

**LEADER  
SALTA**  
FACILITATOR'S  
**GUIDE**

# CREATING A COMMUNITY VISION



# SESSION 3 - Creating a Community Vision

**OVERVIEW: A Community Plan illustrates the future of a community developed by residents so they may live in a healthy and safe environment. The development of this plan must include a clear process to assess the problems, ensure maximum meaningful community participation, and develop a plan that reflects the vision of the community. Participants will learn about developing a Community Plan and EHC's Process for Action (PFA) to illustrate how to develop a strategy and goals. Community involvement is emphasized through a series of exercises including implementation of a community survey and development of community principles.**

## KEY DEFINITIONS:

1. **Open Space** - refers to areas for parks, natural resources, and outdoor recreation
2. **General Plan** - a blueprint of a city, county or municipality which establishes short and long term goals, policies and zones for different types of development, uses, and traffic patterns
3. **Community/Specific Plan** - guidelines and zoning regulations for specific geographical area
4. **Affordable Housing** - refers to housing priced to be affordable for different income levels; government subsidies and programs are available to ensure development of affordable housing
5. **Gentrification** - occurs when the revitalization of a neighborhood increases housing costs forcing lower-income residents out of their communities
6. **Incompatible land use** - the mixture of conflicting land uses - for example industries next to homes and schools; it is harmful and impacts a community's health and quality of life
7. **Community Principles** - ideals, goals, and aspirations defined by community members to guide community development
8. **Community Vision** - the image of the future held by a community; includes the characteristics and assets that are desirable and beneficial; zoning changes; volume and affordability levels of new housing units, and identification of problems and potential solutions
9. **Community Survey** - method for collecting, documenting the needs, and priorities of a community
10. **Community Action Team (CAT)** – EHC's core group of neighborhood leaders that develops the community vision and priorities which direct organizing and advocacy efforts

## EHC VICTORY(IES)

### FEATURED:

National City EJ  
Element and Community  
Principles

## ICON LEGEND



### Show Slide

Marks which powerpoint slide corresponds to the curriculum



### Post/Document

Denotes when something should be posted or a discussion should be documented and posted



### Alloted Time

Shows how much time is allotted for each section in minutes

# Agenda

Section	Time
1. Welcome/Review	5 minutes
2. Local Voices Count	20 minutes
3. Elements of Community Planning	15 minutes
4. Creating OUR Community Vision	30 minutes
5. Community Survey & Principles	30 minutes
6. Community Visioning	20 minutes
7. Summary/Evaluation	5 minutes
<b>Total Time</b>	<b>2 Hours and 10 Minutes</b>

## Materials

Powerpoint Slides

Key Definition Handout

Colored Markers

Butcher Paper

National City Environmental Justice Element

Community Planning Elements Handout

Creating Healthy Neighborhoods Video

Survey Responses Handout

Social Change For Justice Model Large Poster  
or Power Point Slide

Process For Action (PFA) Handout

Community Principles Handout

Resident Responses Activity Handout

SALTA Leader Power Session

Session Evaluation

## SESSION CHECKLIST

### Staffing needs:

- Facilitator
- Scribe
- Simultaneous Interpreter
- Childcare

### Equipment/Other needs:

- Butcher Paper
- LCD Projector
- Laptop Computer
- Camera
- Interpreting Equipment
- DVD Player or Internet Access

### Pre-Session Preparation:

- Prepare Powerpoint Presentation and handouts
- Blank Paper
- Colored markers
- Set up registration table
- Assign training sections to appropriate staff and community leaders
- Select staff to participate in community survey activity
- Prepare example of home floor plan with color legends to include kitchen, bathroom, living room, dining room or have facilitator create during session.
- Order food/beverages for adult participants
- Order food/beverages for children
- Arrange childcare
- Arrange for simultaneous translation

# 1

## Welcome/Review

Total Time: 5 minutes



- » Welcome to the third session, Creating a Community Vision. Acknowledge everyone who has taken the time to attend this training.
- » Did the audit last week change the way you view your neighborhood? Get feedback from the group.

# 2 Local Voices Count

Total Time: 20 minutes

## Activity

- a. Each participant receives a piece of blank paper and access to colored markers.
- b. Ask each participant to draw a floor plan/map of their house.
- c. Show an example of a floor plan showing the common rooms such as; bathroom, kitchen, living room, garage, bedroom, dining room labeled with removable labels. (Facilitator can draw as s/he explains)
- d. Ask participants to follow the example as a guide while drawing their own floor plan.
- e. Give 5-7 minutes to complete the drawings.
- f. When everyone is done with their floor plans ask participants to share their map with their neighbor.
- g. Ask 2 participants to show the large group their maps.



