

FOREIGN & COMMONWEALTH  
OFFICE

**Global Future Cities Prosperity  
Fund Programme Turkey**

Participatory Urban Planning  
Implementation Model, Training and  
Capacity Development Programme  
for Istanbul

M2 Proposal for a Participatory  
Planning Framework and Methods  
for Open Government Istanbul

Annex C: Participation Methods  
Cards

271487-80-IMP-M2REP-001 - ANN C

Final | 15 May 2020

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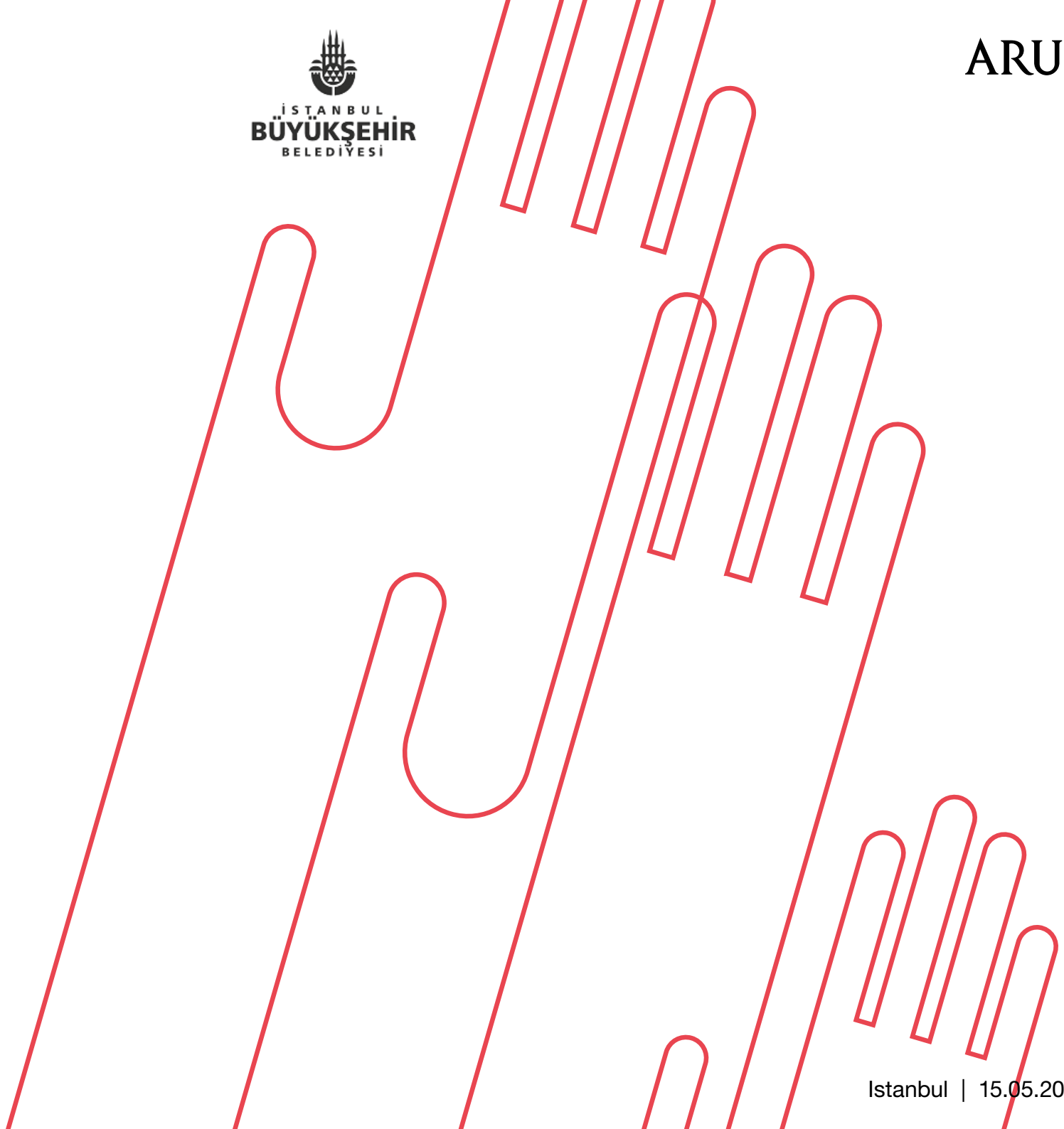
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# Participation Methods Cards

*Best Practices in Participatory Planning*



# Introduction

“Participatory Urban Planning Implementation Model, Training and Capacity Development Programme for Istanbul” aims to support the Istanbul Metropolitan Municipality to establish a coherent urban planning approach for a sustainable, innovative and inclusive urban development.

The following document has been developed as part of this programme and within the “Global Future Cities Prosperity Fund Programme Turkey”. GFCP is a specific component of the UK FCO Prosperity Fund which aims to bring together world class expertise and knowledge to help Turkey enhance social participation and inclusive urban planning in order to both create short and long-term opportunities for the local, UK and international businesses.

This set of Participation Methods Cards was created to provide a catalogue of new and existing methods that can be utilised by IMM to facilitate training, and support workshops when designing future participation processes. They are classified into four categories: Inform, Consult & Involve, Collaborate and Empower. The cards aim to quickly capture the key characteristics of each method and share a case study showcasing international best practice.

The intent of the Participation Methods Cards is to ensure those methods in the catalogue are inclusive, relevant, implementable and effective in the city of Istanbul. These are prompts to work together, and choose the right methods to fit in the project.





City walks (shared walks)  
Event (learning event)  
Information centres (hubs)  
Visual data store  
Personal communication  
Mass communication  
Project progress reporting



Community council  
Public inquiries/ Hearings  
Informal Conversations  
Advisory panels  
Focus groups meetings  
Feedback kiosks  
Opinion poll  
Pop up democracy  
Hotline / Phone-in  
Grievance mechanisms  
Mapping  
Gamification  
Community workshop



Design charrette  
Competition  
Crowdsourcing ideas  
City Week Festival  
Serious games  
Walk audit  
Planning for real  
Creative arts

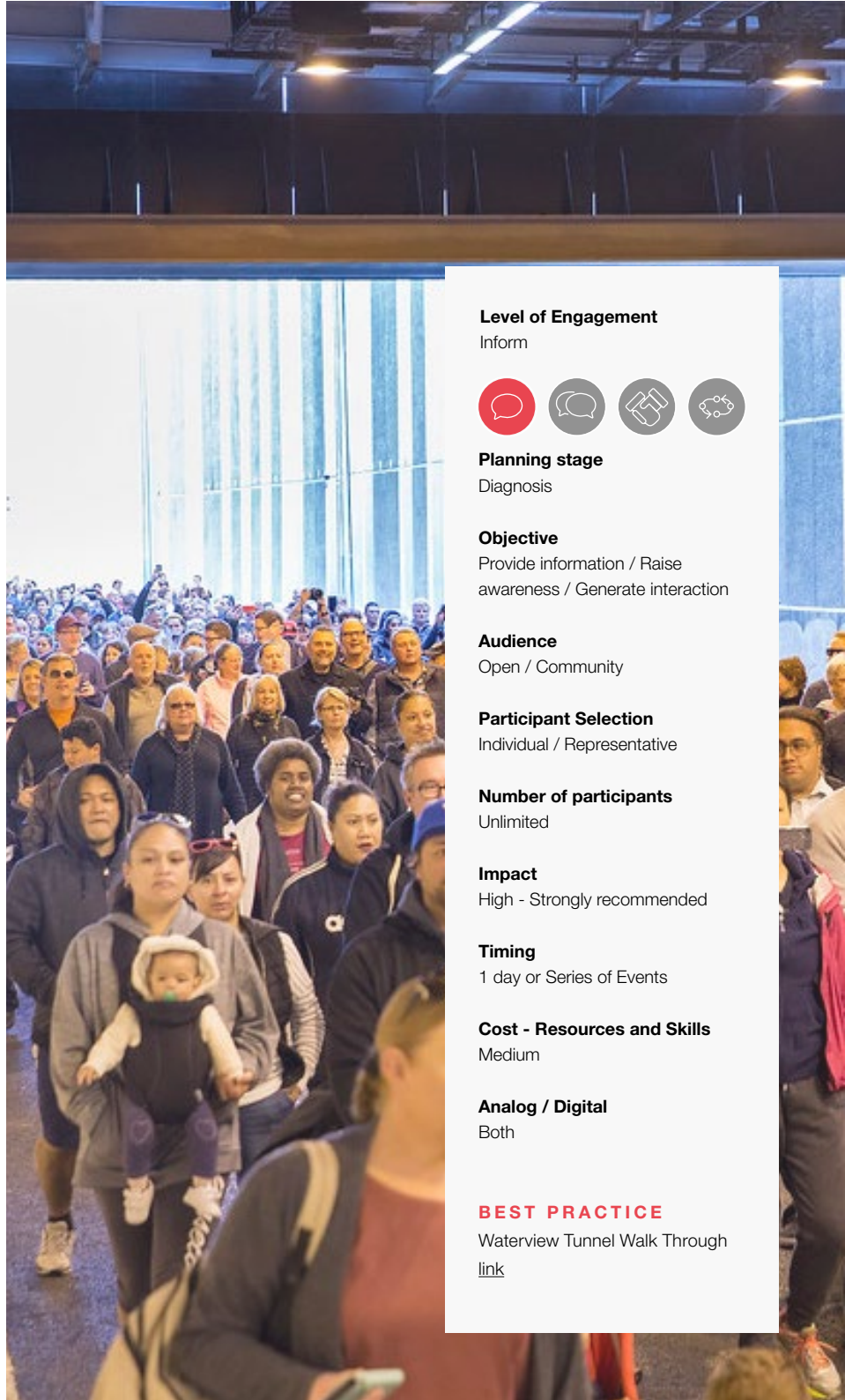


Referendums  
Crowdfunding  
Participatory budget  
Citizen juries  
Tactical urbanism  
Youth empowerment initiatives

Inform



# City walks (shared walks)



## Level of Engagement

Inform



## Planning stage

Diagnosis

## Objective

Provide information / Raise awareness / Generate interaction

## Audience

Open / Community

## Participant Selection

Individual / Representative

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

1 day or Series of Events

## Cost - Resources and Skills

Medium

## Analog / Digital

Both

## BEST PRACTICE

Waterview Tunnel Walk Through [link](#)

City walks provide an opportunity for residents and other stakeholder groups to learn more about their cities, a space or project.

City walks are often facilitated at the beginning or end of a project at the relevant area or site. Inviting the wider public, rather than just key stakeholders on city walks can be an opportunity to improve the relationship between the local authority and residents in what can be an informal and playful experience. The walk provides an opportunity for the aspirations for a site to be communicated, building trust and increasing transparency. This can also help to get 'buy-in' and improve rates of participation later in a project. City walks can also be used at the end of a project to publicise the project and to increase public awareness and engagement.

## RECOMMENDED TOOLS

### Analog:

- Face to face city walks

### Digital:

- Virtual reality walks

## INCLUSIVENESS

Attention needs to be given to the accessibility of the walk to disabled users and the time of day they are run (i.e. working parents may not be able to attend weekday events). Transport to and from the walks should also be considered.

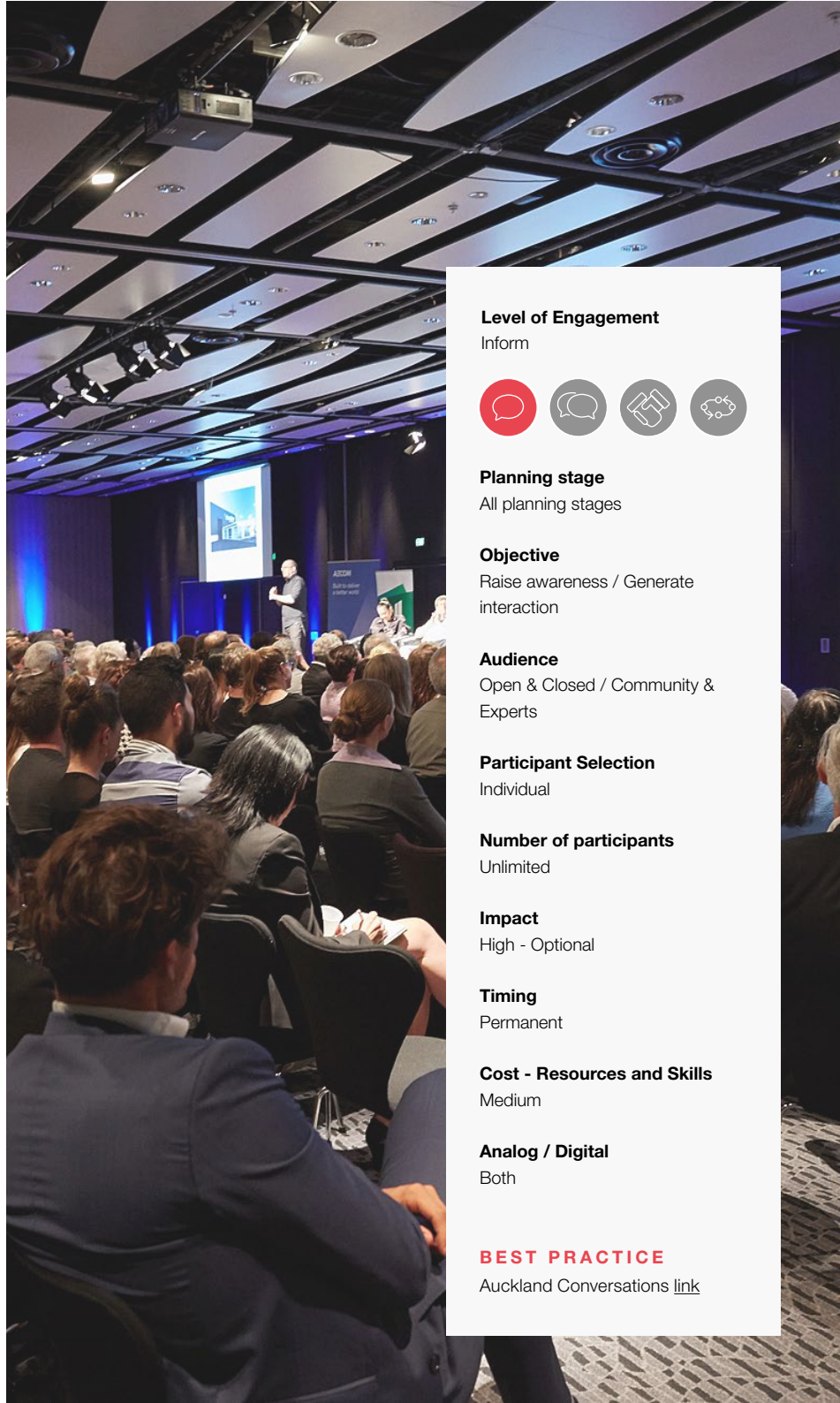
## STRENGTHS ☆

- Low risk, approachable way to engage groups who do not traditionally participate
- Improves transparency and reputation of local government as they can be informal and fun
- Build community confidence in participation activities

## WEAKNESSES ✖

- Must be accompanied by other forms of participation, to ensure opportunities for people to give their insights

# Event (learning event)



## Level of Engagement

Inform



## Planning stage

All planning stages

## Objective

Raise awareness / Generate interaction

## Audience

Open & Closed / Community & Experts

## Participant Selection

Individual

## Number of participants

Unlimited

## Impact

High - Optional

## Timing

Permanent

## Cost - Resources and Skills

Medium

## Analog / Digital

Both

## BEST PRACTICE

Auckland Conversations [link](#)

Learning events offer the chance for members of the public to learn and hear about a wide-range of topics that are relevant for the project, impact on the city, its people.

Learning events are run by the local authority on a regular (weekly, monthly, quarterly) basis. They could cover topics such as transport, environment, urban design, economy, climate change, community building. They may include information on an upcoming project, share research the city is undertaking or invite international cities to share their best practice examples. They may be presented by the cities' leaders, international leaders or industry experts.

## RECOMMENDED TOOLS

### Analog:

- Live event

### Digital:

- Online live streaming event
- Webinar
- Encouraging participants to use hashtags on social media

## INCLUSIVENESS

Creating an accessible environment that is welcoming to a wide range of groups is important. Speakers should be selected to reflect a wide range of population groups. There is an opportunity for events to provide information about the needs of minority groups and inclusive groups so the wider public or businesses can be more aware and responsive to their needs. Specific activities can also be carried out for schools, institutes, universities.

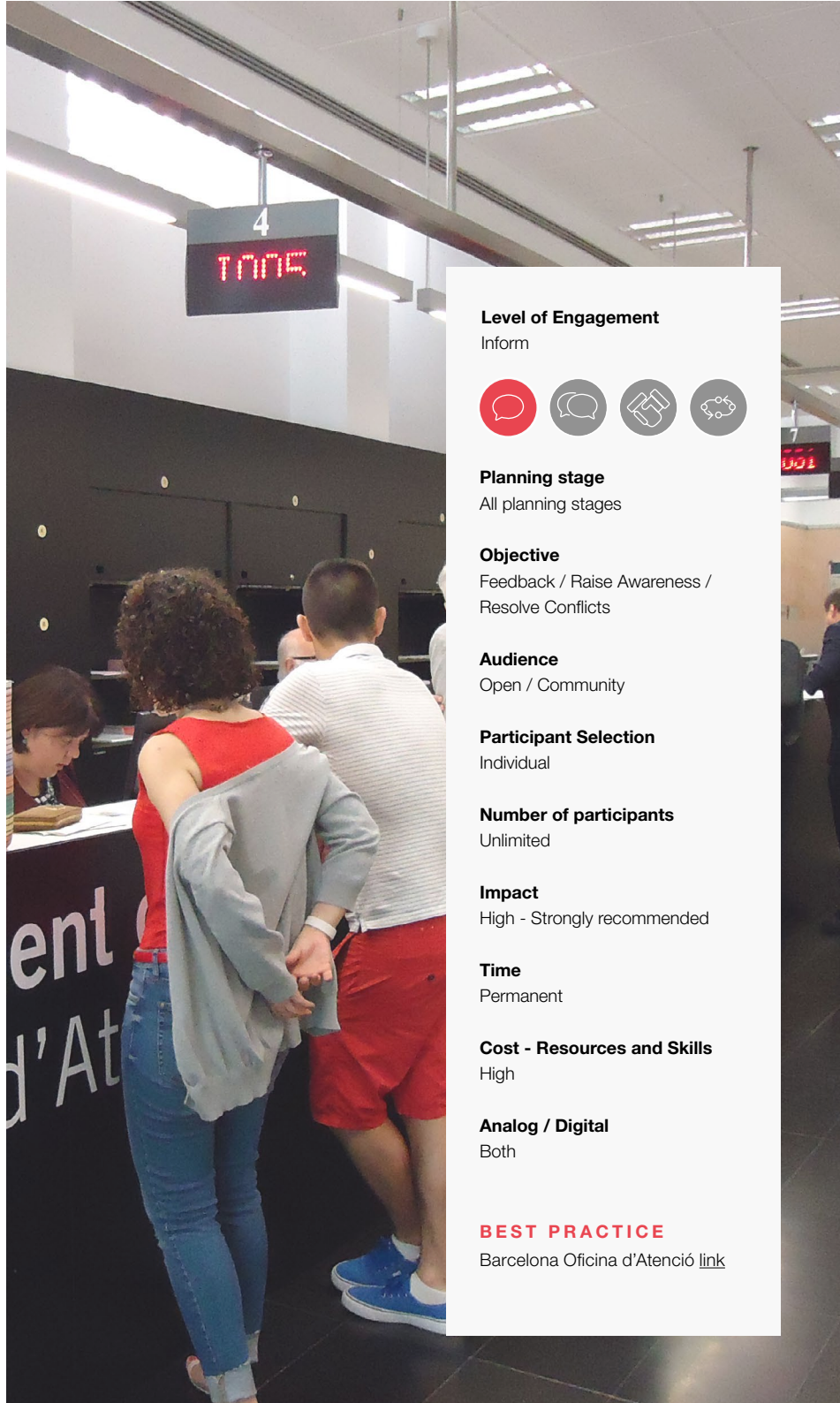
## STRENGTHS

- Increases skills and technical literacy of residents to engage in urban projects
- Increase transparency and communication
- Strengthen partnerships between sister cities
- Build awareness and confidence of communities in engaging
- Creates capacity building for civil servants

## WEAKNESSES

- Speakers will need support to ensure content is approachable and does not come across in an authoritarian manner
- May only attract stakeholders already working in the area
- Finding an appropriate time and venue to host events so a wide audience can join

# Information centres (hubs)



## Level of Engagement

Inform



## Planning stage

All planning stages

## Objective

Feedback / Raise Awareness /  
Resolve Conflicts

## Audience

Open / Community

## Participant Selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Time

Permanent

## Cost - Resources and Skills

High

## Analog / Digital

Both

## BEST PRACTICE

Barcelona Oficina d'Atenció [link](#)

Information hubs are physical kiosks or desks distributed around a city, where residents find information, ask questions and provide feedback on a local authority's activities, projects and policies.

