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| A picture of a winding road and treesComplete Community InitiativesTheory & Practice | AbstractComplete Community Initiative Final Theory and Practice with Houston Mayors using Urban Planning Processes. Dr. J. LoweAndret RayfordUPEP 801 Theory and Practice December 8, 2018 |

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 **Complete Community Initiatives**

**Introduction**

The writer’s final paper will discuss the role of different theory approaches and practices of past and present urban planning processes. Mumford had a philosophy on “What is a City” fundamental propositions about city planning and human potential for individual and social urban life. A stage set with well-designed art, policies, programs, education and social drama of a theme and an image of a city as the theater for a play. Mumford’s influence on modern urban planning theory resonates like a theater stage. The fulfillment of human needs for fantasy and exoticism brings a place of excitement and urban civilization. The citizens urban community displayed with the importance of urban culture as a “creative city”. As a historian, Mumford emphasis community values and the role of human personality connected with a long line of urban theory.

**Theory**

Theory is historical framework or mapping based on principles and approaches to carry out different ways of critical and creative thinking to build main ideas or concepts. An all-encompassing system of explanations explaining how cities and regions work, suggesting planning process, defining environmental policies and social justice (Wilson 2017). Theory addresses different elements of planning in descriptive and normative ways. Normative is based on assumptions which are practical driven ideas on equity and inclusion. Boundaries of areas that are inquiries and works to constitute central forces and confront issues that planners find as theorists and practitioners (Wilson 2017). *Participation without redistribution of power* *is an empty and frustrating process for the powerless. It allows the powerholders to claim that all sides were considered but makes it possible for only some of those sides to benefit* (Arnstein 1969). Rational approach is utilitarian process of powerholders decision-making on projecting ideas on the citizens without their input. Communicative approach provides guidance for discourse but can be naive about power. An approach with insight of public participation and council stakeholders. Multiple planning process theories are used to decipher a decision involving situations, values and many stakeholders with rational comprehensive, equity, communicative and advocacy approaches. Consider theory as a tool more than an expression of truth and history (Wilson 2017).

**Practice**

Practice planning requires innovative and responsive decision-making with judgment of circumstances resulting in practical knowledge to guide action. Professionals develop ways to solve problems by understanding a perspective to differentiate what is academic versus theory used in practice (Wilson 2017). Planners must consider context in solving problems with other plan makers-individuals, developers, government officials, community groups and other agencies. There are many historians, writers, consultants, experts and urban policy entrepreneurs all discussing theory which emphasis urban policy exchange.

 Planning goals have three fundamental aspects: 1) subjects containing policies, plans, projects, context and stakeholders, 2) inter-subjects contain findings and conclusions that derive from an objective, 3) uncertainty of planning contains an activity that deals with the future. The three fundamentals develop and involve theories, methodologies, stakeholders, concepts, tools and techniques. Professionalism of planning began in 1901, New York City, New Law; 1907, Hartford, first local planning board and 1909, Washington DC, first planning association, national conference on city planning (Georgia Tech 2014). Wisconsin was the first state permitting city planning, Los Angeles with first land-use zoning ordinance and Harvard School of Architect first course in city planning.

**The Four Frameworks of Theory**

 **Rational Comprehensive Approach**

Planning is improving the quality of life through land-use, budget and community development in natural and built environment. Planning with capitalism economic and social ways of life differ from cities, states, regional, national and globally. Planning is public attention with marketing deliveries such as Burnham 1909, first metro regional plan, US Chicago Plan sent through home mailers, newspaper and public schools. “*Make no plans little plans. Let your watchword be order and your beacon beauty*” (Burnham).

 Rational comprehensive approach is a basic plan for the development of a community that monopolizes other’s thoughts and concerns with power. This approach is considered the most successful process of understanding a problem followed by examining a formulating alternative, researching, development, implementing and monitoring the process. The rational comprehensive model (RCM) is based on reason, logic and facts on values and emotions. A public interest as a goal of planning expertise of economic theory as a useful for understanding planning roles in providing public goods.

