Minority engagement in planning processes

by

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A REPORT

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Abstract

This report focuses on the understanding of community engagement and which mechanisms help enhance it more profoundly for the minority population. Despite the efforts of the community and regional planners, there continues to be a lack of representation from marginalized groups such as minorities and immigrants in planning processes. The question remains, what are the different mechanisms different cities have applied to increase the participation of minority communities? We also need to ask, how much involvement and engagement do minorities have in the planning process, and is there any inequality in their participation? This study explores these questions through literature reviews and case studies. The literature review explores the meaning of community engagement and different mechanisms that fall under the broad umbrella of community engagement. Five cities are selected as case studies to evaluate their planning processes, specifically comprehensive planning, and what community engagement tools they have applied. The case studies showed that the community engagements are performed through stakeholder meetings, forums, community surveys, and different community events and festivals. It was identified that for all cities, survey response from minority populations was significantly lower compared to non-Hispanic Whites. Cities with higher participation rates provided more engagement opportunities than those that only focus on a few methods. Communities that performed a higher number of meetings and engagement encounters also received more feedback on their planning documents. From this study, I recommend that cities should increase their number of methods for community engagement. For cities to increase their overall civic participation, including those underrepresented, their community engagement should have multiple open public events at different locations and times.

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Chapter 1- Introduction

In the United States, there have been many forms of community engagement throughout time. Since World War II, the United States has experienced an increase in emphasis on community planning and citizen participation. Community development was viewed by Irwin Sanders as a process, a method, a program, and movement (Cary, 1970). Town meetings began in colonial times and were used for local government practices and residents gather once a year to go over voting, laws, school matter, money for the whole year. In 1854, Henry David Thoreau also said that farmers came together for a special town meeting to express their opinions on slavery and vexing the land.

The desire to build a community has been the focus of many places. A community can be interpreted in many ways. Community could be defined as a place where people live in the same area. It can also be defined by having a similar characteristic or interest in common. You can find different types of communities for different settings. Some communities started in villages, Village Communities, which have been the "cradle of civilization" (Wileden, 1970). People live together in villages which makes them part of this 'community'. People operated the land in which they lived and the surrounding land which the legal boundaries of the village are known and easily recognized (Wileden, 1970). These people were usually integrated into each other's lives and formed a type of 'family' that does not easily open the door to outsiders. Today, a community can be formed by your neighbors and the people who live in your area. We tend to ask people where they live to then identify them with their neighborhoods which many times tells us the type of people that live in the area. However, according to Kolb and Marshall's study in 1941, in Dane County, Wisconsin, neighborhoods and communities can be separate entities.

Neighborhoods existed in Dane County but on the boundaries of a community, there would be some people in neighborhoods who would attend one center for services while others went to a different one (Wileden, 1970). Going along with the term "separate entities," we could also find "imagine communities" which are often found on the edges or shadows of what is meant to be a community. As well as communities, Benedict Anderson defines nations as socially constructed. His idea of "nation" is relatively new and found to be a product of various socio-material forcers–an imagined political community-and imagined as both inherently limited and sovereign (Anderson, 1983). Nonetheless, a community can be defined as a community of place, with physical boundaries, and a community of interests.

In 1929, there was a study done in Wisconsin in which 282 families revealed that while some families are very integrated into various interest groups, other families are completely unreached by them. The study showed that in "34 percent of the families every member 10 years of age and over was a member of one or more [interest] groups, while in 29 percent of the families not a single member of the family was associated with an organization" (Wileden, 1970). The study showed how having only one type of special interest approach can separate people and prevent them from reaching a substantial proportion of the people.

Interest groups in the community can be seen as a selective group of people that are interested in the same activities, ideas, theories, functions, etc. Regardless of the groups, there are three things that every group has: leadership, membership, and program (Wileden, 1970). These things are beneficial when a community wants to be successful, but to do so, all three must work together. For members to feel motivated, the leadership must be the hardest workers and motivators, the members will then follow, creating a specific goal and focus that will drive the program.

Community engagement is the "meaningful, respectful, and fit-for-purpose involvement of community members in one or more aspects of a specific project" (Glandon, 2017). This may incorporate participation during the identification of the study, to defining its purpose and design, to stages of implementation, interpretation, and use of results (Glandon, 2017). Arnstein's 'Ladder of Citizen Participation,' (Figure 1) classifies three approaches – partnership, delegated power, citizens' control – that outline the power-sharing with individual people in a given initiative or political process (Arnstein, 1969). Many fail to agree with the power of sharing between the public administrators and communities, it is quite important. There are a variety of situations in which projects may be technically and ethically thought out even if there is no involvement with extensive empowerment of the community (Glandon, 2017).

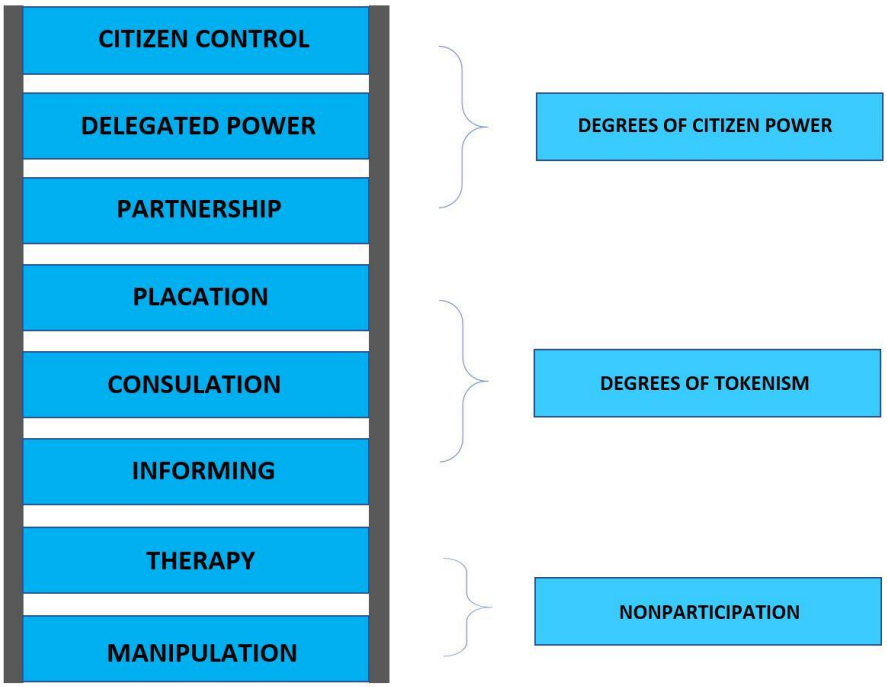


Figure 1: Arnstein's Ladder of Citizen Participation (Arnstein, 1969)

Many challenges can take into effect as to why people are not publicly engaged in their communities and or have a say in their communities. One of the reasons why people may be

challenged is due to cultural differences. Power dynamics is another reason why people may be drawn away from public meetings. Many people fear that their attendance will not be recognized due to the power that public officials have to ignore constituents' voices. This is especially true when selecting task force and focus group members using unconscious bias and conscious prejudice methods (Arnstein, 1969). People are also discouraged to attend due to the lack of incentives; people want to know and want to be considered what the incentives would be for them if and when they do something for the community. It is also known that often people do not know when or where public meetings are being held, therefore the issue is a matter of poor advertisement (there's also needed to recognize that not all groups of people can be informed in the same way), and people miss the opportunity to interact within their community. Another important factor is the lack of consideration to make these meetings accessible and more inclusive for people from diverse cultures. "Inclusion emphasizes connections across issues, time, and people" (Quick and Feldman, 2013). Having cooperation where participants work together to clarify issues, design decision-making processes, and create planning, policy, or program outcomes (Quick and Feldman, 2013). This is an important concept that helps make connections. Inclusion takes part in deliberative dialogues, and it sustains ongoing communities of participation (Quick and Feldman, 2013). People within a community may feel more comfortable voicing their opinion in their mother tongue or native languages or simply do not understand or speak the language in which these meetings are held.

Unfortunately, we live in splendid isolation, relating to our close ones but paying little attention to the needs of our community. The central issue in determining the public's involvement in the community is how the opportunities for advancement are structured and who is on the lead to take such duties. There is a stigma that puts minorities on the edge when it comes to participating

in political involvement (Hoang, B. L., 2019). Nevertheless, we need to consider that minority groups want to participate but are failing to do so, not because there is no interest but because there are no avenues for participation accessibility or a welcoming environment for diverse perspectives. For instance, there is an assumption that whatever stage of engagement is in general, it must be difficult for minorities, who are certainly thought to be less connected, less equipped to compete in mainstream political processes, and less civically engaged. Nevertheless, there does not seem to be an effort to address such disputes. (Hoang, B. L., 2019)

With this in mind, political organizations should consider more effective ways of mobilizing minorities in city/county politics. For instance, people's idea of community, people's sense of belonging to a neighborhood, the appreciation and caring for the people who live there, and the belief of a mutual sentiment are critical attitudes that could nurture or completely discourage participation.

Chapter 2 - Background

Community engagement is a transparent planning process that is often described and practiced along a spectrum of public participation (Toor, Cox, and Wyckoff, 2014). A review of empirical literature was done by Carpini et al. (2004) identifying public deliberation and citizen engagement. They mention that participants can tolerate and accept other people's views the more they attend public meetings and where involvement is encouraged. The more people interact in meetings, the more they can understand the opposing viewpoints (Carpini et al., 2004). Participation stresses enhancement in public input on the content of programs and policies (Quick and Feldman, 2013). Participatory processes make a difference when they are accessible, involving participants who represent the affected stakeholders, gathering plenty of input, and using that input to shape policies (Quick and Feldman, 2013). Having in-person meetings will be more productive and increase involvement. Carpini et al. (2004) stated that "talk appears to lead to actual cooperative behavior, with more talk leading to more cooperation" (Carpini et al. 2004, p.324). Even though the community has an immense amount of intake of what actually gets done, simply by just working together and engaging, trust is a key element for things to fluidly succeed. Trust can be the social glue and what facilitates cooperation in a community (Steckermeier, 2019).

Having face-to-face public participation has an educational benefit, both with the public and the organization's representatives. Though this educational benefit will only work if a "sophisticated level of technical and social understanding will yield better policy decisions, and thus better social and environmental outcomes" (Irvin & Stansbury, 2004). It was proposed that sophisticated levels of discussion and decision-making will be taken when participants take part.

To attract more minority residents, there needs to be persistence and outreach efforts (WiDOT, 1999). Being able to clearly communicate and get the message across to minority communities about processes will help them become involved and make contributions to public policy issues.

Fung (2006) says that for quality public participation that benefits the participants and organization, there needs to be three questions answered prior to engaging the public. The first question is, who will participate in the proposed public participation process? The second question is, has the process and purpose been identified before implementing the public participation plan? The third question is, how will the information gathered be used for decision-making? (Fung, 2006)

When participation is generalized to the public, not specifically aiming at a selected group, the people you want will not show up. Those low-income and minority communities will not easily attend the entire duration of a public meeting, especially since they will not be appropriately represented (Fung, 2006). To move forward, stakeholders need to see the priorities by knowing the purpose and processes of each meeting. If there is any sort of misunderstanding with any of that, people lose trust (Irvin & Stansbury, 2004).

A public meeting is an example of a type of public engagement, typically open to the public and held to receive comments on a proposed project before the local government or a community makes a decision. To facilitate a public meeting, it is important to set an agenda, provide background information, assign a timekeeper and note-taker, encourage active participation, handle disruptions, keep the meeting moving, summarize the discussion and recommendation (Penn State, 2018). Before a public meeting is held, informing participants with background information of the topics that the participants will discuss is the main principle, the more

participants are informed, the more involvement there is. To keep a public meeting focused, the agenda serves as a roadmap that prioritizes topics and keeps the meeting on track.

Public Engagement of Minority Population

The relationship of Latinx and Black people's relationship with the political system can be traced back to policies such as the Treaty of Guadalupe Hidalgo, a treaty that granted the US rights to own regions of Mexico. Latinx people were denied the right to own land and political liberty (Bañales et al., 2020). The Jim Crow laws also similarly denied the rights to vote and excluded Black people from larger political process (Bañales et al., 2020). To this day, these minority groups remain constrained to participate in political systems. There are racist immigration policies like the "Show me your papers" bill that allow police officers to ask for citizenship documentation under any suspicion that the individual has come to the country illegally. This has impacted the Latinx young adults' engagement in policy activity due to the fear of deportation (Garland, Amico, Schmitz, Jackson, & Ortega, 2016; Nuño, 2016). On the other hand, black young adults were outlined in the 1965 Voting Rights Act, disfranchising generations of Black communities (Garland et al., 2016).

Bañales et al. (2020) did a study to examine how Latinx and Black communities of young adults participate in the political process and what factors facilitate participation. They used critical consciousness (CC) theory, a framework that "explains marginalized groups' pathways to civic/political engagement" (Diemer, Rapa, Voight, & McWhirter, 2016). They examined young adults' (18 to 34 years of age) civic/political behaviors and ways CC processes related to sociopolitical action and social media engagement these minority groups had. These behaviors included "mainstream (e.g., voting, volunteering for a political campaign) and less mainstream (e.g., attending a demonstration and marching) political behaviors" (Bañales et al., 2020).

Empirical evidence suggests mainstream and less mainstream actions overlap among Black and Latinx citizens, this evidence supports their study to frame sociopolitical action as a conglomerate of mainstream and less mainstream forms of action. Marginalized groups face institutional and personal barriers in their offline political participation, therefore, might depend on social media for political participation (Bañales et al., 2020). Evidence suggests that people of color remain optimistic about their life circumstances despite social barriers and thus continue to advance their political and academic commitments (Diemer & Rapa, 2016).

The young adults in the study Bañales and team analyzed, were raised in a period of increased social media expansion and use. Social media has reached the lives of young adults from many racial and socioeconomic backgrounds (Duggan & Brenner, 2013), providing them new opportunities to read and share news, voice their political perspectives and challenge those of others. Black and Latinx adults are more likely to explore their ethnic and racial identities and experience racial marginalization and social exclusion (Bañales et al., 2020).

The theoretical and empirical work that has been done suggests people's political efficacy relates to political engagement. Minorities, such as Blacks and Latinx, that believe in that of affecting sociopolitical change, typically their participation is more in sociopolitical action like participating in political groups and fundraising (Bañales et al., 2020). Still, there are speculations about "whether political efficacy precedes civic/political behaviors or vice versa" (Bañales et al., 2020). There is research that entails political efficacy stimulates civic/political engagement in marginalized groups. While other research in community psychology implies that civic/political engagement causes people to believe in social change and being part of the change (Bañales et al., 2020). Nonetheless, political efficacy and civic/ political engagement are likely to correlate in relations over time (Figure 2); increases in political efficacy relate to more

civic/political engagement and increases in civic/political engagement relate to more people or citizens trusting their understanding and influence in political affairs (Bañales et al., 2020).

