



Inclusive Moorhead: Analysis of Representation

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Introduction

Resilient Moorhead began with funding by a generous Bush Foundation Community Innovation Grant in 2019, awarded to Concordia College to bring together 21 organizations to build a resilient community. Over the past three years Resilient Moorhead has expanded membership and has honed in on two major priority areas which include

1. Addressing environmental resiliency
2. Addressing social and racial equity to strengthen community resiliency

Resilient Moorhead aims to create a community that is adaptable, healthy, inclusive, equitable, and collaborative. Stakeholders have collaborated to support various projects, research, and community-wide initiatives, such as the Moorhead City Comprehensive Planning process and several greenspace initiatives.

Resilient Moorhead contracted with UBUNTU Consulting to conduct a Social and Racial Equity Study with historically underrepresented Moorhead residents in 2022, with the purpose to gather information to understand the lived experiences of people, to identify assets and opportunities, and share recommendations for change. Creating

Community Consulting then contracted to facilitate an inclusive and equity informed process using Result Based Accountability (RBA) to engage with those most impacted to develop solutions to address the disparities highlighted by the study. This led to the development of Inclusive Moorhead, originally a project of Resilient Moorhead.

Through the participatory action framework, Inclusive Moorhead identified the following priority drivers of change to improve health outcomes and build resiliency.

1. Relationship Building: Strengthening relationships between people and organizations across class, race, ethnicity, gender, and ability
2. Policy and Process: Improve policy and processes that ensure inclusive decision making in businesses, organizations and collective groups (group, organization, business, governmental)
3. Formal Representation: Improve inclusive representation and/or decision-making processes within formal leadership spaces
4. Community Education: Improve community education to build individual skills and knowledge to support diversity, equity and inclusion

Inclusive Moorhead's approach recognizing that building community resilience starts with identifying who is most impacted by poor living and social conditions and who is marginalized. Local data and the "Social and Racial Equity Study" (Ubuntu, 2022) showed glaring health and wellness disparities across under-represented populations. Check out full report here:

https://www.resilientmoorhead.org/_files/ugd/3f3b71_3eda0cae71b340569d81d8f4970328e0.pdf

Inclusive Moorhead was developed as a collective effort to understand and respond to those disparities by engaging with people most impacted by the conditions to develop collaborative solutions. Using a result-focused, strength-based, and data-driven approach informed by the social and racial equity study, key strategies have been developed. To be resilient, a community must have a high degree of equity, ensuring that all residents have the resources needed to thrive even when circumstances are challenging, and the community needs the talents and strengths of all residents! The more people can meaningfully participate in civic life, the stronger the community will be. More on Inclusive Moorhead and Resilient Moorhead can be found at www.resilientmoorhead.org.

This report was created to examine the current representation and civic engagement of the Moorhead City Government through the resident appointees and offer recommendations to move towards inclusive representation at all decision-making levels. This report was created in partnership with Creating Community Consulting, Inclusive

Moorhead, City of Moorhead, and local advocates.

In this report, we have analyzed demographic data relating to how well the city board and commission appointments represent the Moorhead community in terms of sex, age, and race. This is important in supporting better decision-making and civic engagement in local government. Research shows that inclusive and represented communities will drive economic growth and have happier and healthier residents, as well as more resilient communities - as evident in the literary review included as well.

City Profile

Moorhead's population of 44,505 is located on the Minnesota and North Dakota border, in Clay County. Moorhead has a current median age of 31, according to the 5-year estimates from the US Census Bureau's City Profile. This is significantly younger compared to Minnesota's statewide median age of 39. Moorhead's population's largest age group is individuals aged 20-24 years of age. Looking at the aging population, Moorhead has a significantly lower rate of seniors aged 65 and older at 12.4% compared to the statewide 17.4%.

In Moorhead, 80% of the population identifies as White alone, according to the Decennial Census, compared to the statewide rate of 76%. The remainder of the population identifies as 7% Black or African American, 5% Hispanic or Latino, 2% American Indian and Alaska Native, 2% Asian, and 5% some other race. Although, we suspect this is not accurate, as there are a large population in Moorhead categorized as White, who are

or whose ancestors are from the Middle East or North African (MENA). Local leaders anticipate 4,500 residents identify as MENA, this is about 10% of Moorhead's population. These individuals often consider themselves a person of color and are often marginalized based on their migration status and ethnicity.

When looking at the demographics of Moorhead Area Public Schools, we can anticipate a great change in diversity as our students become adults. Within the district, only 64.7% of students identify as White, with 14.2% identifying as Black or African American, 9.2% as Hispanic or Latino, 7.7% as American Indian, 1.4% as Asian, and 2.8% as two or more races.

According to the Minnesota State Demographer, Clay County, particularly Moorhead, is the fastest growing community outside of the 7 county metro Twin Cities area. This is primarily due to secondary and tertiary migration and immigration of new Americans who have been resettled in different communities and relocated to the Fargo-Moorhead area. Of Moorhead's population, 6.7% are foreign-born citizens compared to Minnesota's 8.7%. In 10.1% of homes, a language other than English is spoken. According to the Moorhead Area Public School liaisons, 56 different languages are spoken by families enrolled in the district. We are led to believe there are more community members in Moorhead who would be considered New Americans (either first, second, or third generation) compared to the foreign-born rate, with the fact that we know many are undercounted in Census collection processes and our district having 7.3% of

students registered as English Language Learners.

The median household income in Moorhead is \$68,680 which is below Minnesota's median household income of \$82,338. Furthermore, the poverty rate of Moorhead is 18.4%, which is almost double Minnesota's statewide poverty rate of 9.6%. Within our school district, 47% of students qualify for Free and/or Reduced Lunch (a common marker of poverty and low income amongst students). The gap in the poverty rate and household income comes with Moorhead having a slightly higher rate of employment at 67.5% compared to the statewide rate of 65.7%. However, Moorhead has an unemployment rate of 3.5% compared to the statewide rate of 2.7%. Moorhead's population is comparable to Minnesota in the context of educational attainment with Moorhead having 39.6% of the population earning a bachelor's degree and Minnesota having 39.1%. However, Moorhead has a lower rate of residents with less than a high school diploma between the ages of 18 and 24 at 5.9% compared to the statewide of 12.2%.

Additionally, 12.4% of Moorhead residents have a diagnosed disability, compared to 11.6% statewide. There are also 22.1% of students who qualify for Special Education within our district.

Housing in Moorhead is a rising concern. Currently, median gross rent is \$997 in Moorhead compared to \$1,200 statewide. This is significant when we look at the gap in median household income and homeownership rates.

Moorhead has only a 57.8% homeownership rate compared to the statewide rate of 72.1%. Additionally, of renters in Moorhead 57.5% are considered housing cost-burdened, which means they spend over 30% of their household income on housing costs. This compares to the statewide rate of 46.6%. Consistently, over 1,500 individuals have been served by our local homelessness response system in Clay County annually. Currently, 2.3% of Moorhead Area Public School students are experiencing homelessness.

City Representation

Moorhead residents are represented formally by 9 elected officials, with a ward system to support local representation. The Mayor and 8 City Council Members are voted in through city elections. One council member must be elected from each ward every two years. Each council member serves four-year terms and until a successor is elected and qualifies for office. See the City of Moorhead Ward Map on the next page.

Current Moorhead City Elected Officials are:

- Mayor Shelly Carlson
- Ward 1 Council Member Ryan Nelson
- Ward 1 Council Member Matthew Gilbertson
- Ward 2 Council Member Laura Caroon
- Ward 2 Council Member Heather Nesemeier
- Ward 3 Council Member Deb White

- Ward 3 Council Member Larry Seljevold
- Ward 4 Council Member Chuck Hendrickson
- Ward 4 Council Member Sebastian McDougall

Another layer of city representation and decision making is through resident appointees. Resident appointees comprised of 11 Boards and Commissions, with 84 total members in total. Boards and Commission Members are appointed by the City Council Members and the Mayor.

There are people voted in each year, depending on spots that need to be filled or if the term limit is exceeded. The term length varies for each Board or Commissions, but the term limit is two terms for all. All appointees must complete an application to officially be elected which are accepted year-round. All applications are kept on file for two years. Appointees are selected by City Council Members if they represent a specific Ward or by the Mayor if they are At-Large positions.

According to City Ordinance Section 2.02. Boards And Commissions. Except as otherwise provided by law or this charter, there are no separate administrative boards or commissions except boards and commissions established for the administration of a municipal function jointly with another political subdivision. The council performs the duties and exercises the powers of administrative boards or commissions. The council may establish boards or commissions to advise the council with respect to a municipal function or activity, to investigate a subject of interest to the city, or to perform quasi-judicial functions. (Ord. 95-1, 4-17-1995, eff. 7-17-1995)

City of Moorhead Wards - Precincts and Polling Locations

Ward	Precinct	Polling Location	Address
1	1	St Francis de Sales Church	601 15th AVE N
1	2	St Francis de Sales Church	601 15th AVE N
1	3	Hjemkomst Center	202 1st AVE N
2	4	Cullen Hockey Center	707 Main AVE SE
2	5	Lutheran Church of Christ the King	1900 14th ST S
2	6	MSUM Campus (Comstock Memorial Union)	615 14th ST S
2	7	Triumph Lutheran Brethren Church	2901 20th ST S
3	8	Concordia College (Memorial - Birkeland Lounge)	1117 7th ST S
3	9	Bethesda Lutheran Church	401 40th AVE S
3	10	Trollwood Bluestem	801 50th AVE SW
4	11	Brookdale Baptist Church	1401 40th AVE S
4	12	Lutheran Church of the Good Shepherd	4000 28th ST S
4	13	Calvary Church at Village Green	2801 Village Green Blvd

