



American Planning Association  
**Georgia Chapter**

*Making Great Communities Happen*

# Public Participation + Social Justice

## AICP EXAM REVIEW

February 8, 2014  
Georgia Tech Student Center

*Presentation is modified version of original by  
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## 10% of Exam Questions

1. Public Involvement Planning
2. Public Participation Techniques
3. Identifying, engaging, and serving underserved groups
4. Social justice issues, literature, and practice
5. Working with diverse communities
6. Coalition building

# PRESENTATION ORGANIZATION

## FOUNDATIONS

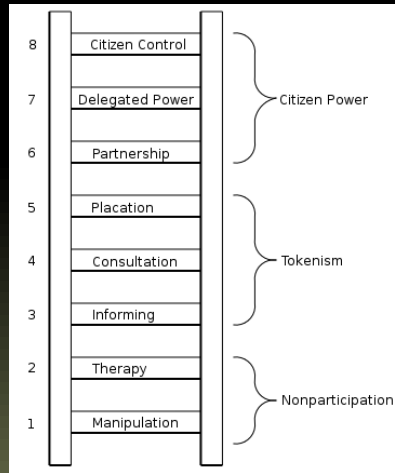
AICP Code of Ethics  
Influential People

## CHARACTERISTICS

Levels of Participation  
Pros/Cons

## TECHNIQUES

Planning for PI  
Facilitated Activities  
Information/Outreach



# Public Participation? NO!

“Citizen participation is a device whereby public officials induce nonpublic individuals to act in a way the officials desire.”

*-Daniel Moynihan*



Patrick Moynihan & Richard Nixon Touring the Pennsylvania Avenue Redevelopment Area (1970).

<http://www.flickr.com/photos/nostri-imago/5035443618/>

# What is Public Participation?

The process by which **public concerns, needs, and values** are **incorporated** into **governmental and corporate decision making**. It's **two-way** communication and interaction, with the overall goal of **better decisions** that are **supported by the public**. (Creighton p. 7)



# Why is participation important?

- Inform the public, avoid conflicts, build consensus
- Bring to table needs of all affected stakeholders
- Ensure those that are disenfranchised have a voice
- Greater sense of ownership
- Create accountability

*Planners stand on the shoulders of citizen participants, as a nation and as a profession.*

# FOUNDATIONS

AICP Code of Ethics  
Theory/Influential People





# AICP Code of Ethics

## *Part A (Principles to Which We Aspire)*

### **1. OUR OVERALL RESPONSIBILITY TO THE PUBLIC**

Our primary obligation is to serve the public interest and we, therefore, **owe our allegiance to a conscientiously attained concept of the public interest that is formulated through continuous and open debate.** We shall achieve high standards of professional integrity, proficiency, and knowledge . . . .



# AICP Code of Ethics

*(A.1 continued) To comply with our obligation to the public, we aspire to the following principles:*

- A. We shall always be conscious of the rights of others.
- B. We shall give people the opportunity to have a meaningful impact on the development of plans and programs that may affect them.
- C. Participation should be broad enough to include those who lack formal organization or influence.
- D. 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.



# AICP Code of Ethics

*(A.1 continued) To comply with our obligation to the public, we aspire to the following principles:*

- E. We shall educate the public about planning issues and their relevance to our everyday lives.
- F. We shall increase the opportunities for members of underrepresented groups to become professional planners and help them advance in the profession.
- G. We shall contribute time and effort to groups lacking in adequate planning resources and to voluntary professional activities.

# Social Justice Considerations


*... special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration ...*

- Location of infrastructure
  - Access to jobs
  - Access to education
  - Reverse commuting
  - Brownfield and infill development
- 
- *EISs/EAs – environmental justice*
  - *Consolidated plans – housing*
  - *ADA – access for those with disabilities*



# Advocacy Planning Addresses

- Problem of planning being unresponsive to the needs of low-income/minority populations and other special needs populations
- Multicultural and/or gender specific issues



# Influential People You Should Know

(and love, if only for exam)

Saul Alinsky

Paul Davidoff

Norm Krumholz

Sherry Arnstein

# Saul Alinsky



## Known For

- Chicago
- Rules for Radicals (1971)
- Vision of planning centered around community organizing
- Vision of an **organization of organizations**
- Likened to Thomas Paine

"...It is a grave situation when a people resign their citizenship or when a resident...lacks the means to participate....The result is that he comes to depend on public authority and a state of civic-sclerosis sets in."

