Tufts University Department of Urban and Environmental Policy and Planning
Instructor: Christine Cousineau    Christine.cousineau@tufts.edu

Fall 2022
Tuesdays, 6 pm - 9 pm
Tisch Library, Room 310

## UEP 225-01   COMMUNITY ENGAGEMENT:
### STRATEGIES, METHODS, EXAMPLES



DESCRIPTION

The best planning projects and public policies succeed when the communities they are intended for are engaged in shaping them. This course explores ways to create active, positive participation in different settings. We examine the goals and practice of community engagement, from theory and history to methods and techniques. Using case studies of participation processes in Cambridge and Boston, we interview process designers and facilitators for their assessment of how effective the process was. Readings include scholarly articles, book chapters, online articles and blogs, websites, and web-based engagement platforms.

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

STRUCTURE
- In-person **class sessions**, on Tuesdays, from 6 pm to 9 pm (EST) in Tisch 310. Most classes will run for two hours. The three-hour periods are for guest speakers and student presentations.

- **Readings** are posted on Canvas, and include academic and online articles, online book chapters, reports, and websites. You are expected to do the readings each week in advance of the class at which they are discussed.

- Each week, two **postings** are due at **Discussions** by Tuesday at 3 pm: 1) your observations about the readings and 2) a comment on another student's observations,. Observations are 2-3 paragraphs of your thoughts about the readings, in response to a prompt posted at the Discussion board.

- Office hours can be scheduled by email and held in person in Brown House or through Zoom.
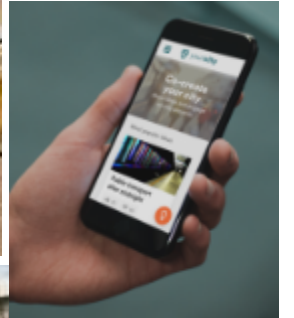
REQUIREMENTS
- **Class Participation** (15% of grade)
  Attend 14 online class sessions and participate in the discussion. Some sessions will be led by students, who will be asked in advance to take on a particular topic.

- **Discussion Boards** (25%)
  Post your observations about the readings, and a comment on another student's observations, by 3 pm on Tuesdays.

- **Short Papers** (25%)
  Submit three short papers (2 to 3 pages) on Fridays by midnight (11:59 pm). The short papers are personal reflections and critical thinking about the material, what you have learned in the previous weeks, and how it connects to your personal and/or professional life.

- **Draft and Final Project** (35%)
  The major work of the course is a community engagement project that you design. You present your draft in class on 10/25, post it at Assignments on Friday 10/28, and your final is due on Friday 12/16. The project is described below.

# Community Engagement Project

Design a community engagement for a setting and topic of your choice. Identify the location, project issues, stakeholders, engagement methods and techniques, expected outcomes and measures of success. The project is an opportunity for you to apply the course material to locations, institutions, planning processes or policy areas that you know or want to explore. The two most important questions to think about are how to identify and reach out to all stakeholders, and what are the measures of success of the engagement process.

## ONE-PAGE SCHEDULE

| Week | Date | Class session | Assignments due dates |
|---|---|---|---|
| Wk 1 | Tue 9/6 | Introduction and course overview | |
| Wk 2 | Tue 9/13 | Definitions and Framework | |
| Wk 3 | Tue 9/20 | History | Short paper 1: Fri 9/23 |
| Wk 4 | Tue 9/27 | Place-based Methods I | |
| Wk 5 | Tue 10/4 | Place-based Methods II – Public Art | Short paper 2: Fri 10/7 |
| Wk 6 | Tue 10/11 | Digital Methods I | |
| Wk 7 | Tue 10/18 | Digital Methods II | Short paper 3: Fri 10/21 |
| Wk 8 | Tue 10/25 | Presentations and discussion of drafts | Draft Engagement Project: Fri 10/28 |
| Wk 9 | Tue 11/1 | Cambridge Case Study: Participatory Budgeting | |
| | Tue 11/8 | no class (because of Veterans' Day, Friday schedule substituted on Tuesday) | |
| Wk 10 | Tue 11/15 | Cambridge Case Study guest speakers | |
| Wk 11 | Tue 11/22 | Boston Case Study: Mary Ellen McCormack Redevelopment | |
| Wk 12 | Tue 11/29 | Boston Case Study guest speakers | |
| Wk 13 | Tue 12/6 | Student Projects | |
| | Fri 12/16 | no class | Final Engagement Project due Fri 12/16 |

