OPERATIONALIZING EQUITY

Collaborative Stakeholder and Community Engagement

September 22, 2025

Mackenzie Love, AICP

Transportation Planning Division

Tracee Strum-Gilliam, AICP

Moderator

Dionne Hines, AICP

SOTP Co-Editor



Definitions and Future Events

Equity Statement for 2025 State of Transportation Planning Report

Equity in planning starts with a broad perspective of equity as fair and just inclusion in a society where everyone can participate and thrive. Equity in transportation planning is a value-driven approach that recognizes the inequities that past discriminatory practices may have caused. These inequities need to be considered and ideally rectified in current transportation planning activities. The transportation planning community strives to provide transportation improvements through a holistic approach, recognizing that communities have unique needs and challenges. The goal of these efforts is a society where everyone shares in the benefits and burdens of the overall transportation system.

UPCOMING EVENTS

November 20 – Transit and Active Transportation

January 29 - Community and Economic Opportunity

Moderator

Traceé Strum-Gilliam, AICP



Traceé Strum-Gilliam, AICP, heads PRR's Baltimore office, and leads East Coast Business Development in her role as the East Coast Transportation Sector Lead. She also focuses on strategic planning, environmental justice analysis, grassroots outreach, and consensus building on high-profile projects throughout the Mid-Atlantic Region.

Presenters









Brenda Kayzar, PhD

Brenda is the founder and collaborative strategist of Urbane DrK Consulting. She brings a hybrid of experience in finance and academia to her work navigating government institutions and nonprofits toward fair and sustainable outcomes. She recently co-authored an APA handbook on creative placemaking in rail transit corridors and co-produced a study on arts and culture's value in mitigating the impacts of transportation infrastructure on underserved communities for the Minnesota Department of Transportation.

Katie Caskey, AICP

Katie has over 15 years of experience in the infrastructure industry, specializing in public engagement, strategic communications, and policy planning. As HDR's director of transportation strategic communications, Katie leads a team of over 160 full-service communications, engagement, and creative practitioners who focus on connecting people to the projects and services that move communities forward.

Grace Zheng, AICP

Grace Zheng is a certified urban planner with experience spanning public and private sector projects across transportation, land use, and community development. As a Transportation Planner at WSP, Grace has contributed to a range of initiatives including transportation safety studies, strategic and master planning, and environmental assessments. Grace holds a Master's degree in City Planning from the University of Pennsylvania and brings a deep commitment to inclusive planning practices that elevate underrepresented voices.

Sascha Sabaroche

Sascha Sabaroche is a Transportation Professional with over 26 years of progressive experience in the Civil Engineering industry. She is pursuing a Ph.D. in Urban Planning and Environmental Policy at Texas Southern University, concentrating on Transportation Planning and Engineering. Her research integrates technical, regulatory, and environmental dimensions of transportation systems.

Utilizing Arts and Culture to Mitigate the Negative Impacts of Transportation Infrastructure on Communities

Research Team: Dr. Brenda Kayzar, Urbane DrK Consulting

and Dr. Julie Cidell and Andrea Pimentel Rivera, University of Illinois



2025 State of Transportation Planning Webinar Series

Expected Research Outcome: MnDOT Academic Research Solicitation

- Demonstrate that integrating arts and culture into transportation planning practice advances
 - Planning objectives
 - Ensures equity and community well-being

Provide the tools to facilitate the integration

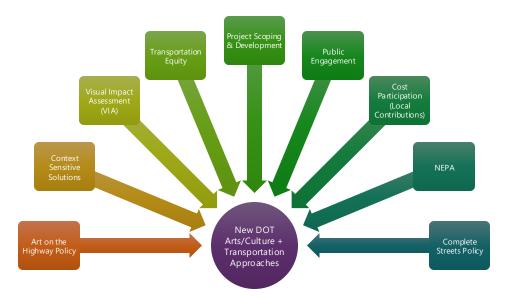
Project specifics

Financial, organizational, collaborative, and equity-based contexts of 9 case study projects and 4 Artist in Residence programs

