

A Community Planning Resource Centre for Toronto

RESEARCH PAPER

Planning Resource Centres : Models from Other Cities



www.peopleplantoronto.org

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Acknowledgements



PPT gratefully acknowledges the work and dedication of all who created this research paper at the CUI, including Glenn Miller, Brent Gilmour, and in particular, Charles Tilden and his team of researchers from Ryerson University: Allison Annesley, Lucas Berube, Ariana Cancelli, Jakub Garbarczyk and Derek Nawrot. Their work has provided us with invaluable information as to the various ways in which such organizations can be structured, funded, and operated, and will serve as a resource for anyone interested in community planning and design centres in general.

PPT Steering Committee

Dina Graser, Chair

Rafael Gomez

Ann Homan

Geoff Kettel

Cathie Macdonald

Judy Matthews

Abigail Moriah

Sandra Shaul

Steven Wood

Contact

dina.graser@utoronto.ca

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Table of Contents

	Page#
Introduction	1
Case Studies	2
The Pratt Centre for Community Development, Brooklyn NY	2
Citizens Planning & Housing Association, Baltimore MD	8
Halifax Planning & Design Centre, Halifax NS	14
Best Practices : Online Tools	20
Interactive Community Maps : Toronto Councillor Adam Vaughan	20
The Planning Portal, UK	22
Municipal Art Society of New York's Community Information Technology Initiative	23
EveryBlock (11 US cities)	24
Best Practices : Advice/Assistance Services	25
Planning Aid, UK	25
Metropolitan Design Centre, Minnesota USA	26
Appendix : 24 Centres at a Glance	28
Centres offering Information, Education, Engagement, Activism & Advocacy	29
Centres offering Information, Education & Engagement	31
Centres offering Information & Education	32
Virtual Centres	34

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Introduction

Over the past two years, the citizens' group People Plan Toronto (PPT) has met with residents and ratepayer groups across the city to hear about challenges they face with planning and development issues and their proposed solutions. Over and over again, we heard the same message: people dearly want to participate in planning decisions that affect their neighbourhoods, and to engage with developers and the city in a meaningful and informed way, but they simply don't know how. The required community consultations set out in the *Planning Act* are often perceived as inadequate, and the City's planning process is seen as baffling and complex.

In response to these issues, PPT is proposing to create a Community Planning Resource Centre. Our vision is to create an organization that will, among other things:

- § provide clear and useful information about planning, design, and Toronto's planning process to citizens and community groups
- § facilitate the provision of professional assistance to community groups
- § enable communities to share information and build relationships amongst each other.

By empowering citizens to have a stronger voice in the planning of their neighbourhoods, the Centre will work to foster a more collaborative, less adversarial planning process. Critically, it will also help ensure that projects are better planned and designed, thus playing a vital role in strengthening neighbourhoods and improving the quality of development projects across the city.

The Community Planning Resource Centre is not without precedent: a wide variety of such organizations already exist, many of which are in the U.S. and Europe. In order to learn from existing organizations, and to help guide our thinking as to how best to structure and build such a centre in Toronto, PPT approached the Canadian Urban Institute to research these organizations on our behalf. The CUI responded immediately, and within the space of three months, created the extremely helpful body of research that is contained in this document.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Case Study #1

The Pratt Centre for Community Development

Brooklyn NY



Background

The Pratt Center was founded in 1963 and is the oldest university-based advocacy planning and technical assistance organization in the United States. It was founded around the birth of the community planning movement to help address issues of urban deterioration and poverty.

Profile

The Pratt Center works for a more just, equitable and sustainable city for all New Yorkers, by empowering low-and moderate-income communities to plan for and realize their futures. The centre leverages professional skills – especially in city planning, architecture, real estate and public policy—to support community-based organizations in their efforts to improve quality of life, create economic opportunity and advance sustainable development. The Center's greatest strength though, is housing and affordable housing issues.

The Pratt Center empowers communities through:

- § **Community Planning** : working with New Yorkers in neighborhoods across the city to identify what they need from the built environment and help them shape their communities through the city planning process.
- § **Equitable Development Policy and Advocacy** : working to ensure development brings meaningful benefits – especially good jobs and affordable housing – to low-income New Yorkers.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

- § **Sustainability and Environmental Justice** : supporting organizations and advocating practices that move the New York City region toward environmental sustainability and equity.
- § **Helping Communities Build** : helping community-based organizations develop places neighborhoods need, including child care centres, schools, libraries, and open space, and promote innovation in architecture and green building.

The Pratt Center's main goal is to ensure community members have a say in the decisions that determine their destinies. The Pratt Center's four initiatives use a combination of neighborhood-level technical assistance and support for community organizing with city- and state-level efforts to ensure government policies and practices work for neighborhoods.

Over the years, the Center has helped community groups revitalize their neighbourhoods, create and preserve affordable housing, build child care and community centres, and improve their environment. The Pratt Center has also trained hundreds of community leaders and organizations to implement effective community development strategies, and supported a wide range of successful public policy and community planning efforts.

Location & Size of Area Served

Brooklyn, New York, serving all five boroughs of New York.

Physical Space

Second floor of Steuben Hall at the Pratt Institute campus.

Focus

Community planning and design assistance, advocacy, public policy research, community training and education to support community-based organizations with equity and sustainable development issues.

Size

Fourteen staff members plus student interns and volunteers offer services that include architectural assistance, community planning assistance, policy research, advocacy, education and training.

Governance

As a department of the Pratt Institute, the Pratt Center is governed by the Pratt Institute's Board of Trustees. The Pratt Center also has its own Advisory Board; a diverse group of 18 community

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

development practitioners, academics, professionals, and members of the philanthropic community. The Director of the Pratt Center reports to the Provost of the Pratt Institute, and to the Pratt Center's Advisory Board.

Decisions are made by the Center's management team. Each unit has a director, and directors meet as a team with the Center's director every other week.

The Pratt Center also has a Five-Year Strategic Plan, which is developed with input from staff, constituents and the Center's advisory board.

Structure

The Pratt Center is affiliated with the Pratt Institute, a private U.S. architecture, art and design college. The Center was established as a partnership between the school's planning department and local organizations struggling to address issues of urban deterioration and poverty.

Annual Budget & Funding

The annual budget is \$2.5 million. Government provides approximately 35% of the funding, while foundation grants account for roughly another 35%. The remainder is made up almost entirely of fee-for-service revenue, with only about 1 or 2 percent of total funding coming from private individual donations. Income generated from fee-for-service is reinvested in programming and to pay for staff. There is an option to donate online but the organization doesn't have a high profile with the general public.