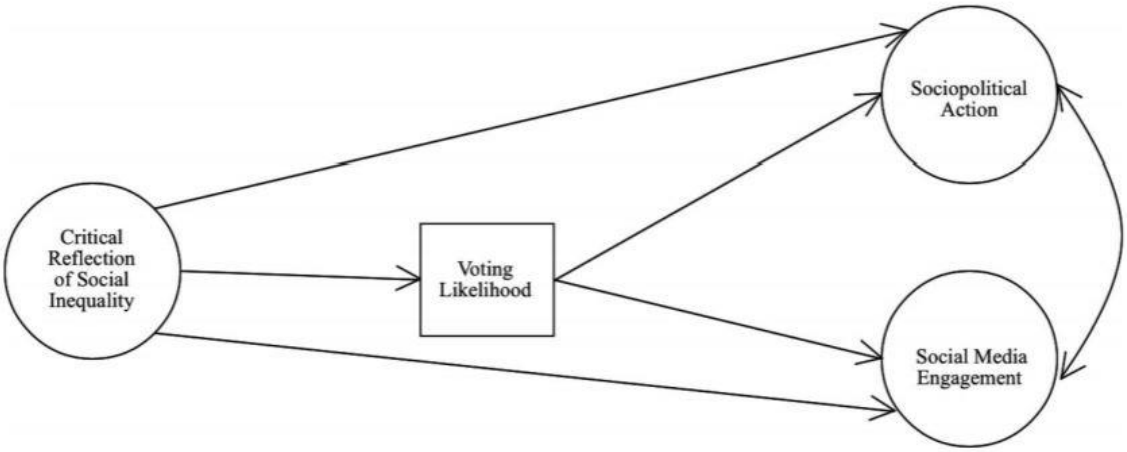


Figure 2: Reflection of Social Inequality Diagram (Bañales, 2020)

In a qualitative research, Sen (2008) showed what keeps community members from low-income and minority communities from participating in a public process. The interviews in a cohort in Baltimore, Washington, concluded that:

- Lack of perceived relevancy of issues to their future
- The use of technical jargon in meetings
- Meeting places at certain times are not accessible by public transportation
- Meetings are held during normal business hours thus preventing many members of the community
- Low-income and minority communities from participating because they are usually working
- Lack of child-care access during meeting times; and

- Documents and conversations are not translated into languages other than English

In the US, Census has indicated that there will be a demographic shift that will place racial and ethnic minority groups to outnumber non-Hispanic Whites (Census, 2012). The number of Latinos living in the US will double by 2060 (Stepler and Brown, 2016). Research has shown that some members within the ethnic minority community reside in low-income neighborhoods due to racial residential segregation (US Census Bureau, 2016). Latinos are more likely than ever to live in isolated Latino areas and data suggest that living in a segregated area decreases the likelihood that Latinos participate in community building activities (Pearson-Merkowitz, 2012). When an area is more diverse, it becomes harder to have communication (Pearson-Merkowitz, 2012). Not every group who lives in segregated neighborhoods have access to similar levels of community resources and civic institutions. In many of these cases, minorities – Latinos, feel segregated from everyone else, causing them to feel excluded. Segregation decreases the chances for Latinos to participate in community-based civic activities (Pearson-Merkowitz, 2012). Latinos are less likely to participate in civic affairs than Whites or African- Americans since they do not foster civic engagement, may not have shared experience or interests that motivate minority communities to work together, and due to parental behavior (Pearson-Merkowitz, 2012).

Attempts to increase community involvement among minorities have not been successful due to constraints, cultural differences, and even discrimination (Lai and Hynie, 2010). Community engagement has always been an issue among the Latino community. Limited engagement occurs in communities with “a large portion of Latino immigrants that are undocumented” (Munier, Albarracin, and Boeckelman, 2015). Due to their legal status, it may raise fear and trust issues towards city officials. Community members that are even born in the United States limit their

interactions with the local government due to lack of trust and racial profiling (Michelson, 2001). In addition, the minimal English skills and lack of knowledge about governing processes may prevent them from engaging in their communities (Martinez-Cosio,2006). Latinos may also be narrowed in an opportunity to engage since some of them fall in the low-income bracket (Fisk and Crawford Reuse Task Force, 2012). This can be correlated to long working hours, "physical strenuous jobs" (Fisk and Crawford Reuse Task Force, 2012), and no childcare assistance. Since they have limited time available, they are not able to attend community engagement meetings.

Minority Engagement History

In 1868, through the 14th Amendment, the constitution provided Black people equal protection under the law. Two years later, the 15th Amendment gave Black men the right to vote. Although these laws were in action, whites in the south were not happy that those they once enslaved were now receiving some 'equal' rights as them. Still, black people were marginalized and kept separate from whites. The Jim Crow laws were established in the south in the 19th century (Pruitt, 2020). The laws enforced segregation, black people could not use the same public facilities as white people, nor live in the same towns or attend the same schools. There were no interracial marriages allowed. Although the Jim Crow laws were not adopted in the northern states, black people still received discrimination at schools, at their jobs, and when trying to buy a home. As time passed, segregation continued to grow in the southern states. Around 1896 the US Supreme Court declared in Plessy v Ferguson that Blacks and whites were equal but separate. (Pruitt, 2020)

How did Black people get the right to vote? As mentioned, the 15th amendment granted black men the right to vote, yet there were many challenges to overpass. After the Civil War, the US was in "uncharted territory" (Pruitt, 2020). The Confederacy defeated, millions of black enslaved

men, women, and children were granted their freedom. If Black Americans gained full rights of citizenship and the right to vote, it would secure freedom and self-determination for them. Frederick Douglass said in May 1865, “slavery is not abolished until the Black man has the ballot” (Image 1). (Pruitt, 2020)

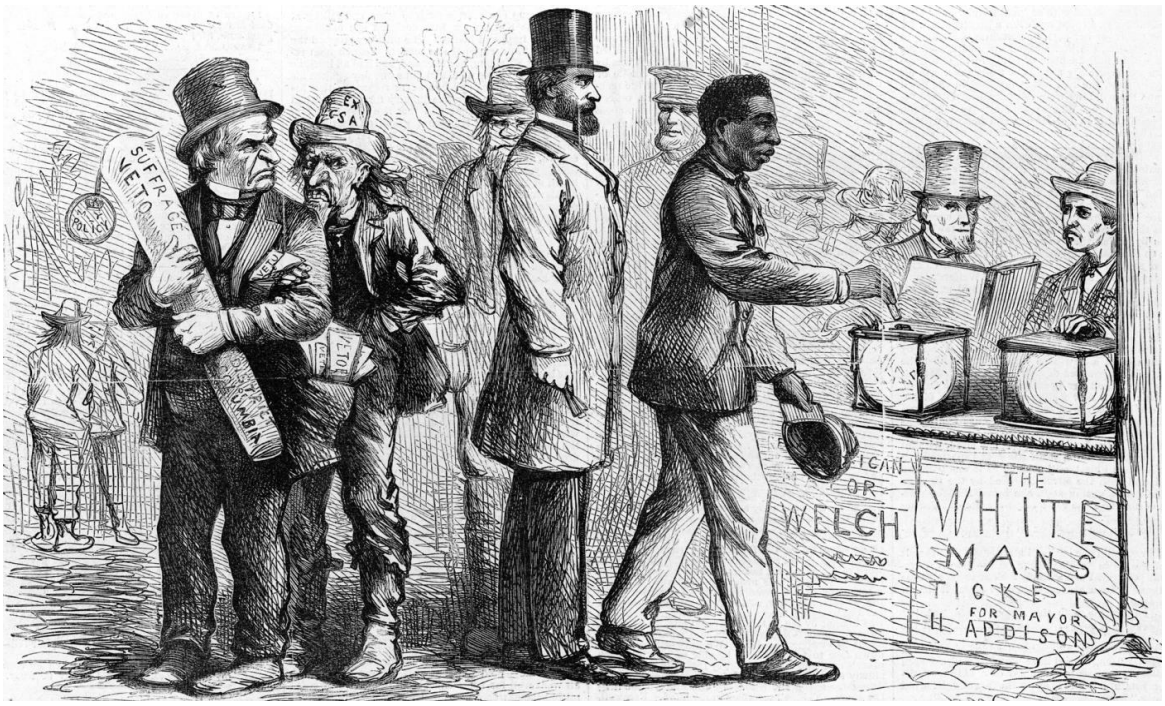


Image 1: A political cartoon depicting an African American man casting his ballot at the Georgetown elections as Andrew Johnson and others look mad in 1867 (Pruitt, 2020)

Since the beginning of America, people have used protests as a way to make their voices be heard and advocate for change. Peaceful protesting is protected under the First Amendment and is considered an act of patriotism. It has been used to advocate and lead for a change. The first significant act of uprising by the American colonists against the British was the Boston Tea Party. For many years, the colonists were unfairly taxed by the British government. The Tea Act of 1773 was the final straw that caused Americans to revolt. Men led by the Sons of Liberty threw 342 chests of tea into the Boston Harbor on December 16, 1773. The protest was punished

by the British as they closed Boston's port until the tea that was dumped was paid. But instead, the First Continental Congress was in 1774, which led to the American Revolution. US independence was gained in 1783 after the war. (Dudenhoefer, 2020)

After more than half a century of women fighting for suffrage, during President Woodrow Wilson's inauguration on March 3rd, 1913, the first major rally for the cause took place. The parade was organized by the National American Women Suffrage Association and Alice Paul, an activist. During the march, opposing spectators attacked the protestors and the police did not interfere, leading over 100 women injured. It took seven more years of protests, rallies, and other tactics before the 19th Amendment, which grants women the right to vote. (Dudenhoefer, 2020)

In August 1963, there were about 250,000 people gathered near the Lincoln Memorial to voice their anger against racial inequalities and violent attacks of civil rights protesters. At this march, Martin Luther King Jr delivered his "I Have a Dream" speech. The idea of the march was thought of civil rights leader and labor unionist A. Philip Randolph 22 years prior. He wanted to make the march that called out Black people's exclusion from jobs that were created by WWII and President Roosevelt's New Deal programs. Randolph established the Fair Employment Practice Committee to investigate racial discrimination in hiring practices and jobs. The committee was dissolved, and Randolph wanted the march. Then years later, King and Randolph joined forces for the 1963 march, in which civil rights leaders discussed the need for a strong civil rights bill with President John F Kennedy. The Civil Rights Act of 1964 happened after that, along with the Selma to Montgomery, Alabama, marches that led to the Voting Rights Act of 1965. (Dudenhoefer, 2020)

In 2013, the Black Lives Matter movement was founded in response to the murder of Trayvon Martin. Their mission is to eliminate white supremacy and construct local power to reduce

violence perpetrated on Black communities. The movement continued to protest, in 2014 they protested peacefully and rioted against the deaths of multiple African Americans. In the following years, more people were killed by police officers in the United States.

Like African Americans, Mexican Americans have also fought for rights and cultural freedom since 1846. The League of United Latin American Citizens (LULAC) was one of the most important Mexican American civil rights organizations. It was founded in 1929, in Corpus Christi, quickly expanding throughout south Texas, but did not see any appearances outside of Texas until the mid-1930s. the organization assisted Mexican Americans to have voting rights and better equality in employment and education. A notable achievement was a successful federal lawsuit, Mendez v Westminster, which argued against the unlawful segregation of Mexican Americans in the public schools of Orange County, California. LULAC members in the "1920s and 1930s [resisted] European American domination but used strategies commensurate to the era's focus on assimilation and anti-immigrant sentiment" (Estrada, 2015). In 1948, the American GI Forum was established, addressing the discrimination experienced by returning World War II Mexican American GIs on employment, housing, education, and medical. The goals for the forum were to bring aid to those in need and disabled veterans in a nonviolent and democratic manner. The American GI forum never formally supported the Chicano movement.

The Chicano movement in the 1960s is what shifted the identities, politics, and community dynamics for Mexican Americans. The movement did not have a specific organization running and representing all of the objectives and approaches, therefore many different organizations took on a different agenda in the movement. The United Farm Workers Union, the Alianza Federal de Pueblos Libres, the Crusade for Justice, and the Raza Unida Party were the most

distinguished organizations. The student and youth organizations were the Brown Berets and the United Mexican American Students, Mexican American Student Confederation, and the Mexican American Student Association that merged to form El Movimiento Estudiantil Chicano/a de Aztlan in 1969 (Estrada, 2015). The movement was concentrated in the Southwest areas where the population of Mexican Americans was the largest. The Texans took participatory in elections with the Raza Unida Party in 1970 led by Jose Angel Gutierrez, hoping to "win elections and mobilize the voting power to Chicanos" (Estrada, 2015). The movement in California was more concerned with "toppling US imperialism and fighting racism" (Estrada, 2015). The Chicano Moratorium antiwar protests and movement in California also had collaboration between African Americans, Japanese Americans, American Indians, and white antiwar activists. Alongside this movement, shortly after the Black Panther Party, the Brown Berets were founded in the barrios of Los Angeles in 1967.

During the Chicano Movement (Image 2), the Chicano Press served as a way to educate and learn Chicano history, literature, and current news. University of Washington's database mapped over 300 newspapers in Spanish for both small and large communities. Chicano students at universities would also create their own newspapers. The newspapers were "a crucial medium for the movement" (Estrada, 2015) and linked the core and periphery to create a Chicano community nationally. (Estrada, 2015)

Image 2: Image of an antiwar march in Seattle October 31, 1970, after 2 months of the Chicano Moratorium protest in Los Angeles and the killing of Reuben Salazar (Estrada, 2015)

In 2006, hundreds of protests took place all across the United States from February to May first, in defense of immigrant rights. The protests were in response to a draconian immigrant bill, the Border Protection, Antiterrorism, and Illegal Immigration Control Act, that was passed in December 2005. Some of the protests were held during weekday work hours and promoted a "Day without Immigrants" strike. The strike featured no work, school, and shopping. On the days of action, April 10th and May 1st, 2.5 million people opted out of these activities and left hundreds of businesses closed, especially those that rely on immigrant labor. Other protests were during the weekends including marches, evening candlelight vigils, or lunch hour demonstrations. A popular slogan during these protests was "today we march, tomorrow we vote." (Guskin, 2015). In mid-April, "the federal government began a series of massive, high-profile immigration raids at workplaces across the country" (Guskin, 2015). On May 25, the Senate passed their version of the bill and absent most of HR 4437 and unattainable measures

such as AgJOBS and the DREAM Act (Guskin, 2015). In 2008 when Barack Obama was elected president, he promoted immigrant rights, which then the unattainable measures were passed and legalized. (Guskin, 2015)

Chapter 3 - Methods

Research Questions

The following research questions are explored in this study:

1. What are the different mechanisms different cities have applied to increase participation of minority communities in their planning process?
2. How much involvement and engagement do minorities have in the planning process and is there any inequality in their participation?

Case study

A case study allows for the opportunity to study something more relevant and exciting. It is important to "understand a real-world case and assume that such an understanding is likely to involve important contextual conditions pertinent to [the] case" (Yin, 2017). It benefits from the prior development of theoretical propositions to guide design, data collection, and analysis. A case study can also have many sources of evidence. It allows for the researcher to collect lots of information, collect information that is rare or unusual, and develop hypotheses that can be explored.

When choosing a case study for research, the research questions are "how" or "why" questions. Typically, there is no control over certain situations or experiences, so the study stays on the same time frame. The "case" is what is being studied, it determines the relevant data to be collected, or what is being done with the data that is collected. Case study research is frequently found in social science disciplines and their practicing professions like community planning. Some real-world perspectives can be the study of individual life cycles, small group behavior,

neighborhood change, school performance, organizational and managerial processes, international relations, and the maturation of industries.

