

Civic Engagement for the 21st Century Project

Neighborhood Planning in Seattle: A Community Forum Report

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INTRODUCTION

On March 1, 2008, the Evans School of Public Affairs at the University of Washington hosted a forum on neighborhood planning in Seattle as part of its Civic Engagement for the 21st Century Project.

Forum participants were invited to the event and represented a cross-section of stakeholders in neighborhood planning. Those who attended consisted of more than 90 Seattle-area residents, community leaders, academic professionals, elected officials, and city personnel. (See Appendix i for a demographic breakdown of participants.)

The purpose of the forum was three-fold:

1. Provide an academic perspective of inherent challenges in neighborhood planning.
2. Discuss how those inherent challenges came into play in Seattle over the last 10 years through the original neighborhood planning and implementation process of 38 different neighborhood plans that were included in the Seattle Comprehensive Plan.
3. Gather input on challenges and opportunities the community sees in going forward with the city's proposed update of those 38 plans.

The structure and sequence of events for the forum included:

- A keynote speech by Brandeis University Professor Carmmen Sirianni who wrote a paper titled "Neighborhood Planning as a Collaborative Democratic Design" about the original neighborhood planning process used in Seattle. Sirianni's paper was published in the autumn 2007 *Journal of the American Planning Association*.
- Three responses to Sirianni's speech by:
 - Seattle City Councilman Richard McIver
 - Center for Ethical Leadership's Director of Community Collaboration Karma Ruder
 - Seattle Department of Planning and Development Comprehensive Planning Manager Tom Hauger
- Nine small group discussions facilitated by:
 - Daniel Carlson, Evans School of Public Affairs
 - Branden Born, UW College of Architecture and Urban Planning
 - Margaret Spearman, UW School of Social Work
 - Daniel Abramson, UW College of Architecture and Urban Planning
 - Norman B. Rice, Evans School of Public Affairs
 - David Yeaworth, City of Seattle
 - Sally Clark, City of Seattle
 - Stephen Page, Evans School of Public Affairs
 - Paul Gastil, UW Communications Department

- An expert-panel discussion moderated by Norman B. Rice addressing the questions and concerns that came out of the small group discussions. Panelists included:
 - Linda Amato, City of Seattle Planning Commission
 - Tom Hauger, City of Seattle Department of Planning and Development
 - Stella Chao, City of Seattle Department of Neighborhoods
 - Ron Boddie, Activist for the Central Area of Seattle

The information provided in this report was gathered through participant surveys and written summaries by facilitators and assistants in the small group discussions. The small groups provided an opportunity for the participants to further explore the topics brought up during the morning keynote speech and panel discussion. (See Appendix ii for the discussion guide used by facilitators.)

Because of the dynamic nature of neighborhood planning and diversity of participants, each group's discussion followed a different path. However, many similar experiences and perceptions were revealed during the discussions, as well as issues applying to only one person. The following summary of findings from the small discussion groups is based on 10 recurring themes that came up during them.

Part I of this summary addresses the first five themes of:

- Trust and mutual accountability
- Implementation of plans
- Managing neighborhood expectations
- Communication and education
- City-led process vs. neighborhood-led process

These themes were the most frequently discussed among the groups and are highly interrelated because of the participants desire for more trust in city officials so they can collaborate better with them during the update process. A total of 96 percent of participants identified collaboration between city departments and other government jurisdictions as either "very important" or "important."

Part II of this summary discusses the last five themes of:

- Outreach strategies
- Definition of values
- Priorities and elements of neighborhood plans
- Sector approach vs. neighborhood approach
- Relationship between current plans and updated plans

These themes were not discussed by every group, but were discussed thoroughly by a few. Participants expressed opinions, suggestions, and the acknowledgment that greater clarity was needed before any conclusions could be made.

PART I: BUILDING TRUST AND FOSTERING COLLABORATION

Theme 1: Trust and Mutual Accountability

Participants communicated the need for city government to rebuild trust among the neighborhoods by showing a commitment to partnership and implementation of the plans. One group believed the current level of mistrust is not conducive to updating the plans and having them meet both the needs of the city and the neighborhoods. As one participant put it, the city should rebuild trust by “committing to the process in a meaningful way” before the update process begins.

Participants were particularly vocal about their lack of trust with the Department of Planning and Development and Department of Neighborhoods because of inflexibility and defensiveness among staff members during the implementation phase of current plans. Other sources of mistrust mentioned during the small group discussions included:

- The fall-off of implementation after 2003 and the elimination of district managers
- The inequity of implementation among plans
- The lack of coordination with the neighborhoods regarding proposed locations of facilities and subsidized housing
- The change in management of the Department of Neighborhoods
- The top-down focus of the proposed planning process

There was consensus on the need for a stronger relationship of mutual accountability between the neighborhoods and city government. The participants, for the most part, expressed a willingness to share power and decision-making with the city in return for mutual accountability. They said the city should be more accountable for implementation while the neighborhoods should be accountable for creating plans that meet expectations laid out by the city at the beginning of the process.

