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| Close-up image showing the leaf-sides of two oversized books side-by-side on a bookshelf, with additional books in soft focus background |
| A Ladder of Citizen Participation  UPEP863 Citizen Participation |
| |  |  |  | | --- | --- | --- | | Andret Rayford | 12/10/18 | Dr. G. Johnson | |

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**A Ladder of Citizen Participation**

**Introduction**

The article is almost 50 years old but quite relevant to the communicative approach for the planning process. It references the different steps to categorize issues of citizen participation. Citizen participation is empowering people to take charge of their lives and their surroundings. A vital portion of communicative theory; the strategy is a mode of governance with more democratic changes and forms of decision-making (Martens). Acknowledging that power is not the evil force which has to be neutralized but a modality for change and force democratic practices. A change that is rooted in local and historical context as in communicative approach for citizen participation. The ideal of decision-making on shared issues made by everyone involved. To set solid goals with stakeholders, must be willing to share power, organizations willing to change their routine, and people are open-minded to change or new ways to look at the world. The objective is to engage and discuss change that embrace the issues at-hand. What is citizen participation? Citizen participation is citizens by citizens for citizens creating an environment for quality of life. By working together to implement citizen choices for creating different specializations in urban comprehensive planning for a community, county, city, state, national or regional. Many strategies are used by government agencies to advocate the need of individuals in a community plan.

**Citizen Participation is Citizen Power**

Citizen participation is categorical a term for citizen power. Some have embellished the citizen participation with terms such as “self-help’, “citizen involvement” or” absolute control” Arnstein 1968). In reality no one can have control or the will of controlling. It is a certain kind of power that the have-not citizens, excluded from political and economic processes get included later in the future. A strategy for the have-nots to join-in and share information, gather facts, goals, resources, programs and benefits for community development or social justice. They can get social reform and have benefits same as the affluent society. The seven conditions for successful inclusive citizen participation (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.

**Empty Refusal versus Benefits**

Fifty years ago, a battle was staged in Paris, among 6.000 student demonstrators and 1,500 police officers with a civil dispute with 10,000 workers went on strike and brought the economy to a halt (Smith 2018). The dispute started because students wanted to move freely from male to female buildings but the pre-1968 style forbade students to do so. The police surrounded the building and students took it as a hostile act and the war began. That was the start of MAI’68.

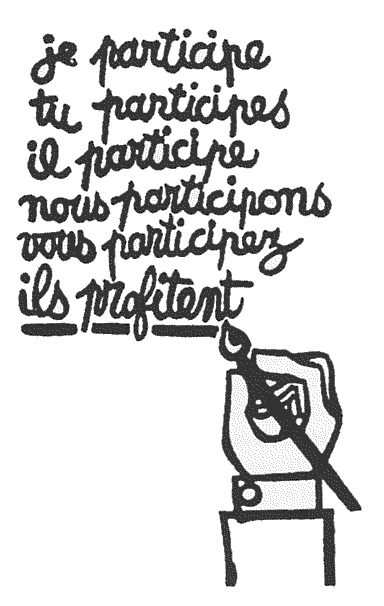
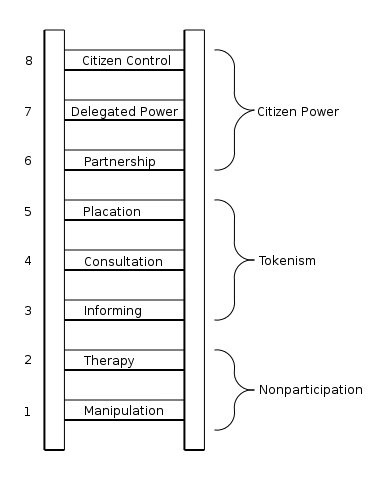
The French students drew a painting that explain the student-worker rebellion. The painting showed the participation points, without power is a frustrating process for the powerless. How powerful stakeholders claim all sides are possible but only some are beneficial to the powerless. It continues to be the status-quo for many of the Model City Programs (Smith 2018).

Figure 1. French student poster. In English, "I participate, you participate, he participates, we participate, you participate...the profit."

