# COMMUNITY PRIORITIES: Planning Skills

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Note: The purpose of this document is to provide a facilitation guide for skill development relevant to collaborative planning and civic governance as part of Lake Leaders Seminar III.

Draft Updates

PHASE 2 Community Priorities (PLANNING)

select focal problems (consensus-driven)

outcome
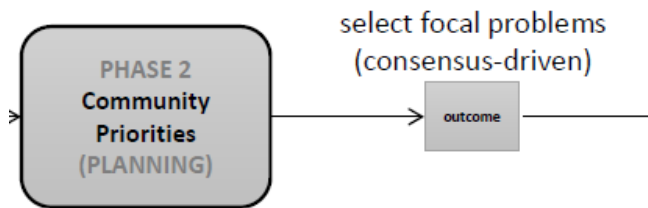
Engage
- Complete community stakeholder profile
- Co-learning opportunities

Align
- Define vision, goals, prioritized actions
- Cost / benefits analysis of water conditions

Communicate
- Audience-specific outreach
- Civic governance / adopt decision process

Strengthen
- Partner relationships (set expectations)
- Capacity-building actions identified in plan

- *Created 10/12/2016*

Purpose:
The exercises described in this packet are intended to introduce the planning principles of the community capacity model. Specifically, we introduce the use of a simple application of social network mapping to:

(a) **Engage** – Identify your stakeholders
(b) **Align** – Identify common interests
(c) **Communicate** – Identify your jurisdiction
(d) **Strengthen** -- Define roles within partnerships

<table>
<tr><td>**Engage**</td><td>### Develop & Enhance Member Capacity

Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).</td></tr>
</table>

Identify your stakeholders

Network Definitions:
Source: http://www.bethkanter.org/network-mapping/

<u>Cores:</u> Inner cluster of people who do most of the work on any project or effort.

<u>Nodes:</u> People or organizations

Source: http://www.bethkanter.org/network-mapping/

Activity:

The purpose of this activity is to engage lake leaders in the identification of partners within their community. This discussion emphasizes the need to recognize those stakeholders who are currently working with your organization, identify those that are missing, and think strategically about how these groups or organizations can connect water quality efforts to others potential partners within your community.

- **Step 1**: Identify your core team – List the 5-10 people who do most of the work on any lake or watershed-related efforts.
    - *Instructions*: write the list down on a green post-it note
- **Step 2**: List 3-5 "go-to" organizations within your community that have played an important role in your lake or watershed-related efforts.
    - *Instructions*: write each of these additional nodes within your social network down on a yellow post-it note.
- **Step 3**: Identify 1-3 additional organizations that you know may be interested, but are not currently engaged in your lake of watershed-related efforts.
    - *Instructions:* write each non-engaged node down on a blue post-it note.

<u>Note:</u> For this exercise we're really focused on identifying the core (our team) and community nodes (other groups or organizations).

Align	**Develop & Enhance Relational Capacity**
	Building relationships and working toward consensus on a common definition of the problem.

Identify common interests

Network Definitions:

<u>Ties</u>: The connections, communications, reciprocity, similarities, and relationships between them

> **"Interests of all kinds are at the heart of natural resource policy and management."**
>
> **Common interests** are those beliefs that are widely shared within a community and {are perceived to} benefit the whole community.
>
> *(Clark, 2002, p. 13)*

Activity:

A more comprehensive (or research-based) social network map is intended to be a representation of your community and the interaction of its members. Instead of focusing on your organization individually, today we're going to work as a group with each of you representing different organizations all facing the same types of challenges.

- **Step 1**: Identify what motivates your core team – Begin by individually thinking about what motivates your core team. What issues motive them to be involved in in your lake or watershed-related efforts?
    - *Instructions*: List the top 3 issues that motivated involvement for your core team on a green post it note (these can be goals for the future, problems they're responding to, or other reasons, but **be as specific as possible**).
- **Step 2:** Common motivators – As a group have each member introduce their core team and what issue motivate their involvement.
    - *Instructions*:
        - (a) Begin by having each person describe their core team
        - (b) Place the core team post-it notes at the center of the flip chart (it's okay to overlap to save space)
        - (c) Next begin sharing what issues motivate their core team by having each person place their motivation post-its on the flip chart individually in a circle around the core team post-its.
        - (d) Combine similar motivating issues until your group has identified the top 3-5 reasons that caused core team members to become involved. (Place any that don't make the top list at the bottom of the flip chart sheet.)

