

# TRUST BUILDING:

Building Relationships,  
Establishing Credibility and  
Acknowledging & Addressing  
the Elephant(s) in the Room

**MHP TRAINING FOR  
MUNICIPAL HOUSING TRUSTS**

**Friday, May 18, 2018**

**11:00 AM- 12:30 PM**

**Daphne Politis, AICP  
Principal, Community Circle**





About: Daphne Politis

## Community Circle

Planning, Programming, & Participation

- Urban planner
- research in architecture
- certified mediator, trained facilitator
- Plans for municipalities, institutions, & organizations
- Over 30 years experience
  - in almost 50 municipalities and approximately 20 institutions/organizations

*Making meaningful connections  
between people and places*

The circle is an inclusive shape that implies fairness and invites participation. It is the shape of a connected community. It is also used to indicate and define “place”

# TODAY'S PRESENTATION

## 1. DEFINING SUCCESS

Setting Goals

## 2. BUILDING TRUST & SUPPORT

How to Get Stakeholders to “trust the Trust”

## 3. ESTABLISHING CREDIBILITY

Understand and Communicate Housing Need

## 4. BUILDING AND SUSTAINING RELATIONSHIPS

Stakeholder and Community Engagement

## 5. CULTURAL COMPETENCE

What is it and why is it important?

# 1. DEFINING SUCCESS: Setting Goals

Draw an outline of your hand. For each finger write down the following:

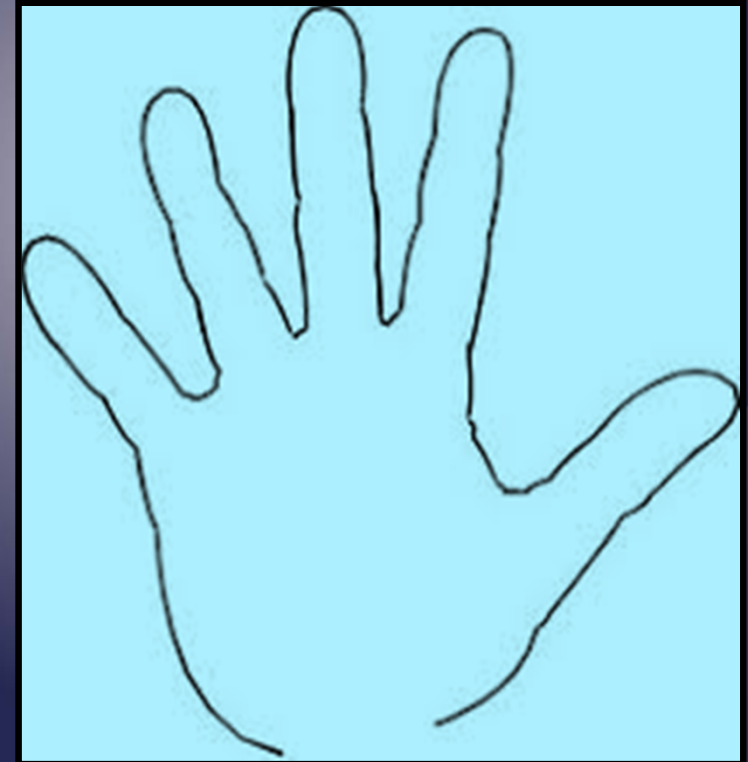
**THUMB:** something you feel an Affordable Housing Trust should accomplish in the short term

**FIRST FINGER:** A long-term goal that once fulfilled would make you feel the Trust was successful

**MIDDLE FINGER:** something that frustrates you, concerns you or that you fear about the issue of affordable housing

**RING FINGER:** Something that you feel passionate about regarding the issue of affordable housing

**PINKIE FINGER:** Something you wish you knew more about (regarding affordable housing)



Share and discuss with the person seated next to you.



# DEFINING SUCCESS

## Setting Goals: Develop mission, goals, and budget

- *What are your goals?*
- *What is your capacity?*
- *What is your budget?*

### Complete Community

- As suburbs increasingly moving away from isolation, wanting more amenities close to home
- Identify elements (good & services, recreation, transportation, schools, public safety, et.) that comprise a complete community
- People who work to provide, run & manage these would be more connected to the community if they lived in it (e.g. teachers, fire fighters, police officers, cashiers at store, salesperson, crossing guard, etc.)

