



# OWNING CHANGE

Lessons Learned in Resident-Owned  
Place-Based Community Change



VANICA CUMMINGS

Community Partners

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# OUR COMMUNITY

## Southeastern San Diego

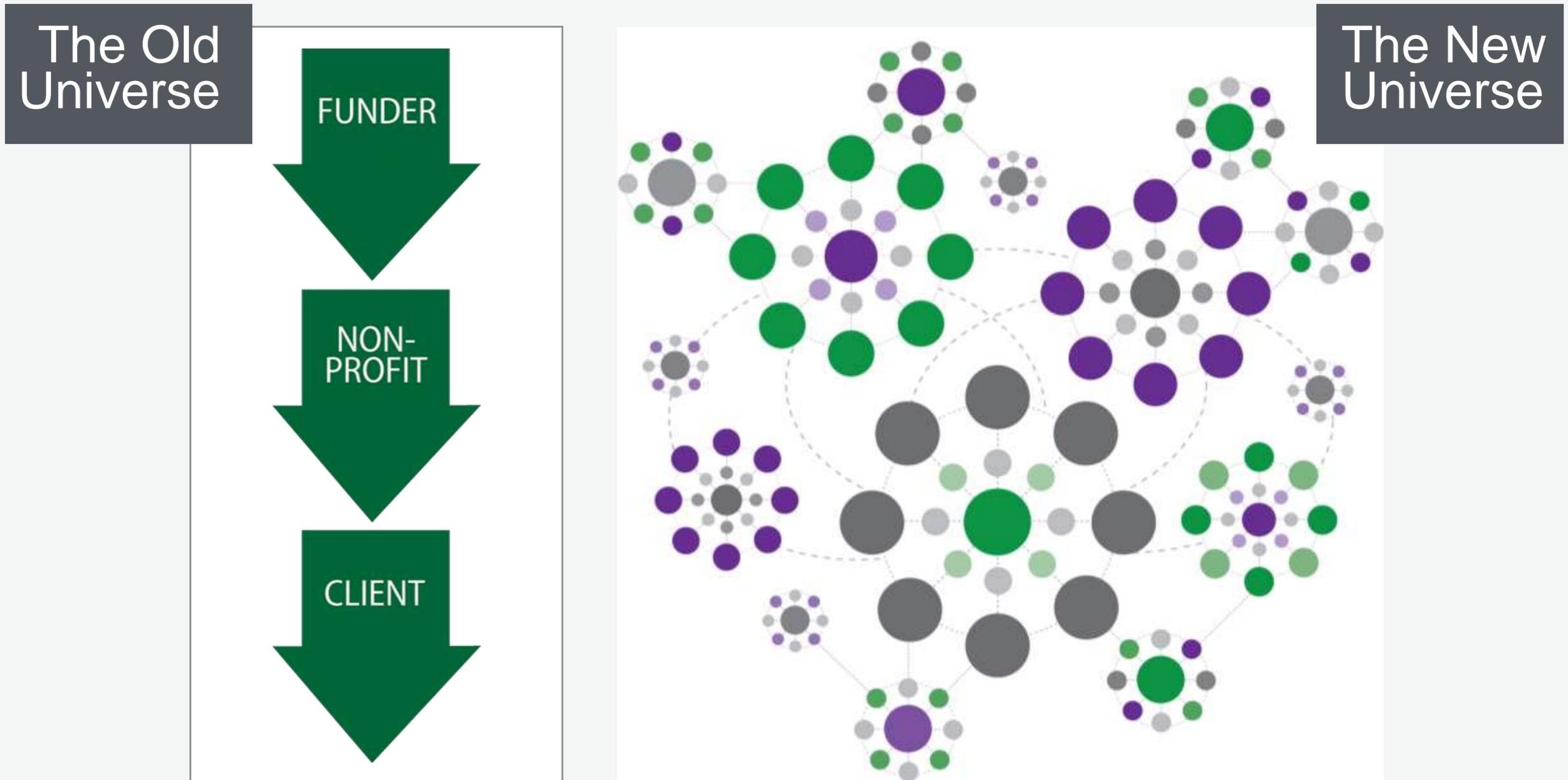


- “Four Corners of Death”
- Long-term disinvestment and large-scale blight
- Little economic activity and high unemployment
- Substandard housing
- No supermarkets serving 88,000 people