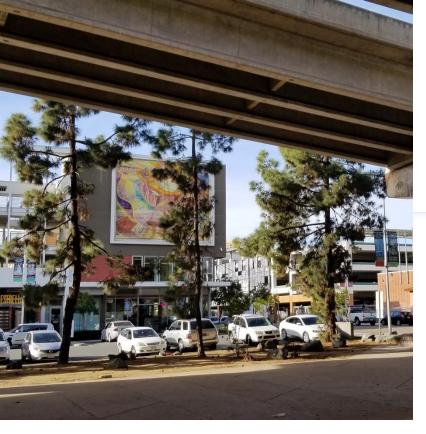
- Interviews
- Archives
- Fieldwork



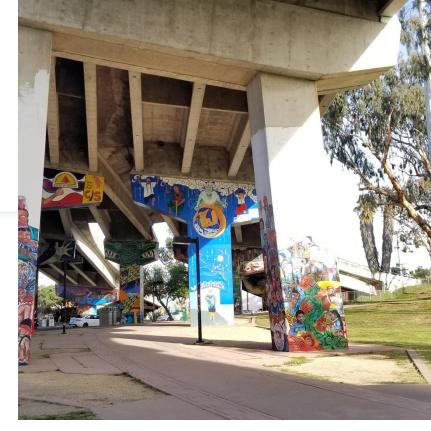
Research: Presentations & Plans









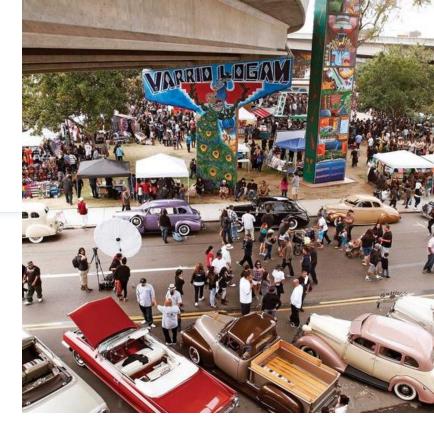


Chicano Park

Barrier, disconnect, disruption







Chicano Park

Community, gathering, third space, sense of place

Findings

Strong evidence for integrating arts and culture into transportation planning and implementation policies and practices

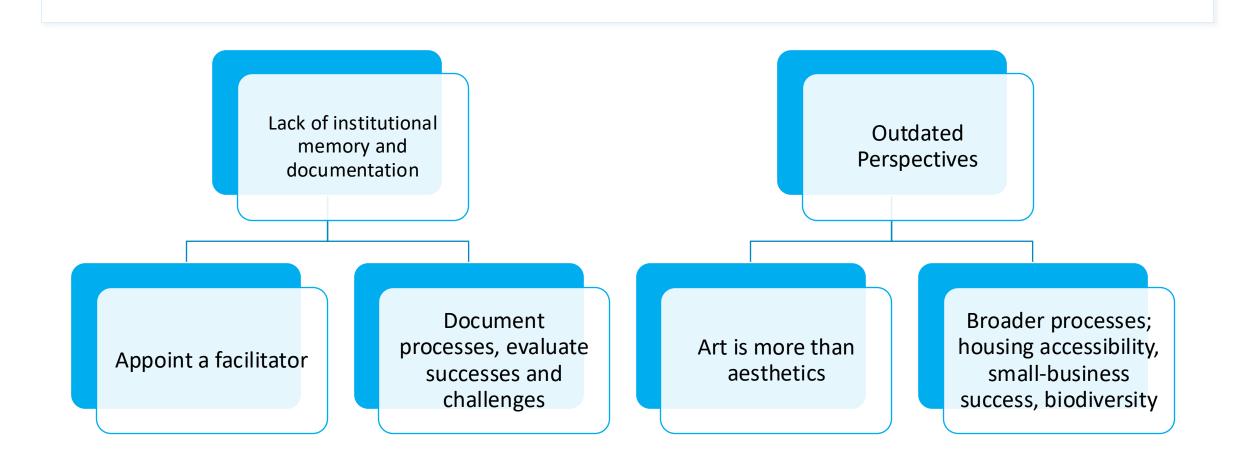


Findings: institution-community relationships

Community trust is incredibly important and incredibly fragile

- Build better community relationships
- Improve communication
 - Reach communities not traditionally heard from
 - Enhance existing outreach methods
 - Educate DOT staff about local cultural knowledge
 - Gain community respect

Findings: internal to the institution





Take Aways:

Why use arts and culture?

- Better connections, trust
- Past and present harms

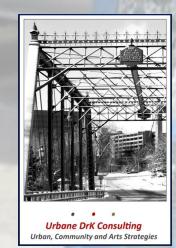
CityMaking JeHow to do it?