Information hubs are the first point of contact residents have with a local authority. They are responsible for collating information from various city departments and agencies and sharing it with residents in a way that is easy to understand. Sometimes they may also provide citizens with personal specialist advice, such as on planning regulations. They are often staffed by people who work for the local authority, but sometimes they are electronically operated. There is potential for Istanbul to broaden the role existing kiosks such as Beyaz Masa play in promoting participation.

## RECOMMENDED TOOLS

### Analog:

- Information centres
- Models, Posters, Flyers

### Digital:

- Digital Kiosks
- Online Bot
- Participatory Online platform
- GeoHUB & Open Government

## INCLUSIVENESS

Information kiosks need to be staffed by people who reflect the demographics of the local community and understand their needs. Cultural competence and local knowledge are as important as linguistic ability. Information should be provided in a range of languages and formats such as for people with sight or hearing impairments.

## STRENGTHS ☆

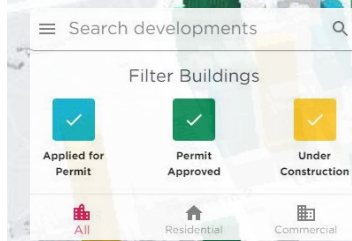
- Local students can operate, promoting youth engagement and employment opportunities
- Small, low cost kiosks can be temporarily installed to provide information on a particular projects
- Information for a range of project or policies can be provided in one place

## WEAKNESSES ✖

- Very formal engagement can be intimidating for some members of society, or lack of trust of government can inhibit people's desire to use the service
- Staff need to receive training in how to interact with the public as they become the 'face' of the local authority



# Visual data store



## Level of Engagement

Inform



## Planning stage

All planning stages

## Objective

Data gathering / Build ownership /  
Raise awareness

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly Recommended

## Timing

Permanent

## Cost - Resources and Skills

High

## Analog / Digital

Both

## BEST PRACTICE

City of Melbourne [link](#)

A visual data store represents a centralised information point available during the whole project lifecycle, accessible to all stakeholders.

This method consists on visualising the project and keeping record of its progress in an unidirectional way. The participants can access the information onsite by visiting the archive or online through a digital platform. The archive is generally aimed at researchers and professionals, whereas the digital platform can be widely accessed. The trend is to use technology, digitalise all documents and share data visually to make it available for transparency and accountability purposes.

## RECOMMENDED TOOLS

### Analog:

- Display panels
- Models and 3D printing

### Digital:

- GeoHUB
- Open Data Platforms
- Data visualisation software
- App

## INCLUSIVENESS

In order to provide an inclusive access to a visual data store, there has to be a special focus on developing materials with a universal design approach.

## STRENGTHS ☆

- Visual is an universal language
- Suitable for people with literacy issues
- Centralised point of shared information among departments
- A reference for knowledge
- Transparency and efficiency

## WEAKNESSES ✖

- An archive is less accessible and requires digitalising to avoid loss of information
- An online platform requires maintenance
- Requires skilled staff to produce content and manage it

# Personal communication



Personal communication enables the transfer of information towards citizens regarding alerts, events, works in progress and their impact on their daily life.

This method is suitable to transmit information on behalf of the Mayor, the municipality and other keyplayers. It allows distribution to be fairly targeted, via neighbourhoods, or to be done on a municipal-wide basis. Since direct information is oriented towards citizen action, the message plays a very important role. What the sender transmits must be the same as what the receiver understands, without distortions or misinterpretations. The user must clearly understand the message and what is expected from him.

## RECOMMENDED TOOLS

### Analog:

- Mailings / Letter
- Brochure / Flyer

### Digital:

- e-Mailings
- e-newsletters
- Whatsapp/ sms

## INCLUSIVENESS

In order to offer an inclusive perspective it must address all citizens without limitations to ID registration.

## STRENGTHS

- Enables targeted distribution
- Very cost-effective as it can be mass produced
- Does not have to be personalized, which saves time and money
- Reaches people who do not readily participate
- Can also reach small groups / individual contacts

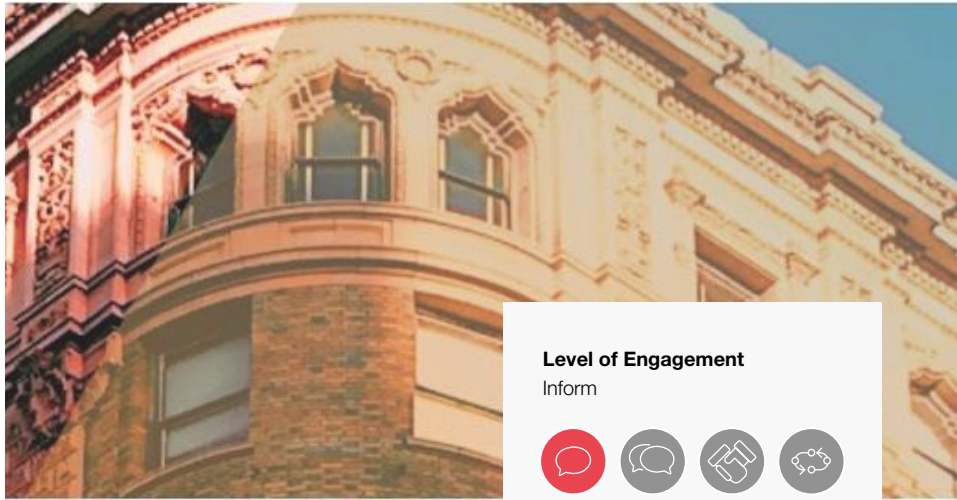
## WEAKNESSES

- Requires a database of identified users

## BEST PRACTICE

Mayor of London [link](#)

# Mass communication



**Level of Engagement**  
Inform

**Planning stage**  
All planning stages

**Objective**  
Raise awareness / Provide information

**Audience**  
Open / Community

**Participant selection**  
Individual

**Number of participants**  
Unlimited

**Impact**  
High - Essential

**Timing**  
Permanent

**Cost - Resources and Skills**  
Medium - High

**Analog / Digital**  
Both

**BEST PRACTICE**  
Planning 4LA [link](#)

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Mass communication is oriented to high impact broadcasting of information towards the majority of stakeholders. Especially useful to inform and to ask for citizens' response.

Mass communication is used to inform and notify about issues, events, positions/statements, and progress on projects. They are generally focused on current or future projects and the events that have occurred. Depending on the selected tools the procedure will require specific steps and a communication strategy must be developed accordingly.

## RECOMMENDED TOOLS

### Analog:

- Ad in local publication
- Billboard
- Radio Broadcast, TV Ad

### Digital:

- Social media channels
- Online video ads
- Notice on website

## INCLUSIVENESS

Combining several tools will enable an efficient strategy to reach a larger audience where underrepresented groups are taken into account. Providing a multilingual and multichannel approach is important.

## STRENGTHS ☆

- Provides timely information
- Maintains awareness / updates information
- Reaches potentially large numbers
- Satisfies statutory requirements
- Contributes to build confidence on participatory culture

## WEAKNESSES ✖

- Can be expensive
- Requires coordination

# Project progress reporting



## The Plans

35.22M

### Level of Engagement

Inform



### Planning stage

All planning stages

### Objective

Provide information / Validate

### Audience

Open / Community

### Participant selection

Individual

### Number of participants

Unlimited

### Impact

High - Essential

### Timing

Permanent

### Cost - Resources and Skills

Low

### Analog / Digital

Both

### BEST PRACTICE

Sidewalk Labs Toronto [link](#)

Project progress reporting is oriented towards sharing the project development outputs along its different stages to ensure transparency and accountability.

Project progress reporting is generally developed by the municipality along with experts to comply with statutory requirements and it is shared at consultation periods. New emerging trends are considering the necessary development of educational or accessible material to ensure the community has access to the relevant information of a project both in a printed and downloadable format.

### RECOMMENDED TOOLS

#### Analog:

- Official printed documents
- Reports, Handbook
- Infographics, Graphic novels

#### Digital:

- Ebook
- Videos and Podcasts
- PDF reports, Online manuals

### INCLUSIVENESS

Project progress reporting must take into account an accessible design and easy language. Providing abridged versions with visual information is important. Outputs of most planning processes are communicated via written reports, but other media (including videos, infographics, graphic novels, interactive e-books, etc.) can be more engaging for youth, elderly, less abled or people with literacy and language barriers.

### STRENGTHS ☆

- Transparency
- Accountability
- Reliable information
- Enables comparing information

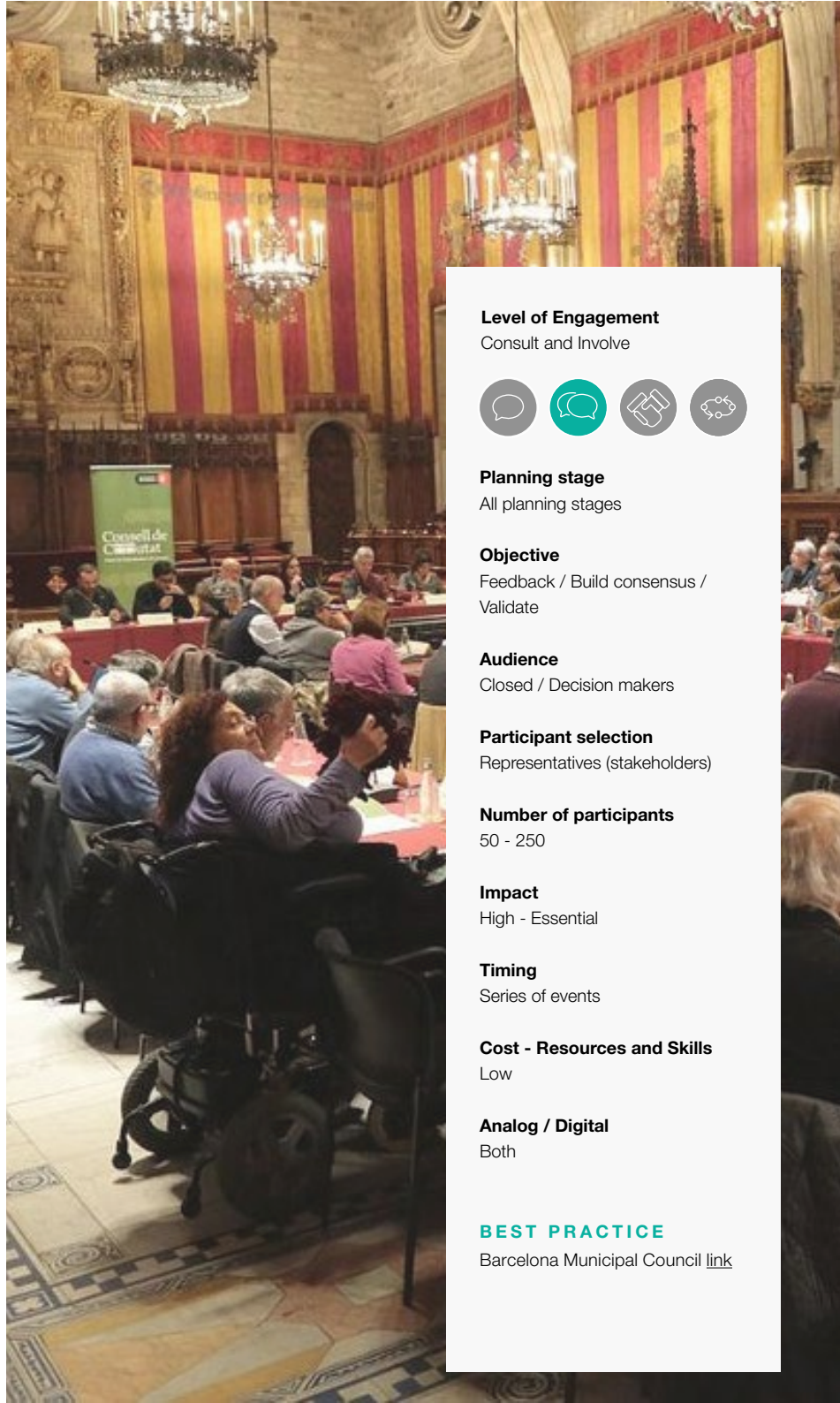
### WEAKNESSES ✖

- Terms can be too complex for the average resident to understand on their own
- Documents can be be found confusing and intimidating
- Requires a pedagogical effort that technical experts normally don't make

# Consult and Involve



# Community council



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Feedback / Build consensus /  
Validate

## Audience

Closed / Decision makers

## Participant selection

Representatives (stakeholders)

## Number of participants

50 - 250

## Impact

High - Essential

## Timing

Series of events

## Cost - Resources and Skills

Low

## Analog / Digital

Both

## BEST PRACTICE

Barcelona Municipal Council [link](#)

The Community Council is a consultative meeting that opens the way for participation of the local people in the administrative processes in a structured entity.

By holding regular meetings, the opinions and decisions taken by the council have to be presented at the municipal council meetings (the municipality is not obliged to accept, and the community council does not retain voting rights). This method is most effective when the goal is: Examining broad policy objectives / horizon scanning to create new ideas and propose solutions; Assessing policy options to develop recommendations; Gaining insight from the public about the efficacy of existing practice. It contributes to build consensus and validates decisions.

## RECOMMENDED TOOLS

### Analog:

- Community Council / Civil forum

### Digital:

- Streaming Community Council

## INCLUSIVENESS

Community councils should enable active participation of women, children, youth and disabled groups for a fully inclusive approach.

## STRENGTHS

- High profile process
- Can bring out diverse perspectives on complex problems
- Decision makers brought face-to-face with citizens and associations
- Learning phase and deliberation help participants to understand, change and develop their opinions
- Offers policy makers an insight on public opinion

## WEAKNESSES

- Gaining a broadly representative group of people can be challenging
- Intensive and demanding on human and time resource
- Running the Council is complex and requires expertise
- It can be seen as a publicity exercise if not followed by real outcomes

# Public inquiries / Hearings

## Level of Engagement

Consult and Involve



## Planning stage

Planning (vision, action plan) /  
Design & Implementation

## Objective

Feedback / Resolve conflicts /  
Generate interaction

## Audience

Open & Closed / Community &  
Experts

## Participant selection

Individual / Representatives

## Number of participants

25-100

## Impact

High - Strongly recommended

## Timing

Series of events

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Analog

## BEST PRACTICE

Los Angeles [link](#)

It is a facilitated, formal meeting where the municipality can share information, make presentations, and discuss a particular issue or project with the community.

This method requires presentations by agencies regarding plans in an open forum. Public inquiries are open to any community groups or individuals interested in the topic. They are useful for face to face interaction with the municipality. Public inquiries can generate interest in the community about a topic and serve as a venue for citizens to raise questions or concerns they may have. This method can be guided by facilitators and can include additional speakers presenting on a topic. It is important to allocate adequate time for the public to give their feedback and ask questions.

## RECOMMENDED TOOLS

### Analog:

- Face to face Public inquiries
- Hearings

### Digital:

- Webinar

## INCLUSIVENESS

From an inclusive perspective the venue should be selected accordingly to the targeted community ensuring accessibility and comfortable ambience. Events are usually held in municipal buildings, or suitable committee rooms, but also held in halls, hotels, schools, theatres, etc. Handling the invitations between different community groups is relevant. Providing interpreters is important if there are language barriers to solve.

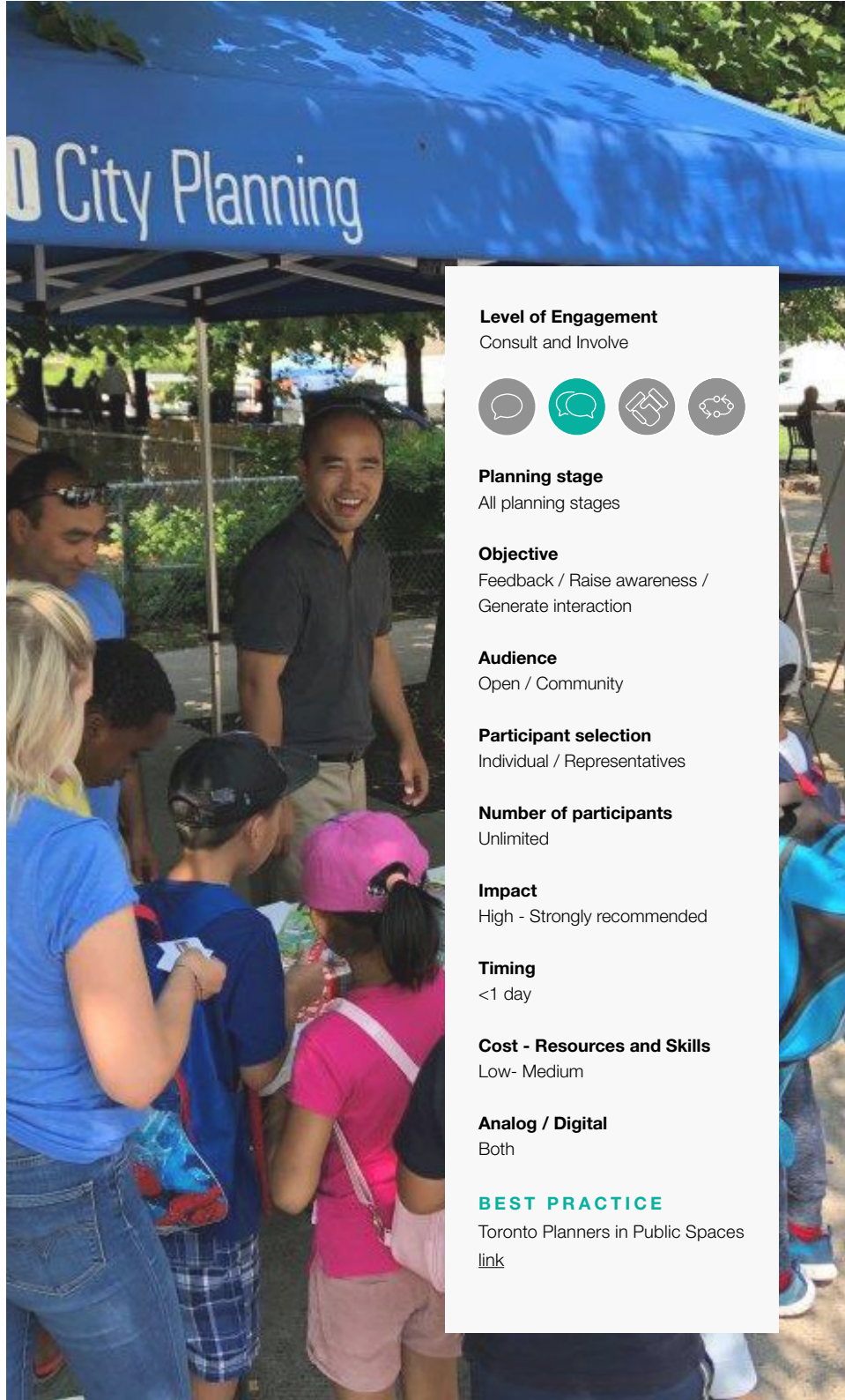
## STRENGTHS

- Delivers fast and qualified ideas of how a group of citizens view a certain problem
- Gives access to the community's special knowledge
- Easy adjustable to include a small or large number of people

## WEAKNESSES

- Public may voice opinions with no direct impact on recommendation
- Primarily active people participate

# Informal conversations



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Feedback / Raise awareness /  
Generate interaction

## Audience

Open / Community

## Participant selection

Individual / Representatives

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

<1 day

## Cost - Resources and Skills

Low- Medium

## Analog / Digital

Both

## BEST PRACTICE

Toronto Planners in Public Spaces  
[link](#)

Informal conversations are a form of facilitated engagement on a topic that allows participants to have a free flowing dialogue about that topic. The goal is to improve and create a shared understanding of an issue.

This method incorporates a range of approaches designed to help participants identify common ground and mutually beneficial solutions to a problem. While a facilitator is present to give structure to the format of the dialogue, the participants typically direct the content of the discussion.

## RECOMMENDED TOOLS

### Analog:

- Face to face Dialogue
- Coffee (tea) Klatch

### Digital:

- Social media
- Chat box
- Participatory Online project platform

## INCLUSIVENESS

This method is suitable from an inclusive perspective since dialogue encourages people to tell stories and this can compel the elderly, women, migrants, refugees and even children.