Legend

Wards and Precincts
and Polling Locations

1 Precinct Number

★ Polling Locations


(1) Precinct Polling Location
Number

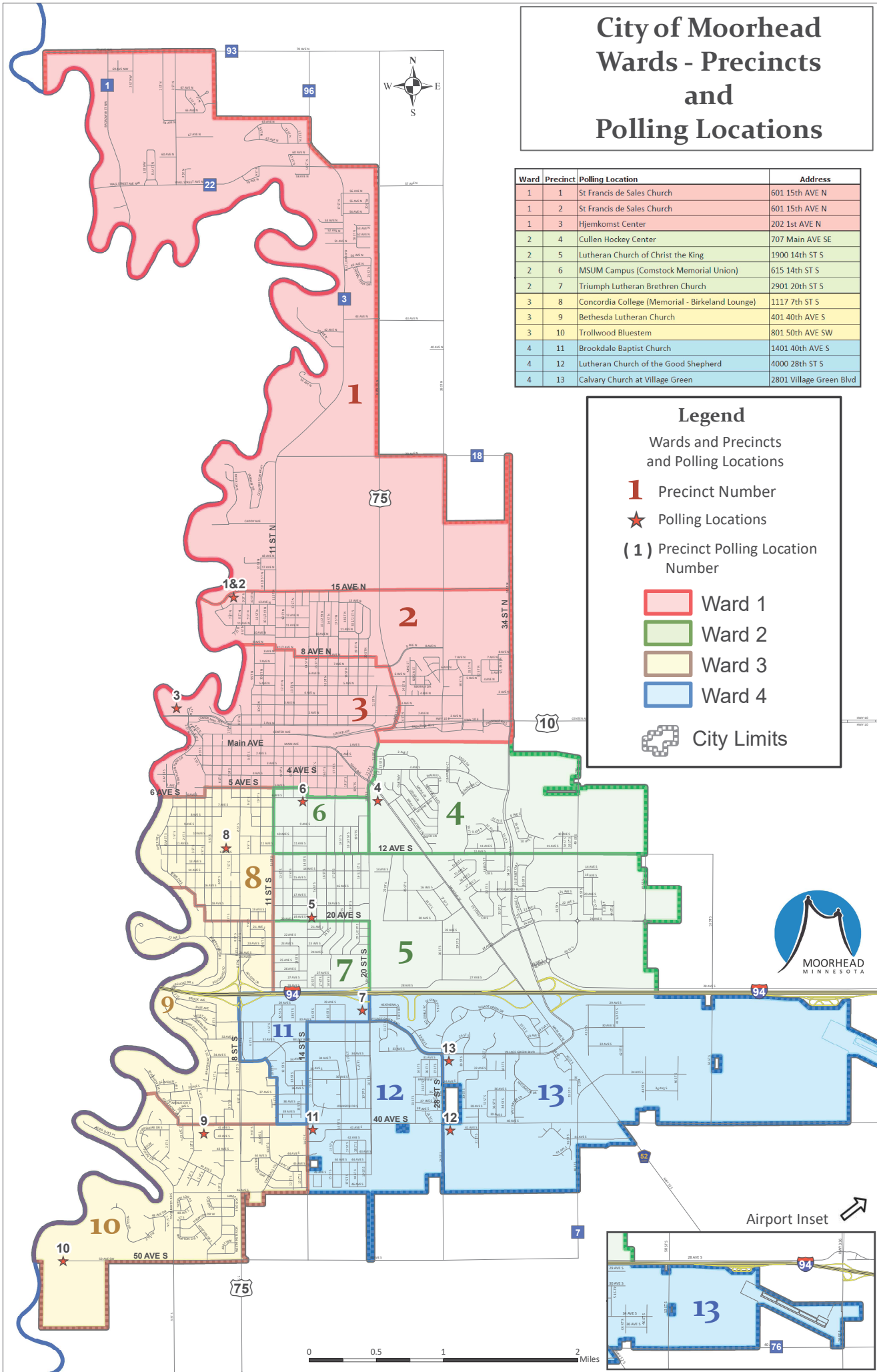
Ward 1

Ward 2

Ward 3

Ward 4

 City Limits



The City of Moorhead has the following Boards and Commissions:

- **Airport Committee:** The airport committee was established to oversee the operation, growth, and promotion of Moorhead Airport.
- **Art and Culture Commission:** The purpose of the Moorhead Art and Culture Commission is to advise the Mayor and City Council on the development of arts and culture activities, projects, organizations, and facilities within the City of Moorhead.
- **Board of Appeals and Equalization:** The Board of Appeal and Equalization provides a fair and objective forum for property owners to appeal their valuation or classification.
- **City Charter Commission:** The Charter Commission periodically reviews the existing City Charter, proposes changes, makes recommendations to the City Council, and safeguards the concept of home rule under the existing charter and state statutes.
- **Economic Development Authority Board:** The Economic Development Authority is to promote and assist industrial and commercial development and redevelopment in the City of Moorhead.
- **Human Rights Commission:** The purpose of the Commission is to secure for all persons, whether resident or visitor, equal opportunity in education, employment, housing, public accommodations, and public services and full participation for all Moorhead citizens in the affairs of this community.

- **Library Board:** The Moorhead Library Board advises the City Council on matters related to the Moorhead Library and advises the Lake Agassiz Regional Library (LARL) Board on matters as they impact Moorhead.
- **Park Advisory Board:** The Park and Advisory's mission is to improve the quality of life for its citizens by providing a comprehensive system of parks, recreation, cultural, and human service programs that encourage health, fitness, relaxation, and cultural enrichment, as well as providing opportunities for conservation, education, and community involvement.
- **Planning Commission and Board of Adjustments and Appeals:** The Planning Commission makes recommendations to the City Council regarding zoning and land use changes, conditional use permits, annexations, vacations, variances, subdivisions, capital improvement plans, and tax increment financing plans.
- **Public Housing Agency Board:** The purpose of the Moorhead Public Housing Agency Board is to ensure equal access to quality affordable housing and fair housing practices through education and advocacy.
- **Public Service:** The Moorhead Public Service Commission approves the utility budget and establishes water and electricity rates for consumers. Under authority granted by the Moorhead City Charter.

The City Council meets every second and fourth Monday of each month at 5:30pm at the Hjemkomst Center. All City Boards and Commission meet once a month, typically in the evening on different dates to avoid conflicting schedules. During City Council and Board and Commission meetings, the public is encouraged to attend with first come first seated meetings. Citizens also have the right to speak on issues under the “Citizens to Be Heard” item of each agenda. If they choose to speak, they have up to three minutes to make a comment unless the Chair grants additional time. During the City Council meetings, the mayor serves as Chair. Citizens can also comment during the meeting by phone by making arrangements with the assigned City Staff Liaison at least one business day before the meeting, again within the three-minute limit. Citizens are also allowed to make verbal or written comments prior to the meetings as well by contacting the assigned City Staff Liaison one business day before the meeting. Additionally, all agendas, meeting minutes, and future meetings are posted on the City’s website. To see more about the process to be heard or to contact local elected officials visit: <https://www.cityofmoorhead.com/government/mayor-city-council>

Currently, there is some missing information on current resident appointees and upcoming meeting dates and times for a few Boards and Commissions. Although, it appears meeting minutes, agenda, and recordings are up to date.

For more information on what is available on the City of Moorhead website visit: <https://www.cityofmoorhead.com/government/boards-commissions>

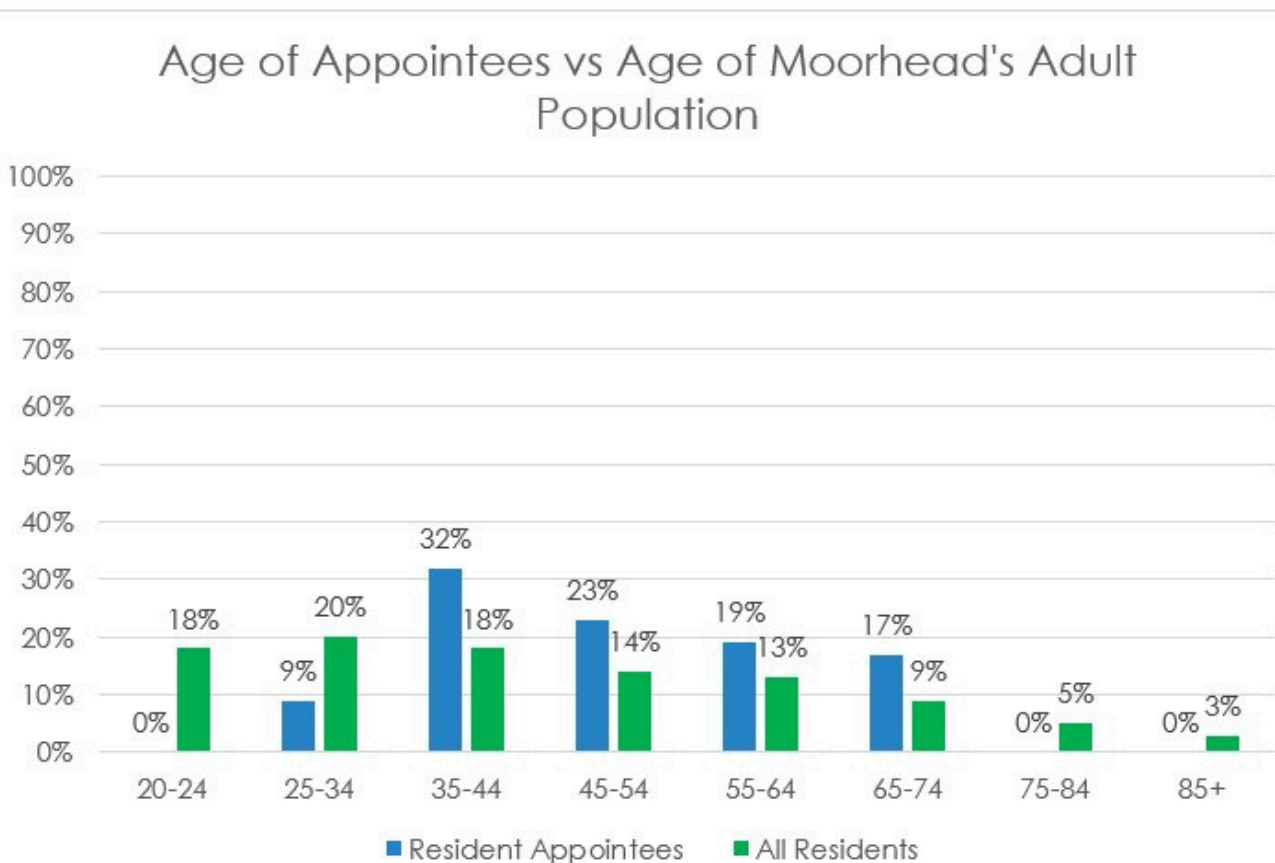
Data on Representation

Below is based on data collected in resident applications to serve on Boards and Commissions. All applicants are asked to provide their gender, age, and racial/ethnic group, but it is not required to apply. As posted on the City website “The City strives to have a variety of people serving on its committees/ boards/ commissions. The following information is optional but would be helpful to us in achieving our goal of balance.” Additionally, applicants are asked for basic contact information, employer and occupation information, how long they have been a Moorhead resident, and why they are interested in being appointed. Applications are typically completed online or interested individuals may contact the City Clerk’s office to submit a paper application. Moorhead has also opened a Citizen’s Academy to provide education to the public about serving on boards and commissions. According to the City of Moorhead website, “The City of Moorhead’s Citizens Government Academy is an excellent opportunity to increase civic engagement and education in our community. The Citizens Government Academy helps residents learn about the inner workings of municipal government, including operations and policymaking.” Full data sets are available in Appendix A.

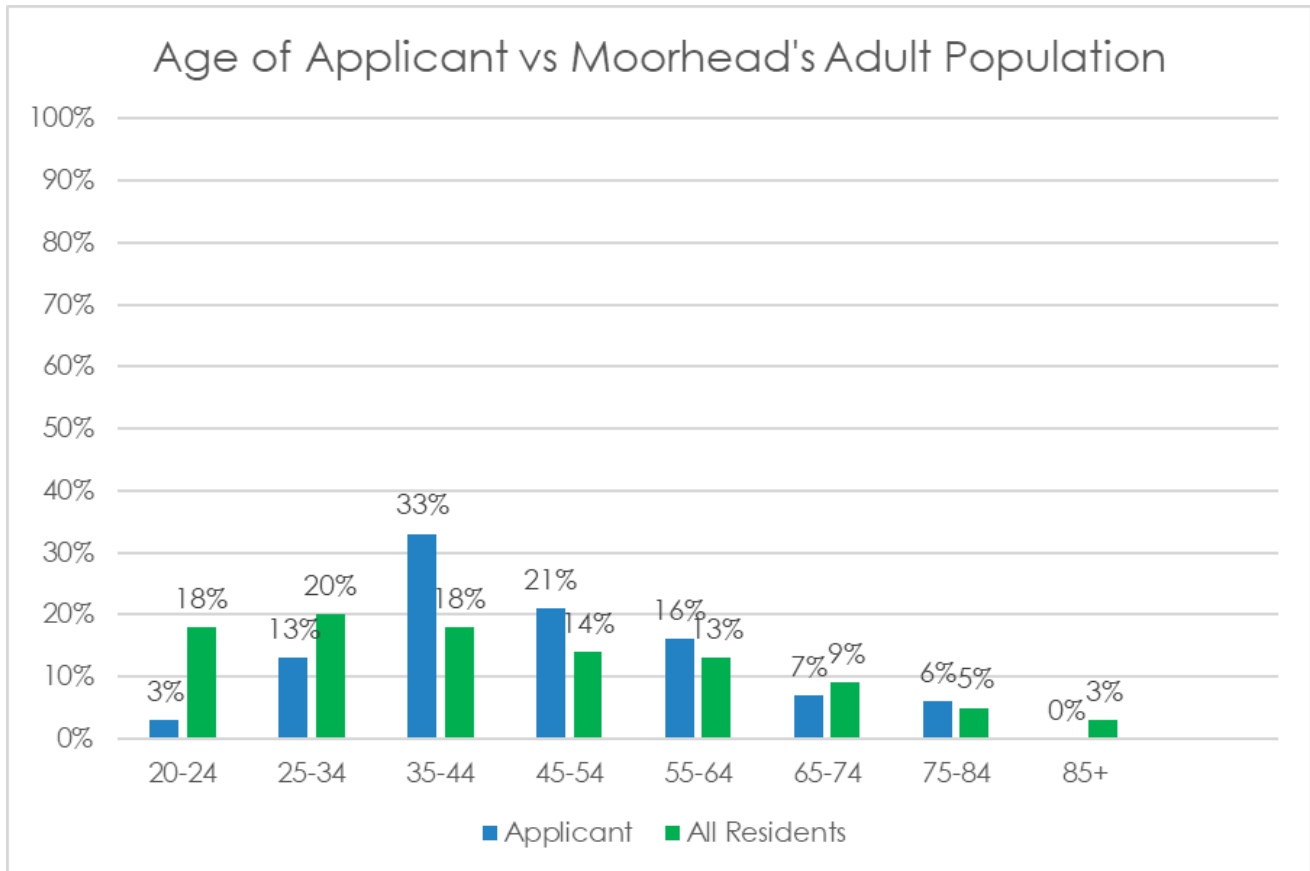
Age

The graphs below represent the age of the applicants who applied for a position on a Board or Commission, the age of the members who were appointed, and the population of adults (20 years of age or older) in Moorhead in comparison with each other to show which age demographics are represented well and which are underrepresented based on available data. Across all 11 Boards and Commissions there are 84 appointed resident members. At the beginning of 2024, there were 115 open applications of interested resident. When looking at the age demographic question on the application, 44% of appointed residents and 6% of open applicants chose not to disclose their age. This leaves many unknowns around the age of current resident appointees compared to those who have applied and the city's general population.