- Beyond public art
 - Artists as consultants
 - Institutionalize policy, practice









Creative Placemaking

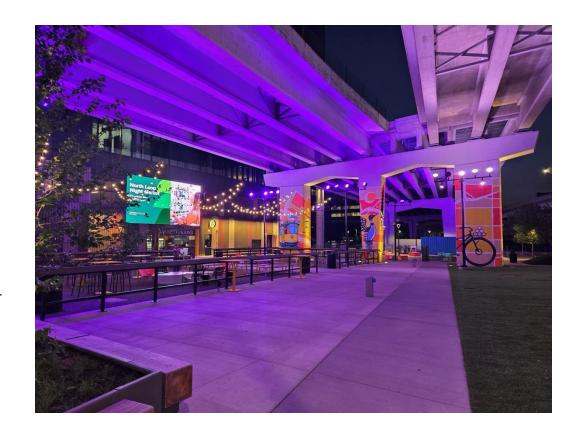
Mitigation, engagement, social and environmental justice and livability

Public Art

Community Engagement

Creative Placemaking

 "In creative placemaking, public, private, not-forprofit, and community sectors partner to strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities." ~NEA



Defining a role for Creative Placemaking



Public Art

 Partnering with the community to develop an artistic embellishment as part of transportation infrastructure or in the area around the infrastructure

Engagement

- Using artistic practice to envision transportation projects, practices or policies in a different way
- Using arts and cultural activity to better engage community members
 - Enrolling artists and culture bearers in the engagement process
 - Using artistic practice to 'speak' across cultural differences

Resources for Creative Placemaking Projects

Transit and Transportation Focused Studies

- Arts, Culture and Transportation: A Creative Placemaking Field Scan, Smart Growth America, 7 Transportation Case Studies: https://www.smartgrowthamerica.org/knowledge-hub/resources/arts-culture-transportation-creative-placemaking-field-scan/
- Utilizing Arts and Culture to Mitigate the Negative Impacts of Transportation Infrastructure on Communities, Minnesota Department of Transportation study, 9 case studies and 4 artist-in-residence programs:

 https://researchprojects.dot.state.mn.us/projectpages/pages/projectDetails.isf?id=27242&type=CONTRACT&iftfdi=&iffi=projectDetails?id=27242&type=CONTRACT
- Creative Placemaking in Rail Transit Corridors, American Planning Association Handbook, 8 case studies: https://planning.org/knowledgebase/resource/9261662/

Creative Placemaking Resources

- Routledge Handbook of Urban Cultural Planning: <a href="https://www.routledge.com/The-Routledge-Handbook-of-Urban-Cultural-Planning/Amirtahmasebi-Schupbach/p/book/9781032509907?srsltid=AfmBOooMHj6KVYGwMNEvULgRWLB5jvb4kFY7rqQoehVGPwQ6AT7WfqCq
- National Endowment for the Arts: https://www.arts.gov/impact/creative-placemaking
- Americans for the Arts: https://www.americansforthearts.org/by-topic/arts-civic-design



Participant compensation

The state of the practice and recommendations for an emerging tactic in infrastructure public engagement

Katie Caskey, AICP Transportation Strategic Communications Director



Background

Types of compensation:

- Cash or cash equivalent compensation like gift cards
- Non-cash compensation like meals, childcare, or free transportation to/from events
- Paid partnerships with community-based organizations in which the CBO implements aspects of the engagement on behalf of the project

The why:

- Updated federal guidance
- Increasing interest among agencies/infrastructure owners
- Changing expectations of community
- More questions than answers

Findings

- Participant compensation in infrastructure public engagement is not rare
- 2. It currently takes many forms
- 3. It has the potential to help achieve certain engagement goals and is worth consideration
- 4. Its effective use is complex



Practitioner survey results

82%

of survey participants **agreed or strongly agreed** that participant compensation should be considered as part of infrastructure public engagement

Percentage of survey participants who **agreed** or **strongly agreed** that it should be considered as part of infrastructure public engagement:

89% CBO partnerships

86% non-cash

60% cash or cash-equivalent

Results, cont.

The most common **top reasons** for considering participant compensation:

24% Increase participation from underrepresented groups generally

23% Increase overall participation

18% Increase participation from Environmental Justice/Title VI populations specifically

Most agreed upon **potential benefits**:

- Increase participation
- Acknowledge the value of people's time
- Enable participation
- Increase representativeness

Most agreed upon **potential concerns**:

- May lead to non-effected people participating
- May pressure support



Literature review takeaways

- 1. Incentives generally work to increase participation in surveys and studies
- Money is usually the most effective, especially when given upfront
- 3. The size of the incentive matters, but there are diminishing returns
- 4. Different groups will respond differently to incentives
- 5. How people feel about the incentive is more important than the actual incentive

Takeaways, cont.

