

Skills for Future Planners



PAB Sponsored Session

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ACSP Conference October 20, 2023

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Refer to the Mastercard Data Analytics Production Order Form dated November 6, 2020 for additional details

[Note: Read the Mastercard Global Data Responsibility Imperative](#)

Analytical skills and tools

Research and critical analysis skills for preparing and conducting research; quantitative and qualitative methods of data collection, analysis, and forecasting; methods of geo-spatial analysis, mapping and data visualization; data analytics and urban technology.



equitable and inclusive economic growth: a focus on data-driven insights

By Dr. Michelle M. Thompson

October 20, 2023

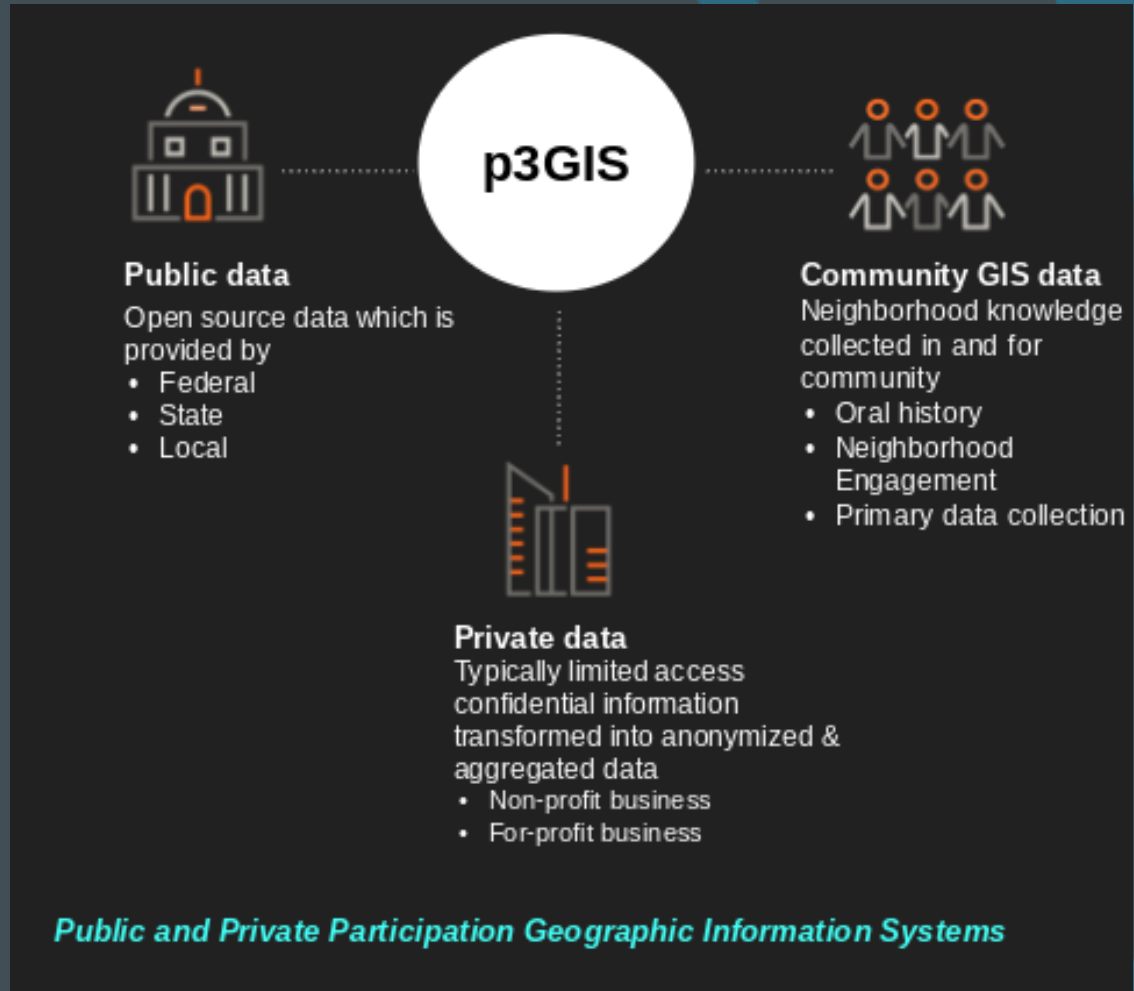


Source: Louisiana Division/City Archives, New Orleans Public Library

Association for Collegiate Schools of Planning – Chicago, 2023

Understanding Financial Inclusion in New Orleans

Businesses and governments increasingly rely on consumer and user insights to decide where to invest. Those insights can have a positive impact on lower income and underserved communities if the investments are applied across a wider socio-economic spectrum. A comprehensive and integrated data solution that provides a more complete picture of **community wealth and purchasing power**.