When looking at the age of appointees compared to the age of adults in Moorhead, removing all unknown ages, we see those under the age of 35 are underrepresented with 38% of adults in Moorhead being in that age range compared to only 9% of appointees with known ages. Those aged 65 and older are at an even representation of 17% of appointees to 17% of adults in that age range. The overrepresentation is from adults 35-64 years in age at 74% of appointees to 45% of adults in the community. Again, recognizing this does not include 44% of the appointees as we do not know their age.



When we look at the age of applicants compared to the city population, we see the representation closer match in age ranges but with some disparities in younger adults. Our young adults (under 35) make up 16% of applications compared to the adult population of 38%, improving from the appointee rate of 9%. Again, we do not know the age of 6% of applicants.



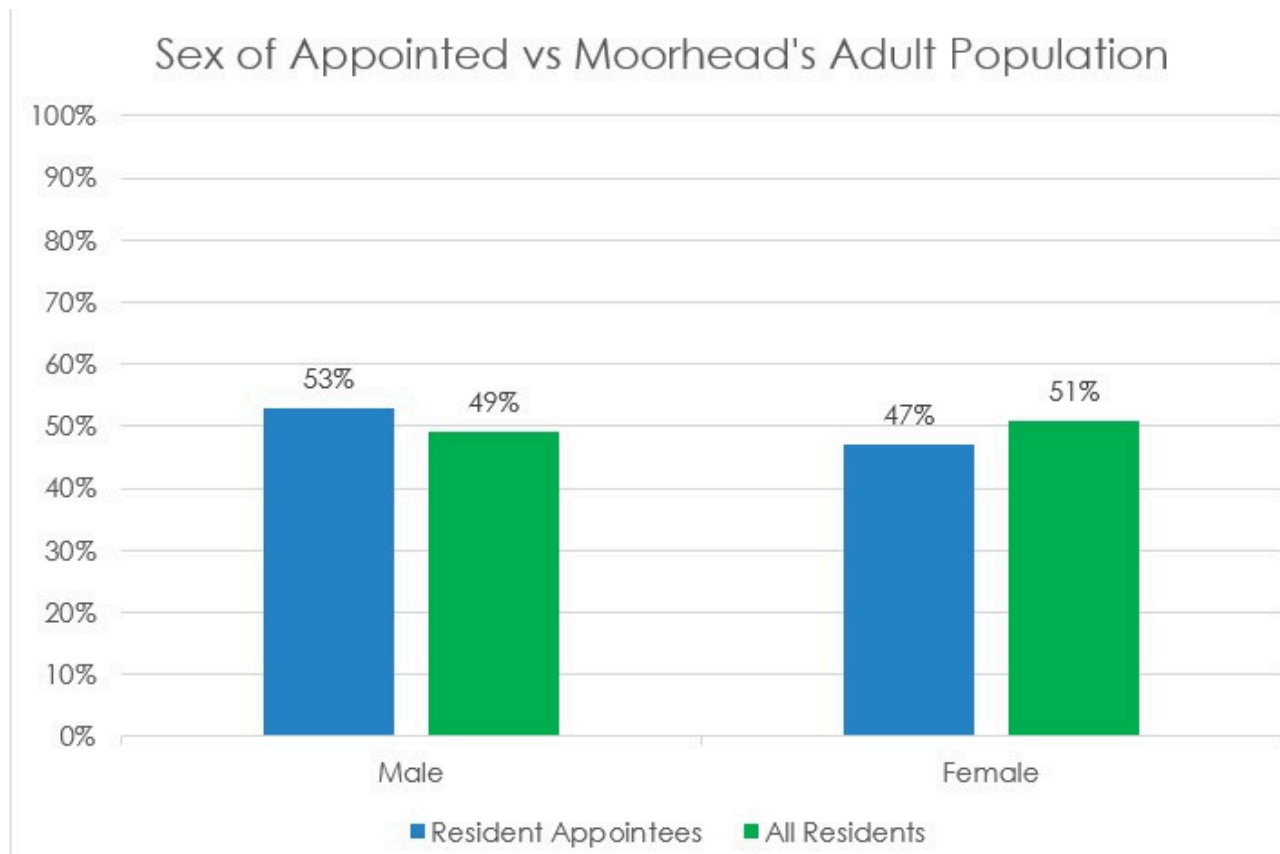


Gender

The graphs below represent the gender of the applicants who applied for a position on a Board or Commission, the gender of the members who were appointed, and the population of adults (20 years of age or older) in Moorhead in comparison with each other to show which gender demographics are represented well and which are underrepresented. We want to acknowledge that folks who identify as gender diverse or nonbinary are not accurately reflected in this data set as data on the LGBTQ+ community is lacking and often harder to collect with data solely collected on sex assigned at birth (male or female) vs. gender.

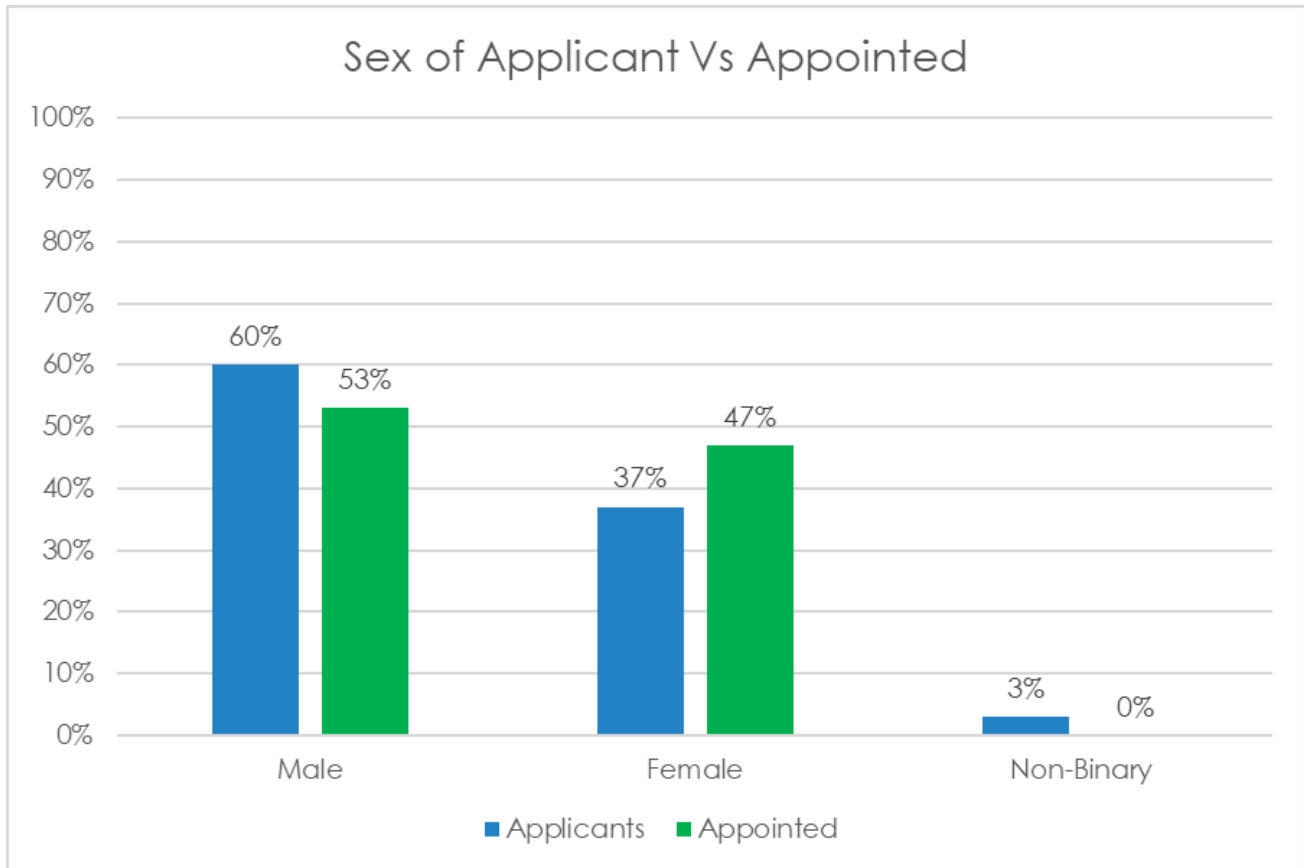
Again, of the 84 appointee 44% chose not to disclose their gender as part of the application and 8% of the applicants chose not to disclose their gender. This again leaves many unknowns around the gender of current resident appointees compared to those who have applied and the city's general population.

We can see based on known appointee gender data that there are slightly more men appointed than women compared the adult population which is 51% female.



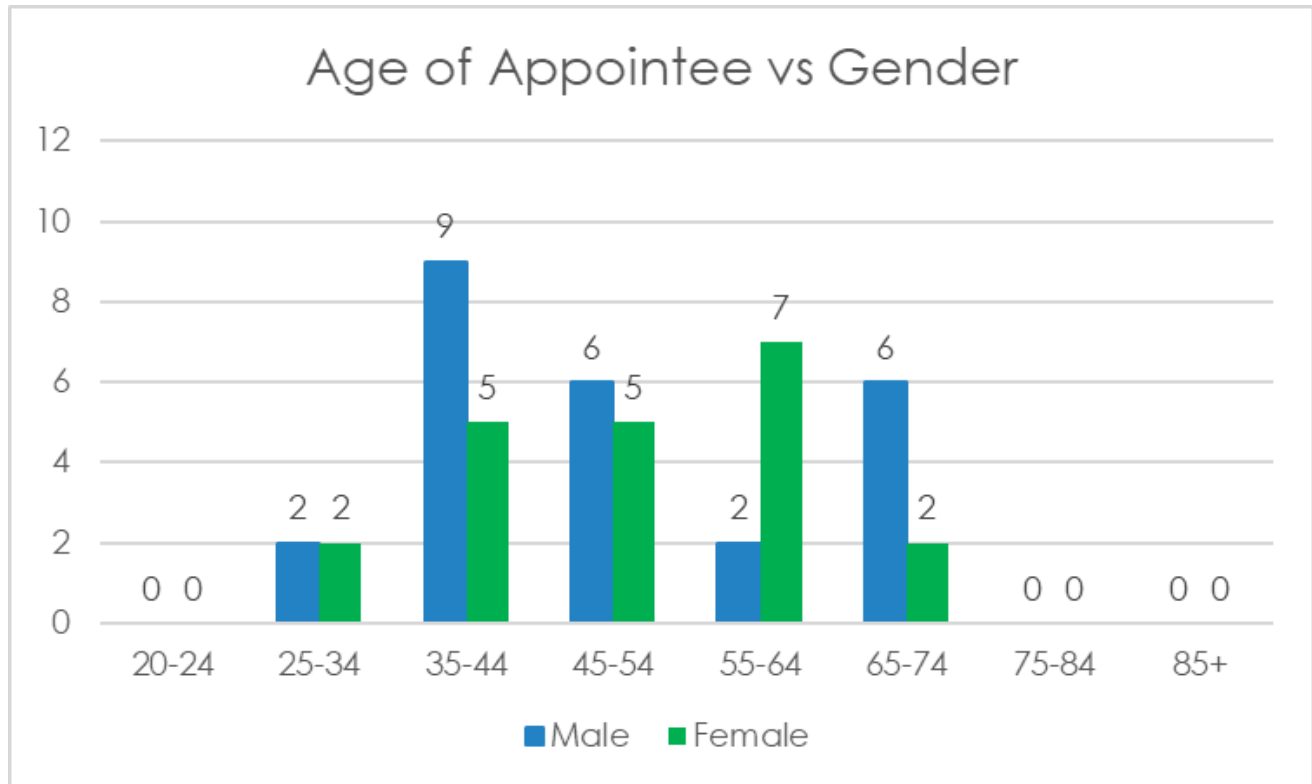


Overall, when comparing gender of applicants to appointees, there appears to be intentional efforts to select more equal number of male and female appointees.