- 6. There are ethical concerns about incentives, especially with vulnerable groups or when large amounts of money are involved
- 7. Using incentives can change who participates in a study, which could affect the results
- Incentives don't seem to lower the quality of responses
- 9. Other strategies can also increase participation and should be considered
- 10. More research is needed to fully understand how incentives work in different situations





Participant compensation is complex

Key questions

- Should the goal of infrastructure public engagement always be to maximize participation?
- Do the potential benefits of participant compensation outweigh the risks?
- Are the risks related to using participant compensation greater than the risks of not using it?
- How do practitioners best implement participant compensation if they decide to use it?

A Decision-making framework for participant compensation in infrastructure public engagement

Considerations for if you should use compensation:

- What are your engagement goals?
- Do you need statistically representative results?
- What incentives and barriers already exist in your process?
- Are you restricted from implementing participant compensation?

Considerations for how you use compensation:

- Who should compensation be directed toward?
- What should be compensated?
- What type of compensation should you use?
- How large should the compensation be?
- What are the potential unintended consequence?

Recommendations for Practitioners Project planning

- Be intentional and document your rationale
- Review relevant policies and laws
- Consult with the community
- Seek an independent review





Recommendations, cont.

Scoping and budgeting

- Understand what payment mechanisms you have available
- Include participant compensation explicitly in your scope
- Include funding for it explicitly in your budget

Recommendations, cont.

Implementation

- Include in your engagement plan and follow your plan
- Track all payments
- Track participant levels and characteristics, as appropriate for the community context
- Document lessons learned





Recommendations for Organizations

- Establish guidance with clear direction but flexibility
- Review related policies and procedures for consistency
- Identify an internal owner
- Establish a process for independent review
- Create templates
- Provide training
- Build a library of examples

Get in touch!

Katie Caskey, AICP

Transportation Strategic Communications Director

Katie.Caskey@hdrinc.com

Full research report available this fall via email and HDR website.



Realizing Equity: Acknowledgement and **Participatory Tools**

Milwaukee County Complete Street Grace Zheng, AICP





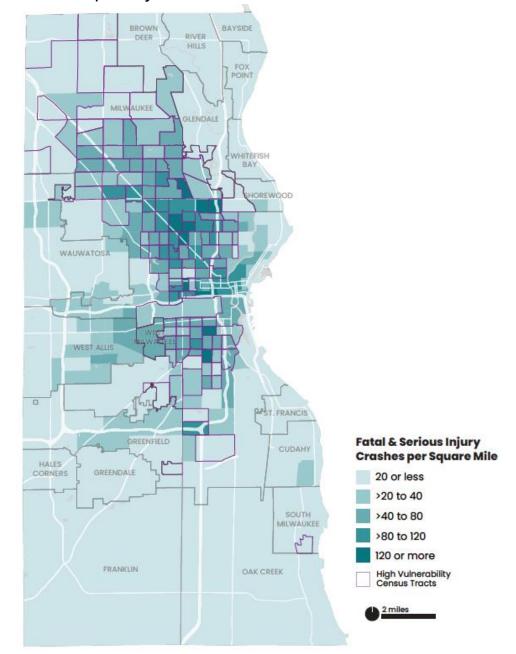


Agenda

01	Project Contexts
02	Acknowledging Inequity
03	Participatory Tools for Engagement
04	Take-aways

Project Context

- Roadway fatality and serious injuries are stagnant in Milwaukee County
 - 81 People Die Every Year in Milwaukee County Crashes
- Reckless driving is also a pervasive equity issue
 - Communities feel uneven impacts



Project Context

Phase 1:

Safety Assessment

+

Safety Roadshow 2023

(22 public meetings)

Phase 2:

Safe Streets Workshop

+

County Safety Action Plan

2024

(5 public workshops)

Phase 3:

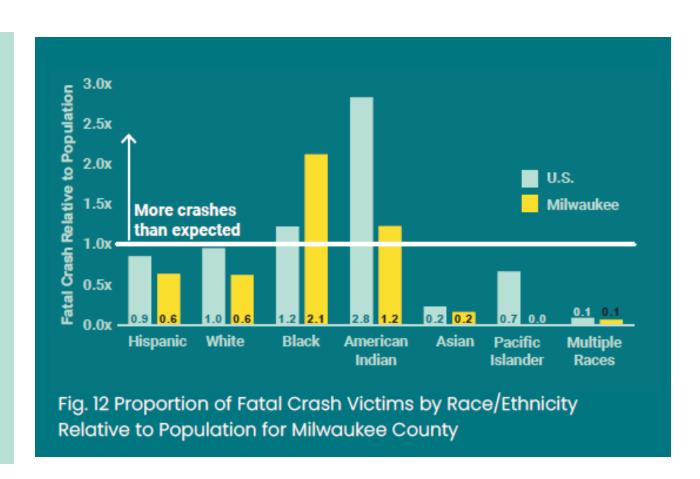
Municipal Stakeholder Engagement

+

Municipal Safety Plan 2025

Acknowledging Inequity

- Be honest and clear on the facts by acknowledging existing inequity in the system
- Provide platform for people to share their sorrow and grief, so that community could build trust and have more active participation





