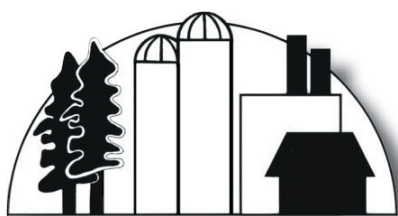




Enhancing Involvement in Community Planning Using Incentives

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Project Partners

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Introduction

Incentives, especially material ones, are often perceived as tangible rewards used to induce individuals or groups to behave in a desired manner. Unfortunately, this common connotation of incentives can discourage planning professionals and community leaders from using incentives to promote public participation in community planning.¹ In fact, incentives are more than just material rewards. Other types of incentives that could promote public participation include opportunities for achieving shared goals and for strengthening community bonding, as well as the appreciation and recognition of dedication and hard work.

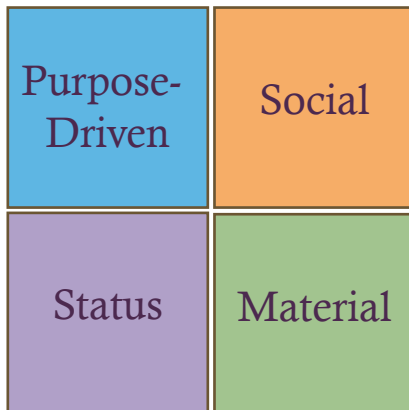
The use of incentives can effectively engage community residents, local governments, officials, and external organizations in planning and plan implementation. However, to effectively apply incentives in a community planning process, planners and local leaders need first and foremost to look at incentives from a whole new perspective.

The goal of this bulletin is to bring the broader meaning of incentives and their effectiveness in engaging members in community planning to the attention of planning professionals and community leaders. This bulletin is divided into three sections: The first section gives an

overview of the definitions and types of incentives; the second section illustrates how incentives could be applied to engage various stakeholders in a planning process; finally, the third section provides a five-step approach to identifying and selecting incentives appropriate for local planning efforts. An extensive list of incentives is provided in Appendix A.

¹ The results of a community planning survey conducted by the Center for Land Use Education (March, 2004) showed that incentives are rated as the least critical component of a public involvement program. The connotation that incentives are mainly material rewards was evidently a factor that led to this low response. Buckwalter, Parsons, and Wright's finding (1993) also indicated that incentives are not widely used by local governments for public participation. The incentives that were surveyed in their research were mainly tangible rewards.

Types of Incentives



The use of incentives is ubiquitous and takes on innumerable forms. Teachers apply incentives to motivate students to study hard, governments use them to encourage citizenry or community participation, and corporations invest significant resources in designing the right incentives to improve employee productivity. Given the broad range of its use, the term “incentive” is interpreted differently by different groups of people and institutions, depending on their field and goals.

A Google search on “incentives” produces more than twenty different definitions. An incentive is often understood as “something that induces one to take action and work harder” (Stein, 1973, p.5) and is commonly used interchangeably with reward or award. It can be a tangible or intangible inducement applied to achieve desired behavior or as an after-the-fact recognition of performance. In this bulletin, incentives refer to positive inducements that motivate an individual, a group, an organization, or a government to take action, participate in, and contribute to local community planning and plan

implementation.

Based on the work of Clark and Wilson (as cited in Dollman, 1996; Clark and Wilson, 1961), incentives can be categorized into four major types: purpose-driven, social, status, and material. Each incentive type is valued differently and has varying impact on different community members - the general public, non-elected and elected officials, government departments, and organizations - involved in a community planning project.

Purpose-Driven

Purpose-Driven Incentives

These incentives are intangible rewards derived from the

How Do You Reinforce Purpose-driven Incentives?

