

Appendix L: Outcome 4 Capacity Building Plan

Built Environment Momentum Team
PROPOSAL FOR CAPACITY BUILDING IN CITY HEIGHTS
Reclaiming City Heights for Social and Environmental Justice

PROGRAM DESCRIPTION

Overview

A successful community project hinges on sustainability. To attain sustainability a project needs to involve community members from its inception. The following document outlines a capacity building process to create a sustainable base of residents who remain engaged and involved in the development, implementation and maintenance of City Heights projects.

This multi-year resident capacity building process sees City Heights residents as the central and primary movers, with community organizations, organizers and existing community leaders providing the necessary tools and support to engage residents. The goal is to engage a group of community residents that represents the diversity of City Heights including ethnicity, culture, age and gender to create a land use centered Community Development Action Plan (CDAP) that will be adopted and implemented.

The proposed capacity building process will focus on land use, defined here as how land is used, and issues that build a healthy and sustainable community to foster resident knowledge around the concept of *Why Place Matters* and develop skills to organize and advocate for change. This emphasis is chosen because of City Heights' unique history of inequitable land use decisions by empowered entities and decision-makers, the lack of robust, diversified community engagement in these decisions, and the limited acknowledgment of the significant connection between land use, health, and resident concerns.

This capacity building process involves a holistic approach to educating residents and existing community organizations. Often times organizations focus on resident development and resident education rather than understanding that residents also have lessons to teach. To make this process successful it's essential that community organizations are also willing to learn and grow in this process.

This process is broad and over arching because land use issues relate to all aspects of the health of a community: from access to food, access to health care, education, housing, economic development, safety, and so on. Land use decisions have significant and critical impacts on all residents of the community in all aspects of their lives.

Goals

- To create a City Heights community where residents live with health-promoting land use, transportation and community development. (**TCE Outcome 4**)
- To increase opportunities for diverse low-income City Heights residents to organize and actively advocate for desired changes in land use planning issues and health concerns.

Objectives

I. Establish Community Control

Tactics/Strategy

1. Engage in resident assessment process:

- a. Conduct one-on-one and small group conversations to understand how the built environment affects residents' lives and identify their participation levels (See Appendix L-A for details).
- b. Involve residents in different ways and offer participation at different levels. This assessment will ask residents to self-identify their capacity to participate. (See a list of categories in Appendix B).

2. Conduct leadership development and empowerment trainings:

- a. Focus areas for community resident leadership development will include *education*, with a greater emphasis on capacity building; and *organizing* by teaching the various models that apply to the built environment and the technical skill/tools that are necessary to implement a CDAP.
- b. Trainings will encourage residents to build relationships with each other and empower them to become community leaders while engaging them and others in the planning process.
- c. Build a base of knowledge among residents relative to land use issues and their relationship to health.

Educational Sessions

1. What is City Heights? (A potential mapping exercise and discussion of what people understand about the physical boundaries of City Heights.)
 - a. How does my community work? (Includes a history of the development of City Heights, current land uses and problems including impacts to health and quality of life from land use decisions.)
 - i. Included are demographics, history, systemic-racism history land use decisions and its current impact on the community,
2. Facilitation training (Will be part of an ongoing process in order to teach residents how to lead.)
3. Conflict resolution (Will be part of an ongoing process in order to teach healthy problem solving skills to constructively address importance issues as they arise.)

4. Why Place Matters. (Will include conversations on access to health care: neighborhood and regional perspective, and the connections between jobs and health.)
 - a. Demographics, statistics
 5. Organizing (Discussion of different organizing models.)
 6. Advocacy
 - a. How government works (National, State, County, City, Community)
 - b. Policy
 - c. Media
 7. Land Use and Policy (An overview of community planning including the relationships between the City's general plan, community plans and zoning. May include a neighborhood walk-around to compare actual land uses to those indicated on planning maps and field trips to observe the impacts of planning on other communities in the City)
 - a. Zoning/mapping
 - b. Community Planning
 - c. Transportation
 - d. Current, future landscape
 - e. Redevelopment (risks and opportunities)
 - f. Affordable Housing
 - g. Gentrification (Displacement of current residents and ways to protect and promote low-income housing.)
 - h. Green Space (parks, gardens, joint use fields)
 8. Government services (such as education and health)
 9. Economic Development
 10. Housing rights
 11. CPTED (Crime Prevention Through Environmental Design)
- TBD-- Cultural sensitivity, cultural competence, Rights issues (education, immigration, employment.)

II. Develop caring relationships where mutual respect is developed and create opportunities for fun cultural events

Tactics/Strategy

- a. **Leadership:** Prepare residents for leading new and existing bodies
- b. **Two-Way training:** Prepare existing organizations to be sensitively welcoming and accessible to emerging leaders
- c. **Diversity:** All sectors of the community will be involved in the process. There will be ethnic, cultural and age diversity as well as participation from local business owners.
- d. **Sensitivity:** Organizers will understand and appropriately address the culture, age, etc. of the population they are working with.