## STRENGTHS

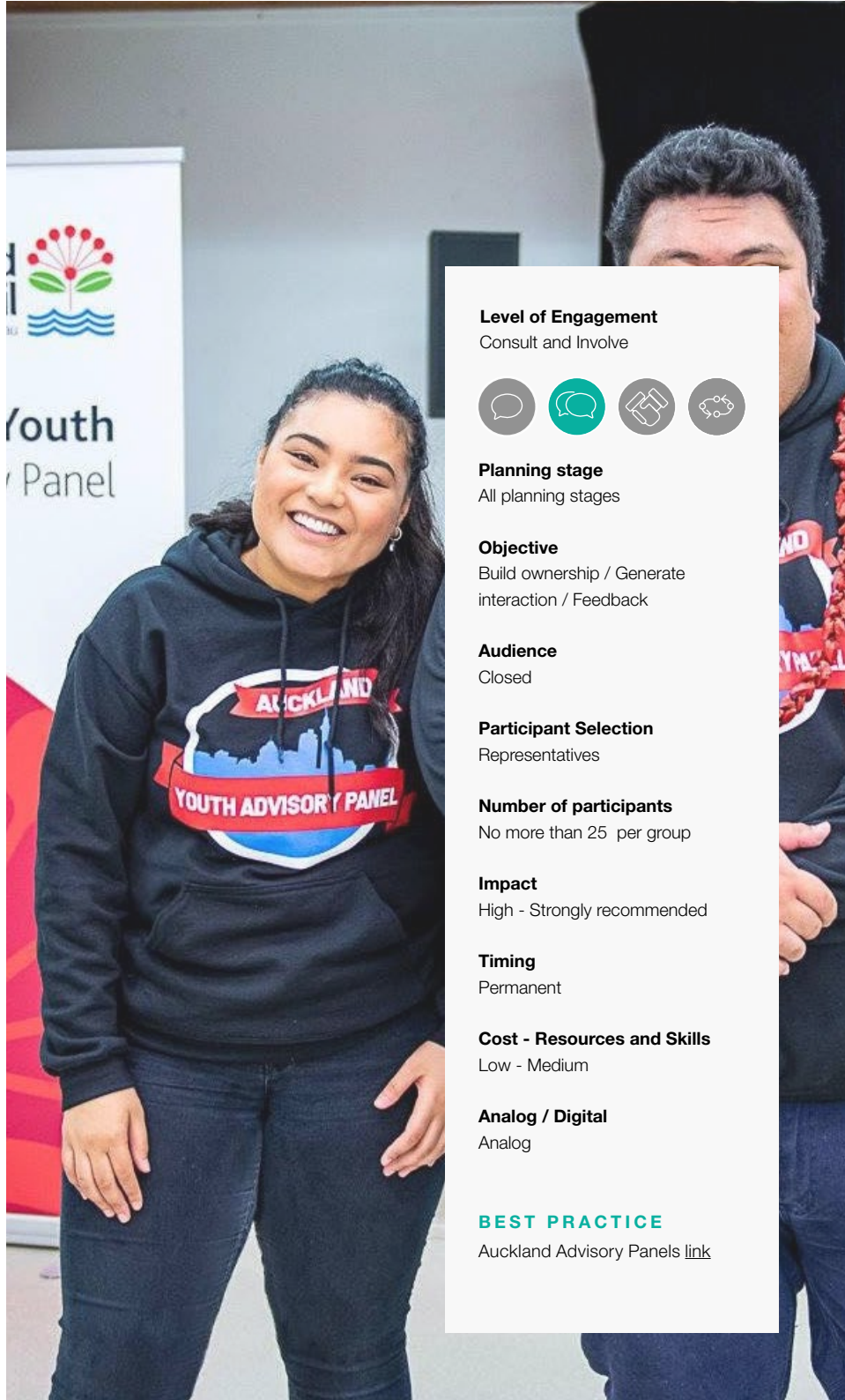
- Deals well with conflict and can help overcome low trust
- Ensures a balanced approach to decision-making, allowing all voices to be heard
- Develops jointly-owned and implemented solutions
- Good in areas likely to be regarded as controversial or where the facts are contested

## WEAKNESSES

- Extremely reliant on the skills of a facilitator or mediator
- May also be time consuming
- The need to ensure participation by all significant stakeholders can slow progress or even render it impossible
- Ensuring bidirectional communication is challenging



# Advisory panels



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Build ownership / Generate interaction / Feedback

## Audience

Closed

## Participant Selection

Representatives

## Number of participants

No more than 25 per group

## Impact

High - Strongly recommended

## Timing

Permanent

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Analog

## BEST PRACTICE

Auckland Advisory Panels [link](#)

Advisory panels enable the local authority to maintain ongoing dialogue with representatives of diverse communities so they can act in a way that improves outcomes for these groups.

Generally advisory panels are set up for each of the communities or sectors the local authority determines to be important to have representation from. Each advisory panel will involve 10-30 members who could be nominated by the city or appointed by the local authority. Panels meet and advise councils on a wide range of strategies, policies or plans that are relevant to their communities, or they may be set up for one specific project. The panels may also develop their own projects they feel passionate about and advocate to the local authority for their support. The process may be institutionalised in the planning process.

## RECOMMENDED TOOLS

### Analog:

- Advisory panels

### Digital:

- Social Media
- Virtual meetings

## INCLUSIVENESS

The selection of panels and participants is crucial. Those who are most affected should be considered first and there should be an attempt to benefit from a spread of expertise amongst the participants.

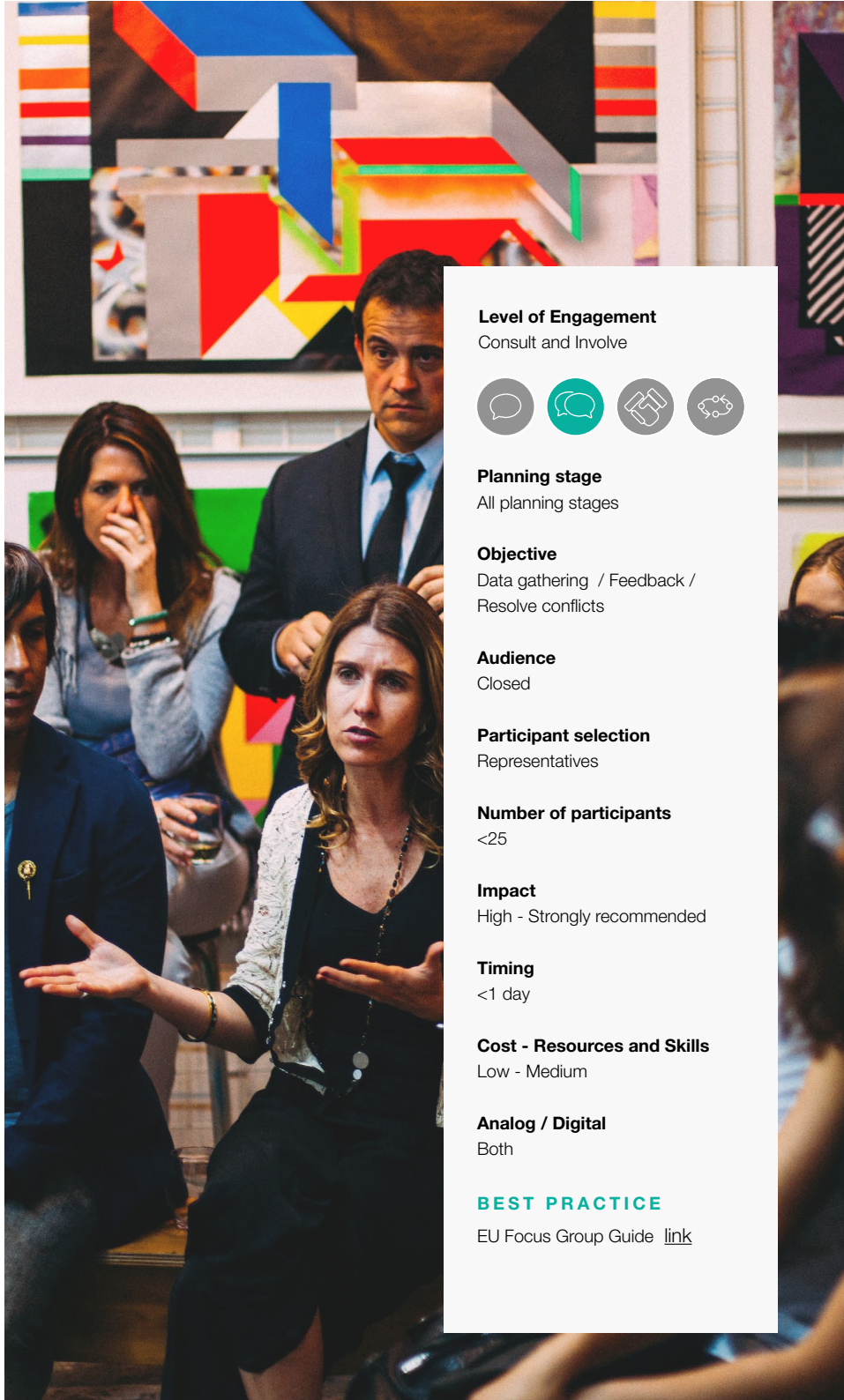
## STRENGTHS

- Increases accountability in governance
- Can introduce a fresh perspective to discussions, encouraging innovation
- Regular meetings give participants a chance to get to know each other, which can help discussions
- Create effective ongoing dialogue

## WEAKNESSES

- Requires a long term commitment from participants
- Can appear exclusive
- Involves only a small number of people and therefore does not provide statistically significant data

# Focus groups meetings



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Data gathering / Feedback /  
Resolve conflicts

## Audience

Closed

## Participant selection

Representatives

## Number of participants

<25

## Impact

High - Strongly recommended

## Timing

<1 day

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Both

## BEST PRACTICE

EU Focus Group Guide [link](#)

Focus group meetings are used to assess opinions and investigate causality about a specific aspect in a single meeting, no more than two hours long in a very small group to gather evidence.

Free discussion on a specific topic and little input/direction from a facilitator in a small group of five to twelve people selected to be representative of the public. The discussions are normally recorded, a report of the process and its results is produced and then distributed to the participants. Clients or other interested parties may observe the discussions. Focus Groups provide useful information on how people respond to particular questions or issues, but the short amount of time limits the depth of discussion that can be had.

## RECOMMENDED TOOLS

### Analog:

- Face to face Focus Groups
- Underrepresented groups

### Digital:

- Webinar

## INCLUSIVENESS

In order to provide an inclusive approach, members of the Focus Group can be selected to be demographically representative or of a specific sub-set of the population. It can be a good way of engaging marginalized groups e.g., people who are not native speakers can be included through translators. This method encourages discussion among those who may feel less confident in a larger group.

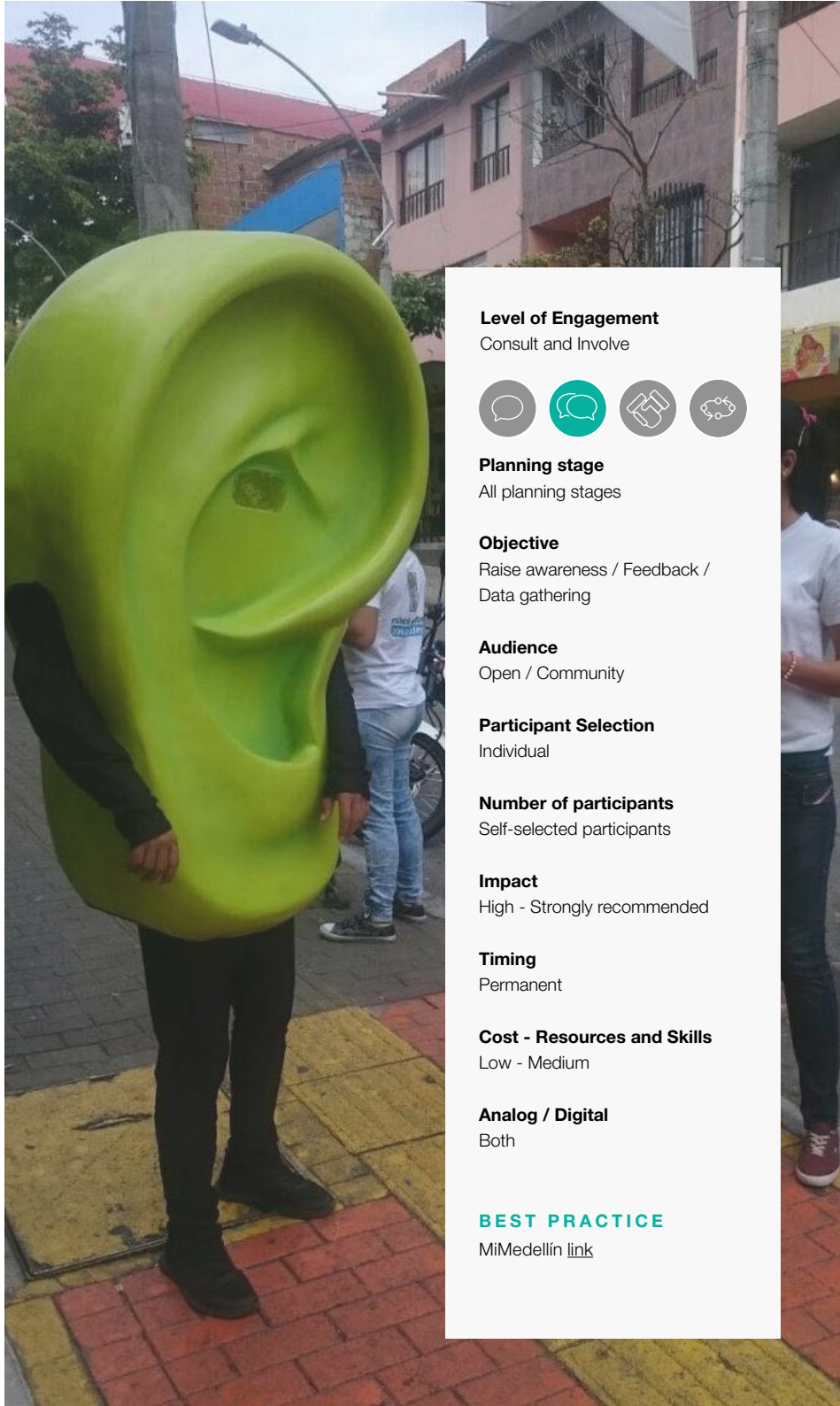
## STRENGTHS

- High level of participant interaction due to small group
- Can lead to a greater understanding of how people think
- Members can be specially recruited to fit profiles
- Good for getting opinions from people who would not be prepared to give written answers

## WEAKNESSES

- Public may voice opinions with no direct impact on recommendation
- Heavily dependent on a skilled facilitator
- Easily dominated by one or two strong opinions
- Some participants may feel inhibited to speak
- Responses are not quantitative and so cannot be used to gauge opinion

# Feedback kiosks



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Raise awareness / Feedback /  
Data gathering

## Audience

Open / Community

## Participant Selection

Individual

## Number of participants

Self-selected participants

## Impact

High - Strongly recommended

## Timing

Permanent

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Both

## BEST PRACTICE

MiMedellín [link](#)

Kiosks allow the community to provide quick and short feedback on a certain topic or project.

Kiosks are usually physical booths with touch screens which users interact with. They are distributed across entire cities or throughout specific neighbourhoods. Feedback received can be used to capture public opinion on a single matter or a on range of issues. They can also be used to monitor performance and measure changes in opinion over time. There is potential for Istanbul to broaden the role existing kiosks such as Beyaz Masa play in promoting participation.

## RECOMMENDED TOOLS

### Analog:

- Staffed by personnel

### Digital:

- Digital surveys at kiosks
- Remote digital surveys
- Mobile Applications

## INCLUSIVENESS

The design of the kiosk will determine how easy, accessible and inviting it is to a range of users and may need to differ depending on where they are situated. User experience designers and architects should be engaged, along with local community members. For instance, around schools the kiosks should be lower in height and adopt a more visual approach, while in neighbourhoods with high refugee populations kiosks could be designed by an artist within that community and surveys offered in the native languages of community members.

## STRENGTHS



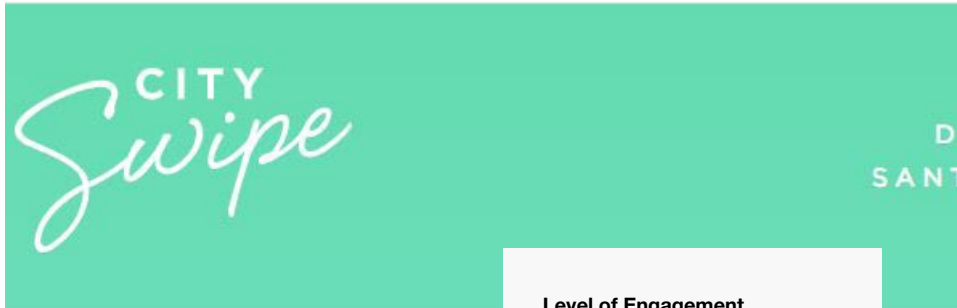
- Can reach a wide range of community members
- Staff assistance can be minimal
- They can provide real-time feedback as projects progress
- Build confidence and self esteem in participation
- Personal meaning communities feel they have been listened to

## WEAKNESSES

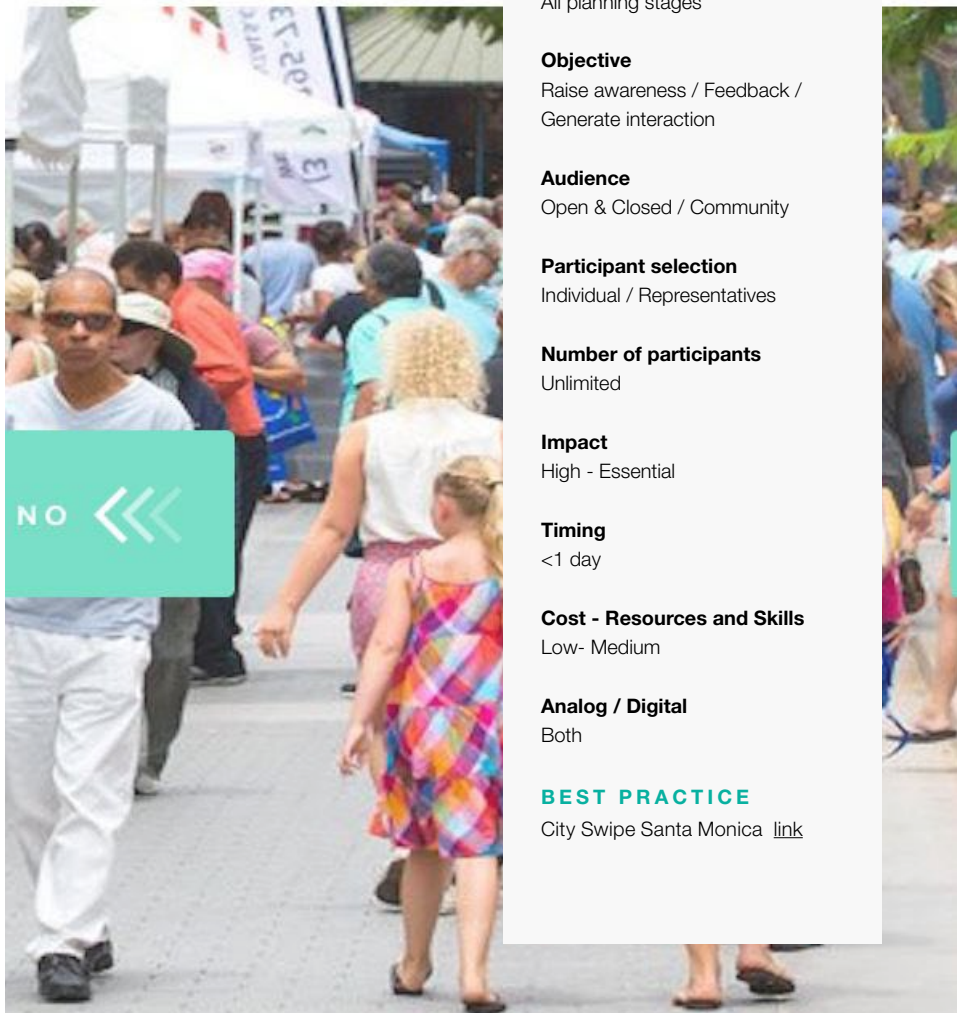


- They can exclude those who are less digitally literate
- As they are fixed, and not always manned, participation rates may drop. Keeping people captivated & engaged is a challenge

# Opinion poll



Do you w



### Level of Engagement

Consult and Involve



### Planning stage

All planning stages

### Objective

Raise awareness / Feedback /  
Generate interaction

### Audience

Open & Closed / Community

### Participant selection

Individual / Representatives

### Number of participants

Unlimited

### Impact

High - Essential

### Timing

<1 day

### Cost - Resources and Skills

Low- Medium

### Analog / Digital

Both

### BEST PRACTICE

City Swipe Santa Monica [link](#)

Opinion polls are quantitative surveys used for information gathering. They can be undertaken to identify the needs and views of a large number of people in a standard format.