 Historical rational theory with the response to emerging industrial cities from public health and sanitary reform movement in 1867, San Francisco, land-use banning slaughter houses in the district or New York City, 1867, major tenement house controls or 1879, Memphis, 60% of the city flee from yellow fever, 80% remain and get sick while 25% die (Georgia Tech 2014). The writer’s PowerPoint of Mayor Lee P. Brown, Houston 1998, shows how he contributed to rational comprehensive planning on safety consciousness, security education and drug awareness during his appointment as the city official leader. He earned a BA in criminology from Fresno State (California), Master’s degree and earned a Ph.D. from the University of California at Berkeley. He began as a patrolman of San Jose in 1960 and went on to become a sheriff in Oregon and a commissioner of public safety in Atlanta (Kennedy). He used rational comprehensive plan to conduct a utilitarian decision on capturing Houston crime.

 ***Community Policing Initiatives***

* Mayor Brown developed the Mayor’s Summer Youth Enrichment Program providing structured activities when school is not in session.
* Lee Brown Kids is a monthly outing in which he personally takes kids to places like the zoo, a museum, or a Houston Astros game.
* Stop the Violence Summit is a unique “speak out” in which hundreds of students participate in workshops and then speak directly to the mayor.
* The mayor has strengthened the city’s Office of Youth Programs and Development.
* Brown authorized the development of the Houston Police Activities League, a group of serving as caring, supportive, responsible, adult role models to thousands of school-aged children.
* The target population was at-risk youth ranging in age from eight to eighteen, mostly from low-income, single-parent households. Like most of Brown’s programs, it was a first for Houston.
* A founder of the National Organization of Black Law Enforcement Executives (NOBLE), Brown has organized around the needs of African American police executives.
* Positive Interaction Program, (PIP) set up to hold monthly meetings featuring speakers from different divisions who would explain how their divisions operated in ways that enabled citizens to know what to expect if they ever needed the police. Community policing also resulted in the creation of the Citizens Police Academy to educate citizens on the jobs of police officers. By 2009, Houston had fifty-five PIP programs in all sections.
* Today, Brown is chairman and CEO of Brown Group International, which uses the extensive expertise of its founder to develop solutions to complex problems in public safety, homeland security, crisis management, government relations, international trade, and other concerns

 **Advocacy Approach**

Planners, religious and civic leaders or individuals defending the interests of a client, groups or demographics for social or environmental justice (Georgia Tech 2014). A broad array of disciplines, including social work, public health, transportation, urban policy, sustainability and social sciences. The relationship between public interests/planning expertise/public interest groups and the adversaries of context for all involved. Plural plans rather than single agency planning represented to the public. A political planning process with a scope of ideals to include all areas of public interests (Davidoff 2007). Advocacy means to serve better by informing the public of alternative choices, open or alternative support by the proponents. The planner is a lawyer with obligation to defend his or her positions to oppose. The advocate planner is responsible to the client and seeks the client’s viewpoint. The advocate planner would prepare and characterize plans with a legal brief. Presenting document with facts and reasons that support beneficial traditions. Plural planning with information and research to prepare oppositions that point out the nature of a task like legal techniques of cross-examination. The advocate’s most important function is carrying out a process for a group or an organization and argues in favor of the planning proposal. Advocacy planning is planning a renewal that affects the lives of the citizens. Pluralism and advocacy mean stimulating future conditions for all groups in a community. A system of plural planning will relieve some of the burden presenting alternatives. Advocacy and plural planning are improvement practice forcing the public agency to compare with other groups with political support. Advocacy planning is planning a renewal that affects the lives of the citizens for better quality of life.

 The plural planner is practical. Advocacy means professional support competing for claims on how the community develops. Pluralism support in political conventions describes the process, advocacy describes the role performed by the professional in the process. Pluralism and advocacy mean stimulating future conditions for all groups in a community.

