of issue areas in

community development. These include: Clues to Rural Community Survival, 7 Secrets to Coping with Change in Small Towns, 10 Ideas for Recruiting New Leaders, Operating Principles of a Community Self-Renewal Program, Success Factors in the Use of Linkage Strategies in Community Economic Development Efforts, Characteristics of an Effective Team, Stages of “Death, Dying, and Rebirth” in Local Economic Development, and Flow Through the Leaky Bucket. In the “Selected Development Programs” section, there are lists of program examples for tackling issues in community-based development. Program examples include: providing information and education on community development, networking projects, community development contests, community economic development, community and rural development, and community development funding schemes. The “Development Institutes & Centres” section provides examples of organizations and institutes working in the areas of information, education and leadership development, community development, community economic development, community and rural development, policy development, and co-operative development. There is some overlap with the previous chapter. “Newsletters” is a collection of print resources on community development. Appendices include a list of definitions and other selected readings.

Barnsley, J. and Ellis, D. (1992). Research for Change. Participatory Action Research for Community Groups. Vancouver, BC: The Women’s Research Centre.

This is a guide for community groups involved in social change. Its principal purpose is to outline a method of participatory action research that can aid in a group’s organizing work. The guide begins with an overview of the concept of “action research”. It then provides a review of the process of building research into the group’s overall work, and explains how to design and carry out such research. The final section, “Tool Kit”, outlines tools or techniques used to do the work. Throughout the guide, examples of different community groups’ experiences are provided. The guide also includes a set of appendices which contain useful background information such as definitions, goals and objectives, ways to test strategies, how to develop a workplan, research budget issues, qualifications and hiring of researchers, research ethics, and a list of useful reference books.

Bauen, R., Baker, B., and Johnson, K. (1996). Sustainable Community Checklist. Seattle, WA: Northwest Policy Center, Graduate School of Public Affairs, University of Washington.

This workbook is designed to assist rural communities with developing sustainability indicators as a tool for community building. It provides not only an introduction to the concept of sustainability, but introduces a series of “principles of sustainable communities”. Each of these principles fits within a vision which interconnects the local economy, community, and environment. These principles include: 1) foster commitment to place, 2) promote vitality, 3) build resilience, 4) act as stewards, 5) forge connections, and 6) promote equity. Each principle has at least two examples from what other communities have done in that area. The checklist is followed up with a list of organizations that have first hand experience to offer and other resources to assist communities.

Beresford, P. and Croft, S. (1993). Citizen Involvement: A Practical Guide for Change. London, GB: The MacMillan Press, Ltd.

This book is intended both as an introduction and a guide to citizen involvement. It is organized according to the themes and issues which have emerged from existing experiences and initiatives to involve people. In Chapter 1, the authors define what getting involved means in a broader and more philosophical context. Chapter 2 is an examination of people's involvement in practice. Chapter 3 introduces the idea of empowerment. Key components of involvement and empowerment, from information to training, advocacy, and access, are identified in Chapter 4. Chapter 5 offers a set of practical guidelines for citizen involvement based on people's experiences in a wide range of settings. In Chapter 6, the focus shifts from individual involvement to collective action. Chapter 7 outlines a process of empowerment from the viewpoint of people seeking more say themselves. The final chapters go back to the perspectives of agencies and their workers, looking first at how they can develop a more open and empowering practice and then exploring a policy for citizen involvement. Chapter 9 also provides a checklist to audit involvement and provides readers with a guide to the book, showing them where they can find more detailed discussion of particular issues and areas of citizen involvement.

British Columbia/Yukon Community Futures Association (1993). Entrepreneurial Communities - A Handbook for Local Action. Vernon, BC: Westcoast Development Group.

This handbook is designed for use by Community Futures Committees and Business Development Centres, but is also useful for other groups involved in "bottom up" community action and strategic planning. Its purpose is to provide a better understanding of the theory and practice of Community Economic Development (CED) and strategic development. It is written in language accessible to those with no experience in this field. The handbook is organized into three sections. The first of these provides a brief introduction to community economic development. Topics under this section include a look at the traditional perspective on local economic development, defining CED and its aims, outlining some of the key frameworks on which CED is based, clarifying the differences between other local economic development strategies and CED, and pointing out the limitations of traditional perspectives which make CED a better alternative strategy. The second section, "Strategic Planning", outlines the steps involved in a strategic planning exercise. The link between CED and Strategic Planning are then explored in the third section. The remainder of the book becomes a how-to manual for how to develop the vision and mission, how to prepare a situation analysis, and how to complete the strategic planning process. A case study of an invented region is included as Appendix 1 to permit individuals involved with Community Futures Committees or Business Development Centres to identify themes familiar with their own.

Bryant, C.R. (1995). Sustainable Community Analysis Workbook 3: Strategic Management and Planning for Local and Community Economic Development. St. Eugene, ON: Econotrends Limited.

This workbook is designed as a tool-kit for use by professionals and volunteers in contributing to more effective processes of management at the community level. In Part 1, some general comments are made regarding differences between strategic management and planning for the organization involved in the sustainable community development process and for the community as a whole. In Part 2, the discussion focuses on the nature of the community strategic development plan, stressing the importance of seeing it as a working document which, if it is to be implemented, requires constant attention to working with others. In Part 3, the challenges of organizing community level involvement are tackled. Each section is introduced by a brief but concise explanation of major concepts. A variety of graphics and synopses of key points are integrated into the workbook to help drive home and synthesize key parts of the text. Some checklists are also presented to help the individual reader focus attention on his or her own community.

Bryant, C.R. (1995). Sustainable Community Analysis Workbook 4: Mobilising and Planning the Community's Strategic Orientations: Basic Tips. St. Eugene, ON: Econotrends Limited.

In Part 1, Bryant reviews some key points from the previous workbooks in the series and outlines the challenges in completing the development equation. He then identifies in Part 2 the challenging tasks involved in mobilizing people for various forms of involvement in the strategic reflection and planning process in each strategic orientation of the community. Finally, in Part 3, Bryant examines the challenges of taking the momentum achieved in the strategic reflection and planning process and turning it into action.

Bryant, C.R. (1994). Sustainable Community Analysis Workbook 1: Working Together Through Community Participation, Cooperation and Partnerships. St. Eugene, ON: Econotrends Limited.

This is the first in a series of workbooks for people keenly involved and interested in the health of their communities. It is set up as a tool-kit designed to help them undertake an analysis of themselves, their organizations and their communities for different aspects of sustainable community development. This workbook deals with the process of participation, cooperation and building partnerships. A short set of comments on sustainable community development, strategic management and planning, the importance of participation, and the characteristics of participation are given in the introduction. The remainder of the workbook is presented as a series of questions structured around the themes of participation, such as why build partnerships, how to build them, and how to maintain them. The questions can therefore lead to a productive discussion about current practice, and to decisions about changes in policy and actions for an organization.

Bryant, C.R. (1991). Sustainable Community Development - Partnerships and Winning Proposals. Sackville, NB and St. Eugene, ON.: Rural and Small Town Research and Studies Programme, Mount Allison University and Econotrends Limited, The Good Idea Series in Sustainable Development, No. 1.