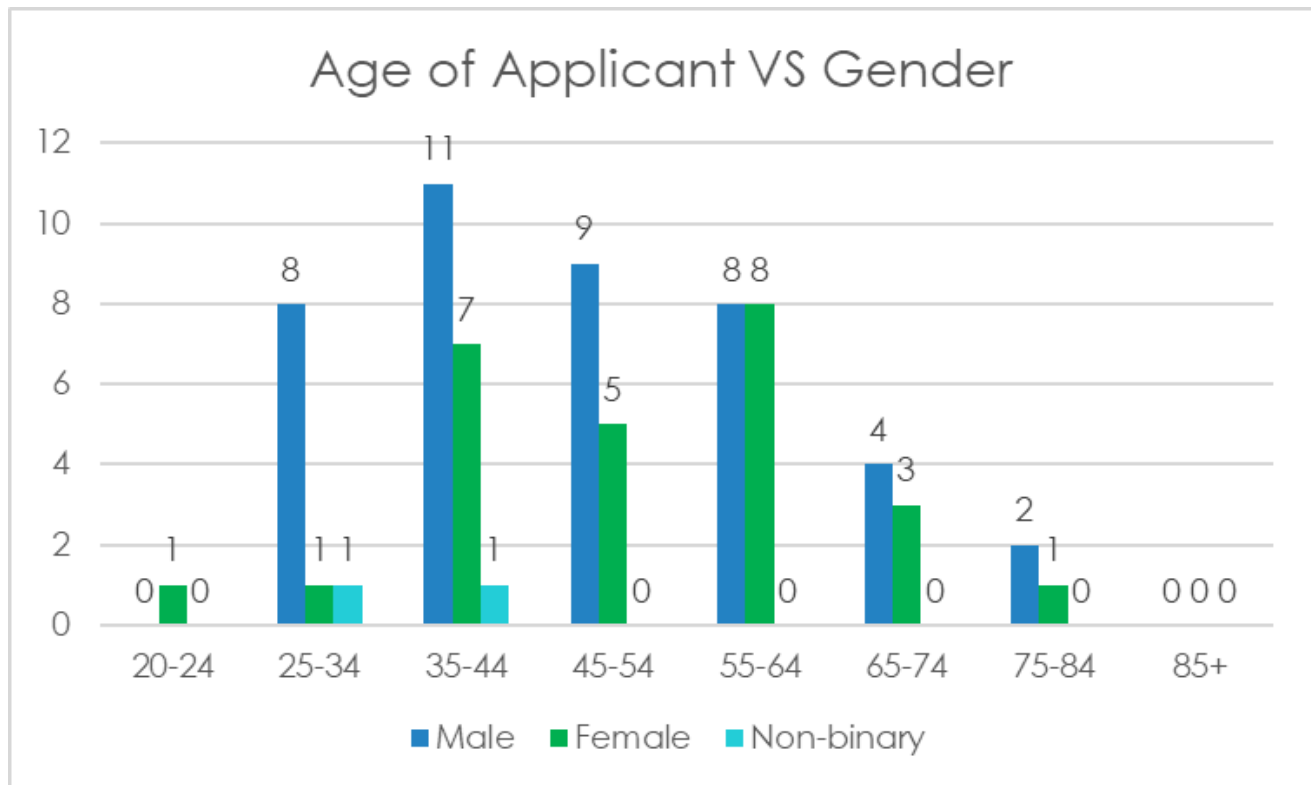


Age and Gender

Below are graphs highlighting the intersectionality of age and gender, from the data presented above. This first graph shows the age vs. gender of appointees. This shows a slight presents of slightly younger males (age 35-44) compared to older female (age 55-64) appointees.



This graph shows age vs. gender of applicants. As highlighted above, we are seeing more male applicants than female or gender diverse folks. Additionally, this shows more younger men (age 25-44) are applying at higher rates.



Age of Moorhead Population VS Sex

Age Group	Male (%)	Female (%)
20-24	17%	19%
25-34	22%	19%
35-44	18%	17%
45-54	14%	12%
55-64	13%	13%
65-74	9%	9%
75-84	4%	5%
85+	2%	4%

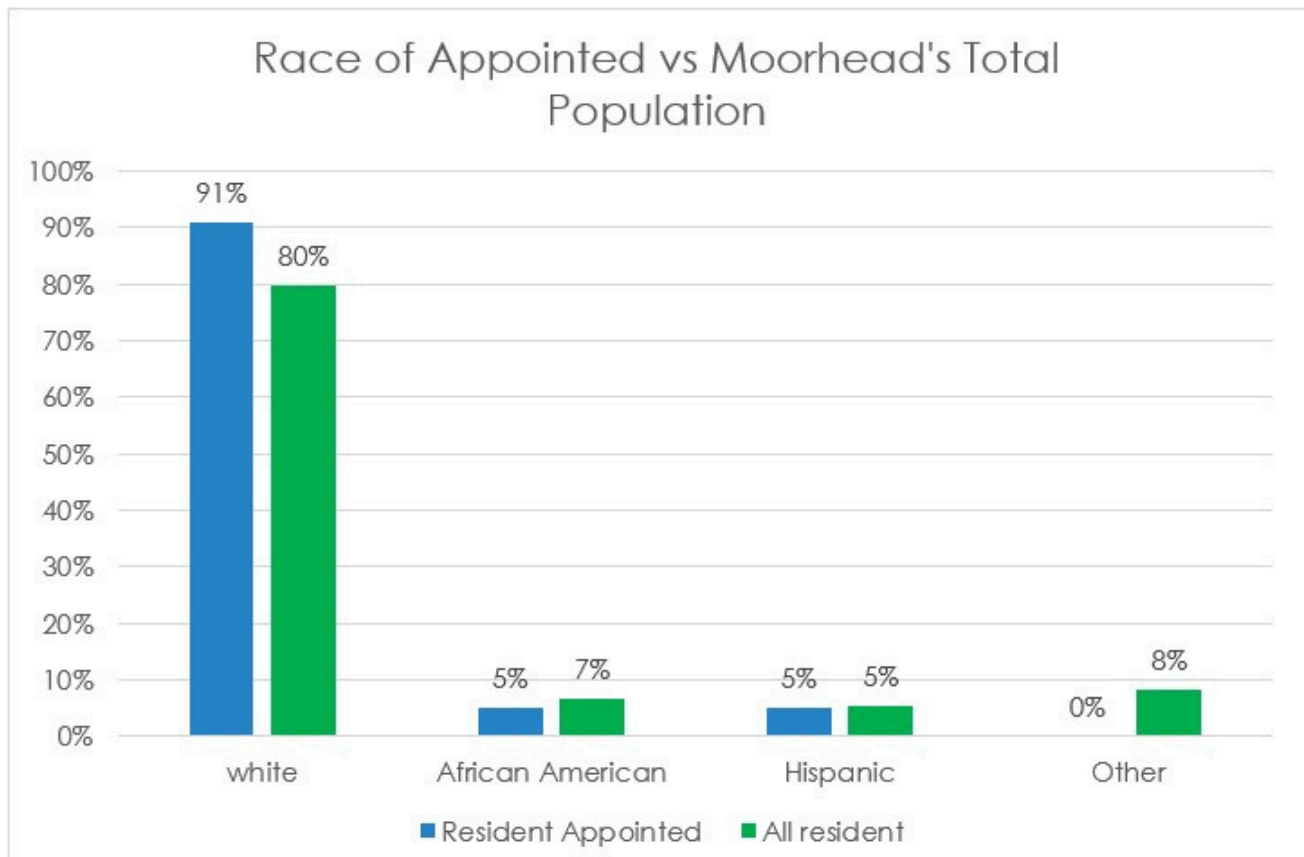
Racial/Ethnic Group

The graphs below represent the racial or ethnic group of the applicants who applied for a position on a Board or Commission, the racial or ethnic group of the members who were appointed, and the total population of Moorhead in comparison with each other to show which racial and ethnic demographics are represented well and which are underrepresented. Census data did not allow for us to use only adult data as included above.

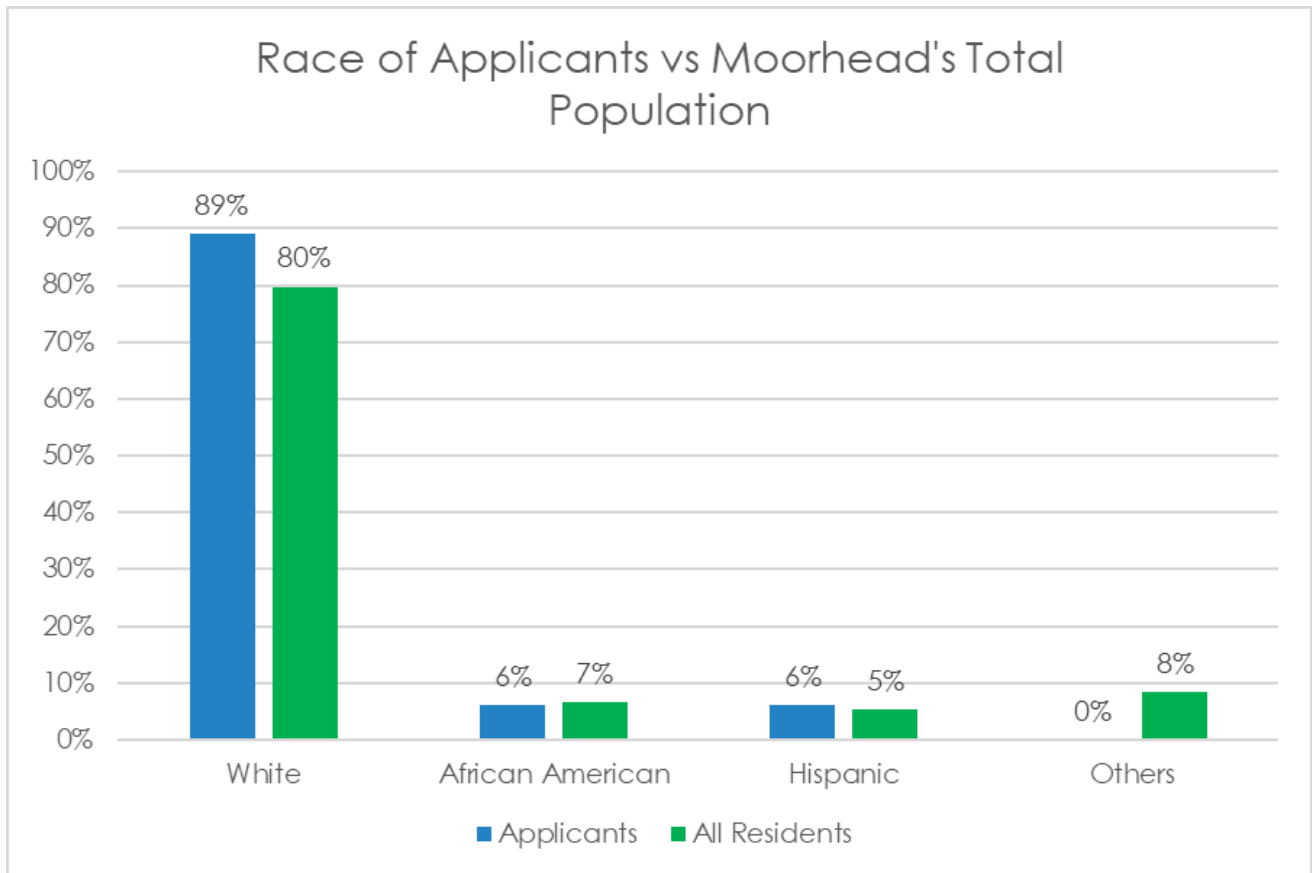
Of the 84 appointees, 49% chose not to disclose their racial or ethnic group as part of the application (higher than the 44% who did not disclose gender or age) and 38% of the applicants chose not to disclose their racial or ethnic group (higher than the rate that did not disclose gender or age). This again leaves many unknowns around the racial or ethnic group of current resident appointees and applicants compared to the city's general population.