Mapping Mobility Tool



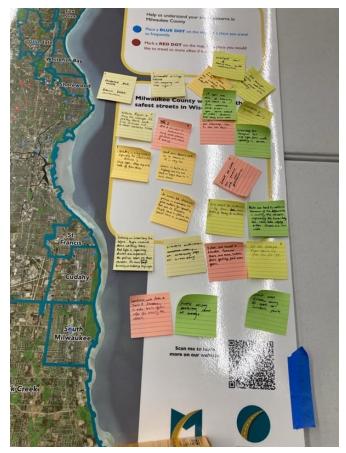
Corridors of Concerns
Questionnaire



Safe Street Discussion







Mapping Mobility Exercise



Mapping Mobility Tool



Corridors of Concerns
Questionnaire



Safe Street Discussion





Community Questionnaire



Engagement Findings



Mapping Mobility Tool



Corridors of Concerns
Questionnaire



Safe Street Discussion





Safe Street Discussion



Mapping Mobility Tool



Corridors of Concerns Questionnaire



Safe Street Discussion







Kids Designing Roadways



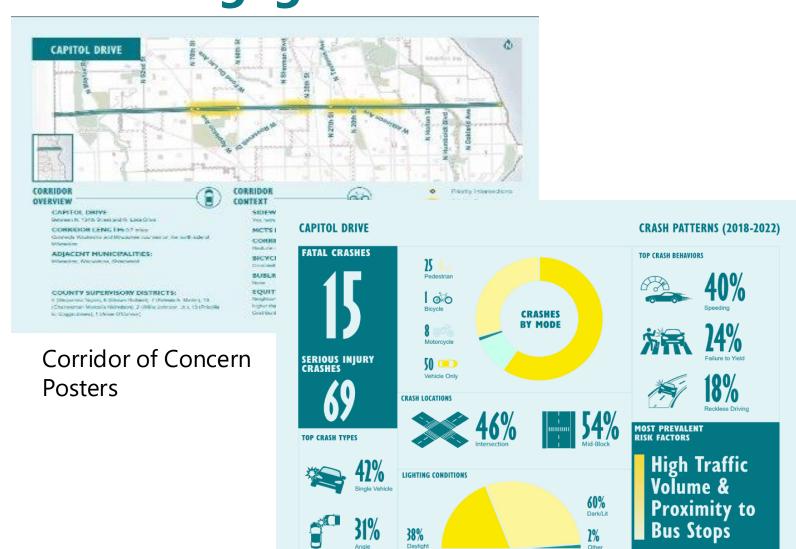
Community
Corridor of Concern



Safety Toolkit Boards



Questionnaire



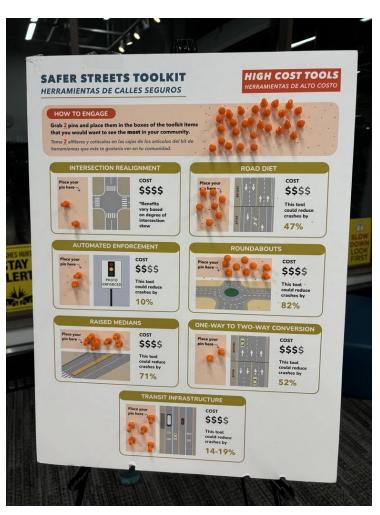




Safety Toolkit Boards



Questionnaire

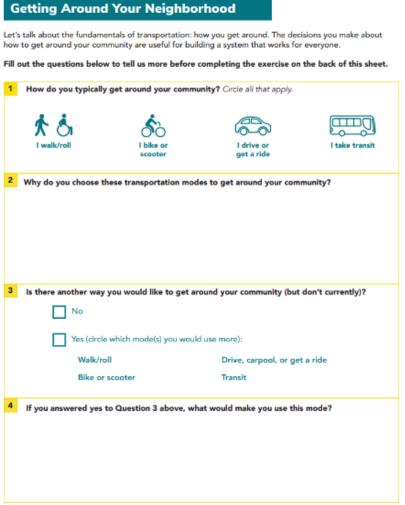


Safety Toolkit (high-cost tools)



Voting for Safety Tools





A commitment to traffic safety requires all of us to do our part. I drive safely for... Share this with your neighbors and see how they contribute to safer streets A commitment to traffic safety requires all of us to do our part. I make my streets safer by...