One area where participants varied on the issue of mutual accountability was what it should look like for the city. One group said all permits should align with neighborhood plans and all plans should be bound by ordinance. Another group said the involvement of city departments in the planning and review process should be increased and that plans should be given “teeth” by tying department budgets to them.

Theme 2: Implementation of Plans

Implementation of current plans received criticism from participants. Most viewed the city’s attempt at implementing the plans as a failure. A few recounted success stories, but most spoke of their plans being neglected by the city with projects being implemented that were in direct opposition the neighborhood plans. Others spoke of times when communities tried to implement their own projects and were pushed aside by the city.

Participants involved in stewarding the implementation of their neighborhood’s plan said they felt abandoned by the city. Some, such as Ballard and Colombia City, were fortunate enough to have internal resources to self-organize and effectively advocate for the implementation of their plans. However, because many neighborhoods did not have these resources a drop-off of

involvement occurred due to burnout. The issue of an equitable distribution of benefits and burdens and the lack of support in revenue, personnel, and accountability from the city was an emotionally charged topic. Participants viewed the inequality as the central reason why plan implementation has varied across the city.

To ensure equitable implementation of the updated plans, the top three recommendations that came out of the small group discussions were:

- Maintaining community involvement,
- Developing mutual accountability,
- And committing to the plans through allocated funds.

One group of participants said stewardship groups should receive more support from the city after the update process so that community involvement could be maintained throughout the implementation phase. (See Appendix iii for a breakdown of survey results of implementation and funding.)

On the issue of mutual accountability, one group said neighborhoods could encourage greater accountability by making recommendations that were measurable, while another group said it would be helpful to have a well-designed process for review and feedback from the city during the drafting period.

Many participants also said they believed an upfront commitment in allocating funds for the implementation of the plans was needed by the city in order to build community trust in the updating process. They said building this trust and having a more thorough and inclusive process would also help in managing neighborhood expectations, evaluating the planning process, and involving participants who are new to the process.

Theme 3: Managing Neighborhood Expectations

Participants agreed setting realistic expectations of what neighborhood plans could accomplish was critical to their impressions of “success” and “failure” in the planning process. They agreed providing a road map to planning would help manage their expectations, and that the road map should include such things as:

- Clear timelines for different phases of the planning process
- A well-defined explanation of the purpose of neighborhood plans and what they can accomplish.
- Straight-forward explanations of planning and implementation guidelines and procedures
- Upfront communication of what resources are available for planning and the current/projected budgets for implementation
- A clear breakdown of other city government plans and how they relate to and/or incorporate the neighborhood plans

Participants also said they were open to the idea of the city providing a template all neighborhoods would have to follow for drafting plans. They said this would help in better managing their expectations, and provide better consistency among the plans. They said the

inconsistency in the content and scope of the current plans was the result of having an unclear framework from the city during the drafting process.

Participants said the positive benefits of having a template include:

- Providing a better system for organizing data and information during the drafting process
- Reducing conflict within neighborhoods over key issues to focus on
- Helping city staff prioritize projects for funding and implementation
- Ensuring equitable implementation of plans across the city by having consistency among them

Participants said drawbacks from having a template include:

- Overlooking the uniqueness and different needs of neighborhoods
- Requiring unwanted levels of detailed management
- Unraveling successful formats used by neighborhoods in the original plans

A group that came to a consensus in support of having a planning template said they preferred the idea of a general template covering the basics because it would ensure consistency. However, they said it would be important for neighborhoods to have the ability to add to the basics if needed.

Another group that was less enthusiastic about a template said encouraging creativity at the start of the process and uniformity among the plans at the end of it was a better option.

Theme 4: Communication and Education

Better communication between the city and neighborhoods was identified as a crucial element to rebuilding trust. Throughout the deliberations, participants described their frustration with insufficient communication between the neighborhoods and the city during the original planning process. The most common frustrations were with unclear definitions of terms, decision-making processes, roles, and responsibilities. In going forward with the proposed plan updates, participants specifically identified needing more communication on the following issues:

- The method being used for choosing the order plans will be updated
- The definitions of “change” and “growth” in relation to the method being used
- The translation of planning “code speak” in the legal document of current plans

Participants believed there should be multiple means of communication during the planning process and increased efforts in getting needed information out by:

- Designating a community leader as a point of contact for the city
- Using already-established community blogs and websites to disseminate information
- Setting standards and guidelines for communication
- Appointing district liaisons from the Department of Neighborhoods

The idea for paid staff members from the Department of Neighborhoods to act as city/neighborhood liaisons was one of the most frequently discussed suggestions among the groups. Participants said having a liaison would provide neighborhood representation at the city level and help with the flow of information in both directions. Participants also said they saw these liaisons playing a role in conflict resolution by neutralizing each side's predisposition for becoming defensive when presented with differing opinions.