## ACTIVITY DISCUSSION



- a. Planning the use of your home is important since it is based on your family needs, you know how many beds you will have in the bedrooms; are you going to have a dining table, if so, how big, so on. These decisions are similar for planners, however planner decisions are more like how much housing is needed in a community, for what income levels; how much commercial and what type of commercial is needed; where can open space go and what type of open space is needed, etc. Show a community level map with appropriate separation of uses – industrial, commercial, and residential.
- b. Point out the comparison of the participant's floor plan maps and demonstrate how the city also decides where certain things can go in a community. Remind participants of the Zoning discussion from the previous sessions.
- c. What happens when decision makers don't follow this common sense approach?
- d. Using the sample house floor plan move the labels around – put the bathroom in the dining room and the garage in the kitchen.



- e. This photo of West National City illustrates incompatible land use zoning – plating and auto body shops next to homes and schools.
- f. Taking action to plan your home is as important in planning your community as you know what the community needs the most. Community voice is important in all aspects – planning, demanding and monitoring improvements in your community.



## INCOMPATIBLE LAND USE VIDEO

- a. In session 2 we walked around the neighborhood and did an audit of the positive and negative aspects. One of the things we noticed was that our neighborhood is not planned very well. Industrial, residential, and sensitive uses like schools are very close together.
- b. This is called Discriminatory/Incompatible Land Use. Refer to definition in notebook. Let's look at a brief portion of the Creating Healthy Neighborhoods video to see how that looks in real communities:



- c. Play video- minutes 1:44- 2:14 – showing a comparison of Coronado and Barrio Logan
- d. You wouldn't put your bathroom in your kitchen. City planners shouldn't put polluters next to families.
- e. What should city planners do? There are several elements that need to be taken into consideration when planning a city or community.

» Ask participant-what do you think they are?

# 3 Elements of Community Planning

Total Time: 15 minutes

All cities in California are required to have a General Plan which provides a blueprint for future development, open space preservation and relevant policies. The plan applies to the entire city or county and has seven required components. Land Use is one of them. The city has to draw a map for land use – including existing land use and future visioning such as transforming a residential area into commercial or converting an industrial area into a park.

▶▶ Distribute Community Planning Elements Handout.

**Community/Specific Plans** provide guidelines and zoning provisions for specific geographical area. The nature of specific and community plans provides an opportunity for cities or counties to address planning problems in a small area. Old town is a community of National City where EHC works with residents to develop a vision for the plan that reflected community priorities. One of the priorities was to address land use incompatibility.

**All General Plans** in California must contain seven mandated sections or “elements” including:

1. Circulation/Mobility
2. Conservation
3. Housing
4. Land Use
5. Noise
6. Open Space
7. Safety

Let’s quickly brainstorm what you think each element might contain.

▶▶ Ask participants to think of 2 or 3 ideas for each element and then provide the following descriptions:

1. **Circulation/Mobility Element:** Identifies the general location and extent of existing and proposed major roads, transit routes, terminals, and public utilities and facilities. It must correlate with the Land Use Element.
2. **Conservation Element:** Addresses the conservation, development, and use of natural resources including water, forests, soils, rivers, and mineral deposits.
3. **Housing Element:** Guides the determination of housing needs and establishes policy that facilitates the development of housing for all economic segments in the City. It is the only element that must undergo mandated updates every five years.

4. **Land Use Element:** Lays out the general patterns of development throughout the City, including the distribution of real estate, open space and recreational land, schools, and waste facilities. This is one of the broadest elements of the Comprehensive Plan.
5. **Noise Element:** Identifies and appraises noise problems within the community and influences the distribution of land uses.
6. **Open Space Element:** Details plans and measures for preserving open space for natural resources, outdoor recreation, public health and safety, and agriculture.
7. **Safety Element:** Addresses facilities that handle acutely hazardous materials and are fixed in location to a single site; and gas pipelines which are considered to be fixed in location to a corridor. Establishes policies to protect the community from natural and human-made hazards (e.g. seismic, geologic, flood, wildfire, and toxic materials hazards).

**Optional Elements:** Cities and Counties can include any other elements such as: historic preservation; arts and culture; urban design; health; and environmental justice. Environmental Health Coalition worked with the City of National City to gain adoption of a non-mandatory element – Health and Environmental Justice. The purpose of this new element is to ensure the fair treatment and meaningful participation of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies in National City (Government Code §65040.12).



# 4 Creating OUR Community Vision

Total Time: 30 minutes



## INTRODUCTION

- a. Now we know that cities are required to ensure that all communities are well planned to preserve public health, the environment and quality of life. We also know that all communities are not treated equally – some are subject to environmental racism as a result of discriminatory land use practices. Others have problems that will take years, perhaps decades to address.
- b. How do you know where to start?
  - » Take an answer from one or two participants.