In this document, Bryant reviews local action in community development from a sustainable community perspective. There are two underlying sub-themes: 1) the development and maintenance of partnerships in sustainable community development process, and 2) the preparation of proposals to win support for initiatives. The document is broken into three sections: the first identifies community needs with respect to what is wanted and required by the community, the second looks at partnership and team-building, and the third focuses specifically on preparing winning proposals. The document uses the “extensive experiences of local and regional domains” to provide substantive packages of ideas for people working in the community development field.

Burkey, S. (1993). People First - A Guide to Self-Reliant, Participatory Rural Development. London and New Jersey: Zed Books.

This book is primarily intended for field workers in the Third World and for students of development, and as such it has a largely Asian and Latin American focus. It is not a ‘how to’ handbook with clear instructions on what to do, but rather, Burkey offers guidelines based on cumulative experience and provides a framework for discussing the conceptual basis for, and practical problems of, implementing self-reliant participatory methodology. Each section of guidelines is followed by a series of questions which can be used as a starting point for small group discussions.

Citizen Involvement Advisory Committee (1992). How to Put the People in Planning - A handbook for citizen involvement in land-use planning in Oregon. Salem, Oregon: Citizen Involvement Advisory Committee, distributed by Department of Land Conservation and Development.

This is a “how-to” manual about public participation in land use planning. The authors explain what citizen involvement is and how it works, and what planners can do to help the public get involved. The phases of the planning process and the components of a citizen involvement programme are also elaborated on.

Connor, D. (1981). Constructive Citizen Participation: A Resource Book. Victoria, BC: Development Press.

This resource book is a selection of articles and papers on public participation which the author has prepared and published in various places over the past decade. It includes issues such as the integration of citizen participation into the planning process, constructive citizen

participation, management considerations when an organization becomes the centre of public controversy, and public participation in environmental impact assessment.

Cox, F.M., Erlich, J.L., Rothman, J., and Tropman, J.E. (eds.) (1987). Strategies of Community Organization (4th edition). Itasca, IL: F.E. Peacock Publishers.

This book is geared at practitioners who determine policy. The authors offer a set of guides for strategic planning and tools for implementing plans. The book is organized into three parts. Part 1, "Common Elements of Practice", is tools-oriented and examines issues such as needs identification, advocacy in times of adversity, working with task groups, guide to community problem solving, and program evaluation. Part 2, "Arenas", is an examination of the three arenas which impact social change in society - the society, the community, and formal organization. Part 3, "Strategies", is the heart of the book. It explores five models of community organization practice: locality development, social planning, social action, social policy, and administration and management.

Cox, F.M., Erlich, J.L., Rothman, J. and Tropman, J.E. (eds.) (1984). Tactics and Techniques of Community Practice (2nd edition). Itasca, ILL: F.W. Peacock Publishers.

This book is a practice-oriented collection of emerging perspectives on community development, edited by practitioners, teachers and administrators. The book is organized into five parts, roughly according to the stages of the community intervention process. Part 1, "Assessment and Option Selection", focuses on various types of entities practitioners must assess from time to time including community agencies, neighbourhoods, and social problems. It examines the various methods by which assessments can be carried out, the way decisions may be reached, and the "value dilemmas" which may be encountered in the decision-making process. The "Planning" section of Part 2, "Mobilization and Implementation: Planning, Organizing, and Developing", is a discussion of various processes that may be used for planning purposes and how they may be carried out. The "Organizing and Developing" section touches on issues related to consumer education as a strategy for empowering oppressed minorities and the poor, a rationale for a grassroots democratic approach to helping, techniques for building a coalition and developing a campaign in support of an issue in the legislative arena, and networks. Part 3 looks at "Administrative Leadership and Management". Part 4, "Evaluation", examines problems in evaluating the results obtained from community development practice. The final part, "Dilemmas of Practice", addresses the ethical and organizational dilemmas of practice.

Daniels, T.L., Keller, J.W., and Lapping, M.B. (1995). The Small Town Planning Handbook (2nd edition). Chicago, ILL: American Planning Association.

This handbook is aimed at helping small towns and rural counties plan for change in a way that meets local needs. Part One presents a step-by-step method of developing a comprehensive town plan, while Part Two explains the drafting and application of land use regulations, and looks at several economic development strategies.

Duinker, P.N. (1994). *Making major meetings more meaningful: In search of better get-togethers about forests*. The Forestry Chronicle, 70 (6), 736-738.

Duinker works to provide a number of suggestions which may be of assistance in creating more useful and functional public meetings on forestry and resource planning issues. Acknowledging that such meetings are problematic, suggestions are focussed at overcoming a few key difficulties. Four topic areas are discussed. The first involves “speakers”. The suggestions here are to refine the invitation list to include only those who can stay on topic, under time, and who can communicate clearly with the audience of the particular meeting. A second problem area involves limited discussion times. Here the suggestions include supplying trained facilitators to guide discussions towards a collective outcome. This would be much more practical than simply a limited set of disparate comments and questions. The third topic area covered involves the physical facilities in which the meetings are held. Suggestions include having comfortable chairs, desks or table tops for writing, smaller roundtables for break-out discussions, and attention to room acoustics. The final issue discussed involves the design of the meeting itself. Suggestions include limiting “expert” speakers, providing time for small group facilitated discussions, and bringing the larger meeting together for a summary of consensus arguments.

DuPraw, M. and Potapchuk, W. (1996). Collaborative Planning. Washington, DC: American Planning Association and APA National Capital Chapter, National Institute for Dispute Resolution, Program for Community Problem Solving.

This video training package is part of an education initiative of the American Planning Association and one which qualifies under certain conditions as CPDP training credits. The four tape set is a recording of a collaborative planning workshop held April 15, 1996 in Orlando, Florida. The workshop opens with a review of the goals, agenda, and summary of the types of conflicts encountered in typical planning situations. This is followed with a discussion of the structure and nature of planning, including a summary of prototypical collaborative processes and the advantages and disadvantages of each. This introduction is followed by a framework for analyzing conflict situations. An assessment exercise undertaken by the group is then filmed. Following role playing, four key points to designing a collaborative planning process are identified: 1) you are dealing with data that came from the stakeholders, 2) how to identify the problem definition that all stakeholders are willing to work on together, 3) what kind of forums will effectively involve all stakeholders, and 4) how to sequence the forums to build towards a mutually acceptable solution. Following another round of interactive scenarios and role playing exercises, the workshop wraps up with a summary of key points for success in a collaborative planning exercise. Principles of successful collaborative planning include building “negotiation friendly” processes, early identification of issues, establishing “problem solving forums” appropriate to the “politics” of the situation, recognizing disputes and providing resolution mechanisms, investing in “tools” to find solutions, and using facilitators to guide progress.

Echeverria, J.D., Barrow, P., and Roos-Collins, R. (1989). Rivers at Risk - The Concerned Citizen's Guide to Hydropower. Washington, DC and Covelo, CA: Island Press.

