

**UEP 0194-A COMMUNITY ENGAGEMENT:
ADVANCED TECHNIQUES, EXAMPLES AND OUTCOMES**
Online Summer Course, May 21 – June 29, 2014

DESCRIPTION

Many planning projects and policies fail because of a lack of community engagement. This course explores ways to create active, positive participation in different urban settings. We examine the goals and practice of community engagement, from theory and history to methods and techniques. Using three case studies of participation processes, in Lowell's Hamilton Canal District, Boston's Chinatown, and Somerville neighborhoods, we view and discuss filmed sessions of public meetings and charrettes. Facilitators and participants of community engagement events are interviewed for their assessment of how effective the process was. Readings include scholarly articles, web sources and media coverage of the case studies.

LEARNING OBJECTIVES

Through this course, it is expected that students will

- 1) gain an understanding of
 - the history, goals, and measures of success of community engagement processes, including mandated and informal, and
 - the methods and techniques used in practice for engaging community members in policies, plans, projects and decisions that affect them;
- 2) observe and analyze case studies of community engagement processes;
- 3) use critical thinking and develop their own assessment of what works and doesn't work under different conditions, against different measures and purposes of engagement;
- 4) design a process of public participation for a setting and topic of their choice.

DURATION

First summer session: May 21 to June 29, 2014

STRUCTURE

- Four lectures, listed at Mondays and Wednesdays on the schedule, are powerpoint presentations with voice commentary, or videos of participation processes, and are posted on Trunk a week prior to their date on the schedule. They can be viewed anytime during that week. They are on 5/27, 6/2, 6/4 and 6/9.
- Seven interactive class discussions on Mondays and Wednesdays, from 7 pm to 8 pm Eastern Standard Time (EST) require students' synchronous (real time) participation. These are on 5/27, 6/2, 6/4, 6/9, 6/11, 6/18, and 6/25.
- Three two-hour sessions, from 6 pm to 8 pm, one on a Wednesday and two on Mondays, are panel discussions with guests, and also require students' synchronous participation: these are on 5/28, 6/16, and 6/23.
- Online office hours can be scheduled individually by email, phone or Skype.

REQUIREMENTS

- Forum participation: Students post their observations about readings, lectures, and other students' observations, twice a week, by 6 pm on Mondays and Wednesdays, before the interactive class discussion of 7-8 pm.
- Short papers: Students submit on three Fridays a short (1-3 pages) reflective paper on their learning experience from the course material. These are submitted under Assignments, without other students viewing them. They are meant to be personal reflections and critical thinking about the material, connecting it to your personal and/or professional life.
- Final project: Students design a participation process for a setting of their choice, identifying the project, stakeholders, participation methods, and expected outcomes. These will be done either individually or in groups of 2 to or 3 students. Each individual/group will submit a draft of their participation design by 6/11 and the final by 6/27. The final project serves as an opportunity for students to apply the course material to locations, planning events or policy areas that they know or want to explore more, and integrate it with their other studies or professional practice.

SCHEDULE AND READINGS

Monday and Wednesday lectures or videos are posted on Trunk and can be viewed anytime during the previous week. Student observations about the readings are to be posted at the Forum by 6 pm on Mondays and Wednesdays, before the interactive class discussions from 7 pm to 8 pm. The one-hour sessions are the total time available but depending on the topics and exchanges, we may only need half an hour, from 7 pm to 7:30 pm.

Highlighted in yellow are the sessions requiring synchronous (real time) participation. Please see the PDF Live Sessions Instructions at the course's site on Trunk, under Resources.

Week 1

Wed 5/21 Introduction – course overview, requirements, resources. Student introductions.

Readings for 5/21

Arnstein, Sherry R. 1969. "A Ladder of Citizen Participation." JAIP 35 (4): 216-224
<http://www.tandfonline.com/doi/pdf/10.1080/01944366908977225>

Goodspeed, Rob. 2008. "Public Participation Theory." Goodspeed Update (blog)
<http://goodspeedupdate.com/2008/2223>

Innes, Judith and David Booher. 2005. "Reframing Public Participation: Strategies for the 21st Century." Institute of Urban & Regional Development. UC Berkley.
<http://escholarship.org/uc/item/4gr9b2v5>

Week 2

(Monday 5/26 is Memorial Day)

Tues 5/27 Definitions and framework. Community engagement, public participation, related terms. Where does community engagement happen? How is success measured?

