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## **PRINCIPLES: COMMUNITY-BASED COALITIONS (using affordable housing as an example)**

Never doubt that a small group of thoughtful, committed citizens  
can change the world: indeed it is the only thing that ever has.  
-- Margaret Mead

### **Description:**

A coalition is an alliance of individuals, groups, or states that come together and join forces for a specific purpose or common goal. At the community level, coalition-building is the means by which a wide range of community representatives come together to identify, define, and address community needs.

Increasingly, communities are using coalition-building as an effective strategy for comprehensive community planning; but the same principles are often used to address a specific problem, issue, or project. This strategy is particularly useful for affordable housing development because of the high stakes involved. Affordable housing projects are costly, resources are limited, and projects must be carefully designed to successfully address the specific needs of the population they will house. In addition, projects must also be suitable for the community in which they are located. When properly done, affordable housing projects can help stabilize a community and increase property values. However, in order for this to be achieved, there must be a feeling of community "ownership" and support.

Too often, the first time a community hears about an affordable housing project is when it is brought before a zoning or planning board for approval, which often results in disagreement about the need for the project, its size, location, and/or impact on the surrounding neighborhood—with the community reacting as if an anonymous "they" were trying to impose a project on the collective "we." Such a truncated process too often results in negative results, long periods of arguments, or bad feelings.

Since the development of affordable housing (for older adults, people with disabilities, or families) has an impact on all sectors of a community, an alternative strategy is to create a coalition of community members who will feel the impact of addressing a particular housing need before proposing a specific housing project (see a suggested list of coalition members below).

This newly formed coalition can then begin a community assessment process that involves input from the persons to be housed and from the community as a whole. The coalition can then focus on necessary tasks and activities (see list below), including documenting the need for the housing, identifying possible alternatives to meet the targeted population's housing need, understanding the suitability of various alternatives for the community, and narrowing its focus to one or two

projects for which implementation seems feasible. The information gathered and activities performed will form the basis of the coalition's decision-making and discussions with a housing sponsor. During this process the coalition will have had the opportunity to identify and address community concerns well before a specific project is proposed—thus, making it more likely that the project will go forward and be supported, and creating a greater likelihood that the project will be claimed by the community as something it chooses to do rather than something imposed on it by forces outside of the community.

Such a process is essential, not just to gain zoning and other approvals for the project, but to create an environment in which the future residents of the housing development will feel valued and accepted by the larger community.

### **Suggested Members for Community-Based Coalitions**

- Individuals who represent the development's target population—ensuring to include a range of persons with different cultures, backgrounds, preferences, and needs.
- Representatives from agencies that serve the target population.
- Family members/caregivers of the target population.
- Housing developers—both nonprofit and for-profit.
- Representatives from:
  - Affordable housing programs.
  - Public housing authorities.
  - Real estate brokers.
  - Banks.
  - Chamber of Commerce and local businesses.
  - County/city governmental agencies providing services to the target population.
  - County/city government community development, planning, and zoning agencies.
  - Community agencies providing services to the target population.
  - A range of faith communities.
  - The library and schools.
- Foundations and other philanthropic organizations.
- United Way and other community service groups.
- The community's human services planning council.
- Transportation providers.
- Elected officials from all levels of government—federal, state, county, local.
- Other community leaders with formal or informal influence.
- Local universities and colleges.
- Representatives from coalitions that have already been formed to address other needs related to the target population—such as homeless coalitions, neighborhood associations, food pantry providers, social justice coalitions, etc.
- Any other organization that may have an interest in housing, economic development, or the quality of community life.

### Steps for Forming a Community-Based Housing Coalition

- One person, or several individuals, or an agency feels there is a need for affordable housing in a specific geographic region (neighborhood, city, county, region, etc.).
- This initial group determines who might be willing to provide:
  - Initial leadership for the coalition.
  - Initial administrative support (convening meetings, developing meeting agendas, writing and distributing minutes, facilitating meetings).
- This group reaches out to relevant stakeholders (see above list of potential coalition members).
- An initial meeting is convened to determine community interest and begin the coalition-building process.
- Regular meeting times and protocols are established.
- A work plan and a timeline are developed for completion of tasks.
- The coalition determines who will assume responsibility for:
  - Ongoing leadership of the coalition.
  - Ongoing administrative support for the coalition's activities and tasks.
- A needs/preferences assessment methodology or a community-evaluation methodology is created. Possible methods include: formation of sub-committees to explore particular types of needs or those of specific sub-populations; review of census and other existing data; creation, dissemination, and analysis of surveys; conducting a community evaluation process, using one of the tools described in the *Resource Manual's* "Tools and Guiding Principles" section; or conducting focus groups and/or individual interviews of consumers and other community sectors.
- Needs/preferences assessment or evaluation findings are documented.
- Issues/problems to be addressed are prioritized by the coalition.
- Best practice alternatives, or effective innovative strategies, that have been successfully implemented by others to address similar needs/issues are identified, studied, or visited—as a basis for replication or adaptation.
- The coalition:
  - Selects one or more projects for development.
  - Determines which entity in the community is best equipped to act as a project sponsor.
  - Develops a strategy for project development, taking into consideration: the target population, needed capacity, and appropriate location; funding availability; anticipated community support and opposition; time needed for development.
  - Selects a project developer.
  - Determines which role each coalition member will play in implementing the development strategy.

#### Benefits:

- The initial focus/activities of a community-based coalition is to identify and address needs in a "big picture" sense, creating community-wide consensus

about how housing needs should be approached without having to worry about "NIMBY" (not-in-my-back-yard) issues related to a particular project.

- Input from a variety of community sectors (community-driven development) is more likely to result in more appropriate and successful housing projects, because community members from a range of disciplines will have had a chance to contribute their expertise and input.
- A coalition includes local politicians, who are more likely to lend support to the projects because they have been involved from the beginning—and because they can identify and hear from supporters; all too often, elected officials hear only from detractors.
- Projects that come out of a community-coalition planning process are more likely to truly meet the needs and preferences of those for whom they are designed, because of the input of members of the target population in the planning process.
- Projects are less likely to be opposed in the zoning/planning board process, preventing developers from making costly investments in projects that are ultimately scrapped.
- A successful coalition-building process results in a sustainable across-community approach to problem-solving and long-term planning, providing a viable context within which new projects emerge as needs evolve and are collaboratively defined.

**Impediments or barriers to development or implementation:**

- Creating community-based coalitions takes time and patience, both of which are often in short supply.
- Skillful leadership is needed to ensure that the coalition truly is inclusive—there is an ingrained temptation to only include people with whom we already agree.
- Because the coalition is likely to comprise people who have had little prior experience in working together, the members may sometimes find themselves struggling to understand the values, perspectives, and vocabulary of fields or disciplines with which they have little familiarity.
- Some coalition members may come to the process already committed to a particular project and may be reluctant to go back a few steps to go through an objective coalition-building and needs/preferences assessment process, which they may fear will decrease support for their own preferred project or perspective.
- It is challenging to find ways to obtain meaningful input from the target population to be housed so as to ensure that their voices are not drowned out by "experts" who "know" what their needs "should" be.

- The success or failure of community-based coalitions most often depends on the quality of their leadership, as well as clear delegation of administrative responsibilities.
- While coalitions can be best initiated by recognized leaders in different sectors of the community joining together to achieve a common goal, they can only be successfully sustained by maintaining consistency in carrying out process tasks—scheduling meetings, taking minutes, setting meeting agendas, facilitating meeting discussions, assuring input by all, and consideration of all perspectives and ideas.

