

SMALL BUSINESS

SOCIAL RESILIENCE

GROUPS 1 + 2



Overall Goal + Vision

Understanding that the other teams are working on physical needs of the building and financing those improvements, during this discussion we are asking you to collectively identify new vehicles for building and funding the social resilience of the people and players in this case study, prevent displacement and increase community resilience. The stakeholders include the tenants, owners, the organizations and institutions in the community.

Upfront Assessment (30 minutes)

1. Brainstorm the following question on newsprint.

What are the major barriers preventing the tenants and owners from being 'resilient' to better cope, adapt, and lead transformative change efforts? These are key vulnerabilities. Group Brainstorm on newsprint for 5 minutes.

2. As a group, now review the neighborhood context in the case study and your identified key vulnerabilities on the newsprint. Are there any other vulnerabilities to add to the above list thinking about the neighborhood? If so, add them in.
3. Read over the list on the newsprint. As a group, discuss and decide collectively what the top three barriers or vulnerabilities are. Circle them on the newsprint, or rewrite them below.

Barrier/Vulnerability 1

Barrier/Vulnerability 2

Barrier/Vulnerability 3

Social Resilience

a working concept

Coping Capacities *The ability to cope with and overcome adversities;*

Adaptive Capacities *The ability to learn from the past and adjust to future challenges*

Transformative Capacities *The ability to craft and lead change efforts of systems, structures, and institutions that support equitable distributions of power, knowledge, and wealth—the individual welfare of all people, regardless of race.*

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Definition adapted from Keck, M. and Sakdapolrak, P. (2013) What is Social Resilience? Lessons Learned and Ways Forward. Erkunde, V. 67 | No. 1 | 5 – 19.

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4. Review the major barriers and vulnerabilities you identified and consider your collective experience, lessons learned, and the example mitigation strategies sheet as you answer the following question.

What are some solutions to the top three vulnerabilities you identified?

Group Brainstorm on newsprint for 5 - 7 minutes.

5. Existing Financing | What funding already exists that could help finance these types of solutions or mitigation strategies? How would one fund this work in our current environment? *Discuss and select from the categories below. Please name examples of the main sources of funding for each category + indicate with \$ (very little) to \$\$\$\$ (robust funding available) the amount of money available from these different sources for the types of solutions you identified above.*

- Philanthropy _____ \$ \$\$ \$\$\$ \$\$\$\$
- State Gov't _____ \$ \$\$ \$\$\$ \$\$\$\$
- Local Gov't Grants/Contracts _____ \$ \$\$ \$\$\$ \$\$\$\$
- Private contracts _____ \$ \$\$ \$\$\$ \$\$\$\$
- Private donations _____ \$ \$\$ \$\$\$ \$\$\$\$
- Revenue Generation _____ \$ \$\$ \$\$\$ \$\$\$\$
- Other | Please Identify below

6. What are the challenges, issues, gaps, or choke points to getting /absorbing funding for these strategies? *Group Brainstorm on newsprint for 5 - 7 minutes. Identify the top 3 priority issues by circling them.*

What types of threats are perceived, how they are dealt with, and whether the poor and marginalized are heard or not – all of these are questions related to actors' capacities to participate in governance processes (Voss 2008). If alternative or critical voices remain unheard for the sake of implementing standard solutions, the "participative capacity" of the system, and the unequal distribution of power and knowledge, become key issues of social resilience (e.g. Glavovic et al. 2003; Bohle et al. 2009; O'Brien et al. 2009; Davidson 2010; Lorenz 2010; Obrist et al. 2010a).

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Taken from Keck, M. and Sakdapolrak, P. (2013) What is Social Resilience? Lessons Learned and Ways Forward. Erkunde, V. 67 | No. 1 | 5 – 19.

Innovating Solutions (40 minutes)

1. Read over the list of solutions you identified. As a group, discuss and decide collectively what the top three solutions are. Circle them on the newsprint, or rewrite them below. Think of this as one solution for each vulnerability.

Solution 1

Solution 2

Solution 3

2. Visioning | Now that you have an idea of the direct solutions to the key vulnerabilities you identified, answer the following question:

What is your solution for a vehicle to fund these types of strategies, prevent displacement and increase community resilience?

Note: This can be a holistic multi-layered solution that includes funding, policy, and programmatic elements.

Reminder: Other teams in your room are working on physical needs of the building and financing those improvements. *Have ideas for them? Put them on your 'bike rack' sheet.*

Here are some guiding elements to help you develop the vehicle to fund these types of strategies. *Use this sheet as a working draft, answering as many as possible, and then once the ideas are developed enough, put on newsprint for your 'elevator pitch' during the report out.*

How is it structured? Check all that apply.

- | | | | |
|--|---|---|--|
| <input type="radio"/> Capacity Building/
Technical
Assistance
Program | <input type="radio"/> Community
Ownership
Model | <input type="radio"/> Community
Trust / Trust
Funds | <input type="radio"/> Grant |
| <input type="radio"/> Joint Powers
Authority | <input type="radio"/> Loan Loss
Reserve
Program | <input type="radio"/> Municipal
Bank | <input type="radio"/> Policy/
Regulatory
Change(s) |
| <input type="radio"/> Revolving Loan | <input type="radio"/> Social loan
program | <input type="radio"/> Other: | <input type="radio"/> Other: |

Who (singular or plural) should the administer of the vehicle + why?

What is the overall purpose + description of the vehicle to fund these strategies. What is it meant to accomplish? *Please try to address any of the structural elements identified above in this summary.*

Who would fund this vehicle? How would it be capitalized?

Public

Private

Philanthropy

Other

Please describe:

Who is eligible to apply or access the funding vehicle?

“Social resilience is institutionally determined, in the sense that institutions permeate all social systems and institutions fundamentally determine the economic system in terms of its structure and distribution of assets”

-Adger, N.W. (2000). Social and Ecological Resilience: Are they Related? Progress in Human Geography. 24 (3), 347-364.

What are guardrails this solution must include in order to not increase racial discrimination or contribute to displacement? (social equity, financial terms, capacity, etc.)?

Neighborhood Scaling (20 minutes)

Pick one of the following to discuss for the remaining 20 minutes.

- How do you scale up solution(s) to a district or neighborhood level? How do you coordinate small businesses, property owners, multiple public agencies and tenants to work together to make district or neighborhood level adaptation and resilience strategies? How would this change the solution you developed, if at all?
- How can grassroots development, social capital and community engagement activities be activated to make infrastructure and building resilience more feasible at a district or neighborhood level? What is that strategy? How would this change the solution you developed, if at all?
- How do you finance improvements at a district/neighborhood level? Who needs to be involved? (state, region, locally).

Once you have selected your choice:

Group Brainstorm strategies on newsprint for 5 - 7 minutes. Review the list and discuss which seem the most worthwhile, actionable and necessary.

How would this change the solution you developed, if at all? *Spend 10-15 minutes discussing and fleshing this idea out a bit more. Please note any changes this makes to the funding solution you identified, if any arise.*

What scale is your solution best administered at?

- Individual building / organization / business
- Neighborhood / Community / District
- Local Government
- Regional
- State
- Other

Thank you!

Please finalize your 'elevator pitch' newsprint and return to the LACC.