Readings for 5/27

Webler, Thomas, Seth Tuler and Rob Krueger. 2001. "What Is a Good Public Participation Process? Five Perspectives from the Public." *Environmental Management*, 27 (3): 435-450
<http://link.springer.com/article/10.1007/s002670010160>

Brody, Samuel, David Godschalk and Raymond Burby. 2003. "Mandating Citizen Participation in Plan Making: Six Strategic Planning Choices." *APA Journal*, 69 (3) 245-264
<http://www.tandfonline.com/doi/pdf/10.1080/01944360308978018>

Quick, Kathryn and Martha Feldman. 2011. "Distinguish Participation and Inclusion." *Journal of Planning Education and Research* 31(3) 272-290
<http://jpe.sagepub.com/content/31/3/272.full.pdf+html>

Tues 5/27 by 6 pm Post at the Forum: your observations on readings and other students' observations.

Tues 5/27 7 – 8 pm Interactive class discussion.

Wed 5/28 6 – 8 pm Panel discussion with guests: Neighborhood planning around the Hamilton Canal District, Lowell, MA
Aaron Clausen, Director of Planning, Beverly (formerly Senior Planner, City of Lowell);
Ron Mallis, founder, BostonAppLab (formerly Senior Planner, Goody, Clancy & Associates);
citizen participants

How was the planning process structured? By whom? Who participated? What was the outcome?

Readings for 5/28

Goody, Clancy. 2009. "A City-Building Vision for the Hamilton Canal District and the Neighborhoods." Lowell. <http://www.mass.gov/hed/docs/dhcd/cd/gateway/lowell.pdf>

Trinity Hamilton Canal Limited Partnership and City of Lowell. 2008. "Development Visioning Process". Chapter 2 of Hamilton Canal District Master Plan.
<http://www.hamiltoncanal.com/44/section.aspx/download/136>

GC&A. 2002. "Complicated Participation Made Easy". Goody, Clancy & Associates presentation at APA National Conference, Chicago.

Media articles about the Hamilton Canal District and the planning in surrounding neighborhoods (see list at the end, after bibliography).

Fri 5/30 Short paper (2-3 pages): reflections on first two weeks

Week 3

Mon 6/2 History. Origins and growth of community engagement and public participation.

Readings for 6/2

Goodspeed, Rob. 2008. A Brief History of Public Participation in Urban Planning. Goodspeed Update (blog) <http://goodspeedupdate.com/2008/2223>

Hoene, Christopher, Christopher Kingsley and Matthew Leighninger. 2013. *Bright Spots in Community Engagement: Case Studies of U.S. Communities Creating Greater Civic Participation from the Bottom Up*. National League of Cities and Knight Foundation http://www.knightfoundation.org/media/uploads/publication_pdfs/BrightSpots-final.pdf

Schachter, Hindy Lauer and Kaifeng Yang (eds.) 2012. *The State of Citizen Participation in America*. Springer. Excerpts.

Mon 6/2 by 6 pm Post at the Forum: your observations about readings and others students' observations

Mon 6/2 7 pm – 8 pm Interactive class discussion.

Wed 6/4 Methods and techniques: visioning process, charrette formats, focus groups, preference voting, generating options, incorporating feedback into outcomes; place-based logistics

Readings for 6/4

Creighton, James. 2005. *The Public Participation Handbook: Making Better Decisions Through Citizen Involvement*. Jossey-Bass. Excerpts.

Roggema, Rob (ed.) 2013. *The Design Charrette: Ways to Envision Sustainable Futures*. Springer. Excerpts.

Sanoff, Henry. 1999. *Community Participation Methods in Design and Planning*. John Wiley & Sons. Excerpts.

Johnson, Bonnie and Michael Graves. 2013. "Keeping It Real: What Planning Can Learn from Reality TV." *Journal of the American Planning Association*, 77 (3) 214-231 <http://www.tandfonline.com/doi/pdf/10.1080/01944363.2011.592128>

Wed 6/4 by 6 pm Post at the Forum: your observations about readings and others students' observations

Wed 6/4 7-8 pm Interactive class discussion.

Fri 6/6 Short paper (2-3 pages): reflections on material from this week (Week 3)

Week 4

Mon 6/9 Methods (con't): outreach, surveys, crowdsourcing, soliciting input through social media; video games; pace of solicitation/feedback; immersive technologies.