Acting Director Janelle Farris says what really keeps the Pratt Center alive is the fact that it is a department of the Pratt Institute. The school provides the Pratt Center with a revolving loan fund to help the organization survive while waiting for cheques to come in. This, Farris says, is why it seems the Pratt Center is always paying the school back. The centre is currently looking for ways to tie their own programs more closely to those of the school so that they can qualify for joint funding.

The Pratt Center also occasionally hosts its own fundraisers. There was a fundraising gala recently to celebrate Pratt's 45th anniversary, and there will be another one to celebrate the Center's 50th.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

How People Find Out About the Pratt Center

Most people find out about the Pratt Center by word of mouth. Many clients are grassroots organizations with prior experience or knowledge of the Pratt Center and what it does.

The Center has recently started to work with a communications consultant, who sometimes issues press releases and will provide media contacts with copies of newly released reports. The organization also uses an e-mail blast system and sends out a newsletter to subscribers. Since many of the Pratt Center's clients are non-profit groups themselves, Pratt staff tend to work in the background, shining the light on their clients instead. Centre staff see their role as one of "leading coalitions".

Who Does the Work

Paid professionals carry out most of the work, many of whom also teach at the Pratt Institute. Students sometimes work on Pratt Center projects as part of a studio-based assignment, but students and interns are always supervised by paid staff.

Paid staff include professionals from the Center's planning unit, as well as architecture and real estate professionals. One staff member leads sustainability project work, while another focuses on land use sustainability (e.g. retro-fitting affordable housing). There is also an operations unit. When necessary, the Center will contract work out. This is mainly done for policy work.

Working for and/or with Community Groups

Pratt Center staff projects involve both. Staff may provide technical assistance *for* a client. They may also work *with* a client to help navigate the real estate and community design process and by helping clients access funding.

How the Public Accesses Services

Members of the public can contact the Center directly. The Pratt Center charges for service but will subsidize projects that meet its value statements and strategic plan. In some cases, if the client can't afford to pay, Pratt staff will help them access funding from other sources. The management team discusses new projects and what kind of funding might be available.

Many clients are established non-profit organizations with annual budgets over a million dollars.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

Local Need for an Organization like the Pratt Center

There are some other local organizations that advocate, some that do planning and some that provide architectural services. However only Pratt offers all of these services and confronts the same broad base of issues.

Library/Information Centre

The Pratt Center does not have a library or resource centre, mainly because of the cost involved. However the director has begun hiring library students from the Pratt Institute to archive Center materials. The management team is still struggling with how to make these resources user-friendly. They are also trying to decide who should have access.

Tools & Techniques to Engage Community

As the Pratt Center is usually approached by community groups, it is those groups themselves who are responsible for community outreach.

Project Criteria

The Pratt Center offers services primarily on a fee for service basis. Projects that are subsidized are decided upon on a case-by-case basis.

Notable Projects

The Pratt Center recently worked with a Brooklyn city council member and a local community board to help residents of the Sunset Park neighbourhood. Together they successfully organized a grassroots campaign to oppose a proposed twelve-story building that would have obstructed the view from Sunset Park.

After convincing the developer to significantly scale down plans, residents recognized the larger need to re-zone the neighborhood, where new development faced no height restrictions. The community momentum around re-zoning also presented an opportunity to address other pressing planning issues, including the need to preserve and create affordable housing.

The New York City Department of Planning agreed to conduct a zoning study of Sunset Park and the Pratt Center helped convene a series of community workshops and small group meetings to discuss concerns and priorities around new development, including where it should and should not occur, as well as strategies for creating and preserving affordable housing.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

The Pratt Center prepared a report, *Sunset Park Voices in the Rezoning Process*, which summarizes feedback from these community conversations, and provides analysis of related issues.

One of the Center's current projects has staff involved in the community design process for a proposal to retro-fit old fire houses so they can be used as community spaces. Pratt is also helping to access funding for the project.

Pratt staff members are also involved in a sustainability project that is a block by block retro-fit of Brooklyn's Bedford Stuyvesant neighbourhood. The project started with one "model block" to demonstrate how energy use can be reduced.

Pratt staff, students and faculty travelled to New Orleans to help with re-building efforts following Hurricane Katrina. The school has used this experience as a teaching block to demonstrate how to access funding and re-build housing quickly in an emergency situation.

Recently the Pratt Center helped establish an organization called COMMUTE (Communities United for Transportation Equity), a coalition of non-profits that addresses mass transit concerns relating to quality-of-life. Pratt coordinates COMMUTE, which has called for congestion pricing to finance mass-transit investments for inadequately served low-income New Yorkers. Pratt staff have generated a lot of data in support of this argument.

Also of note, Energy Matters (a project of the Pratt Center and Energy \$mart Communities) is an online resource centre providing practical information for New York building managers and residents on how to operate and renovate their buildings to make them more financially sustainable and environmentally friendly.

Case Study #2

Citizens Planning & Housing Association

Baltimore MD



Background

The Citizens Planning and Housing Association was founded in 1941 and has been engaged in planning issues ever since. Its focus and mandate has evolved over the years in order to keep it relevant and bring about improving the quality of life in the area that it serves.

Profile

CPHA has been a key force for fostering citizen action in Baltimore. Its original mandate was focused on tackling slum housing conditions. Since then, its focus has shifted towards working as an advocate on many quality-of-life issues, including transportation, neighborhood revitalization, and substance abuse treatment. More generally, the CPHA views itself as the place where citizens come to address a specific problem that they are faced with. It is the place where grass-roots neighborhood leaders can get help with the issues that affect them every day, and where they can join others to address the larger systems that shape their daily quality of life. The CPHA encourages the exchange of ideas on complicated issues as well as developing strategies which are then implemented by government or other private organizations.

In order to achieve all of this, CPHA mobilizes informed citizen action by:

- § Training and organizing citizens and neighborhood leaders to be advocates on issues consistent with the CPHA's vision.
- § Advocating for policies and actions that prevent sprawl and improve the livability of existing neighborhoods.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

- § Convening partners to address policy and planning issues of common interest to Baltimore City and its surrounding counties.

As an organization, the CPHA stays true to its mandate by following a core set of guiding principles. These five key guiding principles are as follows:

- § Maintain Baltimore as the heart of the region, with a strong and healthy city as being necessary for a strong and healthy region.
- § Increase and celebrate diversity and be inclusive in all aspects of work.
- § Work with government agencies and hold elected and appointed officials accountable for the services they provide and for equitable access to those services.
- § Advocate for change, unafraid to be an independent voice on issues; strive for systemic change and not avoid issues that require long-term solutions.
- § Be informed by meeting with interested parties and researching an issue before taking a position.

