

Organizational Development

Prepared for the Office of Sustainability and
Environment Duwamish Valley Resilience
District Advisory Group

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Transformative Shifts



Transformative Shifts | Nicole Keenan

Organizational and Coalition Development

- Goodwin Connections - Dissolution
- Fair Work Center - Formation
- BIPOC Census Coalition - Formation
- Puget Sound Sage / Amplify - Merger
- Raised \$20 million for social justice organizations

Retreat and Coalition Facilitation

- RVCOO / Rainier Beach Action Coalition - Equitable Budgeting
- ClimateWorks, CAPAA, APACE, TCC, LCF, etc
 - Staff or board retreats on work planning, visioning, culture

Participatory Research and Policy Development

- Wage equity study
- Workforce development
- Portable benefits
- Priority hire
- *Our People, Our Power, Our Planet* - funding and design
- Economic input / output assessments of \$15 minimum wage

Today's Agenda

- 1:00–1:30 Welcome and Check-in
- 1:30–2:00 Presentation
 - Organizational Powers
 - Case Study 1: ENLACE
 - Brief Large Group Reflection
 - Case Studies 2–4
- 2:00–2:15 Small Group Discussion
- 2:15–2:25 Large Group Report Out
- Break
- 2:25–2:30 Break
- 2:30–3:00 Community Asset Mapping and Power Mapping
- 3:00–3:05 Reflection and Journaling
- 3:05–3:20 Small Group Discussion
- 3:20–3:30 Report out, close and next steps

WELCOME AND CHECK IN QUESTION

What's been your favorite Duwamish Valley Summer Activity

Definitions

Some of you know are very familiar with the following definitions as you are leaders of these organization types and very engaged in civic life and your community.

These definitions are here so that despite any previous experience, we can share an understanding of organizational powers and make decisions together.

Interlocal Agreements

- A contract between governments.
- Washington's Interlocal Cooperation Act, chapter 39.34 RCW, authorizes public agencies to contract with other public agencies via interlocal agreements that enable cooperation among the agencies to perform governmental activities and deliver public services. The Act also allows the creation of nonprofit corporations to carry out these ends.
- Allows local governments engage in a wide array of cooperative efforts with each other, state agencies, and other governmental entities, and interlocal cooperation can take many forms.

Non-Profit Corporations

- Lots of non-profits, not all charitable organizations. 501c is a federal tax designation. There are 29 different types of 501c orgs
- 501c3 is a charitable organization. They perform a wide array of functions for public benefit. Some examples include human services, community land trusts, workforce development, arts and culture, etc.
- Some other types include:
 - 501c4 - Civic Leagues
 - 501c5 - Labor or Agricultural Organizations
 - 501c8 - Benefit Societies and Fraternal Societies
 - 501c9 - Voluntary employee's beneficiary association (VEBA)

Public Development Authorities

- PDAs are created through legislation to (1) administer and execute federal grants or programs; (2) receive and administer private funds, goods or services for any lawful purpose; and (3) to perform any lawful public purpose or public function. RCW 35.21. 730(5).
- PDA's have bonding authority, but may not collect taxes or apply eminent domain. PDA's must be established by a governing body and its budget must be overseen by that body.
 - There are several PDAs in Washington State. Ex: The Cultural Space Agency (est 2020 - City of Seattle), Pike Place Market (1973), SciPDA (1975), 4Culture (est 2003 - King County), Central District Community Preservation and Development Authority (est 2019 - State of Washington)

Special Purpose District

- Special purpose districts perform a specific function or limited number of important functions. May be established through legislation by a city, county, state, and through interlocal agreement. When they are established they are granted some power of government to perform specific functions.
- May have taxing authority, but requires a popular vote.
- There are over 80 different types of special purpose districts.
 - Some examples include: Stadium districts, flood districts, school districts, etc.
 - Their powers differ based on the type of district and the enabling body.
 - Examples of districts and their powers: <https://mrsc.org/getmedia/81d0cdf-e5be-43cc-9d49-7b2a1ef91051/spdchart0112.pdf>

Community Renewal Area / Agency

- RCW 35.81.100 - Permits a local authority to establish a community renewal area or agency through legislation.
- By designating a community renewal area, a City can acquire, transfer, and sell property for projects that meet community needs, support local businesses, or catalyze investment.
- Used "blighted" language to designate. Legislation using "blighted language" has a long history of extracting wealth from and displacing communities of color.
- Encourages partnership with private development.
- Permits eminent domain.

