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A Case Study: The Role of Compassionate Cities, Healthy Cities, and UN Sustainable Development Goals in City Leadership and Planning

Lisa A. Berkley

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A Dissertation

Submitted to the PhD in Leadership and Change Program of Antioch University
in partial fulfillment for the degree of

Doctor of Philosophy

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This dissertation is approved in partial fulfillment of the requirements for the degree of PhD in Leadership and Change, Graduate School of Leadership and Change, Antioch University

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I have heard it said: “People come into your life for a reason, a season, or a lifetime. When you figure out which one it is, you will know what to do for each person” (author unknown).

There have been a handful of people who have made this journey possible. They have entered my life for a specific reason, the dissertation journey, but for how long they will stay has yet to be known. But this does not matter. If our paths were to never cross again in this lifetime, these beautiful humans have indelibly marked my soul in a creative process of birth, death, and rebirth.

The Dissertation Journey: A 9-Year Journey of the Soul

Birth

2009. My dear Douglas: You introduced me to the PhD in Leadership and Change program. Indeed, you planted a seed that took 9 years rather than 9 months to bear fruit. You opened the door for a life transformation. Despite the pain that often goes with initiation, I cannot thank you enough for the way in which you have helped to shape my life. Deep heartfelt love and gratitude for you. Always.

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Death and Rebirth

Jorge, the process of deconstruction and self-reflection has revealed a journey from the chains within a medieval castle to the gentle taste of freedom—from grief, through an open heart, to compassion. May the process continue through to joy. Thank you for witnessing.

Max: My Doublemint twin. My soul sister. So many words, yet nothing to say. No way I could have done this without you. What a gift to walk, sit, turn around, fall down, and get up again, hand in hand on this path with you. Here, my dear friend, here is to joy. May the light radiate far into the cosmos. Even if extinction. . .

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Sherpas and Midwives

This has been a journey not only of learning and research, but also of profound self-discovery. In Jewish mysticism, the number 40 has great significance. It is connected to transitions and change, renewal and new beginnings. It is believed that when a person enters their 40s, they are entering into a more spiritual state of being. So it is no coincidence that this research journey has taken me through my 40s and is concluding in my 50th year. Also of no coincidence, but not yet of my understanding: The writing of this research was done in sections, which corresponded first with Rosh Hashanah and Yom Kippur, followed by Pesach and concluding with Shavuot. This path has had signposts and reminders of a journey of freedom and sweetness. From the beginning, I have been blessed not only with these signs, but extraordinary people, as well.

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This work is dedicated to freedom and joy, the flight of the phoenix, and the journey of compassion. May we—the Earth and all her animate and inanimate beings—heal and thrive.

Abstract

This research is a case study examining the relevance of three holistic city frameworks—Compassionate Cities, Healthy Cities, and UN Sustainable Development Goals—to the intentional or tacit thinking of city leaders, community leaders, and activists of Marina, California. Beginning with a discussion of the origin and development of the three frameworks, the study occurred in three phases: Phase I involved interviewing the five elected leaders, city manager, community development leaders, and two planners; Phase II consisted of a survey of appointed city leaders and community organizers and activists; and Phase III was an analysis of relevant public discourse, drawing from local newspapers, social media, and city council and other public agencies' agendas and public records. In the background is a discussion on the challenges of a city that is transitioning from a former U.S. military base support city to one that embraces a new generation of urban dwellers, becoming an economically and socially sustainable municipality. This dissertation is available in open access at AURA: Antioch University Repository and Archive, http://aura.antioch.edu/ and OhioLINK ETD Center, https://etd.ohiolink.edu/

Keywords: Compassionate Cities, Sustainable Development Goals, Healthy Cities, Holistic Cities, Leadership, City Planning, City Governance, Municipal Leadership, SDGs, City Council, Fort Ord, Marina, California

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Chapter I: Introduction

The idea for this research stemmed from the intersection of three significant aspects of my life: first, my work as a societal healer, international peace maker and activist; second, my work with the Charter for Compassion and the Compassionate Cities movement; and third, my role as the Vice-Chair of my city's Planning Commission, which includes sitting on the ad-hoc committee for downtown vitalization. Each aspect has brought me to a series of questions: how do we build a world in which the "whole human"—mind, body, soul, and spirit—are empowered and honored? How do we support people to live with love, care, compassion, and creativity? How do we pragmatically rebuild the world—one city, one community, at a time—in a way that reflects and supports positive human potential as a way of life?

The purpose for this dissertation is to explore how one city, my home city, the city of Marina, CA, addresses some of these questions. The city is in the process of updating its general plan and redefining itself from a former military base support city to a city that embraces a new generation of urban dwellers. Simultaneously, these updates must be in alignment with the city's vision and mission statements (see Appendix A). As city leaders work to update the general plan, I am interested in whether or not the characteristics of holistic city frameworks—specifically, the Compassionate Cities Movement,[1] the World Health Organization's (WHO) Healthy Cities Initiative, and the United Nations Sustainable Development Goals (UN SDGs)—can and do have an impact on their vision and decision-making.

[1] The Compassionate Cities Movement I am referring to was birthed from the Charter for Compassion and part of Karen Armstrong's vision when she won the 2008 TED Prize; it should not be confused with the Compassionate Cities movement that is part of the public health approach to end-of-life, or palliative care.

A World of Social Connection and Isolation

In today's world, human beings have become both more widely connected and frighteningly isolated. Social media and the web have given us the ability to reach out and connect to almost anyone, anywhere in the world who is virtually networked, that is, those who have the privilege of technological development, income, and often, education. Yet this connection is frequently done in the privacy of one's own home or office. It is contingent upon the touch of a button, electrical current, or bandwidth, not the connection of eyes, or the warmth of a hand or an embrace. According to WHO, despite all the societal advancements, global suicide rates have increased 60% in the past 45 years (Suicide.org, n.d.). Additionally, WHO (2018a) has discovered that globally, more than 350 million people of all ages suffer from depression, and this number is rapidly on the rise. In 2016, suicide was the 10th leading cause of death in the United States, as 16.2 million adults, or 6.7% of the population, suffered one or more major depressive episode (National Institute of Health, 2017).

In addition to our growing sense of isolation due to social media, according to many sources, climate change and the relationship between individuals and their external world is another significant contributor to the rise in depression and suicide. Such widespread worldwide change affects individuals not only physically, but psychologically and socially, as well, threatening their all-around health (Doherty & Clayton, 2011). Climate change is also presenting one of the greatest challenges facing the current and next generation of leaders: population migration into cities.

People are eagerly moving back into cities where housing, jobs, activities, and conveniences are within close proximity (Garcia, 2015; Swanson, 2015). People desire to have an increased quality of life in which professional/work life is balanced and they can access better

mental and physical health. Additionally, the need for green space and reducing the effects of climate change increase. For this reason, more and more cities are searching for creative ways to incorporate nature (e.g., street trees, parks, green rooftops, living walls) into urban dwellings. Being in the midst of such amenities has a positive impact on individuals' psychological well-being, which translates to their physical health (Davies, 2018). These benefits are important, as the lack of nature often associated with cities can lead to chronic diseases including obesity and diabetes (Davies, 2018).

It is expected that by 2050, two out of every three people are likely to be living in cities or other urban environments; this translates to approximately 2.5 billion people who could be added to urban areas by the middle of the century (UN Department of Economic and Social Affairs, 2018). The challenges this brings to city leaders are both complex and complicated. There is an increasing need for sustainable urban planning and public services, including housing, transportation, energy systems, and other infrastructure. There will also be a need for employment and basic services such as education and health care. The UN Department of Economic and Social Affairs has urged governments to enact policies for the health of all citizens, whether they live in urban communities or rural areas. Clearly, city leaders are faced with immense challenges and opportunities.

Yet, despite the discouraging statistics and overwhelming complications, humanity is living at a time of great possibility. This is the first generation that could have a profound positive impact on the environment, potentially ending greenhouse gas emissions, poverty, and biodiversity loss (Rockström, 2015). Further, the generation of individuals who is now gradually moving into leadership positions just might have the mindset to tackle these serious challenges, turning obstacles into opportunities. Many scholars are optimistic about this generation of new

leadership, believing them to be solutions-oriented and creative minded (DeVaney, 2015; Saratovsky & Feldmann, 2013). Current leaders have a mindset rooted in optimism and creative lifestyle design; such individuals are not afraid to dream big, visualizing the end result and finding new, practical, and environmentally and socially conscious means of achieving goals (Wiebush, 2018). By nature, they are willing to embrace some of the biggest societal and environmental problems faced today. Their approach to life—including the myriad of challenges they face—is rooted in self-confidence, open-mindedness, openness to change, and an overall general positive attitude (Taylor & Keeter, 2010).

Additionally, these emerging leaders reflect the current and projected approaches to city planning. Their lifestyle needs are in alignment with a number of positive, care-based, and growing city development frameworks, in particular, gross national happiness (GNH), the UN's Sustainability Goals, WHO's Healthy Cities Initiative, and the Charter for Compassion's Compassionate Cities Movement. Each of these city development frameworks focuses on the intersection of health and well-being for people and planet. Additionally, each, in its own way, lays the foundation for cities of the future, embracing the desired lifestyle of a new generation of urban dwellers.

Holistic Frameworks for Planning Cities

The relationship between individuals and their community, and the ways in which the two affect each other, may hold a key to solving some of the most difficult societal challenges humanity currently faces, from racism to climate change. However, to explore this relationship, new frameworks for defining the well-being of society other than gross domestic product GDP are necessary. The proposed case study allowed me to explore the relevance of four global movements that herald the importance of individual and societal health and sustainability.

I began with the concept of GNH, an approach that promoted a shift within the international conversation regarding national well-being. In 1972, Bhutan's King Jigme Singye Wangchuck decided that Buddhist ideology should be the foundation for how a country assesses its progress. Rather than by economics alone, the nation was to examine characteristics often connected with international development, such as education, culture, and environment.

In the late 1980s, WHO embraced similar characteristics for defining healthy cities. The foundation for its approach was based upon the awareness that the environment in which one lives will contribute either positively or negatively to the physical, psychological, and emotional well-being of an individual. WHO's Healthy Cities Movement focused on working with municipal leaders who in turn work with nongovernmental organizations (NGOs) and community organizations to establish the necessary goals required to create a healthy city. In 2010, the Compassionate Cities Movement came into being. Unlike the previously mentioned frameworks, this movement relied on grassroot organizations to initiate a movement that involves all necessary city or regional stakeholders to come together and explore and develop the city through the lens of compassion.

The final framework considered in this study was sustainable development and the UN SDGs. Established by the UN in 2015, these goals laid a foundation of 17 broad and interdependent goals to be met by 2030. With a focus on a sustainable future, the SDGs also require the collaboration of governmental leadership with NGOs and community organizers. Figure 1.1 is a timeline that reflects the origin of frameworks.

Figure 1.1. Timeline of holistic frameworks development. Reproduced with permission from Juli Hoffman.

Although these frameworks emerged from different origins and times, each reflects a common mission of placing care and well-being for Earth's animate and inanimate inhabitants as a central focus.

GNH is an approach to national development and assessment intended to redefine how national well-being or success is understood. The intention is to shift from the lens of GDP and economics to one focused on a holistic overview of a nation with an emphasis on the overall well-being of that country's citizens. Similarly, WHO's Healthy Cities movement is centered on the relationship between city living conditions and health. In this context, health is defined loosely and holistically, from the physical, mental, and emotional well-being of the citizens, to the social and economic health of the cities (Kenzer, 2000). Unlike these two social movements that focus on characteristics and qualities, the Compassionate Cities movement is rooted in a way of being—heart to heart, human to human—which, in turn, spreads out to the Earth and her animate and inanimate species. It is relational, with compassion as the foundation for its development. It is intended to alleviate suffering and, by default, mitigate, if not eradicate the

social “isms,” such as racism, sexism, ageism, and the like, which contribute to individual and social harm, pain, and isolation. Karen Armstrong, founder of the Compassionate Cities movement, stated:

> A compassionate city is an uncomfortable city! A city that is uncomfortable when anyone is homeless or hungry. Uncomfortable if every child isn’t loved and given rich opportunities to grow and thrive. Uncomfortable when as a community we don’t treat our neighbors as we would wish to be treated. (as cited in Charter for Compassion, n.d.-b, para. 1)

What is particularly relevant in this movement is that it speaks directly to the heart of the previously mentioned reports on depression (National Institute of Health, 2017; World Health Organization, 2018a) and suicide and isolation (Suicide.org, n.d.). As stated in the Charter for Compassion’s overview of the Compassionate Communities and Cities:

> [The] structure of modern society—of nation states and mega cities and a world population that has grown to over seven billion—often thwarts and distorts [the] natural desire to be compassionate. The sense of disconnection is so pervasive that unkindness, indifference, and selfishness appear as the norm; compassion, kindness and caring are the outliers.
>
> [Within this movement] people are motivated by compassion to take responsibility for, and care for, each other. A community where compassion is fully alive is a thriving, resilient community whose members are moved by empathy to take compassionate action, are able to confront crises with innovative solutions, are confident in navigating changes in the economy and the environment and are resilient enough to bounce back readily from natural and man-made disasters.” (Charter for Compassion, n.d.-b, paras. 2–4)

While some may argue that the Compassionate Cities movement is too idealistic or naïve, the increasing number of people who are signing up suggests otherwise. Currently, the Charter’s growing network of Compassionate Cities and Communities includes cities, towns, townships, shires, hamlets, villages, neighborhoods, islands, states, provinces, counties, and republics in more than 80 countries around the world (Charter for Compassion, n.d.-a). More than 405 cities

are actively engaged in strengthening their positions as compassionate cities, which potentially affects the 629 million people who live within these cities (Charter for Compassion, 2017 n.d.-a).

Another unique aspect of this movement is that it connects with and is rooted in human development. Positive psychology scholars have clearly indicated we thrive better when treated with care (Cameron, Dutton, & Quinn, 2003; Morgan Roberts & Dutton, 2009). Many doctors and psychiatrists, after amassing considerable data from neurodevelopment, psychopharmacology, neonatology and experimental psychology, claim individuals' need for loving connection—care and compassion—is hardwired into their physiology (e.g., Learner, 2000; Lewis, Amini, & Lannon, 2000). Lewis et al. further asserted that individuals are incapable of being entirely self-sufficient.

Additionally, researchers studying the relationship between neurobiology and compassion have indicated the long-lasting nature of people's ability to feel compassion, a characteristic that spans millennia (Center for Compassion and Altruism Research and Education, 2018a). By focusing on the relational aspect of the human species and allowing care and compassion to be guiding principles, social change can occur from the inside out and lay the foundation for cities and communities. As the adage says, peace and well-being in the world begin with the individual. From there it spreads to the family, the village, and beyond (Kahane, 2010; Naht Hanh, 2004). The Compassionate Cities movement lays the foundation for both planet and social improvements—care for the Earth and environment, social and economic justice, and leadership—more transparent and more engaged with their constituents and community. It also provided the foundation for this research.

Purpose of Research

Looking through the holistic frameworks of Compassionate Cities, Healthy Cities, and the UN Sustainable Goals, the purpose of this proposed study was to examine the way in which city leaders, specifically those in Marina, CA, think about and plan for the future of their city. Climate change, increased migration of people to cities, and humanity's overall declining mental and emotional well-being are creating a need for leaders to think and plan differently. Across the globe, cities and city leaders—from local council members and other elected or appointed city officials to urban planners, developers, and managers—are shifting their focus to creating environments and communities that better reflect conditions to support a high quality of life for individuals, and for society as a whole. In these cities, of paramount importance is supporting a holistic approach to a healthy work–life balance in the design and planning of the city, from residents' work and transportation, to their recreation and family life, to their overall personal well-being and health. This includes taking into account communities that are highly livable, integrated with nature, and built on a strong, supportive economy (Anderson, 2018). It also includes the incorporation of the natural world (e.g., street trees, parks, green rooftops, and living walls). Davies (2018) quoted Kevin J. Gaston, a professor of biodiversity and conservation at Britain's University of Exeter, who stated:

> Access to nature provides an array of health and wellbeing benefits, from the psychological and physical to the social . . . Particularly in Westernized societies, we are becoming aware of a whole array of quite chronic health consequences associated with city living – for instance, obesity, mental illness, diabetes. (Davies, 2018, paras. 13–14)

Examining these elements is important when envisioning the development, growth, or future of a city.

Locus of the Study

The City of Marina was the site and focus of this research study. Its history and present-day challenges offered a unique opportunity to explore leadership vision and decision-making in the midst of transition. Marina was incorporated in 1975 and is located on the Monterey Peninsula on the Central Coast of California, approximately 100 miles (161 km) south of San Francisco. Unlike other cities on the Peninsula, Marina did not develop as a planned city. Rather, it served as a bedroom community for the U.S. Army's Fort Ord and grew in a more unorganized way, with Fort Ord influencing the development of the city, from the layout of the houses to making it a stop along the Southern Pacific Railroad. Also, unlike the other well-established Peninsula cities—e.g., Carmel, Monterey, Pebble Beach—Marina's wealth lies mostly in its present-day potential. For generations, Marina was one of the bedroom communities serving the U.S. Army's Fort Ord; however, that identity changed when the based closed in 1994.

When the 28,000-acre (about 45 square miles, the size of the city of San Francisco) military base of Fort Ord closed in 1994 under the Base Realignment and Closure (BRAC) plan, the City of Marina faced a major change. As a result of this closure, Marina received 3,200 acres of land intended for mixed types of development, including environmental, economic, and educational. The population diminished by almost half, leaving behind between 5,800 and 7,000 empty buildings, approximately 1,200 of which did not meet building code and were contaminated with hazardous material. The estimated cost of demolishing them and disposing of the hazardous waste was well over $20 million (Almanzan, 2018; Block, 1998). Today, this number is upward of $50 million (Almanzan, 2018), not including the cost of blight removal that developers must pay.

It is important to note that base clean-up is not solely the responsibility of Marina; rather, it is primarily the responsibility of the Fort Ord Reuse Authority (FORA), a governing body comprised of city officials from the nine surrounding cities, water and transportation agency officials, U.S. military, and state legislative and education representatives. This creates a particularly challenging situation for Marina, the city in which most of the former Fort Ord is situated. Unfortunately, much of FORA's decision-making process became political, limiting Marina's autonomy and its capacity to develop with the city's best interests in mind. With so many organizations involved in the decision-making process, Marina is faced with a challenging if not near impossible task of what Rittel and Webber (1973) referred to as a "wicked problem" (p. 155). Wicked problems are those that "cofound experts in many disciplines of study. They are inherent to policy and strategic planning issues in civilian and military settings. The traditional, linear methods of problem solving are inadequate to address the complexity of wicked problem solving" (Luckey & Schultz, 2001, p. 2). Unfortunately, there has been little to no research on how to address the wicked problem of the redevelopment of Fort Ord.

According to some city leaders, immediately after the based closed, previous city management was motivated by the need to earn revenue for the city and did not take the time to think and plan for Marina's long-term development. As a result, the city currently faces a future that is somewhat chaotic and messily organized (Anonymous, personal communication, August 16, 2018). However, the city, which is historically of a lower socioeconomic class comprised primarily of people of diverse ethnic and cultural backgrounds who work in the service industries, is now a potential gold mine. How will she grow? What does her future look like? Is it possible to revise the General Plan so that Marina can maintain its unique culturally

diverse community and demographics (avoiding gentrification) while simultaneously becoming a model city of the future?

Research Question

The movements of Compassionate Cities along with the Healthy Cities Initiative and the UN's SDGs have motivated me to become more involved in my city, and ask: In what ways will city leaders of Marina incorporate holistic city models, those which reflect the characteristics of Compassionate Cities, WHO'S Healthy Cities, and the UN's SDG into their vision for Marina's future? Can the Compassionate Cities movement and other holistic movements serve as viable frameworks for city leaders when planning for urban growth and development?

These overarching questions led to my research question and sub-questions:

RQ1: What are the challenges and opportunities city leaders experience in initiating change in the City of Marina?

RQ2: How are care and compassion for the citizens of Marina reflected in their visioning of the city's future?

RQ3: Do the characteristics of the Compassionate and/or Healthy Cities movements or the Sustainable Development Goals contribute to their thinking of the city's future?

RQ4: How do the city leaders balance the social benefits of a Care and Compassion City framework with fiscal responsibility?

Research Approach

To address my research questions, I began by interviewing nine people: the city's five elected officials (four council members and the mayor), the city manager, and the city planners. Following the interviews, I surveyed appointed city leaders such as commissioners and members of ad hoc committees, community leaders and activists. I focused the initial queries to

participants on gathering information related to the research questions, with responses of the leaders determining follow-up questions. It is likely that these leaders were not familiar with holistic city frameworks and movements; thus, in the interviews questions explored their vision and thinking related to specific characteristics and themes that have been identified in these frameworks. The survey questions also addressed the characteristics and themes related to the holistic city frameworks addressed in this research. In addition, I drew from newspapers, historical and current legal documents of both the city of Marina and the former Fort Ord, U.S. governmental documentation regarding the military base revitalization, and environmental impact reports.

Research Significance

Findings from this study fill a gap pertaining to the way in which the themes of Compassionate Cities, WHO's Healthy Cities, and the UN SDGs are present in a particular case of city leaders' visioning and planning process in a small to mid-sized California city that is transitioning from a military base support city to an independent thriving and growing community. In addition, there is minimal literature pertaining to military base revitalization that is centered around holistic city frameworks. Lastly, with this study, I sought to contribute to the intersection of city planning, individual and societal well-being, environmental sustainability, and economic stability.

Positionality

Given the nature of this research, it was crucial to be transparent regarding my relation to the city of Marina and its leadership. As a Marina resident, I have been a strong public advocate for protecting our water; at times, this has involved working (in an unofficial capacity) in partnership with city leaders. I also serve as Vice-Chair of the City of Marina's Planning

Commission. As part of this position, I am on the ad hoc committee for downtown vitalization, involved in rewriting our General Plan, and work closely with the Community Development Department and City Council to envision a future that reflects both our vision and mission, and perhaps ultimately supports the city in becoming a model city of the future. Working in this capacity is one of the most complex and fascinating things I have done; for this reason, it became the focus of my proposed research study. Additionally, I sit on the boards of the Democratic Women of Monterey County and the Housing Resource Center of Monterey Country. In each context, I have developed relationships with Marina city leaders. As interviewees, they were aware of my desire to create an inclusive environment and future for this city. Within my desire for city leadership that better reflects the demographics of our community, I also recognize that I fit the common leadership profile of Marina: I am a White, well-educated person who works within professional and higher educational communities. This positionality and my roles in city government invoked significant ethical considerations in conducting the proposed study.

In addition to being a politically active resident of Marina for more than a year, I volunteered with the Charter for Compassion. While on the leadership team of the Women and Girls Sector, I produced and moderated a yearlong webinar series entitled From Reaction to Response, in which I interviewed thought leaders from around the world who contribute to building Compassionate Cities. Through this process, I became very familiar with the leaders of this movement as well as the process of becoming a Compassionate City or Community.

Ethical Considerations

Given my role in the city planning activities of Marina, the ethical considerations of studying a situation in which I had potential influence merited consideration. Potential challenges pertain to power dynamics, issues of inclusion/exclusion, political positionality and

influence, and, from a research perspective alone, the capacity to keep personal biases at bay. As an insider—that is, as a leader within my community—interviewing and researching community leaders created a potential challenge, especially around my personal bias that greater representation of our city's ethnic diversity within our city's leadership is needed. As suggested by Ganga and Scott (2006):

> [When] conducting insider researcher the boundary between private and public self is different (it is closer to our private selves) to where it would be when conducting research as an outsider and this matters. It can influence our objectivity, and more importantly [it can influence] the social dynamics that shape the qualitative interview. (para. 5)

Often, the researcher is more of an outsider with little or no direct involvement with the research or the study's participants; theoretically, an outsider would provide an objective and more accurate opinion free of researcher bias. Being an insider, on the other hand, might provide deeper insights and understanding about the research; however, the researcher's perceptions may appear biased, with the capacity to observe and interpret the data significantly compromised (Chavez, 2008).

These beliefs have undergone significant dispute. In a more modern context, especially as it pertains to qualitative research, there is no true, objective observation. Rather, there is consistent co-participation between the researcher and participants, with each positioning themselves in relation to how the other is perceived or behaves (Chavez, 2008; Ellis, 2004; Gergen, 2000). It is my hope this research will open a doorway for a level of communication that might not otherwise take place. Just the term *research* suggests a safe space for conversation and exploration in ways that direct conversation might not, as the latter may come across as threatening or as a form of interrogation. My intention was to maintain an open mind and open heart in order to hear what participants expressed. Although I will remain cognizant of these

previously mentioned biases toward creating an inclusive community, I hope to use this research as an opportunity to gain better understanding of others in leadership and their plans for the future of the city. If I had discovered current city leaders are not interested in the underlying characteristics and principles of the Compassionate Cities or Healthy Cities movements, then that would also have been relevant information.

What was also relevant to my positionality is that while my positions of leadership do provide access and knowledge, my motivation for being in these positions is to be of service and do my best to listen to the needs of the community, both leaders and citizens alike. Throughout this research, the need for my own reflexive stance was crucial in order to maintain credibility as a researcher was important to keep in mind that these are vital and delicate matters, receiving greater discussion under ethical considerations for methodology in Chapter III. (Appendix D is a draft copy of the Ethics Application to the Antioch IRB.)

Organization of Dissertation

In Chapter II, I will provide a comprehensive overview of the city of Marina, including the larger social movements toward care, compassion, and holistic frameworks for city planning that include discussions of GNH, Sustainable Development and the UN SDGs, WHO's Healthy Cities Initiative, and the Charter for Compassion's Compassionate Cities movement. Also covered is discourse regarding military base conversion and, more specifically, the challenges and opportunities that arose in this process. This section is of significant importance, as it sheds light on what Marina city leaders encounter when envisioning a long-term plan for the growth and sustainability.

In Chapter III, I present an in-depth discussion of my method of the study, and a deeper examination of my positionality and any ethical considerations I addressed in the research

process. Chapter IV included the research findings, and Chapter V had a discussion of the limitations and implications for leadership and change.

Chapter II: Literature Review

This chapter provides a critical review of the literature addressing the intersection of WHO's Healthy Cities Programme, the Compassionate Cities Movement, aspects of sustainability and sustainable development, and the issues of leadership in the City of Marina—specifically, those relevant to city development and growth post–military base conversion.

This chapter is structured in three main sections, the first regarding the need for a new lens for assessing societal well-being that is not solely based on economic growth. Included will be a review of GNH, UN SDGs, Compassionate Cities, and WHO's Healthy Cities. The intent was to draw from the research relevant concepts and connections that may have been applicable to the thought and decision processes city leaders face when planning for the future.

The second section is an examination of research pertaining to the opportunities and challenges faced by city leaders in the planning process of future cities. The third section is a discussion of the City of Marina as a city transitioning from a former military base and military base bedroom community into a thriving city. While each section includes the critical examination of a core aspect of this research—compassionate/healthy cities, military base conversion, the role of leaders in city planning—it is the intersection of these three that provided the foundational bases for this case study of the city of Marina (see Figure 2.1).

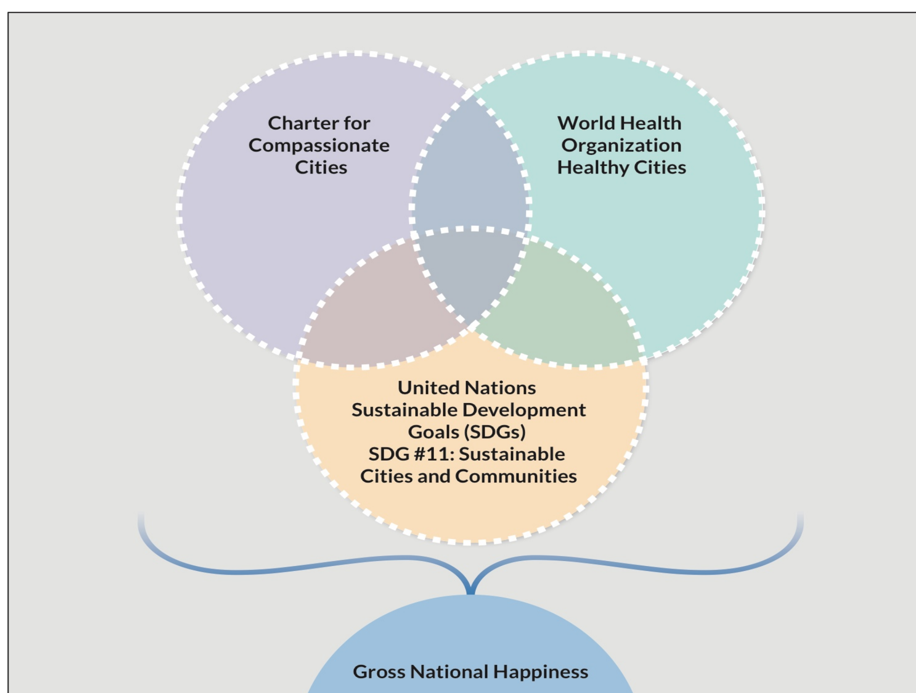

Figure 2.1. The relation of SDGs, Compassionate Cities, and Healthy Cities. GNH was a springboard for international conversations regarding holistic frameworks. Reproduced with permission from Juli Hoffman.