## DETAILED SCHEDULE AND READINGS

| **Week 1** | **Introduction and course overview** |
|---|---|

**Tue 9/6** *Readings for 9/14*

Arnstein, Sherry R. 1969. "A Ladder of Citizen Participation." *JAIP* 35 (4): 216-224. https://www-tandfonline-com.ezproxy.library.tufts.edu/doi/pdf/10.1080/01944366908977225?needAccess=true

Goodspeed, Rob. 2008. "Public Participation Theory." Goodspeed Update (blog) http://goodspeedupdate.com/2008/2224

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

**Postings**

**Tue 9/6** Post an introduction of yourself at the Discussion topic 'Self-Introductions'. A paragraph about what department/program you are in, or where you work, what interests you about community engagement, what experience you may have with it (not required) and a fun fact about yourself. You can also tell us about your hobbies, children, and pets, and anything else you want to share!

**Fri 9/9** Post an observation at the Discussion topic 'Introduction' about the first three readings and post a comment on (reply to) another student's observation.

| **Week 2** | **Definitions and framework** |
|---|---|

**Tue 9/13** *Required readings – post your observations and comments by 3 pm on Tuesday*

'Definitions and Framework' powerpoint posted on Canvas.

Hussey, Sally. 2021. "What is Community Engagement?" *Bang the Table*. https://www.bangthetable.com/what-is-community-engagement/

Stuart, Graeme. 2017. Introduction to Community Engagement. *Sustaining Community*. https://sustainingcommunity.wordpress.com/2016/02/25/introduction-community-engagement/

Quick, Kathryn and Martha Feldman. 2011. "Distinguishing Participation and Inclusion." *Journal of Planning Education and Research* 31(3): 272-290. https://journals-sagepub-com.ezproxy.library.tufts.edu/doi/pdf/10.1177/0739456X11410979

*Recommended*

Hussey, Sally. 2020. "Community Engagement 101". *Bang the Table*. https://www.bangthetable.com/wp-content/uploads/2020/02/Engagement-101.pdf

**Week 3        History**

**Tue 9/20**        *Required readings*

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

Nishishiba, Masami, Margaret Banyan, and Douglas Morgan. 2012. "Looking Back of the Founding:
            Civic Engagement Traditions in the United States." In *The State of Citizen Participation in
            America*, edited by Hindy Lauer Schachter and Keifang Yang, 21-54. New York: Springer.

Hannah-Jones, Nikole. 2019. "Our democracy's founding ideals were false when they were written.
            Black Americans have fought to make them true." *The New York Times*, August 14,
            2019.  https://go-gale-
            com.ezproxy.library.tufts.edu/ps/i.do?p=AONE&u=mlin_m_tufts&id=GALE|A596676311&v=
            2.1&it=r&password=NostimonHmar&ugroup=outside

King, LaGarrett J. 2014. "More Than Slaves: Black Founders, Benjamin Banneker, and Critical
            Intellectual Agency". *Social Studies Research and Practice*, 9(3): 88-
            105. https://democracy.missouri.edu/wp-content/uploads/2017/05/King-Black-Founders.pdf

*Recommended readings*

Robinson, Candice. 2019. "(Re)theorizing civic engagement: Foundations for Black Americans civic
            engagement theory". *Wiley Sociology Compass*, August 13. https://onlinelibrary-wiley-
            com.ezproxy.library.tufts.edu/doi/full/10.1111/soc4.12728

Hoene, Christopher, Christopher Kingsley and Matthew Leighninger. 2013. *Bright Spots in Community
            Engagement: Case Studies of U.S. Communities Creating Greater Civic Participation from the Bottom
            Up.* National League of Cities and Knight Foundation.
            https://www.issuelab.org/resources/15226/15226.pdf


**Fri 9/23**        **Short paper 1 –** by 11:59 pm
            Your reflections on what you learned from the readings, posted observations, and class
            discussions about the first three classes on definitions, frameworks, and the history of
            community engagement.



