

Public Participation & Social Justice

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Introduction

Citizen participation is the zeitgeist of the American revolution. As Lincoln said at Gettysburg in 1863, we are a nation “...**of the people, by the people, and for the people...**”

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

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Discussion Topics

Pioneers of public involvement planning

- Philosophies
- Coalition building techniques

Public Involvement Methods

- Identify, engage, and serve underserved groups – especially, working with diverse communities and
- Ensure social justice.

Sample test questions

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Public Involvement and Coalition Building

- Build community.
- Increase social equity in planning decisions
- Build trust through:
 - Managing agreement
 - Timely disclosure and shared information
 - Inclusionary strategies
 - Influencing decision-making
- Identify and help mitigate conflicts and problems.
- Create lasting solutions.

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History – Pioneers of Citizen Participation and Advocacy Planning

k3

- **Saul Alinsky**
- **Sherry Arnstein**
- **Paul Davidoff**
- **Norman Krumholtz**

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k4

Saul Alinsky

He envisioned an **“organization of organizations.”**

In his book *Rules for Radicals*, he “showed the ‘have-nots’ how to organize their communities, target the power brokers and politically out-manuever them. ”



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Alinsky's Rules k5

- Power is not only what you have but what the enemy thinks you have.
- Never go outside the experience of your people. It may result in confusion, fear, and retreat.
- Wherever possible go outside the experience of the enemy. Here you want to cause confusion, fear, and retreat.
- Make the enemy live up to his/her own book of rules.
- Ridicule is man's most potent weapon.
- A good tactic is one that your people enjoy.
- A tactic that drags on too long becomes a drag.

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Alinsky's Rules

- Keep the pressure on, with different tactics and actions, and utilize all events of the period for your purpose.
- The threat is usually more terrifying than the thing itself. k2
- The major premise for tactics is the development of operations that will maintain a constant pressure upon the opposition.
- If you push a negative hard and deep enough it will break through into its counterside.
- The price of a successful attack is a constructive alternative. k6
- Pick the target, freeze it, personalize it and polarize it.

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Building Coalitions a la Alinsky

“Change comes from power, and power comes from organization. In order to act, people must get together.”
Saul Alinsky

- *Organizations are communities of interest.*
- Disorganize in order to reorganize.
- Identify the issues you can do something about.
- Build confidence through small wins.
- Remember:
 - Honor the “dignity of the individual.”
 - The organization has to be an educational mechanism – not propaganda but education.

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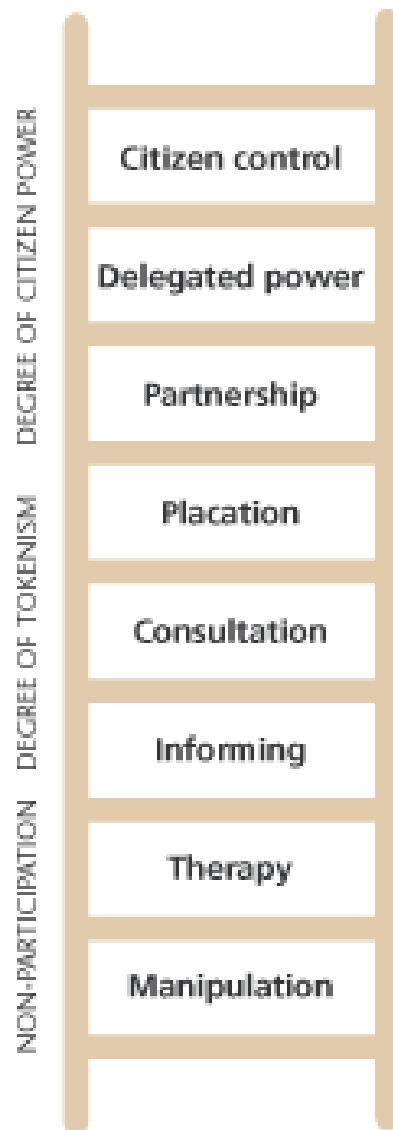
“citizen participation is a categorical term for citizen power”

*je participe
tu participes
il participe
nous participons
vous participerez
ils profitent*



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k9



Arnstein's Ladder of Citizen Participation

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Arnstein's Ladder of Citizen Participation

- Participants and residents control a program or an institution.
- Negotiations between citizens and officials give citizens power.
- Power is redistributed between citizens and powerholders.
- The have-nots advise, powerholders still making decisions.