Types of Organizations and their Powers

	Public Development Agency	Special Purpose District	Community Based Non-Profit	Community Renewal Area / Agency
Taxing Authority	N	Sometimes	N	N
Bonding Authority	Y	Sometimes	N	Y
Eminent Domain	N	Sometimes	N	Y
Aquire Public and Private Land	Y	Y	Y	Y
Deliver Services	Y	Y	Y	Y
Education and Policy Advocacy	Y	Y	Y	Y
Legislation	Yes	Yes	No	Yes

Qualities of Successful and Equitable Community Development Organizations and Coalitions

- **Clear Mission and Vision** | The organization is clear about their purpose
- **Participatory** | Deep, inclusive, community engagement and decision making
- **Integrated Approach** | Seek projects with multiple co-benefits for people, economy, and environment
- **Collaborative** | Government, Business, Non-profit, Community Members, Etc.
- **Capacity Building** | Training and skills development
- **Transparent and Accountable** | Clear governance, financial record keeping, and ethical fund stewardship
- **Resource Mobilization** | Move people, finances, and technical resources
- **Committed Long Term** | Community development is long-term work
- **Monitoring and Evaluation** | They embrace a culture of learning and have a practice of evaluating their work and sharing lessons learned

Case Study 1: Proyecto ENLACE del Caño Martín Peña



Case Study 1: Proyecto ENLACE del Caño Martin Peña

- Caño Martin Peña is a channel running through San Juan, Puerto Rico
- Roughly 26,000 people live around this channel, nearly a tenth of city's population
- The channel has been narrowed, filled, and polluted. During heavy rains, the channel floods and water reaches over 70% of residents.
- The initial plans to recover the channel increased risk of displacement for the community.
- Community mobilized and led a plan reformulation. This group formalized into the G8 (A coalition of 12 grassroots organizations in the eight neighborhoods impacted)
- After 700 community engagement activities, Puerto Rico passed legislation to establish the Caño Martin Peña Special Planning District and a comprehensive land use plan for the region.
- This legislation also established two organizations to implement this plan.