Mastercard Center for Inclusive Growth

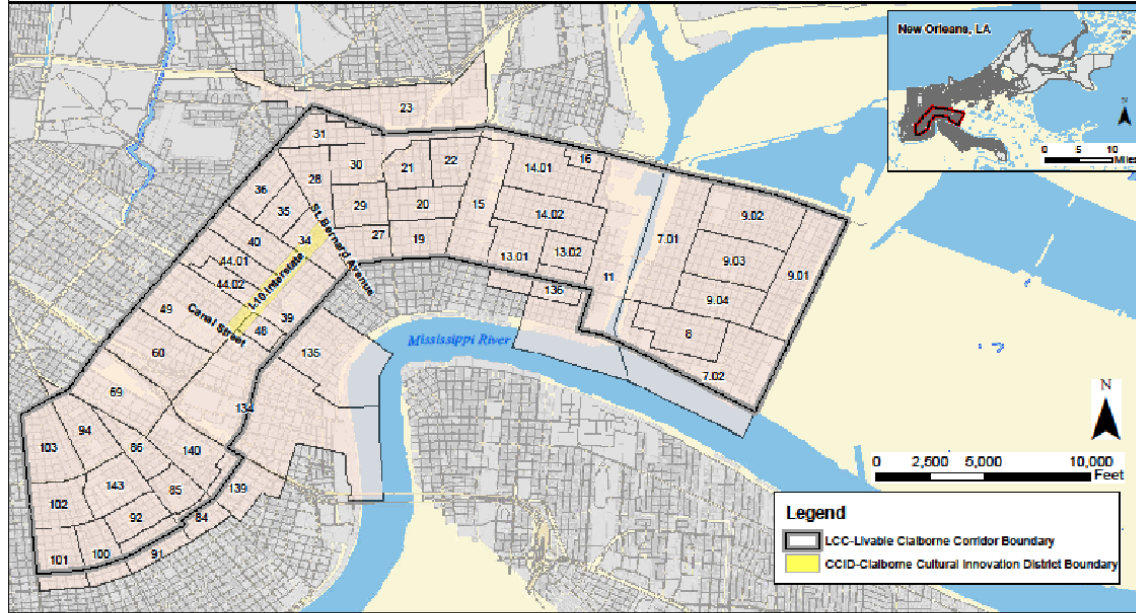
- The **Mastercard Center for Inclusive Growth** *“advances sustainable and equitable economic growth and financial inclusion around the world. Established as a philanthropic subsidiary of Mastercard, we activate the company’s core assets to catalyze action on inclusive growth through: research, data, programs and engagement.”*
- **Mastercard’s Geinsights** solutions provides macro and micro economic trends across industries, with paired publicly-available aggregated census data for context.

NOLA Financial Equity Project: Background & Analysis Areas

- Pro-bono effort by Mastercard Center for Inclusive Growth leveraging Mastercard **anonymized and aggregated** data
- 60 Data Scientists & Techs conducted ‘*Datathon*’ to evaluate the City of New Orleans, Livable Claiborne Corridor (LCC) and the Claiborne Cultural Innovation District (CID) in 2019
- Used ‘real time’ Mastercard data to identify spending patterns and trends
- Co-led by Mastercard Data & Services
- Co-led by Edward Lee, Mastercard Center Data Scientist
- Co-led by Dr. Michelle M. Thompson, UNO PLUS Associate Professor and Mastercard Center Senior Data Fellow

Livable Claiborne Corridor / Claiborne Corridor Cultural Innovation District

Livable Claiborne Corridor & Claiborne Corridor Cultural Innovation District
2010 Census Tract Map



Cartography: J. Garcia,
ITA Preservation Consulting LLC
Date: November 15, 2018



Data Sources: Zip file from the Louisiana Geospatial Metadata Catalog:
http://lmgc.ku.edu/data/arcsworld_hydro_low_2001.zip; Shapefiles from data.nola.gov:
Claiborne Corridor 2017: <https://data.nola.gov/dataset/corridor-2017>; <https://data.nola.gov/dataset/corridor-2017>; Shape file from City of
New Orleans (data.nola.gov) Road Centerline, last updated: June 11, 2016;
<https://data.nola.gov/dataset/corridor-2017>; 2010 Orleans Census
Tract Shapefile, Regional Planning Commission; <http://www.norpc.org/>; CCID Boundary
created with descriptors found on Foundation for Louisiana website,
<http://www.foundationforlouisiana.org/projects/structural-innovation-district>.