Additionally, we recognize the difficulties in comparing racial and ethnic groups with an open-ended question on the application compared to the predetermined demographic categories used in the Census Data set. Furthermore, there are a large population that are categorized as White through the Census Demographic data although they and/or their ancestors are from the Middle East or North African (MENA). As stated above in the City Profile, MENA is estimated to make up 10% of Moorhead's population and these individuals often consider themselves a person of color and are often marginalized based on their migration status and ethnicity. However, in the data, they are added into the White demographic data according to [MPR reporting in 2022](#).

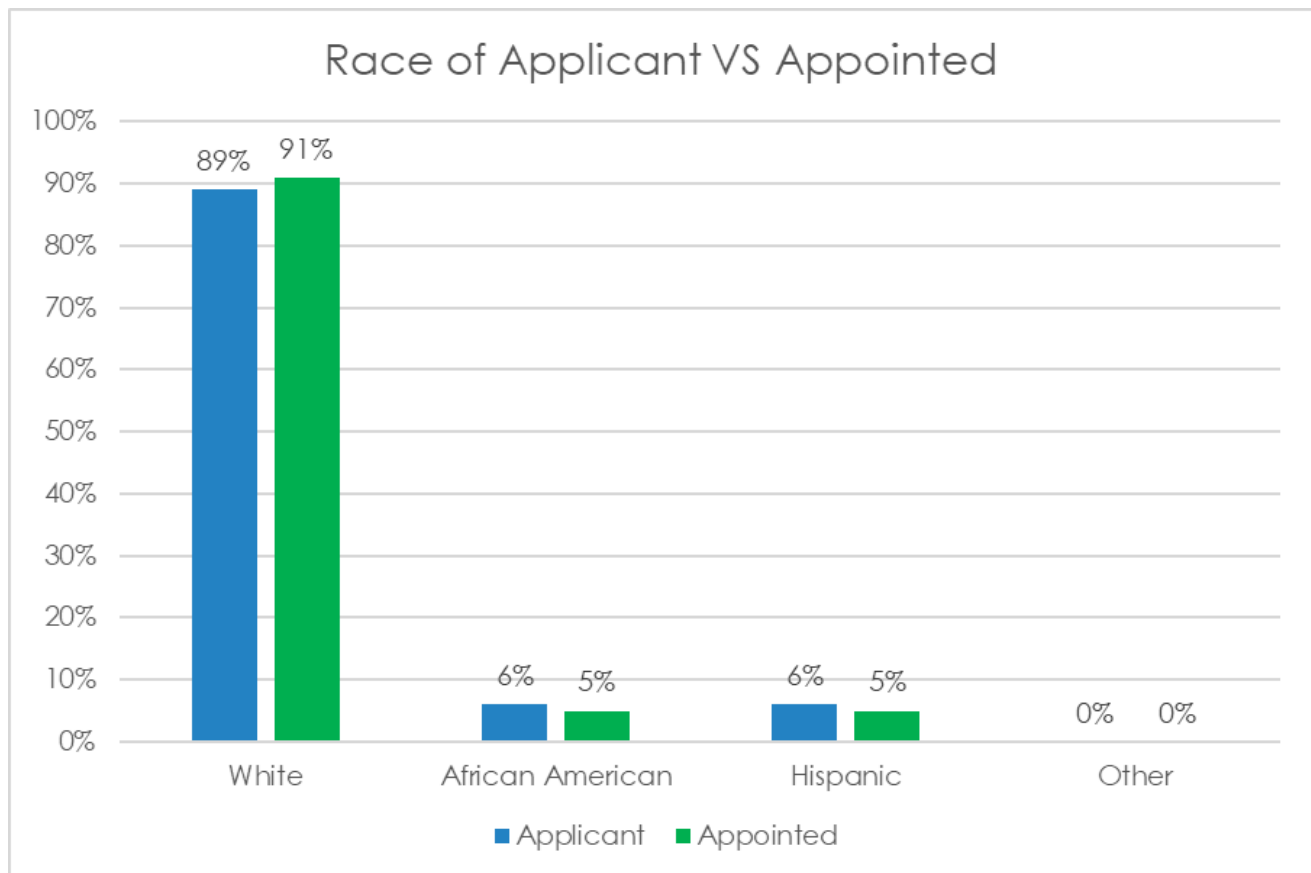
Below, looking at appointees compared to the general population, we see a significant overrepresentation of people who identify as White.



Looking at applications compared to the general population, we also see a significant overrepresentation of people who apply who identify as White.



Below the graph of applicants to appointees shows fairly equal representation across who applies and is then appointed. Although there is a slightly higher rate of appointments than applications for those who identify as White.



Overall, this data shows:

- Young Adults (under the age of 35) are underrepresented with 38% of adults in Moorhead being in that age range compared to only 9% of appointees with known ages. This jumps to 16% of applications, showing Young Adults are not being appointed at the rate they should ensure representation and efforts to recruit interested applicants are needed.
- Males apply at higher rates than the other genders, with 60% of applicants identifying as male. Overall, when comparing gender of applicants to appointees, there appears to be intentional efforts to select more equal number of male and female appointees. Additionally, 3% of applicants identify as gender diverse/gender conforming showing interest by diverse community members in being appointed.
- There is a significant overrepresentation of White residents than the overall population (91% of appointees to 80% of Moorhead residents). Although, it is hard to use this data as almost half of the appointees and applicants choose not to disclose this information when applying. Furthermore, based on the applicant data, with 89% identifying as White, there may be need for stronger recruitment of racial/ethnic diverse applicants.

In addition to many appointees and applicants choosing not to disclose demographic information, we also recognize that there are a few other limitations to this data analysis. First, we do not have access to addresses or which ward applicants or appointees reside in. This does not allow for analytics of targeted outreach within specific wards to ensure better representation of applications. Second, we want to honor additional areas of diversity that are not included in the three demographic questions but may be disclosed as part of the reason they are interested in serving. This could include, but is not limited to, disabilities, neurodivergence, LGBTQIA2S, immigration or migration, and lived experiences in recovery, homelessness, low-income or poverty, and violence.

Literature Review

As part of this data analysis, we believe it is important to provide research and best practices as part of a literature review. Much of the literature were journal articles found within the EBSCO database. Common phrases used were:

- Inclusive communities
- The importance of engagement for communities
- Benefits of inclusive communities
- Benefits of diverse communities
- Examples of inclusive communities
- Benefits of inclusion efforts within a community

The article was used if it provided information about why including all demographics within a community is

beneficial. It was also used if there were good examples of inclusion efforts and how they benefited a community. Other things considered were if a study was done that proved the benefits of diverse and engaged communities. Also, if the article proved that communities and their residents benefited economically, physically, mentally, or politically.

Common themes were presented throughout the articles that were used to promote the argument that an inclusive community benefits all the citizens within. The articles and their data show the importance of:

- Having a voice to promote economic resilience within communities.
- Addressing barriers of discrimination, information gaps, and prejudice helps promote a sense of safety and belonging within neighborhoods.
- All themes which point to when neighborhoods and communities are inclusive, it promotes the well-being, both physical and psychological, of everyone in a community.
- Studies show that reduced consumption of cigarettes and alcohol, as well as increased physical activity, and healthier nutrition, are all linked to more inclusive communities because more people have a say in their needs and are provided with more programs when these needs are addressed.

See Appendix B for articles included in this literature review.



Benchmark Communities

Benchmark communities help us provide an example of what other communities are doing to empower individuals and demonstrate efforts to improve the inclusion of underrepresented groups of people within local government through civic engagement and community building. It gives us ideas on ways to improve within our communities.

These benchmark communities were found within the literature review articles when they were used as examples of communities doing well with their efforts to build on inclusion. The others were found through the Welcoming America website which sheds light on inclusive communities working to ensure everyone belongs. After finding eight communities for consideration, three communities were selected that best matched Moorhead in demographic areas such as population, age of residents, and race of residents.

Willmar, MN sets a great example of how to create inclusive community locally in MN. Willmar is a small town with approximately 21,000 residents. It has similar characteristics to Moorhead in the categories of percentage of persons under the age of 5, percent of persons under the age of 18, percentage of people whose race is American Indian, percentage of people whose race is Asian, and percent of people who has two or more races. Willmar has 21 Boards and Commissions with 104 total people appointed. The members at appointed

through an application process where the applicant will be chosen and appointed by the City Council. Of these 21 boards, there is one that should be especially highlighted.

Vision 2040 Committee

Willmar Lakes Area Vision 2040 is a movement based on an evolving plan created by the citizens of the Willmar Lakes Area. The goal of this effort is to create a long-range plan for building healthy communities where people want to live, work, do business, and raise a family. Willmar's Vision 2040 Committee is focusing on its big project called "Vision 2040." Vision 2040 is a vision to create a healthy regional community where all people can meet their needs and participate in helping the region grow and prosper. They have several projects within this vision plan.

- **#LIGHTUPWLA-** Many events are included in this project as well as many ways people can be included. There are free downloadable coloring pages, an event to hang the light of friendship, you can send virtual hugs, people are encouraged to leave their porch lights on from 6:00 pm-8:00 pm to show support for the project, curbside Secret Santa, visit the lights at Robbins Island, printout to share a thank you to essential workers, and opportunities to hear performances by the high school choir, Jeff James, and Lutheran Loving Arms Child Care Center.

- Take A Stance Against Racism- A statement that businesses and individuals can sign to show their support of other races and to let people know their businesses are helping to take a stand against racism.
- Bounce Back Project- The Bounce Back Project promotes health through happiness, by focusing on tools to help people build resiliency. The program focuses on three main tools: gratitude, three good things, and random acts of kindness.
- Lutheran Social Services Senior Dining- provides a \$5 lunch for older adults ages 65 and up.
- Bike Share Program- provides low-cost rides to help people commute to work or run errands for a small dollar amount.
- Open Access Fiber Optic Network- provides low-cost, high-speed, reliable internet to every home and business.