Education was also seen as a crucial element in helping foster stronger communication and collaboration during the update process. Participants said new community members who were not part of the original planning process will need training to attain necessary civic skills, and new city staff members will need to learn the history behind and specifics of the current plans. One participant said, "Seattle communities have unique characteristics that are at risk when the city does not recognize they exist."

Participants said the city could help with community training efforts by:

- Presenting civic and planning tools in different formats such as workshops, a dictionary of terms, and manuals
- Publishing a resource listing of multiple avenues for funding resources
- Developing a website and/or flow chart that explains what issues different departments respond to
- Publishing a flow chart of the permitting processes
- Analyzing and sharing information on the effects city-wide projects have on neighborhoods

Theme 5: City-Led Process vs. Neighborhood-Led Process

The question of who should drive the planning process was discussed to varying degrees in every room. The majority of participants said neighborhood planning should be a process driven primarily by the neighborhoods and voiced concerns about centralizing the process. This opinion was voiced strongly, and in several cases unanimously among the small groups. (See Appendix iv for survey results on a city-led vs. neighborhood-led process.)

The main fear in having a centralized city-led process was that it could overlook the need for dynamic and tailored plans that would preserve the distinct characteristics, charm, and spirit of individual neighborhoods. There was consensus that a centralized approach would yield "cookie-cutter" neighborhood plans.

Participants also said they were concerned a more centralized approach would limit how much access and influence they would have in the decisions being made about their neighborhoods. Regardless of the perception of city intention in updating the plans, most participants said they currently feel they could have influence on how their neighborhood's plan is updated with a total of 47% say they could have "a lot" of influence, while 38% said they could at least have "some" influence.

Many participants also said a more centralized city-led approach carries the risk of creating another layer of obstacles for citizens to be involved in the process. While more than 90 percent

of the participants indicated on the surveys that they are willing to give “a lot” or “some” of their time to the updated process, many also said in the small group discussions that the planning process is already daunting and adding more obstacles to participation would result in a drop off of support and the number of community members involved in the process. Most participants identified the top three obstacles to participation as time constraints, a lack of belief in the city’s intentions, and only being able to attend meetings at night.

Despite their concerns over a centralized city-led approach, participants did acknowledge guidance would still be needed from the city in using a neighborhood-led approach. Participants said the city should provide guidelines or specific quotas that need to be met as a starting point for neighborhoods to develop their own plans.

PART II: CHALLENGES AND OPPORTUNITIES MOVING FORWARD

Theme 6: Outreach Strategies

Outreach addresses the issues of inclusiveness, diversity, and social equity. Not all of the small groups discussed specific outreach strategies, but it was agreed among all groups that the original planning process had generated a significant amount of outreach. (See Appendix v for the survey results on outreach strategies.)

Three strategies came up repeatedly as best practices used for outreach in the original planning process among the groups who specifically discussed the issue. These strategies included:

- **Developing trusted advocates**
Participants said one of the most important goals of outreach strategies should be to reach new groups of people and those who have historically been marginalized. They said the best way to develop outreach without slowing down the process was to create trusted advocates from the individual neighborhoods. Some of the participants also said developing a network of trusted advocates they all knew would go a long way in bridging any trust issues that had developed over the last few years.
- **Partnering with non-profits**
Many of the groups discussed the issue of hard-to-reach primary stakeholders. One of the groups said they felt the best way to reach these groups was for the city to partner with nonprofits to distribute information. They said in some cases nonprofits are preferable because while trusted advocates are distributed geographically, clients of nonprofits are distributed demographically.
- **Using new media and technology for marketing**
Because the pervasiveness of the internet has deepened significantly since the first round of planning, participants said any aggressive campaign to distribute information about neighborhood planning should have a strong internet component.

Theme 7: Definition of Values

The small groups discussed the definition of values being used in both the original planning process (social equity, economic opportunity, environmental stewardship, and diversity) and the current planning process (sustainability and inclusiveness). One of the groups went as far as to define the two values proposed for the update process in the following ways:

- **Inclusiveness:** a broadening of participants in neighborhood planning after an evaluation of current participants
- **Sustainability:** accounting for costs, promoting health, increasing responsibility of developers; considering micro- and macro- impacts of implementation; developing creative, flexible solutions to increased density of the neighborhoods

The first definition of inclusiveness was coupled with a discussion on diversity. Participants said it was as equally important to expand the field of participants as it was to bring more people into the planning process.

The value of sustainability resonated strongly with participants. In the surveys, sustainability was ranked as the most important by a majority of participants. The second highest value as a top priority was environmental stewardship

Many participants indicated a value other than the five on the survey, social equity, economic opportunity, diversity, sustainability, and inclusiveness, to be the “most important” for guiding the planning process. Among those “other” responses were livability, sustainability, viability, and design. One of the small groups also suggested that quality of life should be included as a primary value of planning.