 ***W. E. B. Du Bois Advocator***

 W. E. DuBois (1868-1963) was an African American professor, editor, author, novelist, playwright and politician. He excelled at Fisk University, Nashville, TN, at University of Berlin where he studied sociologist Max Weber and Harvard University in 1895 where he received the first Ph.D. for an African American. An independent and critical thinker, he established the National Association for the Advancement of Colored People (NAACP). He completed his education and settled in the largest and oldest African-American community in Philadelphia, PA. Philadelphia was concerned with “the Negro problem” in Seventh Ward which was considered the city’s Black ghetto. He was given one year as an assistant instructor in the Sociology Department at the University in PA. and wrote *The Philadelphia Negro*. The community had working laborers, no evidence of drug use, substantial homeownership, middle-to-upper income people, businessmen and professionals who served in the community as role models with little Black-on-Black crime. This was in contrast with W. J. Wilson’s description of Black ghetto in Chicago in 1890s. Wilson described underclass ghetto as renters on public housing, very few were employed, high concentration on single-parent families, welfare dependents, drug use and violent crime. While White Philadelphians considered Seventh Ward that way but never visited the community, DuBois found social and physical structure within the neighborhood where groups of Black middle-class homeowners lived.

 ***Paul Davidoff Advocator***

 *Paul Davidoff*, 1965 advocate planning pioneer, spoke about community planning with progressive ideas for today and prediction of trends. The planner is not the sole technician but values part of the planning process. City planners should represent the plans of many interested groups and organizations. Citizen participation proposes to encourage citizens and goals, policies and future actions for public actions with their own plans. The remedy of targeting history in time through a society and the future of urban planners helping to shape the content of a community. “*The plural planning requires educating novice planners to engage in professional advocate in work to form social policy* (Davidoff)*.”*

 **Equity Approach**

 Equity + process of all groups having access to resources and opportunities necessary to improving the quality of their lives = outcomes of differences in life which cannot be predicted based on race, class or other dimensions of identity (Parker 2015). Equity means achieving greater good without being intentional about how the process is designed and the ideas are included in the plans.

 Do not shy away from certain phrases like segregation and racism. Principles to the planning process where ethnicity plays a role and benefits the plans. Listening to the voices of historic cultural areas excluded from decision-making of communities of color (Parker 2015). Engagement and involvement with community residents for accessibility and implementation.

 **Communicative Approach**

 A planning function based on face-to-face contact, interpersonal dialogue and mutual learning. Community voices recognizing the rights of others by their objective that is socially constructed in the planning. Planners engaged in “reflection of action” to create a decision structure by reflecting on other’s choices. Processes of personal and organizational development with functional objectives carried out by what affect the decisions of community involvement throughout the planning implementation. Arnstien’s ladder of citizen participation focuses on the challenges of nonparticipation, tokenism and citizen power.

 ***Jurgen Habermas Theory***

 Jurgen Habermas theory identifies, priorities, claims and selects strategies based on processes of public interaction (Georgia Tech). A highly influential social and political thinker developed the critical social theory from Frankfurt School, Frankfurt um, Germany. The basic concept of social “lifeworld” and systems issues is more functional than normative, “*Theory of Communicative Action*” amended and supplemented for the causes.

 ***Mayor Sylvester Turner’s Complete Community Initiatives***

 The writer’s PowerPoint suggest and identifies Mayor Turner’s design and implement to a communicative planning processes that aligns community’s planning with resident’s need assessments. He was born and raised in Houston and lives in one of the five complete communities, where he grew up with eight siblings. He earned a law degree from Harvard University and law practice at Fulbright & Jaworski. Graduated from the University of LLP. and later founded the Barnes and Turner Law Firm. Prior to his election as mayor, Turner served for 27 years in the Texas House as the representative for District 139. He worked on the House Appropriations Committee for 21 years and served as Speaker Pro-Tem for three terms. Appointed to several Budget Conference Committees to help balance the state’s budget and served on the Legislative Budget Board. The Complete Communities Action Plans presented to the Economic Development City Council Committee on May 10, 2018 and posted online for the public to make final comments. August 29th, Council passed a motion in support of the five areas to support. Judith Innes, commented, “what planners do is talk and interact which is a form of practical, communicative action.” Planning is a communicative act centered on social learning and culture-building (Georgia Tech). Planners facilitate processes to produce a system of shared meaning between planners, residents, stakeholders and the public.