Case Study 1: Proyecto ENLACE del Caño Martín Peña

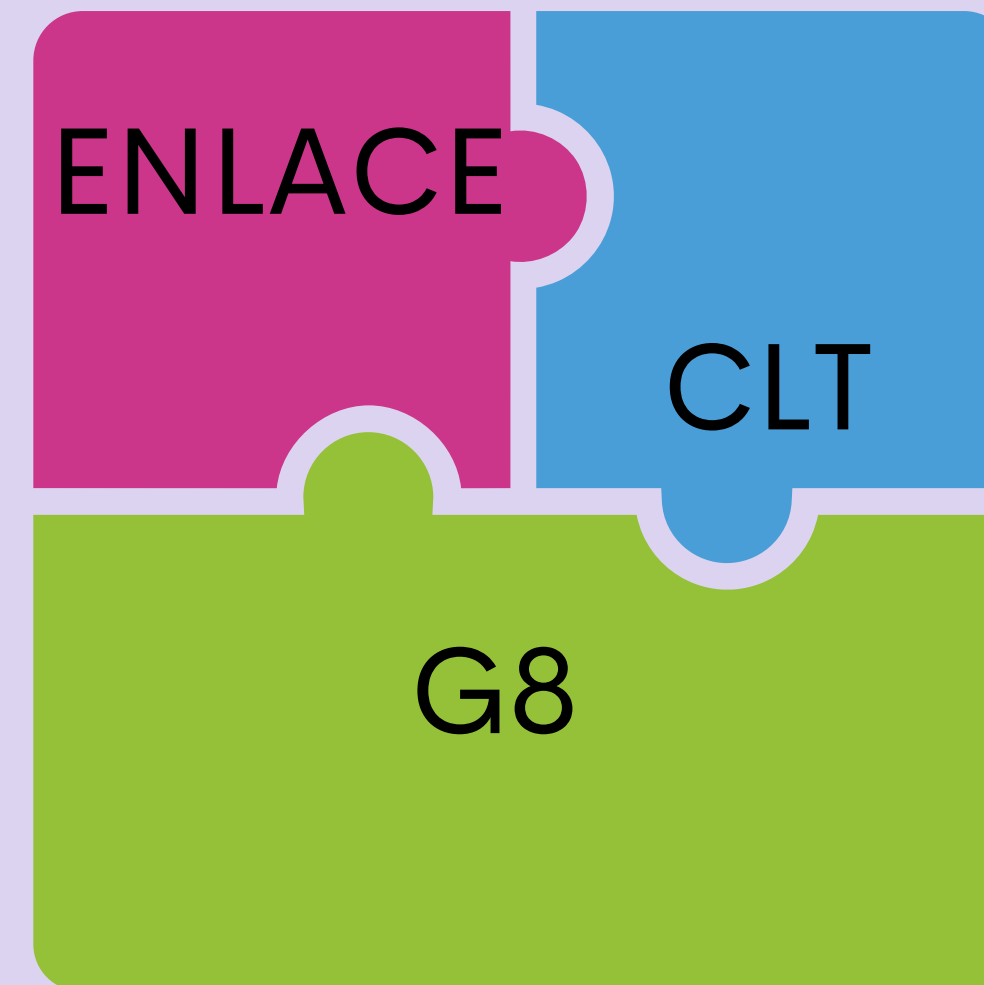
- These organizations are the Fideicomiso de la Tierra (Community Land Trust - CLT) and the ENLACE corporation.
- The community coalition is vital to both organizations: the G8 provides community oversight and guidance for both organizations.
- ENLACE is responsible for implementing the totality of the comprehensive plan. This looks like fundraising for and proposing climate adaptation infrastructure, supporting local economic development and community capacity through microbusiness, financial, and workforce dev programs, and can receive public land. They have mobilized roughly \$600 million to fund various projects.
- Fideicomiso de la Tierra now has 200 acres of community owned land and builds housing. Some of this is from public land that was transferred to the ENLACE corporation, which was later transferred to the Fideicomiso de la Tierra (CLT).

Case Study 1: Proyecto ENLACE del Caño Martín Peña

- ENLACE was established as a time-limited corporation in 2004 to exist for only 25 years with a potential 5 year extension.
- ENLACE corporation board has 13 members, seven appointed by the Governor and six by the Mayor of San Juan. Of the 13 members, six are community leaders who come from a short list of the G-8 who submits names to the nominating entity. Two of the directors represent the Governor, one represents the Mayor of San Juan.
- The board of directors created an advisory board made up for expert citizens, external to staff, who support with their expertise. This advisory board also advises Fideicomiso de la Tierra.
- Fideicomiso de la Tierra is a private, non-profit entity with perpetual existence, created to manage and develop community owned infrastructure like affordable housing units.

Case Study 1: Proyecto ENLACE del Caño Martín Peña

- To guarantee coordination between Proyecto ENLACE, the G-8, and the Land Trust there are several measures taken including:
- One of the board members of Proyecto ENLACE is on the board of the Community Land Trust
- ENLACE and the Community Land Trust Share an Executive Director
- There are several joint committees to ensure coordination on planning, budgeting, appointment and evaluation of the Executive Director, and financing. Several G-8 members sit on these committees.
- The Corporation's work plans and budget, the appointment of Corporation Officers, as well as all matters for approval by the Board of Directors, are previously discussed with the G-8. ENLACE offers technical support to the G-8 as requested.