**Resource—written and web:**

- *Continuum-of-Care coordinating coalitions:* Since 1994, the U.S. Department of Housing and Urban Development (HUD) has promoted the use of local Continuum-of-Care coordinating bodies to identify and address the housing and services needs of homeless individuals and families in communities across the United States. These local community-based coalitions are the mechanism through which HUD identifies and funds needed projects in each community. For information about the Continuum-of-Care concept: [www.hudhre.info](http://www.hudhre.info). Contacts for Continuum-of-Care coordinating bodies throughout New York State can be obtained from the local HUD Field Office ([www.hud.gov](http://www.hud.gov)) or from the Supportive Housing Network of New York (<http://shnny.org/> or (518) 454-3233).
- *Community-based coalitions:* The United States Interagency Council on Homelessness, in conjunction with the National Alliance to End Homelessness, has initiated a process to create local plans to end homelessness; this process makes use of community-based coalitions that identify needs and explore solutions for addressing them. These collaboratively developed plans have been responsible for the development of numerous housing projects across the country. Copies of these plans, which include narratives about the community-based planning processes through which they were developed, are available on the National Alliance to End Homelessness website: [www.endhomelessness.org](http://www.endhomelessness.org). A step-by-step description of how to create community-based coalitions focused on ending homelessness can be found on the Interagency Council on Homelessness' website: [www.usich.gov](http://www.usich.gov).
- "Guide 1—Coalition Building," *Community How-To Guides* (March, 2001), developed by the U. S. Department of Transportation's National Highway Traffic Safety Administration; Zero Tolerance; Safe Communities; and the National Association of Governors' Highway Safety Representatives , #DOT HS 809 209. Comprehensive information, guidance, examples, and resources on all the steps necessary for successfully building a community coalition and using the process to identify a problem and implement a solution:  
*Community Guide on Coalition Building:*

[http://www.nhtsa.gov/people/injury/alcohol/Community%20Guides%20HTML/Book1\\_CoalitionBldg.html](http://www.nhtsa.gov/people/injury/alcohol/Community%20Guides%20HTML/Book1_CoalitionBldg.html): scroll down below the cover graphic to select content text.

- Many communities throughout New York State have local housing plans, some of which were developed through a collaborative, community-based process. These can often be found on the websites for the respective municipalities.
- The *Livable New York* resource manual's section on "Tools and Guiding Principles—for inclusive planning; for building sustainable community coalitions; and for community evaluation, capacity-building, and decision making" provides an extensive list of successful tools for creating and sustaining community coalitions.

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## **MOBILITY— ENGAGING COMMUNITY STAKEHOLDERS (an AARP coalition-building model)**

### **Description:**

Mobility is a crucial component of everyone's quality of life. Affordable, easy-to-use, and flexible transportation options are essential for preserving independence, accessing health care services and the amenities necessary for the routine tasks of daily life, establishing and maintaining social and family contacts, and sustaining the community's general well-being.

For a community, issues surrounding access to transportation/mobility options are varied and often complex. For example, many residents have no access to traditional transportation because of cost or unavailability—for example, low-income families or people in rural areas. Others are unable to use available options because of physical or mental impairments—for example, frail older adults or younger-aged individuals with disabilities. Some individuals who wish to, and are able to, use traditional transit options are often stymied because schedules and routes do not mesh with their needs. Still others prefer to use non-motorized modes (such as walking or biking) or slow-wheeled options (such as golf carts or Segways), but streets and roadways in most communities are not designed to accommodate these mobility means. In addition, a variety of innovative strategies or successful, but little-used, options, exist in some areas across the country; but most communities are unaware of these or lack the tools or other resources to effectively put them into use.

Several factors emphasize the advantages of using a community-wide, coalition-building approach to provide sufficient, available, affordable, and accessible transit and mobility alternatives:

- The variation in needs and preferences that is common among a community's diverse resident population underscores a call for creating a community-wide transit/mobility system that includes multiple options that reflect those diverse needs;
- A comprehensive system requires the collaborative input, planning, ideas, and resources of *all* sectors of a community.
- Both adequate transit and mobility alternatives and an inclusive planning process are critical components of a livable community, providing benefits for all individuals and families and strengthening the well-being of the overall community.

Transportation/mobility is one of the topic areas AARP helps communities organize and plan for under its *Livable Communities* initiative, which uses a community-

based coalition-building approach for defining an issue, identifying strengths and challenges, and designing solutions. Steps in this strategy include:

- A designated area or region is identified—ideally based upon the Metropolitan Planning Organization (MPO) geographic categories.
- Stakeholders from the designated area are identified and brought together.
- Forums, with working sessions, are held to help these stakeholders address three major mobility issue areas: transit and land use, driving, and walkability.
- At these forums, stakeholders:
  - View presentations focused on the three issue areas.
  - List transportation/mobility challenges faced by the communities in the designated areas.
  - List the opportunities and strengths available in the area for transportation and mobility options.
  - Identify action steps the stakeholders group feels are necessary to improve community mobility.
- Following the forum(s):
  - Stakeholders are asked to rank and submit their top three priorities for opportunities and action steps.
  - Stakeholders are reconvened by conference call, informed of the prioritization from the group, and next steps are set out for implementation.
- Within one month of the forum, the stakeholders group will have a clearly defined road map to address challenges and opportunities and take appropriate actions to improve mobility.

#### **Benefits:**

- *"Community" representation*— Stakeholders represent consumers and many segments of the community—gaining involvement and interest from multiple community interests and capitalizing on varied resources and the creativity of different perspectives.
- *Community-building*— Community stakeholders work together, building on the assets of a community's social capital, to make community-level improvements to transit and land use, driving, and walkability.
- *Sustainable involvement*— The pre-implementation activities of this planning approach are task-centered and time-limited, with action steps delineated and agreed-upon—increasing the likelihood of stakeholders staying interested and actively involved throughout the planning and, then, implementation process.
- *Responsiveness*— Through media representation at the stakeholders' event, the coalition has the ability to demonstrate to the wider community that issues are being identified, challenges are being acknowledged, and active efforts to address the concerns are happening in a coordinated manner.



**Impediments or barriers to development or implementation:**

- *Sustainable involvement*— Some action steps may be easily and quickly carried out; however, other action solution-steps identified by the stakeholders group may be complex and take time to implement. It is important that the stakeholders group understand that, for complex solutions to some transit/mobility challenges and barriers, the pre-implementation components of the planning process are the start of a lengthier process to adequately address the defined problems on a sustained basis.

**Resource—example:**

- *Livable Community Village Approach*—Westchester County Department of Senior Programs and Services, Westchester County, New York:
  - *Livable Communities Initiative*:  
[http://seniorcitizens.westchestergov.com/index.php?option=com\\_content&view=article&id=2613:livable-community-connection&catid=212&Itemid=100050](http://seniorcitizens.westchestergov.com/index.php?option=com_content&view=article&id=2613:livable-community-connection&catid=212&Itemid=100050).
  - Village Tool Kit:  
[http://seniorcitizens.westchestergov.com/index.php?option=com\\_content&task=view&id=2614&Itemid=4441](http://seniorcitizens.westchestergov.com/index.php?option=com_content&task=view&id=2614&Itemid=4441).

**Resource—written and web:**

- M. Kihl, D. Brennan, N. Gabhawala, J. List, and P. Mittal (2005), *Livable Communities: An Evaluation Guide*. Washington, DC: AARP, Public Policy Institute.
- AARP—New York State Office: Livable Communities. The state office is open to discussions about sponsoring a Livable Communities coalition-building planning event in communities around the state: 1-866-227-7442.

**Resource—technical assistance contact name:**

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780 Third Avenue, 33rd Floor  
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**TOOLS and GUIDING PRINCIPLES**  
**(for inclusive planning; for building sustainable community coalitions; and  
for community evaluation, capacity-building, and decision-making)**

**Description:**

The goal of *Livable New York* is to help the State's municipalities achieve livable, sustainable communities for residents of all ages through future-based, inclusive planning. Across the country, growing numbers of localities are engaging in efforts to attain the improved quality of life that is evident in such communities—aiming to more accurately reflect the overall needs and preferences of the residents and to continue responding more adequately as: (1) the community's resident profile changes over time, and (2) residents' needs and preferences evolve over time. A variety of terms, phrases, concepts, and strategies that describe these efforts are gaining increased use:

- Community-building
- Strengthening social capital
- Community empowerment
- Smart growth
- Healthy communities
- Sustainable communities
- Inclusive planning
- Coalition-building
- Communities for all ages
- Livability
- Walkable communities
- Visitability
- Civic engagement

A variety of elements and characteristics make up a livable community (see *Livable Communities* in the *Resource Manual*). Achieving this status relies upon coalition-building, collaboration, an inclusive planning approach, and the active participation of all sectors of a community (including residents) as the foundation for defining community issues, choosing alternatives, and designing solutions. However, it is difficult to successfully initiate coalitions, collaborations, and active cross-sector community engagement; and it is difficult to effectively sustain these foundation-building strategies over time.