# Rules for Radicals

1. Power is not only what you have, but what the enemy thinks you have.
2. Never go outside the expertise of your people.
3. Whenever possible, go outside the expertise of the enemy.
4. Make the enemy live up to its own book of rules.
5. Ridicule is man's most potent weapon.
6. A good tactic is one your people enjoy.
7. A tactic that drags on too long becomes a drag.
8. Keep the pressure on. Never let up.
9. The threat is usually more terrifying than the thing itself.
10. The major premise for tactics is the development of operations that will maintain a constant pressure upon the opposition.
11. If you push a negative hard enough, it will push through and become a positive.
12. The price of a successful attack is a constructive alternative.
13. Pick the target, freeze it, personalize it, and polarize it.

# Paul Davidoff



## Known For

- **Advocacy Planning (1965)**
- Critique of mainstream physical planning and its neglect of minorities and the poor
- Defining the role of planner as professional advocate

Planners must engage as **professional advocates**:

- Speak out
- Be ethical
- Engage



# Norman Krumholz



## Known for

- Being Chief of Planning in Cleveland from 1969 to 1979
- Advocacy oriented planning department
- “Provide more choices to those who have few, if any choices.”
- Equity Planning – city policies & partnerships to address housing, poverty, neighborhood revitalization, and racial discrimination

*Provide more choices to those who have few, if any choices.*

# Sherry Arnstein



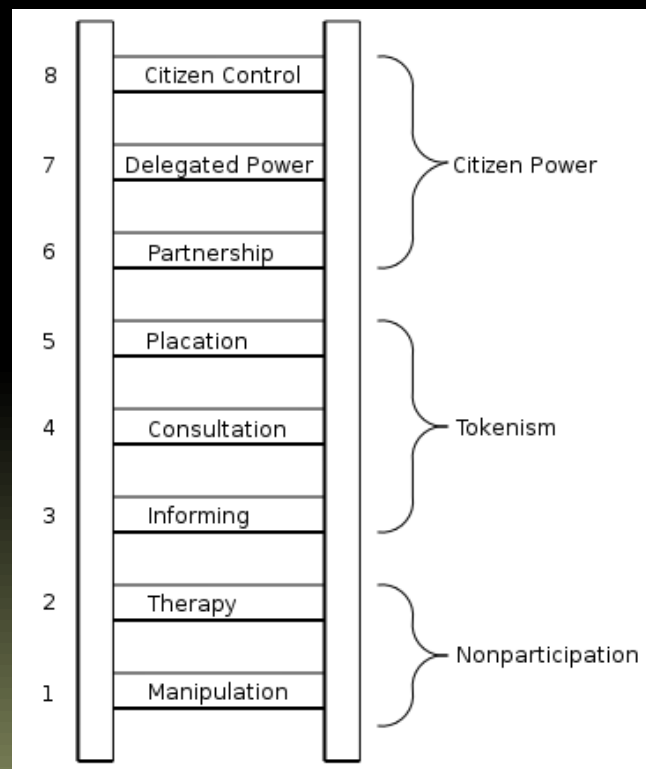
Known for:

- Ladder of Participation (1969)
- Citizen participation is a **categorical term for citizen power**
- **Citizen participation is citizen power**

