

Participatory Budgeting in Canadian Municipalities

Building Community and Government Capacity for Deliberative Local Governance

1. SUMMARY: OVERVIEW AND PURPOSE

Participatory budgeting (PB) -- the direct participation of community groups and individual citizens in the process of setting local government budgets – is practised locally in 250 municipalities around the world. While these international experiences have increasingly attracted the attention of community leaders concerned with enhancing local democracy in Canada, very little research has been conducted on the roles PB can potentially play in our country, or on the nature of PB processes that fit with Canada's legal, political, and cultural contexts.

This CURA seeks to understand if, when, why, and how PB can become a meaningful vehicle for more deliberative forms of local governance in Canada. It promises to contribute to the advancement of knowledge on innovative possibilities for enhancing local governance and budgeting in Canada, to enrich university curricula in participatory governance and planning practice, to build community capacity for public policy engagement, to enhance government capacity for mobilising public participation and promotion of citizenship, and to create local alliances and national networks that can provide ongoing support for democratisation of local governance. This CURA will use its funding as leverage to access other human and material resources to achieve these goals.

The central question addressed by this CURA is: **Can PB processes become vehicles for promoting greater citizen participation, transparency, and deliberative governance in Canadian municipalities, and if so, in what forms and under what conditions?** The objectives of this CURA are three-fold: (1) To document and analyze PB initiatives in Canadian and other cities in Latin America, Asia, and Europe, identifying the lessons they hold for Canada. (2) To analyze Canadian municipal budgetary processes, their evolution, outcomes and attempts to incorporate public participation, including the ways budgets and budget processes impact gender, poverty, the environment, class and ethnic relations. (3) To investigate, through action research, PB's potential for advancing civic engagement and effective deliberative governance in Canadian municipalities.

To address the objectives, this CURA has been organized into three Research Streams:

1) Comparative analyses of Canadian and international participatory budgeting experiences, 2) Analyses of local budgetary processes and public participation mechanisms in B.C. and southern Ontario, and 3) Design and testing locally appropriate participatory budgeting processes. Streams 1 and 2 comprise the background research; Stream 3, the action research. Stream 3 will design and implement locally appropriate PB processes in three pilot projects, one in each of the City of Vancouver, City of North Vancouver, Municipality of Bowen Island). Stream 3 will also expand two ongoing PB experiences, one in the Toronto Community Housing Corporation and another at the City of Guelph. In addition, CURA team members will research a number of cross-cutting themes based on their areas of specialization. These include: budgets and the environment; popular education for civic literacy and engagement; gender, class, race, age and other axes of social difference; the use of new information and communication technologies for deliberative and participatory governance; and the implications of PB for community development theory and practice.

2. DETAILED DESCRIPTION

Background:

Canada's crisis in civic engagement is often evidenced by low voter turnout rates, typically at 30-40% in municipal elections. Electoral turnouts have also been falling steadily in federal elections, from 75% in 1984 to a low of 60.5% in the 2004 federal elections [29], despite increased party competition and diversity of issues under discussion. Canadian voting rates are projected to continue to decline, especially among the youth, thus requiring more than small-scale, short-term reform measures [52]. Worse, trust in federal government and political leaders have reached alarmingly low levels [71], as Canadians express concern over a lack of political accountability. This problem of "democratic deficit" is often exacerbated by ritualistic display of public participation in the form of consultations and legislative committees. This "democratic deficit" is even more acute in Canadian cities, which face significant pressures and changes that weaken the social infrastructure of municipalities. These pressures and changes need to be addressed to foster social inclusion based on the human and civic asset investments for economic prosperity and well-being [21]. Writing for the Canadian Policy Research Networks, Phillips and Orsini [53] argue that effective civic engagement promotes direct citizen participation of individuals in policy processes by encouraging active and democratic associational networks that link citizens to policy processes. The direct involvement of citizens in governmental budgeting can therefore provide a potential solution to our crisis in democratic politics and civic engagement. Political analysts have referred to government budgets as "policy without the rhetoric," which reflect a society's political culture, its dominant governance practices, and the state's relationship with its citizens. They are essential policy and planning tools for implementing governments' key policy priorities, and can potentially be a vehicle for improving public accountability, and promoting responsible and active citizenship.

Participatory budgeting (PB) is successfully practised in 250 cities and municipalities around the world [13], including 130 Brazilian cities that adopted various versions between 1997-2000 [20]. PB has been demonstrated to have positive benefits in the provision of public goods and services, and the quality of governance and public participation. It provides a vehicle for citizen education, brings improvements in vital infrastructure and services to poor communities, and fosters open-ended civic discourse among the urban poor [10, 11, 12, 45]. Scholarly works see PB as an example of "empowered deliberative democracy" [32], initiated as "part of a deliberative struggle for a new, citizen-centred, social and political society based on the emergence of an increasingly inter-connected and globalised world" [13]. Perhaps the best known PB example is Porto Alegre in Brazil, where significant neighbourhood and social movement activity have taken place since the post-war period, including proposals in the 1970s for participatory reforms to local governance [2, 3, 4, 10, 12, 58]. While the motivation for PB in the South has initially been to minimise corruption and bring much-needed services to poor communities, the motivation behind PB in North American and European municipalities is the revitalisation of civic engagement and public interest in local governance. Given PB's wide range of applicability to governments, corporations, universities, NGOs and funding agencies, research on PB has moved outside academia into NGOs such as the International Institute for Environment and Development [54], and multilateral agencies such as the UNESCO [66], UN Habitat [64,65] and the World Bank [70].

The overall purpose of this CURA is to determine the possibilities and conditions, if any, under which PB can work in Canada to revitalise local democracy and to help address community problems. As there is a rapidly growing interest in PB processes, and increased political importance of cities to Canada's federal framework [15, 30, 44], the timing is opportune for deepening the theory and practice of local deliberative democracy through a CURA-structured project that is locally-based yet informed by international experiences and grounded in theory.