Disclaimer: ITA Preservation Consulting, LLC does not guarantee the data created or used to define the boundaries for the CCID. The data herein, including but not limited to geographic data, tabular data, analytical data, electronic data structure or files, are provided "as is" without warranty of any kind, either expressed or implied, or statutory, including, but not limited to, the implied warranties or merchantability and fitness for a particular purpose. The entire risk as to the quality and performance of the data is assumed by the user. No guarantee of accuracy is granted, nor is any responsibility for reliance thereon assumed. In no event shall any stated entity be liable for direct, indirect, incidental, consequential or special damages of any kind, including, but not limited to, loss of anticipated profits or benefits arising out of use of or reliance on the data. The cited entities will not accept liability for any damages or misrepresentation caused by inaccuracies in the data or as a result of changes to the data caused by system transfers or other transformations or conversions, nor is there responsibility assumed to maintain the data in any manner or form. These data have been developed from the best available sources. Although efforts have been made to ensure that the data are accurate and reliable, errors and variable conditions originating from physical sources used to develop the data may be reflected in the data supplied. Users must be aware of these conditions and bear responsibility for the appropriate use of the information with respect to possible errors, omissions, misclassification, positional accuracy, development methodology, time period, environmental and climatic conditions and other circumstances specific to these data. The user is responsible for understanding the accuracy limitations of the data provided herein. The burden for determining fitness for use lies entirely with the user. The user should refer to the accompanying metadata noted for a description of the data and data development procedures. Although these data have been processed successfully on computers within the entities, no guarantee, expressed or implied, is made by the cited entities regarding the use of these data on any other system, nor does the act of distribution constitute or imply any such warranty. Distribution of these data is intended for information purposes and should not be considered authoritative for navigational, engineering, legal and other site-specific uses.

New Orleans Census
Tracts generally align with
Neighborhood boundaries.
The **Livable Claiborne
Corridor (LCC)**
boundaries do not
completely incorporate all
neighborhood
boundaries/census tracts.

#	Census Tract	Neighborhood
1	22071 000904	Holy Cross
2	22071 002900	Seventh Ward
3	22071 002700	Seventh Ward
4	22071 003400	Seventh Ward
5	22071 004000	Treme-Lafitte
6	22071 004401	Treme-Lafitte
7	22071 004900	Tulane-Gravier
8	22071 006000	Tulane-Gravier
9	22071 013400	Central Business District
10	22071 014000	Central City
11	22071 008400	Lower Garden
12	22071 014300	Central City
13	22071 009400	Hoffman Triangle (Central City)