For research purposes, there are three types of case studies: explanatory case studies, descriptive case studies, and exploratory case studies. There are also intrinsic instrumental, and collective case studies. Based on the research question, it can be decided what type of case study it will be. Since this report has a “what” and a “how” question, this approach falls under exploratory case study, which answers this set of questions (Yin, 2017). As an exploratory study, any of the three research methods can be used – an exploratory survey, exploratory experiment, and/or exploratory case study. Exploratory case studies are usually done to identify research questions and methods for large-scale and complex research projects. These case studies also focus on real-life contexts and situations. They are done to prove that further investigation is necessary.

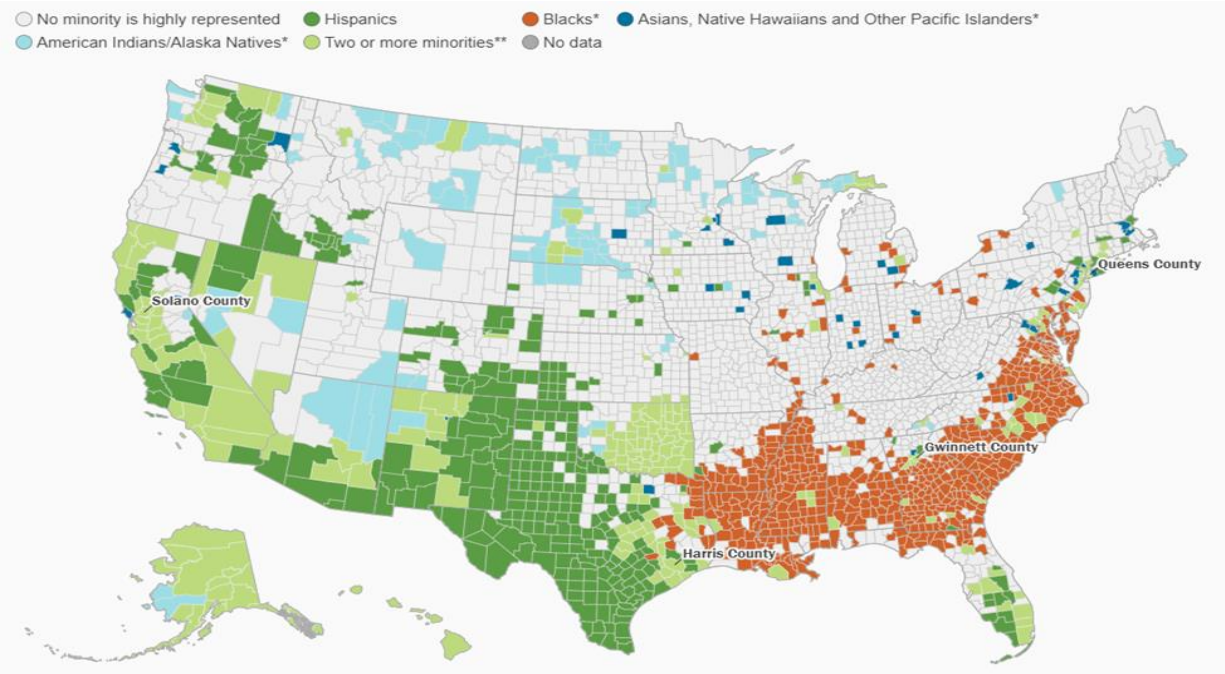
When selecting a case study, there needs to be enough access to the data for the case that is being researched. It can either be to interview people, review documents or records, or make field observations. The cases that are chosen should help answer the questions. The data can be linked to propositions by seeing pattern matching, explanation building, time-series analysis, logic models, and cross-case synthesis (Yin, 2017).

Case studies include single and multiple case studies. The same case study can cover multiple cases and then draw a single set of “cross-case” conclusions. This means that each study can have different authors and be separated into different sections or chapters. Then a cross-program analysis is presented in a final chapter, attempting to draw generalizable conclusions that could apply to many other programs, studies, concepts, etc.

Since this case study is asking “what” and “how” questions, conducted an exploratory case for this study. This report can be considered as the beginning of research on minority engagement planning process. This report can be used to suggest any further investigations or propositions.

Case Study Cities

For this study, I selected five small cities across the United States. According to OECD (2022), a small city is 45,000 to 99,999 residents. The cities were selected due to their size, location, and demographic composition of different races/ethnicities. To narrow down on the final five cities, a US ethnicity map was searched and analyzed (Map 1). The purpose of this was to identify where in the United States there was a higher concentration of minority people. There is a higher racial diversity towards the southern part of the country, from coast to coast.



Map 1: Where Race-Ethnicity Minority Groups are Highly Represented in US (William H. Frey 2018)

After analyzing the ethnicity maps, searched for cities going state by state, looking for small cities where the population was not significantly White. To find that demographic population data, US Census (Bureau, 2021) and City Data (Advameg, 2021) were used. Once the small cities list was narrowed down, I searched for city planning documents for all the cities. The city documents were found by searching for the city's planning webpage or city page. Then once the webpage was found, the next step was to look through the documents and links that were provided to find the correct planning document for this study. Along with the planning documents, any documentation of public participation and documentation of racial/ethnicity breakdown were also searched for. This process eliminated many cities for many reasons, they either did not have a planning document, did not have any documentation of public participation, and/or did not document racial/ethnicity data.

When the cities were narrowed down, the selected small cities were chosen based on where the US ethnicity map indicated would have a higher minority population. Two cities were selected in opposition to where the indication of a higher minority population is dispersed through the United Stated to identify if there is any significant difference of minority public participation depending on where you live in the US. The list of selected case study cities with their population size and planning document is shown below (Table 1).

Table 1: Study Cities and their Planning Project

City	State	Population Size	Planning Project	Year
Auburn	Alabama	62,059	CompPlan 2030	2008
Goodyear	Arizona	80,371	2025 General Plan	2014
St. Louis Park	Minnesota	48,663	2040 Comprehensive Plan	2019
Albany	Georgia	69,647	Comprehensive Plan 2026	2016
Albany	New York	97,478	Albany 2030 Comprehensive Plan	2011

Albany, Georgia

The city of Albany, Georgia made it to the final five cities of study after reviewing that the city was in one of the areas that showed a high representation (59% of total population) race-ethnic minority groups (Map 2). Then, the search for the city's planning documents and documentation of public participation during the development of their comprehensive plan began. The population of the city, when the planning documents were developed, was 69,647 residents (2016), as of 2019 the population of the city grew to 73,478 people. The city of Albany, Georgia developed their Comprehensive Plan to guide the growth of their community. The Comprehensive Plan is one part of an ongoing planning process that seeks to ensure the provision of adequate facilities and services to support anticipated growth. They considered that public input and participation in the Comprehensive Planning process is highly important for the development of future decision-making. Albany's comprehensive plan committee used different participation techniques such as community survey, kick-off meeting/visioning session, focus group, mayor of the day, media strategies, public hearings, and a website.

Map 2: Albany, GA (City-Data, 2022)

Each participation technique of this plan making process was identified and closely reviewed. They distributed the community survey online and in-person at multiple times and locations throughout the city. All the questions of the survey were reviewed to see what the city was asking from their community members. There were a series of one to multiple answer questions. The specific questions that are key to this research were the demographic questions. It is important to identify if the city documents the racial demographic groups that are participating in their planning process. Once this was found, a graph was created to show the composition of the race/ethnicities that participated in the community survey for Albany, Georgia. It was then compared to the whole population composition of the entire city of Albany.

There was no other documentation that demographically broke-down race/ethnic groups that participated in any other public participation technique that was used in the comprehensive planning process. Although, it was noted that there was documentation of the press release and public notices that were sent out to the City of Albany. The notice for the public hearing was done at the Government Center, which is almost at the heart of the city, if not the heart of the city. The area was researched for public parking or designated parking for the Government center, public transit, and daycare facilities. The public hearing was held at noon.

Albany, New York

The city of Albany, NY has made it to the final five cities of study since it was a city with comparatively higher concentration of minority population (47% of total population) (Map 3). This city also fits in the small city category and has both a comprehensive plan document and public participation documentation. The city of Albany, NY has a population of 97,478 people. The city chose to prepare its first-ever comprehensive plan, Albany 2030, due to its rapid rate of transition and change in the 21st century. The Albany 2030 outreach process involved a variety of techniques to involve the public. Their public outreach techniques were branding and promoting, community forums, interactive website and social media, stakeholder roundtables, micro-meetings, speed planning, Stoop surveys, walk-shops, community drop-ins, online surveys, community group meetings, and a final town hall forum.

Map 3: Albany, New York (City-Data, 2022)

Each participation technique was identified and closely reviewed. The Albany 2030 public outreach process began in 2009, designed to engage all members of the community and regional partners in developing a vision for the future. For two years, the city gathered public input on existing issues with the city and the community's short- and long-term aspirations. The Outreach Strategic Plan began with a situation analysis that identified "hard-to-reach" populations and key messages that should be relayed throughout the Albany 2030 planning process. The Albany 2030 team focused on three phases of public engagement: visioning, priority setting, and plan review.

The city held three community forum series to provide opportunities for Albany's citizens to openly discuss their concerns, values and aspirations, and priorities for the city's future. Each community forum included a series of meetings located in three strategically accessible locations

in the city and at different days and times to maximize participation in which the results were reviewed. The participation results for the forums were compared to the whole population composition of the entire city of Albany, NY. It was noted that there is no documentation of where any of the forums were taken place and at what time they were held, even though it was mentioned that they were held at different locations and times to maximize participation.

There was no other documentation that demographically broke-down race/ethnic groups that participated in any other public participation technique that was used in the comprehensive planning process.

Auburn, Alabama

The city of Auburn, Alabama is a city in east Alabama, located in Lee County (Map 4). It is the largest city in eastern Alabama. The population of the city was 62,996 people in 2018. The city was chosen due to its' location, size, and demographic composition. It was also chosen as a city of study for its' planning documents and documentation of public participation. The planning process for CompPlan 2030 began in early 2008 and it serves as a general policy guide for future community improvements and decision making. This document provides the basic framework for land use, transportation, natural systems, other public services, and community improvements. This document reflects the first five-year update of CompPlan 2030 which was adopted on February 20, 2018. The input from the general public, external stakeholders, and City staff was a key aspect of the development of the CompPlan. Input from the general public was gathered through a series of public meetings held at locations throughout Auburn. Promotion of public meetings was accomplished through emails, stories in City publications, newspaper articles, radio and TV interviews, promotional posters downtown, public service announcements, event notices on radio and online, and social media.

Map 4: Auburn, Alabama (City-Data, 2022)

The first public meeting was held at Auburn Junior High School on October 13, 2009, with approximately 80 citizen attendees. The second first public meeting like the first was held in Northwest Auburn on February 9, 2010. The locations were looked up for both meetings to see in what neighborhoods they corresponded to. Also, looked if public transportation is accessible to the area, childcare facilities, and general accessibility to the building. Public meeting number two was held on February 23, 2010, at Auburn Junior High School. Public meeting number three and open house were held on December 2, 2010, and open house was held on the 6th.

Other public input opportunities, as part of the plan's development, the City sent surveys to nearly 100 stakeholder organizations to solicit their input regarding issues and needs in their

areas of expertise. In addition to the draft, recommendations were sent to the organizations. The input was analyzed but not much was needed for this study.

The Auburn Citizen Survey is administered every year by ETC Institute, and findings from the survey and participation results are available and broken down by participation from race/ethnicity groups. The results are then compared to the overall city's population composition of each race/ethnicity. The survey questions were reviewed for any bias that may limit people from participating.

Goodyear, Arizona

The city of Goodyear, Arizona is a city in Maricopa County (Map 5). It is a suburb of Phoenix. In 2010 the population was 65,275 people, the population in 2019 was estimated at 86,840 people. This city is essential to this study due to its' size, location, and demographic composition (46% minority population). Goodyear also has both a planning document and documentation of public participation in the planning process. The city of Goodyear composed the Goodyear 2025 General Plan as a roadmap to its vision. Their public participation opportunities consist of Getting Arizona Involved in Neighborhoods (GAIN) Community Festival, visioning workshop, open house meetings, Mobile community meeting, Goodyear Connects, development advisory forum meetings, Fall Festival (GAIN), small business summit, youth involvement, citizen survey, and community meetings.

Map 5: Goodyear, Arizona (City-Data, 2022)

Each participation technique was identified and closely reviewed. Goodyear has a public participation plan which indicates how and when they will have different community engagement activities and their purpose. The citizen survey questions were reviewed to see what the city was asking from their community members. The survey was conducted over the phone to 400 random residents over the evening and weekends. Each survey lasted about twenty minutes and had eighty-four questions. There were a series of one to multiple answer questions. Demographic questions were searched and marked as important data. It is important to identify if the city documents the racial demographic groups that are participating in their planning process.

Once this was found, a graph was created to show the composition of the race/ethnicities that participated in the community survey for Goodyear, Arizona. Questions were reviewed for any form of bias.

St. Louis Park, Minnesota

The city of St. Louis Park is a city in Hennepin County. It is a suburb west of Minneapolis (Map 6). St. Louis has a population of 48,663 people. The city of St. Louis Park has developed a 2040 Comprehensive Plan and has public participation documentation during the planning process. This city fits under the study based on its size, location, and demographic composition of different races/ethnicities. Also, there is documentation of both planning documents and public participation documentation. St. Louis Park community engagement plan consists of a fall and spring plan. The fall consisted of neighborhood planning workshops and a community survey. The spring conducted another community survey.

Map 6: St. Louis Park, MN (City-Data, 2022)

There were four workshops conducted in the neighborhoods that attracted over 130 participants. The workshops were aimed to cover the city's seven neighborhood planning areas and all 35 neighborhoods. The workshops were two hours long and were held at community centers located in specific neighborhood planning areas. All the community centers were located, and the neighborhood was observed. I looked for public transportation accessibility, daycare facilities, and public parking availability.

The online survey in the fall attracted almost 1,100 participants, while the spring online survey attracted 2,150 participants (no results found). The results were then compared to the city's overall population. Also, the survey questions were reviewed for any bias.

Evaluation of the Planning Documents

There is an evaluation for each city and their survey results. The data is identified by the participation/response rates from different demographic groups. It also identifies if there is any bias in the response rates and if there is any influence of the engagement mechanisms on improving the response rates of minority groups. This report also specifies in identifying surveys that ask demographic questions, which intel that cities want to see who is participating, what their needs and expectations are, able to look for patterns, confirm that their target audience is the right audience, and understand why people have responded to a question the way they have.

When looking for biased questions, it is important to identify any questions that may cause survey participants to answer inaccurately. There is a search for leading questions which is acquiescence bias, which are questions that are phrased to choose a particular answer, typically to agree or disagree in the favor of what the person in charge of the survey wants. Also, look for unflattering results which are social desirability bias, these bias questions make the respondents' internal perception of what the answers say about them as a person. With these questions, people might not want to answer honestly if their answer is going to portray them in an unflattering way. In addition, look for question order bias questions, which prime the participants with the context of a previous question, this affects their answer to subsequent questions. Identify whether the surveys had overeager participants or demand characteristics, when participants are too eager to answer and help, they tend to respond inaccurately because they want to help confirm the

survey's findings. Also, identify if the surveys do not fall under non-response bias, making sure that surveys are easy to respond to and use terminology that the majority can respond to.