Thus, **the first goal is to analyse Canadian and international PB experiences, and to identify the practices that could be adapted to various local Canadian contexts.**

Linked to the CURA's overall purpose and first goal is the need to understand the current strengths, weaknesses, opportunities and limitations presented by the budget processes and public participation mechanisms in the five research sites. Hence, **the second goal is to undertake an in-depth analysis of the budgetary processes implemented by government partners, assess the evolution of those processes, document attempts to incorporate various forms of public participation over time, and evaluate their social and policy outcomes and impacts.**

Finally, in light of its Participatory Action Research (PAR) principles [see 29], this CURA would not be complete without undertaking actual, in-situ, modelling and implementation of an appropriate PB designs for specific localities, neighbourhoods or combination of geographic and sectoral interests within the jurisdiction of our five government partners. Hence, **the third goal of this CURA is to design and test locally appropriate PB exercises in the municipal and agency sites, and to evaluate their effectiveness in terms of generating public participation, creating satisfactory budget outcomes, transforming the nature of state and civil society relations, understanding the limits and possibilities of sharing power, and enhancing deliberative local governance.**

The theoretical implications of PB as civic engagement are complex. PB relates to theories on state, elites, and civil society relations; the nature, forms and trajectory of democracies around the world; comparisons with older traditions of participatory planning; and the role of the “underclass” and “subalterns” – and their identities, interests and influences on budget processes. This CURA is not only interested in forms of deliberative democracy but also in how best to attain a socially just democracy with respect to distribution of resources [55]. This CURA will also test PB processes that address not only distribution issues (inter-sectoral, inter-neighbourhood, class-based, gender-sensitive); matters of scale (small vs large cities); scope (territorial vs non-territorial budgeting); and function (single-function vs multi-function budgets). It will address short-run feasibility issues, as well as long-term sustainability issues in their global and local dimensions, given its interest in eco-budgeting and the environmental impacts of budgets.

This CURA has practical and policy significance, and in the course of its activities will:

- Create a broad PB network across Canada, linked with international networks, of government leaders and civil servants, researchers, advocates and NGOs that will share knowledge and resources;
- Enhance students' education and work experience through creative opportunities for mutual learning among community organisations, political and business leaders, academics, and students;
- Enrich existing university curricula, research and pedagogy in participatory governance, local/global citizenship, and planning practice;
- Build community organisational and government capacity for public policy engagement, including government capacity for designing and structuring processes of public participation.
- Increase public awareness of budget processes and issues and promote public participation in deliberative local governance.

Project Activities and Methodology:

Our project combines research with local (community and government) capacity-building and popular education. It follows action research principles, employing innovative research tools such as computer-assisted participatory budget analysis in pro-forma modelling exercises, and actual pilot projects. The CURA will collaboratively analyse the pros and cons of the various forms that PB could take in Canada, inform the

policy community of our conclusions, and incorporate the knowledge gained into university teaching and student training programs. By the end of the project, we will have a rich database on PB, new teaching materials and pedagogical approaches to formal and popular education, and a network of engaged scholars, city officials and civil servants, NGOs and community organisations committed to carrying forward action research on deliberative democracy.

Our CURA team of academics, graduate students, government staff, and NGO researchers will carry out three interlocking Research Streams. In addition, this CURA will examine a number of inter-related cross-cutting themes such as (1) popular education, civic engagement and literacy for deliberative local governance; (2) gender, ethnicity, class, and other social difference in budget processes and outcomes; (3) using new information and community technologies for deliberative local governance; (4) budgets, eco-budgets and environments; and (5) implications of PB on municipal management and community development theory and practice.

Stream 1

Compare Canadian and International PB Experiences:

A number of comparative studies focus on the local social, historical and political contextual factors or influences (e.g. decentralisation, election of progressive political parties, etc.) that have led to PB in Brazil [10, 67, 69] and European cities in England, Spain, France, Belgium, Italy, Portugal, and Germany [13,19]. These and several studies also examine the factors constraining PB success; the different models and approaches to PB, especially in terms of civic engagement; topics for future PB debates and research, as well as the lessons other cities learned from these experiences [19, 48, 68]. Comparative temporal studies like Baiocchi [11] and Wampler [67] in Brazil shows the importance of organised civil society networks, the broadening of potential actors in civic engagement, and the role of mayors, citizens, and state-sponsored participatory institutions in creating public spheres in otherwise disorganised and difficult places.

Class, gender, race, age and other social identity issues surface in discussions of budget issues. It is commonly observed that low-income women and men, aboriginal groups, and ethnic minorities are often under-represented in budgetary deliberations, even when participatory processes are put in place [36]. From social movements' involvement in alternative budgets came initiatives in developing women's budgets and gender budgets that started in South Africa and moved to various countries. Women's budgets and gender budgets have found their way into the federal Status of Women Canada's Gender-Based Analysis Guide for Policy-makers [62]. There is also a developed literature linking budgets, social identities, and public participation, such as those providing gender-sensitive budgetary analyses [17, 18, 40].

The power of new information and communication technologies (ICTs) in involving wide sectors of the population in governance, or e-governance, has the potential for human empowerment and enhancing their standard of living [35, 37]. Yet, it also creates new tensions in terms of access, power inequalities, and cultural appropriateness. The initial question of universal access has given way to exploring how people can fully participate in the new information and communication society by providing the necessary preconditions and fundamental changes in political, social and economic processes [38]. Hence, this CURA will explore the "high civic educational potential" of public discourses on budgets as avenues for "lifelong civic learning", and "social action learning" to nurture democratic processes and spaces [59, 60, 61].

In developing this proposal, we have learned of two outstanding Canadian MA theses on PB [46, 49] as well as two largely undocumented Canadian PB experiences. One is at the Toronto Community Housing

Corporation (TCHC), and another in the City of Guelph. Thus, our CURA team will inventory and compare local and international PB experiences to evaluate the lessons that may be adapted to various Canadian contexts.

Stream 1 Objectives:

- (1) To synthesise and analyse existing local and international knowledge on why, how and when PB processes were established, their enabling and constraining factors and influences in institutionalisation,
- (2) To identify characteristics of PB models relevant to local government budgeting in Canada, and examine the types and degrees of public consultation or participation in budgetary decision-making,
- (3) To examine how place-based identities based on class, gender, race, ethnicity and other axes of social difference shape or influence participation in deliberative governance processes and PB practices.

Stream 1 Research Questions: ⚡ What key factors and conditions shape the outcomes of successful (or unsuccessful) PB experiences? ⚡ What forms of political leaderships, class alliances, state-civil society partnerships, and civil society networks support PB? ⚡ How does decentralisation influence the implementation of PB? ⚡ What is the role of the legislature, political parties, labour groups, and the bureaucracy in institutionalising PB? ⚡ What are the impacts of introducing PB on communities and local governments, particularly on bureaucratic culture and practice? ⚡ What are the barriers and incentives to introducing PB in Canada? Specifically, what are the barriers to accepting PB for the general public, and for those in government and planning agencies? ⚡ How do budget allocations reflect class, gender, ethnic, and age differences? How do so-called “disadvantaged and marginalised” communities of First Nations’ peoples, visible minorities and low-income groups relate to budgetary processes and outcomes? ⚡ How does class, gender, ethnicity, (dis)ability, age, sexual orientation affect people’s participation in budget processes? ⚡ How can PB practice be strengthened using gender, class, race and anti-poverty analyses?

Stream 1 Methods:

- (1) Review of literature and documents from library, on-line journals and the Internet.
- (2) Synthesise current literature and develop analytical frameworks to understand various international PB models.
- (3) Document PB experiences in Guelph and TCHC by interviewing key informants from the various agencies and organisations involved in initiating and implementing PB.
- (4) Conduct face-to-face or telephone interviews with key informants from government and non-government bodies that have implemented PB abroad to fill information gaps in the literature.