The main stages involved are: defining the sample size and the type of information required; deciding on the type of survey to be used (postal, drop and collect, telephone or interview); survey design; piloting the survey; undertaking the survey and post-completion analysis of the results. It is often best to use a short and concise questionnaire where people's views on an issue are being sought. This is a single event, usually takes no more than several minutes but data collection period may differ.

### RECOMMENDED TOOLS

#### Analog:

- Hard-copy surveys/ telephone surveys
- Voting
- Face-to-face interviews/ questionnaires

#### Digital:

- Online survey
- E-vote

### INCLUSIVENESS

In order to provide an inclusive perspective a representative sample of the population should be addressed. Must be short and with easy language. Visual polls can enable reaching underrepresented groups.

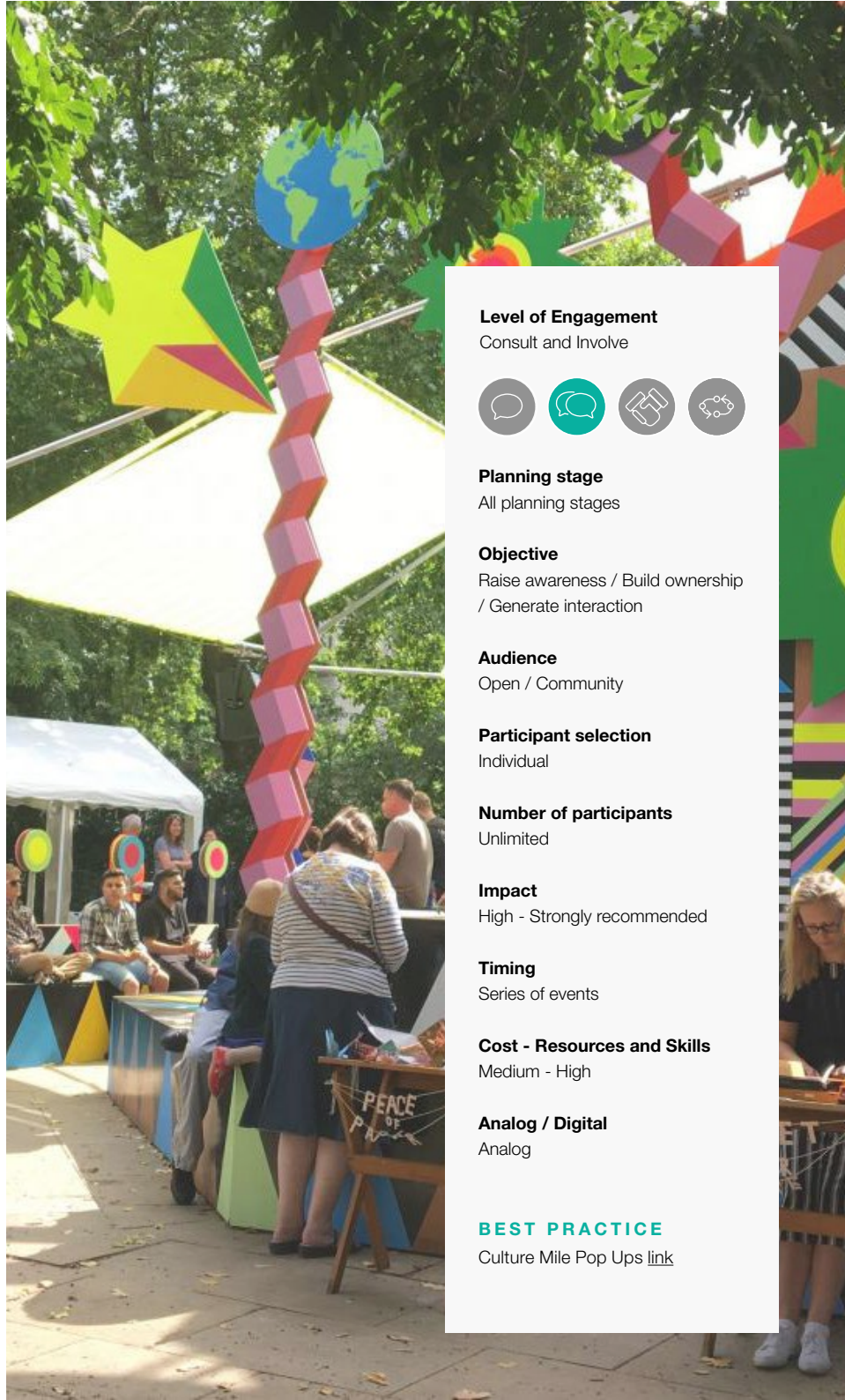
### STRENGTHS

- Can generate statistically significant data about wider public opinion
- Large sample, usually representative of the population segments of interest
- In principle data can be compared over time or with results from elsewhere
- Useful for identifying and evidencing needs

### WEAKNESSES

- There is a potential for inaccuracy or bias, such as sampling error
- The wording of the questions asked may affect the findings
- The findings may only provide part of the story and can be misleading
- Do not provide information about how or why the respondents think
- No two-way dialogue with the respondents.
- Typical response rates are between 10-20%

# Pop up democracy



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Raise awareness / Build ownership  
/ Generate interaction

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

Series of events

## Cost - Resources and Skills

Medium - High

## Analog / Digital

Analog

## BEST PRACTICE

Culture Mile Pop Ups [link](#)

Pop up Democracy is aimed at creating a culture of participation and overcoming cultural and social barriers to formal participation channels.

Pop up democracy is a method where temporary installations are used to provide spaces for interaction and civic discourse in local communities. Rather than expecting people to travel to formal council meetings, which can be unfamiliar, intimidating and too far away from where people live, Pop up democracy goes to where the public is. It can take place in vacant buildings, mobile vans, or shops. It may involve discussing or scrutinising an issue or offering an opportunity for councillors to answer specific queries of the public.

## RECOMMENDED TOOLS

### Analog:

- Pop up art work, food trucks, interactive activities
- Face to face interviews

### Digital:

- Online website and app can help promote event

## INCLUSIVENESS

A pop up installation can be designed to cater to and target a certain group of the population. For instance, serving culturally relevant food can help engage certain community groups, while providing models or pictures for people to draw on can help make sharing ideas less intimidating and accessible for people of different educational levels, and cultural backgrounds.

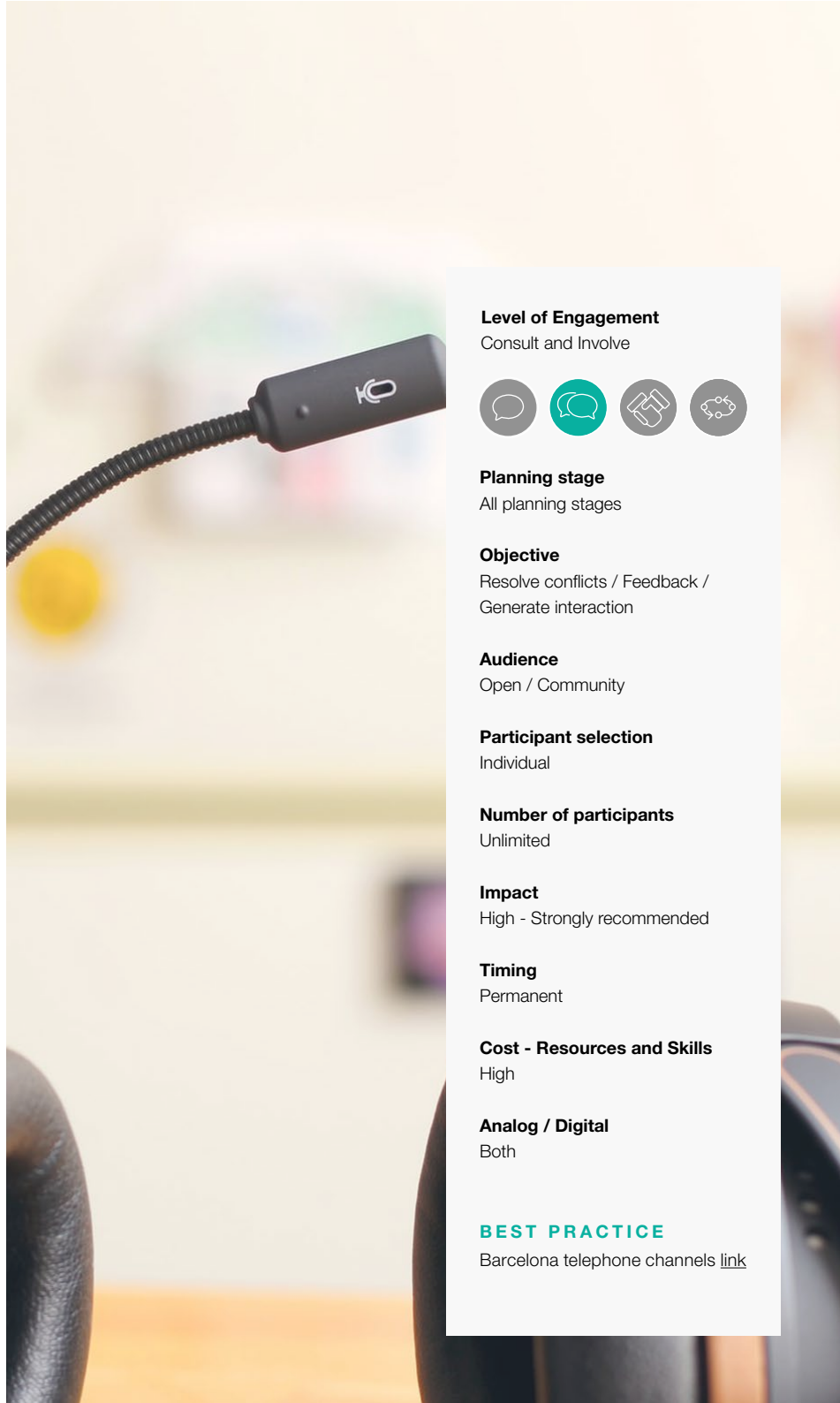
## STRENGTHS ☆

- Can help reach out to people that might not otherwise participate
- Can be tailored to people's needs and interests
- Increases visibility of the council
- Can create a fun safe atmosphere for participation to occur
- Welcomes people who may not traditionally participate

## WEAKNESSES ✖

- Communicating the outcomes of the pop-up event is essential to ensure the event is meaningful and trust is built
- Existing relationships with the community may be necessary to garner sufficient interest
- Need to identify community leaders and associations that have good relationships with the groups in the targeted communities

# Hotline / Phone-in



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Resolve conflicts / Feedback /  
Generate interaction

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

Permanent

## Cost - Resources and Skills

High

## Analog / Digital

Both

## BEST PRACTICE

Barcelona telephone channels [link](#)

Hotlines or phone-ins enable providing support and gathering information based on people's particular needs, opinions, or concerns.

This method involves municipal staff setting up a tool where community members can reach to provide input on a particular issue. The tools are open to the public for a set period of hours, days, or weeks. Municipal staff or trained staff answer and record and/or respond to comments. To encourage community members to use these tools, it is important to advertise the topic under discussion, provide background information, and indicate how and why community members should be involved.

## RECOMMENDED TOOLS

### Analog:

- Phone Lines

### Digital:

- Chat box
- Online skype / zoom calls

## INCLUSIVENESS

From an inclusive perspective it must address all citizens without limitations to ID registration. It is a very useful method for elderly people and women. If a multilingual approach is developed it can be used by migrants and refugees.

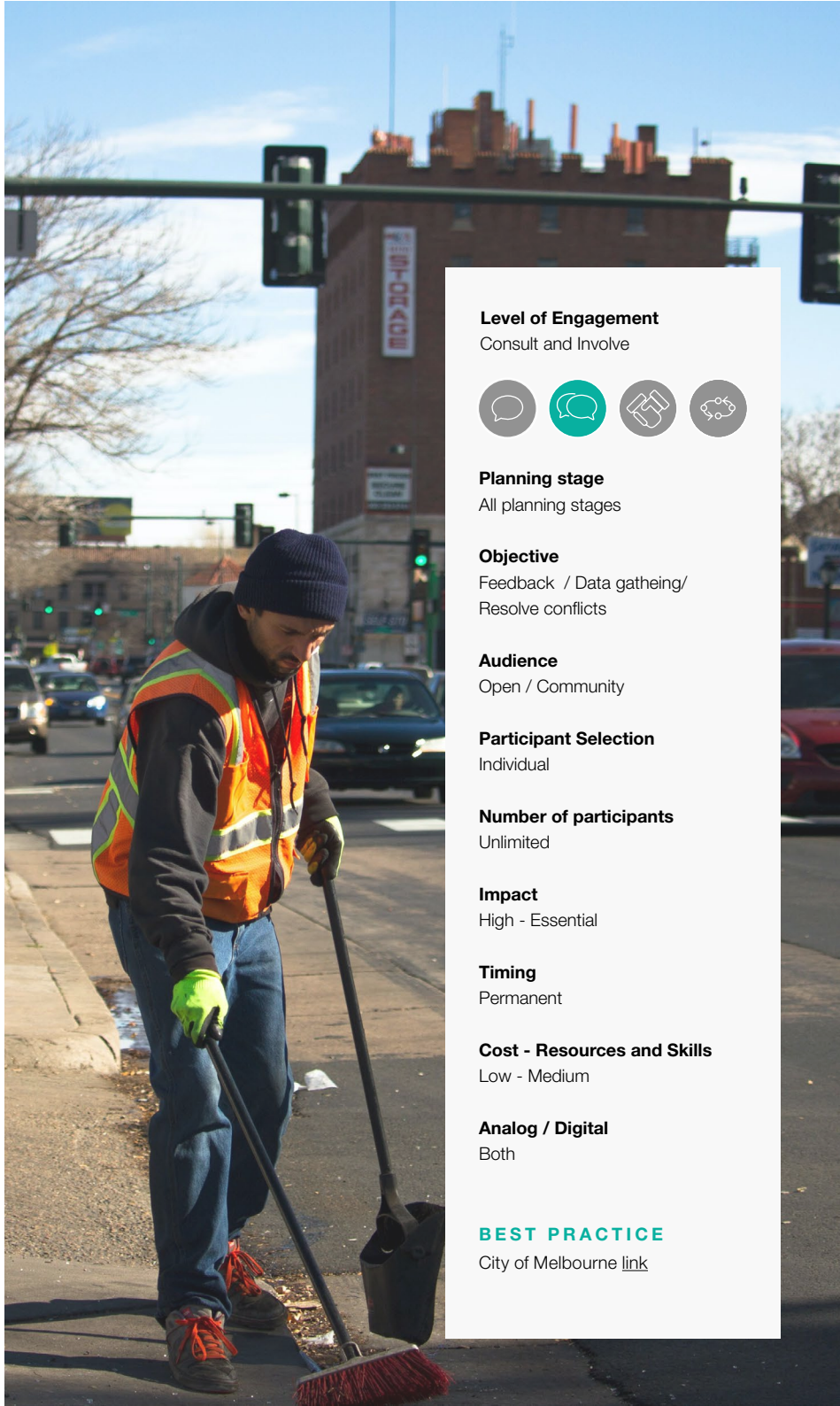
## STRENGTHS

- Provides tailored information
- Builds relationships and involvement
- Artificial Intelligence options are being deployed

## WEAKNESSES

- Requires providing feedback to keep the tool alive
- Must be complemented with additional participatory methods to increase participation and build trust

# Grievance mechanisms



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Feedback / Data gathering/  
Resolve conflicts

## Audience

Open / Community

## Participant Selection

Individual

## Number of participants

Unlimited

## Impact

High - Essential

## Timing

Permanent

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Both

## BEST PRACTICE

City of Melbourne [link](#)

Grievance mechanisms enable the public to make complaints, questions and requests to a local authority.

Grievance mechanisms are typically provided for the public to report maintenance or community problems that are the responsibility of the local authority such as road repairs, illegal dumping, graffiti and noise or for the public to complain if they think the local authority is not doing something they said they would do, if they disagree with a decision that has been made, or if the way a public servant or elected official has behaved. To avoid mistrust the local authority should clearly communicate how complaints are dealt with, and the actions the public can take if they think a complaint has been dealt with unfairly. Sometimes an independent office (Ombudsman) is set up to investigate the complaints.

## RECOMMENDED TOOLS

### Analog:

- Suggestion box
- Plan designations queries
- Call centre

### Digital:

- Mobile Applications
- Web page form
- Interactive Map

## INCLUSIVENESS

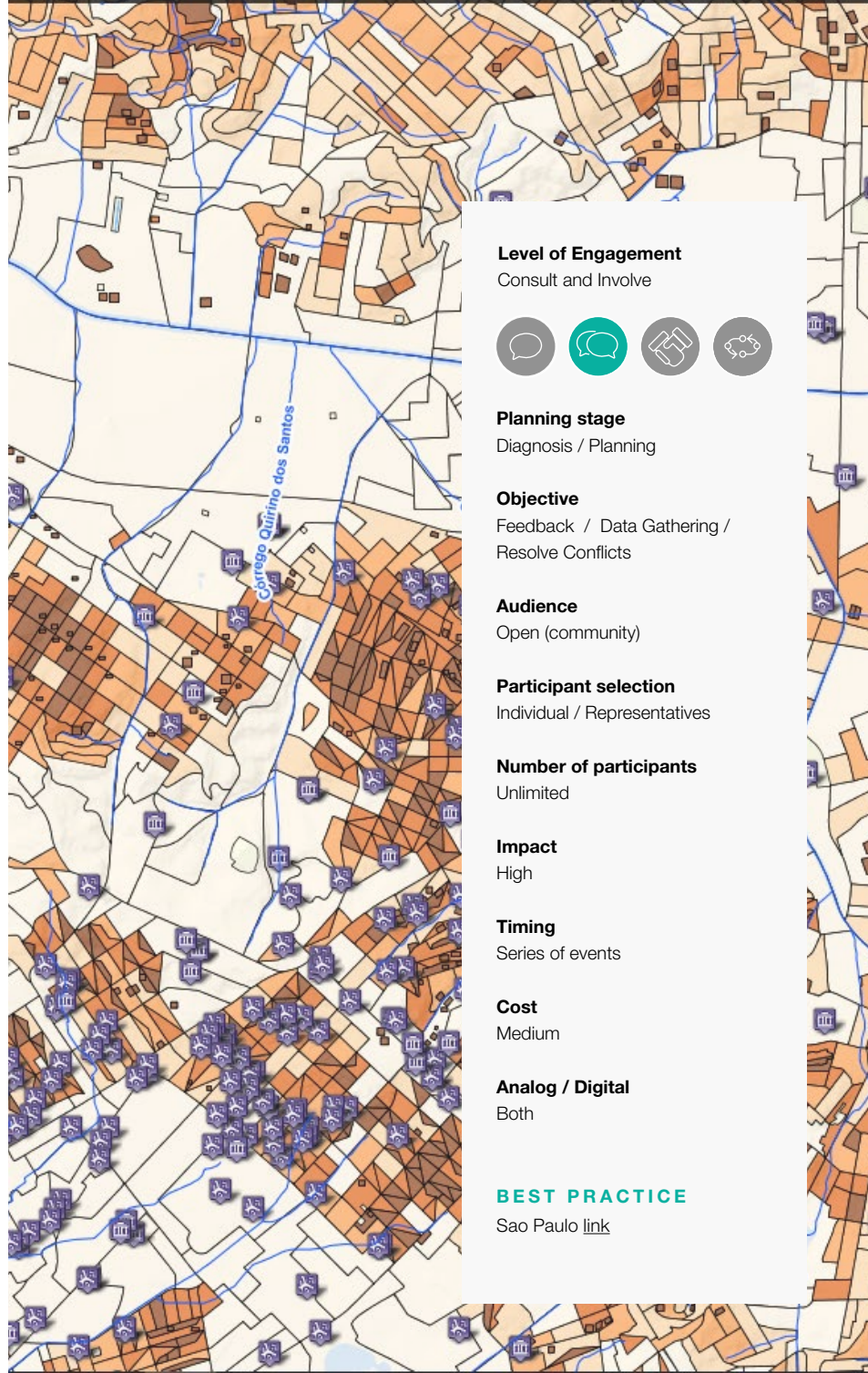
Formal processes need to be established for reviewing and dealing with issues and determining the response to ensure the concerns of certain groups aren't unconsciously neglected, and that responses are culturally and socially appropriate. Effort can also be placed in proactively encouraging and facilitating certain groups such as children to lodge complaints.

