AICP Prep Course 2026 APA-MA Community Engagement and Advocacy Planning

Daphne Politis, FAICP Principal

Community Circle

March 16, 2026

Credit:
Judi Barrett whose slides were used as a reference.

American Planning Association
Massachusetts Chapter

Making Great Communities Happen

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Making Great Communities Happen

Outline of Presentation

I. CONTEXT: Traditional approach to planning
   - Non-participatory

II. REACTION: Advocacy Planning
   - Influential advocacy planners & their ideas

III. TODAY: Inclusive Engagement & Social Justice

IV. TYPES OF FORUMS/Techniques & When to Use them

V. KEY TAKE AWAYS

VI. ADDITIONAL RESOURCES

I.Context: Traditional Planning (turn of 20th century)

- Beginning of 20th century urban planning recognized as **separate scholarly discipline and distinct profession**
- **Top-down** approach: Professionals and government officials "**know what's best**" – no need to ask
- Seen as **technical and political** process
- Industrialized **cities of 19th century grew** at tremendous rate
- Focused on development and design of **physical environment**
- Primary concern was **public welfare**, including sanitation & separation of incompatible uses (e.g. factories away from residential)
- 1904 – Los Angeles first **land use restrictions**; 1916 NYC first zoning regs to apply city-wide; 1926 Euclid V. Ambler - Supreme Court rules that zoning is constitutional
- Addressing the "**evils of urban life for the working poor**" including overcrowding, crime, pollution, social problems

Euclidean zoning

The separation of land uses by type (e.g. residential, commercial, retail, industrial, etc.)

- U.S. Supreme Court decision (1926) granting local governments the power to **determine where specific uses could be located.**
- Is the most **common form of zoning** code in the U.S.
- Intended to:
  - **Ease the negative social effects** of crowded tenements
  - **Mitigate the public health outcomes** that occur when residences are located adjacent to highly polluting industries
- Results in:
  - Sprawling communities
  - Displacing local businesses
  - Creating automobile dependency (air pollution, traffic congestion, social isolation, limits daily physical activity, etc.)

Urban Renewal

(mid-to-late 20th century)

- Concept for **social reform** emerged in England
  - Based on belief that better housing would reform residents morally and economically
- Federally funded program in U.S. (1949-1974)
- Involves clearing out what are considered to be **"blighted areas"** to create redevelopment opportunities

"***Urban renewal is a strategy for redeveloping and revitalizing substandard, decadent and blighted open areas for residential, commercial, industrial, business, governmental, recreational, educational, hospital or other uses.***"
(M.G.L.)

Robert Moses (1888-1981)

- For more than four decades was the most powerful man in New York , an" **unelected emperor**" or the **"king of urban renewal"** physically reshaped the city through sheer force of will.

- during a **44-year reign**, he built:
  - nearly 700 miles of road, including the giant highways that snake out of the city into Long Island and upstate New York;
  - 20,000 acres of parkland and public beaches,
  - 658 playgrounds;
  - 7 new bridges
  - UN Headquarters, Central Park Zoo, Lincoln Center Arts Complex
  - **$27 billion worth of construction**, dwarfing any previous run of construction in US history

"*In the 20th century the influence of Robert Moses on the cities of America was greater than that of any other person." (Lewis Mumford)*

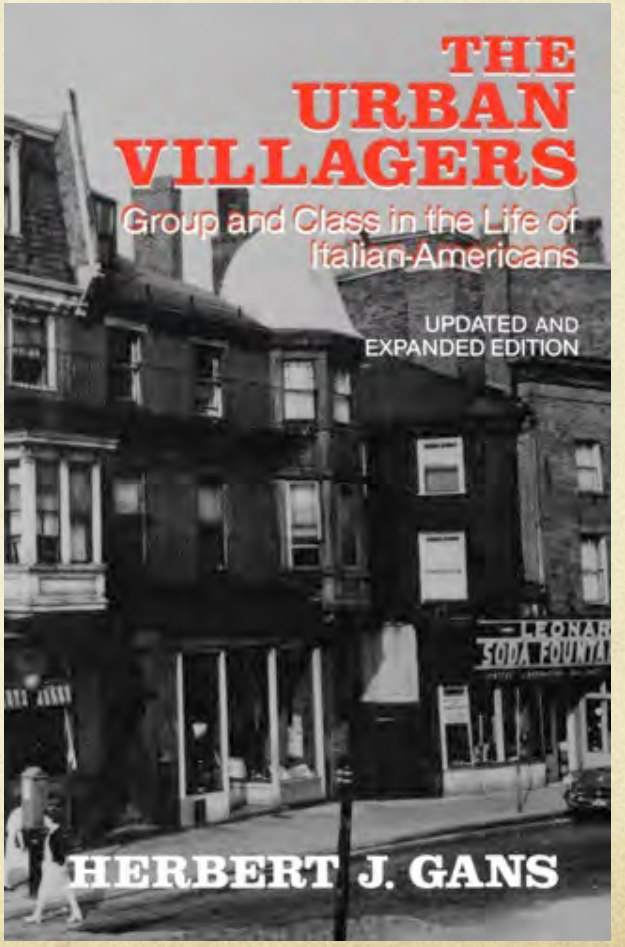
Robert Moses (1888-1981)

- **Displaced 500, 000 people living in tenement housing** by building roadways and bridges and urban renewal redevelopment
- Replaced with **large public housing projects** transformed the physical fabric of New York and inspired other cities to undertake similar development endeavors.
- He so **hated the idea of poor people "lowering the tone" at the seaside** that he built bridges over his parkways with insufficient headroom for buses, so only cars could make the trip.
- Convinced that African Americans had a special dislike of cold water, Caro alleges, **Moses kept temperatures in one Harlem pool deliberately low** to keep them away.

Moses's reputation declined after the publication of Robert Caro's Pulitzer Prize-winning biography *The Power Broker* (1974), which cast doubt on the purported benefits of many of Moses's projects and further cast Moses as racist.

The Urban Villagers

- Sociological study of **Boston's West End** before urban renewal.
- Declared a **slum** for clearance (1953). One of the determining factors: too many grocery stores (dense immigrant neighborhood)!
- No one bothered to **ask residents** about their neighborhood
- Was an intact, connected and thriving set of social networks **destroyed by the bulldozer** (1958-1960)**.**
- **Displaced 2,700 families** and destroyed thousands of homes
- Replaced by a **luxury apartment complex** ("if you lived here you would be home now…")



The Urban Villagers

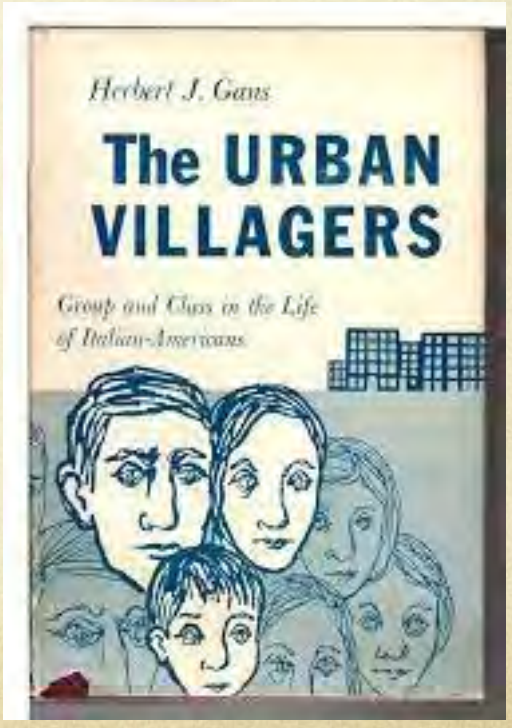
Planners thought they were addressing **“urban decay”** but instead were **destroying** homes, social networks and tightly-knit neighborhoods

Erich Lindemann pioneered in applying social science approaches to psychiatric problems

Foreword written by psychiatrist
(Erich Lindemann, Chief of Psychiatry at Mass General):

- “observations concerned with the hazards to **health and emotional well-being involved in the forced relocation of families** of different types of ethnic and cultural origin.”

- “Not only is **information required about the family and kinship system and neighborhood organization**, but also about the **basic value orientations** as they affect men and women in their attitudes and aspirations..”



II.Reaction:Advocacy Planning

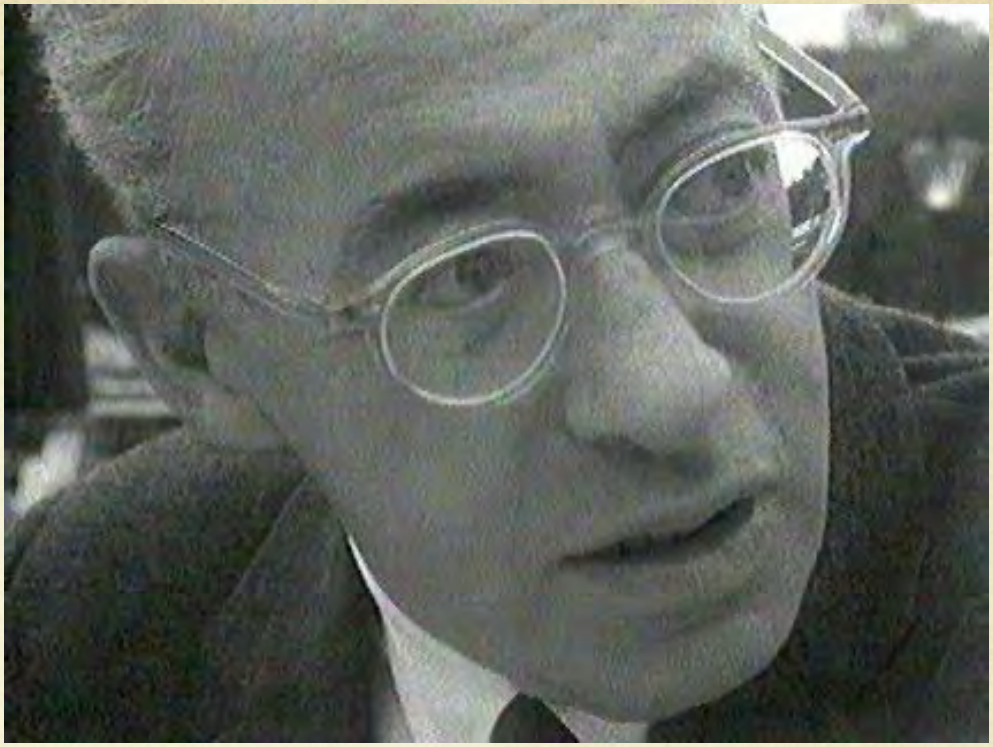
Core values:

- Social Justice
- Diversity is valued
- Empowering disenfranchised
- Civil rights
- Pluralistic
- Inclusive decision-making

Saul Alinsky
(1909-1972)

Key Ideas:

- Strong belief in community organizing & grassroots activism
- Start with local issues (e.g. housing, wages, schools)
- Disorganize – andreorganize (use pressure & negotiation)
- Respect the dignity of the individual

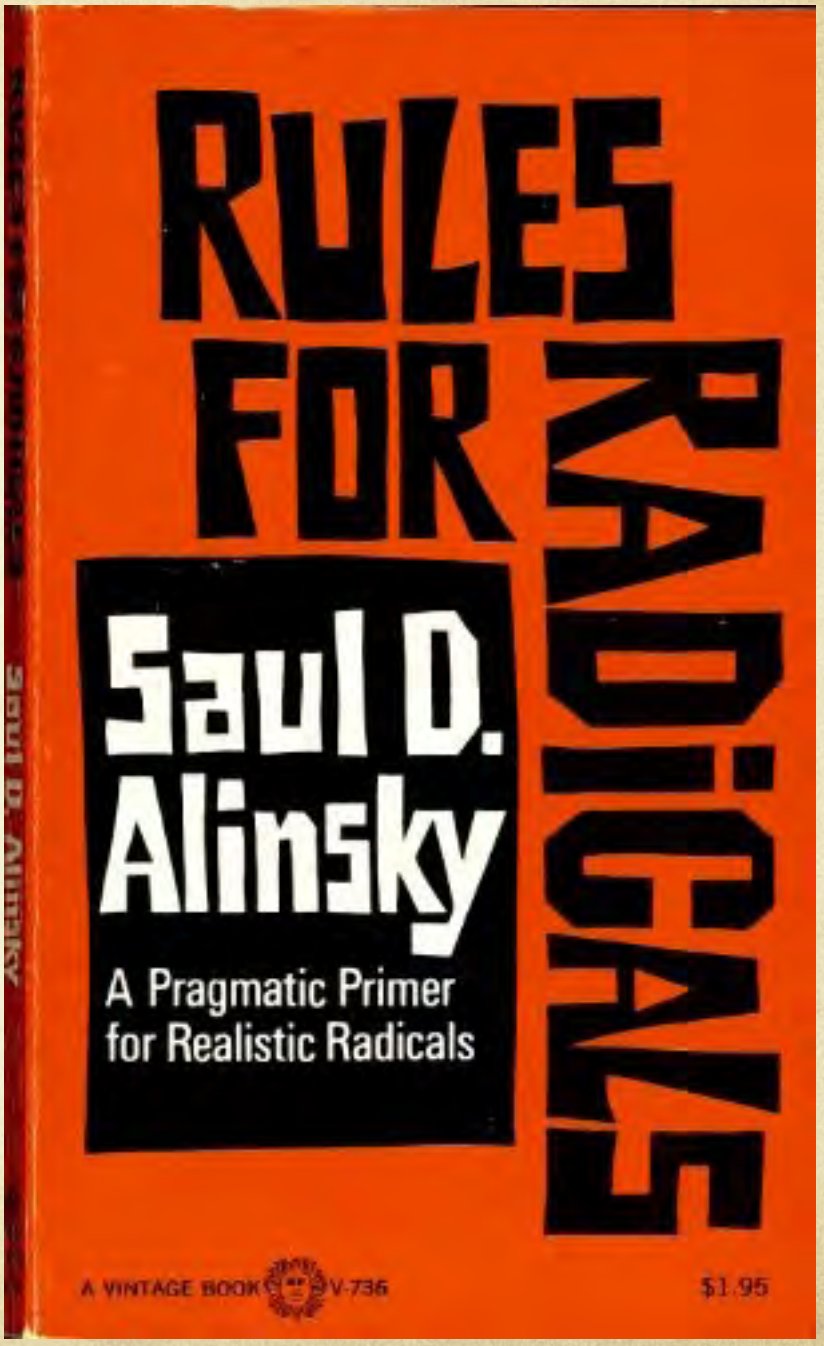


"Change comes from power, and power comes from organization. In order to act, people must get together."

- Pragmatism over ideology: less interested in left vs. right theories, more interested in building efficacy through small victories

Saul Alinsky
(1909-1972)

- His most famous book - counsel to young radicals
- "***This primer tells the "have-nots' how they can organize to achieve real political power for the practice of democracy."***
- Essentially a handbook for community organizing & political strategy
- A "How to" effect constructive social change
- Focus not on ideology, but on tactics, strategies and methods – *"keep the pressure on"*
- **Example rule**: Hold institutions and those in power to their stated principles to expose hypocrisy



Paul Davidoff
(1930-1984)

- American planner, planning educator and planning theoretician
- Conceptualized the idea of **"advocacy planning"** with his wife Linda Stone Davidoff, essentially changing the way many planners think of their role
- 1964: became a founding member of advocacy planning organization**: "Planners for Equal Opportunity"**
  - Plural planning (as opposed to unitary planning) acknowledges that there is not one unified "public interest" & informs the public of alternative choices
  - Planner as advocate for social justice, diverse interests
  - Move planning beyond the physical/spatial, to include social policy, design, law, etc.

"***The city planning profession's historic concern with the physical environment has warped its ability to see physical structures and land as servants to those who use them. Physical relations and conditions have no meaning or quality apart from the way they serve their users."***

Paul Davidoff
(1930-1984)

- 1965: article "**Advocacy and pluralism in planning"**
  - (argued for advocacy on behalf of poor communities, social planning and greater citizen involvement in planning).
- 1970: established **Suburban Metropolitan Action Institute**
  - (non-profit organization dedicated to removing legal and social barriers to equal opportunity in public education, residential housing, and the labor force through research, education, advocacy, and planning*).*
- Is the primary litigant in **Mt. Laurel decision**; established constitutional basis for inclusionary zoning in NJ (1983)
  - led to the requirement by the New Jersey Supreme Court (1983) for communities to supply their "regional fair share" of low-income housing needs, known as the "**Mount Laurel Doctrine."**

(https://en.wikipedia.org/wiki/Mount_Laurel_doctrine)

Paul Davidoff
The Tapes Project

In addition to being an important scholar, planning educator, planning practitioner and Civil Rights activist, Paul Davidoff created and inspired others to launch organizations and institutions committed to advancing racial equality, social justice, and democratic decision-making within our nation's major Metropolitan Areas.

Paul Davidoff helped to create a number of organizations still working on social justice today. Including:
https://pauldavidoff.com *(at UMASS Boston)*

Sherry Arnstein
1930-1997

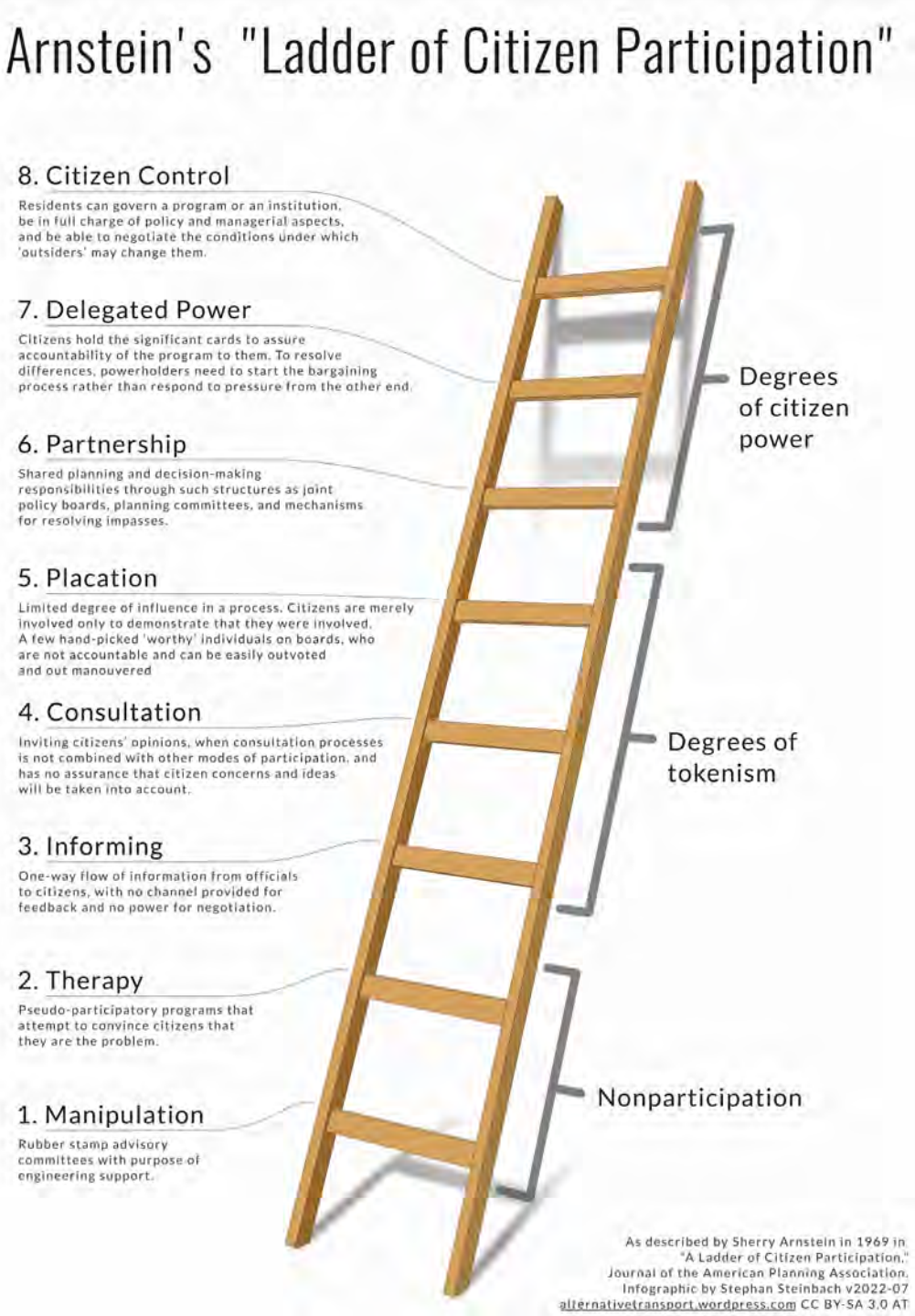
- Special Assistant to U.S. Dept. of Health, Education & Welfare; paper on **participatory decision making**
- Approach to engagement analyzes relationship between **power, community and government** in relation to increasing access to decision-making power
- Author of journal article: **A Ladder of Citizen Participation"** (1969)
  - Citizen participation is a matter of degree (and intent)
  - More citizen control over decision-making increases the likelihood of buy-in: the institutional agenda becomes theirs
  - Manipulation & tokenism at the bottom to citizen power & full decision-making at the top