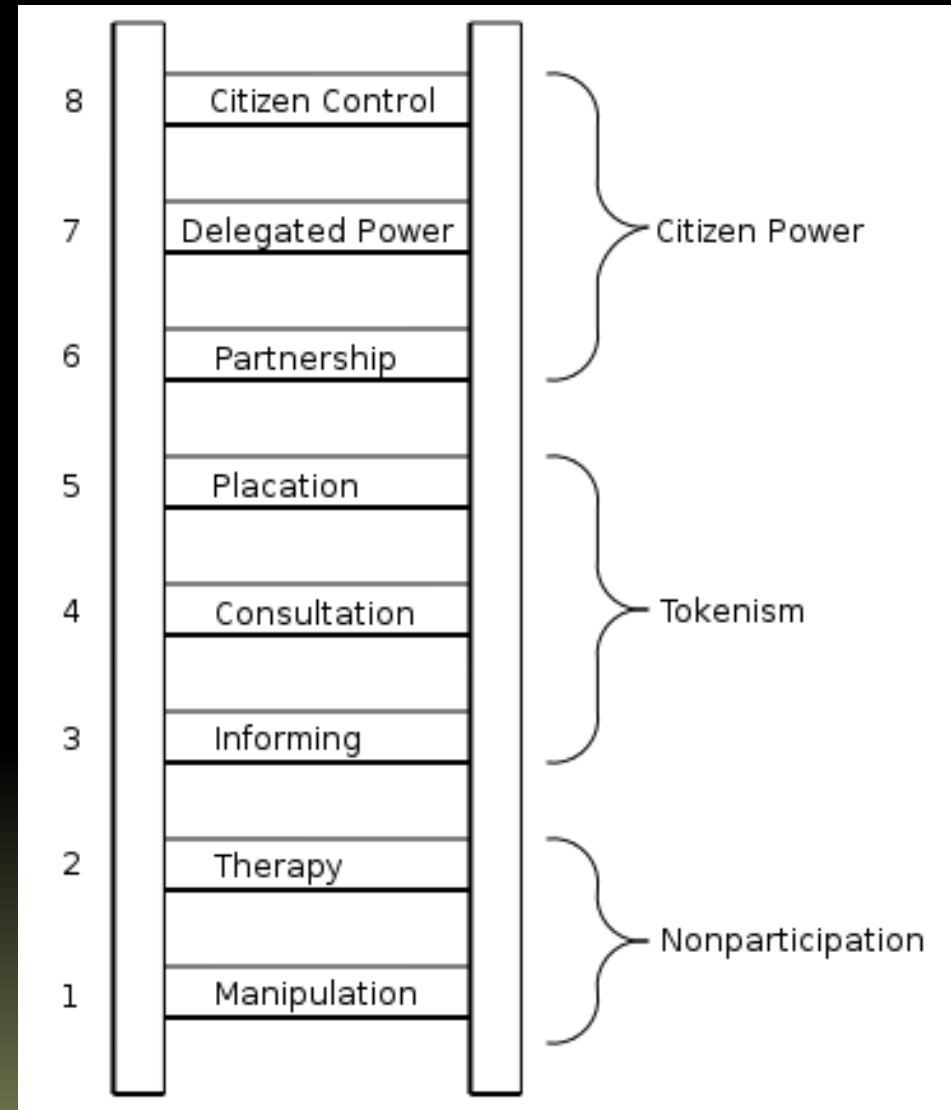
“...It is the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future.”