The CPHA's Resource Center for Neighborhoods was originally made possible by a grant from the Baltimore Community Foundation for the purpose of creating a centre where community groups could access necessary equipment and materials to carry out their work. The Center's Resource Library contains print material that staff, Board members and others have contributed to over the years and is updated as required. Brochures and pamphlets from a variety of organizations are also made available to the public here, as are materials (reports or statistics) that provide up-to-date information about issues that Baltimore is facing. The Center also houses a Community Equipment Bank where community members can access things like cameras, bullhorns, or projectors.

Location & Size of Area Served

Baltimore and the surrounding region.

Physical Space

Fifth floor of downtown Baltimore building. Approximately 3000 square feet of space, which includes a Resource Center for Neighborhoods, Community Equipment Bank and Resource Library.

Focus

Education, engagement, advocacy, activism. Specifically deals with community and regional planning with a focus on social issues and improving quality of life in neighbourhoods.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Size

Five full-time staff members, one part-time staff member, and one intern.

Governance

The organization has a Board of Governors which is comprised of over 20 individuals. Members come from a diverse range of backgrounds and include community leaders, university professors, lawyers, accountants, and directors of other umbrella organizations.

Decisions are made at Board meetings with the Director of Leadership and Community Building, as well as the Executive Director making decisions on who will attend such meetings. Attendance depends on that Board member's involvement or interest in a given issue as well as how contentious or controversial a certain topic is.

Structure

The CPHA is an independent non-profit organization.

Annual Budget & Funding

In 2008, the budget was \$1.1 million. The CPHA is funded through membership fees, national and local foundation grants, as well as through private donations. In the late 1990s, approximately 40% of funding came from the city in the form of a grant, but due to changes in political priorities, that funding has since ceased to exist. Currently, almost all of the organization's funding comes from foundation grants, with a very small fraction coming from membership fees.

The CPHA is not engaged in consulting work. It does, however, charge a nominal fee of \$10 per person when it holds community training or skills development workshops.

How People Find Out About the CPHA

People generally find out about the CPHA through word of mouth, although the organization does advertise as well. Given the fact that the CPHA has been around for over 60 years, it has established itself in the public consciousness as an organization that is engaged in certain activities within the Baltimore area.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Who Does the Work

Staff members of the CPHA carry out the majority of the organization's work including day-to-day operations and community training. In some cases, Board members will utilize their network of associated organizations or individuals who can help on a project. For larger events, volunteers are sought to help with tasks and to keep expenses down.

Working for and/or with Community Groups

Over the years, the CPHA has worked both *for* as well as *with* the community. This has also varied based on the type of projects that the organization has gotten involved in. Historically speaking, the CPHA has worked with neighbourhood groups on various issues and its Board has ensured that the organization was grounded in the community.

Accessing CPHA Services

Most members of the public access the CPHA by telephone or email. The organization has limited walk-in clients due to its location in downtown Baltimore, which makes parking an issue, as well as the regular hours of operation, which conflicts with most people's work schedules. A representative of the CPHA does, however, make occasional visits to local community group meetings in order to increase accessibility and highlight community awareness about the CPHA's ability to help local groups.

Local Need for an Organization like the CPHA

If the CPHA did not exist, a range of actors would have to take on their tasks and responsibilities. Many community organizations and umbrella organizations would have to increase their level of involvement in areas where they currently let the CPHA take the leading roles. Similarly, the city as well as local non-profits that currently work with the CPHA would be required to broaden and expand the work that they currently do. The CPHA serves a certain function that would be difficult to emulate.

Relationship with the Official City Planning Process

Depending on the issue, the organization works with the city planning process, as well as against it. For example, the CPHA may mobilize itself and neighbourhood groups against a certain policy if it is of the belief that it is detrimental to the quality of life of residents and should be changed.

Conversely, the Mayor's Office of Neighborhoods will sometimes direct community groups to the CPHA because it can deal with community groups in a manner that the city is unable to. In this case, the CPHA is able to take on issues dealing with race, drug use, or matters of a politically charged nature

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

that the local municipality simply does not have the means or abilities to address in the same manner as an independent, non-profit group.

Tools & Techniques to Engage Community

The CPHA's Resource Center engages the community in a number of ways. The organization maintains a collection of information in the form of a library as well as other educational material, such as tip sheets and self-help handbooks, that help individuals to learn how they can bring about change. The organization also provides individuals with the training and skills required to become leaders in their respective communities as well as technical assistance to community members who need help with things like printing pamphlets or writing grant applications. CPHA also utilizes email as a means to contact individuals within the community.

Project Criteria

The CPHA's goals and vision can be said to form the basic criteria that are used to determine whether a project should be taken on or not. Other considerations that have to be kept in mind are whether funding for a particular project exists and whether the CPHA has the required time, staff and general resources to take on a given task.

In addition to this, if a particular issue is of great concern to one or more of the Board members or if there is a very strong push by a community group to take on a certain issue, than the likelihood of that issue being addressed by the CPHA is greatly improved. An important note is that the organization generally works on issues that affect a number of people or a neighbourhood, rather than issues that only affect individual community members.

Notable Projects

In addition to building community leadership, the CPHA has been involved in various policy initiatives. In 2007, the organization lobbied for reforms in the city's eviction laws, which have helped in keeping tenant belongings off Baltimore's streets. In addition to this, 2007 also marked the year when the CPHA led coalition efforts for the city to pass a new inclusionary housing law. The organization was also active in working towards banning alcohol and liquor billboards in residential areas in the 1990s.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

Measuring Success

Success can be generally measured by looking at the goals that were originally stated for the project and then checking back to see if those goals have been met. In reality, however, things are not that simple for a number of reasons. Quantifying and measuring things like neighbourhood empowerment can be a challenge. Another challenge that exists is that what a community may be asking for and what they really need are two different things. For example, a community may want to setup a garbage clean up initiative when in reality it should be taking a holistic approach that addresses the underlying factors that lead to garbage ending up on the streets.

Similarly, measuring success in the ever-changing context that the CPHA works in can prove to be difficult. Politically, priorities are constantly changing, as too are the individuals involved on a project and the economic factors that a project is working under. Therefore, given these considerations, what may constitute as success in one scenario may not necessarily be the same under a different one. The opportunities and challenges that come with changes in things like partnerships, community leadership or the economic state create different situations under which projects must manage with as best as possible.