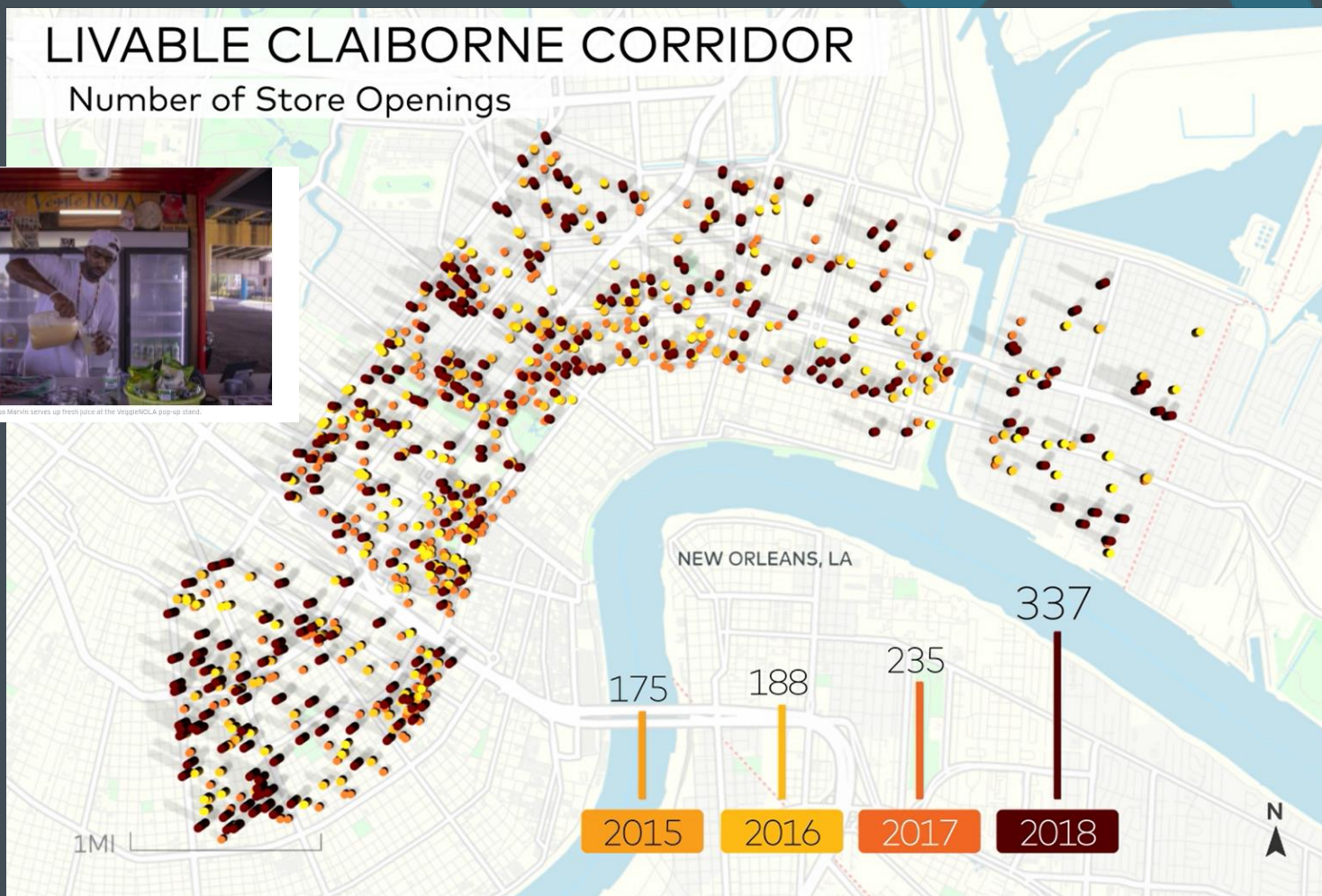
New Stores
openings each
year in the
Livable
Claiborne
Corridor.

Claiborne
Cultural
Innovation
District
accelerates in
after Cultural
District Taxation
overlay
approval in
2016.