- e. **Dialogue:** Community trainings and community events should be held in a discussion based forum as opposed to an expert attempting to deliver knowledge.
- f. **Listening:** Organizers need to emphasize listening to residents. Residents need to feel that their participation is not a waste of time and that their ideas are important.
- g. **Motivation:** Easy targets and early wins are key to motivating residents to remain involved.
- h. **Sustainability:** Residents need to be continually trained and leadership needs to be constantly renewed. Old leaders need to train new ones and outreach is ongoing.

Outcomes

I. Empower community members to participate in Neighborhood Associations, local schools, and to run for seats on Project Area Committee, Area Planning Committee and non-profit boards.

Tactics/Strategy

1. Prepare residents for leading new and existing bodies.
2. Prepare existing organizations to be sensitively welcoming and accessible to emerging leaders.

II. Develop a Community Driven Action Plan (CDAP)

Tactics/Strategy

1. Develop a draft CDAP as part of the training. The plan will provide an opportunity for residents to articulate their vision of a healthy and economically secure community. Development and implementation of a community plan that is responsive to the needs of community residents is one way to revitalize this neighborhood and protect against future displacement.
 - a. As part of the training, the Core (See Appendix L-B) community leaders will develop an initial vision for the community plan based on their own experiences, previous evidence-based studies and surveys and discussions with their neighbors/groups.
 - b. This plan will be very broad, and touch on aspects of a healthy and sustainable community, including but not limited to land use planning and redevelopment, recreational facilities and access, educational resources, affordable housing, sustainable jobs, transportation, health care, social services, healthy foods, and other ways to create and support a “healthy community.”

- 2. Outreach and educate the community about the plan.**
 - a. Following the initial visioning of the CDAP, the participants will develop a community outreach and education plan to gather additional community input. The outreach plan may include a series of community forums, house parties, a door knocking campaign, cultural events, and presentations to existing groups. Community leaders will be responsible for promoting community participation in a manner consistent with their own strategies.
 - b. After receiving broad community input, the draft CDAP will be amended and additional outreach to educate the public and secure support for the plan will be conducted. The presentation will rely heavily on good visuals to enable the audience to participate in the visioning process. The visuals will be designed so that they can easily be modified to show different options and incorporate changes developed over time.

- 3. Advocate for adoption of the CDAP by the City of San Diego.**
 - a. The CDAP will be much broader than a typical community plan. Those elements that are appropriate will be pulled out and refined. Project partners will advocate with the city to make this plan the “official” Community Plan and to change zoning and other policies as necessary.
 - b. Solicitation for adoption of the plan will include formal presentations to the District City Council Representatives, the Area Planning Committee, the City Planning Commission, and the City Council. It will also involve meetings with other government agencies that would be impacted by the plan or be responsible for implementing its various components. These can include the City Planning and Community Investment department (which includes Redevelopment), CalTrans, city traffic departments and transit authorities, school districts, and park and recreation officials.

TIMELINE

Creating a sustainable base of residents and collaborative partnerships is a slow process. A potential 5 year plan would include an entire year to convene individuals and organizations that have been part of CH Building Healthy Communities Initiative and spend time assessing resident readiness and levels of engagement, designing workshops and building capacity. The second year would focus on developing and finalizing the Community Driven Action Plan (CDAP), engaging community members to participate in Neighborhood Associations, to run for Project Area Committee, Area Planning Committee seats and non-profit boards and local schools, while securing approval of the CDAP from City officials. The third through fifth year would focus on implementing and advocating for the CDAP.

APPENDIX L-A

Assessing Resident Readiness – Potential Questions

Identify and assess the level of understanding of current residents involved in the Building Healthy Communities (BHC) process.

Potential Questions

1. Why are you involved?
2. What constrains you and those you know from being involved?
3. What type of trainings and development do you need?
4. How does your environment affect you? (Most residents realize that the Built Environment affects their safety, yet have not made the correlation that it affects their health.)
5. Do you know how power works in your area? (Organizations and individuals who make important decisions.) Who they are? How they work?
6. Why do you live in City Heights?
7. How long do you see yourself in City Heights?
8. Do you know about the different neighborhoods in City Heights?
9. What kind of experience have you had with organizations in City Heights?
10. How do you see people of different cultural backgrounds working together?

APPENDIX L-B

Different Levels of Participation from residents

The theory lies in having residents be involved in the best way they can participate, consequently there will be varying ways for residents to be engaged. Residents can be asked directly at what level they would like to participate and can therefore self-identify. Below is a potential list of categories:

Levels:

1. Informed

Are any or all residents who are interested in being part of the process. Residents at this level want to be informed of what is going on via email or other communication systems.

2. Active

Are residents who aren't involved too closely though they understand the cause and process and are open to, for example, signing petitions or attend a city council meeting. Residents at this level want to be informed of what is going on via email or other communication systems and may occasionally get involved with events, projects and community issues.

3. Core

Are residents who are involved at all levels who meet regularly with group leading the process and who are also part of the strategy development. Residents at this level want to be informed of what is going on via email or other communication systems and is involved with every event, project and community issue.