Lessons Learned

Making use of partnerships is key in terms of going about addressing the issues that the CPHA is involved in. For example, working with a group on a community garden project or having a local television station do a series on the issues that the organization is looking at are things that the CPHA would not be able to do on its own. Similarly, the provision of information by other organizations, be it statistical information or literature, allows the organization to provide community members who access the CPHA with a wider range of resources than the CPHA would have been able to provide on its own. It should also be noted that the funding for keeping the organization in operation can and has been accessed through various partnerships with other non-profit organizations and foundations.

On a community based level, it is important to note the hidden human capital that exists in any given neighbourhood. This is part of the reason why the CPHA engages in leadership training exercises for community members. The goal has to be to help communities build the capacity to help themselves rather than helping communities for the sake of helping them. An organic process of learning and building must be in place in order for a community to reach its full potential.

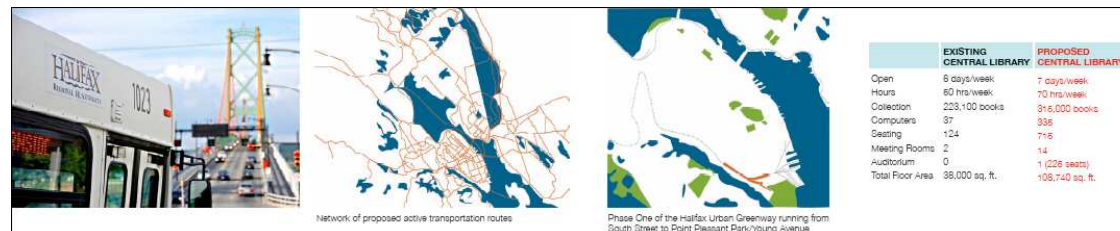
Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

Case Study #3

Halifax Planning & Design Centre

Halifax NS



Background

The Planning and Design Centre began in 2003 as a project of the Faculty of Architecture and Planning at Dalhousie University. Initial inspiration came from Masters Students who saw similar types of organizations in places like Paris and Amsterdam. The Centre is currently working with a developer to secure ground floor space in revitalizing area of Halifax, with the rationale that its physical space should incorporate the same principles as its mandate – a planning process that is transparent, open and visible to everyone.

Profile

The Planning & Design Centre is a collaborative, non-profit operation dedicated to making planning and design more accessible, inclusive, and ongoing. The Centre increases awareness about current projects and studies, provides forums for the exchange of ideas, both locally and globally. Its three objectives are:

§ Objective 1 : Raise Awareness

Raise awareness on new themes and directions in planning and design and find creative ways of presenting both global and local initiatives. The outcomes of this are improved public understanding of planning and design processes, and more prevalent, efficient, and user-friendly access to public information.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

§ **Objective 2 : Generate Dialogue**

Foster dialogue among citizens to develop the links between planning and design, and seeing these as interconnected social, educational, economic and cultural issues of universal concern. The outcomes of this are increased knowledge, awareness, and participation in planning and design, and cross-sector collaborative networks established.

§ **Objective 3 : Foster Innovation**

Be a leading centre for creative and innovative research and learning in the fields of planning and design. The outcomes of this are greater and broader knowledge of and interest in planning and design, elevated expectations for planning and design in the region, and multiple design options for development projects are brought to the table.

Location & Size of Area Served

Halifax and surrounding region.

Physical Space

No physical space currently but work is being carried out to secure a permanent space.

Focus

Education, information and education services. Specifically concerned with raising awareness, generating dialogue, and fostering innovation on matters regarding planning and design.

Size

The Centre is expected to employ four staff members who will manage the day-to-day administrative operations, while developing and directing programs. Student interns from relevant post-secondary degree programs will provide assistance to staff on various projects.

Governance

Once fully up and running, the Centre will be governed by a Board of Directors, members of which will be limited two-year positions. It will consist of individuals from the development industry, provincial planning or architectural associations, Dalhousie University, local business and the municipality. The Board will be responsible for the financial well being of the organization as well as long term planning for the Centre.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

There is no full-time staff. A Steering Committee was a one point responsible for the organization. Currently, members of the organization meet once a week and reach decisions by consensus. Depending on the issues discussed, specific stakeholders from government, business, or the community may also contribute to discussions and meetings.

Structure

The Planning and Design Center intends to incorporate as a non-profit organization. Although it is not affiliated with Dalhousie University, many of the individuals involved in the organization are.

Annual Budget & Funding

The three-year business plan for the Centre forecasts revenues at \$417,000 in the first year of operation, growing to \$467,000 by the third year. The Centre currently must fundraise to keep its operations going but is hoping to secure long-term, sustainable funding from a variety of sources – private sponsorships, municipal government, and provincial/federal governments are each expected to contribute approximately 20-25% to the Centre's annual budget. In addition, the Centre expects to raise funds through fees-for-services offered, membership fees, venue rentals, and publication sales. Some funding is also expected to come in the form of start-up grants.

At this point in time the Centre is still assembling the necessary funds to be fully up and operational.

How People Find Out About the Centre

The Centre tries to raise its profile in a number of ways. This includes hosting events that highlight planning issues, as well as participating in city events where planning can be brought to the public's attention, such as Halifax's Nocturne (the equivalent of Toronto's Nuit Blanche). The Planning and Design Centre also produces its own newsletter named SEEK that highlights planning and design news in the Halifax region. A web presence as well as some media exposure also helped the Centre reach the public.

Who Does the Work

Currently the work carried out by the Centre is done by a mixture of volunteers and individuals working part-time on a contract basis. Many of the individuals are graduates from Dalhousie University, and more specifically, students of Prof. Frank Palmero.

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

Working for and/or with Community Groups

The Centre has previously done both and its intent is to engage both the community and other stakeholders in a variety of ways. That being said, opinions in the organization may vary, and it's difficult to determine exactly what focus the Centre will take in the future.

Public Access to Services

Members of the public will be able to visit the Centre and access literature, exhibits and workshops once a physical space has been secured and opened. The Centre currently does host events at various locations, but its ability to deliver the range of services it envisions is hampered by the fact that it lacks an actual physical presence. At this point in time the organization can be contacted by phone, fax or email.

Local Need for an Organization like the Planning and Design Centre

The Centre fills a void that has been created by the existing planning process in Halifax. A silo approach exists in the existing context, whereby grassroots organizations, developers, and government are all involved in planning but dialogue and cooperation is lacking amongst these different groups. Other organizations do exist and deal with issues related to planning, yet they lack the holistic and comprehensive approach that the Planning and Design Centre seeks to carve out as its niche.