**Week 4        Place-based Methods I**

**Tue  9/27**        *Readings*
            *Skim the articles, guides, chapters, and blogs below, and select* **three** *about which to write your observation
            and comments by 3 pm on Tuesday*

Groundwork USA. 2018. "Best Practices for Meaningful Community Engagement: Tips for Engaging
            Historically Underrepresented Populations in Visioning and Planning".
            https://groundworkusa.org/wp-content/uploads/2018/03/GWUSA_Best-Practices-for-
            Meaningful-Community-Engagement-Tip-Sheet.pdf

MAPC. 2016. *Community Engagement Guide.* Metropolitan Area Planning Council. Boston.
            http://www.concordma.gov/DocumentCenter/Home/View/5727

Lee, C. Aujean. 2019. "Engaging Non-Citizens in an Age of Uncertainty: Lessons From Immigrant-Serving Nonprofits in Los Angeles County". *Journal of the American Planning Association*, 85(3): 271-286.
https://login.ezproxy.library.tufts.edu/login?qurl=https://www.tandfonline.com/doi/abs/10.1080/01944363.2019.1616318

Bishop, Jeff. 2015. *The Craft of Collaborative Planning: People working together to shape creative and sustainable places.* Routledge.
Chapter 6 Working with People. pp. 121- 151

Creighton, James. 2005. *The Public Participation Handbook: Making Better Decisions Through Citizen Involvement.* Jossey-Bass.
Chapter 6 Techniques for Getting Information *to* the Public, pp. 89-102
Chapter 7 Techniques for Getting Information *from* the Public, pp. 103-135

Sanoff, Henry. 1999. *Community Participation Methods in Design and Planning.* John Wiley & Sons.
Chapter 4 Participation in Housing, pp. 181-220.

*Short blogs*

Katz, Julia. 2019. "Untokening Communities". *Healthy Places by Design*, October 24.
https://healthyplacesbydesign.org/untokening-communities/

Schwantes, Tim. 2020. ""Go Slow to Go Fast" Is Still Good Advice, Even in a Pandemic". *Heathy Places by Design*, July 29. https://healthyplacesbydesign.org/go-slow-to-go-fast-is-still-good-advice-even-in-a-pandemic/

Schwantes, Tim. 2020. "Content Expertise Doesn't Guarantee Credibility". *Heathy Places by Design*, August 19. https://healthyplacesbydesign.org/content-expertise-doesnt-guarantee-credibility/

Wilkerson, Lisa. 2020. "The Importance of Defining the Future We Want". *Heathy Places by Design,* July 22. https://healthyplacesbydesign.org/the-importance-of-defining-the-future-we-want/

## Week 5     Place-based Methods II – Public Art

**Tue 10/4**     *Readings*
*Skim the articles, examples, and guidelines below, and select **three** about which to write your observation and comments by 3 pm on Tuesday*

Rabkin, Nick. 2017. *Hearts and Minds. The Arts and Civic Engagement.* The Irvine Foundation.
https://www.americansforthearts.org/sites/default/files/Nick_Rabkin_Report_2017.pdf

Hasham, Ashraf. 2017. "Undoing Power Dynamics by Incorporating Youth and Community Voices". *Americans for the Arts.* https://www.americansforthearts.org/2017/10/18/undoing-power-dynamics-by-incorporating-youth-and-community-voices

Berg, Nate. 2020. "NYC's new Black Lives Matter mural is more than art. It's the future of urbanism". *Fast Company*, July 9. https://www.fastcompany.com/90525603/nycs-new-black-lives-matter-mural-is-more-than-art-its-the-future-of-urbanism

Center for Active Design. 2016. "Strengthening Communities Through Public Art".
https://centerforactivedesign.org/publicart-engagement