**Eight Types of Topology**

Topology is the way parts are interrelated or arranged. The eight types of citizen participation topology are displayed as steps on a ladder. The ladder pattern corresponds with the extent of citizens’ power to determine the outcome. The bottom steps represent manipulation and therapy which denotes non-participation. The level of substitution for genuine participation. The objective is enabling stakeholders the opportunity to educate or cure the participants. The middle steps represent informing, consultation and placation which denotes tokenism. The level for the have-nots to hear and have a voice. The objective is citizen are heard but lack the assurance that their views will be heeded by the powerful stakeholders. The top steps represent partnership, delegated power and citizen control. This level of citizen power and increasing degree of decision-making’s clout or managerial power.

*“Though the typology uses examples from federal programs such as urban renewal, anti-poverty, and Model Cities*, *it could just as easily be illustrated in the church, currently facing demands for power from priests and laymen who seek to change its mission; colleges and universities which in some cases have become literal battlegrounds over the issue of student power; or public schools, city halls, and police departments (or big business which is likely to be next on the expanding list of targets). The underlying issues are essentially the same - "nobodies" in several arenas are trying to become "somebodies" with enough power to make the target institutions responsive to their views, aspirations, and needs”* (Arnstein 1968)*.*

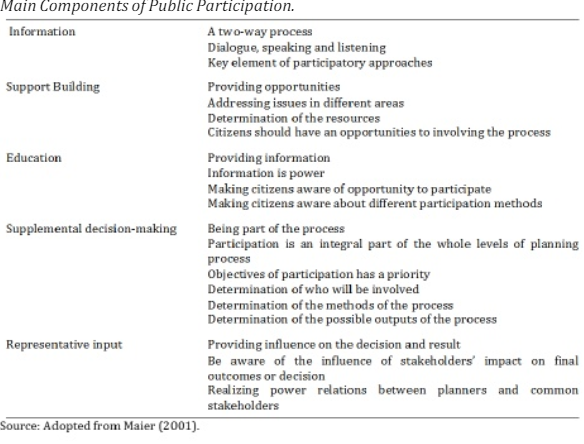
***Non-Participation***

A communicative process must carefully examine the way neighbors define their vision of a desirable environment and decisions that affect their living space (Foley 1997). John Foley gave several examples of planners encounters through different author’s points; *world-views in decision making with Lowry, Adler and Milner (1997) invoke dramatically the incompatibility of different visions of reality by referring to disputes over the use of land, considered sacred, for geothermal drilling in Hawaii. Caroline Tauxe (1995) shows how North Dakota farmers and ranchers were disempowered by a formal planning process that favored urban growth, leading her to consider that planning procedures “work to enforce dominant organizational, ideological and discursive forms”. Daphne Spain (1993) studying the process of gentrification finds that planners typically find it easier to work with more politically stakeholders, whose interests may be closer to those of the planning profession. Xavier de Sousa-Briggs points to the problems of cross-cultural confusion and power relations in the planning process that can lead to confusion, distrust and resentment. All these authors recognize that planners tend to defend institutional and personal class world-views that make it difficult for planners to identify what is in fact ‘misinformation.*

***Tokenism***

Tokenism is the practice to recruiting a small number of people from underrepresented groups the appearance of equality within the workforce. Communicative planning theory is less clear about the role of reason and power when it comes to the question of how existing practices can be replaced by more democratic ones (Marten). Most authors seem to stress the importance of reason. The analytical and discursive skills of change agents or the initiators of changes are merely those with the capacity to see and articulate to others a strategic possibility (Healey 1997).

***Citizen Power***

Since the late 50s citizen participation in urban planning practice is expanding. Participatory process is widely used in local and national levels and achieving a comprehensive understanding of theory, objectives and history. Citizen participation merely exist during voting time for elected officials. The role people play is limited to government political arena. Glass (1979) wrote citizen participation is providing opportunities for governmental decision-making or planning process. The components for citizen power with informational exchange, education, support building supplemental decision-making and representative inputs (Kamaci). 