Relationship with the Official City Planning Process

The Planning and Design Centre has not yet identified specifically what role it will play in relation to that of the city. Recent changes in urban design policy offer the Centre the possibility of perhaps engaging the community on urban design issues as part of the formal development process. The Centre may also take on the role of a proactive body that will aim to address urban design issues on development proposals, and to work with stakeholders such as the developer, community groups and the city to improve the outcome.

Tools & Techniques to Engage Community

The Planning and Design Centre engages the community through its own newsletter: SEEK. The newsletter has been used as a tool to inform community members about city plans, development proposals, as well as events that deal with planning issues.

Generally, however, the Centre has found a general willingness and eagerness amongst community members and organizations, to participate in events that the Centre holds. Be it Cardboard City during

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

Halifax's Nocturne art festival or discussion about the redevelopment of Barrington Street, such events have attracted larger than expected crowds. These events range in format from creative design exercises to panel discussions

Project Criteria

In order to gain momentum and make its presence known, the Centre originally took on whatever projects it could find that would help in establishing itself. In the future, the hopes are to have a greater emphasis placed on research and work with community groups on things like visioning exercises. Generally speaking, the Centre will aim to take on projects where it can play a neutral, yet productive role in helping to bring about positive change in planning and design.

Notable Projects

Halifax recently held its annual *Nocturne : Art at Night*, similar to Toronto's Nuit Blanche. The Centre took part in this event with *Cardboard City*. Over several hours, Nocturne participants were engaged and encouraged to construct a physical model of downtown Halifax using cardboard and other recycled materials. The event helped participants experience spatial development, planning and design in a creative, playful way.

More recently, Centre along with W.M. Fares Group held a public art competition. The goal of the competition was to contribute an original, permanent piece of public art to the public realm. The work will be located in front of a new live/work development called The Trillium, and illustrates the Centre's ability to work with private business and community members for civic improvement.

In the near future, the Centre hopes to use exhibitions and installations, educational programs, public forums, design competitions, and applied research projects to impact access planning and design. Of key importance will be the resource library that will provide individuals with relevant information on planning.

Measuring Success

Initially, the organization was not concerned with outcomes as much as it was with simply hosting events and being active. As the organization has evolved, it has established a mandate that focuses on raising awareness, fostering dialogue and encouraging innovation. This mandate is the basis on which the organization's success will be measured. On a more practical level, however, the Planning and Design Centre's business plan has identified a number of indicators that will be used to measure

Proposed Community Planning Resource Centre **Research Paper : Planning Resource Centers : Models from Other Cities**

success. This includes things like the number of workshops and lectures held per year, the number of publications it produces, as well as the number of research projects and exhibitions it will host.

Lessons Learned

One of the lessons learned is the importance of collaboration and partnerships. In the Centre's brief history, members have found tremendous support amongst advocates, community members, local business owners, and developers who want to engage in meaningful dialogue. There is a strong sense that greater dialogue will contribute to better outcomes for the city and everyone involved.

Funding issues, however, have proven to be an ever-present issue. While the University of Dalhousie, through its Cities & Environment Unit, did provide seed funding for the start-up of the organization, securing the necessary funding to make the organization fully operational has proven to be challenging. This has been, in part, due to the structure of certain funding arrangements that have been made contingent on the Centre securing funding from other sources, such as the city.

The city has been hesitant to commit funding and thus, the amount required for the organization to become fully active has been elusive. Despite this, the Centre has managed to carry on its work through the dedicated efforts of volunteers and part-time staff, as well as some funding from private sponsors. Nevertheless, such an arrangement is not sufficient for the Centre to reach its full potential, as it would be able to with full-time staff.

Best Practices : Online Tools

The Internet (especially since the advent of Web 2.0) has become an effective way to share information and create meaningful engagement in planning processes. Online tools can greatly enhance the distribution and accessibility of information about urban planning for the public and community organizations. Participatory online media, such as interactive maps or blogs can also engage a diversity of users in meaningful discussions on urban and planning related issues. The following are examples of successful web tools in the movement towards community decision making and meaningful public participation.

Interactive Community Maps : Toronto Councillor Adam Vaughan

Toronto Councillor Adam Vaughan (Ward 20), in collaboration with Ryerson University Planning students, created a series of interactive community maps for each of the districts in his ward. Using Adobe Acrobat Reader Software, users can select and view different layers of information about their particular neighbourhood.

Using property data from the City, the base layer of the map includes the basic information about the district, such as the outlines of the buildings. Then, using different colours, shading, and outlines, additional layers show historical buildings, parking lots, City owned property, places of worship, transit routes, existing/proposed connections, amenities and important landmarks.

An important feature of these maps is the layer called *Opportunities for change*, which highlights where a new development is either eminent, likely, or welcome. In contrast, the layer called *Stable Areas* displays areas where change is imminent, likely or unwelcome. Another important layer is called *Proposed Development*, which illustrates where new development has been officially proposed. Each map is updated regularly so the public can find out what is currently being proposed or considered for their neighbourhood. Having easy access and visual representation of this information allows residents to better understand what is going on in their neighbourhood and provide meaningful, constructive feedback at the

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

appropriate time. This type of web tool also works towards a more transparent planning process.



Interactive District Map for Ward 20

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

The Planning Portal



Planning Portal Interactive Householder Guide

The Planning Portal is an online planning and building regulations resource provided by the UK government. It is a site where the general public, private and government users can learn about planning and building regulations, about development in their neighbourhood, as well as research government policy.

They can also apply for planning permission and appeal against a planning decision electronically on the site. One of the most important tools for the general public is the interactive Householder Guide, which users can explore visually to learn about what planning permissions are necessary for common household projects such as Extensions and Additions, Decks, or Sheds.

By selecting different parts of the house, users can find out what building regulations apply and if there are any special rules or regulations they should know about when making changes to their home. This web tool provides comprehensive, engaging and easily accessible information to the public about planning and building regulations, working towards a more straightforward and citizen oriented planning process.