Holistic Frameworks for Municipal Change

In 1972, the tiny land-locked country of Bhutan changed the conversation around how national success should be defined.[2] Since then, there has been a slow, growing exploration of how to elucidate the success of and between individuals and their community, whether regional, municipal, or national. Today, this continues to be a relevant and necessary conversation. Earth

[2] During the 1990s, because of their non-Buddhist ethnic heritage, over 100,000 people lost their Bhutanese citizenship and were exiled from Bhutan into other countries, especially Nepal. Sadly, it seems this form of ethnic cleansing went unnoticed by the international community. As Frelick (2011) stated:

> Glossed over by its image as a peaceable Shangri-La, Bhutan has escaped international scrutiny and censure, and with each passing year memories of the ethnic cleansing fade and accountability seems more and more to slip away. Bhutan has continued steadfastly to refuse any responsibility for expelling its people and creating a huge stateless population. In July 2010, Former Prime Minister Jigme Y Thinley referred to the refugees as illegal immigrants. (para. 8)

and all her species are at a crucial point in history. Climate change, especially in the context of the current global economic system, threatens individuals' very existence (Alberti, 1996; Díaz, Fargione, Chapin, & Tilman, 2006; Klein, 2014; Myers et al., 2014), and suicide and depression rates continue to rise (Suicide.org, n.d.; WHO, 2018a).

For generations, the assessment of progress and the well-being of nations—and, by default, the standard of living and well-being of cities and the people who live in them—has been based on GDP. GDP is the "gross domestic product, the annual total value of goods produced and services provided in a country, excluding transactions to or from other countries" (*Oxford English Dictionary*, n.d.). Simon Kuznets (1934) first developed GDP for a U.S. Congress report; however, he made it very clear that determining individual countries' income and wealth is not a way to measure their welfare. Even so, this is the very tool that has become an international standard to assess the standard of living of people and nations throughout the world. The inevitable question, then, is: If one of the creators of GDP never thought it was supposed to be a measure of welfare, how has it come to be used with such prevalence?

The answer is connected to World War II (Marks, 2010). During this period, one of the main war efforts in the United States was the manufacturing of weapons and supplies. This was reflected in the national accounting framework of income and expenditure that John Maynard Keynes created during this same time. Once the war was over, there was a dire need to rebuild cities and countries, so Keynes' framework continued to be relevant, as once again a country's product output and wealth served to predict citizens' well-being (Marks, 2010). There continued to be a strong correlation between material productivity, economic growth, and happiness. Much of the population was in the process of rebuilding their lives and moving from bombed-out buildings and cities to brand-new ones. Unfortunately, this production focus became the main

foundation of the UN System of National Accounts, which meant that measures of the direct improvement of welfare were almost forgotten. However, in March 1968, 20 years after publication of the UN's first guidelines, Robert Kennedy delivered a now-famous speech in Kansas on the limitations of GNP. He concluded with the powerful insight: "It measures everything, in short, except that which makes life worthwhile (as cited in Marks, 2010, p. 27).

The shortcomings of GDP are vast. The measurement it does not include what some refer to as the "core economy," the network of relationships and activities that are outside the market and create the social fabric that undergird social well-being, much of which is unpaid but makes life, as Kennedy said, worthwhile: child rearing, running a household, helping friends and neighbors, volunteering, and local political participation. Additionally, said Marks (2010):

> GDP does not account for the social and environmental costs of economic development. Perhaps the most pressing example is the long-term costs of climate change, which economist Nicholas Stern has called "the greatest and widest-ranging market failure ever." GDP entirely ignores our contributions to destroying our habitat and our children's futures. (p. 27)

Gross national happiness. Despite it being more than 45 years since Kennedy's revered speech, much of the international community still uses GDP as an indicator of societal progress. However, by the 1970s, in the public policy realm, this began to change with the introduction of GNH. As previously noted, in 1972, Bhutan introduced this term to reflect the country's intention and commitment to develop a national economy based upon Buddhist spiritual values (see Ura, Alkire, Zangmo, & Wangdi, 2012). Bhutan declared GNH to be more important than gross national product (a metric similar to GDP), identifying the government's sole purpose as ensuring the happiness of its citizens (Ura et al., 2012).

While there is no single official definition of GNH (in contrast to GDP), in general, it measures the well-being and quality of a country in a more holistic way than GDP. The core

premise of GNH is that the beneficial development of human society occurs when material and spiritual development are combined, reinforcing one another (Ura et al., 2012). As the first elected Prime Minister of Bhutan under the nation's 2008 Constitution stated:

> We have now clearly distinguished the "happiness" in GNH from the fleeting, pleasurable "feel good" moods so often associated with that term. We know that true abiding happiness cannot exist while others suffer, and comes only from serving others, living in harmony with nature, and realizing our innate wisdom and the true and brilliant nature of our own minds. It includes harmony with nature (again absent from some Western notions of happiness) and concern for others. The brilliant nature he alluded to consists of the various types of extraordinarily sensitive and advanced awareness with which human beings are endowed and can be realized. (as cited in Ura et al., 2012, p. 6)

Bhutan has been a catalyst for a global movement to incorporate emotional happiness, spiritual fulfillment, personal well-being, and care for the Earth into national priorities. It has spawned an international exploration of how to support the development and maintenance of mind/body/spirit healthy lifestyles, which, in turn, is changing political discourse, policy-making, and governmental organizations (Arora, 2010; Associated Press, 2013; Chalk, 2013; Marks, 2010; Pearson, 2011; Ryback, 2012; UN News Centre, 2011). Many of these ideas are foundational to the Compassionate Cities and Healthy Cities movements. However, prior to a deeper discussion of these qualities, it is important to understand that although GNH may have laid the foundation for new frameworks on the international front, its focus is still at the national level.

Current research focused at the local level is becoming more prominent and important. Mayors across the United States and the globe are bonding together to address questions of well-being, livability, and sustainability (M. Leighton, personal communication, August 14, 2018). Leach, Lee, Hunt, and Rogers (2017) cited numerous and increasing studies on the abilities and capacities of cities to effectively provide sustainable and livable frameworks and

services attention. This is crucial, because as the middle of the 21st century approaches, two to three billion more people, more than one million each week, will need housing in the world's cities (Capon, 2015). Most of this urban population growth will be in small and medium-sized cities in low- and middle-income countries (Capon, 2015). By 2065, global population is expected to be 10.4 billion, with significantly more than half as city dwellers (Anderson, 2018). As global populations migrate to urban areas—the proportion of the global population living in urban areas has risen from half in 2000 to 55% now, with a prediction to reach two-thirds by 2050 (Davies, 2018)—the need to understand the implications of this on a national and global level is paramount. At the base level, cities are now considered able to either save or destroy human–Earth coexistence (Leach et al., 2017). By shifting the focus from national well-being to municipal well-being, it is possible to examine, and hopefully, improve the local—and, in aggregate, global—outcomes for social and planetary systems.

United Nations Sustainable Development Goals

While GNH was foundational in spurring the national and international conversation around the intersection of policy, well-being, and care, the shift to sustainable development was taking hold throughout organizations focused upon policy and creating an environmentally and socially responsible future. As the conversations and research on this topic continued, WHO began focusing on Healthy Cities in 1986, beginning the Charter for Compassion and establishing Compassionate Cities in 2010. Both are international movements that focus on building a sustainable future at the municipal or regional level. For the purpose of understanding the history and implications for the Compassionate and Healthy Cities' movements, it is important to begin with a discussion on the meaning of "sustainable" in this context. Kaklauskas et al. (2018) pointed to a number of organizations—such as the International Institute for

Environment and Development, the World Business Council for Sustainable Development, and the World Commission on Environment and Development, as well as scholars and practitioners (Amini & Bienstock, 2014; Ben-Eli, 2012; Caradonna, 2014; Chasin, 2014; Christen & Schmidt, 2012; Elkington, 1998; Espinoza & Porter, 2011; Gerlagh, 2017; Koroneos & Rokos, 2012; Lozano, 2008; Pappas, 2012; Schilling, 2012; Zavodna, 2013)—that have been instrumental in articulating the evolving concepts and definitions of sustainability.

In 1987, the World Commission on Environment and Development issued *Our Common Future* (which came to be more commonly known by the Commission Chair's name, the *Brundtland Report*) as one of the first comprehensive reports to examine the idea of sustainable development. It stated:

> Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs. The concept of sustainable development does imply limits - not absolute limits but limitations imposed by the present state of technology and social organization on environmental resources and by the ability of the biosphere to absorb the effects of human activities. (World Commission on Environment and Development, 1987, p. 16)

This definition laid the foundation for defining sustainability, or sustainable development. Over the years, as usage of the term has grown and been applied to numerous fields, the definition has been tweaked and changed depending upon the usage (e.g., synonymous with cleaner production, pollution prevention, pollution control, minimization of resource usage, eco-design, city planning, etc.) depending on the context (e.g., scientific papers, monographs, textbooks, annual reports of companies, governmental policy usage, and the media; Glavič & Lukman, 2007). This has led to a lack of clarity in scholarly debate. For example, Kirby, O'Keefe, and Timberlake (1995) pointed to at least 70 definitions of sustainable development by 1992. In 2007, 20 years after the *Brundtland Report* first appeared, Glavič and Lukman followed

up with a comprehensive review of sustainability's terms and definitions. Their report was devoted to a survey of literature and Internet sources comprising the terms and definitions associated with the sustainable development field. Glavič and Lukman examined 51 sustainability terms and definitions, in effect carrying out a semantic analysis (Kaklauskas et al., 2018). Interestingly, as much as each definition was unique, there was an overarching theme that Ahi and Searcy (2013) suggested, extending the idea proposed by Elkington (1998), of a triple bottom line: planet, profit, and people; or environment, economics, and society. Elkington suggested to be successful at achieving a triple bottom line, new systems and relationships of economic, environmental, and social partnerships are required. Similarly, Eisenstein (2011) called for a holistic definition and approach toward sustainability that is rooted in care and healthy relationships. In response, Ben-Eli (2012) examined sustainability and suggested there are core principles and domains at the heart of this concept, offering the following definition for sustainability:

> A dynamic equilibrium in the processes of interaction between a population and the carrying capacity of its environment such that the population develops to express its full potential without producing irreversible adverse effects on the carrying capacity of the environment upon which it depends. (Ben-Eli, 2012, p. 6)

Even though differences in scholarly definitions may be subtle, for practitioners, these differences may be profound in the application of sustainability measures. Although in many ways this has been a challenge for scholars and practitioners, the breadth of definitions may serve also as an opportunity to address issues that lie at the intersection of environmental responsibility, economic development, social well-being, and the future.

Adopted in 2015 was the UN General Assembly (UN, 2015) resolution entitled *Transforming Our World: The 2030 Agenda for Sustainable Development*, also referred to as the SDGs. This comprised 17 global goals, established by the UN Development Programme, to

address and eradicate some of the greatest challenges facing humanity, such as poverty, hunger, good health and well-being, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry, innovation, and infrastructure, reduced inequalities, sustainable cities and communities, responsible consumption and production, climate action, life below water, life on land, peace, justice, strong institutions, and partnership for the goals (UN, 2015; see Appendix F). The goals are interdependent, centered around people, planet, prosperity, peace, and partnership, with each goal having a set of objectives and mile markers it must achieve to create a sustainable future.

Sustainability and sustainable development are what weave together the goals of the UN resolution. In general, the document puts the responsibility of addressing specific goals into the hands of each nation. Simultaneously, it also reflects the strong need to address change and assessment at the local level. Section 34 of the resolution speaks specifically to the subject of cities:

> We recognize that sustainable urban development and management are crucial to the quality of life of our people. We will work with local authorities and communities to renew and plan our cities and human settlements so as to foster community cohesion and personal security and to stimulate innovation and employment. We will reduce the negative impacts of urban activities and of chemicals which are hazardous for human health and the environment, including through the environmentally sound management and safe use of chemicals, the reduction and recycling of waste and the more efficient use of water and energy. And we will work to minimize the impact of cities on the global climate system. We will also take account of population trends and projections in our national rural and urban development strategies and policies. We look forward to the

upcoming United Nations Conference on Housing and Sustainable Urban Development to be held in Quito. (UN, 2015, p. 9)

The focus on cities is also reflected in Goal 11: “Make cities and human settlements inclusive, safe, resilient and sustainable” (UN, 2015, p. 14). This SDG (for a detailed description, see Appendix B) is intended to meet 10 targets, seven by 2030, with the remaining three focusing on collaboration and regional issues or initiatives. The seven goals due by 2030 are:

11.1 ensure access . . . to adequate, safe and affordable housing

11.2 safe affordable, sustainable, and accessible transportation to all members of society . . . especially those in vulnerable situations, women, children, persons with disabilities, and older persons

11.3 inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management

11.4 strengthen efforts to protect and safeguard the world’s cultural and natural heritage

11.5 significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters [with special attention to] the poor and people in vulnerable situations.

11.6 reduce the adverse per capita environmental impact of cities . . . including air quality . . . and waste management.

11.7 provide universal access to safe, inclusive and accessible green and public spaces in particular for women and children, older persons and persons with disabilities. (UN, 2015, pp. 21–22)

When put in the context of both GNH—national priorities and policies that incorporate emotional happiness, spiritual fulfillment, personal well-being, and care for the Earth—and the holistic themes of sustainability—the need for people, planet, and prosperity to reach full "potential without producing irreversible adverse effects on the carrying capacity of the environment upon which it depends" (Ben-Eli, 2012, p. 260)—the interconnectedness of the SDGs with the national priorities of GNH become evident. For example, SDG #11 of the UN Resolution on Sustainable Development Goals (UN, 2015) reads: "Make cities and human settlements inclusive, safe, resilient and sustainable" (p. 21), thus providing an environment that can nurture and sustain the GNH policies regarding human well-being and care for the Earth.

SDG #11 is critical to the focus of this study. It recognizes that cities are a critical place to implement and integrate the other 16 SDGs because they provide a manageable fertile ground for implementation. Alberti and Susskind (1996), Rees and Wackernagel (1996), and Leach et al. (2017) all suggested that most global and regional challenges begin with the cities and their impact on the natural environment. "[A] nation's levels of energy use and greenhouse emissions are both positively correlated with its urbanization level" according to Alberti and Susskind (1996, p. 213). Clearly, cities may be one of the best points of intervention and transformation.

Compassionate Cities

Many individuals feel most empowered to engage at the local community level to affect positive change. Preeta Bansal, a U.S. constitutional lawyer and former U.S. General Counsel and Senior Policy Advisor to the Federal Office of Management and Budget under President Obama, pointed out that systemic change begins at the small or local level. Working at this level can help humanity shift from head to heart, beginning with small acts of kindness and compassion. Bansal is currently focusing on the "inner work of democracy" and the "habits of

the heart," in the words of Alexis de Tocqueville in *Democracy in America*, formed in the local venues of our lives that bring the constitutional structures to life. She suggests the heart is crucial in creating the systemic societal and planetary changes that need to be made (P. Bansal, personal communication, October 18, 2017).

Bansal (personal communication, October 18, 2017) believed that change must occur from the inside, beginning with people affecting the way of life at the community and local level. It will then work its way outward to the regional, national, and international systems. Indeed, the belief is that when compassion and care, or reflections of the heart, form the undergirding of a city or community's policies and practices, as issues of equality, diversity, and inclusion become the natural default. According to Calamur (2018), citizens are most happy when community leaders focus on quality of life over economic development. He claims that people are happiest if they are living in medium-sized cities, where they are neither just "anonymous faces" (as they might be in a big city) nor recognized by everyone (as they might be in a small town with limited possibilities). People and cities thrive when they have green space and parks, sidewalks and bike paths, good schools, recreational activities, employment possibilities, and the opportunity to interact with friends and neighbors in an environment that promotes and reflects tolerance, equality, culture, and diversity (Calamur, 2018; Localeur, 2017). Importantly, many of these characteristics become the result of building a Compassionate City and are particularly relevant to the focus of this dissertation on the city of Marina in transition.

What Is a Compassionate City?

A Compassionate City is one with compassion actualized at the local level. It is where a group of people, at either the community or city level, has committed to a vision to help society overcome its struggles and embrace creativity (Lyles, White, & Lavelle, 2017). Lyles et al.

continued that individuals must look inside themselves and take responsibility for transforming their community. While there is little scholarship on Compassionate Cities[3] with regard to city planning or development, there is much literature connected to compassion. Most of it draws from the areas of psychology and neuroscience and is therefore outside the scope of this research study. However, a significant number of researchers proposed people are capable of cultivating compassion (Berger & Zimbardo, 2012; Berger, Gelkopf, & Heineberg, 2012; Davidson & Harrington, 2002; Deshpande, 2012; Feinberg & Willer, 2013; Feinberg, Willer, & Schultz, 2014; Genevsky, Vastfjall, Slovic, & Knutson, 2013; Gilbert, 2010; Goetz, Keltner, & Simon-Thomas, 2010; Jazaieri, Jinpa et al, 2013; Jazaieri, McGonical et al., 2014; Jazaieri et al., 2017; Lyles et al., 2018; Martin et al., 2015; Neff, 2003; Scarlet, Altmeyer, Knier, & Harpin, 2017; Seppala, Hutcherson, Nguyen, Doty, & Gross., 2014; Seppala, Rossomando, & Doty, 2013; Seppala et al., 2017; Singer & Klimecki, 2014). With cultivation, more compassionate actions grow intentionally in a community, and accordingly, the more compassionate the community or city becomes.

Unfortunately, an understanding of the research on compassion has yet to become mainstream knowledge. For many, compassion and city development appear as an idealistic and naïve combination. These individuals think of compassion as a warm, soft, "touchy-feely" conciliatory expression, or perhaps a form of love or pity. In fact, it is none of these things. Compassion is a powerful and transformative concept that reflects an ethical orientation and a

[3] Of the 53 articles, documents, and online sources included in this section on Compassionate Cities, only five were from academic journals (Ballas, 2013; Deshpande, 2012; Donovan, 2018; du Plooy, 2014; Lyles et al., 2017) came to light within the search parameters of Compassionate Cities, City Planning, and City Leadership. The remaining references pertaining to these topics are nonetheless valid as they are written by leading practitioners in the field or are taken directly from the Charter for Compassion's website. Clearly, there is the need for more research. This will be discussed further in Chapter V.

lasting personality trait (Hart, 2018; Lyles et al., 2017; Seppala et al., 2017). The Center for Compassion and Altruism Research and Education (2018a), a division of Stanford University's Medical School, defined compassion as:

> the emotional response when perceiving suffering and involves an authentic desire to help. Compassion is a virtue that is promoted across cultures and religions. A growing body of evidence suggests that compassion is a natural and automatic response that has ensured our survival and that has benefits for psychological and physical health as well as longevity and flourishing. (para. 2)

Compassionate Cities movement practitioners often define compassion through the lens from which they contribute to their community. For example, if practitioners are working toward environmental sustainability, they may define compassion as it relates to care for the earth, plant, and animal kingdom; practitioners who are advocating for global health care may define compassion as caring for the elderly and the infirm. For some, compassion is linked to empathy, (Goetz et al., 2010; Pandey, 2018) and fostered initially within the nucleus of family. Pandey and Excellence Reporter suggested that by practicing compassion within the family, every familial member will develop respect for self and others, contributing their voice to the conversation. By learning compassion, individuals empathize with others so as to understand their perspectives without trying to solve problems or judge others (Pandey, 2018). Pandey and Excellence Reporter argue that this will ultimately create a kinder and healthier community or city.

Stakeholders working on the ground often define a Compassionate City or a Compassionate Community more by qualitative themes than by specific quantitative parameters. In general, these communities form around a holistic perspective in which people care and show kindness or compassion for themselves (Miller, 2017) and for others, in particular to any individual or community who is suffering, especially those who are vulnerable as a result of gender, ethnicity or race, sexual preference, disability, age, or socioeconomic condition

(Bergmann, 2018). The community works together collectively as individuals and groups (Hurst, 2017) for the overall betterment of the community.

For many, a foundational aspect of this movement is the interconnectedness between humans and the Earth, including all animate and inanimate beings. This is reflected by the focus of environmental responsibility and sustainability, which intersect throughout the community's values. (Bergmann, 2018). A Compassionate City is inclusive, warm and welcoming, one where people work together to serve the needs of all individuals and of the community (Hurst, 2017; Miller, 2017) Members of the community are prepared to respond to and address whatever situation arises, even in the moment (Trnka, 2018). This includes recognizing the painful history of repression and abuse (e.g., Native Americans and African Americans in the United States) and working toward reconciliation, making amends and helping groups of previously oppressed people to heal (Foor, 2017). Ultimately, it is up to the community to work together to pool resources and build a positive foundation for others to imitate (Fowles, 2018).

Charter for Compassion. The concept of a Compassionate City evolved from Karen Armstrong's (2008) vision, as expressed in her award-winning TED talk. She proposed the creation of a charter that would promote global peace and compassion. The document would draw from the three Abrahamic religions' (Christianity, Judaism, and Islam) understanding of compassion and the thematic Golden Rule: "Do unto others as you would have done unto you," a mandate that runs throughout religious teachings (Armstrong, 2008). With the $100,000 prize money and the support of the TED organization, she set up a "Council of Conscience" made up of spiritual leaders of the Abrahamic faiths. After much work and the contribution of thousands of people from around the world, the Council unveiled the Charter for Compassion (the Charter) on November 12, 2009. The Charter is a four-paragraph pledge (see Appendix C for full text)

encouraging two-way care between citizens and communities, regardless of religious and other demographical differences (Muhammed, 2017). The Charter transcends religious, ideological, and national differences and to this day, and continues to find support in leading thinkers from many spiritual traditions (Charter for Compassion, 2009).

The call to actualize and implement the Charter's vision and intention throughout communities increased as more religious leaders signed the Charter. In 2010, a 10-year Campaign for Compassionate Cities Project emerged in Seattle, WA, soon joined by Louisville, KY, and other U.S. cities. As more cities took on the challenge of becoming a Compassionate City, the need for a hub of connection and collaboration grew. This led to the Charter for Compassion, which "provides an umbrella for people to engage in collaborative partnerships worldwide. The organization's mission is to bring to life the principles articulated in the Charter for Compassion through concrete, practical action in a myriad of sectors" (Charter for Compassion, n.d.-a, para. 2). It does this by:

> Supplying resources, information and communication platforms to help create and support compassionate communities, institutions, and networks of all types that are dedicated to becoming compassionate presences in the world. Through a vibrant Charter for Compassion Partner Network [they] welcome and communicate the sharing of information, stories and experiences that touch the work of compassion. (Charter for Compassion, n.d.-a, para. 2)

Becoming a City of Compassion. Becoming a City or Community of Compassion usually begins at the grassroots level. An individual, group, or organization has learned about either the pledge or the organization of the Charter for Compassion and recognizes a need for greater compassion within their own community or city. They then begin a process to becoming an official Compassionate Community. While the CFC does not have a set prescription for this process, it does have a "Community Tool Box" (Charter for Compassion, n.d.-d), a four-stage,

15-step process to ensure the greatest engagement with the community's stakeholders such that the community will be able to sustain itself and grow into a full City of Compassion. The process is inclusive, inviting members from diverse areas within the community: organizers, educators, civil servants, police and first responders, NGOs, religious and spiritual leaders, and any other person who wants to participate in building a compassionate community (Charter for Compassion, n.d.-a; Hart, 2018). Together the group develops a plan for the city, which they then and take to the mayor and city leadership for approval, after which the city may then qualify as a City of Compassion. Each city is different, with a unique history and intersection of cultures, languages, and habits. For that reason, each city has a "unique path to becoming a community in which compassion comes alive. However, what all cities have in common is that in order for compassion to build, there is a call for citizens who have the imagination, energy, and courage to start the movement" (Charter for Compassion, n.d.-a). Once there is significant interest and engagement from within the community, it is that much easier for city and community leaders to focus, plan, and lead with a vision in alignment with the themes and values of a Compassionate City. As Sande Hart (Director of Women and Girls Sector, Charter for Compassion International) shared, "When a city commits to applying The Charter to all of its decision and policy making, it is committing to shifting the narrative from one of competition to cooperation, hate to curiosity, distrust to trust, and greed to generosity" (Hart, 2018, para. 4).

Measuring a City's compassion. Questions that often arises are, How are compassionate acts, especially at the city or community level, measured? How can successful outcomes be defined? Said Thomas (2017), "The compassion of a city can be measured with economics—to an extent. When the economy of a city is healthy, the rates of crime and unemployment are low, income and wages are at a steady increase, and so on" (Thomas, 2017, para. 2). However, while

these indicators may be an aspect of a Compassionate City, they are far from reflecting the values of a Compassionate City or of a community's level of well-being (Thoma, 2016; Thomas, 2017). Hurst (2017) suggested the development of an index that measures compassionate policies within cities, specifically how communities respond to specific incidences of suffering (e.g., the suffering of victims of violent crimes or members of the community who are homeless and in crisis) or issues such as affordable housing, food deserts, and just wages may provide on option. Other options include the application of Bhutan's GNH Index (Ura et al., 2012) or the criteria for assessing the 17 SDGs at the city or community level.

Interestingly, a significant underlying belief of GNH is that "true abiding happiness cannot exist while others suffer, and comes only from serving others, living in harmony with nature, and realizing our innate wisdom and the true and brilliant nature of our own minds" (Ura et al., 2012, p. 6). Similarly, at the foundation of both the pledge and the organization of the Charter for Compassion is the idea that "suffering is a realistic fact of human existence . . . [and] we have an inescapable responsibility and 'duty' to our fellow creatures . . . to cease this suffering and avoid causing further suffering in the first place" (du Plooy, 2014, p. 87). This became one of the motivating forces in defining a Compassionate City: How much compassion or care-based service could be done by individuals and organizations in each city? (Charter for Compassion, n.d.-a; Ramer, personal communication, March 22, 2017). As CFC grew, partner organizations within communities joined and eventually self-organized into 12 sectors, each of which addresses a specific aspect of society and corresponds with the 17 SDGs. The 12 sectors are: (a) arts; (b) business; (c) education; (d) environment; (e) health care; (f) peace; (g) religion, spirituality, and interfaith; (h) restorative justice; (i) science and research; (j) social justice; (k) social services; and (l) women and girls (Charter for Compassion, n.d.-b).

Each sector serves as an umbrella, uniting NGOs and CFC partner organizations that share a similar focus to that sector. For example, in the Environment sector, there are 104 partners, each a signatory organization of the Charter for Compassion. By becoming a partner, the organizations are able to network with one another. In this way, they are able to self-organize, share information, and potentially collaborate on appropriate measures, strategies, tactics, and best practices for alleviating suffering and achieving compassionate actions within their sector.

Through this networking form of collaboration, the grassroots practitioner–based approach of CFC continues to inspire community organizers, municipal leaders, and planners to begin to reframe how they view and plan for their city. Having compassion as a cornerstone to the inner workings and development of a city is of great value (Lyles et al., 2017). Integrating compassion enables people to live together more easily in diverse multicultural cities without causing each other too much suffering. In particular, it is crucial when addressing issues of power dynamics differences (inclusion and marginalization) and social justice (Lyles et al., 2017; Sandercock, 2003).

As mentioned, one of the biggest challenges in reviewing the scholarly literature on Compassionate Cites is how little there is. A search on the terms *Compassionate Cities* and *leadership* provided no results, while *compassion*, *cities*, and *leadership* returned 50 results, none directly connected to municipal leadership. Most articles pertained to the role of organizational leadership within corporations, empowering female leaders, or leadership within the health care sector, with five exceptions: Thomas and Rowland (2014) examined and ultimately concluded that there is disconnect between contemporary models of leadership, compassion, and kindness, and ultimately called for sustainable ethical leadership in the spheres of public and business

environments. Hawkins (2012) focused on the relationship between cardiovascular health, stress, and mindfulness with being a successful leader. The remaining three articles were from a Chinese context. Ip (2011) examined the Confucian ideas of ethical leadership to the modern Chinese business climate. Similarly, Opdebeeck and Habisch (2011) applied compassion through Chinese and Western lenses to business management and education. Lastly, Wei, Zhu, and Li (2016) developed a perspective that suggested Chinese top executive leaders' use of self-cultivation of compassion will strengthen compassionate actions within their leadership behavior. While these researchers did not address the leadership of Compassionate Cities, their findings are generally transferable to the area of those engaging in city leadership. Because of this limitation, I had to turn to other holistic frameworks for city planning and leadership.

While emotional well-being is foundational to the Compassionate Cities movement, it also plays a part in GNH, which continues to inspire countries to redefine how they assess their national well-being. One of the integral themes of both of these frameworks, as well as with the sustainable development movement, is a holistic approach to development.

World Health Organization and Healthy Cities

WHO's Healthy Cities Programme takes a holistic approach to defining what makes a city healthy. However, unlike the Compassionate Cities Movement, which puts compassion at the center of social advancement, or GNH, views happiness and well-being as the significant undergirding for growth and development, or Sustainable Development which views advancement through the lens of transgenerational sustainability, WHO's Healthy Cities Program's focus is on health. In particular, it works "to put health high on the social, economic and political agenda of city governments" (World Health Organization, 2018d, para. 1). When

this occurs, the overall well-being and success of not just people, but also the environment and economy significantly improve.

The Healthy Cities program, which can also be considered a movement, is focused on addressing the UN's SDGs and is comparable in scope and organizational structure to the Compassionate Cities movement, with the perspective that cross-sector networking is crucial. For these reasons, as well as the presence of significantly more scholarly literature on Healthy Cities, the Healthy Cities Framework served as an initial springboard for my research. Also of importance is that the Compassionate Cities movement is usually initiated at the grassroots level. Conversely, the Healthy Cities movement begins at the municipal leadership level, and from there works to engage with community-based organizations, citizen groups, and not-for-profit organizations. As my research entailed an exploration of Marina's city leadership, Healthy Cities serves as a better reference point.

Healthy Cities. The WHO Constitution, established in 1948, defined health as "a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity" (WHO, 1998, p. 1). Over the years, the definition has evolved, identified as a fundamental human right, including terms reflecting how individuals function within their environment, as well as how they build an individually, socially, and economically productive life. Individuals should not view health as the point of their lives, but rather as a resource guiding their day-to-day activities and drawing upon physical, individual, and social strengths (World Health Organization, 1998). The 1986 WHO Ottawa Charter for Health Promotion (World Health Organization, 1986), which continues to be foundational for defining global health, emphasized certain prerequisites for health that include peace, adequate economic resources, food and shelter, a stable ecosystem, and sustainable resource use. Recognizing these

characteristics as prerequisites to health, WHO (1998) established a holistic framework that bridges the gap and highlights the interconnectedness of social and economic conditions, the environment, the way in which people live, and health and well-being.