Make use of public education and awareness activities, such as educational workshops, to reinforce the relevance and value of the project goal or purpose that planners or community leaders have identified to the public. These educational activities should take place before the start of a project so that community members can be well-informed of its necessity and implications. Planners and community leaders should also make use of any opportunities possible, such as chatting with stakeholders or local officials during lunch breaks, social events, etc, to reinforce these purposes to the key players of a community.

fulfillment of personal goals, such as achieving a sense of group mission or civic duty or contributing to positive changes in a community (Prestby, Wandersman, Florin, Rich, and Chavis, 1990, p.120). Research has shown that such incentives are the primary motivators for active participants, followed by social incentives (Prestby et al., 1990, p.120). Purpose-driven incentives are intrinsic and can be indirectly offered by planners and community leaders through the identification and communication of a project purpose(s) to prospective participants. A communicated purpose is successfully transformed into an incentive when participants recognize it as a shared goal. Purpose-driven incentives are thus geared towards a specific audience – i.e., those who recognize the purpose.

Conveying the identified purpose to a community is essential, which oftentimes is accomplished by delivering a variety of educational and outreach activities before the commencement of a project and throughout its planning and implementation. The notion that one can make a difference can strongly motivate individuals or groups to become involved in community activities (Lake Snell Perry & Associates and the Tarrance Group, n.d.). Oftentimes, individuals or groups will be inspired to act when they can relate the investment of their time and energy to a value or purpose they uphold. (For example, a community in need of external technical assistance related to conservation easements should be able to readily secure assistance from a land trust whose purpose it is to provide this type of assistance.)

However, if some individuals or groups

Listen to Opposing Voices through Public Forum

A public forum is an opportunity to have different views heard in a community. It should be carefully planned, especially when handling sensitive topics such as property rights. Organizers need to do some homework before organizing a forum. First, they need to have a clear understanding of what the issues are and what needs to be discussed during a forum. Second, they should be strategic when selecting speakers to represent different viewpoints. They need to have a good grasp of the opinions of the speakers they plan to invite and have reasonable expectations of what they would be presenting. Learning about a speaker's position and presentation style beforehand can help organizers anticipate audience response during the forum. Third, organizers should select a moderator who is respected and neutral on the discussed issue. Being in control will help to prevent the forum from being manipulated by an interest group.

are opposed to an identified purpose, the incentive itself could become a disincentive and instead discourage participation (for example, local residents who believe in the myth that comprehensive planning equals more regulation). In such situations, a public forum is an effective way to facilitate dialogue among community members with different viewpoints, providing a platform to clarify bias, myths, and misinformation. A public forum does not always help to unify opinions, but at least it provides opportunities for open discussion.

Social

Social Incentives

These incentives are intangible, intrinsic rewards derived from socializing or a sense of camaraderie. These incentives work to create a sense of fun, encourage hard work, provide moments for reflection, and help to strengthen relationships (Community Toolbox, n.d.). They could be applied prior to or after reaching an important goal. For example, having a potluck dinner before a planning meeting or organizing a picnic after the completion of a major planning task encourages interaction and the celebration of shared success among participants.

However, not every group or individual will be drawn to intrinsic rewards derived from social incentives. For example, social incentives are not strong motivators to external organizations, especially those that are not locally based. In addition, people who prefer a more secluded life may enjoy serving their communities but not participating in social activities; and busy people may not have time for socializing as they have other commitments to which they must attend. Social incentives could thus become a burden to these people, especially if they feel the pressure or obligation to attend events or functions.

Social

Waupaca County's comprehensive planning project, which started in 2004, organized a Christmas dinner party during one of its regular core planning committee meetings in 2004 to encourage interaction among committee members and to create a sense of fun during the holiday season.

Status

Status Incentives

These incentives are intangible rewards, such as prestige and recognition, which can effectively boost motivation and morale. Appreciation and recognition of hard work is oftentimes all that is needed to sustain the commitment of dedicated individuals as well as government departments and external organizations servicing the public. A community could, for example, organize a "Community Leader of the Year Award" to publicly praise a citizen for his or her commitment to the community. It could also prepare a press release highlighting the high quality services provided by the local planning and zoning department.

Status incentives should always be delivered openly and publicly, but public recognition does not substitute for a private, personal "thank you" and expressions of respect (CASANet Resources, n.d.). A card or brief phone call thanking a volunteer for his or her effort is a detail that project leaders should not neglect.

Public recognition and praise, however, have not been frequently used by local governments in community planning (Silberstein and Maser, 2000). Whether it is to recognize community members, local officials, government employees, or organizations, more efforts in recognizing the commitment and dedication of individuals and groups is required.