In response to changes in the United States Federal Energy Regulatory Commission (FERC) application process for installing dams on American rivers, this book was written as a guide to citizens and communities. It is designed as a "how-to-save-your-local-river" book and contains insight into the legal tools, pertinent environmental laws, and strategies which have been used to delay or defeat ill-conceived projects. The authors begin by describing the FERC and providing an overview of the regulatory process. They then go on to outline how to participate in the FERC process and strategies for delaying or defeating projects.

Ellis, D., Reid, G., and Barnsley, J. (1990). Keeping on Track - An Evaluation Guide for Community Groups. Vancouver, BC: The Women's Research Centre.

This guide is aimed at community groups, particularly community service organizations. The authors outline a method of group self-evaluation referred to as "participant focused evaluation". This self-evaluation mechanism judges the group's work against the standards of the goals and objectives it has set out for itself, and encourages maximum input from the group itself. Issues addressed include how to prepare for an evaluation, how to negotiate for an evaluation method, how to develop an evaluation design, and how to collect, analyze, and use the evaluation data. The appendices contain some useful methodological material such as data gathering tools, sample questionnaires, and a sample evaluation form.

Food and Agriculture Organization (1993). The group promoter's resource book: a practical guide to building rural self-help groups. Rome, Italy: United Nations' Food and Agriculture Organization. (website, <http://www.fao.org/sd>)

This resource book can be obtained through the United Nations' Food and Agriculture Organization. With its emphasis on the role of group promoters in assisting the poor to form sustainable self-help groups and undertake income-generating activities, the book is primarily geared for underdeveloped countries. Utilizing a participatory approach to sustainable development, the book provides step-by-step suggestions for how to form groups and how to increase income and attain self-reliance.

Fossum, H.L. (1993). Communities in the Lead: The Northwest Rural Development Sourcebook. Seattle, WA: Northwest Policy Center, University of Washington.

This sourcebook outlines a wide range of resources available to community leaders as a way of empowering community-based revitalization efforts in rural areas of the Northwestern United States. The book is organized into six chapters and focuses on the two areas of "capacity building" and value added "enterprise development". The first two chapters are theoretical and discuss the development challenge in the rural northwest, and small town strategies for building development capacity. The main collection of resources can be found in Chapter 3. Chapter

provides examples of community self-assessment tools, while Chapter 5 discusses the potential for value added strategies for rural economic development. Finally, Chapter 6 includes a discussion of the benefits to creating networks as a means of escaping the limitations of size. Collaboration, in other words, may be a better way to compete.

Frank, F. and Smith, A. (1994). Getting People Ready, Willing, and Able to Revitalize their Community. Red Deer, AB: Laingsbrough Resource Group.

This resource tool for community development emphasizes the role of community to foster and assist the development of enterprise in order to strengthen the local economy through job creation. The authors refer to this as “inside-out development” and suggest that the key to long-term stability is a shift in focus away from natural resource development to human resources development. This book demonstrates how to design and draft a human resource strategy which will tie local economic plans to the development of skills and abilities of community members. It is aimed at politicians, community leaders, planners and the community itself, and is geared towards communities of all sizes, needs and locations.

Fraser Basin Management Program, Canadian Wildlife Service, Environment Canada, Fisheries and Oceans Canada, and Forest Renewal BC (1995). Community Stewardship - A Guide to Establishing Your Own Group.(1995). Vancouver, BC: co-published by Canadian Wildlife Service, Environment Canada, Fisheries and Oceans Canada, Fraser Basin Management Program, and Forest Renewal BC.

This guide is intended to be a practical oriented handbook to assist individuals, groups, and communities in getting organized for environmental stewardship. The guide was developed from interactions with a wide range of professional and community groups and draws upon and shares their experiences. The guide is divided into three sections. The first is introductory and provides background on getting a stewardship group started. Section 2 deals with establishing goals and priorities for stewardship plans, while Section 3 covers aspects of inter-group and inter-agency cooperation.

Gabel, M., Phal, E., Shegda, R., and Rodale, R. (1986). Regenerating America: Opportunities to Build On. Emmaus, Pennsylvania: Rodale Press Inc., The Regeneration Project.

This book is a collection of five papers addressing the issue of local economy regeneration. It begins with a conceptualization of regeneration and how regenerative development can strengthen local economies. One of the key tenets is identified as being “import substitution”, that is, the production of goods and services for local consumption in place of those formerly imported into the region. The second paper is a philosophical look at the nature and evolution of the concept of regeneration. The third examines the activities of Pennsylvania’s “Regeneration Center” for local economic development. The fourth paper discusses tools aimed at measuring the level of, and potential for, regeneration as well as the activities which can assist

in regeneration. These tools consist of indexes, inventories, and market searches. The final paper examines what can be done by individuals to restore the economic health of their communities through pioneer enterprises, the key to which is home-centredness (production and service in the home).

Gonzalez, N. (1996). A Citizen's Guide to Protecting Wetlands & Woodlands. Don Mills, ON: Federation of Ontario Naturalists.

This guide is designed to provide information to concerned citizen's wanting to save a natural area. It provides tools, ideas and examples of how to protect wetlands and woodlands through relating the experiences of those who have successfully undertaken such conservation efforts. The guide is organized into four chapters, each focussing on four types of strategies: 1) changing planning through natural area inventories and research; 2) participating in the land-use planning process; 3) land acquisition and stewardship; and 4) environmental education and awareness. Included in each chapter is a collection of brief summaries of citizen efforts, more detailed case studies, a summary of what needs to be done to initiate a project utilizing this strategy, as well as information sources. The author emphasizes that the key to success is a coordinated effort of working together and sharing information.

Government of Canada (1981). Community Economic Development in Rural Canada- Handbook for Practitioners. Ottawa, ON: Ministries of Employment and Immigration Canada, Indian and Northern Affairs Canada.

This document is prepared as a handbook to assist people in creating community-based development in small, non-urban communities across Canada. It is divided into two parts: 1) community development, and 2) business development. Information is presented in the form of questions that each community has to examine and answer for itself, with checklists designed to help develop an organized approach and case histories to illustrate how communities have successfully implemented an aspect of the development process. Issues addressed in the Community Development component of the document include: 1) factors which get communities motivated to start a development process; 2) the logistics involved in forming a planning group such as who should participate, the relationship of the group to the community, and tasks of the group; 3) types of community development processes and which one to choose; and 4) the development of a community plan.

Greater Vancouver Regional District (1993). Guidelines for Public Consultation and Advisory Committees. Vancouver, BC: Communications and Education Department, Greater Vancouver Regional District.

This report by the Communications and Education Department of the Greater Vancouver Regional District establishes guidelines for public consultation processes. Part 1 of the report sets out a framework for public consultation. Part 2 details the mechanics of public consultation

processes. Especially useful are three appendices detailing technical aspects of public consultation.

Harmony Foundation of Canada (1994). Discovering Your Community: A Cooperative Process for Planning Sustainability. Victoria, BC: Harmony Foundation of Canada.