LIVABLE CLAIBORNE CORRIDOR

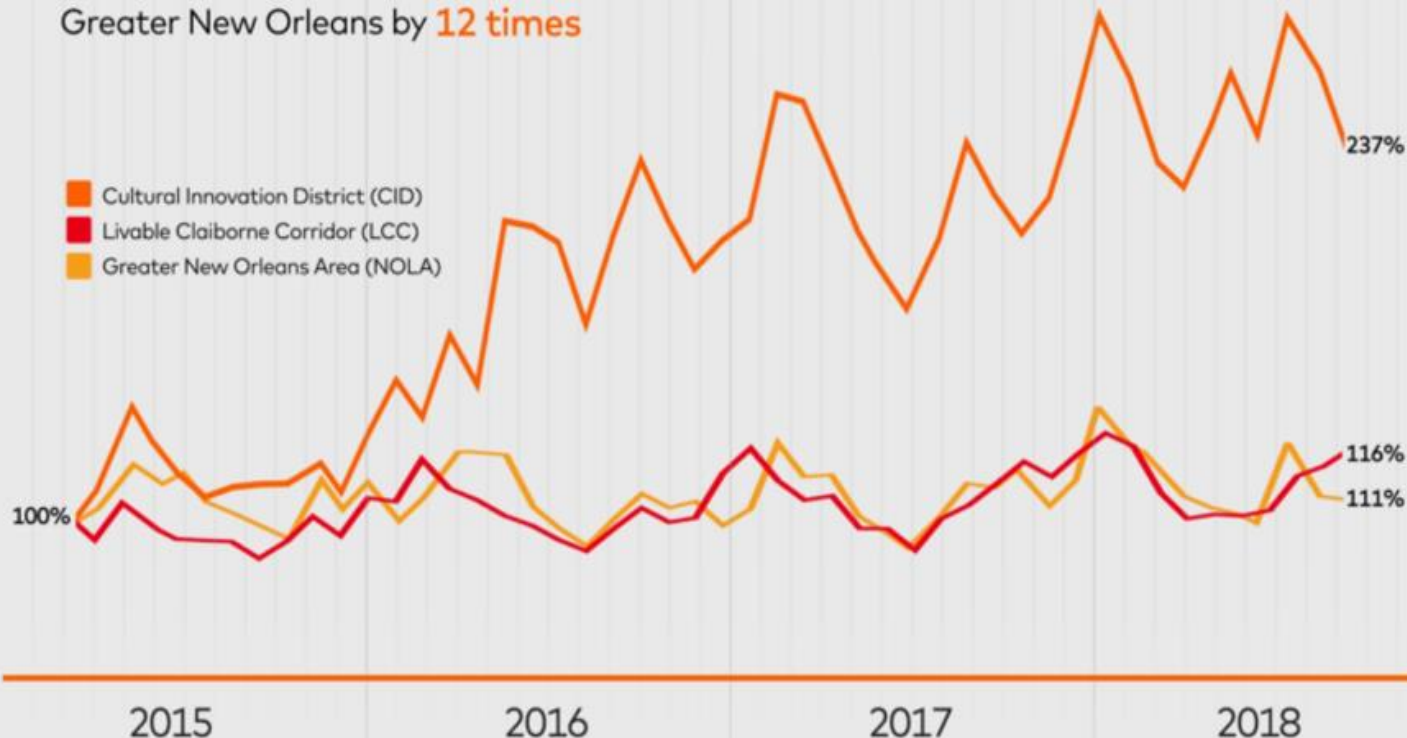
Number of Store Openings



leverages anonymized and aggregated mastercard transaction data to understand localized trends in economic behavior. The data are index values, where the average score in the NOLA metro area is 100. A score of 200 represents 2x the average spend in the metro area, and a score of 50 represents ½ the average spend. All aggregated demographic data included in *GeoInsights* is from the American Community Survey.

GeolInsights is currently being trialed by NOLA City Government, providing key commercial data inputs during the COVID-19 crisis

Spending in the Claiborne Corridor CID outpaced Greater New Orleans by **12 times**



Mastercard partnered with Chicago organizations throughout this initiative



Chicago Dept. of P&D

Partnered with Commissioner Maurice Cox of the Chicago Department of Planning and Development.



New America Chicago

Close partnership with Meegan Dugan-Bassett, Chicago-based New America fellow. Provided local context and priorities.



Chicago Community Trust

CCT unites generous donors, committed nonprofits and caring residents to effect lasting change.



University Outreach

Local university outreach included the University of Chicago Spatial Data Center and community engagement offices.



INVEST South/West Communities

Including New City Back of the Yards CDC, Greater Englewood neighborhood network and several Aldermen.

COVID-19 Impact on Chicago economy

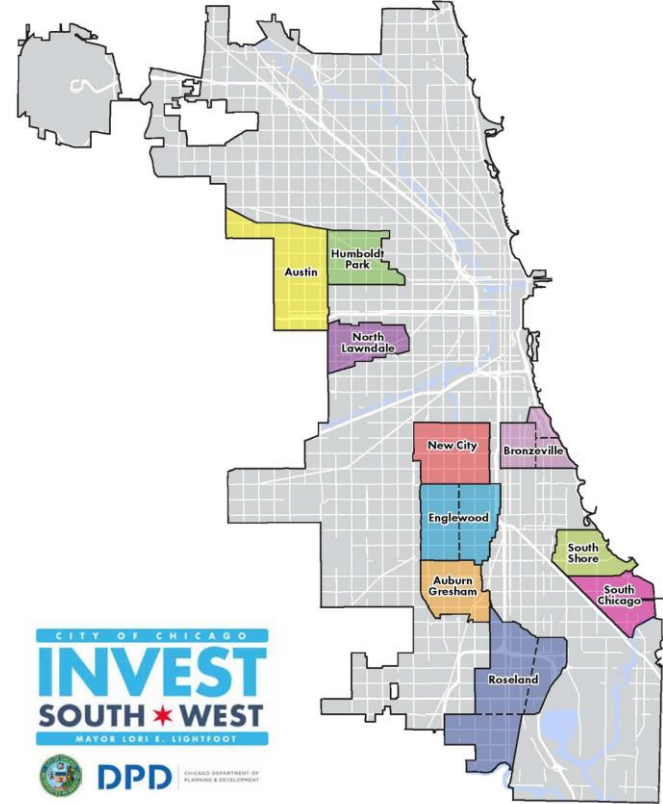
Analysis Period: March 18-June 30, 2021

The pandemic has driven unprecedented changes in economic activity across the country, greatly affecting both consumers and businesses*. Chicago has not been isolated from this impact.