In response to both the growing interest in creating livable communities and the challenges communities encounter when attempting to move forward with such strategies, various researchers and organizations have developed: (1) *guiding principles* that educate about the effective ingredients of these strategies, as well as the common pitfalls that can be encountered; and (2) *tool kits* that provide step-by-step directions for communities to use. Following are links to a number of these tools and sets of principles:

*The following resources are for your information only.  
Please be advised that the New York State Office for the Aging and the Livable New York  
Affiliate Partners do not endorse, guarantee, or warrant the effectiveness  
of the tools and sets of principles included here or the qualifications  
of the organizations developing these tools and principles.*

- **Evaluating Community Collaborations—**  
Arno Bergstrom, et al., (1995), *Collaboration Framework- Addressing Community Capacity*. The *Framework* has been designed as a comprehensive guide to form new collaborations, enhance existing efforts, and/or evaluate the progress of developing collaborations. Fargo, ND: National Network for Community Collaboration.  
<http://crs.uvm.edu/nnco/collab/framework.html#framework>.
- **Evaluating Community Coalitions—**  
Holly Berry, Sally Bowman, Rebecca Hernandez, and Clara Pratt (December, 2006), "Evaluation Tool for Community Evaluation Coalitions," *Tools of the Trade*, Vol. 44, No. 6. Brief description can be viewed at:  
<http://www.joe.org/joe/2006december/tt2.php>.
- **Coalition's Self-Evaluation—**  
Lynne M. Borden and Daniel Perkins (April, 1999), "Assessing Your Collaboration: A Self Evaluation Tool," *Journal of Extension*, Vol. 37, No. 2.  
<http://www.joe.org/joe/1999april/tt1.php>.
- **Sustaining Coalitions—**  
Elena Fagotto and Archon Fung (2009), *Sustaining Public Engagement: Embedded Deliberation in Local Communities*. East Hartford, CT: Everyday Democracy. Includes nine chapters, including: three conditions of embeddedness, measuring embeddedness, strategies for establishing and sustaining deliberations, and challenges faced when implementing sustained public engagement: <http://www.everyday-democracy.org/en/Resource.136.aspx>. Click the 'download' button for a full copy.
- **Evaluating a Community, as a Basis for Planning—**  
Mary Kihl and Dean Brennan (and Neha Gabhawala, Jacqueline List, and Parul Mittal), *Livable Communities—An Evaluation Guide* (which is a revision of an earlier *Liveable Communities: An Evaluation Guide* by Patricia Baron Pollak of Cornell University)—a tool that helps communities assess the status of their localities across eight sectors: housing, transportation, walkability, safety and security, shopping, health services, caring and community, and recreation and cultural activities. The tool maximizes the use of volunteers in implementing community evaluations, as a starting point for mobilizing others to effect change in areas where residents' needs are not being adequately met. Washington, DC: AARP. [http://assets.aarp.org/rgcenter/il/d18311\\_communities.pdf](http://assets.aarp.org/rgcenter/il/d18311_communities.pdf).

- **Evaluating a Community, as a Basis for Planning—**  
*Aging-In-Community Survey*, Aging Institute of Michigan, Traverse City, MI. A community-wide evaluation project that involves public and private sectors, community leaders, volunteers, and those who work or reside in the community—to identify assets and barriers to livability. Based on the national AARP Livable Communities Model and tailored to reflect the community needs of Traverse City, Michigan. As a starting point for effecting change, in preparation for the impact of the aging of the population, the Traverse Livable Community Survey is a way for a community to take a closer look at itself across ten domains: transportation; safety and security; recreational and social activities; art, culture and education; volunteerism and civic engagement; walkability; housing; senior sensitive marketplace; health services; and caring community.
  - Introduction: <http://www.tlcsurvey.org/introduction.php>.
  - Ten Steps: [http://www.tlcsurvey.org/next\\_steps.php](http://www.tlcsurvey.org/next_steps.php).
  - Community Leadership Team: <http://www.tlcsurvey.org/leadership.php>.
  
- **Evaluating a Community, as a Basis for Planning—**  
 Patricia B. Pollak (2010), *Livable Communities—New York State*.  
[pbpollak@gmail.com](mailto:pbpollak@gmail.com).
  
- **Evaluating a Community, as a Basis for Planning, plus Community Planning Tools—**  
*Community and Economic Development Tool Box*, Community and Rural Development Institute (Cardi), Cornell University, Ithaca, New York:  
<http://www.cdtoolbox.org/>.
  
- **Community Planning Tool—**  
*Community Tool Box*, Rivers, Trails, and Conservation Assistance Programs, National Park Service, Northeast Region Philadelphia Office—a collection of techniques that can help a community get organized, collaborate, build consensus, and turn its vision into reality.  
<http://www.nps.gov/nero/rtcatoobox/>: click on "Index of Tools" to view extensive guidance on nine categories of aspects of the community organizing and planning process, or go directly to: *Select Your Tools*:  
[http://www.nps.gov/nero/rtcatoobox/index\\_comtoolbox.htm](http://www.nps.gov/nero/rtcatoobox/index_comtoolbox.htm).
  
- **Community Planning Tool—**  
 Sustainable Communities for All Ages, Temple University Center for Intergenerational Learning:
  - Nancy Henkin, April Holmes, and Barbara Greenberg (2005), *Communities for All Ages: Planning Across Generations*. Philadelphia, PA: Temple University Center for Intergenerational Learning; Baltimore, MD: Annie E. Casey Foundation. <http://www.aecf.org/upload/publicationfiles/cfaa.pdf>.
  - *Communities for All Ages*—a lifespan approach to community-building that promotes the well-being of children, youth, and older adults; strengthens families; provides opportunities for ongoing interaction across ages; and focuses on transforming varied age groups and organizations from

competitors to allies. The Center has implemented its lifespan approach in 12 communities—in Arizona, Westchester County, New York, and Brunswick, Maine. <http://communitiesforallages.org/>.

- *Sustainable Communities for All Ages— A Viable Futures Tool Kit.*

Communities for All Ages implementation teams use the *Viable Futures Toolkit* to conduct a community assessment, identify issues of concern for all generations, create a shared vision, and develop an action plan:

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

- The Tool Kit:

[http://www.viablefuturescenter.org/VFC\\_Site/AgeProducts.html](http://www.viablefuturescenter.org/VFC_Site/AgeProducts.html):

- ✓ Authors: Joe Jenkins and Paula Dressel, JustPartners, Inc., Baltimore, MD; Gordon Walker, Jefferson Area Board for Aging, Charlottesville, VA; and Nancy Henkin, Temple University Center for Intergenerational Learning, Philadelphia, PA.
- [http://www.viablefuturescenter.org/VFC\\_Site/AgeProducts.html](http://www.viablefuturescenter.org/VFC_Site/AgeProducts.html).
- ✓ Tool Kit (hard copy: \$59; or DVD: \$49)—provides concrete guidance for planning, policy-making, and programming to plan for an aging population in ways that benefit all generations. Toolkit includes a workbook; community checklist; issue briefs on health, housing, lifelong learning, land use, transportation, and more; tips for coalition building, a guide for resource development, user's guide, and 18-minute video of 3 communities.
- ✓ For purchase information:  
[http://www.viablefuturescenter.com/VFC\\_Site/AgeProducts.html](http://www.viablefuturescenter.com/VFC_Site/AgeProducts.html).
- ✓ The accompanying Training Guide (\$29)—provides a systematic approach to help others understand the point of view of the Toolkit and how to use the resources in it.
- ✓ 12 Lessons Learned—key lessons that communities piloting the Toolkit and its point of view learned in the process of their work (\$15).
- ✓ Documentation of five case studies in three states (some at a fee; some at no cost).