Readings for 6/9

Brabham, Daren. 2009. Crowdsourcing the Public Participation Process for Planning Projects. *Planning Theory*. 8 (3): 242-262 <http://plt.sagepub.com/content/8/3/242.full.pdf+html>

Evans-Cowley, Jennifer and Justin Hollander. 2010. The new generation of public participation: Internet-based participation tools. *Planning Practice and Research* 25 (3):397-408. <http://www.tandfonline.com/doi/pdf/10.1080/02697459.2010.503432>

Hollander, Justin B. 2012. Intelligent participation: Engaging citizens through a framework of multiple intelligences. *Community Development*. 43 (3): 346-360. <http://www.tandfonline.com/doi/pdf/10.1080/15575330.2011.621086>

Seltzer, Ethan and Dillon Mahmoudi. 2013. Citizen Participation, Open Innovation, and Crowdsourcing: Challenges and Opportunities for Planning. *Journal of Planning Literature*. 28 (1): 3-18 <http://jpl.sagepub.com/content/28/1/3.full.pdf+html>

Mon 6/9 by 6 pm Post at the Forum: your observations about readings and others students' observations

Mon 6/9 7 – 8 pm Interactive class discussion.

Wed 6/11 *Readings for 6/11*

Chinatown Master Plan 2010 Oversight Committee. 2010. "Chinatown Master Plan 2010: Community Vision for the Future." <http://www.brownwalkerplanners.com/files/CTMP2010.pdf>

Media articles on Chinatown Master Plan (see at the end)

Gordon, Eric, Steve Schirra, and Justin B. Hollander. 2011. Immersive planning: A conceptual model for designing public participation with new technologies. *Environment and Planning B, Planning and Design*, 38: 505-519. <http://www.envplan.com/epb/fulltext/b38/b37013.pdf>

Wed 6/11 by 6 pm Post at Forum: observations about the readings and others students' observations

Wed 6/11 7 – 8 pm Interactive class discussion.

Fri 6/13 Draft of public participation process design. Submit at Assignments on Trunk.

Week 5

Mon 6/16 6 – 8 pm Panel discussion with guests:
Daphne Politis, Principal, Community Circle; Kye Liang, Project Coordinator, Chinatown Gateway Coalition; Eric Gordon, Emerson College; resident participants, Chinatown Master Planning process.
Chinatown Master Plan 2010, Boston
How was the Chinatown community engaged in its master planning process? How was the video game Participation Chinatown used to inform the master plan?

Wed 6/18 Videos:
Somerville by Design, East Somerville Charrette, May-Sept 2013. Videos of three community meetings: presentations, workshops, participant designs and discussions.
Somerville by Design, Davis Square Design Charrette. Sept 9-11, 2013. Videos of three-day charrette.

Media articles about Somerville by Design (see at the end)

Wed 6/11 by 6 pm Post at Forum: Observations about the readings and others students' observations

Wed 6/11 7– 8 pm Interactive class discussion.

Fri 6/20 Short paper (2-3 pages): reflections on past two weeks (Weeks 4 and 5)

Week 6

Mon 6/23 6 – 8 pm Panel discussion with guests:
Brad Rawson and Melissa Woods, Office of Strategic Planning and Community Development, City of Somerville; participants, East Somerville and Davis Square Charrettes
Facilitators: what was intended? Participants: what was experienced?
How were the charrettes incorporated into the SomeVision comprehensive plan?

Wed 6/25 by 6 pm Post at Forum: Observations about the readings and others students' observations

Wed 6/25 7 – 8 pm Concluding discussion – lessons learned, comments on students' reflections, future directions

Fri 6/27 Final projects due. Posted at Assignments.

ADDITIONAL READINGS

- California Department of Housing and Community Development. 2007. *Public Participation and Community Engagement: Selected Resources*.
- Davidoff, Paul. 1965. Advocacy and pluralism in planning. *Journal of the American Institute of Planners*, 31(4): 103-115
- Day, Diane. 1997. Citizen Participation in the Planning Process: An Essentially Contested Concept? *Journal of Planning Literature*, 11(3):421-34.
- de Sousa Briggs, Xavier. 2003. *Planning Together. Community Problem-Solving*, MIT.
- Faga, Barbar and Alexander Garvin. 2006. *Designing Public Consensus: The Civic Theater of Community Participation for Architects, Landscape Architects, Planners, and Urban Designers*. John Wiley & Sons.
- Feldman, Martha, Anne Khademian and Kathryn Quick. 2009. Ways of Knowing, inclusive management and promoting democratic engagement. *Public Management Journal*, 12(2): 137-71.
- Fischer, Frank. 2002. *Citizens, Experts and the Environment: The Politics of Local Knowledge*. Durham, NC: Duke University Press.
- Forrester, John. 1999. *The Deliberative Practitioner: Encouraging Participatory Planning Processes*. Cambridge, MA: MIT Press.
- Goldstein, Bruce and William Butler. 2010. Expanding the scope and impact of collaborative planning. *Journal of the American Planning Association*, 76 (2): 238-49.
- Gordon, Eric. 2011. *Playing with Empathy: Digital Role-Playing Games in Public Meetings*. Engagement Game Lab. Emerson College, Boston.
- _____ and Gene Koo 2008. "Placeworlds: Using Virtual Worlds to Foster Civic Engagement." *Space and Culture* 11:204-21.
- Grisez Kweit, Mary and Robert Kweit. 2007. Participation, perception of participation and citizen support. *American Politics Research*, 35: 407-25
- Halvorsen, Kathleen. 2003. Assessing the Effects of Public Participation. *Public Administration Review*, 63(5): 535-43
- Hanna, Kevin. 2000. The Paradox of Citizen Participation and the Hidden Role of Information: a Case Study. *Journal of the American Planning Association*, 66(4): 398-410.
- Healey, Patsey. 2003. Collaborative planning in perspective. *Planning Theory*, 2 (2): 101-23.
- _____ 1999. Institutional Analysis, Communicative Planning, Shaping Places. *Journal of Planning Education and Research*, 19: 111-121.
- _____ 1997. *Collaborative Planning: Shaping Places in Fragmented Societies*. Vancouver: University of British Columbia Press.