Theme 8: Elements of a Neighborhood Plan

The majority of small group discussions were centered on the idea that neighborhoods should develop plans around elements set forth by the city. Participants said these elements would be a list of things each plan should have so that the neighborhoods could generate plans that satisfy the requirements of the Comprehensive Plan while maintaining their uniqueness.

Participants voiced their opinions on this issue though it was merely an obstacle rather than the crux of neighborhood planning. One group even suggested circulating successful plans among the neighborhoods so they could collect the best practices for tailoring their plans.

Theme 9: Sector Approach vs. Neighborhood Approach

The majority of groups did not come to a clear consensus about whether or not planning at the sector level is preferable to planning at the neighborhood level. Participants said they needed clearer definitions on the criteria the city will use to determine which regions are updated first. They said their two major concerns about this issue include the order of the updates and the resources available.

While most participants said they believed updating the plans in a sequential manner would provide an opportunity for generating best practices, they were concerned that the sequence chosen would not be conducive to success and that funding wouldn't be available for the last updated region.

One group developed a comparative construct that is illustrative of the other group's deliberations on this topic. They weighed the tradeoffs of each approach as follows:

- **Neighborhood Approach**
 - Pros
 - Maintains the strong identity of neighborhoods
 - Allows for greater use of specifics
 - Increases citizen interaction between neighborhoods and provides a understanding of how different neighborhoods fit together
 - Con
 - Runs the risk of having an a process driven by previously engaged groups who no longer represent the views of the entire neighborhood

- **Sector Approach**

- Pros

- Allows for greater efficiency and consideration of issues such as economic development, transportation, and environmental concerns
- Brings together a broad group of participants
- Provides more comparable results and perhaps at a lower cost

- Cons

- Holds the possibility of threatening or stifling the growth of specific neighborhoods
- Limits participation to stakeholders who have participated in the past

Theme 10: Relationship Between Current Plans and Updates

This was another area where participants felt clearer definitions were needed. Participants were confused when trying to develop distinctions between updated plans and entirely new plans. Many participants raised neighborhood-specific questions that could be categorized into the following three general questions of how updates would apply to current plans:

- What about neighborhoods whose original plans have been “guttled?”
- What about neighborhoods who do not want updates?
- What about new neighborhoods?

Another area of uncertainty was whether or not attention will be paid to shifts in boundaries of neighborhoods. In the previous planning process certain neighborhoods were coupled and bound to one another, but over time some neighborhoods have dominated different plans because they grew faster than those around them. Additionally, neighborhoods that have grown a lot since the original plans were drafted now feel they deserve their own plans, which is something to be considered during to update process.

One group suggested creating a baseline from where updates should start. They said this baseline should come from auditing the first round of planning and providing a quantifiable assessment of what has been implemented and what has changed in neighborhoods as a result of the plans. The audits would compare accomplished implementation across all the neighborhoods and set a standard for guiding the update process.

CONCLUSIONS

Our report culminates a deliberative journey through the opportunities and challenges of neighborhood planning in Seattle. It is apparent from our findings that certain issues must be addressed and clarified before a neighborhood planning process can ensue. These issues represent points of vulnerability or potential conflict within the neighborhood planning process. Recommended approaches to resolving these issues are provided below. Given the limitations and constraints of this forum we can not make detailed recommendations however an abundance of specific solutions were provided by participants.

1. Rebuilding Trust

Forum participants expressed a high level of mistrust of City departments. This mistrust is an obstacle that could easily derail the update process. We recommend two approaches to ameliorating this problem:

- **Create a structured relationship of mutual accountability**
The notion of mutual accountability resonated with a large majority of participants. A partnership between the City and neighborhoods was seen as a possibility only if both sides could be held accountable for their responsibilities during and after the update process. The City and neighborhoods should construct structures and agreements that enable this level of mutual accountability.
- **Honor the existing plans during the update process**
Participants expressed hesitancy to embark on another planning process if all the time and resources put into the current plans is not honored. The City should clearly articulate how they plan to incorporate the current plans into the update process.

2. Commitment to Resources

Before participants are willing to recommit the substantial volunteer time and resources necessary for a successful update process they want to see an equal commitment from the City. We recommend two approaches:

- **Make a commitment to implementing plan recommendations**
Participants want to see an upfront commitment from the City to honor and implement the resulting plans. The City should determine what this commitment will look like being mindful that it should be meaningful and held accountable.
- **Make a commitment of resources to the process.**
Participants recognize that they cannot effectively participate in a meaningful way if the neighborhoods do not have improved organizational capacities and the residents do have greater civic skills and planning knowledge. The City should allocate funds and design tools and programs to support and expand neighborhood's organizational capacities and provide residents opportunities to gain civic skills and planning knowledge.