Case Study 2: Seattle Chinatown International District Public Development Authority

The Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is a community development organization whose mission is to preserve, promote, and develop the Seattle Chinatown International District (CID) as a vibrant community and unique ethnic neighborhood. It is a 501c(9) non-profit with a sister 501c(3) foundation.

Formed by the community in 1975, SCIDpda works to revitalize and preserve the neighborhood by providing services in three areas: affordable housing and commercial property management, real estate development, and community economic development and community engagement.

Case Study 2: Seattle Chinatown International District Public Development Authority

SciPDA own and operates 280 affordable units of housing in the CID and 160,000 of commercial real estate space.

They operate community space and hold regular events to build community and drive economic opportunity in the CID. They operate a coworking space - HingHay CoWorks.

Current projects include a seven-story multifamily apartment building with 160 rent-restricted affordable apartments units; a 10,000 square foot childcare center; and a 25,000 square foot dedicated for community benefit on the 3-acre northern lot of the Pacific Tower campus.

DISCUSSION

What inspires you from these case studies?

What, if anything, would you like to see replicated here?

Next Up: More Case Studies

- Camden Community Initiative
- 11th Street Bridge
- Resilience Authority of Anne Arundel and Annapolis

Case Study 3: 11th Street Bridge Park

Starting in 2005, Building Bridges Across the River (a 501c3 non-profit) spearheaded an effort to build an elevated bridge park connecting Anacostia and Capitol Hill.

East of the Anacostia river roughly 22,000 people live. 92% of those residents are Black and the median value of a home is \$329,500.

West of the river, 24,000 people live. 23% of the population is Black, the median value of a home is \$777,000.

Case Study 3: 11th Street Bridge Park

In order to avoid gentrification and displacement significant community engagement

10 Public "Town Hall" Style Meetings

Six Advisory Groups

- Equitable Development Plan Advisory Committee (18 advisors)
- Small Business Enterprises (20 advisors)
- Arts and Culture (30 advisors)
- Housing (21 advisors)
- Workforce Development (22 advisors)
- Douglass Community Land Trust Advisory Committee (16 advisors)

"Acquire land (for community) as soon as you can, through any means necessary."

- Dr. Immergluck, GA State University

Establishment of a community-controlled land trust was a key recommendation of the 11th Street Bridge Park's Equitable Development Plan, and City First Homes (CFH) initially incubated the CLT initiative. Both entities agreed from the start that any newly formed community land trust would be completely independent and community controlled.

Douglass CLT was incorporated September 17, 2019, as an independent 501(c)(3) nonprofit membership organization operating across the Douglass Commonwealth/District of Columbia, and initially focused east of the Anacostia River. It was established with a \$3 million dollar seed grant.

Source: <https://www.nytimes.com/interactive/2022/08/09/headway/anacostia-bridge.html>

Case Study 4: Camden Community Initiative (CCI)

CCI facilitates and leverages partnerships for proactive, holistic, and innovative solutions to help Camden become a vibrant sustainable city. CCI is organized around four primary workgroups that meet regularly on the topics of 1) Water Resources, 2) Air Quality, 3) Waste Management, 4) Land and 5) Food Access.

To date, the CCI has over 70 partnerships between governmental, non-profit, private, and community-based agencies that have formed to plan and implement innovative strategies to improve the environment and the quality of life for Camden's residents.

Case Study 4: Camden Community Initiative (CCI)

WHO: CCP (Camden Community Partnership a **501c3 non-profit as backbone/staff**; CCI Core Team of partner organizations (Camden County Municipal Utilities Authority, New Jersey Dept. Environmental Protection, EPA, City of Camden); Workgroup leads/chairs

HOW: Physical resources, communications, office space, website supported by Camden Community Partnerships.