Ashla, Berit. 2017. "The Power of Arts in Civic Engagement". *Rockefeller Philanthropy Advisors*.
https://www.rockpa.org/arts-challenging-times/

*Examples*

Candy Chang Work. http://candychang.com/work/
"I Wish This Was" participatory art with stickers. New Orleans, 2010.
http://candychang.com/work/i-wish-this-was/

"Public Art and Civic Engagement". 2020. *Mural Arts Philadelphia*.
https://www.muralarts.org/program/public-art-and-civic-engagement/

*Guidelines*

*Assembly Civic Design Guidelines*. 2018. Download PDF at https://centerforactivedesign.org/assembly

*Planning & Designing Arts-Based Civic Engagement Projects: Arts and Civic Engagement Toolkit*. n.d.
Animating Democracy, a program of Americans for the Arts.
https://www.lacountyarts.org/sites/default/files/pdfs/civic_engagement_planning_and_design_i
magine_define_design1_key_.pdf

**Fri 10/7**     **Short paper 2** – by 11:59 pm
Your reflections on place-based methods and how they might apply to your project.

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**Week 6        Digital Methods I**

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**Tue 10/11**    *Required readings*

Miles, Brandon. 2020. "#PostCovidCity: The Future of Community Engagement". *880 cities*, July 3, 2020.
https://www.880cities.org/postcovidcity-the-future-of-community-engagement/

Zimmerman, Mariia. 2020. "Elevating Equity in Virtual Community Engagement". *MZ Strategies*, May 5,
2020. http://mzstrategies.com/blog/lead-with-equity-in-defining-virtual-community-engagement

"Emerging practices for virtual community engagement". 2020. *Get Healthy*.
http://www.gethealthysmc.org/emerging-practices-virtual-community-engagement

SPARCC. 2019. "Inclusive Investment Starts With Equitable Engagement". *Strong, Prosperous, and Resilient
Communities Challenge*. September 2019.  http://www.sparcchub.org/wp-
content/uploads/2019/09/EECE-V4.pdf

*Elevated Chicago: Community Engagement Principles & Recommendations*. 2019.
http://www.elevatedchicago.org/wp-content/uploads/2019/04/2019.04.25-Elevated-Chicago-CE-
Full-Report.pdf

*Recommended*

Nonko, Emily. 2020. "During the COVID-19 Crisis, Staying Connected to Communities Is More Critical
than Ever. Here's How to Do It Right". *Fuse Corps*, April 22, 2020.
https://www.fusecorps.org/2020/04/22/during-the-covid-19-crisis-staying-connected-to-
communities-is-more-critical-than-ever-heres-how-to-do-it-right/

SPARCC. 2020. "Engaging for Equity in a World of COVID-19". *Strong, Prosperous, and Resilient Communities Challenge*, May 20, 2020. http://www.sparcchub.org/2020/05/20/engaging-for-equity-in-a-world-of-covid-19/

Chung, Alyssa, Meredith Rupp, and Carla Violet. 2020. "Socially-distant community engagement: What we know". APA (American Planning Association) – California Chapter, July 23, 2020. https://norcalapa.org/2020/07/socially-distant-community-engagement-what-we-know/

Riveron, Natasha. 2020. "Equitable Community Engagement in the Time of Social Distancing". *Safe Routes to School*, April 8, 2020. https://www.saferoutespartnership.org/blog/equitable-community-engagement-time-social-distancing

Barnes, Melody and Paul Schmitz. 2016. "Community Engagement Matters (Now More Than Ever)". *Stanford Social Innovation Review*, Spring 2016. https://ssir.org/articles/entry/community_engagement_matters_now_more_than_ever

*For reference: Research studies and How-to Guides*

Fletcher, Faith E., Shauntice Allen, Selwyn M. Vickers, Thomas Beavers, Christopher M. Hamlin, Dontrelle Young-Foster, Sherea Harris-Turner, and Paul C. Erwin. 2020. "COVID-19's Impact on the African American Community: A Stakeholder Engagement Approach to Increase Public Awareness Through Virtual Town Halls". *Health Equity*, 4(1): 320-325. https://www.liebertpub.com/doi/full/10.1089/heq.2020.0029