The information regarding the demographic information of Willmar, MN was found at <https://www.census.gov/quickfacts/fact/table/willmarcityminnesota/PST045222>

Information regarding how members of the boards and commissions are appointed was found at https://www.willmarmn.gov/government/boards_and_commissions/index.php

Charlottesville, VA is another example of a similar community that has been putting efforts towards more inclusive communities. Charlottesville is similar to Moorhead with a population of 45,672. Charlottesville is also similar in terms of the percentage of persons under age 5, the percentage of persons 65 years of age and older, the percentage of people with two or more races, and their veteran population. They have 18 different boards and commissions. Members of the boards and commissions are appointed by the City Council and are encouraged to apply through the city's application process. These applications are assessed quarterly. There are a few boards and commissions that stand out in Charlottesville which include:

- Youth Council- The youth council advises the city council to inform the community about issues that affect youth and make recommendations for the city. Besides this, Charlottesville has a few different aspects of how they are putting initiatives towards community inclusion.
- Jefferson Area Community Criminal Justice Board - To oversee the operation of the Community Diversion Incentive Program funded by the State to divert non-violent felons to community service/treatment and away from prison.
- Minority Business Commission- To serve in an advisory capacity to City Council on The City's established policy of equal opportunity and nondiscrimination in procurement and business development; The City's efforts in promoting the startup of minority-owned

- **Social Services Advisory Board-** to advise the city council quarterly on the issues of the social welfare of the people in the city. They monitor and implement social welfare programs in the city, make recommendations on policy matters, and create an annual report regarding the budget for public welfare programs for the City Council.

- Steppingstones Report done on Community Well-Being of Children and Families in the Charlottesville/Albemarle Area.
- Community Resource Helpline- The Community Resource Helpline is designed to provide financial, career, and material support to families in need.

- Information regarding how members of the boards and commissions are appointed was found at <https://www.charlottesville.gov/235/Boards-Commissions>

Huntington, WV has a population of 46,637 people. Huntington is like Moorhead in the areas of population, percentage of race being white, percentage of residence race being African American, and percentage of Asian race. The city of Huntington is comprised of 8 Boards and Commissions. These members are appointed by the mayor and those choices are subject to approval from the Council. All public meetings are televised live on channel 24 for citizens to be included in and made aware of issues being discussed.

On April 19, 2017, Huntington proudly claimed the title of "America's Best Community" after being named the \$3 million grand prize winner in the America's Best Communities competition, a community revitalization campaign sponsored by Frontier

Communications, DISH Network, CoBank, and The Weather Channel.

Huntington also has a few community initiatives they are working on to increase representation for those underrepresented. These include:

- Project Shine is designed to provide free assistance to homeowners with minor home exterior repairs or accessibility upgrades through the City of Huntington's Planning and Development Department.
- Office of Communications' mission is to provide accountability to the public and transparency of government; establish and maintain an accurate public perception of the city; increase the visibility of the city on a local, state, and national level; inform citizens and city employees of programs, services, and innovations; and promote the city's achievements, activities, and significant events.
- Open to All - The "Open to All" campaign actively promotes an inclusive environment for all people in the City of Huntington. It is a product of the Huntington Mayor's Diversity and LGBTQ advisory committees.
- Huntington Innovation Project: Smart Cities Initiative
 - Fiber optic cables will bring high-speed connectivity to downtown businesses and homes in Huntington.
 - Creation of a fully developed Master Transformation Plan
 - The redevelopment of the old Northcott Court public housing project as a mixed-use development with a grocery store
 - Creation of a land-use redevelopment plan including an arts district and a sports/wellness district
 - The redevelopment of Hal Greer Boulevard into a complete street with access points for the Paul Ambrose Trail for Health (PATH)
 - Remodeling, strengthening, and expansion of A.D. Lewis Community Center and growing its programs.
 - Organization of a community development corporation to help carry out these initiatives.
 - New in-fill housing, Removal of blighted housing
 - Landscaping and improved lighting
 - Urban agriculture project
 - Special programs at Spring Hill Elementary School
 - The creation of jobs and programming are designed to uplift residents and allow them to achieve their full potential.

Information regarding how members of the boards and commissions are appointed was found at <https://www.cityofhuntington.com/city-government/boards-and-commissions/>

The information regarding the demographic information of Huntington WV was found at <https://www.census.gov/quickfacts/fact/table/huntingtoncitywestvirginia/PST045223>

Community Feedback

Of the 84 appointees on 11 boards and commissions, we got feedback from 12 appointee from 8 of the boards and commissions. Including:

- 1 out of 6 from the Airport Commission
- 4 out of 5 from Arts and Culture Commission
- 1 out of 5 from the Board of Appeals and Equalization
- 1 out of the 9 from City Charter Commission
- 1 out of the 7 from Economic Developmental Authority Board
- 1 out of the 4 from Human Rights Commission
- 2 out of 7 from Library Board
- 1 out of the 4 from Park Advisory Board

No one responded from the Planning Commission/Board of Adjustment, Public Housing Board, and Public Service Commission.

We were also able to get feedback from 4 out of 8 City Council members and from 7 of 18 identified of the Inclusive Moorhead members and leaders.

Feedback was collected in the form of an interview conducted by Creating Community Consulting's intern, either in person or over the phone. Separate interview questions were establish for appointees, Council Members, and Inclusive Moorhead partners/leaders. Similar questions regarding their experience, experience of appointees, and civic engagement were ask of all and included below. With this feedback, our intern was able to determine some common themes and summarized below.

What experiences do you think are important for people who serve as Appointed Board and Commission Members?

Throughout all the responses, the respondents considered these types of experiences to be important to have for those who are serving as our represented officials:

- Diversity of Experiences and Perspectives
- Representation
- Cultural Competency
- Professional and Personal Experiences (including lived experience)
- Service and Volunteer Experience
- Alignment with Board's Purpose
- Interest Knowledge
- Community Engagement
- Drive, Motivation, and Passion
- Openness
- Respect
- Commitment and Availability



Why do you think demographic information is or is not being filled out during the application process?

It was also a common theme that respondents believe information is not being filled out in the application process due to these reasons:

- Lack of transparency and communication
- Desire for more inclusive representation
- Concerns about privacy and data usage
- Discrimination and bias
- Stigma
- Unsure about relevance
- Emphasis on qualifications
- Just not required

What is the importance of collecting the application information? Why do you think it is important?

The responses show that

- Diversity of experience and perspectives
- An increase in community engagement
- Improved representation and equity
- Reflection of community demographics

are the reasons why we should continue to request this information on the application process, even possibly making it a requirement.

How is the public being informed on how to engage with you as a City Council Member and the City Boards and Commissions?

Respondents gave the following examples of ways the public has the opportunity to connect with their elected officials. :

- Digital engagement
- Opportunities to provide feedback at meetings
- Individual outreach
- Personal connections
- TV and Newspapers
- Open-door policies
- social media

There was also a consensus that boards and commissions could do better at reaching out and getting their events and information to the public.

The next few pages include specific questions asked of each group; Boards and Commissions Appointees, City Council Members, Inclusive Moorhead Members and Leaders, as well as one benchmark community interviewed. We used these responses to find more themes within the responses.

City Council

When applicants apply for a position and are not appointed, how are they being followed up with or engaged?

Respondents provided a consensus that no, they are not being followed up or engaged with. The reason given was there may not always be open spots available for specific positions. If there are no openings, applications may remain on file until a suitable opportunity arises. This suggests that the availability of positions can impact the engagement of applicants. Also, communication with applicants was a big discussion within this question. If applicants happen to be notified about their application being denied, there's a possibility they are informed that their application will stay in the application pool. If they are accepted, the council member in charge of the board will send the new member an email containing the next meeting agenda.

Are there opportunities for redirection if they fit better in a position they may not have applied for?

There's an emphasis on the initiative and desire of individuals to seek opportunities on other boards or commissions if there are no openings for the position they originally applied for. The redirection of applicants to apply for different boards or commissions is done on a case-by-case basis. It depends on factors such as the availability of openings, the fit of the applicant's skills and interests with other positions, and the preferences of individual council members. It was

stated that there is a limited frequency of appointments which may contribute to applicants needing to consider other options or staying engaged while waiting for opportunities. Each council member may only be aware of the boards or commissions they are directly involved with, which could lead to some applicants being overlooked or misunderstood in terms of their fit for other positions.

How do you feel civic engagement would change if there were more diverse voices serving within these roles (City Council and Appointed Board and Commissions)?

When asked this question, respondents emphasize that what truly matters for participation in boards or commissions is not demographic background, but rather a genuine love for the city and a drive to make positive changes within the community. There is a recognition of the value of inclusivity and broader community engagement. More engagement leads to a more inclusive representation of the population, allowing for a diversity of voices and perspectives to be heard. This fosters a sense of belonging and ensures that decisions are made with input from various segments of the community. It is noted that creating an environment where individuals feel comfortable providing comments or feedback is essential. Encouraging participation and providing opportunities for input can lead to a more transparent and responsive decision-making process.

Board and Commission Appointees

When people are appointed to a Board or Commission, how are they being trained and supported in their new position?

Many respondents mention a lack of formal training for board and commission members. They express concerns about being thrown into meetings without sufficient guidance or understanding of protocols and procedures. Some respondents mention informal onboarding processes, such as receiving documents or attending workshops before meetings. However, these processes vary widely and may not provide comprehensive training. There's a common sentiment that board and commission members often learn on the job, picking up knowledge and skills as they participate in meetings and discussions. Board and commission members often rely on other members for guidance and support, as well as informal sharing of knowledge and resources. While some respondents question the necessity of formal training, others emphasize its importance in ensuring that members are equipped to fulfill their roles effectively and make informed decisions.

What have you seen that has worked to keep your Board or Commission motivated?

Some respondent's express frustration with the lack of communication and engagement between meetings, highlighting a need for more follow-up and opportunities for discussion outside of formal meetings. The

presence of clear timelines and accountability mechanisms is mentioned as a motivating factor for board and commission members, helping to keep them focused and engaged in their work. The feeling of making a difference, contributing to progress, and seeing tangible results from their efforts is cited as a motivating factor for board and commission members. Working together with others who share similar passions and goals, and building off each other's ideas, is mentioned as a source of motivation and fulfillment for members. There's a sense that members should be self-motivated and committed to their roles, and that engagement and contribution should come from a genuine desire to serve the community.

Inclusive Moorhead Partners

How have you seen your work or community initiatives (nonprofit, activism, volunteer roles) be impacted by City Boards and Commissions or Elected Officials?

Concerns are raised about officials not understanding the struggles and needs of certain demographics, such as parents or the LGBTQ+ community, leading to a lack of representation and support for their issues. Some respondent's express frustration with the city council's responsiveness and support, particularly regarding issues related to funding, events, and community initiatives. Respondents shared issues with communication and engagement between community members and officials are highlighted, with some feeling that their efforts to

reach out and collaborate are not reciprocated or valued and concerns about the lack of apparent funding and opportunities, as well as perceived gatekeeping that prevents access to resources unless one knows the right people or has the right connections. The importance of boards and commissions in decision-making processes and community initiatives was emphasized by respondents, along with the need for representation and involvement from diverse groups. Highlighted as well is the importance of inclusivity, community engagement, and relationship-building for effective decision-making and the success of community initiatives. There is an expressed need for creating resources and support systems to encourage underrepresented groups to participate in decision-making processes and run for office.

Many respondents' express frustration with the lack of communication from city officials, particularly after they are elected. They feel that information is not readily accessible and that they must hunt down information themselves. Some also expressed frustrations with the city website for being difficult to navigate and inaccessible for certain individuals. There are concerns about selective marketing and outreach efforts, with some events and information being targeted towards specific groups or individuals. This selective approach leaves many feelings excluded or uninformed about important community

solutions to issues that may not be apparent to those outside the culture. There's a call for elected officials and decision-makers to be accountable to the communities they represent. This involves recognizing privilege, understanding community needs, and prioritizing the voices of marginalized groups. Access to resources, support, and opportunities for engagement is emphasized as essential for all community members, regardless of background or identity. Inclusivity in decision-making processes ensures that diverse perspectives are considered and addressed. Education and awareness are important in promoting understanding and acceptance across different communities. This includes learning from each other's experiences and perspectives to foster mutual respect and cooperation. Also, there would be encouragement to people to participate in civic processes, such as voting, is seen as vital for creating a more inclusive and representative society. Seeing individuals from one's community in leadership positions can inspire others to become more engaged in the political process.