Share this with your neighbors and see how they contribute to safer streets

DON'T FORGET THE BACK SIDE! ----

Takeaways

- Acknowledge inequities upfront – build trust to allow active participation
- 2. Use engaging and interactive participatory tools invite instant communications for deeper feedback
- 3. Translate feedback into action keep momentum for multi-year projects

Share of Projects in High Vulnerability and/or Disadvantaged Census Tracts

	High Vulnerability Census Tracts	USDOT Disadvantaged Census Tracts
% of Projects (by Number)	56%	64%
% of Priority Projects (by Number)	56%	64%
% of Projects (by Cost)	52%	64%
% of Priority Projects (by Cost)	58%	66%
% of Fatal and Serious Injury Crashes	49%	60%



*indicates priority location

Thank you

Milwaukee County Complete Communities Transportation Planning Project

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Grace.zheng@wsp.com

Jeff Sponcia

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URBAN PLANNING THAT INCORPORATES THE OPTIMAL TRANSPORTATION SYSTEM CONNECTIVITY FOR BLACK SOCIOECONOMIC BENEFITS.

2025 State of Transportation Planning Report (SoTP)

Transportation Focus Topic

By

Sascha S. Sabaroche, M.S, PhD Student Texas Southern University

AGENDA

- Introduction
- Community Engagement
- Citizen Science (CS)
- Community-based Participatory Research (CBPR)
- How will you expand justice, equity, and environmental justice into organizations and systems in the community?

PRESENTER

Sascha Sabaroche is a Transportation Professional with over 26 years of progressive experience in the Civil Engineering industry. She is pursuing a Ph.D. in Urban Planning and Environmental Policy at Texas Southern University, concentrating on Transportation Planning and Engineering. Her research integrates technical, regulatory, and environmental dimensions of transportation systems. Her multidisciplinary career spans transportation planning and engineering, construction, oil and gas, land surveying, and academia, supported by more than a decade in senior leadership in various roles.

Ms. Sabaroche's work centers on public safety, environmental sustainability, and systemic resilience. She applies a systems-thinking approach to complex mobility and infrastructure challenges, contributing to the advancement of equitable, data-driven, and regulatory-compliant solutions. She is committed to the Transportation Industry because she recognizes its importance to safety, the environment, and human welfare. As she keeps up with the newest technological advancements, she plans to use her knowledge, abilities, and experiences to inspire and guide others and serve as an example for young women entering the field.



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INTRODUCTION

INTRODUCTION

Issue:

To create transportation planning that is both equitable and environmentally sustainable, because it is essential to achieve social cohesion and promote inclusivity.

Research question:

How have historical efforts and public engagement in transportation planning shaped planners' recognition of the need for adequate and equitable connectivity in underprivileged communities, particularly those surrounding Texas Southern University in the Houston Metropolitan area?

Keywords: community, data, equity, environment, network, planning, system, transportation, urban



NEIGHBORHOOD BACKGROUND

Disadvantaged Communities near TSU (Houston Metro Area)

1. Houston Metropolitan Area

- Total population: ~7.5 million
- Racial/Ethnic Composition:
 - White (Non-Hispanic): 37.8%
 - Hispanic/Latino: 35.9%
 - Black/African American: 17.2%
 - Asian: 7.3%
 - Other/Multiracial: 1.9%

2. Third Ward (ZIP 77004)

- Total population: ~34,197
- Racial/Ethnic Composition:
 - Black/African American: 49.1%
 - White (Non-Hispanic): 33.1%
 - Asian: 7.1%
 - Other/Multiracial: 10.7%

Fig. 1: Houston Metropolitan Area Map (Reference: https://data.census.gov/profile/Houston_city, Texas?g=160XX00US4835000)



Fig. 2: Houston Metropolitan Area Demographics Summary (Reference: https://data.census.gov/profile/Houston city, Texas?g=160XX00US4835000)



Fig. 3: ZIP Code 77004 (Houston's Third Ward) Map ((Reference: https://data.census.gov/profile/Houston_city,_Texas?g=160XX00US4835000)



Fig. 4: ZIP Code 77004 (Houston's Third Ward) Demographic Summary (Reference: https://data.census.gov/profile/Houston city, Texas?g=160XX00US4835000)