3. Communication and Outreach

Participants were unclear and pessimistic concerning how the City and neighborhoods would communicate throughout the update process. We recommend three approaches to reducing the likelihood of conflict:

- **Improve the lines of communications**

Participants expressed the need for improved lines of communications between the City and the neighborhoods. General frustrations stemmed from not having a consistent City contact person and not understanding how decision making processes occurred within different City departments. The City should consider using a communication strategy that is designed from the neighborhoods' perspective.

- **Manage neighborhood's expectations appropriately**

Participants recognized the need for greater clarity of what the update plans are for, what they can accomplish, and the roles, responsibilities, and structure of the update process. These are issues that the City should make a concerted effort to define and communicate clearly. To manage expectations successfully the City should develop a road map for planning that provides consistency and flexibility to neighborhoods.

- **Engage a diverse and representative group of neighborhood residents**

Participants articulated concerns about how underrepresented groups in Seattle are engaged in the process. It was felt that in order for the process and the resulting plans to be viewed as legitimate participants should be representative of the greater community not just a few demographic or interest groups. The City should pre-determine how they will fund, structure, and implement outreach strategies that engage underrepresented groups in Seattle.

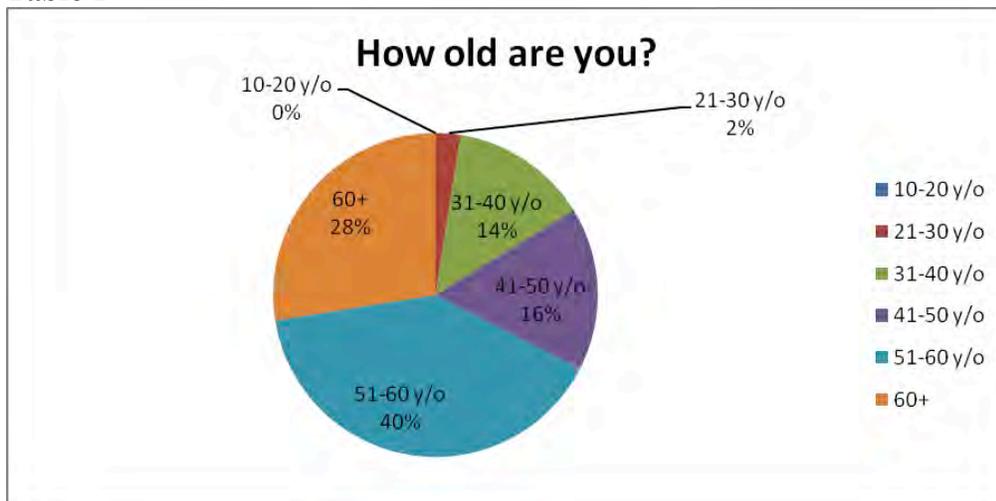
APPENDIXES

APPENDIX I

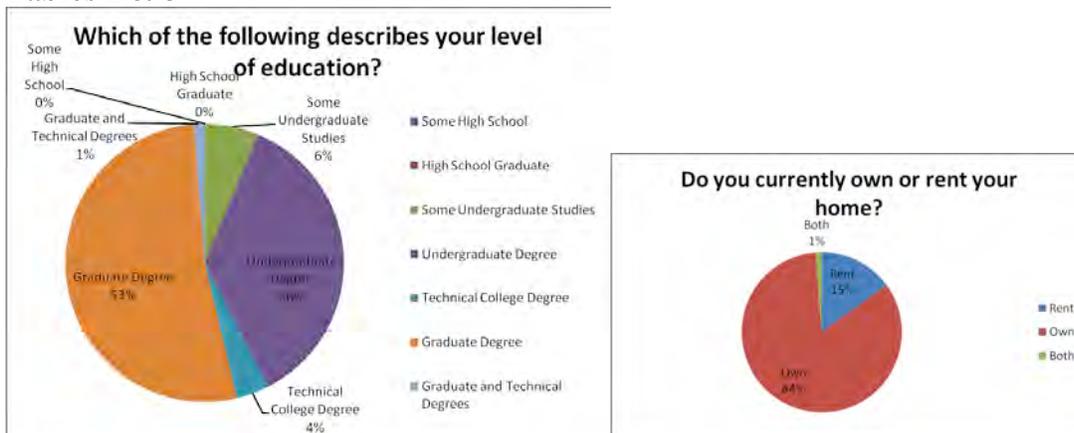
Demographics of Forum Participants

- Forum participants were overwhelmingly representative of an older age group. There were very few participants under the age of 30 and none under the age of 21. (Table 1)
- Participants also represented a very educated demographic with nearly 90 percent holding at least an undergraduate degree, and 84 percent being homeowners. (Table 2 & 3)
- Approximately two-thirds of participants were new to the neighborhood planning process, and most participants were long time residents of Seattle who have lived in the city for at least 10 years. (Tables 4 & 5)
- Less than one-fourth of respondents were of an ethnic minority group. (Table 6)

Table 1



Tables 2 & 3



DEMOGRAPHICS OF FORUM PARTICIPANTS CONT.