- **Community Planning Tool—**

*A Blueprint for Action—Developing a Livable Community for All Ages* (May, 2007) developed jointly by the MetLife Foundation, National Association of Area Agencies on Aging, and Partners for Livable Communities. A tool kit providing information, best practices, resources, and six steps for organizing and focusing community energies to build a livable community for all ages—across seven sectors: housing, planning and zoning, transportation, health and supportive services, culture and lifelong learning, public safety, and civic engagement and volunteer activities. Washington, DC: National Association of Area Agencies on Aging. <http://www.n4a.org/pdf/07-116-N4A-Blueprint4ActionWCovers.pdf>.

- **Collaborative Planning Tool—**

*Project 2015*—New York State government's collaborative, future-based planning process model, carried out to help the State prepare to appropriately meet the needs of New York's citizens as the State's demographic profile

continues to shift significantly through the coming years. The model, which can be easily adapted for use by local governments, communities, or individual organizations, is effective in bringing multiple diverse, non-traditional stakeholder sectors together in a collaborative effort for a defined period of time for the purpose of understanding the relevance of a common issue across all sectors, identifying the impact of the issue on each sector, and guiding each sector in identifying action steps that each will take to address these impacts—with an ultimate aim of encouraging sustainable collaborative planning, efficient use of resources, and an optimal matching of the products and services produced by the different sectors to the citizens who use those products and services. Albany, New York: New York State Office for the Aging.

To learn more about *Project 2015* and to view publications and documents, including the following, go to: <http://www.aging.ny.gov/2015/index.cfm>.

- *Project 2015—State Agencies Prepare for the Impact of an Aging New York*, a description of the deliberations and work completed by each of 36 state government agencies under the Project 2016 initiative and the action steps identified by each agency as the means for addressing the impact of New York's aging and increasingly diverse resident population.
- *Project 2015—GUIDE to New York State Government's Planning Initiative*, description and information about the overall design, management, and implementation of the Project 2015 planning process, including the major components of the planning process and the core elements (identified through an evaluation process) of this process that ensured its success.
- *Project 2015—The Future of Aging in New York State: Taking It To The Streets—A Tool Kit for Community Action*, a how-to handbook for use by Area Agencies on Aging to lead their counties through a collaborative process of review, planning, and action.

- **Community Planning Tool—**

*Livable Communities Toolkit: A Best Practices Manual For Metropolitan Regions—* presents practical approaches to regional and local development, in two sections: (1) *A Region In Balance*, which describes actions taken by other regions around the country to encourage better growth and provides some steps that might be taken toward a broader statewide approach to building balanced, livable communities; and (2) *Tools For Towns*, which covers eight development topics from agriculture-preservation to rethinking zoning. For each topic, a Fact Sheet introduces the tool, and a technical analysis provides detail on what the tool can do, some of the challenges encountered in using the tool, how it's been used in other places, and a model or sample zoning ordinance for easier implementation. Capitol Region Council of Governments, 241 Main Street, Hartford, CT. [http://www.crcog.org/community\\_dev/livable\\_toolkit.html](http://www.crcog.org/community_dev/livable_toolkit.html).

- **Community Planning Tool—**

*Neighborhood-Scale Planning Tools to Create Active, Livable Communities—* includes elements of a livable community, case studies, tips for effective neighborhood-scale planning, and resources. Local Government Commission, 1414 K Street, Suite 600, Sacramento, CA, 95814, (916) 448-1198. [http://www.activelivingresources.org/assets/neighborhood\\_planning\\_LGC.pdf](http://www.activelivingresources.org/assets/neighborhood_planning_LGC.pdf).

- **Community Planning Tools and Resources—**

*Creating Livable Communities Through Public Involvement: Tools and Resources:* <http://www.walkinginfo.org/training/collateral/cgc/TOOLS.pdf>.

*Creating Livable Communities Through Public Involvement:* a one-day course designed to help governments, advocacy organizations, businesses, and neighborhood-based groups and individuals work collaboratively to create livable communities through public involvement—the intent is to achieve better outcomes that have community buy-in and support. The course includes the steps and elements of this collaborative model, including ingredients of what makes a livable community and types of public involvement groups and their roles and responsibilities, as well as materials, resources, and case studies; the course focuses on organizational models and strategies for working together on pedestrian and bicycle transportation projects and safety programs. Pedestrian and Bicycle Information Center, a program of the U. S. Department of Transportation Federal Highway Administration, maintained within the University at North Carolina's Highway Safety Research Center, 730 Martin Luther King Jr. Blvd., Suite 300, Chapel Hill, North Carolina, 27599:

<http://www.walkinginfo.org/training/pbic/clcpi.cfm>.

- For cost and other information:  
<http://www.walkinginfo.org/training/pbic/clcpi.cfm>.
- For contact names and phone numbers:  
<http://www.walkinginfo.org/about/more-information.cfm>.
- To view archived professional development seminar presentations, archived webinars, and forthcoming webinars:  
<http://www.walkinginfo.org/training/pbic/archive.cfm>.

- **Community Planning Tools and Resources—**

*CommunityPlanning.net:*

<http://www.communityplanning.net/aboutcp/aboutthissite.php>.

Extensive information and resources, including tool box, case studies, scenarios, publications, films, videos, slide shows, and much more. "Growing numbers of residents are getting involved with professionals in shaping their local environment. For everyone concerned, this website provides a starting pointing, providing easily accessible how-to-do-it best practice information of international scope and relevance."

- (2000) *The Community Planning Handbook—How People Can Shape Their Cities, Towns and Villages in Any Part of the World* (Editor: Nick Wates). United Kingdom: Earthscan Publications, Ltd. Produced in association with The Urban Design Group; The Prince's Foundation; South Bank University, London; Department of the Environment, Transport and the Regions, England; Depa UK; and the European Commission Humanitarian Office. To purchase: [earthinfo@earthscan.co.uk](mailto:earthinfo@earthscan.co.uk);  
<http://www.routledge.com/books/details/9781853836541/>;
- *The Community Planning Handbook* – download on-line:  
<http://www.communityplanning.net/toolkits/UrbanGovToolkitsCPH.pdf>.  
To purchase the Handbook: <http://www.earthscan.co.uk/?tabid=970>.

- **Community Planning Tool—**  
*The AdvantAge Initiative*, a consumer-data-driven initiative developed by the Visiting Nurse Service of New York to help counties, cities, and towns prepare for the growing number of older adults who are "aging in place," while creating livable communities for people of all ages. Visiting Nurse Service of New York, Center for Home Policy and Research, 1250 Broadway, New York, NY 10001, (212)609-1537, [mia.oberlink@vnsny.org](mailto:mia.oberlink@vnsny.org). <http://www.vnsny.org/advantage/>.
  - "What is the AdvantAge Initiative":  
<http://www.vnsny.org/advantage/whatis.html>.
  - "AdvantAge Initiative Survey":  
<http://www.vnsny.org/advantage/survey.html>.
  - Information on 12 communities across the country that have implemented the AdvantAge Initiative planning model:  
<http://www.vnsny.org/advantage/communities.html>.
  
- **Community Planning Tool—**  
 World Health Organization (2007), *Global Age-Friendly Cities: A Guide*—includes core elements of an age-friendly city (identified through focus groups in 33 cities across all World Health Organization regions around the world), a description of "active aging," and the framework for the Guide, which can be used by individuals and groups to stimulate action in their own communities across eight domains: transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services. Geneva, Switzerland: World Health Organization, Ageing and Life Course, Family and Community Health, Avenue Appia 20, CH-1211 Geneva 27, Switzerland, [activeageing@who.int](mailto:activeageing@who.int).  
[http://www.who.int/ageing/publications/Global\\_age\\_friendly\\_cities\\_Guide\\_English.pdf](http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf).
  
- **Community Planning Tool and Resources—**  
 NCI Charrette System™—the National Charrette Institute is a nonprofit educational institution that teaches professionals and community leaders the NCI Charrette System™, a design-based, accelerated, collaborative project management system that harnesses the talents and energies of all interested parties to create and support a feasible plan. Located at 1028 SE Water Avenue, Portland, OR. 97214; (503) 233-8486; [info@charretteinstitute.org](mailto:info@charretteinstitute.org).  
<http://www.charretteinstitute.org/>.
  - NCI Charrette System™: <http://www.charretteinstitute.org/charrette.html>.
  