## 2. BUILDING TRUST AND SUPPORT

How to get Stakeholders to “trust the Trust”

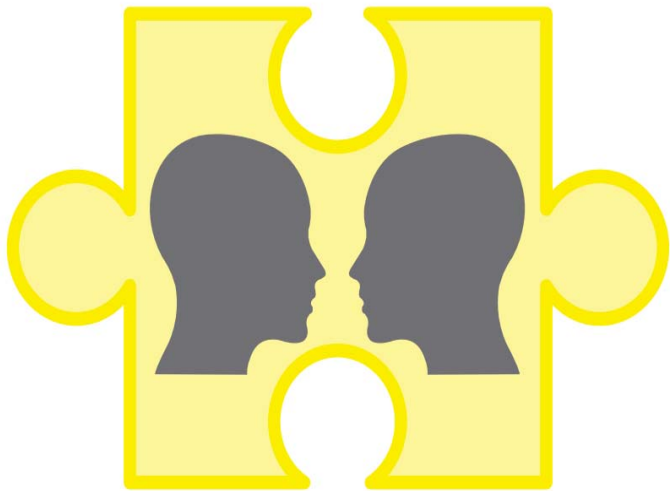
How would you build trust in any relationship?  
Share your thoughts with the person seated next to you.



# BUILDING TRUST AND SUPPORT

How to get Stakeholders to “trust the Trust”

You can't assume trust.  
You must build it.



---

Communication  
**Matters**

---

How can you foster trust?

- Transparency
- Good communication
- Demonstrate capacity
- Develop an action plan

# BUILDING TRUST AND SUPPORT

## How to get Stakeholders to “trust the Trust”

- Transparency
  - Involve stakeholders
  - Advertise Widely
  - Celebrate achievements
- Communication
  - Tailor to your audience
  - Use data to validate positions
- Demonstrate capacity
  - Select reasonable strategies
  - Identify opportunities to increase capacity, i.e. potential partners
- Develop an Action Plan
  - Clearly indicate:
    - Phasing
    - Responsibilities
    - Potential partners,
    - Costs and funding, etc.

### 3. ESTABLISHING CREDIBILITY

Understand and Communicate Housing Need

What do you consider to be among your top three challenges in terms of establishing credibility?

Share with the person seated next to you.





# 3. ESTABLISHING CREDIBILITY

## Understand and Communicate Housing Need

### First Step:

To understand LOCAL housing need

- Talk to others who deal with population(s) in need of housing
- Collect relevant data
- Identify supporters and keep them engaged as advocates

# ESTABLISHING CREDIBILITY

## Understand and Communicate Housing Need

### Second Step: Communicate Housing Need: APPEAL TO THE HEAD

- Choose (local and relevant) data to inform conversation and make your case
- Express data in accessible form (use graphics, etc.)
- Connect and ground to Master Plan, Housing Production Plan, etc.

#### Data

- Housing prices (realtors)
- Area median income
- School enrollment projections
- **Center for Housing Data:** new interactive service with data available on-line for municipalities to use (will be available Fall 2018)

# ESTABLISHING CREDIBILITY

## Understand and Communicate Housing Need

### Communicate Housing Need: APPEAL TO THE HEART

- Use stories about real people to humanize concepts
- Invite those benefiting from affordable housing policies to join discussion.

### WHO needs affordable housing?

- Young adults returning to the place they grew up?
- Seniors wanting to downsize on a fixed income?
- Teachers, fire fighters, police officers and others working in the community?
- Other people who would like to be part of your community?
- Newcomers from other parts of the world

# 4. BUILDING & SUSTAINING RELATIONSHIPS

## Stakeholder and Community Engagement

Think about who is important to involve.  
Who are the key stakeholders?  
Share with the person seated next to you.