"*There is a **critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process**… participation without redistribution of power is an empty and frustrating process for the powerless. It allows the powerholders to claim that all sides were considered, but makes it possible for only some of those sides to benefit. It maintains the status quo.*"

Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35. No.4, July 1969. pp. 216-224

Sherry Arnstein 1930-1997

- **Manipulation** and **Therapy** are non participatory – both aimed at convincing
- **Informing**: often one-way flow of information
- **Consultation**: sometimes just going through the motions
- **Placation**: citizens advise but powerholders decide
- **Partnership**: shared power and decision-making (joint committee)
- **Delegation**: Citizens hold clear majority on committees with delegated powers to decide
- **Citizen Control**: Have-nots in charge of planning, policy & implementation (e.g. neighborhood corporation with direct access to funds)



Choosing Rungs on Arnstein's Ladder

- Top rungs are not always the most appropriate
- In fact, sometimes lower rungs are the most appropriate, e.g.:
  - **"Informing" rather than "partnership"** may be best for:
    - providing information about upcoming roadwork
    - announcing an upcoming town event
    - the unveiling of a new municipal service
    - A call for artists to paint utility boxes

TOWN OF LEXINGTON
MASSACHUSETTS

ECONOMIC DEVELOPMENT

What's Happening in Lexington

250th Business Kickoff Meeting- RESCHEDULED TO THURSDAY, APRIL 11, 2024 IN THE SELECT BOARD MEETING ROOM

Thursday, March 28th, at 9:00 am and 6:00 pm, the Lexington Semiquincentennial Commission (Lex250) will be holding a Business Kickoff Meeting. Get caught up on the work that the commission has been doing in preparation for the celebration of the 250th anniversary of the Battle of Lexington in 2025. Both meetings will be held in Estabrook Hall on the lower level of the Cary Memorial Building. Please contact Noah Michelson for more details.

Patriots' Day 2024

Follow this link to find the schedule of events for Patriots' Day 2024. If you would like to apply to be a Patriots' Day Parade Sponsor please fill out the application by April 5th, 2024.

Call for Artists to Paint Utility Boxes in Lexington

The **Lexington Council for the Arts** seeks artists to participate in their annual utility box painting initiative. The theme for this year's artwork is "As We Turn 250" in preparation for the celebration of the United States Semiquincentennial. Find more details here.

International Association for Public Participation

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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III. Inclusive Engagement and Social Justice

Recognizes that in order for **authentic engagement** to occur:

- advocacy planning is the starting point to achieving social justice and **incorporates DEI thinking**
- different demographics may have very **different needs and priorities**
- reaching out to different demographics requires applying a **variety of tools and techniques**
- developing **trust** among stakeholders is key to empowerment
- inviting stakeholders to help **select and set the table**, not only after meal has already been cooked

Definitions

Diversity is the **representation**. It can be measured through numbers and is usually tracked by race, gender, sexual identity, age, education, income, etc.

You've been asked to the party

Belonging is the **ongoing culture** created to have all people feel welcome across difference. Manifested in the relationships, in conversations, physical space and written word.

You feel welcomed & comfortable going to the party

Inclusion is the **participation**. It is usually achieved when diverse populations are involved in decision-making that impacts the policies and practices of the organization.

You've been asked to help plan the party

Equity requires changing the structures of power and privilege so **disparities of historically under-represented groups are eliminated** and therefore outcomes cannot be predicted by that grouping.

Redefines what the party entails & who has the power to plan the party.

From Dr. Arnisa Amante, CEO of Disruptive Equity Education Project (DEEP)

Inclusive Engagement & Planning for WHO?

Who are we talking about?

People of different races, ethnicities, languages, genders, immigration status, educational backgrounds, religions, incomes, ages, sexual orientations, abilities/disabilities, etc.

In other words… a large segment of the population.

WHY be inclusive?

- **It is the right thing to do**
- **It increases the likelihood of equitable outcomes (*but does not guarantee them*)**
- **It is in our APA Code of Ethics**

Planner's Code of Ethics

Our Overall Responsibility to the Public

*We shall always be **conscious of the rights of others***

*We shall seek **social justice** by working to expand choice and opportunity for all persons, recognizing a special responsibility to **plan for the needs of the disadvantaged and to promote racial and economic integration**.*

*We shall urge the **alteration of policies, institutions, and decisions that oppose such needs.***

We shall ***work to achieve economic, social and racial equity**: Create plans that ensure equitable access to resources and opportunities…*

WHY?

- The U.S. is becoming **increasingly multi-racial, multi-cultural and multi-lingual**. In 1980, 80% of the population was White. **By 2044, a majority of North Americans will be people of color.**
- **Income inequality** in the U.S. is the highest it has been in over 50 years.
- U.S. population **age 65 and over** increased almost 40% in 10 years (from 2010 to 2020)
- Large increase in number of individuals identifying as **LBGTQ+** (according to recent poll, percentage has doubled since 2012)

WHY? Because cities are not gender-neutral

- Much of the built environment has been designed by and for primarily white, middle-class father, breadwinner, worker, able bodied, heterosexual, male…

- Growing body of research focuses on "gender mainstreaming"

- Example: different use patterns - transportation
- Example: Barcelona – retrofitting the city to meet needs of women and children

"a feminist city is about thinking beyond the city as an economic unit and instead as a place for people, for care work, for social relationships, for interacting with the environment, and as a vehicle for social change."
(- Leslie Kern, author of Feminist City)

Gender Mainstreaming

United Nations' 1995 Fourth World Conference on Women.

- set strategic objectives and actions for 12 critical issues of concern for women's empowerment and equality
- (including health, power and decision making, and institutional mechanism).

As societal conversations shift to **include non-binary and trans people**, considerations of gender diversity can be expanded to help create equitable planning processes and interventions for all.

WHY? Because cities are not age-neutral

Growing body of research focuses on making cities "age-friendly"

Age-friendly Boston Action Plan 2017

*"Creating cities for all: **8-80 Cities** is about advocating for cities that are great for all people, whether they are 8 or 80 years old. We understand that age, while a universal human experience, is just one dimension of how people in cities experience inequity… We recognize the multiple ways in which marginalization and oppression intersect depending on one's social location."*

- Gil Penalosa, Founder and Executive Director, 8-80 Cities

WHY? Because identities are complex

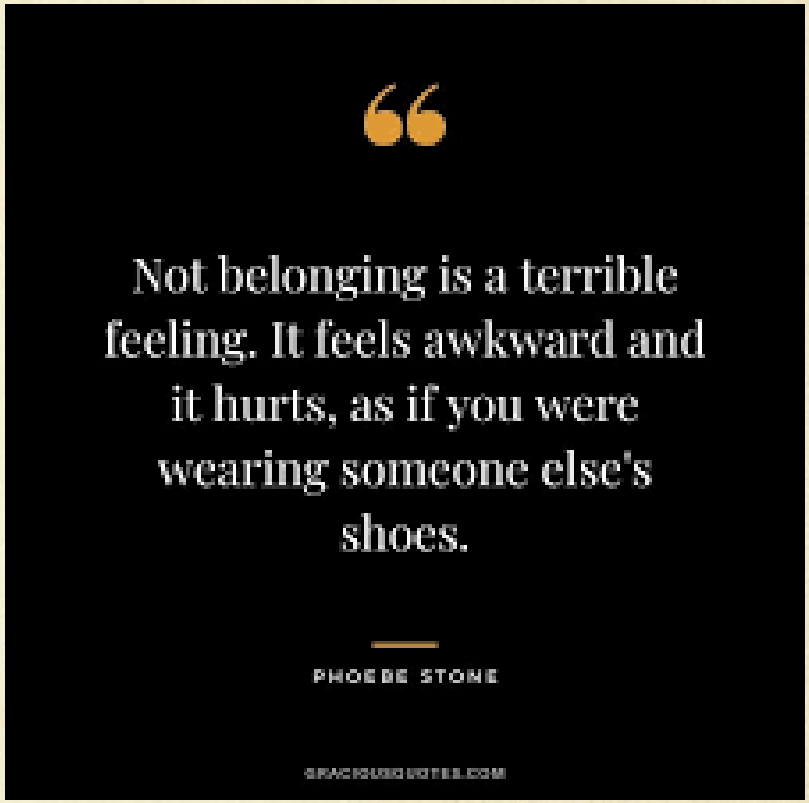
Add Layer of Complexity:

People of different races, ethnicities, religions, languages, abilities, sexual orientations, immigration status, etc.

How can we know what all need without asking?

WHY?

The need to feel that one belongs is a basic human need



Belonging *is the ongoing culture created to have all people feel welcome across difference. Manifested in the relationships, in conversations, physical space and written word.*

WHY?

The need to feel that one belongs is a basic human need

AICP CODE OF ETHICS

Create plans that ensure equitable access to resources and opportunities which, in turn, structure prospects for upward economic mobility,

a sense of belonging, and an enhanced quality of life.

Recognize our unique responsibility to eliminate historic patterns of inequity tied to planning decisions represented in documents such as zoning ordinances and land use plans

Belonging *is the ongoing culture created to have all people feel welcome across difference. Manifested in the relationships, in conversations, physical space and written word.*

IV. Types of Forums /Techniques & When to Use them

Purpose of Inclusive Engagement:

To seek meaningful & useful input

- **Identify**:
  - Needs, desires, gaps as they are **experienced by distinct demographics, their lived experience**
  - Potential ways of making improvements
  - Challenges and opportunities
- **Discuss**
  - Choices and tradeoffs
  - Priorities
- **Develop**
  - Shared vision and goals that **incorporate the input of those impacted**
  - Strategies to achieve these goals that **reflect stakeholders' needs and desires**

Invite stakeholders to select and set the table from the beginning, not after the food has already been cooked.

ASK FOUR QUESTIONS:

- Who is helped?
- Who is harmed?
- Who is missing?
- Why are they missing?

Seeking Stakeholder Input into the planning process

Decide:

- How to involve?
- Who to involve?
- How to invite involvement?
- When to involve?

Depends on:

- Who is impacted?
- How much they are impacted?
- What interests are at stake?
- Is there likely opposition?