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

Municipal Art Society of New York : Community Information Technology Initiative (CITI) Project

New York City Map Portal
Provided by DoITT GIS

Selected Site:
400 WEST 37 STREET

NEW MAP SEARCH
Enter New Address

SITE INFORMATION
NYCityMap
My Neighborhood Statistics
School & Zone Finder
NYC Census FactFinder
NYC Address Translator
NYC Health Profile
Community District Profile
Sanitation Schedule
Building Information System
Parks & Recreation
Elections Poll Site Locator

ADD'L INFORMATION
For these links you may have to re-enter an address
OEM Hurricane Evacuation
Automated City Register
Information System
HPD Violation and Building Information Database
DDC Project Browser
Lower Manhattan
Transportation Modes
Lower Manhattan
Virtual Tour

Legend

Visible	Name
<input checked="" type="checkbox"/>	Cultural Center
<input checked="" type="checkbox"/>	Library
<input checked="" type="checkbox"/>	School
<input checked="" type="checkbox"/>	University
<input checked="" type="checkbox"/>	Hospital
<input checked="" type="checkbox"/>	Police
<input type="checkbox"/>	Fire
<input type="checkbox"/>	Rec. Center
<input type="checkbox"/>	Senior Center
<input type="checkbox"/>	Post Office
<input checked="" type="checkbox"/>	Day Care
<input checked="" type="checkbox"/>	Subway
<input type="checkbox"/>	After School
<input type="checkbox"/>	Headstart
<input type="checkbox"/>	Wi-Fi Hotspot

Elected Officials

City	State	Federal
Mayor: Michael R. Bloomberg		
City Council: (District 3) Christine Quinn, City Council Speaker		
Borough President: Scott M. Stringer		
Public Advocate: Betsy Gotbaum		
City Comptroller: William C. Thompson		

Cultural Center(s)
MADAME TUSSAUD'S WAX MUSEUM
234 W 42nd Street, New York, NY 10036

School(s)
PS 033 CHELSEA SCHOOL

Community Information Technology Initiative (CITI) Map

The Municipal Art Society (MAS) is an organization that fights for intelligent urban design and planning through education, dialogue, and advocacy. They work by helping community organizations and neighbourhood advocates confront planning issues facing their neighbourhoods. Their website is one of the most valuable tools for accomplishing these goals. It gives the public immediate access to a breadth of information about planning issues and MAS initiatives.

CITI is a project of MAS and an important part of its online infrastructure. It provides the public with maps, data and technical assistance to support local planning efforts. The goal is to use publicly accessible GIS data for community participation in local planning. The website provides interactive maps and data that give detailed property information such as zoning, ownership, land-use, lot dimensions. For any particular site, information such as neighbourhood statistics and health profile, census information and waste pick-up schedule is also made available. The CITI provides free training to organizations and individuals wishing to better understand the rich mapping resource. The CITI project demonstrates how an online web tool cannot only enhance the availability of information, but also engage the public in the planning process.

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : Models from Other Cities

EveryBlock

EveryBlock is an innovation in online media that provides the public with a large variety of civic information, news articles, blog entries and interesting facts at the neighbourhood, ward, ZIP code and street scales. Currently, Everyblock has created a website for 11 American cities. Each page is updated regularly with information about building permits, crime reports, graffiti clean-ups, property sales, lost and found, political news, business reports, etc. The information is listed as time-series data, as well as represented geographically on city-wide and higher detail maps.

EveryBlock is an excellent example of how to collect and display a large amount of information about planning and urban life, make it user-friendly and easily accessible to a diversity of users.

The screenshot displays the EveryBlock website interface for San Francisco's Presidio neighborhood. At the top, the navigation bar includes 'Browse: Public records', 'Articles', and 'More', along with a search bar for 'Address, ZIP or neighborhood'. Below this, a map highlights the Presidio neighborhood, with a 'Nearby: 94129' indicator. The main content area is titled 'Latest news in Presidio' and features two tabs: 'Timeline' (selected) and 'Overview'. A search bar is located below the tabs. The 'Building permits' section lists several permits, including '200903244754 filed: Additions, alterations or repairs: Non-major / over the counter' at 3277 PACIFIC AV, and '200901291067 issued: Additions, alterations or repairs: Non-major / over the counter' at 3153 PACIFIC AV. The 'Business reviews' section shows a map of the Presidio area with several red markers indicating review locations.

EveryBlock : San Francisco's Presidio Neighbourhood

Best Practices : Advice/Assistance Services

Some organizations have focused their engagement efforts on offering direct advice and/or assistance services to their communities. This model allows individuals or groups to receive support that will be relevant to the planning and design issues in their community. Activities are often targeted to communities that are unable to afford professional consulting services.

Planning Aid

Planning Aid has been offering direct advice and assistance since 1973 and has a wide reach, serving communities across the UK from its 14 regional offices. As an agency of the Town and Country Planning Association, its substantive focus is on helping people understand and engage in the planning process. Specifically, Planning Aid exists to help people to: participate in the preparation of plans; comment on planning applications; apply for planning permission; appeal against a decision; and represent themselves at public enquiries. Initially, advice is given over the phone by a caseworker, who may decide to pass the case over to a local volunteer if more time and attention is required.

To be eligible for Planning Aid's advice service beyond an initial telephone call, individuals must qualify as lower income residents, must not have a financial interest in a development for which they are seeking advice, and cannot have employed the services of a paid consultant in the past. Organizations must be non-profit to qualify.

Planning Aid's approach will vary depending on the client and the matter at hand. In East Midlands, the local Planning Aid service has set up a help line specifically to answer questions about the Regional Plan currently being developed. When approached by a neighbourhood group looking to revitalize its park and playground, Planning Aid enlisted the help of local architecture students and held a day-long interactive workshop that focused on engaging children in the community to develop design ideas for the space. In another case, Planning Aid was approached by a religious service organization about a planning permission that would allow them to extend their hours of operation. While their application was initially declined over

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

concerns that the extended hours would create issues around parking and disturbances, the Planning Aid volunteer helped the organization prepare an appeal to the decision.



Planning Aid Workshops in Newcastle and Durham, UK

Metropolitan Design Centre

As its name suggests, the Metropolitan Design Centre (based out of the University of Minnesota in Minneapolis) is focused primarily on urban design, although it also helps communities solve a range of issues.

Every aspect of the MDC's three-part mandate – design, teaching and research – informs its direct assistance program. The outreach projects are often tied into studio projects of the University's certificate program, allowing students to gain valuable hands-on experience while also giving communities the opportunity to tap into their budding expert knowledge without having to pay lofty consulting fees.