I also analyzed the communities where the community-based planning processes are being held. and what is being done to attract community members. This helped to determine different methods in which minorities are participating or not in the planning process. A cross-program analysis was performed with an attempt to draw conclusions that could apply to many other cities across the United States.

The criteria for interpreting the findings

The analysis of planning documents concluded with findings that suggested further investigation on the planning engagement process. Some recommendations are identified on how community engagement processes should be implemented in minority communities.

Chapter 4 – Findings

This chapter presents the findings of this study. Findings from each city is discussed and a summary is presented at the end.

Albany, Georgia

The city of Albany, Georgia developed their Comprehensive Plan to guide the growth of their community. The Comprehensive Plan is one part of an ongoing planning process that seeks to ensure the provision of adequate facilities and services to support anticipated growth. For the city of Albany, the importance of public input and participation in the Comprehensive Planning process is high for the development of future decision-making. Albany's comprehensive plan committee used different participation techniques such as community survey, kick-off meeting/visioning session, focus group, mayor of the day, media strategies, public hearings, and a website.

The city of Albany emphasized the importance of public input and participation during the comprehensive planning process. They developed the City's and County's Participation Program which included citizens of all ages in a variety of activities. Their goal is to provide the citizens with the opportunity to make an effect in their communities, while looking forward to the city's future, and developing a relationship of openness and collaboration between the local governments and the citizens that are served.

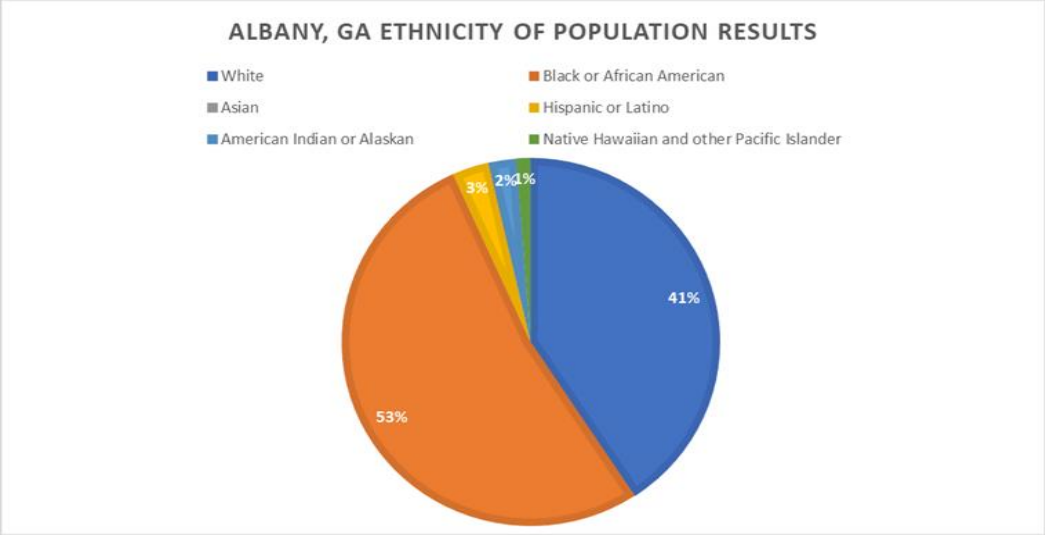
Community Survey

The city of Albany distributed a survey online and in-person at different times and locations. The survey gathered comments and opinions from the citizens regarding the general satisfaction with local services and what issues are alarming to the community. The survey was available on the

Southwest Georgia Regional Commission website, publicized through local media outlets, and at focus group meetings. The city also distributed postcards that included the link to the survey.

The survey started by asking what zip code the respondent lived in and listed out the different zip codes in the city for them to choose. The city was able to record the number of respondents that answered and skipped questions throughout the whole survey. Some key questions the survey consisted of were related to demographics, priorities for the city, the city's best attributes, and employment questions. Based on one of the questions asking about the respondent's race, the city was able to collect those ethnicity results (Figure 3).

Figure 3: Albany, GA survey results by ethnicity (City of Albany)



Kick-off Meeting/ Visioning Session

The city had a kick-off meeting was held for an introduction to the comprehensive plan. The timelines and activities were also presented at the meeting. There was a presentation given to the community on the issues and opportunities that were addressed in the surveys.

Focus Groups

The city hosted focus group meetings for key topics on the comprehensive plan. There were also invitations sent to stakeholders and the community at large. The meetings discussed specific information regarding the topic.

Mayor for the Day

To include the young citizens from the community in the planning process, the city set up a booth on the 4th of July celebration to ask kids what they would do if they were the mayor for the day. They were asked what they would change or implement. If the kid was too shy, then they were asked what they enjoyed/loved from the city. The intent of this was to have kids think about planning and ways to shape the future of the city.

Media Strategies

All of the city's media outlets were notified of the events that were related to the comprehensive plan, providing public meeting notices to publicize the information to their people.

Website

The city of Albany and Dougherty County developed a webpage to keep the communities informed about meetings and events. The meeting notes and documentation were also posted for the public to review, and it gave those that missed the meetings an opportunity to be aware of what was said.

Albany, New York

The City of Albany, New York chose to create its first comprehensive plan, Albany 2030, due to the rate at which the city was growing, and the change of the 21st century. This plan provided an opportunity to set a direction for the future of Albany. The process consisted of two stages,

community assessment and visioning, and comprehensive plan development. Their public outreach techniques were branding and promoting, community forums, interactive website and social media, stakeholder roundtables, micro-meetings, speed planning, Stoop surveys, walk-shops, community drop-ins, online surveys, community group meetings, and a final town hall forum. The Albany 2030 public outreach process began in 2009, designed to engage all members of the community and regional partners in developing a vision for the future. For two years, the city gathered public input on existing issues with the city and the community's short- and long-term aspirations. The Outreach Strategic Plan began with a situation analysis that identified "hard-to-reach" populations and key messages that should be relayed throughout the Albany 2030 planning process. The Albany 2030 team focused on three phases of public engagement: visioning, priority setting, and plan review.

Branding and Promoting

The city recognizes this task as an essential part of the planning process. Their branding and promoting were intended to maintain the community excited and involved throughout the whole planning process. The city wanted to capture interest in the comprehensive plan and sustain recognition of the project from start to implementation. There was an emphasis on the logo, color scheme, and message. The city created over 10 thousand engaging flyers and posters that were posted throughout the city at a variety of locations such as bus shelters, gas stations, coffee shops, bars, senior living centers, grocery stores, and libraries. To reach out to parents and kids, the city sent flyers with information about the comprehensive plan and the related events to the homes of all the Albany City School District, which has nearly 8,700 school children. The city hosted informational tables that gave people the opportunity to opt-in on text messages and updates on social media for events and public forums. The local radio stations that represented a

variety of genres and talk platforms also announced information on the - planning process. The city made sure the local high-traffic website linked to Albany2030.org. There were also informational presentations made to business and civic groups. (City of Albany, 2011)

Community Group Meetings and Local Events

The Department of Development and Planning Staff, as well as Albany 2030 Board members, attended community group meetings, local events like neighborhood association meetings and concerts, and community block parties during the two-year process. There were thousands of community members reached and were received information about Albany 2030 with direction to participate.

Community Forums

There were three community forums to allow the community members to discuss concerns, ideas, values, and priorities within themselves and the consulting team. Every forum was at a different accessible location, time, and day to maximize participation (Figures 4-6). The forums were constructed to provide an open discussion.

Figure 4: Forum 1 participation results based on ethnicity

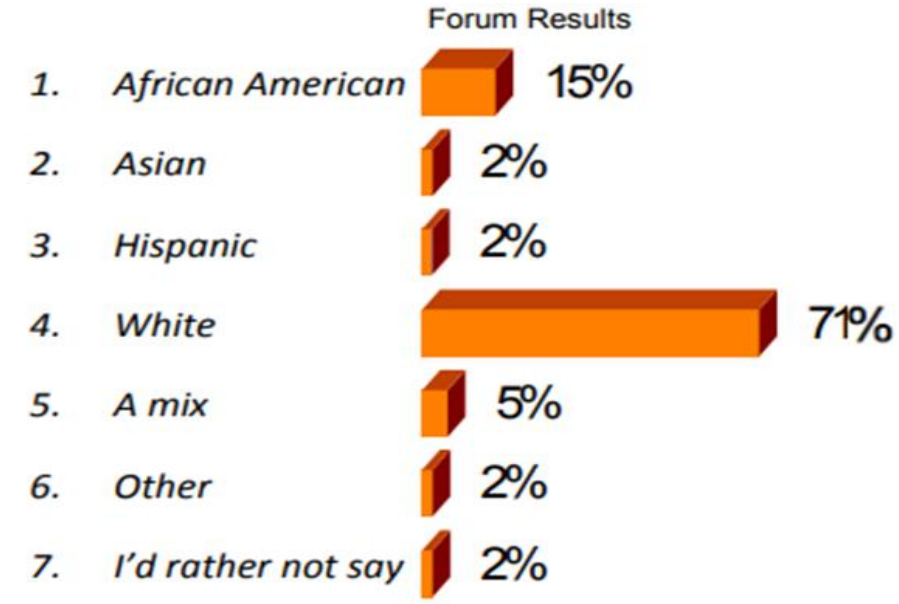


Figure 5: Forum 2 participation results based on ethnicity

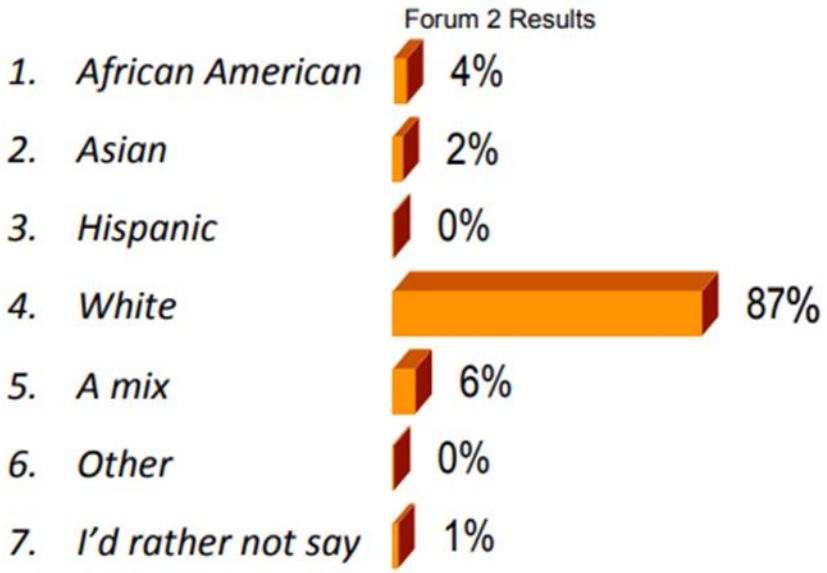
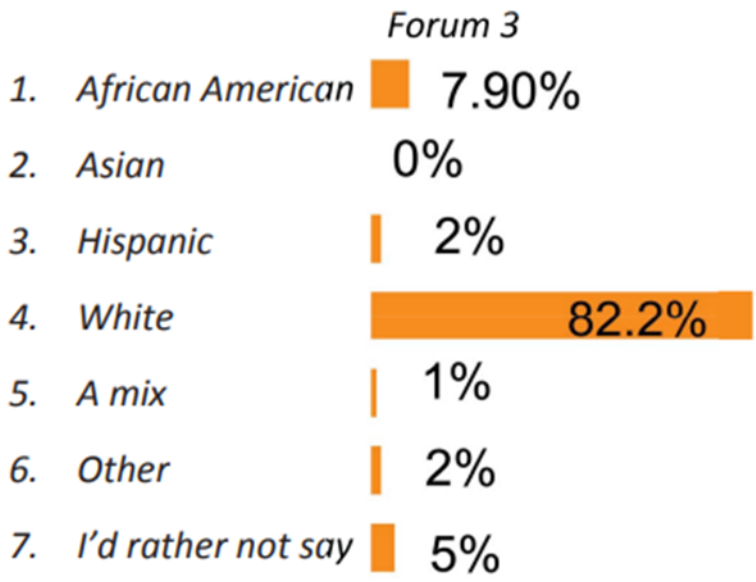


Figure 6: Forum 3 participation results based on ethnicity



Interactive Website and social media

The city saw the incorporation of contemporary social media as a key component of the public engagement plan. They also saw web technology as a way to get higher interest and participation of young professionals and those who rely on instant communication. The interactive website provided outreach, feedback, and information sharing. The results from the forums were posted so the community can review and verify comments. The website was split into three main areas: learn, share, and participate. The share option provided an online survey as a quick way to provide feedback to the community forums in which hundreds of surveys were completed throughout the planning process.

The city also set up a Facebook page, Twitter account, and LinkedIn group to allow for feedback and a constant open line of communication. The social media accounts were used regularly with the intention of sending out reminders, announcements, launching discussions, and providing feedback on inquiries regarding Albany 2030 topics.

Additionally, the Albany 2030 process used Google Docs and Survey Monkey to provide stakeholders information they missed at the forums as a way to weigh in on the plan.

Stakeholder Roundtables

At the early stages of the planning process, there were focused interviews with members of the community done by the consulting team. The interviews had a perspective to target key elements for Albany's future. The interviews were conducted as small focus groups to increase dialogue among participants. The community had over 100 representatives and experts participating in the discussions.

Micro-meetings

These micro-meetings or scaled-down meetings were just smaller versions of the Community Forums and were conducted by the city and consultant team. The targeted group was those community members that had limited access to centralize public meetings. This group consisted of:

- City Rescue Mission
- First-grade public elementary school class
- The Albany Housing Authority's Westview Homes Senior Center
- Dozens of individual neighborhood association meetings
- Business Improvement District Board Meetings
- City of Albany Youth Workforce Services Enrollees

The meetings were targeted at these groups of people. There was one session where 40 homeless men engaged in a brainstorming discussion. Another session of first graders drew and wrote about their neighborhoods and what made them great and lousy, as well supplement ideas for vacant lots and buildings (Image 12). There was no set time for the meetings but ranged from 30 minutes to three hours.