Tables 4 & 5

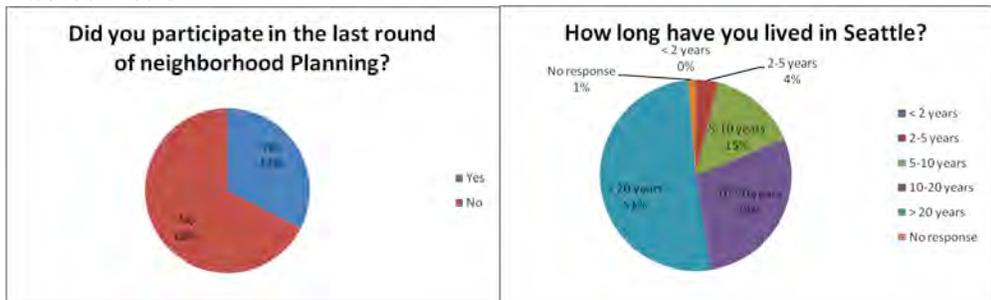
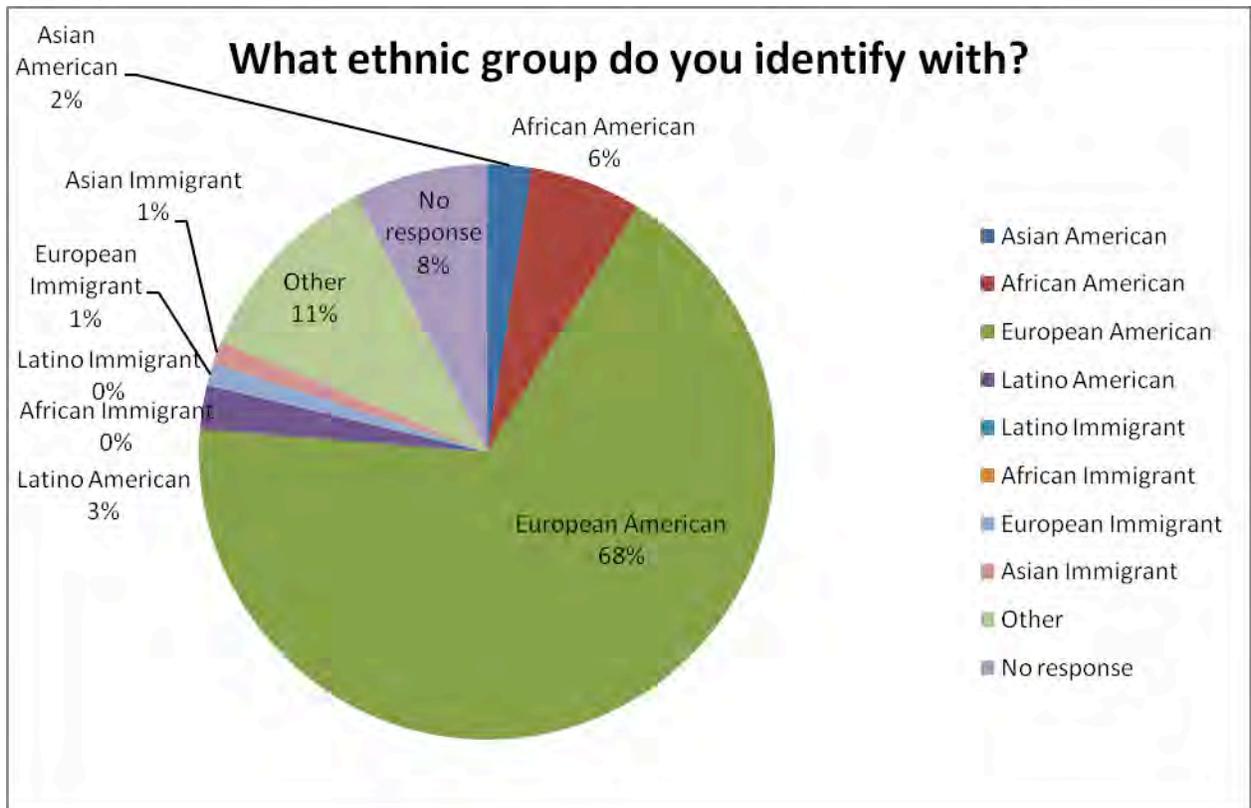


Table 6



Facilitator's Discussion Guide

Getting started

At 11:30 a.m., participants will be instructed to go to their break-out rooms for lunch followed by the small group discussions. Lunch will be eaten in the classrooms. Please feel free to eat with your group and begin an informal round of introductions. Your assistant will pass out name tags at this time.