Material

Material Incentives

These incentives are tangible rewards of monetary value or could be converted into such. These incentives can be applied to improve work performance, especially of support staff (Stolovich, Clark, and Condly, 2002). For example, a county clerk asked to be involved in a project will likely appreciate time off from work after performing additional work duties, such as preparing meeting materials and attending evening meetings for the project. Material incentives are also effective short-term solutions to overcome immediate barriers or to defray the cost of participation, such as providing transportation or paying per diem to each citizen advisory committee member during an evening meeting.

However, material incentives can be limited in their effectiveness, especially in enhancing volunteerism. Research has shown that monetary incentives may alter the quality and quantity of voluntary work because they crowd out intrinsic motivation (Frey and Goette, 1999). In community planning, incentives have sometimes been misconstrued as bribes (CLUE, March 2004). The over-use of material incentives to induce community participation in international development projects has also been shown to devalue the project purpose, as oftentimes communities decline to participate if they are not well compensated (Peace Corps, July 2002). Thus, using material incentives to reward volunteerism is not likely to enhance long-term motivation or commitment.

Table 1: Summary of incentive types

Incentive Type	Definition	Pros & Cons	Examples
Purpose-driven	Intangible rewards that fulfill purposes	Pro: Enhances intrinsic motivation, which is critical for sustaining commitment Con: Will only mobilize those who value the purposes specified	<ul style="list-style-type: none"> • A sense of group mission • Making a change to a community
Social	Intangible rewards derived from socializing or camaraderie	Pro: Strengthens community coherence and understanding Con: Not effective for people who do not like to socialize	<ul style="list-style-type: none"> • Potluck dinner before a planning meeting • Picnic to celebrate accomplished tasks
Status	Intangible rewards such as prestige or recognition	Pro: Enhances one’s motivation and boosts morale Con: Needs to be recognized by the public as something honorable	<ul style="list-style-type: none"> • Recognition ceremony • Press coverage
Material	Tangible rewards that have direct monetary values or can be translated into one	Pro: Short-term solutions to immediate barriers Pro: Effective for non-voluntary purposes Con: Can cloud out intrinsic motivation	<ul style="list-style-type: none"> • Wage • Coupons

Using Incentives to Engage Communities in Planning

Community planning can involve an extensive list of individuals, groups, and organizations. Some participants may volunteer to participate, while others may require persistent persuasion. The four types of incentives described earlier, if applied appropriately, can effectively sustain the participation of committed participants or motivate those that need to be prompted.

Purpose of Incentives

Incentives are not guaranteed solutions for unsatisfactory community participation, but they do serve several purposes that could help to improve local involvement in community planning. First, incentives can motivate individuals and groups to become involved or stay involved. In particular, it is intrinsic motivation that inspires people or groups to act (Kohn, 1993). Second, incentives can boost morale. Boosting confidence and pride through a word of praise will make an individual or group a better and happier participant. Third, incentives enhance individual or group performance and productivity, as a result of increased motivation and morale. While it is splendid that participation rates are high, the quality of participation – i.e. performance and productivity - is also essential. Finally, incentives can overcome temporary barriers that disrupt planning activities. Individuals and groups may be motivated to participate but obstacles may exist that prevent them from doing so. Thus these barriers need to be removed or mitigated to ensure that participation can occur and commitment can

last. Box 1 lists examples of barriers that the general public, elected and non-elected officials, local governments/departments, and external organizations often face in community planning. These barriers can be overcome by applying many of the incentives listed in Appendix A.

Incentive Recipients

A community planning project usually involves a wide range of participants. Each participant has different reasons or motives for becoming involved in a project. Thus when using incentives in community planning, one needs to consider how each type of incentive can impact different individuals and groups that are involved. Participants can be generalized into five main categories:

- General public – community residents that are not represented in any of the categories below
- Elected officials – e.g., county board members
- Non-elected officials – e.g., citizen advisory committees and plan commissions
- Local government departments – e.g., county planning and zoning department
- External organizations – e.g., land trusts, state agencies, and universities

Even within these broad categories, different types of incentives motivate different individuals and groups at different levels. Factors such as age, gender, cultural, professional, and socio-economic

Box 1: Examples of Barriers

To the general public, elected & non-elected officials:

1. Timing/length of meetings inconvenient
2. Location/travel is inconvenient; transportation not available
3. Competing professional, recreational, or family interests
4. Don't understand the task assigned
5. Don't have the technical capacity to complete a task
6. Don't understand community or personal impact of participation (or failing to participate)
7. Information not appropriately communicated
8. Public response method inappropriate (too time consuming, complex, redundant, etc.)
9. Don't like controversy
10. Feel alone or unsupported or fear being attacked for their views

To local governments/departments:

1. Short of staff/resources to participate
2. Do not understand why they should be involved
3. Do not understand their roles/responsibilities
4. Unwilling to work together - negative experiences working together in the past
5. Do not want to be responsible for a major task

To external organizations:

1. Short of staff/resources to participate
2. Not clear what their roles/responsibilities would be
3. Do not want to be manipulated
4. Location/travel – too inconvenient
5. Community's planning project may not fit their interest/mission
6. Uncertain how they would benefit from participation

backgrounds need to be considered when determining how receptive an individual will be to a particular incentive.

General Public

The legitimacy and longevity of a community plan depends on support and input from the general public. However, it is common – in both cities and small towns – to see the same faces attending public meetings or volunteering at community events. Oftentimes, a lay citizen will only appear in a public meeting if an issue impacts his or her property, family, or

lifestyle. They may not bother to respond to phone interviews, surveys, or provide written comments if the activities or topics fail to interest them or disrupt their daily routine.

Participation of the general public in community planning is purely voluntary and needed from time to time. Incentives to encourage the general public to contribute some of their time and energy to attending meetings or responding to a community survey, for example, should be applied more frequently.

Social

Status

CLUE worked with several partners in Ashland County to organize a Land, Water, and Habitat Issue Identification Workshop in April 2004 in Odanah, Wisconsin. A variety of social and status incentives were delivered before and after the workshop to provide opportunities for social interactions, to demonstrate how the organizing committee valued the participation of each participant, and to recognize participants for their hard work and time spent. All participants, whether agency/organization staff or local residents, received a formal invitation letter to attend the workshop (status incentive). Those who initially hesitated to attend received a phone invitation from CLUE (status incentive). On the day of the workshop, the first hour was an open house where refreshments were provided and participants could mingle and socialize with one another (social incentive). A journalist from a local newspaper also attended to cover the workshop. An article reporting the success of the workshop was published in the local newspaper (status incentive). The proceedings of the workshop were then published on the project website, with extensive photos published to illustrate quality participation at the event (status incentive).

Purpose-driven and social incentives are typical incentives that can stimulate the public to become involved in community activities. The use of status incentives, as simple as a verbal “thank you,” is a gesture of appreciation that can boost the morale of the general public and sustain their commitment. Though material incentives are not effective in motivating voluntary behavior, they are often needed to overcome immediate barriers such as traveling, parking, or childcare concerns. In Wisconsin, for example, planners have provided free childcare, travel reimbursement, and free parking to secure commitment from the general public (CLUE, March 2004). Providing material incentives such as promotional items (e.g. travel mugs and pins) can also serve as a gesture of appreciation.

Elected Officials

Political support from locally elected officials is essential to secure resources for a planning project; political support also determines whether or not a plan is adopted and implemented. Though elected officials

may not be required to attend planning meetings or related activities, they should be encouraged to participate. It is critical to keep elected officials in the loop and the best way to do so is to involve them directly – invite them to participate in topics that interest them or to serve on a committee. If local leaders are not successfully engaged throughout the planning process – meaning they understand the purpose and content of the plan, and witness firsthand the dedication and hard work of local citizens – communities run the risk that plans will not be adopted or implemented.

Asking elected officials to contribute extra time to participate in planning meetings and discussions on a regular basis is quite a challenge, especially if they also have a full-time job. In order for them to become and remain committed, the purpose must match their interests or fulfill their political agenda.

Elected officials who understand and support planning would naturally be motivated by purpose-driven incentives.