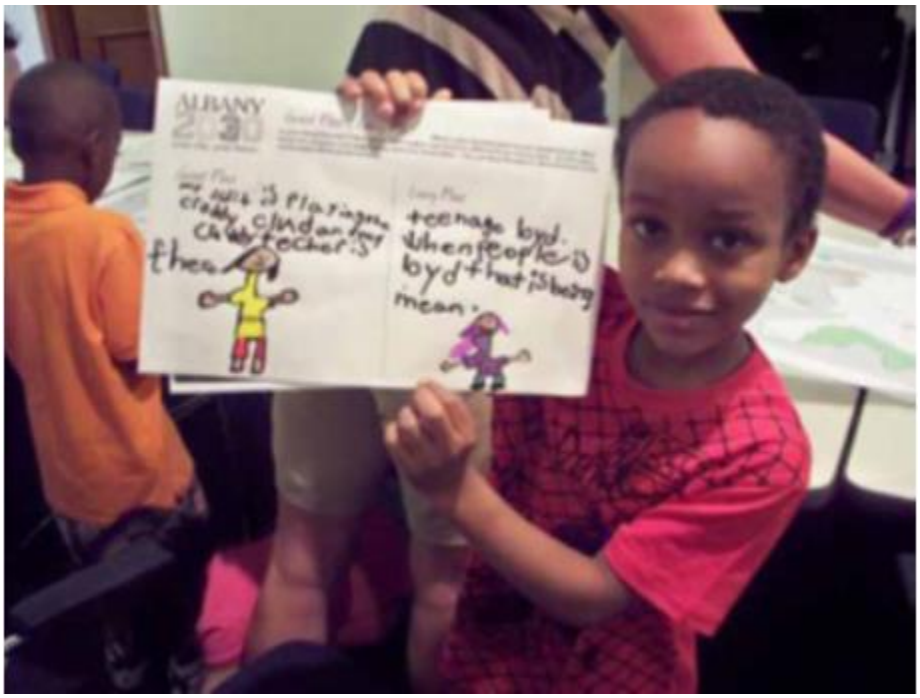


Image 3: First graders participating in drawing their neighborhoods

Speed Planning

This event was used to engage young professionals in the planning process. The Speed Planning event was made with the concept of Speed Dating, allowing the participants to have conversations about the Albany 2030 systems for 10 minutes each, then they would move to the next person and topic. The participant never met with the same group twice, giving everyone an "individual voice" while exposing them to different ideas and views. The event had 21 attendees.

Stoop Surveys

This method was the most effective in reaching out to the hard-to-reach populations. The Stoop Survey was distributed to the neighborhoods that had low representation at the community forums and through other methods. The Comprehensive Plan Board members conducted the stoops survey by walking through the underrepresented neighborhoods trying to engage residents to complete paper surveys. The paper surveys asked a modified version of the Community Forum questions. The board members asked people on the sidewalks, porches, and front stoops to take five minutes to give input on comprehensive plan issues, ideas, and processes. There were 164 community members surveyed.

Walk-Shops

The city staff developed a series of walk-shops during the Plan Review phase which were interactive walking tours of the neighborhood plan areas. People were able to engage in taking pictures of the neighborhoods on things they liked and disliked as they walked around. The purpose of this method was to give participants examples of the Albany 2030 Plan meaning behind the neighborhood scale. There were more than 50 participants and about 200 photos captured from the events.

Community Drop-ins

To communicate to the public about the Draft Plan, the planning team had drop-in tables at three Price Chopper grocery store locations on the Saturday of Thanksgiving. The table was exposed for three hours. There were poster boards highlighting sections of the draft plan, asking for community stakeholders to rate their approval for each section. If someone did not stop at the table, they were given a plan summary sheet and it also directed them to the online survey.

Online surveys

There were four content surveys released by the city and 13 general plan section review surveys using Survey Monkey and Google Docs throughout the planning process. The surveys were sectioned off into two phases: Plan Creation and Plan Review.

During the Plan Creation phase, three surveys: SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis towards the community vision; testing the vision to verify consistency with the community's views; discuss the economic climate in Albany.

During the Plan Review phase, there were 14 surveys developed during the five-month plan review period. 12 of the surveys were targeted at specific sections of the plan, this way stakeholders can review the plan section by section without forgetting information as a whole. The final online survey mirrored the final Stoop Survey for the plan. There were more than 200 online surveys completed throughout the review period. The survey respondents were 79% White, 17% Black or African American, and 2% Hispanic/Latinx (Figure 7). Compared to the actual population distribution (Figure 8), the minority participation in the survey was lowered by 50%.

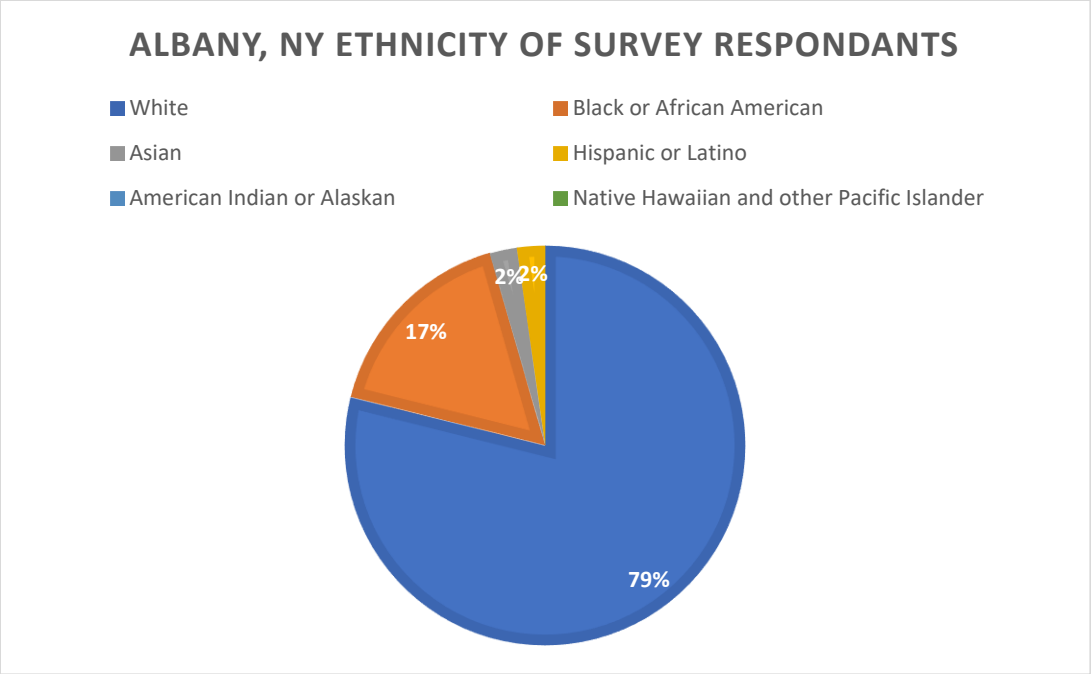


Figure 7: Survey Results for Albany, NY

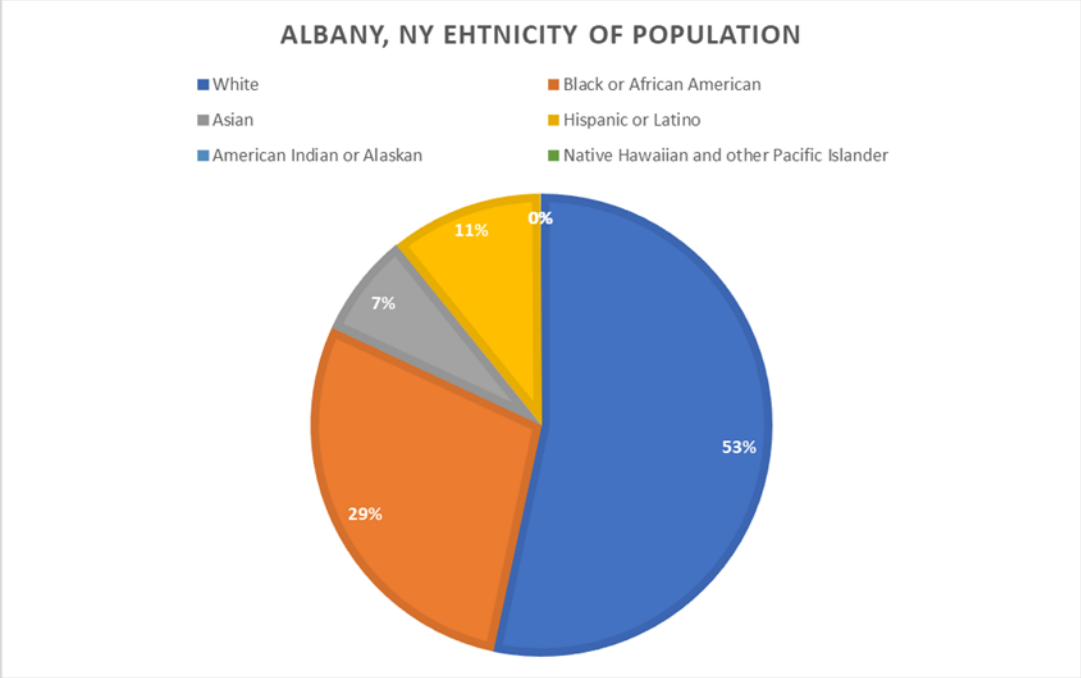


Figure 8: Population Distribution of Albany, NY

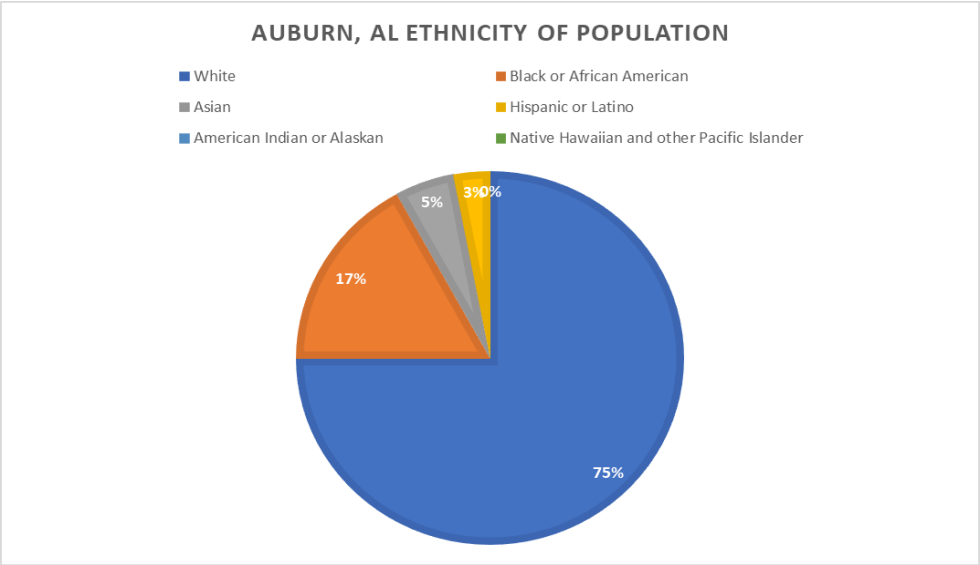
Final Town Forum

After the five months of public outreach, the final town hall forum summarized and accumulated the review to the plan. There were 60 community members at the final meeting. During the 60 participants were asked to vote on three questions through a text messaging poll site. After the presentation, the planning team took questions and comments from the participants for the Final Plan.

Auburn, Alabama

Auburn is one of the fastest-growing cities in Alabama. Racial diversity has remained fairly constant from 1990 to 2010 in Auburn (Auburn, 2008). The most noticeable trend is an increase in the percentage of people of Hispanic origin. This trend is consistent with an overall trend in which the Hispanic population is growing quickly across the South. According to the Census, the Hispanic population of Lee County grew from 552 in 1990 to 4,571 in 2010, an 828% increase and represents approximately 3% of the overall Lee County population. Although, the ethnic group that overpopulates all groups is the White population (75%). The Black or African American population is the second-largest ethnic group (17%), Asian is the third (5%), and Hispanic or Latino is the fourth (3%) (Figure 9).

Figure 9: Auburn, AL Ethnicity of Population



The CompPlan 2030 is used as a general policy guide for future community improvements and decision-making. The plan offers predictability and fairness for citizens, elected officials, city staff, and the development community by giving the city a Future Land Use Plan. The development of the plan started in 2008 with the initial phase of the plan involved determining the size and scope of the plan, identifying stakeholder groups, and beginning to acquire data. The plan was adopted in the Fall of 2011, then had the first five-year update, and adopted on February 20, 2018. One tool that has been central to the planning effort from the beginning is the Auburn Interactive Growth Model (AIGM). The AIGM tool is used for predicting the location of future growth based on a variety of factors. It also helps in predicting optimal future locations or schools, parks, commercial centers, and fire stations. The AIGM tool contains linked models including demographic, economic, socio-political, spatial relationship, and land resource models.

The key to developing the CompPlan 2030 was the input from the city staff, general public, and external stakeholders. The input from the general public was gathered through public meetings.

The meetings were done at different locations throughout Auburn and promoted through emails, city publications, newspapers, radio and tv announcements, promotional posters downtown, public service announcements, event notices on radio and online, and social media.

Public Meetings

The first public meeting was held in two locations, the first meeting was held on October 13, 2009, at Auburn Junior High School. There were about 80 people who attended, they watched a presentation on the planning process and broke into groups with facilitators to respond to statements and questions. A second public meeting, which was similar to the first, was held in Northwest Auburn on February 9, 2010. The input from both meetings was reviewed in public meeting #2 (Image 3).

Image 4: Community members at the first public meeting (City of Auburn)

In public meeting #2, vision statements were synthesized from the input gathered. This meeting was held on February 23, 2010, at Auburn Junior High School. The vision statements were

presented in an open house format. The community members added comments on the vision statements with post-it notes, which allowed people to walk around to read what other members had commented (Image 4).

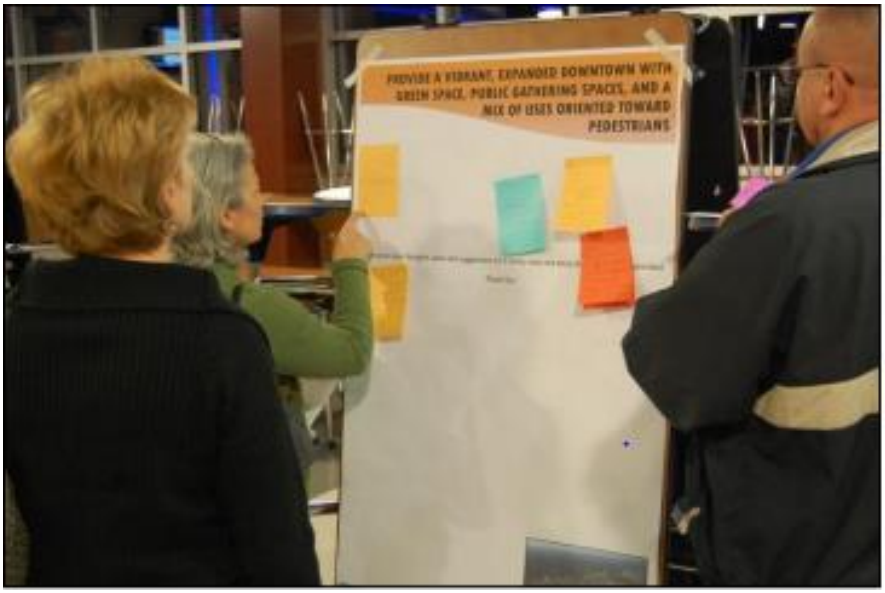


Image 5: Auburn community members adding comments with post-it notes (City of Auburn)

Public meeting #3 was held on December 2, 2010, then an open house was held on December 6th. Both of the meetings shared the draft for the Future Land Use Plan and draft plan recommendations.