Stream 2

Analyse Local Budgetary Processes and Public Participation Mechanisms:

This CURA will do a comparative analysis of the budgetary processes and mechanisms for public participation in our five municipal sites in British Columbia and Southern Ontario. Existing literature suggests that the challenges of metropolitan governance, urban restructuring and political decentralisation, partly driven by regionalism and globalization [41, 42, 56, 57], have provided opportunities, as well as constraints in the democratisation of city governance, including budgeting processes [8]. Citizen inputs in budget processes are encouraged to reduce distrust in government and to educate the public about government functions. Thus, we need to understand not only the variety of citizen participation mechanisms employed by cities, but also the strengths and weaknesses of their preferred methods of public participation [28].

The level of citizen participation in areas such as resource and environmental management is one potential area that could also benefit from PB process. Ecological budgeting has been developed to

imitate financial budgeting processes in order to transfer to our natural resources the ideas, tools and methods used to manage and plan financial resources. Eco-budgeting in several European local governments has enabled municipal staff to understand better the use of their natural resources and their total environmental spending in the budget year, to set achievable targets for environmental quality, and to plan for the future (www.ecobudget.com). The CURA team will do a longitudinal analysis of the Vancouver Parks Board budgeting processes and outcomes in relation to a spatial distribution analysis of green spaces to examine how budgets are allocated in “green-surplus” as opposed to “green-deficient” neighbourhoods. It will also review the ecological budgeting experience at the local government levels in key Canadian cities, and determine the opportunities and barriers for participatory ecological budgeting and how it may be linked to PB.

Stream 2 Objectives:

- (1) To analyze current budget trends and processes, and public involvement in budget processes;
- (2) To understand how various government structures and practices, as well as how various civic roles and relationships foster or inhibit PB;
- (3) To understand the relationship of budgetary processes and outcomes to the cross-cutting themes listed in the Project Activities and Methodology.

Stream 2 Research Questions: ⚡ Who are the key players in budgeting? ⚡ Where are budgets made and what bodies have decision-making powers concerning budgets? ⚡ Who controls and enforces the implementation of the budget decisions? ⚡ How are budget priorities set in these sites, and what are the outcomes of budget allocation decisions? ⚡ What are the mechanisms used for public participation, and what are the strengths and weaknesses of these mechanisms? ⚡ What are the past and current municipal instruments of evaluation and monitoring of budgets? ⚡ How much relative control and autonomy do elective officials, career staff and other external agencies have over municipal budgets, and in creating new mechanisms for public participation? ⚡ What forms of ICTs do governments use to communicate within their departments and the general public about budgets, and what is their impact on state-civil society relations? ⚡ What are the roles of women, youth, seniors, labour groups, neighbourhood associations, NGOs, universities, international organisations, and external partners, if any, in the budget processes? ⚡ How are local government capabilities and civic capacities in budget planning, implementation and in organising public participation developed or enhanced? ⚡ In what ways does the introduction of PB alter the relationship between elected municipal officials and city staff to neighbourhood groups? ⚡ What are the implications of these relational changes on community development and social inclusion? ⚡ What is the experience of eco-budgeting in Canadian cities and other international jurisdictions? ⚡ What kinds of budgetary analyses and PB processes address issues of environmental sustainability and environmental justice?

Stream 2 Methods:

- (1) Conduct budgetary and policy analysis through document review and in-depth interviews with local government officials, staffs, and other key informants;
- (2) Conduct analyses of existing legislative frameworks for budgeting in these municipalities to determine the current constraints and possibilities posed by legislation;
- (3) Conduct interviews with key informants in city councils and in community and business organisations that have a history of interest in local government budgeting, to determine both the extent of public influence and the areas of discretionary budgeting that hold the greatest potential for each site;
- (5) Create collaborative government-community-academic research teams to review the design and analyse the results of citizens’ forums, public meetings, and focus group discussions, using various documents, such as review of minutes of the meetings, staff reports and video tapes of such events.

Stream 3

Design and Test Locally Appropriate PB Processes

Based on Streams 1 and 2 findings, the CURA will collaborate with the councils and staff of the City of Vancouver, City of North Vancouver, and Municipality of Bowen Island (municipalities of varying population sizes) to design and test pilot projects of locally appropriate, neighbourhood-based PB models. A PB pilot project in Lower Lonsdale neighbourhood in the City of North Vancouver will determine the most appropriate means of addressing the local community's unmet needs and strengthening its ability to respond to the social tensions accompanying changes in its community profile. The City has established the Lower Lonsdale Legacy Fund, an endowment fund from the sales of city sites, and will use the accrued interest directed to grants for services and grants in the area. Similar opportunities for PB pilot project development will be created in the Bowen Island Municipality of 3,000 residents, and in an ethnically diverse neighbourhood in the City of Vancouver, to be approved by the City Council. The CURA will also design and implement PB processes to expand the ongoing PB models in the Toronto Community Housing Corporation (TCHC) and the City of Guelph. At the TCHC, thousands of tenants since 2000 have been regularly deliberating on capital budget allocation and this CURA will assist in expanding their PB process to their operating budget. In the City of Guelph, PB was started three years ago by Neighbourhood Support Coalition, composed of local organisations, schools and churches, with support from the City, regional government, and agencies such as United Way. This CURA will expand the NSC's ongoing PB process to other neighbourhoods, and perhaps engaging other City Departments. The above pilot and expansion projects hold great promise in designing PB process through several iterative budget cycles in the course of this CURA.

Stream 3 Objectives:

- (1) To design, implement, evaluate, and redesign the pilot and expansion projects;
- (2) To understand the impact of PB on citizen participation, deliberative governance and other factors it may influence;
- (3) To analyse the appropriate application and mix of new ICTs for PB and other forms of deliberative local governance;
- (4) To understand the relationship of PB experience to the cross-cutting themes listed in the Project Activities and Methodology.

Stream 3 Research Questions: ⚡ What kinds of PB processes are politically and logistically feasible in different localities with various kinds of government structures and participation cultures? ⚡ What are the specific opportunities and constraints facing various kinds of localities? ⚡ How does participation in PB lead to increased levels of participation in other aspects of public life, or increase the breadth and depth of local democracy, and increase civic literacy? ⚡ What amount and what kind of participation result in the largest increase in civic literacy? ⚡ Who participates in PB, and why? ⚡ What is the trajectory of PB participation over time (short or long term; increasing or decreasing)? ⚡ Does PB increase trust in local government, and if so, how? ⚡ How does it improve working relationships between citizens and civic officials? ⚡ What is the impact of PB on grassroots groups of aboriginal peoples, seniors, women, youth and neighbourhood associations? ⚡ How can the use of new ICTs be used for more deliberative and empowering forms of local governance in partner agencies and municipalities of varying size and demographics? ⚡ What specific computer-aided or ICT tools can be used for promoting PB, while taking into consideration local geographic and cultural contexts?