The holistic approach to defining health may perhaps be a direct result of the 1984 WHO-sponsored convention, Healthy Toronto 2000. A Healthy City, as defined by WHO and the Toronto plan, “one that is continually developing those public policies and creating those physical and social environments which enable its people to mutually support each other in carrying out all functions of life and achieving their full potential” (Kenzer, 2000, p. 284).

As shown in Table 2.1, at its core, and much like the Compassionate Cities movement, the Healthy Cities movement is about the connection between individuals and their community. Specifically, it pertains to the relationship between urban living conditions and well-being. The movement centers on the idea that cities are the optimal environment to develop and implement policies, programs, and projects for promoting health. With Healthy Cities come healthy individuals (Kenzer, 2000; see also Tsouros & Draper, 1993) with attention to the values of city dwellers. The Healthy Cities program is part of WHO’s Healthy Setting Project, a settings-based approach to health promotion that involves “a holistic and multi-disciplinary method which integrates action across risk factors. The goal is to maximize disease prevention via a ‘whole system’ approach. Healthy Settings’ key principles include community participation, partnership, empowerment and equity” (World Health Organization, 1996, para. 1.). In turn, the Healthy Settings Project comes from the Health for All policy of WHO, which views health policy “as a set of processes that raise awareness, mobilize community participation, and develop the roles of local government in public health” (Kenzer, 2000, p. 203).

Table 2.1

Comparison of Compassionate Cities vs. Healthy Cities

Quality, theme, or trait of movement	Compassionate Cities	Healthy Cities
Theme of focus	• Compassion and well-being as a primary component of policy and practice toward citizens. • That all people who are suffering—especially those in vulnerable situations based on race, gender, sexual orientation, socioeconomic position, age, etc.—have access to care and tools or process for alleviating suffering.	• Health and well-being as a primary component of policy and city planning. • This includes an awareness of social justice and addressing the inequities that contribute to people suffering as a result of poor mental, emotional, or physical health
Focus of leadership	• Primary: Grassroots/community-based organizations' leadership	• Primary: Municipal leadership • Secondary: Community leaders
Social sectors drawn from	• Cross-sector: Public-private partnerships • Governmental, corporate, and not-for-profits (including hybrids, e.g., B-Corps)	• Intersector partnerships: Public-private partnerships • Governmental, corporate, and not-for-profits (including hybrids, e.g., B-Corps)
Primary targeted leader	• Any individual who is engaged and excited to build a compassionate community	• Governmental or elected leader; specifically mayors, city council members, city planners
Success based on	• Not evaluation but ongoing process, commitment to be engaged in implementing compassion as an undergirding for policy and practice	• Not evaluation but ongoing process, city leadership maintains, strengthens, and builds commitment to policy and practice based on health of individuals and community.
Network of networks (Charter for Compassion, n.d.-a; World Health Organization, 2018b)	• As of 2017, 8 years into development: CFC began 2016 with 311 compassionate initiatives and ended 2017 with 405 cities, in 52 countries of the world • Significant headway was made with lending support to grassroots teams of organizers who struggled to address the gravest and pressing problems within their communities. • CFC continues to inspire and sustain cultures of compassion locally and globally through diverse initiatives in education, city leadership, business, health care, and religious and spiritual communities. Through a vibrant partner network and global communication platforms, we share information, stories, and experiences	• As of 2018, 30 years into the program: • 100 flagship cities and approximately 30 national networks • The flagship cities interact directly with WHO/Europe, while the national networks bring together cities in a given member state • In both cases, WHO provides political, strategic, and technical support, as well as capacity-building • Together, the flagship cities and national networks cover some 1.4 million municipalities • The Healthy Cities shared goal is to engage local governments in political commitment, institutional change, capacity-building, partnership-based planning, and innovation.
Power Structure	• Organic, based on community needs. Empowers anyone in any area of society to become engaged to make their community better. Often starts at grass-roots level then engages city leadership.	• Maintains loose hierarchical social structures. Projects are generally initiated at the city level; city leaders reach out to create public-private partnerships with for profits, nonprofits, and hybrids (e.g., B-Corps).

Criteria for a Healthy City. Similar to the Compassionate Cities Movement, the World Health Organization (2018d) defined a Healthy City not as an outcome or specific area of impact, but as an approach or process that puts public health—mental, emotional, and physical—at the center of city development and governance. Successful implementation of this approach requires innovative action addressing all aspects of health and living conditions, and extensive networking between cities across Europe and beyond, including (a) explicit political commitment, (b) leadership, (c) institutional change, and (d) intersectoral partnerships. The Healthy Cities approach recognizes the determinants of health and the need to work in collaboration across public, private, voluntary, and community sector organizations. This way of working and thinking includes involving local people in decision-making, requires political commitment and organizational and community development, and recognizes the process to be as important as the outcomes (World Health Organization, 2018c.).

A Healthy City is one that "continually creates and improves its physical and social environments and expands the community resources that enable people to mutually support each other in performing all the functions of life and developing to their maximum potential" (WHO, 1998, p. 13). By its very definition, it implies growth and change. The numerous factors that play into becoming a Healthy City make it a challenge to evaluate. In addition, each city has its own unique set of circumstances, constraints, challenges, and opportunities. Additionally, there have been a number of large-scale systemic evaluation efforts (Harpham, Burton, & Blue, 2001; Kegler, Twiss, & Look, 2000; Werna & Harpham, 1995; Werna, Harpham, Blue, & Goldstein, 2014); in some cases, "a comprehensive, value-driven and long-term perspective is taken (e.g., by designated cities in the European Region of WHO and some of the European National Networks)" (de Leeuw & Simos, 2017, p. 80). However, specific, common, or universal

guideposts or mile markers are a challenge, despite emerging evidence for identifying Healthy Cities. Because each city is uniquely multifaceted and diverse, it is difficult to determine if and how well a city's approach to transitioning to a HC is effective (de Leeuw & Simos, 2017). For example, Rantala, Bortz, and Armada (2014) stated that, when it comes to areas such as evaluation, monitoring, and equity issues, there is minimal research regarding intersectional or cross-sectional local governmental collaboration. In fact, even when the cases described multisectoral initiatives, they often come from an academic perspective or that of one sector (Northridge, Sclar, & Biswas, 2003; Villanueva et al., 2015), with multiple angles rarely covered in depth.

Ison (2009) suggested the health impact assessment can provide a baseline, allowing for examination of the role of health in development and the impact of socioeconomic development on health. However, while an ongoing framework, it still needs further development. Webster and Sanderson (2012) and de Leeuw (2011) argued that determining a baseline is important for understanding impact, outcomes, and appropriate interventions and policy. However, this is a challenge that may not be feasible, as it requires asking the "right" research questions and establishing consistent frameworks regarding evaluation and assessments. This, in turn, is complex due to the number of variables within each city. According to de Leeuw, research questions must be "appropriate, relevant, and appreciative of the unique situational context of Healthy City endeavors. These [must be] part value-driven, and part oriented towards interventions. Each of these aspects should be researched, but each with their appropriate logic of method" (de Leeuw, 2011, p. 229). As research on Healthy Cities continues to evolve, the role of context and culture will continue to be of importance—that is, is it a European or North

American, South American, Central American or Antillean, Australian, African, or Asian City?—providing a cultural framework for understanding some of the issues within those cities.

Healthy Cities in the United States. Most of the Healthy City scholarship covered in this literature review pertains to cities in the WHO European Region, including Rome, Copenhagen, and Belfast (Ison, 2009). Research set in the United States, pertains primarily to California, one of the first states in the US to participate in the Healthy Cities project (Kenzer, 2000). When considering the themes of Healthy Cities in the context of Marina, CA, it is important to keep in mind there are significant differences between European and U.S. cities. These pertain to geography and to governmental and fiscal structures (Savitch, 2003). While these differences may not directly affect the decision-making process of Marina city leadership, they do reflect a cultural and social mindset and potential biases. In turn, this affects the way decision-makers envision and consider the implementation of Healthy City (or Compassionate City) themes and characteristics when planning Marina's future.

Geography has made the United States one of the few continental nations of the world. Large stretches of open land convey the sense that land is unlimited, and people can live and travel wherever they want. This, in turn, fosters feelings of profound individualism, freedom, and mobility (Savitch, 2003). More importantly, the cultural relation to land and space leads individuals to relocate to land that is no longer used (Savitch, 2003), or to abandon industrial neighborhoods, sometimes completely leaving cities in favor of sprawling residential tracts, edge cities, and strip-zoned highways (Garreau, 1988, as cited in Savitch, 2003; Jackson, Jatulis, & Fortmann, 1992). For better or worse, the abundance in the United States fosters a mindset of disposability (Savitch, 2003).

Conversely, Europeans, who generally have less land, would not think of abandoning cities when they begin to fall apart or decay. Instead, they preserve and restore old buildings, adapting them to new uses and bolstering city centers with public investment (Savitch, 2003). This is relevant to the discussion of Healthy Cities and leadership because it speaks directly to mental orientation. Unlike Europeans whose natural cultural default is to renovate, U.S. citizens' default is to expand or buy new and bigger. In the context of revitalizing Marina, a former military base support city, this might cause tension or challenges in re-envisioning the city's future, leading civic leaders to focus more on developing new buildings and establishing new developments rather than removing the blight, focusing on infill (the development of vacant land in already-developed areas that already have necessary infrastructure such as water and sewer), and protecting and capitalizing on the natural environment, which is irreplaceable.

The other significant difference between European and U.S. cities relates to governmental structure, financial assistance, and funding (Savitch, 2003). The United States is a capitalistic democratic republic with limited government at the heart of its social system. Unlike cities in Europe or most other parts of the world, U.S. cities are largely responsible for raising their own budgets, and do so by taxing residents and businesses. Cities receive minimal federal or state assistance, as outlined by National League of Cities:

> On average, U.S. municipalities derive approximately 71 percent of their general fund revenues from own-source revenues, including 24 percent from property taxes, 13 percent from sales taxes, 3 percent from income taxes and 32 percent from fees and charges. On average, state aid makes up 17 percent of city general fund revenues. (National League of Cities, 2015, paras. 4 and 5.)

Compared to European cities and cities in other advanced industrial nations, this puts a relatively larger burden on U.S. municipalities. Unlike in much of Europe where central governments pay for police, fire, and education, U.S. cities must cover the financial burden of

these services that constitute a large proportion of local budgets. For U.S. municipalities to survive and prosper, they must attract as many financing sources as possible while balancing environmental and social justice and responsibility. These differences will inform how U.S. cities and their leaders think about and plan for the future.

Cities and Sustainable Development Goals

For three decades, according to (World Health Organization, 2018d), the Healthy Cities movement, has been:

> A pioneering driver of change, creating heathier urban settings that support the health and well-being of the people that use them. It has also inspired Healthy Cities networks to blossom in all other WHO regions creating a global push for healthy cities. (para. 7)

The movement builds on the premise that global change begins at the local level. In 2015, when the 2030 Agenda for SDGs (UN, 2015) issued the SDGs, the Healthy Cities movement, especially the European Network of Healthy Cities, rose to the challenge. Similar to the Compassionate Cities movement (see Table 2.2), the Healthy Cities movement began incorporating the SDGs as foundational to both goal and motivation for the movement, as it placed "renewed emphasis on just how interconnected our social, economic and environmental ambitions are. Health promotion efforts grounded in a healthy cities approach can contribute to achieving the Sustainable Development Goals" (WHO, 2018b, para. 9). In particular, the Healthy Cities Movement intersects with the SDGs around Goals #2 (Zero Hunger), #3 (Good Health and Well Being), #6 (Clean Water and Sanitation), #11 (Sustainable Cities and Communities), #12 (Responsible Consumption and Production), #13 (Climate Action), and #16 (Peace Justice, and Strong Institutions; see Figure 2.2 and Table 2.2).

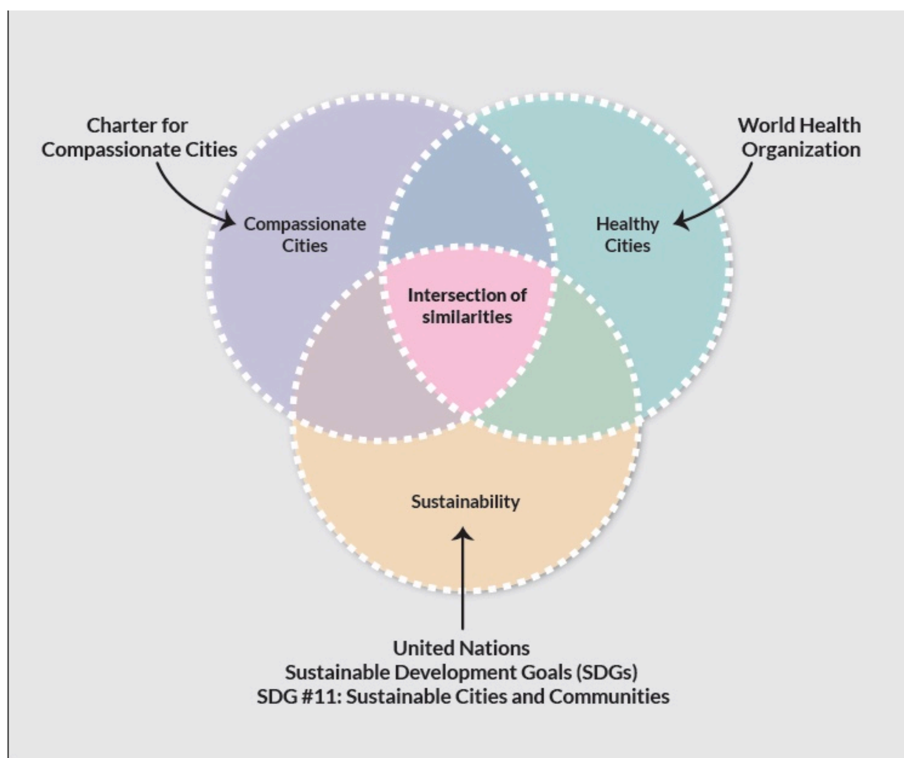

Figure 2.2. Venn diagram for literature review of SDGs, Compassionate Cities, and Healthy Cities. The intersection of these three frameworks is in pink. The highlighted sections in Table 2.2 describe in detail the way that the frameworks intersect. Reproduced with permission from Juli Hoffman.

Table 2.2

Compassionate and Healthy Cities Implementation in Relation to UN Sustainable Development Goals

SDG Goal	Compassionate Cities: Working toward SDGs via listed sector	Healthy Cities: Working toward SDG (WHO, 2018a)
Goal 1. End poverty in all its forms everywhere	Social Service	
Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture		Healthy Cities can ensure access to safe, nutritious and sufficient food by adopting innovative policy measures that improve the food environment through: • increased access to healthy options (e.g., green markets); • empowering people with clear information to make healthier choices (e.g., calorie labeling at point-of purchase, graphic labeling); • restricting or disincentivizing the availability of unhealthy foods and beverages (e.g., economic zoning policies); and • helping end malnutrition by targeted delivery of nutrient-dense meals to the poor.
Goal 3. Ensure healthy lives and promote well-being for all at all ages	Health care	Entire movement
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Education; Women and Girls	
Goal 5. Achieve gender equality and empower all women and girls	Women and Girls; Social Justice	
Goal 6. Ensure availability and sustainable management of water and sanitation for all	Environment	Urbanization promises efficiencies, better infrastructure, and technology. A Healthy Cities approach ensures that these efforts give due attention to increasing access to safe drinking water and improved sanitation for large segments of the population, as well as proper waste disposal, pollution management, and good hygiene.
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	Environment	

Table 2.2 (continued)

SDG Goal	Compassionate Cities: Working toward SDGs via listed sector	Healthy Cities: Working toward SDG (WHO, 2018a)
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Business Sector; Social Justice; Women and Girls	
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation		
Goal 10. Reduce inequality within and among countries	Social Service; Women and Girls	
Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable	Entire Charter for Compassion	A Healthy Cities approach sees better housing and sanitation, reduced overcrowding and upgraded slums as public health priorities. Substandard housing and sanitation increase risk of TB and other airborne illnesses, allowing malaria, yellow fever, and Zika to flourish, especially where there is stagnant water. Healthy Cities also encourages better urban planning to prioritize increased access to safe transport systems, green and public spaces, and emergency responses to natural disasters, which together reduce road traffic deaths, improve air quality, promote physical activity, and save lives from disasters.
Goal 12. Ensure sustainable consumption and production patterns		Unsustainable consumption and production patterns that harm the environment also harm health, whether through air pollutants, contaminated water supplies or food losses. Healthy Cities are, therefore, sustainable cities. They push transnational corporations, and support individuals, to adopt sustainable practices for the health of both the planet and its people.
Goal 13. Take urgent action to combat climate change and its impacts	Environment	A Healthy Cities approach recognizes that extreme weather events bear significantly on health by disrupting food supply chains, spreading water-borne illness, causing uprooting and migration, and resulting in physical injuries. Healthy cities aim to reduce carbon emissions, thereby improving air quality and promoting physical activity (by replacing cars with walking and cycling). With large segments of the population, including poorer people, now concentrated in cities, a Healthy Cities approach is a major pathway to climate change mitigation.

Table 2.2 (continued)

SDG Goal	Compassionate Cities: Working toward SDGs via listed sector:	Healthy Cities: Working toward SDG (WHO, 2018a)
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Environment	
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Environment	
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Entire Charter for Compassion	Healthy cities are peaceful and inclusive. They help eliminate violence by providing safe places for people to live, work and play. They also pioneer effective, transparent, and accountable intersectoral governance needed to advance health, achieve universal health coverage, and progress other SDGs. Healthy cities, as a natural place for pro-health social activism, also help ensure access to justice for all, including marginalized and displaced. United Nations Development Programme (UNDP) NDP's Articulation of Territorial Networks (ART) initiative helps countries to establish multi-actor, multisector and multilevel governance structures and systems to strengthen local governance and development.
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Entire Charter for Compassion (based upon all partnerships of 12 sectors)	Requires partnerships for implementation

Note. Shaded rows designate goals for which the programs for Compassionate Cities and Healthy Cities intersect (see also Figure 2.1).

Leadership for Healthy and Compassionate Cities

The balance between fiscal responsibility and social good, and between immediate and long-term planning, are two of the greatest challenges for a city or community leader (Friend & Jessop, 2014). Often, due to pragmatic infrastructure or administrative needs, along with political will, the immediate concerns get addressed while longer-term sustainable healthy or compassionate goals are forsaken (O'Neill & Nalbandian, 2018). However, planning for the future is crucial for establishing long-term sustainability and maintaining a thriving community. According to Bezold and Hancock (2014), when looking 20 to 30 years into the future, there are five primary forces that shape Healthy Cities and Communities:

- Societal forces such as population growth, urbanization and the growth of slums, housing conditions, and food security;
- Economic forces such as economic growth and inequitable income and wealth distribution;
- Environmental forces such as climate change and loss of biodiversity;
- Political forces of concentrated power yet growing participation and disruption;
- Technological force including, ultimately, sustainable renewable energy production and storage, smarter Internet, and social media. (Bezold & Hancock, 2014, p. 67)

Due to the impact each of these forces has on the community, they are of equal relevance when building compassionate cities and communities. However, I would argue that there is an additional force also of equal importance; the strength of public buy-in or citizen engagement.

In order to facilitate a significant amount of public engagement, Bezold and Hancock (2014) suggested a focus on the future. In particular, they proposed four possibilities to consider:

1. The probable future, what most people and organizations think will likely happen, often described as "business as usual," in which life continues much as it is, but more so. (However, in some cases, the probable future is seen as more of a gloom-and-doom or even doomsday scenario.)
2. The possible future, all the things we can dream of, our flights of fancy, often straining the limits of imagination, even defying the known or accepted laws of physics; think science fiction.
3. The plausible future, a narrower zone within the realm of possible futures, more constrained by what we think is reasonable but well beyond what we think is probable. Usually, a set of quite detailed scenarios are developed that range across the good news, the bad news, the same old news, and some form of transformative change.
4. The preferable future, the way we would like the future to be for ourselves and our descendants. Usually it is either one of the plausible scenarios or, more often, a combination of elements from two or more scenarios; our preferences express our values. (Bezold & Hancock, 2014, p. 66)

When leaders consider these frameworks in the context of developing healthy and compassionate cities, they also must take into account fiscal responsibility. A significant component for successfully establishing cities within these movements is that they are shaped "by the distribution of money, power, and resources at global, national, and local levels" (Bezold & Hancock, 2014, p. 66). For the process of becoming a Healthy or Compassionate City to occur and succeed, municipal leaders must create a network of supporters, participants, and leaders

from many sectors and areas of society. When people become stakeholders within their community, they take a responsibility, maintain a vested interest, and come up with practical, creative solutions when problems arise (Kusy & McBain, 2000; Owen, 2008).

For example, in the United States, when a city is establishing itself as a Healthy City, it may turn for help to the Public Health Institute (2018a), which is at the forefront of developing this movement. The Institute partners, "with foundations, federal and state agencies, and other non-profit organizations [such as universities and foundations] to mount and support a diverse array of cutting-edge research projects and public health interventions in California, the United States, and around the world" (Public Health Institute, 2018a, para. 1). The Public Health Institute has continued to work with city, community, and organizational leaders to focus on individual health components (e.g., overcoming childhood obesity) as well as addressing some of the more complex policy challenges for over 50 years; these include: "agriculture and nutrition, transportation planning, climate change, economic development, obesity prevention, healthy communities, telehealth and health information technology, and alcohol, tobacco and substance use" (Public Health Institute, 2018b, para. 3).

As mentioned, the Healthy Cities movement began with a definition that centered on physical health, but quickly evolved to include the relationship of individuals to their society and the development of community health. As Adams (2000) noted, "ninety percent of what constitutes health of a community has nothing to do with medical care; feeling safe on your street, safe in your home, having a healthy economy, these and other non-medical factors make a healthy community" (p. 214).

Much of the scholarship on the role of municipal leadership in becoming a Healthy City focuses on the operational behaviors of implementing a resolution and pertains to the need for a committed engagement from mayors and city council members. In fact, according to the research, a high level of political commitment and support is crucial for building and helping others to build capacity (Donchin, Shemesh, Horowitz, & Daoud, 2006). Much of the literature also centers on the expanding field of city planning to include the themes of Healthy Cities (Adams, 2000; Donovan, 2018; Lyles et al., 2017; Zwald, Eyler, Goins, & Lemon, 2016). Historically, the field of city planning has been about open space, land use issues, and natural resources. However, it is the perfect sector for providing a pragmatic framework for municipal leaders to incorporate the ideals and goals of the Healthy Cities movement. These ideals include the relevance of social issues such as education, housing, cultural opportunities, and overall livability (Adams, 2000; Zwald et al., 2016).

When the California Healthy Cities and Communities movement began more than 30 years ago, the responsibility fell upon municipalities because of their capacity for "sponsoring public debate, responding to local needs and values, enacting policy, allocating resources for personnel, planning, infrastructure, land use, safety, and enforcement functions" (Twiss, Kleinman, & Hafey, 2014, p. 20). Along similar lines, Adams (2000) stressed the time and energy investment involved in building healthier communities. According to a study by the California Center for Health Improvement, Californians see better job opportunities, safer neighborhoods, higher-performing schools, and affordable health care as paramount to the health of their communities (Maloney, 1996). Twiss (1997) elaborated:

> In addition, [Californians] recognize the interrelationship of these issues and do not see government as having all the solutions. In fact, the issues that people in California care

> most about cross jurisdictional boundaries and all three sectors: government, for-profit, and nonprofit. Healthy city and community models in California provide a process to start the dialogue and to cut across the "silo" or single-sector approach to problem solving . . . The CCHI study also found that over 50 percent of the respondents wanted local government to do more to bring everyday citizens into the planning process of building healthy communities. An almost equal number felt that individual cities should solicit the active participation of ordinary citizens in developing priorities and solutions. . . . [City managers in the study] emphasized the need for a transformation from a "vending machine" civic culture, in which government dispenses services, to a "barn-raising" civic culture, in which members of the community are active participants. (p. 81)

Synergy of Healthy Cities and Compassionate Cities Frameworks

The goals and framework of Healthy Cities are similar to the Compassionate Cities movement in that both intend to work cross-sector and engage community and municipal leaders as well as members of the community. The greater stakeholder collaboration and participation in actions by those who are knowledge of the various actors (and their motivations and abilities) and subject matter, the better the decisions and the higher quality the initiatives (Collier et al., 2013). Maintaining this type of working environment is undoubtedly complex.

Kouzes and Pozner (1987) defined leadership as inspiring individuals to give of themselves to achieve community goals. From the researchers' perspective, leaders inspire followers by creating a vision of a long-term, challenging, appealing, captivating, and unique future. Combined vision and mission leads to the establishment of an organization or city's culture involving core ethics, values, and acceptable behavior (Kerr & Jermier, 1977). This culture serves as a road map for transitioning from traditional, fear-led bureaucratic structures (centralization, standardization, and formalization) to the learning organizational paradigm needed for organizational effectiveness in the 21st century. Said Fry (2003), "Thus, it is the act of establishing a culture with values that influences others to strongly desire, mobilize, and struggle for a shared vision that defines the essence of motivating through leadership" (p. 695).

When it comes to building healthy and compassionate cities, it is helpful not only to engage with stakeholders in the community, but also to network with other cities committed to similar causes, whether Healthy or Compassionate Cities. Through information-sharing, this network functions as an opportunity to disseminate information, knowledge, and best practices (Fröding, Eriksson, & Elander, 2008). In many ways, the process of becoming a Healthy or Compassionate City leaders requires the qualities of servant leaders working to empower individuals for the overall betterment of their society and community (De Pree, 2004; Greenleaf, 1977, 2002; Hernandez, 2008; Keith, 2008; Parolini, Patterson, & Winston, 2009; Spears, 2004).

Servant leadership. Strong trust between leader and follower and the themes of connection, trust, and commitment foundational in relational leadership are also very present in servant leadership. A key component to servant leadership is a devotion to the growth of people. According to Spears (2004),

> Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As a result, the servant leader is deeply committed to the growth of each and every individual within the institution. The servant leader recognizes the tremendous responsibility to do everything possible to nurture the growth of employees. (p. 9)

The commitment toward the growth of individuals is not just about the bond between the two individuals; it is foundational for the well-being of the entire community and reflective of a leader being in service to the organization or community and its goals. Greenleaf (1977) elaborated:

> A servant leader is a servant first. . . . It begins with the natural feeling that one wants to serve, to serve first. The conscious choice brings one to aspire to lead. That person is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions . . . the leader-first and the servant-first are two extreme types. . . . [The primary difference between the two] manifests itself in the care taken by the servant-first

> to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived? (p. 13)

A peace leader is an embodiment of peace, healing, and well-being, possessing a high degree of self-awareness and altruistic values. Generally, servant-first leaders place serving other people's needs as the highest priority. In essences, the servant leader is a "midwife—facilitating each person's process and does not intervene unnecessarily. [His] presence is felt, but often the group runs itself" (Keith, 2008, p. 8). Parolini et al. (2009) referenced Greenleaf, who claimed those led by servant leaders enjoyed benefits such as freedom, better health, and increased knowledge, leading them to one day become servant leaders themselves.

Spears (2004) identified 10 characteristics needed to be a servant leader, two of which are directly connected to peace leadership: healing and stewardship. Within servant leadership is the opportunity and potential to heal oneself and others. Spears (2004) elaborated:

> Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is part of being human, servant leaders recognize that they also have an opportunity to "help make whole" those with whom they come in contact. . . . [Greenleaf wrote that] there is something subtle communicated to one who is being served and led if implicit in the compact between servant leader and led is the understanding that the search for wholeness is something they share. (p. 9)

The qualities of midwife and healer fundamental to peace leadership stem from the characteristics of a servant leader and require a vision for the future. That vision may not be concretely defined but may instead pertain to an essence or general idea. For example, a midwife holds the vision of the birth of a child, but she has no idea how the birth will go or how the child and mother will fare in the birthing process. Even so, her vision enables her to guide, acting as a steward for bringing the child into the world. She is able to provide wisdom and guidance to

ensure the health of mother and child; in the same way, servant leaders guide their followers, serving as a steward for the future.

Spears (2004) provided comparative definitions of stewardship: “Peter Block has defined stewardship as ‘holding something in trust for another.’ Robert Greenleaf’s view of all institutions was one in which CEOs, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society” (p. 9). Servant leadership, like stewardship, is foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion rather than control (Spears, 2004). Hernandez (2008) described stewardship actions and mindsets guiding one to act for the betterment of the whole, which subsequently benefits the individual. This description is in keeping with the servant leader as a steward. The author continued:

> Stewardship is not created through formal rules but rather is facilitated through . . . structures that help leaders to generate interpersonal and institutional trust, clarity regarding organizational strategy, and intrinsic motivation in followers which, in turn, encourages followers to act with moral courage in service to the organization or cause. (Hernandez, 2008, p. 122)

As a servant leader and as a steward, the leader is birthing and empowering the next generation. De Pree (2004) suggested the leader who is in service is in the right set of circumstances and has the correct perspective and vision to have a great impact and bequeath an organization or community with a legacy. He wrote:

> The art of leadership requires us to think about the leader-as-steward in terms of relationship: of assets and legacy, of momentum and effectiveness, or civility and values. Leaders can decide to be primarily concerned with leaving assets to their institutional heirs, or they can go beyond that and capitalize on the opportunity to leave a legacy, a legacy that takes into account the more difficult, qualitative side of life, one which provides greater meaning, more challenge, and more joy in the lives of those who leaders enable. (De Pree, 2004, pp. 12–13)

As city leaders embrace the characteristics, qualities, and frameworks of the Compassionate and Healthy Cities movements, they have many areas they can focus, whether it be the overall livability or quality of life (McCann, 2007), environmental preservation and sustainability (Alberti & Susskind, 1996; Hancock, 1996), innovation (Morse, 2012), demographics and race (Hochschild, 2012; Sandercock, 2000), or other areas already discussed. Each city or community will significantly increase the likelihood of success by focusing both on their specific needs and vision for the future, as well as working with their networks, whether through a central agency such as WHO (Tsouros, 2009), a Healthy Cities Mayoral Conference (WHO, 2018e), or a Center for Inclusive and Compassionate Cities (Durr, 2018).