- Mastercard data-driven insights indicate that spending activity in Chicago declined by 26% during the pandemic, compared to same time last year
- The loss of revenue differed greatly by neighborhood, industry, and business size.
- Small businesses experienced bigger drop in spending (-31.5%) as compared to chain businesses (-24.2%)

* [https://www.brookings.edu/research/ten-facts-about-covid-19-and-the-u-s-economy/#:~:text=The%20COVID%2D19%20crisis%20also,\(U.S.%20Census%20Bureau%2020a\).](https://www.brookings.edu/research/ten-facts-about-covid-19-and-the-u-s-economy/#:~:text=The%20COVID%2D19%20crisis%20also,(U.S.%20Census%20Bureau%2020a).)

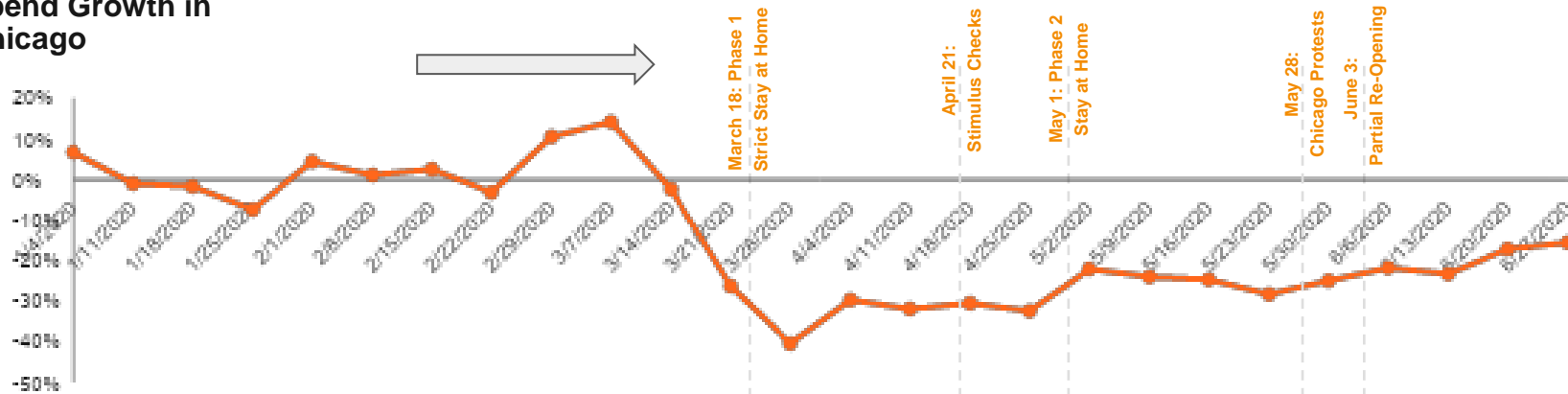
Community Areas



JANUARY 11,
2021

City of Chicago analysis indicates a -26% drop in spending & an economy that is still recovering

Spend Growth in Chicago



Chicago YoY Spend Growth	Pre-COVID-19 (1/1 – 3/17)	COVID-19 Phase 1 (3/18 – 4/30)	COVID-19 Phase 2 (5/1 – 6/2)	Reopening (6/3 – 6/30)
	+0.1%	-32%	-26%	-18%

-26%

Chicago decline in year-over-year spending from March to June

-18%

Los Angeles decline in year-over-year spending from March to June

-78%

New York City decline in year-over-year spending from March to June

What Is a 15-Minute City?

A 15-minute city aims to provide everything you need within a short 15-minute walk or bike: jobs, schools, food, parks, community, medical, and more.

Building on the principles of New Urbanism and popularized by Parisian Mayor Anne Hidalgo, this urban design concept may be a solution to create more sustainable, equitable, and healthier cities.



**LITTLE
AFRICA**
— Paris —



Jacqueline Ngo Mpii is the founder of *Little Africa*, a black-owned travel agency that works to educate travelers about African culture in Paris through walking tours, literature, and events.



“Using Data-Driven Insights to Help Revive a Historic New Orleans Neighborhood”

by Dr. Michelle M. Thompson & Edward Lee

October 16, 2019

<https://www.mastercardcenter.org/insights?type=Data-Insights>

Mastercard data-driven insights can help local stakeholders build full-service communities that support residents' needs.



“Data Driven Insights to Build Connected Communities”

by Dr. Michelle M. Thompson, Edward Lee and Barbara Ray

July 19, 2021

[Data driven insights to build connected communities \(mastercardcenter.org\)](https://www.mastercardcenter.org/insights?type=Data-Insights)

Questions?