Stream 3 Methods:

Implementation of Pilot Projects and expansion projects

- (1) Form community-government-academic teams to draw out the implications of the findings from Streams 1 and 2 for designing specific PB pilot projects;
- (2) Collect baseline information on level of civic literacy on local budgets, participation rates and socio-economic profile of participants in budgetary processes, levels of trust in government, officials views of PB's potential, among others, in the project sites and compare these data with parallel information gathered at the end of each PB cycle;
- (3) Collaboratively design pilot projects and expansion projects appropriate to each locality and its government or agency;
- (4) Implement the pilot projects and expansion projects, and assess the results following sound participatory evaluation methods [26, 44], including maintenance of journals by participants, and discussion of results, and the factors contributing to them, through focus groups;
- (5) Report tentative assessment findings to the respective political councils and participants in the pilot projects, and invite their interpretation of tentative findings.
- (6) Collaboratively redesign pilot projects and expansion projects with government council and staff based on results of previous iteration.

Analysis of Action Research

- (1) Participant observation, content and discourse analysis of all CURA Workshops and meetings;
- (2) Exit interviews with Open House and workshop participants;
- (3) Interviews with key informants from the community sites, organisations and government partners;
- (4) Focus group discussions with cross-sectoral representatives from the community;
- (5) Application of Gender Analytical Lens in budget analysis and new participatory governance tools such as Community Auditing and Resource Mapping, and Participatory Ecological Budgeting.

CURA Outcomes and Activities:

The foundations of this CURA are its action research and knowledge mobilization and dissemination components based on popular education strategies and the best practices of advocacy groups in Canada and abroad. The plan for the CURA activities, and their corresponding deliverables and outputs for dissemination reflects the iterative planning-action-reflection processes and feedback linkages common to action research type of projects.

In each of the five years of the project, we will: hold an Annual Meeting in Vancouver to finalise work plans, assess past activities, monitor our progress and outcomes using appropriate performance indicators, and make strategic decisions and project adjustments; conduct regular meetings and prepare reports in each Research Stream; recruit and supervise students in various teams and internships, and in their thesis or report writing; collect and update materials for the CURA PB website, and monitor its on-line usage; hold regular Budget Literacy and other workshops to develop popular education materials; supervise students working on MA and PhD thesis on PB and communicate our project results to policy-makers (see next Section).

We will establish periodic benchmarks to ensure that we are addressing our research objectives and at the Annual Meetings; we will review our performance against those benchmarks, and make any necessary adjustments.

Year One—2005

We will produce an Organisational Policy Document; create a Memorandum of Agreement with partner organisations; hold “Think Budget Day” and Workshop on “How the Budget Process Works and How You May Get Involved” in Vancouver, Toronto and Guelph to launch the CURA and PB website at SCARP Cosmopolis Lab; and initiate research for Streams 1 and 2. Our minimum deliverables are:

- Drafts of “A Primer on PB” and one “Handbook on Citizen Involvement in PB”
- Interactive CURA website for public access
- Restricted website for internal communication amongst CURA team members

Year Two—2006

We will conduct Workshops on “Comparative International PB Experience” and “Models and Initiatives on PB in Canada” in select neighbourhoods in Guelph, Toronto and Vancouver; hold an International Symposium on “PB in the Americas” at the University of Toronto; co-sponsor a Popular Educators’ Workshop in B.C. with the University of Victoria; and begin to design the three PB pilot projects in B.C., and two expansion projects in Southern Ontario. Our minimum deliverables are:

- Proceedings of the International Symposium on “PB in the Americas”
- Preliminary research report: “Comparative International PB in Asia, Europe and the Americas: Lessons for Canada”
- Research report on “PB at the Toronto Housing Corporation”
- Research report on “PB at the City of Guelph”
- One CD-ROM on PB
- Final versions of A Primer on PB and Handbook on Citizen Involvement in PB

Year Three—2007

We will conduct local workshops in preparation for the pilot project implementation; implement, monitor and evaluate the first phase of PB pilot projects; co-sponsor a SFU City Program Public Lecture on “Participatory Budgeting Internationally”; and present at the Federation of Canadian Municipalities (FCM) Meeting. Our minimum deliverables are:

- Design of pilot projects in Greater Vancouver sites
- Design of expanded projects at TCHC and Guelph
- Research report on “Participatory Ecobudgeting” by SFU-CSCD
- Research report on “Budgets and the Greening of Vancouver” by SPEC

Year Four—2008

We will implement, monitor and evaluate the second phase of three pilot and two on-going PB projects; create CURA PB Panel Presentation at two Association Meetings at the 2008 Congress of the Social Science and Humanities at UBC. Our minimum deliverables are:

- Re-design of pilot projects in Greater Vancouver sites based on past year’s results
- Re-design of expansion projects at TCHC and Guelph based on past year’s results
- Manuscripts for five journal articles, CPRN Report, and CCPA Policy Papers Series on PB

Year Five—2009

We will implement, monitor and evaluate the last phase of PB pilot projects; hold a Community Arts Festival on Budgets and Democracy in Victoria; co-sponsor a second Public Lecture at SFU City Program on “Can PB Work in Canada?” and present at the annual FCM Meeting. The following diagram gives a summary of chronology and relationship of these activities. Our minimum deliverables are:

- Design of Pilot Projects in Greater Vancouver sites based on past year’s results
- Design of Expanded PB Process at TCHC and Guelph based on past year’s results
- Special issues on PB of *Plan Canada* and *Canadian Journal of Urban Research*.

3. COMMUNICATION OF RESULTS:

Knowledge dissemination and mobilisation of this CURA have already been taking place since its LOI stage. Knowledge mobilisation is built into the project, as the research activities involve government staff and officials, from design to implementation and evaluation. Our communication plans for three sets of stakeholders are as follows:

Academic, Government, and Community Partner Organisations: Soon after hearing our successful application, we will organise a “Think Budget Day” Open House in strategically located neighbourhood centres in Toronto, Guelph and Greater Vancouver to launch the CURA. We will hold Budget Literacy Workshops on three themes: (1) How the Budget Process Works and How You May Get Involved, (2) Comparative International PB Experience, (3) Models and Initiatives on PB in Canada. These workshops will be organically linked to the production of popular education materials and academic research reports and publications. U of T and UBC will co-organise in the first year of the project an International Symposium on “Participatory Budgeting in the Americas.” We will organise two panel presentations at the 2008 Association Meetings of the Congress of Social Science & Humanities to be held at UBC, and two evening Public Lectures at the SFU City Program. These activities will provide thesis-writing and publication opportunities, and initiate the development of a National Network for PB Research and Practice. We will disseminate new knowledge on PB learned through this CURA by writing five articles for the: *Journal of Planning Education and Research*, *Planning Theory and Practice*, *Women’s Studies International Forum*, *Journal of Planning Literature*, and *International Journal of Community Development*). In addition, we will propose to edit a special issue on PB in *Plan Canada* and *Canadian Journal of Urban Research*.