The MDC has made a point not to assist individuals or groups with a narrow interest. Rather, it focuses on helping governments, citizen groups and non-profit organizations to develop urban design and development goals, principles, guidelines and concepts that can make a significant difference in their community. The MDC offers up to 6 days of design assistance to clients, although relationships with the MDC often live-on in different forms beyond this short working period. New projects are selected every month based on a set of guiding principles, and when faced with a difficult choice the Centre tends to select clients that represent communities in

Proposed Community Planning Resource Centre Research Paper : Planning Resource Centers : Models from Other Cities

need in favour of others. While they strive to offer pro-bono work when possible, they do often ask for matching funds from their clients in order to cover the costs incurred for their projects.

LONG TERM ITEMS: Things that should be planned for in the future

- 6) Create vibrant public plazas and open spaces throughout the neighborhood.
- 7) Promote infill development.
- 8) Create vibrant pedestrian street leading to Hiawatha LRT station.
- 9) Calm traffic at the Cedar/Riverside intersection.
- 10) Maintain pedestrian walkway between Currie Park and Cedar/Riverside Towers.



This public plaza is one of the first spaces pedestrians will encounter when departing the LRT platform. This space could be transformed into a usable public plaza to create a gateway into the neighborhood. Open spaces throughout the neighborhood should be linked together to create a positive pedestrian experience.



A uniform pavement surface, pedestrian scale lighting, and new street furniture will enhance the safety and appearance of Cedar Avenue.



Kiosks, landmarks, and lighting help aid in wayfinding and creating a safe and memorable pedestrian experience. The above photo is from Nicollet Mall in downtown Minneapolis.

Sample of Design Recommendations from *West Bank Business Association: District Visioning exercise*



Proposed Community Planning Resource Centre
Research Paper : Planning Resource Centers : Models from Other Cities

Appendix : 24 Centres at a Glance

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : International Precedents

Centres offering Information, Education, Engagement, Activism & Advocacy

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Information, Education, Engagement, Activism & Advocacy								
Project for Public Spaces www.pps.org	Founded in Manhattan in 1975; serves 47 states and 26 countries	Broadway Avenue; 4th floor of a turn-of-the-century heritage building	Planning and design with focus on the urban realm	25 staff + student interns/ volunteers	16 member Board of Directors; 4 Advisors to the Board	Independent non-profit organization	Private donations + membership fees	n/a
The Municipal Art Society of New York http://mas.org	Founded in Manhattan in 1893 ; serves New York City	The Urban Center, a landmark 4.5 story building, and NYC's first centre for urban architecture, preservation and planning welcomes 50,000 visitors/year; reference library and bookshop.	Community planning, design, preservation; offers exhibits, lectures, discussions, seminars	31 staff + student interns/ volunteers	7 officers + 43 members on Board of Directors	Independent non-profit organization	Private donations + membership fees	
The Pratt Center for Community Development (The Pratt Center) www.prattcentre.net	Founded in Brooklyn in 1963; serves the 5 NYC boroughs	Located on the Pratt Institute's Brooklyn Campus on the second floor of Steuben Hall	Community development with focus on social equity, sustainability	13 staff + student interns/ volunteers	18 members on Advisory Board	University affiliation - Pratt Institute, a private U.S. architecture, art and design college	Public, private and non-profit donations	\$2.4M
The San Francisco Planning and Urban Research Organization (SPUR) www.spur.org	Founded in San Francisco in 1959; serves SF & Bay area	LEED building with assembly hall, galleries, private conference rooms	Community & regional planning	16 staff + 5 student interns/ volunteers	68 member Board of Directors ; 60 member Advisory Council	Independent non-profit organization	Private donations (business, foundations & individuals) + membership fees	\$14.9M New Urban Centre capital expenses; \$3.1M admin & program setup expenses
Community Development Foundation www.cdf.org.uk	Founded in 1968 as the Young Volunteer Force Foundation; renamed in 1989	Offices throughout the UK	Community development, empowerment and capacity building	59 staff at various offices	15 member Board of Trustees	Independent non-profit organization	Community Empowerment Division of Communities and Local Gov't provides half; balance from local gov't, charitable trusts, private sector, and revenue from publications, training courses, consultancies, conferences & seminars	\$7.632M

P r o p o s e d C o m m u n i t y P l a n n i n g R e s o u r c e C e n t r e

R e s e a r c h P a p e r : P l a n n i n g R e s o u r c e C e n t e r s : I n t e r n a t i o n a l P r e c e d e n t s

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Information, Education, Engagement, Activism & Advocacy								
The Neighbourhood Initiatives Foundation www.nif.co.uk	Founded in UK in 1988	Serves England, Northern Ireland, Scotland & Wales	Community development	6 main team coordinators	Board of Trustees	Independent non-profit organization	2 charitable trusts, private contracts, & gov't funding	n/a
Metropolitan Planning Council www.metroplanning.org	Founded in Chicago in 1934; serves greater Chicago region	Office building in Chicago	Community and Regional Planning	23 staff + student interns/ volunteers	80+ member Board of Governors; Resource Board; 31 Executive Advisors	Independent non-profit organization	Private donations	\$3.4M
Citizens Planning and Housing Association www.cphabaltimore.org	Founded in Baltimore in 1941; serves Baltimore region	Office on 5th floor of 218 W. Saratoga Street in downtown Baltimore	Community planning and regional planning with focus on social issues	6 staff + interns	20+ member Board of Governors	Independent non-profit organization	Membership fees + Nat'l and local foundation grants + donations	\$1.1M
Guelph Civic League www.guelphcivicleague.ca	Founded in Guelph in 2003	Storefront office in downtown Guelph, across from City Hall	Community Development and local democracy -Education, citizen participation and engagement	Volunteers	7-member Executive Committee	Independent non-profit organization	Membership fees + grants	n/a
The East St. Louis Action Research Project www.eslarp.uiuc.edu	Founded at the University of Illinois in 1987; serves East St. Louis & area	At College of Fine and Applied Arts, U. of Illinois' Urbana-Champaign campus	Community Planning focused on low income areas - Education, engagement	4 staff + 10 graduate assistants	16-member Campus Advisory Committee	University affiliation - U. of Illinois	University funding + donations	\$293,000
Urban Ecology www.urbanecology.org	Founded in San Francisco in 1975; serves the Bay Area	Office space in downtown San Francisco	Community and Regional Participatory Landuse Planning, Design - Information, engagement and advocacy	5 staff + 5 interns	11-member Board of Directors; 12-member Board of Advisors	Independent non-profit organization	Donations	n/a