At noon the facilitated discussion will begin. Participants will have received a background document that provides an overview of the history of neighborhood planning in Seattle, what's changed since then, and the proposal for the new neighborhood planning process. This will be the reference document for your group's discussion.

Framing the deliberations

The bulk of the discussion will be focused on the substantive topics outlined below. These topics are oriented toward envisioning Seattle in the future and what will it take to get there. What values do citizens hold that will guide development toward this vision? Also, what is the scope of neighborhood planning? What issues should a neighborhood plan address?

Values: What is your vision of Seattle in the future?

Compare the values that drove the last round of neighborhood plans to the additional values/assumptions that are driving the City's proposal:

Are the values identified in the last round of planning still current?

- Social equity
- Economic opportunity
- Diversity
- Environmental Stewardship

Do the new additional values identified in the City's proposal resonate with residents?

- Sustainability
- Inclusiveness

Elements of Neighborhood Planning: What are your priorities to get there?

The issues addressed by a neighborhood plan will determine where money is allocated. During the last round of planning no specific planning categories were required to be included in a plan. What categories or issues should be addressed to make a good plan? What are the resident's priorities?

| Examples are public safety, economic development, traffic, and parks

Process-focus: How do you want to be engaged?

Another portion of the discussion will be on what the participants want the civic engagement process to look like as the plans are updated.

- How much of the process should be City-led? Neighborhood led?
- Should an update process be approached differently than the original round of planning?
- How can the updated plans meet City-wide goals and the neighborhood's needs?
- Should updated plans be more focused on vision and strategies and less on specific action steps?
- How should the City attempt to make plans more consistent?
- How should the City manage expectations of neighborhoods and communicate the financial and legal limitations of neighborhoods planning?
- How can the City and neighborhoods work together on outreach to engage underrepresented groups?
- How can residents get the civic skills to engage with the update process in an effective way?
- How much time do residents want to contribute to the process?
- After the update process is complete how can the City support neighborhood groups that want to advocate for and implement their neighborhood's plan?
- How will the City departments use the Neighborhood Plans? How will they be held accountable to the plans?

Questions for the Panel

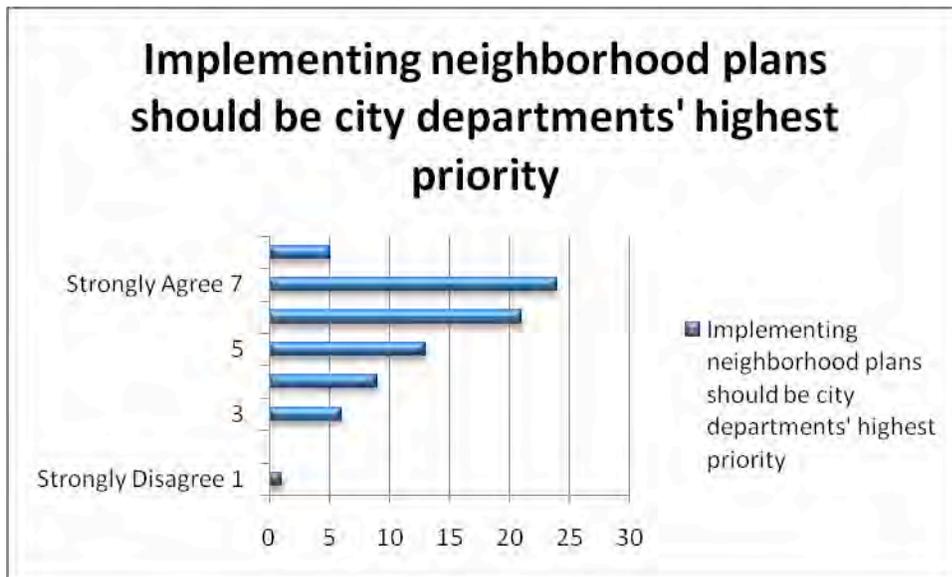
Throughout the discussion your assistant will be taking notes and writing down questions that may be good for the expert panel discussion afterwards. At 1:30 p.m. try to lead your group to consensus on one question they would like to ask the panel. Your assistant will take the question chosen up to the Forum after passing out the survey.

Surveys

Pass out the surveys and pencils. They should not take more than 15-20 minutes. When they are done they should be instructed to go back upstairs to the Forum for the panel discussion. Your assistant will return to collect the surveys.

SURVEY RESULTS ON IMPLEMENTATION AND FUNDING

- Respondents overwhelmingly felt at 72 percent that the city should make implementing neighborhood plans its highest priority. (see graph below)
- When asked about the form of support the city could provide that would be most helpful to neighborhood associations, 27% of respondents felt that funding for neighborhood communications was most helpful and the funding of neighborhood association staff to be the second most helpful.