Seek stakeholder input in order to:

- Articulate vision & goals
- Identify shared values
- Develop a community-wide plan
- Develop an area or neighborhood plan
- Prepare/revise a policy
- Feedback on alternatives or scenarios
- Report back on progress and ask for feedback before moving forward to the next phase in the planning process

First Step:
Develop Outreach & Engagement Plan

- Identify **stakeholders** and best ways to reach them
- Decide on most **appropriate level of involvement**
- Identify wide range of **forums** and opportunities for providing input
- Create a **schedule** with clear points for input
- Develop strategies to include **voices historically left out** of the process

HOW? Lead by Active Listening

Build trust among disenfranchised members of a community

- Meet people where they are
- Co-design the process with stakeholders
- Make space to hear the silent voices
- Meet separately with different stakeholder groups to build trust and eventually bring all together

HOW?

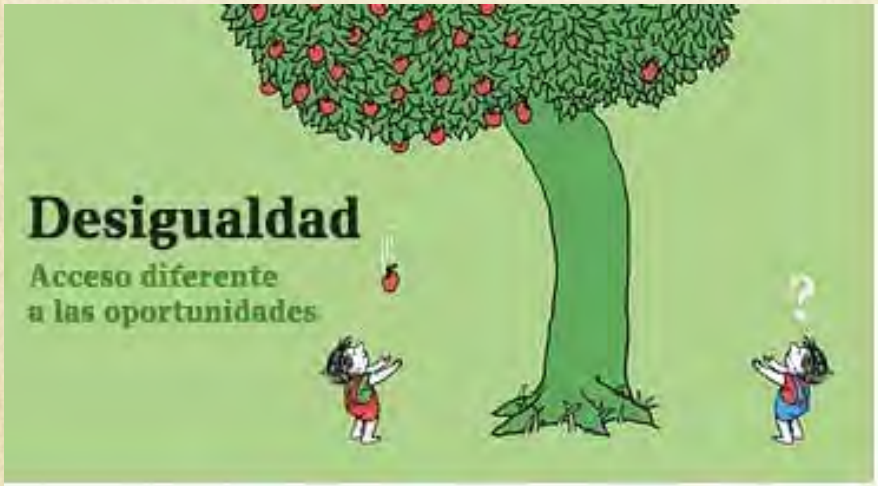
Lead by Active Listening

The community will know and can tell us what they need.

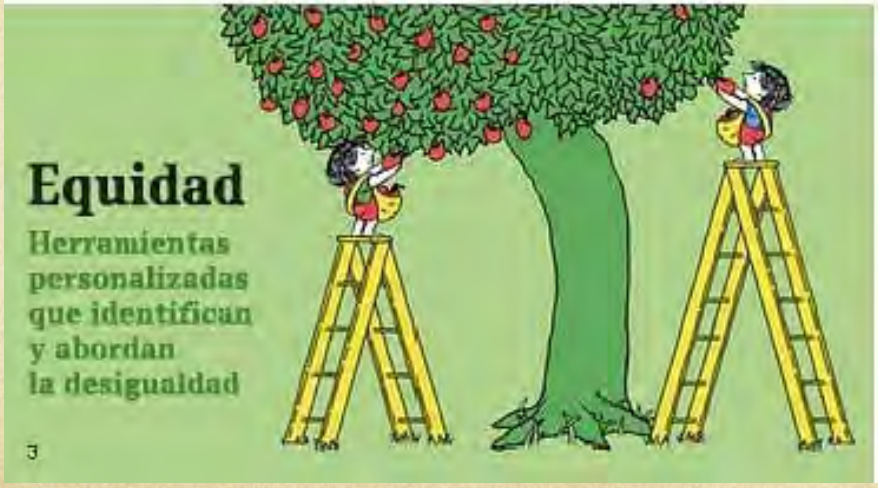
- Offer **stipends** to community leaders
- Involve **youth**
- Involve **elderly**
- **Translation/interpretation**
- Involve local **artists**
- Use **visualization** to help articulate of stakeholders' ideas

NOTE: *Giving the same tools to all does not result in equitable outcomes, nor in equitable access to decision-making*

Inequality



Equality



Equity

Justice

Choosing the right level of participation depends on project goals, decision-making power willing to share, and potential impacts on the public

INFORM

WHEN:

- Announce
- Disseminate information
- Public unlikely to provide alternatives

HOW:

- Displays, brochures, fact sheets
- Websites, webinars
- Social media posts
- Media releases
- Newspaper inserts
- Open Houses
- Public Hearing

CONSULT

WHEN:

- Options have been narrowed
- Goal is for final decision to reflect public desire

HOW:

Public meetings

Focus groups

Surveys (mail, on-line, telephone)

Delphi Technique

INVOLVE

WHEN:

- Activity has high impact
- Multiple outcomes
- Desire to be transparent
- Objective is to seek best solution for those impacted

HOW:

- Workshops
- Keypad/computer polling
- Task Forces/Expert Committee
- Brainstorming
- Visual Preference Survey
- Crowdsourcing

COLLABORATE

WHEN:

- Activity has large impacts and difficult to implement
- Need assistance at all stages
- Must rely on public and other groups for help

HOW:

- Visioning
- Charrettes
- Citizen Advisory Committee
- Neighborhood Association

EMPOWER

WHEN:

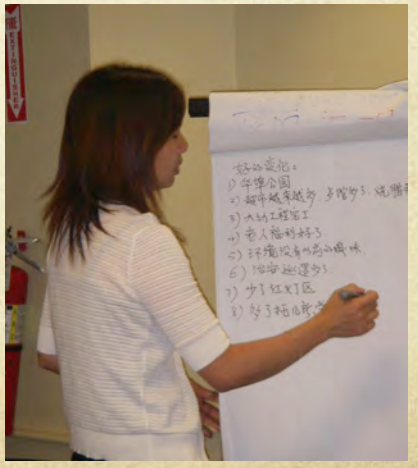
- Activity has wide-ranging impact
- Public should make the decision
- Need to redress historical imbalance (e.g. environmental justice)

HOW:

- Citizen Juries
- Referenda/Ballots
- Delegated Decisions
- Town Meetings

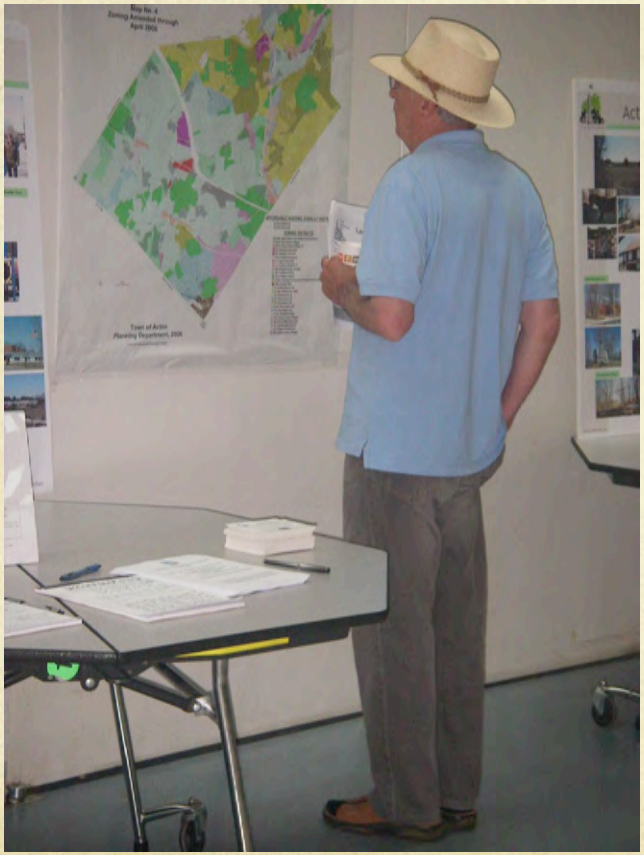
Type of Facilitation: depends on the goal

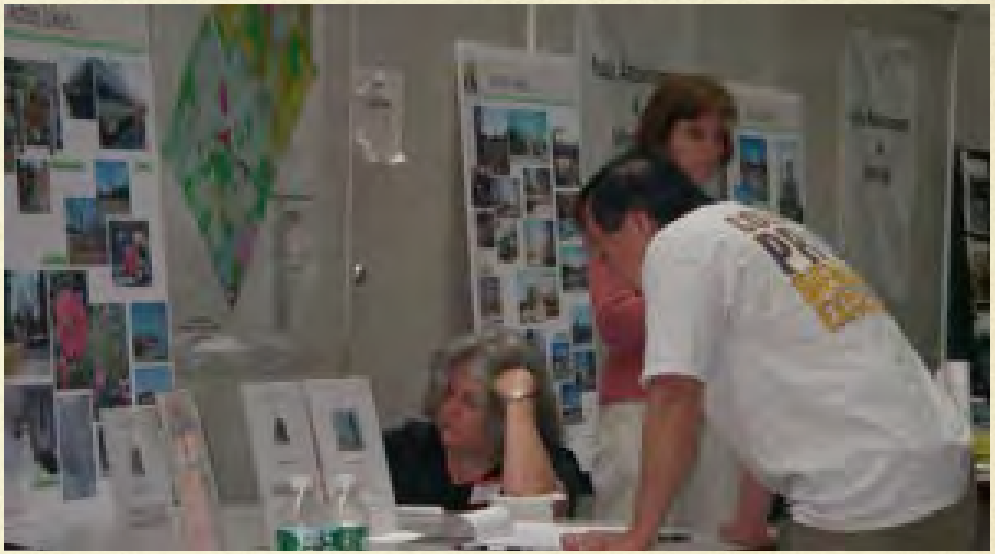
- **Coalition Building**: bring together different groups to achieve a common goal
  - Combine resources
  - Collective effort more effective
- **Consensus/Community Building**
  - Ensures smoother process of implementation / reduces opposition
  - Increases social capital, strengthens democracy
- **Conflict Resolution/Mediation**
  - Identify conflict points and build on areas of agreement
  - Problem solving by exposing and addressing underlying issues such as relate to roles, responsibilities, communication, biases, perceptions and realities of inequities, among other issues.