This book is meant to serve as a tool for the development of a sustainable community plan that involves all sectors of the community in a cooperative process. It was developed and tested as part of Nelson, British Columbia's successful creation of such an ecologically sensitive plan in 1993. The workbook is an aid to gathering the information required to undertake such a plan. After defining "sustainability" and its key elements, the guide covers topics on "getting organized", gathering community support and building a co-operative and committed team, gathering and analyzing the information, reporting the findings to the community, moving the group to action, and evaluating the community's progress. In addition to some useful community profile worksheets, the workbook also contains a comprehensive appendix and bibliography.

Harmony Foundation (1991). Community Workshops for the Environment. Ottawa, ON: Harmony Foundation of Canada

This manual is intended to help interested individuals, educators or community group members, to organize and present workshops on environmental values in their communities. It consists of practical workshops which are designed to inform participants about some of the environmental issues Canadians face, and to stimulate home and community action toward their improvement. The manual emphasizes individual and community response to environmental issues concentrating on the development and application of simple and practical problem-solving skills. There are three parts to this manual. Part 1 provides introductory material on workshops. It includes the facilitator's role in the workshop, how to plan a workshop, what components to include, and sample workshop outlines. Part 2 focuses on action within the main topics of energy, hazardous materials, waste reduction, and water use. Part 3 provides a basic introduction to solving environmental problems through community action. Facilitators seeking in-depth information may also consult the references and additional resource materials listed in this manual.

Heritage Canada (1995). New Life for Rural Regions - Taking a Heritage Approach. Ottawa, ON: prepared by John Weiler for Heritage Canada.

During the 1980s, Heritage Canada developed the Heritage Region program to assist rural areas in regenerating local communities. This simple-to-use booklet provides advice on taking a Heritage Regions approach to rural regional development based on making the most of cultural heritage resources. The booklet offers tips on getting started, charting the "course", developing local resources, taking action, and evaluating the process and its success. The Heritage Canada approach is based on the three interconnected principles of working together, quality of life, and shared interest. Brief case studies of what other communities have done for successful Heritage

Region projects, and other projects using heritage tourism as a mechanism for regional regeneration, are described throughout the booklet.

Hren, B.J., Bartolomeo, N., and Signer, M. (1995). Monitoring Sustainability in Your Community. Gaithersburg, MD: Izaak Walton League of America.

One of the key elements for determining whether a community is taking a sustainable development path is through monitoring the effectiveness of sustainability initiatives. The purpose of this document is to assist communities with this monitoring process. The book begins by providing a definition for sustainability which revolves around achieving a balance between environmental, social, and economic issues. The book then outlines a set of 12 monitoring indicators compiled from community sustainability projects across the United States. These indicators are organized into three areas: people and population, natural resource consumption, and natural environment. Each indicator is explained in terms of why it was selected for inclusion and how it can be measured.

Hygeia Consulting and REIC Ltd. (1997). Changing Values, Changing Communities. A Guide to the Development of Healthy, Sustainable Communities. Ottawa, ON: Canada Mortgage and Housing Corporation, prepared for David D'Amour, Research Division, CMHC.

This research report examines four alternative planning approaches which have emerged in response to concerns about the livability and sustainability of communities. These approaches include: neo-traditional planning, the pedestrian pocket, cohousing, and the eco-village concept. The authors examine how these approaches may contribute to the development of healthy and sustainable communities. They provide an evaluative framework which defines the essential attributes of a healthy, sustainable community and also identify related planning goals and objectives, as well as some of the tools which communities may use to meet their goals. The guide is organized into five sections. The first provides an overview of the whole document. The second presents the complete "Evaluative Framework", centering around the elements of resource conservation, environmental impact, economic viability, equity, livability, community, and health and safety. The third section includes a discussion of alternative planning approaches and infrastructure costs. The fourth presents several case studies of how the four planning approaches are being applied in practice, while the final section lists resources pertaining to alternative planning approaches.

Institute for Participatory Management and Planning (1994). Citizen Participation Handbook for Public Officials and Other Professionals Serving the Public (8th edition). Monterey, CA: Institute for Participatory Management and Planning.

The strategy, "Citizen Participation-by-Objectives Approach" forms the foundation for this handbook which seeks to help planners get big and/or complex projects implemented using "citizen participation". The handbook begins by outlining the principles of this approach, its

objectives, and its techniques. The authors then discuss the administration and management of a “Citizen Participation” program, offering a set of worksheets which are designed to help agencies assess their potential “citizen participation” needs relative to the objectives listed in Chapter 4. The handbook ends with a collection of case studies drawn from the United States and Canada, and a list of further readings. This handbook forms one component in a series of courses on management strategies produced by the Institute for Participatory Management and Planning. As a result, some of the concepts are not explained as fully as they otherwise would have been since the authors have designed it primarily for individuals who have had some training in one of their previous courses.

International Institute for Sustainable Development (1994). Youth Sourcebook on Sustainable Development. Winnipeg, MB: International Institute for Sustainable Development.

This sourcebook is designed as a guide for youth activism on sustainable development. It is organized into three sections. The first is a theoretical examination of issues related to sustainable development. Concepts important for youth include definitions of sustainable development, issues of human rights, gender issues, and natural resources. Section 2 outlines what youth can do to participate in global sustainable development decision-making, and gives international case studies of youth organizing. The role that electronic communications can play in sustainable development planning is reviewed and a list of resource materials on sustainable development topics is also provided. The final section is a directory of 280 organizations involved in sustainable development, each with a short paragraph describing their main activities. The importance of this publication is that it is written with an explicit youth perspective.

Jones, B. (1990). Neighbourhood Planning: A Guide for Citizens and Planners. Chicago, ILL: Planners Press.

This book can serve as a guide for both professional planners, most likely employed in city planning offices, and citizen planners, that is lay people without a planning background who become involved in neighbourhood planning. The book emphasizes a democratic and participatory approach to community development which stresses the importance of the professional-citizen relationship. The author goes through the details of the steps of planning, particularly emphasizing ways to make the process more democratic and participatory.

Kahn, S. (1991). Organizing: a Guide for Grassroots Leaders. Silver Spring, Maryland: National Association of Social Workers.

This book is aimed at social workers and communities, and is designed to help them cope with social problems. As a result, it is written in a manner accessible to both professionals and lay people. The emphasis is on grassroots organizing for social change. The author identifies the knowledge and skills which are needed to become a successful grassroots organizer. There are 18 chapters dealing with why people organize, leadership, organization, constituencies, issues,

members, meetings, strategy, research, tactics, training, communication, media, money, coalitions, unions, politics, and culture.

Kinsley, M.J. (1997). Economic Renewal Guide: A Collaborative Process for Sustainable Community Development. Snowmass, CO: Rocky Mountain Institute.