- Helling, Amy. 1998. Collaborative Visioning: Proceed with Caution! Results from Evaluating Atlanta's Vision 2020 Project. *Journal of the American Planning Association*, 64:335–49.
- Hollander, Justin and David Thomas. 2009. "Virtual Planning: "Second Life" and the Online Studio." *Journal of Planning Education and Research*, 29:108–13.
- Innes, Judith and David Booher. 2010. *Planning with Complexity: An introduction to Collaborative Rationality for Public Policy*. New York: Routledge.
- Innes, Judith. 2004. Consensus Building: Clarifications for the Critics. *Planning Theory*, 3(1): 5-20
- Irwin, Renée and John Stansbury. 2004. Citizen Participation in Decision Making: Is It Worth the Effort? *Public Administration Review*. 64(1): 55-65.
- Manzo, Lynne and Douglas Perkins. 2006. 'Finding Common Ground: The Importance of Place Attachment to Community Participation and Planning. *Journal of Planning Literature*, 20:335–50.
- MIT-Harvard Public Disputes Resolution Project. 2000. *Short Guide to Consensus Building: An Alternative to Robert's Rules of Order for Groups, Organizations and Ad Hoc Assemblies that Want to Operate By Consensus*.
- Peterman, William. 2004. Advocacy vs. Collaboration: Comparing Inclusionary Community Planning Models. *Community Development Journal*, 39:266–76
- Pranis, Kay, Wayne Caldwell and Jennifer Ball. 2011. *Doing Democracy with Circles: Engaging Communities in Public Planning*. Living Justice Press.
- Sarkissian, Wendy, Dianna Hurford, Christine Wenman. 2010. *Creative Community Planning: Transformative Engagement Methods for Working at the Edge*. Routledge.
- Shiple, Robert and Stephen Utz. 2012. Making it Count: A Review of the Value and Techniques for Public Consultation. *Journal of Planning Literature*, 27(1): 22-42.
- _____ and John Michela. 2006. Can Vision Motivate Planning Action? *Planning Practice and Research*, 21:223–44.
- _____ 2000. The Origin and Development of Vision and Visioning in Planning. *International Planning Studies* 5:225–36.
- Silverman, Robert. 2009. Sandwiched between Patronage and Bureaucracy: the Plight of Citizen Participation in Community-based Housing Organizations in the U.S. *Urban Studies*, 46(1): 3-25.
- _____ and Henry Taylor Jr. 2008. The Role of Citizen Participation in Main Street Revitalization: An Analysis of a Local Planning Project. *Action Research*, 6(1): 63-93.
- _____ 2006. Central-city socio-economic characteristics and public participation strategies. A comparative analysis of the Niagara Falls region's municipalities in the USA and Canada. *International Journal of Sociology and Social Policy*, 28(3/4):138-153.

2005. Caught in the Middle: Community Development Corporations (CDCs) and the Conflict between Grassroots and Instrumental Forms of Citizen Participation. *Community Development*, Journal of the Community Development Society, 36(2):35-51.

Stroupe, Jeri, Barbara Knecht, Kenneth Kruckemeyer, and Sue Zielinski. 2013. *Urban Mobility for Greater Boston: A Scan of Visioning and Public Engagement Strategies* DRAFT. Green Ribbon Commission, Boston.

Taylor, Marilyn. 2007. Community Participation in the Real World: Opportunities and Pitfalls in new Governance Spaces. *Urban Studies* 44:297–317.

Tritter, Jonathan and Alison McCallum. 2006. The Snakes and Ladders of User Involvement: Moving Beyond Arnstein. *Health Policy*, 76:156–68.