# COMPLEX INTERCONNECTED ISSUES

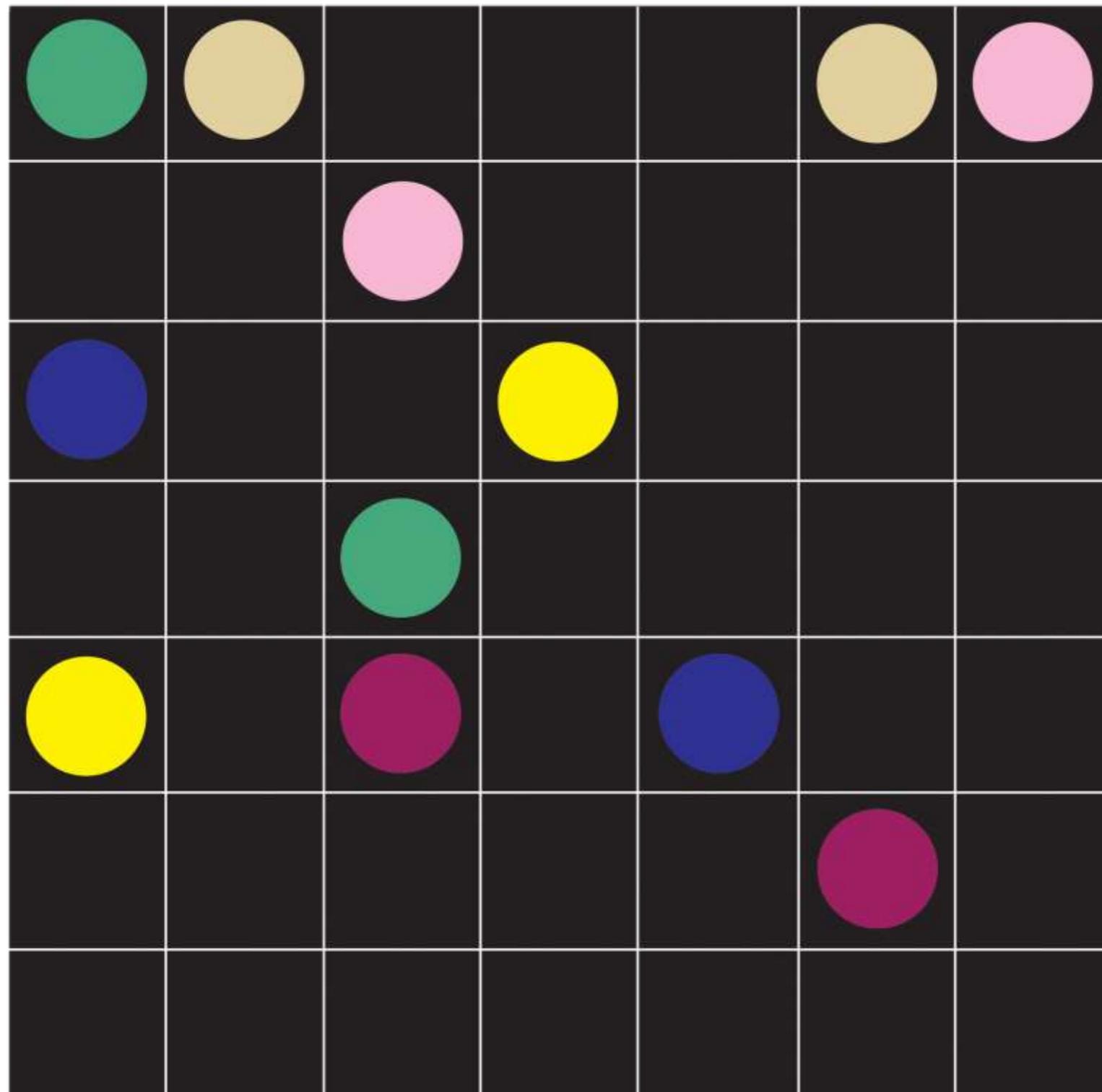


# THE COORDINATING CHALLENGE



*Interlocking issues require a large, diverse universe of actors aimed at joint goals.*

# OUR COORDINATION CHALLENGE



How do we avoid unintentionally blocking our own goals?

# THREE BIG LEARNINGS FROM THE MARKET CREEK EXPERIENCE

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# THREE BIG LEARNINGS

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1. DreamWork  
TeamWork  
Ownership

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# BIG LESSON #1: DREAMWORK

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***“Don’t do about me  
without me.”***

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# BIG LESSON #1: DREAMWORK



- We needed an uncompromising commitment to inclusion and participation.
- Residents' ownership of a bold vision ignited their deeply human capacity for creativity and learning.
- Building a collective vision required us to move from seeking input or buy-in from residents (as program clients) to shared ownership for change with residents (as citizens).