Benchmark Community: Huntington, WV

Huntington provided feedback where they expressed that community engagement needs to be done by putting yourself out there and meeting with people where they are at, especially underrepresented communities. It was explicitly stated that it is the job of the city and its boards to reach out to the community if they want equitable engagement. This community also describes the importance of allowing city initiatives to be included in discussions and city processes to allow changes within the community and provide more experiences and expertise on issues to make sure people are represented.

They agreed there can always be more done to engage the population but providing opportunities for conversations and listening sessions by going out in public has been beneficial in increasing public engagement. When discussing how their city members are trained in their positions, it was discussed that all their city officials are trained in government basics. They are given an overview and history of their position and trained on how it is meant to operate. Some of their boards and commissions provide training on equity.

Recommendations

Based on the findings of this report and the data collected, we recommend

- Exploring collaborative approach between The City of Moorhead and Inclusive Moorhead to enhance citizen understanding and engagement with the functions of boards, commissions, and city governments.
- Through this collaboration, plans could be designated to strengthen outreach efforts to ensure that all residents are informed about opportunities for involvement and participation, especially those we are who are not currently engaging or applying for decision-making role such as females and gender diverse folks, individual under 30, and BIPOC (Black, Indigenous, and People of Color) community members. This will help The City in foster a more informed and inclusive civic environment. Outreach can be done through established organizations with a network like Inclusive Moorhead.
- City of Moorhead to consider including demographic information of elected officials and resident appointees in their reporting process as well as making it easily available to the public to promote the important of collecting this information and incentivize more people to respond by ensuring they are accurately represented.
- Updates should be made to all Board and Commission webpages. Some are outdated and do not include current appointees or information on roles and engagement opportunities. While this cannot be the sole option for

information sharing, an easy to navigate website with simple, straight-forward language and up-to-date information will be helpful to support increased engagement and recruitment.

- City of Moorhead should consider establishing more consistent training/onboarding for all resident appointees. Training similar to Huntington with city government basics, board/commission overviews, history of their position, how their board/commission is meant to operate, and its role compare to city council and other boards. Additionally, we would strongly recommend exploring equity and inclusive community engagement training for staff, elected officials, and appointees of boards and commissions.
- The City should explore ways to better engage with residents who have applied to boards and commissions. This may include making changes to the application process, such as in Charlottesville where applications are assessed quarterly or in other communities where applications are only collected when a vacancy is coming available.

Following the completion of this report, The City of Moorhead, Inclusive Moorhead Governance Committee Chair, and Creating Community Consulting gathered to review and come up with collaborative next steps to improve inclusive civic engagement and representation.



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Appendix A: Data Charts

Committee Applicant's Demographic Data					
Demographics in Total		Applicant Demographic Percentages		With Unknowns Removed	
Females	39	34%	are females	37%	are females
Males	64	56%	are males	60%	are males
Non-Binary	3	3%	are non-binary	3%	are non-binary
Unknown	9	8%	gender is unknown		
Ages 20-24	3	3%	are ages 20-24	3%	are ages 20-24
Ages 25-34	14	12%	are ages 25-34	13%	are ages 25-34
ages 35-44	36	31%	are ages 35-44	33%	are ages 35-44
ages 45-54	23	20%	are ages 45-54	21%	are ages 45-54
Ages 55-59	13	11%	are ages 55-59	12%	are ages 55-59
Ages 60-64	4	3%	are ages 60-64	4%	are ages 60-64
Ages 65-74	8	7%	are ages 65-74	7%	are ages 65-74
Ages 75-84	7	6%	are ages 75-84	6%	are ages 75-84
Ages 85+	0	0%	are aged 85+	0%	are aged 85+
Unknown	7	6%	age is unknown		
White	63	55%	are White	89%	are White
African American	4	3%	are African American	6%	are African American
Hispanic	4	3%	are Hispanic	6%	are Hispanic
Unknown	44	38%	race is unknown		
Total # Applicants: 115					

Current Committee Demographic Data					
Demographics in Total		Current Member Demographic Percentages		With Unknowns Removed	
Females	22	26%	are females	47%	are females
Males	25	30%	are males	53%	are males
Non-Binary	0	0%	are non-binary	0%	are non-binary
Unknown	37	44%	are unknown		
Ages 20-24	0	0%	are ages 20-24	0%	are ages 20-24
Ages 25-34	4	5%	are ages 25-34	9%	are ages 25-34
ages 35-44	15	18%	are ages 35-44	32%	are ages 35-44
ages 45-54	11	13%	are ages 45-54	23%	are ages 45-54
Ages 55-59	7	8%	are ages 55-59	15%	ages 55-59
Ages 60-64	2	2%	are ages 60-64	4%	are ages 60-64
Ages 65-74	8	10%	are ages 65-74	17%	are ages 65-74

Ages 75-84	0	0%	are ages 75-84	0%	are ages 75-84
Unknown	37	44%	are unknown		
White	39	46%	are white	91%	are white
African American	2	2%	are African American	5%	are African American
Hispanic	2	2%	are Hispanic	5%	are Hispanic
Unknown	41	49%	are unknown		
Total # Committee Members: 84					

Moorhead's ACS Demographic Data			
Demographics in Total		ACS Demographic Percentages	
Females	21,817	50%	of Moorhead's population are females
Males	22,043	50%	of Moorhead's population are males
Non-Binary	0	0%	of Moorhead's population are non-binary
Ages 20-24	5,105	12%	of Moorhead's population are ages 20-24
Ages 25-34	6,544	15%	of Moorhead's population are ages 25-34
ages 35-44	5,765	13%	of Moorhead's population are ages 35-44
ages 45-54	4,448	10%	of Moorhead's population are ages 45-54
Ages 55-59	2,499	6%	of Moorhead's population are ages 55-59
Ages 60-64	1,897	4%	of Moorhead's population are ages 60-64
Ages 65-74	3,142	7%	of Moorhead's population are ages 65-74
Ages 75-84	1,584	4%	of Moorhead's population are ages 75-84
Ages 85+	983	2%	of Moorhead's population are aged 85+
White	37,320	85%	of Moorhead's population are white
African American	2,618	6%	of Moorhead's population are African American
Hispanic	2,365	5%	of Moorhead's population are Hispanic
other	1,557	4%	of Moorhead's population are others
Total Population: 43,860			

Appendix B: Literature Review

Article 1: The Experience of Community Engagement for Individuals: a Rapid Review of Evidence

Topic/Question: rapid review of evidence of the effectiveness of initiatives that seek to engage communities in action to address the wider social determinants of health, to explore individuals' subjective experiences of engagement.

Methodology: The National Institute for Clinical Health and Excellence (NICE) community engagement program development group began with a review of literature involving complex social initiatives that involve both qualitative and quantitative data. The resources and literature used were found using nine different online research databases. Further, the literature was examined to determine which articles would best suit the initiative of exploring what effect community engagement has on a city and its population. To be further examined, the literature had to provide evidence of the experiences of active participants in community engagement efforts.

Summary/Discussion: Three categories of community engagement were found as themes in the literature. These themes were the subjective experience of engagement, the health impacts of engagement, and the psychosocial consequences of engagement.

The findings of the subjective experience of engagement show that the individuals actively involved in the community engagement initiatives and approaches experienced positive benefits of physical and emotional health, well-being, self-confidence, self-esteem, social relationships, and individual empowerment.

The health impacts of engagement were another common theme discussed throughout the literature. The evidence found within the literature suggests that people who are actively involved with the community showed improved physical fitness, healthier nutrition, and reduced cigarette and alcohol consumption.

It is suggested that the psychosocial consequences of engagement include increased self-esteem, self-confidence, perceptions of personal empowerment, and an increase in social relationships. It is also implied that cultural awareness and an increased understanding and trust between different groups of the population.

Attree, P., French, B., Milton, B., Povall, S., Whitehead, M., & Popay, J. (2010). The experience of community engagement for individuals: A rapid review of evidence. *Health & Social Care in the Community*, 19(3), 250–260.
<https://doi.org/10.1111/j.1365-2524.2010.00976.x>

Article 2: Exploring the Role of Community Engagement in Improving the Health of Disadvantaged Populations: A Systematic Review

Topic/Question: This study aims to examine the magnitude of the impact of community engagement on health and health inequalities among disadvantaged populations, which methodological approaches maximize the effectiveness of community engagement, and components of community engagement that are acceptable, feasible, and effective when used among disadvantaged populations.

Methodology: A systematic review was done following the Preferred Reporting Items for Systematic Reviews as well as using meta-analysis guidelines. A rating scale was used to provide the analysis to support the identification of the key Community Engagement (CE) components that link positive outcomes with CE processes, outcomes, and indicators. 24 total studies were analyzed in terms of these key features.

Summary/Discussion: 87% of the studies showed a positive impact on health behaviors, public health planning, health service access, health literacy, and other various health outcomes. Also examined was the beneficiary link between community engagement efforts and higher levels of community involvement. Community engagement models may lead to the improvement of health and health behaviors within all populations, even those who are considered disadvantaged.

Cyril, S., Smith, B. J., Possamai-Inesedy, A., & Renzaho, A. M. (2015). Exploring the role of community engagement in improving the health of disadvantaged populations: A systematic review. *Global Health Action*, 8(1).
<https://doi.org/10.3402/gha.v8.29842>

Article 3: Built Environment, Urban Vitality, and Social Cohesion: Do Vibrant Neighborhoods Foster Strong Communities?

Topic/Question: This paper presents and tests a model in which urban vitality mediates the relationship between built environment characteristics and neighborhood social cohesion, using survey and geospatial data from the Oslo metropolitan area.

Methodology: This paper addresses three research questions. (1) how is the built environment linked to urban vitality; (2) what is the relationship between the built environment and social cohesion; (3) what is the role of urban vitality in the link between the built environment and social cohesion? Data is collected to answer these questions using structural equation modeling (SEM). Online surveys were conducted with the inclusion of different languages to help receive data from the participants who were non-English speaking.

Summary/Discussion: This article discussed the role of urban vitality when developing and maintaining cohesive neighborhoods that provide opportunities for increased social interactions. Research demonstrates that neighborhood density, local amenities, and neighborhood proximity to the city center are associated with increased urban vitality whereas green space is linked to decreased urban vitality. Urban vitality is suggested to have a positive role in social cohesion. Implementation of small-scale initiatives beneficial to communities and social cohesion includes public space designs and the walkability of services and amenities.

Mouratidis, K., & Poortinga, W. (2020). Built environment, urban vitality and social cohesion: Do Vibrant Neighborhoods Foster Strong Communities? *Landscape and Urban Planning*, 204. <https://doi.org/10.1016/j.landurbplan.2020.103951>

Article 4: Community Building

Topic/Question: the analysis of successful community endeavors to address poverty from five traditions of community work: faith-based institutions and settlement houses; mass-based community organizations; structured citizen participation; community-based development organizations; and the more recent comprehensive community initiatives to address poverty.

Methodology: This report analyzes different community endeavors to address poverty through different lenses of community work that were done successfully. Through this analysis, seven characteristics were found to be common themes throughout the literature. The underlying theory that ties all these efforts together is the theory of community building. With the conclusion of these ideas, recommendations were made regarding the field of practice, financial support, technical assistance, public and philanthropic policy, and higher education.

Summary/Discussion: It is recommended that all public, private, non-profit, community-based, and philanthropic organizations should adjust their businesses to focus on the community-building approach. Institutions already involved should consider focusing on new collaborations to improve their efforts. Local governments are encouraged to orient their programs to make partnerships with community builders a priority. Lastly, priority should be given to strengthening locally based intermediaries to support the idea of community building and interests.

McNeely, J. (2000). Community building. *Journal of Community Psychology*, 27(6).
[https://doi.org/10.1002/\(sici\)1520-6629\(199911\)27:6<741::aid-jcop8>3.3.co;2-m](https://doi.org/10.1002/(sici)1520-6629(199911)27:6<741::aid-jcop8>3.3.co;2-m)

Article 5: Outcomes and Indicators of Welcoming and Inclusive Communities and Workplaces Initiatives

Topic/Question: The literature review serves two purposes: to inform the evaluation of the Welcoming and Inclusive Communities and Workplaces Program (WICWP) and to support community organizations by providing a research base from which to draw for planning purposes, knowledge development, and exchange, and public education.