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	Employment Ente 53.7% OFO3 2023 American Community Survey 5-Year Estimates	ଜୁନ	Housing Units 18,560 http://doi.org/10.000/10.0000	Ĥ	Mealth Without Health Care Coverage 13.3% 52/201 2023 American Community Survey 5-Year Estimates
Ħ	Business and Economy Total Engineer Establishments 807 CB210008F 2021 Economic Surveys Business Fatterns	r:8	Families and Living Arrangements Total Households 16,208 20102 2022 American Community Survey 5-Year Estimates	8	Race and Ethnicity Histopatic of Latino (of any race) 5,692 P9 2020 December Census







COMMUNITY DISCUSSION

Vulnerable Population

- ☐ **Health Disparities:** Higher rates of chronic illness, mental health conditions, and infectious diseases.
- Barriers to Care: Limited access to preventative care, quality healthcare services, and health information.
- **☐** Community Context:
 - Surrounding TSU's Third Ward → predominantly African American
 - Historical underinvestment and environmental injustices (Richardson, 2023)
 - Cuney Homes public housing → affordable housing for low-income residents and students
- ☐ Compounded Vulnerabilities: Socioeconomic, environmental, health, infrastructure, accessibility, and historical challenges.
- □ Local Initiatives:
 - TSU's S.H.A.P.E. Initiative free screenings, education, and resources
 - Community partners: Rebuilding Together Houston, Third Ward Community Cloth Cooperative,
 Wheeler Avenue Baptist Church

Vulnerable Communities

Definition:	Greater r	isk from	disasters,	environmental	hazards,	and s	socioecono	mic c	hallenges	due to	systen	nic
barriers (Ho	uston Ho	using Ass	sociation;	Urban Institute,	2025).							

□ Key Characteristics:

- Socioeconomic disadvantage
- Geographic isolation
- Experiences of discrimination
- Examples (NCD, 2018): Low-income populations, racial/ethnic minorities, Indigenous groups, seniors, individuals with disabilities, immigrants.

☐ Third Ward Context (near TSU):

- Predominantly African American community
- Challenges: limited healthcare access, food insecurity, high poverty & unemployment
- Public housing (e.g., Cuney Homes) underscores the need for affordable solutions
- ☐ Environmental Factors: Pollution, inadequate infrastructure, and historical disinvestment.
- ☐ **Community Response:** TSU and local organizations provide educational, healthcare, and economic development initiatives to promote stability and well-being.

Impacted Residents

Recognizing Historical Context

implementation.

improvements.

☐ Third Ward communities near **TSU** have been **underserved** by past transportation infrastructure (FTA, 2013) ☐ Residents near Texas Southern University (TSU) in Houston face pre-existing vulnerabilities due to historically underserved transportation infrastructure, limiting access to essential resources (FTA, 2013). Awareness of past and present transportation injustices is critical before planning new projects. ☐ Implementing new transportation network systems can have both positive and negative effects: Positive impacts: Improved connectivity can increase access to employment, healthcare, and educational opportunities. **Negative impacts:** Potential displacement, increased traffic congestion, and heightened environmental pollution if projects are not carefully planned. ☐ Prioritizing community engagement ensures residents have a meaningful voice in planning and

☐ Engaging the community can help mitigate negative impacts and maximize benefits of transportation







COMMUNITY ENGAGEMENT

IMPORTANCE

1. Importance of Community Engagement

- Houston communities near TSU have experienced historical underinvestment and marginalization, creating a need for trust and collaboration.
- Ensures transportation solutions are technically sound and responsive to community needs.

2. Effective Engagement Strategies

- Build strong relationships with:
 - Local organizations: TSU, Yates High School, Young Women's College Preparatory Academy
 - Government: Harris County Precincts 1 & 4, City of Houston, METRO, HGAC, TxDOT
 - Faith-based institutions: Wheeler Baptist Avenue Church, Holman Street Baptist Church, Lily Grove Baptist Church, Good Hope Missionary Baptist Church, TSU Wesley Student Center, Christian Home Missionary Baptist Church
 - Stakeholders & policymakers and Federal agencies
- Prioritize community-driven approaches to foster ownership and empowerment.

3. Good Neighbor Agreement (GNA)

- Promotes responsible development and positive community-business relationships (EPA, 2023).
- Essential for transportation projects in low-income areas to build trust and resolve issues.
- GNAs can address: environmental impacts, traffic and safety, community benefits, and displacement concerns (USDOT, 2016).