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Arnstein's Ladder of Citizen Participation

- Citizens' opinions sought (through surveys, meetings, etc.).
- Citizens are advised of rights, responsibilities, and options.
- Citizens involved in extensive activity to cure them of pathology.
- Citizens arranged on advisory committees or boards merely to "educate" them or to get their support.

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Building Coalitions a la Sherry Arnstein

- Community coalitions need to develop their own agendas instead of constantly reacting to the agendas of outside forces.
- Community organizations must have the dollars to hire their own staff technicians, and must be able to direct that staff and to hold it accountable.
- You can't organize a community without "deliverables."
- Don't underestimate the potential support for the community's agenda from sympathetic people outside the community.
- Be prepared to fight each frustrating step of the way when you're trying to break new ground.

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Paul Davidoff

- Criticized mainstream physical planning and its neglect of minorities and the poor.
- Said the practice of plural planning requires educating planners to engage as professional advocates in the contentious work of forming social policy.

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Paul Davidoff

- The planner isn't solely a *value-neutral* technician
- Planning should be pluralistic and represent diverse interests, especially minority interests.
- So-called "citizen participation" programs usually react to official plans and programs instead of encouraging people to *propose* their own goals, policies and future actions.
- There is no escaping the reality that politics is at the very heart of planning and that planning commissions are political.
- The city planning profession's historical concern with the physical environment has warped its ability to see physical structures and land as servants to those who use them.

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Coalition Building a la Paul Davidoff

- Speak out. Choose to represent the socially and economically under-represented or excluded clients.
- Be ethical. The AICP “ethical principles derive both from the general values of society and from the planner's social responsibility to serve the public interest.”
- Engage. Organize , educate, litigate, and use the press to mobilize public opinion.

k11

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Norman Krumholtz k12



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

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Norman Krumholtz

- Krumholtz was the Chief of Planning in Cleveland from 1969 to 1979
- Conditions in the city were deplorable.
- Development process was exploitative.
- Local politics were inadequate.
- Disproportionate impact on the minority poor.

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Norman Krumholtz

- The AIP's Code of Ethics was Krumholtz' beacon: k13
- "A planner shall seek to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of disadvantaged groups and persons, and shall urge the alternation of policies, institutions and decisions which **militate** against such objectives."

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Norman Krumholtz

“With (the AIP ethics) as a guide, we deemphasized many of our concerns with zoning, land use, and urban design. We altered the traditional posture of the planner “as an apolitical technician serving a unitary public interest. Instead, we devoted ourselves to ‘providing more choices to those who have few, if any choices.’” (263)

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Public Involvement Methods

- Identify, engage, and serve underserved groups – especially, working with diverse communities and
- Ensure social justice.

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Mandated Choices

LOCAL GOVERNMENT CITIZEN INVOLVEMENT PLANNING CHOICES MANDATED BY SOME STATES						
State	Administration	Objectives	Stage	Targeting	Techniques	Information
States						
Florida	None	Educate citizens, learn citizen preferences	None	None	Public hearing, information, newspaper advertisement	None
Washington	Participation Program	None	Preplanning	Public agencies, businesses, land-owners, school districts, tribes	Pubic meetings, open discussion, posting property, newspaper inserts, public notices	None
Other States						
Georgia	None	Educate citizens, tap knowledge	Postplanning	None	Pubic hearings, announcements	None
Hawaii	None	Foster influence	None	None	None	None
Maine	None	Learn preferences	None	None	Public hearings, open discussions, dissemination of proposals	None
Maryland	None	None	Postplanning		Public hearings, newspaper notices	Copies of Plan
New Jersey	None	None	None	None	Public hearings	None
Oregon	Participation Program	Foster influence	Preplanning	None	Advisory committees	None
Rhode Island	None	Learn preferences	Postplanning	None	Public hearings	None
Vermont	None	None	Preplanning	Government agencies, businesses, conservation groups, low-income households, advocacy groups	Public hearings, notices, informal working sessions	Copies of Plan

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Public Hearing Formats for Public Involvement

Formal and “less formal” – not informal

Typical components

- An agency technical presentation
- A public question and answer session
- Time for public statements
- Transcript
- Follow-through and evaluation

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Other Methods

Data Collection as Public Involvement

- **Interviews**
- **Surveys**
- File Reviews & Structured Observation
- **Case Studies**
- **Small Group Methods (focus group, Delphi, Charette, etc.)**
- Secondary data (e.g., Agency data)
- Reviews of Studies
- Content Analyses
- Diary Methods
- **Ethnographic Methods, Field Studies, Participant Observation, Tester Audits**

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Terms

- At page 111 in APA's *A Planners Dictionary* (2004), **citizen participation** is defined as:
- “The process through which citizens who live and/or work in an area are actively involved in the development of plans and recommendations” (*Prince George’s County, MD*).