- **Healthy-Community Planning Tools and Resources—**  
*The Community Tool Box*, Workgroup for Community Health and Development, University of Kansas, Lawrence, Kansas, (785) 864-0533, [toolbox@ku.edu](mailto:toolbox@ku.edu). Practical step-by-step guide for building healthy communities:  
<http://ctb.ku.edu/en/default.aspx>.
  
- **Healthy-Community Tools and Resources—**  
 National Civic League, Denver, CO, (303) 571-4343, [ncl@ncl.org](mailto:ncl@ncl.org).



Provides training, tools, principles, practices, and technical assistance for creating healthy communities: <http://www.ncl.org/>.

- On the home page, click on "Publications" for a list of publications available from the National Civic League pertaining to community-building, civic index (12-point community-evaluation tool), visioning and strategic planning handbook, engaging citizens in performance measurement, negotiated approach to environmental decision-making, building a collaborative community, case summaries in community problem-solving, manual on consensus-building in land-use and development, and others.
- **Community-Empowerment Training Module—**  
Phil Bartle (2007), *Community Empowerment*—an easy-to-use, comprehensive set of training modules (methods and principles) on "community empowerment" aimed at the community worker in the field: <http://www.scn.org/cmp/a-intro.htm>. View the training modules at: <http://www.scn.org/cmp/modules/a-mod.htm>.
- **Community-Empowerment Tool Kit—**  
*NYS Office for the Aging Community Empowerment Toolkit*, which is designed to help localities promote community empowerment; included are a power point presentation for use by communities which can be adapted to reflect a community's specific characteristics and audience, a power point of best practice models, posters and flyers, template media tools, and advocacy tools. Albany, NY: New York State Office for the Aging. Contact: [CommunityEmpowerment@ofa.state.ny.us](mailto:CommunityEmpowerment@ofa.state.ny.us). <http://www.aging.ny.gov/EmpoweringCommunities/BestPractices/EmpCommTools.cfm>: scroll down to *NYS Office for the Aging Community Empowerment Toolkit*.
- **Planning Tools That Maximize Community Involvement: *Focus on Feedback—Is Anyone Listening?*** " Municipal Research and Services Center (MRSC), Seattle, WA. Numerous links to community tools, including "Community Image Visual Preference Surveys," "Citizen Surveys," "Citizen Participation in Developing a Vision," and other topics. <http://www.mrsc.org/subjects/governance/participation/fofeedback.aspx#Community>.
- **Community Capacity-Building Tools and Resources—**  
Asset Based Community Development (ABCD) Institute, School of Education and Social Policy, Northwestern University, Evanston, Illinois, (847) 491-8711, [abcd@northwestern.edu](mailto:abcd@northwestern.edu). Provides resources and tools to help community builders who are involved in capacity-based initiatives identify, nurture, and mobilize neighborhood assets. <http://www.abcdinstitute.org/>.
  - *Resources:* tools, training programs, and mapping tools: <http://www.abcdinstitute.org/resources/>.
  - *Publications:* list of technical assistance publications, including the ABCD Basic Manual, workbooks, and others: <http://www.abcdinstitute.org/publications/>.

- Susan Rans (2005), *Hidden Treasures: Building Community Connections by Engaging the Gifts of People on Welfare, People with Disabilities, People with Mental Illness, Older Adults, Young People*:
    - The full publication: <http://www.mike-green.org/pub/hiddentreasures.pdf>.
    - The toolbox: <http://www.mike-green.org/pub/hiddentreasuretoolbox.pdf>.
- **Community Capacity-Building/Coalition-Building Tools and Resources—** Arno Bergstrom, et al. (1995), *Collaboration Framework-Addressing Community Capacity*: <http://crs.uvm.edu/ncco/collab/framework.html>. Published by the National Network for Collaboration, a self directed team comprising 21 Land-Grant Universities, which are available for training, technical assistance, and resources, including:
  - Training Manual: <http://crs.uvm.edu/ncco/cd/train2.htm>.
  - Applied Evaluation Tool Kit: <http://crs.uvm.edu/ncco/cd/tools.htm>.
  - Collaboration Framework Model: <http://crs.uvm.edu/ncco/cd/subfra.htm>.
- **Community Capacity-Building/Coalition-Building—** Massachusetts Institute of Technology, *The Community Problem-Solving Project: Strategy for a Changing World—finding common ground without being afraid to disagree; getting things done democratically and effectively*. Web site includes strategy and program tools, clearinghouse, and exchange sites. Funded by the Annie E. Casey Foundation, Harvard's Hauser Center, and the Rockefeller Foundation, this web site is part of an ongoing research, teaching, and outreach project first launched at Harvard University. <http://community-problem-solving.net/>.
- **Smart-Growth Assessment Score Cards—** *Smart Growth Score Cards*—links to various community tools to rate, assess, and analyze policies, regulations, projected projects, development patterns, etc. Washington, DC: U. S. Environmental Protection Agency. <http://www.epa.gov/dced/scorecards/index.htm>.
- **Sustainable-Communities Tools and Resources—** *Sustainable Communities Online*, a broad partnership of organizations from around the country; the network provides tools, information, technical assistance, and links, with the goal of pooling information on sustainability to make it more readily accessible to the public: [concern@sustainable.org](mailto:concern@sustainable.org); <http://www.sustainable.org/>.
  - *For more information—* CONCERN, Inc., P.O. Box 5892 Washington, DC 20016, (202) 328-8160, [concern@sustainable.org](mailto:concern@sustainable.org).
  - *Creating community: resources, case studies, and related readings—* links to numerous communities that have successfully used one or more of 11 approaches and techniques to involve citizens: <http://www.sustainable.org/creating-community>.
  - *Case studies of innovative initiatives, by state:* <http://www.sustainable.org/creating-community/community-visioning/990-case-studies-from-the-scn-website>.

- *How to Plan a Sustainable Event*—step-by-step directions: [http://www.sustainable.org/images/stories/pdf/SusEvent\\_2003.pdf](http://www.sustainable.org/images/stories/pdf/SusEvent_2003.pdf).
- Susan Boyd (Fall, 2002), *Placemaking Tools for Community Action—Tools That Engage the Community to Create a Future That Works for Everyone*. Washington, DC: CONCERN, Inc. Provides a starter kit for a community member, city official, planner, or design professional to identify currently available planning tools and to assess their applicability and appropriateness to specific projects or issues, alone or in combination: [http://www.sustainable.org/images/stories/pdf/Placemaking\\_v1.pdf](http://www.sustainable.org/images/stories/pdf/Placemaking_v1.pdf).
- **Land Use and Smart Growth Planning Tools and Resources—**  
*PlaceMatters*, a nonprofit organization supporting the creation and maintenance of sustainable, vibrant communities through innovative decision-making tools and methods, 1536 Wynkoop Street, Denver, CO, 80202, (303) 964-0903. Provides tools, resources, and novel public engagement processes to (1) help stakeholders analyze/understand land use tradeoffs and the impacts of decisions that are made, (2) promote the informed, equitable, and effective citizen engagement in increasingly complex land use planning situations, (3) help stakeholders understand how coupling strong civic leadership and good public processes can radically democratize what are often dysfunctional or expert-only-driven planning decisions at the community level, and (4) help communities implement planning processes that garner broad public involvement and support, leading to sustainable, livable communities: <http://www.placematters.org/>.
  - Smart growth and land-use tools and processes for better community design and decision making: <http://www.smartgrowthtools.org/>.
    - Planning process road map (nine steps): <http://www.smartgrowthtools.org/index.php>.
    - New tools for community design and decision-making: <http://www.smartgrowthtools.org/TCDDM/index.html>.
- **Community Planning Initiative—**  
*Livable Communities Initiative*, Westchester County, New York—jointly sponsored by the Westchester County Department of Senior Programs and Services and the Westchester Public/Private Partnership for Aging in partnership with AARP and the Volunteer Service Center. The initiative is unfolding through a "Livable Community Village Approach," which is a "neighbors-helping-neighbors" program that teaches people of all generations how to empower themselves to become advocates for change. The goal of this initiative is to keep seniors in their homes as they grow older—with independence, dignity, and civic engagement and to develop communities that are friendly to seniors as well as to people of all ages. Contact: (914) 813-6441, or e-mail [cap2@westchestergov.com](mailto:cap2@westchestergov.com).
  - *Livable Communities: A Vision for All Ages - Bringing People and Places Together*: <http://seniorcitizens.westchestergov.com/livable-communities>.