Whenever possible: Two-way communication:

- Solicit Input, encourage questions
- Provide information to inform discussion





Some Examples:

- Information display
- Presentation
- Fact Sheets
- Website Update

FORUMS & TECHNIQUES

- Public meetings
- Public hearings
- Focus groups
- Surveys
- Interviews
- Thematic workshops
- Visioning Sessions
- Charrettes
- Roundtable Discussions
- Visual Preference Survey

- SWOT Analysis
- Participatory mapping
- Participatory budgeting
- Online platforms and social media
- Delphi Technique
- Fishbowl

GOAL*:* To **customize approach** and application of technique(s) to:

- the type of project
- the purpose of involving stakeholders in the discussion AND
- to the specific demographic

FORUMS:

Public Meetings

Opportunity to:

- Present information, answer questions
- Build consensus among participants
- Allows for building on participants' ideas

Disadvantages:

- Limited to those who feel welcome & able to participate
- If polarized, can escalate

Public Meeting

- Brainstorm
- Ask open-ended and targeted questions
- Facilitate discussions
- Ask for feedback

- Opportunity to gather as much input as possible while participants are there
- Solicit input on desires and concerns in innovative ways

WHAT DO YOU THINK?

You are **just starting to update a municipality's Master Plan**… what kind of forum should the first one be?

Type your answers in the CHAT

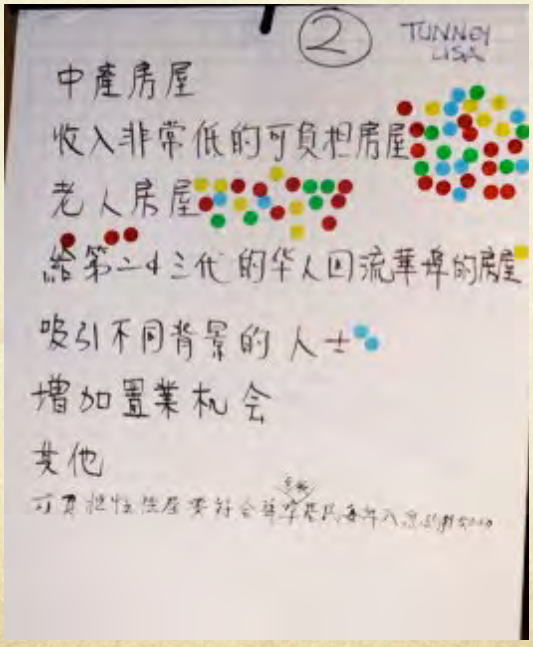
Visioning Sessions

- Hold at beginning of process
- Open-ended questions help to guide discussion
- Resulting shared vision of the future helps to identify priorities, formulate goals, and identify steps to help achieve vision
- forms the basis of future decision-making

Visioning Sessions

Opportunity to:

- Bring together members of the community to discuss the elements of a desired future
- Articulate a Vision that encapsulates common values and leads to a set of goals and objectives to help achieve the vision.
- Identify shared priorities
- Reflect community input where stakeholders can see themselves
- Strengthens buy-in & support for implementation



Disadvantages:

- May be difficult to build consensus if community is polarized
- Can be lengthy (& therefore, expensive) process if to truly engage all stakeholders (may need to engage some separately)

Example Vision Statement

IMAGINE A COMMUNITY WHERE all people living, working and visiting our town feel they **belong**. A community that mitigates the impacts of **climate change**…. Offers a wide range of **housing options**, affordable and attainable to individuals with a wide range of incomes and ages, continues to live up to its reputation for **educational excellence** … acknowledges and respects the **Town's history**.. Protects and connects its **open spaces and conservation areas**… increases the vibrancy of **economic activity** and an enhanced **Town Center**… provides extensive, safe, and pleasant **walking and biking**… provides **municipal facilities and services** to meet the needs of all its residents… and continually evaluates and improves the **Town's governance**.

A vision statement describes the kind of community stakeholders would like to live, work and play in. It is a broad-brush image of what a community values and sees as a desirable future. It is intended n to guide decision-making for a municipality's future and should be based on significant public input.

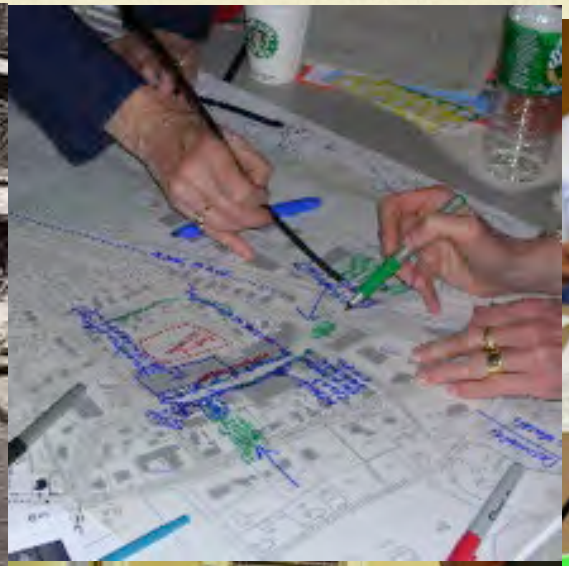
WHAT DO YOU THINK?

You are looking to make some **urban design changes to the downtown** … what kind of forum would be most appropriate?

Type your answers in the CHAT

Ecole des Beaux Arts,
Paris 19th century

Charrette



- **Intense collaborative** process
- Used to design projects, plan communities, **build consensus**
- **Visually expressive**
- "**Experts"** answer questions (technical support)

Disadvantages:

- Requires much **preparation**
- **Not necessarily representative** of all community members
- Can be expensive

WHAT DO YOU THINK?

It is your goal to **better understand the service gaps** of a particular agency… what kind of forum would be best ?

Type your answers in the CHAT

Focus Groups

Advantages:

- Topic in depth
- Quota sampling
- Can test ideas on small sample

Disadvantages:

- Can be expensive
- Limited # of participants
- May require stipends to participants

TECHNIQUES:

SWOT: Strengths-Weaknesses-Opportunities-Threats

Advantages:

- Helps identify shared priorities
- Helps define opportunities, challenges, areas needing resources, etc.

INTERNAL	EXTERNAL
Strengths	Strengths
Weaknesses	Weaknesses
Opportunities	Opportunities
Threats	Threats

Disadvantages:

- Only represents views of participants
- Other stakeholders may hold other / additional views based on their experiences.

Focused Questions and Exercises

WHAT DO YOU THINK?

You want to **develop Design Guidelines** for a specific area in town … what kind of public forum would be useful?

Type your answers in the CHAT

Visual Preference Survey

- A survey of participant responses to imagery presented in **photos/renderings** of physical features such as streetscapes, buildings, open spaces, etc.

- Participants select which they **prefer** for a specific context
- Ideal if can ask **why** they selected the image they selected

Visual Preference Survey

Advantages:

- Useful for identifying and defining what makes a community unique including **design features**
- Developing **design guidelines**
- Deciding upon a **"look"** for a large development
- Determining which **physical intervention** is preferable
- Can be **fun** way of engaging the public
- Adaptable to **other formats** such as on-line, keypad polling, mail-in surveys
- Can be used as a tool to educate the public about **possibilities**

Disadvantages:

- Don't always understand **why** participants selected image (and may be irrelevant to the goal)
- Some elements of community character **difficult to capture** in photos
- If **photos are too similar** or desirable features are obvious then not much gained
- Preferred options are only as **representative** as participants

Visual Preference Survey:

Deciding on appropriate signage for the downtown

WHAT DO YOU THINK?

You would like to understand whether or not there are **disparities in residents' access to open space and recreational facilities** in a particular municipality… what kind of exercise would be useful?

Type your answers in the CHAT

Mapping Exercises

Help identify:

- Issues with geographic relevance/focus
- Land use Patterns
- Disparities among neighborhoods

WHAT DO YOU THINK?

You would like to understand **which factors are most responsible for creating health disparities among residents** across a city's neighborhoods… what method would best help you to answer this inquiry?

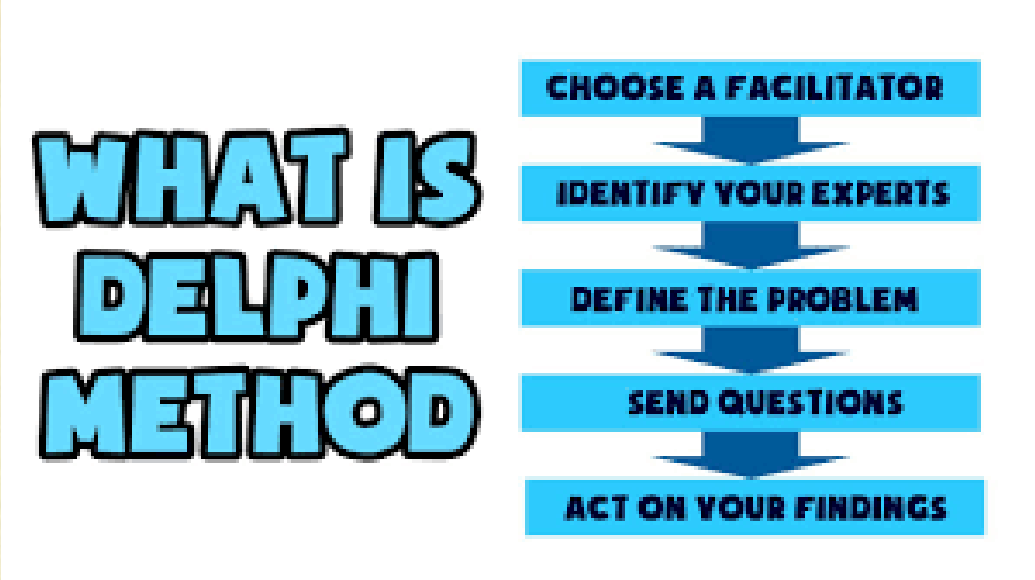
Type your answers in the CHAT

Delphi Technique

- Purpose: Collect & synthesize knowledge from a group of experts
- Based on principle that decisions from a **structured group of experts** is more accurate than those from unstructured groups
- Uses a panel of selected experts who **answer a series of questionnaires – individually**, not in a group
- Each round of responses is **summarized and reported back** to the panelists for review and comment
- They are asked to **reconsider their earlier answers** as they review the replies from other participating experts

OBJECTIVE: through the process of **answering questions** and **reviewing responses** from others, the **number of the answers** will gradually **converge** toward **a single agreed-upon answer**

Delphi Technique



Advantages:

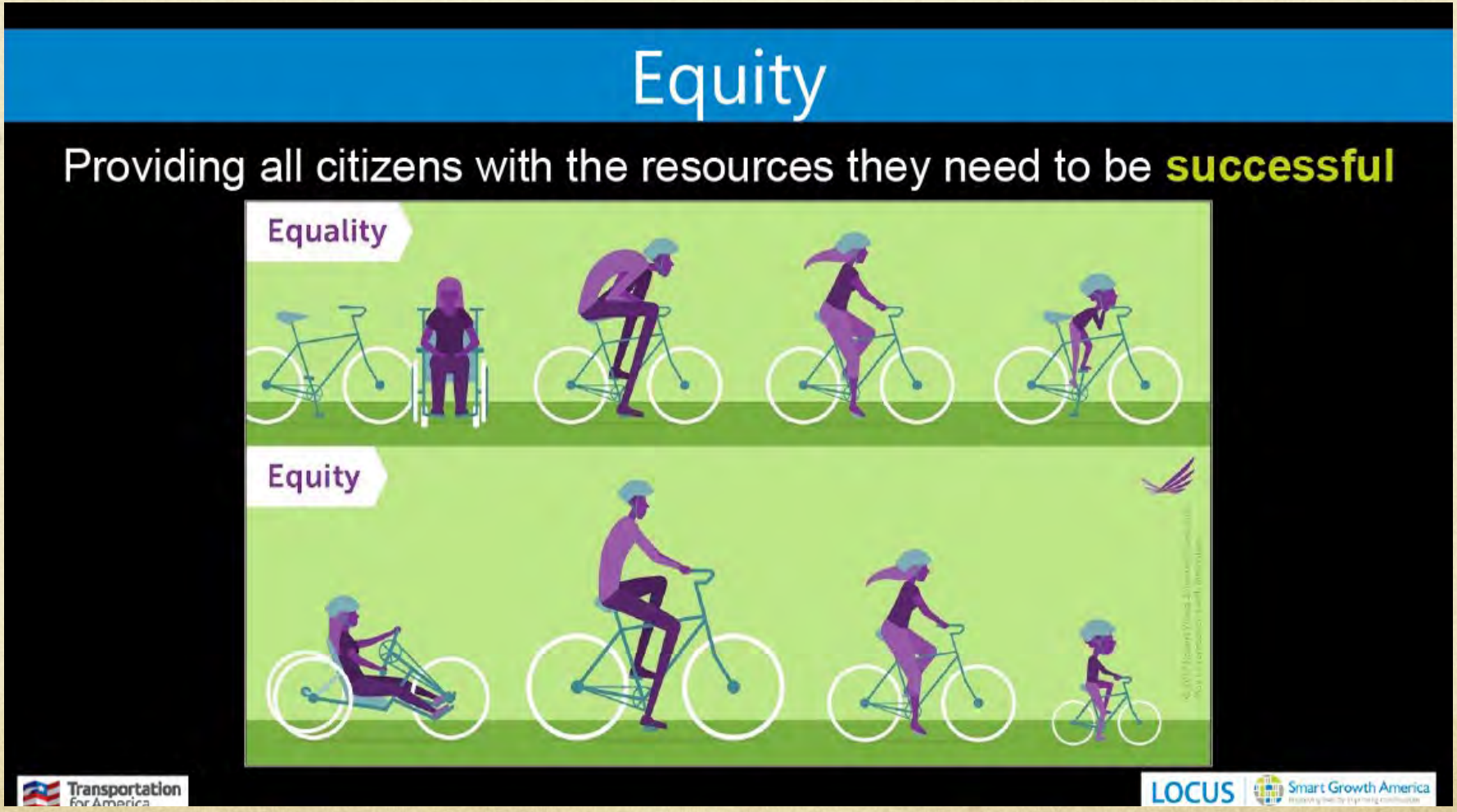
- Inexpensive & convenient
- Reduces bias / peer pressure
- Recognizes value of expert opinion
- Multiple rounds allow refinement of ideas

Disadvantages:

- Lengthy process
- Limited if any face-to-face interaction/exchange of ideas
- Keeping participants engaged until the end of the process challenging
- May not reach consensus

Attendance at Public Meetings

Offer Alternatives: Provide the tools each demographic needs so that that they can equitably participate in the planning process.



Meet People Where They Are

At their kitchen table:

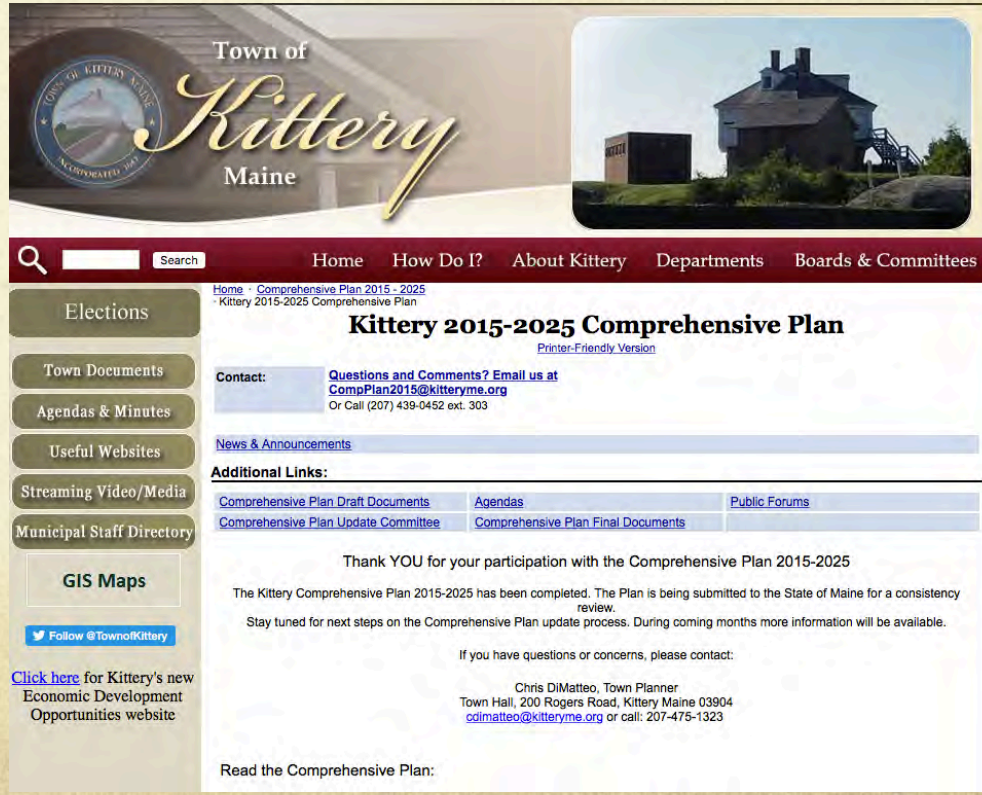
- Website
- Social media

Advantages:

- Low cost, convenient

Disadvantages:

- Requires computer access/familiarity
- Social media requires monitoring



Meet People Where They Are

At their kitchen table: Surveys

Mail surveys

- **Advantage**: Can reach all households
- **Disadvantage**: Low rate of response, mailing costs, time consuming to compile

Telephone surveys

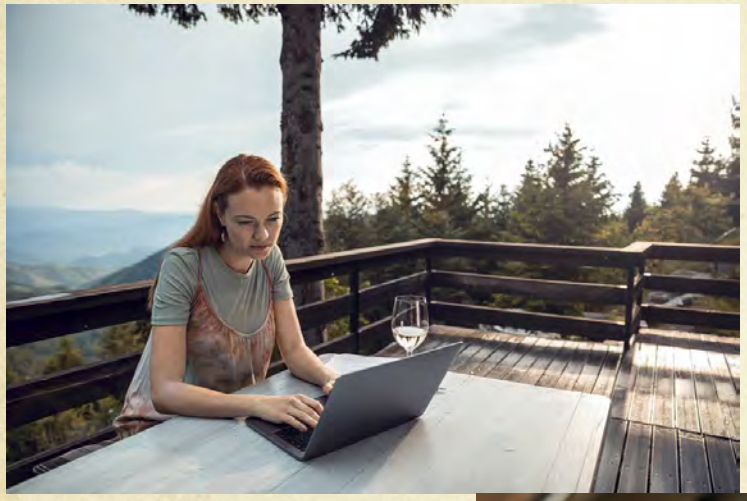
- **Advantage**: Allows for rapid data collection & easy access
- **Disadvantage**: Cannot reach representative samples (does not reach isolated populations and those who only have cell phones)

On-line surveys

- **Advantage:** cost effective; can conduct in multiple languages; easy to compile results
- **Disadvantage:** Cannot reach representative samples (only those with computer access and familiarity with on-line interaction)

Meet People Where They Are

- **At their kitchen table:** Virtual meetings



Disadvantages:

- Needs access & knowledge to technology & platform
- Harder to exchange views & build consensus

Advantages:

- Broad reach
- Convenience
- Low cost
- Can conduct multi-lingual

zoom

Meet People Where They Are

- At the grocery store, on the street, etc.

- Man/woman on the street interviews
- Walking meeting
- Cable TV interviews

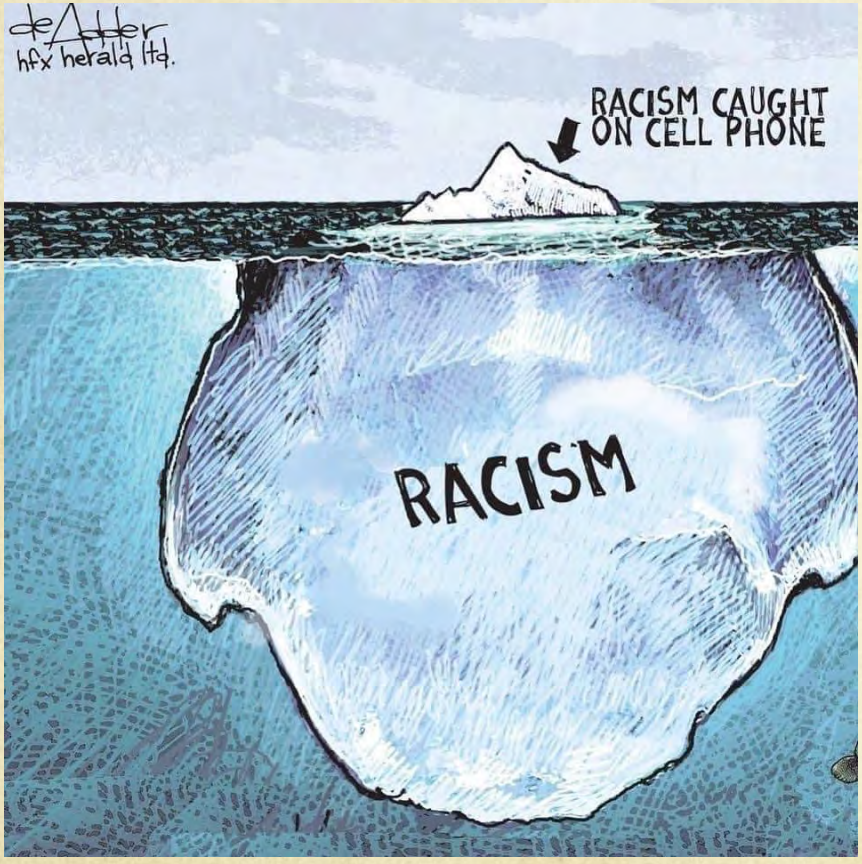
Meet People Where They Are
(culturally, linguistically, historically)