The Rocky Mountain Institute is a nonprofit research and educational foundation with a mission to foster efficient and sustainable use of resources. This Guide is a practical tool to create a successful community centering around a sustainable local economy. Emphasis is on collaborative community decision-making as the means of solving local problems. This Guide describes a process for organizing and conducting a series of town meetings, focussing on an approach called Economic Renewal that integrates economy, community, and environmental concerns. This Economic Renewal path involves 4 principles: plug the leaks, support existing business, encourage new local enterprise, and recruit compatible new business. The Guide is organized into 3 parts. In the introduction, sustainable development is defined as prosperity without growth, and revolves around the ideas of Economic Renewal. In Part 2, "Laying the Groundwork", practical steps for getting started towards sustainable development are outlined. The final part, "The Economic Renewal Process", outlines practical steps from mobilizing the community right to developing project action plans.

Klein, R.D. (1990). Everyone Wins! A Citizen's Guide to Development. Chicago, ILL and Washington, DC: American Planning Association.

This book is part of a series by the American Planning Association to provide local citizens, and members of community groups, with practical handbooks for dealing with community development issues. Beginning with an overview of why communities may wish to undertake various forms of development activity, the book moves through a series of increasingly complex alternatives. First, with respect to "easy solutions", the book identifies ways to participate in local development activity. More advanced solutions include land acquisition, transfer of development rights, and a variety of other active development initiatives. The book concludes with a number of discussions on strategies to achieve the desired development outcomes. These include legal, political, and public relations means for supporting one's cause.

Kretzmann, J.P. and McKnight, J.L. (1993). Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Evanston, ILL: The Asset-Based Community Development Institute for Policy Research, Northwestern University.

This complex guide introduces a basic framework upon which communities can rebuild. The authors suggest that approaches focussing on "needs, problems and deficiencies" will not be successful. Rather, community building starts with locating assets, skills, and capacities of residents, community organizations, and institutions. Chapter 1, "Releasing Individual Capacities", introduces ways to find and mobilize the talents of local people and the tools, such as "capacity inventory", which can assist them. Chapter 2, "Releasing the Power of Local

Association and Organizations”, outlines methods for locating and activating community associations. Special attention is focused on two types of community-building associations, churches and cultural. Chapter 3, “Capturing Local Institutions for Community Building” emphasizes the need for community partnerships. Chapter 4, “Rebuilding the Community Economy” highlights three ways in which a community can capture and build upon the economic assets it already has in place. This chapter begins by outlining stories and strategies in which the budget and resources of local institutions can help build the economy. Then two community-based structures designed to capture savings and provide local credit are described. This is followed up with an outlining of successful efforts to reclaim the often hidden physical assets of communities such as abandoned space and waste materials. Chapter 5 identifies five steps for mobilizing the “entire community” in the community building process. The final chapter includes suggestions for incorporating people and institutions from outside the community into the local community building process.

Lee, B. and Balkwill, M. (1996). Participatory Planning for Action. Toronto, ON: Commonact Press.

This is a compilation of tested popular education techniques designed to enable community groups to formulate “appropriate and empowering action”. The book begins by conceptualizing a model of planning for groups which entails four cornerstones: vision, day-to-day realities and relationships, knowledge or analysis, and action. Techniques are then organized under the headings of these cornerstones. “Vision” techniques are exercises which assist the group in developing a clear idea of where to go. Techniques under the “day-to-day reality” category are exercises which help to bring out an understanding of the group’s community. “Knowledge/Analysis” techniques include the means of coming up with a manageable group of objectives, identifying resources which can be mobilized to push for progressive change, and techniques aimed at developing a good understanding about the dynamics of a situation. “Action” techniques are designed to help community groups identify actions or tactics needed to assist them in reaching their objectives, prioritize problems, and determine harmful behaviours to strategies.

Lewis, M. and Green, F. (1993). Strategic Planning for the Community Development Practitioner (Revised Edition). Vancouver, BC: The Westcoast Series on CED.

Strategic planning is defined by the authors as “a process and set of tools that promote more systematic and relevant organizational decision making and action”. This book can serve as both a guide for completing a strategic plan, with a view to incorporating principles and practices of Community Economic Development (CED), and a tool to assist trainers on planning and economic development. While aimed primarily at First Nation CED, with many of the examples deriving from native development practice, this book does have a wider applicability to other CED organizations. The seven substantive chapters begin broadly by addressing issues such as the main steps involved in strategic planning, development of the community “vision”, defining

the mission statement, and undertaking an analysis of the conditions in the community. The authors then move towards a specific mission by addressing how to determine major strategic options and which one is best for your organization, defining priorities and setting strategic goals, and how to design an operational plan. Numerous case studies, examples, diagrams, and checklists are found throughout the text and in the appendices.

McCall, J. (1993). The Small Town Survival Guide - Future of Your Town. New York, NY: William Morrow and Company, Inc.

This book is intended to be used by communities hoping to revitalize their economies, or by individuals wishing to start a business. McCall begins by outlining four elements of the process of re-creating community: 1) creating an organization, 2) listening and thinking about the beliefs we hold about how communities work and adjusting them for the future, 3) community resources available for economic development, and 4) creating a personal and community vision for the future. Chapter 2 describes how to create an organization, while Chapter 3 outlines the paradigms that can paralyse economic development. Chapter 4 provides an overview of changes in the world economy and the United States' national economy. Chapter 5 details how to discover economic opportunities in your local economy and the resources available in communities which can form the basis for community development. Chapter 6 looks at finding business opportunities through community marketing and tourism. Chapter 7 looks at downtown revitalization as a business opportunity. Chapter 8 centres on the need to develop a vision for the future, and an action plan and strategies to achieve short and long-range goals. Chapters 9 and 10 provide an examination of possibilities for business development, what it takes to start and run a successful business, and how to choose a business.

McMillan, B. and Murgatroyd, S. (1994). Opening the Door: Improving Decisions Through Public Consultation. Edmonton, AB: Dark Horse Books.

This book is designed to be a guide for developing effective public consultation processes. In the first three chapters, public consultation is viewed broadly as a process integral to social change. Factors which contribute to the drive for social change, how to respond to this social change, and the importance of leadership in social change, are examined. Chapters 4 through 8 focus on the topic of process design. An integrated model of public consultation is presented, with tips for creating a successful consultation process. A key element of successful public consultation centres on having an understanding about the relationship between public consultation and decision making. Chapters 9 through 12 describe public consultation techniques, including the integration of advisory committees and interest groups, and the importance of program implementation and monitoring.

Moore, C.M. (1994). Group Techniques for Idea Building (2nd edition). Thousand Oaks, London and New Delhi: SAGE Publications, Applied Social Research Methods Series, vol. 9.

The purpose of this handbook is to provide “clear, complete, and useful descriptions of selected task-oriented processes that the reader can use to help groups of people generate, develop, and select among ideas”. Three processes that are designed to improve the productivity of groups are described. These are: the Nominal Group Technique (a method that allows individual judgements about a topic or issue to be pooled effectively), Ideawriting (a method for developing group ideas and exploring their meaning), and Interpretive Structural Modeling (a method for identifying and summarizing relationships among specific items that define an issue or problem and can provide the means by which a group can impose order on the complexity of those items and help groups make choices). Each process chapter ends with step-by-step detailed descriptions of the process.

Nebraska Community Improvement Program (1995). Guide for Conducting Community Attitude Surveys. Nebraska: Department of Economic Development, Division of Research.