Lehman, Rebecca, Margot Bordne,Clinton Johnson. 2020. "Community Engagement for Racial Equity During COVID-19". *ArcGIS Blog*, April 18, 2020. https://www.esri.com/arcgis-blog/products/arcgis-hub/health/community-engagement-for-racial-equity-during-covid-19/

*Atlanta Community Engagement Playbook*. 2019. http://ourcommunity.is/engaged/documents/Atlanta-Playbook.pdf

"Technology Tools for Virtual Community Engagement". 2020. *Home for All*, August. https://homeforallsmc.org/wp-content/uploads/2020/09/Technology-Tools-for-Virtual-Community-Engagement.pdf

A list of 60 web-based engagement platforms is included at the end of the Community Engagement Bibliography.

Some of the most widely used are:
Bang the Table/ Engagement HQ https://www.bangthetable.com/
CoUrbanize https://www.courbanize.com/
MetroQuest https://metroquest.com/
MindMixer https://www.mindmixer.com/
Neighborland https://neighborland.com/
Open Gov/Open Town Hall
https://opengov.com/products/reporting-and-transparency/open-town-hall
Social Pinpoint https://www.socialpinpoint.com/

## Week 7    Digital Methods II

**Tue 10/18**    *Required readings*

Desai, Miraj U., Chyrell Bellamy, Kimberly Guy, Mark Costa, Maria J. O'Connell, and Larry Davidson. 2019. ""If You Want to Know About the Book, Ask the Author": Participatory Research in Clinical Mental Health Settings". *Behavioral Medicine*, 45(2): 177–187. https://login.ezproxy.library.tufts.edu/login?qurl=https://www.tandfonline-com.ezproxy.library.tufts.edu/doi/pdf/10.1080/08964289.2019.1587589?needAccess=true

Finio, Nicholas, Willow Lung-Amam, Gerrit-Jan Knaap, Casey Dawkins, and Brittany Wong. 2020. "Equity, Opportunity, Community Engagement, and the Regional Planning Process: Data and Mapping in Five U.S. Metropolitan Areas". *Journal of Planning Education and Research*, July 29. https://login.ezproxy.library.tufts.edu/login?qurl=https://journals-sagepub-com.ezproxy.library.tufts.edu/doi/pdf/10.1177/0739456X20945385

Miller, Ryan A. 2017. ""My Voice Is Definitely Strongest in Online Communities": Students Using Social Media for Queer and Disability Identity-Making". *Journal of College Student Development*, 58(4), May. https://login.ezproxy.library.tufts.edu/login?qurl=https://muse-jhu-edu.ezproxy.library.tufts.edu/article/663305

*Recommended*

Mandarano, Lynn, Mahbubur Meenar, and Christopher Stein. 2010. "Building Social Capital in the Digital Age of Civic Engagement". *Journal of Planning Literature*, 25 (2) 123-135 http://journals.sagepub.com/doi/pdf/10.1177/0885412210394102

Mandarano, Lynn. 2015. "Civic Engagement Capacity Building: An Assessment of the Citizen Planning Academy Model of Public Outreach and Education". *Journal of Planning and Education Research*, 35(2) 174–187. https://login.ezproxy.library.tufts.edu/login?qurl=https://journals-sagepub-com.ezproxy.library.tufts.edu/doi/full/10.1177/0739456X14566869

Kleinhans, Reinout, Maarten Van Ham and Jennifer Evans-Crowley. 2015. "Using Social Media and Mobile Technologies for Self-Organization in Participatory Urban Planning and Neighborhood Governance". *Planning, Practice & Research*, 30 (3): 237-247. https://www-tandfonline-com.ezproxy.library.tufts.edu/doi/pdf/10.1080/02697459.2015.1051320?needAccess=true

**Fri 10/21**   **Short paper 3** – by 11:59 pm
Your reflections on digital methods and how you might use them in your project**.**


**Tues 10/25**   **Draft Engagement Project** – by 3 pm
Post a link to your draft community engagement project to the Discussion board by 3 pm for in-class discussion on 11/2.


| **Week 8** | **Presentations and discussion of draft engagement projects** |
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**Tues 10/25**   *Readings*
*Student drafts of community engagement projects, posted at Discussion board.*

In class: Present your draft community engagement process.