# BIG LESSON #1: DREAMWORK

## Vision Organizing

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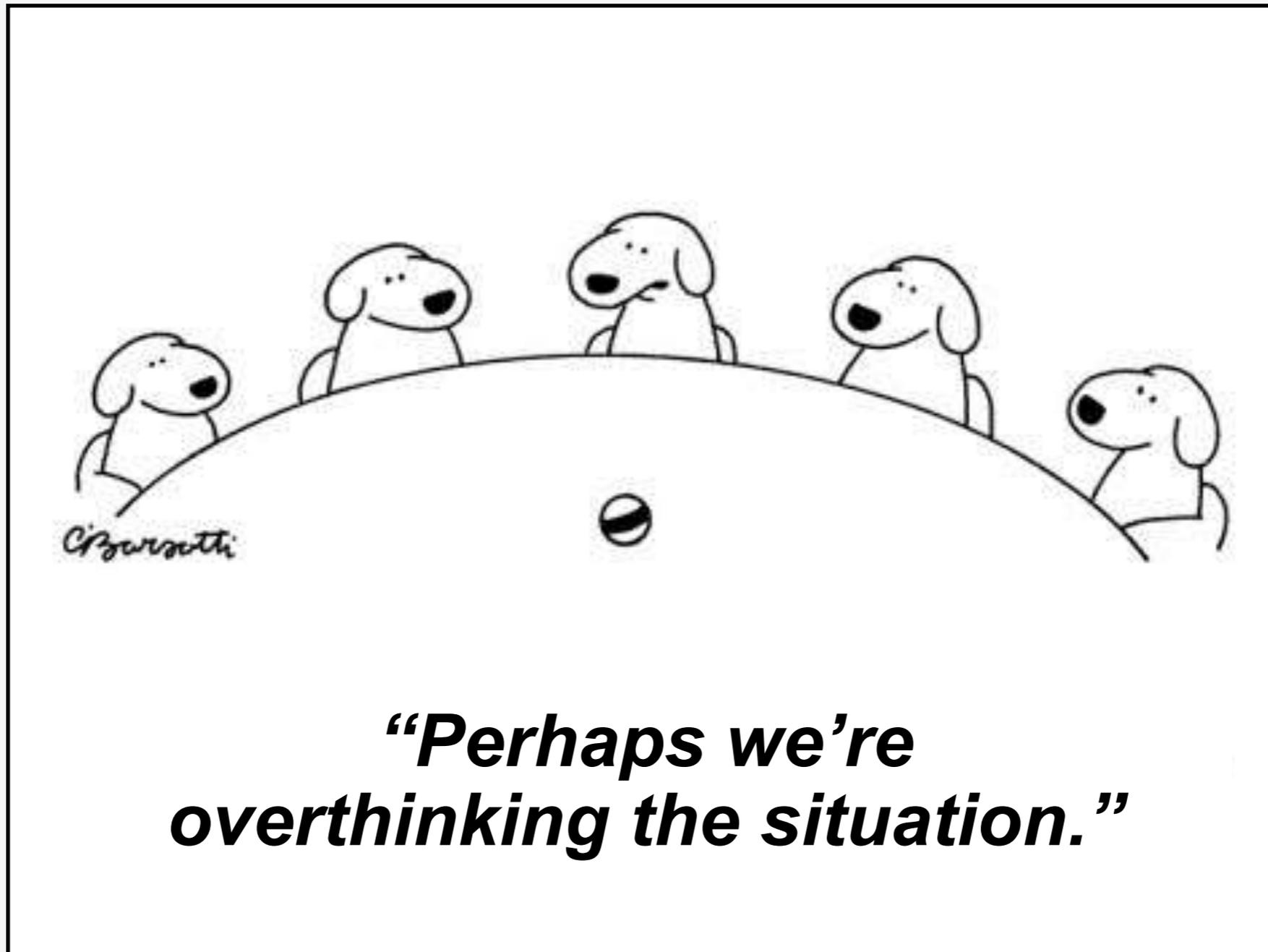
### FROM

### TO

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- |   |   |   |
|---|---|---|
| • Organizing as means to end                  | → | • Organizing as both means and end  |
| • Focusing on a problem                       | → | • Focusing on the future  |
| • Meetings focused on input                   | → | • Participatory planning focused on dreaming, designing, doing                  |
| • Model based on professional problem solving | → | • Model based on activating the wisdom, creativity, and experience of residents |
| • Goal of immediate change                    | → | • Goal of 90-day wins, comfortable with big change happening over time          |
| • Organizing intended to be short-term effort | → | • Organizing intended to expand and become increasingly dynamic                 |
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# BIG LESSON #2: TEAMWORK