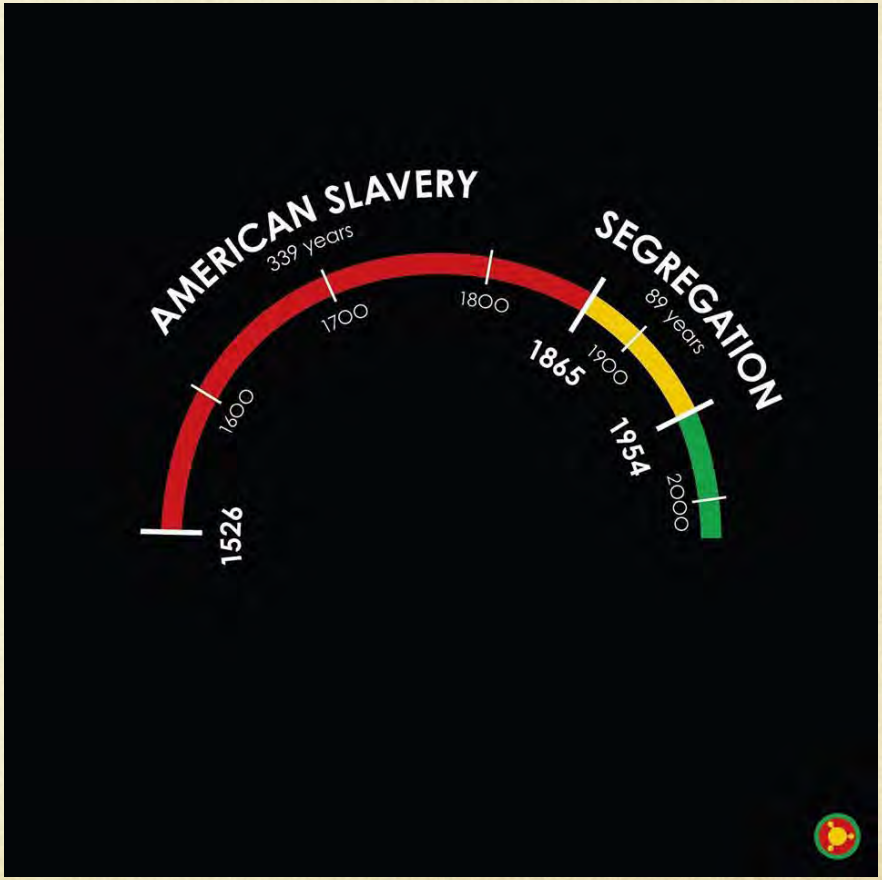
- Study and Share History
- Apply Cultural Competence
- Research Cultural Context
- Use Linguistic Relevance

Cultural Competence is:

- the **ability to understand, respect** (values, attitudes, beliefs, and mores), **and effectively interact** with people from diverse cultures.
- and to **consider and respond appropriately** to these differences in planning, implementing and evaluating plans and programs.

HOW? Study and Share History





HOW?Apply Cultural Competence

- **Awareness** –
  Recognizing your own cultural assumptions and biases.

- **Knowledge** –
  Learning about other cultures, histories, and so cial dynamics.

- **Skills** –
  Communicating and interacting effectively acr oss cultures.

- **Attitudes** –
  Valuing diversity and showing openness and re spect.

- **Application** –
  Integrating awareness, knowledge, skills, and attitudes into everyday practices

HOW? Apply Cultural Sensitivity

Understanding that there is more than one right way of doing things.

For example: *Is it better to eat with a fork and knife or is it better to eat with chopsticks or with no utensils (hands)*?

HOW? Research Cultural Context

What does the color red mean to you?

- love
- danger
- anger
- luck
- other

"The guiding principle of cultural competence is a desire to learn from, experience and respect the particular culture of an individual while remaining humbled by the vastness of individual diversity."

- "Enhancing Cultural Competence in Social Service Agencies," Calzada and Suarez-Balcazar

Acton Arboretum

PC: Bettina Abe

HOW? Use Linguistic Relevance

Linguistic isolation can limit:

- access to facilities and services
- access to amenities
- awareness of opportunities
- **participation in town governance and decision-making**
- feelings of belonging in a community

According to the U.S. Census,
Over 20% of people in the U.S. speak a language other than English at home

Translation *of materials &* ***Interpretation*** *at meetings is welcoming even to those who have English language skills but for whom English is not the language they are most comfortable in.*

IV. TAKE AWAYS

Best Practice

APA has made a focused commitment to Equity, Diversity, and Inclusion in all forms. APA supports planners who work towards achieving thriving communities in which everyone has equal opportunity to live a safe, healthy, and prosperous life. *https://www.planning.org/equity/*

*Provide **equal access** to opportunity for all wishing to participate*

***Social justice** can only be achieved by interacting with and planning with underserved communities*

***Repair legacies of harm** by respecting lived experience through authentic engagement*

*Use **culturally appropriate and respectful communication** sensitive to cultural history, linguistic preferences and traditions*

Use **lay language** (no jargon)

Best Practice

Inform
Consult
Involve
Collaborate
Empower

- **Involve those impacted from beginning**: problem definition, identification of challenges and opportunities through to implementation
- **Select forums and level of involvement** most appropriate to purpose
- **Two-way communication**: provide information to inform the discussion and solicit input
- **Define purpose** of involvement clearly and honestly
- Provide **range of forums** for different levels of participation
- Be **transparent** and provide regular updates on process
- Provide **feedback** on how input has been used (or not)

Benefits of Inclusive Engagement

- Plans are more **relevant**, appropriate and acceptable, therefore, meaningful to those impacted
- Increases the chances of resulting in **more equitable outcomes.**
- Results in more **innovative and creative** plans and programs by tapping into people's lived experiences
- Helps to educate stakeholders as to the**palette of possibilities**
- Results in **buy-in and support** for the implementation of a plan
- Helps **build community** which contributes to social capital
- Can result in **lifting the voices** of the previously silent, promoting **equity** in the distribution of benefits and burdens

Challenges

- Addressing the **elephant in the room:** the fear of “others” is often behind behaviors and decisions that exclude
- Ethnic, racial, religious **groups are not monolithic** (e.g. Black, Latino/a/x, Asian, etc. internally diverse). How to include all.
- Establishing **trust**, especially in disenfranchised populations
- **Balancing trade-offs** between different interests

Challenges

- Having a **budget** that allows for robust, meaningful and inclusive engagement
- Explaining **complex information** clearly
- Managing the **time and resources** needed for involvement
- Evaluating and **incorporating input** received
  - use of AI in identifying key sentiments
- **Expressing to stakeholders that you have listened** even when the plan does not incorporate all of their input

Voice of Equity in Planning

WE CANNOT PLAN FOR EQUITY FROM OUR DESKS

Planners must center equity by getting out into the community to better hear and understand the challenges their communities are facing.

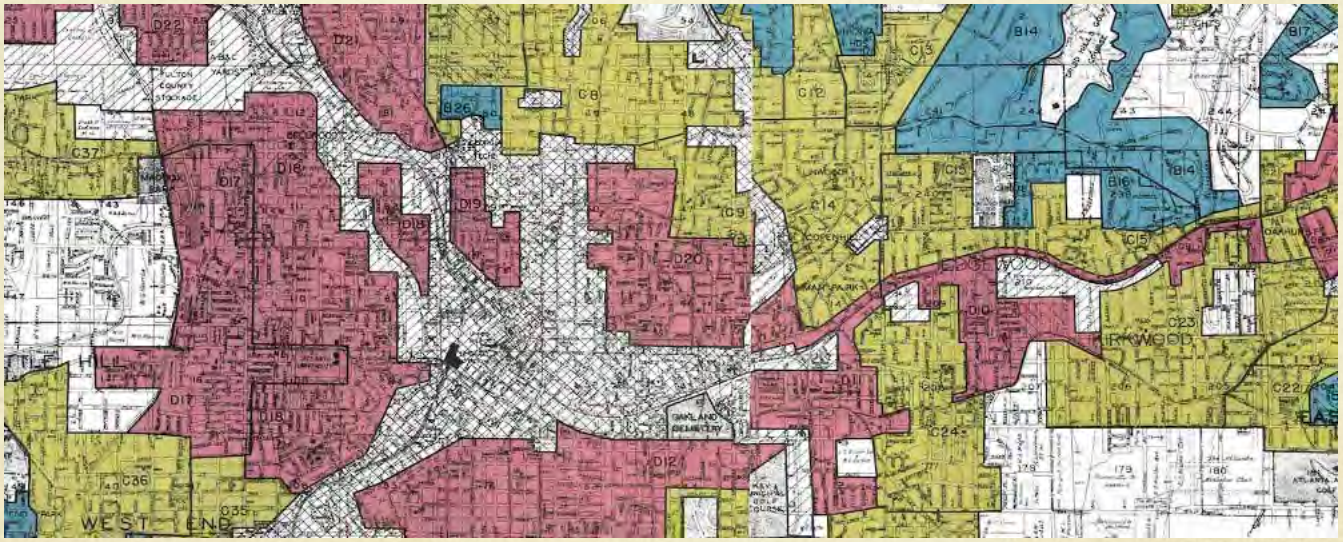
-Jonathan Pacheco Bell, MAUP, MLIS

https://www.planning.org/equity/voices-of-equity/

APA: Equity Diversity & Inclusion

Circling back… "reflecting on the historical trauma of racism and discrimination inflicted on people of color , including by the planning profession itself… leading to structural disadvantages in housing , transportation, education & employment…

A recognition that the planning profession has both influenced and responded to social changes and its responsibility to acknowledge the profession's responsibility to create great communities for ALL."