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : International Precedents

Centres offering Information, Education & Engagement

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Information, Education & Engagement								
Charlottesville Community Design Centre (CCDC) www.cvilledesign.org	Founded 2004 in Charlottesville (VA), serving Charlottesville & region	Second-floor downtown space; hosts exhibits, speakers, screenings & seminars	Community Development and Design - Education and engagement	5 staff + volunteers	7 members on Board of Directors	Independent non-profit organization	Grants from non-profit organization + donations	n/a
Urban Ecology Centre www.urbanecology.net	Founded 1996 in Montreal, serving the Montreal area	Avenue du Parc in Montreal; office has library/documentation centre with internet access	Sustainable urban development - Education and engagement	9 staff, varies depending on # of projects	n/a	Independent non-profit organization	Grants from all three levels of government, private sources, & non-profits	n/a
The Metropolitan Design Center (MDC) http://www.designcentre.umn.edu/	Founded 1988 in Minneapolis, mainly serves Minneapolis	On campus at the U. of Minnesota. Office shared with two other U of M affiliated programs	Community development and urban design focus including sustainability - Education, engagement, research	60+ people/yr: faculty, TAs, fellows, project staff	Director's Advisory Board, Civic Review Committee	University affiliation, College of Design (CDES) at U. of Minnesota	Established with grant from Dayton Hudson Foundation. Receives funding from HUD, local agencies & private organizations	n/a
Planning Aid www.planningaid.rtpi.org.uk	Founded 1973 with 10 regional services across the U.K.	Several offices across the country	Community Planning; direct advice and assistance	Volunteers distributed across 14 regional offices	n/a	Independent non-profit organization, complementing local planning authority	Public funding from Office of Deputy Prime Minister + Big Lottery Fund + Bridge House Trust. Local authorities encouraged to provide grant funding	£2.0M
ARCAM : Architectuurcentrum Amsterdam www.arcam.nl	Founded 1986, in Amsterdam, serves Amsterdam and surrounding areas - the first of 46 local architecture centres in the Netherlands. Architectuur Lokaal is their umbrella organization	3-storey building on Prins Hendrikkade - downtown. Offices on top floor, exhibit space and "information point" (library space) on ground floor, meeting space at water level	Architecture; education and engagement	11 staff	5 members on Board of Directors, 11 members on the advisory committee	Independent non-profit organization	Funded by 3 branches of local government, the Netherlands Architecture Fund, housing associations, private enterprise, individual donors and dozens of sponsors (mostly architecture and development firms).	n/a

Proposed Community Planning Resource Centre

Research Paper : Planning Resource Centers : International Precedents

Centres offering Information & Education

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Information & Education								
The Centre for Urban Pedagogy (CUP) www.anothercupdevelopment.org	Founded in New York City in 1997; serves New York City	Located at the Old American Can Factory in Brooklyn, NY	Education services; exhibitions; community facilitation of ideas	4 staff, plus project teams of artist, designers, educators, activists and researchers	11 member Board of Directors	Independent non-profit organization	Private donors, state and city agencies, various charitable foundations	
The Halifax Planning and Design Centre http://pdcentre.ca/learn.html	Initiated 2003 in Halifax	None currently, but working on securing a permanent space	Education, increase awareness, generate discussion - Community Planning and Development	4 staff + interns/ volunteers	Board of Directors	University affiliation, Faculty of Architecture and Design at Dalhousie	Government, fee-for-service contracts, membership fees, private sponsorships, publication sales and venue rentals	\$417,000 approx. NTD: check
The Canadian Centre for Architecture (CCA) http://www.cca.qc.ca/	Founded in Montreal in 1979; work is international	130,000 sq ft international research centre and museum housing exhibition galleries, a theatre, bookstore, library, and state-of-the-art collection and curatorial facilities	Education - Architecture	Approx. 100 staff	18 member Board of Trustees	Independent non-profit organization, international research centre and museum	Government funding, membership fees, gifts, and exhibition sponsorships	
Pavillon de L'Arsenal http://www.pavillon-arsenal.com	Founded 1988, located and serving Paris	Building includes an 8,600sf display space, boardroom & screening room	Education, information, documentation and exhibition - Urban Planning and Architecture of Paris focus			Independent non-profit organization	Government + private partners	
Nathalie P. Voorhees Centre for Neighborhood and Community Improvement http://www.uic.edu/cuppa/voorheesctr/	Founded 1978	University of Illinois, Chicago; a Unit of the College of Urban Planning and Public Affairs	Community planning & development, affordable housing - Education	5 staff + 4 Research Assistants	University	University affiliation, sub-department of UIC Planning school	University	
United Nations Human	110 Local	Typically has physical space	Information and	Varies	UN	Works with UN but is	UN	n/a

P r o p o s e d C o m m u n i t y P l a n n i n g R e s o u r c e C e n t r e
Research Paper : Planning Resource Centers : International Precedents

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Information & Education								
Settlement Programme : Global Urban Observatory http://www2.unhabitat.org/programmes/quo/	Observatories throughout the world and 24 National Urban Observatories - Mostly located in developing world countries	in a government ministry in that country; e.g.: Chile's is housed at the Ministry of Living and Urbanism, Bulgaria's at the National Centre for Regional Development	capacity-building network established by the UN to help implement <i>Habitat Agenda</i> at the national and local levels to: 1) involve local policy makers and organizations of civil society in dialogue, 2) to generate information on local themes and problems, and 3) to encourage policy responses to locally felt needs and priorities			overseen locally by a planning department, urban development ministry, university or national urban/social research institution, NGO, or public or private sector think tank.		

P r o p o s e d C o m m u n i t y P l a n n i n g R e s o u r c e C e n t r e

R e s e a r c h P a p e r : P l a n n i n g R e s o u r c e C e n t e r s : I n t e r n a t i o n a l P r e c e d e n t s

Virtual Centres

Organization	History	Location	Focus	Size	Governance	Structure	Funding	Budget
Virtual Centres								
Community Builders : New South Wales http://www.communitybuilders.nsw.gov.au/	Set-up by the government of New South Wales. Focus on Australia however is applicable to all communities	E-government initiative - only online	Provides community members with the resources to actively get involved with their community. Offers information on identifying opportunities & constraints, planning projects, funding & awards, etc.	n/a	n/a	Government affiliation, operated by the State of New South Wales	Government	n/a
Planning Portal www.planningportal.gov.uk	Founded 2002 serving all of England and Wales	No physical space. The Planning Portal is intended as a virtual planning information resource	E-planning service focus - Education	40 staff + support teams	Government affiliation, delivered by U.K. Dept of Communities and Local Government	Government affiliation, delivered by U.K. Dept of Communities and Local Government	Government, commercial operations	£7.6M



PEOPLE PLAN TORONTO
www.peopleplantoronto.org