Possibilities: From Former Military Base to a Healthy, Compassionate City

Marina is primed to become a hybrid Compassionate and Healthy City and is realizing SDG #11, an embodiment of the other 16 SDGs. If enough municipal leaders, residents, and organizations choose to become engaged, the future of this city is bright. As the municipality struggles to find its identity as something other than a former military base–support city, it has all the makings to thrive, potentially becoming a model city of the future. With strong political leadership, inspired community action, civic-minded private sector investment, and committed nonprofit, faith, and academic organizations, Marina has the perfect components to create this blend of frameworks and become a thriving city that can serve as a model for other cities (Bezold & Hancock, 2014). Additionally, it has a natural environment that is in many areas untouched by development and planned land use.

As discussed in Chapter I, Marina is the biggest stakeholder in the closing of the former Fort Ord Military base. The base was one of the first to be closed under the BRAC plan, which

meant there was little historical data to guide the effort. BRAC, which began in 1988, used different criteria for closure than previously closed or redeveloped bases. As Ashley and Touchton (2016) observed, “There are many existing studies of military base redevelopment, but few evaluations of redevelopment processes across all bases closed under the BRAC program” (p. 4).

Ashley and Touhton (2016) noted that current literature focuses on the immediate influence of such things as base closure on regional economies, the challenges of environmental cleanup, issues of social justice and equity in development decision-making, and the role of federal versus municipal in decision-making. Other academic inquiries focus on a single conceptual theme or the early stages of redevelopment processes (Bagaeen, 2006; Cornell University, 2013; Curtis, 2011; Davis, Hayes-Conroy, & Jones 2007; Hansen 2004; Hess, Marquis, Schank, & MacKinnon, 2001; Hill, 2000; Hill, Deitrick, & Markusen, 1991; Hooker & Knetter, 2001; Kosla, 2010; Lynch 1970). Widely recognized examples of military base conversion such as the Presidio in San Francisco and the Philadelphia Navy Yard serve as exemplary cases of military base redevelopment (Cornell University, 2013; Curtis, 2011; Hess et al., 2001; Stern, 2006; Urban Land Institute, 2009). However, due to their location (e.g., proximity to major cities as well as waterfront properties), these are very specific examples that do not necessarily represent the challenges and opportunities of the types of communities that have housed military bases.

It can be very traumatic to the populace when a military base either reduces operations or shuts down entirely. Such closures inspire debate both local and regional regarding developmental impacts, environmental concerns, and the best use of the land (Ashley &

Touchton, 2016). Even with FORA addressing the transition, much of the long-term challenge will fall on the city of Marina due to the percentage of the former base that is within Marina's jurisdiction. Impacts may be wide-reaching and painfully felt, to include job loss, property value and business decline, and environmental risk (Bailey, Monahan, Preuss, Storm, & Susman, 2006). Many community leaders remain unconvinced of a true military base turnaround. Redevelopment is a complex process that can take 20 or more years (Hill, 2000). However, many of the challenges are political rather than technical in nature (Hill, 2000) and could likely be overcome with cross-sector engagement and multistakeholder buy-in.

The Department of Defense's lead federal agency on the reuse of closed military bases, the Office of Economic Adjustment, Office of Assistant Secretary of Defense (1993) argued in their 1986 survey of more than 100 communities of former military bases from the 1960s "that communities can successfully adjust to dislocations and base closures" (p. 6). Journalists, activists, and academics have extensively cited this survey as evidence that communities can reuse former bases and rebuild the local economies (Dorrier & Wiberg, 1993; Fisher, 1993; Guhathakurta & Blakely, 1995; Hill, 2000; Rowley & Stenberg, 1993). Bradshaw (1999) agreed with the OEA report. In a case study of the closure of Castle Air Force Base in Merced County, CA, he stated:

> Predictions of dire consequences from a military base closure often prove false because they overstate the effects of economic multipliers and fail to account for the fact that communities often rise to the challenge by forming new alliances and strengthening their organizational capabilities. (Bradshaw, 1999, p. 193)

More current scholarship pertaining to military base conversion inspires questions than information. The literature is incomplete when addressing the patterns and overall effects of redevelopment on community. As Ashley and Touchton (2016) suggested, study is limited to

very narrow set of perspectives. Economists and geographers have explored the ways the military-industrial complex has reshaped the American landscape (Cordero de Noriega & Gonzales, 2004; Markusen, Hall, Campbell, & Deitrick, 1991; Smith, 2009). Other researchers have examined the economic impact of base closures (Hooker & Knetter, 2001; Hultquist & Petras, 2012; Lynch, 1970; Poppert & Herzog, 2003). Historians and urban planning scholars have investigated the rise and fall of anchor institutions, in particular, universities and medical facilities (Birch, 2010; Hess et al., 2001; Markusen et al., 1991; O'Mara, 2005). Environmental scholars and energy-related policy analysts have identified the negative outcomes associated with military development in isolated areas that require the allocation of scarce natural resources such as water (Davis et al., 2007; Hansen, 2004; Havlick, 2011), the difficulty of cleaning up military brownfields (Davis et al., 2007; Hansen, 2004), as well as concerns about environmental justice and equitable development (Davis et al., 2007).

A contemporary approach considered successful in the reuse of defunct bases follows the 3Re strategy of repurpose, renew, and reconnect. This three-step process begins with finding a viable new purpose for the property that will also generate income. The second step, renewing the property, is perhaps the most complicated and costly step of environmental clean-up. Most military bases have issues of environmental toxicity and hazardous waste. These problems can range from very toxic (e.g., contamination in former motor pool areas), to Superfund sites, with issues such as lead paint and asbestos to toxic chemicals that have seeped into the ground and will cost millions of dollars to remedy. The final step is to reconnect the formerly closed-off property to the community that surrounds or abuts it, creating a thriving neighborhood or city (RevitalizationNews, 2018).

Communities throughout the United States have redeveloped former military bases into valuable assets, leading to environmental protection, job creation, and a strong economy (Bailey et al., 2006). Examples include the Presidio in San Francisco, Lowry Air Force Base outside of Denver, and two former Naval Training Centers, one in Orlando that became Baldwin Park, an award-winning neighborhood, and another on the San Diego waterfront that became Liberty Station. These examples demonstrate, among other things, a balance of economics and business, environment, housing, historic preservation, and culture due to redevelopment. This approach is considered "smart growth" (Bailey et al., 2006). According to the EPA report by Bailey et al., in the context of base reuse plans, this means local governments, community members, and others plan for the reuse of bases so as to:

- Create vibrant neighborhoods;
- Bring amenities to residents and the surrounding neighborhoods;
- Provide a balanced mix of jobs and housing;
- Capitalize on historic, cultural, and natural assets;
- Protect environmental resources; and
- Use an approach that is embraced by the community.

One of the key goals of base redevelopment is to replace the jobs lost when the base closed. Through the lens of smart growth, creating a community that has lasting economic value is also imperative. This includes:

- Places that attract businesses and skilled workers because they offer amenities, transportation options, convenience, and character;

- Places that have walkable neighborhoods where residents and visitor can live, work, shop, eat, and socialize;
- Places where children can walk to school and older residents can more easily access stores and services.
- Places that make the most of their natural assets, support their cultural resources, and honor their local history. (Bailey et al., 2006, p. 4)

In this study, I focused on the frameworks of Compassionate Cities, Healthy Cities, and the UN SDGs; therefore, a detailed discussion of the application of smart growth frameworks was outside the scope of this research. However, it is interesting to note that McAvoy, Driscoll, and Gramling (2004) argued that smart growth is foundational to building healthy cities. Similarly, Commission of the European Communities (CEC; 1990) initially advocated for sustainable development and the idea of the compact city, proposing an end to urban sprawl and encouraging a return to urban mixed land uses that reduced travel time (and pollution) and promoted a better quality of life. When it comes to planning and decision-making woven throughout smart growth and Healthy and Compassionate Cities is the concept of sustainability. While the term is still ambiguous and challenging to put into practice and evaluate, the redeveloping of a former military base could be considered sustainable (Bagaeen, 2006). Military base conversion has allowed for the accommodation of substantial new development, especially housing on prime urban land, sometimes in central locations. This "recycling" of urban land serves to curtail urban sprawl, and is both a valid justification and likely benefit to a community (Bagaeen, 2006).

As Marina's city leaders plan for the future, they have much to consider. The city is one of the few on California's central coast with hundreds of acres of natural beauty within its boundaries. For this reason, growth based on the recycling and infill of urban land is a crucial consideration in planning the city's development. As Marina shifts from being a bedroom community for a former military base to a thriving city, the Compassionate and Healthy City Movements and the UN SDGs provide a holistic foundation that integrates the well-being of the individual, community, and natural environment, providing powerful frameworks for planning for the future. I explored this possibility.

Chapter Conclusion

This chapter included a critical review of the literature, addressing the intersection of WHO's Healthy Cities Programme, the Compassionate Cities Movement, aspects of sustainability and sustainable development, and the issues of leadership in the City of Marina, specifically, those relevant to city development and growth post–military base conversion. In the following chapter, I provide a more in-depth discussion of the context for this research, as well as explanation of the methodology.

Chapter III: Methodology

Marina faces many complexities as it evolves into an independent thriving city. The purpose of this research was to determine to what degree the qualities and characteristics of the Compassionate and Healthy Cities Movements contribute to Marina's city leaders' stewardship of the city. These characteristics, along with the SDGs, are relevant because they correspond to some of the latest thinking regarding sustainability and long-term viability for the survival and development of cities. Because there is little research on establishing cities of the future when converting former military bases into thriving cities, the three approaches discussed in Chapter II—Compassionate Cities, Healthy Cities, and Sustainable Development—may play a role in Marina's city leaders' decision makers.

In this chapter, the methodological approach of qualitative research appears, including the rationale for conducting an exploratory case study. This is followed by a section defining and describing the City of Marina, the setting, and context of the study. The final section centers on the method of study, which responds to the overarching research questions by describing participants, sources and analysis of data, and ethical considerations.

A Qualitative Methodological Stance

This was an exploratory case study focused on the city of Marina's current leadership, and the role of and potential application of the Compassionate Cities, Healthy Cities, and Sustainable Development movements in their decision-making process. I selected qualitative methodology because there is little research on the relevance of these global movements to municipal leaders' decision-making and policy development. Additionally, there is little to no previous research on these three global movements on their relevance to either city leaders'

thoughts and decision-making processes in planning, or to the transition of a former military base support city to an independent self-sustaining city. Thus, this topic is at a nascent stage of research development, thus best supported by a methodology that enhances a constructivist understanding of the phenomenon (Edmondson & McManus, 2007). In qualitative studies, the researcher uses stories rather than numbers, reaching participants in their natural environment (McMillan & Wergin, 2002). In general, qualitative researchers seek to describe individual experiences and explain relationships, illuminating individuals' meanings of, interactions with, and creation of their worlds (Cunliffe, 2011). Qualitative methodology provides a rich opportunity to uncover the processes, negotiations, and decisions of a group of municipal leaders who are currently guiding a small city through transition from a military base support city to a thriving community.

In qualitative methodology, interview questions are often open-ended. Participants may respond in their own words and the researcher can ask follow-up questions as needed to elicit more details. It is an organic process by which the researcher can explore patterns or themes as they appear during the research. With qualitative research, scholars can discover how participants perceive their actions (Guba & Lincoln, 1994) and adhere to the interpretive, subjectivist, or phenomenological approach to social research (Cunliffe, 2011). From this perspective, reality is subjective, comprised of individual interpretations and experiences with each other and the complex, surrounding social structure. Related Cunliffe (2011), "Humans are autonomous, give meanings to their surroundings, and are creative; that knowledge is personal and experiential; and therefore, research methods need to explore individual understandings and subjective experience of the world" (p. 649).

While quantitative methods allow for breadth, qualitative methods provide depth. The challenges to qualitative methodology include that it is highly interpretive and dependent on the meaning the researcher assigns to the findings and results; the data can be difficult to collect, organize, and analyze; and, it is difficult, if not impossible, to reproduce identical results. The strengths are that it can reflect change over time; it provides individuals' perspectives, thus assigning meaning; and it provides the framework for creating theory (Easterby-Smith, Thorpe, Jackson, & Lowe, 2008). The most common types of qualitative studies are ethnographic, case study, phenomenological, grounded theory, and critical study (McMillian & Wergin, 2002). In this study of Marina's transition, the importance of gaining knowledge related to city leaders' perspective on change and decision-making processes in the context of holistic city frameworks contributed to the minima practical knowledge of military-founded communities transitioning to the 21st century needs of citizenship. Thus, the choice of a case study exploratory approach honored both the perspective of the individual and the relevancy of the context.

An Exploratory Case Study Approach

The purpose of this research aligned well with an exploratory case study approach. The case study bridges the gap between practitioner and a scholar, because it can provide real-world applicable data that can "inform professional practice or evidence-informed decision making in both clinical and policy realms" (Baxter & Jack, 2008, p. 544). By using this methodology, it is possible to acknowledge both the subjectivity of the researcher and the need for creating meaning from lived experience. By default, as the participants share their stories, the research becomes a collaboration between researcher and participants (Baxter & Jack, 2008; Crabtree & Miller, 1999).

As Yin (2016) suggested, engaging in fieldwork can be foundational to determining relevant questions for case study research. In the case of Marina, I have lived and worked in the community as a participating citizen. In my roles as Vice-Chair of the Planning Commission, member of the ad hoc committee for downtown vitalization, and activist-leader on subjects of environmental and social justice, I have become aware of the challenges and complexities leaders face when in the process of redefining and growing a city.

Typically, researchers use case studies to answer questions of "how" or "why"; however, there is no prescribed rule that specifically defines the questions a case study examines. Schwandt and Gates (2018) highlighted nine types of a case study, noting that what defines a case is up for dispute: "A case is an instance, incident, or unit of something and can be anything—a person, an organization, an event, a decision, an action, a location like a neighborhood, or a nation-state" (p. 314). Swanborn (2010), stated that cases "can be located on the micro (persons and interpersonal relations), meso (organization, institution) or macro levels (communities, democracies, societies) and involve one actor or multiple actors" (p. 341).

According to Yin (2016), a case study must meet three important conditions: "a) the form of research question posed; b) the control a researcher has over actual behavioral events, and, c) the degree of focus on contemporary as opposed to entirely historical events" (p. 9). Interestingly, Baxter and Jack (2008), citing an earlier edition of Yin (2003), expanded on these three conditions. They suggest that a case study should be considered when:

- the focus of the study is to answer "how" and "why" questions;
- you cannot manipulate the behavior of those involved in the study;

- you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or
- the boundaries are not clear between the phenomenon and context. (Yin, 2003, p. 545)

Schwandt and Gates further suggested that:

> A critical question for all researchers employing cases as the basis for their research is, "what is this a case of?" This focuses both the researchers' and readers' attention on distinguishing the phenomenon of interest from the study unit or instance. (Schwandt & Gates, 2018, p. 342)

Indeed, this is relevant to the questions posed in this case study:

RQ1: What are the challenges and opportunities city leaders experience in initiating change in the City of Marina?

RQ2: How are care and compassion for the citizens of Marina reflected in their visioning of the city's future?

RQ3: Do the characteristics of the Compassionate and/or Healthy Cities movements or the Sustainable Development Goals contribute to their thinking of the city's future?

RQ4: How do the city leaders balance the social benefits of a Care and Compassion City framework with fiscal responsibility?

The initial research question is a "what" question: What are the challenges and opportunities that city leaders experience in initiating change in the City of Marina? This question binds the research, providing a framework to answer the question of "What is this a case study of?" The sub-questions then help to "distinguish the phenomenon of interest from the study unit or instance" (Schwandt & Gates, 2018, p. 342). They address the how and why, and reflect an overarching interest of the city leadership's vision for the future, and how the themes

of holistic city frameworks contribute to their vision and plans to guide Marina into a thriving, independent city.

At the root of this study was an assumption and understanding that the lived experience as perceived by participants provided the most relevant and critical vantage point for understanding the social processes, power inherent in relationships, and influence of situational events on action (Schwandt & Gates, 2018; van Manen, 1990). This is particularly relevant in the case of writing Marina's future. As discussed later in this chapter, one of the greatest challenges Marina faces is shifting from a working-class community to a middle- to upper-class thriving city. Questions of power dynamics and inclusion and marginalization are relevant in this process. Said one individual with whom I spoke, "It is often those in the powerful position of leadership and decision making of a society (or community)—who determine the direction history will take. That is, until the people or community rise up or have their voices heard" (Anonymous, personal communication, October 19, 2018). As Marina grows and becomes more prosperous, what or who will influence the leaders' decision-making process? The case study approach enhanced an understanding of the connections among political, social, historical, and, most importantly, personal contexts (Stake, 1995) that influence the perspectives of municipal leadership and community members in the transition of Marina to a thriving city.

A case study allowed for an emergent sampling and bringing data from different sources. Triangulation of different sources of information—interviews, surveys, and public discourse—and the method for data collection were of utmost importance in this study. Referring to Denzin's (1978) work, Flick (2017) defined triangulation as "the combination of methodologies in the study of the same phenomenon" (p. 53). Using multiple methods and data sources

enhanced the quality of research, enabling it to stand up to rigorous critique (Flick, 2017; Mathison, 1988). In this case study, I collected data from municipal and community leaders through the use of surveys, interviews, and public records; each source of information added a unique layer and contribution to this research. Data triangulation was desirable because it gave me a more thorough grasp of the subject (Flick, 2017) and portrayed a more trustworthy understanding, as it allowed for potential discrepancies and contradictions in the findings. Further, as Ellingson (2011) pointed out:

> In concrete terms [triangulation] is based on five principles: (1) It looks for a deepened, complex interpretation, (2) combining several qualitative approaches for producing knowledge, and (3) including several genres of writing, based on (4) a significant degree of reflexive consideration of the writer's self in the process of research design and reflecting (5) claims of objectivity and truth. (p. 605)

The use of triangulation was significant due to the complexity of this case study. Marina's leaders are faced with many challenges: from a budget that is significantly less than what is required in the city's current growth situation, to determining how to balance land and building development with environmental responsibility. Triangulation enabled a deep and broad perspective providing a multidimensional overview of leaders' vision for Marina's transition.

Reflexive consideration. Ellingson (2011) identified the fourth principle of triangulation as the significance of the researcher's reflexive engagement in the research process. As a resident of Marina, I had firsthand knowledge and experience of the challenges facing this community. My roles have included serving on the Planning Commission, and as Vice-Chair for 10 months. This Commission reviews City development projects and proposes recommendations and resolutions regarding these projects to the City Council. I also served as a member of the ad hoc committee for downtown vitalization. In this year-long committee, I sat with 13 other members,

including two City Council members, five Commissioners, six Marina residents, and one nonresident architect. This committee worked with the city Planning Department to create a new specific plan for Marina's downtown. My involvement with city leaders and the community necessarily influenced my understanding of the context in which they all work. I was able to better interpret their meaning while also being acutely aware of the influence my presence had on the interviews and the subjectivity I brought to the interpretation of the data. The inclusion of my reflexive journaling after each interview and while analyzing the data served as a guide to and a check on my reactions, impressions, insights, and interpretations as I engaged in the research process.

The Context of the Study: Marina, California

This case study focused on the decision-making and actions of leadership in Marina. The city of Marina establishes the outer boundaries of interest and the setting in which the leaders live and lead; therefore, the context of this study becomes a significant foundation for understanding and interpreting the experiences, opinions, and relationships as related by all participants. I selected Marina because of its unique position of transitioning from a former military base support city to an independent thriving city, the only city on the Monterey Peninsula that has a significant opportunity for growth and development. In this process, issues of gentrification and possible displacement are a concern. My role within the city's leadership as well as my knowledge of holistic city frameworks has inspired in me a number of questions as far as the possibility of the city drawing from these frameworks to support and guide its growth and sustainability. Information pertaining to the history, economic development, population, and

more came from public documents, historic documentation, and personal interviews. Additional detail appears in Chapter 4 within the context of research findings.

Method of the Study

In this section, describe the method of study, including discussions of participants, sources of data, analytical tools, and ethical considerations.

Participants. Three groups of people participated in this research: those who were major decision makers in the city, specifically City Council members, the Mayor, the City Manager, and the three City Planners; those who are influencers by virtue of being on either a commission or a committee, such as the Planning Commission or the Economic Development Commission; and community leaders who are actively involved within local community organizations such as the Filipino American Club, Marina Rotary Club, Friends of Marina Parks, Citizens for Just Water, and Marina in Motion, among others.

I completed the interview portion of this case study in December 2018, which involved interviewing the five City Council members (including the Mayor), the City Manager, Community Development Manager, and the city's two Planners. Each person participated in an in-person 90-minute interview scripted by me and approved by Antioch's Institutional Review Board (IRB).

Following the interviews, I created a survey, also approved by Antioch's IRB. Survey contributors received invitations to participate in compliance with IRB protocol through either e-mail, social media post (Facebook and Nextdoor), or phone contact. Those invited were appointed commissioners, members of various committees, and community leaders. In particular, I sent invitations to the two primary active and influential Marina city commissions: the Planning

Commission, a seven-member body that currently has six members and one currently open seat, and the five-member Economic Development Commission.

In addition, surveys went to members of the Ad-hoc Committee for Downtown Vitalization, a 14-person group responsible for working with the city planners to form the specific plan for Marina's downtown core. Some members of this committee are also on the City Council; in this case, they were eligible for the interviews rather than the survey. Lastly, through social media, there was a general invitation to any self-identified community leader to partake in the survey.

Sources of data. In the context of the issues facing Marina's leadership, triangulation was applicable as it is relevant to researching social problems and issues of social justice (Flick, 2017). The three primary sources were interviews, a survey, and public news sources (media, social media, and public agency documents). Each of these provided unique insight into the thought and decision-making processes of Marina's city and community leaders, therefore enabling a rich triangulation of opinions on the challenges and opportunities within Marina.

Interviews. The interview portion of this case study was emergent and exploratory and involved interviewing the five City Council members (including the Mayor), the City Manager, Community Development Manager, and the city's two Planners. Of these nine individuals, three are women and six are men. All are Caucasian, and between the approximate ages of 40 and 65 and have worked in city leadership for between 8 and 30 years.

Each interview took place in person in a one-on-one format and lasted approximately 90 minutes (see Appendix E for interview questions). With participants' consent as scripted and approved by Antioch's IRB, I recorded the interviews. Conversations included a discussion of

each individual's view of the greatest challenges to the city and potential ways of addressing these challenges. Also explored was what each interviewee foresaw as the future of Marina. The interviews provided an opportunity for participants to share stories and experiences within a safe and intimate context. All interviews were confidential and conducted using a semi-structured interview approach. Questions were open-ended which, as Blee and Taylor (2002) suggested:

> Allow[ed] more flexibility to digress and to probe based on interactions during the interview . . . . [they] provide greater breadth and depth of information, the opportunity to discover the respondent's experience and interpretation of reality and access to people's ideas, thoughts, and memories in their own words. (pp. 92–93)

It is important to keep in mind that, prior to the interviews I already had ongoing conversations and relationships with most of the participants; indeed, these conversations provided the motivation and cornerstone for this research.

The research process in this context was based upon an interpretivist paradigm and holistic method in which both the research participant and the researcher were likely to be affected; it is within the norm for relationships to develop (Bold, 2011; Schwartz-Shea & Yanow, 2013). This, in turn, affected the research agenda, becoming shaped by both the researcher and the researched (Dickson-Swift, James, & Liamputtong, 2008; Lincoln & Guba, 1985). As I was impacted by these interviews, I documented how I was affected through a memoing process. This served as another layer to exploring the mindset of city leadership as well as further defined my positionality as a researcher. The interview question topics appear in Appendix E.

Surveys. Based upon the findings from the interviews (both the SDGs and emergent themes), I created a simple online survey with Likert-scale response options. In addition, there were opportunities for further comments on the topics covered. The purpose was to determine if

any of the themes deemed important to the city leaders were also are contributory to participants' thinking about the future of Marina. My Dissertation Committee reviewed the survey questions, revising them for clarity, length, and relevance; I then submitted them as Phase II of the IRB application.

Once the survey development process was complete and approved, an invitation to participate in the research went out via e-mail to community leaders (appointed commission and committee members, NGO leaders, and spiritual leaders). Additionally, I posted an invitation to participate on Facebook and Nextdoor. Through this process, any self-defined community leaders whom I may have overlooked in the e-mail invitation would have the opportunity to participate. I directly invited 43 people to participate, with 28 ultimately completing the entire survey. The limited respondent size may have been a reflection of the fact that most respondents are active in the community, so active participation became a form of self-selection.

It was crucial to prevent questions that were biased, wordy, and poorly designed (Nardi, 2018) in order to encourage participants to both complete the questionnaire and answer honestly. I chose a self-administered questionnaire, because this form of data collection is:

> best designed for (a) measuring variables with numerous values or response categories that are too much to read to respondents in an interview or on the telephone, (b) investigating attitudes and opinions that are not usually observable, (c) describing characteristics of a large population (like demographics), and (d) studying behaviors that may be more stigmatizing or difficult for people to tell someone else face to face. (Nardi, 2018, p. 72)

In particular, the question design allowed participants to include their thoughts regarding the integration of North and South and East and West Marina; becoming a college town built around California State University, Monterey Bay (CSUMB); and the importance of economic development, education, and cultural diversity. This perspective added another layer of

information in the triangulation process by illustrating how community members envisioned the future of Marina. Lastly, data from the interviews and surveys were within the context of public discourse.

Public discourse. The final contribution to data collection provided a more regional perspective of the issues Marina faced between November 2018 and April 2019. Drawing from local periodicals (*Monterey Weekly, Monterey Herald,* and *Carmel PineCone*), public records (e.g., Marina City Council, Planning Commission, and other agency minutes, agendas, and on-demand recordings), and social media (e.g., Facebook and Nextdoor), I obtained a further understanding of policy, procedures, and public relations branding. These sources provided both historical and current contexts, as well as comparative information to that gathered from the research participants.

Analysis of the data. Upon collecting and transcribing interview data and obtaining approval from the interviewees, I coded all data. The initial themes for the coding were based on the theoretical frameworks of the Compassionate Cities, Healthy Cities, and SDGs frameworks. I created a coding system around the characteristics and qualities used in the literature to describe the three frameworks. The intersection of these characteristics and qualities served as a coding structure for analyzing the interviews. According to Boyatzis (1998), a good thematic code should have five elements:

- A label (e.g., a name);
- A definition of what the theme concerns (e.g., the characteristic or issue constituting the theme);

- A description of how to know when the theme occurs (e.g., indicators on how to "flag" the theme);
- A description of any qualifications or exclusions to the identification of the theme; and
- Examples, both positive and negative, to eliminate possible confusion when looking for the theme. (p. 31)

Boyzatis (1998) further noted the importance of creating the label last in the process of writing or creating the code. In this research, coding came from existing frameworks and was therefore:

> conceptually meaningful to the phenomena being studied; (b) clear and concise, communicating the essence of the theme in the fewest words possible, and (c) close to the data. The more the label requires a conceptual step or leap from the raw information, the more interpretation has crept into the code development process. (Boyzatis, 1998, p. 31)

Without these criteria, the coding could have provided inaccurate data. Therefore, in order to establish interrater reliability, I used two coders who were not familiar with the city or community leaders. Independent of the primary researcher, they received training in using a coding manual, which listed thematic codes established by the primary researcher based upon the above-listed five elements.

Upon reaching a level of 80% agreement on coding, the two coders coded the transcripts. To measure for drift during the coding, they also coded two interview transcripts without knowing which interviews were under review. All other interviews underwent coding independently and by one coder. The coders conducted a second review of each interview, noting any emergent themes relevant to the leaders' decision-making and vision that were not captured by the standardized coding structure.

I then administered the survey to gain different perspectives on how the themes and topics of Healthy Cities, Compassionate Cities, and SDGs related to the thought and decision-making processes of appointed and volunteer city and community leaders. Questions were based on the findings from the interviews, drawing from the characteristics and qualities of the holistic frameworks, and were similar to the standard codes used in the interviews. Responses were on a Likert scale and included open fields for additional information. I presented results as a descriptive analysis, including means, modes, medians, range, standard deviation, and percentages. As there were no specific hypotheses, I did not conduct inferential statistics.

Other data sources in the public domain came from news sources, social media, and public records (e.g., city council and other agency's meeting minutes, agendas, and video recordings). I read or viewed each source, noting current events relevant to the city's development and leader actions, as well contradictory and confirming facts and opinions related to the interview and survey data.

Ethical Considerations

The idea for this research evolved from my position as Vice-Chair of Marina's Planning Commission and as a member of the Committee for Downtown Vitalization. In addition, I was involved with the Charter for Compassion and the Compassionate Cities movement for close to two years. During that time, I was curious as to the degree the traits and characteristics of the Compassionate Cities and Healthy Cities movements and/or the SDGs played, if any, in the decision-making processes of Marina's city leaders. Many of these traits and characteristics could be considered progressive and reflect environmental and social responsibility, topics that are current in the field of city planning and leadership.