# BUILDING & SUSTAINING RELATIONSHIPS: Stakeholder and Community Engagement

## Identify Partners

- Build and maintain relationships
- Invite and Create opportunities for collaboration
  - Identify range of options for working together
- Select discreet times as well as ways of conducting a continuous conversation

## Potential Partners

- Others working on providing affordable housing
- Social Service providers (including for homeless, special needs populations, job training, etc.)
- Business community
- Religious leaders



# BUILDING & SUSTAINING RELATIONSHIPS: Stakeholder and Community Engagement

## Design Engagement Process

- **Identify** “low hanging fruit”
- **Develop** short and long term goals **and communicate them**
- **Identify** who **should be involved**
- **Use** multiple means of **disseminating information**
- **Use clear and continuous and imaginable messaging**

## Community Engagement Process

- Ensure you keep up momentum and sustain it to Town Meeting
- Be transparent
- Keep community updated regarding Trust activities
- Consider hiring a community engagement specialist to help with the process
  - CHAPA has a community engagement specialist
  - Consultants available to help

# BUILDING & SUSTAINING RELATIONSHIPS: Stakeholder and Community Engagement

## Become an Advocate

- Provide explicit support for specific projects
- Be a clearinghouse of information and a conduit for collaboration
- Organize events, lead an information campaign
- Form partnerships to specifically address negative connotations and perceptions

## Consider Design Alternatives

- Often issue is one of density and design
- Promote smaller, well-designed projects
- Demonstrate how images can be integrated into surrounding context

TIP: Image Bank: MHP & CHAPA

# BUILDING & SUSTAINING RELATIONSHIPS: Stakeholder and Community Engagement

## ACKNOWLEDGE AND RECOGNIZE THE ELEPHANT IN THE ROOM:

### The fear of “others”

- Listen **carefully to concerns**
- Look **for opportunities, shared interests**
- **READ BETWEEN THE LINES:**  
Be prepared to address emotional content behind stated concerns

## Be prepared to address likely concerns which may include:

- Impacts on schools and other municipal services
- Traffic impacts
- Safety/security concerns
- Impact on the town’s architectural character

# 5. CULTURAL COMPETENCE

## What is it and why is it important?

### What's in a Name?

Turn to the person next to you and introduce yourselves by telling each other your full name (First, Middle, Last, Nickname, Jr./Sr. ,etc.). Take turns explaining it.

- Who thought of it? Was there any controversy in the family over the name? If yes, why?
- Does it mean anything (take each part of the name separately – first, middle, last, any other components, e.g. Jr. etc.?
  - Cultural meaning, family or other significance?
  - Is it a family name? Was it passed down? Was it ever changed? If yes, why?
  - Anything else you know about your name and how/why you were given this set of names?

# CULTURAL COMPETENCE

What is it and why is it important?

## What's in a Name?

Think about what you have learned about the person you just met by understanding more about their name.

- Did it help you to understand anything about their background?
- Did it remind you that we all (unless we are Native Americans) originally came from somewhere else?
- Now think what you could learn about someone named:
  - Jose Luis Alvarez or
  - Ahmad Dahleh, or
  - Kwang Liou or
  - Daphne Zaphira Politis Tsitsiklis (that's me 😊)



# CULTURAL COMPETENCE

What is it and why is it important?

## THE ELEPHANT IN THE ROOM:

### The fear of “others”

- World is becoming increasingly diverse
- People feel threatened by the unknown
- Changes occurring in U.S.:
  - Lower income people being pushed out of cities
  - Asian population is fastest growing demographic in the region
  - White population expected to decline due to more deaths than births

By 2045, the U.S. will become a “minority white” country

- Whites: 49.9%
- Latino: 24.6%
- African American: 13.1%
- Asian: 7.8%
- Multi-racial: 3.8%

*According to U.S. Census projections*

# CULTURAL COMPETENCE

What is it and why is it important?

## THE ELEPHANT IN THE ROOM: Who needs affordable housing:

Directly address that It may very well include people who may seem “different” because of a DIFFERENCES IN:

- State in lifecycle (young couples, seniors)
- Socio-economic status
- Racial, ethnic, linguistic background(s)



# CULTURAL COMPETENCE

What is it and why is it important?

What's it like being an "Other"?

Turn to the person next to you and list up to 3 challenges you think someone might face when moving into a community where they are **perceived as being "different"** (e.g. belonging to a marginalized minority, a newcomer to the municipality, newly arrived in the country)





# CULTURAL COMPETENCE

What is it and why is it important?