Others may be driven more by the benefits of status or social incentives where publicity and interaction with community residents are helpful for their political career. Material incentives are not necessary. The Wisconsin Town Officers' Handbook details situations in which local officials should not receive material incentives. Any incentives that may be misinterpreted as a personal gain should be avoided. The town board could also set limits on the value of goods or services town officials may receive for public benefit by placing restrictions on the receipt of goods and services or requiring approval from the town board or appropriate official. The town board could also specify dollar limits on items of insubstantial value such as promotional items (e.g. desk calendars, ballpoint pens) (Schneider, 1994). The recommendations suggested in this handbook are also applicable to county, city, and village officials.

Non-Elected Officials

Citizen advisory committees or plan commissions are two typical examples of non-elected officials involved in community planning. These are community volunteers who have agreed to serve their community regularly over a specified period of time. They have explicit tasks and responsibilities, which includes attending meetings on a regular basis, overseeing planning progress, and making policy recommendations.²

Non-elected officials are usually people

with high intrinsic motivation who truly care about their communities and are less calculative about the extra personal time, cost, and energy spent serving their community.

It is the purpose-driven incentives that inspire them to act. But to sustain commitment, their contribution needs to be recognized and appreciated, which could be achieved by applying status, social, and some material incentives. Public recognition in the form of a featured article in the local newspaper or organizing outings and retreats are some ways to appreciate and recognize their dedication to the community. Providing monthly stipends is also a polite gesture to compensate these non-elected officials for the personal time and energy they spend serving the community.³

Material

CLUE provided each local comprehensive planning committee member from Ashland County with a free planning binder, which also included a series of reading materials that were distributed regularly. The binder serves as an organizer for each committee member to file his or her meeting documents. As well, the reading materials provide useful information to enhance their planning knowledge. The planning binder is not only a material incentive, but also a mental reward that stimulates learning.

² For details about the roles and responsibilities of the plan commissioners and ways to sustain their commitment, refer to the Center for Land Use Education Plan Commission Bulletin Recruiting and Retaining Qualified Plan Commissioners, available at <http://www.uwsp.edu/cnr/landcenter/pubs.html>.

³ Any incentives that may be misinterpreted as a personal gain should be avoided. The principles outlined in the Elected Officials section could be applied here.



Local Government Departments

Local government departments play a critical role in community planning, such as providing data and information and other technical support (e.g., GIS mapping and data analysis), and implementing the adopted plan recommendations. Thus, securing commitment from government departments is critical to ensuring that the plan will be developed and implemented effectively.

However, seeking the direct participation of local government staff in community planning may translate into more work or controversies they would prefer to avoid. Incentives are needed to encourage them to move ahead, compensate them for increased responsibilities, improve work performance,

and recognize their fine work.

Purpose-driven incentives, such as the opportunity to fulfill the department's mission, are needed to rationalize why the department(s) should invest their time and resources in the planning project. Social, status, and material incentives are also useful in covering the cost of participation and enhancing the motivation and productivity of local staff. For example, providing a subsidy to staff for professional development, generating positive press coverage, and celebrating milestones, are some common methods to improve local government involvement (CLUE, March 2004).

External Organizations

A planning project involves a multitude of tasks that commonly require extensive interaction with state and federal agencies, university research or service centers, planning consultants, and local organizations. There are data that needs to be acquired from state and federal agencies and specific technical skills the planning team lacks that may be available from academic institutions or a consultant. Furthermore, many communities have local groups and organizations that address specific issues, such as the League of Women Voters, an economic development corporation, or a local ATV association. It is critical that planners involve these groups and organizations throughout the planning process, since they are highly aware of the issues in the region and can provide constructive recommendations. They are also prospective partners for plan implementation.

Purpose-Driven

Waupaca County, Wisconsin initiated their comprehensive planning project in 2004. Several of their key county staff from the economic development corporation, highway department, and land and water conservation department volunteered to participate in this project. They helped with facilitating meetings, maintaining the comprehensive planning website, and writing parts of the comprehensive plan. Why are they willing to get involved when they already have many other responsibilities on hand? What motivates them to do so? It is the purpose-driven incentives that motivate them. They each understand the value of comprehensive planning to the communities and their departments. They also believed that their involvement would facilitate better intergovernmental and interdepartmental cooperation.