# CHARACTERISTICS

Levels of Participation  
Pros/Cons/Tensions



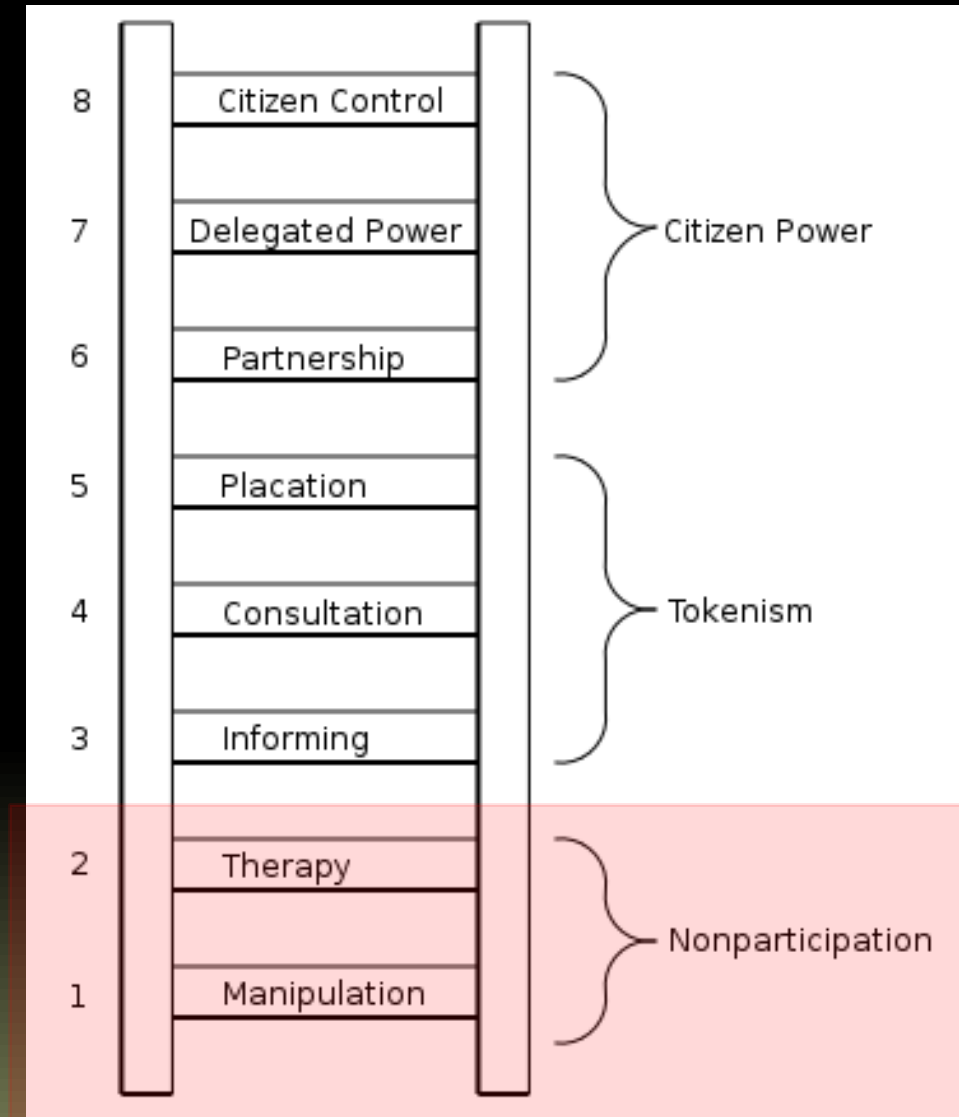
# Ladder of Citizen Participation



# Nonparticipation

Objective: Enable power holders to “educate” or “cure” the participants.