MEDIA COVERAGE AND WEB SOURCES OF COMMUNITY ENGAGEMENT CASE STUDIES

2009 City-Building Vision for the Hamilton Canal District and the Neighborhoods. Lowell, MA

Nov 17, 2007 JAM plan firm seeks community input. *The Lowell Sun*. About the community planning process for the Hamilton Canal District (HCD).

<http://www.lowellcentercity.org/articles/charette1.html>

Dec 6, 2007. Public adds its vision to JAM plan. *The Lowell Sun*. About the HCD community planning process.

http://www.lowellsun.com/local/ci_7651185

City-Building Workshops Flyer. 2009. Department of Planning and Development, City of Lowell.

<http://www.lowellcentercity.org/articles/lowelldowntownflyer042309.pdf>

Nov 12, 2009. Hamilton Canal District Breaks Ground. Blog from the Office of the City Manager, Lowell.

<http://lowellma.wordpress.com/2009/11/12/hamilton-canal-district-breaks-ground/>

Dec 24, 2009, Year 2009 in Review from Director, Division of Planning and Development. Blog from the Office of the City Manager, Lowell. Refers to both the Hamilton Canal District development and the planning for the neighborhood planning surrounding the HCD.

<http://lowellma.wordpress.com/2009/12/24/2009-in-review-from-director-division-of-planning-and-development/>

Learning Lowell. 2014. "Quite a Task: Downtown Lowell Task Forces." Blog. February 10.

<http://learninglowell.wordpress.com/tag/cultural-organization-of-lowell/>

Sustainable Lowell 2025. Lowell Master Plan. Mobility and Access. p. 41 refers to 2009 City-Building Workshops.

<http://www.lowellma.gov/dpd/planning/Documents/Master%20Plan-Sustainable%20Lowell%202025/Master%20Plan-4-Mobility%20and%20Access.pdf>

2010 Chinatown Master Plan

Jan 23, 2013. Chinatown Master Plan 2010: Community vision for the future. *Sampan*.

<http://sampan.org/2013/01/chinatown-master-plan-2010-community-vision-for-the-future/>

Asian Community Development Corporation. Chinatown's HD-OD. <http://www.asiancdc.org/content/chinatowns-hd-od>

Chinatown Master Plan 2010 on Facebook <https://www.facebook.com/pages/Chinatown-Master-Plan-2010/150511223466>

May 6, 2010. Chinatown, the video game. *The Boston Globe*. Editorial.
http://www.boston.com/bostonglobe/editorial_opinion/editorials/articles/2010/05/06/chinatown_the_video_game/

Goodspeed, Rob. 2010. Urban Planning as a Computer Game in Chinatown. Goodspeed Update (blog)
<http://goodspeedupdate.com/2010/2964>

Aug 12, 2013. Emerson game lab aims to fix local, global problems. *The Boston Globe*. Business.
<http://www.bostonglobe.com/business/2013/08/11/emerson-game-lab-aims-fix-local-global-problems/rBvmc2H2j2kYkfy3NvKA5H/story.html>

Somerville By Design (2009 – present)

Somerville by Design website: <http://www.somervillebydesign.com/about/>

Somerville by Design on city website: <http://www.somervillema.gov/departments/ospcd/by-design>

Somerville by Design: Davis Square: <http://www.somervillema.gov/departments/ospcd/by-design/davis>

Somerville by Design on Facebook: https://www.facebook.com/Somervillebydesign?directed_target_id=0

Sept 11, 2013. Somerville residents hit streets for Davis Square design meetings. *Wicked Local Somerville*.
<http://www.wickedlocal.com/somerville/news/x1655335632/Somerville-residents-hit-streets-for-Davis-Square-design-meetings>

Sept 9, 2013. Unorthodox Tactics Used to Plan Davis Square's Future. *Somerville Patch*.
<http://somerville.patch.com/groups/politics-and-elections/p/unorthodox-tactics-used-to-plan-davis-squares-future>

Sept 8, 2013. 'Pop-Up Plaza' brings tactical urbanism to Somerville by Design: Davis Square. *The Somerville Times*.
<http://www.thesomervilletimes.com/archives/42004>

July 28, 2013. Somerville by Design Visioning Sessions. *The Somerville Times*.
<http://www.thesomervilletimes.com/archives/40859>

July 18, 2013. Somerville by Design sums up parking ideas for Davis Square. *The Somerville Times*
<http://www.thesomervillenews.com/archives/42197>

Oct 24, 2012. Somerville by Design is off and running. *The Somerville Times*
<http://www.thesomervilletimes.com/archives/31634>