Other Public Input Opportunities

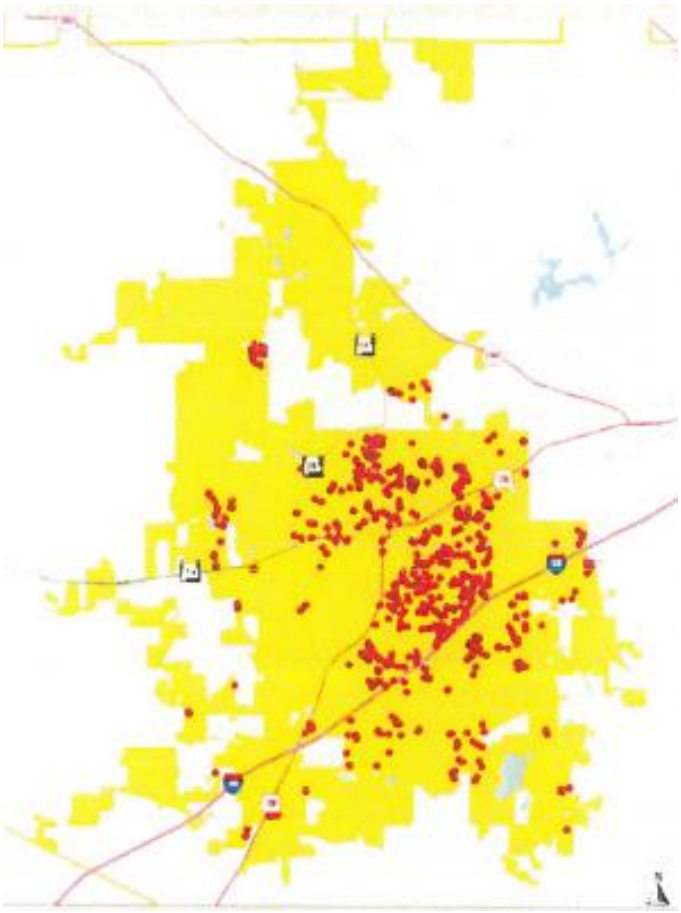
The city sent surveys to 100 stakeholder organizations to share their input regarding issues and needs in their areas of expertise. Draft recommendations were sent to the organizations for their review. The public was also able to give comments on draft recommendations during the time. The recommendations were posted online where comments can be posted. The public was also invited to attend any of the 12 Planning Commission work sessions or the three joint meetings of the planning commission and city council.

Planning Commission Work Sessions & Planning Commission/City Council Joint Meetings

There was a series of 12 planning commission work sessions held throughout the plan development process. The meetings had staff and commissioners communicating issues that were relevant to the creation of the plan. The three joint meetings of the planning commission and city council were held at different stages in the planning process. Since the CompPlan was a vital guiding document for both parties, holding a series of joint meetings allowed dialogue between members of both parties as well as involving the city council in the overall planning process.

Citizen Survey

The city of Auburn conducted the Auburn Citizen Survey with the help of ETC Institute, a firm that specializes in market research for local governments. The survey was used for an ongoing effort to assess citizen satisfaction with the quality of services. There was a six-page survey that was mailed to a random sample of 1,500 households across the city of Auburn. After the surveys were received by mail, the residents were contacted a week later by phone. Those who had not returned the survey were given the option to complete it by phone. There were 422 surveys completed by phone and 343 surveys mailed for a total of 765 completed surveys (51% response rate). ETC also geocoded the home addresses of the respondents to the survey and mapped out the physical distribution of the survey based on the location of their home (Map 7).



Map 7: Survey distribution and response rate (ETC, 2010)

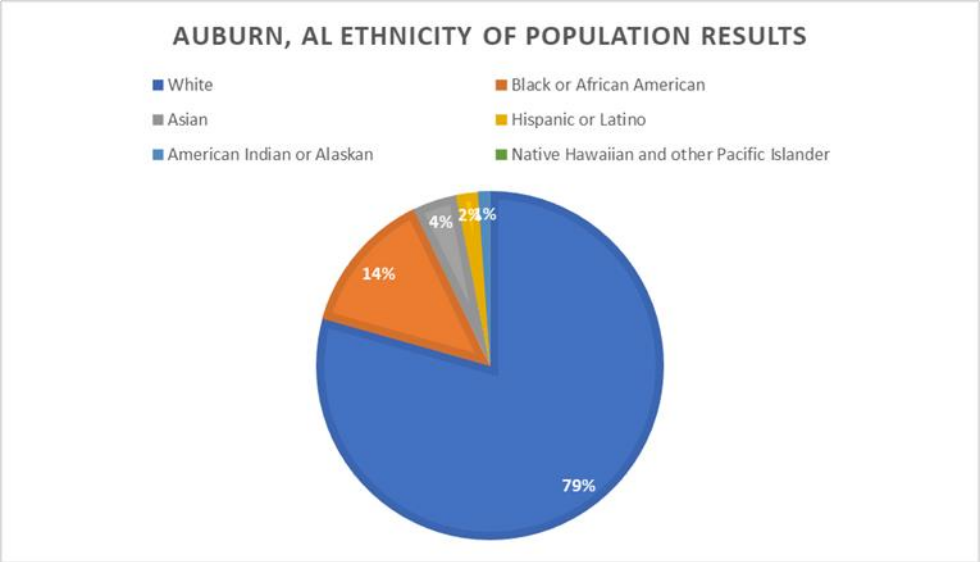
Types of Topics that were surveyed:

- city services
- quality of life in auburn
- public safety
- city codes and ordinances
- utility and environmental services
- city maintenance
- feeling on safety

- city leadership
- parks & recreation
- traffic flow
- city communications
- other issues

The results of Auburn's citizen survey showed that the majority of the participants were White (79%). The second ethnicity group that participated the most were Black or African American (14%), Asian in third (4%), and Hispanic or Latino coming in fourth (2%). Therefore, compared to the overall race/ethnicity groups population, the survey shows the same pattern of involvement compared to the population percentages of Auburn's population. There was a 4% difference of white community members participating in the citizen surveys compared to their actual population size, while there was a 3% lower participation of Black or African American and 1% lower participation of Hispanic or Latinx participants (Figure 10).

Figure 10: Auburn survey results based on ethnicity



Goodyear, Arizona

The city of Goodyear is 20 miles west of Phoenix in Maricopa County, also known as the Southwest Valley. Goodyear encompasses 191 square miles. The city is responsible for long-range planning and the scope of the General Plan is the Municipal Planning Area (MPS) boundary which is currently 246.6 square miles. In terms of this general plan, the term "Goodyear" is the area within the MPA boundary while the term "City" is the City of Goodyear municipal city limits. Since 2000, Goodyear has become a "more diverse community" (Goodyear, 2014) and it is important to note that there is a high distribution of Hispanic origin across the county and city.

The city of Goodyear's 2025 General Plan was officially approved by the planning committee on March 25, 2014. The General Plan is the roadmap to their vision with policies and actions. The General Plan is the community vision and the approach to implement this vision, through an overall fundamental strategy, community goals, objectives, policies, and action items. The creation of the Goodyear 2025 General Plan was overseen by the Goodyear 2025 Plan Committee (GPC). The GPC met every month for 18 months, attended many community events, discussed the multiple elements of the General Plan, and reviewed the chapters of the plan. The vision statement written by the GPC was used to guide the creation of the General Plan. Their vision statement is "Create a highly desirable and sustainable place for all to live, work, visit, and play" (Goodyear, 2014).

The city of Goodyear developed a performance management program to use as a system that ensures a shared vision, constant and consistent citizen input, and accountability (Figure 6).

Their vision wants to foster a sustainable community with diverse destinations connected throughout the city, encourage growth through opportunities for cultural, educational, and economic development, recognize assets, history, and open spaces, and maximize partnerships and collaborations.

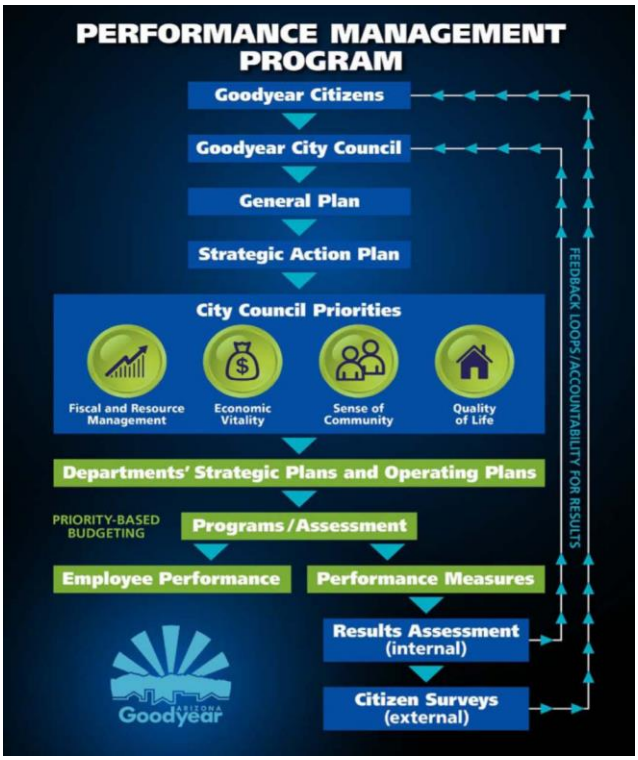


Figure 11: Goodyears Performance Management Program Guide (City of Goodyear)

The General Plan included extensive public participation. The Public Participation Plan was adopted on June 11, 2012. This plan was used to guide public participation through the creation of the Goodyear 2025 General Plan. To have an effective plan, the General Plan must have the support of the community. The public participation activities were identified to maximize community involvement in the creation of the goals and policies for the General Plan. The Public Participation Plan identified that there should be an educational opportunity for the public to learn about the General Plan, zoning, and other development-related concepts. The city saw that

educating the public on the purpose and use of the General Plan will give the community a better understanding of what is happening in their community as Goodyear continues to grow and develop. The Public Participation Plan also promotes building and strengthening relationships between various stakeholders in the Goodyear community. The General Plan update provides an opportunity to build new relationships and strengthen existing relationships. The participation plan promotes intergovernmental and interagency cooperation and collaboration.

The city reached out to different stakeholders to invite them to be part of the planning process. They provided steps that were taken to identify stakeholders, as follows (Goodyear, 2014):

1. Publish articles in the City's newsletter, INFOCUS, to reach out to Goodyear residents.

2. Publish notices or advertisements in a local newspaper (West Valley View or the Arizona Republic Southwest Valley edition).

3. Create press releases for additional media outreach.

4. Post notices on the front page of the City's website.

5. Post announcements on the City's Facebook and Twitter accounts.

6. Make announcements at City Council meetings.

7. Make announcements at City citizen committee meetings.

8. The City's Neighborhood Services Division maintains a list of HOA and Neighborhood Alliance contacts. The city will also contact Maricopa County to try to identify any HOA or Neighborhood groups in Maricopa County that are within our planning area. The city will reach out to these HOA and Neighborhood Alliance contacts.

9. Contact the Southwest Valley Chamber of Commerce to reach out to the business community.

10. Contact persons who have signed up via the City's "e-notify" tool to receive General Plan updates and Community Development [Development Services Department] draft documents.

11. Contact persons who have attended the City's quarterly Development Advisory Forum in the last 12 months to reach out to the development community.

12. Contact each of the school districts that serve the city.

13. Contact the Arizona Homebuilder's Association to reach out to the homebuilding community.

14. Contact the Arizona Multi-housing Association to reach out to their membership.

15. Contact the Maricopa Association of Governments (MAG) and make announcements at appropriate committee meetings to reach out to neighboring communities and other stakeholders who attend such meetings

The stakeholders were informed about meetings, and provided with copies of draft documents, and given the opportunity for commenting through mailing/email list, city contact, website, INFOCUS which is the city's community newsletter, and planning and zoning commissions and city council updates.

The public participation process began during Phase 2. The opportunities during this phase were: general plan committee (GPC), city-wide kickoff meetings, and visioning workshops. The GPC was provided with a copy of the 2003-2013 General Plan and the Existing Conditions Report that was prepared in May 2012. They met for 18 months, and the meetings were open to the public and the community to provide comments at the meetings. Agendas and draft documents were made available on the website before meetings and staff collected comments and questions and provide them to the GPC. The GPC reviewed and recommended a draft plan that was forwarded to the Planning and Zoning Commission for recommendations and City Council for approval. The General Plan was then be presented to the voters for ratification.

A city-wide meeting was held to formally "kick-off" (Goodyear, 2014) the General Plan update. This meeting was an open house-style meeting to allow citizens to attend when they can and stay for only as long as they were able to. The kick-off meeting was also held in the area of Goodyear known as "Mobile" to allow the citizens in this area to more easily participate. The purpose of this meeting was to gather general information such as what the community likes and dislikes, what priorities should be, and what the focus of the General Plan should be. Comments were collected at these meetings through a variety of methods such as a survey, comment cards, and recorded discussion (Image 5).

Image 6: A collage of images from the kick-off meeting (City of Goodyear)

During Phase 3, the Plan creation phase, staff used the information collected during Phase 2 to create the draft chapters of the plan. This phase consisted of GPC meetings (Image 6) and city events. GPC used the information and comments that have been collected to create draft chapters, the chapters were posted on the City's website and distributed to stakeholders and those who have requested to receive draft documents for review and comment. GPC attended city events such as GAIN, city market, and movie night to distribute information to obtain draft copies of documents, policies, and goals, and plan maps so the public could review them. The community provided comments through comment cards or reviews through the website.

Image 7: Shots from a GPC meeting (City of Goodyear)

GAIN Community Festival

The first outreach effort was held on October 20, 2012, at the GAIN Community Festival (Image 7). There were about 4 thousand people who attended the event. There was a large poster board put up with the question, "Vision Goodyear, the city of the Future, what does it look like? What is included? Give us your ideas" (Goodyear, 2014) was asked. The ideas the residents had were either written down on cards that could be posted on the board or placed in a box. There were over 130 ideas and comments collected.

Image 8: Collage of images from the GAIN Community Festival (City of Goodyear)

Visioning Workshops

There was a community visioning workshop held on November 3, 2012 (Image 8). It was an all-day workshop and over 40 residents attended. There were different representations made by experts on sustainability, economics, and art and culture. After the presentations, participants were split into small groups to work on a vision. There were seven draft vision statements created at the workshop.

Image 9: Collage of images from the visioning workshop (City of Goodyear)

Open House Meetings

There were a series of open house meetings held in February 2013 to gather ideas and inputs on the plan (Image 9). More than 150 people attended at least one of the meetings. The format of the meetings was open house style with no formal presentations, informal gathering of local community members and city staff sharing information and ideas. The layout of meetings had a

variety of booths and different topics. The information gathered at these meetings was summarized and shown to the city council and GPC as well made available at the city's website or upon request.