Policy-Makers and Practitioners: Key political leaders and policy-makers at the national, provincial and local levels will be invited to the local workshops and International and National Conferences. We will disseminate copies of our CD-ROM, policy briefs and popular education materials to the policy community (including the Finance Departments of all levels of government), the Federation of Canadian Municipalities, the Union of BC Municipalities, and Ontario Association of Municipalities. For wider dissemination, we will develop presentations on “PB and Deliberative Local Governance in Canadian Cities” for the 2006 World Urban Forum in Vancouver and we will present every year for five consecutive years at the Whistler North American Summit on Civic Engagement. We will publish jointly with the CCPA a series of policy papers on PB and governance in Canada (circ. 20,000). With Friends of BC Women and Children, we will co-publish two newsletter special issues on PB (circ. 3,000), and with the CPRN Public Involvement Network, a synopsis of the findings in the pilot projects in Greater Vancouver and the expansion of PB at TCHC and City of Guelph (circ. 100,000).

General Public: The academic and community partners will jointly develop popular education materials for distribution to community groups and local governments. We will explore the possibility of holding a series of Forum Theatre presentations led by Headlines Theatre, as a way of engaging local residents in the B.C. pilot projects. Canadians will learn more about budget processes, PB, and our CURA project through news releases and feature articles offered to the *Globe and Mail*, *Vancouver Sun*, *Toronto Sun*, *Vancouver Courier*, *Georgia Straight*, *BC Business*, *Business in Vancouver*, *Youthink*, and other newspapers. We will contact journalists and issue media releases at key project stages, and actively publicise our project –its website, CD-ROM, training manuals, conferences, workshops and academic articles – in listserves and e-groups dealing with policy issues, such as the CPRN. Lastly, we will create an information and training “hub” at the SCARP Cosmopolis Lab and computer access at four municipal offices and four community centres open to the general public in B.C., Toronto, and Guelph. This CURA has already begun to build an on-line database of national and international contacts, research papers, and best practices in PB (see www.chs.ubc.ca/participatory/resources.html).

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5. DESCRIPTION OF THE TEAM

This CURA draws on our community partners' front-line experience with participatory processes, the integrative capacities of our host institution (UBC-SCARP), the research strengths and international linkages of our academic collaborators, and the commitment of councils and staffs of the municipal partners. SCARP houses the Centre for Human Settlements (CHS) which has extensive development work experience in Brazil and other countries, and a new Cosmopolis Participatory Planning Lab devoted to experimenting with state-of-the-art computer-aided participatory processes. SCARP has a 50-year history of community engagement and training of students, professional planners and planning educators around the world. The PI (Angeles) has managed two large university-community-government partnership projects and done interdisciplinary research on participatory governance, decentralization, and state-civil society relations. Other SCARP co-applicants have strong research interests and professional experience related to participatory planning and governance, university-community-government partnerships, community development, and social policy. Boothroyd has led two major capacity-building projects in Brazil and Vietnam. Dorsey is known for his facilitation, negotiation and conflict resolution work, and research interest in ICTs and sustainability. Friedmann, a leading planning theorist, has supervised the PhD thesis of Rebecca Abers on PB. Gurstein is one of Canada's leading researchers on new ICTs. Hutton worked as policy analyst for almost 12 years at the City of Vancouver's Finance Department and has written academic works on urban restructuring in Canadian cities. Sandercock is recognised for her research on the challenges of planning in multicultural cities. Dobson, co-applicant from Emily Carr Institute, is an expert in visual design and has written two manuals on citizen involvement [24, 25]. Douglas, co-applicant from U of Guelph has led a government capacity-building project that inspired the formation of the Human Resource Development Centre in Canada. The collaborators from U of T (Schugurensky, Rankin), Guelph (Douglas, Sumner), UBC (Creese, Hare, Strong-Boag, Rees, Wyly); SFU (Roseland and Oberland), Ryerson (Conway) and York U (Radner) have experience with interdisciplinary policy-oriented research on topics covering local capacity-building, citizenship, governance, immigration, housing, sustainability, community economic development, and social movements. Collaborators from UVic (Clover), U of T (Schugurensky), and Emily Carr (Dobson) are well-recognised adult educators in Canada and abroad, and one of them (Schugurensky) has researched PB in Latin America.

The TCHC, North America's second largest social housing group, and the City of Guelph's Community Development unit have already been doing PB for the last 3 years. The three government partners in B.C. (Vancouver and North Vancouver City Councils, Bowen Island Municipality) are prepared to consider PB pilot projects connected to their City and Neighbourhood Plans. The Canadian Council for Policy Alternatives, Canadian Policy Research Network (CPRN), Aurora Institute, Social Planning and Research Council (SPARC), Friends of B.C. Women and Children, and labour groups (Trade Union Research Bureau, Canadian Union of Public Employees in BC, Vancouver and District Labour Council) are interested in policy issues, public involvement, and alternative governance structures. Advocacy research groups in Vancouver such as Society Promoting Environmental Conservation, Labour Environmental Alliance Society, Seniors Network, and Check Your Head (CYH) are interested in popular education, and social policy issues. SPARC and CYH in particular are currently involved in project related to the promotion of democratic initiatives in Vancouver, especially among the youth and other sectors. Headlines Theatre has recently won two awards for its *Practising Democracy* production. SFU's City Program and Centre for Sustainable Community Development, and the Friends of BC Women and Children have already been bridging academic, policy research, and advocacy work. Three partners (Catalyst Centre, CPRN, and Polaris Institute) are known for popular education and policy engagement work.

6. PARTNERSHIPS AND ALLIANCES:

Partnership History:

This CURA is an initiative of community partners who have been collaborating since 1999 in monitoring the City of Vancouver’s budgeting processes. The Trade Union Research Bureau (TURB) and the Canadian Centre for Policy Alternatives (CCPA) have a strong interest in PB and have been part of the Alternative City Budget Working Group, which was active in the 1990s. TURB and CCPA became familiar with PB examples in Brazil through their research on alternative budgets. Upon learning of SSHRC’s CURA funding facility, TURB members asked UBC SCARP-CHS to host a research project on Participatory Budgeting in the Greater Vancouver area.