Work in Teams—Risk Action



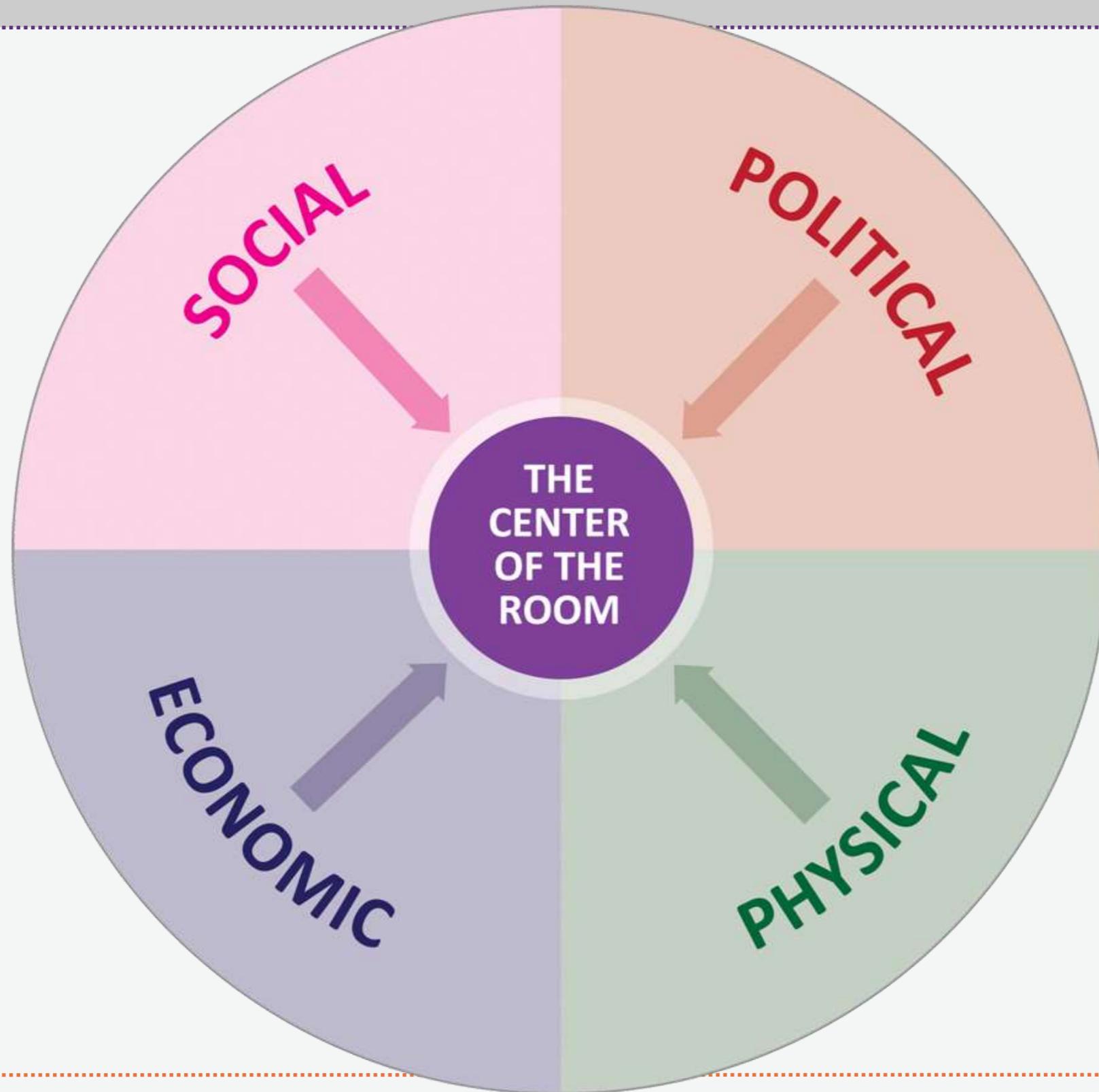
# BIG LESSON #2: TEAMWORK



- Working Teams provided a way to coordinate the work and share decision making with residents.
- Ownership of and commitment to action was built by providing a forum for people to grapple with and find answers to the issues.
- It was important to aim at a catalyst and plan “in the center of the room.”
- We learned to LADDER Action and move in a fast rotation.  
Listen → Plan → Do.