Note: For this exercise we're really focused on identifying the common interests between our core team and other community nodes (other groups or organizations).

Example (steps 1-3):
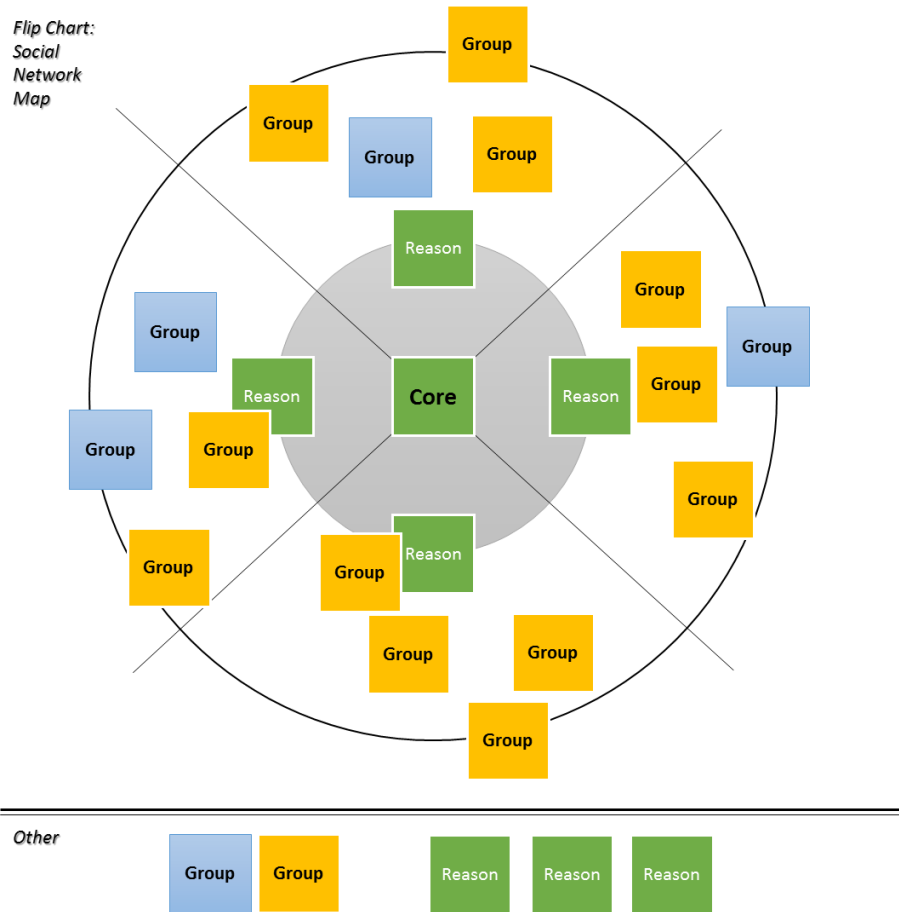
- **Step 3**: Identify what motivates other community organizations – Which groups are motivated by the same reasons as your core team?
  - *Instructions*:
    - (a) Begin by having everyone place their 3-5 "go-to organizations" on the section of the flip chart associated with a reason that motivates each group to be involved. This requires answering 2 questions:
      - Which motivating reason is most closely tied to each organization?
      - How strongly associated with that reason is each group? For stronger connections place their post-it closer to the green reason card, for weaker place it toward the edge of the flip chart.
    - (b) Repeat this activity for the other organizations that you identified as not currently engaged with your core team (blue post-it notes).
    - If an organization doesn't fit with any of these motivating reasons, simply keep their card or place it at the bottom of the flip chart.

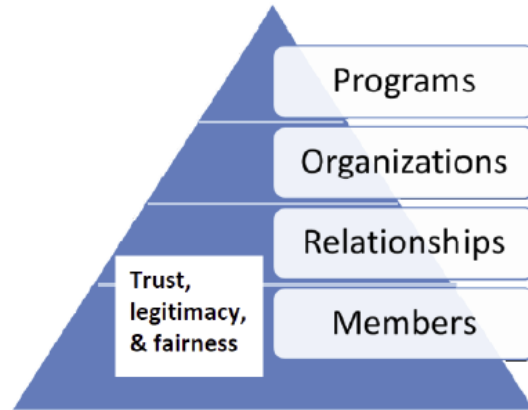<div style="border: 1px solid; padding: 5px; display: inline-block;">**Communicate**</div>

Develop & Enhance Organizational Capacity

Building the organizational capacity to collaborate, including communication and volunteer management strategies.