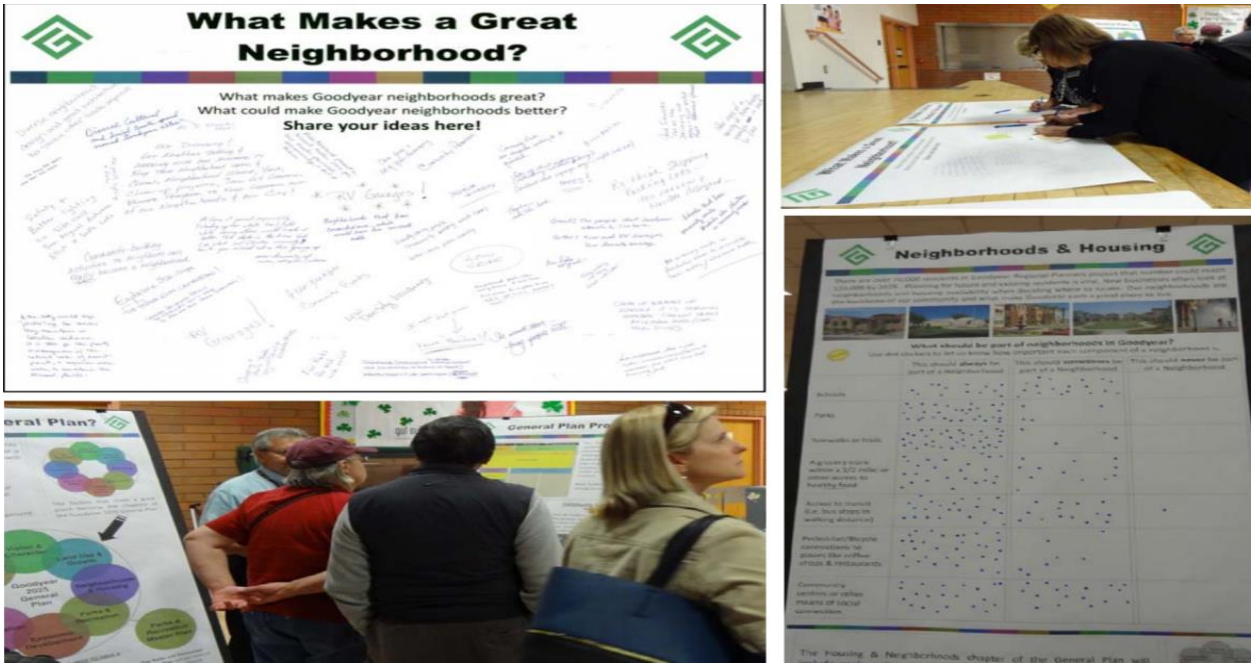


Image 10: Collage of images from one of the open house meetings (City of Goodyear)

Mobile Community Meeting

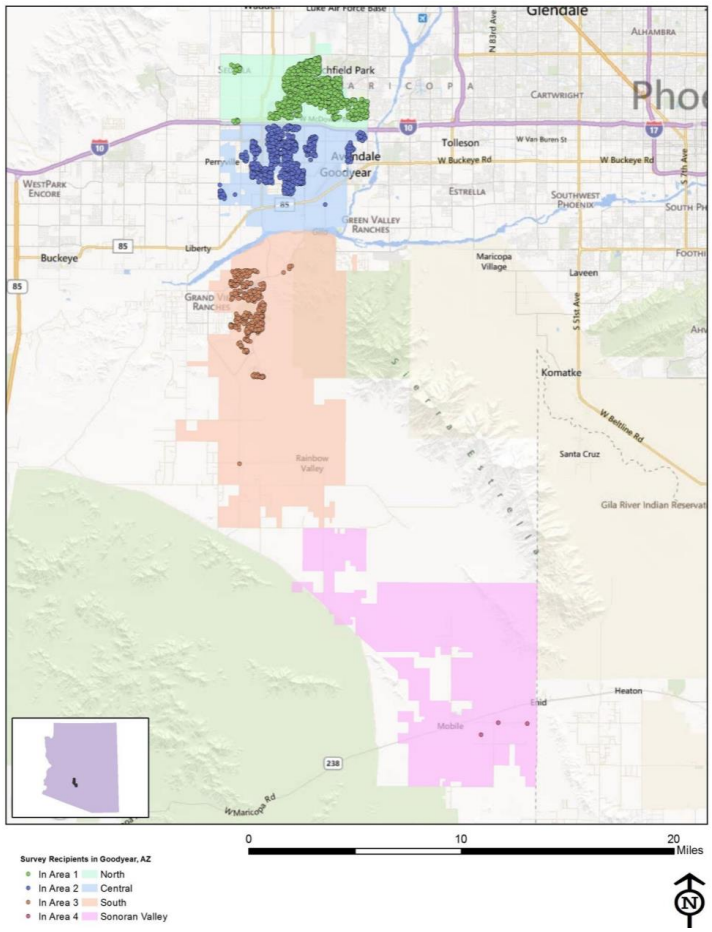
The Mobile Community Meeting was held in the portion of southern Goodyear known as Mobile on March 5, 2013. The meeting was a town-hall-style meeting. There were only 15 residents present and several staff members (Image 10). The focus of the meeting was roadways, as well as parks and recreation.

Image 11: Shots that were taken at the mobile community meeting (City of Goodyear)

Survey

The city of Goodyear used the National Citizen Survey, conducted by the National Research Center Inc. to provide the community with accurate, affordable, and easy ways to receive a resident opinion on local topics. The results offer insight into residents' perspectives about the whole community, which includes local amenities, services, public trust, resident participation, budgeting aspects, land use, and strategic planning and communication with residents. There are two parts to the survey, 1) how can a community be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents believe or do? To answer the first question, there was a mail-out/mail-back method used, selecting random households, inviting responses compellingly, to appeal participation, offering the survey in Spanish or other languages by request, and weighting the results to reflect the demographics of the population. To answer the second question, the perspectives recorded on the survey reflect what residents really believe or

do is more complex. There were 3,000 surveys sent (Table 2) and all were distributed to different geographic locations (Map 8), and racially broken down (Figures 12-13).



Map 8: Survey Distribution throughout Goodyear (City of Goodyear)

Table 2: Goodyear survey geographically distributed (City of Goodyear)

	Number mailed	Undeliverable	Eligible	Returned	Response rate
North	1,277	94	1,183	352	30%
Central	1,268	60	1,208	190	16%
South/Sonoran	455	36	419	115	27%
Overall	3,000	190	2,810	657	23%

Figure 12: (Left)Number of Spanish, Hispanic, or Latino survey participants (City of Goodyear)

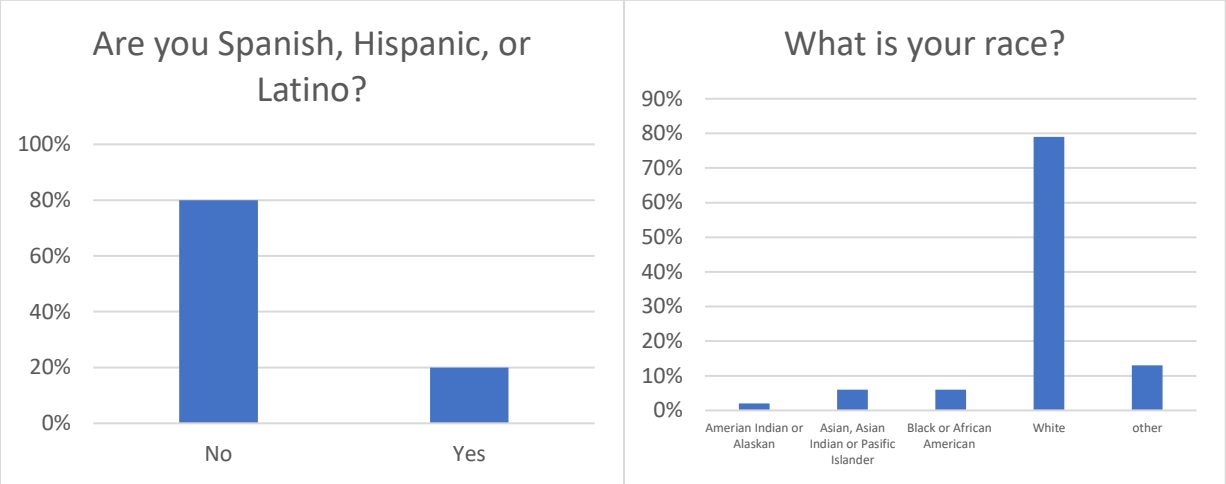


Figure 13: (Right) Racial composition of survey participants (City of Goodyear)

The racial distribution of population in the city of Goodyear (Figure 14) compared to the racial distribution of the survey respondents are not relatively close. Survey respondents were 79% from White participants, which is 15% more than the overall share of the White population in this city (64%). The biggest minority group in the city is the Hispanic/Latinx, composing 24% of the overall population. The survey results showed that 20% of the participants were Hispanic, Latino, or Spanish.

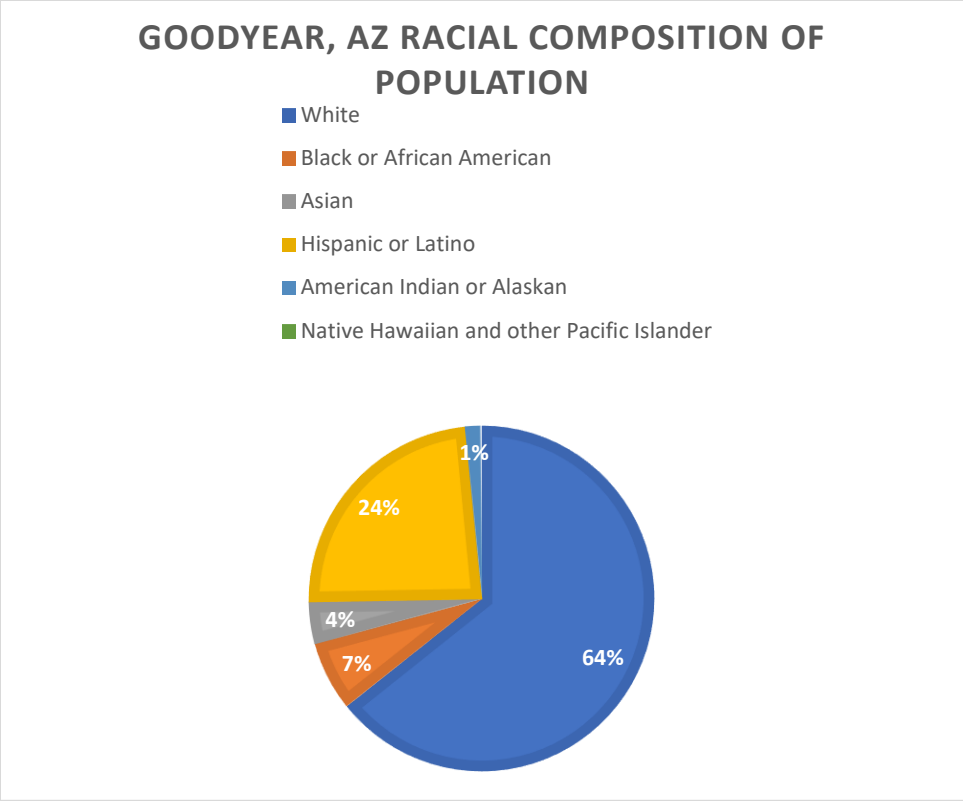


Figure 14: Racial Composition of city of Goodyear, AZ

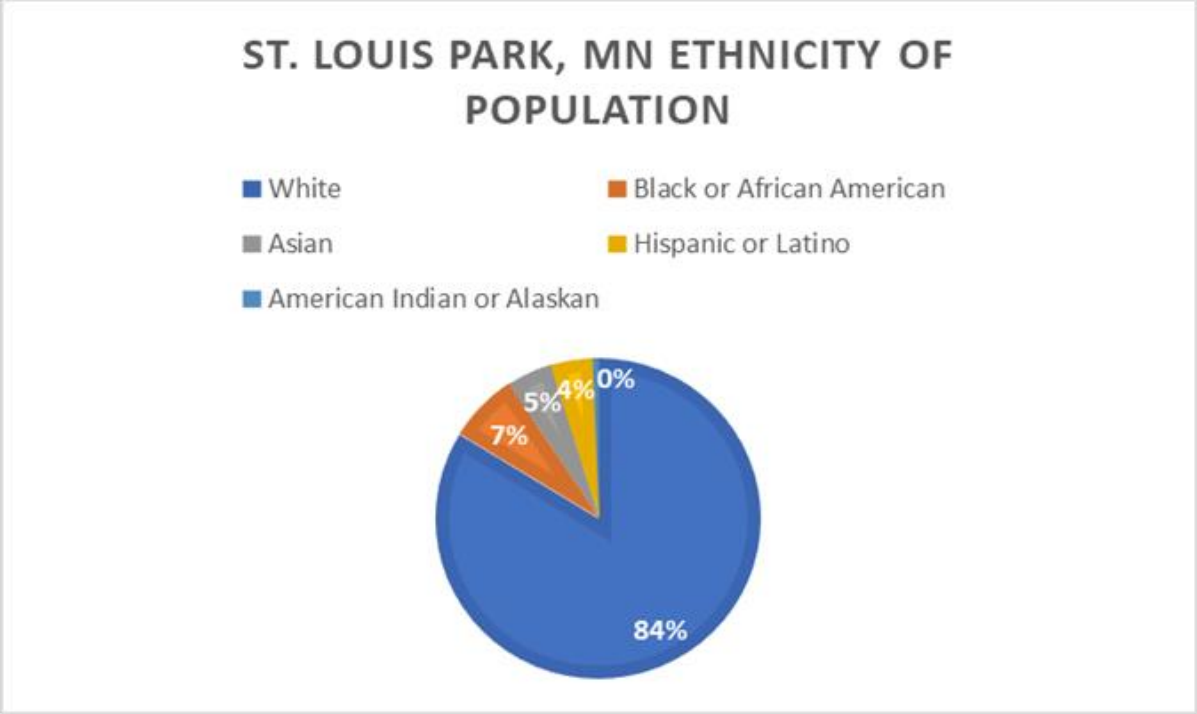
For special accommodations, the city of Goodyear wanted to make all public meetings accessible to people with disabilities. They had a 48-hour advance notice, special assistance was provided for sight and/or hearing-impaired people at the public meetings. Any reasonable recommendations were able to be made upon request for anyone with disabilities or non-English speaking residents.

St. Louis Park, Minnesota

The city, St. Louis Park, has a population of 48,663 people. The racial composition of the city is made up of White (84%), Black (7%), Asian (5%), Hispanic/Latino (4%), and some American Indian (0.5%) persons (Figure 15). The city has a vision for racial equity, its goal is to ensure all practices, programs, and services of the city are fair, inclusive, and equitable to all. In 2016, council members and city staff participated in a year-long program on racial equity (St. Louis

Park, 2017). This program was facilitated by the League of Minnesota Cities (LMC) along with the Government Alliance on Race and Equity (GARE) Center for Social Inclusion (CSI) and provided an introduction to the roles, responsibilities, and opportunities for government to advance racial equity. One of St. Louis Park's racial equity goals is to create opportunities to build social capital through community engagement.