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Slide deck design created by Maya Struhar for
“Environmental Justice on the Mississippi” forum
presented by Jillian Croci, William Sedgwick, & Maya
Struhar - University of New Orleans, 12/21/2021



“The Analytics of Hope: Data-Driven Community Development in New Orleans”

Video 3min 27s

<https://www.washingtonpost.com/brand-studio/mastercard/the-analytics-of-hope/>

Planning Process + Engagement

Carissa Slotterback, PhD, FAICP
ACSP PAB October 20, 2023



University of
Pittsburgh

Graduate School of
Public & International Affairs

PAB Guidelines

Planning Process + Engagement

“Planning process and community and stakeholder engagement, plan creation and implementation, methods of design and intervention to understand and influence the future”

AICP Code of Ethics: “Facilitate the exchange of ideas and ensure that people have the opportunity for meaningful, timely, and informed participation in the development of plans and programs that may affect them. Participation should be broad enough to include those who lack formal organization or influence, especially underrepresented communities and marginalized people. Attention and resources should be given to issues of equity, diversity, and inclusion and should reflect the diversity of the community.”

1

Teach Planning Process + Engagement Together

Access to data and analysis tools is greater than ever

Planning analysis must include “local” knowledge

Strategies:

Student audit of comp plan to identify engagement interventions

Respond to an RFP for a plan and planning process – practicing planner review panel

TOWARDS 2045

PARTICIPATION PROCESS

Public Participation process for the MATS Long-range Transportation Plan



2

Teach Design Guidelines, Not Just Tools

Table 1 Design Guidelines for Public Participation

Assess and design for context and purpose

1. Assess and fit the design to the context and the problem
2. Identify purposes and design to achieve them

Enlist resources and manage the participation

3. Analyze and appropriately involve stakeholders
4. Work with stakeholders to establish the legitimacy of the process
5. Foster effective leadership
6. Seek resources for and through participation
7. Create appropriate rules and structures to guide the process
8. Use inclusive processes to engage diversity productively
9. Manage power dynamics
10. Use technologies of various kinds to achieve participation purposes

Evaluate and redesign continuously

11. Develop and use evaluation measures
12. Design and redesign

Note: These are interrelated, iterative tasks, not a step-by-step template.

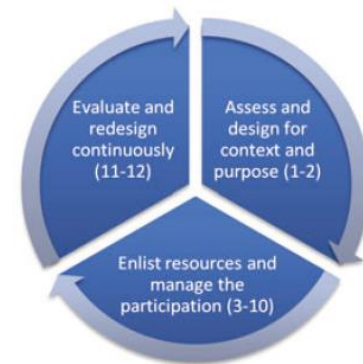


Figure 1 The Cycle of Public Participation Process Design and Redesign (Numbers indicate the corresponding design guidelines.)

Bryson, Quick, Slotterback, & Crosby 2012

Is there a standard public participation process?



IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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2

Teach Design Guidelines, Not Just Tools

Assessing context is crucial skill

Part of context is the planner – what is their relationship to community

AICP Code of Ethics: “Examine our own cultures, practices, values, and professional positions in an effort to reveal and understand our conscious and unconscious biases and privileges as an essential first step so we can better serve a truly inclusive public interest promoting a sense of belonging.”

Tools are the easy part

Strategies:

Students conduct context assessment or develop context assessment tool

Engagement process case study – interview multiple participants – how did planners make design choices? how did planners think about their relationship to community?

Student reflection on positionality, blindspots

3

Engagement as Long-Term Capacity Building

Think more expansively than just engagement in a planning process

“...**Participation** is oriented to increasing input for decisions. Practices for organizing highly **participatory processes** encompass inviting many people to participate, making the process broadly accessible to and representative of the public at large, and collecting community input and using it to influence policy decisions.” “Enhancing **participatory practices** enriches the input received...”

“...enhancing **inclusive practices** builds the capacity of the community to implement the decisions and tackle related issues. **Inclusion** is oriented to making connections among people, across issues, and over time. It is an expansive and ongoing framework for interaction that uses the opportunities to take action on specific items in the public domain as a means of intentionally creating a community engaged in an ongoing stream of issues.”

3

Engagement as Long-Term Capacity Building

Focus on building long-term relationships among all involved – nurtured over time

Effective participation builds support for implementation

Strategies:

Engage a planner panel to discuss how they think about positionality

Explore methods for ongoing engagement

4

Focus on Underrepresented + Actively Excluded

All communities, underrepresented, marginalized – most traditional participation methods fail

AICP Code of Ethics: “Be conscious of the rights of others. Develop skills that enable better communication and more effective, respectful, and compassionate planning efforts with all communities, especially underrepresented communities and marginalized people, so that they may fully participate in planning. Respect the experience, knowledge, and history of all people.”