What was initially conceived as a Greater Vancouver project became a pan-Canada CURA as academic researchers and community organisations from Toronto, Manitoba and Guelph became actively involved in the development of this proposal. To develop this full proposal, three all-partners meetings were held in Vancouver: April 9, June 3 and July 15. At least twenty smaller meetings involving specific partners were also held to develop the proposal. In addition, two workshops were organised (May 19 in Vancouver, June 2 in Toronto) to enable the academic and community partners to explore the substance of participatory budget concepts in relation to current Canadian practices. All meetings and workshops were held in community-friendly facilities provided by the community partners at minimal or no cost.

Hence, this CURA’s proposal-development stage has already produced concrete results by raising government and community partner awareness of budget-process issues, and of the challenges facing PB. We have come to learn more about the similarities and differences in the budget processes among our government partners, particularly in the ways they design public consultation mechanisms and consider public inputs to budgetary decisions. We have come to better understand the constraints and challenges that elected officials and civil servants in the Finance and Budget units encounter as they deal with budget and participation issues. We have begun to learn about the costs, difficulties and constraints to promoting public participation in budget processes, including the common view that “budgets are scary” [13] and should be “best left to experts”. At the same time, we have gained during the proposal-development process valuable ideas for structuring our research to address these challenges and concerns.

Meeting the Challenges and Conditions Necessary to Support the Alliance:

The number and diversity of partners in this CURA present challenges to effective, participatory project management and to determining intellectual property rights. One major concern is that this CURA not replicate the bad experiences some community groups have had in dealing with university researchers [9, 63] who sometimes have been perceived to be “milking communities” for data and knowledge.

To respond to the challenges, the management structure and processes of this CURA have been designed to maximise mutual accountability, feedback from project participants and observers, broad participation in the ongoing planning of the project in response to feedback, and adaptation to changes in conditions (such as political changes resulting from local elections).

If this CURA project application is approved, our first step will be to convene as soon as possible, an all-partners meeting in Vancouver to agree on an Organisational Policy accord. This accord will clearly set forth the ethical principles and guidelines that will govern relationships among partners and individual participants, including graduate students.

It will define policies related to such matters as co-authorship, decision-making procedures, formal acknowledgements in publications and other venues, travel expense reimbursements, and commitments to leverage other funds that could benefit the CURA. A detailed schedule of workshop, meetings, and deadlines for expected outputs from each Research Stream will also be agreed upon at this meeting. The Annual Meetings will also be structured as planning and evaluation meetings to determine how we are meeting the benchmarks and performance indicators we have set.

The PI and SCARP Director will enter into a Memorandum of Agreement with each academic co-applicant and collaborator, and each government and community partner. The MOA will build upon the Letters of Confirmation provided by each partner organisation to elaborate on commitments, roles and responsibilities.

A question raised in proposal-development meetings was: how dependent is the sustainability of this CURA'S activities and results on the electoral fortunes of government councillors who have signed on as partners. There is no easy answer to this question, but one response is that we will be working with municipal staffs as well as with political leaders, and staff can be major players in sustaining PB, as shown in many Latin American and European countries (10, 11, 12, 67). A second response is that civil society interest in PB, and thus political support for this CURA, is expected to be enhanced through the participatory nature of the project design. In any case, analysing challenges posed by political change in itself forms an interesting part of the research agenda of this CURA.

Project Management

Upon approval of our CURA, the CURA team, through the PI's initiative, will seek from the UBC Office of Research Services' Behavioural Research Ethics Review Committee an Ethics Review Certificate. To manage this five-year CURA, the Principal Investigator, assisted by a Project Manager and an Administrative Assistant, will work with a Steering Committee composed of five scholars from partner universities, five representatives from the government partners, and five representatives from the community partners. The Steering Committee will provide the intellectual guidance and leadership in setting the research agenda, ensuring rigor in data collection and analysis, directing peer reviewed articles, and co-supervising graduate student theses and interns with qualified community partners. The Steering Committee will oversee the general direction of the project and ensure the rigorous application of proven project management methods.

The Steering Committee members will be selected through open nomination and voting based on criteria and process set by a General Advisory Committee, composed of representatives of all community and academic partner institutions. The Advisory Committee will keep current with the project through an e-mail list, as well as an on-line discussion and notice board using a website with access limited to CURA partners. It will meet once a year to set general project guidelines and review monthly and annual work plans.

Research Working Groups for each Stream and Cross-Cutting Theme consisting of academics, community members, local officials, and graduate students, will be established to implement project activities. As is common in projects of this nature, participants will endeavour to make decisions on the basis of consensus while recognising that final authority and responsibility for finances and external representation rests with the PI acting as an officer of UBC. Project administration, financial controls, communications, and logistics will be managed by SCARP-CHS administrative staff led by a Project Co-ordinator.

Roles and Responsibilities:

Research Working Groups	Academic Members	Community Partners	Government Partners
Stream 1: Compare Canadian and International PB	L Angeles, UBC (lead on North America and Asia) D Douglas, Guelph (lead on Europe) J Friedman UBC (lead on Analytical Framework) D Schugurensky, U of T (lead on Latin America)	C Mochrie, Aurora Institute B Tabak, TCHC	I Gordon, City of N. Van J Loveys, City of Guelph
Stream 2: Analyse Budget Processes in BC and Southern Ontario	T Hutton, UBC (lead in Greater Vancouver) D Schugurensky, U of T (lead in Toronto) D Douglas, UG (lead in Guelph) P Gurstein, UBC J Hare, UBC K Rankin, U of T	D Fairey, TURB (lead in Greater Vancouver) M Lee, CCPA I Bulic, SPEC S Slack, SPARC B Tabak, TCHC	J Cunday, Bowen Island I Gordon, City of N. Van. E Lo, City of Vancouver A Lo, Van. Parks Board J Loveys, City of Guelph
Stream 3: Design and Test PB Design in Pilot and Ongoing Projects	P Boothroyd, UBC (lead in Greater Vancouver) D Douglas, UG, (lead in Guelph) D Schugurensky, U of T (lead in Toronto) T Dorcey, UBC K Rankin, U of T E Wyly, UBC	M Cohen, CCPA (lead) J Kennedy, SBIA N Henderson, SPARC MP Mackinnon, CPRN B Tabak, TCHC	J Cunday, Bowen Island I Gordon, City of N. Van. A Klein, City of Van. J Loveys, City of Guelph
Topic: Popular Education and Civic Engagement for Deliberative Governance	C Dobson, Emily Carr (lead) D Clover, U Vic D Schugurensky, U of T	C Cavanagh, Catalyst Centre (lead) K Flecker, Polaris S Slack, SPARC B Smith, CYH	To be determined
Topic: Gender, Class, Race, Age, Ethnicity and Other Social Identities in PB	L Angeles (lead) D Clover, U Vic G Creese, UBC J Hare, UBC K Rankin, U of T L Sandercock, UBC	V Strong-Boag, Friends of BC Women & Children A Samater, TCHC	To be determined
Topic: Using ICTs in PB and Deliberative Local Governance	P Gurstein, UBC (lead) T Dorcey	A Samater, TCHC	To be determined
Topic: Budgets and the Environments	M Roseland, SFU (lead) W Rees, UBC T Dorcey, UBC	I Bulic, SPEC J Robinson, SPEC D Thomson, LEAS	To be determined