## STRENGTHS

- Increases openness and transparency
- Enables the local authority to understand common issues and problems
- Can work as a crowdsourcing mechanism for collecting data on maintenance issues in the city

## WEAKNESSES

- The outcomes of the grievance process must be clearly communicated, and dealt with quickly, to avoid losing public trust
- The process can be one sided as the public aren't involved in determining the outcome or solution



### Level of Engagement

Consult and Involve



### Planning stage

Diagnosis / Planning

### Objective

Feedback / Data Gathering /  
Resolve Conflicts

### Audience

Open (community)

### Participant selection

Individual / Representatives

### Number of participants

Unlimited

### Impact

High

### Timing

Series of events

### Cost

Medium

### Analog / Digital

Both

### BEST PRACTICE

Sao Paulo [link](#)

Community mapping is a participatory process that enables people to map the social, ecological and economic assets, along with historical events of their community.

It is a useful way for initiating dialogue and planning in a community. Mapping is an accessible and graphic way to learn about people's perceptions of a place and can be useful in the visioning process. The method can be used to document certain aspects, strengths or weaknesses, or locations of services within a community, neighbourhood or municipality. It is useful to break a large group into smaller circles of 3-6 people. The small group maps can eventually be integrated into a larger, collaborative map.

### RECOMMENDED TOOLS

#### Analog:

- Group mapping

#### Digital:

- GeoHUB and Online participatory mapping
- Crowdsourcing Mapping

### INCLUSIVENESS

This method can be used successfully to engage with children and youth. If mapping is done with a digital tool it should ensure a simple way to make it accessible to a larger audience.

### STRENGTHS ☆

- This method is interactive and fun
- Allows people to provide comments that directly relate to a space or location of current environments

### WEAKNESSES ✖

- There is limited ability to filter contributions



## PORTLAND of *Opportunity*

### Level of Engagement

Consult and Involve



### Planning stage

All planning stages

### Objective

Raise awareness / Data gathering  
/ Feedback

### Audience

Open / Community

### Participant selection

Individual

### Number of participants

Unlimited

### Impact

High - Strongly recommended

### Timing

Series of events

### Cost - Resources and Skills

Medium - High

### Analog / Digital

Both

### BEST PRACTICE

Port(Land) of Opportunity [link](#)

Gamification takes game-like mechanics and infuses them into traditional participation to increase engagement.

Gamification takes game mechanics such as leaderboards, points systems, badges and up-leveling in order to tap people's drive for competition and achievement. The game-like elements help incentivize people to actively participate, increasing engagement. In order to deploy gamification properly, understanding the audience and what drives them is important, and pair those driving forces with the correct game mechanics that will activate them.

### RECOMMENDED TOOLS

#### Analog:

- Board games
- Quizzes
- Outdoor activities

#### Digital:

- Apps

### INCLUSIVENESS

This method has the ability to engage community members, especially youth from both genders, as well as stakeholders from different backgrounds on difficult issues. Playing is effective for those with limited education or literacy skills.

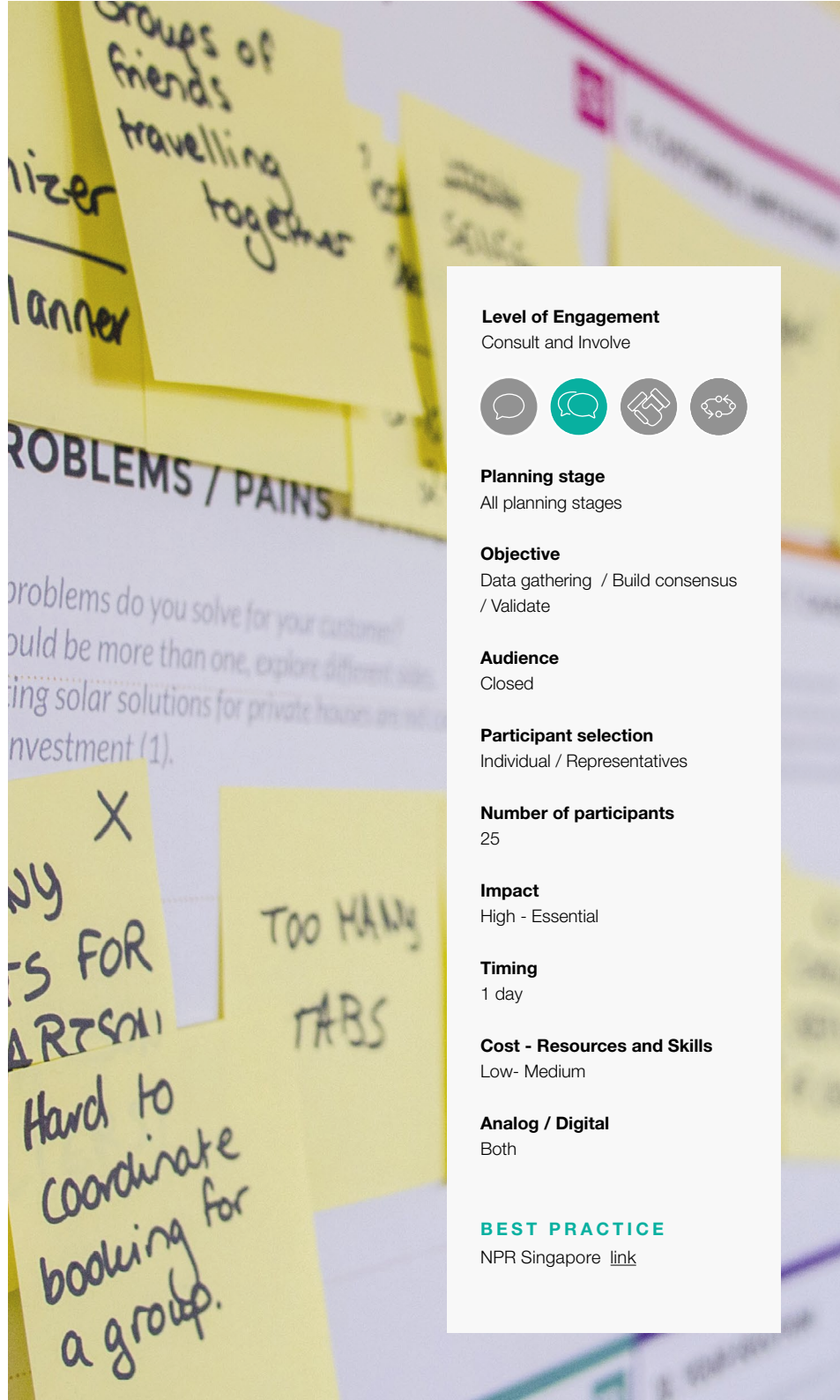
### STRENGTHS

- Highly successful engagement due to informal means
- Builds trust
- Unleashes creativity and capacities of all stakeholders
- Accelerates consensus amongst multiple stakeholders
- Supports informed decision making and resolves conflicts

### WEAKNESSES

- It can be complicated to sustain momentum
- It is important to keep a good balance between the challenges and the required skill level

# Community workshop



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Data gathering / Build consensus  
/ Validate

## Audience

Closed

## Participant selection

Individual / Representatives

## Number of participants

25

## Impact

High - Essential

## Timing

1 day

## Cost - Resources and Skills

Low- Medium

## Analog / Digital

Both

## BEST PRACTICE

NPR Singapore [link](#)

These are a form of facilitated group discussions that provide participants with the opportunity to consider an issue in depth, challenge each other's opinions and develop their views/arguments to reach an informed position.

An intensive session or working meeting attended by key players with different fields of expertise, or representatives of those who are likely to be affected by the decision. Usually moderated by an objective facilitator. Minimum duration of 4-5 hours up to 2-3 days.

## RECOMMENDED TOOLS

### Analog:

- Brainstorming
- Brainwalking
- Timeline
- Perspective workshop
- World Café

### Digital:

- Webinar

## INCLUSIVENESS

The choice of participants will depend on the purpose of the workshop: participants could be self-selecting (on the basis of an interest in the topic or a stake in the outcome); or they could be recruited through stratified random selection to form a 'mini public'; or a combination of both.

## STRENGTHS

- Provides participants with the time and resources to consider an issue in-depth
- It can build and improve relationships between participants
- It can give participants new knowledge and skills.
- It is a method that is rapidly acquiring increase social legitimacy and political buy in

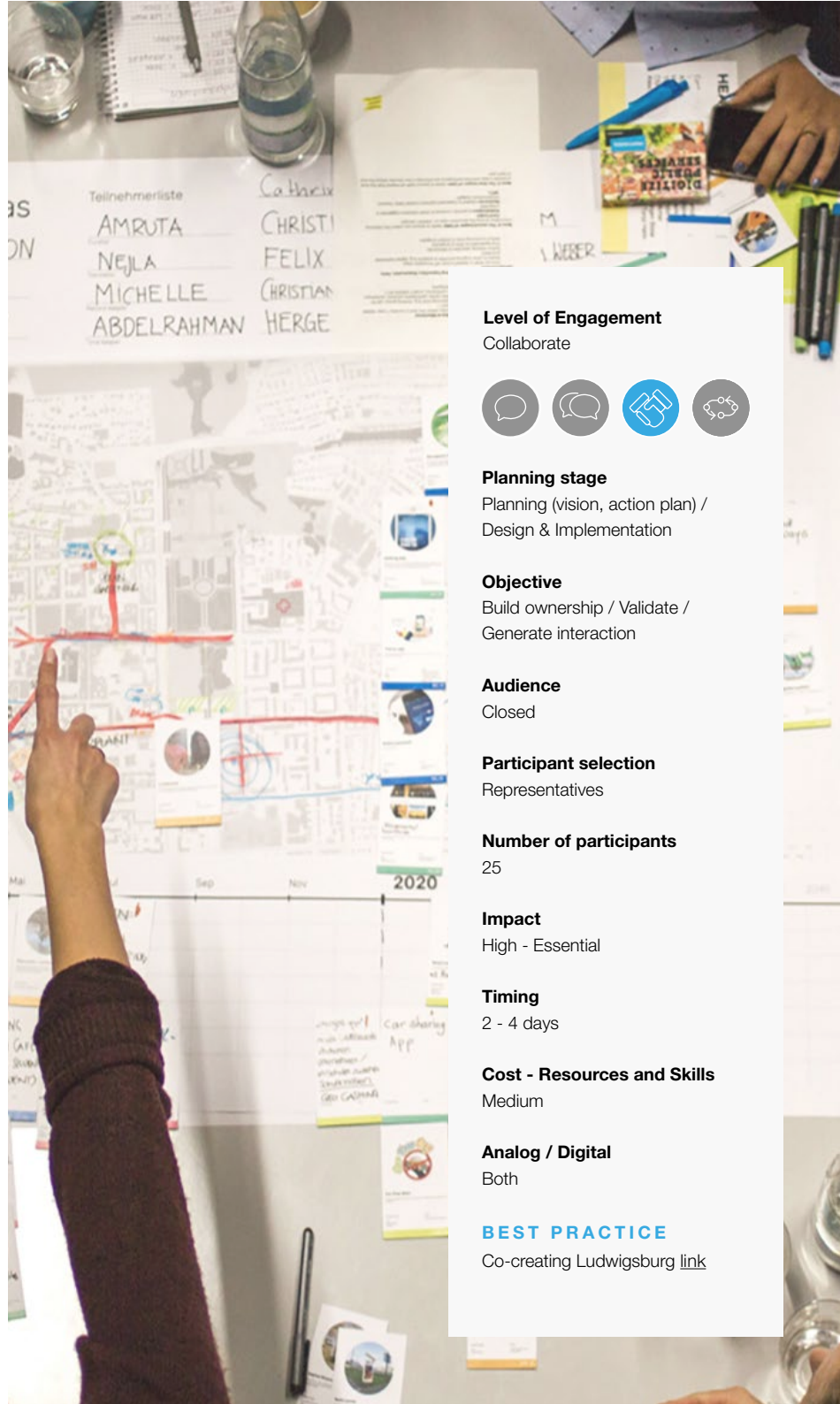
## WEAKNESSES

- Conclusions may not always be clear, collective.
- How discussions/activities are framed, how the participants are introduced to the topic, and what is asked will influence the results
- Involves small numbers of people and can't gather statistically significant data
- The final views are not representative of the views of the wider public, since they have not experienced the deliberative process

# Collaborate



# Design charrette



## Level of Engagement

Collaborate



## Planning stage

Planning (vision, action plan) /  
Design & Implementation

## Objective

Build ownership / Validate /  
Generate interaction

## Audience

Closed

## Participant selection

Representatives

## Number of participants

25

## Impact

High - Essential

## Timing

2 - 4 days

## Cost - Resources and Skills

Medium

## Analog / Digital

Both

## BEST PRACTICE

Co-creating Ludwigsburg [link](#)

Design charrettes are used in urban planning to facilitate input from the community in a specific geographic area. They gather many stakeholders to work together, including policy-makers, experts and the general public.

This is an intensive, hands-on workshop that brings people from different disciplines and backgrounds together with members of the community to explore design options for a particular area. It is a design based process and is best used for projects focused on community regeneration: including master plans within a city's comprehensive plan, town center plans, transit-oriented development plans, affordable housing development plans, and wide-scale redevelopment projects. It can be a good way to build positive enthusiasm and energy for a project and, at the same time, be responsive to the creativity of the community.

## RECOMMENDED TOOLS

### Analog:

- Design charrettes

### Digital:

- Online workshops
- Webinars

## INCLUSIVENESS

In order to provide an inclusive approach adequate facilitators must be included.

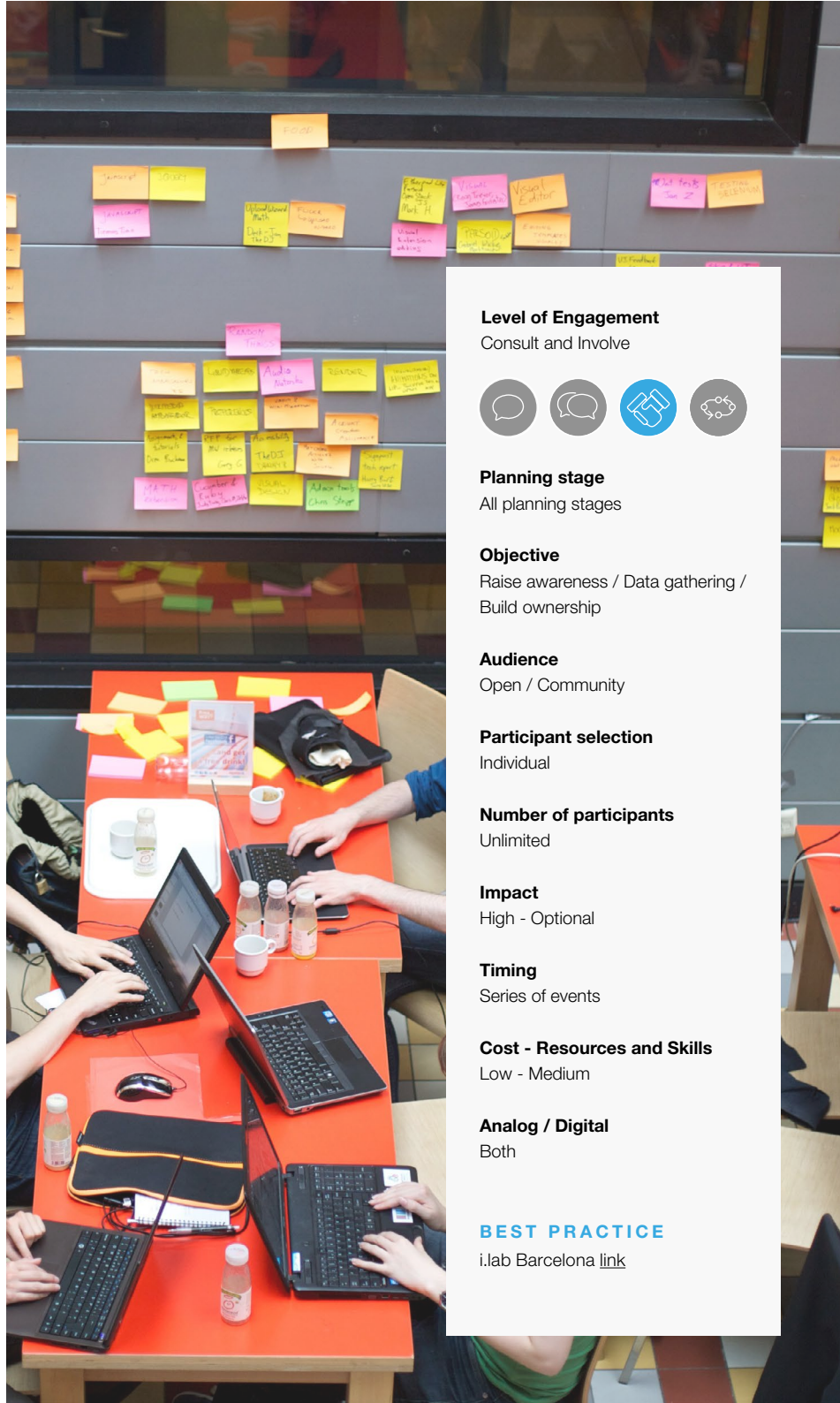
## STRENGTHS

- It is a creative and dynamic process
- Encourages collaboration between groups that would not traditionally work together in a planning process
- Allows a number of different options and scenarios
- Gives the community the opportunity to be directly involved in designing solutions for their local area

## WEAKNESSES

- Can raise unrealistic expectations. Facilitators and organisers must explain what they are committing to and what the scope for change is
- May be dominated by experts

# Competition



## Level of Engagement

Consult and Involve



## Planning stage

All planning stages

## Objective

Raise awareness / Data gathering /  
Build ownership

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Optional

## Timing

Series of events

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Both

## BEST PRACTICE

i.lab Barcelona [link](#)

Competitions are events where people come together and collaboratively improve upon or build new ideas.

Competitions typically start with one or more presentations about the event and the specific subject if there is one. Participants then suggest ideas and form teams based on individual interests and skills. Events often have a specific focus but are generally used for innovation, education or social purposes. Competitions stimulate urban innovation in a collaborative, open way, as well as fostering collaboration between public, private, social and academic sectors.

## RECOMMENDED TOOLS

### Analog:

- Face to face competition

### Digital:

- Hackathon events

## INCLUSIVENESS

Competitions involve a wide range of participants. This ranges from experts, policy makers, community and industry stakeholders.

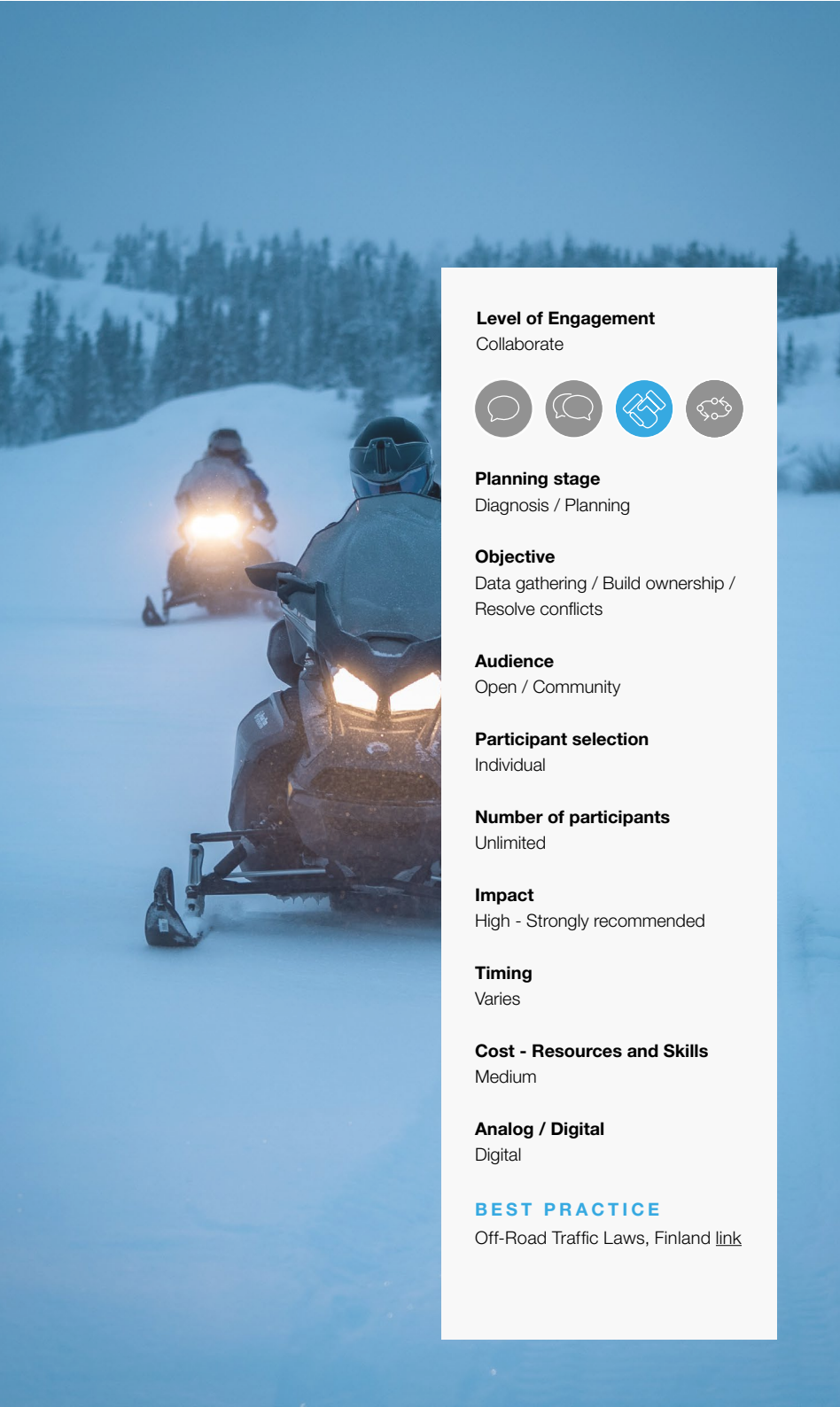
## STRENGTHS

- Opens up a pool of expertise for relatively little cost/risk
- Stimulates innovation
- Good for network building
- Opportunity to develop skills and expertise
- Opportunity to gather data

## WEAKNESSES

- Short term public engagement, may not have significant impacts on policy making
- Takes significant planning

# Crowdsourcing ideas



## Level of Engagement

Collaborate



## Planning stage

Diagnosis / Planning

## Objective

Data gathering / Build ownership /  
Resolve conflicts

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

Varies

## Cost - Resources and Skills

Medium

## Analog / Digital

Digital

## BEST PRACTICE

Off-Road Traffic Laws, Finland [link](#)

Crowdsourcing is a method of obtaining public ideas, skills and knowledge to achieve a goal of the local authority.