CITIZEN SCIENCE (CS)

Citizen Science & Transportation near TSU

- What is Citizen Science?
 - A collaborative, data-driven approach that shifts from top-down planning to community-led solutions (Levy, 2021)
- ☐ How It Works:

Residents collect real-time data using smartphones/apps to report:

- Traffic congestion hotspots
- Unsafe pedestrian crossings
- Transit service gaps
- Sidewalk and bike lane conditions
- **☐** Key Benefits:
 - Localized insights traditional data may miss
 - Empowers residents as co-creators of transportation solutions
 - Fosters community ownership, trust, and collaboration with agencies
 - Outcome
 - Creates more responsive, inclusive, and effective transportation planning near TSU

Citizen Science & Transportation near TSU

- □ Collaborative Approach: Shifts from *top-down planning* to community-driven, data-informed solutions (Levy, 2021).
- ☐ **Real-Time Data Collection:** Residents document transportation issues using smartphone apps.
- Examples of Data Collected:
 - Traffic congestion hotspots
 - Unsafe pedestrian crossings
 - Gaps in public transit coverage
 - Sidewalk and bike lane conditions
- ☐ Community Benefits:
 - Provides localized insights that traditional methods may miss
 - Fosters ownership and empowerment among residents
 - Ensures projects reflect community needs and priorities
 - Builds trust between residents and transportation agencies







COMMUNITY-BASED PARTICIPATORY RESEARCH (CBPR)

Community-Based Participatory Research (CBPR) near TSU

- Collaborative Approach: Researchers and community members work together to ensure research addresses community needs (Wallerstein et al., 2017).
- Relevance to TSU Area: Supports efforts in environmental justice, health disparities, and infrastructure development.
- Community Empowerment: Engages residents in all phases—defining questions, conducting research, and sharing results—fostering ownership.
- Applications near TSU: Investigating environmental pollution, healthcare access, and transportation inequities.
- TSU Examples:
 - Center of Excellence for Housing & Community Development Policy Research
 - Center for Biomedical & Minority Health Research







JUSTICE, EQUITY, AND ENVIRONMENTAL JUSTICE

HOW WILL YOU EXPAND JUSTICE, EQUITY, AND ENVIRONMENTAL JUSTICE INTO ORGANIZATIONS AND SYSTEMS IN THE COMMUNITY?

Accessibility, Sustainability & Equity in Transportation

- Justice & Equity: Design systems that advance justice and environmental equity near TSU
- Affordable Transit: Expand bus routes, protected bike lanes, and efficient public transit for underserved communities
- Infrastructure Improvements: Prioritize historically marginalized neighborhoods to promote economic mobility and reduce barriers
- **Equitable Policies:** Discounted fares for low-income individuals and investments in pedestrian-friendly streets
- Green Infrastructure: Electric buses, solar-powered transit stations, and shaded/treelined walking and biking paths
- Environmental Benefits: Encourage public transit and non-motorized travel to reduce emissions and improve air quality
- Community Engagement: Collaborate with TSU stakeholders and local organizations to ensure projects meet community needs







CONCLUSION: IMPROVED OUTCOMES

Equitable & Sustainable Transportation Network Improved Outcomes

- Community Engagement at Texas Southern University (TSU): Facilitated dialogue between transportation planners and TSU students, faculty, and local residents, ensuring that roadway redesigns reflected the needs of a historically Black academic community rather than only commuter traffic priorities.
- **Equity-Based Data Analysis:** Conducted demographic and mobility analyses showing disproportionate impacts of road widening and highway expansion on Black neighborhoods in Houston, which led to planners reconsidering alignment options to minimize displacement.
- **Historical Policy Review:** Used archival planning documents and policy papers to highlight past inequities (e.g., freeway construction displacing Third Ward residents), reframing the discussion around avoiding repeated harm and strengthening accountability in current projects.
- Advocacy for Road Diet Feasibility Studies: Advanced the conversation by analyzing safety and trafficcalming benefits of road diets near TSU and surrounding neighborhoods—an approach not previously prioritized by agencies—which opened opportunities for pedestrian-friendly and transit-oriented improvements.
- Comparative Urban Case Study Insights: Applied lessons from other metropolitan areas (e.g., Atlanta's equity planning initiatives, Detroit's freeway removal debates, and Los Angeles' transit justice movements) to demonstrate how equity-focused transportation strategies could be adapted to Houston's underserved neighborhoods.
- Bridging Academic and Policy Arenas: Positioned academic literature on transportation equity within realworld Houston planning decisions, creating a stronger evidence base for city and regional planners to integrate equity principles beyond compliance checklists.

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