- Livable Community Village Toolkit:  
<http://seniorcitizens.westchestergov.com/village-tool-kit>.
  - Livable Community Needs/Interests Survey:  
[http://seniorcitizens.westchestergov.com/images/stories/pdfs/LC\\_Village\\_Survey.pdf](http://seniorcitizens.westchestergov.com/images/stories/pdfs/LC_Village_Survey.pdf).
- **Community Planning Initiative—**  
Ruth Finkelstein, et al. (Fall, 2008), *Toward an Age-Friendly New York City: A Findings Report*. A description of the initiative, together with key findings from the initiative's implementation by the New York Academy of Medicine, the New York City Mayor's Office, the New York City Council, and numerous other stakeholders; findings will be used to help the City focus on the needs of older adults (as defined by older adults themselves), which will improve the quality of life for all in New York City—children, parents, older adults, and the wider community. New York, NY: New York Academy of Aging, 1216 Fifth Avenue, New York, NY, 10029, (212) 822-7200.  
[http://www.health.ny.gov/diseases/aids/conferences/docs/nyam\\_age\\_friendly\\_report.pdf](http://www.health.ny.gov/diseases/aids/conferences/docs/nyam_age_friendly_report.pdf).
  - **Community-Building Initiative—**  
Aging Futures Partnership (January, 2004), *Strategic Plan: Aging Futures . . . Older Adults Living Well As They Define It*, a Community Partnership for Older Adults project, whose mission is to create and strengthen community systems, thus enabling persons aged 60 and over to maintain the highest quality of life.  
<http://www.agingfutures.org/files/agingfutures/pdfs/AgingFuturesStrategicPlan2004.pdf>.
  - **Ahwahnee Principles for Livable Communities—**  
Peter Calthorpe (1991) *Ahwahnee Principles* for resource-efficient and livable communities, Local Government Commission, 1303 J Street, Suite 250, Sacramento, CA, 95814, (916) 448-1198.
    - Peter Calthorpe, et al. (1991), *Original Ahwahnee Principles* (community principles, regional principles, implementation principles):  
<http://www.lgc.org/ahwahnee/principles.html>.
    - The 15 *Ahwahnee Principles for Economic Development* (1997); view at:  
[http://www.lgc.org/ahwahnee/econ\\_principles.html](http://www.lgc.org/ahwahnee/econ_principles.html).
      - *Rick Cole, Trish Kelly and Judy Corbett with Sharon Sprowls* (2001) *Ahwahnee Principles for Smart Economic Development: An Implementation Guidebook*. Sacramento, CA: Local Government Commission. A 75-page guidebook expands upon the 15 principles for economic development that can guide an integrated approach to promoting economic vitality and regional partnerships for all communities, including chapters on industry clusters, wired communities, long-term community development, reinvesting in existing communities, local collaboration and global competitiveness, compact development, city centers and capitalizing on a sense of place, regional collaboration, and environmental and corporate responsibility. To purchase:

[http://www.lgc.org/freepub/docs/community\\_design/guides/economic\\_dev\\_guidebook\\_2001.pdf](http://www.lgc.org/freepub/docs/community_design/guides/economic_dev_guidebook_2001.pdf).

- Celeste Cantu, et al., (2005), *Ahwahnee Water Principles* (nine community principles and five implementation principles):  
[http://www.lgc.org/ahwahnee/h2o\\_principles.html](http://www.lgc.org/ahwahnee/h2o_principles.html).
  - Larry Allen, et al., (2008), *Ahwahnee Principles for Climate Change* (seven community principles, five regional principles, and seven implementation strategies):  
[http://www.lgc.org/ahwahnee/climate\\_change\\_principles.html](http://www.lgc.org/ahwahnee/climate_change_principles.html).
- **Publications — livable communities:**
    - Lodi, K., & Stevens, G. (2002). "Coalition sustainability: Long-term successes & lessons learned," *Journal of Extension* on-line, Vol. 40, No. 1.  
<http://www.joe.org/joe/2002february/a2.php>.
    - Roz Lasker and Elisa Weiss (March, 2003), "Broadening Participation in Community Problem Solving: A Multidisciplinary Model to Support Collaborative Practice and Research," *Journal of Urban Health: Bulletin of the New York Academy of Medicine*, Vol. 80, No. 1.  
<http://www.cacsh.org/pdf/modelpaper.pdf>.
    - Kristin Rusch (2001), *The Emerging New Society: The Best in American Innovation*. College Park, MD: University of Maryland; New York, NY: The Democracy Collaborative. Highlights 34 local-level programs, many of which focus on creating close neighborhood communities and fostering increased democratic participation.  
[http://community-wealth.org/\\_pdfs/articles-publications/cross-sectoral/report-rusch.pdf](http://community-wealth.org/_pdfs/articles-publications/cross-sectoral/report-rusch.pdf).
    - Jo Anne Schneider (November 2004), *The Role of Social Capital in Building Healthy Communities*. Baltimore, MD: Annie E. Casey Foundation. Fostering communities where residents have a sense of ownership for the neighborhood as a whole, shared responsibility to other members, and trusting connections among all community sectors.  
<http://www.aecf.org/upload/publicationfiles/cc3622h755.pdf>.
    - Generations United (2002), *Reaching Across the Ages: An Action Agenda to Strengthen Communities Through Intergenerational Shared Sites and Shared Resources*. Washington, DC: Generations United. (\$10). To purchase:  
[http://www.gu.org/documents/A0/GU\\_Resources\\_Price\\_List.pdf](http://www.gu.org/documents/A0/GU_Resources_Price_List.pdf).
    - Jay Winsten, et al. (2004), *Reinventing Aging: Baby Boomers and Civic Engagement*. Boston, MA: Harvard University, School of Public Health, Center for Health Communication.  
<http://www.reinventingaging.org/>: see "Read the Report" and "Report Highlights" on left side of screen.

- Jeanne Jehl, Martin Blank, and Barbara McCloud (July/Aug, 2001), "Lessons in Collaboration: Bringing Together Educators and Community-Builders," *Shelterforce Online*. Strengthening the school as a universally available public institution for all residents—turning schools into vital centers of community life.  
<http://www.nhi.org/online/issues/118/JehIBlankMcCloud.html>.

Vera Prosper, Senior Policy Analyst  
New York State Office for the Aging  
Albany, NY

## **COMMUNITY PLANNING and DEVELOPMENT TOOL KITS (economic, energy, sustainability, zoning, smart growth, transportation)**

*These tools and principles are provided for your information only.  
Please be advised that the New York State Office for the Aging and the Livable New York  
Affiliate Partners do not endorse, guarantee, or warrant the effectiveness of the  
community-development tool kits included here or the qualifications of  
the organizations developing these tools and principles.*

- **Asset-Based Community Development (ABCD) Institute**, School of Education and Social Policy, 148 Annenberg Hall, Northwestern University, 2120 Campus Drive, Evanston, IL 60208; (847) 491-8711; [abcd@northwestern.edu](mailto:abcd@northwestern.edu). <http://www.abcdinstitute.org/>.

The Asset-Based Community Development Institute's (ABCD) approach to community development reflects a large and growing movement that draws upon existing community strengths to build stronger, more sustainable communities—building on the skills of local residents, the power of local associations, and the supportive functions of local institutions.

ABCD works directly with community groups to conduct capacity-building activities, develop asset-oriented strategies, facilitate local asset-mapping, and mobilize activities. ABCD also trains agencies and institutions on the concepts and ideas associated with the Institute's approach to building sustainable communities to transform the ways these organizations work with communities.