**Limitations of the Topology**

The ladder shows the divide between citizens with less power and powerful stakeholders in position to look at the powerless as “those people” with little comprehension of the group. Each group has a point of view, competing vested interest and many subgroups. The have-nots perceive the powerful as a monopolistic system. The topology does not signify the roadblocks to achieve the level of participation. Roadblocks lie on both sides, the powerful include racism, paternalism and resistance to distribution to power. The have-nots include inadequacies of poor communities, political socioeconomic infrastructure and lack of knowledge-based information. They also lack organizing a representative for the citizen groups.

Another caution to the eight steps of the ladder is 150 other distinctions/characteristics describes the illustration. Example: *employment of the have-nots in a program or on a planning staff could occur at any of the eight rungs and could represent either a legitimate or illegitimate characteristic of citizen participation. Depending on their motives, powerholders can hire poor people to co-opt them, to placate them, or to utilize the have-not’s special skills and insights. Some mayors, in private, boast of their strategy in hiring militant black leaders to muzzle them while destroying their credibility in the black community* (Arnstein 1968).

**Characteristics of the Illustration**

The class assignment on citizen participation was how to motivate people to become a citizen participant. Reaching out to every individual to discuss awareness or issues that are happening in a location are difficult. The Home Owners Associations (HOA) are current community builders to inform homeowners about their property and lack of following rules and regulations. My thesis is “The Motive to Revitalize an “Aging in Place” Community.” The community is small but in need of building a better relationship with homeowners about “aging in place” and community growth. The neighborhood civic meetings participation is small and not effective with getting information to homeowners for their involvement and attendance.The **sc**enarios Sherry Arnstein uses examples from federal social programs in the 60s:

***Manipulation***

Educate or cure on the bottom step of powerholders distortion of participation: An advisory board was created to educate, persuade and advised people on urban renewal. Some elite officials were invited to the city housing program to serve on the Citizen Advisory Committee (CAC), the subcommittee of minorities, theory on protecting the rights of Negroes in the renewal program. CAC and the subcommittee move right along with the renewal plan (known as the Negro removal plan). Federal guidelines used terms such as “information-gathering, public relations and support” for the renewal program as an explicit function of the plan (Arnstein 1968).

The nonparticipation part applies to empowering the poor. The idea seen with Community Action Agencies (CAA) create structures called “neighborhood council or neighborhood advisory groups” which have no function or power. The CAA use the terms to prove that grassroot people are involved but the issues are not discussed with the people. Or "*We need your signatures on this proposal for a multi-service center which will house, under one roof, doctors from the health department, workers from the welfare department, and specialists from the employment service."* The people are not informed the center is under the same racial gestures or the developer is the Mayor’s brother-in-law or why is the center being place in their community or the center will be operated by the same community organization from the urban renewal program.

After signing the agreement, the grassroot participants spread the word that jobs, health and welfare services will be in their neighborhood. Once the center was developed the right questions were not asked, they did not have a representative of their own to check the legal small print nor did they have the proper paperwork to attend the new center. This is typical of what happens at a grassroot participation.

***Therapy***

This step on the ladder is suggested to be the bottom one because of dishonesty and arrogance. The administrators, social workers, mental health experts and psychiatrists on mental health-assume powerless is synonymous to mental health issues. This form of citizen participation is the engaged in extensive activity, but the focus is on curing them of their "pathology" rather than changing the racism and victimization that created their "pathologies."

A father took his ill baby to the emergency ward at a local hospital, a young resident physician on duty instructed him to take the baby home and feed it sugar water. The baby died that afternoon of pneumonia and dehydration. The father complained to the board of the local Community Action Agency. Instead of launching an investigation of the hospital to determine what changes would prevent similar deaths or other forms of malpractice, the board invited the father to attend the CAA's (therapy) child-care sessions for parents (Arnstein 1968). They promised him that someone would "telephone the hospital director to see that it never happens again." The complexity of the concept of mental illness in our time can be seen in the experiences of student/civil rights workers facing guns, whips, and other forms of terror in the South. They needed the help of psychiatrists to deal with their fears and to avoid paranoia.