The involvement of these organizations often equates with contributions of staff time or financial resources – resources which may already be in short supply. Without obvious direct or indirect benefits to participation, it may be a challenge to secure the long-term commitment of these groups.

Purpose-driven incentives are the most effective incentives in gaining the participation of external organizations (specifically those that are not profit-oriented). For example, the opportunity for these organizations to fulfill their mission or objectives will motivate them to become involved. However, to enhance involvement and assure commitment from external organizations, a mix of material and status incentives also need to be offered, such

as providing external organizations with local data that is useful for their research; offering internship positions or learning opportunities for their staff and students; or providing positive press coverage that highlights the organizations’ involvement in the planning project (CLUE, 2004).

Purpose-Driven

CLUE, as well as other extension centers, provides outreach assistance to Wisconsin communities whenever possible. The opportunity for us to assist communities on applied projects is a powerful incentive to motivate us to work with communities, even if it requires long driving hours and working during evenings or weekends.

Table 2: Effectiveness of purpose-driven, social, status, and material incentives for different groups of community members

Community members	Incentives – Level of Effectiveness			
	Purpose-driven	Social	Status	Material
General public	★★★	★★★	★★	★
Non-elected officials	★★★	★★★	★★★	(Avoid)
Elected officials	★★★	★★	★★★	(Avoid)
Local government departments	★★★	★★★	★★	★★★
External organizations	★★★	★	★★	★★
★	Low			
★★	Moderate			
★★★	High			

** This table is derived based on author’s research and observations.

Designing an Incentive Program

Once the four types of incentives are clarified, and the purpose and application of incentives are understood, the next step is to design an incentive program, which should take place before the start of a project. Below is a quick five-step process to identify and select appropriate incentives for a community planning project.

STEP 1: Include an incentive budget when planning for your project budget

Every dollar counts in a planning project that has a limited budget. It is wise to set aside in advance a sum of money for your incentive program. An easy way to accomplish this is through the public participation budget. This may be a very small portion of your overall budget; but it can make a significant difference if you were able to provide refreshments during meetings, celebrate milestones, and award committed staff and volunteers. For example, the Waupaca County Comprehensive Planning Project set aside funds for providing refreshments during Citizen Planning Committee meetings.

STEP 2: Identify and consult recipients

Identifying the potential recipients before selecting incentives will ensure appropriate incentives are applied. Recipients in a planning project include the general public, elected officials, non-elected officials, local government departments, and external organizations. List the players that would be involved and what their participation areas would be. The bulletin, *Crafting an*

*Effective Plan for Public Participation*⁴ includes a stakeholder analysis worksheet that can be used to achieve this task.

Once recipients are identified, consult a few individuals from each recipient group to understand specific incentives that may be valuable to them. This is a way to ensure that appropriate incentives are selected, applied, and received.

STEP 3: Select a variety of incentives

Different incentives work for different groups and different individuals within those groups. For example, some material incentives can be effectively used for local government staff but not for staff from external organizations. Among government staff, material incentives are likely to be more attractive to support staff than professional staff (Dollman, 1996). Thus, a mix of purpose-driven, social, status, and material incentives should be considered for your incentive recipients. Refer to Appendix A for a list of incentive ideas.

STEP 4: Identify incentive providers

Finding willing sponsors to support your incentive program can help to relieve some of your concerns (such as lack of financial resources to provide the incentives or absence of good writers to prepare press releases, letters of acknowledgement, etc). Once you have identified the incentives you plan to use, make a list of potential sponsors of those incentives. For example, if you plan to host an annual appreciation dinner,

⁴ Available at <http://www.uwsp.edu/cnr/landcenter/pubs.html>

ask yourself if there are restaurant owners who may be willing to offer their venue at a discount rate (or for free)! Or are there local journalists who may be willing to help publicize your planning milestones and interview significant contributors? Getting willing sponsors is also a way of gaining community support and commitment.

Incorporate Incentives into Public Participation Programs

Incentives are employed to enhance public participation. Check out the bulletin, *Crafting an Effective Plan for Public Participation*, to integrate your incentive programs with your public participation plan (Available at <http://www.uwsp.edu/cnr/landcenter/Publications/PublicParticipation.pdf>).