The intersection of these positions provided great opportunity to participate in contributing to the direction of Marina's growth and development. It also allowed for firsthand knowledge of, and accessibility to, the key decision makers. On the other hand, this could have contributed to a potential conflict of interest and ethical concerns regarding power dynamics and issues pertaining to inclusion and marginalization. It was also important to recognize that two of the City Council members interviewed were stepping down, with another person and I to be sworn in as the next generation of City Council members, with no other candidates filing for inclusion. It is crucial to note that all interviews occurred prior to my being sworn into office such that when I spoke with the City Manager, commissioners, or community activists, there would be less of a possibility they would answer questions in a way they thought was in alignment with what they thought my perspective was. This issue is sometimes referred to as a problem of participant or response bias, which Farnsworth (2016) elaborated as a case in which "participants will sometimes second-guess what the researcher is after, or change their answers or behaviors in different ways . . . This is called participant bias, or response bias, and it can have a huge impact on research findings" (para. 2).

As I was a future member of the Council, there were some concerns of power dynamics. While this research was not necessarily a sensitive topic, the dynamics within city leadership are sensitive and must be handled with care and respect. One could argue this is sensitive research, as participants could potentially feel some sort threat due to the fact that Council members contribute to job reviews as well as salary and benefit approval (Dickson-Swift et al., 2008; Lee, 1993).

I took some precautions to mitigate potential conflicts of interest. First, through the use of open-ended questions, research participants had the opportunity to control or guide the interview in the direction they were most comfortable. Second, they had the option to stop the interview at any time; third, they could redact any shared thought or comment when reviewing their transcripts. Fourth, to ensure confidentiality, I replaced names with coded abbreviations. Fifth, after having a general discussion of what the interview content was, participants had the opportunity to choose where they were most comfortable being interviewed. Choosing the location of the interview allows participants to feel empowered in their interaction with the researcher (Elwood & Martin, 2000).

When designing research on a potentially sensitive topic, the researcher must consider the potential risks versus the potential benefits, being sure to take into account whether the research findings might further stigmatize or marginalize the participants and community under study (Dickson-Swift et al., 2008; Flaskerud & Winslow, 1998). In the case of this study, the benefits significantly outweighed the risks. Most importantly, there was minimal prior research on the relevance of these global movements to city leaders' visions, decision-making, and policy development. In the context of the global challenges that cities and communities face, or in the context of former military base cities transitioning, this research is particularly relevant and could have far-reaching impacts. For the city of Marina, the findings of this study may serve as an opportunity to bring leaders together and engage more with each other and the community when making decisions for the future.

Chapter IV: Findings

This chapter begins with a statement on the purpose of this research, followed by an overview of the data collection process and an explanation of the findings within the context of Marina, California's current issues. As this was a qualitative case study, the focus was on individual experiences and exploring relationships. According to Cunliffe (2011), the case study approach brings to light how people derive meaning from, interact with, and create the world in which they live. This is particularly relevant in this case study, as the researcher sought to understand how leaders perceive and relate to their community in order to guide its growth and evolution. Data collection occurred in three phases, each discussed in Chapter IV. Chapter V includes highlights of the key findings and their implications for Marina, as well as a summary of scholarly literature on holistic city frameworks and the field of leadership and change.

Purpose

The purpose of this study was to explore how three holistic city frameworks—Compassionate Cities, Healthy Cities, and the UN SDGs—either consciously or tacitly influence the way in which city leaders in Marina, California, envision and plan for the future of their city. These frameworks are particularly germane because they embody the characteristics and themes that are foundational to sustainability and long-term viability for the survival and development of cities. Marina currently stands on the precipice of profound change as it evolves from a former military base support city to a thriving metropolis serving as the gateway to the Monterey Peninsula. The transformation process, however, is a complex one. The city faces complicated issues surrounding growth, gentrification, development, and the removal of (military building) blight, set against severe water limitations and a housing shortage.

My current involvement within the Compassionate Cities movement and previous engagement with the UN SDGs and Healthy Cities movement, combined with my past work as a planning commissioner and current role of Marina city council member, led me to ask questions that ultimately became this exploratory study. Provocative questions arose: In the face of Marina's complexities, can holistic city frameworks provide guidelines for positive stewardship? Might they provide frameworks for Marina's evolution? Can the Compassionate Cities movement and other holistic movements serve as viable frameworks for city leaders when planning for urban growth and development? These inquiries led to the following research questions, which are specifically related to the leadership of Marina:

RQ1. What are the challenges and opportunities city leaders experience in initiating change in the City of Marina?

RQ2. How are care and compassion for the citizens of Marina reflected in city leaders' visioning of the city's future?

RQ3. Do the characteristics of Compassionate Cities, Healthy Cities, or United Nations Sustainable Development Goals contribute to city leaders' thinking of the city's future?

RQ4. How do city leaders balance the social benefits of a caring and compassionate city framework with fiscal responsibility?

Overview of Data Collection Process

The research process to answer these questions was typical of a case study: creation and implementation of a research design, data collection and analysis, and sharing of results. According to Yin (2018), the process of results sharing requires knowing one's audience,

understanding the format of the case study, and engaging experts to review drafts before publication. Ultimately, Yin stated that sharing findings brings the case study to closure.

Data collection occurred in three phases: leadership interviews, surveys, and document review. In Phase 1, five elected officials who made up Marina's previous City Council and four key city staff members (the city manager, community development director, and two chief city planners) participated in interviews. Interview questions were open-ended, allowing participants to respond in a conversational manner. Follow-up questions served to elicit more details, when necessary. Phase 2 involved sending a survey via e-mail to citizen activists and appointed commissioners, as well as sharing it on two social media platforms, Facebook and Nextdoor. The final step of triangulation, Phase 3 involved perusing the areas of public discourse (e.g., local newspapers, city council and other public agencies' agendas, and social media platforms) to develop a richer, more comprehensive perspective on relevant current events and issues that provide the context for this research. Upon collection of data, the researcher shared preliminary findings in a town hall–style meeting open to the public, with discussions contributing to the final presentation of findings to the Marina City Council on June 4, 2019. During this meeting, Council members chose to act on these findings in a number of ways, as discussed in Chapter V. As Yin (2018) suggested, the final presentation or sharing of findings concluded the case study research process.

Context of the Case Study of Marina

As previously discussed, the City of Marina is at the precipice of tremendous growth. To fully understand the context of the city leaders and community organizers, it is imperative that there be a discussion of the challenges and opportunities the city is facing, in particular, as it

pertains to its history as a military base, its demographics, economics, and issues around land and water.

City of Marina: Demographics and economics. Incorporated in 1975, Marina is located on the Monterey Peninsula, on the Central Coast of California, approximately 100 miles (161 km) south of San Francisco. The city was first developed in the early 1900s, with areas set aside for schools, churches, and other necessities of an organized city; however, no formal general plan developed. Rather, Marina grew in a more unorganized, organic, way with Fort Ord having an influence on the development of the city, including creation of a stop along the Southern Pacific Railroad and guidance for the layout of houses.

When people think of the Monterey Peninsula, they often conjure the breathtaking stretch of beach along California Highway 1, some of the most attractive coastal scenery in the United States. Perhaps they think of the world-famous tourist destinations, such as Pebble Beach and the Monterey Bay Aquarium; quaint coffee shops and artistic venues; or state parks and local wineries (MJ Zenk & Associates, 2011). In addition to its beauty, the Monterey Peninsula also evokes a sense of wealth and financial security for many people. Marina, however, counters this narrative.

According to the U.S. Census Bureau (2017), Marina's median income per capita in 2016 was $26,525 and its median household income $57,135. Employment opportunities come primarily from the service, public, and construction sectors. The city's population of 22,000 is culturally and ethnically diverse (see Table 4.1). Of Marina's current population, there are close to 2,000 veterans (Marina City Planning Department, 2017), many of whom were stationed on

the former Fort Ord Military Base prior to its closing in 1994. Over one-third (36%) of the city's population are speakers of non-English languages (U.S. Census Bureau, 2017).

Table 4.1

Ethnic Composition of City of Marina

Ethnicity	% of population
White	36.4
Hispanic	29.5
Asian	17.2
Black	7.0
Multiracial	5.7
Islander	3.6
Native	.05
Other	.097

Note. Adapted from "Marina, CA," by DataUSA, 2015. Copyright 2015 by Deloitte, Datawheel, and Cesar Hidalgo.

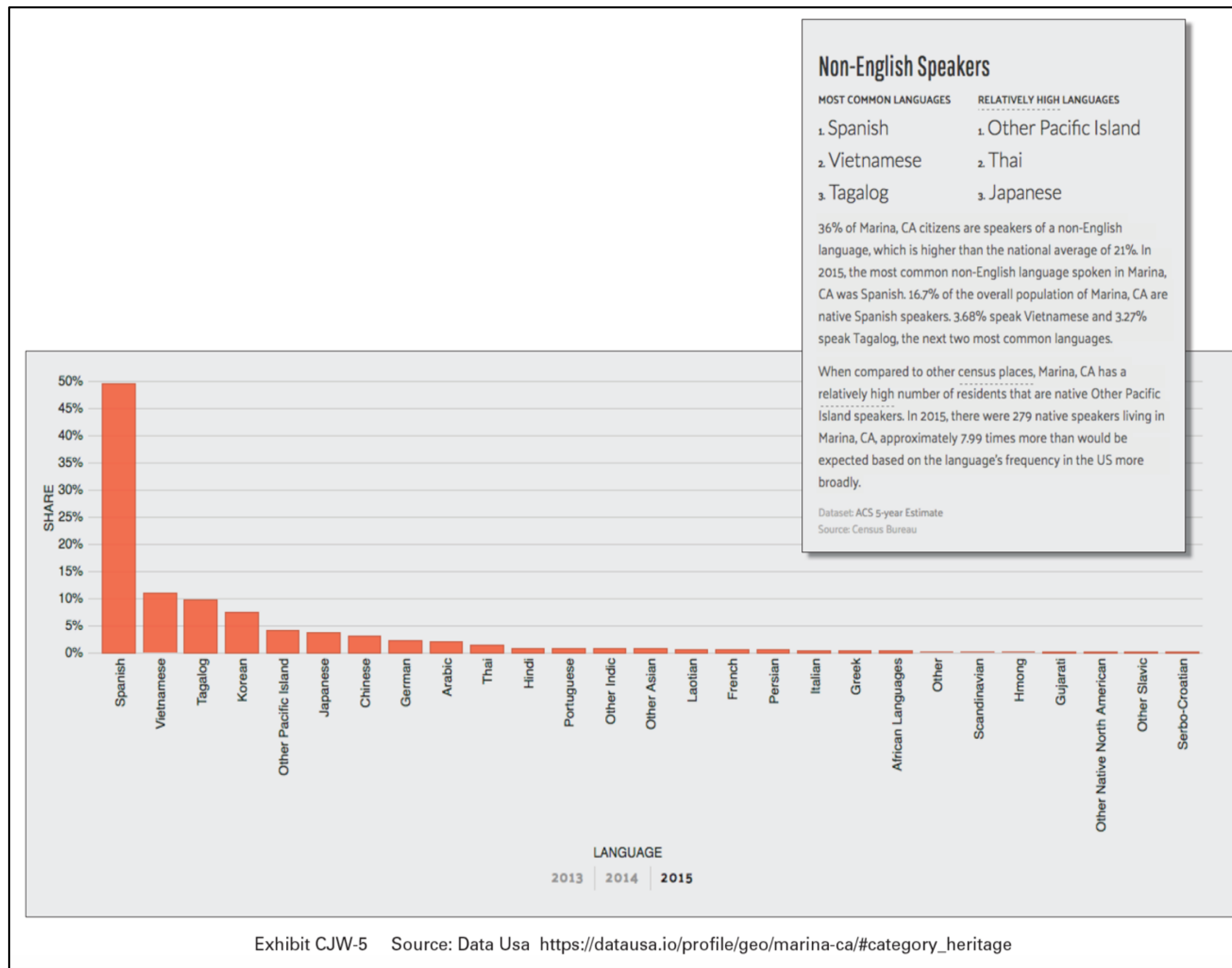

Figure 4.1. Non-English languages spoken in Marina, CA, by percentage. Adapted from "Marina, CA," by DataUSA, 2015. Copyright Juli Hofmann 2017. Used with permission.

Unlike the cities that often come to mind when one thinks of the Monterey Peninsula—Carmel, Monterey, Pebble Beach—Marina's wealth lies mostly in its present-day potential. For generations, it was one of the bedroom communities serving Fort Ord; however, that identity changed when the base closed in 1994. As a result of this closure, Marina received 3,200 acres of land intended for diverse types of development including environmental, economic, and educational. In 1995, the Fritzche Army Airfield was transferred to Marina and renamed the

Marina Municipal Airport. The Marina Airport has since become a hub for businesses and organizations, including the University of California's Monterey Bay Environmental, Science and Technology Center.

No other city on the Monterey Peninsula today has such a quantity of land for development. Along with this opportunity for growth, the city has plans underway to redevelop and "urbanize" its downtown business corridor, which suffered economically following the closure of Fort Ord. The city's vision is:

> Marina will grow and mature from a small-town bedroom community to a small city which is diversified, vibrant, and through positive relationships with regional agencies, self- sufficient. The City will develop in a way that insulates it from the negative impacts of urban sprawl to become a desirable residential and business community in a natural setting. (City of Marina, n.d., para. 1)

Its mission statement is:

> [To] provide the leadership in protecting Marina's natural setting while developing the City in a way that provides a balance of housing, jobs, and business opportunities that will result in a community characterized by a desirable quality of life, including recreation and cultural opportunities, a safe environment and an economic viability that supports a high level of municipal services and infrastructure. (City of Marina, n.d., para. 1)

The city's population is expected to rise to 33,000—close to the size it was when Fort Ord was an active military base—by 2035 (MJ Zenk & Associates, 2011). This is due to a number of potentially advantageous conditions including available land, proximity to California State University Monterey Bay, and regional transportation improvements plans, Marina is the fastest growing city on the Monterey Peninsula. It is currently the site of several major centers of learning, business parks, shopping centers, and a municipal airport. It is also home to the Veterans Transition Center and the Fort Ord Dunes State Park and National Monument. The City offers promising conditions for business, research, and collaboration of emerging technologies as

well as an economic opportunity for service companies seeking a growing and economically diverse population.

City of Marina: A former military base. Throughout the city's history, the military has been an important presence in Marina due to its proximity to Fort Ord, which was located between Marina and the City of Seaside. Fort Ord began as an Army cavalry post known as Camp Gigling in 1917 and became an important training facility for the Army during World War II. Throughout the decades, the military presence continued to increase, and Fort Ord was considered one of the most attractive U.S. Army locations due to beach proximity and California weather (Anonymous, personal communication, February 9, 2018). The community of Marina transformed into a "rest and relaxation" area for troops stationed at Fort Ord. Also of note is that Fort Ord was one of only three military bases where mixed race couples or families could live with minimal social harassment (Anonymous, personal communication, February 9, 2018). This is an important component to understanding the social fabric that holds Marina together. It remains under debate if people of color were "forced"[4] to live here, or if it was, in more politically correct language, an intentional community of inclusion and diversity (Anonymous, personal communication, February 9, 2018).

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[4] When discussing issues of Marina's ethnic and racial diversity, the term "forced" is up for debate. The city's diverse roots are deeply connected to its military background. While this topic is outside the scope of this research, I would be severely remiss not to address this historical component of Marina's population. Not only were there many war brides, but there were also many brides brought to Marina during periods of peace. Members of the military stationed overseas fell in love or formed relationships with women from the Philippines, Vietnam, Japan, Korea, and other Asian or South Pacific Islands. Additionally,

> Transnational military couples were stationed at Fort Old as opposed to other bases around the United States. [In addition to Fort Ord,] . . . Fort Junction, Kansas, was one of the places where Asian-American military families were sent right after World War II. Interracial marriage was still illegal in some parts of the United States at the time, so the military had to be deliberate about where these families were stationed. (Anonymous, personal communication, July 8, 2019)

In the early 1990s, Marina had a population of 32,293, including parts of the Fort Ord community. Marina residents included both active and retired members of the armed forces affiliated with the region's four military installations: Fort Ord Army Base, Defense Language Institute, Naval Post Graduate School, and the U.S. Coast Guard station. With the 1994 closing of the Fort Ord Army Base, Marina experienced a dramatic drop in population, dipping to under 20,000 in 2000. This loss impacted the City's financial ability to maintain adequate services for residents. Accordingly, some businesses closed their doors after a loss of regular customers, most of whom were military or civil service personnel at the closed base.

City of Marina: Land and water. The flourishing community of Marina ultimately incorporated as a charter city in November 1975; within a few years, however, came two major economic challenges that set the stage for its present-day potential. In the 1980s, Marina sand mines were officially closed and the Marina Dunes Preserve, a 7,200-acre parcel administered by the Bureau of Land Management, was created. This area, popular among both locals and Monterey Peninsula tourists, offers a variety of recreational opportunities, including the Monterey Coastal Bike Path that connects Marina with the communities on the Monterey Peninsula.

The Fort Ord Base Reuse Plan, adopted in 1996, established land uses and water allocations for the former Army property, now divided among the Cities of Marina, Seaside, Monterey and Del Rey Oaks; unincorporated Monterey County; and a new campus of CSUMB. This is significant because of the challenges created for Marina with regard to further development as a city. Marina was granted close to 90% of the land allocated for development; however, all other Monterey Peninsula cities (even nonland-granted cities) including Salinas

have voting rights with regard to how Marina can develop this land. From the perspective of some city leaders and planners, not only do "the surrounding cities not want to see Marina thrive, preferring for it to stay a 'city of service workers to the Peninsula'"[5] but they also have input regarding the cleanup of the remaining blight left from the military.

By 2011, Marina was considered a full-service city with local water and sewer districts, making it one of the few central coast cities with unallocated water and sewer capacity (MJ Zenk & Associates, 2011). Today, however, it faces some serious challenges due to a limited water supply, the overwhelming cost of having to clean up the remaining blight on the former Fort Ord, and the need to be involved with the ongoing FORA engagement.

Context of Data Collection

When I was reviewing public discourse during the period of data collection (November 2018 to April 2019), I found a number of the city's issues highlighted in local and regional news sources. Those debates and matters of particular interest provided a critical context for interpretation of the collected data.

Four key issues were at the forefront of local events against the backdrop of a political election that brought in two new council members. The potential desalination plant going up in Marina and the transitioning of the FORA were regional issues affecting the surrounding communities. The other two issues were specific to Marina and revolved around economic growth and development from three new municipal tax measures and a focus on downtown vitalization. In addition, discourse occurred around a developing high-tech hub on the city's airport grounds. This hub and an upcoming Arts Village would significantly impact Marina. As

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[5] This comment is from correspondence and conversations shared with me by two anonymous elected officials of Marina, two Monterey County elected officials, and three Marina City staff members.

the city focused on its growth and development, additional themes served as a backdrop and context for this research, including issues pertaining to housing, education, and recreation. I discuss these themes later in the chapter under Phase III of the research.

I analyzed the findings of each phase of this case study through the context of the UN SDGs. This is not to diminish the Compassionate Cities or the Healthy Cities frameworks; rather, the SDGs have specific definitions corresponding to the other frameworks and serve as an efficient reference point for interview classification and coding, survey creation, and a lens for reviewing public discourse. Among the three holistic frameworks are six primary areas of intersectionality (see Table 2.2), each of which corresponds with SDG numbers 3 (Good Health and Well-Being), 6 (Clean Water and Sanitization), 11 (Sustainable Cities and Communities), 13 (Climate Action), 16 (Peace, Justice, and Strong Institutions), and 17 (Partnerships for the Goals). For a detailed explanation of the six SDGs, see Table 4.2.

Table 4.2

Detailed Explanation of Thematic Application of SDGs Used for Coding

SDG theme	Description[a]
Goal 3: Ensure healthy lives and promote well-being for all at all ages at the individual and community level	Health and well-being for people or community includes exercise, health (mental, physical, spiritual, and emotional well-being), and use or development of parks, recreation, and recreation trails.
Goal 6: Ensure availability, sustainability, and sustainable management of water and sanitation	Urbanization promises efficiencies, better infrastructure, and technology. Technology may include the role of technology in planning for the future (e.g., Joby Aviation). Infrastructure includes increasing access to safe drinking water and improved sanitation for large segments of the population (inclusion of all socioeconomic conditions), proper waste disposal, and pollution management Infrastructure includes roads, bike paths, sewage and power lines, and waste management. Mentions of public works, road improvements, water, and environmental safety.
Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable	Better planning: use of zoning, general plan, and general plan development Increase of housing, affordable housing, affordable-by-design housing. Housing and sanitation, reduced overcrowding, and upgraded slums as public health priorities. Police, fire, or any aspect of public safety and preparedness for climate change or natural disaster Better urban planning to prioritize increased access to safe transport systems, green and public spaces, and emergency responses to natural disasters, which together reduce road traffic deaths, improve air quality, promote physical activity, and save lives from disasters.

[a]The Description section is reflective of the intersection of three holistic frameworks.

Table 4.2 (continued)

SDG theme	Description[a]
Goal 13: Take urgent action to combat climate change and its impacts	Recognizing extreme weather events bear significantly on health by disrupting food supply chains, spreading waterborne illness, causing uprooting and migration, and resulting in physical injuries. An aim to reduce carbon emissions, thereby improving air quality and promoting physical activity (by replacing cars with walking and cycling). This includes mention of bike paths or biking to work, walking trails, increased public transportation, and electric, hybrid, or other nonfossil fuel vehicles. Increase walkability or ease of walkability, e.g., better sidewalks This includes the California Environmental Quality Act.
Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	Healthy Cities are peaceful and inclusive. They help eliminate violence by providing safe places for people to live, work, and play. They pioneer effective, transparent, and accountable intersectoral governance needed to advance health, achieve universal health coverage, and progress other SDGs. Healthy cities, as a natural place for pro-health social activism, also help ensure access to justice for all, including people who are marginalized and displaced. Establishing multi-actor, multisector, and multilevel governance structures and systems to strengthen local governance and development. Issues include citizen engagement, activism, and nonprofits working for change in the city.
Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	A Healthy Cities approach requires partnerships between governments, NGOs, public/community, and schools/universities. Multistakeholder engagement and county and regional solutions are included in this category.

[a]The Description section is reflective of the intersection of three holistic frameworks.

Findings of the Study

Findings from Phase I, the leadership interviews, appear first. These finding laid the foundation for Phase II, an anonymous survey capturing the perspectives of citizen activists, volunteers, and community leaders. These individuals' contributions provided an overview of Marina's community values, issues, and concerns. Finally, by drawing from public discourse (local news sources, Marina City Council and other public agencies' agendas, and social media), Phase III provided a context for the elected and community conversations. The implications and potential ramifications of these findings appear in Chapter V.

Phase I: Leadership interviews. The interview portion of this case study occurred in December 2018. To avoid potential conflicts of interest, all interviews were completed before I was sworn into office as a city council member on December 18, 2018. The interviewees included nine people, five elected officials and four city employees in leadership roles. To respect each person's confidentiality, I have identified all quoted information throughout the findings with abbreviated codes consisting of a letter and a number. The date of the respondent's quote also appears.

The findings included two approaches to interpreting and identifying themes in the interviews. The first was coding for SDGs as presented in Table 4.2, and the second involved identifying prominent emergent themes not coded by the SDGs but chosen for analysis. I first discuss findings from the coding of the six SDGs (numbers 3, 6, 11, 13, 16, and 17), followed by a discourse regarding the eight emergent themes.

It is important to note the SDGs serve as shorthand for each theme. Their selection came because, when compared to the Compassionate City and Healthy City frameworks, the SDGs

were easier to contextualize and compartmentalize at the local level. Both the Compassionate and Healthy City frameworks are rooted in the interconnectedness of the individual and the community. Table 4.3 is a summary of the coding of the city leaders' interviews, with the average number of times a leader mentioned an SDG and the total number of combined mentions across all interviews visible at the bottom of the table. A discussion of the findings as it relates to each SDG follows this table.

An examination of Table 4.3 indicates the overarching top two priorities for the city as determined by the average number of times they were mentioned in each interview: SDG 11 (making cities and human settlements inclusive, safe, resilient, and sustainable; United Nations Development Programme [UNDP], 2019c) and SDG 3 (good health and well-being for the individual and for the community as a whole). The remaining SDGs were also of note. The city leaders discussed themes of SDG 17 (Partnerships for the Goals), SDG 16 (Peace Justice and Strong Institutions), and SDG 6 (Clean Water and Sanitation) a moderate amount of times. Finally, the city leaders stated information about SDG 13 (Climate Action) the least number of times.

Table 4.3

Total Reference to SDGs by City Leaders

Leader	SDG 3	SDG 6	SDG 11	SDG 12	SDG 16	SDG 17
P2	29	16	18	5	10	11
E2	34	0	36	4	13	22
C2	30	26	45	13	29	12
D2	37	15	35	4	27	12
W1	53	22	44	12	26	26
B1	41	13	34	21	17	30
L1	36	15	36	9	18	27
C1	11	0	33	0	7	0
M1	27	7	31	3	9	23
Average	33	13	35	8	17	18
Total	298	114	312	71	156	163

SDG 11: Sustainable cities and communities. Building sustainable cities and communities reflects a vision of healthy people and community and addresses the questions of how to implement this vision. The SDG 11 framework includes the recognition that by 2050, 6.5 billion people—two-thirds of all of humanity—will live in urban environments. This reflects a significant increase in mega-cities with populations of 10 million or more (UNDP, 2019b). Extreme poverty and significant gaps in socioeconomic classes are also prevalent in cities. Making cities safe and sustainable for all and building them around the overarching vision of Healthy and Compassionate Cities is crucial. This means planning for "safe and affordable housing and upgrading [areas of extreme poverty]. It also involves investment in public transport, creating green public spaces, and improving urban planning and management in a way that is both participatory and inclusive" (UNDP, 2019b).

At the time of this research, Marina's government was focused on the development of a downtown vitalization-specific plan, of which interviewees made mention. Instead of the historical urban sprawl and spread-out land use development of the city, the leaders completely agreed to focus future planning and development on smart growth—in other words, utilizing land and resources more efficiently, so resources last longer and allow for more dense development on the same parcel of land, also known as infill. Improving the downtown area in this way could cause a loss of quiet, comfortable neighborhoods; however, according to one of Marina's City staff, property values tend to increase near vibrant downtowns and regional attractions, leading people to care more and improve their properties. As a result, the demographics change and expand. Said one respondent, "You end up with more eyes on the street. Surprisingly, in busy,

vibrant areas, crime is reduced substantially for the most part; people feel safer" (C1 personal communication, December 11, 2018).

In holistic city frameworks, the well-being of people is foundational to municipal growth and development. Currently, in Marina's downtown area, many of the buildings appear run-down and the streets are old. One city leader pointed out this subconsciously gives the message of a lack of quality services. Moving into the future, Marina's entire infrastructure needs upgrading. "The streets need to look cleaner and more aesthetically pleasing for people to park and walk, and for people to slow down instead of speed by the 60-year-old development strip malls" (C1, personal communication, December 11, 2018). As one Council member said,

> We want our citizens to be able to live and grow with our city . . . so, our downtown needs to attract businesses. That included providing bike trails, parks, and recreational opportunities. People are preferring to walk and bike to work. They incorporate their well-being into their daily life activities. We need this to be a focus of our planning. (W1, personal communication, December 6, 2018)

Every participant echoed this thought in some form. The well-being of people continued to be foundational to Marina's city leaders when they envisioned the future of the city.

SDG 3: Good health and sustainable development. This SDG and the goals of the Compassionate and Healthy City framework recognize the interconnectedness of good health, well-being, and sustainable development. By definition, sustainable development "takes into account widening economic and social inequalities, rapid urbanization, threats to the climate and the environment, the continuing burden of HIV and other infectious diseases, and emerging challenges such as noncommunicable diseases" (UNDP, 2019a). This crucial idea for the planning and development of Healthy and Compassionate Cities may alleviate suffering with well-being and/or compassion. When individuals work from care and compassion, they build a

community that supports the well-being and overall health of its citizens. One leader commented, "Our city is filled with kind, caring people. People step up in order to make it more beautiful. We have so many not-for profits focused on helping people. It is one of the greatest things about our city" (B1, personal communication, December 12, 2018).

On the topic of a role in city leadership, another interviewee commented the reason for getting involved in municipal leadership was due to a sense of care and a desire to help people have a good quality of life. This theme—caring about Marina and the well-being and quality of life of its residents—was common across all interviewed. One councilmember expressed well-being within the relationship of SDG 3 and SDG 11 when referring to creating an integrated Marina. The city developed over time and in a haphazard layout that does not feel like a city. A sense of place—a sense of arrival in Marina—was needed to benefit everyone. The participant explained, "We need to really enhance the features that we have by knitting them together with better structures for inviting businesses, and for people to live and feel safe, welcomed, and supported. It is a quality of life endeavor" (W1, personal communication, December 6, 2018). City planners and the Community Development Director echoed this perspective.

A sense of place makes people feel like they are welcomed in general. One interviewee commented, "I know it's [a] cliché, but if you know your neighbors, you tend to help them more often than if you don't know your neighbors. This ultimately makes a much better, healthier, and more caring community" (C1, personal communication, December 11, 2018). A few participants shared this idea and suggested as Marina grows, a civic space (e.g., a big open park with an arena, auditorium, or gazebo) where people could gather and host community events, or a farmer's market that does not only have vendors from the city but encourages people to be there,

would be beneficial. These amenities do not solve the economic issues, but they would create a sense of place where all people feel welcomed, valued, and included, regardless of their socioeconomic standing.

Minor SDG themes. Three additional SDGs were prevalent in the findings.