Less dramatic, but more common, masquerading as citizen participation, seen in public housing programs where tenant groups are used for promoting cleanup campaigns. The tenants are brought together to help "adjust their values and attitudes to those of the larger society." Under these ground rules, they are diverted from dealing with such important matters as: arbitrary evictions; segregation of the housing project; or why is there a three-month time lapse to get a broken window replaced in winter.

***Informing***

Informing citizens of their rights, responsibilities, and options is vital resources on the ladder step toward legitimate citizen participation. The emphasis is placed on a one-way flow of information-from officials to citizens-with no channel provided for feedback and no power for negotiation. When the information is provided in planning, people have little opportunity to influence the program designed "for their benefit." The most frequent tools used for such one-way communication are the news media, pamphlets, posters, social media and emails. Meetings can be turned into vehicles for one-way communication by the simple device of providing superficial information, discouraging questions, or giving irrelevant answers. How to communicate and inform citizen participation? Social media is the trend for reaching out to individuals about awareness and issues. I believe the face-to-face approach with kindness and greeting gives an individual informative opportunity to discuss QAQC and be accountable for their actions. I am working to build the Student Planning Org (SPO) from 6 to 15 members (currently 12 members). We need UPEP students to establish their own footprint and skill sets in community development along with academic knowledge. Since my 3 years in UPEP, I find networking, being involved and engaged to build relationships outside of the classroom helps design your destination.

*At a recent Model Cities citizen planning meeting in Providence, Rhode Island, the topic was "tot-lots." A group of elected citizen representatives, attended three to five meetings a week, devoted an hour to discuss the placement of six tot-lots. The neighborhood is half black, half white. Several of the black representatives noted that four tot-lots were proposed for the white district and only two for the black. The city official responded with a lengthy, highly technical explanation about costs per square foot and available property. It was clear that most of the residents did not understand his explanation. And it was clear to observers from the Office of Economic Opportunity that other options did exist which, considering available funds would have brought about a more equitable distribution of facilities. Intimidated by legalistic jargon and prestige of the official, the citizens accepted the "information" and endorsed the agency's proposal to place four lots in the white neighborhood.*

***Consultation***

The next step on the ladder of citizen participation is consulting combined with other modes of participation, this step offers no assurance that citizen concerns and ideas will be considered. The most frequent methods used for consulting people are surveys, neighborhood meetings, and public hearings. What has citizen involvement have to do with consultation? Citizen involvement is inviting individuals to attend and listen to issues needed for improvement and success. The involvement allows everyone of interest to take part in the needs and wants of the issue. Involvement is working to provide and promote initiatives on issues like safety, health, education, crime, curb appeal, animal protection, transit-oriented development and children/elderly well-being. When powerholders restrict the input of citizens' ideas the participation remains just a window-dressing ritual. People are measured by how many come to meetings, take brochures home or answer the questionnaire. What citizens achieve in all the activities is having "participated in participation” and what powerholders achieve is the evidence that they "those people" got involved.

Attitude surveys have become a form of participation in ghetto neighborhoods. Attitude surveys are not very valid indicators of community opinion when used without other input from citizens. Survey after survey "documented" people assumption that if they asked for something small, they might just get something useful in the neighborhood. Residents are increasingly unhappy about the number of times per week they are surveyed about their problems and hopes. As one woman put it: *"Nothing ever happens with those damned questions, except the surveyor gets $3 an hour, and my washing doesn't get done that day."* In some communities, residents are so annoyed that they are demanding a fee for research interviews.

A classic misuse of the consultation happened in New Haven, Connecticut, community meeting on a proposed Model Cities grant. James V. Cunningham, in an unpublished report to the Ford Foundation, described the crowd as large and mostly hostile:

*Members of The Hill Parents Association demanded to know why residents had not participated in drawing up the proposal. CAA director Spitz explained that it was merely a proposal for seeking Federal planning funds that once the funds were obtained, residents would be deeply involved in the planning. An outside observer who sat in the audience described the meeting this way: "Spitz and Mel Adams ran the meeting on their own. No representatives of a Hill group moderated or even sat on the stage. Spitz told the 300 residents that this huge meeting was an example of 'participation in planning.' To prove this, since there was a lot of dissatisfaction in the audience, he called for a 'vote' on each component of the proposal. The vote took this form: 'Can I see the hands of all those in favor of a health clinic? All those opposed?' It was a little like asking who favors motherhood."* It was a combination of deep suspicion and a long history of "window-dressing" that led New Haven residents to demand control of the program.