## DEVELOPING A STRATEGY & COMMUNITY PRINCIPLES

- » Show Creating Healthy Neighborhoods Video - Minutes 8:35-13:10



- a. Ask the audience what they gather from the video clip.
- b. Identifying Goals: It is impossible to focus on all of the problems that our communities face so effective organizing requires that we analyze the situation and make decisions about our priorities based on the capacity and power we have.
- c. Process for Action (PFA): You saw in the video highlight how EHC failed at attempting to get an ordinance passed with a 1,000 ft. buffer between homes and polluters. Without an accurate power analysis we picked an objective that was beyond our reach. This experience taught us that we needed to be more strategic so we developed the Process for Action (PFA) – a guide that helps us develop an effective plan for winning change.



- d. The PFA helps EHC answer the following questions: Which issue should we work on? Do we have enough power to win? What's the most effective plan of action? Distribute PFA Handout
- e. PFA Steps: Analyze; Decide; Plan; Take Action; Evaluate.



## PFA DISCUSSION

- a. **Analyze:** We will discuss this step momentarily.
- b. **Decide:** Once the first step is done, the organization makes a decision – will it try to solve this problem. It may be an important problem, but not within EHC’s mission; EHC may not think it can win at this time if there is not enough power, time or other resource. Sometimes, an intermediary goal is chosen.
- c. **Plan:** If EHC decides to move forward, the staff and leaders develop a plan to determine the organizing and advocacy strategies. Which tactics will be used? How long will it take? Who will do what?
- d. **Action:** The plan is implemented. A plan is only as good as the follow through. Organizing in your community and advocacy fall into this step.
- e. **Evaluate:** The team regularly evaluates its progress at staff and Community Action Team (CAT) meetings and makes adjustments.



## ANALYZE STEP OF PFA

This step is critically important because it is the basis for all the steps that follow. First, we analyze the problem to make certain it fits in with our mission statement. Then we set a possible goal, and determine what resources would be required to meet this goal. At this point, a research brief is prepared outlining the information currently known. The community survey that we are about to do is part of the Analyze step.

# 5 Community Survey & Principles

Total Time: 30 minutes

**NOTE TO FACILITATOR:** If your group would like to create new community principles and do an actual community survey you will need more time than this exercise provides.

## Activity: Community Survey

### “RESIDENT” GROUP INSTRUCTIONS

1. Prior to the session select a group of staff/leaders (4-5 people) to act as “residents” for this activity. At this time instruct staff/leaders to station themselves around the room (or in different offices) posing as “residents”. The participants will be divided in groups and will visit 2 “residents” to conduct a brief survey.
2. Each survey should take 3-5 minutes, so it gives time for the groups to survey 2 of the “residents”. The facilitator should inform the groups to move to the next “resident”. Provide the following possible responses to the “residents”. Distribute hand out to each “resident”.
  - ▶▶ I would like to see more parks near my home
  - ▶▶ I want to feel safer
  - ▶▶ If new housing is built, I don’t want to have to move away if it gets too expensive around here.
  - ▶▶ There are no grocery stores around here.
  - ▶▶ It always smells like chemicals near my house.
  - ▶▶ I like that I know my neighbors and every 4th of July we have a big block party.

**NOTE TO FACILITATOR:**

Another option for this activity is to have the “residents” rank in order of importance the already established issues of concerns from the previous session.

## Activity: Community Survey (continued)

### PARTICIPANT GROUPS CONDUCTING THE SURVEY INSTRUCTIONS

1. Instruct participants to break into the same groups as the audit exercise. Each group will be led by a facilitator. Signal when it is time for the groups to switch to a different “resident” (after 3-5 minutes).
2. Each group will introduce themselves then conduct a brief survey asking 2 “residents” to name the top three problems that they feel are affecting their community. The “residents” will respond with similar sentiments that have been expressed by the community that EHC serves (using the responses on their hand out). These responses are recorded by the group surveying and will guide the development of the Community Principles.
3. After each group has spoken with 2 “residents” call them back to the large group to debrief and start to develop the Community Principles.

## Developing Community Principles Activity

- a. On the board write the following categories then cover the categories. These categories will be unveiled at the end.
  1. Ensure Healthy Neighborhoods
  2. Create Affordable Housing
  3. Preserve Community Character
  4. Promote Livable Community
  5. Avoid Gentrification
- b. Give groups 2-3 minutes to identify the top three concerns among the residents interviewed then ask groups to share.
- c. Write the concerns under the corresponding (hidden) category. Create a new category if necessary.
- d. Explain this is how principles are developed – analyzing the concerns and things that are important to a community. Before revealing the categories ask participants if they notice a theme for each category listed below.
- e. Unveil the 5 categories that were hidden. These were the 5 Community Principles that were used to develop the Community Plans in National City and Barrio Logan. Distribute Community Principles Handout.