- D. Nizalov, L. Reese, H. Ockman, and O. Nizalova, ***Municipal Economic Development Tool Kit***— This project's aim is to disseminate the best national and international practices in urban economic development through the collection and promotion of a set of basic economic development tools used by practitioners and extension specialists around the globe, including descriptions of development tools and practical advice about how to address common critical issues of municipal economic development. The project is the result of a collaboration among the Global Urban Studies Program, Extension Service of Michigan State University, Local Economic Development—Ukraine Project of the United States Agency for International Development, Kyiv Economic Institute, and Kyiv School of Economics:  
<http://www.municipaltoolkit.org/>; <http://www.municipaltoolkit.org/en/about/>.
  - Description of 11 development tools collected in 2007:  
<http://www.municipaltoolkit.org/en/content/>.
- Lisa M. Feldstein, Rick Jacobus, and Hannah Burton Laurison (2007), ***Economic Development and Redevelopment: A Toolkit for Building Healthy, Vibrant Communities***—153-page, 18-section/steps manual on using economic

development as a tool to increase healthy food, including resources and best practices. Sacramento, CA: California Department of Health Services.  
<http://changelabsolutions.org/publications/toolkit-economic-development-and-redevelopment>. <http://changelabsolutions.org/publications/toolkit-economic-development-and-redevelopment>.

- U.S. Environmental Protection Agency and ICF International (June, 2010), ***Sustainable Design and Green Building Tool Kit for Local Governments*** (EPA 904B10001). Washington, DC: Environmental Protection Agency.  
<http://www.epa.gov/region4/recycle/green-building-toolkit.pdf>.
- Smart Growth BC, ***Creating More Livable Communities, "Guides and Tool Kits"***:  
<http://www.smartgrowth.bc.ca/Publications/GuidesandToolkits/tabid/159/Default.aspx>.
  - Alice Miro and Jodie Siu (2009), ***Creating Healthy Communities: Tools and Actions to Foster Environments for Healthy Living***. Provides specific examples of land use actions your local government can take to promote healthy living:  
<http://www.smartgrowth.bc.ca/Portals/0/Downloads/CreatingHealthyCommunitiesGuide.pdf>.
  - Deborah Curran and Tim Wake (2008), ***Creating Market and Non-Market Affordable Housing: A Smart Growth Tool Kit for BC Municipalities***. Explanations of eight tools and strategies, from inclusionary zoning to land banking, and highlighted examples of best practices demonstrating how local governments are adapting affordable housing strategies to fit their unique needs.  
[http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC\\_Affordable\\_Housing\\_Toolkit.pdf](http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC_Affordable_Housing_Toolkit.pdf).
  - Bernard LaRochelle (2001), ***The Smart Growth Tool Kit: Helping to Create More Livable Communities in British Columbia***. An overview of key sustainability issues, including an introduction to smart growth, smart growth tools, citizen involvement strategies, and resources.  
[http://66.51.172.116/Portals/0/Downloads/J1\\_ToolKitInPart\\_I.pdf](http://66.51.172.116/Portals/0/Downloads/J1_ToolKitInPart_I.pdf).
- Rosalyn McKeown, Ph.D. (July, 2002), ***Education for Sustainable Development Toolkit***—based on the concept that communities and educational systems within communities need to dovetail their sustainability efforts . . . that local educational systems can modify existing curricula to reinforce community sustainability goals. 142-page manual, including eight sections, case studies, exercises, strategies, and resources. Development of the Toolkit was funded by the University of Tennessee's Waste Management Research and Education Institute (<http://eerc.ra.utk.edu/WMREI.html>).
  - The Toolkit: [http://www.esdtoolkit.org/esd\\_toolkit\\_v2.pdf](http://www.esdtoolkit.org/esd_toolkit_v2.pdf);  
<http://www.esdtoolkit.org/about.htm#contact>.
  - The Executive Office of Energy and Environmental Affairs, Commonwealth of Massachusetts, ***Smart Growth / Smart Energy Toolkit***. Providing



information on planning, zoning, subdivision, site design, and building construction techniques. Includes individual slideshows on 14 different topics, illustrating the basic concepts of each smart growth/smart energy module and providing summaries of case studies.

[http://www.mass.gov/envir/smart\\_growth\\_toolkit/index.html](http://www.mass.gov/envir/smart_growth_toolkit/index.html).

- Slideshows:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-slides.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-slides.html).
  - Case studies:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-CS.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-CS.html).
- **Community Planning Tool Box.** Common issues, legal issues, tools, resources, and case studies. Smart Growth Vermont, 110 Main Street, Burlington, VT, 05401, (802) 864-6310, [info@smartgrowthvermont.org](mailto:info@smartgrowthvermont.org).  
<http://www.smartgrowthvermont.org/toolbox/>.
  - **Urban Sprawl Tool Kit.** Background, Case Study, and Tool Kit, which includes an extensive list of links to books, model ordinances, potential providers, and Internet Tools. Jacques Cousteau National Estuarine Research Reserve, Rutgers University, New Brunswick, NJ.  
<http://marine.rutgers.edu/pt/education/coastaltraining/urbansprawl/index.html>.
  - Peter Marshall (2007), **The Pennsylvania Downtown Economic Development Tool Kit.** Harrisburg, PA: Department of Community and Economic Development, Governor's Center for Local Government Services.  
[http://www.co.westmoreland.pa.us/westmoreland/lib/westmoreland/Downtown\\_Econ\\_Toolkit\\_manual.pdf](http://www.co.westmoreland.pa.us/westmoreland/lib/westmoreland/Downtown_Econ_Toolkit_manual.pdf).
  - Michael D. Evans (2005), **Arts and Culture Economic Development Tool Kit: Increasing Economic Benefit Through Arts and Cultural Projects.** Developed to give arts and cultural organizations ideas of how to look at their projects and activities as contributing to economic development efforts. Michigan Council for Arts and Cultural Affairs; The Rural Arts and Culture Program; and the Michigan State University Museum.  
[http://ruralarts.museum.msu.edu/resources/evansed\\_toolkit.pdf](http://ruralarts.museum.msu.edu/resources/evansed_toolkit.pdf).
  - **Smart Growth/Smart Energy Tool Kit,** "Integration of Smart Growth/Smart Energy into Comprehensive Planning"—provides information on planning, zoning, subdivision, site design, and building construction techniques for making smart growth and smart energy a reality; designed to increase understanding of smart growth/smart energy tools and policies; how to customize and apply the techniques to suit local circumstances. Includes modules, case studies, slide shows, and model bylaws. Boston, MA: Massachusetts Executive Office of Energy and Environmental Affairs:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/](http://www.mass.gov/envir/smart_growth_toolkit/).
    - 22 modules:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-modules.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-modules.html).
    - 16 case studies:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-CS.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-CS.html).

- 15 model bylaws:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-bylaws.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-bylaws.html).
- 14 slideshows:  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/SG-slides.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-slides.html).
- David O'Neill (2000), *Smart Growth Tool Kit* (book and video). Washington, DC: Urban Land Institute. Step-by-step instructions, case studies, strategies that have worked in different cities, resource guide, program agendas, and a smart growth presentation. Includes concrete examples of successful projects involving infill redevelopment, brownfields, conservation design, master-planned and new urbanist communities, town centers, and transit neighborhoods. Available at bookstores and through Amazon.com.
- *A Toolkit of Sustainable Development Decision Support Tools, "New Tools for Community Design and Decision Making: An Overview."* Golden, CO: U.S. Department of Energy, Regional Support Office for Energy Efficiency & Renewable Energy. Based on a presentation by Peter Katz, provides information and descriptions of planning tools that can address the barriers to building better communities often encountered when using smart growth principles.  
<http://www.smartcommunities.ncat.org/toolkit/TCDDM/>.
- *The Infill Design Toolkit: A Guide to Integrating Infill Development into Portland's Neighborhoods.* Portland, OR: City of Portland, Bureau of Planning and Sustainability:  
<http://www.portlandonline.com/bps/index.cfm?c=49254&>.
- Douglas Miskowiak and Linda Stoll (2006), *Planning Implementation Tools: Overlay Zoning.* Overlay zoning tool kit. Stevens Point, WI: Land Use Education Center, University of Wisconsin—Stevens Point.  
<ftp://ftp.wi.gov/DOA/public/comprehensiveplans/ImplementationToolkit/Documents/OverlayZoning.pdf>.
- *Transportation and Health Tool Kit* (2011), American Public Health Association, Washington, DC. A community's transportation decision-making has an impact on a range of critical issues affecting residents and overall community well-being, including public safety, air quality, physical activity and fitness, obesity, the built environment, health and cost equity, accessibility, and others. This tool kit is a resource for municipalities to create a "community-building" bridge between the public health and transportation sectors to ensure that transportation decision-making emphasizes critical public health concerns.  
<http://www.apha.org/advocacy/priorities/issues/transportation/Toolkit.htm>.