WHAT: Shared goals and plans; Monthly coordination meetings; Annual environmental summit; resident facing showcase events

FUNDING (more recently): GD Dodge Foundation, WPF, US Water Alliance, NJDEP, EPA, American Water

Case Study 4: Camden Community Initiative (CCI)

CCI Water Working Group - Camden SMART Partners

- New Jersey Department of Environmental Protection
- Cooper's Ferry Partnership
- Camden County Municipal Utilities Authority
- United States Environmental Protection Agency
- City of Camden
- New Jersey Tree Foundation
- Rutgers Cooperative Extension Water Resources Program
- The Trust for Public Land
- American Water
- NJ Watershed Ambassador Program
- NJLeague of Conservation Voters
- Urban Promise
- NJ Audubon
- Center for Aquatic Sciences

CCI Water Working Group - Camden SMART Partners Focus Areas:

- Flooding and Combined Sewer Overflows Mitigation
- Drinking Water
- Community Access to Waterways
- Resident Engagement

Accomplishments 2015-2019:

- Programming connecting residents to water at waterfront parks
- PUR water filters and pitchers given out with lead mitigation resources
- Published Equitable Water Future Plan via US Water Alliance
- Environmental SummitEIT allocated \$250,000 to CCI for storm water harvesting systems and trees
- Clean up in Waterfront South
- Weeded Gateway Park rain garden, laid compost and pruned trees in area
- American Water reported that it cleaned Downtown sewer system
- 27 storm water downspout planter boxes installed
- Drexel worked with Camden County MUA to identify green infrastructure options, model types, location and density techniques that could help curb flooding in Cramer Hill
- NJDEP provided CCMUA with dredging permit
- 35-40-acre Gateway Park complete

Case Study 5: Resilience Authority of Anne Arundel and Annapolis

In 2020, Maryland State Legislature passed Senate Bill 457 that enabled the establishment of local resilience authorities. In response, Anne Arundel County and the City of Annapolis passed companion legislation to establish the Annapolis and Anne Arundel County Resilience Authority, the first multi-jurisdictional authority in the nation to finance and support climate infrastructure.

Structured similarly to a Revenue Authority but for resilience, the Resilience Authority is focused on a project portfolio that addresses priority climate mitigation and adaptation projects, revenue development to support these projects, and financing systems that facilitate the construction of these projects.

Case Study 5: Resilience Authority of Anne Arundel and Annapolis

Resilience Authority can:

- Issue or sell state or local tax-exempt bonds
- Charge and collect non-tax related fees
- Set its own procurement policies
- Receive revenues from anywhere
- Can operate outside of the county and city budgets and debt ceiling restrictions

Resilience Authority can't:

- Issue debt with the full faith and credit of the County/City
- Assess taxes or tax-based fees
- Condemn Property
- Charge fees for service

Case Study 5: Resilience Authority of Anne Arundel and Annapolis

The Resilience Authority is governed by a board of directors that is appointed by the County Commissioner and City Mayor. The board, with regular community input, selects projects to pursue and receives advisory support from a committee made up of city and county department heads.

The County and City can set or change the objectives and structure of the Authority, as well as the revenue sources, but the Authority has autonomy in deciding which projects to pursue. No community engagement required. So far, the Authority has secured between \$15 and \$20 million in grant funding from the state for its 2024 budget and will pursue fee-based revenue generation and potential financing for projects soon.

DISCUSSION

What inspires you from these case studies?

What, if anything, would you like to see replicated here?

Next Up:

- Break
- Community Asset / Organizational Mapping

An aerial photograph of a beach with waves crashing onto the shore. The water is a deep teal color, and the waves are white with foam. The sand is a light tan color, and there are some small green plants and twigs scattered on the beach. The word "BREAK" is overlaid in white, bold, sans-serif capital letters in the center of the image.

BREAK

MURAL DISCUSSION

Community asset and power mapping. Mapping the existing Duwamish Valley nonprofits and organizations that touch on pieces of the work to be done.

What gaps do we have?

Journal / Reflection Prompt

Based on the gaps and the case studies, what are you hoping the community serving entity will do?

MURAL DISCUSSION

What are you hoping this community serving entity will do?



Key
Takeaways

T H E
E N D