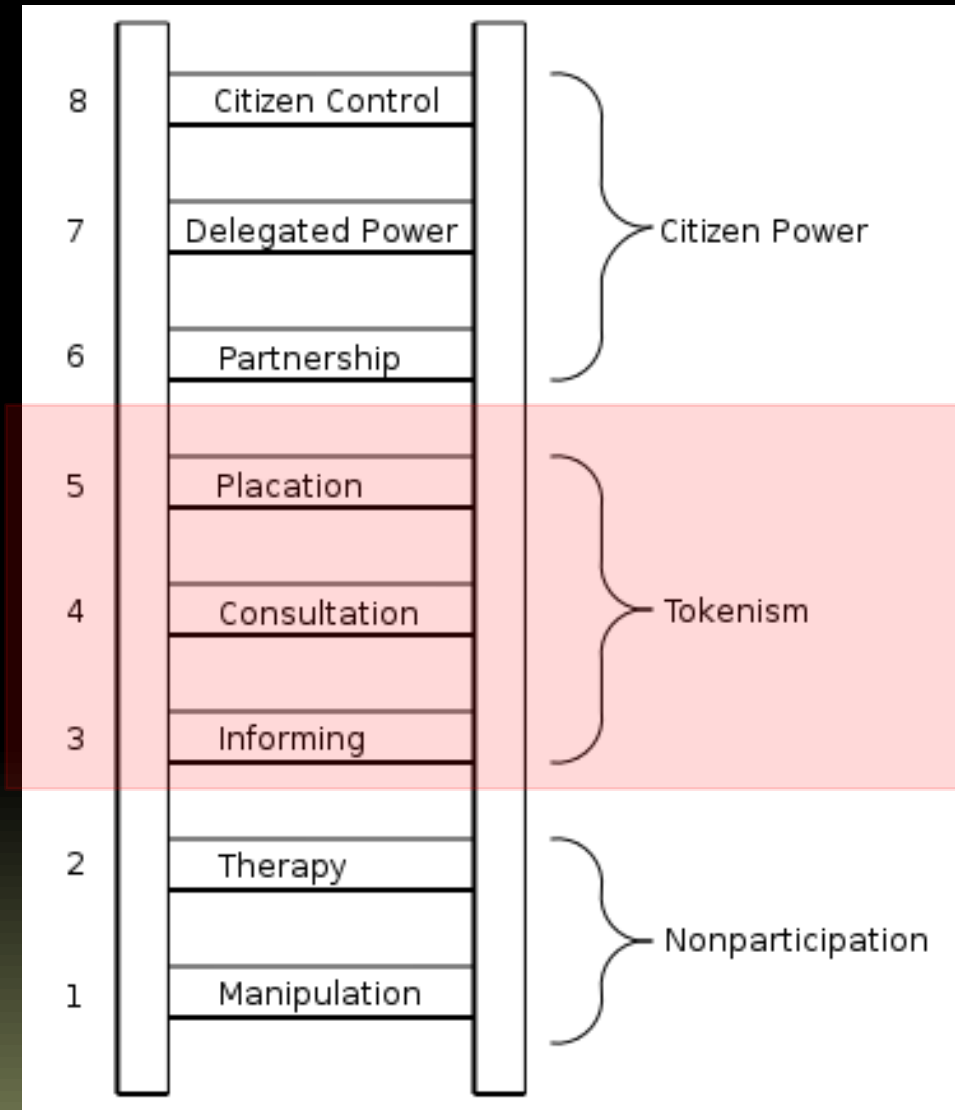
- Therapy
  - Citizens “cured” through action
- Manipulation
  - Citizens educated and informed through action



# Tokenism

Objective: Allow the have-nots to hear and to have a voice ... but no power to ensure their views are heeded by the powerful.

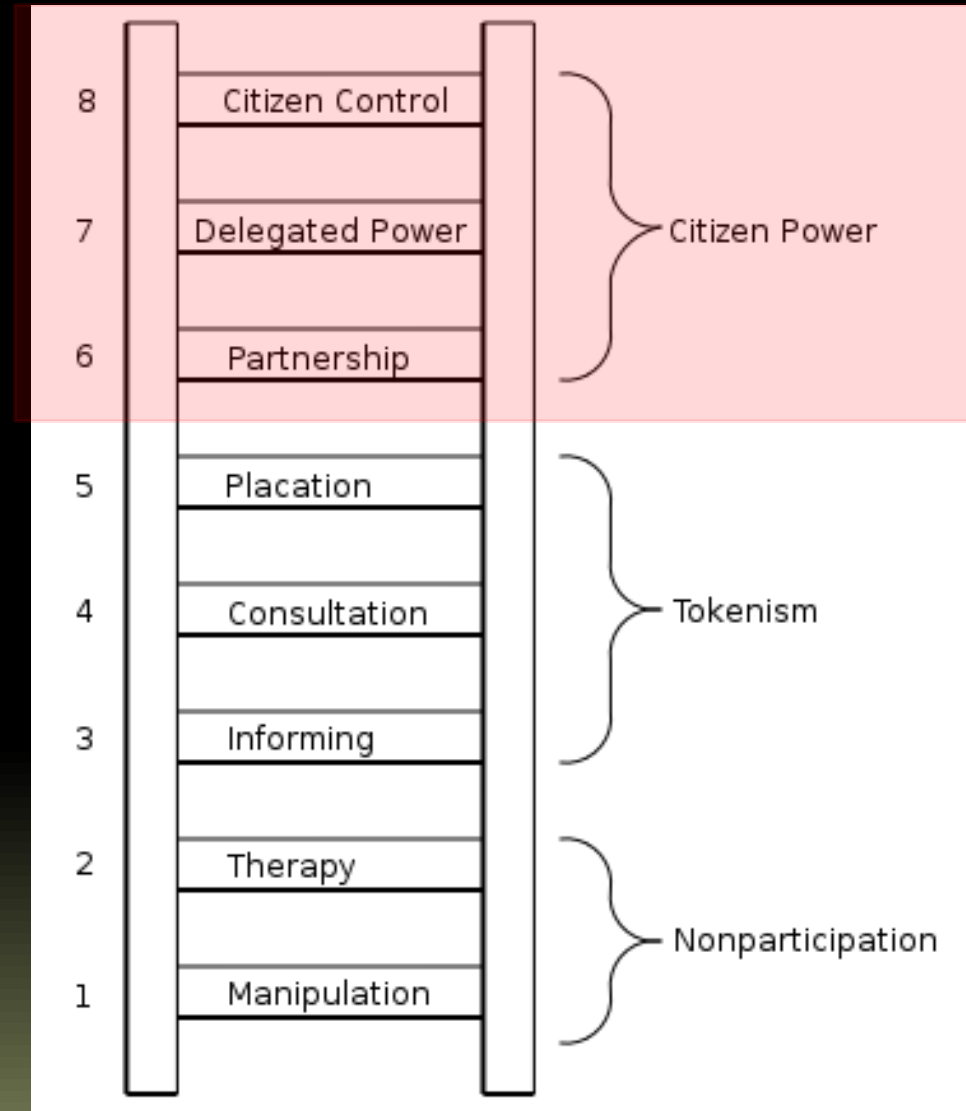
- Placation
  - Have-nots advise
- Consultation
  - Opinions sought
- Informing
  - Advised of rights & responsibilities



