Team

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Seven-Step Model

1. **Define the Problem**

2. Map Stakeholder Interests

3. Analyze Institutional Resistance and Pressures for Reform

4. Engage the Stakeholders

5. Seek Agreement on What Needs to Be Done

6. Implement Changes in Policies, Programs and Procedures

7. Reflect, Encourage Public Learning, Make Adjustments

First Round, *Traunstein*

❑ Economic interests of government of city of Boston

The South End Team Plans for the Renewal (1)

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First Round, *Traunstein*

❑ **Designing the local team**: USES, URC

❑ **Dual community**: "family-compatible" vs. "Skid Row & poverty-stricken elderly"

❑ Excluded the Night People in stakeholders

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First Round, *Traunstein*

❑ Traunstein did this well – the government, FEDs, BRA all supported him

❑ Not necessarily right because they traded off equity for efficiency

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First Round, *Traunstein*

❑ Theoretically everyone was engaged with a place in the plan

❑ Assumed theory of the plan was universally applicable – **scientific approach**

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First Round, *Traunstein*

- ❑ **Dictation** (Myerson and Banfield)

- ❑ Logue changed the plan around at each meeting

- ❑ Neighborhood protested

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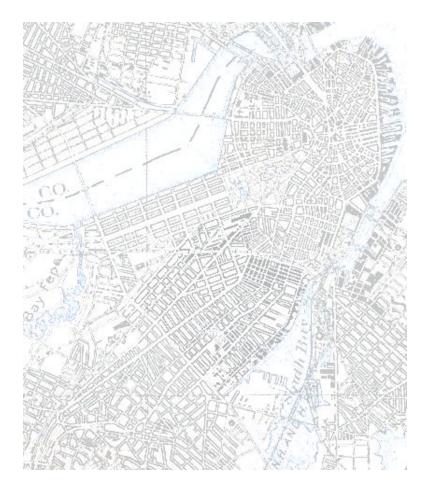
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Second Round, *Green*

❑ The basic problem remained the same: city-wide economic interests

❑ "Plan acceptance one the residential community"

The South End Team Plans for the Renewal (2)

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Second Round, *Green*

❑ 16 neighborhood associations as the basis of local team structure

The South End Team Plans for the Renewal (2)

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Second Round, *Green*

❑ "walking the neighborhoods and listening to local demands"

❑ Pluralism *("political process defined the route of decision-making in planning", Davidoff)*

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Second Round, *Green*

❑ Green himself as a strong connection between BRA and the local interests

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Second Round, *Green*

❑ More extensive public participating

> ➤ Residents attending neighborhood meetings
>
> ➤ Changing role of USES
>
> ➤ 1965, a large-scale community action program was funded for the South End

❑ Improved efforts were sufficient to obtain the goal of gaining approval at public hearing

❑ But still excluded some important groups *(low-income groups, minorities)*

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Second Round, *Green*

❑ The "Concept" – based on the physical and social realities:

Institutional and residential sectors, neighboring each other.

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Second Round, *Green*

❑ "Social choice" rather than "central decision making"

❑ Physical planning & social planning

  ➢ *"devise a solution that would take into account the multiplicity of South End interest group"*

  ➢ *"a series of neighborhood designs soldered together into a proposal for the area as a whole"*

❑ Neighborhood liked it, URC liked it, central office designers liked it

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Second Round*, Green*

Rethinking

❑ Shortcoming of the process?

❑ "A bright new Place", some troubling statistics

❑ "A social agency", an effective grass-roots response

❑ Somewhere in between: the end result

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If We were the Green Team…

❑ BRA/Logue: *"reversal of present trends towards <u>increasing proportions of low-income groups and non-whites</u>… whose need far outweighs their ability to pay for public services."*

➢ Assumes unalterable link between socioeconomic groups and social problems

➢ Impedes acquisition of community approval

❑ We define the problem: *reversal of present trends towards <u>increasing social service burdens and decreasing tax-base</u> by improving the economic opportunities, living conditions, and property values of current residents.*

Alternative Plan for the Renewal

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If We were the Green Team…

❑ Create a more inclusive map

❑ Vigorously recruit all constituencies

❑ Language outreach

Alternative Plan for the Renewal

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If We were the Green Team…

❑ Achieve balance between equity and efficiency

❑ Analyze institutional stagnation

❑ Analyze institutional pressure to perform

Alternative Plan for the Renewal

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If We were the Green Team…

❑ Traunstein and Green both separated community involvement and design of Renewal Plan

❑ Combination of these processes allows stakeholder interests to act directly on plan

❑ Central step is Community Design Charrette

❑ Approach is very time and labor intensive but the product has increased legitimacy

Alternative Plan for the Renewal

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If We were the Green Team…

- ❑ Better outreach

- ❑ Realistic timelines

- ❑ Greater low-cost housing

- ❑ Increase expenditures on relocation

- ❑ Improve quality of housing opportunities

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Conclusion

Closing

❑ Stakeholder engagement is the key to both equity and to long-term efficiency

Thanks!

A Wicked Game

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Questions?