## Melting Pot versus Mosaic

Diversity positive force when harnessed appropriately

- Not about melting differences in a pot
- Retaining distinct colors to contribute to uniqueness of the overall mosaic



# CULTURAL COMPETENCE

What is it and why is it important?

## Inspiration from Nature:

Diversity contributes to resilience in nature

Grass grows on sand dunes locking down sand to prevent erosion

- Beaches with 2 species: one that thrives in dry conditions, one that thrives in rainy season – most stable.
- Holds true from Mongolia to Great Barrier Reef





# CULTURAL COMPETENCE

What is it and why is it important?

**Lessons from the Corporate World:**  
Diversity contributes to creativity  
in problem solving

Increasingly recognized that diversity is  
critical to competing in global economy

- Individuals with different backgrounds bring new and different ideas
- Results in increased creativity in problem solving



# CULTURAL COMPETENCE

What is it and why is it important?

## Relevance to Communities?

Communities can benefit from diversity if energy channeled appropriately:

- Provide appropriate support & orientation
- Be open to both similarities and differences
- Recruit people of various backgrounds to participate in civic life and municipal governance



Become more resilient

Become more of a complete community where people who work in community can live there and be more connected.

# CULTURAL COMPETENCE

What is it and why is it important?

## Relevance to Complete Communities?

Part of being a complete community in the 21<sup>st</sup> century:

- Understand and appreciate benefits of diversity
- Address both challenges and opportunities

*Diversity not only refers to the differences between individuals, but also to the acceptance and celebration of these differences.*





# CULTURAL COMPETENCE

What is it and why is it important?

**SHARED GOAL: Coming Together as one Community? Schools as Model?**

What are schools doing that we can learn from?

Think about the positive gestures and impacts you have seen coming from the School Departments' efforts to be inclusive in your municipality.

- What lessons can we learn from these?
- Discuss with your discussion partner.



# CULTURAL COMPETENCE

What is it and why is it important?

## PLEASE STAND UP

You will be asked a series of questions.

- Identify your answer by standing in the designated location.
- You are encouraged to share more about your answers with those standing next to you, however it is not required.
- See if you can detect any patterns to the responses to questions.

*Socio-metric exercises are intended to warm up the emotional muscles so that they are able to perform effectively. When open to the experience, this can also lead to personal growth.*

# CULTURAL COMPETENCE

What is it and why is it important?

## EYE COLOR

1. Brown
2. Blue
3. Green
4. Other






# CULTURAL COMPETENCE

What is it and why is it important?

## BIRTH ORDER

1. First Born
2. Middle Child
3. Last Born
4. Only Child

			
<b>FIRST BORN</b>	<b>MIDDLE BORN</b>	<b>LAST BORN</b>	<b>THE ONLY CHILD</b>
perfectionist achiever leader bossy responsible motivated conscientious controlling cautious reliable	adaptable independent go-between people-pleaser can be rebellious feels left out peacemaker social	social charming outgoing uncomplicated manipulative seeks attention self-centered fun	confident conscientious responsible perfectionist center of attention mature for their age seek approval sensitive leader

Talk amongst yourselves about how your birth order may have affected you.



# CULTURAL COMPETENCE

What is it and why is it important?

## SEASONS: PREFERENCE

1. Winter
2. Spring
3. Summer
4. Fall



Talk amongst yourselves about your preference.

# CULTURAL COMPETENCE

What is it and why is it important?

## HANDEDNESS

1. Right-handed
2. Left-handed
3. Ambi-dexterous



Talk amongst yourselves about your experience(s) as a result of your natural leaning.