SURVEY RESULTS FOR NEIGHBORHOOD-LED VS. CITY-LED PROCESS

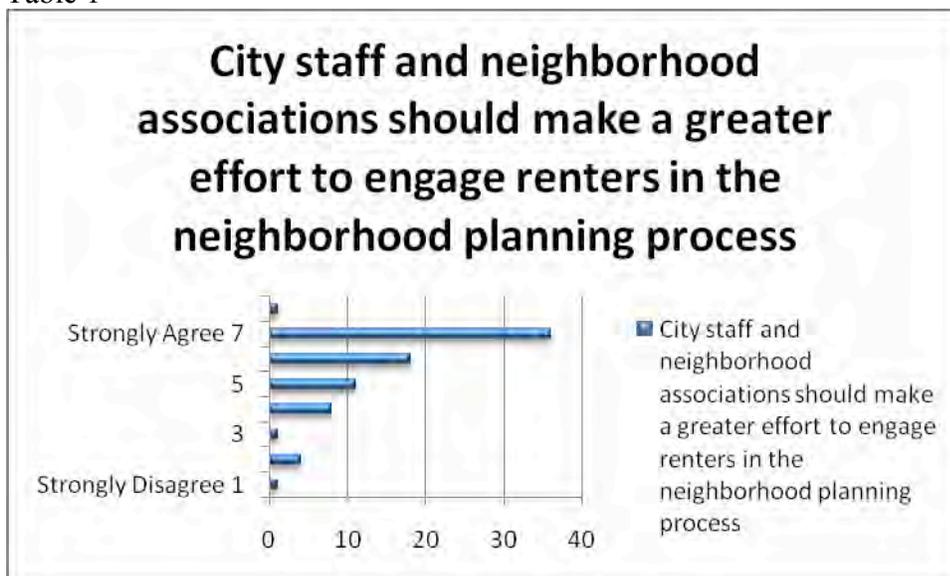
Respondents were split where it concerned the involvement of city staffers in updating the neighborhood plans. There were slightly less people who agreed with the statement that “city staff with planning expertise should lead the neighborhood update process in partnership with the neighborhoods.” (see graph below)



SURVEY RESULTS ON OUTREACH STRATEGIES

- A majority of respondents who represented mostly homeowners indicated that the city should “make a greater effort to engage renters in the neighborhood planning process.” More than half of the respondents felt stronger agreement with that statement than those who did not. (Table 1)
- Respondents were mixed where it concerned minority engagement in the planning process. Most respondents disagreed with the statement that “city staff sufficiently engages racial and ethnic minority groups in the neighborhood planning process,” while 15% indicated they did not know and only several indicated they agreed. A larger representation of these racial and ethnic minority groups would have given a more accurate perception of city efforts to engage underrepresented groups. (Table 2)
- Though respondents were rather mixed about whether the city engages minorities in the planning process, they majority of them at 68 percent indicated that city does not use enough resources for reaching out to minority and other underrepresented groups. (Table 3)
- More than half of respondents at 58 percent felt that the city should engage underrepresented groups by “going to where these groups meet instead of inviting them to come to community-wide meetings.”

Table 1



SURVEY RESULTS ON COMMUNITY OUTREACH CONT.

Table 2

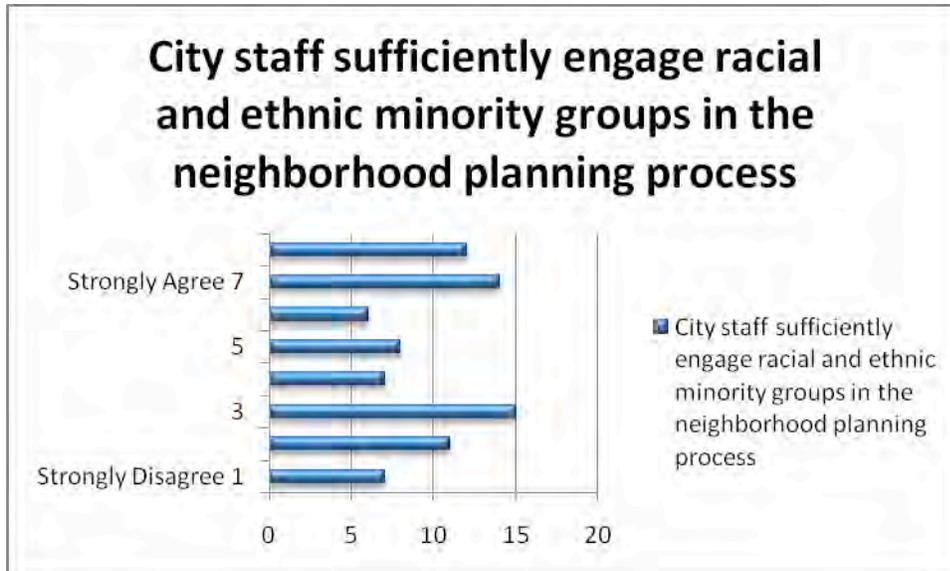


Table 3