This report is a research handbook which was prepared by the Department of Economic Development of the Nebraska Community Improvement Program. The report seeks to establish guidelines, present suggestions, and provide a tool-kit for conducting community surveys. It is motivated by the need to ground community development firmly in a local understanding of a community’s problems, needs and potentials.

Nebraska Department of Economic Development (1985). Take 5 - For Your Community. Lincoln, NB: Nebraska Department of Economic Development.

This small handbook, produced by the Department of Economic Development in Nebraska to stimulate community participation in the “community development process”, includes a brief introduction to community organizations and a step-by-step guide to developing a community development plan. Appendices include sample “community inventory surveys” and “community attitude surveys”.

Ontario Round Table on the Environment and the Economy (1994) Sustainable Communities Resource Package. Toronto, ON: Ontario Round Table on Environment and Economy, <http://www.web.net/ortee/scrp>

Published by the Ontario Round Table on the Environment and the Economy, this report followed up on the recommendations of a Round Table which came out of a 1989 Ontario sustainability development strategy that produced the report “Restructuring for Sustain-ability”. The report is organized into four sections which will guide communities in developing

sustainability strategies: an introduction which outlines how the package is structured and how it should be used, “Sustainable Communities”, “Profiling Your Community”, and “Taking Action”.

The package concludes with examples of success stories. Also included in this package under the “Sustainable Communities” section are three essays of a theoretical nature. The first by Richardson is entitled, “Making Our Communities Sustainable: The Central Issue is Will”. The second by Mark Roseland is an examination of the literature relating to sustainable communities. And finally, the third of these essays provides a model of community sustainability.

Oregon State University Extension Service (1994). Natural Resources-Dependent Families and Communities in Transition: Citizen Tool Kit - Building an Understanding of Oregon’s Changing Public Forest Uses. Oregon: Oregon State University.

Produced by the Oregon State University Extension Service, this tool-kit contains resource materials designed to inform residents about natural resources planning, management, and policy issues in the State. It is one of three tool-kits produced as part of the Oregon State response to changing resource supplies in forest dependent communities.

Oregon Visions Project Committee (1993). A Guide to Community Visioning: Hands-On Information for Local Communities. Portland, OR: Oregon Chapter, American Planning Association.

This guide is intended for members of the community and local planners who are interested in creating a community vision. It outlines steps in finding a community vision and provides hints for how to design this vision and implement it. The foundation for the approach adopted by the authors is referred to as the “Oregon Model”, named to reflect the visioning approaches adopted by local communities in Oregon. This model is based on four steps: 1) profiling the community, 2) creating a trend statement based on where the community is presently headed, 3) creating a vision of where the community wants to be, and 4) developing a detailed action plan which will outline the steps to achieve that community vision. While the “Oregon Model” provides a basic framework for community visioning, the authors stress that each community process must be approached differently to reflect needs and resources specific to that community. Some success stories of community visioning projects are highlighted throughout this guide.

Porteous, W.F. (1992). Citizen’s Forum on Canada’s Future: Report on the Consultative Process. Ottawa, ON: Canadian Centre for Management Development.

This report is a general review of the issue of public consultation and its value, and serves as a “handbook” for a variety of public consultation tools. Porteous also reports on evaluations of consultation tools that have worked or failed under particular circumstances.

Province of British Columbia (1996). Social Planning for BC Communities - A Resource Guide for Local Governments. Victoria, BC: Ministry of Municipal Affairs.

This resource guide begins by providing valuable and relevant definitions of terms like community, local government, and social planning. A series of case studies from different parts of British Columbia are reviewed and the strengths, merits, demerits and limitations of five different social planning models are discussed. These models include: local government-based, community-based, neighbourhood based, service based and funding-based social planning. The principles of community participation are listed as well as the role it plays in community outreach. Also elaborated on is the role of effective communication in social planning. Finally, a useful list of quick reference tools including details of social planning roles, models, budget checklist, and funding contacts is provided.

Province of British Columbia (1981). Public Involvement Handbook. Victoria, BC: Ministry of Forests.

This 1981 Ministry of Forests publication details public involvement in forest management. The scope and roles of non-government participants, procedures for a variety of public consultation processes, and many public information protocols are reviewed. Public involvement processes include timber supply, issue resolution, and implementation problems. Public information protocols include everything from press releases, to public meetings, to the development of joint planning teams.

Province of British Columbia (1980). Resource Community Planning Guide to Computer Programs - Population, Housing and Municipal Finance, Volume 1: Townsite Financial Model, Program Description and Applications. Victoria, BC: prepared by B.T. Reid, Sussex Consultants for Ministry of Industry and Small Business Development and the Ministry of Municipal Affairs.

Based on a case study from the Tumbler Ridge Coal Project, this report describes a computer programming approach to improve the efficiency and scope of the planning process for developing resource based communities. The hope for a computer modelling approach is to incorporate multiple dimensions in the analysis and simulate alternative future development scenarios.

Rech, P.A. (nd). A Primer to Environmental Action: A Starting Point for Community Involvement. Chicago, ILL: People for Community Recovery.

This book presents the basics of environmental legislation and community involvement in environmental law. It seeks to advise readers on how to begin the process of making the law work for them to alter perceived environmental problems and ease the proposition of undertaking environmental action. It provides a basic understanding of the regulatory framework surrounding many of today's urban environmental issues, and provides a list of sources for further advice or

assistance to equip concerned citizens or groups to initiate environmental change through the legal system.

Roseland, M. (1992). Toward Sustainable Communities. Ottawa, ON: National Round Table on the Environment and the Economy.

This book is a resource tool intended for use by local government officials and citizens who want to apply the concept of sustainable development in their communities. In Part 1, Roseland provides a definition of sustainable development and discusses the move towards sustainable communities. Part 2 is an examination of specific sustainable community tools, particularly with respect to human community life and its impact on the environment. In Part 3, planning and administrative tools, such as leadership by example and environmental administration, are examined. Each chapter begins with an introductory overview explaining the topic and its relevance to sustainable community and to local and municipal governments. This is followed by a compendium of tested, practical suggestions, helpful contacts and essential references to use in setting community planning and development on a sustainable course.

Rural and Small Town Programme (1996). Stepping Forward: Discovering Community Potential, Acting on Challenges. Sackville, N.B.: Rural and Small Town Programme, Department of Geography, Mount Allison University.

This resource kit includes six guide books and community survey software which is designed to provide community leaders with a set of logical planning steps that would allow for strategic planning for sustainable community development. The InfoQuest Easy-To-Use Survey Software program offers an integrated approach to gathering information. Three standard InfoQuest packages are available: Community Attitudes and Practices, Downtown Business Survey, and Downtown Consumer Survey, each which have full data analysis capabilities and allow for easy questionnaire building.

Smith, H.H. (1993). The Citizen's Guide to Planning (Third Edition). Chicago, ILL and Washington, DC: Planners Press, American Planning Association.