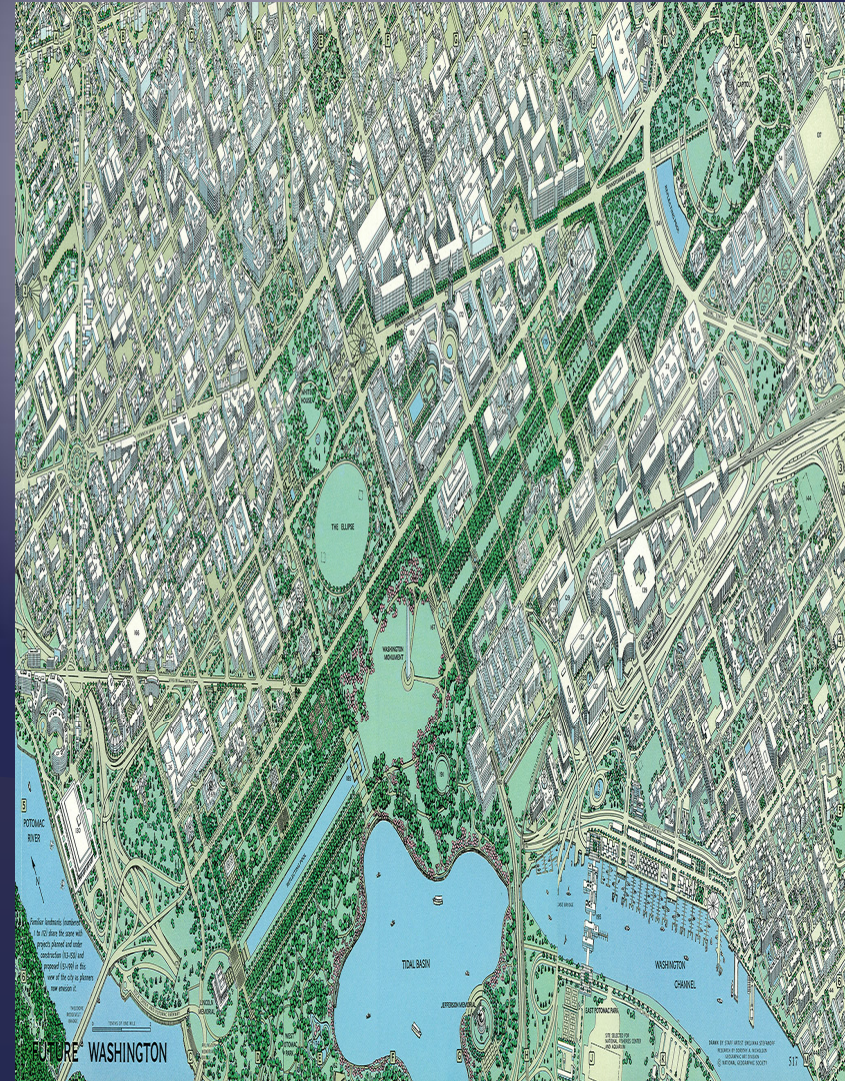
If you are left-handed, did anyone ever try to change you?

# CULTURAL COMPETENCE

What is it and why is it important?

## TOWN THAT YOU CURRENTLY LIVE IN

1. “I was NOT born in Town”
2. “I was born in Town”
3. “At least 1 of my parents was born in Town”
4. “At least 1 of my grandparents was born in Town”





# CULTURAL COMPETENCE

What is it and why is it important?

## PARENTS BIRTH PLACE

1. “Both my parents were born in the U.S.”
2. “One of my parents was born outside the U.S.”
3. “Both of my parents were born outside the U.S.”



# CULTURAL COMPETENCE

What is it and why is it important?

## GRANDPARENTS BIRTH PLACE

1. “All of my grandparents were born in the U.S.”
2. “One of my grandparents was born outside the U.S.”
3. “More than one of my grandparents was born outside the U.S.”
4. All 4 of my grandparents were born outside of the U.S.



# CULTURAL COMPETENCE

What is it and why is it important?

## HOUSING TYPE:

Have you or any member of your family ever lived in anything other than a single-family home?

(e.g. college dorm, apartment, condominium, town house, retirement community)

1. YES

2. NO



Talk amongst yourselves about your experience.



# CULTURAL COMPETENCE

What is it and why is it important?

EXPERIENCE FEELING MISUNDERSTOOD:

“I can think of an experience where I felt out of place, misunderstood and where I felt that untrue and unfair assumptions were made about me”

1. YES
2. NO
3. Can't think of one

Loneliness is not about how many people are around you; it's about how many of them understand you.

Word Porn

Talk amongst yourselves about your experience.



# CULTURAL COMPETENCE

What is it and why is it important?