Crowdsourcing is the process of an organization calling on the general public to help solve a problem, design a solution or even analyse data. It usually runs as an open call, meaning any internet user can contribute. This increases manpower but also stimulates diversity and innovation. Usually some kind of incentive is provided to encourage members of the public to engage in the process, for instance a local authority may offer an annual transport pass. Crowdsourcing can leverage untapped talent of well educated members of the public who may be interested in a topic, but not professionally employed in the field. When structured properly, crowdsourcing can create solutions and products that professionals cannot, mostly due to large numbers of like minded individuals working on the same problem, It can also reveal information and perspectives that planners or designers may not have considered.

## RECOMMENDED TOOLS

### Analog:

- Face to face crowdsourcing campaign

### Digital:

- Crowdsourcing Platforms (interactive)
- Ideas & budget planning for real

## INCLUSIVENESS

The very nature of crowd-sourcing is that it seeks to open itself up to involving as many people as possible to reach a solution or goal. However, it focuses on targeting people with specialised skill sets. People with lower levels of education or digital literacy may need support.

## STRENGTHS



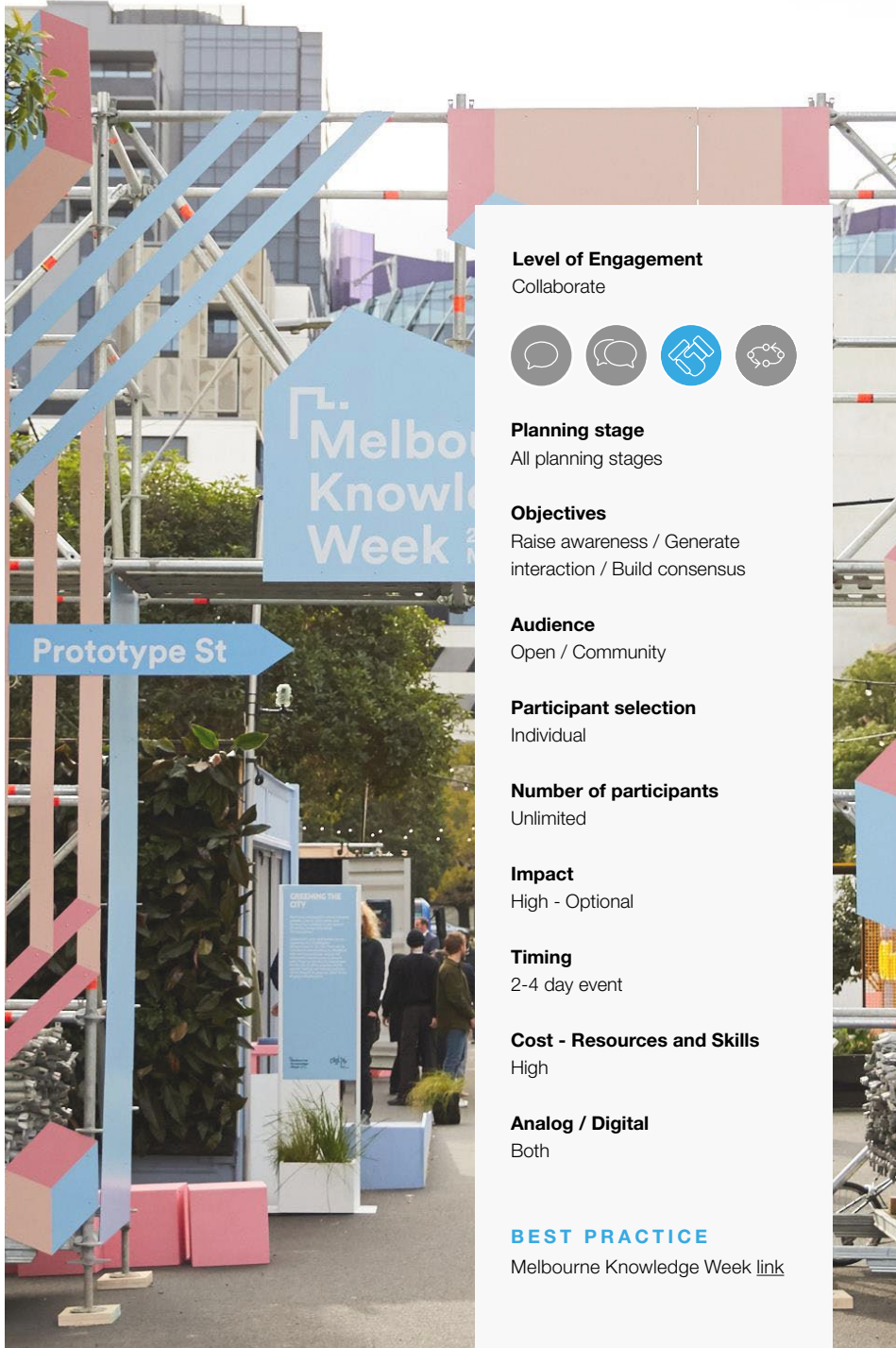
- Contributors experience significant empowerment if their ideas are successful
- Can be an incredibly collaborative process which can involve a large amount of people
- Open nature can increase transparency

## WEAKNESSES



- Digital Information fatigue can reduce rates of participation
- Follow up and implementation is essential to avoid distrust when people have committed large amounts of time
- The process often does not represent the entire population, as a certain level of education is required to participate

# City Week Festival



## Level of Engagement

Collaborate



## Planning stage

All planning stages

## Objectives

Raise awareness / Generate interaction / Build consensus

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Optional

## Timing

2-4 day event

## Cost - Resources and Skills

High

## Analog / Digital

Both

## BEST PRACTICE

Melbourne Knowledge Week [link](#)

A City Week Festival brings together all city residents to explore, discuss and ideate the future of the city together, through a range of workshops, discussions, events, and activities over a couple of consecutive days.

It should extend beyond the walls of a conference building, and 'open up the city' to feedback for an intensive period. A City Week Festival may occur as a one-off event around a major upcoming project or plan, or may be hosted as an annual event. In this regard it can become a festival for the city to explore a range of topics, activities and decisions happening and upcoming in a city. The festival provides an opportunity to do intensive consultation, and use a range of participatory methods such as demonstrations, hackathons, panel discussions for a range of projects at one time.

## RECOMMENDED TOOLS

### Analog:

- Face to face conference

### Digital:

- Digital website
- Social Media
- Streaming conference

## INCLUSIVENESS

Organisers may also look at running parallel smaller events in neighbourhoods throughout the city, to reach residents who may not be able to attend the event, and to ensure unique insights on local issues are gathered. Special activities targeted at children and families can be included.

## STRENGTHS



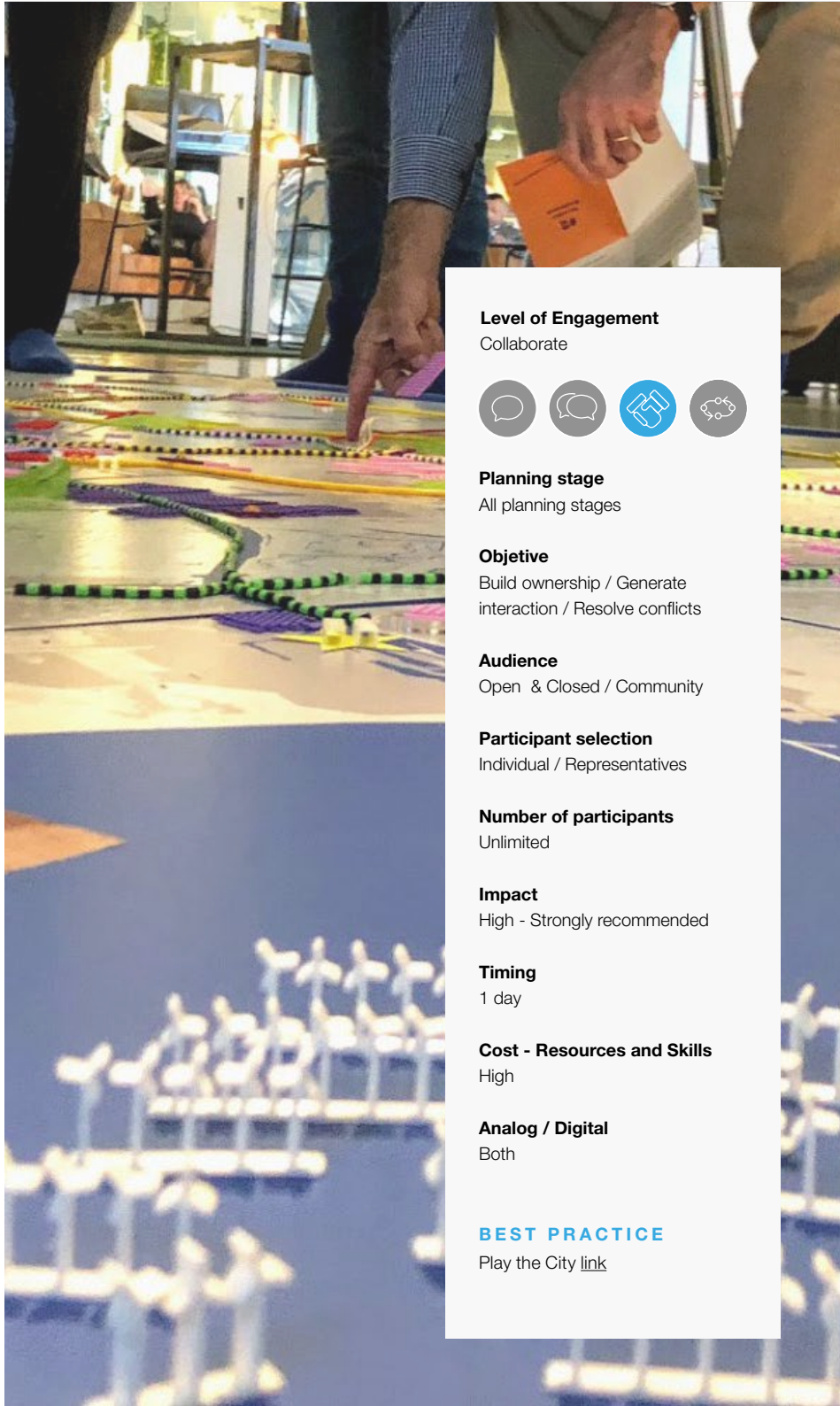
- High visibility may result in high levels of engagement
- Opportunity to gain feedback on a range of projects at one time
- Improved relationships between municipality, business and community groups as they come on as partners
- Includes people who don't usually participate

## WEAKNESSES



- Can exclude groups of the population who do not usually attend conferences
- Expensive, a lot of work
- Large central space needed

# Serious games



## Level of Engagement

Collaborate



## Planning stage

All planning stages

## Objective

Build ownership / Generate interaction / Resolve conflicts

## Audience

Open & Closed / Community

## Participant selection

Individual / Representatives

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

1 day

## Cost - Resources and Skills

High

## Analog / Digital

Both

## BEST PRACTICE

Play the City [link](#)

Serious games is a problem-solving method based on the development and use of games, and playful experiences for collaborative decision making.

A game is a model, a simplified version of reality useful for capacity building. Serious games brings top-down decision makers together with bottom-up stakeholders in the accessible environment of games, free from professional jargon, players engage with a problem and with each other, facilitating collaborative outcomes. Physical games have to be tailored to particular questions such as affordable housing, circular economy, migration, inner city transformation, urban expansion and participatory design.

## RECOMMENDED TOOLS

### Analog:

- Games

### Digital:

- Mixed/Virtual reality games

## INCLUSIVENESS

This method has the ability to engage community members, especially youth from both genders, as well as stakeholders from different backgrounds on difficult issues. Playing is effective for those with limited education or literacy skills.

## STRENGTHS

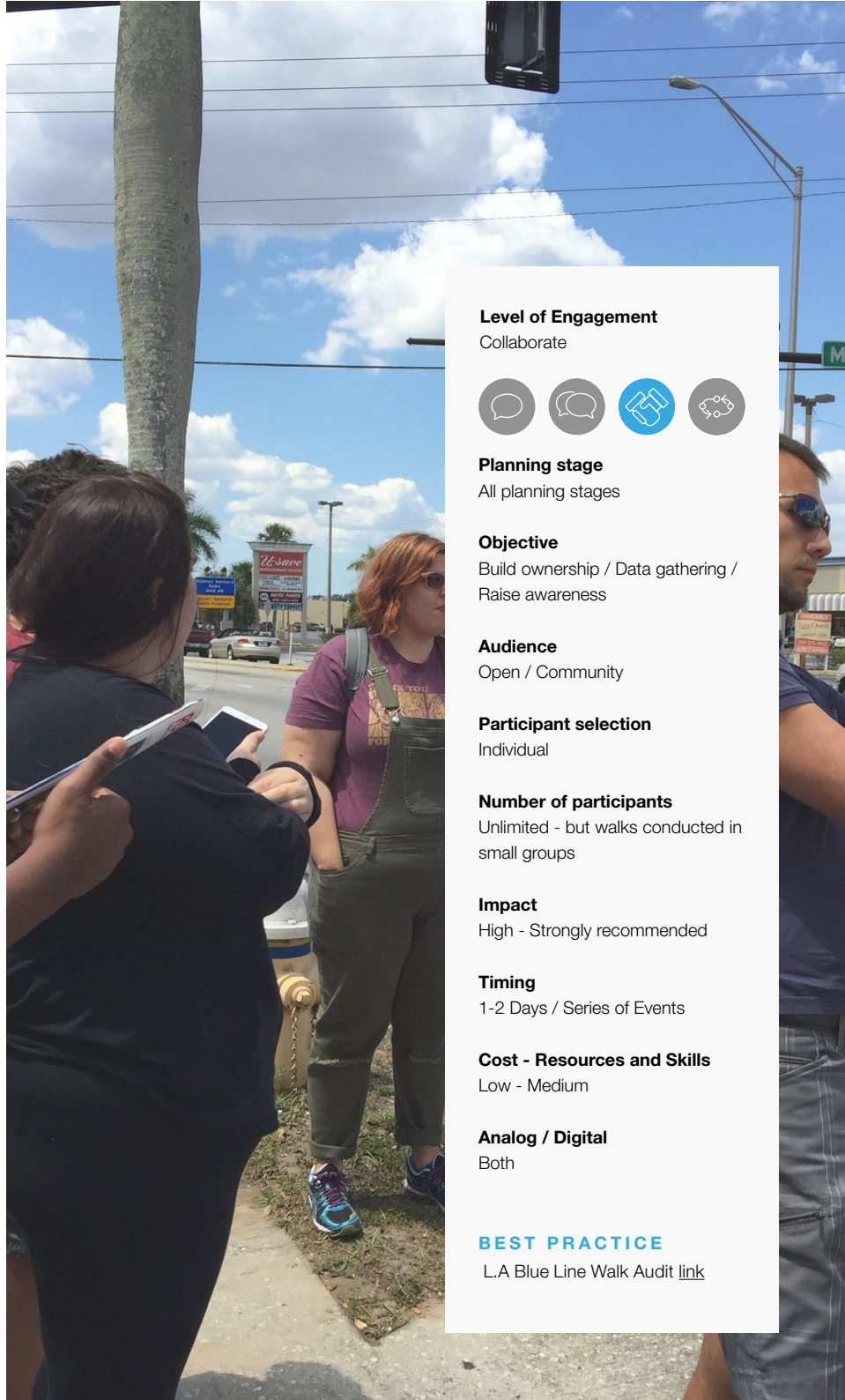
- Highly successful engagement due to informal means
- Builds trust
- Unleashes creativity and capacities of all stakeholders
- Accelerates consensus amongst multiple stakeholders
- Supports informed decision making and resolves conflicts

## WEAKNESSES

- It can be complicated to sustain momentum
- It is important to keep a good balance between the challenges and the required skill level



# Walk audit



## Level of Engagement

Collaborate



## Planning stage

All planning stages

## Objective

Build ownership / Data gathering /  
Raise awareness

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited - but walks conducted in  
small groups

## Impact

High - Strongly recommended

## Timing

1-2 Days / Series of Events

## Cost - Resources and Skills

Low - Medium

## Analog / Digital

Both

## BEST PRACTICE

L.A Blue Line Walk Audit [link](#)

A walk audit involves a group or groups of people taking a walk along a pre-defined route so they can share their local lived experiences of that area that the project team may not have considered.

A walk audit enables local authorities to collaborate with communities understand their needs and expectations so that they can be taken into account in the design and development of the project An audit will usually focus on aspects of the public realm and people's experiences moving through the area. Participants may jot their thoughts and ideas on a map during the walk, or access the map remotely. They may focus on pedestrian and cycling infrastructure, provision or quality of community facilities, green areas or public space, or the zoning or planning regulations of an area.

## RECOMMENDED TOOLS

### Analog:

- Physical maps
- Cameras

### Digital:

- Digital mapping tool

## INCLUSIVENESS

It is important to ensure participants reflect the local community who live and work in the area. It may be necessary to partner with community groups to ensure hard to reach populations are included, and catered for during the walk. Certain tools can be used to promote participation, such as giving cameras to children so they can photograph their perspectives, or providing a digital tool for people to log their ideas remotely.