# Citizen Power

*Objective:* Increased degree of decision-making clout.

- Citizen Control
  - Citizens control program or an institution
- Delegated Power
  - Officials give citizens power
- Partnership
  - Power is shared



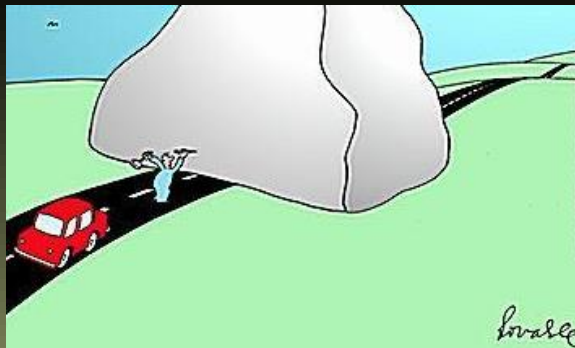
# The Ladder Caveat: Roadblocks

## Haves

- Resistance to power Redistribution
- Paternalism
- Racism

## Have Nots

- Inadequate political socioeconomic infrastructure and knowledge base
- Difficulties organizing citizens' group



### ***Myth of homogeneity***

- Communities are similar and have cross cutting interests and positions.
- *Rather*, communities are more heterogeneous than we often realize.