SDG 17: Partnerships for the goals. All participants stressed the need for interagency, public-private, or other forms of multistakeholder engagement and partnerships as crucial for the growth and well-being of the city. SDG 17 (Partnerships for the Goals) includes this idea, which focuses on establishing partnerships to achieve the SDGs. This goal is almost identical to the undergirding theme of partnerships and collaboration at the core of the other two holistic frameworks. The Compassionate City framework includes bringing together stakeholders from all sectors of the community (in particular, those corresponding with the 12 sectors of the Charter for Compassion: arts, business, education, environment, health care, peace, religion, spirituality, interfaith, restorative justice, science and research, social justice, social services, and women and girls) to define and establish compassionate communities based upon their specific needs and priorities. Healthy Cities require partnerships between the public, private, civic, nonprofit, and community sectors to establish communities that benefit all constituents. One interesting factor about SDG 17 is the inherent assumption that partnerships and collaborations with a common goal is a good thing. In reality, however, such partnerships can create greater complexity and complication. In Marina, collaboration was a consistent issue because of the two primary types of partnerships. The official partnerships were regional agencies and intercity relationships. The unofficial partnerships in Marina formed between the city and the various local not-for-profits working to support residents in having a good quality of life.

Much of what occurred in the city resulted from decisions made by regional partner agencies (e.g., FORA, the Regional Water Quality Control Board, Monterey Regional Waste Management District, Transportation Agency of Monterey County, Monterey Bay Community Power, Monterey Salinas Transit, and Community Housing Services). At least one representative, usually an elected or appointed Marina city official, served on each regional board. As a collective, each agency made decisions for or against Marina's (and other cities') interests (B1, personal communication, December 12, 2018). According to more than one council member, many partnership decisions did not align with Marina's goals and visions. The council members argued this was a result of the historical perception of Marina as a lower socioeconomic community with (former) leadership who undervalued Marina's natural resources and did not hold a vision for the city's potential to become a thriving, sustainable city (Anonymous, personal conversation, December 14, 2018; L1, personal conversation, December 3, 2018; P2, personal conversation, December 12, 2018; B1, personal conversation, December 12, 2018).

At the local level within Marina, numerous nonprofits existed for the betterment of the overall community. While not official partnerships, these organizations provided a tremendous amount of services to support the well-being and cultural richness of the city. These organizations hosted a cultural event, ensured children had breakfast or something to do after school, ran the library, or cared for the parks and gardens, playing a crucial role in the well-being and foundational partnerships of the city (B1, personal communication, December 12, 2018).

SDG 16: Peace, justice, and strong institutions. This SDG's focus is to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and

build effective, accountable and inclusive institutions at all levels" (UNDP, 2019c). This goal touches on much of Marina's history and issues of economic and social justice. As previously mentioned, 36% of the city's population does not speak English as a first language (United States Census Bureau, 2017) and 63.6% of the population were not White (DataUSA, 2015). These statistics reflect one of the most unique characteristics of Marina: its incredible diversity, which all participants discussed. However, most leaders interviewed commented that they did not see Marina's diversity continuing. With the new developments and housing prices continuing to increase, there are concerns regarding gentrification and potential displacement.

One city leader stated, every month, people asked what could be done because they could not afford to stay in Marina. "They are young couples or families of various ethnicities who can no longer make their rent, let alone buy a home. There are also people over 50, 60, who cannot afford to stay if they are in apartment complexes" (P2, personal communication, December 12, 2018). This issue corresponds with the SDGs pertaining to well-being and sustainable cities, with examination through the lens of SDG 16 (Peace, Justice, and Strong Institutions). The focuses of SDG 16 are inclusion, justice, and peace, with the role of leadership primarily at the governance level to ensure these qualities are prevalent throughout the city.

Under SDG 16, city leaders work to promote peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels (UNDP, 2019c). The goals of the three holistic city frameworks as reflected through SDG 16 are broad in nature, to include creating platforms for greater citizen engagement, transparency in government, ensuring all members in the community have a just opportunity to present their perspective, and working to mitigate racism. The

relevance of this SDG as it pertains to Marina is that it addresses issues of marginalization, inclusion, gentrification, displacement, and all other topics negatively affecting people of color and/or of a lower socioeconomic bracket.

Other aspects connected to inclusion and social justice pertain to community engagement, transparency in governance, and public participation. As a way to address accessibility, engagement, and transparency, a number of the elected officials stated both the City Council and the various Commission meetings were televised and kept as video on demand. Each video covered the entire meeting, which included information on community events and issues past, present, and future. These recordings were accessible around the clock through the city's website and repeatedly televised on the local TV channel.

Despite this transparency, public participation was still low in matters of the city. All interviewees were concerned about this. In particular, Council members emphasized the need for greater citizen engagement and participation in city events such as City Council or town hall-style meetings. One Council member stated:

> I'm a strong believer of the public becoming informed and that's why I've had over 35, 36 town hall meetings. I think that I would like to see something of a requirement where council members have to have town hall meetings. We could rotate, but get the people to come in. If they come in and they tell you there's something wrong or something is good, then pass on the good word to the city staff so the city staff is encouraged. If there's something wrong, then present it in such a way to staff to get it corrected.
>
> For example, today, at the top of the street, there is a bump crosswalk. The only reason that is there is because at one town hall meeting, [a woman with] triplets, came and expressed a big concern about being able to cross that corner to go to the park with her children because it's such a sharp turn. It was solely as a result of that concern [expressed in a public forum] that . . . resulted in the crosswalk the way it is. This is just an example of if you get involved with the people and address their concerns and benefits, [the city becomes a better place]. (M1, personal communication, December 5, 2018)

A number of interviewed leaders made references to the proposed Downtown Vitalization Plan as an opportunity to establish further community engagement and participation by creating a sense of place. When people have a feeling of community, they gain awareness as a stakeholder within the community and ultimately become more engaged. The participants hoped a high level of engagement would spread to civic participation.

SDG 6 and SDG 13. All participants mentioned the issues of water allocation, protecting the city's groundwater, and the need for a regional water solution as one of the most significant issues regularly discussed at City Council meetings. This topic directly corresponds with SDG 6 (clean water and sanitation) and pertains to how "water scarcity affects more than 40 percent of people, an alarming figure that is projected to rise as temperatures do" (UNDP, 2019d). The purpose of this SDG is to "ensure availability and sustainable management of water and sanitation for all" (UNDP, 2019c). However, when examined from the intersection of the three holistic frameworks, this category includes issues relating to healthy urbanization, which promotes efficiencies, better infrastructure, and technology. Participants stated the City Council often discussed issues on public works and infrastructure that promote well-being, health and sanitation, and environmental (water) justice. SDG 6 is somewhat of a component of SDG 13 (climate action, which focuses on taking urgent action to combat climate change and its impacts; UNDP, 2019c). All city members identified being in an extremely critical time within the context of climate change and water scarcity. When discussing the future of the city, one interviewee commented:

> Climate change will have a huge impact on how the city moves forward. We know sea-level rise is one major consideration [for] electing people to office in the future . . . it should be a consideration for the people who will run and importantly, the support of those people by the constituency. (L1, personal communication, December 3, 2018)

Another city leader commented:

> Everything is predicated on water and we don't have enough water. We have tremendous challenges in front of us. I don't think the public really understands what the challenges are. . . . The fragile water basin [is] overdrawn and we just keep kicking the can. The change is going to have to come from an upswell of people saying, "Wait, we need to figure this out." Our electeds can't keep doing things; we need City Councils to stop. We need to say we can't approve projects. There's no more water. We need the Water Boards to say we can't approve projects. But unfortunately, I think it's going to take a court of law to make that ruling. The political momentum is so strong to overtax our resource of water. We haven't been able to stop it. (W1, personal communication, December 6, 2018)

The role water played in Marina's development was crucial, and as noted, would ultimately govern how much the city could actually grow and expand. Sadly, however, although some are forthright in discussing the issue when envisioning the future of the city, not all city leaders brought it up.

Emergent themes. After reviewing the perspectives of all interviewees, it became apparent that the six SDGs and corresponding holistic city framework ideas were foundational to each person's vision for Marina. In addition, a total of eight emergent goals (see Table 4.4) existed, which could be loosely sorted into three key areas: (a) Marina's growth and development, which included themes of economic/business development, education, and former military bases; (b) municipal fiscal responsibility, including taxes/revenue generation, and finance/budget/fiscal accountability; and (c) governance, including leadership/management, policy/legislation, and campaign finance. Comparatively, participants did not mention these themes as frequently as the SDG themes; however, repeated mentions did occur.

Table 4.4

Emergent Themes From Leadership Interviews

Theme	Description
Education	• Importance of education • Educational programs • City development connected to educational programs or education in general
Economic/business development	• Increase businesses/job creation • Economic stability and growth
Former military bases (non-FORA)	• Refers to discussion or mention of other (non-FORA) former military base support cities and their process of becoming an independent city or town.
Taxes/revenue generation	• Ways in which the city earns money • Ways Marina residents contribute financially to the city's growth (e.g., voter initiatives to raise taxes, allow cannabis shops, raise TOT in hotels).
Finance/budget/fiscal	• Working within/pertaining to Marina's city budget • Being fiscally responsible
Leadership/management	• Specifically refers to the way in which the city is managed in terms of leadership effectiveness, practices, knowledge, and/or style of city leaders
Policy/legislation	• Discussion or mention of specific policies, generally at the state or federal level • Discussion or mention of policies or changing policies at the municipal level
Campaign finance	• Discussed or mentioned in reference to preventing a possible conflict of interest between developers or large corporations and elected city leadership • Be sure elected officials maintain focus of looking out for the best interest of the city/its citizens.

Figure 4.2 illustrates the importance of issues by priority of the combined SDGs and emergent themes and provides a visual of the combined SDG and emergent themes by total number of times mentioned by city leaders.

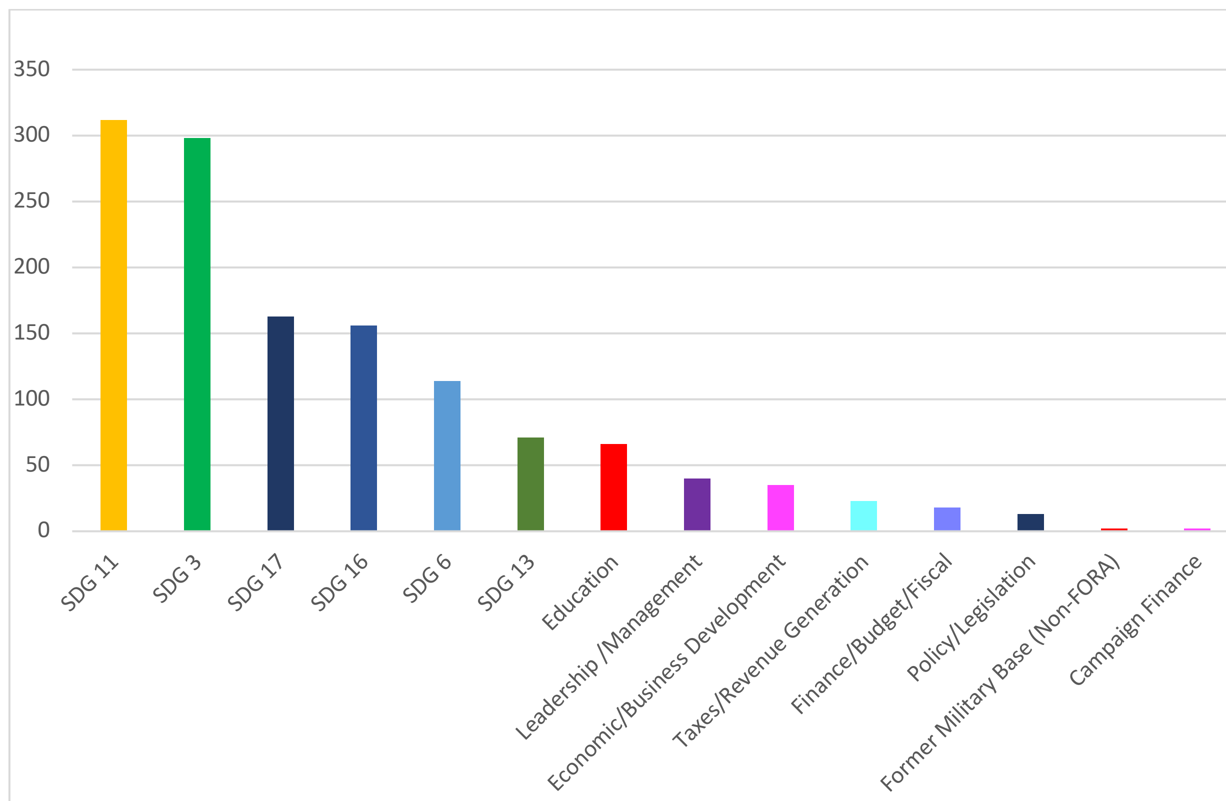

Figure 4.2. SDGs and emergent themes by order of significance based on total times mentioned. Adapted from data collected by author using SurveyMonkey. Used with permission.

Marina's growth and development. The discussion of SDG 17 (partnerships for the SDG goals) appeared previously. Within that context, participants emphasized the need to develop a stronger partnership with the local university, CSUMB, to establish the city as a strong university town, which would strengthen local retail and economic development. As Carlson (2012) pointed out:

> True college towns are places where the identity of the city is both shaped by and complementary to the presence of its university, creating an environment enjoyable to all residents, whether they are enrolled in classes or not. . . . They're true melting pots, where young minds meet old traditions, and political, social, and cultural ideas of all kinds are welcomed. (para. 3)

Additionally, Marina could serve as the hub for attracting new businesses within the high-tech industry to benefit from partnerships with the city and university. For this type of growth and development, two significant obstacles need addressing. As one council member explained:

> [Potential businesses come here] and they look and there's two huge impediments that we have. One, workforce housing—housing that is affordable by design—is not available. Then we have [the former military building] blight that they see. The areas that we have where we can put in businesses have vision problems. Potential businesses or investors look at this area and they can't see beyond these dilapidated buildings . . . that once they come down this would be a beautiful facility. (W1, personal communication, December 6, 2018)

Unfortunately, the complications on building on the former Fort Ord land in Marina are vast. Unlike other military base conversions (as mentioned in Chapter II), parts of this base remained a Superfund site. In other areas, the old buildings were filled with hazardous waste material. Additionally, aspects of the planning approval (e.g., per-unit impact fees) and building process (e.g., prevailing wages are required for first-generation buildings) add significant amounts of time and money, and ultimately serve as a deterrent to developers (Anonymous, personal communication, December 11, 2018).

Municipal fiscal responsibility. Time and money were not the only issues for potential developers. According to many of the interviewed city leaders, as a result of three recent citizen tax initiatives (discussed under the Phase III section of the findings), Marina's revenue source was expected to increase by at least $3 million per year, a tremendous increase for a city with a $22 million annual budget. City leaders could invest the added funds in numerous areas, as the city had struggled for over a generation. These areas included improving infrastructure such as roads and sidewalks, hiring new city staff, and purchasing new equipment (M1, personal

communication, December 5, 2018; P1, personal communication, December 12, 2018). The elected city council members will ultimately determine the most effective way to allocate these funds.

Governance. As city leaders, both the elected and the city staff prioritized how they envisioned the allocation of city funds. The SDG themes spread throughout their thinking and approaches to policymaking, which was apparent during all the interviews. The interconnected relationship between city and state when it came to the planning process also emerged in discussions. For example, concerns of environmental protection were of paramount importance for the state; as a result, legislation such as the California Environmental Quality Act greatly impacted the means of Marina's growth.

The three other primary topics on governance pertained to (a) the difference between the way a citizen's tax initiative could be amended or changed versus the way an initiative is put on the ballot by a municipal, state, or federal agency; (b) campaign finance; and (c) themes of servant leadership: the responsibility of city leaders to act in the best interest of the people, hear their voices, and have those voices be the contributing factor to all decisions. In this case, citizens would be empowered, active participants in the evolution of their community. The campaign finance concerns were specifically relevant to Marina for two reasons: (a) the elimination of the appearance of conflicts of interest and influences from developers or outside sources and (b) the establishment of an even playing field so the focus of an election was about the person and their platform, and not about how much money they put into a campaign (M1, personal communication, December 5, 2018).

Summary of interview findings. All interviewed Marina city leaders had visions and goals easily corresponding to the six SDGs and the related characteristics of the Compassionate Cities and Healthy Cities frameworks. While minor differences in the priority of each goal emerged, the most interesting factor involved that revealed through the eight emergent themes: (a) education, leadership, and management; (b) economic/business development; (c) taxes/revenue generation; (d) finance/budget/fiscal; (e) policy/legislation; (f) former military base (non-FORA); and (g) campaign finance. While not mentioned often, these themes provided a foundation for all other information.

Almost all the emergent themes connect to the management/leadership and financial well-being of the city. The discussion of economic development and fiscal responsibility emerged throughout the entire discourse regarding growth, sustainability, and individual and community well-being. The need to balance a high-level idealized vision with financial responsibility is an ongoing challenge of all municipal leaders, especially those who lead cities such as Marina, which have limited budgets. While city leaders have the obligation of fiscal responsibility, volunteerism, private (corporate) sponsorship, and various grant opportunities are also crucial parts of achieving the holistic frameworks.

Reaching these goals not only involves planning for the future, but drawing on one of the greatest assets a city has: its residents. One of the most fundamental aspects to the holistic city frameworks is the multistakeholder engagement that depends on volunteers, the nonelected, committed citizens who donate their time and energy to improve the city and citizens' quality of life. In Phase II of this research, I explore this aspect of Marina's community engagement.

Phase II: Survey of Community Organizers and Activists

In Phase II, thematic findings from the Phase I interviews served to create an online self-administered survey to add an additional layer of information into the triangulation process. The survey began with demographic questions asking respondents about their experiences (e.g., areas and duration of activism, length of time living or working in Marina). Next came 11 statements requiring a response on a 5-option Likert scale (strongly disagree, disagree, neither disagree nor agree, agree, and strongly agree). Volunteer community organizers and activists received the survey via e-mail, with a link also available on various community pages on Facebook and Nextdoor.

Participants. The people who responded were 18 years of age or over who self-identified as community leaders and activists within the city of Marina. Over a 2-week period, 30 people responded, with 28 completing the survey. When asked to define the position they held, respondents choose from a number of categories, resulting in 57% of respondents defining themselves as citizen activists or volunteers, 33% as nonprofit leaders, 27% as commissioners, 17% as city employees (who play an additional active role in volunteerism), 13% as educators, and 7% as spiritual leaders. For the 20% of respondents choosing the category of "Other," identified positions included HOA board member, retired police commander, two business owners, and two elected Marina Coast Water Board members. The length of time people engaged in their volunteer capacity ranged from 5 months to 45 years, with an average 12 years of community involvement. The length of time people had lived in Marina ranged from less than 1 year to 45 years, with an average of 15 years. Four of those who answered the survey and were engaged in volunteer leadership positions within the community did not currently live in Marina.

Areas of activism/community engagement. The areas of community engagement were indicative of the SDGs and the vast number of issues currently addressed in Marina. Survey options included water protection and resource management, homelessness, education, economic development, city planning, farmworkers' rights, union workers' rights, city parks improvement, environmental preservation/sustainability, animal rights, racial and ethnic inclusion, gender equality and inclusion, and spiritual/personal development (see Table 4.5). Of the 28 people who completed the survey, 26.67% (*n* = 8), responded with the choice of "Other" and added additional areas of volunteerism (see Table 4.6).

Table 4.5

Areas of Activism and Community Engagement

Area of activism/community engagement	% of respondents	Corresponding SDG or emergent theme
City planning	53.33	SDG 11
Water protection and resource management	46.67	SDG 6
Education	43.33	Emergent
Economic development	43.33	Emergent
Racial and ethnic inclusion	43.33	SDG 3, SDG 16
City parks improvement	36.67	SDG 3, SDG 11
Environmental preservation/sustainability	30.00	SDG 3, SDG 11, SDG 13
Other (see Table 4.6)	26.67	–
Homelessness	26.67	SDG 3, SDG 11, SDG 16
Gender equality and inclusion	26.67	SDG 3, SDG 16
Spiritual/personal development	10.00	SDG 3
Union workers' rights	10.00	SDG 3, SDG 16
Farmworkers' rights	3.33	SDG 3, SDG 16
Animal rights	0.00	N/A

Note. Based on 28 survey respondents.

Table 4.6

Additional Activism and Community Engagement

Areas of activism/community engagement listed under "other"	Corresponding SDG or emergent theme
Improve police/community relations, youth programs	SDG 3, SDG 11, SDG 16
Integrity, efficiency, and effectiveness of local government	SDG 16; Emergent (Leadership, Policy)
Teen center breakfast program	SDG 3, SDG 16
Nonprofit organizations supporting Marina youth	SDG 3, SDG 16, SDG 17; Emergent (Education)
Nonprofit hosting debates/forums to inform the public	SDG 16, SDG 17; Emergent (Education, Leadership, Policy)
Public works	SDG 6, SDG 11
Access to arts and arts education	SDG 3, SDG 16; Emergent (Education)
Affordable housing	SDG 3, SDG 11, SDG 16
Senior rights, rent control	SDG 3, SDG 16
Families	SDG 3, SDG 16

Note. Based on additional respondent comments; each entry counts for 3.33% or one person.

What became apparent when reviewing the results of people's engagement was how it aligned with Marina's leadership and the priorities of the SDGs. Most of the activism falls within SDGs 11 (sustainable cities and communities), 16 (peace, justice, and strong institutions), and 3 (good health and well-being), with the emergent themes of education and economic development also being of note. These areas are grass-roots activism, which is crucial as it reflects care and citizen engagement, and supports both the themes of holistic city frameworks and the municipal leadership's direction.

During Phase I of this research, when asked if change comes more easily from the top down (e.g., policy implementation) or from the bottom up (e.g., citizen activism and engagement), elected officials and city staff leaders agreed that bottom-up change—reflecting the people's needs and desires—was most effective. This perspective aligns with the Compassionate Cities framework. As Hamilton (2008) pointed out, not only do the citizens elect, and thereby govern, leadership, but they are also the heart of the city. As individuals and

members or advocates for not-for-profits, they have taken the responsibility to care for the city's underserved populations, unaddressed issues, and social needs, as well as develop the arts and cultural communities. Ultimately, said Hamilton, "the citizen voice is the very lifeblood of cultural existence . . . it is the voice of the city spirit" (p. 191).

This perception of the role of citizens could not more accurate than what I found in Phase II of this research. Of the approximately 45 people directly invited to participate in this survey, 28 responded. They may have self-selected because they were involved in activism and deeply engaged in areas corresponding with the SDGs and aspects of the Compassionate Cities and Healthy Cities frameworks. As shown in Table 4.7, the priorities of the community leaders aligned with the elected leaders and city staff. This type of synchronicity is foundational for holistic city frameworks.

Table 4.7

SDGs Addressed by Likert-Scale Questions

Question	% of Respondents					Majority response
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
7. Integrating North and South Marina is important for growing into a sustainable community.	39.29	46.43	7.14	3.57	3.57	SDG 6, SDG 11, SDG 16, SDG 17
8. Connecting or extending the roadways so that it is easy to travel through Marina to get to the national monument and to the beach would get my family and me out in nature more.	25.00	39.29	21.43	14.29	–	SDG 3, SDG 6, SDG 11, SDG 16, SDG 17
9. The role of not-for-profit organizations is important for the well-being and care of Marina's residents.	46.43	46.43	7.14	–	–	SDG 3, SDG 13, SDG 16, SDG 17
10. Parks and green space in Marina are important for Marina's residents to have a good quality of life.	75.00	21.00	3.57	–	–	SDG 3, SDG 6, SDG 11, SDG 16, SDG 17
11. The role of religious organizations is important for the well-being and care of Marina's residents.	21.43	21.43	39.29	10.71	7.14	SDG 3, SDG 16, SDG 17
12. A college education is important for Marina's youth to be successful.	17.86	46.43	21.43	14.29	–	SDG 3, SDG 16, SDG 17

Note. SDG 3: Good Health and Well-Being; SDG 6: Clean Water and Sanitation; SDG 11: Suitable Cities and Communities; SDG 13: Climate Action; SDG 16: Peace, Justice, and Strong Institutions; SDG 17: Partnerships for the Goals.

Likert-scale findings. Close to 93% of survey participants either agreed or strongly agreed about the role of not-for-profit organizations being paramount for the well-being of Marina's residents. This aligns with SDGs 3 (good health and well-being), 16 (peace, justice, and strong institutions), and 17 (partnerships for the goals). This number was significantly higher than the percentage of people who thought religious organizations were important for Marina

residents' well-being: close to 43% either agreed or strongly agreed, 39% neither agreed nor disagreed, 11% disagreed, and 7% strongly disagreed.

An important aspect of improving the quality of life for Marina's residents has to do with a desire to celebrate and preserve the city's rich cultural and ethnic diversity. Close to 96% of respondents believed preserving the characteristics of the city was extremely valuable for maintaining the well-being and success of this community; the remaining 4% neither agreed nor disagreed. In fact, 75% believed the city needed more events reflecting its cultural and ethnic diversity, 18% neither agreed nor disagreed, and 7% disagreed.

When asked about the planning and future of the city (SDG 11), economic development was an emergent theme among the leaders interviewed in Phase I. The community leaders also considered it to be significant. From the survey results, 71% were in favor of economic development as a growth priority, and 29% neither agreed nor disagreed. Another emergent theme important for the elected leaders and city staff was education. Respondents were less enthusiastic about the possibility of growing into a college town: 50% of those surveyed were in favor of it as a direction for growth, 25% neither agreed nor disagreed, 21% disagreed, and 4% strongly disagreed about education and partnership with CSUMB (SDG 17) being important for Marina's growth. This reaction could be due to a relationship regarding the value of a college education. When asked if a college education was important for Marina's youth to be successful, 64% thought it was, with 22% neither agreeing nor disagreeing and 14% responding that it was not necessary.

Another aspect of future planning pertained to roadways and interconnectivity (SDGs 3, 6, and 16). This important component in the growth of the city had its intersectionality with

issues pertaining to inclusion and diversity, social justice, and environmental justice. When considering integrating North and South Marina, most community leaders—close to 86%—either agreed or strongly agreed about this issue being foundational for the growth and well-being of the city. Similarly, they agreed or strongly agreed about extending the roadways east and west between the Fort Ord National Monument and Marina State Beach. Expanding the roadways in this manner would help create a more cohesive and inclusive community. Much of the current development of houses upward of $700,000 was occurring in Southern Marina, almost creating a “rich” Marina and a “poor” Marina. Integrating the two areas could mitigate gentrification and establish a sense of place where all residents can live and work together. Creating a thoroughfare between the eastern and western areas of Marina could not only allow Marina residents greater access to national parks, but also contribute to economic development for the city by increasing tourism. Respondents supported this idea; however, 75% were in favor of creating a better sense of space and quality of life through an increase in parks and green space throughout the city.

Finally, for Marina to maintain its diversity and uniqueness, the current community leaders believed more citizen engagement was necessary. From the community leaders surveyed, 89% of respondents believed Marina residents needed a better understanding of how the city and city government work; the remaining 11% neither agreed nor disagreed. This is significant because, as Marina grows, this former military base city could face numerous issues as it transitions into a thriving community. I present these issues in the next section of this chapter, under a discussion of Phase III of the data collection.

Phase III: Public Discourse

Phase III of the data collection and triangulation process focused on the public domain. This section drew from local news sources, social media, Marina City Council agendas, and agendas and transcripts from other public agencies between the period of November 1, 2018, and April 30, 2019. The purpose of this aspect of triangulation was to present a context of how the members of the public were thinking and responding. Were their views in alignment with the direction Marina was taking? Were they contradictory or critical of current leadership?

I drew information from the *Monterey County Weekly*, *Monterey Herald*, social media sites Nextdoor and Facebook, and public records documents from the Marina City Council and Planning Commission agendas and the California Public Utilities Commission. Thirteen primary issues—all of which correspond to the six SDGs (see Table 4.8)—were prevalent in the media (both articles and editorials) and social media posts and discussion threads. Eleven of the topics (Measure X: Safe Routes to School Plan, Sea Haven Park plan, potential development of a Marina Arts Village, Marina's specific Downtown Vitalization Project, electric scooters, Veterans' Transition Center Tiny House Project, Marina Airport and Drone Technology Projects, Fort Ord Rec Trail and Greenway, Marriott SpringHill Suites' request for loan forgiveness by the city, three separate housing projects, and Marina's Citizen Tax Initiatives) either discussed what happened or were in support of the decisions made by Marina's leadership. Only two topics of contention existed. A detailed explanation of these issues is outside of the scope of this research; however, for the point of providing some context to understand some of the challenges Marina faced, a brief overview follows.

Table 4.8

Marina Issues Drawn From Public Domain: November 2018 –April 2019

Issue	SDG 3	SDG 6	SDG 11	SDG 13	SDG 16	SDG 17	Emergent theme
Cal Am desalination plant	X	X	X	X		X	• Policy/legislation • Finance
FORA transition/ sunset	X	X	X	X	X	X	• Leadership/management • Economic/business development • Revenue generation • Policy/legislation
Measure X Marina and Seaside Safe Routes to School Plan	X	X	X	X	X	X	• Policy/legislation
Sea Haven Park Development	X		X		X	X	• Economic/business development • Finance/budget
Arts Village possible development	X		X		X	X	• Economic/business development • Finance/budget • Revenue generation
Downtown Vitalization Plan	X	X	X	X	X	X	• Leadership/ management • Economic/business development • Taxes/revenue generation • Policy/legislation • Finance/budget
Electronic scooters	X	X	X	X		X	• Policy/legislation • Education
VTC Tiny Housing Project	X	X	X		X	X	• Policy/legislation • Economic/business development
Marina Airport & Drone Technology Project (s)		X	X		X	X	• Economic/business development • Education • Revenue generation • Policy/legislation
Fort Ord Rec Trail and Greenway	X	X	X	X	X	X	• Economic/business development
3 separate housing projects	X		X		X	X	• Economic/business development
Marriott SpringHill Suites Hotel						X	• Policy/legislation • Leadership/management • Economic/business development • TOT/revenue generation • Finance/budget
Marina's tax measures	X	X	X		X	X	• TOT/tax/revenue generation

Note. SDG 3: Good Health and Well-Being; SDG 6: Clean Water and Sanitation; SDG 11: Suitable Cities and Communities; SDG 13: Climate Action; SDG 16: Peace, Justice, and Strong Institutions; SDG 17: Partnerships for the Goals.