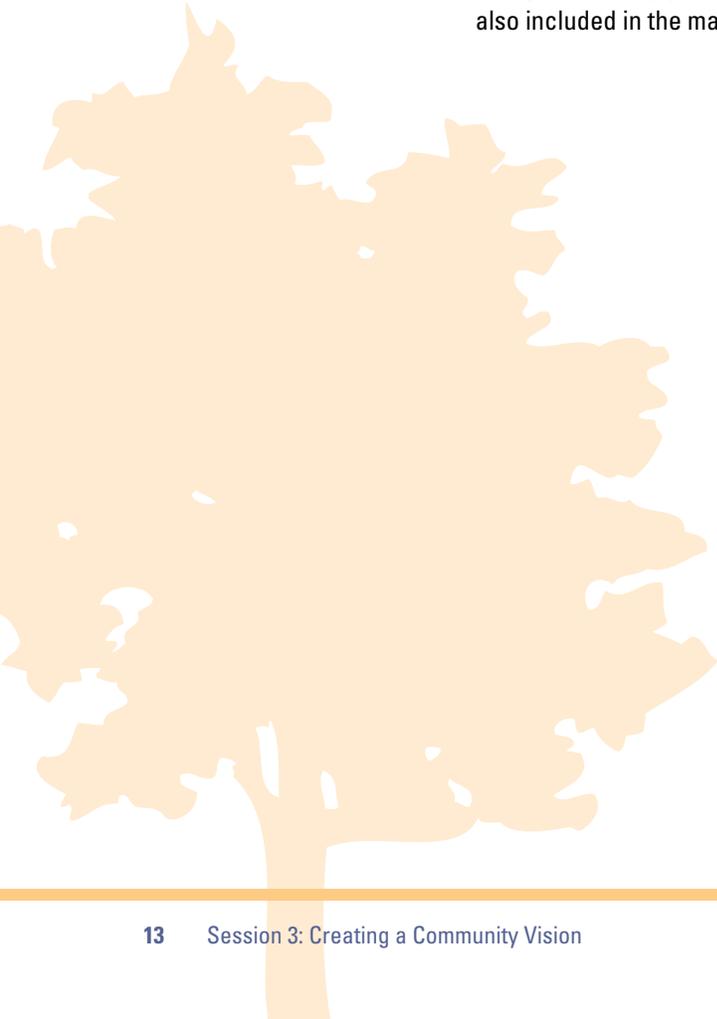
## OTHER POINTS TO REMEMBER

- a. **Role of Leaders and CATs:** Leaders and CATs are a critical part of this process. When a new issue is presented at a community meeting, the above process is used to decide if EHC will proceed.
- b. **Setting a goal:** Once a problem is identified, a goal needs to be set. A goal is the overarching, far-reaching outcome that we want to achieve.
- c. **Setting an objective:** Once the goal is agreed upon, a series of objectives are identified. Objectives are measurable, concrete accomplishments which lead to the achievement of the goal. This may require additional research. (Example: If the issue is “our kids suffer from asthma” you may need to find out how are the kids getting asthma?, how many kids have asthma?, where do they live?)
- d. **Conducting a Power analysis:** Once the goal and objectives are determined, the team needs to decide if it has the power to accomplish the goal?, and, if not, how they can get it? This is where the Power Analysis comes in.

## POWER ANALYSIS MAP AND EXPLANATION

One of the tools EHC uses to determine if it can achieve a specific objective is by completing a **Power Analysis Map**. This map helps determine who the decision makers are, who has the power, who are our potential allies, and who has the influence around the issue chosen?

This is an integral process and is part of the “Analyze and Decide” steps of the PFA. For more information on how to do a Power Analysis and also for directions on how to facilitate a **Power Analysis** training, please see the SALTA Power Session at [www.environmenthealth.org](http://www.environmenthealth.org). It is also included in the materials folder.



# 6 Community Visioning

Total Time: 20 minutes

1. Going back to the map/floor plan of your home. Let's say you want to renovate one of your rooms, what do you do? Do you run to the store and buy a new kitchen faucet or do you first visualize what you would like it to look like and then go ahead with the changes? This is called the visioning process. We want to first see all the components that we hope to change and then move forward. We are now going to begin the development of a community vision based on the principles developed.

## Community Visioning Activity

1. Distribute a large butcher paper to each group (you will keep the same group that conducted the community survey).
2. Clearly instruct each group to draw a map of the block where they conducted their community tour. They will draw changes based on the results of the community survey and principles that were created. They are creating the community they envision for the future.
3. When they have completed their block maps the facilitator will collect them. Save maps to be presented by each group at the start of the next session. Each group will present their map to the large group at the start of the next session.

# 7

## Summary/Evaluation

Total Time: 5 minutes



1. Briefly review all of the different components that were covered in the training.
2. Acknowledge every person that participated with great enthusiasm to learn and create change in their community.
3. Thank everyone for their time.
4. Distribute the session evaluation.