# BIG LESSON #2: TEAMWORK

Plan in the Center of the Room



# BIG LESSON #2: TEAMWORK

Aim at a Catalytic Headpin

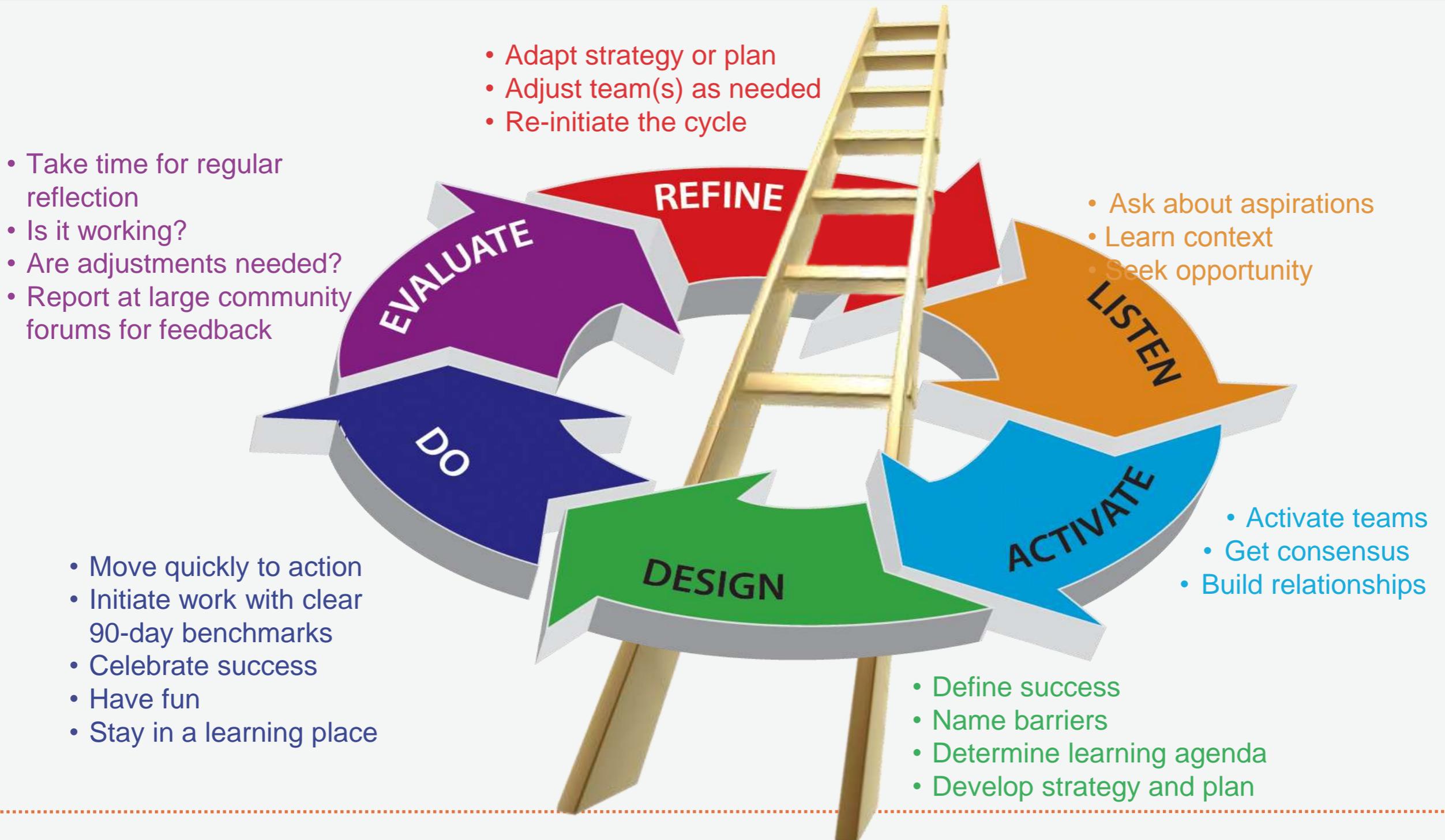
Securing a grocery and getting rid of an industrial dump



# BIG LESSON #2: TEAMWORK

## LADDERED Action

LISTEN ACTIVATE DESIGN DO EVALUATE REFINE



# BIG LESSON #3: OWNERSHIP

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***“To go fast,  
go alone...  
To go far,  
go together.”***

– AFRICAN PROVERB

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# BIG LESSON #3: OWNERSHIP



- **Ownership of the Plans:** builds vision, hope, and a commitment to change
- **Ownership of the Implementation:** builds the skills and capacity needed for the work to continue after the grant is gone
- **Ownership of the Assets:** gives people a real stake in their community



VANICACUMMINGS