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Terms

- At page 320 in the ...*Dictionary*, **public meeting** is defined as :
- “An informal meeting, hearing, workshop, or other public gathering of people to obtain comments from the public or other agencies on a proposed project permit prior to the local government’s decision....” (*Whatcom Co, Wash.*)
- “A meeting of a board, planning commission, city council, or their representatives where the public may attend. (*Concord, NC*)

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Interviews

Strengths and Advantages

- Data can be rich, descriptive, and nuanced, expert interviewers can capture complexity accurately
- Unstructured and semi-structured interview guides can be developed relatively quickly
- Personal approach may work best with hard-to-reach and elite respondent

Costs, Weaknesses, Disadvantages

- Not generalizable
- Time consuming
- Difficult to record nuances or exact words
- Lack of structure limits comparison
- Analysis can be time consuming

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Surveys

Strengths and Advantages

- Can produce results that are statistically precise
- Can generalize if sample design, questions, response rates allow
- Data can be qualitative or quantitative
- Can be an efficient way to gather information from many (especially web surveys)

Costs, Weaknesses, Disadvantages

- Can be resource intensive
- Low response rates, questionnaire problems can limit usefulness.
- Analysis of qualitative information can be time-consuming
- Choice of mode (mail or web, etc.) affects structure of questions.

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Case Studies and Site Visits

Strengths and Advantages

Can provide more in-depth information about a topic, can explain complex events and circumstances

Multiple method approach can be corroborative - increases reliability and validity of findings

Costs, Weaknesses, Disadvantages

Information is not generalizable

May require travel time and money

Analysis can be time consuming – voluminous data, subjective and hard to summarize and compare

Selection of sites will have a big impact on the data collected

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Small Group Methods

Strengths and Advantages

Allows for group interaction on a topic – can surface issues or ideas not obtained from single interviews

Experts might provide consensus opinion

Good moderator can ensure civility and equal opportunity to be heard

Costs, Weaknesses, Disadvantages

Not a substitute for individual interviews

Can be costly – participant incentives, travel, taping and transcription, convening panel

Data reduction and analysis can be difficult and time consuming

Need to control agreement

Requires trained facilitator or moderator

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Ethnographic Methods

(Field Studies, Participant Observation, Tester Audits)

Strengths and Advantages

Data can be grounded, realistic,
convincing descriptions of
real-time observations