7. STUDENT TRAINING AND COMMUNITY CAPACITY BUILDING:

A key aim of this project is to enhance the understanding by neighbourhoods and other community organisations of (participatory) budgeting processes, and thus, develop their capacity for effective civic engagement. Although the term capacity-building is considered one of the most “highly contested analytical concepts” within and outsider development studies [7], this CURA uses the term to accurately describe its objective of improving and enhancing capacities at three levels: human resource development, organisational strengthening, and institutional reform to support long-term changes [34]. This CURA will thus increase the supply of professional and civic leaders who will promote participatory governance, strengthen management systems to improve the performance of functions and tasks related to budgeting, and possibly help in the transformation of institutions and systems dealing with municipal budgets. It will engage the government, community, and academic partners in doing collaborative action research, in developing an on-line database (interactive website and CD-ROM) on PB using the facilities of the SCARP Cosmopolis Participatory Planning Laboratory and in producing popular education materials (primers, training manual or handbook on PB, posters, cartoons, brochures) on PB. Workshops in the Greater Vancouver area will help improve local community, academic, and government capacity to engage in PB processes.

Graduate student training and support are the pillars upon which the long-term results of this CURA will be built. In each year of the CURA, we will employ at least 9 students (3 Ph.D., 5 MA students, 1 undergraduate) as Research Assistants for specific project activities. In addition, we will deploy at least 6 student interns every year to our municipal and community partners to assist them in their CURA-related research and other activities. These student interns will not be paid but will earn credits from their respective university programs. We will support through the project at least 6 M.A. and/or PhD theses on the topic of Participatory Budgeting. Graduate students, especially those in the PhD program, will be encouraged to submit papers to refereed journals using data generated from this CURA project. The graduate student training opportunities will be equitably divided among the partner college and universities based on need of the faculty members who will actually lead and conduct the research stream activities. Likewise, the internship positions will be distributed among the government and community partners based their need for interns who will support their own projects that dovetail with this CURA project.

We will utilise the CURA activities, processes and results to improve the content and pedagogy of university courses. SCARP, for example, will connect the project activities and learning directly to these courses: (1) Introduction to Planning (Hutton), (2) Development Planning Practicum (Boothroyd); (3) Data for Planning Practice (Gurstein); (4) Planning Theory (Sandercock); (5) Participatory Planning Methods and Tools (Angeles); (6) Gender and International Development Planning (Angeles); (7) Community Economic Development (Boothroyd); and (8) Fundamentals of Planning Practice (Boothroyd). Furthermore, SCARP will develop a new course on Planning and Sustainable Governance (Dorcey). In Toronto, two courses, i.e., Citizenship Learning and Participatory Democracy (Schugurensky at OISE) and Citizen-Oriented Governance and Globalization (Conway at Ryerson) will fully utilise the CURA research results. These courses will also be used as potential recruiting ground for students who will be assigned to the different research teams and posted in various internship positions in the government and community offices involved in this CURA. We envision that through the student GRA, thesis research, and internship positions and the CURA-related courses we will teach, we will be able to contribute to the creation of a new generation of city planners, policy analysts, budget officers, social workers, and community development practitioners who understand the potentials and challenges of participatory budgeting.

8. BUDGET JUSTIFICATION

Personnel costs

Student Salaries and Benefits/Stipends

Undergraduate and M.A. Students. As the host institution of this CURA and partner units at SFU, UVIC, Toronto and Guelph are mainly training institutions for graduate students, only one undergraduate student from Emily Carr Institute will be involved in the project in each year of the CURA. Many Emily Carr undergraduate students however tend to have bachelor degrees and would therefore be paid at a higher rate equivalent to a graduate student. In addition, in each of the five years of the CURA, five Graduate Research Assistants (GRAs) at the MA level will be hired. Each GRA will be paid \$4,800 a year, at the rate of \$15.00 per hour, 10 hours work per week for 8 months. The six GRA positions per year will be equitably shared among the five universities as follows: University of Guelph (1); Emily Carr Institute (1), University of Toronto (1.5), and UBC (2.5) to reflect their respective roles and responsibilities.

Other MA students. At no extra cost to SSHRC, this CURA will create at least 6 MA student internships every year (1 at the City of Guelph, 2 at the Toronto Housing Corporation, 1 at the City of North Vancouver, 1 at the City of Vancouver and 1 at Bowen Island). The CURA academic co-applicants and collaborators will co-supervise the student interns with staff from the municipal and agency partners. The students will obtain academic credits during their internships. UBC-SCARP, U of T OISE, and U of Guelph School of Environmental Design and Rural Development all have well-established internship programs as part of their graduate program offerings. Although the students do not expect to be paid, some of the partners might be able to provide small honoraria to the students. The amount of such honoraria is not yet determined and thus, not reflected in the Cash and In-Kind Contributions.

PhD Students. At any given year, we will employ 3 PhD students who will each receive a fellowship equivalent to \$10,000 per year. The PhD Fellowships will be allocated as follows: one for UBC, one for U of T, and one will be shared equally by SFU and UVIC.

Non-Student Salaries and Benefits/Stipends

Postdoctoral fellows will not be actively recruited for this project. However, they will be encouraged to participate in this CURA through personal contacts of the academic team members, provided they are able to bring in their own research grants from SSHRC, Killam, or other funding agencies.

Project Manager. We will hire a Project Manager, preferably a graduate of a professional MA program with excellent written and oral communication skills, as the success of this CURA depends largely on the ability to send effective correspondence, and liaise with government officials and staff, community and academic partners, and the general public. As this position will use up a substantive share of our CURA budget, we would like to make sure that we hire the best suitable candidate. We will create a university-community Search Committee in Vancouver who will make the decision regarding the hiring of the Project Manager. The Project Manager will be based at the UBC Centre for Human Settlement and will be paid at the rate of Administrative and Management Personnel, Category C, for work involving Social Science Research. The baseline salary for 75% position is computed at \$38,774 in the first year with 18% benefits and 3% increase every year, based on UBC Guidelines.

Administrative Assistant. We will hire a part-time administrative assistant to assist the Principal Investigator and Project Manager in their tasks. The person will be paid the equivalent of one-quarter of full salary of administrative support staff.