## DEBRIEF: PLEASE SIT BACK DOWN

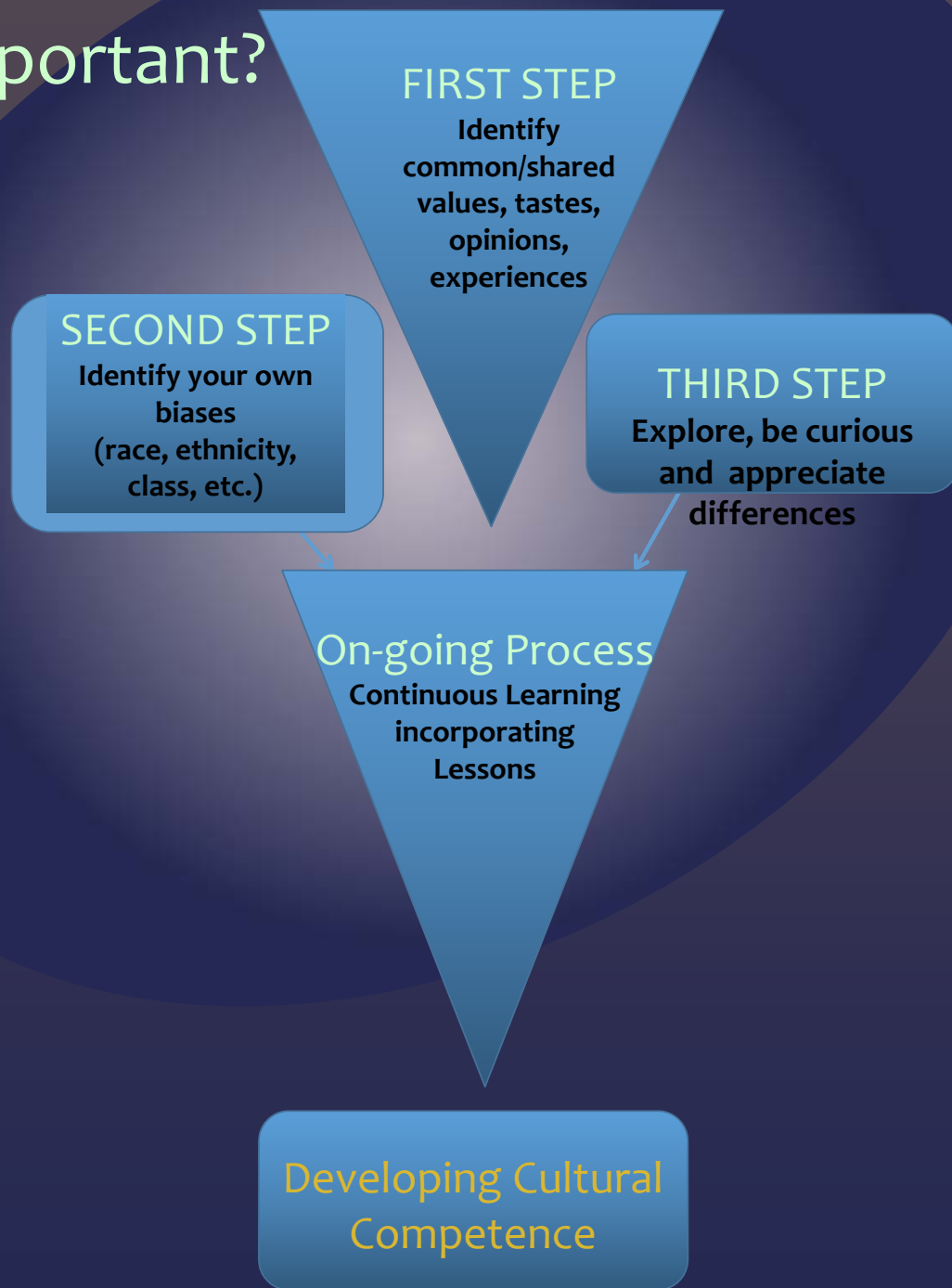
- What thoughts or feelings did you have while doing this exercise?
- What do you think the point of the exercise was?
- Did you notice any patterns (e.g. did all brown eyed people prefer to swim in the ocean as opposed to the pool)?
- Did anything surprise you?
- Were there some questions for which all people seemed to share same response whereas other questions had you sharing a response with people you may not have been able to predict felt similarly?

# CULTURAL COMPETENCE

What is it and why is it important?