Figure 15: St. Louis Park, MN Ethnicity of Population



The 2040 Comprehensive Plan was developed to communicate key community elements that set forth the future direction of the city. The state law also requires all government entities in the Twin Cities metropolitan area to update their comprehensive plans at least once every 10 years. The plan was adopted on August 5, 2019. The 2040 Comprehensive Plan included two community engagement activities, fall 2017 and spring 1018. In fall 2017, there was a neighborhood planning workshop and a community survey. There were four workshops conducted in the neighborhoods, which attracted over 130 participants. The online survey

attracted about 1,100 participants. In spring 2018 there was another community survey conducted, this survey attracted 2,150 participants.

Neighborhood Planning Workshops

The initial phase of the community engagement process for the 2040 Comprehensive Plan included four Neighborhood Planning Workshops. They covered seven neighborhood planning areas and all thirty-five neighborhoods. There were over 130 residents that participated, and 50 residents attended the meeting on November 28th for the Central and West Planning areas. The workshops were two hours long and took place at community centers located in the specific neighborhood planning areas (Image 11).

Image 12: Neighborhood Community Workshop in St. Louis Park (City of St. Louis Park)

Community Survey

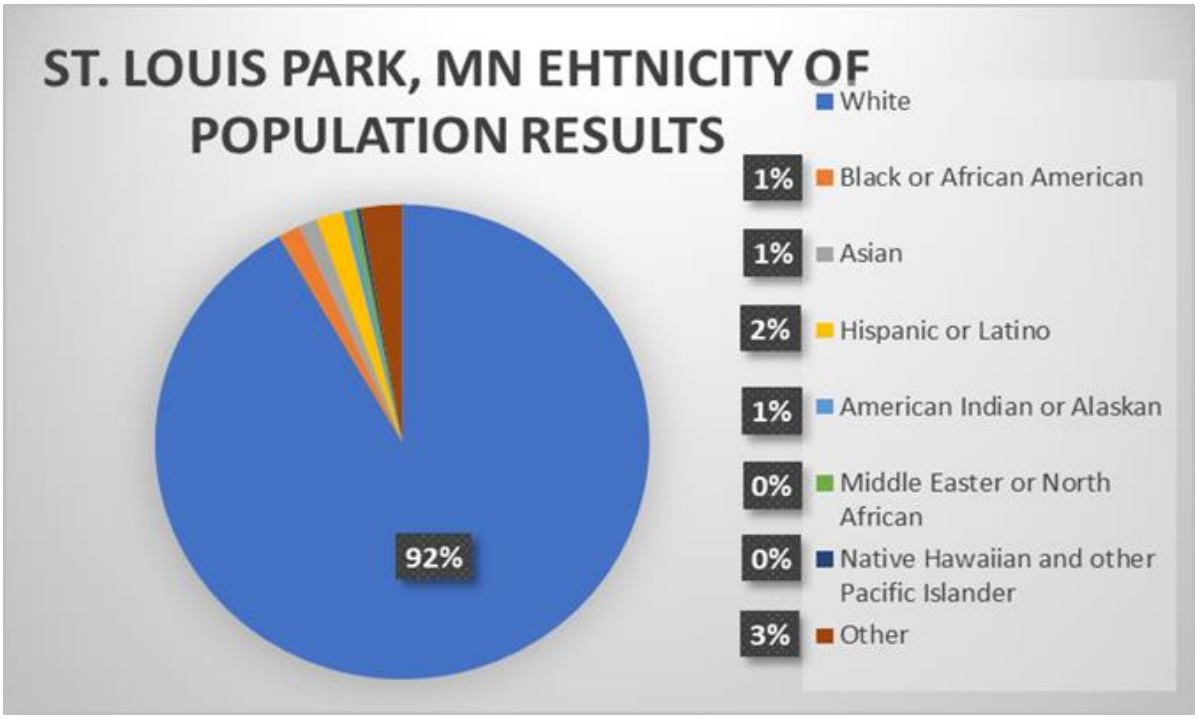
The second phase of the community engagement process was focused on a community survey. The survey key topics of the survey were:

- Allowing additional housing types in low-density residential neighborhoods, including accessory housing units and duplexes
- Allowing additional housing types in residential areas within walking distance of commercial centers/ corridors, transit services, and parks
- Availability of affordable housing » Availability of diverse housing choices

- Allowing neighborhood buildings that contain a mix of commercial and residential uses in existing neighborhood commercial areas and along commercial streets
- Planning, designing, building, and operating the city's transportation system to prioritize walking first, followed by bicycling and transit use, and then motorized vehicle use
- Pursuing shared-use mobility options, such as bike, car, or ride-sharing systems
- Taking actions that impact climate change including reducing home energy consumption, vehicle emissions, and solid waste
- Recommended changes to land use designations in specific areas on the 2040 Future Land Use Plan Map

The St. Louis Park comprehensive plan survey was launched online on May 14, 2018 and closed nearly a month later on June 22, 2018. In the six weeks, there were 2,158 survey responses collected. There were 92% White respondents, 1% Asian, 1% Black or African American, 2% Hispanic or Latino, 1% American Indian or Alaskan, 0% Middle Eastern or North African, 0% Native Hawaiian, and 3% of another race (Figure 16). Compared to the population distribution, White community members are still the majority racial group in both population and survey participants. The Hispanic/Latinx community had 1% more involvement in the survey than the Black and African American community despite them being 3% less in population.

Figure 16: St Louis Park survey results by ethnicity (City of St Louis Park)



The first three questions had a 4-point scale to indicate the level of support for the specific topic questioned. The fourth question had a 3-point scale to indicate the amount of affordable housing. The fifth question gave the surveyors the choice to select 'all that apply'. Questions six through eight follow the 4-point scale to indicate the level of support for specific topics as well. Questions nine and ten gave the surveyors the option once again to choose all that apply. The last question asked for their indication with interest in a specific activity and it gives them the option to choose how interested they are on a scale from very interested to not interested. (Goodyear, 2014)

Additional Community Participation

There was an online mapping tool added in coordination with the community survey to gather feedback on the proposed land use plan in the 2040 Plan. The online mapping tool was called

Social Pinpoint, with this tool the users were asked to review the land-use change areas and mark where they can support the change, have concerns, and/or have ideas. The participants were also able to elaborate on comments and images.

Analysis

Study cities were examined through their planning documents and their community engagement process. All study cities have tried different mechanisms to increase the participation of their citizens during the planning process. The mechanisms that have helped cities increase participation in their planning process have been public meetings, surveys, and social events. All the study cities showed that the highest response rates of participation they received during their

participation engagement phases were from surveys. There was a study limitation due to having to rely only on survey responses. The other community engagement mechanisms did not collect demographic distribution data.

The surveys ask general questions in regards to the city's current and future ideas. They serve as a way to communicate to the planning team the community members' knowledge, values, ideas, and concerns for the city. It has become a way to provide diverse opinions into the planning process. Surveys have become an alternative way for people to interact during the planning process. A community member at many times would much rather spend 10 to 15 minutes completing a survey than sit for 3 hours in a meeting. Along with helping with public engagement, surveys help city leaders collect data for good governance. Cities collect resident survey data and apply it to their strategic planning, ensuring their budgets and priorities align with what matters to the residents.

The concept of surveying community members may seem like a simple idea, but it is not an easy method. This method is more than just making up some questions and having people answer them. The surveys take time and consideration to put together a good questionnaire that is not going to degrade anyone and will actually collect effective information that can be implemented. Cities need to identify if a community survey will be needed and if so, then come up with questions that are clear and answerable.

The surveys that were performed for each planning process in the studied cities were very similar. The main topics were quality of life, city services, amenities, development, and demographics. The minority engagement through surveys was not affected by any inequality or question biases. The questions asked were conducted in a way that allowed all surveyors to

answer the questions without feeling discouraged or racially profiled. Although there were demographic questions, surveyors were allowed to skip or not answer the questions.

The participation results from the surveys in comparison to the total population demographic of the cities were close but still seeing low response (Table 3). In Auburn, Alabama, the White population is 75% and the survey respondents were 79% White. For the Black and Hispanic/Latino population, their racial composition combined for the city is 20 percent. Their participation was 16% in the surveys. These results show that the participation between the White and minority demographic population in the planning process through surveys is correlated to the population as a whole. With there only being a 4% difference in the minority participation, this is a good representation. In Albany, Georgia, the White population is 22%, while the combined population for Black and Hispanic/Latino is 77%. The survey respondents for this city were 41% white and 56% Black and Hispanic/Latino. These results show that there was higher participation of White community members in the planning process through surveys compared to their racial composition as a whole for the city. In Albany, New York, the population is 53% White and 40% Black and Hispanic/Latino. Their survey participants were 79% White and Black and Hispanic/Latino 19%. In this planning process, there was much higher participation from the White community members compared to the minority group. In Goodyear, Arizona the White population was 76% and the minority population was 35%. The survey respondents for this city were 63% White and 21% minority. These results show that the participation between the White and minority demographic population in the planning process through surveys is still at about a 40% gap in addition with a 13% drop in minority respondents. In St Louis Park, Minnesota, the White population makes up 83% while the Black and Hispanic/Latino population is 11.2%. The survey respondents were 92% White and 3% Black

and Hispanic/Latino. This city struggled the most in having minority participation in their planning process through surveying. There was a consistent pattern for all the cities in which minorities fell short in participating in surveys.

Table 3: Racial distribution of survey respondents vs population distribution

	Survey Respondents		Population	
	White	Minority	White	Minority
Auburn, Alabama	79%	16%	75%	20%
Albany, Georgia	41%	56%	22%	77%
Albany, New York	79%	19%	53%	40%
Goodyear, Arizona	63%	21%	76%	35%
St. Louis Park, Minnesota	92%	3%	83%	11%

Unfortunately, this analysis of survey responses shows that minorities are not as involved in their communities and the planning process. The surveys showed that the minority population is not as engaged as the white population in the planning process. Based on the surveys conducted during the planning process for cities planning documents, four out of the five study cities showed that most participants are from the White/Caucasian demographic group. Although, Albany, GA's majority population is Black and Hispanic/Latino which is over three times the White population. The survey results showed that the Black and Hispanic/Latino population was only 15% more involved than the White community members. Therefore, after analyzing all the

surveys, the minority population is not as engaged in the planning process across the United States.

Although the study cities showed that minorities are still not participating as much as wanted, one city went out of its way to try and involve those community members that were underrepresented. The city of Albany, New York performed Stoop Surveys which helped their engagement planning process increase participation. They gained 167 survey responses by going into the minority communities to receive feedback that was missed at their Community Forums. This process conveyed an increase in participation.

This study showed there are many ways and methods in which cities can perform during their planning process to get their community members involved. The variety of methods that were commonly used apart from the survey were forums, meetings, workshops, and some type of the city event. The methods that receive lots of participation are having a booth at a city event or festival. There is more exposure, and the audience is larger. Another, method that attracted engagement are workshops. The workshops require more involvement and hands-on compared to meetings, where individuals are watching presentations and have discussions in larger numbers. Forums were also successful in engaging community members. Although overall it is important to be specific with where any of the methods will be held and what time. Only a couple of the studied cities provided information on where and when their community engagement events were taken place. It is important that cities are selective on where they host their community engagement events for their planning processes to increase their community participation, especially those underrepresented. It is best to have events at a variety of places throughout the whole community to reach those minorities that are missed during the planning process. Also, try to have multiple events and at different times to reach that population that is working long hours,

have children, rely on public transportation, etc. The more events are available the more exposure and participation can be gained.

A method that also helped cities inform their communities was a website that provided all the information that was being discussed at events so the members that missed can be aware of what was discussed. In addition, providing information in a variety of languages and making sure there is someone who can be reached that speaks a language other than English is key for increasing community engagement.

The number of methods that can be applied are endless, but not all can be fun or as engaging. Most of the methods we use are information sharing rather than knowledge-producing. There are urban planners and community activists that have dedicated their whole careers to finding ways to connect planning and communities. James Rojas, urban planner, community activist, and artist has made the distinction that we have essentially two types of community engagement. An innovative public engagement and community visioning tool that has helped communities has been discovered by James Rojas. He has developed a tool/workshop, Place It, that uses artmaking, storytelling, imagination, and play as its media. This method is focused on knowledge-producing, a deeper way of connecting and engaging people's experiences, emotions, and imagination. He believes that having authentic community engagement, especially in underrepresented communities, begins with a "healing process" (Rojas, 2020) that recognizes people's daily struggles and feelings. By exploring feelings and confronting inequities that are relevant to class, race, age, gender, sexual orientation, ethnicity, and immigration status we can expose knowledge, encourage self-determination, produce a unified voice, and begin the planning process. The workshops are designed for people who do not attend public meetings and use nonverbal methods that use visual and spatial thinking. The community members use objects

and storytelling to identify what connects them to their homes and communities. The goal is to create “a vision for the future that respects their past and shows them how their lives and actions can shape policy and infrastructure” (Rojas, 2020).

Conclusion

Exploring the distinctive ways people have been participating in the planning process and taking a closer look at how minorities have been involved, will help determine the extent to which public engagement is being performed by minority communities. Since colonial times, citizens have gathered to discuss public issues and topics that have pertained to their communities. Over time, meetings have developed to be designed differently depending on the subject and goals. Public meetings can encourage people to interact, the more they can understand the opposing viewpoints, the more that will be accomplished. Minorites lack involvement in public meetings due to scheduling conflicts with their jobs, not finding babysitters, and the location in which meetings are held (Sen, 2008). The logistics in finding a date, time, and location that will be appropriate to hold meetings for the majority of the residents can be a critical barrier to community engagement. Community members are also unlikely to attend engagement sessions if there is a negative economic consequence to them from doing so. Minorities also have constraints, cultural differences, and can even face discrimination within meetings.

On the other hand, we have community members that can participate through different modes of public engagement. Cities have incorporated community engagement into their planning processes to increase overall city satisfaction and get their community members involved. I recommend that cities increase their number of methods for community engagement. The community engagement methods that have been the most effective are public meetings, surveys, forums, and special city events. For cities to maximize and increase their overall civic participation, including those underrepresented, their community engagement should have multiple open public events at different locations and times. Programs like “Place It” are also great for improving minority engagement because they are specifically done to recognize their

daily struggles and feelings, while having them connect through nonverbal methods using visual and spatial thinking. Along with this, the advertisement and announcements for the event should be a priority step. People should be informed on all platforms such as radio stations, online, newsletters, newspapers, blogs, and on local tv channels. The information should also be distributed in multiple languages. Cities can take these recommendations and continue to struggle with minority participation. The study showed that, all the cities but specifically the city of Albany, New York provided a larger amount of different engagement methods and yet there were lower responses from minorities. The study also showed that the survey response rates from minorities were not sufficient. There are many reasons why this may happen, but my suggestion would be to provide the survey multiple times throughout the planning process, increase advertisement on it, have people go into minority neighborhoods and distribute surveys, and provide the survey in multiple languages. On the other hand, I also suggest that an increase in minority participation will come from having more people on the planning team and people running the meetings, that look and can identify as one of the underrepresented community members.

This study relied only on survey responses. The other community engagement mechanisms throughout the planning processes did not collect demographic distribution data, therefor the study could not analyze the complete community engagement minorities had in the planning process. I suggest that the next steps for this study can be to interview city officials and planners to perhaps reveal further challenges of community engagement. Researchers can also incorporate themselves in a community and collect demographic data in all of the community engagement mechanisms the city has proposed in their planning process.

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