***Placation***

An example of placation is placing a few hand-picked "worthy" people on the Board of CAA or on public positions like the Board of Education, police commission or housing authority. If they are not accountable and if the traditional power elite hold most seats, the have-nots can be easily outvoted and outfoxed (Arnstein 1968). What does citizen engagement have to do with placation? Citizen engagement is setting ideas in motion for stakeholders of interest to take ownership and develop a plan for decision-strategy. Every individual involved has a responsibility to accomplish the activities for improvement and consistent care. The fight to achieve a goal of commitment toward a cause and placement for the have-nots as well as the elite officials.

Another example is the Model Cities advisory and planning committees. They allow citizens to advise or plan but retain for powerholders the right to judge the legitimacy. *Policy-makers at the Department of Housing and Urban Development (HUD) were determined to return citizen power to the bottom with a result of the provision stipulating "maximum feasible participation" in poverty programs. HUD channeled a physical, social. economic rejuvenation approach for blighted neighborhoods through city hall. It drafted legislation requiring that all Model Cities' money flow to a local City Demonstration Agency (CDA) through the elected city council. As enacted by Congress, this gave local city councils final veto power over planning and programming and ruled out any direct funding relationship between community groups and HUD. HUD required the CDAs to create coalition, policy-making boards that would include necessary local powerholders to create a comprehensive physical and social plan during the first year. The plan was to be carried out in a subsequent five-year action phase. HUD, unlike OEO, did not require that have-not citizens be included on the CDA decision-making boards. HUD's Performance Standards for Citizen Participation only demanded that "citizens have clear and direct access to the decision-making process."*

Results of a staff study were released in a December 1968 HUD bulletin. The public document was used with delicate and diplomatic language, it cited criticisms of non-policy making boards and complicated structures, in addition to the following findings (Arnstein 1968):

1. Most CDAs did not negotiate citizen participation requirements with residents.
2. Citizens, drawing on past negative experiences with local powerholders, were extremely suspicious of this new program. They felt mislead and distrustful of city hall's motives.
3. Most CDAs were not working with citizens' groups that were genuinely representative of model neighborhoods and accountable to neighborhood constituencies. As in so many of the poverty programs, those who were involved were more representative of the upwardly mobile working-class. Their plans prepared by city agencies did not reflect the views of the unemployed, the young, the more militant residents or the hardcore poor.
4. Residents who were participating in three to five meetings per week were unaware of their minimum rights, responsibilities and the options available to them under the program. For example, they did not realize that they were not required to accept technical help from city technicians they did not trust.
5. Most of the technical assistance provided by CDAs and city agencies was of third-rate quality, paternalistic, and condescending. Agency technicians did not suggest innovative options. They reacted bureaucratically when the residents pressed for innovative approaches. The vested interests of the city agencies were a major hidden agenda.
6. Most CDAs were not engaged in planning that was comprehensive enough to expose and deal with the roots of urban decay. They engaged in *"meetingitis"* and were supporting strategies that resulted in *"projectitis",* the outcome of which was a *"laundry list"* of traditional programs to be conducted by traditional agencies in the manner in-which slums emerged.
7. Residents were not getting enough information from CDAs to enable them to review the developed plans or initiate their own plans as required by HUD. They were only getting superficial information without even getting copies of official HUD materials.
8. Most residents were unaware of their rights to be reimbursed for expenses incurred because of participation-babysitting, transportation costs, etc.…. The training of residents enabled them to understand the federal-state-city systems and networks of subsystems, was an item that most CDAs did not even consider.