* Signature initiatives is Complete Communities, which aims to improve the quality of life for residents in all neighborhoods.
* Complete Communities is a pilot program designed to revitalize Houston’s under-resourced communities in partnership with existing neighborhood residents.
* The initiative will work toward creating sustainable, “complete” neighborhoods that are safe, affordable, economically viable and access to quality education, affordable housing, transportation options, green spaces, healthy food options, economic opportunity, and well-maintained infrastructure.



**Recommendations**

A communicative theory is a vital factor for the planning process. Multiple theories can be used to collaborate, cooperate and communicate an objective for outcomes and feedback. The writer recommends investing in the community by building trust and mutual relationships with residents by collecting assessments for community development.

 Example: Student Planning Organization is working with Jason Hyman, Civic President, Washington Terrace Civic Association communicative plan. The first committee meeting was planning strategies to conduct a survey on the infrastructure’s physical conditions. The variables were distributed for creating a sponsorship letter for funds, community promotional materials as incentives and perks, data-based mapping and analysis and infrastructure for the physical condition questions. The resource and tools to manage civic issues in the area, collect characteristic data of the neighborhood and collection of neighborhood data that will develop a needs assessment for developing sustainable long-term solutions that meet the following.

* Cultural and physical preservation
* Infrastructure improvements
* Neighborhood programming

The partnership will provide hands-on planning experience to UPEP/SPO students, residents and stakeholders that can be utilized in the work force. Participants will exercise quantitative, qualitative and technical skills challenged to learning new skills as they interact with the community. This initiative is a proactive approach to providing a template for community development in other smaller community areas of Houston. Participants will gain experience in the following areas:

* Sponsorships and fundraising
* Civic engagement
* Reporting data analysis
* Long-term planning

 The initial neighborhood communicative plan and survey will begin January 2019. The committee will compile data to be used for other smaller community development projects. The team will email and input information into a Google file often and meet twice a month (face meeting or conference call) to discuss built environment needs and meet with residents at civic meetings. We will continue watching the progress of developer’s commercial and residential construction. Discuss the pros and cons of what is happening in the community and build strategies. We will build neighborhood assessments, identify and outline priorities and design unique development plans that suit resident’s needs. We will create a general neighborhood assessment form to classify and identify our neighborhood’s growth and changes within the past 20 years. We will establish and provide a strong development plan with flexible and unique concepts that can adapt to the neighborhood. We hope to recognize the needs of Washington Terrace by empowering the association with equality, participation and community-based planning. The seven conditions for successful inclusive citizen participation in communicative approach (Hague Academy 2018):

1. **Empowered citizens**: Citizens who have the skills, knowledge and attitudes to participate, including the ability to organize themselves.
2. Effectively implemented **laws, regulations and policies** that enable participation and social accountability.
3. **Commitment** to genuine inclusive participation by the government (political leadership and civil service) and citizens: willingness to incorporate citizens’ needs and suggestions in policy.
4. The identification, understanding and involvement of all relevant **stakeholders**, particularly marginalized and vulnerable groups.
5. A **well-planned process** with clear objectives and enough allocation of resources (financial and human). The plan and its limitations should be understood by all stakeholders.
6. A **transparent** **government**: the publication of understandable and useable information.
7. **Trust** between government and citizens.

**Conclusion**

 The paper discusses the four frameworks of theory with comprehensive and communicative approaches, processes and procedures for gathering outcomes as the writer’s choices. The motive to create reflective professional planning on places, negotiation, estimation, forecast, project trends, use resources, surveys and organizational finances. Ebenezer Howard, Frank Lloyd Wright and Le Corbusier began work alone and devoted long hours preparing hundreds of models and drawings for a new city (Fishman 1977)

 A brief essay by John Friedmann, an influential and provocative voice in planning theory links knowledge to action in the public domain. The five characteristics should be normative (not efficiency-based), innovative (not simple), political (not neutral), transactive (not disempowering) and social learning (not closed document-oriented activity). The history of basic planning projects and educational reasons for novice planners to desire public or private sectors. A planner’s need for the tools, decision-making techniques, plan-making criteria and directives for employment in a profession/specialization to understand qualitative and quantitative analyses. The nature of planner’s substantial issues and problems that confront professional activities. The planning process with new urbanism, suburban sprawl, growth development or sustainable cities of yesterday, today or tomorrow’s guidance to planning, practices and theories.

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