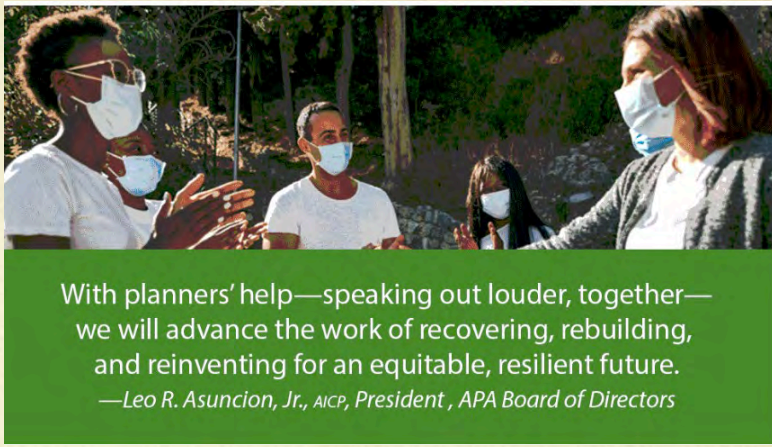
Example of redlining: Residential security map of Atlanta, 1938

APA: Equity Diversity & Inclusion

Code of Ethnics
Section A: Principles to Which We Aspire

1. People who participate in the planning process shall continuously pursue and faithfully serve the public interest.

a. Examine our own cultures, practices, values, and professional positions in an effort to **reveal and understand our conscious and unconscious biases and privileges** as an essential first step so we can better serve a truly inclusive public interest **promoting a sense of belonging**.



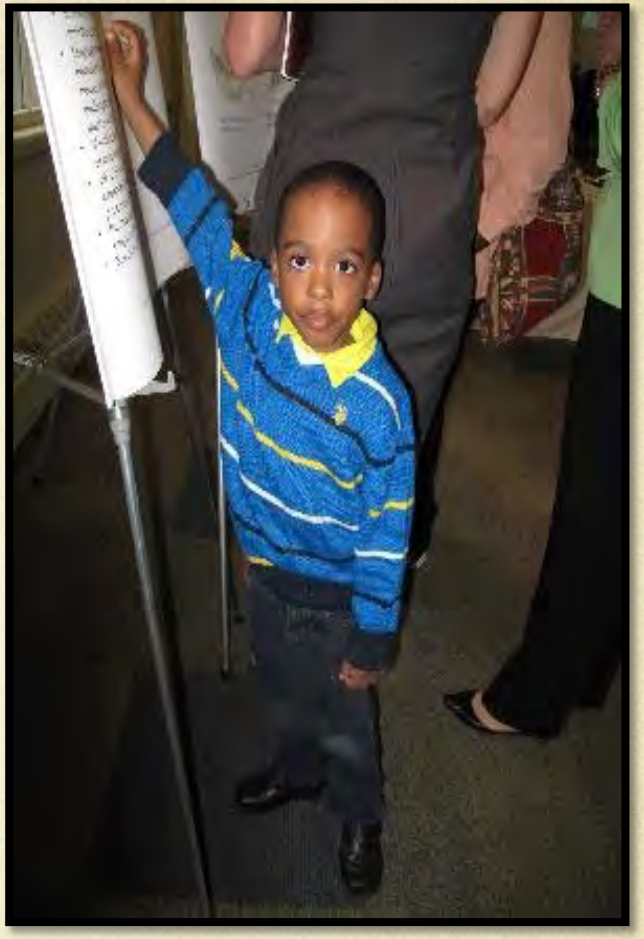
https://www.planning.org/equity/

b. Be conscious of the rights of others. Develop skills that enable better **communication and more effective, respectful, and compassionate planning efforts with all communities, especially underrepresented communities and marginalized people**, so that they may fully participate in planning. Respect the experience, knowledge, and history of all people.

c. Have special concern for the **long-range consequences of past & present actions**.
https://www.planning.org/ethics/ethicscode/

In conclusion..

- **Design equitable planning processes** to increase the likelihood of resulting in **equitable outcomes**
- Create and promote **inclusive and equitable planning processes** to ensure that all impacted are invited to help set the table
- Select the **appropriate forums and frequency** of opportunities for input.
- Continually ask: **who is missing** and how can we include them in the process?
- Develop outreach strategies to include those **historically left out** of decision-making.
- Understand how **history and demographics** paint a picture of the present and impact how comfortable (or not) individuals and groups will feel participating



WHY? So that your plans, policies and procedures best meet the needs of those impacted!

Additional Resources

Read this!

(PAS 595, 2019)

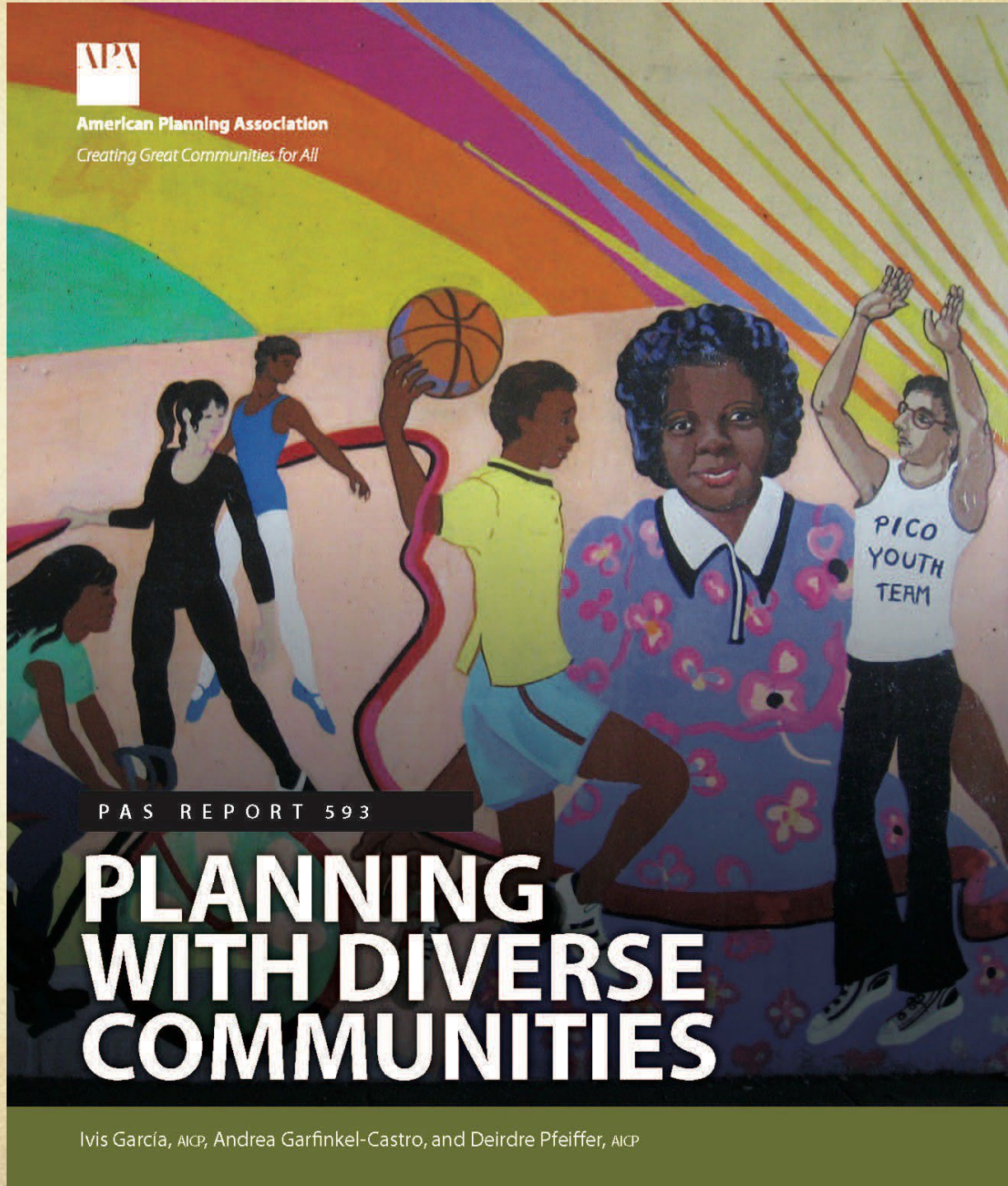
PAS REPORT595

A PLANNER'S GUIDE TO MEETING FACILITATION

Milton J. Herd, FAICP

And this!

(PAS 593, 2019)



Additional Resources

- **Digital Community Engagement**: https://www.planning.org/blog/9287669/digital-community-engagement-unlocking-local-knowledge/
- **Gender Mainstreaming**: https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-QuickNotes-84-rev.pdf
- **Intergenerational Planning**: https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-603.pdf
- **AARP Engaging the Community:** https://www.aarp.org/livable-communities/tool-kits-resources/info-2018/engaging-community.html

Additional Resources

- **8-80 Cities**: https://www.880cities.org/about-8-80-cities/
- **AICP Equity Diversity Inclusion**: https://www.planning.org/equity/
- **Inclusive Community Engagement Playbook**: https://www.c40knowledgehub.org/s/article/Inclusive-Community-Engagement-Playbook?language=en_US
- **Gender Mainstreaming (United Nations):** https://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming
- **Barcelona: Gender Justice Plan:** https://www.c40.org/women4climate/resources/a-better-city-for-everyone-a-case-study-on-barcelonas-gender-justice-plan/

Additional Resources

- **Racial Equity Tools**: https://www.racialequitytools.org/resources/act/strategies/community-engagement
- **Social Determinants of Health:** https://odphp.health.gov/healthypeople/priority-areas/social-determinants-health
- **Engaging LGBT People:** https://www.equality-network.org/wp-content/uploads/2013/02/Community-Connections-1.-Engaging-LGBT-People.pdf
- For**ming Stakeholder Relationships**: https://simplystakeholders.com/build-stakeholder-relationships/

QUESTIONS?

AICP Exam Prep:

Advocacy Planning & Public Participation

Daphne Politis, FAICP

Principle, Community Circle

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https://www.community-circle.com

Community Circle

Planning, Programming & Public Participation

Thank You
Köszönöm
Dankjewel
Takk
Tak
Danke
Grazie
Kiitos
Merci
Gracias
Obrigado
Dankie
Toda
Hvala
Xièxie
Efharisto
Sagolun
Спасибо
Mauruuru
Terima Kasih
Matondo
Mahalo
Misaotra
Rahmat
Faleminderit
Merci
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Toda
Terima Kasih
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Thank You
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Faleminderit
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Hvala
Toda
Terima Kasih
Köszönöm
Dankjewel
Thank You
ありがとう
شكرا
شكر

Best of Luck on the Exam!