Methodology: To conduct this literature review, sources were derived from databases such as the Humanities and Social Sciences Index, the Metropolis Institute's database of research, and other non-government and public sector websites. Sources were narrowed down to have been published within the last eight years. Key themes and outcomes were combined from the articles to provide information regarding the outcomes and indicators of having inclusive communities and workplaces.

Summary/Discussion: The literature in this review is focused on the ideas of welcoming and inclusive communities and their effects on social, political, cultural, and economic outcomes. These outcomes can be combined into 5 main outcomes. Outcome 1) an enriched strengthened cultural and social fabric of society where there is support for the equality of all in economic, social, cultural, and political life. Outcome 2) Communities and workplaces are vibrant and inclusive. Outcome 3) Immigrant newcomers view all BC communities as being welcoming destinations. Outcome 4) The Community adopts integration as a two-way process, which involves commitment on the part of newcomers to adapt and society to welcome and adapt to new peoples and cultures. Outcome 5) Public institutions and workplaces reflect the diversity of the population. Of these outcomes, three key themes were derived: social inclusion, civic participation, and economic integration.

Thompson, M. (2008). *Outcomes and indicators of welcoming and inclusive ...* Affiliation of Multicultural Societies and Service Agencies . https://www.amssa.org/wp-content/uploads/2015/05/WelcomeBC_report.pdf

Article 6: Restoring the Balance between People, Places, and Profits: A Psychosocial Analysis of Uneven Community Development and the Case for Placemaking Processes

Topic/Question: This analysis examines the psychosocial processes that produce and are produced by these unequal and segregated settings, as well as the causes and correlates of this imbalance in the context of the United States.

Methodology: Empirical literature is reviewed exploring the harmful consequences that inequality entails for individual and societal well-being, arguing the effects of inequality on communities. Dominant social constructions of the public and the way they have limited participation for the majority of members are examined, with an emphasis on low-status social groups. After the literature is reviewed, the Placemaking process is proposed to guide communities to be sustainable in their developments and promote place attachment, community cohesion, and civic participation.

Summary/Discussion: This paper examined sources to understand the consequences of exclusion and inequality in development processes. It also advances placemaking to promote equitable and sustainable development. The study concludes that the privileging of private elite interests over investment in public places and resources has contributed to increasingly unequal, segregated, consumer-oriented, polluted settings, inhabited by increasingly alienated, passive, and discontented populations. Excluding majorities of people from participating creates a separation of distinct classes which depicts the illusion that the public should not be making decisions on their own, which through research is proven to be untrue and detrimental to communities. This article aims to provide the placemaking strategy to override the hierarchy that typical government systems create and rather provide space for those who are historically unrepresented to have a chance to be part of the decision-making in their communities, ultimately advancing equity, social responsibility, community orientated, active members of the public.

Toolis, E. E. (2021). Restoring the balance between people, places, and profits: A psychosocial analysis of uneven community development and the case for placemaking processes. *Sustainability*, 13(13). <https://doi.org/10.3390/su13137256>

Article 7: Inclusive Recovery in US Cities

Topic/Question: Through discussions with individuals, an in-person convening, and a review of literature, a set of key lessons is identified as well as common “building blocks” that can help support progress on inclusion during a city’s economic recovery. The purpose of this paper is to discuss the gaps in how inclusive communities result in economic growth and recovery, rather than how inclusion benefits an already growing community.

Methodology: To understand the ways inclusive communities, foster growth and recovery, an empirical analysis was done to describe how economic health and inclusion interact together in US cities. Trends are found and discussed between economic health and inclusion among a range of both larger and smaller cities that show signs of economic recovery. Of these cities assessed, four of them outperformed the rest on said inclusion measures during the recovery process. Discussions with individuals, in-person convening, and review of literature were all used to identify the main themes and lessons that support the progress on inclusion during times of economic recovery. Both qualitative and quantitative data are found and provided through this source.

Summary/Discussion: Common elements of an inclusive recovery and important implications for practice are identified in this article. This article reports that it is important for communities to adopt a shared vision, inspire and sustain bold public leadership, recruit partners from across sectors, build voice and power, leverage assets and intrinsic advantages, think and act regionally, reframe racial and economic inclusion as integral to growth, and adopt policies and programs to support inclusion.

Poethig, E. C., Greene, S., Stacy, C. P., Srini, T., & Meixell, B. (2018, April 25). *Inclusive recovery in US cities*. Urban Institute.
<https://www.urban.org/research/publication/inclusive-recovery-us-cities>

Article 8: Promoting Neighborhood Diversity

Topic/Question: This paper summarizes the substantial body of evidence that residential segregation undermines the well-being of individuals, communities, and American society.

Methodology: This paper utilized literature to provide an argument for the idea that racial segregation weakens minority neighborhoods, creates poverty and distress, and creates high costs for society. The benefits of inclusive communities include stable environments, providing more opportunities for interaction, reliable childcare opportunities, healthy recreational activities, and less exposure to violence. Analysis of census data is also utilized in this paper to examine the racial and ethnic composition of the 100 largest metropolitan areas to determine how racially diverse the city's population is.

Summary/Discussion: Discrimination, information gaps, stereotypes and fears, and disparities in purchasing power all work together to perpetuate segregation, even though many Americans, minority and white, say they want to live in more diverse neighborhoods. Although there have been large strides in creating more diverse communities, there is evidence that suggests Americans are still in communities that are less inclusive and diverse than they should be. Strategies to overcome this issue should be comprehensive and nuanced. It is important for the city and federal governments to be involved in this process. Collective efforts between governments, nonprofits, local businesses, and the collective population can foster healthy and sustainable communities for all members.

Turner, M. A., & Rawlings, L. (2009, August). *Promoting neighborhood diversity: Benefits, barriers, and ...* The Urban Institute .
<https://www.urban.org/sites/default/files/publication/30631/411955-Promoting-Neighborhood-Diversity-Benefits-Barriers-and-Strategies.PDF>

Appendix C

1-11-1: FINDINGS, DECLARATION OF POLICY AND PURPOSES:

A. Findings: The City Council finds that arbitrary and unfair discrimination against any person, whether resident or visitor, in the City adversely affects the health, welfare, peace and safety of the community, in particular, but not limited to, any discrimination because of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, sexual orientation, and familial status. Discrimination demeans the dignity of persons, threatens the rights and privileges of the inhabitants of this City, and menaces the institutions and foundations of democracy.

B. Declaration Of Policy And Purpose: It is the public policy of the City and the purpose of this chapter:

1. To encourage all persons, whether individual or corporate, to join in establishing and preserving full and true equality among all residents and visitors in the City;

2. To provide any person having a complaint with regard to discrimination or denial of equal opportunity or treatment with the right to appear before a local commission and be heard with regard to the complaint;

3. To declare, as civil rights, the rights of all persons to equal opportunities in obtaining employment, education, housing, public accommodations, public services and credit, in particular, but not limited to, equal opportunity without regard to a person's race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, sexual orientation, or familial status;

4. To seek an end to any arbitrary and unfair discriminatory practices existing in the City with regard to education, employment, housing, public accommodations, public service and credit, in particular, but not limited to, any discriminatory practices based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, sexual orientation, or familial status;

5. To protect all persons from unfounded charges of discrimination; and

6. To effectuate the foregoing policy by means of public information and education. (Ord. 2017-7, 7-10-2017)

1-11-2: HUMAN RIGHTS ACT ADOPTED BY REFERENCE:

A. Definitions: The definitions under the Minnesota Human Rights Act, as such definitions and section may be from time to time amended, supplemented or replaced, are hereby adopted and by reference made a part of this chapter as completely as if set out herein in full and shall be applicable within the City.

B. Exemptions: The exemptions listed in the Minnesota Human Rights Act, as such exemptions and section may be from time to time amended, supplemented or replaced, are hereby adopted and by reference made a part of this chapter as completely as if set out herein in full and the sections of this chapter shall not be applicable thereto.

C. Unfair Discriminatory Practices: The unfair discriminatory practices listed in the Minnesota Human Rights Act, as such practices and section may be from time to time

amended, supplemented or replaced, are hereby adopted and by reference made a part of this chapter as completely as if set out herein in full and shall be applicable within the City. The adoption of these practices is not meant to limit complaints with regard to discrimination or denial of equal opportunity or treatment that may be heard under this chapter but rather to concur with the State of Minnesota as to certain particular unfair discriminatory practices. (Ord. 2005-26, 10-3-2005)

1-11-3: HUMAN RIGHTS COMMISSION ESTABLISHED:

A. Establishment: There is hereby established a Human Rights Commission for the City of Moorhead.

B. Purpose: The purpose of the commission is to secure for all persons, whether residents or visitors, equal opportunity in education, employment, housing, public accommodations, and public services, and full participation for all Moorhead citizens in the affairs of this community.

C. Composition, Appointment, Removal And Compensation:

1. The commission shall be comprised of representation from significant minority populations within the community as well as various institutional and community groups.

2. The commission shall consist of seven (7) members; four (4) members shall be appointed at-large by City Council members from each ward; two (2) members shall be appointed by the Mayor; and one City Council member designated by the Mayor, in accordance with the City's policies for appointments and removal for citizen advisory groups. Mayor and City Council should strive for membership diversity by appointing one student member 12 - 18 years of age, three (3) members representative of marginalized populations and others which have been historically discriminated against; of these three (3) members, two (2) should be representative of separate populations.

3. Members of the commission shall serve without compensation.

D. Terms Of Members, Vacancies: The seven (7) members of the commission will be appointed for a term of three (3) years. A member of the commission serves until the member's successor is appointed and qualifies. A member of the commission may not serve more than two (2) full three (3) year terms. Any member appointed to complete a partial term will be eligible thereafter for appointment to two (2) additional full three (3) year terms.

E. Meetings, Officers, And Annual Report:

1. The commission shall meet upon a regular schedule adopted by it, and may meet additionally at the call of its Chair or any two (2) members.

2. The commission shall, at its annual meeting in February, elect a Chair and Vice Chair.

3. The commission shall make a regular report of its activities to the Mayor and the Council each year, and shall submit such report in writing annually before April 1. The report shall include a listing of all speaking engagements and other educational activities of the commission; the number of commission meetings held, together with the

names of those in attendance; the activities of commission subcommittees; and such other information as the commission may deem appropriate.

F. Commission Duties And Responsibilities:

1. The commission shall foster, through education and public information, general awareness and understanding of human rights issues and laws in the community.

2. The commission shall enlist the cooperation of the agencies, organizations, and individuals in the community, and shall cooperate with the human and civil rights agencies of other communities in an active program directed to create equal opportunities and equal rights for all persons, in particular, but not limited to, equal opportunities and equal rights for persons regardless of their race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, sexual orientation, or familial status.

3. The commission shall annually recognize individuals and groups for their contribution to furthering human rights in the community.

4. The commission shall advise the Mayor, City Council, and City Manager on human relations and civil rights issues and recommend to the Mayor, City Council and City Manager the adoption of such specific policies or actions as are needed to provide for full equal opportunity in the community. Upon request, the commission may provide similar such advice and recommendations to the Board of Education and Superintendent of Independent School District 152.

5. The commission shall call such meetings, hearings and conferences as may be needed to effectuate the purposes and policies of this chapter.

6. The commission shall govern its own affairs and adopt reasonable rules of practice and procedures, provided, that any such rules and any amendments thereto, prior to taking effect, shall be approved by the City Council.

7. The commission shall not seek to impose penalties nor shall any penalties be imposed by the City under this chapter.

8. The commission shall inform any persons seeking to resolve their disputes through the commission of their rights to pursue a claim through the Minnesota Department of Human Rights. (Ord. 2017-7, 7-10-2017)