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## NATIONAL AWARD PROGRAMS

### **Smart Growth**

- **National Award for Smart Growth Achievement**—U. S. Environmental Protection Agency (EPA), Washington, DC. Through this award, EPA recognizes and supports communities that use innovative policies and strategies to strengthen their economies, provide housing and transportation choices, protect the environment, and develop in ways that bring benefits to a wide range of residents. The award program is open to public- and private-sector entities that have successfully used smart growth principles to improve communities environmentally, socially, and economically. For questions, contact Ted Cochin: [cochin.ted@epa.gov](mailto:cochin.ted@epa.gov) or 202-566-2181.
  - Description of the award program, 2010 award-winning projects, and previous years' winners: <http://www.epa.gov/smartgrowth/awards.htm>.
- **Building Healthy Communities for Active Aging Awards**—U. S. Environmental Protection Agency, *Aging Initiative*, Washington, DC. The principal goal of this national awards program is to raise awareness about the healthy synergies achieved when communities combine and implement the principles of smart growth with the concepts of active aging. Applicants are evaluated based on the overall effectiveness of their programs, level of community involvement and outreach, use of innovative approaches, and overall environmental and health benefits of the project.
  - Description of the award program, four 2010 award-winning projects, and three prior award-winning projects, including contact information: <http://www.epa.gov/aging/bhc/awards/2010/index.html>.
- **Vision Long Island Smart Growth Awards**—Vision Long Island, Northport, NY. This award recognizes visionaries on the cutting edge of land use. The 2011 awards highlight efforts that address transportation, walkability, preservation, sustainable development, green design, and small and large scale mixed-use development. (631) 261-0242; <http://www.visionlongisland.org/>.
  - Description of 2009 award winners: [http://www.visionlongisland.org/smart\\_talk/blasts/SGA09\\_postevent.html](http://www.visionlongisland.org/smart_talk/blasts/SGA09_postevent.html).

### **Design—Building/Housing**

- **Housing and Community Design Awards**—The U. S. Department of Housing and Urban Development and the American Institute of Architects, Washington, DC. This award recognizes excellence in affordable residential housing design, community-informed design, participatory design, and housing accessibility.
  - Description of 2011 winners: [http://www.huduser.org/portal/research/housingCommDesign\\_2011\\_1.html](http://www.huduser.org/portal/research/housingCommDesign_2011_1.html)

- Description of 2010 winners:  
<http://www.huduser.org/portal/research/AIA-2010.html>
- **HUD Secretary's Awards**—The U. S. Department of Housing and Urban Development, Washington, DC. These awards recognize projects that incorporate housing within other community amenities for the purpose of either revitalization or planned growth.
  - Description of 2011 winners:
    - **Excellence in Affordable Housing Design Award:**  
[http://www.huduser.org/portal/research/housingCommDesign\\_2011\\_1.html](http://www.huduser.org/portal/research/housingCommDesign_2011_1.html).
    - **Community-Informed Design Award:**  
[http://www.huduser.org/portal/research/housingCommDesign\\_2011\\_2.html](http://www.huduser.org/portal/research/housingCommDesign_2011_2.html).
    - **Alan J. Rothman Award for Housing Accessibility Award:**  
[http://www.huduser.org/portal/research/housingCommDesign\\_2011\\_3.html](http://www.huduser.org/portal/research/housingCommDesign_2011_3.html).
- **Health Care Design Awards**—The American Institute of Architects (AIA) and the Academy of Architecture for Health, Washington, DC. This award showcases the best of healthcare building design and healthcare design-oriented research, highlighting trends of healthcare facilities and the future direction of these facilities. The award recognizes projects that exhibit conceptual strength that solve aesthetic, civic, urban, and social concerns as well as the requisite functional and sustainability concerns of a hospital.
  - For a description of past recipients:  
<http://www.aia.org/practicing/groups/kc/AIAS076672?dvid=&recspec=AIAS076672>.

### ***Design—Green Building***

- **National Green Buildings Awards**—National Association of Home Builders, Washington, DC: 1-800-368-5242;  
[http://www.nahb.org/award\\_details.aspx?awardID=470](http://www.nahb.org/award_details.aspx?awardID=470);  
<http://hcdnnjgoinggreen.blogspot.com/2010/11/nahb-2011-national-green-building.html>.

### ***Design—Energy***

- **States Stepping Forward: Best Practices for State-Led Energy-Efficiency Programs**—American Council for an Energy-Efficient Economy (ACEEE), Washington, DC. 2010 was the ACEEE's first awards initiative for exceptional state-led energy efficiency programs; in September, 2010, 18 top programs from 14 states were recognized, including the New York State Energy Research and Development Authority's Combined Heat and Power Demonstration Program and their Wastewater Efficiency Program.  
<http://www.aceee.org/press/2010/09/18-state-led-energy-efficiency-programs-recognized-best>; <http://www.aceee.org/research-report/e106>.
- **Certified Energy Star Buildings and Manufacturing Plants**—U. S. Environmental Protection Agency (EPA), U. S. Department of Energy,

Washington, DC. An Energy Star certified facility meets strict energy performance standards set by EPA and uses less energy, is less expensive to operate, and causes fewer greenhouse gas emissions than its peers. To qualify for the Energy Star, a commercial building or manufacturing plant must earn a 75 or higher on EPA's 1-100 energy performance scale, indicating that the facility performs better than at least 75 per cent of similar buildings nationwide. The ENERGY STAR energy performance scale accounts for differences in operating conditions, regional weather data, and other important considerations: [http://www.energystar.gov/index.cfm?c=business.bus\\_bldgs](http://www.energystar.gov/index.cfm?c=business.bus_bldgs).

- 2010—top 25 cities with the most Energy Star certified facilities: [http://www.energystar.gov/ia/business/downloads/2010\\_Top\\_cities\\_chart.pdf](http://www.energystar.gov/ia/business/downloads/2010_Top_cities_chart.pdf). Among the top 25 cities, New York City ranked fifth in 2010, with 211 certified buildings . . . moving up from 10<sup>th</sup> place in 2009.

### **Health Care Quality**

- **National Quality Award Program**—a progressive, three-step (Bronze, Silver, and Gold) pathway for health and long-term care providers to advance towards performance excellence. The program is based on the core values and criteria of the *Baldrige Performance Excellence Program*, and applications are judged by trained Examiners who provide feedback on opportunities for improvement to support continuous learning. Facilities must achieve an award at each level to progress to the next level. This award is sponsored by the American Health Care Association (AHCA) (a non-profit federation of affiliated state health organizations, representing more than 11,000 non-profit and for-profit nursing facilities, assisted living residences, residences for people with developmental disabilities, and sub-acute care facilities) and the National Center for Assisted Living (NCAL) (the assisted living voice of the American Health Care Association, serving the needs of the assisted living community through national advocacy, education, networking, professional development, and quality initiatives). [http://www.ahcancal.org/about\\_ahca/Pages/default.aspx](http://www.ahcancal.org/about_ahca/Pages/default.aspx).
  - About the Award Program:
    - [http://www.ahcancal.org/quality\\_improvement/quality\\_award/Pages/default.aspx](http://www.ahcancal.org/quality_improvement/quality_award/Pages/default.aspx).
    - [http://www.ahcancal.org/quality\\_improvement/quality\\_award/Pages/ApplicantResources.aspx](http://www.ahcancal.org/quality_improvement/quality_award/Pages/ApplicantResources.aspx).
  - Award Application information:
    - [http://www.ahcancal.org/quality\\_improvement/quality\\_award/Documents/2012%20Quality%20Award%20Intent%20to%20Apply%20Instructions.pdf](http://www.ahcancal.org/quality_improvement/quality_award/Documents/2012%20Quality%20Award%20Intent%20to%20Apply%20Instructions.pdf).