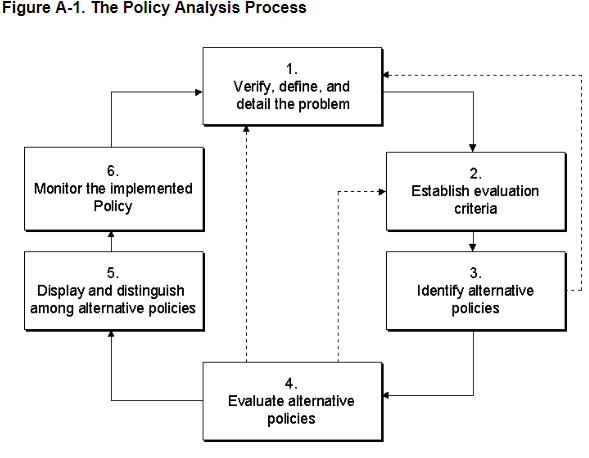
These findings led to a new public interpretation of HUD's approach to citizen participation. Though the requirements for the seventy-five "second-round" Model City grantees were not changed, HUD's 27-page technical bulletin on citizen participation repeatedly advocated that cities share power with residents. It also urged CDAs to experiment with subcontracts under which the residents' groups could hire their own trusted technicians (Arnstien 1968).

***Partnership***

The ladder step of partnership has power as redistributed through negotiation between citizens and powerholders. They agree to share planning and decision-making responsibilities through such structures as joint policy boards, planning committees and mechanisms for resolving impasses. After the ground rules have been established through some form of give-and-take, they are not subject to unilateral change (Arnstein 1968). Assata Richards, Director of Sankofa Research Institute, spoke on Third Ward and the disparity happening in her community. She was outstanding in communicating the history, displacement of the people, developer’s new construction and the community outreach and research being done for the residents. One point of discussion was community threats past and present concerns are historical underinvestment, land speculation, ongoing demolitions, rapid new market-rate development and displacement of long-time residents. The connection we have with each other to work together to keep our history, culture and climate in our communities present and relevant. She is a long-time resident of the community and is committed to her beliefs for the community.

Partnership can work when there is an organized power-base in the community where citizen leaders are accountable; when the citizens group has the financial resources to pay its leaders for their time-consuming efforts; and when the group has the resources to hire (and fire) its own technicians, lawyers, and community organizers. Citizens have some genuine bargaining influence over the outcome of the plan. One community leader described it *"like coming to city hall with hat on head instead of in hand."* The negotiations were triggered by citizens who had been enraged by previous forms of alleged participation. They were both angry and sophisticated enough to refuse to be "conned" again (Arnstein 1968). They threatened to oppose the awarding of a planning grant to the city. They sent delegations to HUD in Washington. They used abrasive language. Negotiation took place under a cloud of suspicion and rancor.

***Delegated Power***

 The ladder at this level where citizens hold the significant cards to assure accountability of the program benefits them. What is democracy with policy-making participation? The process which provides an individual the opportunity to influence public decision-making as a component of the democratic process and procedures. Designed to facilitate external with internal participation and public involvement and have a voice in direct decision strategies with equity planning and financial support (Parker 2003).

Resolving differences, powerholders need to start the bargaining process rather than respond to pressure from the other end. Negotiations between citizens and public officials can also result in citizens achieving dominant decision-making authority over a plan or program (Arnstein 1968). Model City policy boards or CAA delegate agencies on which citizens have a clear majority of seats and genuine specified powers are typical (Arnstein 1968). A dominant decision-making role has been attained by residents in a handful of Model Cities including Cambridge, Massachusetts; Dayton, and Columbus, Ohio; Minneapolis, Minnesota; St. Louis, Missouri; Hartford and New Haven, Connecticut; and Oakland, California.

In New Haven, residents of the Hill neighborhood have created a corporation that has been delegated the power to prepare the entire Model Cities plan. The city, which received a $117,000 planning grant from HUD, has subcontracted $110,000 of it to the neighborhood corporation to hire its own planning staff and consultants. The Hill Neighborhood Corporation has eleven representatives on the twenty-one-member CDA board which assures it a majority voice when its proposed plan is reviewed by the CDA (Arnstein 1968). Another model of delegated power is separate and parallel groups of citizens and power-holders, with provision for citizen veto if differences of opinion cannot be resolved through negotiation. This is a particularly interesting coexistence model for hostile citizen groups that are bitter towards city hall as a result of past "collaborative efforts" to engage in joint planning.