The most prominent issue in the news pertained to a proposed desalination plant in Marina that would provide water for many cities on the Monterey Peninsula. The issues around this project were complicated and regional in focus, and within the context of political stakeholders and leadership. In 1995, a private water company overdrafted its primary water sources, the Carmel River and Seaside water basin, and was required by the state of California to find an alternative water supply. The proposed solution was a desalination plant that theoretically would draw deep ocean water from off the coast of Marina. However, when the city's public water purveyor mapped the groundwater with AEM technology and compared it to the proposed project, the scientific data showed the project would likely cause saltwater intrusion and draw fresh water from within Marina's water jurisdiction.

The private water company disagreed with the scientific findings. The company had already invested millions of dollars in finding a way to provide water for its rate payers. As the controversy continued, the public weighed in through editorials and public forums. An additional component was the other option of using recycled water, which could provide water for the Monterey Peninsula for at least 10 to 15 years until discovery of a larger regional solution. At the time of this research, the issue was still not resolved; the public continues expressing its diverse opinions, some in support of the desalination project and others adamantly against it.

The second contentious issue, FORA, also involved multiple stakeholders. Over the past 6 months, the specific issue involved whether or not the agency planned to sunset, and if so, what (and when) the transition plan would begin. This multimillion dollar, highly political issue involved numerous interests and stakeholders, including the County of Monterey, City of Del Rey Oaks, City of Marina, City of Monterey, City of Seaside, City of Sand City, City of Salinas,

City of Pacific Grove, City of Carmel-by-the-Sea, Marina Coast Water District, Monterey-Salinas Transit, Monterey Peninsula College, Fort Ord Army Base Realignment and Closure Office (BRAC), United States Army, CSUMB, University of California Santa Cruz, Monterey Peninsula Unified School District, Transportation Agency of Monterey County, 29th State Assembly District, 17th State Senate District, and 20th Congressional District. The public discourse on this topic centered around if, and, most recently, when—either June of 2020 or June of 2022— FORA will dissolve, turning over the responsibilities of management and development to the local jurisdictions.

It was generally assumed that partnerships and collaboration were a good thing. However, examining these two issues through the lens of holistic frameworks, specifically SDG 17 and the focus of collaboration, partnerships, and the importance of multi-stakeholder engagement, revealed complexity and power dynamics. Within this context, issues pertaining to environmental and social justice were extremely relevant. In both situations mentioned above, Marina, the city of lower socioeconomic means, was fighting off a corporation in order to protect its water or spending millions of dollars in fees and agreements while negotiating with communities and agencies with much more wealth. In both cases, Marina had significantly more to lose, yet it did not have the same economic resources as the majority of the other stakeholders. This raised serious questions regarding stopgaps and mechanisms to protect those individuals or communities from lower socioeconomic brackets. Concerns also arose around current world events: Do we focus on the collective of humanity, or do we focus on smaller groups, such as nations, counties, and municipalities? If we choose to focus on the bigger picture, caring for

humanity as a whole, what do we sacrifice and to—or for—whom? I address these questions in Chapter V.

Chapter V: Implications of Findings

The purpose of this chapter is to discuss the key findings, limitations, and implications for leadership and change that emerged from this research. Specifically, in this chapter, I present a cohesive view of Marina from the perspectives of city leaders, community leaders, and public discourse. I examine the vision and planning of these leaders through a lens of three holistic city frameworks of Compassionate Cities, Healthy Cities, and UN Sustainable Goals. I will reference the recent literature on municipality growth, urban planning, and local governance as relevant to the findings of this study. Further, as this was an exploratory case study, it is possible for discoveries to generate new insight, leading to questions of greater importance than the initial enquiries. Thus, I will return to the research questions that initiated this exploration, consider their relevance in light of the findings, and examine emergent questions as sources of future interrogation.

The Vision of Marina

This research originated from the intersection of three parts of my life: my work as a peacemaker and activist; my involvement with, and knowledge of, three holistic city frameworks (Charter for Compassion's Compassionate Cities, WHO's Healthy Cities, and UN Sustainable goals) and my role as the Vice-Chair of the City of Marina's Planning Commission, which included sitting on the ad hoc committee for downtown vitalization. At this intersection was a series of questions: How do we build a world in which the "whole human"—mind, body, soul, and spirit—is empowered and honored? How do we support people to live with love, care, compassion, and creativity? How do we pragmatically rebuild the world—one city, one community, at a time—in a way that reflects and supports positive human potential as a way of

life? In time, I localized these big-picture questions to reflect the work I was doing (and now continue to do as an elected member of City Council) within Marina. The overarching question for the study became: What are the challenges and opportunities city leaders experience in initiating change in the City of Marina, and what is the role of holistic city frameworks in their visioning and planning of the city?

Today, Marina faces complex issues as it transitions from a military support city without a general plan into a thriving independent city. Municipal and community leaders have the task of balancing an idealized vision of growth and well-being with economic constraints. These constraints are the result of Marina historically being a city of mid- to lower socioeconomic status, currently subject to the decisions of a regional agency involved with blight (dilapidated and hazardous military buildings) removal and development, and current litigation over protecting its water rights.

Despite these challenges, city and community leaders hold a vision for the city's future that is in alignment with the holistic city frameworks. Sustainability, compassion, and well-being are top priorities in their plans for the city's growth and development. Woven throughout their interviews and surveys was an understanding of, and vision for, the growth of Marina, as expressed through the thematic intersection of the holistic frameworks. Responses emerged through the lens of the six SDGs—SDG 11: Sustainable Cities and Communities; SDG 3: Good Health and Well-Being; SDG 17: Partnerships for the Goals; SDG 16: Peace, Justice, and Strong Institutions; SDG 6: Clean Water and Sanitation; and SDG 13: Climate Action.

Study Findings, Holistic Frameworks, and the Future of Marina

Based upon the vision and planning of Marina's city and community leaders, the city will grow into an ideal spot for millennials. This generation is eagerly moving back into cities where housing, jobs, activities, and conveniences are within close proximity (Garcia, 2015; Swanson, 2015). Their lifestyle needs are in alignment with a number of positive, care-based, and growing city development frameworks—in particular, WHO's Healthy Cities, the Charter for Compassion's Compassionate Cities, and the UN SDGs. These three "newer models" of city development focus on the intersection of health and well-being for people and planet. Additionally, they lay the foundation for cities of the future to embrace the desired lifestyle of a new generation of urban dwellers.

For this reason, holistic city frameworks are well-suited for an urban lifestyle centered around the desire for a high quality of life that is fitting to millennials (Doherty & Clayton, 2011; Garcia, 2015; Swanson, 2015). The findings of this research confirm that Marina is primed to meet this need, as city leaders focus on a vision of growth, development, and integration between North and South Marina and East and West Marina. All individuals interviewed or surveyed shared a vision and goal of an integrated city that would mitigate the evolution of a "wealthier" and a "poorer" Marina. This integration would also establish Marina as the gateway to the Monterey Peninsula, with a diverse population and nature trails for horses, hiking, and biking between the Pacific Ocean and Fort Ord National Park. These are all components of an urban environment that is centered around a positive life–work balance and well-being.

From the city leaders' perspective, this integration included becoming a college town through developing strong partnerships with CSUMB, as it would contribute to the economic and

business development of the city. Other contributing factors to this growth area were connected to the technology sector with an emphasis on attracting start-ups, and the increasing number of "Silicon Valley refugees"—individuals moving to communities with a lower cost of living than the Silicon Valley area. These two specific themes also reveal a focus on the intersection of education and economic development, something considered of great significance by all research participants. In establishing an integrated city, these different components emerged as top-ranked priorities as expressed through SDG 11: Sustainable Cities and Communities.

The survey of participating community leaders reflected a similar vision for the growth of Marina. These individuals share in the desire for an increase of green space and parks, as well as integration between Northern and Southern Marina and between the Eastern and Western parts of the city. One reason this interconnectivity was a priority is its consideration as a preventative measure regarding segregation of neighborhoods by socioeconomic class. Also hoped is that by creating a more cohesive city layout, a sense of place would emerge, contributing to an overall better quality of life for all residents. Within the context of a sense of place would be a greater opportunity to highlight Marina's unique ethnic and cultural diversity.

In light of Marina's current issues, it is clear the six intersecting themes of the Compassionate Cities, Healthy Cities, and UN Sustainable Development Goal Frameworks are present in city leaders' minds and relevant to the growth of the city. This may be as a result of the current issues Marina is facing in its growth process, including land use and planning (e.g., creating a downtown vitalization specific plan, potentially developing an Arts Village, becoming a hub for technology development, and addressing limited water resources) in the face of

transitioning from a former military base support city to an independent and thriving metropolis that supports the generation of millennials.

Clearly, Marina city leaders are developing a plan for a future rooted in holistic frameworks, attracting a generation of individuals who crave urban environments that are integrated with nature and are inclusive of a positive work–life balance. The growth of the city's future also speaks to an era of possibility. The current generation of millennials is the first generation that could have a profound impact on the environment, potentially ending greenhouse gas emissions, poverty, and biodiversity loss (Rockström, 2015). This generation of individuals who are gradually moving into leadership positions just might have the mindset to tackle these serious challenges, turning obstacles into opportunities (National Academies of Sciences, Engineering, and Medicine, 2013).

The *millennial mindset* pertains to the overarching characteristics of the millennials, individuals born between 1980 and 2000. Millennials grew up in an era of globalism, post-9/11 global war on terror, housing bubble/economic recession, complete reliance on technology, multiculturalism, and gay rights (DeVaney, 2015; National Endowment for Financial Education, 2015). They are a generation of people who are "creative, solution-oriented, self-organized, open and transparent" (DeVaney, 2015, p. 13). According to Wiebush (2018), the millennial mindset is rooted in optimism and creative lifestyle design and is characterized by "'dream big' thinking, entrepreneurs and problem solvers, socially and environmentally conscious [thinking and behaviors], and [the belief that] 'because we've always done it that way' is no longer [acceptable]" (Slide 3). By their very nature, millennials are willing to embrace some of the biggest societal and environmental problems faced today. Their approach to life, including its

myriad challenges, is rooted in self-confidence, open-mindedness, and openness to change, as well as an overall positive attitude (Taylor & Keeter, 2010).

Leaders' and community responses to findings. Consciously embracing the millennial mindset may be the next phase of Marina's development. However, before considering that possibility, it is important for city and community leaders to reflect upon where their current and future mindsets lie. Yin (2018) emphasized the need for sharing key research findings with stakeholders who participated in the study. He cautioned that until participants have been able to respond to the findings, the case study is not finished. Thus, following data analysis, I shared the findings in two public meetings that brought this case study to a close (Yin, 2018). The first was a town hall–style format open to the public. Approximately 20 people attended, including two Marina City Council members, the city Finance Director, the Fire Chief, and two Board members of the Marina Coast Water District. Approximately a week later, I presented the same findings to the City Council. The conversations that ensued as a result of the presentations and findings suggested further interest in exploring what it would mean for Marina to become a Compassionate City.

Generally, becoming a Compassionate City begins at the grassroots level, involving a series of community meetings in which citizens select and prioritize issues within the city in need of address. They present these goals to city leaders, who then agree to work with the community to address these issues. Once this is done, the city affirms the Charter for Compassion and establishes a resolution declaring itself a City of Compassion.

As a result of this research, however, a two-pronged approach involving both community and leadership was a topic both during and following the presentations. The community-led

approach would be similar to the process described earlier, whereas the leadership approach would be focused on policy and agenda setting. A discussion of each follows.

Community engagement. The role of community engagement is important for Marina. One of the issues presented by all city and community leaders was the need for greater citizen engagement, especially from the diverse pockets of the population who generally keep to themselves or are excluded as a result of systemic, institutional, or unconscious bias. Many of these people are becoming marginalized and displaced as the city grows. Some have suggested that the process of becoming a Compassionate City may serve as an opportunity to further encourage outlier citizens to become involved with the city and learn how public process and governance works; in this way, they would make their voices heard and receive better representation. More on this appears in this chapter's discussion on economic, environmental, and social justice.

City leadership. The second prong of this two-pronged approach developed organically during the first presentation. The leaders in the room engaged with members of the public and discussed ways of incorporating compassion into their day-to-day work and in the leadership of the city. Suggested was that as the community organizes itself, city leaders would simultaneously begin looking at policy and agenda items through the lens of compassion. These actions would include such things as compassionate budgeting, or identifying where the greatest community sufferings or "pain points" are and making them a priority during the municipal budgeting process. Compassionate policymaking would include viewing policy and agenda items through the lens of compassion and answering such questions as, What is the most compassionate way to address this issue? How can we best alleviate suffering around this issue? Is this policy

inclusive? Who is being marginalized? In what way does this agenda/policy item affect residents for the good? In what way does it affect people negatively? How could we do it better, with more compassion or care? What are we missing in this agenda item/policy?

Marina: Becoming a Compassionate City. As the community is setting its priorities and city leadership is exploring the feasibility of a lens of compassion for policy and agenda setting, the foundations of becoming a Compassionate City will be taking hold. As of the writing of this research, there is no guaranteed commitment that Marina will be heading in this direction. However, after each presentation, informal conversations with city leaders and members of the public suggested a strong interest in pursuing this process. This included a request to present this study's findings, including a discussion of the possible application of holistic city frameworks, to the city's Planning Commission and Economic Development Commission.

As a result of this study, many city and community leaders as well as community members at large wanted to learn more about the holistic frameworks, especially the Compassionate Cities, and what impact the frameworks could have on the growth and development of Marina. In addition, there will be a series of community engagement workshops, with members of the community invited to share their priorities and visions for the city. In advance of these community meetings, some members of the public expressed excitement at the prospect of Marina becoming a Compassionate City. For them, becoming a Compassionate City would include education around antibullying as part of the city's after-school activities or, for the general community, monthly programs highlighting Marina's unique cultural and ethnic diversity.

In light of these suggestions, as well as taking into account city leaders' desires for greater community inclusion and engagement, special emphasis will go toward creating an inclusive and accessible environment, as this is foundational to creating a healthy city (Boyer, Brodie, Sperling, Stokes, & Zomer, 2015; Foti & de Silva, 2010; Hughes, 2013; Tompkins & Adger, 2004). This inclusion also reflects the priorities of this community, which is of particular importance as the city grows and issues of gentrification arise as a result of increased housing prices and cost of living. Lastly, these workshops will be in alignment with the approach taken by several other California cities, such as Santa Monica, Sacramento, and the Capitol Region, to become Compassionate Cities (Compassionate California, n.d.).

For municipal and community leaders, as well as members of the general public who support the idea of becoming a Compassionate City, the goal is to present the priorities of the community, as established during the community priority-setting meetings, at the next city retreat, designed for the council to set its priorities. At the beginning of each retreat, there are brief presentations. The intention, then, would be to give a presentation about the community's compassionate priorities, which would then be incorporated into the council's upcoming 1- to 2-year priorities. Once this occurs, the city would affirm the Charter for Compassion and then write a resolution declaring itself a Compassionate City.

There are a number of reasons why Marina may want to become a Compassionate City and include setting priorities within the context of the UN SDGs. As evidenced in the findings of this study, the issues Marina faces in its current growth process, as well as the city leaders' priorities around planning and development, are in alignment with the six thematic issues of the three holistic frameworks. Much of what it means to become a Compassionate City involves a

high level of volunteerism; however, depending upon the degree of a city's commitment to this framework, pursuing such an initiative is not without cost.

In the interviews, city leaders focused on the importance of fiscal responsibility and financial management. Although Marina is on the precipice of tremendous growth, it is still a working-class city with a limited budget of approximately $23 million (City of Marina, n.d.). Nonetheless, by incorporating the UN SDGs that are in alignment with what Marina chooses as its priorities for becoming a Compassionate City, there would be increased opportunity to receive grants from private foundations looking to support these universal goals. Also, as of the writing of this research, the State of California is in the process of becoming the first state in the US to become a Compassionate State; over time, there may come the possibility of state grants for compassionate cities and communities. Indeed, in the quest to embrace a holistic city framework, financial grants could be helpful to the city.

During the town hall meeting, issues of cost were discussed. One individual asked, "What is the cost to the city/community/state/nation to implement a model of compassion?" Another person quickly responded, "What is the cost if we do not implement a model of compassion?" In actuality, this is just the question that Marina faces. It is the hope of research participants that as Marina grows and develops, it is able to avoid the pitfalls of gentrification and the displacement of many people who fall within a lower-socioeconomic group and have lived here their entire lives.

Leadership Within the Holistic Frameworks

As city leaders and volunteers work together to improve the well-being of Marina, the characteristics and qualities of servant leadership are crucial. In the context of global climate

change, leaders are increasingly going to need to develop a more expansive skill set that includes: (a) increased ecological literacy, (b) a widened ethical responsibility, (c) investigations into a range of psychological and social adaptations, and (d) an allocation of resources and training to improve leaders' competency in addressing climate change–related impacts (Doherty & Clayton, 2011). All of these components are essential to the leadership of holistic city frameworks.

Municipal leadership. As discussed in Chapter II, there is minimal research on the subject of municipal leadership and holistic city frameworks. However, it is important to understand governmental leadership and its capacity to embrace a holistic city framework, specifically that of a Compassionate City. Historically, governmental and municipal leadership was hierarchical and almost militaristic with a command-and-control approach (Honoré & Robinson, 2012). The leader gave staff orders, instructing them on what to do and when to do it, and the staff effectively carried out the commands. Over time, this has changed; the command-and-control method is no longer an effective leadership style; as a result, a need for agility and willingness to change has begun to emerge (Honoré & Robinson, 2012; Salas, 2018; Stephenson, 2011).

Rather than working through a lens of domination, leaders work with, engage, and influence staff using high-level communication skills. This includes listening to and addressing staff's needs through increased dialogue, motivation, and one-on-one conversation (Crowley, 2011; Groysberg & Slind, 2012; Northouse, 1997; Salas, 2018; Stephenson, 2011; Thakadipuram, 2010). It could be argued that this is a shift toward servant leadership, as city leaders choose to lead based upon their desire to be of service. In this process, they recognize

that by empowering staff and drawing from their wisdom, work can occur more effectively and efficiently, with higher creativity and better outcomes (Greenleaf, 1977, 2002; Owen, 2008; Salas, 2018). Before moving into a deeper discussion of servant leadership, it is necessary to address an important aspect of leadership rarely discussed, which is crucial to the evolution of municipal leadership (in particular with regard to authentic and spiritual leadership) and the adaptation of holistic city frameworks.

As Grondel (2016) pointed out, much of the scholarship on leadership is focused on developing positive traits of leadership, such as strong moral and ethical character; being adaptive; developing high-level communication skills; and being positive, kind, and compassionate. The literature includes encouragement and education of successful leaders, be they corporate, political, or community, to pursue excellence.

Rarely, however, does the darker side of leadership receive mention, “a place inhabited by incompetence, flawed character, and unethical behavior” (Herbst, 2014, p. xix). It is this aspect of leadership that has led to national conflicts, genocide, corruption, criminal indictments, and unethical behavior exhibited by leaders in significantly influential positions of public trust (Grondel, 2016). The root cause of the dark side of leadership has many components; however, the most significant one is rooted in a lack of emotional regulation, or inability to manage one’s behavior (Kaiser, LeBreton, & Hogan, 2015). This can lead to extremely toxic behavior, that will inevitably cause leaders to “poison, corrupt, pollute, and contaminate” (Kusy & Holloway, 2009, p. 3) their environments and working relationships.

Individuals in city leadership positions hold positions of power that have profound effects on the people they govern. It is therefore crucial that leaders cultivate high levels of self-

reflection and address their emotional and spiritual issues (Anonymous, personal conversation, June 13, 2019). By doing so, they are taking responsibility for themselves and the public is able to place faith in them. However, when leaders do not take responsibility for themselves, the public loses trust in its leaders and is left with a sense that they have little or no value (Grondel, 2016; Tourish, 2013). Hence, municipal leadership positions require high moral and ethical standards in order to maintain public trust.

Because society recognizes the critical importance of effective and principled leadership in elected officials, business executives, and civic and charitable organizations (Grondel, 2016), it is reasonable to expect leaders to possess elevated qualities of self-awareness and personal reflection. When a city is evolving into a Compassionate City, the characteristics and traits of authentic and spiritual leadership are foundational. Therefore, municipal leaders must possess the courage and strength to understand their personal history and story, to explore and take responsibility for their shadow or dark side (Sinclair, 2007) as well as their positive leadership characteristics, which for many in city leadership, begins with a call to be of service.

Servant leadership. As the themes of holistic city frameworks become a greater priority for city leaders, the characteristics of servant leadership will be of paramount importance within local and national governance. Servant leaders focus on healing, listening to individuals and to the community. They possess the necessary capabilities for empathy, awareness, foresight, and stewardship in community-building (Greenleaf, 2002). As one city leader pointed out, caring for people and helping them solve their problems is one the most important components of being a city leader. It is also important to get more residents engaged with the city, perhaps to even run

for office (M1, personal communication, December 5, 2018). This is a perfect example of a servant leader, guiding the future of a community.

City frameworks such as Compassionate Cities, Healthy Cities, and the UN SDGs provide a structured approach from which servant leaders can guide, inspire and mobilize other leaders and members of the community to meet the aspirations of health, well-being, and sustainability. They also lay a foundation for servant leaders to empower people to move into inclusive leadership roles themselves, ultimately giving each member of the community a voice. During the town hall meeting, a member of the community who is rarely involved with public events expressed a desire to work with the city to offer a program on mitigating racism, suggesting this would support further public engagement. The fact that this person felt confident enough to offer this option could be indicative of an environment created by servant leaders intending to empower a new generation of holistic city leaders.

Servant leadership is foundational to the adaptation and incorporation of holistic city frameworks. In particular, it is relevant to the Compassionate Cities framework in which social change generally begins with active volunteer members of the community (Charter for Compassion (n.d.-d). Servant leadership is an effective means of holistic municipal leadership because it is a form of stewardship, or holding something in trust for another (Greenleaf, 1977, 2002; Spears, 2004). In addition to servant leadership, other styles may be of equal importance.

Additional leadership styles. Future researchers may consider the role of other leadership styles applicable for holistic city frameworks. In particular, Relational Leadership, Transformational Leadership, and Complex Adaptive Systems might merit attention. When reflecting on the findings and considering leadership styles, the themes related to servant

leadership remain of paramount importance. All leaders viewed their role as a steward of the community and felt it was their duty to reflect the community's needs and desires. Servant leadership is indeed reflective of the majority of the city leaders. The ones suggested here—relational, transformational, and complex adaptive systems—are appropriate because city leaders already reflect some of these aspects. In addition, these leadership traits reflect the higher values inherent in holistic city frameworks. Servant leadership grounds leaders' intention to foster the characteristics of relational and transformational leadership. In turn, these three lay the foundation for complex adaptive systems due to their qualities of being of service, building relationships, focusing on transformation, and being agile. As Marina looks to the possibility of becoming a Compassionate City, the qualities and style of leaders will need to shift. Members of the community will expect characteristics that are in alignment with the higher aspirations of authentic and spiritual leadership styles, part of which are self-reflection and awareness. As previously discussed, a key component for both of these leadership styles is the ability to explore and take responsibility for one's shadow side. Below is a brief description of possible application of leadership styles, with possible relevancy shown in Table 5.1.

Relational leadership. It could be argued that relational leadership is grounded in servant leadership, as the two styles are almost interdependent: The commitment to be a servant leader is rooted in a commitment to elevate people, and building good relationships for the overall betterment of the community requires a leader working in service. Relational leadership at its most basic level is about the interrelationships of people, regardless of whether it is a direct leader–follower relationship or one more collaborative. Uhl-Bien (2006) described two perspectives on relational leadership theory: entity, which focuses on the leader and follower as

individuals and the expectations and perceptions they have for one another in relationship; and relational, which pertains to the view that knowledge is socially constructed through relationships. As she described, “relational leadership puts the emphasis of study squarely on human processes of how people decide, act, and present themselves to each other” (Uhl-Bien, 2006, p. 663). Brower, Schoorman, and Tan (2000) suggested a relational leader creates a collaborative relationship between the supervisor and subordinate in which respect and goodwill are the foundation of the exchange. Leaders build unique relationships with each of their followers with varying degrees of connectedness, confidence, and trust dependent upon a number of factors, including past experiences, knowledge, aptitude, and the degree of relatedness shared.

Relational leadership is about the social constructs created through dialogue and multilogue (Hosking, Dachler, & Gergen, 1995). It is about the meaning that emerges from verbal and nonverbal aspects of communication. The emphasis is on the exchange or interaction between and among human (and nonhuman) phenomena (Bradbury & Lichtenstein, 2000) that creates a social reality emergent and inseparable from context (Dachler & Hosking, 1995; Hosking, 1988; Uhl-Bien, 2006).

Ultimately, successful relational leadership practices create trusting, high-quality relationships between leaders and followers. These relationships depend upon honesty, mutual trust, and respect, and are more collaborative than hierarchical (Uhl-Bien, 2006). Interestingly, participants mentioned characteristics of this leadership style throughout the interviews. City leaders were acutely aware of the need for positive and high-level relationships, especially within the context of SDG 17, partnerships for the goals, which they mentioned within the context of FORA and other interagency relationships.

When adopting a holistic framework, especially the Compassionate Cities framework, a key component involves changing the conversation, the actual language used to communicate; this, in turn, will change the way individuals perceive their world. When people change the way they talk, they construct new forms of relationships, and to construct new forms of relationships is to construct new ways of being (Karp & Helgø, 2009). The questions that then beg to be asked are: What would happen if language, perspective, and behavior shifted from the generally accepted realist worldview to one based on health, well-being, and compassion? What would happen if poverty and discrimination were "healed" rather than declared war on? What would it be like to heal, rather than fight, the enemy?

While for some this may seem highly idealistic, especially when viewed from the present-day political leadership and policy implementations, it is important to remember policies are made by humans; the more individuals understand human behavior, the better questions they ask, and, hopefully, the better choices they make. Holistic city frameworks provide an opportunity for leaders to consciously focus to a greater depth on the relationships they form with one another, as well as with members of the community.

Transformational leadership. One could argue that the journey from unconsciousness to consciousness requires a charismatic or heroic leadership style, one in which leaders inspire their followers rather than having direct contact or directly affecting their environment (House, Spangler, & Woycke, 1991). However, Burns (1978) and Northouse (2001) might argue differently, especially when it comes to holistic city leadership. They might suggest transformational leadership would be more appropriate. Burns founded his theory of transformational leadership on the idea that leaders and followers have an expectation of

absolute trust and morality. They have interdependent relationship in which they help each other to advance to a higher level of morality and motivation, a crucial component when switching to leading from a place of compassion, care, and well-being. Sinclair (2007) and Burns (1978) argued that such leadership was effective because of its explicit ethical component, which Burns (1978) suggested "may convert leaders into moral agents" (p. 4). This style of leadership is a process that changes and transforms individuals; focuses on values, ethics, standards, and long-term goals; and involves assessing the motives of followers, meeting their needs, and treating them as full human beings.

Transformational leadership, Sinclair (2007) suggested, spans a wide range of usefulness, from one-on-one influencing encounters to attempts to influence whole organizations and/or entire cultures. As Northouse (2001) and Bennis and Nanus (1985) pointed out, one of the significant strategies used by transformational leaders was a commitment to personal transparency, possessing a self-awareness of strengths and weaknesses as well as a dedication to personal learning and relearning. Northouse (2007) described transformational leadership as "a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals and includes assessing followers' motives, satisfying their needs, and treating them as full human beings" (pp. 175–176). Similar to the Compassionate Cities approach, this is one in which the community members feel so valued and seen, they are motivated to accomplish more than what is usually expected of them. Transformational leadership is a crucial aspect to a city's growth toward holistic city frameworks, as it promotes a high level of inclusion.

Complex adaptive systems. For many leaders working toward incorporating holistic frameworks, communication is foundational to the success of the leader–follower dynamic. This can begin with city managers and the way in which they communicate to the elected officials and members of the community and assist in the change process (Salas, 2018). When adopting a new perspective, or in the case of holistic cities, a new framework, it is crucial for leaders to be able to deconstruct the new approach and ask the questions "who benefits from this construction of reality? Whose interests are being served?" (Fletcher, 1999, p. 24). Also important is to ask the same questions of the original system or framework. As a global society, glass ceilings and hidden barriers are still very prevalent; so, too, is the essential need to remove them (Klein, Allers, & Mendoza, 2008). When people have been repressed for a long time, finding their voice and their courage to express themselves can be difficult. Establishing a pluralistic environment through a holistic city framework requires individuals in positions of privilege and power to invite into the conversation those who are marginalized, something that will require time and a concerted effort. Yet, this is something for which all City leaders in Marina expressed a need.

The idea of complexity leadership theory is applicable to shifting the playing field and balances of power. Uhl-Bien and Marion (2008) defined complex adaptive systems as open evolving entities in which the agents are dynamically interrelated and bonded by a common purpose or outlook. The authors presented complexity leadership theory as a movement away from the top-down, bureaucratic view of leadership and its focus on predictability and control, toward a framework that views leadership as interactive, evolving, and emergent within a specific contextual and historical frame: One little change will affect an entire system. In other words, this leadership approach can help shift dynamics in such a way as to mitigate

marginalization and create a more inclusive community. Additionally, as expressed earlier in this chapter, city leaders will need to acquire greater skill sets around climate change adaptability. Being able to work with constant change and not be in a state of fear or resistance is a significant component to succeeding in complex systems. When combined with the previous mentioned leadership styles, resilience, wonder, and curiosity replace fear of growth and change. Complex adaptive theory enables one to grow and flow with the inevitable, organic changes of life, thus enabling both leaders and community members to move into a holistic framework.