# Tensions in Participation

## Pros:

### Legitimacy

- Democracy
- Social development
- Civic engagement
- Faith in government

### Efficiency

- Better decisions
- Program adoption
- Programs implemented

## Cons:

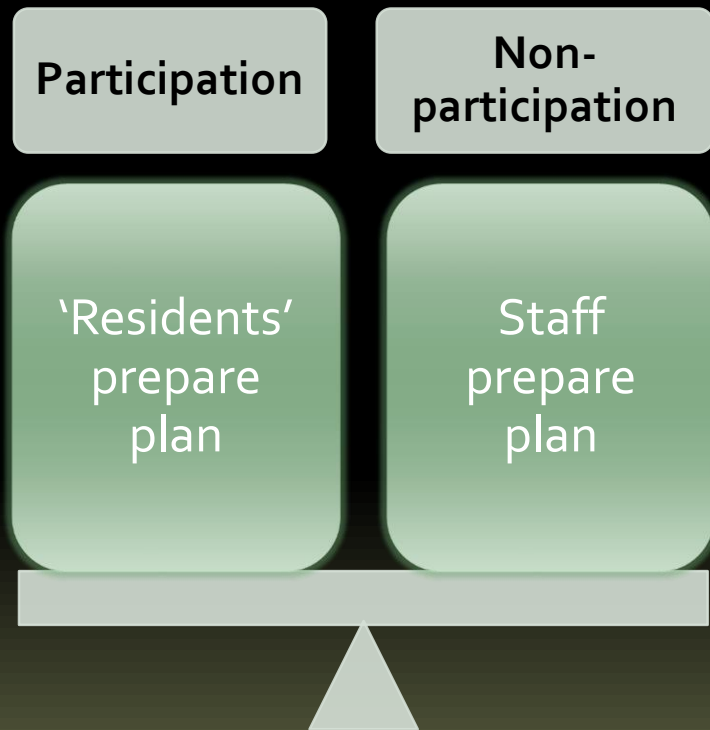
Political Oversight

Stakeholder opposition

Budget and staff limits

Deadlines

# Democratic Planning



## Planning

- A process to learn about where you live, how to shape it for the better and how to sustain it for the long term.
- Planning is an act of community participation and an expression of its belief in its future.

## Plan in two ways -

- (1) *proactively*
- (2) *reactively*



# Democratic Citizen Participation

## **1. Demystification**

Magic is taken out of planning and it becomes user-friendly

## **2. Deprofessionalization**

Not just professionals shaping the future of the neighborhood

## **3. Decentralization**

Decision making is not concentrated downtown

## **4. Democratization**

more people are involved directly in decision-making, especially those with a stake in the community's future (residents, business owners, civic institutions, etc.)

# TECHNIQUES

Planning for Public Involvement  
Facilitated Activities  
Information/Outreach



# Public Involvement Planning

- What are the issues? What is the planning process?
- What situational variables are at play?
- What are the key decisions in the planning process?
- What information is needed from, or should be provided to participants at the time of each decision?
- Design participatory methods to provide the input or education is needed at each key decision point.
- Start early, carry out throughout the planning process

# Participatory Processes

- Public hearings
- Public meetings
  - Workshops
    - Visioning – vision, goals, objectives, policies
    - Charrette – typically 1-3 day process
  - Open House
- Surveys – importance of size, question bias, cost



<http://www.marconews.com/news/2012/dec/21/marco-island-city-council-firefighters-contract>

# Participatory Processes

- Focus Group
- Citizen Advisory Committee
- Steering Committee
- Interviews
- Speakers Bureaus



# Consensus Building

- SWOT Analysis
- Visual Preference Surveys
- Delphi method – several rounds of policy-thinking





# Outreach/Information Sharing

## ■ Low-Tech

- Media
- Newsletters
- Bulletin boards
- Community presentations
- Drop-in center
- Displays
- Festivals

## ■ Hi-Tech

- e-Government
- Web summaries
- Wikis
- Web comment, discussions, etc.
- Social media – Facebook, Twitter, etc.



# Ways to get people to participate

## ■ Outreach


- Personal contact
- Media
- Field Office/Drop-in Center
- Utilize Existing Organizations
- Displays at Key Settings  
(Churches, Community Centers)