***Citizen Control***

As we reach the very top step of the ladder complication for control is obvious. People are demanding power (or control) which guarantees that participants or residents can govern a program or an institution, oversee policy and managerial negotiations for the conditions under which "outsiders" may change them. Though the bitter struggle for community control of the Ocean Hill-Brownsville schools in New York City has aroused great fears in the headline reading ‘*less publicized experiments are demonstrating that the have-nots can indeed improve their own by handling the entire job of planning, policy-making, and managing a program*’ (Arnstein 1968).

Most of these experimental programs have been capitalized with research and demonstration funds from the Office of Economic Opportunity in cooperation with other federal agencies (Arnstein 1968). Examples include:

1. A $1.8 million grant was awarded to the Hough Area Development Corporation in Cleveland to plan economic development programs in the ghetto and to develop a series of economic enterprises ranging from a combination of a shopping-center, public-housing project to a loan guarantee program for local building contractors. The membership and board of the nonprofit corporation was composed of leaders of major community organizations in the black neighborhood.
2. Approximately $1 million ($595,751 for the second year) was awarded to the Southwest Alabama Farmers' Cooperative Association (SWAFCA) in Selma, Alabama, for a ten-county marketing cooperative for food and livestock. Despite local attempts to intimidate the coop (which included the use of force to stop trucks on the way to market) first year membership grew to 1,150 farmers who earned $52,000 on the sale of their new crops. The elected coop board was composed of two poor black farmers from each of the ten economically depressed counties.
3. Approximately $600,000 ($300,000 in a supplemental grant) was granted to the Albina Corporation and the Albina Investment Trust to create a black-operated, black-owned manufacturing concern using inexperienced management and unskilled minority group personnel from the Albina district. The profitmaking wool and metal fabrication plant was owned by its employees through a deferred compensation trust plan.
4. Approximately $800,000 ($400,000 for the second year) was awarded to the Harlem Commonwealth Council to demonstrate that a community-based development corporation can catalyze and implement an economic development program with broad community support and participation. After only eighteen months of program development and negotiation, the council soon launched several large-scale ventures including operation of two super-markets, an auto service and repair center (with built-in manpower training program), a finance company for families earning less than $4,000 per year and a data processing company. The all black Harlem-based board is already managing a metal castings foundry.

Though several citizen groups (and their mayors) use citizen control, no Model City can meet the criteria of citizen control for final approval of power and accountability rest on the city council.

**Conclusion**

Participatory planning approach was limited to manipulation, therapy and consultation in the late 50’s. Social movements of the 60s and 70s was democratic planning to decrease inequality (Fainstein 2005). In modern urban planning direct involvement of citizen participation has been a challenging theme. Paul Davidoff developed the advocacy approach rejecting the traditional planning practices to advocate the right for minority groups and created participatory planning in 1965. “If the planning process encourages democratic government then it must operate to include rather than exclude citizens for participation in the process. Due to the pluralism approach on the agenda then all parts of the disciplines of planning and policy, individual attendance will be obtained”.

Citizens will connect with some resilient but get involved in keeping their history and heritage alive. Antoine Bryant and Christa Stoneham spoke about their contributions to the Black communities. Antoine worked with Project Row House after Graduate school then moved on to Metro and now with Moody Nolan, Inc. He is the owner of Antoine Bryant Architecture Firm and building the new TSU library and Yates HS. Christa works with the City of Houston, Planning Housing and Development. She works with the Complete Community Initiative, Acres Homes pilot location. They both spoke about communication, getting feedback, recording the meetings, reaching out to participants and recapping the event with reevaluating their own actions. Their thoughts are to make sure and get the citizen’s viewpoints and ideas to help plan the purpose of the community development and awareness. They both discussed the issues with conflicts but advised to make it short but communicate the problem with an outcome. Try to have solutions and results to the situation.

**Appendix**

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