*“The guiding principle of cultural competence is a desire to learn from, experience and respect the particular culture of an individual while remaining humbled by the vastness of individual diversity.”*

- “Enhancing Cultural Competence in Social Service Agencies,” Calzada and Suarez-Balcazar



# CULTURAL COMPETENCE

What is it and why is it important?

## What is Cultural Competence?

- Recognition that there is more than one “right” way of doing things
  - Crowding (cultural definition) vs. density (objective measurement)
  - Landscaping/use of outdoor space
  - Use of civic spaces
- Moving beyond assumptions, biases, based on limited knowledge about individuals and communities.
- Supporting expression of people with a range of cultural backgrounds



# CULTURAL COMPETENCE

What is it and why is it important?

## How can you achieve Cultural Competence?

- Requires a commitment to a set of values and specific strategies that may go beyond “business as usual”
- Demonstrate an understanding and appreciation of cultural differences



## Steps towards achieving cultural competence:

- Identify cultural issues to be addressed and your ability to address them
- Involve individuals representing diversity around your planning table
- Encourage cross-cultural dialogues
- Involve “culturally competent” individuals to help build bridges



# CULTURAL COMPETENCE

What is it and why is it important?

## How can you achieve Cultural Competence?

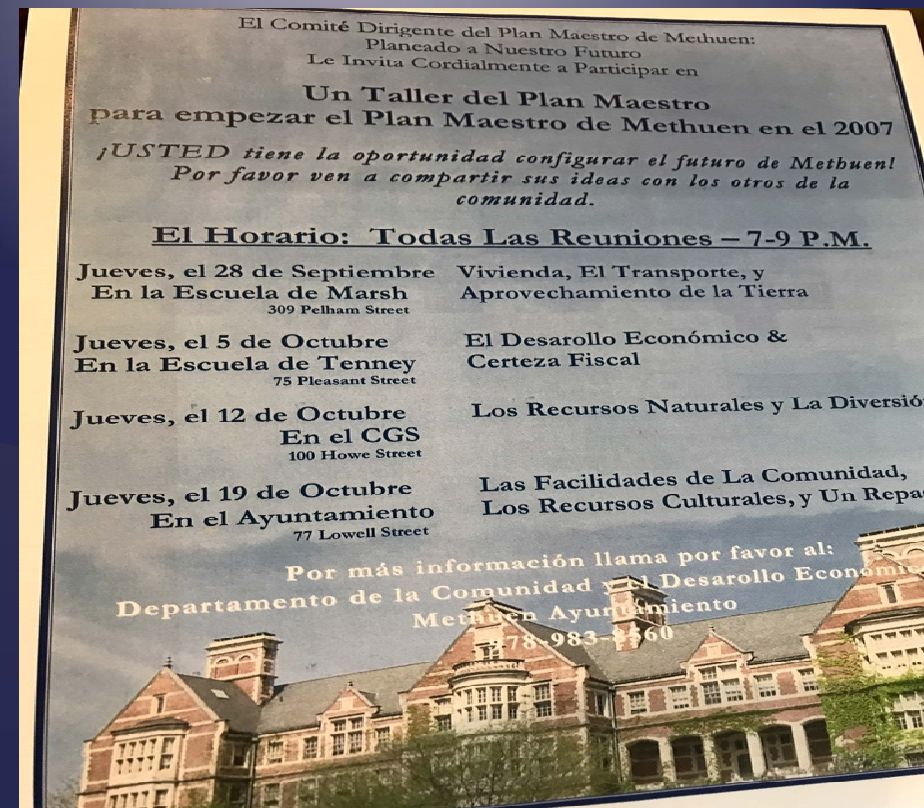
- Facilitate formal and informal opportunities for cross-cultural interactions
- Employ methods for reaching “hard to reach populations”
- Language
  - multi-lingual materials
  - Welcoming gesture – sends message of inclusivity

TIP: Use Translation Services

- Mel King Institute: How to hold a public meeting in multiple languages

Steps towards achieving cultural competence:

TIP: Include individuals on your Trust or as close collaborators that have cultural competence



# CULTURAL COMPETENCE

What is it and why is it important?