Importance of building trust + relationships

Work with partners

Strategies:

Select a neighborhood, assess context, and propose a planning + engagement process that is intentional in reaching underrepresented

Analyze + present on best practices for engaging key groups – immigrants, youth, renters, persons with disabilities... - create a guide for planners

5

Integrate Technology

Do all of the other pieces first

Use technology if it can add value

Account for access

Strategies:

Review an online engagement tool, assess for usability, access, etc.

Engage a planner panel to discuss how they use input from participatory technology or online engagement, how it differs from other methods



Professional, communication and leadership skills.

Justin Hollander, PhD, FAICP

Communicating More Clearly

WHAT WE THINK THEY WANT

- I want my audience to understand their risks.
- I must include plenty of data to back up my points.
- I must include every detail.
- I must be highly precise and use technical terms.



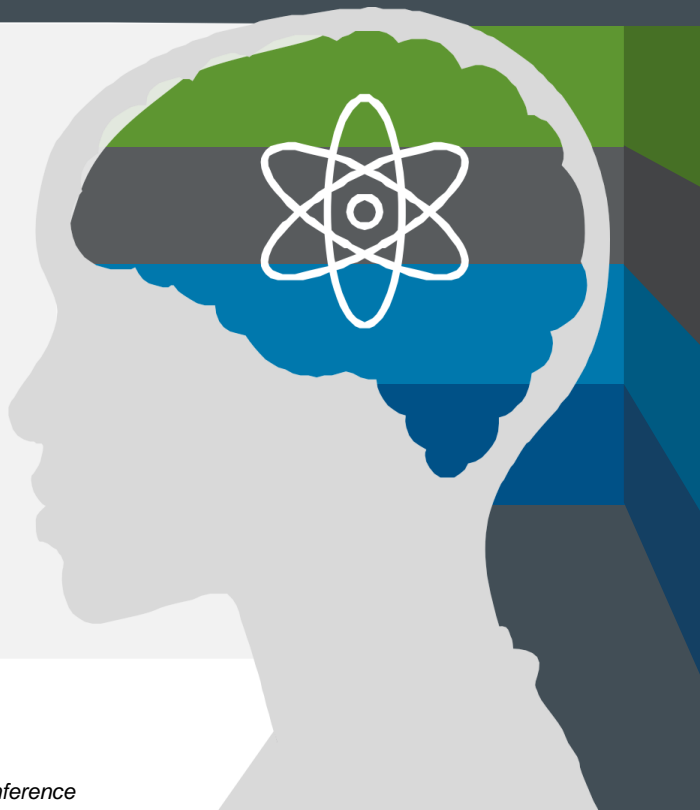
WHAT THEY REALLY NEED

Is this information relevant to me?
Why should I care?

There are a lot of numbers here.
What do they mean?

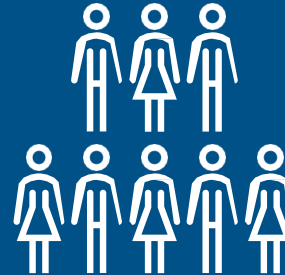
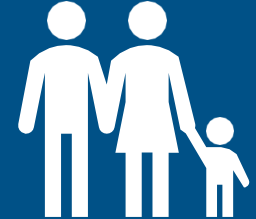
Tell me what is most important now,
and where I can follow up for details.

There is a lot of jargon here I do not
understand.



Who are stakeholders?

- Internal/External Audiences
- Questions to think about:
 - Who will this affect?
 - Who should be involved?
 - Whose support do we need?
 - Who needs to know/understand?
- Who else should we consider?



Practical Tips



Be interested in other people. Ask questions and listen.



Consider “what is in it for them.”



Be present. Put technology away when you are with others.



Respect time and show people you value them by following up.



Pause and let people complete their thoughts. Do not interrupt.



Use plain language, examples, stories and analogies.



FEMA

Leadership

- Moving people forward towards a goal (Gardner 1990);
- Cultivating a team, caring for its members;
- Continuous renewal, avoiding getting stuck in the status quo (Johnson 1998; Gardner 1990)
- Motivating others



Professionalism

- Cultural competence (Agyeman and Erickson 2012)
- Executive presence (Hewlett 2014)
- Making deadlines, showing up on-time
- Interrogating the concept of “professionalism” and its origins



Questions?