This is a general text for landuse planning processes in the United States. The first part of the book is an examination of themes related to the development of planning and the planning process. To the general reader, the book does convey a sense of what "planning" hopes to accomplish and how it hopes to accomplish this. Issues such as the Planning Process, the Planning Commission, the Master Plan, the relationship of zoning to planning, regulation of land subdivision, planning and other community development functions, are described in both general and specific terms. In the latter part of the book, Smith examines planning in relationship to community development, the citizen's role in the planning process, and growth management issues. One particularly interesting chapter, Chapter 12, looks at the role of citizen involvement in planning action. Such involvement ranges from an informed public through to activity in public forums, including input into the planning process through the use of citizen advisory

committees, and methods of formalizing citizen input through public meetings and required public hearings.

Urban Land Institute (1994). Pulling Together: A Planning and Development Consensus Building Manual. Washington, DC: Urban Land Institute.

The Urban Land Institute is a nonprofit education and research institute that sponsors a range of educational programs and forums including “The Program for Community Problem Solving” which helps community leaders with using collaborative decision-making tools. The purpose of this manual is to inform government and business leaders about consensus building techniques. It draws upon three fields: alternative dispute resolution, citizen participation, and meeting management. The manual begins by providing an account of planning and development conflicts in a hypothetical area. It then outlines constructive approaches for analyzing the situation, involving parties, and providing incentives to collaboration. Chapter V examines how to design a mutually acceptable participatory process. It explains the various types of collaborative processes and how to relate them to the needs of the situation. Interactive techniques for getting stakeholders involved in the process design and roles for consultants are identified. Chapter VI identifies ways to get stakeholders moving towards consensus. The chapter notes basic steps and tools in the four-stage process: getting started, opening steps, decision-making, and making it work. Chapter VII outlines how to plan and run productive meetings, how to build and maintain good working relationships and overcome deadlocks, and how to reach agreement. This “how-to” workbook is also valuable for its list of references and can serve as a teaching manual for workshops on collaborative processes. A resource kit provides sample materials that can be adapted to suit individual needs. The kit includes examples of third-party contracts with facilitators, ground rules for conducting effective meetings, mediation commitment agreements, sources of professional consensus-building and dispute resolution consultants, and mediator qualifications.

Women Futures, Social Planning and Research Council of British Columbia (1993).
Counting Ourselves In: A Women’s Community Economic Development Handbook.
Vancouver, BC: Community Economic Development Society.

This manual is designed to be a guide for women who want to start a Community Economic Development (CED) project. It is a compilation of women’s experiences in British Columbia and other parts of Canada. Much of the material comes from workshops about women and CED that Women Futures facilitated during the research process. The information includes interviews with women who work in many different settings, such as women’s centres and community organizations, community-based businesses, First Nations and aboriginal communities and organizations, immigrant and visible minority support organizations, housing and other community services, disabled women’s groups, and organizations involved in international support and environmental groups. The manual also devotes a chapter to listing resources that represent a good cross-section of both concrete and potential support for women’s CED. These are divided into five categories: women’s organizations, community organizations,

government programmes, financial institutions, and educational institutions. For most of the references, there is a brief description of the focus of the group or the services offered.

Other Related Bibliographies

Bronson, E. (1996). Society and Forestry: A Directory of Researchers in British Columbia and the United States Pacific Northwest. Victoria, BC: British Columbia Ministry of Forests, Research Branch.

Researchers and their affiliated institutions are listed alphabetically, and cross-listed by their subject areas and their location, in the first two sections of this document. Section 3 presents a brief recommended literature review by subject area. The document concludes with a Summary Report and Appendices containing a list of research topics and the Survey Form.

Buchbinder, H., Hunnius, G., and Stevens, E. (1974). Citizen Participation: A Research Framework and Annotated Bibliography. Ottawa, ON: Ministry of State for Urban Affairs.

This book consists of two parts. The first is a review essay in which the authors present an analysis of the literature on citizen participation. They emphasize that existing literature tends to focus upon reporting cases of citizen participation based on a criteria of limited, adaptive, full participation experiences. They also highlight the fact that there is a lack of supporting literature on the theory and strategy of citizen participation, and on the institutional framework within which it takes place. The authors then suggest an outline for research based on this background. The second part of the document is a selected annotated bibliography on citizen participation. It provides a reference to the approach and content of many important Canadian and American reports and books on the subject.

Crossley, D.M. (1989). A Bibliography on Local Government in British Columbia. Victoria, BC: Province of British Columbia, Ministry of Municipal Affairs, Recreation and Culture.

This is a non-annotated bibliography that is divided into 16 general categories. Each category begins with a brief discussion of general themes, and is divided further into sub-categories. Of particular interest is the section on Planning, which includes Participation and Development Issues. The last category, entitled "Sources for Further Research", provides a listing, which is broken down into useful categories for quick reference, of other annotated bibliographies and references which are available.

Frankena, F. and Frankena, J.K. (1987). Citizen Participation in Forest Resource Decision Making: A Bibliography. Monticello, ILL: Vance Bibliographies, Public Administration Series.

This bibliography of journal, government, and mainstream publications, with a geographic limitation to the United States, covers the period from approximately 1970 through 1986. This non-annotated bibliography includes both theoretical and practical materials.

Lover, J. and Pirie, A. (1990). Alternative Dispute Resolution for the Community: An Annotated Bibliography. Victoria, BC: University of Victoria Institute for Dispute Resolution.

This book is an extensive and easy to use resource on literature dealing with “alternative dispute resolution”.

Peluso, N.L., Turner, M. and Fortmann, L. (1994). Introducing Community Forestry: annotated listing of topics and readings. Rome, Italy: Food and Agriculture Organization of the United Nations.

This manual is designed to provide community forest reference materials to forestry professionals, governmental forestry departments, non-governmental organizations, project managers, and instructors in Third World countries where access to this information may be difficult. The manual proposes a course outline with a list of readings in eight main topic areas such as: Introduction, Understanding how people use the forest, Participatory approaches, Generating benefits for the local people, Differences and relationships among users, Organizational structure of the forester's agency, Planning for contingencies, and Considering local land and resource tenure constraints in planning and implementation. Following this course outline, an extensive annotated bibliography is provided with emphasis on community forestry in developing countries and rural areas.

Powell, M. (1989). Fostering Public Participation: A Brief Discussion and Selected Annotated Bibliography. Ottawa, ON: Canadian Council on Social Development.

Developed from the Federal Government's “Framework for Health Promotion”, this document begins with a brief introduction to the concept of public participation and the literature on citizen participation. Powell then provides a long annotated bibliography of selected items published prior to 1989.

Sewell, W.R.D. and Cartwright, S. (1979). Where is Public Participation Going?: An Annotated Bibliography. Edmonton, AB: Environmental Council of Alberta.

This annotated bibliography is a “supplementary” contribution to the background material for the 1979 workshop on Public Participation in Environmental Decision-making

(Environmental Council of Alberta, 1979). It provides an overview of the underpinnings of the public participation movement, an assessment of the techniques employed, and a review of various approaches to the evaluation of public participation programs.

Stinson, A. (1975). Citizen Action: An Annotated Bibliography of Canadian Case Studies. Ottawa, ON: Community Planning Association of Canada.