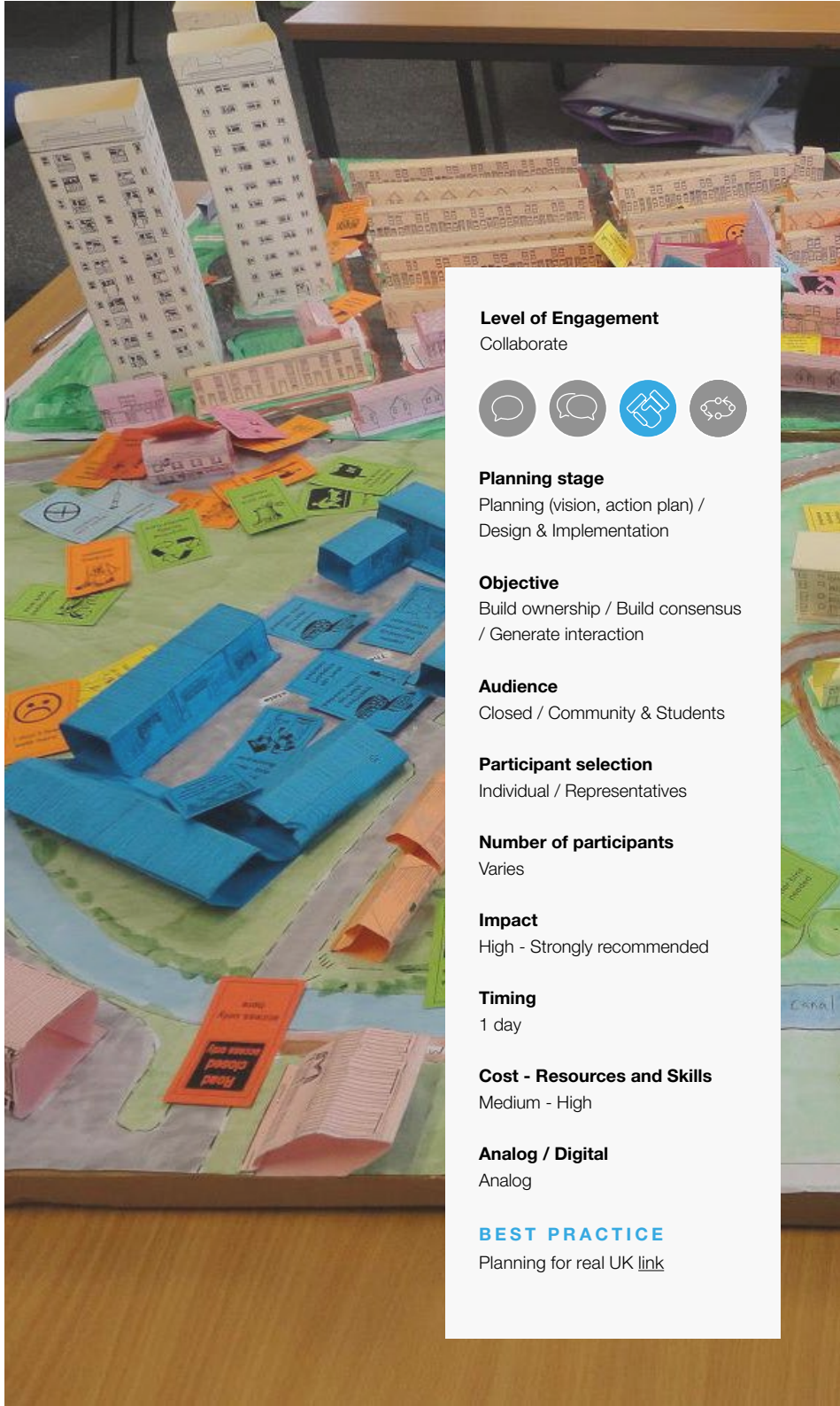
## STRENGTHS

- Prompts feedback that may not be generated remotely
- Engaging to a wide range of participants
- Before/After audits can be used to evaluate a project
- Increases project visibility
- Identify and understand the first-hand needs and expectations of specific population groups

## WEAKNESSES

- Walks need to be undertaken in small groups, so can be time-consuming
- Ensuring an open-dialogue, and single voices do not dominate
- Walks may be inaccessible to disabled/elderly populations

# Planning for real



## Level of Engagement

Collaborate



## Planning stage

Planning (vision, action plan) /  
Design & Implementation

## Objective

Build ownership / Build consensus  
/ Generate interaction

## Audience

Closed / Community & Students

## Participant selection

Individual / Representatives

## Number of participants

Varies

## Impact

High - Strongly recommended

## Timing

1 day

## Cost - Resources and Skills

Medium - High

## Analogue / Digital

Analogue

## BEST PRACTICE

Planning for real UK [link](#)

Planning for Real is an engagement process centered on a 3-D model of a local area. Participants use the model to comment on the strengths and weaknesses of the place, and make suggestions on how they would like to see their community develop.

This method is especially useful for community planning and neighborhood regeneration. It supports communities to identify issues in their local context and work together, on how to change or improve it. To begin the process the scale model is constructed by people living within the local community. This may happen at a local school creating a sense of ownership over the process and means. Once the model is created, events are held where people are invited to use their knowledge of living in the area to make suggestions by placing cards directly onto the model. After the events have taken place, suggestions are prioritized (usually by a smaller group of interested residents and other stakeholders) on a scale of Now, Soon, or Later. Further on, additional technical information (on feasibility, cost, policies etc.) can be provided and used to develop an action plan.

## RECOMMENDED TOOLS

### Analogue:

- 3D models

## INCLUSIVENESS

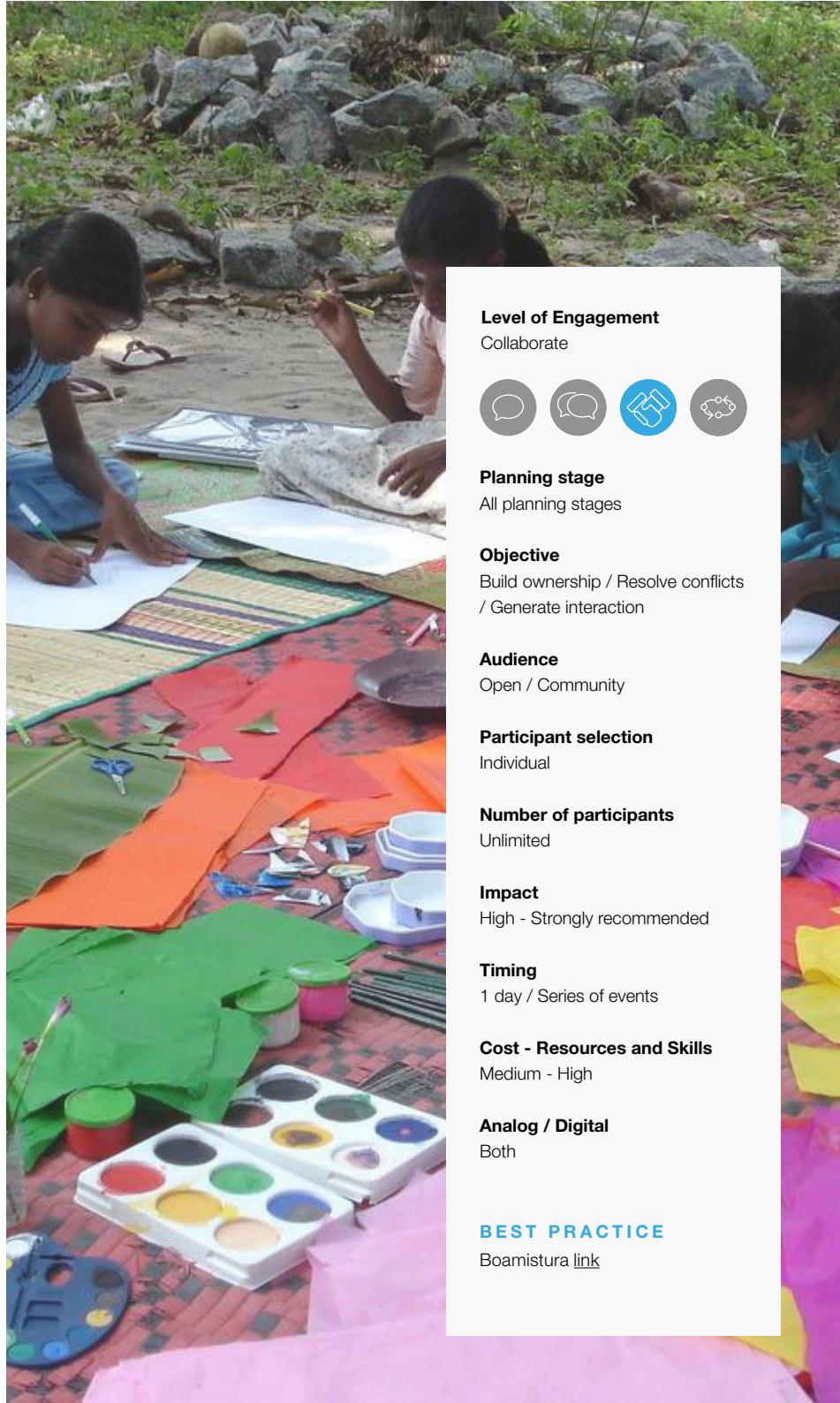
Often used to build local community capacity and promote social cohesion. It is accessible to people of all ages (especially youth), abilities and backgrounds. There is evidence that people who have been involved in these processes become more active in community life.

## STRENGTHS

- An eye-catching and fun process for people
- Models lessen the need for verbal or literacy skills
- A non-confrontational way of expressing needs
- Decisions reflect local priorities
- Mobilises local support and generates enthusiasm

## WEAKNESSES

- Usually focused on a local level, hard to scale up
- Can generate ideas which are not possible to implement
- Requires the involvement of important decision-makers
- Preparing for the event can be time consuming



### Level of Engagement

Collaborate



### Planning stage

All planning stages

### Objective

Build ownership / Resolve conflicts  
/ Generate interaction

### Audience

Open / Community

### Participant selection

Individual

### Number of participants

Unlimited

### Impact

High - Strongly recommended

### Timing

1 day / Series of events

### Cost - Resources and Skills

Medium - High

### Analog / Digital

Both

### BEST PRACTICE

Boamistura [link](#)

This is a broad category of engagement and can include photography, theatre, dance, multi-media, murals, etc. It enables an exploration of people's values and thoughts through creative mediums.

Creative arts can be used to achieve social ownership.

It is a form of expression that encourages audience interaction and explores different options for dealing with a problem or issue. Creative arts methods are appropriate where you want to involve local people in expressing their views and generating ideas in a participative approach. They are a useful technique for engaging with people of all ages through education or school programs, local community forums and resident or interest groups.

### RECOMMENDED TOOLS

#### Analog:

- Art performance on site/ storytelling/ open mic nights / Songs / poems / artwork

#### Digital:

- Virtual online arts
- Visualization software

### INCLUSIVENESS

It is a very engaging method suitable for all ages, especially youth. It has in particular been used by and with groups who feel excluded, such as the homeless or residents in areas affected by poverty. Being very visual and playful, makes it suitable for people with literacy or language barriers.

### STRENGTHS

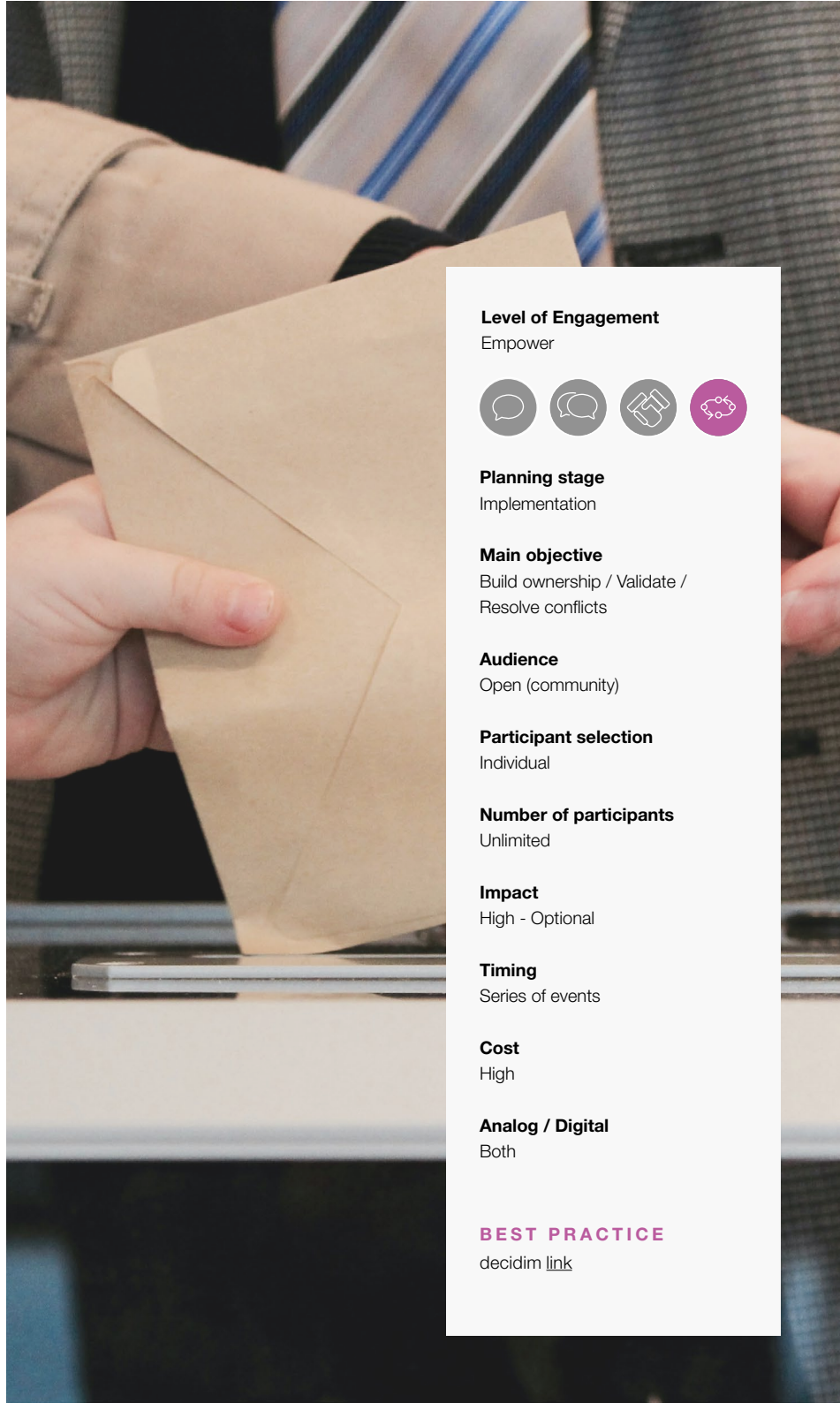
- Interactive and engaging
- Enables participants to express their creativity
- Can help develop a common vision
- Can be exhibited to generate further discussion

### WEAKNESSES

- Participants' confidence in their creative skills
- Often a large space is required to exhibit or display results
- It may be difficult to interpret participants' ideas
- Requires facilitators with skills to enhance participation
- Rarely linked directly to decision making

# Empower





## Level of Engagement

Empower



## Planning stage

Implementation

## Main objective

Build ownership / Validate /  
Resolve conflicts

## Audience

Open (community)

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Optional

## Timing

Series of events

## Cost

High

## Analog / Digital

Both

## BEST PRACTICE

decidim [link](#)

The referendum is a method which ensures that the community has the final say on whether a neighbourhood plan or order comes into force.

Once a neighbourhood plan has been prepared, an independent examiner will check that it meets the right basic standards and the council can organise a referendum. People living in the neighbourhood who are registered to vote in local elections will be entitled to vote in the referendum, which would be conducted following similar procedures to those used at local government elections. If more than 50% of people voting in the referendum support the plan or order, then the local planning authority must bring it into force.

## RECOMMENDED TOOLS

### Analog:

- Face to face referendum

### Digital:

- Online referendum

## INCLUSIVENESS

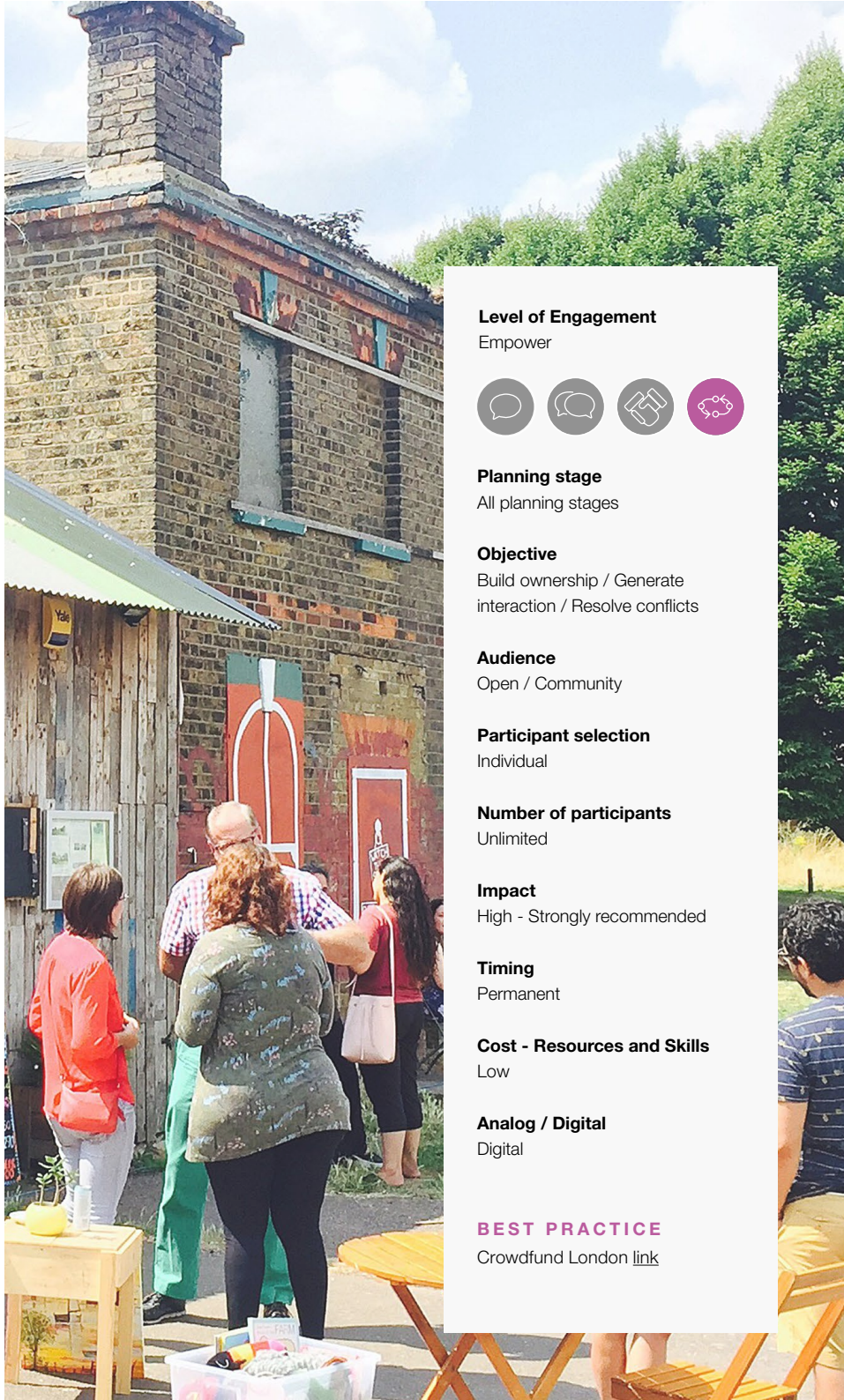
There should be no discrimination towards any group in regard to voting rights or their implementation. New voting or counting technologies should not exclude any group of voters - such as elderly, illiterate, or low income voters - or inhibit their participation in any way.

## STRENGTHS ☆

- Can be a very public process, which conveys legitimacy beyond the immediate participants
- Participants acquire a deeper understanding of the work of government
- Transparency

## WEAKNESSES ✖

- Gaining a broadly representative amount of voters can be challenging
- Intensive and demanding on human and time resource
- It can be manipulated



## Level of Engagement

Empower



## Planning stage

All planning stages

## Objective

Build ownership / Generate interaction / Resolve conflicts

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

Permanent

## Cost - Resources and Skills

Low

## Analog / Digital

Digital

## BEST PRACTICE

Crowdfund London [link](#)

Crowdfunding can empower local communities to initiate and deliver projects that are supported by their wider neighborhoods and local authority.

Crowdfunding is the process of sourcing funds and time from a large number of people (the crowd). It was originally conceived as an alternate financing model for small and grass roots organizations looking to launch alternate products. Online platforms provide a means for anyone to share their ideas, raise funds and coordinate volunteers. Many local authorities are now using the model to administer community grants that target projects with genuine public interest. In this way local communities are empowered to come up with creative, distinctive ideas that tackle local challenges, seek funds from their communities and then have these funds matched or topped up by their local authority.

## RECOMMENDED TOOLS

### Digital:

- Paypal
- GoFundMe
- IndieGoGo
- Kickstarter

## INCLUSIVENESS

Some community groups may have greater capacity, skills to create projects and utilize the online platforms, meaning the local authority must provide sufficient support and resources to some groups. The local authority may also need to scale up their contributions in communities who may not have the same financial means to support their own projects.