Identify your jurisdiction

Network Definitions:

Hubs: People or organizations that have lots of connections, also called "Influencers"

Davenport (2015)

Activity: This activity is designed to guide discussion about where the authority to act lies within a community. We will begin with a discussion of individual action and impact that will be followed by a discussion of who must be engaged to create community action to resolve lake and watershed challenges.

- **Step 1:** Identify potential **individual** actions -- Select one of the reasons (green post-its) on the list that affects your lake or watershed. What actions could you as an individual take immediately that would have a positive impact on this issue?
  - *Instructions*:
    - (a) Divide a notecard into 3 columns
    - (b) List 3-5 individual actions on a notecard in the 1st column
    - (c) Answer this question for each action in the 2nd column: Will these actions result in significant improvement over the next 10 to 20 years?
    - (d) If the answer is "NO", then use the 3rd column to answer this question: Who must act for necessary changes to occur that will positively address this reason (or issue)?
- **Step 2:** Identify potential **community** actions – What is your organization's jurisdiction, meaning where do you have the authority to act to address each of the reasons (or issues) you've listed on the green post-its?
  - *Instructions*: Group discussion – answer the following questions (and record your responses on the flip chart).
    - Examine your social network map on the flip chart -- who are the "hubs" within your community that will influence action on each issue? *Note:* Refer to definition of "hubs" above and flag each hub with a sticker on your flip chart.
    - What individuals or groups who possess the authority to act are missing from your network map? (Add them on blue or yellow post-its as appropriate).

| Strengthen	**Develop & Enhance Programmatic Capacity**
	Program development and network building to achieve results.

Define roles within partnerships

Network Definitions:

Clusters: People or organizations that connected to one another, but w/few connections to rest of network

Edge: Vital to growth because these people or organizations are likely to be part of other networks.
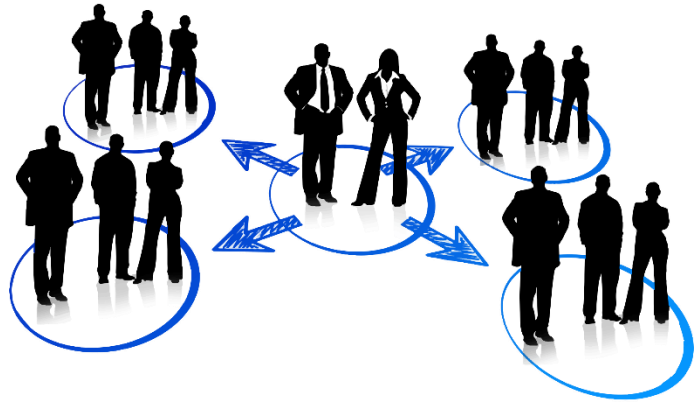
Activity: We began this series of activities by asking you to initially work together as a group of individuals who share common issues, network challenges, and varying levels of influence within your own community. Now we'd like to turn your attention back to the role you want your lake or watershed group (your core team) to play within your community.

- **Step 1:** Identifying your cluster -- Every organization has strong and weak relationships with other groups in your community. Now the challenge is for each of you to draw your own network map to highlight how interconnected your organization is with others.
  - *Instructions*:
    - (a) Begin by drawing a circle at the center of a blank sheet of paper and within that circle write down the name of your organization.
    - (b) Add circles representing your "go-to" organizations with thick lines connecting your most trusted partners and thin lines connecting those who you work with less.
    - (c) Add those groups you identified as important, but are not currently engaged while indicating (with the same thin or thick line) if they are connected to other groups already on your list. Note: It's okay to have no lines if they're not connected to any of the other groups.
    - (d) Think about your jurisdiction and the hubs with the influence to act – add those who are currently missing to your network map.
- **Step 2:** Identify critical edge linkages – Who are the individuals or organizations that would provide you with access to other community groups (and / or expand your jurisdiction)?
  - *Instructions*: Flip your network map over and list these groups and identify 1 individual you know that is either involved with each group or that may someone who is that could make an introduction between the groups.
  - *When you get home*: Review this network map with your core team, repeat this final step, and then decide who from your organization is going to make first contact!