STEP 5: Implement the incentive program

Once an incentive program is established, it should be carried out, monitored, and evaluated regularly. Be consistent with what you provide and to whom you provide incentives so that your incentive program is fair and goes to well-deserved recipients. Below are some tips to keep in mind (Stolovitch and others, 2002; Community Toolbox, n.d.):

- Apply incentives when there is a motivation gap or where current performance is inadequate but achievable goals exist.
- Apply incentives at clearly defined milestones.
- Apply incentives close to the time of completing tasks or other achievements. Delays would minimize the effect of an incentive and likely erode participants'

motivation.

- Providing unexpected incentives can sometimes be refreshing!
- Give what you promised.

Conclusion

Successful long-term community engagement in planning and implementation can be achieved by using a mixture of purpose-driven, social, status, and material incentives to encourage community members to become and stay involved. By creatively designing and applying incentives, community leaders and planners can effectively motivate and secure commitment from their community members. However, imprudent use of incentives can lead to unnecessary financial cost, unfairness, and unanticipated punishment (rather than reward). Thus, having a clear understanding of the types of incentives that one can provide and the types of community members that will receive the incentives, and strategically preparing an incentive program, will help to prevent these mistakes and encourage local involvement that can be sustained over the long run.

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Appendix A: Incentive List

	Purpose-driven	Social	Status	Material	Incentives	General Public	Elected officials	Non-elected officials	Local government departments	External organizations
					<p>Incentives</p> <p>✓ = appropriate to use ✗ = avoid use/not applicable</p>	✓	✓	✓	✓	✓
					Fulfilling social responsibility as a community member/citizen	✓	✓	✓	✓	✓
					Each community member has a role to play in local community planning	✓	✓	✓	✓	✓
					Community planning guides the community for a better future	✓	✓	✓	✓	✓
					Learning opportunity/professional development	✓	✓	✓	✓	✓
					Opportunity to expand network	✓	✓	✓	✓	✓
					Opportunity to fulfill institutional mission or interest	✗	✗	✗	✓	✓
					Opportunity for implementing additional projects	✗	✗	✗	✓	✓
					Opportunity for intergovernmental cooperation	✗	✓	✗	✓	✓
					Banquets, pot lucks and picnics	✓	✓	✓	✓	✓
					Outings/retreats	✓	✓	✓	✓	✓
					Social events — e.g. planned celebrations or casual get together after a planning meeting	✓	✓	✓	✓	✓
					Praise, in person, both verbally and nonverbally (for example, a thumbs up at the end of a presentation)	✓	✓	✓	✓	✓
					Praise, in the form of a letter (or an e-mail) congratulating someone on their outstanding work	✓	✓	✓	✓	✓
					Honors — such as naming someone <i>Outstanding Citizen Planner/Best Public Service/The Most Committed Organization</i> of the year	✓	✓	✓	✓	✓

Purpose-driven	Social	Status	Material	Incentives	General Public	Elected officials	Non-elected officials	Local government departments	External organizations
				<p>Incentives</p> <p>✓ = appropriate to use ✗ = avoid use/not applicable</p>	✓	✓	✓	✓	✓
				Awards — plaques and certificates	✓	✓	✓	✓	✓
				Public recognition — in the form of a feature article about the person and their work in the community planning newsletter or in the local press	✓	✓	✓	✓	✓
				Tuition, training, or other educational reimbursements	✗	✗	✓	✓	✗
				Stipends	✗	✓	✓	✗	✗
				Travel reimbursement	✗	✗	✓	✓	✗
				Free parking	✓	✓	✓	✓	✓
				Free child care during meetings	✓	✓	✓	✓	✓
				Refreshments and snacks during meetings	✓	✓	✓	✓	✓
				Discount coupons from local businesses	✓	✗	✗	✗	✓
				Pins, clothing, mugs, and other promotional items with the community or project name/logo	✓	✗	✗	✓	✓
				Bonus pay (for performance, attendance, or overtime)	✗	✗	✗	✓	✗
				Per diem	✗	✓	✓	✗	✗
				Vacation days in exchange for working late hours	✗	✗	✗	✓	✗
				Release time for various functions, including service work	✗	✗	✗	✓	✗
				Access to free local data for research/projects	✗	✗	✗	✗	✓



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