**Tues 10/25**   Post your comments about and suggestions for two engagement projects – by 11:59 pm

**Fri 10/28**   **Draft Engagement Process paper** – by 11:59 pm
Upload your Draft Community Engagement Project to Assignments.

| **Week 9** | **Cambridge Case Study: Participatory Budgeting** |
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**Tue 11/1**   *Readings*

Participatory Budgeting. *Wikipedia*. https://en.wikipedia.org/wiki/Participatory_budgeting

City of Cambridge Participatory Budgeting. https://pb.cambridgema.gov/

City of Cambridge. 2021. "Cambridge Announces Participatory Budgeting Winning Projects". January 13. https://www.cambridgema.gov/news/2021/01/cambridgeannouncesparticipatorybudgetingwinningprojects

Baiocchi, Gianpaolo and Ernesto Ganuza. 2014. "Participatory Budgeting as if Emancipation Mattered. *Politics & Society*". 42 (1): 29-50. https://www.researchgate.net/publication/260075784_Participatory_Budgeting_As_if_Emancipation_Mattered

Sintomer, Yves, Carsten Herzberg, Giovanni Allegretti. 2013. *Participatory Budgeting Worldwide –* Updated Version. *Dialog Global*, 25. Introduction, pp. 8-23 https://www.researchgate.net/publication/301680298_Learning_from_the_South_Participatory_Budgeting_Worldwide_-_an_Invitation_to_Global_Cooperation


**Tue 11/8        no class (Friday schedule substituted on Tuesday)**


| **Week 10** | **Cambridge Participatory Budgeting Guest Speakers** |
|---|---|

**Tue 11/15**   *No readings or postings for 11/16*

*Guest speakers*
- Jackson Price, Budget Analyst and Participatory Budgeting Coordinator, City of Cambridge
- Danielle McLaughlin, Budget Delegate volunteer


| **Week 11** | **Boston Case Study: Mary Ellen McCormack Redevelopment** |
|---|---|

**Tue 11/22**   *Readings*

Logan, Tim. 2021. "Plans advance for massive makeover of McCormack housing complex in South Boston". *The Boston Globe*, June 14. https://www.bostonglobe.com/2021/06/14/business/plans-advance-massive-makeover-south-bostons-mccormack-complex/

Mary Ellen McCormack Redevelopment. https://courbanize.com/projects/maryellenmccormack/information

"WinnCompanies Files Letter of Intent to Begin City Review for Planned Redevelopment of Mary Ellen McCormack Public Housing". 2021. *Boston Real Estate Times*, June 14. https://bostonrealestatetimes.com/winncompanies-files-letter-of-intent-to-begin-city-review-for-planned-redevelopment-of-mary-ellen-mccormack-public-housing/

"Boston's First Public Housing Development: The Mary Ellen McCormack". 2003. *LP Reel News*, Vol 4. https://members.tripod.com/lamont_productions/lamont_news_spring03.pdf

"First Blacks Moving to Boston Project". 1988. *The New York Times*, July 2. https://www.nytimes.com/1988/07/02/us/first-blacks-moving-to-boston-project.html


| **Week 12** | **Boston Mary Ellen McCormack Guest Speakers** |
|---|---|

**Tue 11/29**    *No readings or posting for 11/30*

*Guest speakers*
- Drew Colbert, Senior Project Director, Winn Companies
- Kelly Martin, Board member, Mary Ellen McCormack Tenant Task Force
- Joseph Bamberg, Director of Real Estate Development, Boston Housing Authority

**Week 13    Student Projects**

**Tue 12/6**    Present your project, followed by discussion with classmates.

**Fri 12/17**    **Final Community Engagement Project** – by 11:59 pm
(no class)    Upload to Assignments your final community engagement project.