This is an annotated review of Canadian case studies in community involvement. The cases are categorized into six classifications and cross-indexed geographically and by major themes. The categories are based on citizen action as a result of indigenous organizations, agency outreach, government invitation to participate, advocacy, community development, and community organizing. A wide range of Canadian case studies are given within each category and an editorial comment precedes each set of cases. The bibliography concludes with some resource materials and guidelines for the analysis and presentation of case-study materials.

Stinson, A., Ross, S., and Duncan, R. (1979). Canadians Participate. Ottawa, ON: Centre for Social Welfare Studies, Carleton University.

This is an annotated bibliography of Canadian case studies in community involvement. The book is an update to an earlier publication, Citizen Action: An Annotated Bibliography of Canadian Case Studies, also edited by Stinson. The cases are categorized into eight classifications and cross-examined geographically and by major themes. The categories include: advocacy, social planning, government-initiated planning, outreach, community development, community organizing, self-help and alternatives.

Woods Richardson, C. (1996). Stability and Change in Forest-Based Communities: A Selected Bibliography. Portland, OR: United States Department of Agriculture, Forest Service, Pacific Northwest Research Station.

This bibliography lists literature dealing with the concept of community stability, the condition of forest-based communities, and the relations between forest management and local community conditions. Emphasis is on forest-based communities in the Pacific Northwest, although other developed nations are also included. Most citations are from the 1970s to 1990s and are not grouped thematically.

WEBSITES AND ELECTRONIC MAIL ADDRESSES

This is a listing of selected websites and electronic mail addresses available up to October 31, 1998. It is by no means a comprehensive one and because there is constant change in the worldwide web, these sites may become dormant and others may have been developed. Further, these sites and addresses are listed for your information only and, as there is no mechanism for quality control of information or content on the web, in no way do we endorse any of them.

Alliance for National Renewal, <http://www.ncl.org/anr>

An off-shoot of the National Civic League that aims for alliance of community organizations across the United States, this website includes an excellent section on community economic development, particularly the case studies on community self-empowerment.

Chattanooga Net, <http://www.chattanooga.net/SUSTAIN>

This website outlines public participation initiatives which have been successful in Chattanooga in the fields of Chip Mills, Natural Resources and Agriculture, Energy and Transportation, Population and Consumption, Industry Initiatives and Eco-Industrial Parks, Community Participation/Affordable Housing, the Chattanooga Venture and the Community Vision Project, Downtown and Riverfront Revitalization, and the Chattanooga Neighborhood Enterprise.

Citizen Participation, "Local Initiatives",
<http://www.cdinet.com/Millennium/Resource/citizen.html>

Resource organizations in the United States that promote citizen participation initiatives are accessed through this website.

History of Community Organizing and Community-Based Development,
<http://h-net2.msu.edu/~urban/comm-org>

This website gives access to papers available in the H-Urban Seminar on the History of Community Organizing and Community-Based Development.

Institute for Local Self Reliance: <http://www.ilsr.org/>

The Institute for Local Self Reliance is an American non-profit research and educational organization providing technical assistance and information on environmentally sound economic development strategies within an American context. Program areas include: 1) The New Rules Project - designing rules as if community mattered; 2) The Carbohydrate Economy - industrial products from the soil; 3) Waste Reduction Recycling and Scrap-Based Manufacturing; 4) Tax Shifting and Sustainable Energy Policy; and 5) Self-Reliance Inc.

International Council for Local Environmental Initiatives, <http://www.iclei.org/>

The International Council for Local Environmental Initiatives functions as an international clearinghouse on sustainable development and environmental protection policies, programs, and technology being implemented at the local level by local institutions. A variety of case studies can be accessed from this site.

International Institute for Sustainable Development: <http://iisd1.iisd.ca>

The International Institute for Sustainable Development is based in Winnipeg and has a mission to promote sustainable development decision-making. The Institute analyses policies, identifies and disseminates information about best sustainable development practices, and demonstrates how to measure progress and build partnerships. From this website you can download a range of reports and toolkits pertaining to sustainable development issues within Canadian and international contexts. Sustainable development topics include forests, oceans, community participation and adaptation to sustainable livelihoods, international conferences on sustainable development, sustainable development indicators, and international forest policy. Of particular use, this website provides access to literature which community leaders may find valuable. The literature is annotated and information is given about where to obtain the material and the cost involved. Emphasis is on community-based initiatives and on cooperative government and municipality community participation initiatives such as the Round Tables.

Manaaki Whenua Landcare Research, <http://www.landcare.cri.nz/sal/prograt.htm>

This website provides an introduction to community-based adaptive natural resource management. It also provides information on the approaches, tools and methods communities can use to better identify and implement more sustainable practices.

MFP Australia, <http://www.mfp.com.au/>

The themes of Environment, Economy, and Community dominate this data resource site for the MFP Australia Project.

Policy Research Action Group (PRAG), <http://www.luc.edu/depts/curl/prog/>

The Policy Research Action Group is a collaborative partnership between four universities (Loyola University in Chicago; University of Illinois at Chicago, Depaul University, and Chicago State University) and more than 20 community organizations to build a collaborative research network to better link research and grassroots activism. PRAG works to strengthen ties between researchers and community organizations, it develops research “apprenticeships” within community-based organizations, funds grassroots policy research projects, and disseminates research results to policy makers and community activists. The Group solicits project proposals from not-for-profit community-based organizations in Chicago and neighbouring communities.

Program on Non-Profit Organizations, <http://www.nonprofits.org>

This website accesses a list of non-profit organizations in the United States by zip code, as well as full contents of annual filings by these organizations with respect to information on assets, activities, income, date of establishment, and others.

Sustainable Communities Network: <http://www.sustainable.org>

This website is a “comprehensive resource for citizens working to create healthy, vital, and sustainable communities”. As such, it addresses a broad range of issues and resources pertaining to sustainable communities. Case study examples are drawn primarily from the United States in both urban and rural areas. Topic areas include, “Living Sustainability”, Creating a Community, Growing a Sustainable Economy, Protecting Natural Resources, Building Smart Growth, and Governing Community. This website includes a range of documents which can be downloaded. Also of particular use is the section on “Inventories and Indicators”, which is a collection of examples of what communities are doing in the area of preparing inventories of community resources and identifying local measures or indicators of community sustainability.

Sustainable Seattle: <http://www.scn.org/sustainable/susthome.html>

Sustainable Seattle is a citizen group working to improve the region’s long term health and vitality. This website offers information about the group, and projects and workshops that they have underway.

W.K. Kellogg Collection of Rural Community Development Resources,
<http://www.unl.edu/kellogg>

This website for the W.K. Kellogg Foundation, an organization dedicated to community-based integrated farming systems is the homepage for the W.K. Collection of Rural Community Development Resources. These resources include rural community development materials funded by the Kellogg Foundation and other selected sponsors of recognized rural programs. An annotated bibliography of the Collection is available via the homepage organized around the themes of: Community Development, Strategic Planning, Telecommunication/Education, Leadership Development, Economic Development, Land-use/Natural Resources, and Health Care.