## Why is Cultural Competence important?

- Must address reality of **increasing diversity**
- **Decrease fear of the unknown** and unfair assumptions stemming from fear
- Critical if we are truly to knit together the **mosaic** and become a **balanced and resilient community**
- Become an integrated and **complete community**



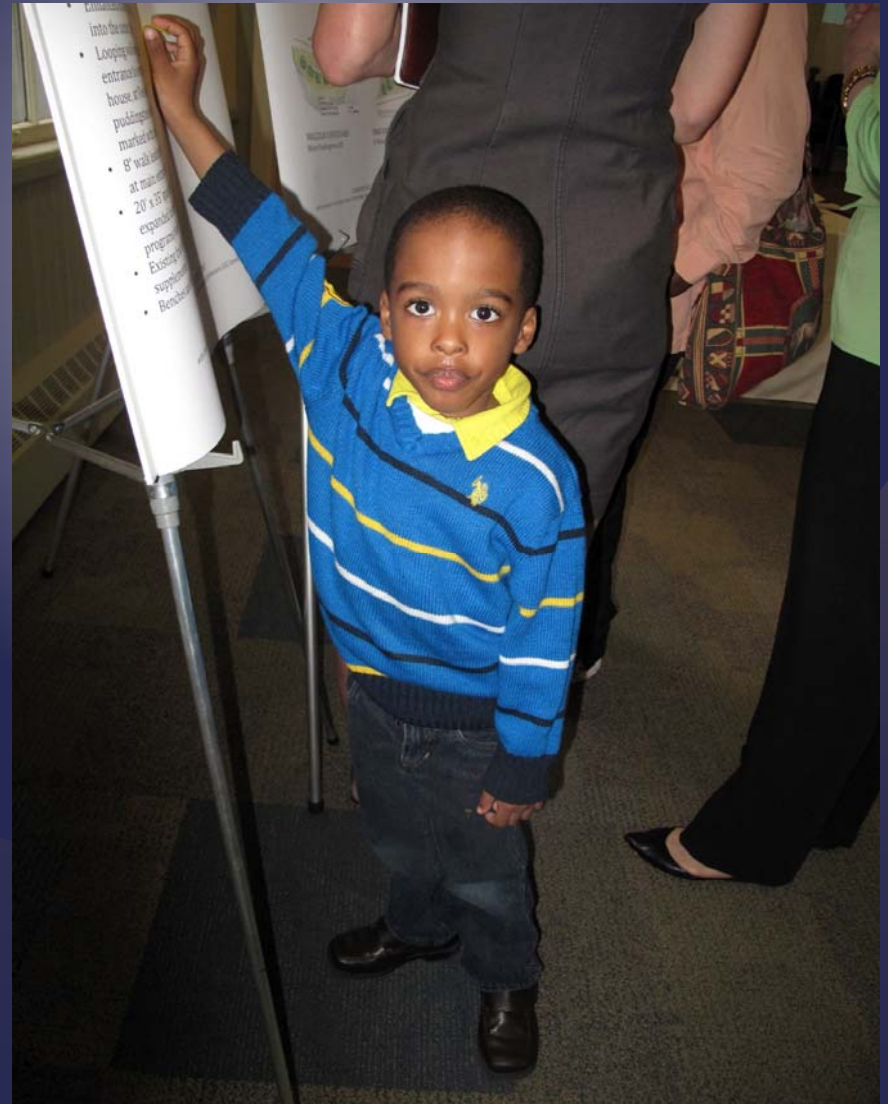


# CULTURAL COMPETENCE

What is it and why is it important?

Ultimately the goal of achieving cultural competence is to lead to:

- Recognition, respect, honor, and **celebration of both similarities and differences in the human condition**
- Providing opportunities to engage with different people who might **stretch our thinking about the world**
- Helping to **reduce racial and ethnic disparities in subsequent generations**





# CULTURAL COMPETENCE

## What is it and why is it important?

### Cultural Competence is a process

A continuous journey that includes:

- Self awareness of unconscious bias
- Getting out of one's comfort zone
- Including others to help you reach beyond your grasp, bridge gaps

Recognize that it can be a complicated and difficult process:

- Not everyone is on board
- Even those on board may be at different point in the process
- Expect it to be a long and bumpy ride, but as any worthwhile adventure the end result will be enriching.