Community Time Release. As the active participation of our non-academic partners is critical to the success of this CURA project, we have allocated a substantial amount of our funds for Time Release of our community partners who will be doing research and popular education work. The allocation of the community RTS is based on their level of involvement in the research and popular education activities, as well as their ability to come up with matching in-kind contributions. The annual allocation to each community partner will be as follows: Catalyst Centre (\$7,000), CCPA (\$5,000), TURB (\$5,000), Aurora Institute (\$2,000), CPRN (\$2,000), LEAS (\$2,000), Seniors' Network (\$2,000), SPARC (\$2,000), SPEC (\$2,000), Polaris Institute (\$2,000), Check Your Head (\$1,500), and CUPE-VDLC (\$1,500).

Academic RTS. We are requesting RTS for Professor Leonora Angeles as Principal Investigator and for Professor David Douglas as co-applicant, for each of the 5 years of the CURA, a three-year RTS for Professor Charles Dobson of Emily Carr Institute and two-year RTS for Professor Peter Boothroyd. As Professor Boothroyd will be retiring from UBC in July 2006, we plan to contract his services for the remaining years of the CURA by using part of the cash contributions from UBC Faculty of Graduate Studies.

Travel and Subsistence Costs

Canadian Travel for Applicant and Team Members. We have allocated modest amounts every year for Canadian travel to attend our Annual Meetings in Vancouver, present papers at national conferences (e.g. 2006 World Urban Forum, 2006 U of Toronto PB Conference, 2008 Congress of SSH Council). Our municipal and community partners are committed to provide supplemental funds and in-kind contribution (e.g. use of car, gas money; see attached Letters of Confirmation) for local travel to and from workshop venues, and the pilot and expansion project sites. The CURA budget for travel will be supplemented if necessary from the cash contributions from UBC.

We will apply to the International Development Research Center (IDRC), the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade (DFAIT) for additional funds to enable foreign government officials and researchers to attend the 2007 International Symposium on "Participatory Budgeting in the Americas" at U of Toronto.

Canadian Travel for Students. Likewise, we have allocated minimal funding to enable graduate students to attend our Annual Meetings and present papers at national conferences. We will supplement the yearly allocation of \$3,000, if necessary, from the cash contributions from UBC.

Other Expenses

Professional/ Technical Services. We budgeted \$7,000 in the first year of the CURA and \$3,000 in the last three years to hire the services of a website designer, CD-ROM designer, lay-out artist and editor to assist us in the production of popular education materials, and other publications. The hourly wage rates for these technical services would vary, depending on the level of work difficulty.

Supplies. We will use the budget allocated for supplies to buy stationary, photocopy paper, ink and toner, rewritable CDs, floppy diskettes, envelopes, folders, stamps, pens, and cassette tapes for the interview.

Non-Disposable Equipment

Computer Hardware. We did not request any money for computer hardware because of the substantive in-kind contribution from UBC SCARP for the use of their top-of-the line equipment, and our community and municipal partners.

Other equipment. We are requesting \$2,000 to buy 5 digital cassette recorders for use by our faculty team members and graduate students in Year 2 of the project as we do interviews for Streams 2 and 3.

Other Expenses for Communication Purposes

Workshops. We have allocated substantive amounts to fund our regular budget literacy workshops, “Think Budget” days, and workshops or meetings related to our 3 pilot projects and 2 expansion projects. As our workshop, open house, and public forum venues will be provided free of charge by our community and municipal partners, we anticipate that the money will largely go to a) meals, b) transportation, c) space rental of community centres who are not CURA partners, d) rental of professional taping equipment, e) workshop name tags, handouts, etc. and e) small honoraria for workshop facilitators and organisers. We are requesting more funds for Year 1 when we plan to organise the neighborhood open houses and “Think Budget” Days to launch our CURA project.

Publications. The publication of our popular education materials (primers, handbook, training manual), brochures and posters on PB will use up a considerable amount of our resources. Our CURA funding will be further supplemented by \$2,000 annual contribution by the Canadian Council on Policy Alternatives (CCPA) towards the printing of their policy paper series on PB, and cash contribution from the City of Guelph.

Symposium and Public Lecture. We have allocated \$3,000 in Year 2 to assist the U of Toronto in organising the International Symposium on “PB in the Americas”. This money will be used towards expenses such as a) modest honoraria, meals and accommodation for keynote speaker(s) from abroad; b) coffee, tea, muffin and cookies during the break; c) name tags and handouts; and small honorarium for symposium organiser.

We have allocated \$1,000 for Year 3 and \$1,000 for Year 5 to help support the SFU City Centre Program in organising the two Public Lectures on PB. The total cost for holding a one-night Public Lecture at the SFU Harbour Centre, attended by 150 people and hosted by a well-know media personality is about \$8,500. This amount covers use of conference room, honoraria for speakers and media personality as host, rental of audio-visual equipment, and wages for student assistants. We will apply for additional funding from charitable organizations and other donors such as the Real Estate Foundation and Van City Foundation to cover the extra costs.

In addition, we are committed to applying for funds, approximately \$25,000, from our municipal partners and charitable foundations to enable our CURA to sponsor a Forum Theatre on PB, to be led by the Headlines Theatre for Living, at each of our pilot project sites in B.C.

In-Kind and Cash Contributions from Community and Municipal Partners:

The attached Letters of Confirmation of support indicate the exact and/or estimate amount of cash, staff-time and in-kind contributions from our community and municipal partners. We have entered these figures in our budget summary. The following further explains the budget line items that might not be clear from the Letters of Confirmation provided.

UBC. UBC has generously provided us with total \$14,000 yearly cash contributions (\$7,000 from the Office of Vice President Research and \$7,000 from the Office of the Dean, Faculty of Graduate Studies) in addition to staff time and in-kind contribution. We have computed the facilities at SCARP-CHS at \$12,600 (\$1,750 for the room space, and \$10,850 for year-round use of the computers and AV equipment).

University of Toronto. The OISE at U of T is committed to supporting our project by providing generous support to its PhD students. A PhD student at U of T receives an annual fellowship of \$17,500, which we included in our budget summary. We have not been able to receive a letter confirming this from the Dean of OISE in time for our proposal submission, but we will endeavour to get this commitment in writing, if advised by SSHRC.

TCHC and Municipal Partners. The actual total in-kind, staff and supplemental contributions of TCHC municipal partners are difficult to estimate at this point, when the pilot projects are still not in place. We therefore did not include the total amount of discretionary budget over the five years of the CURA that the TCHC and the four municipal partners will place under PB pilot and expansion. In their letter, the City of North Vancouver indicated that the Lower Lonsdale Legacy Fund generates about \$75,000 a year in interest alone that will likely be used by the CURA as the City's discretionary budget for the PB pilot process. We have calculated the staff and in-kind unconfirmed contribution by the City of Vancouver and the City of North Vancouver's at a modest \$10,000 a year.

Others. We also have potential funders from the private sector. Endswell, Van City, Tides Canada, and Law Foundations are prepared to accept funding proposals from this CURA.