Data may be less distorted
when collected in their
“natural” setting

Costs, Weaknesses, Disadvantages

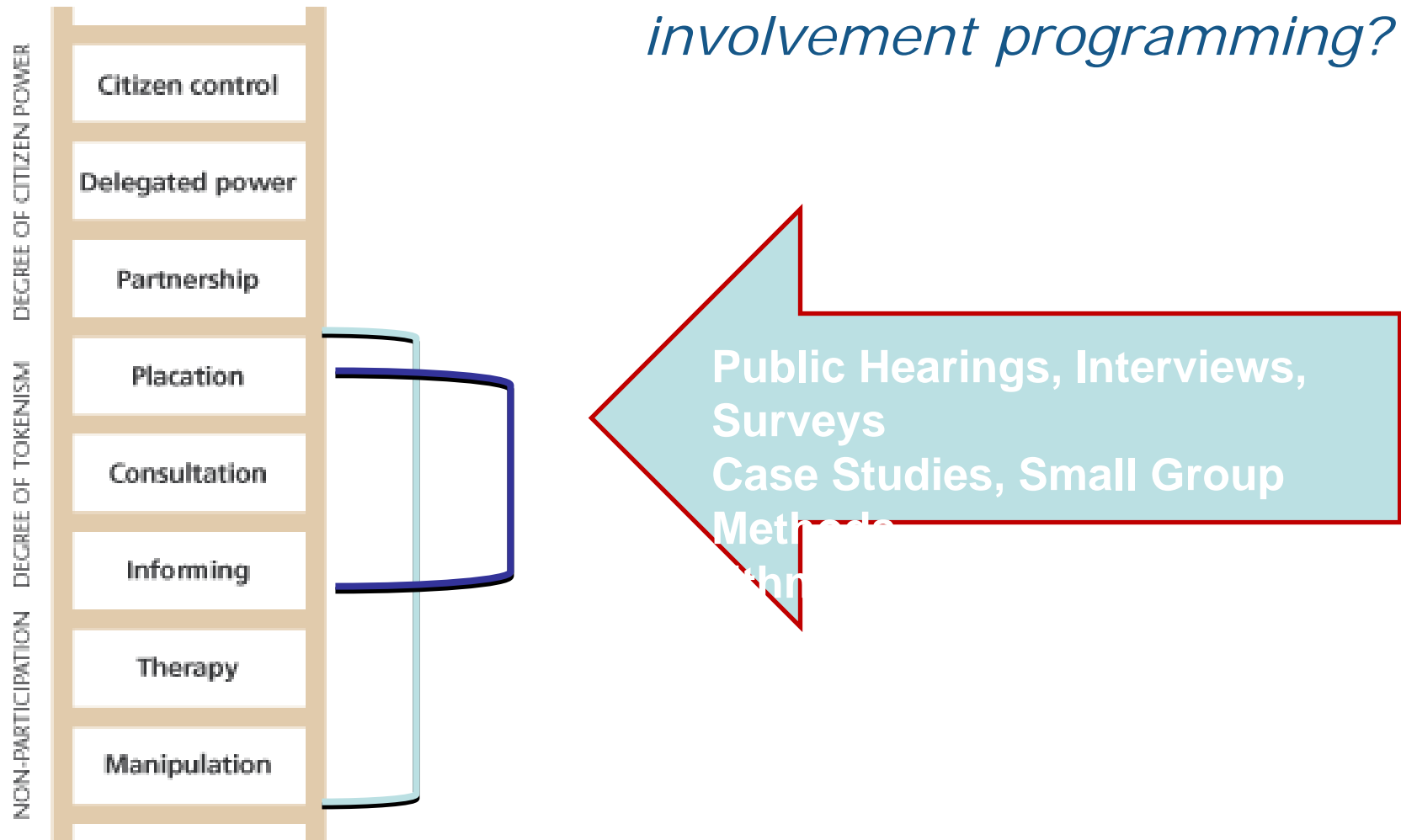
May be challenging to get access to
setting

Travel and real-time observation can be
resource intensive

May be legal, ethical, political
considerations

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What are we doing in most of our public involvement programming?



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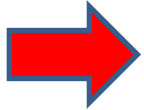
Sample test questions

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Sample test questions

All of the following are know for their involvement in organizational approaches to citizen participation except:

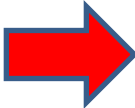
- A. Saul Alinsky
- B. Patrick Geddes
- C. Sherry Arnstein
- D. Paul Davidoff



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Sample test questions

When working with developers and businesses, all of the following are necessary ***except***:

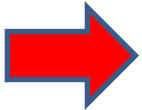
- A. Respecting timetables
-  B. Providing advice on the probable success of the business venture proposed
- C. Acknowledging profit or loss in the process
- D. Being concerned for disruption of customer relationships

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Sample test questions

All of the following are essential elements of a design Charrette
except:

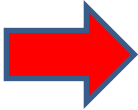
- A. A problem to be solved or worked upon.
- B. A group of interested citizens willing to participate.
- C. Professional experts both from within the community and from the outside.
- D. The cooperation of the Mayor or City Manager.



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Sample test questions

Advocacy Planning is associated closely with Paul Davidoff and Saul Alinsky. Which of the following was the significant element of the advocacy movement?

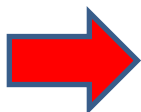
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- A. Assisted single women with children to find employment.
 - B. Caused social planning to move from back room negotiations into the public forum.
 - C. Reduced the need for more environmental documentation.
 - D. Created economic stability.

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Sample test questions

In every project there comes a point in time when the public becomes involved. When would this take place?

- A. At the start, before alternatives are developed.
- B. In the middle, when a small or reduced set of options have been defined.
- C. At the end, when a preferred choice has been selected.
- D. At an appropriate time to be chosen based on a number of criteria, not by a set routine.



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Sample test questions

An intensive, interactive problem solving process with meetings convened around the development of specific topics is described as:

- A. Alinsky's Organizations.
- B. Advocacy Planning.
- C. A Charrette.
- D. Citizen Referendum.