## ■ Mediated Participation Methods

- Large Community Meetings
- Small Living Room Meetings
- Open House
- Workshops

## • Data collection (joint)

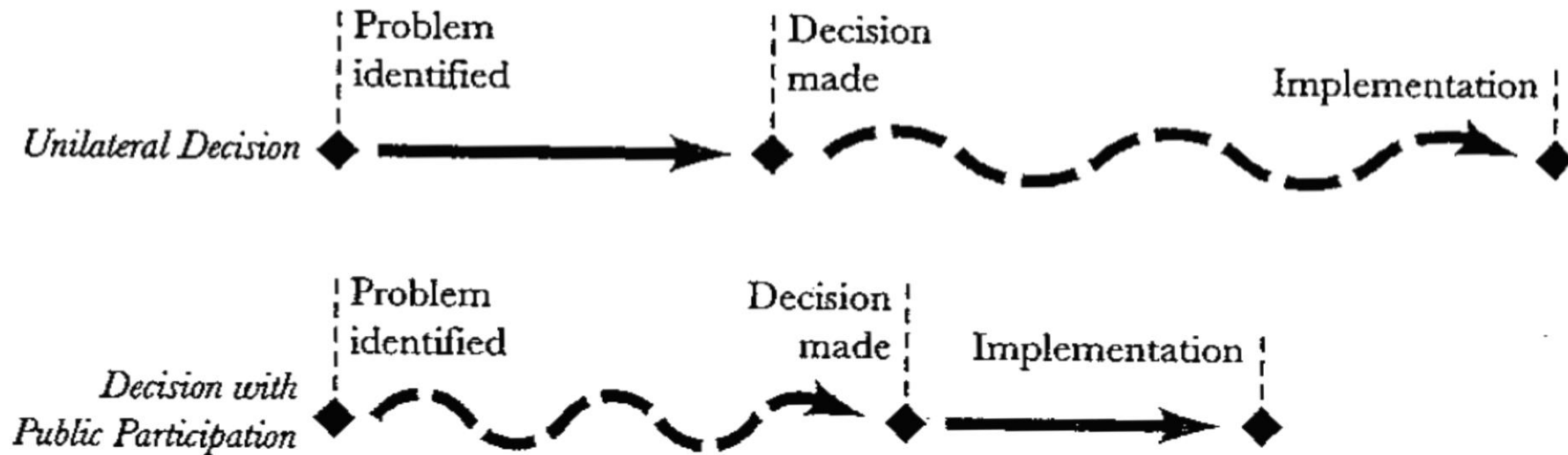
- Responsive Publication
- Individual Interviews
- Informal Consultation
- Direct Observation
- Activity Log
- Behavioral Mapping
- Advisory  
Committee/Reactor  
Panel
- Walking Tour
- Surveys



# Obstacles to Public Participation

- Needs for ...
  - Child care
  - Transportation
  - Translators
  - Actual or perceived balance of power
  - Access to technology

# Unilateral Decisions vs. Public Participation




# Decisions with Public Participation

- Results of the traditional, inefficient or unilateral decision
- Results of the decision with public participation




**“Plan to do it right first, or plan to do it over again later...”**

- Gary Cornell, January 2013



**Sample Question:** The planning director of a small city wants to get as much public input as possible on a city-wide study. Which of the following would be the LEAST effective method of stimulating citizen participation?

- A. Contacting neighborhood leaders, advising them of the study, and asking them to report neighborhood reaction
- B. Completing the study, printing the final report, and asking for citizen comments on it
- C. Preparing press releases that give the general scope of the study and asking for comments from the general public
- D. Offering to address interested neighborhood or other civic groups on the subject of the study



**Sample Question:** Which of the following are newer challenges planners face in surveying community residents?

- I. Telephone surveys leave out those who cannot afford telephones
- II. Telephone surveys are very expensive
- III. Telephone surveys omit those who only use cell phones
- IV. Telephone surveys leave out those who utilize call waiting

- A. I and II
- B. III only
- C. II and III
- D. None of the above



# Resources

- Elaine Cogan. *Successful Public Meetings: A Practical Guide*. Chicago, APA Planners Press, 2000.
- James L. Creighton. *The Public Participation Handbook: Making Better Decisions Through Citizen Involvement*. San Francisco: Jossey Bass, 2005.
- Bernie Jones. *Neighborhood Planning: A Guide for Citizens and Planners*. **APA Planners Press**, 1990.
- Nancy Roberts. "Public participation in an age of direct citizen participation." *American Review of Public Administration*. 34 (4, 2004): 315--353.





# Resources

- Arnstein, Sherry R. 1969. "A Ladder of Citizen Participation." *Journal of the American Institute of Planners* 35(4): 216-224.
- Davidoff, Paul. 1965. "Advocacy and Pluralism in Planning." *Journal of the American Institute of Planners* 31(4): 331-338.
- Friedmann, John, Robert Nisbet, and Herbert J. Gans. 1973. "The Public Interest and Community Participation." *Journal of the American Institute of Planners* 39(1): 2-12.
- Peattie, Lisa R. 1968. "Reflections on Advocacy Planning." *Journal of the American Institute of Planners* 34(2): 80-88.

# Concluding Thoughts

- Understand techniques and how they function and when they are best used.
- Know names - Alinsky, Davidoff, Arnstein.
- Understand basic social justice issues and approaches to solving them.
- **Understand the AICP perspective: practice questions & know the Code of Ethics!**



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## QUESTIONS?

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