As leaders adapt to the necessary characteristics for complex adaptive systems and consider adopting holistic city frameworks, especially that of the Compassionate Cities, leaders with need a more holistic style of leadership. Their leadership style must reflect higher aspirations and values that are rooted in authenticity, spirituality, and, ultimately, transparency. In particular, authentic and spiritual leadership styles will be of importance.

Authentic leadership. Authentic leaders have the courage to lead from both their mind and their heart (George, Sims, McLean, & Mayer, 2007). Gardner, Avolio, Luthans, May, and Walumba (2005) stated, “authenticity involves both owning one’s personal experiences and acting in accordance with one’s true self” (p. 344). This involves high levels of self-awareness, balanced processing, transparency, and overall authentic behavior in order to serve as a role model for the leaders’ followers. Authentic leaders exhibit a deep commitment and passion for their purpose, have a high degree of integrity, and practice their values consistently. They “establish long-term, meaningful relationships and have the self-discipline to get results” (George et al., 2007, p. 130). Of Marina city leaders, a number of them possessed an awareness

of themselves and how it affected their leadership styles. They were also conscientious of personal weaknesses that could make their leadership abilities both better and more difficult.

Self-awareness is crucial for authentic leadership. Cashman (1998) suggested effective leaders are those who understand themselves and their impacts on others and are therefore able to build strong relationships founded on authentic behaviors. He proposed, “If we want to be more effective with others, we first need to be more effective with ourselves” (p. 121). However, there are some definite challenges elected official face when it comes to authentic leadership. When a leader exposes vulnerabilities or weaknesses, it has historically opened the door for public criticism and the fodder for political debates. That said, Marina’s city leaders had enough of these character traits to warrant further exploration within the context of holistic municipal leadership.

Spiritual leadership. Whether the intention is to reframe a community by addressing the points of greatest suffering, as is the case of the Compassionate Cities, or if it is to address issues of communal well-being, recognition of humanity’s deep interconnection with one another and with the earth is of paramount importance. According to the Buddhist perspective, peace (or compassion or well-being) begins from within—at the level of the individual. To achieve world peace, individuals must first make peace with themselves, followed by peace within the family, in the village, and then in their community. Next will be peace in the nation and, presumably, eventually there will be peace in the world (Kahane, 2010; Naht Hanh, 2004). In order to actualize this theory, spiritual leadership is required. Generally, neither public administration nor municipal leadership are associated with spiritual leadership. However, for many government

managers, their sense of spirit defines who they are; identifying their guiding values, choices, and actions; and, ultimately, impacting how they serve the public (Fairholm & Gronau, 2015).

Spiritual leadership comprises the values, attitudes, and behaviors necessary to intrinsically motivate oneself and others so that they have a sense of spiritual survival through calling and membership (see Table 5.1). This entails:

- creating a vision wherein organization members experience a sense of calling in that their life has meaning and makes a difference; and
- establishing a social/organizational culture based on altruistic love whereby leaders and followers have genuine care, concern, and appreciation for both self and others, thereby producing a sense of membership and feel understood and appreciated. (Fry, 2003, pp. 694-695)

Table 5.1

Qualities of Spiritual Leadership

Vision	Altruistic love	Hope/faith
Broad appeal to key stakeholders	Forgiveness Kindness	Endurance Perseverance
Defines the destination and the journey	Integrity Empathy/compassion	Do what it takes Stretch goals
Reflects high ideals	Honesty	Expectation of reward/victory (fulfillment)
Encourages hope/faith	Patience	
Establishes a standard of excellence	Trust/loyalty Humility	

Note. Adapted from “Toward a Theory of Spiritual Leadership,” by L. W. Fry, 2003, *Leadership Quarterly, 14,* p. 695. Copyright 2003 by Elsevier.

Much like servant leadership, spiritual leadership requires a strong degree of interdependence between leader and follower. This relationship involves a shared vision and taps into the fundamental (e.g., spiritual growth) needs of leader and follower, so that both become more organizationally committed and productive (Fry, 2003). Spiritual leadership empowers people in learning organizations to achieve a clearly articulated organizational vision. Such leaders are continually learning to learn together, to expand their capacity to create desired results (Senge, 1990). These new networked and collaborative learning organizations are characterized by quality products and services that exceed expectations and are radically different from what was before. Such organizations are love-led, customer/client-obsessed, intrinsically motivated, empowered, team-based, nonhierarchical in organizational structure, agile in capabilities, and nonhomogeneous in personnel makeup (Ancona, Kochan, Scully, Van Maanen, & Westney, 1999; Fry 2003).

In their analysis of spiritual leadership, Mitroff and Denton (1999) suggested spirituality is necessary for management to lead an organization or community; without it, there is a limited chance for success and growth. Fairholm and Gronau (2015) presented similar findings in addressing the role of spiritual leadership in the work of public administrators. It could be argued that these qualities are rooted in spiritual intelligence, or how we perceive and function in the world through meaning, vision, and value (Zohar, 1997). Vaughn (2002) noted that spiritual intelligence is "[a path that] requires commitment and integrity [and] can lead from the bondage of unconsciousness to spiritual freedom, fear and defensiveness to love and compassion" (p. 23). Indeed, it seems an almost perfect gateway to a Compassionate City.

Ultimately, the purpose of spiritual leadership is to create vision and value congruence across the strategic, empowered team and individual levels, and, ultimately, to foster higher levels of organizational commitment and productivity (Fry, 2003). When applied to the city of Marina—a city whose council members earn $200 per month, whose mayor earns $250 per month, and in which there are more than 94 NGOs committed to be of service to the community—one could argue there is a vision and foundation for this community that is rooted in spiritual leadership. However, this undoubtedly merits further research.

Table 5.2

Possible Leadership Styles for the Engagement of Holistic City Frameworks

Leadership theory	What theory contributes to holistic city leadership	Implications for holistic city leadership
Relational leadership	Recognition of relationships: the human need for one another.	To create change, or peace within society, the relational aspect of society must be recognized. Interconnectedness is paramount for addressing issues of wellbeing and addressing issues pertaining to climate change. Leader must have the intention and awareness to bring people together. This enhances pluralism and community ties.
Transformational leadership	Trust and morality/explicit ethical component	A commitment by the leader to help her followers strive to develop a healthy inclusive community—to live a life of greater/higher morals and ethics—this supports the recognition of dignity.
Complex adaptive systems	Supports organic change and growth	Holistic city leaders hold an intention of well-being and inclusion. To build healthy cities requires being able to work with constant change and not be in a state of fear or resistance. The more she enables the growth, change, and flow of the community, the sooner issues of marginalization and establishing social justice and dignity to prevail.
Authentic leadership[a]	Concept of striving to be self in fullest sense of being; being self-reflective and self-aware. Setting an example for leaders to follow.	Contributes self-reflection and self-awareness. Helps leader remain focused. Addresses questions such as: Am I being authentic/true to myself? Am I leading from ego or authentic self? Am I encouraging others to do the same?
Spiritual leadership[a]	Interconnectedness between one another and life itself; in a way a combination of Servant and Relational Leadership—primary difference being the incorporation of a shared vision. Additionally, there is an element of an awakening of consciousness, care/compassion.	When helping people build healthy communities, it would be beneficial for a leader to continue to develop own consciousness and awareness. She must hold a vision of growth and work to raise the consciousness of those she leads.

[a]Relevant for becoming a Compassionate City.

Leadership and Community Challenges

For generations, GDP has been used to assess the well-being of nations. However, the increasing socioeconomic gap between the wealthy and those living in poverty, as well as the increasing gap in education and overall well-being, are causing some to rethink this national definition of well-being and switch to what is referred to as the "beyond GDP" movement. This movement takes into account who and what aspects of life are missing from the traditional indicators policy makers use to guide their decision-making process (Organisation for Economic Co-operation and Development [OECD], 2017). Included in this movement are the holistic city frameworks of the Compassionate Cities, Healthy Cities, and UN SDGs. These frameworks are foundational in helping municipal and national leaders think and act differently when visioning and planning for the future of the people they govern; however, adopting them presents a number of challenges.

Finance and management. Even though city leaders hold a vision for the growth of Marina that is in alignment with an ideal city for millennials, a reality pertaining to fiscal responsibility was present throughout all discussions. The emergent themes—education, leadership/management, economic/business development, taxes/revenue generation, finance/budget/fiscal responsibility, policy/legislation, former military base (non-FORA), and campaign finance—were among the key findings expressed through the interviews, surveys, and public discourse. Four of these eight themes pertained to the financial health of the city, specifically campaign finance and the ethical and motivational behavior of leadership, municipal revenue generation and taxation, economic development, and how fiscally responsible the city is in its general management of money. Municipal fiscal responsibility is often the deciding factor

in implementing many of the ideas pertaining to the holistic city frameworks, especially for cities of a lower or mid-socioeconomic status. For this reason, one of the most important components of holistic city frameworks is their inclusive nature, as success stems largely from community engagement. In particular, holistic city frameworks utilize volunteer stakeholders who provide feedback, and are committed through ongoing and consistent action around the betterment of their community.

Economic, environmental, and social justice. The findings of this research revealed an important issue within the context of SDG 17 (Partnerships for the Goals). As discussed in Chapter IV, partnerships and collaboration are generally perceived as positive approaches for governance. However, as has been experienced by Marina, problems pertaining to economic, environmental, and social justice can arise. Therefore, issues of inclusion and marginalization and understanding each community's positionality merit examination when entering into municipal or regional partnerships. Questions arise, such as Where is, and what are, each community's vulnerabilities and strengths? What is the intended final result for each party?

Additionally, when leading through the lens of holistic city frameworks, further inquiry pertaining to the interconnectedness of humanity may be necessary in decision-making and policy-setting processes. As the world becomes more connected through technology and international trade, at what point do the issues being addressed touch not just on the local communities, but also affect the international communities? Should the focus be local, global, or a combination?

These are questions ready for exploration through town hall–style meetings in order to seek community opinion and support. The answers to these questions may affect the way in

which municipal and national servant leaders govern. Ideally, the answers will involve helping people and communities to heal and improve the overall quality of life. For example, the objectives of various efforts within the Compassionate Cities movement are usually related to the well-being of the entire community, such as improved health care, decreased crime, increased assets for youth, economic improvement, and increased resilience (Charter for Compassion, n.d.-d).

Bringing together all stakeholders can be a challenge due to issues of systemic and/or institutional and unconscious biases (e.g., racism, sexism, ageism, etc.). Thus, there must be an active focus and effort to include those who are vulnerable or disadvantaged within a community (Boyer et al., 2015; Hughes, 2013; Tompkins & Adger, 2004). Foti and de Silva (2010) proposed eight key policy responses to assist leaders in addressing issues of marginalization and inequity. Briefly summarized, they include:

- For lack of legal thresholds for enhanced engagement, identify the affected poor and establish thresholds for enhanced access.
- When facing literacy issues, communicate information in the most effective form.
- When there are issues of limited or no access to communication channels (e.g., technology), determine and communicate through the most effective channels.
- If there are issues pertaining to cost, reduce costs, remove barriers, reduce official fees, and provide subsidies.
- If individuals who are promoting access are endangered (e.g., physical or psychological intimidation, or property risk), defend these individuals or organizations.

- For issues of legal identity or official documentation, remove legal barriers to standing and evidence.
- When issues of cultural context exist, build capacity and raise awareness.
- Make the voice of the poor less influential. (Foti & de Silva, 2010, pp. v–vi)

These eight steps provide a cursory overview of what leaders must do for the necessary engagement and inclusion of marginalized populations in decision-making processes and planning. For environmental, economic, and social justice (equity) to prevail, it is of paramount importance that all stakeholders participate in the growth, policy, and development of their community and city.

Universal versus local. A significant challenge in the switch to the beyond GDP movement pertains to SDG 11, more recently been referred to as USDG, or Urban Sustainable Development Goal, "to make cities and human settlements inclusive, safe, resilient and sustainable" (UN, 2015, p. 14) has some challenges. Among other things, these challenges revolve around determining appropriate indicators to enable standardization, which allows for comparable and comparative data (Klopp & Petretta, 2017). For example, not all cities track data in the same way. In many municipalities within Africa and Asia, with a predicted 90% urban growth by 2050 (United Nations Department of Economic and Social Affairs , 2014a,; 2014b), information regarding part or most of the transportation system is somewhat informal and unmapped (Klopp, Williams, Waiganjo, Orwa, & White, 2015; Williams, Waiganjo, White, Orwa, & Klopp, 2015). As a result, "many processes and dynamics are missing from household surveys that form the basis of national statistics. A danger also exists that indicators valorize

formality and exclude the informality that dominates in many cities, generating skewed data" (Klopp & Petretta, 2017, p. 96).

While this is just one example of the challenges faced while attempting to create an overall global standard and framework that is applicable to all cities, holistic city frameworks should not be ignored. Boyer et al. (2015) noted "a comparative framework of core indicators and data is a prerequisite for the targets and performance-based goals to be universally adopted. Without appropriate indicators the UN runs the risk of adopting metrics with limited saliency, legitimacy, or credibility" (para 18). The inherent complexity and uniqueness of each city challenges this notion and should not be a deterrent from embracing the universality of holistic city frameworks. If each city focuses on the overarching goals (e.g., the conceptual and policy elements), while maintaining sovereignty and agility for making necessary and appropriate local accommodations, a sense of cohesion can occur. As Klopp and Petretta (2017) noted, holistic city frameworks can motivate action, finance, and valuable, open, and inclusive data collection in support of improved cities. In this way, the frameworks will have an important, positive, albeit not always perfectly quantifiable impact on cities, regions, and the planet.

The Significance of Holistic Frameworks for Future Research

The three holistic frameworks at the locus of this study provide a foundation for cities to become more sustainable, healthy, and focused on creating a high quality of life for residents. As climate change continues to shape the behavior of populations, increasing numbers of individuals are moving into cities (Garcia, 2015; Swanson, 2015; UN Department of Economic and Social Affairs, 2018) in search of a lifestyle that balances personal and professional endeavors with well-being and nature (e.g., parks, tree-lined streets, green open spaces) and a focus on

well-being (Davies, 2018). These frameworks are foundational to the well-being of people, planet, and both local and global prosperity.

This case study of Marina, California, validated the relevance of the Compassionate Cities, Healthy Cities, and UN SDGs. Research shows how city leaders and community organizers consciously and/or tacitly draw on the themes and characteristics of these frameworks and use them for envisioning and planning the future of their city. Additionally, as discussed in Chapter II, there is a lack of academic literature pertaining to these topics. For these approaches to be useful in the reframing and healing of society, more academic research on the validity and usefulness of these frameworks is required.

Further research. This research began with questions that have served as an excellent gateway into the minds of Marina, California, city and community leaders with regard to the three holistic city frameworks of Compassionate Cities, Healthy Cities, and the UN SDGs. Positioned against the backdrop of public discourse, the findings showed a strong desire to incorporate holistic frameworks even more consciously into leadership and governance. During the two public presentations on the study's findings and holistic city frameworks, many questions arose around implementation. These questions provide an understanding of both the limitations of this research as well as where the opportunities are for future study. Some of the questions were: What is the process of real-world adaptation of these frameworks? What are challenges faced at the leadership and policy level and/or at the implementation and community level? Are some goals easier to achieve than others? If so, which ones? What would a city look like if fully planned around compassion, care, and well-being?

To answer some of these questions, there are a number of areas that could benefit from future research. For example, a longitudinal study of the change process a city goes through when adopting a holistic city framework (or a hybrid of a holistic frameworks) would be of value. Additionally, a longitudinal comparative study of two or more cities undergoing the process of incorporating holistic city frameworks would be beneficial and contribute to the research on holistic city frameworks, city planning and urban design, and municipal leadership and change. The more qualitative and quantitative research performed in these areas, the easier it will be for cities, communities, and nations to shift to healthier care- and compassion-based policies and environments.

Limitations of the Study

There were six primary limitations to this research, the first relevant to the context of the research. The issues Marina is currently facing, which emerged across all phases of the data collection, are ripe for the lens of holistic city frameworks and the six themes that define their intersectionality. It is possible that if the issues presently occurring in and around Marina did not exist, city leaders' thinking and planning for the city would be entirely different; the six themes might not be either consciously or tacitly on their minds.

The second, third, and fourth limitations all pertain to the questions asked during Phase I: Leadership Interviews. All questions were open-ended, allowing any response from those interviewed. While this was intentional so as not to lead or influence the thinking of the interviewees, none of them had any grounded knowledge of the three holistic frameworks on which this research is based. Had they been familiar with the frameworks in advance of the interviews, their responses may have been more focused on the characteristics and qualities of

these frameworks and their possible applications to Marina. The third limitation was that there was no direct conversation or question addressing the role that care and compassion play in city leaders' leadership style and behavior. Had this occurred, it may have opened a deeper level of conversation, self-reflection, and relational behavior that is important in a qualitative case study. As Kahane (2012) suggested, the inner mind of all stakeholders is foundational for transformative planning.

Additionally, a discussion around how care and compassion influence the governance of Marina's communities may have revealed (a) the degree to which servant leadership (as reflected through these qualities) affects their leadership style and (b) the healthy development of the city (Greenleaf, 2002). The fourth limitation draws from both of the previously mentioned limitations: The only people interviewed were nine of the city's leaders/decision-makers. In a community with a population of just over 22,000 and more than 94 local not-for-profit organizations, conducting in-person interviews with more community leaders might have provided a richer and more diverse reflection of the community's values. The fifth limitation is the number of community leaders who participated in the survey. A total of 28 respondents completed the survey, despite my directly inviting approximately 40 people to participate and posting a link to the survey throughout the social media sites of Facebook and Nextdoor.

The final limitation to this study is perhaps the biggest one. In the process of doing this research, I vacillated between categorizing city leaders based on if they were full-time city (paid) employees or elected officials. Although I separated them when coding and interpreting data, when it came to the scope of this research—issues of vision and planning—there was minimal distinction between the two groups. For this reason, I combined the findings to make one group

of “city leaders.” The need for separation had minimal, if any, impact on the findings of this research.

However, when it came to a slight deviation from the scope of this research—understanding leadership traits required to embrace holistic city frameworks, especially that of the Compassionate City—this combination of city leaders made it difficult to fully determine leadership styles and characteristics of city leaders. An elected city leader is going to behave very differently than a paid, full-time staff member of a municipality, thereby exhibiting different leadership styles. For elected officials, there likely will be political calculations involved with their decision-making processes and approach to leadership. Their job security, or the length of time they remain in office, can be more dependent upon election cycles and likability than by effective behavior and change making (Anonymous, personal conversation, June 13, 2019).

City employees, on the other hand, have less to risk; they are not dependent upon election cycles and their likability is dependent upon their job performance and their effectiveness is achieving the goals of the city council (Anonymous, personal conversation, June 13, 2019). For this reason, it would be beneficial to separate city or governmental staff from elected officials when exploring the relationship between municipal or governmental leadership and holistic city frameworks.

Personal Reflections

The process of writing and collecting data for this study has been a profound journey. During this time, I have shifted from a citizen activist and Vice-Chair of the Marina Planning Commission to becoming an elected City Councilmember sitting on four separate Boards as the

Marina representative. I went through this transition cautiously and somewhat reluctantly, as not only am I a bit introverted, but I am not very good at "playing politic." I have been unsure of how my peacemaking and healing skill sets would translate into this new role. However, the holistic city frameworks adopted in this dissertation have given me a language and systemic approach for governance and leadership that is rooted in care, compassion, and well-being, and has furthered my ability to define myself as a societal healer and elected leader.

Additionally, as a result of this research, I have been invited to be on the leadership team advising the State of California to become the first in the US to become a Compassionate State. In this role, I will be working with cities and communities to establish themselves as Compassionate Cities/Communities. As discussed earlier in this study, becoming a Compassionate City is traditionally a grassroots initiative. However, because my research focused on three diverse holistic frameworks, I am hopeful I can work with cities from both the top down (e.g., through leadership, policy-making, and agenda-setting) and from the bottom up (e.g., grassroots community engagement where community members set priorities and provide suggestions to leadership). This is an exciting and humbling opportunity that supports my internal compass and calling to be of service through governance. I am profoundly grateful and excited to see where this journey takes me.

Simultaneously, when looking at our current state of the world, in many ways, my original research questions continue to motivate me: how do we build a world in which the "whole human"—mind, body, soul, and spirit—are empowered and honored? How do we support people to live with love, care, compassion, and creativity? How do we pragmatically

rebuild the world—one city, one community, at a time—in a way that reflects and supports positive human potential as a way of life?

All of these remain essentially unanswered for now. Clearly, there is still much to explore within the academic realm. It is my hope that this research is the equivalent of (or served as) an amuse bouche— an opportunity to whet the appetite around care and compassion in governance and policymaking— and helps to bridge the gaps that remain between scholars and practitioners. My work as a healer and peacemaker has shown the crucial role personal responsibility and accountability of thoughts, actions, and behaviors play in healing and transformation. Yet this is often done on the individual level. It is my hope that further research can shed light on how to operationalize this concept on the collective level. It is likely that the holistic city frameworks I have analyzed will lay the foundation for much of this research.

Additional arenas of exploration include how to pragmatically incorporate compassion into areas of governance such as budgeting and policymaking. Currently, there is minimal research on this subject within the leadership, policy making or governance scholarship. While I believe I have touched on this during my public presentations, it is an area I would like to further explore. Ultimately, it is my hope that ongoing investigation and research around the pragmatic integration of care and compassion within the governmental sector as well as the implications of this for societal healing, will open the door for new teaching opportunities for myself and others. Not only will this provide a new lens and foundation for future community leadership, but ideally, will contribute to building a more caring and compassionate world.

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Appendix

Appendix A: Vision and Mission of the City of Marina, California

Vision Statement

Marina will grow and mature from a small town bedroom community to a small city which is diversified, vibrant and through positive relationships with regional agencies, self-sufficient. The City will develop in a way that insulates it from the negative impacts of urban sprawl to become a desirable residential and business community in a natural setting.

Mission Statement

The City Council will provide the leadership in protecting Marina's natural setting while developing the City in a way that provides a balance of housing, jobs and business opportunities that will result in a community characterized by a desirable quality of life, including recreation and cultural opportunities, a safe environment and an economic viability that supports a high level of municipal services and infrastructure.

(City of Marina, n.d.)

Appendix B: Details of UN Sustainable Development

Goal 11
Make cities and human settlements inclusive, safe, resilient and sustainable (United Nations Department of Economic and Social Affairs, 2015, pp. 21-22)

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels

11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

Appendix C: Text of the Charter for Compassion

The principle of compassion lies at the heart of all religious, ethical and spiritual traditions, calling us always to treat all others as we wish to be treated ourselves. Compassion impels us to work tirelessly to alleviate the suffering of our fellow creatures, to dethrone ourselves from the centre of our world and put another there, and to honour the inviolable sanctity of every single human being, treating everybody, without exception, with absolute justice, equity and respect.

It is also necessary in both public and private life to refrain consistently and empathically from inflicting pain. To act or speak violently out of spite, chauvinism, or self-interest, to impoverish, exploit or deny basic rights to anybody, and to incite hatred by denigrating others—even our enemies—is a denial of our common humanity. We acknowledge that we have failed to live compassionately and that some have even increased the sum of human misery in the name of religion.

We therefore call upon all men and women to restore compassion to the centre of morality and religion ~ to return to the ancient principle that any interpretation of scripture that breeds violence, hatred or disdain is illegitimate ~ to ensure that youth are given accurate and respectful information about other traditions, religions and cultures ~ to encourage a positive appreciation of cultural and religious diversity ~ to cultivate an informed empathy with the suffering of all human beings—even those regarded as enemies.

We urgently need to make compassion a clear, luminous and dynamic force in our polarized world. Rooted in a principled determination to transcend selfishness, compassion can break down political, dogmatic, ideological and religious boundaries. Born of our deep

interdependence, compassion is essential to human relationships and to a fulfilled humanity. It is the path to enlightenment, and indispensable to the creation of a just economy and a peaceful global community. (Charter for Compassion, 2009)

Appendix D: Approval Ethics Application to Antioch PhDLC IRB

Home | 1-IRB Handbook | 2-CITI Modules | 3-Campus Info | 4-Documents & Links | 5-Application

Lisa Berkley (Log Out)

Institutional Review Board
Application for Ethics Review

Project: Dissertation Proposal: Compassionate Cities, Healthy Cities, and Sustainable Development Goals: Phase I Interview Questions
Status: Approved with no modifications
Last Saved: 7-19-2019 17:40:39

Applications | Instructions | Part I: General Information | Part II: Project Description | Part III: Attachments | Submission | Review

Click the Project Title to open an application.

Search:

Email	Application Status	Project	Submitted On	Approval Type
	Approved	ORGANIZATIONAL CHANGE PROJECT PROPOSAL: Contributing to Peace Leadership Through Building an Organizational Structure Designed to Bring Programs based upon Emotional and Spiritual Intelligences into the International Security and Governance Sectors	2012-09-03 15:29:19	Exempt
	Entered	The Ineffectiveness of the Gaza Evacuation as it pertains to Peace between Israel and Palestine		
	Approved	Inner Economy- Paper for ILA-A	2013-10-21 21:00:43	Expedited
	Approved	Joy of Life, 10 years later. Preliminary questionnaire.	2013-11-15 12:59:30	Expedited
	[illegible]	[illegible]	2014-01-11 [illegible]	[illegible]
	Approved	Dissertation Proposal: Compassionate Cities, Healthy Cities, and Sustainable Development Goals: Phase I Interview Questions	2018-11-24 03:12:13	Expedited
	Approved	Dissertation Proposal: Compassionate Cities, Healthy Cities, and Sustainable Development Goals: Phase II Survey Questions	2019-03-21 00:17:46	Expedited
	[illegible]	[illegible]		

Appendix E: Interview Questions

Future of the City

1. Paint me a picture of what Marina looks like in 30 years.
   Follow up questions might include if the participant brings up these topics:
   a. What does the city look like? How many lanes in the roads? How is the natural environment integrated in the city? How is culture integrated into the city? Race? Social Justice? Environmental Sustainability?

2. What type of economy do you envision Marina being built upon? What type of businesses are here?

3. How might Marina balance Social Services for the population with economic stability?

4. What are the biggest challenges Marina faces today?

5. How do you envision getting from today to the city you envision? What steps need to be taken?

Leadership & Community

6. How do you think long lasting, effective change is best initiated, from the ground up (e.g., citizens working toward specific goals), or top down (e.g., policy established and implemented by leadership)?

7. What external influences affect your decision making?
   Follow up questions might include the following if participant mentions these issues:

   What role does the following play into your decision-making process:
   a. Public participation
   b. Conferences on City development
   c. News sources (Magazines, Newspapers, Television News shows)?
   d. Other: ____________

Other Influences

8. What Social Media platforms do you engage with?

9. To what Emails, Newsletters, or Journals do you subscribe?

Appendix F: UN Sustainable Development Goals

(United Nations, 2015, p. 14)

Sustainable Development Goals

Goal 1. End poverty in all its forms everywhere
Goal 2. End hunger achieve food security and improved nutrition and promote sustainable agriculture
Goal 3. Ensure healthy lives and promote well-being for all at all ages
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5. Achieve gender equality and empower all women and girls
Goal 6. Ensure availability and sustainable management of water and sanitation for all
Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10. Reduce inequality within and among countries
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12. Ensure sustainable consumption and production patterns
Goal 13. Take urgent action to combat climate change and its impacts[*]
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

Appendix G: Permission to Use Graphic for Figure 4.1

From: **Juli Hofmann**
Subject: Re: Permission
Date: November 11, 2019 at 3:12 PM
To: Lisa Berkley

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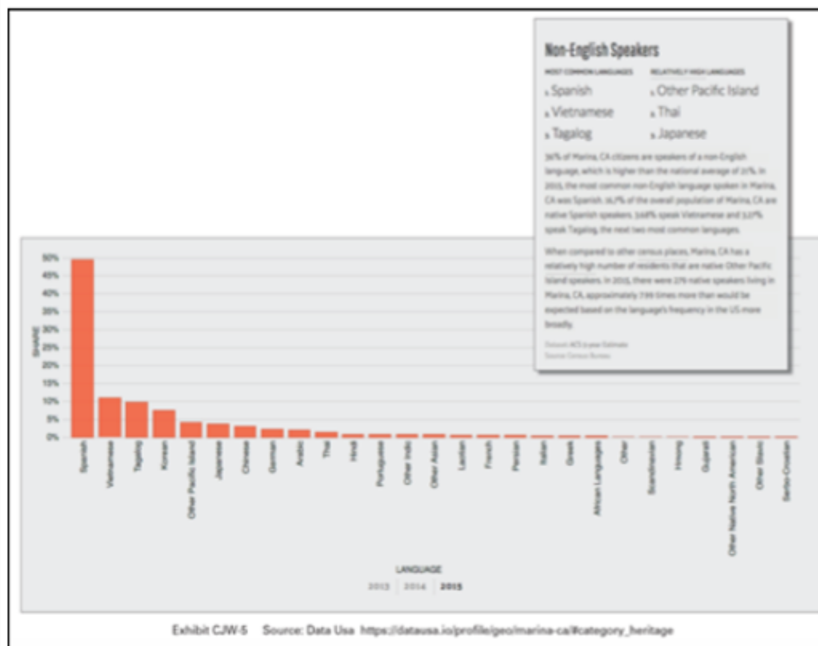
Juli Hofmann

On Mon, Nov 11, 2019 at 2:53 PM Lisa Berkley > wrote:

> Dear Juli,
>
> I am writing to request your permission to use your copy written image (© 2017) below as figure 4.1, page 92 in my PhD dissertation entitled *A Case Study: The Role of Compassionate Cities, Healthy Cities, and UN Sustainable Development Goals in City Leadership and Planning.*
>
> Please let me know at your earliest convince if I have your permission.
>
> Thank you and with kind regards,
>
> *Lisa*
>
> Lisa Berkley
> Antioch University



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