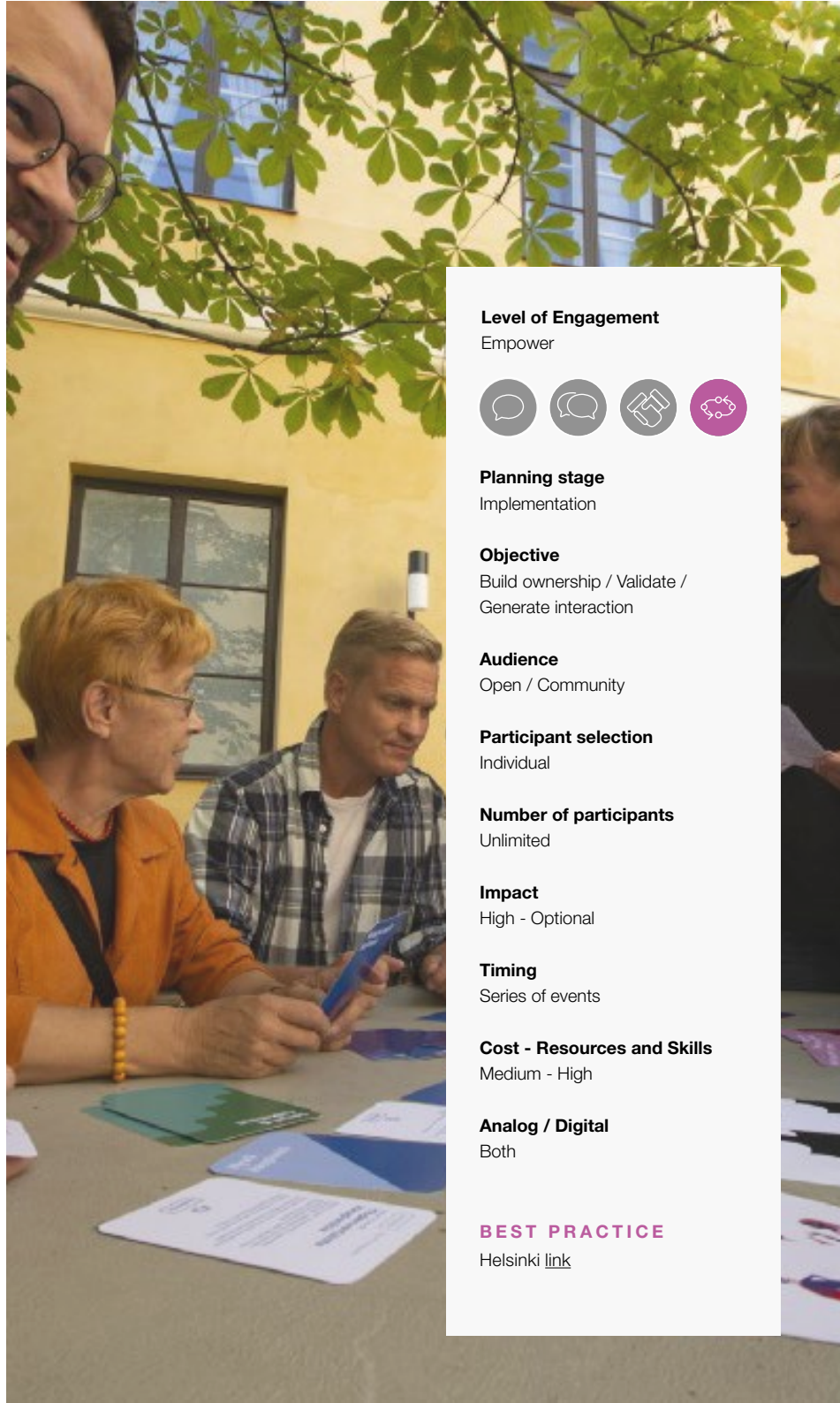
## STRENGTHS ☆

- Empowers communities to generate own solution
- Communities sourcing funds from 'the crowd' can create a sense of collective ownership
- Local authorities topping up funding can strengthen the impact

## WEAKNESSES ✕

- Local authorities also need to provide sufficient support throughout the implementation process
- Certain groups may have greater means to initiate and garner support for projects

# Participatory budget



## Level of Engagement

Empower



## Planning stage

Implementation

## Objective

Build ownership / Validate /  
Generate interaction

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Optional

## Timing

Series of events

## Cost - Resources and Skills

Medium - High

## Analog / Digital

Both

## BEST PRACTICE

Helsinki [link](#)

Participatory budgeting is a broad term which covers a variety of mechanisms that delegate power or influence over local budgets to citizens.

This method can be applied at neighbourhood scale, or it can be done at the city or state level. In practice, the power delegated to the citizens in the decision processes varies, from providing decision-makers with information about citizen preferences to processes that place parts of the budget under direct citizen control. Discussions are often limited to new investment rather than discussing spending as a whole. It can be run as a one off process, but long-term benefits such as social capital and ownership, require a reoccurring, cyclical process.

## RECOMMENDED TOOLS

### Analog:

- Face to face participation

### Digital:

- Digital platform

## INCLUSIVENESS

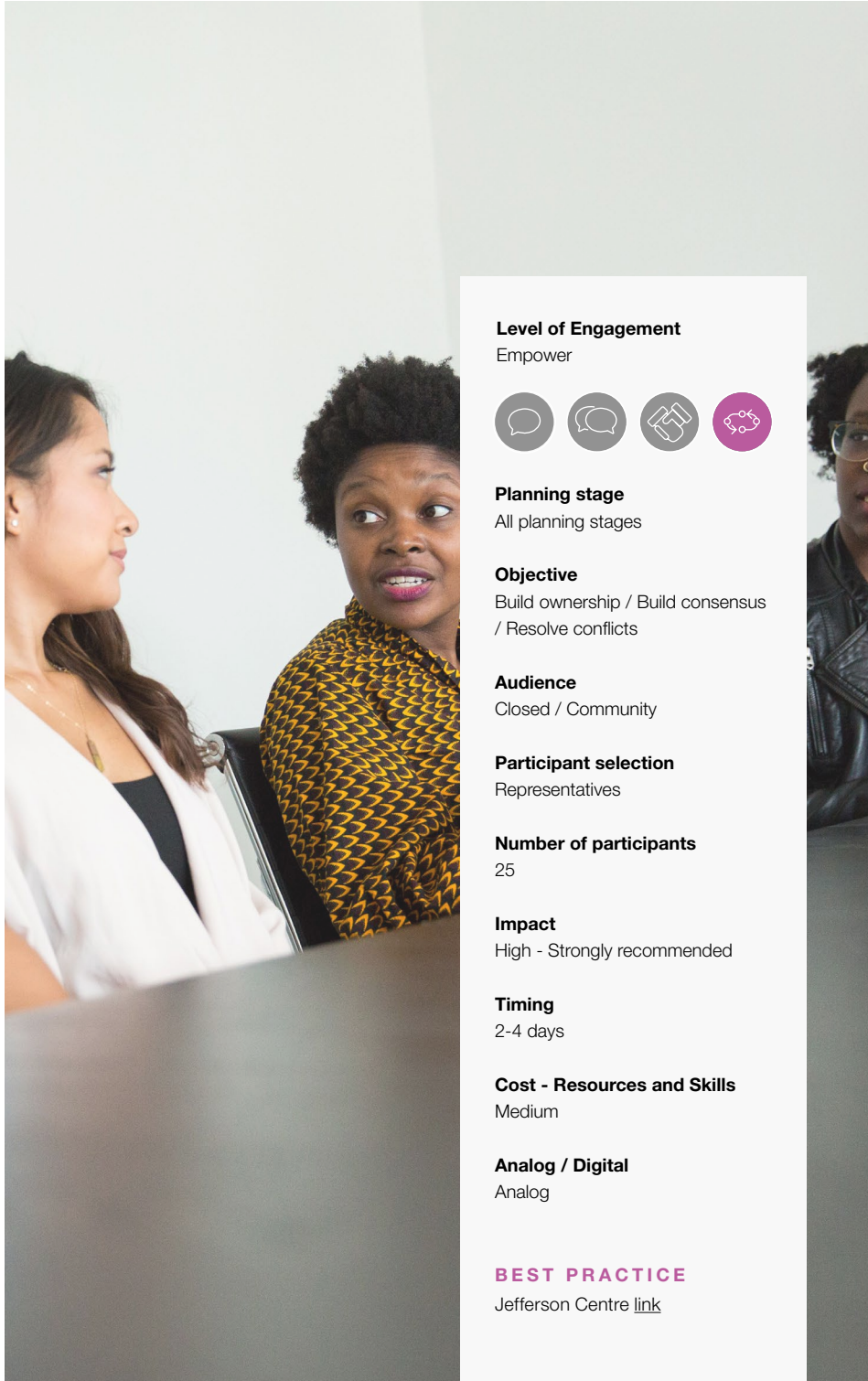
City councils should enable active participation of women, children, youth and disabled groups for an inclusive approach.

## STRENGTHS

- Capacity building and power
- Can be a very public process, which conveys legitimacy beyond the immediate participants
- Participants acquire a deeper understanding of the work of government
- Transparency

## WEAKNESSES

- Gaining a broadly representative group of people can be challenging
- Intensive and demanding on human and time resource
- Running the Council is complex and requires expertise
- It can be seen as a publicity exercise if not followed by real outcomes



## Level of Engagement

Empower



## Planning stage

All planning stages

## Objective

Build ownership / Build consensus  
/ Resolve conflicts

## Audience

Closed / Community

## Participant selection

Representatives

## Number of participants

25

## Impact

High - Strongly recommended

## Timing

2-4 days

## Cost - Resources and Skills

Medium

## Analog / Digital

Analog

## BEST PRACTICE

Jefferson Centre [link](#)

Provides members of the public with responsibility to make a decision on how an issue facing the community is resolved.

A citizens jury is when a small group of randomly selected individuals, representative of the demographics of an area come together to deliberate on an issue over a couple of days. They learn about the issue, deliberate with diverse community members and present a formal recommendation to the local authority. They can be used to engage citizens on a range of issues, such as a new policy, project or tax. Time is dedicated to hearing and questioning expert witnesses on the topic, this should include a variety of stakeholders such as technical specialists, NGO's, advocacy groups.

## RECOMMENDED TOOLS

### Analog:

- Face to face jury
- The Citizens' Jury is trademarked by the Jefferson Center.

### Digital:

- Online jury

## INCLUSIVENESS

The selection of the jurors who sit on the panel is the most important component to ensure equal and fair representation. Alongside this it is important to ensure a range of communication techniques are engaged to make sure all jurors can access the knowledge and perspectives shared to make a conclusion. A strong facilitator is also necessary to ensure jurors equal opportunity to input into the deliberation process.

## STRENGTHS ☆

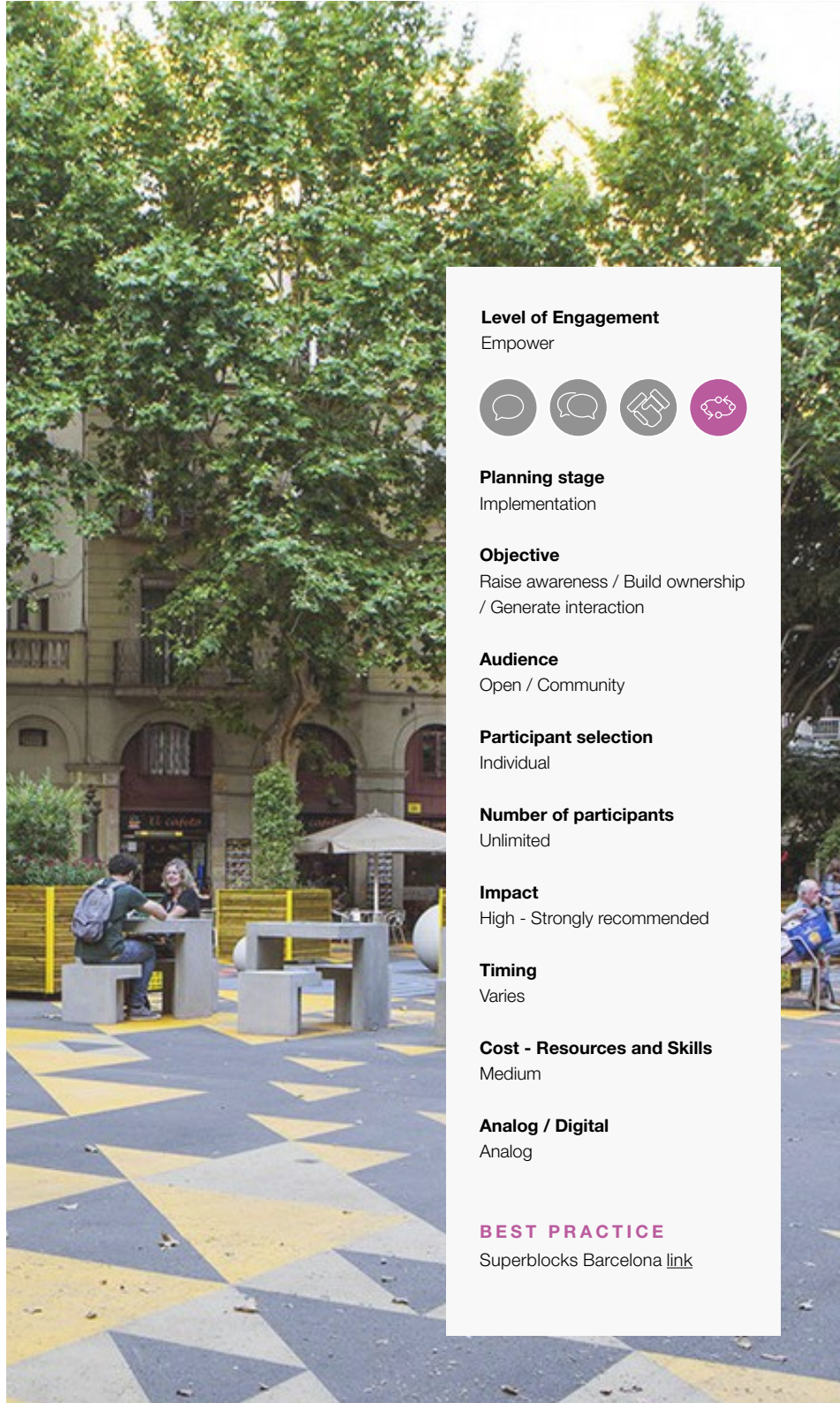
- Direct citizen input
- Opportunity for a range of stakeholders to present their views
- Allows time for highly focused, in depth discussion
- Empower community decision making capacity
- Increases community awareness and knowledge of issues

## WEAKNESSES ✖

- Top down framing of the question
- Specificity of the issue may limit innovative solutions
- Small sample of population involved - though should be representative



# Tactical urbanism



## Level of Engagement

Empower



## Planning stage

Implementation

## Objective

Raise awareness / Build ownership  
/ Generate interaction

## Audience

Open / Community

## Participant selection

Individual

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

Varies

## Cost - Resources and Skills

Medium

## Analog / Digital

Analog

## BEST PRACTICE

Superblocks Barcelona [link](#)

“Tactical urbanism” often refers to small-scale, low-cost, temporary improvements as a way to stage more substantial investments improving the quality of life in local neighborhoods.

Tactical and temporary urbanism is a planning tool used as a key to solving the present and future challenges that metropolises and cities face. It can be understood as the active use of public space by citizens to create new and diverse public discourses around urban change. This is, often, achieved through art, performance and creative re-use of materials in the urban realm. Hence, an understanding of Tactical Urbanism may be that it challenges, contests, or negotiates with urban development and change.

## RECOMMENDED TOOLS

### Analog:

- Pop-up facilities
- Open streets
- Pavement to plazas
- Protected bike lanes
- Superblocks

## INCLUSIVENESS

Tactical urbanism fosters active citizenship participation while enabling cross-sectoral cooperation. It holds the potential to help all citizens span the boundaries of democratic participation in urban development processes.

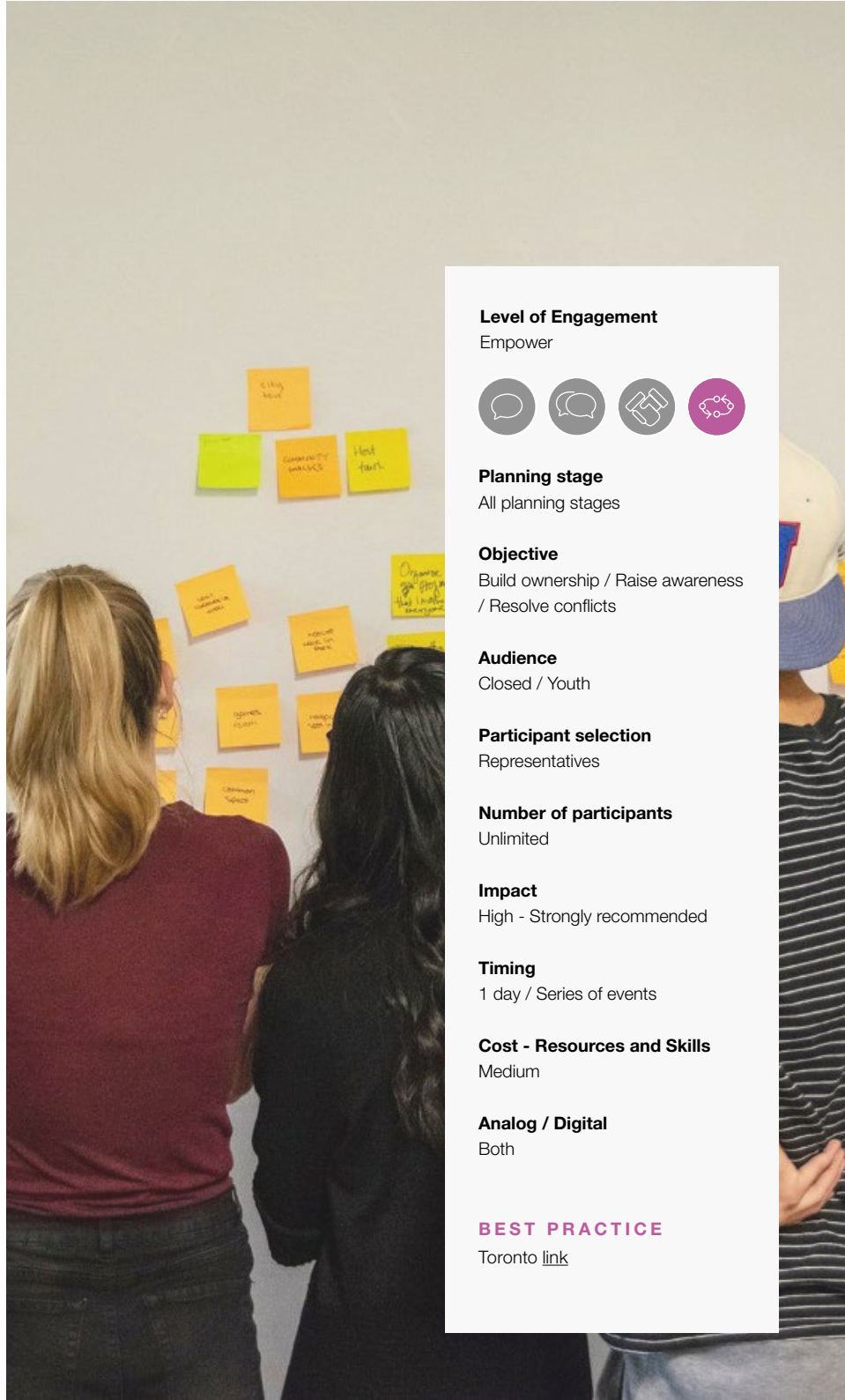
## STRENGTHS ☆

- Generates and transfers practical knowledge to relevant actors of the territory on how to construct inclusive, sustainable policies with a metropolitan perspective
- Gives the community the opportunity to be directly involved in designing solutions for their local area
- Flexibility: Initiatives can be modified according to the needs of each moment

## WEAKNESSES ✖

- Some initiatives can raise strong objections by city officials
- Certain DIY installations may turn to be unsafe
- Guerrilla urbanism may be perceived as urban vandalism for certain sectors of the population

# Youth empowerment initiatives



## Level of Engagement

Empower



## Planning stage

All planning stages

## Objective

Build ownership / Raise awareness  
/ Resolve conflicts

## Audience

Closed / Youth

## Participant selection

Representatives

## Number of participants

Unlimited

## Impact

High - Strongly recommended

## Timing

1 day / Series of events

## Cost - Resources and Skills

Medium

## Analog / Digital

Both

## BEST PRACTICE

Toronto [link](#)

Youth empowerment wants to understand what issues matter most to them, when and how to involve youth in city building conversations and how to build youth understanding and engagement in city building.

There are many methods to empower youth. City Planning should make better use of the physical spaces in which youth spend time, like coffee shops, university campuses and libraries. This could include community cultural events, farmer's markets, outdoor concerts, street festivals. Any promotion in youth spaces needs to have a tone that is accessible, understandable and eye-catching. It can be achieved through the use of physical objects or interventions in public spaces that draw people's attention, such as temporary public art installations or street chalk infographics. Hubs are places where youth can connect with their peers, develop new interests and become engaged in local issues in their communities.

## RECOMMENDED TOOLS

### Analog:

- Youth Hub
- Urban camp
- "Under-30" Ambassadors
- "Planners in Classrooms" educational outreach program

### Digital:

- Online Communities
- Virtual Youth Hub

## INCLUSIVENESS

Enabling remote participation in planning processes will help to attract youth audiences who are tech savvy but reluctant to attend a meeting in person.

## STRENGTHS

- Youth want to understand what actions they can take to make a difference or what the best way to participate is

## WEAKNESSES

- Youth need to feel more confident that their participation in the planning process is meaningful and actually affects outcomes
- Expensive
- Long-term effort

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